



FOOD & BEVERAGE OPERATIONS – Food & Beverage Preparation

Providing an outstanding dining experience requires a lot of preparation beforehand in order to provide the best possible experience for their guest and customers in order to achieve maximum satisfaction. All operations concerning the food and beverage service require preparations in anticipation of the arrival of guest at all times during working hours.

Prepared Food and Beverage is defined as any food or beverage which has been altered by preparing, combining, dividing, heating or serving in order to make the food or beverage available for immediate consumption.

Food Prep Glossary

Bake	Baste	Batter	Beat	Blanch	Braise
Brown	Caramelize	Clarify	Deglaze	Dredge	Flambe
Fold	Flute	Garnish	Julienne	Mince	Parboil
Puree	Rehydrate	Render	Sauté	Scald	Simmer
	Steep	Temper	Truss	Whip	

Below are the definition of the food prep glossary:-

Bake - to cook an item using dry heat, usually by placing it in the oven. (ie. I want to bake some brownies)

Baste - to brush food with a liquid such as butter or cooking juices. This aids moisture and flavor (ie. She basted the meat with butter)

Batter - refers to a mixture of ingredients in its uncooked state. (ie. Thee cake batter was ready to put in the oven)

Beat - to stir or mix ingredients together, usually rapidly, until they are smooth. (ie. Beat the whipping cream until soft peaks form)

Blanch - to cook food for a short period of time in boiling water. (ie. Blanch the green beans before frying them)

Braise – to cook food for a lengthy period of time in a small amount of liquid. (ie. She braised the roast in vegetable broth)

Brown - to prepare an item by cooking until the outside turns a brown color. (ie. Brown the hamburger before putting it in the oven)

Caramelize - to cook sugar or an item with sugar until it browns. (ie. They caramelized the carrots for Christmas dinner)

Clarify - to simmer a liquid until it goes from cloudy to clear. (ie. The chef served the steak with clarified butter)

Deglaze - to remove the bits of food on a pan after cooking, usually with some type of liquid. (ie. He deglazed the pan before adding the onions)

Dredge - to add a light coating such as flour or breadcrumbs as a crust to a piece of food. (ie. Dredge the catfish in cornmeal before putting it in the deep fryer)

Flambé - to add alcohol to food as it cooks and then set it alight. (ie. He flambéed the bananas for dessert)

Fold - to add ingredients to a heavier mixture, turning the combination lightly. (ie. Fold the egg whites into the batter)

Flute - to create a decorative pattern in a pie crust prior to baking. (ie. She showed the class how to flute a pie crust)

Garnish - to add accompaniments or embellishments to prepared food. (ie. He added parsley as a garnish to his plate)

Julienne - to prepare food by cutting into thin stick-like pieces. (ie. She julienned the carrots for her salad)

Mince - to cut food into small pieces. (ie. The chef minced the garlic before adding it to the pan)

Parboil - a combination of the words "partial" and "boil," this word literally means to boil partially a food item. (ie. She decided to parboil the potatoes before frying them)

Pare - to trim away the outside of a food, usually fruits and vegetables. (ie. Pare the peel from the apple for the pie)

Poach - to cook a food item over low heat in water just shy of boiling. (ie. She preferred her eggs to be poached)

Puree - to create a smooth mixture by grinding or mashing food. (ie. The creamy soup had a base of pureed cauliflower)

Reconstitute - to add liquid to a dried food in order to return it to its original state. (ie. Use water to reconstitute dried milk)

Rehydrate - to add moisture to a product that has been dehydrated. (ie. He rehydrated the dried cranberries with some brandy)

Render - to cook a solid fat into a melted state. (ie. Render the duck fat so we can use it to cook our French fries)

Sauté - a quick method of cooking that relies on frying in a small bit of oil. (ie. He decided to sauté the asparagus because it would be faster)

Scald - to heat a liquid just barely to boiling. (ie. The recipe called for scalded milk)

Simmer - to cook food using gentle heat so that the water is barely bubbling. (ie. After the pan starts to boil, turn the heat down so the food continues to simmer)

Steep - to allow something to soak in an almost boiling liquid. (ie. She allowed her tea bag to steep for five minutes)

Temper - this is a cooking technique that involves raising the temperature of a cold liquid by adding small portions of a hot liquid. (ie. Tempering the eggs required her to add small bits of hot liquid into the egg mixture)

Truss - to bind, particularly as it refers to poultry, with string. (ie. the chef trussed the turkey after filling it with stuffing)

Whip - to beat or whisk ingredients together quickly to make them light and fluffy. (ie. Whip the powdered sugar together with the butter for the frosting)

What is Garnishing?



Garnishing harmonizes
Colour, Flavor and Taste
to the Main dish

Guest expectation starts upon arrival or during reservation however it definitely enhance the guest experience when the server brings in a nicely garnished dishes with the appropriate accompaniments to the table.

It is the way of decorating the food or beverage so that it is aesthetically appealing for the guests/customers. It works on the plate. Garnishing also harmonizes colour, flavour, and taste of the main dish.

Chopped herbs or small twigs of herbs, leafy vegetables, twirls of carrots or tomatoes, swirls of fresh cream, fruit glaze, chopped nuts, seedless berries, and lemon zest or slices are used for garnishing.

Do's & Don'ts for Food & Beverage Garnishing?

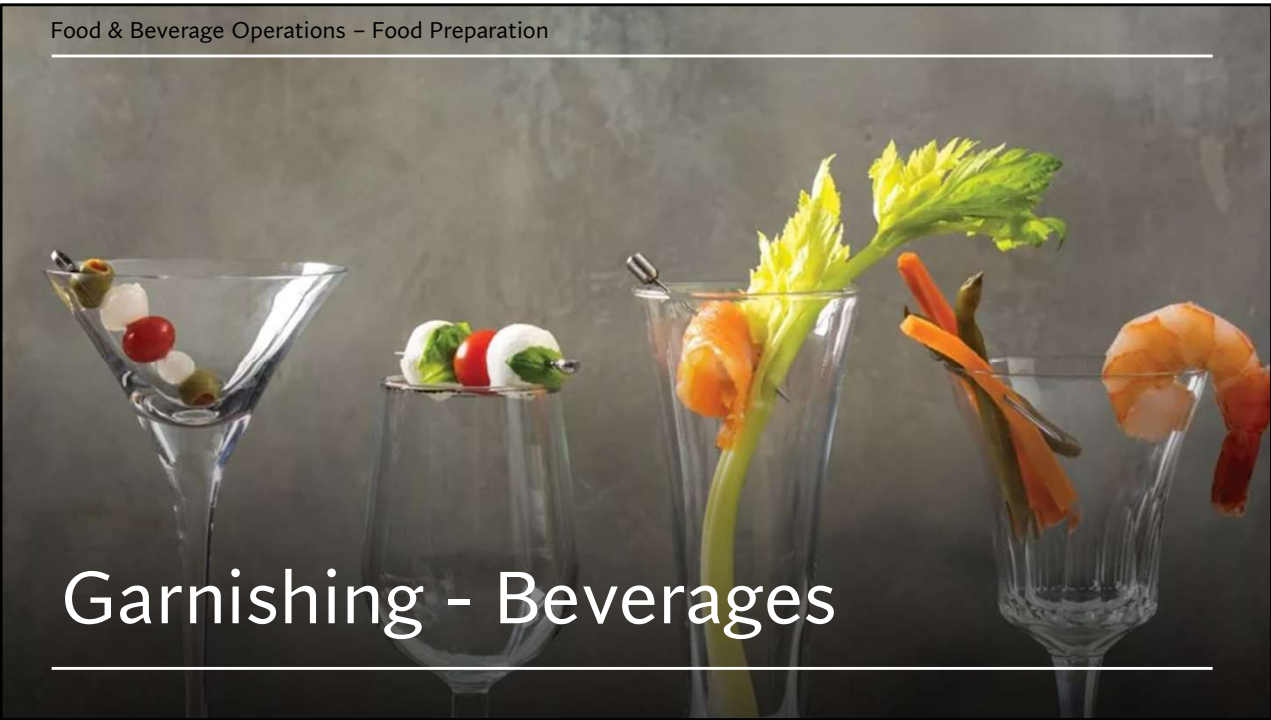


- Place it where it seems just perfect.
- Contrast colour schemes work best for garnishing.
- Do not overdo garnishing; this overshadows the main food.
- Do not reuse the garnish.
- Avoid being too elaborate

Selecting a Garnish:-

1. Use edible garnishes whenever possible. Garnishes are not only for decoration; they can add new flavours and textures to the meal as well. Using edible garnish also avoids the hassle of having to remove the garnish before eating
2. Make all inedible garnishes easily identifiable and removable. Cocktail umbrellas and birthday candles are common examples of inedible garnishes that are difficult to replace with edible material. However, these items are obviously inedible and easily removed from the food
3. Decide whether to use strong flavours or bland ones. Bland dishes may call for garnishes sprinkled with herbs or spices, but every garnish doesn't need to have a strong taste. If the food already has a complex flavour, it's usually a good idea to avoid flavourful garnishes which could clash with other ingredients
4. Vary the colour and texture. Pick a colour that contrasts with the colour of the dish, so the garnish is more visible and appealing. Similarly, a small piece of a crunchy vegetable adds variety and interest to a soft dish.
5. Two-ingredient garnishes can be laid out in alternating layers on a plate, creating a contrast between two colours. Try slices of tomatoes and cucumbers, or two different colours of gelatine cubes.

6. Garnish with fruits, vegetables, flowers and herb
7. Garnish with dessert ingredient ie. chocolate



Garnishing - Beverages

Garnishes are the finishing touch that add something special to your drink. A good garnish can transform your drink from ordinary to downright Instagramable. Garnishes are meant to serve as a decoration on or in the glass, but they often serve a more important purpose by adding aroma or subtle flavours to your drink.

There are different types of garnishes for beverages mostly for cocktail and mocktails. You may have seen leaves on the top of your drink, a fancy umbrella, citrus wheels, etc.



Types of Garnishes for Beverages



Presentation is how your drink is being served. It draws the attention of a person before even the drink is tasted. Everybody likes a pretty-looking drink! Type of garnishes for beverages:-

- Citrus Peel
- Fruits
- Leaves & Herbs
- Edible Flowers
- Objects
- Uncommon such as infused salt, herb ice cubes or flavored ice cubes, lollipops etc.

What is accompaniment?

- Sauces and Dips
- Pickles
- Dressings
- Chips and Wedges
- Salads
- Gravies
- Beverages such as soft drinks or wines
- Breads



There are dishes that come along with accompaniments. These accompaniments complement the main food and enrich its taste. It provides an aesthetic value to the main dish. The accompanying food or beverage itself can have a garnish of its own. An accompaniment can be inside the main dish or in a separate bowl.

The following are a few different types of accompaniments:

- Sauces and Dips
- Pickles
- Dressings
- Chips and Wedges
- Salads
- Gravies
- Beverages such as soft drinks or wines
- Breads

For example, grilled Hake fish served with potato chips and Pizza served with garlic bread, cheese dip, and a carbonated beverage



Popular Food Items with their Accompaniments

The following are a few popular food items with their garnishing and accompaniments:

- Soups – Garnish with Chopped Cilantro/Fresh leaf of Basil/Croutons/Cream swirls – Accompaniments with Salads/Breads/Crispy starters
- Veg/Non-veg burger – Garnish Not essential – Accompaniments with Potato/Sweet potato chips, aerated drinks or ale
- Mutton/Chicken/Veg Biryani – Garnish with Chopped coriander and caramelized onion stripes – Accompaniments with Liquid gravy with lemon wedges and onion-tomato-cucumber salad in curds.
- Fruit Salad – Garnish with Castor Sugar – Accompaniments with Yogurt, Nuts

Menu

Lychee and
Lemon Cooler

7.90

BLACK & WHITE 黑与白
7.90

LONGAN 龙眼
7.90

LYCHEE 荔枝
7.90

BARLEY WITH LIME 薏米酸柑
7.90

LIME SODA 酸柑梳打水
9.90

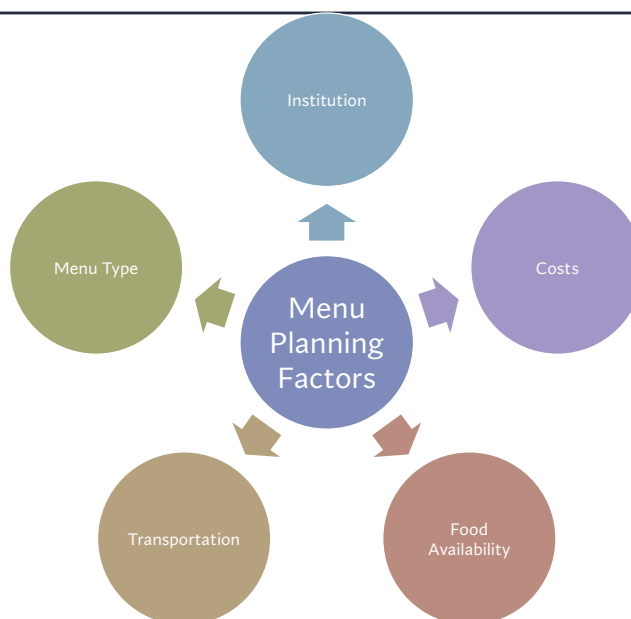
HONEY LEMON 柠蜜
9.90 (Hot 热) | 9.90 (Cold 冷)

BANDUNG 糖漿果汁

The menu is the priced list of the food and beverages offered in the outlet. It is also termed as “bill of fare” or “price list”. The menu must be well designed as it represent as a marketing and selling tools where guest select their drinks and food based on the selection available in the menu. If the menu is presented in a form of card, it is referred as menu card.

Depending on the time of the event, it may include starters, salads, breads, main courses (meats, poultry or seafood), desserts (fruit, pastries or frozen desserts), drinks, sides and garnishes according to the standards of the establishment. It must be hygienic, suitable for the occasion and meet the standards of the F&B Services establishment.

What is menu planning?



Menu comprised of food items that are served at a particular establishment. Menus are the fabric of the food industry because of their role as a tour guide for the establishment. The menu is able to tell you the types of foods and beverages served, along with the prices of each. Just as important as the menu itself would be the planning of the menu.

Menu planning is the choosing of menu foods, typically for a specific event. There are several factors to be taken into consideration when undertaking menu planning. Few of the factors are listed below:-

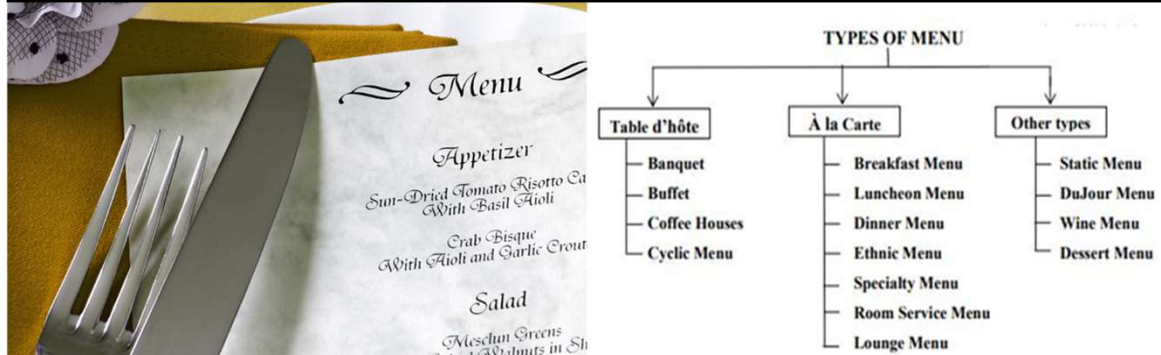
Type of Institution - determining the type of institution important to have the menu plan. Example: menu planning for a wedding, this is critical to know because it will allow you to cater (pun intended) the menu needs to the crowd who is going to attend. Most weddings will not have cheeseburgers and French fries as their menu items. If the institution were a fast-food establishment, then you can be certain that there will be no upscale foods, such as swordfish, salmon, or pan-seared crusted pork loin, on the menu. Without knowing the type of institution, you are planning for, it is a tall task to plan a menu.

Costs - costs are a critical factor, for example, with a budget of \$50,000 to plan a menu, you may have the funds to purchase more lavish food items, such as lobster or steak. However, if your budget is only \$100, then you will obviously have to settle for planning a menu consisting perhaps of finger foods, a fruit-and-cheese tray, or a small desert tray.

Food Availability – ingredients for the chosen food menu are in season. Many menus have dishes which include foods that may not be available at the current time. These types of foods, which are typically fruits and various seafoods, can only be obtained when they are considered in season. A menu planner would hate to plan to have a strawberry platter on the menu if strawberries are not in season.

Transportation - the mode of transportation for menu planning is an important factor that should not be ignored especially for banquet event. For example, menu items that need refrigeration or freezing will need special accommodations made in order to be transported to their destination. It is not a wise decision to deliver that frozen ice-cream cake in the trunk of a Toyota in the midst of the summer heat. However, it is wise to plan accordingly and hire the services of a vehicle which is equipped to move such items.

Types of Menus - there are many different types of menus, the common are ala carte and table d'hote, etc.



Types of Menu

The five primary menus a la carte menus, static menus, du jour menus, and cycle menus,

Table D'Hote menu

- Is a French name and means “Table of the Host”
- Is divided into set of courses with limited dishes
- The price are fix and the food usually are ready at the same time
- Menu is changed accordingly to requirement



A table d'hote menu is a menu that offers a choice of appetizer, entree, and dessert all at a fixed total price. It's the set menu that provides the most freedom.

A common table d'hote setup has a diner choosing one appetizer from two options, one entree from two or three options, and one dessert from two options. And the total price doesn't change. The fact that there are few options and a set total price make it a fixed menu, but with some variability. Hence, it may also be called prix fixe or fixed price menu. Banquet menus, children's menus, and occasion menus cater to special occasions and are offered at a set price

Ala Carte

<p>garlic, fried onion and onion sauce fresh basil and feta</p> <p>Melba's Dip's Assortment 8.5 three ever-changing dips of chef's choice</p> <p>ENTREES</p> <p>Salt 'n' Pepper Calamari 10.5 flash fried in our own spice blend with garlic aioli</p> <p>Garlic King Prawns 12.5 steamed king prawns in a classic white wine and cream sauce with steamed rice (also available as a main – 22)</p> <p>Melba's Crab Cakes 14.5 served with a garden salad and a trio of dipping sauces</p> <p>King Prawn Cocktail 12 with Avocado</p> <p>fresh local king prawns served with an avocado salsa and cocktail sauce</p> <p>Chicken Souvlaki 12.5 greek style chicken skewers served with steamed rice, tzatziki and a rich rapini sauce</p> <p>Slow Braised Pork Rib Loins 13 served on a bed of warm tomato salsa with a fresh mint pesto</p> <p>SEAFOOD</p> <p>Natural Oysters 1/2 doz 13 full doz 22</p> <p>Kilpatrick Oysters 1/2 doz 13 full doz 26</p> <p>Mornay Oysters 1/2 doz 13 full doz 26</p> <p>Chilli Plum Bugs 36</p>	<p>Thai Green Chicken Curry 20 aromatic creamy curry, served with steamed rice, garden salad or vegetables</p> <p>Melba's Rack of Lamb 35 tender 5 point lamb rack with a mustard and rosemary crust served with a red wine jus on a garlic mash with freshly minted vegetables</p> <p>Chicken Supreme 28 breast fillet poached in white wine sauce topped with avocado, prawns and berranese sauce, served with garlic mash and steamed vegetables</p> <p>Crispy Steamed Salmon 28 fresh tasmalian salmon served on wilted baby spinach, steamed asparagus and berranese sauce with garlic mash</p> <p>Fettuccine Carbonara 16 traditional Italian favourite roasted garlic, onion and mushrooms in a creamy sauce and parmesan chips</p> <p>STEAKS</p> <p>T-Bone 500 grams 34 Rib on the Bone 450 grams 36</p> <p>New York 330 grams 32</p> <p>Scotch Fillet 300 grams 32</p> <p>Eye Fillet 250 grams 32</p> <p>*all served with caramelised onions, roasted garlic, with your choice of salad and chips or fries, mash and freshly steamed vegetables PLUS your choice of pepper, mushroom, diane, red wine jus or berranese sauce</p> <p>add a seafood topper... 8 bug or big king prawns or scallops</p>	<p>Greek Salad 14 diced cucumber, feta, olives, grape tomatoes and spanish onions with a balsamic vinaigrette</p> <p>Garden Salad 10 mescun, tomatoes, cucumber and spanish onion, feta, olives and a house made vinaigrette</p> <p>SIDES add your favourites...</p> <p>Fries with aioli 6.5</p> <p>Mash potato 4.5</p> <p>Garden salad 6.5</p> <p>Potato wedges 4.5</p> <p>Gravy 2.5</p> <p>Steamed seasonal vegetables 7</p> <p>PIZZA</p> <p>Satay Chicken 14 with capsicum, onion, mozzarella, topped with sour cream and guacamole</p> <p>Melba's Marinara 14 prawns, calamari, herb and sour cream base, mozzarella and baby spinach</p> <p>Supremo 14 ham, salami, capsicum, onion, olive, anchovies, mushrooms and mozzarella</p> <p>Meat Lovers 14 cabanossi, meatballs, mozzarella and bbq sauce</p> <p>Hawaiian 14 shaved ham and pineapple with mozzarella cheese</p> <p>Chili Con Carne 14 with capsicum, onion, jalapeños, mozzarella, avocado and sour cream</p> <p>Roasted Pumpkin 14 with spinach, mozzarella and herb feta</p>
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- Menu are individually price
- Guest select their own food & beverages from the menu
- The meal is cooked to order
- Guest need to wait for their order

An a la carte menu lists the prices for each item separately. While the prices tend to be higher, a la carte menus have more flexibility. Customers can choose individual items and combine them any way they want.

A la carte is a French phrase that translates literally as “by the card” and roughly as “according to the menu.” It began being used in the early 19th century and is not exclusive to food. For example, a subscription to a cable provider can have a la carte channel selection. That means customers choose which channels they want individually instead of having a set channel package.

Phrases like “from the menu” and “individually priced” communicate that a menu or section of a menu is a la carte.

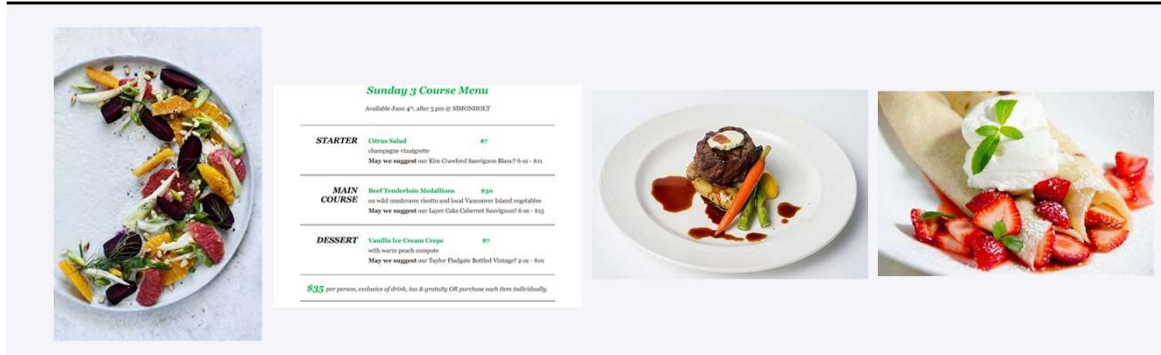
A La Carte vs Table D'hôte

À LA CARTE VERSUS TABLE D'HÔTE

À LA CARTE	TABLE D'HÔTE
Menu type which includes a wider variety of courses that are individually priced	Menu type consisting only of a set number of courses offered for a set price
Has a vast number of dishes under different categories and courses	Only has a limited number of dishes, usually ranging from 2-4 dishes
All courses are priced separately and customer can pay accordingly	Has a set price, so the customer has to pay the full amount even if he doesn't consume all dishes
Food waste is high since it consists of multiple choices	Food waste is less since it has a fixed number of choices
Customer can enjoy a variety of courses according to his wishes and pay the bill accordingly	Customer is limited only to the set courses, and he has to pay the full amount even if he does not consume

A la Carte dishes are only prepared after the customer orders his dishes, indicating that the customer should wait to get his order done. As a result, this compared to table d'hôte

- gives freshly cooked dishes to the customer
- takes more time
- needs a lot of preparation
- needs a vast kitchen area
- needs more kitchen equipment to serve various courses
- needs a trained service staff
- will result in more food wastage.



3-course meal

There are different food profiles according to the country's culture and customs, however, generally, it consists of 3 main courses of meal:-

Starter

In this course, a welcoming appetizer that induces hunger is given to the guests. Also, the guests can prefer soups accompanied with the bite-size savoury snacks as side orders in this course.

Main Course

During this course, main dishes with vegetables or meats accompanied with rice and breads are served. In some cultures, such as Indian, the main dish is accompanied with salads.

Dessert

This course signals the end of meal and is usually had with a cup of coffee.

BREAKFAST BUFFET MENU -2011
COLD FRUIT STATION
VIETNAMESE CORNER: Chả quế, giò lụa, giò thủ, giò Bo + Bánh hỏi, bánh bèo, Bánh tét
INTERNATIONAL COLD CUTS: Liver Pate, Salami, Ham, Beef Grison, Garlic sausage
CHEESE BOARD: Mozzarella, Edam, Gouda
CEREAL: Corn Flakes, Choco Cheer, All Bran, Sultana Bran, Nutri Grain
YOGHURT: Plain Yoghurt, Strawberry Yoghurt, Passion Fruit Yoghurt, Mixed Fruits
FRUITS: Fruits Tower, Whole Banana, 6 Types Cut Fruit
BEVERAGES:
Orange juice, apple juice, Peach juice, mineral water, Milk, fresh water melon
Garden green salad bar with dressing & condiment

ASIAN STATION
Seafood fried rice (Cơm chiên hải sản)
Stir-fried rice noodles with beef (Mì xào bò)
Sautéed broccoli & cauliflower (rau su lơ xanh, trang xào)
Dim sum (hủ cạo, Bánh Bao)
Ragout spare rib (Sườn nấu ragu)
Fish Teryaki (cá nướng kiểu Nhật)
Các loại củ hấp: khoai lang, sắn, bắp, rong...

CONGEE, BEEF CONGEE: (Cháo trắng, Cháo Bò)
CONDIMENT: Salted Egg, Ginger, Spring Onion and anchovy fish
NOODLE: Phở Bò
Sliced Beef, Rice Noodles, lime, Chili, Mint, Basil, Spring Onion, Soya Sauce, Fish Sauce,
Chili Sauce, Fried shallots

WESTERN
Grilled bacon
Sautéed veal sausage
Stewed beef in red wine
Pan-fried tomatoes with herb
French toasted in cinnamon

EGG STATION: Cheese, Bacon Bits, Ham, Mushrooms, Tomato, Onion, Bell Pepper

BAKERY AND PASTRY
Hard Rolls, Soft Rolls, Baguette, Lavosh, Croissant, muffins, donuts, Danish, Cakes,
Brioche, Palmer, Raisin Bread,
TOAST: Rye, Whole Wheat, White, Black
Unsalted Butter, Salted Butter, Marmalade, Honey, jams,
PANCAKE: Maple Syrup, Honey, chocolate sauce

Buffet Menu

- Is usually self-served
- Suitable for social and casual gathering
- Is divided into set of courses with limited dishes
- The price are fix and the food usually are ready at the same time
- Menu is changed accordingly to requirement

A buffet menu list all the food items that are included in a buffet selection present during an event. This kind of menu is commonly used during wedding, birthdays, conventions, and other functions where food service is expected. Other than that, it is also a usual document used by hotels and restaurants who offer buffet menu selections to their guests.

Wednesday	Thursday	Friday	Saturday
<u>Breakfast:</u> Basmati rice with sliced avocado and tomato with lemon juice <u>Lunch:</u> Nicoise salad (tuna, red-skinned potatoes, green beans, olives, romaine lettuce with lemon dressing) <u>Snack:</u> Celery and ticame with raw	<u>Breakfast:</u> Assortment of fresh melons (after 30 days of healthful living & cleansing) <u>Lunch:</u> Soft shell fish tacos (i.e., halibut, vegetables, guacamole, and tomato salsa) <u>Snack:</u> Stir fried tomato basil, garlic, and zucchini	<u>Breakfast:</u> Brown basmati rice with broccoli and cauliflower seasoned with olive oil, salt, and pepper <u>Lunch:</u> Ginger/carrot soup with zucchini salad (zucchini, red leaf and romaine lettuce, radish, and onions with flax seed oil, salt, and garlic dressing) <u>Snack:</u>	<u>Breakfast:</u> Tomato, cucumber, and avocado salad with lemon and vegetable juice (celery, cucumbers, parsley, and spinach) <u>Lunch:</u> Roasted vegetable salad (mixed greens, eggplant, zucchini, yellow squash, peppers, asparagus, sun-dried tomatoes with citrus dressing) with

Cyclic Menu

- Usually are laminated for easy cleanup
- Is divided groups, such as appetizer, soup, salad, entrée, dessert, etc.
- Fast usually have this kind of menu

Cyclic Menu - includes different meals offered on different days of a week. The cafeterias at educational institutes and otherwise use this menu which they can repeat after a week or a month. Serving a feast on Sunday, offering special variants of chicken on Fridays can add to the cyclic menu.

Du Jour Menu

- Daily special menu of the day



Du jour menus change daily, depending on what's available or what the chef prepared. So, "chicken du jour" means the chicken that's available today. Likewise, "soup du jour" is the soup that's available today.

Du jour is a French phrase that means "of the day."

Menu – Others

- Beverage Menu
- Cocktail Menu
- Dessert Menu
- Industrial Menu
- Digital Menu App
 - Menu Apps
 - QR Code Based Menu



Beverage/Cocktail Menu - A beverage menu is any menu or section of a menu that sells alcoholic and non-alcoholic drinks. It can be a static (offer the same food every day), du jour, or cycle menu

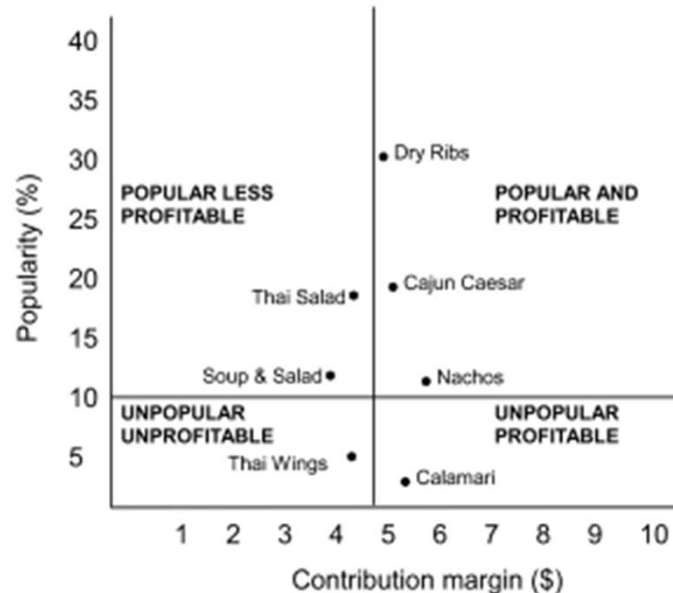
Dessert Menu - Typically provided to the guest at the end of a meal, a dessert menu is a menu or section of a menu that lists only the desserts. It can be an a la carte, static, du jour, or cycle menu.

An industry menu - is specifically tailored to other members of the specific group for example. While that may mean special food and drink items not available publicly, it most often means regular menu items at a discounted price.

Often industry menus go hand-in-hand with industry nights. Those are specific nights when the industry menu is available to folks who work in food and beverages.

A digital menu - displays its content digitally—via screen—instead of printed on paper. There are two primary types of digital menu: menu apps and QR code menus.

Menu Sales Analysis



The menu is an important part of food and beverage operations. Analysis should be made on items to be maintained and what items need to be discarded from the list is important. This allows us to evaluate how well a menu “performed”, to ensure profitability. There are 2 kinds of measurement on the menu list:-

- Its popularity : Items are frequently ordered by guest
- Its profitability : Items that generate high profit margin

One of the first steps to a better-engineered menu is to study the popularity and profitability of each dish and drink. Most restaurants' point-of-sale systems calculate food and profit totals for each item, as well as how many are ordered in a specific time frame.

Item Status in the Menu

STATUS	PROFITABILITY	POPULARITY
Star	High	High
Dog	Low	Low
Plow-horses	Low	High
Puzzle	High	Low

Remembering details regarding your guests' preferences, whether it's their go-to drink order, their favourite table, or that they have a severe peanut allergy, you know that paying attention is a key to success.

The same concept applies the same to menu sales analysis.

Even if you know every ingredient, it's not enough unless you know what sells—and which items turn a profit. Menu engineering is based on the idea that every dish falls into one of the following categories:

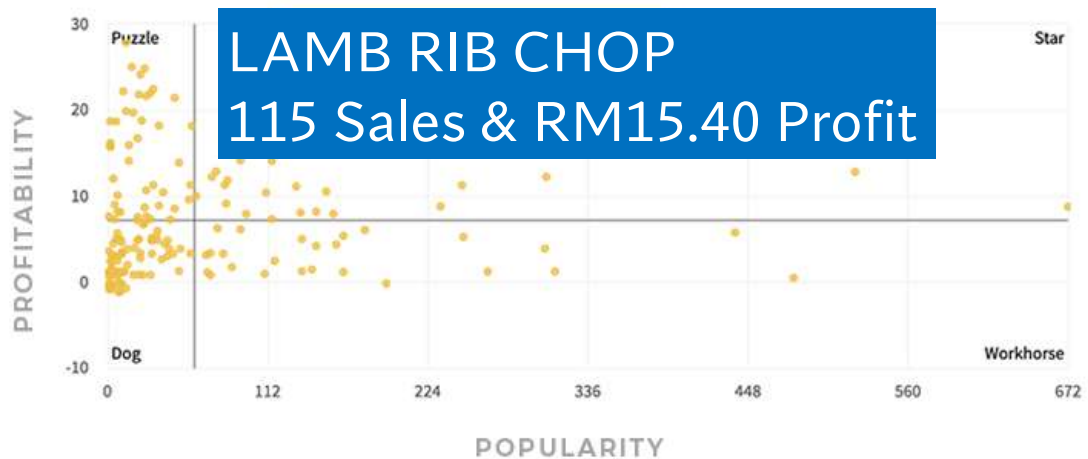
- Stars:** These items represent the perfect combination of popularity and profitability. Not only do your guests love them, but the margins are high enough to keep your pocketbook happy, too. As is often the case in the restaurant world, the more stars, the better!

- Plow-horses:** These dishes are popular, but the ingredients are too expensive to truly boost your bottom line. If guests are giving your Plow-horse items rave reviews, the best course of action is usually to

find a way to make preparation cost less.

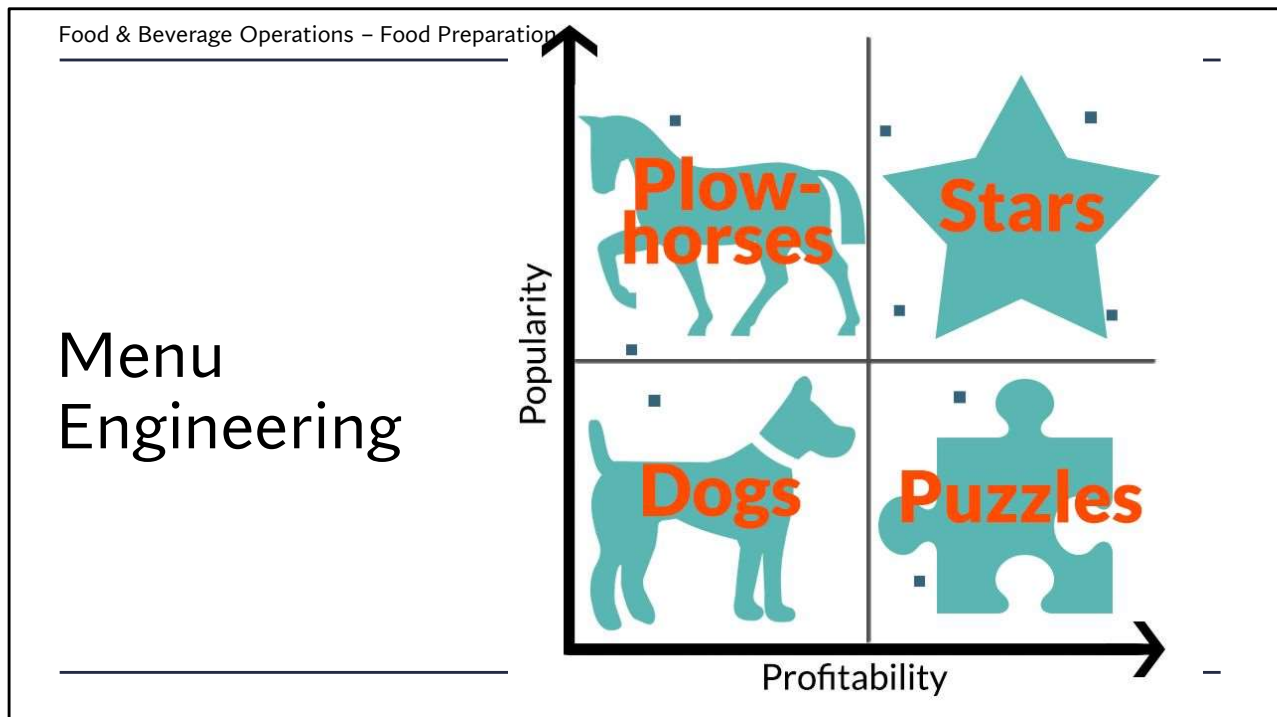
- Puzzles:** Puzzles are items that are profitable, but that don't sell well. They're called puzzles because in order to drive sales, you need to figure out *why* these dishes aren't popular with your guests. Issues like your floor staff's descriptions, menu price, and even taste can all prove to be answers.

- Dogs:** Costly items that don't sell well are called dogs, and they can seriously drag down your menu. Not only do dogs take up valuable real estate, but continuously ordering (and paying for) ingredients that rarely leave the walk-in is bad for business.



Menu Engineering

The process of menu sales analysis of accessing the popularity and profitability of the items in the menu is useful to improve the menu structure. The information obtained from the menu sales analysis is used to influence the menu design and content decision by categorizing into the main four menu engineering categories, based on the profitability and popularity of each item is called menu engineering.



Managing Star Items in the Menu: (contributes high profit and are popular)

- Do not make any changes to the quality of the item, the specifications e.g. recipes, portion control, should all be adhered closely
- Experiment with price increases, you might be able to make the item even more profitable. Price inelastic ie. Demand does not change with price fluctuation
 - item is not easily available in the market
 - price paid is perceived as being excellent value for money
 - highlight the item in the menu to boost / promote sales

Managing Dog Items in the Menu:

- Drop this item from the menu (taking up valuable space on the menu)
- (note some item may not be possible to be drop from the menu, ie. Coffee, tea etc)*

Managing Puzzle Items in the Menu: (high contribution of margin but low in popularity)

- Experiment with price decrease
- Give emphasis to selling the item (ie. Promotion, tent cards on table, highlight in menu etc)

- Make item greater in value without lowering the price
- Offer a side dish, ie a bowl of soup, salad
- Combine Puzzle with Plow horses

Managing Plow-horses Items in the Menu: (low contribution of margin but are very popular)

- Experiment with price increased (unique and not available in market)
- Maintain or increase popularity in conjunction with price increase (highlight item in the menu, promote item to ensure popularity remains high while increasing its contribution margin)
- Give less emphasis to the item (if price increase is unwise)
- Use lower cost items for accompaniments and garnishes (decrease food cost or substitute it with cheaper product without changing the current price)
- Reduce portion sizes for the item to yield a higher contribution margin (need to be cautious, may affect popularity)
- Combining Plow-horses with Puzzles, The high popularity but low profitability of Plow-horses will offset by the high profitability of Puzzle which is unpopular