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## **A Guide to the Management & Operation of a Chinese Restaurant in the United States**

Wen-Chiung Huang

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**A Guide to the Management & Operation of a Chinese  
Restaurant in the United States**

**Wen-Chiung Huang**

**BSBA Lindenwood University**

**Abstract Presented to the Faculty of the Graduate School of  
Lindenwood University in Partial Fulfillment of the  
Requirements for the Degree of Master of Communication**

## ABSTRACT

Before writing this thesis, the reason I choose for the issue of management and operation of Chinese restaurant is not because so much mass communication was related. It is the idea of the restaurant business how it to be created by using media or people's words of mouth. It is difficult to start a new business in the foreign country. Restaurant business does the same. In the early a late age of immigration, people realized only work hard can made a better life for themselves and their next generation. They started have their own business, created job opportunity even contributed to this community.

With technology has been developed rapidly, internet become the fastest resource reference connection. It is the best media information to search for. In Chinese, we said "A man can know what's happen of the whole world without leaving home."

It is not that kind easy to run a Chinese restaurant in the United States. I have been interview some owners and friends who have been worked in

Chinese restaurant. I have learned and realized about how to management and operation Chinese restaurant in the United States.

In general, management is basic on internal matters, and operation is basic on external matters. Internal management include management rulers, product procession, size of product, quality control and price adjustment. External operation means operation into the public. It includes sales advertisement, market research, mass communication and image of the business. If Chinese restaurant even any kind of business can run under these two theories, it will be success and earn lots of money.



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Requirements for the Degree of Master of Communication**

## **COMMITTEE IN CHARGE OF CANDIDACY**

Professor Michael Castro, Advisor and Chair

Associate Professor Charlene Engelking

Associate Professor Spencer Hurst

## ACKNOWLEDEMENTS

At this moment, I would like to thank all of the professors and classmates in Lindenwood University for their support. They gave me the greatest courage and help me to finish this book. I also want to thank the owners of the restaurant and grocery store who provided me with the greatest challenge : a place to learn how they run the business and acquire the skills that I have.

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# CHAPTER I

## INTRODUCTION

### History of Chinese Food

In today's world, the standard of living has developed rapidly and many societies are now prosperous. The art of eating and drinking has also become more attractive and challenging between different countries and different regional areas. People have obtained a high standard of living and enjoy not only better food but also seek delicate and exquisite dishes.

In China the sublime art of cooking wasn't born in a day, it evolved gradually. As early as the Tang (618-906 A.D.) and Sung (960-1279 A.D.) dynasties, cooking was already an art form in China. Although the techniques of this art form developed through the ages, it never really received serious attention. However, during the Dynasties of Ming and Ching, people started studying the art of cooking more seriously, not only for the banquets of Emperors, but also in restaurants. With higher

standards of living in this modern age people look for more in food than merely filling empty bellies, which accounts for the current renaissance of the art of cooking, the organizing of nutrition, the delights of garnishing, and more. Cooking with care is becoming a common feature of everyday meals. Others believe that the contemporary Western food now popular in China both looks and tastes good and gave rise to the popularity of cooking in many restaurants in China. Thus it is possible that the West may indeed have had an influence too. However, from the historical point of view the art of cooking in China has its roots in the Tang and Sung dynasties.

The Father of China, Dr. Sun Yu Shang, once said “ Eating is the first priority of Human Beings.” The Chinese take delight in eating and love entertaining guests. For them, nothing can compare with pleasure derived from “No empty seats and no empty glasses.” ( The Art of Garnishing. The Encyclopedia of Chinese Vol II ) Housewives are skillful cooks and of course with practice and training, anyone can be a good cook, though the ability to raise cooking to the level of an art is not automatically acquired.

## Art of Chinese food

### *All skilled work required special tools*

Before talking about cooking and garnishing, a word or two about the correct tools for the job. All skilled work requires special tools: A doctor needs good medicine for patients; a surgeon needs critical equipment; a computer engineer needs good hardware and software; a mechanic needs special tools, etc. All these professions are about having good tools to complete the jobs successfully and efficiently. Meanwhile, a good cook treats his tools lovingly, so those who wish to make a start in the art of cooking and garnishing should also be aware of tool maintenance. Each time after using the tools, one must be extremely careful to wash and dry thoroughly to prevent rust. Most carving tools are made of stainless steel and are light, sharp, and easy to use.

### *Knives and carving tools used to prepare cooking and garnishing*

As we know, all the cooked foods and garnishes are made from different kinds of cooked foods, fruits, and vegetables. They are beautifully

worked together to present food and art on plates. For Chinese cooking, some basic equipment and tools such as steamers, soup pots, woks, strainers, chopping board, thick cleaver knife, thin cleaver knife, spatula, fine strainer, soup ladle, whisk, rolling stick, measuring cups, grater, measuring spoons, cutting board are all required (See Figure 1-1). The carving tools used to prepare the garnishes can be made with a thin-blade cleaver and a sharp-pointed knife. However, some garnishes do require the use of special carving tools such as scissors, V-shaped-blade carving tool, and curved-blade carving tool (See Figure 1-2).





### 烹調基本用具 Chinese Cooking

- |                      |                        |                         |
|----------------------|------------------------|-------------------------|
| 1. Steamer 蒸籠        | 6. Cleaver (thick) 厚菜刀 | 11. Whisk 打蛋器           |
| 2. Soup pot 湯鍋       | 7. Cleaver (thin) 薄菜刀  | 12. Rolling stick 擀麵棍   |
| 3. Wok 炒菜鍋           | 8. Spatula 炒菜鏟         | 13. Measuring cup 量杯    |
| 4. Strainer 漏勺       | 9. Fine strainer 篩網    | 14. Grater 擦板           |
| 5. Chopping board 菜板 | 10. Soup ladle 湯勺      | 15. Measuring spoons 量匙 |
|                      |                        | 16. Cutting board 方菜板   |

Figure 1-1. Basic Chinese Cooking Needs



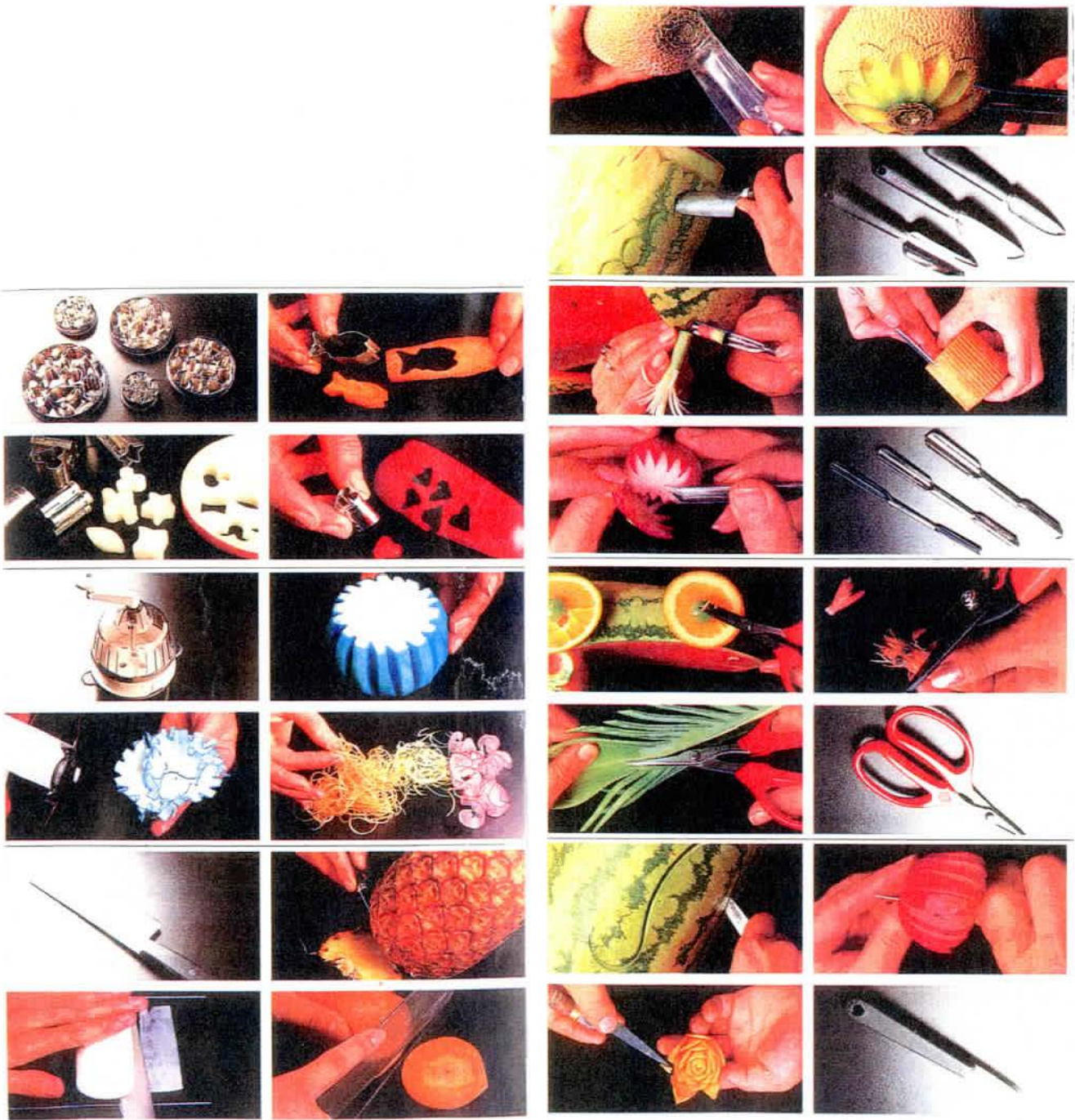


Figure 1-2. Knives and Carving Tools

### *Cooking and Garnishing turn the ordinary into the miraculous*

As for cooking techniques, Chinese cookery is dainty about cutting, and temperature control and serious timing are also important. The often used techniques are more than thirty kinds, such as: stir-frying, dry-cooking, sautéing, toasting, stuffing, steaming, grilling, crispy frying, fermenting, air drying, evaporating, wining, mixing, ..., etc. Their common features are: 1. Ingredients are not blanched with hot oil before stir-frying. 2. Only one wok is used per dish through the entire cooking. All ingredients are added in step by step. 3. Ingredients are cooked at a high temperature for a short time, 4. Dishes are done without a single pause. Today people have become more tasteful about food. There are more and more newly created fancy dishes, thus Chinese cooking is just as precious as folk art.

There are five different types of Chinese food : Sumptuous banquet, ordinary banquet, popularized food, home style food, and food stand snack ( Pei Mei's Best Selections Chinese Cuisine I ). Sumptuous banquet is mainly daintier of all lands and seas with fresh vegetables in season. It is cooked for the individual group's taste, no spicy course is required. Ordinary banquet is usually composed of three steamed courses and nine mold shaped courses.



Materials are acquired locally, so it is a tangible benefit to have delicate food available near by. In an ordinary banquet, dishes are done traditionally, very few dishes are spicy hot. Popularized food and food stand snacks are numerous. They are more economic and most of them are spicy hot.

As for garnishing techniques, a little patience and the right tools are all you need to make the single garnishes, but for the more complex and delicate garnishes, not only is the process more involved, the success of the garnish depends on the chef's experience and sense of beauty ( See Figure 1-3. & Figure 1-4). Although such garnishes are time-consuming, they are not impossible! The finished products are special shapes, intricate in appearance and attractively colored. They are stimulating to the eye and to the palate and that, after all, is the purpose and significance of the art of garnishing.

Cutting, carving, dyeing, and arrangement are the four basic skills of garnishing and they should be learned in this order (The Art of Garnishing, The encyclopedia of Chinese Vol II ). Learn the secret of cutting and you Will be able to make many different kinds of fruit or vegetable on different

shapes and styles. For example, if you want to make the cucumber lobster, you will need to have a sense of what the lobster looks like in your mind first, then cut the size, shape or style. Cutting is the first step of garnishing. After you have mastered the secret of cutting it can be combined with the secret of carving. Carving is the skill that will make the product look more realistic. In other word, you will be able to tell where is the head of lobster or what it looks like the body of lobster, such as shell, tail, etc (See Figure 1-5). Most of time you need a special V-shaped tool or sharp-pointed knife to finish the carving. The colors and shapes of most fruit and vegetables are already attractive, even before treatment. However, materials must be fresh, crispy, juicy and shining, so that the finished product of cutting and carving will be enjoyed.

There are two basic dyeing methods: The first is to put some fruit dye in a container and soak the finished garnish in the solution. This method produces light, even coloring which is very pretty. The second method is to paint on the dye resulting in much stronger coloring. The advantage of this method is that more than one color may be used. After using this method, rinse and soak the garnishes in clean water to make the color blend naturally.

After cutting, carving and dyeing, arrangement completes the art of garnishing. Arrangement is merely putting different garnishes together to create different effects. The art of garnishing teaches you how to use common raw materials found in every kitchen, to enhance the atmosphere at meal times, and all you need is a little patience and effort to learn the simple tricks of “transforming the ordinary into the miraculous” ( The Art of Garnishing The Encyclopedia of Chinese Vol II ). You will be amazed at the dazzling beauty of the vegetable world. Beautiful coloring, delicious fragrance, good taste, nutrition and medicinal purposes, put Chinese food into the category of art.





Figure 1-3. Associated Garnished in Foods



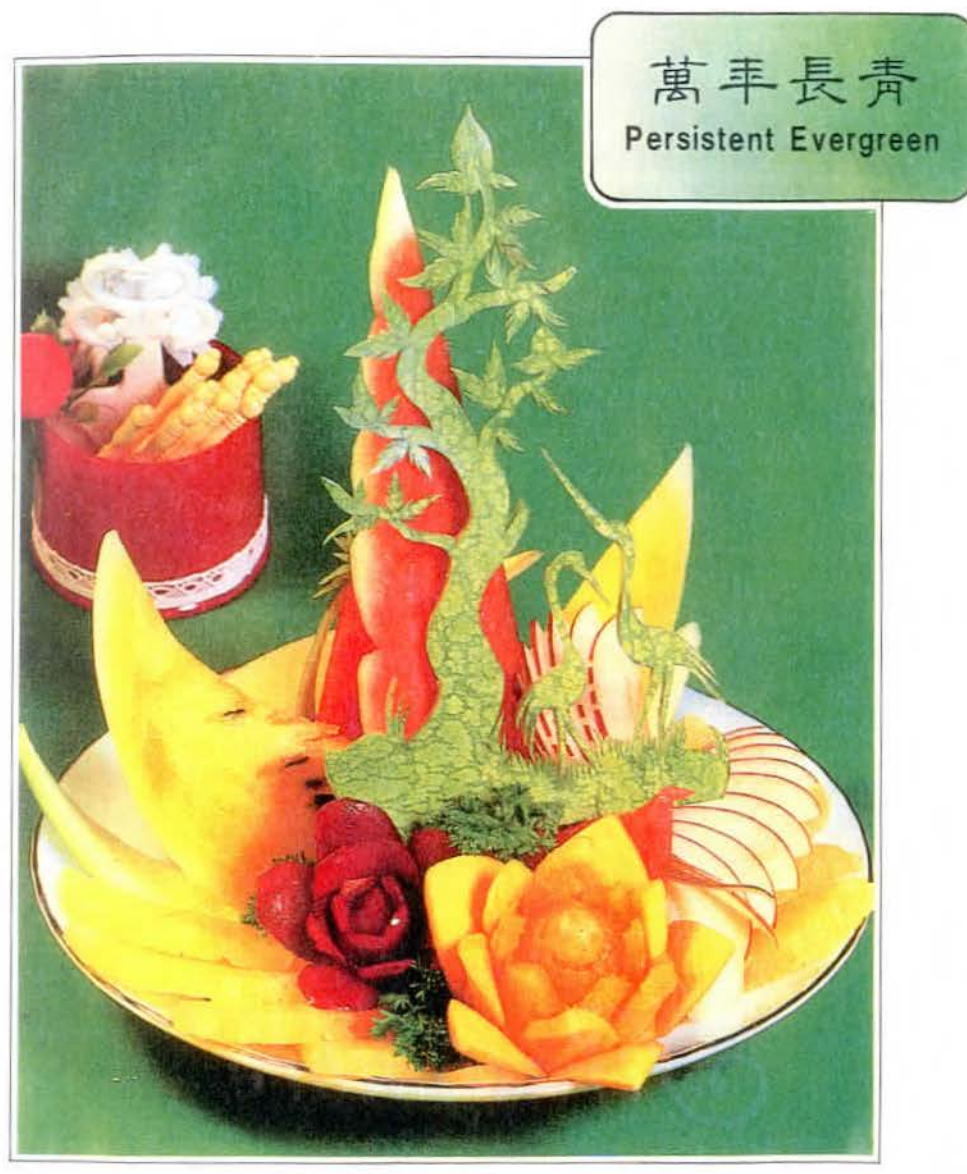


Figure 1-4. Associated Garnished in Fruits

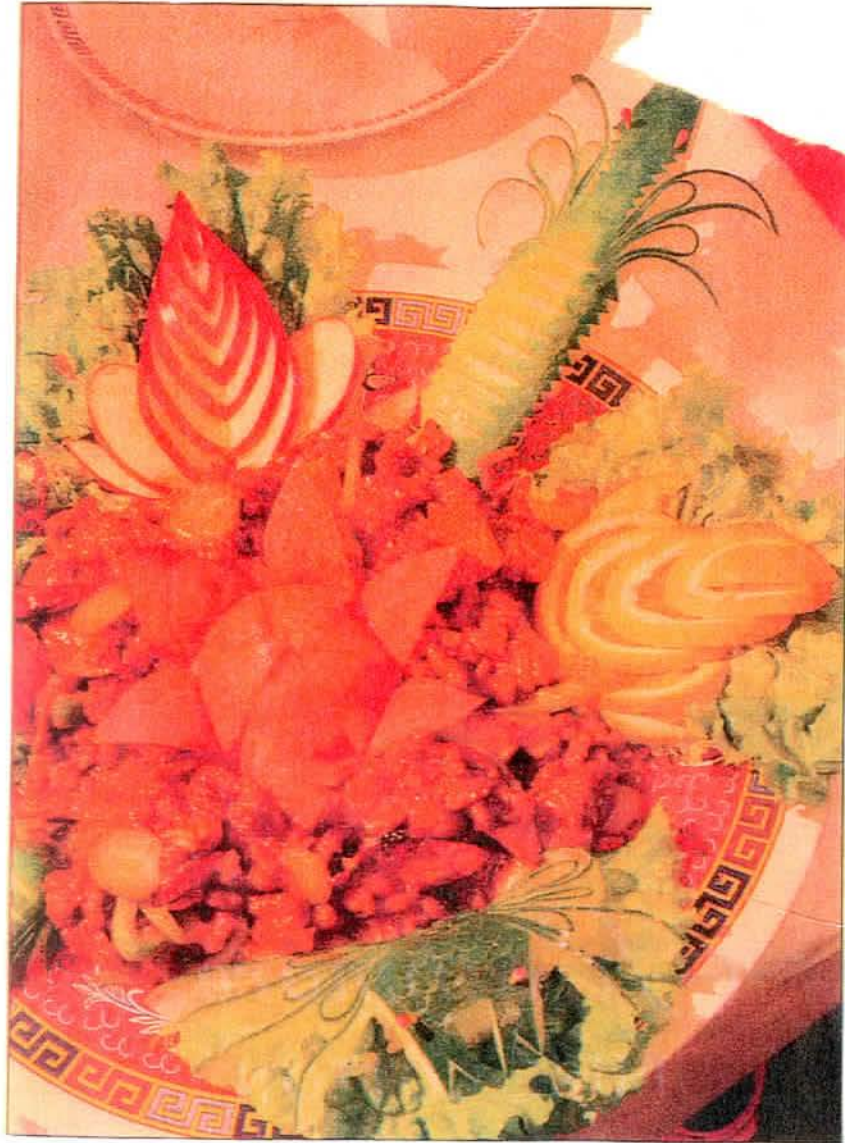


Figure 1-5. Garnished Lobster in Cucumber

### *Chinese food with different regional cuisine*

There are traditionally famous recipes and newly created recipes for banquets, daily home-style meals, popular side dishes, appetizers and snacks. The taste of Chinese cuisine is unrivaled the world over. Different regional areas represents different cuisines. As American diners know Hunan, Szechuan, Peking, Cantonese and Shanghai cuisine are the five most popular flavors in the U.S. I would like to describe each of the regional cuisines and explain a little bit about why they are so popular.

“Hu” means Lake, “Nan” means South. Hunan province is named this way because it is south of Lake Tungting. This centrally located province has a warm climate with sufficient rain. It is said that if Hunan has a good harvest for the year, the whole country will be free from hunger ( Pei Mei’s Best Selections Chinese Cuisine II ). Hunan cuisine is rich and heavy, the taste is similar to Szechuan cuisine but not as spicy. It can be also divided into Hsiang River style, Lake Tungting style and west Hunan style. The common features of these styles are the spicy taste and the way the meat is processed. It has two thousand years of history in meat curing, and smoked cured meat can last a long time.



Hunan is a basin, as mentioned before, It is warm and humid. Spicy eating is believed to be able to cure body disease caused by high humidity. Chili, mushroom oil, tea oil and fermented soybean are the condiments used commonly( See Figure 1-6).

Peking was five times the capital of China. Talents gathered in this cultural center of China had greatly promoted “quality-eating” there. Since Peking is also an important passage for both land and water ways, especially the Grand Canal, which provides transportation between north and south, various land and sea delicacies from different regions are found here. Other regional cooking techniques are also adopted. Authentic Peking food is known for snack items, not entrees, although the famous entrée “Peking duck” is an exception ( See Figure 1-7). Peking cuisine represents the northern Chinese cuisine because of the similarities among cooking methods. Northern Chinese cuisine is known for its cutting materials and “temperature-timing control”. Most dish are seasoned with salt only and maintain their original food flavor. In China, southern people have rice as their daily staple, whereas northern people have pastas and pastries. The northern chefs can make a great variety of dough-made items. It is said



“Shanghai is the most prosperous, and Peking has the most gourmets” ( Pei Mei’s Best Selections Chinese Cuisine II ). Peking is so famous for its quality eating because the food has to be good. The requirements of proper dish appearance and food temperature at presentment are also strict; polite and courteous service is another feature that provides the ambience of good eating.

Shanghai cuisine is composed of traditional Chinese cuisine from all regions of China and some foreign cuisine. Since Shanghai is a busy commercial port, people from different places brought in different ways of eating. The common features of Shanghai food are oily, and tasty. Sweet and shining dishes are usually seasonal salty, sour, sweet or aromatically fermented. Toasting, simmering, and quick boiling are the common cooking methods ( See Figure 1-8).

Sze-Chuan” also known as “The heavenly country” is a province abundant in natural resources. From ancient writing, it is said “People of Sze-Chuan uphold good flavor. They are fond of hot and spicy taste.” This provides some information about the traditional taste of Sze-Chuan food. Sze-Chuan cuisine is now known internationally. When people talk about Sze-Chuan food, they think of spicy hot and maybe are scared by merely

thinking of it. In fact only minor parts of Sze-Chuan foods are spicy. It is famous for its wonderful taste, which is compounded of seven basic flavors: sour, pungent, hot, sweet, bitter, aromatic and salty. During cooking, a cook should season the dish in proper order and combine a correct amount of each spice perfectly. The dish is then furnished with pleasant sweet, salty pungent hot, sour tastes and has a full-bodied flavor. For example: "Sweet and sour", "home style Yu-shian", "hot and sour", "peppered", "garlic pasted", "pungent", "clear oiled", "salty", "with ginger juice", "with fermented bean paste", "dreged", "soy sauced", "funny tasted," they all compound seasonings and each of them has its unique property (See Figure 1-9. & Figure 1-10). Spicy ingredients could be hot chili oil, pickled pepper, dried pepper, hot chili flakes or powder. Proper handling will provide a dish hot but not burning, spicy but not blazing.

Cantonese cuisine is of the major systems in Chinese cuisine. The geographical reason is because this southern province is abundant in food resources. Many different types of meat and vegetables are available. The economical reason is because Canton is a province with a major harbor. Through international trading, foreign culture was spread at an early stage. Cantonese cooking thus assimilated some new techniques from others

regions of China and western countries and then generated its own style. Cantonese cuisine is basically composed of three divisions. In the Cantonese division, the delicate and variable cuisine, dishes are prepared with complicated ingredients. The taste is light but not bland; tasty but not vulgar; tender but not raw; smooth but not greasy. Common cooking techniques are pan-frying and stir-frying. Chinese style BBQ sauce, plum sauce and red vinegar are typically used. Cantonese division dishes are used for fancy banquet, and they combine the merits of western and Chinese cooking. In the Chiao-Chou division, with delicate cutting and sweeter seasoning, wonderful seafood dishes are made. The original flavors of the main ingredients are well retained. Dishes are light in salt and not very oily, so they present light, natural flavors. Outstanding soups, vegetarian dishes and sweet items are the features of Chiao-Chou cuisine. The East river division's, East river cuisine is also called "Hakka cuisine". Meat dishes dominate the East river cuisine. Seafoods are hardly ever used. Features of the food are: 1. Main ingredient in a dish is mostly of meat. 2. Dishes are oily and salty. 3. Poultry made of fermented soy beans are often seen. 4. Casserole dishes are famous here. East river cuisine shows a strong provincialism.

To conclude all the above, Cantonese cuisine is light, tasty, tender, smooth, sweet and fragrant (See Figure 1-11). Spring and winter dishes are heavier in taste than those of summer and fall. Tasteful choices of food containers and dish nomenclature are also its features. The Cantonese are gourmets. For the love of good eating, they researched and modified. Eventually a complete system was generated. It now stands the same weight as Peking cuisine, Sze-Chuan cuisine and Shanghai cuisine.





亦稱左公雞，傳說係清朝名將左宗棠所喜愛的。屬於熱炒菜，由於醃過之雞肉，炒前過油高時間較長，故呈外酥裏嫩現象，且又經過薑蒜合炒，調味又偏重酸、鹹，非常醒胃，可之宮保雞丁媲美，各有特色。

This chicken dish is also called "MR. Tso's Chicken". It is said that this is Tso Tsao's favorite dish (Tso is a General of Ching Dynasty). The marinated chicken is deep-fried over high heat, so the texture is crispy outside and still tender inside, then stir-fried together with ginger and garlic, the taste is salty and sour. This dish is very appetizing and comparable with a famous Szechuan dish called "Kung-Pao Chicken".

**Figure 1-6. General Tao's Chicken**





Figure 1-7. Peking Duck

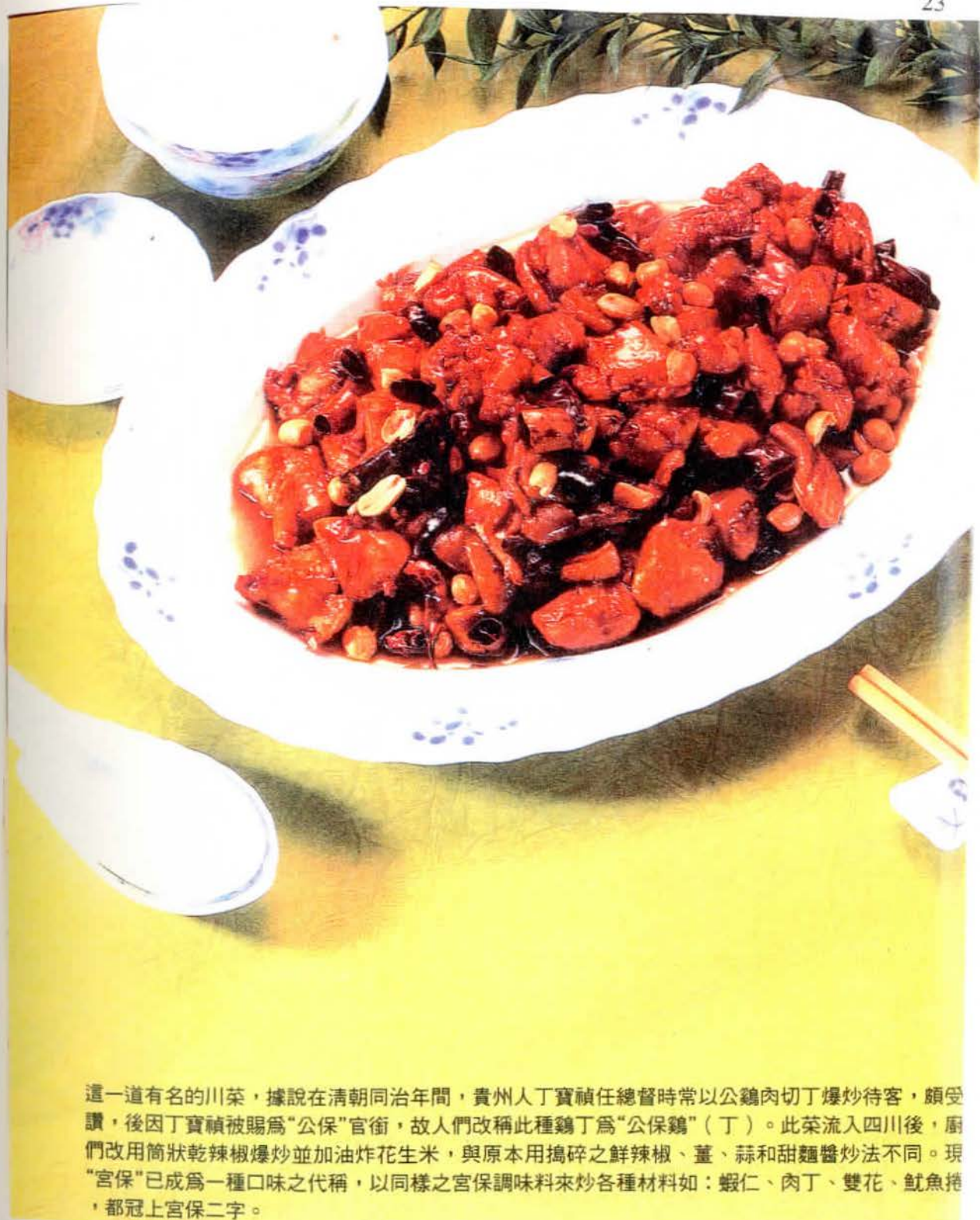




鱈魚形秀而扁，色白如銀，肉膩肥美，古代詩人讚謂：如南國佳人西施，但肉中多刺，故令詩人蘇東坡有“鱈魚多骨”之憾。鱈魚每年春末夏初時從海中回游，上溯到江中產卵，季節性很準，故有“鱈魚”之名，在明代時便為江南進貢北京之貢品之一。明代何景明也有詩描述皇帝賜羣臣鮮鱈魚筵的情景，可見鱈魚之名貴。鱈魚宜蒸不宜煮，千萬不可刮去魚鱗，亦不可放醬油去蒸，宜保持“真”味為主。

Figure 1-8. Steamed Fish

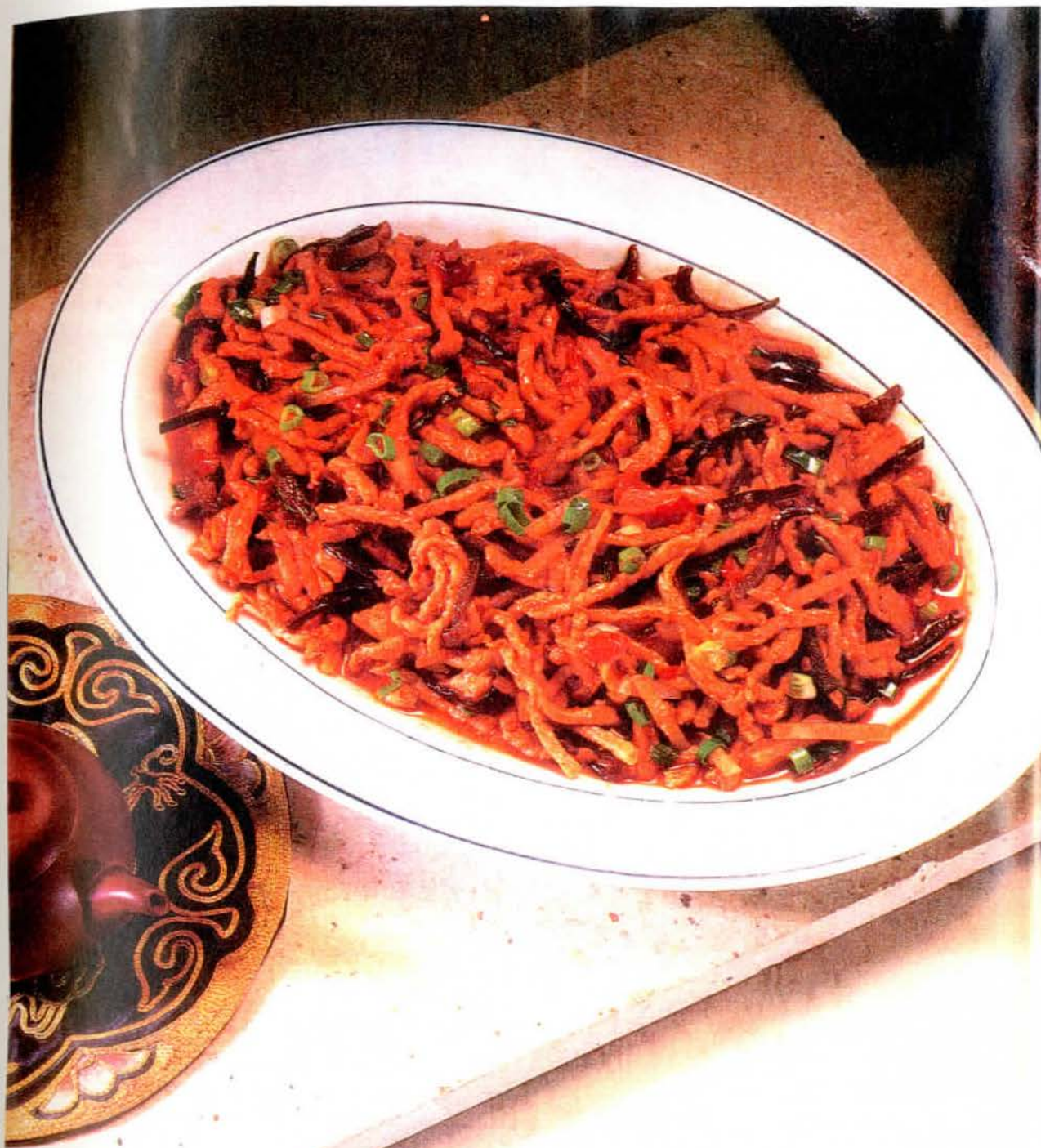




這一道有名的川菜，據說在清朝同治年間，貴州人丁寶楨任總督時常以公雞肉切丁爆炒待客，頗受讚，後因丁寶楨被賜為“公保”官銜，故人們改稱此種鷄丁為“公保鷄”（丁）。此菜流入四川後，廚們改用筒狀乾辣椒爆炒並加油炸花生米，與原本用搗碎之鮮辣椒、薑、蒜和甜麵醬炒法不同。現“宮保”已成為一種口味之代稱，以同樣之宮保調味料來炒各種材料如：蝦仁、肉丁、雙花、魷魚捲，都冠上宮保二字。

Figure 1-9. Kung-Pao Chicken





四川人烹製鮮魚多用葱、薑、蒜、紅辣椒和醬油、醋、糖、鹽等許多佐料，以減去腥味和增加其鮮美，後來在烹調其他菜品時，也使用了以上之佐料，則所產生出的風味（味型）和烹調魚菜時相同，故被稱為“魚香”味。魚香味之特點是鹹、辣、酸、甜四味兼備，葱、薑、蒜、椒之辛香濃郁。“魚香”味適用於溜、炒、炸類的菜餚。

Figure 1-10. Yu-Shian Pork





咕嚕肉在國外可算得上是最受歡迎的中國菜之一了，尤其在美國，每一家中國餐館都有“甜酸肉”（Sweet and Sour Pork），甚至將甜酸汁用在雞肉、牛肉或其他海鮮上。實際上這道菜的綜合調味汁是以廣東泡菜（即酸果）的古老滷汁來調製的，因此得名為古滷肉沿傳至今，有稱之為“咕嚕肉”，也有稱為“咕咾肉”，但均依廣東發音變化而成的。酸果就用來做為配料，特別爽口。酸果製作非常簡單，糖醋汁可循環使用成為古滷，做本菜時可用一杯滷汁代替白醋、糖及水的份量。

**Figure 1-11. Sweet and Sour Pork**

## Why Chinese food is so popular in the U.S.

Why is Chinese food so popular in U.S.? Looking back to the 18th Century, thousands of Chinese laborers had moved to the West to build the railroad. During everyday hard work, Chinese food became the main meal to maintain their energy. At that time, even though people were poor, they had affordable Chinese food as their main meals. After World War II, the China & the U.S. had built up a friendship. In 1970, President Nixon visited China and brought back a popular dish, Peking Duck. After all this time, Chinese food has become very popular. Westerners started understanding the variety of Chinese cooking & regional cuisine. They love Chinese food and accept the different cooking techniques. For the last twenty years, Chinese restaurants have been springing up everywhere from the big metro city to small town. Many Chinese restaurants were opened. Virtually all provide great food and service. Meanwhile, they also create job opportunities. Today, most Americans know several Chinese cuisines such as: Hunan, Szechuan, Peking, and Cantonese. Public dishes such as: Sweet Sour Chicken, Beef with Broccoli, Mongolian Beef, Kung Pao Chicken, Hunan Chicken, Szechuan Chicken, Moo-Shu Pork, Snow White



Chicken, Orange Beef and so on. These popular dishes are already in American society for a long time. Media communication even creates several cooking programs featuring foreign cuisine. Chinese cooking program on T.V. show people how to cook Chinese food, how to make desserts, how to garnish. They not only enlighten people as to how great tasting Chinese food is, they also show Art of Chinese food and Culture of China.

### **Different types of management and operation in Chinese restaurants**

As I remember back to 1990, Chinese restaurants had already spread all over the United States. They were everywhere! At that time, most Chinese restaurants still remained Dine-In Service and Carry out. Today, many Chinese restaurants have changed to different types of operation. Buffetd delivery are the newer types of operation in Chinese restaurant. We will discuss each of the different types of operation in Chinese restaurant.

### *Dine-In Service*

It is the traditional type of the restaurant operation. The principle of the Dine-In Service is: Seating the customer, Ordering the drink and meal, servicing the meal. When the customers walk in, Host will seat the customers. Most restaurants have either tables or booths. Once the customers have been seated, the server will stop by asking what kind of drinks they prefer. After the drink has been served, the server will ask the customer if they are ready to order. Some restaurants require that each server introduce or recommend a particular dish to customers or the daily special. After customers have decided what they want to order, the server will turn in the ticket to the kitchen and place the order. Quality of Service is relative to the customer's satisfaction. In other words, "Good service will get good tips and returning customers." The reason for Dine-In Service business: 1. The taste of food and quality of food are more specific. 2. The quality of service is more formal and professional. 3. The higher scale decoration of the entire environment. Advantage: 1. Sometimes people don't have time or don't feel like they want to cook at home. 2.. Sometimes

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people have guests, visitors or family reunions. 3. Sometimes people want a party to celebrate a special occasion. Disadvantage: 1. Higher food cost you have to provide. 2. More manpower needed. 3. Higher expense and risk.

### Take out

This is another type of operation in most Chinese restaurants. The idea of this type of business is people call in ahead of time to place an order for pick up. It is similar to the Drive-thru fast food restaurant. The only difference is that it is more time consuming in that people call ahead of time instead of sitting and waiting inside the car. Reason for Take out business: 1. Don't need too much time for waiting. 2. Not many dishes to wash. 3. It is convenient that the customer come to pick up instead of delivery. 4. Attracts new customers. Advantages for the customers include that: 1. People can pick up the food at their own convenience. 2. It serves the needs of people who don't have time or don't to cook at home. 3. It help people who have last minute guests visit or special parties. 4. People going out for outdoor activity or watch ball game or show are accommodated Disadvantage: 1. Create

lots of trash, containers, bags, etc. 2. Food quality may not be as good as fresh cooked meals served immediately.

### Buffet

This is the newest and the most popular type of restaurant business today. Many restaurant owners like buffet business because it is easier to operate and easier for customers. Everything is there and ready to serve. Customers can eat and choose all they want. What a great convenience! Reasons for buffet business: 1. Owner doesn't need too much manpower for dining room servers. 2. Serves people who don't have much time to wait for their food. 3. People have more choices to choose their favorite food. 4. It is easy for owner to manage and operate. Advantage: 1. Convenience for both owner and customer. 2. People have many food items to choose from 3. People can eat as much as they like and stay as long as they want. 4. It serves needs of people who can control their own time during Company break time. 5. Price is inexpensive. 6. Easy for family to gather together for meetings or parties. Disadvantage: 1. Food cost is the major concern. 2. Quality control because of cheaper food costs or the food sitting

on the steam table too long. 3. Too much wasted food by the end of the day. 4. Not much profit to earn.

### Delivery

Delivery means bringing the food to the customer's residence.

This is also another new type of restaurant business today. The idea of delivery business is for the customer's convenience only.

It is especially valuable to the person who can't leave the job or house, for group parties or meetings at work. They can simply just pick up the phone and place orders. It is simple and easy.

Reason for delivery business: 1. Restaurant owners can make more business by reaching those who can't leave the job or house. 2.

Provides delivery service for their customers. Advantage: 1. It's so convenient for people who can't leave the job or home. 2.

People can avoid traffic or bad weather conditions. 3. Serves

business and groups having big parties or meetings. Disadvantage:

1. Quality of food may not be as good as fresh cooked. 2. Restaurant owner has to hire more drivers to avoid time delay for customer.

3. Create lots of trash, containers, bags, etc.



## CHAPTER II

### LITERATURE REVIEW

#### **Management of Chinese restaurant**

The basic objective of all business ventures is, of course, to make a profit, and all of the elements of a business venture are in place for that purpose. The capital assets, building, land, equipment, etc. are only valuable to a restaurant if they can contribute to the earning of profits. Similarly, the staff ( such as Cooks, Waiters/Waitress, Dishwashers, etc. ) and the food and supplies are only valuable if they contribute to sales and profits. And it is the responsibility of management to use and direct these various elements properly in order to enhance the restaurant's profit potential.

#### **Service Management**

The goal of any kind of service management is "Let our customer be satisfied." When we talk about service, the first item is ...What does this place look like? In other words, the name of the place, and what they do

and what they have. In the Chinese restaurant business, it could be located at either shopping center or individual building. Location is the first priority in starting a restaurant business. What's the population in this area? How many business offices around and residences are there in the immediate area. What's the potential in this area? Are there schools, organizations, churches, shopping centers, etc? Location will always decide whether the business will succeed or not. So, before starting any restaurant business, choosing a good location will help the management. As we discussed above, the customer's satisfaction is the main goal in any kind of service business. The restaurant business is the same! Several matters we need to pay attention to in service management are:

1. ***Environment & Decoration:*** Once we already have a good location for the Chinese restaurant, the question of how are we going to design the way the exterior and interior of the restaurant looks must be addressed. The name on the outside of the building is the first consideration. No matter how you name the restaurant you must consider the total outside image: How does it look? Does it look like a Chinese style? Does it look attractive and appealing? People

driving past must easily see it right away and know that's the Chinese restaurant right over there. After completing the outside design it is necessary to consider. What's the feeling when people walk into the restaurant? This impression is determined by the front waiting area, the Logo of the restaurant, the bar, the host area, the dining room, the entire decoration all around: with all the lights, music, materials, and decoration. How do these factors impress the customers? Of course, it must look like a Chinese restaurant! No matter how you choose the material for decoration, it is important that you are showing your customer that this is a Chinese restaurant. Environment and decoration are the first image to bring in customers when we begin a restaurant business.

2. **Table setup:** The capacity of a restaurant depends on how the tables are setup and whether it sits people comfortably or not. How are the tables set up? Does it leave enough space for the customer to walk around? Are the chairs comfortable? How does the table look after seating the customer. What do we have on the table? Most Chinese restaurant table setups include: Tea cup, napkin, spoon, fork, table cloth, candle, flower, placemat,



chopsticks, pepper/salt bottle, sauce, sweet n low, sugar, wine list, etc. Some of the restaurants don't provide many items on the table except candles or flowers. Most of the restaurants have all the plates, glasses, napkins, silverware laid out on the table. It is important to decide how to decorate the table. Too much stuff on the table may look nice but it is difficult to re-setup. Too little on the table may also look too informal. To compromise between these problems, we have to judge which way will be the best for our situation, most of all we want a nice looking table that is easy to work on.

3. **Uniform:** Before making your uniform selection, there are certain factors to consider. You must be sure that the colors harmonize with the décor of your restaurant. Also they must be colors that enhance and complement the food and service you offer. Aside from black and white uniforms, there are many colors combination that are very attractive. The key point is the best uniforms won't look good if they are not properly worn and maintained. So make sure your employees adhere to your expectations. Most Chinese restaurants either select black and white or real Chinese style dress

It depends on how fancy the restaurant looks. Some restaurant owners spend quite bit of money on uniforms and some don't. If I own a Chinese restaurant, I will choose more traditional Chinese style clothes as uniform with a nametag. This way, when the customer comes in, they will feel like they are in China or somewhere in Asia. It provides some kind of ideas the how Asian people dress and the type of culture shown as well.

4. ***Food quality control:*** This is the main reason that customers come in to eat. They like good tasting food, the best quality, and the best service. "Fresh" is the best food quality control. No matter what kind of meat, seafood, fruit, or vegetables, it needs to be fresh! Maintaining food quality is not easy. In general, all the meat and vegetables and fruit should be stored at a temperature of 20 degrees refrigeration. All the frozen food should be store at a temperature 10 degrees below in a freezer. Steamers should be maintained at 110 degrees. Once the equipment is ready to run the business, what's next? It is important to have the procedure that begins from purchasing to receiving, preparing, storing to final selling or cooking. How to keep the food fresh during these procedures is the big issue. Meat, for instance, needs to be cut &

wrapped; sea-foods need to be peeled or cut and wrapped; vegetables need to be washed and stored in a nice cooler.

5. **Bar/Liquor:** Most fancy restaurants have a liquor license enabling them to serve drinks. Controlling the bar inventory and cleaning are other big issues. Items such as beer and wine need to be checked and rotated, all the beer or wine glasses need to be clean. In general, the entire bar area includes shelves for wine bottles, several sinks with water faucets, a cooler for beers and wine, garnish & decoration for all kinds of mixed drinks, some other accessories like juice, fruit, ice cream, straws, etc. An ice box or cooler is needed for beer and wine glasses. A qualified bartender usually fills the position that offers any kind of cocktails or drinks. He or she usually has a checklist to order any liquor ahead of time. In the restaurant business, the bar plays an important role in making money. At any occasion, such as a Birthday or Anniversary party, people usually order quite a bit of drinks for celebration.
6. **Menu/Pricing:** A Menu is the index of the book. The door to enter the treasure. It tells customers what we have and how much



it costs. Of course, every restaurant has its own menu. Some are simple and some are complicated. The menu introduces every item for sale in the restaurant. Every item has some explanation with it. In general, any restaurant menu explains Drinks, Appetizers, Salad, Soup, Entrée, and Deserts. Price is also listed inside of the menu right after each item. It is important to keep an eye on the price. Determining the price of menu dishes will depend on the factors of your food cost, competitor's price and the market for these items.

**7. *Line Organization Plan:*** Each organization has its own Line organization plan (See Figure 2-1). A restaurant does the same. This plan depicts the various levels of supervision in the organization, and shows in graphic form the reporting relationships between members. A brief description of each of the levels could be as follows:

- a. **Owner/Manager**--This implies that the owner also intends to be the manager. If the owner is absent, then this position

would be titled manager only. The placement position on the chart says that this is the person in charge of, and responsible for, the entire organization.

- b. **Assistant manager**--This level denotes the presence of an assistant manager who is responsible to the owner/manager. All other supervisory positions report to the assistant manager. In reality, the assistant manager is probably the person in charge when the owner/manager is away from the the business. When the owner/manager is present, the assistant is the person who helps out in different ways as needed. There are certain duties that should be delegated to the assistant manager such as: taking inventory, ordering and receiving of merchandise and scheduling of personnel.
- c. **Bookkeeper/Cashier**--This position is shown as a staff job separate from operations. The dual title requires keeping the records, plus the additional duty of acting as cashier during one or more meal periods daily. One could have these as two positions where by the cashier is just that, working the cash register, with no additional duties.

- d. **Head bartender**-- This person is responsible for the operation of the bar or bars. Bartenders, Servers, and possibly Bar helpers would be responsible to this person. Certain responsibilities such as opening the bar in the morning, checking inventory levels, restocking the bar, and preparation of syrups and mixes could be delegated to this person.
- e. **Storeroom Supervisor**--This person is responsible for the storage and safe guarding of all food and supplies, possibly including liquor, wine and beer. In addition, the position entails the stewardship function of restaurant sanitation. For this reason, dishwashers, pot and pan washers, and porters report to- and are responsible to-this person.
- f. **Chef**--As stated, this person is responsible for all phases of food production, the kitchen and those production people vested in this person.
- g. **Dining-Room Supervisor**--All matters relating to the dining room including opening, seating of patrons, service, and closing are delegated to this person.



Along with job descriptions, like the above, a checklist is an important part of a line organization plan. It is a key to good management. This checklist could be a routine check up of day-by-day operations. The Chef in the kitchen, for instance, can have a daily checklist regarding for food products or sanitation, a Supervisor one relating to food and service quality, a Manager one for each position under his authority ( See Figure 2-2 ).

## Line Organization Plan

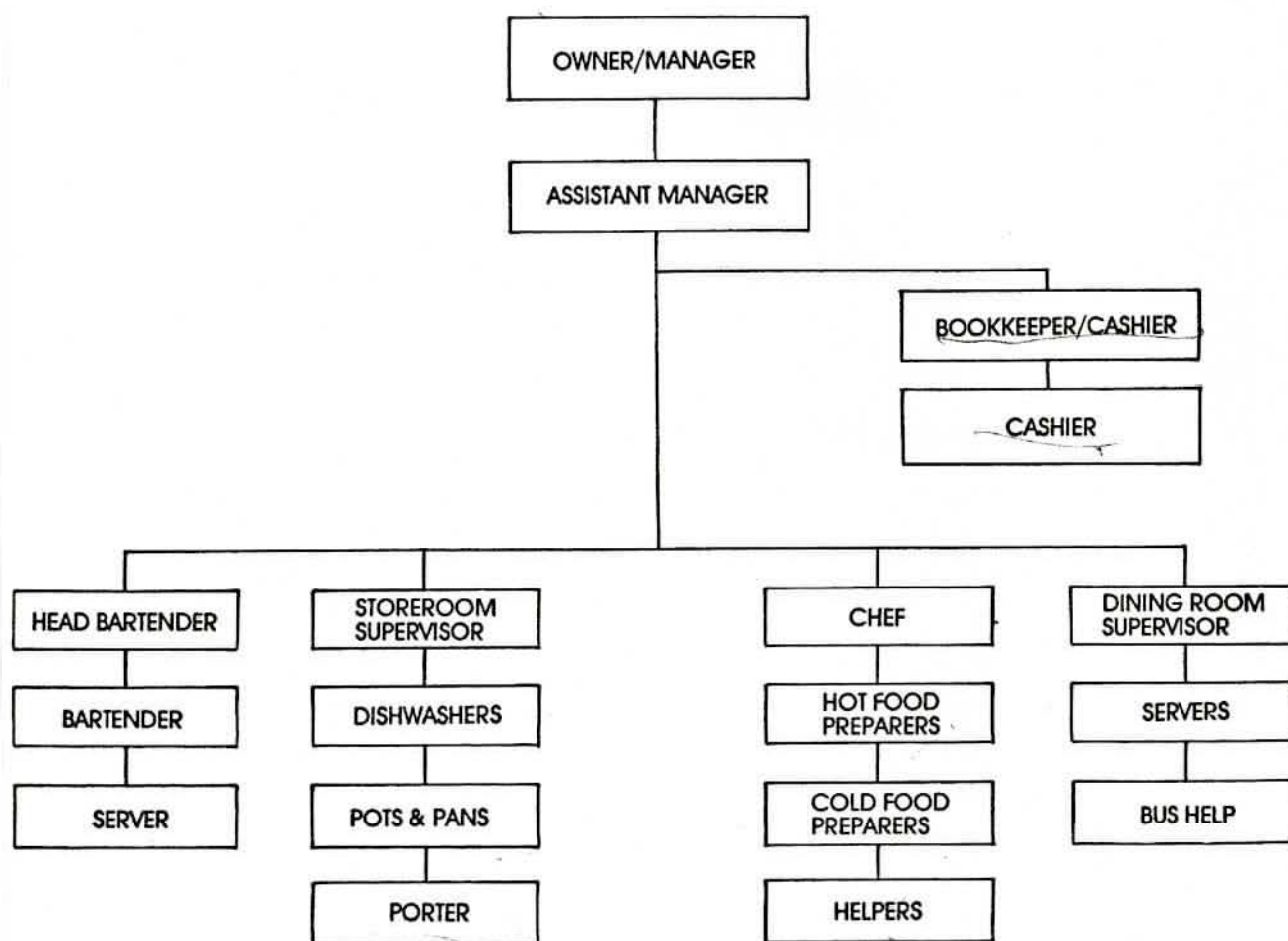


Figure 2-1. Line Organization Plan

# BUSING JOB'S DESCRIPTION

43

**STATIONS** : TEA POT AREA, WATER GLASSES AREA & NAPKIN SHELVES AREA

**OPENING**: (11:00 A.M.)

Vacuum  
PLUG IN TEA POT  
FILL UP ICE IN GLASSES  
FILL UP ICE W/WATER IN BUCKET

**MAIN JOBS**:

SERVE ICE WATER, HOT TEA  
REFILL ICE WATER, HOT TEA  
TAKE AWAY FINISHED DISHES (PLATES, BOWLS. ETC)  
HELPING CUSTOMER'S LEFT OVER FOOD TO GO  
CLEANING UP TABLES  
SETUP TABLES

**DUTIES JOBS**: (1:30 P.M. – 4:30 P.M.)

WIPE OUT CHAIRS & BOOTS DIRTS  
FOLD NAPKINS  
TEAR TABLE'S PAPER  
PEAL SNOW PEAS & STRING BEANS  
CLEAN UP MIRRORS & WINDOWS ( OUTSIDE ALSO )

STARTING AT 3:00 P.M. :

VACUUM  
CLEAN UP TEA POTS  
SETUP DINNER TABLES  
FILL UP ICE IN GLASSES  
FILL UP ICE W/WATER IN BUCKET  
LIGHTS UP CANDLES

**CLOSING**: ( 8:30 P.M. )

SETUP TABLES FOR LUNCH  
BLOW OFF ALL CANDLES  
CLEAN UP CHAIRS & BOOTS

CLEANING UP STATIONS:

EMPTY TEA POT LEAVES  
SETUP WATER GLASSES TRAYS  
CLEAN UP PITCHERS, BUCKETS & TEA BUCKET

P.S. : NO LEAVE EARLY & NO TABLE LEFT OVERNIGHT WITHOUT CLEAN  
MAKE SURE TABLES ARE SET CORRECTLY & STATIONS ARE CLEAN

**Figure 2-2. Example of Job Description**



## Marketing management

1. **Ads:** When dealing with marketing, first of all you need to let people know who you are, where you are, and what you have to offer. Advertising is the main purpose of this job. The type and quantity of advertising depends on the budget you have. Newspapers, Magazines, Books, Radio and TV. are the most popular media communication tools. It is essential to let people know you are a Chinese restaurant, where you are located and what kind of Chinese food you serve. Once more people know you and more people like to eat at your restaurant, you definitely will succeed in the restaurant business. Word of mouth is the best and the cheapest way to do advertising because people know you and they are talking about how good you are. Of course, once positive word of mouth begins more people will come to your restaurant and try it. From a managerial perspective, how to keep the regular customers is very important. Yet, how to create more new customers is very important. Yet, how to create more new customers is much difficult and important. As long as you do god

marketing research, keep the quality of food and service, maintain a clean and comfortable environment, you should gain more business as well.

- 2. *Special efforts:*** In the restaurant business, special efforts such as coupons, discounts, and birthday or anniversary or company meeting or graduation or wedding, etc can be important ingredients in a successful operation. Some restaurants use coupons to create business: Buy two meals get the third meal free. Some restaurants take the discount: Buy over \$50 dollars and get 10% off. Some restaurants provide catering for parties like birthdays or weddings. Customers can special order their favorite dishes or package meals. All these ideas will give your customers the feeling of a good value for the money. Remember, the more money you can earn, the easier the management pressures.

### **Accounting management**

Accounting is the financial property for every business. Management of Accounting is the big issue to keep the business running. The principle of Accounting includes two items: Account Payable & Account Receivable.

1. ***Account payable:*** In the restaurant business, we all know there are many expenses to pay out: employment salaries, rent, or mortgage payment, food & grocery, equipment, liquor, utilities, maintenance, service charge, and advertising. Some items are paid monthly and some are paid weekly. and some are paid less frequently. How to gather all these payment is part of accounts payable. Analyzing daily or monthly average expense can help you predict expenditures : how much the food cost increases, when you need to have more help, what kind of damage or waste you have, how often the equipment breaks down and how to prevent it, how much you can spend for advertising, when you need to change the new dining room or restrooms or other remodeling. Good planning can be crucial in managing expenditures.
2. ***Account receivable:*** In restaurant business, the only way to receive money is from your customers. If today someone tells me that I am a good boss, I would probably tell them that it is because I have good customers. Yes, it is true! No customer, no business. As a manager, no matter what else you could do, bringing in more



customers and keeping good customers relationship is your first priority job!

### **Sanitation management**

Sanitation is also an important role in restaurant business. It tells your customer how you secure your food, how you maintain the dining room or restrooms cleanliness, how you keep the work area clean, and how you keep your employees clean. As a customer, When I see that the waiter/waitress have clean uniforms, the hostess is also well dressed, tables are clean, glasses and silverware are shiny, restrooms are clean, then I can tell this restaurant has good sanitation management. It is important for manager to keep eyes on sanitation. Although county or city inspectors come to your restaurant to check your kitchen's sanitation every three months, you have to keep everything clean all the time. Health Dept. inspectors make sure that restaurants are complying with sanitation guidelines ( See Figure 2-3 ). It can actually help for the manager or owner to pay attention to these items they might miss. Other than that, the restaurant manager

or owner should also have some kind of checklist or announcements to their employees about what needs to be done to clean at each end of day. It would be helpful to have a restaurant checklist form just for sanitation procedures.

SAN. CODE 32  
EST. NO. 101  
DATE 9/18/99

PURPOSE  
REGULAR 1 INVESTIGATION 4  
FOLLOW-UP 2 CONSTRUCTION 5  
COMPLAINT 3 OTHER 6

49  
TIME IN 11:30  
TIME OUT 1:00

ESTABLISHMENT/OWNER \_\_\_\_\_

ADDRESS \_\_\_\_\_ PHONE \_\_\_\_\_

PERMIT POSTED  YES  NO  N/A  
PERMIT EXPIRATION DATE \_\_\_\_\_ PERMIT # \_\_\_\_\_  
OWNER/OPERATOR CERTIFICATE  YES  NO  N/A

SECTION #807.305: PROOF OF HEPATITIS A IMMUNIZATION:  YES  NO  
Total # food handlers: \_\_\_\_\_  
Total # food handlers with 1st shot: \_\_\_\_\_  
Total # food handlers with 2nd (booster) shot: \_\_\_\_\_  
Total # food handlers working 30 days or less: \_\_\_\_\_

NAME \_\_\_\_\_ DATE 9/18/99 X = INITIAL VIOLATION O = CONSECUTIVE VIOLATION

Based on an inspection this day, the items marked identify the violation in operation or facilities which must be corrected by the next routine inspection or such shorter period of time as may be specified in writing by the regulatory authority. Failure to comply with any time limits for corrections specified in this notice may result in cessation of your food service operations.

ITEM	PT	ITEM	PT	ITEM	PT
<b>FOOD</b>		<b>TRAINING</b>		<b>GARBAGE &amp; REFUSE DISPOSAL</b>	
1. SOURCE, SOUND CONDITION, NO SPOilage	5*	12. CERTIFICATION OF RESTAURANT MANAGEMENT	4*	24. CONTAINERS COVERED, ADEQUATE NUMBER, INSECT/RODENT PROOF, FREQUENCY, CLEAN	2
2. ORIGINAL CONTAINER, PROPERLY LABELED	1	13. EMPLOYEE TRAINING	2	<b>INSECT, RODENT, &amp; ANIMAL CONTROL</b>	
<b>FOOD PROTECTION</b>		<b>FOOD EQUIPMENT &amp; UTENSILS</b>		25. PRESENCE OF INSECTS, RODENTS, OTHER ANIMALS; OUTER OPENINGS PROTECTED	4*
3. CROSS CONTAMINATION	5*	14. DISHWASHING FACILITIES MAINTAINED FOR PROPER SANITIZATION OF UTENSILS & EQUIPMENT: RINSE, CLEAN, TEMPERATURE, CONCENTRATION, EXPOSURE TIME SANITIZER: <u>Hot water</u> <u>Chemical</u> PPM: <u>1000</u>	5*	<b>CONSTRUCTION &amp; MAINTENANCE OF FACILITY</b>	
4. POTENTIALLY HAZARDOUS FOOD MEETS TEMPERATURE REQUIREMENTS DURING STORAGE, PREPARATION, DISPLAY, TRANSPORTATION	5*	15. THERMOMETERS, CHEMICAL TEST KITS, GAUGES PROVIDED AND CONSPICUOUS	2	26. FLOORS, WALLS, CEILINGS CONSTRUCTED, DRAINED, MAINTAINED, CLEANED	2
4A. Hot 140 F		16. SURFACES CONSTRUCTED, MAINTAINED, CLEAN	2	27. LIGHTING ADEQUATE AND SHIELDED	1
4B. Cold 45 F	5*	17. WIPING CLOTHS, CLEAN, STORED, RESTRICTED PPM: <u>200</u>	2	28. PREMISES MAINTAINED, FREE OF LITTER, UNNECESSARY ARTICLES, CLEAN, MAINTENANCE EQUIPMENT PROPERLY STORED, AUTHORIZED PERSONNEL	1
5. FACILITIES TO MAINTAIN PRODUCT TEMPERATURE	4*	18. SINGLE SERVICE ARTICLES PROPERLY STORED, DISPENSED, USED	2	<b>CHEMICALS</b>	
5A. Hot 140 F		<b>PLUMBING</b>		29. NECESSARY TOXIC ITEMS PROPERLY STORED, LABELED, USED	5*
5B. Cold 45 F	4*	19. WATER SOURCE, HOT AND COLD UNDER PRESSURE, CROSS CONNECTION, BACKFLOW	5*	<b>RATING SCORE:</b>	
6. POTENTIALLY HAZARDOUS FOOD PROPERLY THAWED	3	20. SEWAGE & WASTE WATER DISPOSAL	5*	(100 minus total # of violation points)	
7. FOOD PROTECTION DURING STORAGE, PREPARATION, DISPLAY, TRANSPORT	3	21. HAND SINKS, SOAP, SANITARY TOWELS/ HAND-DRYING DEVICES PROVIDED	5*	<b>GRADE:</b> <u>A</u>	
8. FOOD DISPENSING UTENSILS PROPERLY STORED	1	22. TOILET ROOMS ENCLOSED, FIXTURES, GOOD REPAIR, CLEAN, PROPER WASTE RECEPTACLES	3	FOLLOW-UP NEEDED: YES (1) <input checked="" type="checkbox"/> NO (2)	
<b>PERSONNEL</b>		23. PLUMBING INSTALLED, MAINTAINED	1	UPGRADED TO _____ FROM _____	
9. PERSONNEL WITH INFECTIONS RESTRICTED	5*			DEGRADED TO _____ FROM _____	
10. HANDS WASHED AND CLEAN, GOOD HYGIENIC PRACTICES, PROOF OF HEPATITIS A IMMUN.	5*				
11. CLEAN CLOTHES, HAIR RESTRAINTS	1				

Temperatures/Comments (Use additional sheet if necessary)

\*Critical items require immediate action

Figure 2-3. Sanitation Inspection List



### **Inventory management**

An organized inventory can help workers easily find where things are located. It also saves room for workers to operate and do their jobs.

Any system of internal control requires a periodic physical inventory of goods on hand, and this “counting” of the stock must be done on a regular basis. Consistency is the key to good record keeping. It is the ingredient that provides valid comparisons of operating results from one period to another. In addition, it provides records that coincide exactly with your budget. Management of inventory is part of restaurant management. It helps the manager to oversee what product needs to be ordered, whether products have been rotated or not, whether products are expired, and if products have been labeled or placed in the right location. Again, a well-organized inventory can be easy to manage and easy to work on.

### **Kitchen management**

The Chef is the head of the Kitchen and controls all the food being prepared. The Chef is responsible for the quality and presentation of all the food. He or she controls the entire operation. There are

several positions in the kitchen such as dishwasher, side work, preparation, deep-fry, dish pick up, carry out packing and cook. As a chef, he or she needs to know: What needs to be done today? What kind of supplies arrived today? Are all meat, seafood, daily product, vegetables located correctly is? Is every dish as well done as the customer ordered? Must be schedule and prepare for the big party? Supervise all the team workers? The Chef has full responsibility over the quality of the food, daily operation, and meals for employee, sanitation of kitchen and everyone in it's workload and job training. A good restaurant business depends on the kitchen's operation, and management of the kitchen is a big issue between manager and Chef. In many Chinese restaurants, the chef is also the owner of the restaurant because he or she can easily stay in charge of what's going on daily.

### **Appliance/ Office supply management**

The Manager of a restaurant also needs to know about miscellaneous items such as: office supplies, phone/fax system, silverware, drinking glasses, plates, spoons, napkins, table clothes, candles, lights, tea

pots, aprons, cleaning materials like soap, detergent, mop, degreaser, window cleaner, toilet cleaner, etc. All these miscellaneous items should have a regular checklist to determine which items need to be ordered. Sometimes you can buy from local store, but most of time you have to order in advance from out of state in order to get the best value.

### **Maintenance management**

in the restaurant business, maintenance is also very important. Every day all the equipment is running, and machines can break down. The longer a business has been in existence occupying the same building could have an effect on the frequency and types of maintenance required.

1. **Field Service:** Field service is when you must call a specialist for equipment repair or replace items such as: Air Conditioning/Heating system, Gas, Electricity, Hood/Filter, Sewer, Dishwasher, Ice machine, Freezers, Walk-in-cooler, and Cash register. For security and insurance purposes policy, Federal government or the insurance Company



requires licensed specialist for those services. Otherwise, you may not be able to pass the inspection.

2. **Non-field Service:** These involve maintenance you could do yourself or have someone do for you. Non field service includes: painting, ceiling tiles, change light bulbs, change A/C filters, cleanup A/C outdoor fan, Vacuuming, and decoration. Remember, these are always things to keep your eyes on because proper maintenance is the way to keep everything working properly, clean, and looking good.

### **Operation of Chinese restaurant**

To keep a restaurant business up and running smoothly, managing the daily operation is important. There are several matters during daily operation in the restaurant business.

1. **Daily open/close:** This is the main owner's job for running any business, including a restaurant. A Chinese restaurant, in general, normally opens around ten o'clock A.M. and closes at ten o'clock

P.M. Business hours could be somewhere from eleven o'clock A.M. to three o'clock P.M. for lunch and five o'clock P.M. to ten o'clock P.M. for dinner. On weekends, most Chinese restaurants open at twelve o'clock noon to eleven o'clock at night. As with any business, these can vary, depending on location and season. For industrial areas, restaurants normally close early at night. Summertime, restaurants usually close late. Most Chinese restaurant open seven days a week but some of them close one day of the week.

As the owner, opening and closing daily is not an easy job. He or she has to double-check everything to make sure it is setup for opening and everything is shut down for closing. Items to check include: All the lights and signs need to be turned on, Air conditioning or Heater need to be set to the correct temperature, Cash register needs to be ready for cash or charge, Dining room needs to be prepared for customers walk ins, both servers and kitchen are ready for opening.

- 2. Daily check-up:** This is a boring job for the manager or supervisor everyday. As a manager or supervisor, before opening for business, you have to check making sure everything is ready.

For example: kitchen needs to prepare all the canned goods, vegetables, meats, appetizers, soups, sauces, etc. Actually, you can have some kind of checklist for opening. Each day from beginning of the business, during the business hours, break time duty, to ending of the business. It is a routine job! If you are a good manager, you should be able to oversee each procedure of the routine job by using different checklist forms ( Figure 2-4 ).

Opening setup form: for kitchen & dining room ( Figure 2-5 ).

Daily Memo: for anything that happens from customers or kitchen or servers that you can write it down as a report ( Figure 2-6 ).

Delivery check form: for those liquor, grocery products, supplies, service, etc. that you need to check and make sure everything you order has arrived ( Figure 2-7 ).

Break time duty form: for you to keep track that who is on duty during the break time ( Figure 2-8 ).

Ending of business forms: for sanitation purpose only and ensure kitchen or outside dining rooms are cleaned up properly ( Figure 2-9 ).

Closing check out form: for cash register to close daily total sales include charges, tips, etc. If you can divide into each step of the daily operation, it should be easier to run your own business more efficiently.



3. **Ordering:** Many restaurant owners or managers are in charge of ordering items such as liquor, groceries, supplies, appliances, office supplies and scheduling services. Each ordering should have its own form to check up. Because of the different prices, different suppliers, watching the money you pay out for supplies and services will help you stick to your budget and help the bottom line.
4. **Quality Control:** If you serve good quality food in your business, you will be a success. To control the quality of food is very important. Items to check include vegetables, meat, sauce, taste, and the way it cooks. Think about this! You have to make sure that the vegetables are washed clean and cut. You have to make sure all the seafood or meat is fresh. You have to make sure all the plates are washed and cleaned. You have to make sure all the sauces you are using taste right. You have to make sure each dish is not over cooked and that the quantity is enough. If you can add some garnish on the dish, then it will become a pretty and tasty dish!
5. **Special party:** Many times, people have a special occasion party such as Birthday, Family reunion, Company meeting, Anniversary

or Wedding party. For those big parties, normally the customer will reserve the date, time, how many people will be attending, price, and request the kind of food to be served. As a manager, you are the one who will negotiate with your customer. Once the deal is agreed upon, then you need to arrange how much manpower you need, how are you going to prepare the food and discuss with your chef in the kitchen, how you going to arrange the dining rooms tables setup, how you will prepare for drinks. All these considerations are important in preparation for a party. If you don't have a good setup ready, it will be difficult for you to operate the party successfully. People sometimes say that the restaurant business is like a war and if you don't have a strategy, then all of a sudden the customers become your enemies, and you are going to lose the war!

## EVERYNIGHT CHECKUP LIST

1. Nothing behind steamed table & dishwasher station
2. Knives & can opener need to be cleanup.
3. Two sinks to be cleanup.
4. Empty mop bucket & clean the mops.
5. Outside trashcan need to be cover.
6. Set down sanitation bucket.
7. All dishes & silvers need to be inside container with water.
8. Put rice & flower inside walkincooler.
9. Plastic cover foods inside walkincooler.
10. All freezers door need to be close tight & clean.
11. Any outside food need to be cover.
12. Egg need to be inside walkincooler.
13. All power, water, gas, lights need to be shut off.
14. No matches everywhere.
15. Turn on bug killer machine.

Figure 2-4. Everynight Cheekup Form



## OPENING SETUP

- COOK 1**----- **HOT & SOUR SOUP**  
**EGG DROP SOUP**  
**WONTON SOUP**  
**SETUP SOUP TABLE ( SAUCE, SUGAR, M.S.G. , ETC.)**  
**SUPPLY OWN NEEDS ( EGG, CORN STARCH, SOUP )**  
**PLACE TO STEAMED TABLE WHEN SOUP ALL DONE**
- COOK 2**----- **SWEET & SOUR SAUCE**  
**FRIED RICE:**  
 1 ) **HAM FRIED RICE**  
 2 ) **ORDERS**  
**CHANGE CHICKEN BONE SOUP**  
**PLACE TO STEAMED TABLE WHEN FRIED RICE IS DONE**
- DEEP FRIER**— **SETUP DEEP FRIER STATION**  
**CHOW MEIN NOODLES**  
**CHANGE OIL**  
**DEEP FRIED EGG ROLL & CRAB MEAT RANGOON**
- SETUP**----- **PULL OUT VEGETABLES & MEATS FOR DISHUP**  
**( SIDEWORK, ASSISTANT DEEP FRIER )** **CUT VEGETABLES ( ONION, GREEN ONION, GREEN PEPPER, NAPA, CABBAGE , CELERY, ETC. )**  
**FILL UP VEGETABLE CANS**  
**SETUP STEAMED TABLE**  
**SETUP & PACK CARRY OUT**
- DISHWASHER-** **COOK RICE**  
**( SIDEWORK )** **MOP FRONT & BAR'S FLOOR**  
**WASH DISHES**

**P.S. ONLY FOR SUN.-- THURS. EVERY WEEK.**

**Figure 2-5. Opening Setup Form**

Hunan & Peking Garden

1262 Old Orchard Center

Manchester, MO 63021

(636) 227-6445

Daily Memo

Date \_\_\_\_\_

Day:

Manager on duty \_\_\_\_\_ Sign In \_\_\_\_\_ Sign Out \_\_\_\_\_

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Night:

Manager on duty \_\_\_\_\_ Sign In \_\_\_\_\_ Sign Out \_\_\_\_\_

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Figure 2-6. Daily Memo

#	Product	Lucky	Sysco	Maridan	#	Product	Lucky	Sysco	Maridan
	Broccoli					Garlic Powder			
	Green Pepper					White Pepper Powder			
	Green Onion					Baking Powder			
	String Bean					Baking Soda			
	Snow Pea								
	Napa								
	Celery								
	Moo-Shu Skin								
	Bean Sprouts								
	Bean Curd								
	Cream Cheese								
	Jumbo Eggs								
	Sweet & Sour Package								
	Hot Muster Package								
	Soy Sauce Package								
	Rice Noodle								
	Asparagus Can								
	Vegetable can								
	Chinese B-B-Q Sauce								
	Seasame Sauce (cold noodle)								
	Seasame Seeds								
	Hot Bean Paster Can								
	Chinese Pickle Cabbage can								
	Black Bean Paster								
	Black Bean								
	Five Kinds of Spicy Powder								
	Curry Powder								
	B-B-Q Pork Powder								
	Sugar Package								
	Sweet in Low Package								
	Bread Powder (fried oyster)			*					
	Red Food Color								
	Yellow Food Color								

Figure 2-7. Delivery Check





# **Lunch Duty**

**Cook**

**DeepFrier**

**CarryOut**

Figure 2-8. Break Time Duty Form

## CLOSING CLEANUP

- COOK 1**———— **COOK 1 STATION**  
**SOUP TABLE**
- COOK 2**———— **DISHUP STATION**  
**COOK 3 STATION**
- DEEP FRIER**—— **DEEP FRIER STATION**  
**SWEEP & MOP FLOOR ON COOK SIDE**
- SETUP**———— **SWEEP & MOP FLOOR ON DISHWASHER SIDE**  
**( SIDEWORK,** **DUMP THE TRASHCAN OUTSIDE**  
**ASSISTANT** **STEAMED TABLE**  
**DEEP FRIER )** **MAKE SURE NO FOOD , NO WATER UNDER STEAMED TABLE**  
**BUCKET FOR SANITATION**  
**BUG KILLER MACHINE**
- DISHWASHER-** **DUMP THE TRASHCAN OUTSIDE & MAKE SURE COVER IT**  
**CLEAN ALL KNIVES, CAN OPENER**  
**CLEAN UP DISHWASHER STATION**  
**MAKE SURE NOTHING BEHIND DISHWASHER**  
**BRING THE RICE TO WALKINCOOLER ( POSSIBLE BREAK**  
**THE RICE BEFORE PUT IT IN )**

**P.S. ONLY FOR SUN.-- THURS. EVERY WEEK.**

**Figure 2-9. Closing Cleanup Form**



## CHAPTER III

### SELECTIVE REVIEWS AND EVALUATION RESEARCH

#### What type of restaurant is best for you?

If you are just starting out, you have probably already decided what type of restaurant you want. Since there is a wide array of choices, they can be classified in several different ways. Starting a Chinese restaurant, you should know:

- **kind of food:** Chinese cuisine of course. Such as Steak, Chops, Chicken, Seafood, Sandwiches, Barbecue, Vegetables or Soup and Salad to name a few as well.
- **Cooking method:** In this classification, you might also find either open kitchen or tableside cooking or traditional close kitchen cooking. Many restaurants today have open kitchens to show customers how they cook their food.
- **Style of Service:** This might include tableside cooking, cafeterias, and dinner houses, buffet or take out restaurant.
- **Desired market:** Here we find the restaurant that seeks out a certain segment of the market. For example, there are family

restaurants where children are welcome, and some other dinner houses that cater to an adult-only market.

### How to set goals for maximum profit

Setting the right goals for your restaurant-and reaching them-will make the difference in profit or loss. ( Restaurant Management Guide- Robert T. Gorden )

- **Sales Goals**---You should be striving for improvement in sales from one period to the next. But you must be realistic with your goal setting so that you don't set your targets too high. Proficiency n this area of forecasting requires that you study not only your own business, but also the industry and total economy in general.
- **Cost and Expense Goals**---While you must have sales volume to exist, you must also hold cost and expense at required levels. Failure to do so may also cause financial loss. The way to manage these items is by budgeting and then measuring performance against budget goals.
- **Capital Expenditure Goals**---All restaurants must plan for the day when they will face the need for replacing equipment, or

remodeling the present space, or building a second restaurant. To make such a large expenditure, you either need some reserve cash or a successful business track record, plus an accumulation of assets sufficient for bank loan purposes.

## **How to start a restaurant business**

### ***Choosing a location***

Location is the first consideration of starting new restaurant business. It is also a major component of a restaurant's future sell ability. A restaurant that is doing poorly in a bad location is seldom sold. There are several elements that affect a location's value. 1. Place: Where it is? Is it the center of a large community or on the periphery of a populated area or on a heavily traveled road near a densely populated area? A restaurant has to have a population base from which to draw its customers. Having a map of the area in which the prospective property is located will help you. Remember what you are really looking for is a small percentage of actual customers from a large number of people. 2. Parking: Preferably, it can be part of the property. Other than a restaurant's own lot, consider whether parking is available on the street, or even a public parking lot in the vicinity of the restaurant. 3. Accessibility. If an establishment is located on land

abutting a major highway, all of the traffic will drive right by unless there is an exit off the highway and a convenient access road to the restaurant.

Accessibility is crucial when evaluating location. 4. Visibility. People are greatly influenced by what they see. If a restaurant is not easily visible by passing motorists, the value of its location is greatly diminished even if it has the other characteristics of good location. 5. Infrastructure, this refers to all of the community. It includes all of the utilities, roads, sewers, and transportation facilities. The infrastructure ties the community together by providing for common needs.

### ***Finding good help***

While many firms in the food service industry have become large enough so they can afford a specialist to handle personnel matters, there are many others that cannot. If you are financially able to carry such a person, hiring one will save you many hours of detail work. In the restaurant business, high employee turnover seems to be a continual problem, with someone always leaving and needing to be replaced. This usually has little to do with how well you manage your restaurant---but it's a serious problem all the same. Most restaurants hire some part-time people in an effort to



keep things running until hiring the right full time people. When you need to fill a position you will want to answer these questions. What is the job all about? What kind of person is best suited for the job? What is expected from each employee? Once you have an idea of what the job is, there are many ways to find good help. For example: networking, advertising, bulletin boards, community boards, and carefully interviewing candidates.

### *Planning the menu*

Menu planning is so important that it should be considered part of the core of the restaurant development. It is difficult to order furnishings unless one knows the type of customer the menu is designed to attract. A restaurant that does not organize its planning with a system that includes all of the elements directly associated with the menu is bucking similar odds. Your menu is very important and is one of the identifying traits of a restaurant. To plan a menu properly, one must consider the principles that give it a real consistency with all aspects of the establishment. The first item the menu planner must deal with is identifying the target audience. Who is going to be the average customer? Is she or he a member of the white tablecloth and fine silverware crowd? The up-and-coming professional, the average blue-

collar worker, the upscale working couple who eat out four to five times a week, or the customer who enjoys a particular ethnic food? The answer to these questions determines the quality and type of food, the menu pricing, the number of entrees, and the method of marketing. A well-planned menu should have: 1. Colors and logo consistent with the restaurant décor. 2. Print that is legible and consistent with décor. 3. Food descriptions that are clear, concise, and efficient. 4. Reasonable layout with food grouped by category. Once all of this is done, send it to a reliable printer who has experience with menu.

### *Setting the atmosphere*

Warmth and comfort are two main things about the restaurant environment. Every restaurant business has its own style of decoration. How to promote the best image and provide the best setting and relaxed environment is also important. First of all, we need to realize: What do people do in restaurants? They sit, they socialize and they eat. There doesn't seem to be any great mystery in providing the space to do these things. Humankind frequently provides a special space where people can set, socialize, and eat simultaneously. In Western cultures that place is called the dining room. The reasons I mention warmth and comfort earlier

is that whenever I ask people what they like about a place, one of the things they mention most is atmosphere. When I ask 'What about the atmosphere?' most answers have to do with warmth and comfort. A clever decorator can establish a theme. Clean lines in the dining area, the entry and the restrooms are a big word-of-mouth consideration. These are the kinds of things restaurant patrons talk about when describing a facility. The most desired comments area: "The food was great!" "The service was great!" "The atmosphere was great!" "The place was nice and clean!"

### *Purchasing supplies*

A well-organized buyer can help a restaurant make money. He or she must have certain skills and must be able to interact with the chef and the food-and-beverage supervisors. A good buyer must have the product knowledge, the pure and simple savvy about the art of buying; an honest character and an interest in the establishment ( to make collusion with vendors less likely ) ; an assertive personality to get the best possible prices. A good buyer is a lot like a good salesperson and must be the equal of a salesperson during the purchasing encounter. If a buyer can be strong of character, he or she will get more information about the product and better buys from an assertive salesperson than from a weaker one. The

Chinese restaurant that I worked for has a well-organized purchasing system: meats, groceries, produce, frozen goods, seafood products, liquor, beer and wine, and all nonfood products are categorized. They have a daily order schedule, two supervisors share responsibility for all the products. One is in charge of liquor, beer, linear and bar's groceries. The other is in charge of fresh products, seafood products, meats, and all other accessories groceries. Every week they have different supplies delivered daily. They don't stock too many items in the storage room, only some items that a supplier has for sale, otherwise they keep everything fresh and rotating well. They have stable supplies and good credit. Price is the main concern for the purchasing agent or buyer. There has always been great fluctuation in the price of food products, and now with the use of computers, one can more readily change menu prices. The practice of current pricing is still very difficult for most restaurants. The purchasing system must always consider the menu. If the price of a product that is a large part of the inventory suddenly goes through the roof, the menu price must be adjusted in a reasonable manner. The public will understand a medium price hike.



Most small-to-midsize restaurants fail because the owners or managers do not have an organized financial management system. A fiscal plan must begin with the understanding of money, and this understanding is rare. Money, while it is tangible, is the symbol for goods, services, activities, promises, and real estate. In most manufacturing complexes the accounting involves: 1. Accounts payable, which is the payment or money owed to all of the supplies and service companies. 2. Accounts receivable, the money or payments owed to the company for supplies and service rendered. Unfortunately, in the restaurant business all you have are accounts payable. You've already got the receivables in the cash registers, and you better know what to do with them or you will not be able to deal with accounts payable.

Accounting is important for every business, but the accounting procedures and terminology used by CPAs tend to be very complicated. Complete understanding requires the knowledge of a college graduate in accounting. Obviously, the restaurant manager, as proficient as he or she might be in fiscal matters, is unlikely to have all the knowledge to write a complete corporate financial statement. This is not the manager's job.

Accountants have developed standard accounting procedures specifically for restaurants. These basic standards are important in assessing profit and direction, and they also provide a restaurant with a respectable annual financial statement. However, a restaurant manager has a point of view that is affected by the daily, weekly, and monthly problems that occur, and that must be incorporated into any accounting scheme. These include:

1. How to estimate the operating budget based on various types of expenses, from fixed to flexible.
2. How to control the collection of money and its flow both internally and externally.
3. How to prioritize payments.
4. How to prioritize correspondence.
5. How to properly assess profit and make sales projections.

Textbooks did not lead me to these conclusions. Rather, it was years of trial and error and reactions to a real-life experience. In my case, several unpleasant episodes have inspired me to try to piece together a logical method of analyzing restaurant finance.

The restaurant office must have a basic journal on which entries can be made on a daily basis. This bookkeeping record should include a listing of receipts from each shift (breakfast, lunch, dinner, or evening) identified with corresponding rooms (dining room, café, lounge, or take-out) and a total of all receipts for the day. There should be a cash report entry detailing

cash at opening, specified cash payment, and the closing cash balance inclusive of additional funds. If all deposits are made correctly and bookkeeping is done faithfully every day, a manager will have complete accountability of all receipts. Every certified public accountant has her or his own method, forms, and procedures that he can install in a restaurant to obtain the necessary information he needs (filling out federal, state, and local forms). He or she also makes up a financial statement---an analysis of the fiscal activities of a restaurant. He or she will summarize the accounting policies, figure out the method of depreciation, and calculate any taxes owed or overpaid. The only way an accountant can do this job properly is with access to all of the receipts and properly categorized disbursements that were transacted over a defined period of time. Besides governmental agencies, financial statements can be of interest to banks, insurers, and prospective buyers.

The financial statement is an important document, and the accountant needs the restaurant's help in compiling the data. During the check writing process, the number, payee, and categories of payment must be properly entered and carried out to an appropriate grouping where the type of disbursement can be easily identified ( utility, loan, product, service, advertising, tax, repair, and so on ). These groups have a bearing on the



amount of taxes to be paid. All check payments must be subtracted and all deposits must be listed and added to the carrying bank balance. Neglecting to reconcile bank statements is a disease that runs rampant in many American households. This sickness can be terminal for restaurants, especially if someone has the ability to compromise the checking system. Reconciliation of cancelled checks to bank statements should be performed on the date the bank statement is received.

### ***Public relations and Advertising***

The public image of a restaurant is vitally important. If it is favorable, business will almost certainly increase. A manager, then, can be a promoter of good public relations if he or she has the skills to establish good will outside the restaurant's walls. First of all, let's discuss the building's exterior, the exterior of a retail building is open to the scrutiny of both patrons and those who have never been inside the establishment. The grounds, parking area, flowers, shrubs, flags, statues, and signs are all part of the outside image of the restaurant. If the restaurant looks attractive on the outside there is an increased likelihood that new customers will enter the premises. For example, Signs tell in words, who you are and what you do. To be effective, signs should be made by experts. An appealing sign can



draw people's attention and build your customer base. A sign must be set up properly and within the guidelines of the local and state authorities. The primary focus of a restaurant sign should be limited to the name of the restaurant.

A restaurant always operates within a certain well-defined community, and its success can depend on how well it conforms to its surroundings. ( Your New Restaurant – Vince Mischitelli 2<sup>nd</sup> Edition )

The sociological forces at work in every society are complex; however, good citizenship on the part of restaurants does not have to be complicated. Most community laws and established practices work for the common good. The closer a restaurant embraces the goals of community effort, the more it will enhance its potential for success. A restaurant manager must try to develop a cooperative relationship with city or town authorities. Licenses are granted by local officials only when there is compliance of all local laws and codes. The building inspector, board of health representative, fire inspector, and electrical inspector are usually only asking for compliance with the ordinances they are authorized to enforce. If one shows a willingness to cooperate and asks for clarification when certain bylaws are not completely understood, officials are, as a rule, more than willing to be helpful. An introductory call or visit to the local police by a restaurant

manager can be helpful in establishing good will. Most business people shy away from law enforcement authorities. This is a mistake! A manager should make the first move and introduce himself to the police department and state his restaurant's desire to become a good citizen in the community. The business community in your area can be quite effective in dealing with the greater community. Business groups can have input into the passage of laws and ordinances, many of which will affect restaurants.

The groups are usually involved with popular charities. The groups are usually involved with popular charities, which can be good public relations. It is a good idea for a restaurant manager to get involved with the business organization in the area. Most successful restaurant operations know and get along with their competition. It's a good practice. Restaurant managers who get along can borrow products from each other, help each other with purchasing, and obtain necessary information that affects their industry. In one community, a group of friendly owners put together a common advertising effort that met with great success. On the streets, a restaurant owner can and should be a well-known and visible person. Get in the habit of being friendly outside of the restaurant by greeting people at the local bank, post office, or other retail outlets within the geographical area. People

usually feel honored when business people in a community greet them, and this is a great way of fostering good will.

Restaurants can use various media: daily newspapers, periodicals, community weeklies, school publications, radio, television, and coupon mailings to name a few. The goal is to reach as many people as possible, with the hope of keeping some of the respondents as steady customers. This kind of high exposure has worked for many smaller restaurants.

**Community publications**---Town and community enterprises publish weekly or monthly newspapers, which offer a good and inexpensive means of exposure. These are excellent vehicles for value-related ads because the readership lives near your restaurant. A full page can be bought very cheaply. Spots in local high school, church, senior citizen, granger, hospital, and other community publications, too, are inexpensive, good advertising and demonstrate support of worthwhile public activities.

**Magazines**---If the target audience is highly selective, the ad could go into one of the locally run magazines or trade publications.

**Coupons**---The American household is deluged with coupons, either through the mail or in almost every type of print media. Coupons usually



offer a discount or a free item. They can be used to promote a new product or to gain new customers through the use of the loss leader technique.

Larger restaurants, with a seating capacity of over 350 people, benefit most from a coupon promotion in large newspapers. Such a campaign usually generates an immediate and tremendous response. Make sure you can handle the traffic!

**Radio**---While all print media advertising has a chance of being noticed at the convenience of the reader, a thirty-second radio spot can only be heard at the time it is being aired. A newspaper can be in the house all day long and can be picked up and read at any time. A potential reader of an ad could go out to the golf course for six hours, go shopping, come home, pick up the paper at his or her convenience, and notice a restaurant promotion. A potential customer could be listening to the radio for eight hours, but if he has to answer the phone at the wrong time, he will miss your commercial.

**Television**---Television, like radio, has a defined time within which an ad must be experienced. If you are not watching TV at a particular time, you won't see it. Of course there is the video recorder. But there is also fast forward. Commercial time on television is very expensive; there is also the




high cost of producing commercials. Perhaps with more cable network stations and more local programs competing for advertising dollars, TV exposure will become more affordable for the average restaurant. In my experience, however, television is not an effective medium for restaurant promotion.

**Billboards**---Billboards can be used by food establishments in an effective manner. The best place for this kind of display is in view of a heavily traveled road. Billboards are a twenty-four-hour-a-day form of advertising and are not expensive, especially when contracted on a yearly basis. Theme and a coherent, limited message are important ingredients to the success of billboard ads.

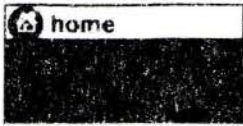
**Gift Certificate**--- The gift certificate is also a way that could bring the customers to the restaurant ( See Figure 3-1). Assume you have a regular customer who comes to restaurant every week. They come one day and purchase Gift certificate for their friends or relatives. Their friends or relatives may then try this restaurant and they also like the food. They then tell their other friends or relatives. Word of mouth can help build up more business and the gift certificate can stimulate this process.

**Web Page---** A Web Page is another new creation for keeping business up-to-date. Some big restaurants have their home page for advertising and ordering on the Web Site ( See Figure 3-2). People can easily go to the Web Page and find out all the information about the restaurant. There are many itemized selections to choose. You can simply click any of the items such as history of the restaurant, location, what cuisine, features, and menu prices. You can even order directly through the Web Site and pay for it. Like the grocery business, you can place an order for the food you like and they will deliver it to you. This is one of the best and cheapest ways to let people know about your restaurant. Some Web Pages even collect all of the restaurants and hotel chains over the nation to list all different state or locals restaurants that are easy to find. What a great convenience tool!

<b>Gift Certificate</b>	<b>Hunan &amp; Peking Garden</b>	Certificate No. _____
	1262 Old Orchard Center Manchester Road Manchester, MO 63021 Tel: (636) 227-6445	Date _____
A Special Thought To _____		
Amount Of _____		Dollars \$ _____
From _____	Authorized By _____	Hunan & Peking Garden
This Gift Certificate is Not Refundable Or Transferable. Amount does not include Gratuity.		

**Figure 3-1. Example of Gift Certificate**





**Dining**

- ▶ Browse All Restaurants
- ▶ Browse By Cuisine
- ▶ Find a Restaurant
- ◀ Dining

Details about:  
**Hunan & Peking**

**Restaurant**

- Chinese

**Features**

- Private rooms
- Kid-friendly

**Price Level**

- \$\$\$

**Reservations**

- Recommended

**Hours**

- Lunch & Dinner daily

**Accepted Payment**

- Credit cards

**Parking**

- Available

**Rate accessibility with Wired On Wheels**

**What's Nearby?**

- [Bars & Clubs](#)
- [Restaurants](#)
- [Movie Theaters](#)
- [Theaters](#)
- [Hotels](#)
- [Museums](#)
- [Attractions](#)
- [Parks](#)
- [Arenas & Stadiums](#)

**Dining**

**Hunan & Peking**

**Average User Rating:** ★★★★★

Typical Chinese restaurant in a suburban strip mall? Sure looks that way, with archetypal décor. But the patrons, mostly family groups, know better. Maybe the first clue is that the owner's father, a man of highly respectable age, sits near the front reading a newspaper and occasionally smiling and giving patrons a little wave as they enter or leave. How many of the patrons know this place has the best fried oysters in town? Forget the seafood restaurants, forget the Cajun/Creole candidates; these immense, sweet-salty-crispy babes are to die for, or at least risk a gout attack. Soups are good (the hot and sour) to excellent (chicken and mushrooms), and noodles with sesame sauce benefit from an extra helping of crisp green onions. The kitchen's ability with seafood is also evidenced in green jade scallops and clams with black bear sauce. Duck, too, is treated admirably by cooks who roast it or steam it with sour plums. Servers and kitchen both pay attentions to instructions about spiciness. If they didn't, we'll bet Mr. Lim, Sr., would have something to say about it.

**Location:**  
1264 Old Orchard Center  
Old Orchard Center  
Manchester, MO 63021  
636-227-6445

Review by *SAYOT*



**User Reviews**

**Average User Rating:**



Been to this place before? Give your rating & review below.

**St. Louis Advertisers**

**HOME FINDER**  
Downloading Homes

Communities  
Schools  
Transportation

**Sponsored Links**

Time to Refinance!

**Your Top Spots**

Restaurants with the highest member ratings on Digital City.

1. Hunan & Peking
2. R.L. Steamer's
3. Crazy Fish Fresh Grill
4. O.T. Hodge Chile Parlor
5. Tangerine
6. Chestnut's at the Adam's Mark
7. Faust's
8. Harry's West
9. La Tropicana Market & Deli
10. O.T. Hodge Chile Parlor

**Figure 3-2. Example of Web Site Page**

## CHAPTER IV.

### RESULT

There is a trend that the number of Chinese restaurant is increasing and their business is growing gradually. It means that a rich marketplace exists., as increasingly people engage in this business of Chinese food. The people who manage and operate Chinese restaurants have great opportunities to communicate with those who are willing to absorb this information.

“Rome wasn’t built in a day.” Restaurant business is also a long term business. Thanks for the owner and manager from Hunan & Peking Garden they provide the article reports for me. It is important to create a unique image for the new restaurant that differs from other Chinese restaurants.

The examples of article reports will help you to run a Chinese restaurant successfully.



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# Gourmet

September 30, 1987


Dear Chef de Cuisine:

We have received an enthusiastic letter from one of our readers about the fine food you serve in your restaurant. Our correspondent particularly admired the Hot & Sour Soup, and the Chicken with Hot Pepper Sauce.

We wonder if you would be so gracious as to share the recipe with us. If you would like to do so, and if at some time your recipe is chosen for publication in GOURMET MAGAZINE, we will credit your restaurant and send you a complimentary copy of the issue in which the recipe appears. The decision whether or not to publish a recipe is based upon editorial needs each month.

Thank you for your time and consideration.

Sincerely yours,



Ladd Borls  
Editorial Assistant



# Taste Of China

By Theresa Liu

Photos by Larry Williams

Of the Post-Dispatch Staff

Ask Frank Lin, owner of Hunan & Peking Garden, "Anything new?" and he'll answer, with a friendly smile, "Everything here is good." His assessment seems to echo in the chatter and laughter of loyal patrons, smelling the eight treasured duck, a tender and tasty dish loved by the local Chinese. An elderly Chinese gentleman with Lin's same expressive face sits near the window, watching. You'll find the man there every day, overseeing all that happens at the informal family restaurant.

Lin's kitchen offers a wide range of selections, including pot stickers made fresh daily by his wife. The spicy bean curd, with its delightfully flavored soy sauce and sesame oil vinaigrette, is filling and sure to please vegetarians.

If you like spicy dishes with a garlic accent and don't mind a little messy eating, the crispy shell shrimp is for you. To fully appreciate this crunchy appetizer, follow these three easy steps. First, sprinkle the shrimp with sauteed garlic, onion and dried chile pepper toppings. Then, suck the juice from the shell and remove the shell with your fingers. Finally, feast on the shrimp using either your fingers or chopsticks, depending on your hunger and comfort level.

**Crispy beef with orange flavor prepared for a buffet; it can also be served as a regular entree.**



## HUNAN & PEKING GARDEN

Address: 1262 Old Orchard Center (on Manchester Road between Highway 1 and Interstate 75)

Phone: 227-6445

Hours: Monday-Thursday, 11:30 a.m. - 10 p.m.; Friday, 11:30 a.m. - 10:30 p.m.; Saturday, noon - 9:30 p.m.

Price Range: Lunch, \$5.99-7.99

Credit Cards Accepted: Yes

## CRISPY BEEF WITH ORANGE FLAVOR

Ingredients:  
 1/2 cup vegetable oil  
 1 egg white  
 1/2 cup cornstarch  
 1/2 cup vegetable oil  
 1/2 cup baking soda  
 1/2 cup flank, cut into thin slices  
 1/2 cup brown sugar  
 1/2 cup plus 1 tea-  
 spoon red wine vinegar  
 1/2 cup oyster sauce  
 1/2 cup dark soy

Ingredients:  
 1/8 teaspoon white pepper  
 Dash Chinese five spices (optional)  
 2 teaspoons cornstarch  
 1/2 cup chicken broth  
**For beef:**  
 1 cup plus 1/2 teaspoon cornstarch  
 Vegetable oil for deep frying, about 2 cups, plus 2 tablespoons to cook vegetables  
 2 green onions, white parts only, chopped  
 4 to 6 dried chile pods, about 3 inches long each, broken into halves  
 1/4 cup sliced water chest-

Ingredients:  
 1 small green bell pepper, cut into strips  
 Steamed white rice

Peel skin from orange and remove white pith from peel. Cut peel into 1-inch squares. Place on baking sheet and bake in a preheated 250-degree oven about 30 minutes or until it is dry but not burned. Set half of peel aside (save remainder for another use).

To prepare marinade: In a medium bowl, combine salt, beaten egg white, cornstarch, oil and baking soda. Stir in beef; marinate at room temperature 30 minutes.

To assemble sauce ingredients: In small bowl, combine brown sugar, red wine vinegar, oyster sauce, soy sauce, white pepper, Chinese spices, cornstarch and broth; set aside.

Combine 1/2 teaspoon cornstarch and 1/3 cup water. Add to marinated beef, using wooden spoon to stir about 1 minute. The beef should be very moist.

Coat marinated beef in 1 cup cornstarch, shaking off excess.

To cook: Heat oil in wok or deep fryer until very hot but not smoky. (To test temperature of oil, drop one piece of beef into wok; if it sizzles and

immediately floats to the surface, the oil is hot enough to use.) Add beef to hot oil; cook 1 minute. Meanwhile, in a large skillet, add onion, orange peel, and chile pepper; stir-fry 15 seconds until fragrant. Add water chestnuts and bell pepper; stir-fry 15 seconds. Stir in sauce; until sauce thickens. Strain, remove beef from the wok and transfer to the skillet; toss with vegetables and serve immediately over steamed white rice.

Yield: 2 servings.



# Fairy Tale Soup

Traditional Chinese Recipes with Related Stories



by Theresa Liu



## About the Author...

The first time I met her, I knew that she was someone special. There was a kind of magic - a deep felt love of life - emanating from her eyes. Knowing Theresa has been a joy.

Born in China, she moved with her family at an early age to Taiwan. She graduated from National Taiwan University and then began her introduction to American culture.

Along the way, she earned a Masters Degree in Special Education from Texas Tech University. Although she could now sing the words to *Your Cheatin' Heart*, she maintained ties to her culture, publishing several short stories in Chinese journals. Her "wok" through life has been a balance between sweet and sour, adventure and commitment, and a love of two distinct cultures.

This book is her gift to you. Her friendship has been a gift to me.

a friend

## A Proud Chinese Father

"Without my four sons' joint efforts and talents, my restaurant business could not have made it," says Frank Lin, the owner of Hunan & Peking Garden restaurant on Manchester road. He proudly attributed his success to his four sons. Seven years ago, when his sons came to the United States, they ranged in age from 13 to 24, and could barely speak English. Today, Frank and sons employ four cooks working full time in the kitchen.

Frank's trademark is his broad smile. Each person who enters his restaurant is greeted personally by him.

"I can't cook, and can't run as fast as my sons, but at least I can be friendly to my customers."

How did he start the business? One must wonder. When he first came to America alone, he started the hotel business in New Orleans which was not as successful as he wished. With encouragement of relatives, his family from Taiwan soon joined him. They moved to St. Louis and started a family style restaurant. His sons learned the business working as busboys, waiters, and cooks.

From its beginning, team work has been the key to the success of this family owned restaurant. One day, an unexpected snow storm came and none of the cooks was able to come to work.

"School is out, so we can all help." His sons requested that Frank open in spite of the weather.

"Actually, we made some money from those who were trapped by the storm. No other restaurant opened that night, and my sons covered every chore from the kitchen to the counter." Frank's eyes had a sparkle that all Chinese fathers would envy.

Even though his sons attend school full time, they are still very involved with the family restaurant. Once in a while, you will find two of his sons bringing homework to the restaurant from Washington University Medical School.

There is one person who stays behind the scenes and gives all the support and credit to her five men. "She is the real reason for the family unity," I was told. Her name is Mrs. Frank Lin. She does the delicious pot stickers, hundreds each week.

## CHEF LIN'S SHRIMP

(Provided by Hunan & Peking Garden Restaurant at Manchester, Mo.)

Makes: 4-6 servings

10 jumbo shrimp, about 1 to 1 1/4 pounds  
3 cups vegetable oil  
2 scallions (white part only), shredded  
5 thinly slices fresh ginger, shredded  
Chinese parsley (cilantro) for garnish

### Marinade for shrimp:

1 1/2 tablespoons dry sherry	2 egg whites
1 1/2 tablespoons vegetable oil	1/4 teaspoon salt
1 1/2 tablespoons cornstarch	

### Seasoning Sauce:

2 tablespoons water	2 tablespoons soy sauce
2 1/2 tablespoons vinegar	2 tablespoons sugar
1/2 teaspoon sesame oil	1/2 cup chicken broth
3 tablespoons dry sherry	1 tablespoon cornstarch
1/4 teaspoon salt	

### PREPARATION:

1. Peel shrimp and cut in half lengthwise. Rinse well to remove dark vein. Pat dry with paper towels.
2. In medium bowl, marinate shrimp with marinade; stir in circular motion until smooth.
3. Combine Seasoning Sauce ingredients in mixing bowl.

### TO COOK:

1. *Oil blanch:* Place wok over high heat; add oil. When hot, add shrimp; cook about 1 minute. Remove with slotted spoon. Leave oil in wok and heat for about 1 minute.
2. Return shrimp to wok and stir-fry for about another 30 seconds. Remove shrimp from wok and drain well on paper towels.
3. Remove all except 1 tablespoon oil from wok. Add scallions and ginger; cook, stirring constantly about 5 seconds.
4. Return shrimp and Seasoning Sauce. Toss and stir until piping hot; shrimp are coated evenly.
5. Garnish with cilantro and serve immediately.



## Lots Of Tasty Treats At This Chinese Gem

By Joe Pollack  
Of the Post-Dispatch Staff

While most St. Louis diners have enjoyed the great increase in Chinese restaurants over the last few years — and the simultaneous growth in quality — one often gets the vaguely disturbing feeling that too many menus are clones.

But a recent journey to the Hunan & Peking Garden, in the Old Orchard Shopping Center on Manchester Road east of Woods Mill Road, brought some real excitement, with meals that were delicious, fresh and well-prepared, plus the opportunity to wander farther afield among dinner selections than in most area restaurants.

The H&P offers the standard items, but also prepares dishes like frog legs or oysters in black-bean sauce, squid or chicken in five different spices and a frog leg-chicken combination, to mention a few.

The menu is wide-ranging, with 44 items listed as either "house special" or "chef's suggestion." Then there are 44 additional beef, pork, seafood and poultry dishes, though many have the same sauce with a different main ingredient. Add appetizers, soups, vegetarian entrees and a few other odds and ends, and there is something for everyone. The dishes marked "hot and spiced" are exactly that, and while the spicing can be toned down on request, it often cannot be eliminated.

We sampled both traditional dishes and some of the H&P specials, and almost everything was splendid. It's a two-fork restaurant, by the way, with both of them on the table when the diner arrives. More are brought as needed. So one never sees a used fork taken from the plate and replaced on the table for future use.

The presentation is nice, with carved vegetables often decorating plates, and service is prompt and pleasant.

I was impressed with the appetizers, especially the pot stickers, which were so good the first time that I tried them again to see if they would be consistent. They were. The dumplings are large, perfectly crisped on one side and completely greaseless. The meat is nicely spiced, with a hint of ginger that is most attractive, and the dipping sauce also has a tangy ginger flavor.

Shrimp toast was fresh and steaming hot, with a pleasing blend of shrimp and egg that brought a delightful flavor, and crab Rangoon was large, extremely crisp and dry and with a tasty filling, albeit one whose only acquaintance with crabmeat seemed rather distant.

Fried squid was a different appetizer, with the squid in a light, almost-tempura style batter, and the dish was accompanied by some outstanding home-made pickles that had a pleasing pop and an impressive sweet-sour tang. A cold appetizer, noodles with sesame sauce, was spicy and delicious.

Fee rolls and spring rolls were

### Dining Out

#### HUNAN & PEKING GARDEN

ADDRESS: 1264 Old Orchard  
Center (Manchester  
Boulevard east of Woods Mill  
Road)

PHONE: 227-6445

SERVES: Lunch and dinner  
every day

ENTREE RANGE: \$5.95-\$15.95

CREDIT CARDS: All major

DRESS: Casual

RESERVATIONS: Accepted

HANDICAPPED ACCESS: Good

NO-SMOKING AREA: No

OK, if not exceptional, and barbecued spare ribs were the only disappointment; the ribs were tough and rather fatty, and the sauce was sweet enough to substitute for breakfast marmalade.

Entrees were first-rate from start to finish.

General Jor chicken blended chicken chunks, water chestnuts, bamboo shoots, and pieces of orange rind in a tangy sauce with plenty of red peppers that, as usual, are to be avoided at all costs. The dish is spicy, but the vegetables provide the balance.

Other spicy dishes included oysters in black-bean sauce and frog legs in the same sauce, and though the sauce is similar, the dishes are not. The former includes bean curd, green onions and shredded pork, and while the chef forgave the shredded pork in mine, it was delicious anyway, with large, plump oysters that had absorbed a lot of the spice. The frog legs, which were chunks of boneless meat, were combined with green peppers, baby corn, straw mushrooms and other vegetables, and the combination worked beautifully.

One of the specialties involves two kinds of hot and spicy meat, beef in pepper sauce and chicken in garlic sauce, side by side on the same plate. For the lover of hot — as in spicy — cooking, it was spectacular.

On the milder side was a duck delicacy, steamed with plums. The duck had been perfectly prepared, then hacked into chunks while the leg was left whole. The sauce had a sweetness, even if the plums were rather tart, and the flavor combination was memorable.

For Chinese cuisine, the H&P is a winner. It also has a modest wine list, but my preference is for Chinese beer with Chinese food, and the fortune cookies were passable. The fortunes were unimpressive, except for one, but my children were not on hand to share it. I've made lots of copies, however, and will include them with all further correspondence. It said, "If your family has an old person in it, it possesses a jewel."



## Extensive Chinese Menu For Imaginative Palate

By Joe Pollack  
Of the Post-Dispatch Staff

There's a note on the lunch menu at the Hunan & Peking Garden that says, "You can be finished with your luncheon within 45 minutes."

Maybe at lunch, but at dinner, it's tough to finish reading the menu in that length of time, much less to make the necessary decisions and place the order.

But a couple of recent visits brought items that were always good — sometimes splendid — and a highly enjoyable dining experience to an unabashed lover of Oriental cuisine.

The Hunan & Peking, which opened strong several years ago and has continued of high quality, offers a menu as complete as any I know in the area; in addition to all the usual dishes, both hot and mild, is a page of 23 "Chef's Suggestions" and a page of 21 "House Specialties." Several request a little patience with the charming note, "a dish of no rush." All are served in huge amounts, and presentation is lovely, too, with carved vegetables for an extra decorative fillip. I especially liked a cucumber that looked like a cross between a lobster and a shark, with lots of teeth.

Spicing ranges from inflammatory to mild, and can be altered; it's no disgrace, by the way, to ask that it be toned down a little. Even the most macho diner doesn't look his best with flames issuing from his ears.

I was disappointed with some of the appetizers on one visit, and the problem appeared to be that they had been prepared well in advance and had been sitting in the kitchen too long. Both spring rolls and shrimp toast were far greasier than they should have been, and the latter also was soggy and indicated a minimal participation of the shrimp. Even the crisp noodles that accompanied some egg drop soup had the grease problem. The soup had plenty of egg drops, but was on the salty side.

However, some homemade pickles that came alongside were glorious. They are hot from both pepper and garlic, and are in a sauce that displays ample evidence of their remains. The cucumber strips were crisp and well-chilled, and I think they're among the finest hot pickles I've ever sampled.

This difficulty vanished when the main courses arrived; both moo shu pork and oysters with black bean sauce were outstanding.

And on a second visit, although I ordered different appetizers, the problems were absent and the wonderful pickles were present. Egg rolls were good. If not extraordinary, and not greasy, and dumplings (pot stickers) were superior, with a tender, thin skin and tasty filling. Even a spring roll, which arrived as part of an entree, was crisper and more flavorful.

At the Hunan & Peking, spring rolls are thinner and filled mainly with meat, then fried very crisp. Egg rolls are softer and larger, with more vegetables in the filling.

### Dining Out

#### HUNAN AND PEKING GARDEN

ADDRESS: 1262 Old Orchard Center (South side of Manchester Road east of Woods Mill Road)

TELEPHONE: 227-6445

SERVES: Lunch and dinner, every day

ENTREE RANGE: \$5.95-\$18.95

CREDIT CARDS: All major

DRESS: Informal

RESERVATIONS: Accepted

HANDICAPPED ACCESS: Good

NO-SMOKING AREA: No

I preferred them.

Of five main courses that we sampled, lemon chicken was very good and the four others — the oysters and moo shu pork mentioned above, plus orange beef and duck with plum sauce — were excellent.

The oysters were large and plump, and the dish included bean curd, mushrooms, shredded pork, black beans, green onions and other vegetables, with plenty of diced red peppers for added heat. While hot, it was not blazing, and the oyster liquor added immeasurably to the flavor of the sauce. The dish was a real winner.

Orange beef, also hot, provided tender beef and chewy, flavorful, almost-burned orange rinds, along with large chunks of broccoli, green peppers, water chestnuts and various other vegetables. The broccoli, barely cooked, offered a lovely color contrast.

Lemon chicken, which involves chicken breasts that are battered and fried, then topped with lemon sauce, brought tasty, juicy chicken and a pleasant batter; I would have preferred a sauce that was thinner, and which also had a little more of the zesty, tart flavor of the fruit.

Steamed duck also was delightful. It's available either mild or hot, and I took the former. The duck is marinated, then steamed, then sauteed and served with tart plums, a dark sauce and green onions. The duck was tender and very tasty, and the dish worked well.

Moo shu pork, more of a standard, involved a blending of textures and flavors, from crunchy green pepper strips to soft scrambled eggs, and when wrapped in a pancake (or crepe) that has been spread with plum sauce, the combination was a winner.

The Hunan & Peking has a modest wine list, and both American and Chinese beer, plus saki. It also provides incredibly dull and boring fortunes in its cookies, but that seems to be a problem that is growing in Chinese restaurants everywhere. I guess we need writers that are as talented and imaginative as the chefs. Then I'd be happy not only throughout the meal, but also afterward.



# St. Louis Business Journal

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ST. LOUIS BUSINESS JOURNAL

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**Allan  
Cohen**

The business  
of eating out

## Best restaurants of '92 — some familiar, some new

It seems hard to believe that another year has slipped by so quickly, and that time has come again for another "Best Of" column.

During this past year, I have reviewed approximately 50 restaurants, some good, some not so good, and some that were outstanding. To organize the information, I have decided once again to divide the "Best Of's" into two sections: the first, a compilation of the highlights of the restaurants that I have reviewed during this past year; and the second, some of my perennial favorites.

Still, as always, I think it's only fair to repeat the disclaimer that I used for my criteria last year:

1. They are totally subjective.
2. They are completely unscientific.
3. They are, by nature, extremely prejudicial.
4. And, of course, they are subject to change if I find a place that I like better next year.

The restaurants are listed in no special order, except that the places that I've listed in the first segment, are places visited in 1992.

### THE LIST FOR 1992

Outstanding Japanese food: AOI OF JAPAN

Best Mid-Eastern food in St. Louis: SALEEM'S

Best Mid-Eastern food in Metro East: MEDITERRANEAN TAVERNA

Best Korean: SHU FENG

Best Greek food: GREEK GOURMET

Best restaurant to capture the feel of a French bistro: CAFE RENEE

Most fun place: BLUEBERRY HILL

Best oyster grinder: BROADWAY OYSTER HOUSE

Most inventive cuisine: ZINNIA'S

The "It's Not Just For Tourists Anymore" Award: ROBERT E. LEE

Best pasta in Clayton: CAFE NAPOLI

Best Thai food: THAI CAFE

Best urban restaurant (a tie): CAFE INFINITI and TWO BLACK CATS

The new restaurant that I'd like most to see succeed: BLACKHAWK

However, it would be a grave injustice to you, the readers, and to the number of wonderful restaurants in town, if I do not mention the following perennial favorites in any bona fide list of "Best" restaurants.

By the way, the criteria used here are as irreverent, irrelevant and illogical as the preceding ones. No accounting firm will claim responsibility for anything tabulated or listed herewith. But I do.

### MY PERENNIAL FAVORITES

Best Cajun food: GUIDRY'S CAJUN

Best traditional pizza: GINO'S

Best street for Oriental cuisine: SOUTH GRAND

Best Vietnamese iced coffee: PHO GRAND

Prettiest country setting: MALMAISON

Best all-you-can-eat place: BIG BOY'S

Best fried chicken: HODAK'S

Best Chinese food in town: HUNAN & PEKING GARDEN

Best fajita: CHUY'S

Best place for a great hamburger (with all the fixin's) FUDDRUCKER'S

Best neighborhood pub-type restaurant: ANNIE GUNN'S

Best cookies: THE CHOCOLATE CHERRY COOKIES AT THE BLUE OWL RESTAURANT & BAKERY

Best exotic pizza: REDEL'S

Best place for pizza in New York: CHRISTIANO'S (the place that inspired Billy Joel to write "Scenes from an Italian Restaurant")

Best American cuisine: CARDWELL'S

Best place for pasta on The Hill: CUNETTO'S

Best place for steak: ANDRIA'S in Illinois

Best restaurant — period: TONY'S

And that's the end of the list for this year. My companion and I want to wish each of you a healthy and happy New Year.



# Cohen's picks for 1991, from Cajun to fine dining

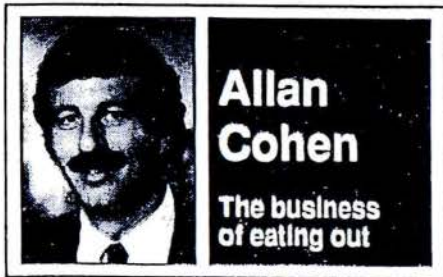
Where has the year gone? It seems as if it was just yesterday that I was putting the finishing touches on my "Best Of 1990" column, and now the time has come to do it all again.

Over the past year, I have reviewed approximately 50 restaurants. This year, my year-end review is divided into two sections: highlights of restaurants reviewed in the past year, and some of my perennial favorites.

But before we kick back and take a look at my "Best Of" choices, it's only fair to note again this year that my criteria are:

- Totally subjective.
- Completely unscientific.
- Extremely prejudicial.
- Subject to change if I find a place I like better next year.

There are no hidden agendas here and the restaurants are listed in no special order. The 16 places in the first segment were visited in 1991.



## "The List" for 1991

- Best Cajun food: Guidry's Cajun
- Most authentic gumbo: Guidry's Cajun
- Best traditional pizza: Gino's
- Best and most outstanding casual restaurant for Italian food: Gino's
- Best marinara sauce: Gino's
- Best street for Oriental cuisine: South Grand
- Best Vietnamese iced coffee: Pho Grand
- Prettiest country setting: Malmaison
- Best new Southwest style restaurant: Casa Gallardo Grill
- Best restaurant in a shopping center: Casa Gallardo Grill
- Great traditional Chinese cuisine, with unexpected variations: Mr. Lee's
- Best all-you-can-eat place: Big Boy's
- Best fried chicken: Hodak's
- Best Chinese food in town: Hunan & Peking Garden
- Best boutique-sized, continental din-

## RESTAURANTS

ing: Despina

Best quality Italian food, at bargain prices: Zanti's

Best pancake house: Uncle Bill's

Best fajitas: Chuy's

Best reasonably priced place to go before a hockey game: Dogtown Bistro

Best variety of desserts: Sadie Thompson's

It would be a grave injustice to you, the readers, and to the number of wonderful restaurants in town, not to mention the following perennial favorites.

By the way, the criteria used here are as irreverent, irrelevant and illogical as the preceding ones. No accounting firm will claim responsibility for anything tabulated or listed herewith. But I do.

And now...my perennial favorites!

Best Korean food: Shu Feng

Best place for a great hamburger (with all the fixin's): Fudrucker's

Best neighborhood pub-type restaurant: Annie Gunn's

Best down home, country dining: Farmer's Inn (Millstadt, Ill.)

Best chocolate cherry cookies: Blue Owl Restaurant & Bakery (These are still the greatest cookies known to mankind!)

Best exotic pizza: Redel's

Best place for pizza in New York: Christiano's (If you're going to be out on Long Island, call me for directions.)

Best for everyday (and you really could go EVERY day) dining: Cardwell's

Best place for pasta on The Hill: Cunetto's

Best Middle Eastern cuisine: Salcem's

Best Lebanese lunch (cafeteria style): St. Raymond's Church

Best place for Japanese food: Aoi

Best place for steak: Andria's

Best place for prime rib: Kreis'

Best place for Greek food: Greek Gourmet

Best fun place to grab a burger: Blueberry Hill

Best restaurant — period: Tony's

And that's the end of the list for this year. My companion and I wish each of you a happy and healthy New Year.

# DINING

THE RIVERFRONT TIMES APRIL 29 - MAY 5, 1992

## GARDEN OF EATIN'

**T**he Hunan and Peking Garden, situated at 1262 Old Orchard Center, on Manchester Road between Highway 141 and I-270, has been a highly successful restaurant since December 1982, when the Lin family took over operations. I first reviewed the restaurant in 1985, and since then it has been at the top of my list whenever I want a first-rate Chinese meal. The place serves a reliably authentic Cantonese, Shanghai and Hunan cuisine, yet its menu is also constantly evolving to meet customer demands.

I can still remember the first time I heard about the Hunan and Peking Garden: Paul Lin, then a student at Washington University, walked into my office and proceeded to extol the virtues of his father's restaurant. Frank



JOHN  
GARGANIGO

Lin is justifiably proud of his four sons, all of whom managed to combine a successful academic career during the day with participation in the family business in the evening and in their spare time. Two of them have gone on to become doctors; the other two, engineers.

A couple of recent visits allowed me to sample a number of dishes. I can't think of a better way to get started than with an order of drunk chicken, Shanghai-style (\$4.29). This is a cold appetizer that should appeal to the delicate palate. Steamed chicken breast is marinated in rice wine and judiciously added spices. If you want to heighten the taste, a few drops of soy sauce will do the trick.

My wife invariably orders the house special cold noodles (\$3.99), a moderately spiced dish with pieces of cold chicken, snow peas, sliced cucumbers and bean sprouts, all in a light sesame-based sauce. This dish provides contrasting textures and tastes. The crunchiness of the vegetables goes well with the other ingredients. For an extra kick, add a drop or two of "hot oil," a mixture of oil and chili peppers. The crab Rangoon (\$3.99), with a crispy exterior and a creamy, rich filling, is a highly recommended hot appetizer.

A new item on the menu is the spicy, salted shrimp (\$9.99 for a main course; \$4.99 for an appetizer). Large shrimp, cooked in their shells, are mixed with garlic, spring onions, salt and chili peppers, then stir-fried quickly in the wok. As soon as the shrimp turn pink they are ready to be served. They have a juicy interior and a firm texture. The rest of the ingredients provide quite a jolt.

The traditional pot stickers (\$3.59) are plump, meaty and juicy. They

### HUNAN AND PEKING GARDEN

1262 Old Orchard Center  
227-6445

Hours: Mon.-Thurs., 11:30 a.m.-10 p.m.  
Fri., 11:30 a.m.-10:30 p.m.  
Sat., noon-10:30 p.m.  
Sun., noon-9:30 p.m.

Mastercard, Visa, American Express  
and Diners Club are accepted.  
Reservations are accepted.

come with the usual combination of ginger and soy sauce. The filling of ground pork and vegetables is mildly spiced. Very good.

Yet another excellent appetizer is the seafood hot-and-sour soup (\$5.59), advertised as a serving for two, but really enough for four. This is a delightful combination of scallops, shrimp, chicken meat, bamboo shoots and snow peas, cooked in a spicy broth. It is almost a complete meal in itself.

For the main course, Lin's dual (\$19.99) allows you to choose any two items from a list that includes shrimp, squid, oysters and scallops. These are then dipped in a light batter and deep-fried. On a recent visit my colleague chose squid and oysters, and the combination was superb. The chewy squid and the soft, almost creamy oysters were a happy match. A chef's special sauce, heavy on the ginger, rounded out this excellent dish. This is not an entree for the light eater — the serving is ample. If you have a truly gargantuan appetite, however, try three items for \$29.99, or four for \$39.99.

Squid with black-bean sauce (\$9.95), garnished with bamboo shoots, straw mushrooms and broccoli, was ordered medium-hot, and the chef obliged. The fermented black beans give the dish its unique taste, imparting a strong, salty flavor to the mild squid. The sauce also had quite a bit of garlic. I had what was left over the next day, and it was even better. All the ingredients had a chance to marinate in the sauce, thus intensifying the taste.

Presentation of the dishes, an important feature of Chinese cooking, rated high marks. Every dish was attractively decorated with carved vegetables in the shape of flowers or sea creatures. A cucumber made to resemble a crustacean was particularly attractive.

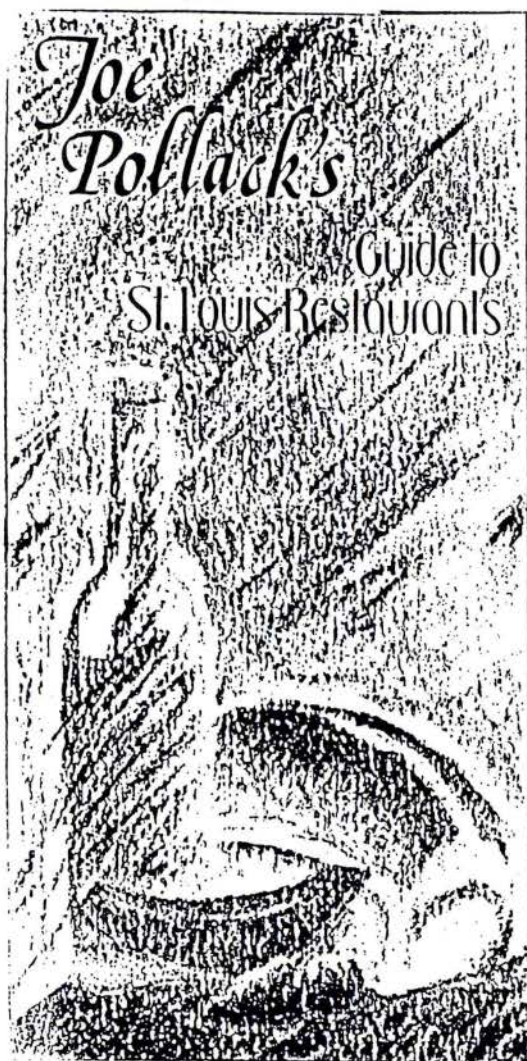
A bottle of Vallejo Chardonnay (\$12), a big seller in St. Louis, was a good wine for the price. Imported beers are also available.

Service on a very busy evening was efficient and pleasant. Kim, our waitress, was first-rate.

It is easy to see why the Hunan and Peking Garden is so successful. Its varied menu caters to individual tastes and needs. There are items for the diet-conscious, a number of strictly vegetarian dishes, and even a "create your own dish" for \$9.99: You select the ingredients and have a hand in the cooking. The Lin family is firmly entrenched in West County with one of the best Chinese restaurants in town.



## 1990'S EDITION



*Hunan and Peking Garden*  
 1262 Old Orchard Center  
 (Manchester east of Woods Mill Road)  
 227-6445

Cuisine: Chinese  
 Serves: Lunch and Dinner, every day  
 Prices: Moderate to Expensive  
 Credit Cards: All major  
 Dress: Informal  
 Reservations: Accepted  
 Handicap Access: Satisfactory  
 Separate no-smoking section: Yes

When a restaurant puts an asterisk next to a menu item, and explains it by noting, "a dish of no rush," well, I'm charmed by the attitude. When the restaurant provides very good Chinese cuisine, for which I have a well-known weak spot as big as all outdoors, I'm far more than charmed. I'm almost ga-ga.

The Hunan and Peking should be high on any list of Chinese restaurants in the area. Its large menu offers standards to match anyone, and the specials are *truly* special, not the same as everyone else's.

Appetizers are strong, with outstanding egg rolls and spring rolls, delicious dumplings, and some hot, homemade cucumber pickles that make a wondrous side dish.

Oysters with black bean sauce lead the menu for imagination. The plump, fresh oysters are cooked with their own liquid, bean curd, mushrooms, shredded pork, green onions, and other vegetables, all in a tangy delicious black bean sauce—as good a dish as available in a Chinese restaurant in St. Louis.

## HUNAN &amp; PEKING GARDEN REVIEWS

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John Garganigo with  

**5-Star Recipes**

## Authentic Chinese cooking becomes a family affair

When the Hunan and Peking Garden Restaurant started out some three years ago at 1264 Old Orchard Center off Manchester Road, I was impressed by the congeniality of the hosts and the quality of food served.

The menu then, as now, reflected a broad knowledge of many types of Chinese cuisines with an emphasis on the regional cooking of Hunan Province, with its spicy hot dishes, and the elegant imperial cooking of Peking, the capital of China.

This authentic Chinese restaurant is a family-run enterprise. Paul Lin, the second son of the family, is the general manager and the main force behind the

traditional Chinese banquets offered at the restaurant. He received his training in Taiwan over a period of several years before settling in St. Louis and opening his restaurant in 1983.

Together with his brothers, Richard, James and Mike, Paul runs a successful operation. One or more members of the family is in constant touch with their native Taiwan, keeping up to date with the latest innovations in food preparation and innovative trends. Their menu reflects these concerns.

Hunan and Peking Garden was the first restaurant in the area to serve a variety of seafood and meats with assorted

Chinese vegetables, all arranged on a basket of fried noodles. I was impressed. This is one restaurant that has not rested on its laurels. Improvements have been steady, especially in its banquets where the family really shows what it can do.

They have experimented with oysters, rabbit, squid and frog legs in dishes that have been well received. The four brothers work together to provide their clients with dishes that are of "consistently high quality and flavor." The latter sums up Paul's view on his contributions to the St. Louis restaurant scene.

The dishes that he has offered us are detailed, yet easy to follow.

Hunan and Peking Garden

### CHEF LIN'S SHRIMP

10 giant shrimp, about one and one-quarter pounds  
 4 ½ tbsp. dry sherry or shao hsing wine  
 2 egg whites  
 4 cups plus 1 ½ tbsp. peanut, vegetable or corn oil  
 ½ tsp. salt  
 2 ½ tbsp. cornstarch  
 2 scallions, white part only, trimmed and shredded  
 5 very thin slices fresh ginger, shredded

Peel the shrimp and split them in half. Rinse well to remove the dark vein. Pat dry. Place the shrimp in a mixing bowl and add 1 ½ tbsp. wine, the egg whites and 1 ½ tbsp. oil. Stir in a circular motion until whites become bubbly and add half the salt and 1 ½ tbsp. cornstarch. Stir to blend.

Combine the remaining 3 tbsp. wine, remaining 1 tbsp. cornstarch blended with the water, soy sauce, vinegar, sugar, remaining salt, sesame oil and chicken broth. Set this mixture aside.

#### Ingredients:

2/3 lb. pork (hind leg)  
 1 tsp. chopped ginger  
 2/3 lb. shrimp  
 1 tbsp. green onion  
 100 thin won ton skin

#### Marinade for pork:

1 tbsp. white soy sauce  
 ½ tsp. salt  
 ½ tsp. black soy sauce  
 ¼ tsp. sugar  
 ½ tsp. cornstarch  
 ½ egg (seasoned with salt and beaten)

Shell shrimp and remove black lines. Wash with salted water and drain. Cut into halves lengthwise. Mix with chopped ginger and seasonings. Let stand ½ hour. Mince pork. Mix with chopped green onion and seasonings. Let stand ½ hour.

To wrap, hold won ton skin in palm of left hand with lower corner toward you. Place ½ tsp. of pork filling slightly below center of skin. Top with shrimp. Fold

2 tbsp. water  
 2 tbsp. soy sauce  
 2 ½ tbsp. white vinegar  
 2 tbsp. sugar  
 ½ tsp. sesame oil  
 ½ cup chicken broth  
 ½ cup loosely packed fresh coriander leaves, available in Chinese markets.

Heat remaining 4 cups of oil in a wok or skillet and add the shrimp, one at a time. Cook about one minute and scoop out, leaving the oil in the wok, continuously heating. Return all the shrimp to the oil and cook about 30 seconds. Drain wok completely.

Return about 1 tbsp. of oil to the wok and add the scallions and ginger, stirring constantly. Cook about five seconds and add the shrimp and the vinegar mixture. Toss and stir until piping hot and the shrimp are coated evenly. Serve garnished with coriander leaves. Yield: Four to eight servings.

### WON TON SOUP

#### Marinade for shrimp:

½ tsp. salt  
 2 tbsp. cornstarch (mixed with 2 tbsp. water)  
 ¼ tsp. wine  
 ½ tsp. cornstarch

#### Soup Stock:

2 quarts clear chicken stock  
 Dash soy sauce  
 Dash sesame oil  
 Two stalks green onion, chopped

lower corner over filling. Fold again. Brush a bit of cornstarch on front of triangle's right corner and back of left corner. Twist both corners back. Bring moistened surfaces together and pinch to seal. Drop won tons into boiling water. Cook till they float. Remove to large soup bowl containing heated chicken stock seasoned with soy sauce, sesame oil, and chopped green onion.

(Note: won tons are also popular as a fried appetizer. To fry, parboil won tons. Rinse with cold water. Let dry. Fry in hot oil until brown on both sides.)



**JOE POLLACK'S**

**GUIDE TO**

**ST. LOUIS  
RESTAURANTS**



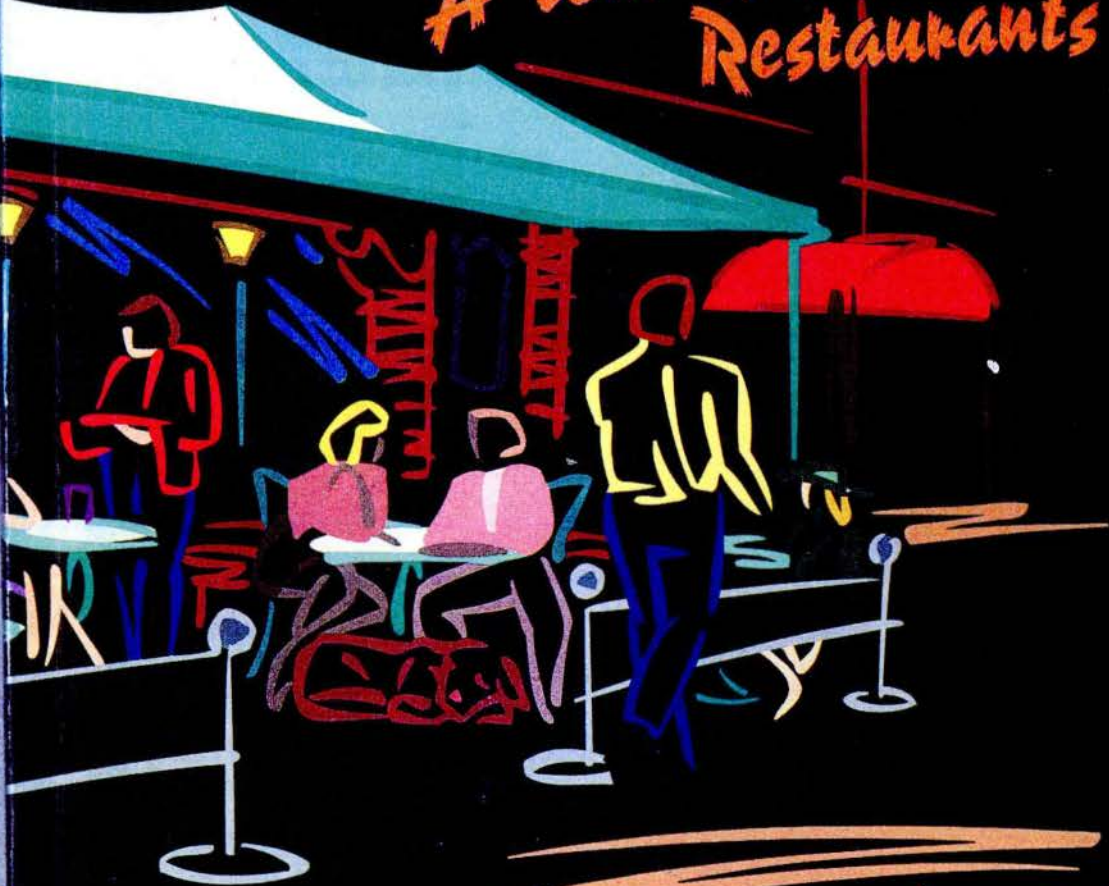
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# Beyond Toasted Ravioli

A Tour of St. Louis  
Restaurants

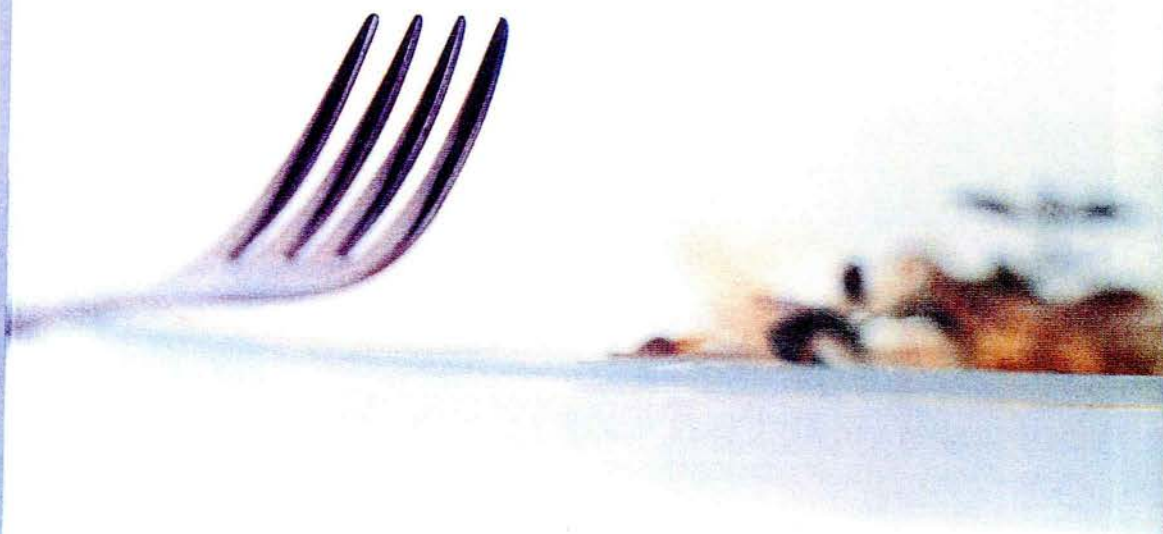


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Beyond  
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Further Adventures in St. Louis Dining



Joe Pollack and Ann Lemons Pollack

# Examples of Newspaper Ads









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# 京湘園

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## CHAPTER V

### DISCUSSION

There are always problems in any kind of business. Running a restaurant business could cause the most headaches with all types of different problems every day. To keep a good employee working for you for a long time isn't easy; to solve problems on job duty between employee and employer or correcting mistakes employees have made is not easy; to satisfy customer complaints is also is a big issue. Different point of views in general cause problems, the discussions below are things that happen very often in restaurant business:

#### **Problems from customers**

##### ***What if your customer complains about your service?***

First of all, you accept the customers complaint and let the customer know we will correct the mistake right away. Then after the customer leaves, find out what's going on. If the mistake is the fault of the servers, then you should let them know what they did wrong. If the problem is with the

customer, then discuss how to handle such a person with your employee. Encourage the server to be understanding regarding what they are picky about and more patient with them. Remember, the customer is always right when you are in a service business.

***What if customers come to you and said the food doesn't taste right?***

No matter how much the customer ate, ask if the customer wants the dish re-prepared or would like to choose another dish at totally no charge. Do not try to tell the customer that we give a percentage discount or offer a free drink.

***What if customer says that there is a piece of bone or glass or hair inside the dish?***

Sometimes this may happen. The best way to explain to the customer is that we will make every effort to eliminate this problem and that we apologize. No charge for this dish for sure!

***What if the customer sees roaches running on the table or inside the dish?***



This could be happen at any restaurant! Especially after the restaurant had pet control service done recently. Explain why it may happen and show customer the service invoice for the very last service.

***What I if the customer calls back and said they got the wrong dish from whatever they ordered?***

There are three ways to handle this situation: 1. Ask customer if they want to come back to pick the correct order up and assure them it will ready by then. 2. If customer is far away from restaurant, ask customer if they like a credit for the next order ( See Figure 5-1 ). 3. Ask the customer where they are and deliver to them.

***What if the customer is a first time diner at your restaurant?***

You need to spend more time with a new customer then a regular one.

Introduce the restaurant's most popular dish to the customer, find out if the customer has a favorite dish, offer a little introduction about this restaurant, and try to establish a good relationship. Let your new customer feel that this restaurant has good food and friendly service so he or she will come back next time.

***What If the customer gets sick during the meal at the restaurant?***

Sometimes customers, especially the elderly, may suffer medical episodes such as a stroke or heart attack or headache or seizure. You should check with your customer if they need you to call an ambulance for the emergency. Once help arrives, let the ambulance staff take over the situation.

***What if the restaurant loses electrical power, catches fire or gets flooded?***

This may never happen, but if it does, you have to evacuate customers from the restaurant immediately and call 911.

***What if the customer left and didn't leave any tips on the table or charge ticket?***

Either customer forgot or didn't appreciate the food or service. Still, you must not express displeasure, be rude, or chase the customer and ask for the tip.

***What if the customer leaves without paying the bill or takes the bill ticket away with them?***

Waiters or waitresses have the responsibility for watching over their tables. Most restaurants section off the tables, and each waiter or waitress has his or her own section. So the waiters or waitresses should pay the bill.

### **Problems from employee**

#### ***What if your employees have a conflict with one another?***

On the job duty, there is always a possibility that employees don't get along well. Many times a disagreement flares up and happens at the worst time, when business is heavy, or you are short handed, or a mistake was made, or someone is not being a good team player. As you are the manager, you need to find out what exactly happened. If it is just a misunderstanding, then deal with both sides and make sure they all understand each other. Remember, you have to take care of business first. If it is a serious problem, such as they really get into a big fight, then you have to stop them immediately. Some business company have a rule that if employees fight each other they will be asked to leave the job immediately because if they don't then someone may get hurt.



***What if your employees doesn't want listen to you?***

Assuming you are not an unreasonable boss or manager, if an employee gets a bad attitude or doesn't want listen to you on the job duty, first of all, try to find out what's the reason, listen to your employee first, and be open to compromising. Second, give them a chance to correct the problem or mistake. Show them the right way and help them to correct it. If they still don't change, then you will have to ask them to leave because you cannot risk having a problem employee on your staff. Problem employees create stress for you and others and can have a bad affect on the atmosphere you are trying to create in the restaurant.

***What if your employees strike?***

This is a serious matter that tells you might need a new manager. Most of the time it happens when a boss is so picky that his or her employees can't handle too much stress. Otherwise, if the boss is nice and employee try to take advantage of it, then the boss may have to consider replacing the entire work group.

***What if an employee comes late all the time?***

Unless there is a good reason or employee has some difficulty, this cannot be tolerated. After several warnings, if it still remain a problem, then you may have to consider finding a replacement.

***What if two or more employees have a sexual harassment problem?***

You have to stop it immediately! Stop the one who is bothering others. You may ask him or her to leave the job right on the spot! The worst situation is when there is more than one harasser. Several males, for instance, together try to harass a single female, and that single female protests. You definitely have to stop it. If the problem is being provoked by that single female, then ask her to leave. If the problem is with the several males, ask them to leave also.

***What if waiter or waitress took the cash and ticket after the customer is already gone?***

As a manager or supervisor, he or she should pay attention of each sale ticket. Normally, there are numbers in orders of each checkbook. In order to avoid the problem from happening, the manager or supervisor should

check all the numbers ahead of time before releasing checkbooks to the waiter or waitress. In the mean time, the manager or supervisor should have some sort of record to keep track of each server's checkbook. In other word, if the ticket is missed or the numbers are not in order, then you have to find out who the ticket belonged to and ask him or her to return the missing ticket. Because if you don't do this, then your employee may steal the ticket and put the cash from their customer into their own pocket.

***What if your bus people steal tips from the table?***

Again, the waiter or waitress should pay attention on its own section any time their customer walk out the door. They should check the table after the customer leaves and see if there is ticket or cash on the table. Because if they don't do that, whoever cleans up the table, the busing staff may steal it without anybody knowing it. If you or someone else catches it, then you can require the busing staff person to leave.

**Problems from the partnership owners**

Any partnership owned restaurant seems to have the same problems each day. Either they have different ideas, or too many arguments over the



payroll. Several owners may damage the business. This is a big issue to consider before starting the business. As I have come to understand, no matter how many partners join the business, they should separate their job titles and responsibilities clearly. Partners should respect the decision of others, unless there is really bad decision that is bad enough to damage the company. In other words, whoever is in charge of that position should take full responsibility of that position. Other partners should cooperate with him or her. Remember, partnership owners have to work together well for the business to run better and better.

### **FOOD CREDIT**

DATE: \_\_\_\_\_ TICKET NO. \_\_\_\_\_

CLIENT NAME : \_\_\_\_\_

CLIENT PHONE No. \_\_\_\_\_

CREDIT ITEM :  
\_\_\_\_\_  
\_\_\_\_\_

**Figure 5-1. Credit memo**

## **CHAPTER VI**

### **SUMMARY**

Any organization in business has its own basic principle of management and operation. An ability to make huge profits; perfect equipment and environment, expert specialists, a completely well-organized operation system, and good benefits are the qualifications for a successful business. Chinese restaurants in the U.S. have already built up a good reputation in the restaurant market. Reviewing what we have described earlier: we started with an introduction to Chinese food, including the history of Chinese food, its regional cuisines, and the process of the development. We also mentioned different types of Chinese food from simple to complicated, from unity to composition. Chinese food presents food as a culinary art.

The Chinese restaurant business in U.S. has developed quickly. It changes from time to time. There are four different types of Chinese restaurants to run: Dine-In Service, Carry out, Buffet, and Delivery. Each type has its own management and operation. Different decoration creates

different images, different cuisine creates different flavors. No matter what type of Chinese restaurant you operate, the final goal is to offer consumers convenience, economy and delicious food.

How to run the Chinese restaurant successfully? Management and systematic operation are the two major issues. Things to be aware of are quality control, menu pricing, employee's schedules, training, comfortable environment, equipment maintenance and repair, financial management, and levels of services. Consumers' reaction and advice also help a lot when you run a restaurant business. It is helpful for you to do further research after your customers come. Listen to your customers and see what they said. Remember, to listen to any complaints, suggestions and advice from your customers, for they can help you to improve what you do and how you do it, or it may identify what you need to change. It definitely helps you build a better business.

Management and operation go together in any type of business. You should not discount one of them. Running a restaurant business, to make the profit, of course, is the first priority. How to manage money, however, is not easy at all. Surveying the market, advertising, restaurant design, cash flow, food product cost, menu pricing, etc. are external management area. Internal management include table set up, determines the dishes, job



arrangement, uniform dressing, food control, quality of service, inventory control, equipment and appliance, suppliers, products, and sanitation control. If you can oversee all these details of the management, it will be so easy to operate.

Then, we mentioned what to look at before you start a restaurant business. Location & financial matters probably are the two big issues. A good location can help earn money, and good financial savings can secure and support the business.

Many immigrated foreigners dream of having their own business in the U.S. Opening a Chinese restaurant sounds easy, something that everyone could do. But how to run it successfully can become difficult and complicated. If you are interested in your own business, you have to put effort and intelligence into it. Again, the best management supports the best operation, the best operation comes from the best management. Good luck to all the folks!

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