



FOOD  
SALES,  
UNLIMITED



# FOOD SALES, UNLIMITED

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FOOD SALES, UNLIMITED

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MANUFACTURED IN THE U. S. A.

*First Edition*

THIS BOOK IS AFFECTIONATELY DEDICATED

TO MY DEAR WIFE,

MADELEINE,

A PERFECT

"RESTAURANT WIDOW."



## *Preface*

FOOD SALES, UNLIMITED, is an exposition of the trials and tribulations of modern restaurant management. It attempts to present in the first twelve chapters a logical, general approach to the problems. The last part is practically a picture story book of various systems and principles of an actual operation.

It forewarns the person contemplating a career in the restaurant business that there are many pitfalls in opening a restaurant. The popular conception of tremendous profits misleads many a person to believe that all that is necessary for success is to buy a dozen eggs at sixty cents and sell them fried at twenty cents each, or \$2.40 a dozen. The cost of butter, of toast, of condiments is never considered. Furthermost from the mind is labor, rent, interest on investment, depreciation, and the many other expenses that enter into an operation.

Most important of all, the book illustrates very pointedly the impor-



tance of being psychologically correct about everything—from the way employees—co-workers—are treated to how they, in turn, treat customers.

It is believed that even the uninitiated will gain a better understanding of the many different situations that arise in the public feeding business after studying this book.

The author wishes to acknowledge his indebtedness to Mr. Don Nichols, Publisher; Mr. James S. Warren, Editorial Director; Mr. Walter O. Voegle, Editor; and Mrs. Grace H. Woolley, Manager of the Book Department of the Ahrens Publishing Company for their advice and patience. Also to Mrs. William Thomson who has spent many hours editing; to Miss Jean Ford for her review and typing; to Mrs. Paul Voulopos for many hours extra secretarial work; to the American Gas Association for information on gas for cooking; to the electric industry for the section on electricity in restaurants; to the National Restaurant Association and the General Foods Company for permission to reprint their important Restaurant Survey of 1950 in its entirety; to the American Hotel Association for the outline of an employees' handbook; to Mr. Fred Schmid of Fred Schmid Associates for the article on restaurant planning; to Messrs. Douglas C. Manson and Townsend Griffin of Benton & Bowles of New York City for their enthusiastic approval of many of our merchandising ideas; and to the many fellow restaurateurs and hotelmen who gave their advice and criticism. Finally to the entire staff of the Brunswick Restaurants and Hotel who, through their co-work, have made possible this book.

PAUL L. H. HEINE

## *Foreword*

THE AUTHOR of this remarkable book is one of the most amazing restaurant personalities it has ever been my privilege to know. His success in making food ring the cash register is spectacular.

In 1946 he took over the ownership and operation of the Hotel Brunswick, in Lancaster, Pennsylvania (population about 70,000). This 200-room hotel's total annual revenue at that time was under \$300,000 with less than \$100,000 coming from food. In six years he increased the total to more than \$1,000,000, and, most important, boosted *food* sales to \$600,000—a gain of 500%. That figure *does not include beverages*, which amount to \$110,000. I have seen Paul Heine's figures and I can assure you that he is not trading dollars—he is making a solid profit in cold cash. In fact, 57% of the Brunswick's total net profits comes from his food department.

And furthermore, he has done this in a community where people

enjoy excellent cooking in their own homes and think of "eating out" only occasionally.

This deep student of restaurant service disagrees with those who contend that the primary function of a hotelkeeper is only to provide a comfortable, clean and safe night's lodging at a fair price. He insists that the main job is to serve good meals at reasonable prices. Do this, he is convinced, and your room business, your beverage sales and your other "merchandise" are taken care of automatically.

Paul came by the hotel business naturally; his father was a hotel operator, but curiously enough Paul Heine considers himself a restaurant man rather than a hotel operator.

His education includes a degree in Civil Engineering from Pennsylvania Military College and a Master's degree from the Harvard School of Business Administration. He has traveled extensively, both in this country and in Europe. He went into the Army in 1942 as a captain in intelligence and came out a lieutenant-colonel.

He is exceedingly generous with his time in furthering the interests of the restaurant and hotel business. As President of the Pennsylvania Restaurant Association for two years, he has been in great demand as a speaker before industry groups in almost every state in the Union. He is a past president of the Lancaster Chamber of Commerce and is now the vice-president of the Lancaster Kiwanas Club. His other memberships are as long as your arm—the American Hotel Association, the National Restaurant Association, the Greeters, the Pennsylvania Hotels Association, Lancaster City Board of Health, and others. He is a vestryman of his church.

Business is his chief interest, but he enjoys a happy family life with his wife and two children. He does not live in the hotel, for two reasons: He does not believe that a hotel atmosphere is a suitable one in which to bring up children. In addition he feels that department heads never assume full responsibility when the boss is living upstairs. Although he is available at home anytime, he urges his department heads (they, he believes, are the ones who make any good operation tick) to take complete charge.

Paul Heine is a perfectionist. For instance, some years ago to prepare himself for the operation of a roadside restaurant, he invested two years of his personal time in a survey of opportunities in this type of business,

covering the Eastern seaboard all the way from Boston to Tennessee. He ended up with a roadside restaurant that, before World War II, was serving as many as 3,000 people a day.

He is a modest man—certainly the last one to “talk down” to the industry. But he does believe that the restaurant and hotel business lacks creative thinking. He has proven that new ideas in food service are the primary means of ringing the cash register. He believes that a good restaurant man must have the intestinal fortitude to experiment with food ideas. The fact that a dish has been prepared and served in a certain way for generations does not prove, he declares, that that way is necessarily right.

In the opinion of those who have had the privilege of reading the manuscript of his book, it incorporates more ideas about successful restaurant food service than have ever before been put between two covers.

DON NICHOLS  
Publisher



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*(For the convenience of readers, six pages are left open which they may use for notes as ideas occur to them.)*