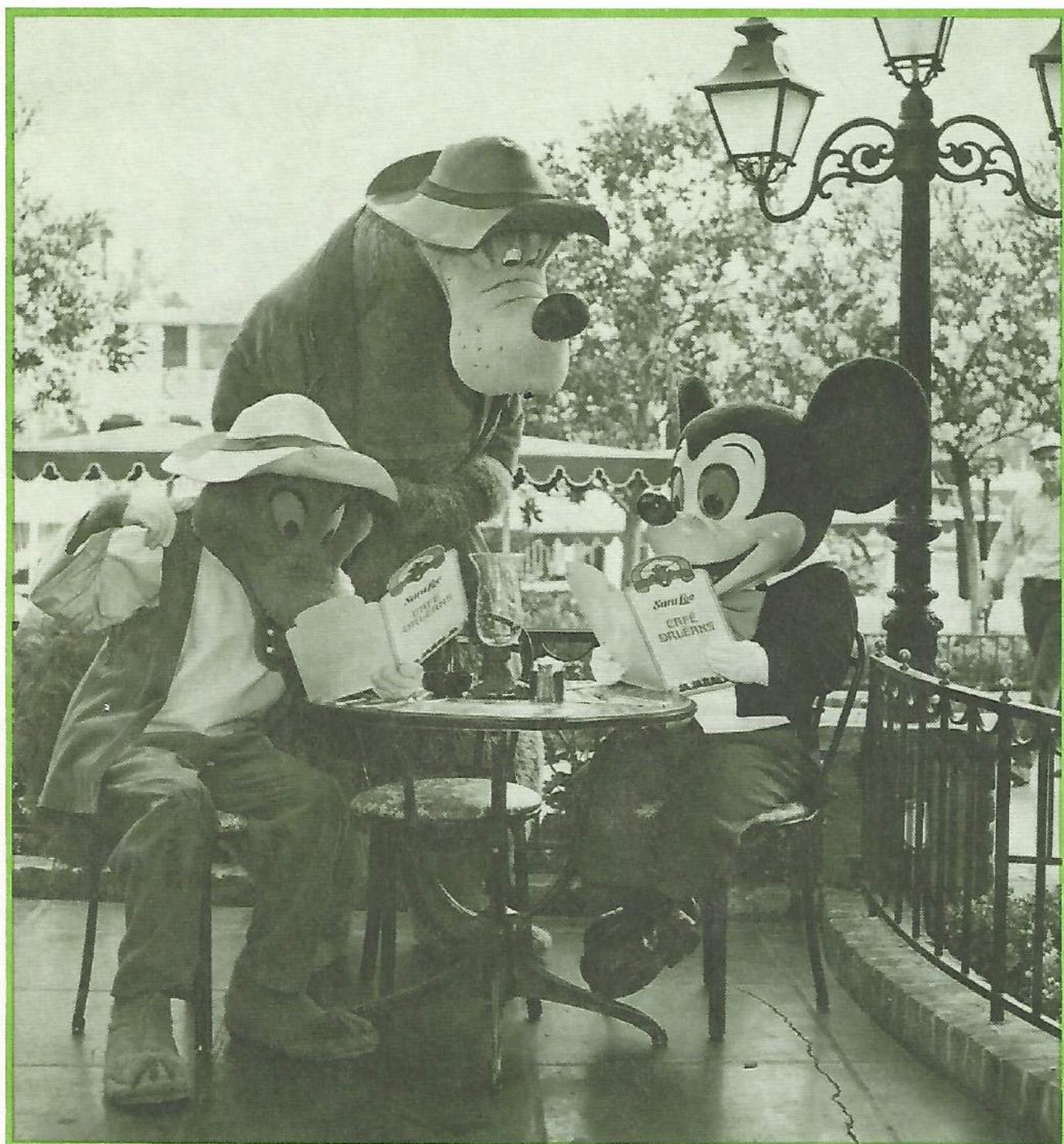


FOOD SHOWMANSHIP DISNEY STYLE

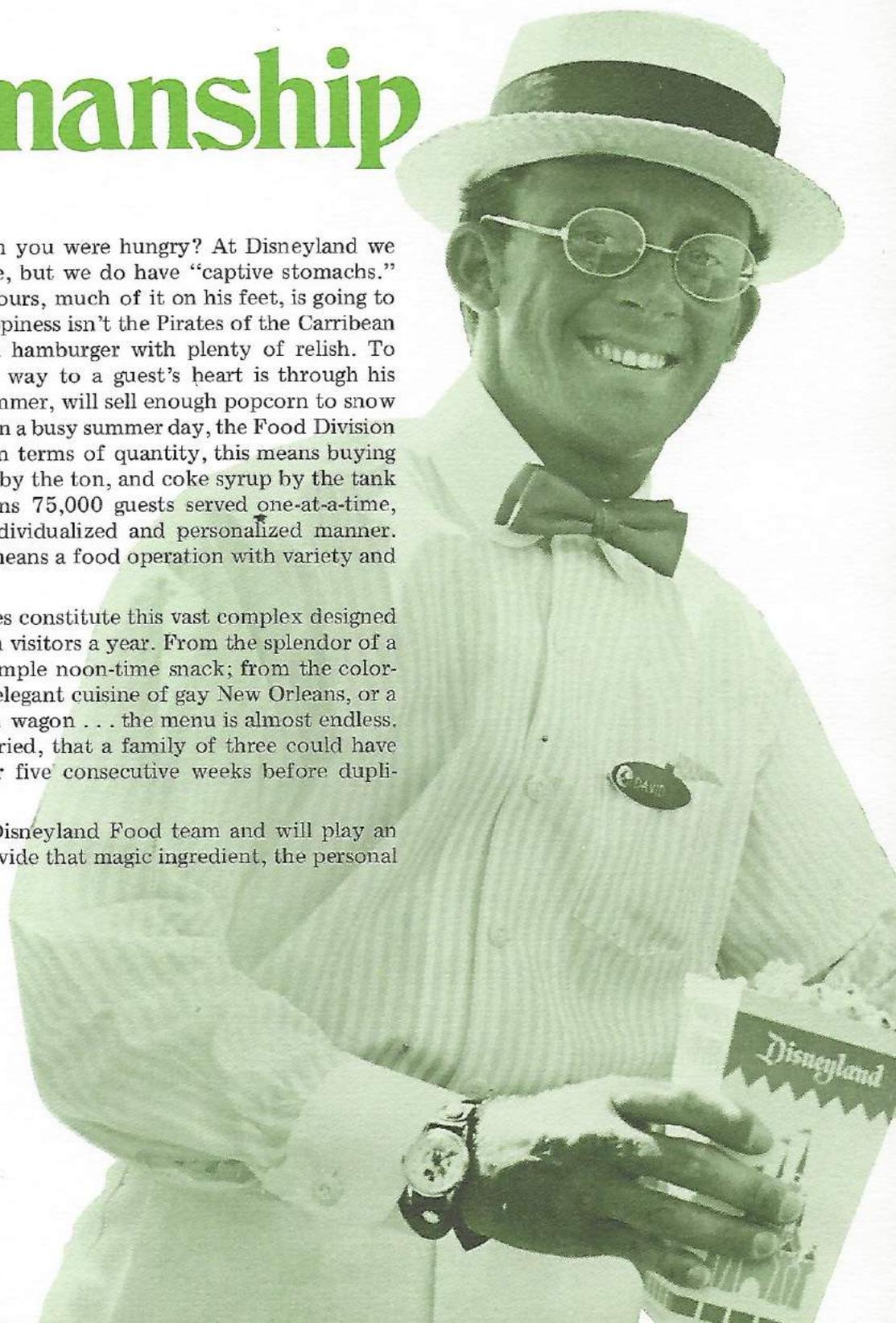


Food Showmanship

Have you ever been happy when you were hungry? At Disneyland we don't have a "captive" audience, but we do have "captive stomachs." The guest who stays for eight hours, much of it on his feet, is going to get hungry . . . at that point, happiness isn't the Pirates of the Caribbean or the Haunted Mansion, it's a hamburger with plenty of relish. To paraphrase an old maxim, "the way to a guest's heart is through his stomach." Disneyland, in one summer, will sell enough popcorn to snow over our Matterhorn mountain. On a busy summer day, the Food Division will serve over 150,000 meals. In terms of quantity, this means buying ice cream by the truck load, beef by the ton, and coke syrup by the tank car. In terms of people, it means 75,000 guests served one-at-a-time, person-to-person in a highly individualized and personalized manner. And to Disneyland, all of this means a food operation with variety and tremendous volume.

Over thirty-four different facilities constitute this vast complex designed to meet the tastes of ten million visitors a year. From the splendor of a South Seas tropical feast to a simple noon-time snack; from the colorful dishes of old Mexico to the elegant cuisine of gay New Orleans, or a box of popcorn from a popcorn wagon . . . the menu is almost endless. This is a world of eating so varied, that a family of three could have breakfast, lunch and dinner for five consecutive weeks before duplicating a single meal.

And now you have joined the Disneyland Food team and will play an important role . . . you will provide that magic ingredient, the personal touch.





Story Behind The

Your Food Division at Disneyland has changed a lot since the opening of Disneyland in July, 1955. In those days dreams didn't offer much in collateral to bankers, and Walt Disney insisted that the limited available cash be invested in the attractions and facilities.

The Disneyland Food Division came into being with the assumption of the operation of the Pavilion Restaurant in March of 1965, followed by the Plaza Inn in July, 1965, Carnation Gardens in October, 1965, Coca Cola Corner Main Street, and the takeover of the ten United Paramount Theaters (UPT) locations in January, 1966. The latest acquisition was Carnation Main Street, which began operation as part of the Disneyland Food Division on October 1, 1970.

The fascinating story behind the various themes and designs of the Disneyland restaurants must begin in Glendale, at a place called WED Enterprises, the initials standing for Walter Elias Disney. WED was created by Walt to help in the research and design of Disneyland. It is here that the original concepts for the Park's food facilities were developed. Once a particular theme was decided, WED researchers began the task of compiling historical information. Basic structures were studied, and then a design was created which best typified the era. In many cases, genuine antiques from around the world were used as decorations. This attention to detail included the style of costumes, the content of the menu; in short, anything which the guest might see on his visit.





Story...

As a result, the Disneyland restaurants provide a show within a show . . . a themed experience in dining for our Disneyland guests . . . the moon-lit terrace of the Blue Bayou, the Polynesian Paradise of the Tahitian Terrace, the turn-of-the-century charm of the elegant Plaza Inn.

Now, let's take a tour of some of the most colorful eating establishments in the world . . . As we enter Main Street, the atmosphere is turn-of-the-century. In Town Square is the Hills Bros. Coffee House, offering guests Hills Bros. coffee and a selection of fine sandwiches and pastries. The foyer is decorated in the manner of a turn-of-the-century hotel lobby, complete with an authentic registration desk. Guests may choose a table in the starlight dining room, or be seated on the open-air patio. On Center Street, guests may enjoy an ice cream sundae at the soda fountain of an old-fashioned ice cream parlor, or be seated on the patio overlooking the Flower Market. At the end of Main Street is Coke Corner, where the lively sound of honkey tonk piano may be heard.

Located on the Hub is the elegant Plaza Inn, one of the most beautiful restaurants in the world, and the first of its kind to be built in over 50 years. The Inn is one of Disneyland's most elaborate dining facilities, incorporating rich red brocades, stained glass canopies, gleaming crystal and a galaxy of foods served buffet-style from giant lazy susans and marble counters. Here, guests enjoy gracious dining in a beautiful Victorian setting.

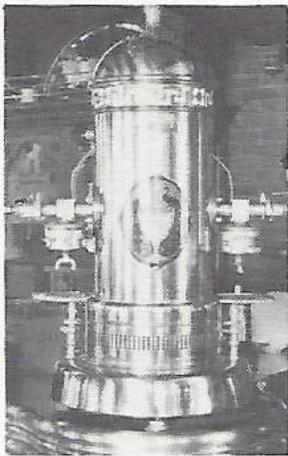
The Victorian theme reflects the tastes of the reign of England's Queen Victoria (1837-1901) whose love for the gaudy and ornate developed into excessive, and often unjustified decoration. On the whole, it was a romantic style. It glorified the elements of Gothic, while combining it with an overuse of turrets, bays, and towers. All of this combined with lavish application of luxurious red brocades, gleaming crystal, dramatic stained glass and a generous use of mirrors to create the magnificent Victorian atmosphere in the antique studded foyer and two large dining rooms. Among the most interesting items in the Plaza Inn's foyer are: a superbly hand carved, gilded wood wall clock and matching barometer, the work of master craftsmen in 1840 at Versailles. Seventeen bronze and crystal sconces adorning the walls of the dining rooms, each crowned with a rosette, and utilizing the world famous Baccarat Crystal (a line of very fine crystal produced in Baccarat, France.) Twenty-four basket chandeliers, also of Baccarat crystal and bronze. Two specially designed rotisseries mounted on selected Norwegian rose-marble pedestals. Each Rotisserie features a stained glass canopy, a pair of highly ornate coffee urns with rosette spigots, custom made for the Plaza Inn. Centered in the foyer is a 200 year old French chandelier of bronze and crystal, found in a New Orleans antique shop.

The Plaza Pavilion, offering Disneyland guests buffet style dining is actually two restaurants in one, with the main kitchen also serving the Tahitian Terrace.



Guests may make their selections from either of the two buffet lines, and then be seated at a table on one of the covered porches or the spacious dining patio. In the Tahitian Terrace, Walt Disney artists have recreated a Polynesian island paradise. Irresistible South Seas delicacies are served beneath the huge Disney dendron eximus (an "out of the ordinary" Disney tree), as a spectacular waterfall parts, creating a liquid curtain for the Polynesian floor show.

In Disneyland's New Orleans Square, visiting guests may enjoy a recreation that is cleaner and less expensive than the real New Orleans, while diners choose from the most elaborate eating complex in the Park. Dixie is the theme for dinners along the Orleans river front. The Cafe Orleans offers guests the flavor of an intimate New Orleans coffee house. The restaurant's beamed ceiling, old stained glass, natural brick wall with panels of mahogany and marble tile floor provide a perfect backdrop for the 19th century espresso coffee maker, acquired by Walt during a visit to Milan. Next door to the Cafe Orleans is the French Market, where Louisiana cooking may be enjoyed beside live entertainment. The food display and serving area features a quarry-tile floor and a unique "pressed-tin" ceiling, typical of the 1850's. A "domed skylight" illuminates the two ceramic tile murals depicting historical scenes of ceremonies at the Louisiana Purchase in 1803. Punctuating the walls surrounding the murals are memorabilia of French kitchens, including polished pots and pans, cleaners, weights, duck presses, grinders and baskets, which were sought by the Disney staff over a period of years especially for New Orleans Square.



The Blue Bayou brings Disneyland guests the enchantment of early evening dining on the moonlit terrace of a Southern colonial mansion of the 1850's. The terrace overlooks the beautiful Blue Bayou Lagoon with its dancing fireflies, weatherworn swamp shanties, aging fishing boats and decaying brick archways, all bathed throughout the day in the tranquility of a Delta evening.

The Bayou is the first Disneyland restaurant to be constructed as part of a Park attraction. As diners enjoy the best in Creole cooking, boats from Laffite's Landing begin their journey through the Pirates of the Carribean.

When designing the Blue Bayou, WED Imagineers had

to structure the two operations so they would not detract from each other. The result is a total atmosphere which complements an adventure in dining with an adventure into the Pirates of the Caribbean.

To conserve precious land area, the Blue Bayou uses the latest in vertical construction. The main kitchen is located downstairs, and access is by elevator. Even the dishes have their own elevator.

The Blue Bayou is a prototype of more advanced food operations in the future. Past experience has shown that restaurants with a particular theme are very successful. By utilizing the various themes of the Disneyland show, the possibilities of restaurant design are limited only by imagination.



Club 33

High above the streets and courtyards of New Orleans Square is the elegant Club 33 . . . part dining room, part relaxed refreshment center, part distinguished art gallery, and part private showplace . . . Club 33 was created as an exclusive membership club to provide Industry Sales participants a private place to dine and entertain.



Bear Country is the setting for two newcomers to the Food Division. Built in the style of a typical North Woods lodge, the Hungry Bear Restaurant is probably the only place in the world where a person can watch a moose grazing along a river, canoes setting out with hearty explorers, or a majestic stern wheeler plying its way up the Rivers of America. This entire panorama can be seen from the dining terrace where guests may select from such "Bear Necessities" as Paul Bunyan hamburgers and Klondike corn dogs.

Located next to the exit of the Country Bear Jamboree is the longest bar in the world. At least it appears this way at first glance. The Imagineers at WED produced this unique illusion by using a series of mirrors to produce an endless succession of reflections, thus, giving the guests the feeling of standing at a "Mile Long Bar."

Leaving Bear Country, we follow the river around to Frontierland, where the old plantation house serves as the setting for the River Belle Terrace, offering unusual pancake and waffle treats. Near the Mark

Twain landing is the Wheelhouse, and next door is the Oaks Tavern. Both offer a variety of shakes and sandwiches for fast service on an open air dining patio.



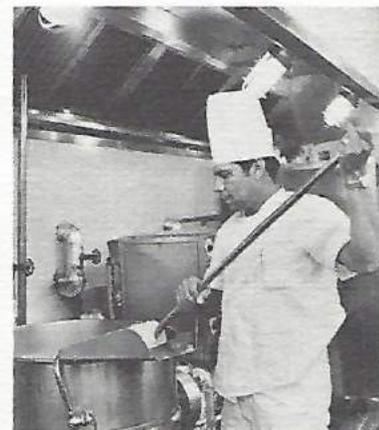
In the Mexican section of the Frontierland is Casa de Fritos, a buffeteria Spanish style restaurant in an adobe setting.

In Fantasyland, the Roundtable and Knights' Inn offer a special King Arthur menu. Sherwood Franks and the Lancelot Special are featured in these two fast food facilities.





In Tomorrowland, WED faced the challenge of blending modern design with high capacity. The result is Tomorrowland Terrace, a climate-controlled eating place with no exterior walls. Live music is constantly in the air when the themed planter rises to form a colorful canopy over the stage. By utilizing advanced equipment and a functional layout, the Coke Terrace can serve as many as 4,000 guests per hour. During peak periods, the average serving time is as low as 30 seconds. In designing this facility, the Imagineers at WED carefully studied other fast food operations. In some cases, the Park had needs for which no equipment existed. This high capacity hamburger machine is one result of Disneyland's research and development in food preparations. The Food Division at WED look at the Tomorrowland Terrace as a facility always in a state of change, constantly adapting to new ideas and new products.



On Stage People....



There is nothing as sensitive as dealing with people. Dining, psychologists say, reaches you emotionally such as food.

Matterhorn may be a "thrilling" experience, a money down the Rivers of America a "memorable" experience, but feeding people is by its very nature, a highly "personalized" experience.

A guest will wait for an hour to go on the Matterhorn, and be happy when he reaches the turntable. . . . but that same guest will wait for 15

minutes to get something to eat and be pretty upset by the time he reaches the serving window. The Food Division, more than any other, demands a high degree of sensitivity and knowledge in dealing with the public.

Our track record proves we have been successful, and this is how we do it:

We greet each person with a smile . . . somehow lines don't seem as long or the day as hot when people can smile at each other.



- We recognize people . . . people don't mind waiting if they've been recognized . . . a quick "I'll be right with you" will go a long way in making that wait seem shorter.

- In the fast food facilities we pay particular attention to speed and guest convenience.

- In the restaurants, we strive to provide a personalized themed dining experience.

- In all of our facilities, we pay meticulous care and attention to cleanliness.

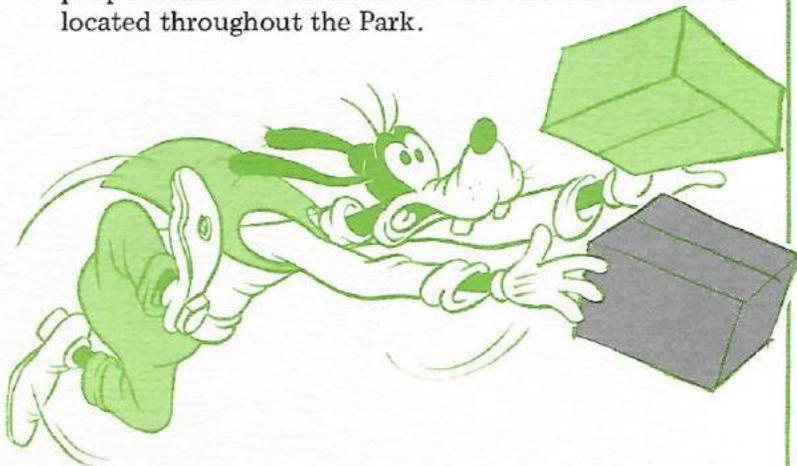
- Most important, we work as a team, each one dependent on the other to help produce the show.

Now you have become part of this show. In your "work role" whether you are serving coffee at Hills Bros., making french fries at the Tomorrowland Terrace, or working load position on the New Orleans dish machine, you will be performing a vital role in providing food and sustenance for ten million hungry visitors a year. To feed ten million people requires the combined talents and skills of many on-stage and off-stage people and this is an introduction to these people . . . from Disney artisan to food buyer, from preparation specialist to dining host. It is "The People," as Walt Disney said, "who make the dream a reality."

Warehouse People

Every day in over thirty food facilities, receivers and food supervisors go shopping. Using a requisition as their "shopping list," the supervisors decide how much food will be needed to feed the thousands of people who will be coming to the Park the next day. The requisitions are then divided into two groups . . . Some are sent to the Food Purchasing Office for daily purchases, while the rest go to the Disneyland warehouse.

Disneyland has over 180,000 feet of warehouse space located north of the Park in our backstage areas. Each morning, long before the Park opens, food staples and operating supplies are loaded onto trams by warehouse people and delivered to each of the various restaurants located throughout the Park.



Purchasing People

Perishable food that cannot be stored in the warehouses must be purchased daily. A Disneyland food buyer's shopping list for one year might look something like this:

3,000,000 ice cream bars
102,000 gallons of coke
700,000 eggs
17,000 lbs. of steak
30,000 lbs. of butter
25,000 lbs. of spaghetti
7,840,000 ketchup packets
900,000 hamburger patties
250,000 hot dogs

The Food Purchasing people will make over 6,000 purchases in one year from more than 75 different companies and food vendors.



Culinary People

Today's chef is a blend of the old and the new. Combining years of culinary experience, this master at his art now utilizes the modern technology of microwave ovens and food production charts to produce over 150,000 meals on a busy summer day. The Disney chef is a showman who must coordinate the efforts of the entire food cast each day to ensure that every meal, in every restaurant, is a perfect dining experience.



Cooking People

Where do you start to prepare lunch for 80,000 people? How much clam chowder will 4,000 people eat? The cooks are the first lieutenants in the kitchen. They must be experienced in the preparation of foods, be fast workers, and be blessed with a discriminating sense of taste. A cook must know what proportion of spices, herbs, and wines to use in certain dishes and how to season foods correctly. He must also be able to judge quickly the proper consistency of all foods.

The Disneyland cooks work closely with the chef and the supervisory host to ensure quality and consistency in each of the thousands of meals served every day in the Park.



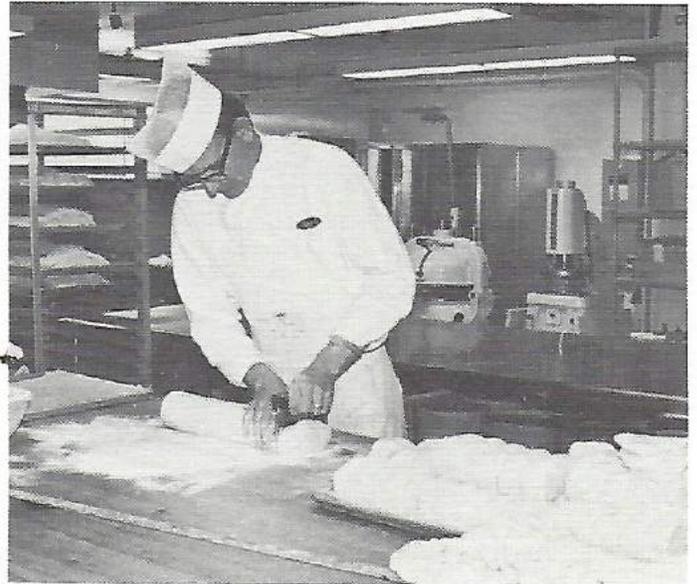
Baking People

What do bear claws, neckties, and racetracks have in common? They're all Danish pastries!

The Disneyland bakers are usually finishing their work by the time you and I clock in. They are some of the first people in the Park each morning arriving at 4:00 a.m.

The Disneyland Bakery is located in the Plaza Inn complex, next to the Inn Between. Here all of the pastries, cakes, and pies served throughout Disneyland are baked fresh each morning.

As a new Disneyland host or hostess, you can take advantage of the Disneyland Bakery. Each year, the Bakery bakes over 3,000 birthday and wedding cakes for the Disney hosts and hostesses in the Park.



Frying Folks

The frycook is the key man in the fast food kitchen. He must be able to match production levels to the number of guests at each window. He may work with a grill, serving 96 hamburgers at a time, or operate a modern broilamation hamburger machine that turns out 2,000 cheeseburgers an hour.

Dogs: Hot dogs are made in a microwave oven.

Fries: One man makes french fries as fast as he can to keep up with the volume at the windows.

Board: The man working the board (window) coordinates the flow of food to the guests from the kitchen.

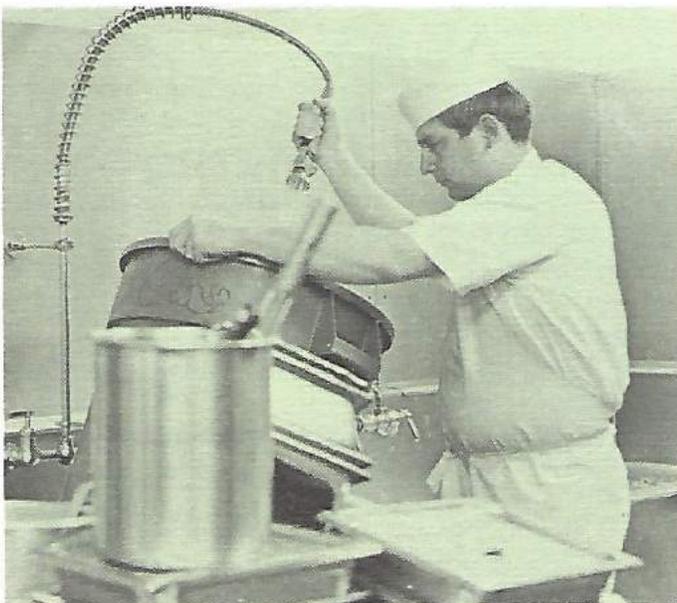


Clean-up People

Without the culinary assistant, production in the kitchens would quickly be reduced to a standstill. The tremendous amount of food prepared in the Disney kitchens means that pots and pans must be quickly cleaned and returned into operation as soon as possible. Steam kettles must be cleaned in a matter of minutes and made ready for the next item to be prepared.

Pots: The pot man must work quickly and yet follow stringent procedures to ensure that Health Department standards are maintained.

DMO: The dish machine operators are responsible for the operation of a complex \$20,000 machine, the heart of any restaurant operation.



Pantry People

Probably nowhere but Disneyland will you find salads made with the care and attention to detail our salads receive. Each salad is a work of art, pleasing to the eye as well as the stomach. Colors and textures are blended together in a creative and eye-appealing display of food showmanship.



Sandwich People

Utilizing a modern conveyor system, Disneyland food hostesses will make as many as 1,200 submarine, 1,000 ham and cheese, 1,800 tuna, and 400 beef and cheese sandwiches in one eight hour shift.

During the summer operation, salads and sandwiches are made daily at the Tomorrowland Terrace central food facility and delivered to the Pirate Ship, Golden Horseshoe, Coke Corner, Space Bar, and many other Disneyland restaurants.





Fast Food Folks

The 350 Disney food hostesses specialize in smiles and service so fast that most orders are taken, assembled, and completed within less than a minute.

Pourers: Drink pourers continually pour drinks to keep up with the 800 guests an hour being served.

Assembly: One girl assembles the orders to save time.

Order takers: Orders taken before the guest reaches the window ensure fast service.

Line Hostesses: Line hostesses see that each guest is directed to the shortest line.

Stockers: Several girls must continually restock the counter with supplies.

During an eight hour shift, the food hostess may meet as many as 500 people from all over the world, and in the eyes of each guest she represents Disney. On a busy summer day, 175 guests are served every minute by the Disney food hostesses in the Park.



Buffeteria People

From the gay atmosphere of New Orleans and Louisiana cookery to that middle America turn-of-the-century hospitality of the Plaza Pavilion and excellent Plaza Inn, Disneyland food service hostesses provide the guest in a hurry with a themed experience in dining and Disney hospitality.

Leads, the hostess working the lead station greets guests and takes orders . . .

Salads, the hostess working salads offers each guest a salad and a choice of dressing . . .

Lead Hots, each guest is served his choice of main entree by the girl on lead hots.

Beverages, the hostess working beverages sees that every guest receives the beverage of his choice.



Dining People

On a busy summer day over 100 dining hosts in 10 different restaurants throughout the Park will clear over 1,000 tables an hour. With 3 tables equaling one 20 lb. load of dishes, that's clearing dishes at the rate of 3 tons per hour!

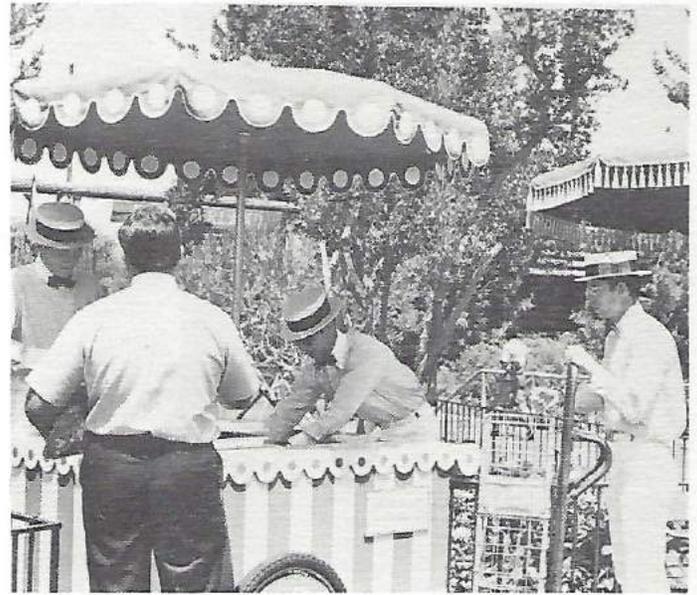
In addition to clearing tables the dining host may act as a "puller," garnishing each dish and covering it for the runner, who may be running food to more than 20 different stations. When the dining host acts as a "stocker," he must keep all supporting areas completely stocked with everything from dishes, glasses, and silverware, to teacups, crackers, and toothpicks. In the smaller restaurants, all four jobs may be combined. In all areas, the dining host works closely with the dining hostess to see that every guest is served promptly, courteously and with a Disney flair for showmanship.

Money People

There are two schools of cashiering in the Food Division.

The buffeteria cashier will ring up food items at the rate of one every other second . . . 3 trays per minute . . . 200 trays per hour. And to fill in that other second she may roll silverware, stock plates and paper goods, re-coffee, and act as hostess.

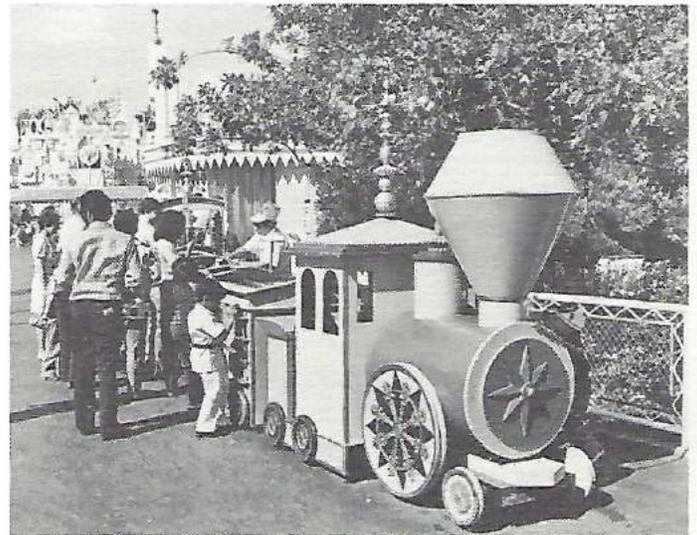
The restaurant cashier will spend a good deal of her time as a hostess, in addition to her duties as cashier. The restaurant cashier may also find herself setting tables, as well as seating the guests. In addition to all this, the cashiers keep a record of every entree purchased in the buffeteria, and every guest served in the restaurants.



Ice Cream People

Over 3 million ice cream bars, including chocolate covered frozen bananas, are sold each year from themed ice cream wagons located throughout the Park.

Relief: Relief men coordinate re-supplying each wagon with ice cream during the day.



Train: The ice cream train is operated by two outdoor food's hosts, and will sell as many as 3,000 bars in one hour period. The train serves a dual purpose as an extra freezer for supplying other wagons during the day.

The entire outdoor foods operation is coordinated by radios through Central Communications.

Popcorn People

The outdoor food host will meet more of our Disneyland guests than anyone else in the Food Division. During a peak operation as many as 1,000 people will buy a box of popcorn from one wagon in just one hour.

On a busy summer day the outdoor food hosts, working from seven wagons located throughout the Park, will sell as many as 33,000 boxes of popcorn.



Show People

Dressed in the theme costumes of her restaurant and supported by a cast of culinary artists, food service hosts, and maintenance specialists, the dining hostess becomes the star of the themed dining show.

Each time she approaches a table to greet new guests, the curtain goes up on food showmanship, as she welcomes them to another time, another place, and a themed dining experience.



Paper People

Accounting is a pretty busy place. All of the food delivered in the Park is signed for by a receiver. Those signed invoices are then forwarded to Accounts Payable, matched with the bill from the vendor in Accounts Receivable, and then a check is made out and mailed to the appropriate company for goods received.

The Disneyland Accounting people also handle inventory control. Once a month every food item in every restaurant is counted, and the totals turned into Accounting.



In Conclusion....

This has been a brief look at the Food Division, its people and its story.

As you can see, it is a people story . . . people like you, all working together to produce happiness.

We certainly hope that wherever you work you will enjoy your job . . . that you make new friends, and that above all, you will enjoy sharing with our ten million visitors a year the contagious happiness that makes Disneyland not only a wonderful place to visit, but a great place to work.

