

CHAPTER III

GENERAL PICTURE OF THE COMPANY

III.1 History of the Spandershoeve

Spandershoeve is an Indonesian restaurant, with family own business as its' management system. Spandershoeve is located at a residential area in Hilversum, Netherlands. Many years ago at 1972, the family Boerenkamp bought a small cafe (snack bar) in surrounding the small forest *Spanderswood*, where the forest usually becomes the place for horse riding.

The cafe already named Spandershoeve, when it was bought over. As the taken over began Mrs. Boerenkamp too busy run this business so, she has forgotten to change the name into Indonesian name. For the first time the restaurant was opened as a cafe, it had already Indonesian menu but only for small bites like '*sate and pangsit*'. The story of Spandershoeve began, started next year, when the regular guest asked Mrs. Boerenkamp could prepare a Nasi Rames for 4 persons, the next week the guests from the regular guest asked if she could prepare Rijstaffel (rice-table) for 8 persons, since that moment Spandershoeve become Indonesian restaurant, and no longer as a cafe.

In 1982, Mr. Boerenkamp (sr) passed away, and his sons' Guido continue to run the restaurant, but Mrs. Boerenkamp until now is still busy with the kitchen. Then Richard Leow joined the restaurant in 1982 as an Executive Manager of Spandershoeve.

The restaurant then continue to expand the name with gives catering service into the house guest, it began when the guest wanted to experience the food into their house, besides that capacity of the restaurant is not possible to make the restaurant become the place for special events. The catering service named Rantangan, with Richard Teilter as the manager.

Followed by catering service, the branch of the restaurant is built at 1982 they named it Anak Depok. It is located not far away, from Hilversum 20 minute's drives by car, in Den Dolder. Anak Depok has attracted a lot of attention of a large group of regular guests for years. In this time Richard Teiller also become an Executive Manager in Anak Depok.

Modernization, renovations, house styling, and public relation continue to refresh, then Guido Boerenkamp at 1990 decided to join SIR organization (Selected Indonesian Restaurant). Now days they are trying to more publication through advertising with Internet. Before that, they were publicizing through advertisement in certain magazines, such as: Holland Herald and KLM magazines.

In 1998, is a big moment for the restaurant, because a Star is awarded by Michelin. The first Indonesian restaurant located out side Indonesia, got award from European community, especially because the star is the highest award among European country for the cuisine. It is a big kick to introduce the restaurant into worldwide.

Categorize for the star is from one to three stars, Spandershoeve got one star. The awarded is announcement every year after January. And since 1998, the restaurant successfully keeps the star for 4 years until now in 2002.

III.2 Photograph of Spandershoeve

Well known as television and radio town, Hilversum now day is becoming famous city located in the middle of Netherlands. These reason make a big affect to Spandershoeve. It is affected in Spandershoeve target market, it makes many of the guests come from that community such as TV presenters or producers, whether they comes only for business conversation or just comes to enjoy the food and combined with friendliness that comes from every employee.

Located in a quiet residential area, makes Spandershoeve from the outside as a small and very cozy restaurant but exclusive. Attractive place and far away from busy and crowded area, make more over Spandershoeve as a place located in the corner of somewhere. With that reason, it is also attracted certain type of the guests. Many guests that had attracted come only to have a dinner experience with their family, or some of them sometimes come for celebrating their birthday, their wedding anniversary, or another special events in the restaurant. Approximately about 70-110 guests come and enjoy the meal experience every day.

Entering the restaurant, the guests will notice the well cared for interior, wooden floorboard, nice hand painting on the wall, and Indonesian decoration: Indonesian traditional puppet "*wayang golek*", picture of Balinese girls on the

wall, and a big statue from Indonesian Javanese story '*rama dan shinta*'. Small nice wooden bar located at the corner of the room, but it is only for the guests that waiting the tables is ready or taken their reserved food to home. With good weather, most of the time in summer, the guests can have lunch and dinner at the terrace, enclosed with many plants and flower.

The food is '*home cooking*', an authentic Indonesian cooking. There is an extensive menu start from appetizer, a la carte dishes, a rice table, and a surprising '*menu of the month*' many dishes maybe called innovative for the Indonesian cuisine. The quality of food is being focused instead the quantities. The menu system is flexible if the guests want to enjoy many kind of food, it can be served into half portion from the one normal portion of dishes.

Appetizer consists of three parts that the guest can choose from two types of soup, three types of fried crispy, and four kinds of roasted meat in sticks. Their portion of course adjusted as an appetizer portion for one person.

A la Carte dishes consists of fish, prawn, meat, poultry, and vegetables parts. It will make guest easily to choose and understand the menu according to the basic dishes ingredients.

Rice table is the famous Indonesian dishes in Netherlands that Spandershoeve also has. Menu rice table divide into three parts Rice Table originally, Nasi or Bami Goreng Istimewa, and Nasi or Bami Goreng Djawa. For the guests who want spicy rice or noodle can choose Nasi or Bami Goreng Djawa, and for not too much they can choose Nasi or Bami Goreng Istimewa instead of Rice Table menu. The rice table originally menu consists of 19 kinds of small dishes.

Surprising menu of the month also could become one reason on why the regular guest since many years ago still coming until these days. It always changes every month. The menu consists completed dishes from appetizer until dessert plus coffee or tea.

Adjustment to Dutch people that some of them can be called as vegetarisch, another special menu is prepared also. For example vegetarisch rice table.

Not forgotten the history menu is Nasi Rames, now days is refreshed, the guests can choose whether they want it made from white rice, fried rice or noodle. But it only can be served during lunchtime, and out of the menu cards. So only certain guest that well known with Spandershoeve understand this menu. '*Mouth to Mouth*' factor cannot be ignored, makes this menu becomes favorite lunch dishes, still survives until now.

As for the beverages, wine drinking that has became new trend in European country, Spandershoeve also served wine, because every month there is always new wine of the month that will be matched with surprising menu of the month. In composing the wine list much attention has been paid to finding the ideal companions for the spice eastern cuisine. Most of wine composition is showed in dry wine. In wine list composition of the wine is 60% white wine, 30% red wine, and 10% rose wine. The wines come from many countries, but the biggest supplied from South Africa and France.

The opening time for the restaurant is seven days a week except only the end of the December is closed from 24th of December until 2nd January. It is open from 11.30 p.m. until 12.00 a.m. from Monday until Saturday, and 1.30 a.m. until 12.00 a.m. on Sunday, but in winter season on Saturday and Sunday open from 3.30 a.m. until 12.00 a.m.

111.3 Spandershoeve as a Family Owned Business

111.3.1 Family Owned Business's Understanding

A family owned business is one of that includes two or more members of a family with financial control of the company. Only 30% of family business survives to the second generation, and just 10% make it to the third generation.

Most successfully family owned business could take steps to ensure a respect for each person's privacy and to define behavioral boundaries among family members. Sensitivity to each one's personal needs identifies where boundaries should be drawn (Norman, 1996).

111.3.2 Spandershoeve Organization Chart

Seeing that Spandershoeve is an Indonesia restaurant in European country that no wonder most of employees have Indonesia or at least Asia background,

like native Indonesia, mixed Indonesia - Dutch, but some are totally Dutch or European people.

Actually there is no formal organization chart in this family owned Indonesia restaurant, the data are collected from last year student that already did same observation on the chart and information that the writer got from the manager, because there is a little bit change in the organization structure connected to the turn over employees every year.

- Restaurant (Service) area

- a. Mrs. Boerenkamp {Indonesia, called Tante Nita (the owner)}
- b. Guido Boerenkamp (Indonesia-Dutch, son and Managing Director}
- c. Richard Leow {Singapore, since 1982, as an Executive Manager}
- d. Margreet Schouren {Indonesia-Dutch, since 1975 assistant 1 Richard Leow}
- e. Martin van der Laan {Indonesia, since 1998, assistant 11 Richard Leow}
- f. Susi Loosman {Dutch, since 1981, as a Waitress}
- g. Jackie Isted (England, since 1985, as a Bartender/Waitress}
- h. Tri Sanjoto (Indonesia, since 1991, as a Food Server}
- i. Pascaline Kim (Indonesia, since 2000, as Waitress}
- j. Ronald Ribbens (Dutch, since 1985, as a part timer Food Server}
- k. Anna Karin {Dutch, since 2001, as a part timer Bartender}
- l. Koen {Dutch, since 2002, as a part timer Bartender}
- m. Richard Teillers (Dutch, 2001, as a Manager of catering Rantangan, and an Executive Manager in Anak Depok}
- n. Olivia Subroto (Indonesia, since 2001, as a trainee Bartender}
- o. Priscilla Tjongari {Indonesia, since 2001, as a trainee Bartender/Waitress}

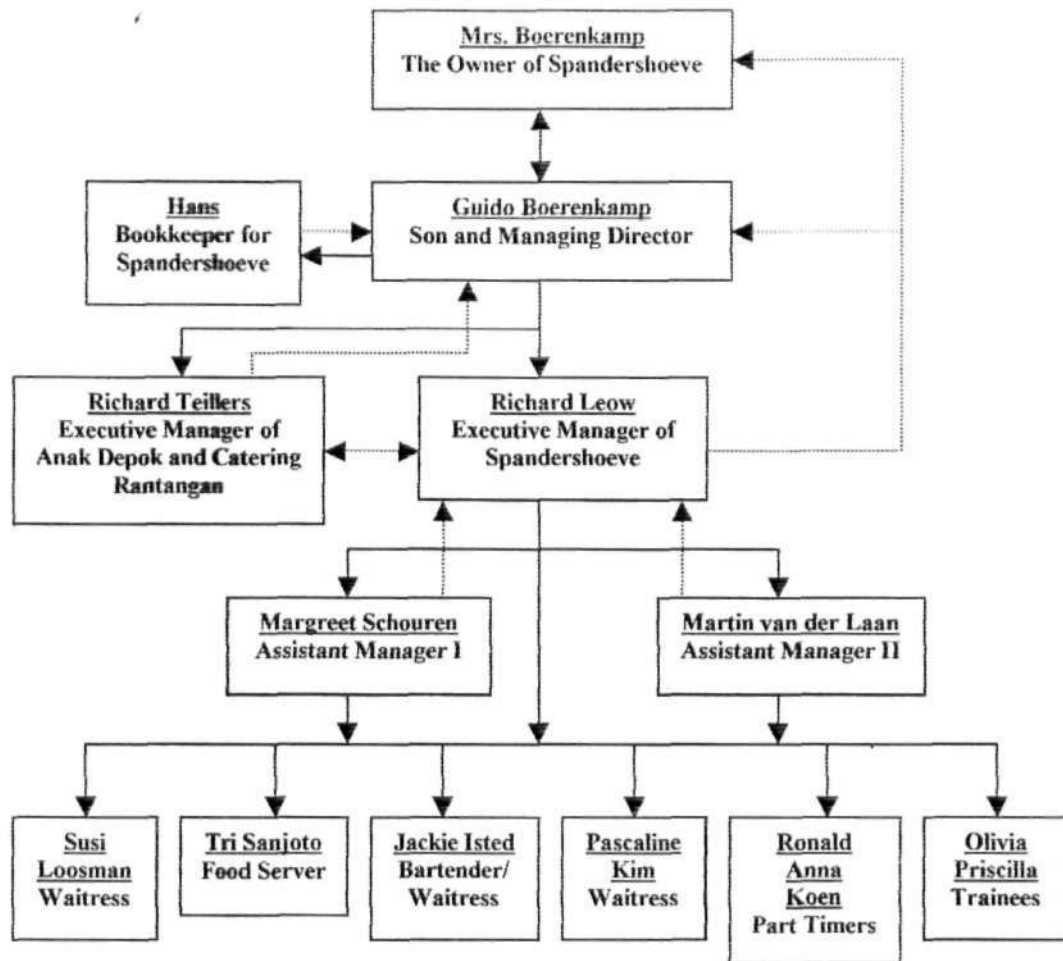


Figure 3.1 Organization Chart of Spandershoeve

- Food production area

In food production area is under Mrs. Boerenkamp leadership.

- a. Agus Hermawan {Indonesia, since 1997, as a Chef}
- b. Evert Hoekstra {Dutch, since 1987, as a Sous Chef and Traffic Controller}
- c. Jordie James {Indonesia, since 1989, as a Cook, a Supplied Purchaser and a nephew}
- d. Andre {Dutch, since 2001, as a Cook and Organizer}
- e. Tan Tji {Indonesia, since 1998, as a Cook}
- f. Edi {Indonesia, since 2001, as a Cook}
- g. Tante Ida {Indonesia, since 1997, as a part timer Traffic, Controller}
- h. Tante Tin Tin (Indonesia, since 2002, as a part timer for Snack Helper)
- i. Ervvin {Dutch, since 1994, as a part timer Dishwasher}

- j. Mohammad (Morocco, since 1996, as a part timer Dishwasher)
- k. Agus Bagiyono (Indonesia, since 2001, as a trainee Cooker Helper and Desert Making)
1. Erwin S.M. (Indonesia, since 2001, as a trainee Cooker Helper and Desert Making}

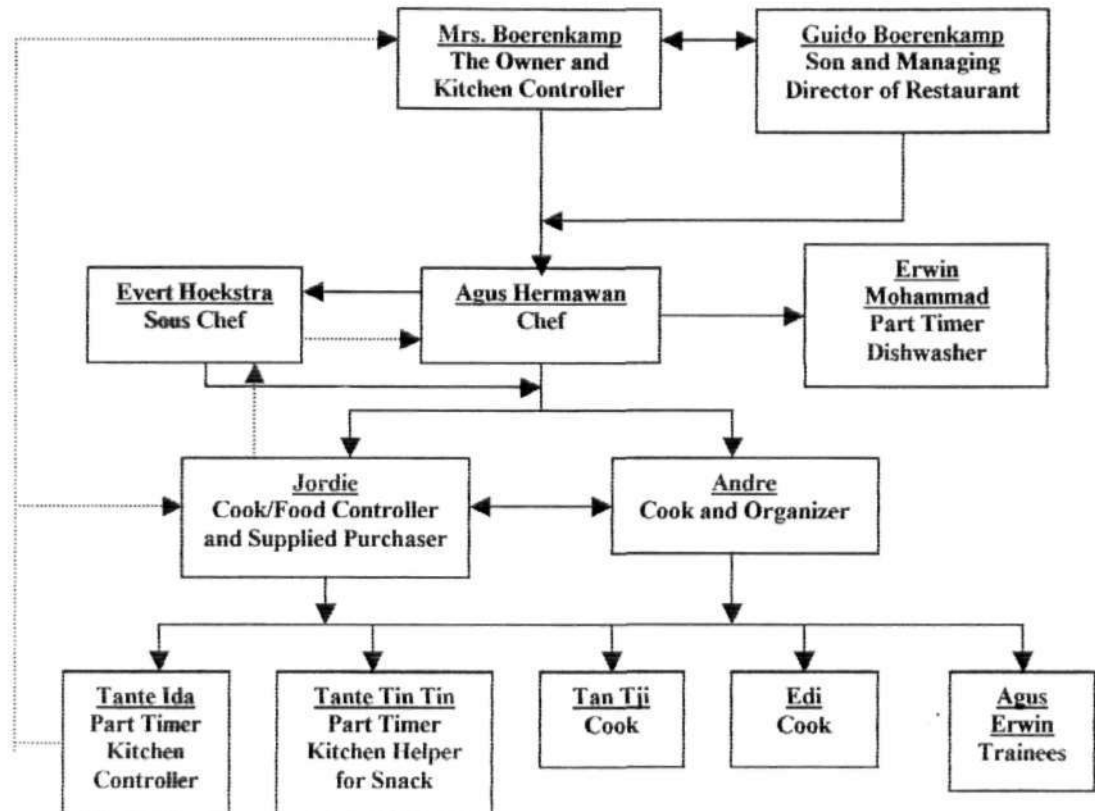


Figure 3.2 Organization Chart of Food Production Area

Notes:

- ↔ Same levels line, that between persons have same position, the other not higher than another. Decision-making is made base on both agreement.
- Lower levels line that between personnel, one is higher position than the other. Decision-making is only based on higher position, it will not need lower level agreement.

→ : **Advising line**, which means, the source has right to advising or assisting the higher level. Decision-making is going to be consulted whenever it is needed lower level opinion.

- Explanation of Organization Chart

Basically as owners Mrs. Boerenkamp and Guido have 100% right involved in decision-making, everything is connected to the company because this is a family owned business. Guido has focused more in the restaurant area so Guido in the restaurant makes 75% decision-making, another side Mrs. Boerenkamp has focused more in kitchen area so no surprise that Mrs. Boerenkamp in the kitchen makes 75% decision-making.

In the restaurant area, Guido delegate his duty to Richard, and going down, because Richard is a chain manager. Every family decision-making through Richard will be told to the lower employees. Only assistant manager can give feed back according to the decision making from manager. Another word Richard is responsible for the whole operation in the restaurant. The function of assistant manager in this company is to replace executive manager's function whenever he is not present, that is why feedback is needed from assistant manager.

Connected to one paragraph before, there is a little bit different, all Mrs. Boerenkamp decision-making through Agus. In fact because Jordie is food supplied, so it will need Mrs. Boerenkamp consultation about what kind of ingredients are going to buy, also with Tante Ida because she has a position as kitchen controllers.

In the kitchen Guido has a role, because Guido will set up and tell when the surprising menu of the month will be offered in the restaurant. So he has to do a conversation with Mrs. Boerenkamp, before the menu are prepared.

Richard Teiller in this term has a major role also in the matter of catering service, which is provided by Spandershoeve. Richard Leow will tell Richard Teiller if there are new reservation about catering, then Richard Teiller will decide how many employees need to follow the catering, rent some stuff for catering like glasses or plates, and set up another tools need for catering service, but if there is not enough persons then he will ask Richard Leow a favor like: to find another

employees and not stop that all. Since Spandershoeve has become the main kitchen so Richard Teiller has to tell Richard Leow to prepare for catering service.

III.4 Standard Operating Procedure in Service of Spandershoeve

Spandershoeve offers nice and cozy atmosphere for exclusive dining room, every employee should be smile, friendly and helpful, and the most important thing is a team player, which is the motto of the company.

This motto can be used as helping out tools to achieve company vision "grow bigger" and "keep the Michelin star". In order to achieve these company goals' the company already set up some objectives like: making sure guests can be satisfied with the food and the service, and can be full filled with other needs so the guests can always remember that Spandershoeve always give the best for them. Toward achieving the companies goals and objectives, the company sets up a standard operating system in service.

According to the Tsuji (1991) there are three standard forms of service system in common use today are:

1. French service: the food is attractively arranged on platters and presented to the guests, after which preparation of the food is completed on a table beside the guests' seats.
2. Russian service: the food is perfectly cooked in the kitchen, cut, placed onto serving plate, and beautifully garnished. Then the dish is presented to the guests and served individually to everyone.
3. American service: the food is prepared and dished onto individual plates in the kitchen. Carried into dining room, and served to the guests.

Spandershoeve in serving the food has unique way, which is mixed between Russian and American service, for the starter mostly use American service, but when main course but only for rice use Russian service way. The reason for using this type is matched with characteristic Spandershoeve as Indonesian restaurant, and Indonesian people style in serving the food. In Indonesia commonly people put many dishes in front of them and move the food from the main plate into individual plate.

For the employees skills in service, Spandershoeve uses service standard that is commonly use in fomial dining room service. Like when hold the plates fro carrying starter from the kitchen to the guests' table:

- Support the bottom of the first plate with the inner three fingers of the left hand and place the thumb and little finger on the plate.
- Place the second plate over the first and rest it on the thumb, the little finger, and the wrist (Tsuji, 1991).

When holding a service spoon and fork for rice in the guest table, server use this method:

- The ends of the service spoon and fork should be positioned in the center of the palms of the serving hand.
- The service fork should be positioned above or on top of the service spoon (Dennis, 1998).
- The service spoon is held firmly in position by the fingers of the serving hand other the forefinger.

When remove the plates from the guests' table, commonly employees use this method:

- Remove the first plate with right hand, transfer it to the left hand, and hold it. Place the knife and fork across the plate.

Place the second plate on your left hand. Place the second fork beside the first on the first plate. Move any leftovers onto the lower plate with the knife. Place the knife under the fork handles.

Place the third plate on the empty second plate. Put the fork and knife on the third plate (Tsuji, 1991).

In carrying the empty and clean glasses to the guests table, server bring glasses with only touch the stem of the glasses to avoid finger marks on the glasses. When bring guests drinks orders' server use service tray, and when take dirty glasses from the tables server use hand, but not allowed to bring glasses by put the finger inside the glasses, if not too much but when much dirty glasses use tray for efficiency.

In opening the wine the server has to ability in following the procedure below, but after open white wine always puts the wine in the wine cooler that is prepared before opening the bottle:

1. Before drawing the cork present the wine to the guest to confirm that it is wine ordered.
2. Using corkscrew knife cut the foil covering the neck of the bottle just below the lip.
3. Strip the foil from around the lip of the bottle.
4. Place the point of the waiter's corkscrew in the center of the cork.
5. Slowly turn the corkscrew so that it twists straight down into the cork. Continue turning until you reach the end of the cork, but be careful not to pierce it, or chips from the cork will drop into the wine.
6. Place the lever, which is at the end of the waiter's corkscrew, on the lip of the bottle.
7. Grip the neck of the bottle together with the lever and draw the cork up slowly.
8. When the cork is almost drawn, use your right hand to gently pull it out. Check the wine's quality by smelling the cork (Tsuji, 1991).

So the standard operating system of service below is working procedure or house of rules for every employee that must be followed:

1. Welcoming the guests

- Whenever the guests had reached door, the manager and the crew always great them.
Helping the guests to take out their coats.
- Asking the guests name for reservation.
- Encounter the guests to the table, sometimes the guests ask for certain table, and they will be encounter if it possible.
- In certain busy times, sometimes guests table is not ready yet so they are encounter to have their first drink at the bar. When their
table is already set up, the crew will help to bring the guests drink to the tables.

- Another unreserved table will be given to the guests if they come without reservation but if there is an unreserved table.

2. *Working procedure*

- After the guest had already sat down at table, first drink will be asked
- If every guests had already got their first drink, the menu card and wine card can be given
- The manager and the crew can wait for a moment while guests are reading menu card, some regular guests do not need menu card because they know what they are going to order or manager/crew already had in his/her mind what they are going to eat.
- Extra cattereries will be set up on the table if they are going to eat appetizer or soup, or both. Another exception is given when they are directly order main courses without appetizer; it means putting the rice shows on the tables.
- After appetizer is taken out from the tables, server will tell kitchen to run the second appetizer or soup.
- After second appetizer or soup is taken out from the table, server will tell kitchen to run the main course.

Put some rice shows on the tables according to what kind of main courses they are ordered.

When the guests look like already finished with their food, server will ask guests politely and take out all the dishes.

- After that guests will offered dessert or coffee, but if they still have much wine it can be done latter after they finished with their wine. Also if they ordered one set complete menu of the month with dessert put directly the dessert cattereries on the table after they had finished with dessert server can offer them coffee.

3. *Extra service*

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When guests already get their complete main course, server will bring warm plates to the table

- Then continue to explain their food, then ask guests whenever they want white or fried rice in their plates, put the rice in their plates and give to them and warn it is a little bit hot. Some guests do not stand with hot plates.
- Manager and all crew have to pay attention to ashtrays; whenever guests get their meal make sure ashtrays are always empty and clean. So everybody must change ashtrays whenever there is a piece of cigarette or cigar.
- If the guests want to buy cigar, server bring cigar's box to the table and let them choose.
- Take empty glass from the tables when it is not going to use again.
- Pay attention to guest's drinks. If it looks like going to be finish, ask whenever they want same drinks or another drinks.
- Pour guests wine or mineral water from the bottles whenever it seems are going to be finish or empty.

When there is a guest but he is waiting for the food to bring home they can wait in the bar and get free drink

4. Service technique

- The guests are served from the right side, but it depends on the situation of the chairs
- Women first served, whether it drinks or foods.
Holding a service spoon and fork to serve guests rice on the table
Show wine bottle to guests before it opens
- Let the guests' host try before share it to another guest, and women first
Pour wine with the label on the above side of the bottles
- Put white wine or champagne on the wine cooler

5. Payment procedure

- Give guests bill on the tables or ask who is asking for the bill politely
Leave it for a while and return to the tables, if they seem already finished read the bill and give payment inside.

- Guests can pay with credit card or cash, and some guests will be billed later charged to their company or at the address they write on bill, so they should give the name and signature on their bill.

6. Fond fare well

- Help the guests to put their coats before leaving
Say with smile and nice thank you the guest for having lunch or dinner in the restaurant.
Opening the door for them.

Another way to achieve company goals through things like food or drink is like keeping the quality of the food and drink with "never run out" slogan and watch if guests are satisfied or not with the food or drink. Company does everything to make the food or drink or another adequate things never ever run out, in this matter preparation is very important. The manager or chef has to check regularly and make careful prediction. For restaurant usually on Friday or Saturday inventories will be taken place, but for kitchen every day.

For the reason keeps quality of the food, the foods always check with traffic controller and send immediately to the tables so it is still hot and always use warm plate for the main course, beside that rice on the tables will not be charged for second order.

Quality of the drink is watched like: foam from the beer not down whenever it reaches guests table, and make sure guests can get their drink immediately after they ordered. For wines, it has special refrigerator, so all the wines have par stock system 12 bottles minimum for every wine is prepared in refrigerator. White, red, and rose wine put separately in refrigerator. New improvement a program about wine is implementing also, it is done through training program about wine to the employees with qualified teacher.