

# FORKED

A New Standard for American Dining

Saru Jayaraman

**OXFORD**  
UNIVERSITY PRESS

## CONTENTS

<i>Acknowledgments</i>	<i>ix</i>
1. Introduction: Why We Are Forked	1
2. Casual and Family-Style Restaurants: Tipped Over the Edge	27
The Olive Garden	40
Vimala's Curryblossom Café	52
3. Fine Dining: The Great Service Divide	65
Craft	71
The Capital Grille	78
4. Mexican Food: Climbing the Ladder	87
Taco Bell	89
Chipotle	100
5. Burgers, Bills, and No Benefits	119
McDonald's	126
In-N-Out Burger	135

## CONTENTS

6. A Tale of Two Sandwiches	147
Subway	147
Zingerman's	159
7. The Coffee Café: A Place for Debate?	173
Starbucks	174
Manifesto Café	186
8. Diners: Change Is Possible	195
Denny's	196
Florida Avenue Grill	206
9. Conclusion: The Road from Here	213
 <i>Index</i>	 225