

Glossary

Accommodation: Refers to accommodating persons with a disability by making the restaurant accessible.

Accuracy in menu: Ensuring that the menu is accurate in describing the dishes.

Action plan: Dictates how the marketing plan will be carried out. It assigns specific responsibilities to individuals and dates for accomplishment. An action plan is a detailed list of the steps necessary for carrying out the strategies and tactics designed for reaching each objective.

Alternative dispute resolution: To problem-solve and resolve differences by offering employees and employers an alternative to courts with a fair and private forum to settle disputes.

Age Discrimination: It is illegal to discriminate against a person on the basis of their age.

American's with Disabilities Act (ADA): Prohibits discrimination against employees who are disabled.

Amortize: To gradually repay a debt through scheduled periodic payments.

Appreciation: The increase in property value over time.

ASP: Application service provider.

Avoidance: When both parties in a conflict avoid actions to resolve the situation.

Back bar: The shelf or counter space along the back of a bar or counter area.

Back of the house: Refers to the areas that the guest does not usually see—includes the kitchen, dishwashing area, stores, and receiving area.

Back-of-the-house technology: Technology related to the back of the house, including inventory, payroll, food and beverage costing and menu software, and manager's station.

Bain-marie: Double boiler or steam table.

Balloon payment: The bulk payment that retires a loan when minimal previous payments have not fully amortized.

Bay: Specific area assigned for workers to cover.

Behavior modeling: A method of showing how to behave with an emphasis on interpersonal skills.

Beverage cost percentage: The cost of beverages expressed as a percentage of beverage sales.

Booster heater: Supplies 180°F water for dishwashing machines.

Brazier: Heavy-duty stewing pan with tightly fitting cover.

Breading machine: Manual or machine-driven device for rapid application of coating to raw foods such as chicken and fish.

Breakeven point: The point at which neither a profit nor a loss is made in operating a restaurant.

Broiler: Equipment with heating elements above a rack on which food cooks.

Business plan: A detailed plan for starting a business.

- Butcher's test:** A test to see the portion and yield of a piece of meat.
- Buyout:** The outright purchase, usually with borrowed funds, of a business, as by its employees or management; the acquisition of a controlling interest of a company's stock.
- California menu:** The name given to menus at many restaurants in which guests can order any item from the menu at any time of the day.
- Capability/consistency:** The ability of a cook to produce the food required. Consistency is aided by the use of standardized recipes.
- Capital:** Net worth of the individual or business; combination of fixed and liquid assets after the deduction of liabilities; the funds used to start up or capitalize a business.
- Cash flow position:** The presence or absence of surplus cash for recycling into business operations (sometimes known as positive or negative cash flow).
- Casual restaurant:** An informal restaurant.
- Categories of kitchen equipment:** Different types of kitchen equipment.
- Centralization:** Reduces the costs of order taking, food preparation, and accounting.
- Chafing dish:** A pan for preparing foods at tableside using portable or canned heating device.
- Chain restaurant:** Several restaurants belonging to a person or company.
- Cheese melter:** Similar to a salamander and used for melting cheese, browning, toasting, glazing, plate warming, and finish-heating items such as onion soup and Mexican specialties.
- Chef-owned restaurant:** A restaurant owned by a chef.
- Civil Rights Law:** A law stating that employers may not discriminate in employment on the basis of an individual's race, religion, color, sex, national origin, marital status, age, family relationship, mental or physical handicaps, or juvenile records that have been expunged.
- Clarified:** Wine is clarified by adding either egg white or bentonite which removes impurities.
- Collaboration:** In conflict management, collaboration occurs when both parties in a dispute resolve to work together to find a solution.
- Collateral (security):** Personal or business possessions that the borrower assigns to the lender as a pledge of debt repayment. If the borrower does not repay the loan, the lender assumes ownership of the collateral.
- Combination convection oven and microwave:** A convection and microwave oven combined.
- Commercial kitchen equipment:** Any piece of heavy-duty equipment sized and built to cook for as few as 50 or as many as 5,000 people.
- Commissary:** A large kitchen where foods are prepared to be served in quantity at another location or group of locations.
- Communication mix:** The variety of methods used to tell consumers about a product, including advertising, merchandising, promotions, public relations, and direct selling.

- Communications:** The exchange of information and the transfer of meaning.
- Compactor:** Machine for crushing and compacting refuse; some crush bottles and cans as well.
- Comparison benefit matrix:** A matrix to compare the benefits of both the competition and one's own restaurant.
- Compartment steamer:** A piece of kitchen equipment with cavities in which pans can be placed; food is cooked by steam.
- Compensating balance:** A banking industry term referring to a balance to at least partially compensate for the loan amount.
- Competition analysis:** The analysis of a company's strengths and weaknesses within the market by comparing with competitors and environment.
- Compromise:** In conflict management, a compromise is when both parties find a resolution that partially satisfies both groups.
- Conflict management:** The management of conflicts.
- Considerations in menu planning:** Factors to consider when planning a menu.
- Construction loan:** Loan made in segments during a term loan.
- Contribution margin (CM):** The difference between the sales price and the cost of the item.
- Control:** To verify, or regulate, restrain, or influence the outcome or to take corrective action if results are different from those expected.
- Controllable expenses:** Expenses that can be changed in the short term.
- Convection oven/convection steam cooking:** An oven that has fans inside to move hot air all around containers of food being baked, decreasing the baking time. Cooking with steam in a convection oven.
- Convenience food:** Food that comes in a form that makes possible storage in a minimal amount of space.
- Conveyor:** Moving belt that takes dishes or other items from one area to another; it can slant, turn corners, and go from room to room.
- Cook-chill:** Cook-chill enables chefs to cook large quantities of food for long-term storage in a refrigerated environment.
- Cooking line:** Known as "the line," it is the line of stations in the kitchen: broiler, grill, sauté, fry, and so on.
- Co-op:** A nonprofit institution that provides restaurants with food and supplies at lower cost than do the profit-oriented purveyors.
- Creel:** Rack with a handle for carrying dishes.
- Culinary heritage:** The heritage of a country's cuisine.
- Current assets:** Cash or such assets as accounts receivable and inventory that are converted to cash in normal business operations.
- Decision-making process:** The process of developing and analyzing alternatives and choosing from among them.
- Deep fryer:** A temperature controlled fryer that allows for food to be immersed in the frying oil.
- Degree of service:** The level or amount of service that a restaurant offers.
- Degustation menu:** Menu featuring the chef's best dishes.

Demographics: The characteristics of the market population in terms of age, income, education, sex, and occupation.

Department of Alcoholic Beverage Control (ABC): The Department of Alcoholic Beverage Control is responsible for matters concerning the sale and consumption of alcoholic beverages.

Depreciation: The process of writing off against expenses the cost of an asset over its useful life.

Development: Progressing towards a personal or corporate growth goal.

Difference between marketing and sales: Marketing focuses on the needs and satisfaction of customers; sales focus on the distribution of products to customers.

Different and Better (D&B): How one restaurant is different and better than others.

Difficult guest: A guest who, for whatever reason, is being difficult to handle.

Dishwasher: A machine for washing dishes.

Disposal: A machine to grind and flush food waste into drain lines.

Diversify: To broaden the product offerings.

Diversity: Different cultural and physical dimensions which separate and distinguish us as individuals and groups.

Dolly: A small cart or wheeled platform used to move or transport heavy objects.

Dough divider: A machine used to cut rolls into uniform sizes from a piece of raw dough.

Dumbwaiter: A small elevator for transporting food between floors.

E-learning: Learning that incorporates the Internet and other technologies.

Employer of choice: A restaurant that prospective employees apply to ahead of others.

Environmental analysis.: The analysis of environmental factors that influence the organization and the market. The factors are grouped under headings: political, economic, social, and technological.

Equal employment opportunity (EEO): The legal right of all individuals to be considered for employment and promotion on the basis of their ability and merit.

Equal Employment Opportunity Commission (EEOC): The organization to which employees or job applicants may appeal if they feel they have been discriminated against.

Equity: The value of a business or piece of property that is owned free and clear. The money—equity dollars or investment—that purchases ownership.

Ethnic restaurant: A restaurant of a particular ethnicity.

Fabricate: To build in equipment in kitchens, as opposed to installing separate pieces of stock equipment.

Family restaurant: A family-style restaurant either run by a family or appealing to families as guests.

Federal Equal Pay Act: The Equal Pay Act requires that men and women be paid the same rate for the same work.

Federal Wage and Hour Law (Fair Labor Standards Act): The Fair Labor Standards Act of 1933 was designed to increase wages and increase employment by reducing the number of hours of the average work week. Today it applies to restaurants with sales of more than \$500,000. The Wage and Hour Division requires that restaurants pay at least the Federal Minimum Wage.

Fermentation: A process of the yeasts converting the sugar in the grapes into ethyl alcohol.

Filter: A strainer made of paper, cloth, or metal.

Fine-dining restaurant: A restaurant that is finely decorated and has outstanding food and service.

Fining: The filtering of wine to remove the solid particles.

Fixed assets: Permanent business properties, such as land, buildings, machinery, and equipment, that are not resold or converted to cash in normal business operations.

Fixed costs: Expenses normally unaffected by changes in sales volume.

Floor machines: Powered kitchen equipment, as compared to separately installed pieces of stock equipment.

Food checker stand: Place where food checker is located.

Food-cost percentage: The cost of food sold expressed as a percentage of food sales.

Food purchasing system: A system for purchasing food.

Food specification standards: Standards that specify the quality of foods and other items being purchased.

Forced-air convection oven: An oven with a fan that forces air around the oven for quicker heating.

Forecasting: Predicting the future—in a restaurant setting, the number of guests and sales figures are forecast.

Fortified wines: Wines that have brandy or wine alcohol added.

Franchise: (1) The authorization given by one company to another to sell its unique products and services; and (2) the name of the business format or product being franchised.

Franchisee: Person who purchases the right to use or sell the products and services of the franchiser.

Franchiser: An individual or company that licenses others to sell its products or services.

Freezer: A large walk-in container/small room used for the storage of frozen items like meats and fish.

Freezing unit: Place where frozen foods are stored, often a part of a walk-in refrigerator.

Fringe benefits: Benefits other than salary or wages.

Front bar: Both the place where guests belly up to the bar and where the bartender prepares the drinks.

Front of the house: The operations and people who interface with guests in the dining and bar areas of a restaurant.

Fusion: A blending of techniques and ingredients of two cuisines.

Glass washer: Machine with rotating brushes for washing glasses; most often used under bars.

Goals: Specific results to be achieved; the end results of a plan.

Grade standards: A set of standards for fruits and vegetables.

Griddle: Large square or rectangle of heavy metal that can be heated to cook foods poured or placed directly on it, as pancakes or hamburgers.

Gross profit: Sales minus cost of sales in a standard accounting entry.

Groupthink: Thinking done by a group.

Guest count: The number of guests.

Hearth: Heated baking surface or floor.

Holding area: The area used to “hold” guests before seating them.

Host/Hostess: A person who greets and seats the guests at a restaurant.

Hot plate: Counter-model electric heating unit, usually with two heating coils, used for heating, pan-frying, and sautéing.

Ice machine: Equipment that makes ice in cubes, chips, or flakes; may also store ice after it is made.

Immigration Reform and Control Act of 1986: Makes it illegal for employers to hire undocumented aliens.

Independent restaurant: A restaurant that is independent and not belonging to a chain or franchise.

Individual Retirement Annuity: An individual tax-deferred savings plan.

Infrared warmer: Overhead warmer with quartz tubes that produce infrared waves; keeps food warm at or near point of service.

Institutional Meat Purchase Specifications (IMPS): Meat purchasing specifications for restaurants and institutional purchasers.

Interest rates: Rates the banks charge for loans.

Intermediate loan: Loan made for up to five years.

Job: A series of related responsibilities.

Job description: A description of the duties and responsibilities involved in a particular job.

Job instruction: Step-by-step details needed for training.

Job specification: Qualifications and skills needed to perform a job; also, the education and technical/conceptual skills a person needs to perform the requirements of the job satisfactorily.

Key result area (KRA): Areas of the operation where the results are key to the success of the restaurant—including labor, food and beverage costs, guest satisfaction, staff turnover, profit, and so on.

Kitchen equipment: Equipment used in the kitchen.

Kitchen floor coverings: Surfaces usually made of quarry tile, marble, terrazzo, asphalt tile, or sealed concrete materials that are nonabsorbent, easy to clean, and resistant to cleaning chemicals.

Kitchen manager: Some restaurants call the chef a kitchen manager.

Labor-cost percentage: The cost of labor expressed as a percentage of sales.

Labor management: A software program that helps operators manage labor scheduling and costs.

Leader: A person who leads—influencing the behavior of others in a desired way.

Leadership: The art of leading—the influence of one person over another to work willingly toward a predetermined goal.

Learner-controlled instruction (LCI): A program in which employees are given job standards to achieve and asked to reach the standards at their own pace.

Leverage: (1) The extent to which a business is financed by debt; and (2) to boost a business's available funds by the injection of loan dollars.

Leveraged buyout (LBO): The use of a target company's asset value to finance the debt incurred in acquiring the company; a buyout using mostly borrowed money and in which the principals put up little or no money of their own.

Liquidate: To convert assets into cash.

Liquidity: The degree to which individual or business assets are in cash form or can quickly be converted to cash.

Liquor control: Control of liquor—part of an overall system of beverage controls. Liquor is controlled from ordering, delivery/receiving, storage, issuing, pouring, and cash receipts.

Loading dock: A platform outside an establishment, usually at the rear, where deliveries of food and supplies are unloaded.

Loan principal: The original amount borrowed or the unpaid loan balance, not including interest charges.

Magic phrases: Phrases used by the host or hostess to welcome or part with the guest.

Market assessment: An assessment that provides initial information helpful in planning the success and reducing the loss of the organization.

Marketing: The activities involved in developing product, price, distribution, and promotional mixes that meet and satisfy the needs of customers.

Marketing mix: The combination of the four *P*s of marketing: product, price, place, and promotion.

Marketing philosophy: The belief and approach to marketing is to give guests what they want—the way owners have decided to relate to guests, staff, and suppliers, in terms of fairness, honesty, and ethical and moral conduct.

Marketing planning: The establishment of marketing goals and the design of marketing programs expected to be implemented in the future.

Market positioning: The placement in the general market that distinguishes a restaurant from others in terms of price and service.

Market segment: Population group with similar characteristics (needs, wants, income, background, buying habits, and so on). A restaurant aims to address the wants and needs of specific market segments. When the product matches the desired segment's wants and needs, a successful marketing relationship is formed. Groups that respond in a similar way must be identifiable, measurable, and of appropriate size. In addition, they must be reachable by advertising media.

Market share: The share of the market that a business has.

Meat buyers guide: A guide for purchasing meat.

Mentor: A person who advises a mentee.

Menu items: The choices offered on a menu.

Menu management: Managing the menu to maximize guest satisfaction and profitability.

Menu types: The various types of menus.

Microwave: An electronic high-speed oven.

Mise en place: The precise assembly of ingredients and equipment required for the preparation of a recipe.

Mixer: Mechanical equipment that revolves to mix ingredients; comes in a variety of sizes with several speeds of operation; can be either on a counter or installed.

Mobile: Describes portable equipment on wheels.

Module: A unit of measurement selected for equipment or furniture, such as modular pans to fit racks or refrigerator spaces, or chairs matching in size and shape.

Mother/Leading sauce: One of five sauces from which many others are derived: béchamel, velouté, brown, tomato, hollandaise.

Motivation: Refers to what makes people tick: the needs and desires and fears and aspirations within people that make them behave as they do. Motivation is the energizer that makes people take action; it is the *why* of human behavior.

Nappy: A shallow, open serving dish, sometimes having one handle.

Net worth: The book or on-paper dollar value of an individual or business when liabilities have been subtracted from assets.

Nonprogrammed decision: A one-off decision that requires more thought as the situation is a unique one. The opposite of a programmed decision.

Nouvelle cuisine: New cuisine—lighter with fewer calories.

Nutritional value: The value of nutrients in food.

Off-sale beer and wine: Authorizes the sale of all types of beer, wines, and malt beverages for consumption off the premises in original containers.

Off-sale general: Authorizes the sale of all types of alcoholic beverages for consumption off the premises in original, sealed containers.

On-sale beer: Authorizes the sale on the licensed premises of beer and other malt beverages with an alcoholic content of 4 percent or less by weight.

- On-sale beer and wine:** Authorizes the sale on the premises of all types of beer, wine, and malt liquor.
- On-sale general:** Authorizes the sale of all types of alcoholic beverages—namely, beer, wine, and distilled spirits—for consumption on the premises.
- Operating ratios:** Important ratios that indicate performance in the key operating areas.
- Organizing:** To get a job done efficiently and effectively by completing certain tasks.
- Orientation:** Explaining to new employees all information that will be helpful about the company and the job, policies and procedures, culture and values, that will help ensure their success with the company.
- Oven:** A piece of equipment designed to bake; a chamber for baking, heating, or drying, especially in a stove; may be in a range or separate, as in deck or stack ovens, or constructed with moving belts, as in revolving ovens; also see “Convection oven.”
- Paddle:** A long metal implement used for stirring or mixing ingredients in a steam kettle.
- Pan tree:** Treelike device for holding pans, usually overhead.
- Pantry:** A room for storage of food or china; also an area for finishing off foods, assembling foods on trays, garnishing.
- Par stock:** Level of an inventory item that must be maintained at all times. If the stock on hand falls below this point, a computerized reorder system automatically orders a predetermined quantity of the item.
- Partnership:** Legally defined under the Uniform Partnership Act as any venture where two or more persons endeavor to make a profit.
- Pass:** The area where the food is passed from the kitchen cooks to the servers.
- Pass-through:** A hot or cold compartment with doors on both sides where prepared food is placed to be picked up for service.
- Pastry bag:** Cone-shaped bag with a metal tip at the small end; used to decorate cakes, prepare fancy toppings, or insert fillings.
- Pastry cart:** Cart holding a selection of dessert pastries to be served at tables from the cart.
- PDA:** Personal digital assistant.
- Pellet:** A small heated metal disc placed under a dish to keep it warm; sometimes the disc is frozen and placed under dishes to keep them cold.
- Performance management:** The setting of work standards and assessing the work outcomes to the standards and taking corrective actions when necessary; managing the performance of an organization.
- Pickup counter:** Place where kitchen workers place prepared food for pickup and serving.
- Piece of the action:** A term used by some restaurants in encouraging unit managers to acquire, through purchase, 20 percent of the store they manage.
- Planning:** The process of defining the organization’s goals and establishing an overall strategy for achieving those goals.

Plus-minus-plus model: Disciplinary technique that starts with praise followed by criticism, then ends with praise.

Point-of-sale (POS) system: Software that records the data of each guest order and can be programmed to provide a variety of data on demand.

Portion cut: A piece of meat cut to its portion size.

Positioning: Positioning the restaurant so that it stands out as a restaurant of choice in the minds of its target market.

Premium brand liquors: High-quality brands of liquor.

Price: Price is a major factor in guest menu selection.

Prime costs: The combined costs of food and labor, usually expressed as a percentage of sales; it should not go above 55 to 60 percent of sales.

Prime rate: The interest rate set by individual banks for their lowest-risk loans; usually short-term credit unsecured to their biggest, most creditworthy customers within a particular geographic area.

Product analysis: Analyzing a product—example: comparing the features and benefits of one restaurant compared to another.

Product development: The marketing functions associated with the generation of new products and their introduction to the marketplace.

Product differentiation: The marketing strategy of calling the attention of buyers to those aspects of a product that set it apart from its competitors.

Production sheet: A sheet used by the chef/kitchen manager to plan the shift's food production.

Product life cycle: A marketing management concept providing a graphic description of a product's sales history. It is depicted as having four stages: introduction, growth, maturity, and decline.

Product/service mix: Combination of product and services, whether free or for sale, aimed at satisfying the needs of the target market.

Profitability: The amount left over after all expenses have been paid.

Programmed decision: A decision-situation that reoccurs and so can have a programmed response.

Promotion: The activities by which restaurateurs seek to persuade not only first-time buyers but also repeat customers.

Proof cabinet: Container for proofing dough in preparation for baking or for holding prepared food. Some models have a built-in water reservoir.

Protecting: Protecting the restaurant name is important and is done by registering the name.

Purchasing: Buying the food and sundry items to run a restaurant.

Quick casual restaurant: A restaurant that is both quick and casual in nature.

Quick-service restaurant: A more politically correct way of saying fast food.

Rack: Open shelving designed to hold pots and pans, baked goods, and so on.

Ramekin: Shallow baking china or dish.

Range: A cook stove, usually a heated top; it may also contain an oven.

Raw fare: Uncooked foods.

Receiving room: The point at which incoming supplies are checked in, weighed, and routed to destinations within the operation.

Recruitment: The process by which prospective employees are attracted to a restaurant for employment.

Refrigerator: Reach-in and walk-in cooling units for cold storage of foods.

Reorder point: The point at which more of an item is required to be ordered.

Responsible alcoholic beverage service: Serving alcoholic beverages responsibly.

Restaurant concepts: Various styles and themes of restaurants.

Retarder: Equipment used to slow down rising of bakery products.

Rotisserie: A cooking appliance fitted with a spit on which food is rotated before or over a source of heat.

Rule of 72: A simple method of calculating the number of years required to double money at a particular rate of interest. Divide the rate of return into 72 to obtain the result.

Salamander: A broilerlike stove with heat from above and a shelf below; it has an open front so that dishes can be put on the lower shelf for glazing.

S corporation: A type of business that permits the business entity to operate as a corporation but allows it to avoid paying corporation taxes.

Scullery: A place where culinary utensils and tableware are cleaned and kept.

Segmented: Segmenting the market up into segments of like minds and behaviors.

Selected cuts of meat: Cuts of meat that have been selected for use in the restaurant.

Selection: The process of selecting an applicant.

Self-leveling dispenser: Equipment that dispenses dishes, automatically keeping them at counter level.

Service: Refers to serving restaurant guests and internal staff—cooks, servers, dishwashers.

Service Corps of Retired Executives (SCORE): Retired executives who offer assistance and advice to startup and operating restaurants.

Service encounter: The encounter between a guest and a server or other restaurant employee.

Sexual harassment: Unwelcome advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

Side of beef: Half a beef carcass.

Single-use real estate loan: A loan that, typically, runs for less than 20 years.

Slicing machine: Motor-driven machine for slicing meats and other foods.

Slip and fall: The action when a guest or employee slips on a wet floor or something on the floor, causing a fall and injury.

Slow cooking: Cooking slowly.

Small Business Investment Companies (SBIC): SBIC's may provide some investment opportunities for startup restaurants.

Social distance: In a restaurant, booths and other decor separate tables/guests by giving a territory space to each.

- Soft sell:** Selling in a low-key manner.
- Sole proprietorship:** When one person operates a restaurant.
- Soufflé cup:** Cup used to cook soufflé ingredients; soufflés are made with enough egg whites to make them puff during cooking.
- Sous vide:** A technique of preparing food during slack times then individually vacuum packing items to be refrigerated for future use.
- Speed gun:** A dispenser for serving popular sodas and mixes for making up drink orders.
- Speed rack:** The rack where a bar's well brands are stored for speedy service.
- Standards for food:** Food specifications.
- Steakhouse restaurant:** A restaurant specializing in steaks.
- Steam cooker (steamer):** Equipment with steam-heated compartments in which pans of food are cooked. Some include a forced convection feature, with steam constantly moved by fan.
- Steam-jacketed kettle:** A kettle with a double jacket that steam enters; the steam is used to heat the contents of the kettle.
- Steam table:** A table having openings to hold containers of cooked food over steam or hot water circulating beneath them.
- Stockpiling credit:** Accruing good credit by taking positive financial measures.
- Stockpot:** A large pot in which stock, as for soup or gravy, is prepared.
- Stored labor:** The technique of preparing food during slow periods for use during rush periods.
- Strategic plans:** Plans devised to steer the organization toward its vision and mission.
- SWOT assessment:** SWOT assessment is done by comparing the organization to its competitors and the general business environment.
- Target market:** The market segment that a restaurant identifies as having the greatest potential for customers.
- Task and job analysis:** Analyzing the related sequence of tasks that makes up a job.
- Term loan:** A loan that requires only interest payments until the last day of its term, at which time the full payment is due; an intermediate or long-term secured loan granted to a business by a commercial bank, insurance company, or commercial finance company, usually to finance capital equipment or provide working capital.
- Theme restaurant:** A restaurant having a particular theme.
- Thermostat:** An automatic device for regulating the temperature of cooking, heating, or cooling equipment.
- Third-party liability:** Liability that extends to owners, managers, bartenders, and servers if they serve alcohol to persons who are intoxicated.
- Tilting skillets:** Large skillets that are used for cooking quantities of various foods: meats, sauces, and pastas.
- Tourist menu:** Menu designed to attract tourists' attention to a particular restaurant or for acceptability to guests from foreign countries.

Training schedule: A schedule for training.

Tureen: A deep, footed vessel with a cover from which cooked foods (as soup, sauce, or eggs) are served at table.

Two-and-a-half-times (2 ½) rule: Measure the contact with each patron and party in the restaurant during the course of a meal. A hello when they come in equals ½ contact. A contact during the meal to obtain feedback equals 1 contact. A contact when the meal is over equals 1 contact. Adding them gives you a total of 2½ contacts.

Under bar: The part of the bar under the front counter where the bartender prepares drinks.

Underliner: A doily or blotting circle placed under a dish or cup to absorb drops of moisture from condensation or spills.

Urn: A closed vessel, usually with a spout, for serving beverages, such as tea and coffee.

USDA wholesale produce grades: USDA grades for wholesale produce.

Utensil: Tableware or kitchenware used in the storage, preparation, conveying, or serving of food (includes such items as scoops, scrapers, measures, knives, hand peelers, cooks' spoons, whisks, pots, and pans).

Value: An amount considered to be a suitable equivalent for something else. In a restaurant setting value relates to the price paid for the meal experience.

Variable costs: Expenses that change proportionately to fluctuations in sales.

Vegan: A strict vegetarian who does not eat any animal or dairy products at all.

Vegetable cutter: A device that cuts, slices, grates, and shreds vegetables; it may include plates for cutting potatoes into french-fry and julienne sizes.

Vegetarian: A person who eats no meat or fish.

Vendor: Seller; supplier.

Vintage: A fine wine of a specific year that is generally kept for a few years to mature.

Walk-in refrigerator: A refrigerated area with doors through which people and carts carrying merchandise may enter.

Waterless cooker: A cooking utensil of heavy metal in which foods are cooked in their own juices.

Well or pouring brand: The brand kept in the well for pouring regular—non called for—drinks.

Wholesale cut: A specific cut of meat sold wholesale.

Wine: The fermented juice of freshly gathered grapes.

Work centers: A creation of Dr. Arthur Avery where work centers are part of a food system from storage to service.

Working capital: The excess of current assets over current liabilities, or the pool of resources readily available to maintain normal business operations.