Implementation of Menu Management at Kuta Puri Resort & Spa

Kuta-Bali

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Abstract

This research is qualitative research to obtain a comprehensive portrait of the implementation of the menu management process in the restaurant operations of an independent three-star hotel. The study was conducted at Kuta Puri Bungalow Resort & Spa. The menu is the primary sales tool of any restaurant or culinary business to generate profit. Menu management is a sequential process consisting of menu planning, pricing, designing, operating, and development to achieve customer satisfaction and restaurant goals. Data were obtained from five respondents, of which three people are the key person in decision-makers at Restaurant Kuta Puri Bungalow Resort & Spa, the FB Manager, Chef de Party, and Restaurant & Bar Supervisor, and two-person is the crew level: a waitress and a Cook. Data were collected through interviews, observations, and documentation. The data is validated by source triangulation and method triangulation. The data was analyzed in qualitative analysis through four stages: data collection, data reduction, data presentation, and formulating conclusions. The results showed that in general, the management of Kuta Puri Resort & Spa had applied the dimensions of menu management in managing restaurants following the concept proposed by Özdemir & Çalışkan, (2014), Özdemir & Nebioglu, (2018),Nebioglu (2020). But it differs in its operational variable i.e. menu layout and the presence of standard yield and butcher test.

Keywords: Management, Menu, Restaurant, Hotel.

Introduction

The word restaurant comes from the word restaurer (French). Since the 16th century, the word restorative has been used to describe a delicious soup or stew that restores strength lost during the healing process from illness. Restoratives, like any other meal, are cooked and offered by Guild members. Each guild has expertise in preparing a certain type of food. For example, in France during the reign of Henry IV (1533-1610), there were unions for rotisseries (cooking large roasts), patissiers (cooking pies and tarts made with poultry), tamisiers (baking bread), vinaigriers (making sauces and stews) and Porte-chapes (catering which organizes parties and celebrations).

France claims that the world's first modern restaurant opened in 1765, started by a tavern keeper in Paris named Monsieur Boulanger. Monsieur Boulanger hung a sign in front of his shop to advertise the sale of a unique restorative in the form of lamb stew in white sauce. His business was closed a short time later due to a lawsuit by the local Guild. Guild members claimed that Boulanger had violated their exclusive right to sell ready-to-eat dishes but Boulanger won in court and the shop reopened. A guild is a union or association of entrepreneurs formed to monitor their business or commercial activities in certain areas and obtain exclusive rights from the French royal government.

The business that Boulanger opened was different from the many inns and bars that had existed then across Europe for centuries. This inn and tavern that already existed served food prepared off-premise
(outside the inn) by various Guilds. The choices are minimal. Food is in addition to basic accommodation services. Customers are served family-style service and eat at one large table shared by other customers (communal table). Boulanger’s contribution at this time is to serve food prepared on the spot for customers who are only interested in eating, not staying overnight.

Several other restaurants were opened in Paris over the following decades, including the Grande Taverne de Londres in 1782. The owner, Antoine Beauvilliers (1754-1817) was a former servant to the Comte de Provence, then he became a servant to King Louis VIII of France. He developed his restaurant business in a more modern way, namely by offering food in the form of a food list with fixed hours of service (service time).

The French Revolution (1789-1799) had a significant effect on the development of the restaurant industry. Along with changes in the state administration and political situation in France, the guilds with their monopoly were abolished. The revolution also made it possible for the public to access food produced by skilled cooks working in the private kitchens of aristocrats. Even though many of the aristocratic chefs left the country or lost their jobs, some of them actively opened restaurants serving the growing class of people into the middle urban class in the French Region which was in the form of a Republic.

Today the restaurant is a place to enjoy food and drinks. In its development, the restaurant is no longer only a place to satisfy hunger and thirst but also for other activities such as gathering with family, friends, or business relations. The restaurant business is still believed to be a form of business that has bright prospects and is also resistant to crises. This statement is supported by the phenomenon that occurs in a society that they tend to eat outside the home. Caraher (in Gustafsson et al: 2006) states “There are several reasons behind the growing interest in eating out at restaurants. First of all, people have more money to spend, but another reason is that family situations have changed. It is now more common for both parents to work outside the home, which leaves less time for cooking. The ability to cook has also declined. However, it must be admitted that several restaurants have closed or have not lasted long. They cannot maintain the number of customers so that the longer the visitors who come the less. On the other hand, successful restaurant businesses, are generally able to maintain and even increase the number of visitors who come.

A restaurant can be part of a hotel and managed by the relevant hotel management or a free-standing restaurant managed by the owner directly or managed by a management separate from the owner. Besides these two things, a restaurant can be differentiated from other restaurants by using several differentiating factors, specifically: the type of guests that most and often visit the restaurant, the type of menu and the price of food that is set, the way of service and the decoration of the restaurant room (Sukmana 2018).

Based on these four criteria (type of guest, menu, price, method of service), restaurants can be grouped into three types, such as: (1). A formal restaurant is a food and beverage service business whose management prioritizes overall service which is formal and exclusive in nature. The characteristics of a formal restaurant are: a). receive guests with a reservation system b). Restaurant opening hours are generally for lunch and dinner services. c). The method of serving food mostly uses a combination of American Service with Russian Service or French Service. d). Service equipment and cutlery used looks luxurious with relatively expensive prices. e). The number of waiters is relatively large with a high level of skill. The ratio between the number of waiters and the number of guests served is 1: 4 - 8. f). Providing live music entertainment, especially at night, and a dance floor with a glamorous/luxurious atmosphere. g). Guests visiting this restaurant are required to wear formal dress. h). The menu provided is mostly a classic menu i). Provides various types of drinks, especially wine from various leading wine-producing countries in the world (j). Food and beverage prices are relatively higher than non-formal and specialty restaurants k). Has a large cocktail room, serves as a waiting room and a place to drink, especially alcoholic beverages. l). The
arrangement of tables and chairs has a service area that is wide enough so that Gueridon can pass.

The second type of restaurant is (2). An informal restaurant is a food and beverage service business that in its management prioritizes speed of service and high guest turnover. The characteristics of an informal restaurant are: a). Food and beverage prices are relatively cheaper when compared to the prices applied to formal restaurants and specialty restaurants. b). It does not use a reservation system or use a first come first serve system. c). Guests who want to visit this restaurant are not bound by formal dress. d). The way of serving food and drinks that is applied is American Service combined with Self-service or Counter service and even carry-out service/delivery service. e). The arrangement of tables and chairs is quite tight so that it is possible to serve more guests or high guest turnover. f). The menu offered is relatively limited and generally fast food. The number of workers needed is 1: 12-16 with a skill level that is not too high. The third type of restaurant is (3). Specialty Restaurant is a food and beverage service business that is managed commercially by offering special menus with distinctive services with the following characteristics: a). Provide a reservation system b). Provide a special menu c). The way of serving food follows the culture or is following the menu offered. d). Generally, only open for lunch and dinner e). Generally presents music or entertainment typical of a particular region or country f). The selling price of food and beverages is between formal and non-formal restaurants g). The ratio of the number of waiters to guests is 1: 8 – 12.

A restaurant requires resources to support its operations, these resources include human resources, capital (money), equipment, materials, and management or management systems. There are various models/ways of managing a restaurant. Based on the operational system/method of managing a restaurant, restaurants can be grouped into three, namely: (1). Independent Restaurants: Independent restaurants / stand-alone restaurants are privately owned restaurant business entities that are usually managed directly by the owner. This type of restaurant can be a special restaurant or a formal or informal restaurant with a range of services from self-service to table service. This type of restaurant is very dependent on guests who come by walk-in and rely on word-of-mouth promotions and other promotional techniques that are designed and implemented by the restaurant manager themselves. The organizational structure of this restaurant is relatively simple, and it is often found that there is no written organizational structure so employees are very likely to experience overlap when on duty or doing multiple tasks which sometimes have nothing to do with their main task. (2). Chain restaurants: This type of restaurant can consist of several units operating in different locations in the national, regional, or global scope. The operation of restaurant units spread across various regions usually displays the same design, the same menu, and the same or similar service methods. On the other hand, internally, this restaurant has a standard infrastructure for all location areas and is supported by a strong network such as training programs, purchasing, marketing, employee recruitment, and so on. This restaurant can be a non-formal restaurant, a special restaurant, and a formal restaurant. The services offered are self-service to table service. This restaurant ownership status is private ownership, ownership of the parent company or franchise. (3). Restaurant Part Of The Hotels And Other Tourist Accommodation: This restaurant is a service facility provided by the accommodation service provider for guests staying at the accommodation and guests not staying. formal, non-formal restaurants to special restaurants. This restaurant is managed by the management who works the accommodation. In its development, this type of restaurant not only acts as a supporting accommodation facility but also as the second main source of income after room rental income.

The word menu comes from the French word “Le Minute” which means small note. In a banquet, the menu can be interpreted as a list of food served to the guests in the dining room. In the household, the menu is defined as the arrangement of certain foods/dishes.
Concerning the culinary business, the menu is a list of foods that contain prices or without prices. (Sukmana:2018). The menu is part of a restaurant that has its meaning in the operation of a restaurant, as stated by Kincaid & Corsun (in Ozdemir & Caliscan: 2015): "The menu maintains its dominant position in restaurant firms since it is the core of food and beverage operations. Specifically, the menu is an instructor that dictates (i) what will be produced, (ii) what type of equipment and ingredients are needed, and (iii) which qualifications employees should have. The menu also functions as a communicating and selling tool."

In the daily operation of the restaurant, the critical role of the menu as stated by Kincaid & Corsum is implemented by the restaurant manager on a simple sheet of paper or a piece of blackboard containing the names of the food. Menus are accompanied by prices or not accompanied by prices or are made in the form of luxurious and expensive packaging. The choice of the physical condition of the menu is adjusted by the restaurant manager according to the type of restaurant they manage. The physical form of the menu then raises the material dimension, this is the visible dimension of the menu and the immaterial dimension. Immaterial dimensions are dimensions not visible from the menu. These two dimensions simultaneously affect the impression of restaurant diners on the restaurant as a whole. As stated by Wansink et al (in Ozdemir & Caliscan: 2015): Materially, the menu is a list or a card which documents the food and beverage options offered by a restaurant. Immaterial meanings of the menu highlight that it is a medium that affects customers' perceptions of the restaurant experience.

Antun and Gustafson (in Ozdemir & Caliscan: 2015) further stated: "More specifically, it communicates not only the food and beverage offerings but also the image of the firm. Furthermore, the menu is a base on which the customers make their food choices and a well-designed menu can direct the customer's attention to the items the firm wants to sell more." From the statement of Kincaid & Corsun, Wansink, Antun, and Gustafson it can be stated that the menu in a restaurant operation can act as a passive order giver directing restaurant operations in terms of the type of food to be produced, the type of equipment needed, the qualifications of employees needed, the tools communication with customers and can form an impression in the minds of customers of the restaurant.

The function of the menu is to direct restaurant operations, and tools, communicate with customers, and form a restaurant impression in the minds of customers, so menu planning is an attempt to create a good restaurant menu to offer to guests, requires more than just offering new dishes at attractive costs or selling prices. According to Kotschevar (2008), the key factors that need to be understood in planning a menu so that the resulting menu can satisfy guests and achieve the desired profit margin are: (1). Guests. Knowing the market provides insight to better understand different types of diners and what they like and lead the menu planning step to their preferred preferences. When planning menus regarding diners’ preferences, the following should be considered: a). Different diners will look for different things when they eat. In planning the menu, the type of visitor becomes the main reference in planning the restaurant menu, especially their preferences and purchasing power. b). There are many reasons why visitors eat at restaurants, including because they don't have time to cook at home, are far from home, and want a change of atmosphere because they are celebrating. certain event. c). Different diners eat out for different reasons with different meal times, whether it's a celebration, a business lunch, a romantic dinner, a family event, or an evening snack. Providing enough variety on the menu to ensure guests can find something for their every occasion is a very logical move for a restaurant manager. d) Analysis of what they eat in the restaurant. This section concerns the types of food preferred by guests related to food ingredients and methods of cooking food.(2). Restaurant Operational Capability. A restaurant menu that offers an extraordinary array of dishes will be useless if the kitchen department cannot deliver what is promised or if the restaurant's servers do not know how to prepare the dishes properly. Choosing the
food to be offered on the menu needs to consider the size of the kitchen, cooking equipment, service equipment, the skills of cooks and waiters, staff efficiency, and the food procurement budget. (3) Availability of Materials. Good ingredients are at the heart of every dish. Maintaining good relationships with reliable suppliers will ensure a steady supply of fresh, quality ingredients. Main menu items and favorites should be based on ingredients available throughout the year while special dishes may use seasonal ingredients. The availability of modern ingredients such as canned soup stock and bouillons can help maintain quality and save time on food processing. (4) Food characteristics and combinations. Understanding the characteristics of different foods and how they are combined can offer unique and delicious dishes on restaurant menus. Here are some ideas for creating new and exciting food combinations: a) Appearance & Texture. Fresh and colorful displays of food of various sizes, shapes, and textures make a deep and attractive impression on the food served. b) Taste Combination. The five basic tastes are sweet, sour, salty, bitter, and savory. Exploration of combinations with different intensities will make dishes exciting and unique. c) Temperature. Food combinations at various serving temperatures can add a twist to familiar dishes. This will be interesting, especially for adventurous culinary visitors. d) Cooking method. The most popular cooking methods in Asia are wok-frying, deep-frying, grilling, simmering, and braising. Combining this cooking method with western cooking methods, it is possible to create dishes with more complex tastes and textures. e) Cost of food. Correct costing of each restaurant menu item will strike a balance between food quality and cost thereby making the restaurant business more profitable. Starting by setting a cost target (usually 30 – 32% of the selling price of the food) will help manage menu prices and generate sell good food for customers. Training staff to be cost-conscious will also help keep kitchen operations more cost-effective.

A well-planned menu will help increase food sales. The five basic aspects to consider in planning a restaurant menu from a technical perspective are the number of dishes, the theme of dishes, healthy dishes, layout, and strategic location. (1) Number of dishes: a) The number of dishes is not too much on the menu. As a basic reference, it is advisable not to make more than two menus including special menus because too many choices on the menu will make customers confused. b) Limiting the Number of Dishes (Courses). Three to six courses on the menu and two to six courses on additional menus can avoid destroying the existing restaurant concept. c) Limit the number of dishes in each section (Courses). The number of dish items of about four to twelve items per portion will help customers quickly find food choices. Too many choices can make it difficult for customers to make a choice. d) Keep the food profitable. Offering too many unprofitable dishes will make profits low. The composition of a good menu is: less than ten percent of the menu is less profitable. Thirty percent of the piece on the menu gives a significant profit. e) Offer Seasonal Dishes. Have at least two seasonal dishes per portion. Seasonal ingredients can show that a restaurant manager's knowledge of food is always evolving. f) Displaying Restaurant Typical Menu. Showing a minimum of one or more (maximum of three) typical restaurant dishes can build a restaurant's reputation so that it is better known by culinary connoisseurs. g) Minimizing the use of the same materials. Using the same cooking method and ingredients on more than twenty percent of the number of dishes in each section will make the dish considered uncreative and the restaurant manager is considered to have limited cooking skills. (2) Theme of the dish/Style of Cuisine. The theme of a restaurant's dish is very decisive for customers to decide to enjoy food at the restaurant. For restaurant managers, food themes and cooking styles must be continuously monitored so that they can keep up with ongoing trends. The following is a guide to determining the theme/style of cuisine: a) Filling Customer/Market Desires. Always conducting surveys on ongoing culinary trends and always trying trending cooking styles to complement existing dishes. b) Keep Food Appearance...
Simple. Excessive arranging of the appearance of food will make a messy appearance and it looks the opposite, which is unprofessional. The style of food presentation should be easy for both kitchen and front-of-house (FOH) workers to create. c). Using Original Raw Materials. The use of processed ingredients will make customers judge the quality of restaurant food as not authentic. A selection of popular and original ingredients will add value to a restaurant meal. (3). Healthy Dishes. Culinary experts suggest that twenty percent of the number of dishes on a restaurant menu should be healthy. Having at least one healthy dish per course can help customers become health-conscious and educate foodies about healthy eating. (4). Layouts. Concerning the layout of the menu as well as the physical elements of the menu. a). The menu size is neither too big nor too small. The food list should ideally be between A3 and A5. Menus that are too large will be difficult to hold and menus that are too small will be difficult to read (Kalenjuk et al: 2016), b). Arranging the Order of Dishes on the Menu Appropriately. Plan the menu layout according to how the dishes are served. Starting with appetizers, main dishes, to desserts. The random arrangement will make it difficult for the reader to find the desired food. c). Using clear letters. The benchmark that can be used as a guide is that in low light conditions, the size and type of letters must be easily readable or use a minimum font size of 12. Menus are written with the correct spelling according to the original language. A menu filled with writing errors indicates a bad restaurant. (Kalenjuk et al: 2016). d). Simple Menu Design. Elaborate Menu Design and lots of extra unnecessary pictures will distract customers from the dishes provided on the menu. e). Quality materials. The quality of menu materials will affect customer expectations of the food served. A menu made of quality ingredients will give a premium impression, whereas using ordinary ingredients will give an ordinary impression of what customers expect of restaurant food. (5). Strategic Location. Understanding the strategic location in the menu area will help restaurant managers to encourage favorite foods to sell more. a). Knowing the Menu The most popular menu section. The top right and center are the easiest to see in each section of the menu. Reserve that place for the most auspicious dishes. b). Placing the Auspicious Dishes in an Easily Visible position. The first and last course of a section is what customers remember the most. To display the most profitable dish in the position. Maximize the visibility (and profit) of the dish by using photos/images to help make it stand out. c). Promote Daily Specials. Show special dishes and promotions clearly. If necessary, display promotions on blackboards at the entrance to restaurants or assign waiters to recommend favorite dishes to customers. By mentioning these things, it can direct customers to focus on the most profitable dishes.

Effective food styling involves good technical skills combined with an understanding of trends and what customers like (Sukmana: 2018). Here are the main things about the latest plating techniques that can be interpreted when creating your food serving style. a). Landscape arrangement. Taking inspiration from the scenery in the garden, this food presentation contains ingredients that are laid out flat and “landscape”. The choice can fall on the Zen garden model or a collection of tropical flowers or other landscape models. b). Freestyle Food Arrangement. Taking the analogy of modern painting, freestyle food presentation involves abstractly arranging food but still looking attractive. c). Organic Food Arrangement. Natural materials such as wood and stone can be used in serving food to give a natural accent to the dish. However, when arranging food with natural ingredients, it is necessary to ensure that the ingredients used are clean and thoroughly hygienic. d). Serving Food with Alternative Containers. Using a unique container can give a distinct and deep impression on customers. The coffee tube can be used as a broth container or a small tube can be used as a soup container. Using a pressure cooker in the serving process at a restaurant can make food more interesting by adding a layer of sauce. This creation can also help lock in the aroma of food and will give off a delicious aroma when the customer opens the lid of the pot. e). Futuristic Food Presentation. Using modern materials, a futuristic food presentation creates a sophisticated look.
Glass, metal, or innovative products like the Philips Lumiware Platter with LED lighting will add an interesting element to any food presentation. With the flexibility of the material, a unique set of serving utensils can be made.

Food serving is an art form that is constantly evolving, therefore restaurant managers need to always pay attention to information that is constantly changing in the future. By getting inspiration from both traditional and trending styles to create a unique style in food presentation, the food presentation will be really interesting and unique. Customers will not only talk about the food, but also the visual value they get.

To avoid mistakes in writing menus, it is necessary to guide in writing menus that are generally accepted among restaurants: a). Using language that is easily understood by guests. b). Using terms that are easily understood by guests. c). In Continental dishes, food names are written in French and use English as another language as a translation language. d). Avoid using mixed language in writing a food name but if this is not possible then it is acceptable to use mixed language because that is what it is.

Dish Sequence In Menu. The group of dishes on the menu follows the principle of "Cold before hot, light before heavy" with the following sequence: Cold starter, Hot starter, Soup, Salads, Fish, Meat, Desserts, and Hot Beverages.

In restaurant operations, menus can be grouped into three types:(1). A'la Carte Menu A good menu can direct customers to food and beverage choices that meet their eating preferences and on the other hand, can act as merchandising for the company. A well-managed menu can also serve as a public notification of the restaurant's operating days and hours, inform customers about the unique services available, tell the history of the establishment and important material about the authenticity of the restaurant, and even be used to inform customers about new ways to enjoy. The dining experience includes descriptions of unusual or unique dishes, drinks, or food preparation techniques. The importance of existence of the menu makes the activity of managing the menu (menu management) very important.

In managing a restaurant menu, Kotschevar & Withrow (2008), states that in general there are two approaches or perspectives on the menu: first, the menu is seen as a working document used by managers to plan, organize, operate, and control back-of-the-house-line operations. , secondly, as a published announcement of what is being offered to customers at the front of the house. In the first model, the menu serves various functions: as a guide for purchasing as a work order to the kitchen, bar, or pantry and as a work schedule (working schedule) to organize work assignments and map out staffing

(2). Table D'hote Menu, is a menu prepared in one package containing several food items and offered to guests in one price package. (3). Cycle Menu, is a rotating menu that is carried out based on the frequency of visits by the same guest to the restaurant based on a matter of days, weeks, or months. (Sukmana:2018).

The menu is the main selling tool of any restaurant or culinary business. For the customer, the menu helps the customer identify the available items, and shows the selling price and other costs that the customer has to pay when enjoying a particular dish. Furthermore, it can be stated that the menu together with other external features can characterize the style of food service offered. From a company perspective, menus must meet marketing objectives, food and beverage business objectives, and financial objectives.

Marketing strategy is a guide for culinary businesses in producing food and beverage products so that they are under customer needs and wants. Furthermore, the culinary business policy becomes a guide in determining the style of the menu offered to customers, the size of the required room capacity, the type and quality of service equipment used, and the expertise and number of employees required. (Sukmana:2018:15).
requirements in all departments. In the second model, the menu is the product list, price list, and the main tool for advertising the food, drinks, and services available to guests.

Menu management in a culinary business is an activity that never ends, as stated by Antun & Gustafson (2005), and Choi et al (2010) that menu management includes a series of steps that require various processes, such as comprehensive market research, product selection, menu item pricing, and sequential creation of menu cards with dynamic structures.

Özdemir & Çalışkan (2014) state that menu management is a continuous process that is interconnected between menu planning, setting menu selling prices, menu designing, menu operations, and menu development to attain customer satisfaction and achieve restaurant goals. Meanwhile, Özdemir & Nebioglu (2018) state that the dimensions of menu management are: menu planning, menu pricing, designing menu, and menu analysis. Nebioglu (2020) in another research stated that menu management is a process of planning, pricing, designing, operating, and analyzing menus to achieve business goals.

Based on the explanation above, it can be stated that menu management is a series of interrelated continuous steps consisting of menu planning, setting menu selling prices, menu designing, menu operating and menu analysis & development to attain customer satisfaction and the achievement of restaurant goals. The concept of menu management structure can be arranged as in Table 1 below:

<table>
<thead>
<tr>
<th>Management issue</th>
<th>Short description</th>
<th>Outcome</th>
<th>Relevant variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Menu Planning</td>
<td>Process of generating an optimal menu-content</td>
<td>Menu content</td>
<td>Menu item selection criteria, Menu changes and variety, Menu item innovation</td>
</tr>
<tr>
<td>Menu Pricing</td>
<td>Formulation of menu item prices</td>
<td>Menu item prices</td>
<td>Pricing methods, Price elasticity or sensitivity, Price perceptions of customers, Psychological pricing</td>
</tr>
<tr>
<td>Menu Designing</td>
<td>Designing the menu display (menu card or board)</td>
<td>Menu display (menu card or board)</td>
<td>Menu card characteristics, Menu item layout, Menu item description, Menu item label</td>
</tr>
<tr>
<td>Menu operating</td>
<td>Developing and implementing standards and procedures regarding quality, hygiene, and cost</td>
<td>Operations</td>
<td>Budgeting, Sales forecasting, Assuring food safety, Controlling costs, Standard recipes, Standard costs, Standard yields, Standard portions</td>
</tr>
<tr>
<td>Menu Analysis &amp; Development</td>
<td>Analyzing the performance of menu items and improving the performance imperfections</td>
<td>Menu items’ performances and improvements</td>
<td>Analysis methods, Improvement strategies</td>
</tr>
</tbody>
</table>
To achieve the business goals of a restaurant, the menu has a significant influence. Thus menu management or the application of menu management is a must for the manager of a restaurant. Özdemir & Çalışkan, (2014), Nebioglu (2020). There are several studies have been conducted to explore menu management in restaurants. Özdemir & Nebioglu (2018) researched menu items in various dimensions, including the dimensions of planning, setting selling prices, design, and menu analysis. This study aims to find out how the food and beverage business composes the menu. In the dimension of menu planning, Ottenbacher and Harrington (2007) show that new product development in Michelin-starred restaurants goes through seven stages. In contrast, fast food restaurants identified 13 stages. They conclude that this difference occurs because, as a business, fast food restaurants operate on a larger scale and with greater risk. Sezgin et al. (2008) show that hotels are not very open to innovation in menu planning. Cho et al. (2018) revealed that the diversity of suppliers and the strength of partnerships are important factors that drive the development of new restaurant products (menus).

The next area in menu management is menu pricing, particularly regarding psychological pricing. Parsa and Naipaul (2008) compared menu prices at luxury restaurants and fast food restaurants. They found that fine dining restaurants used ‘00’ after the comma in price to emphasize quality while fast food restaurants used ‘99’ to emphasize price. Hançer et al. (2007) reported similar results regarding the use of ‘00’ for high quality. Raab et al. (2009) tested a model called PSM (Price Sensitivity Model) to explain consumer price sensitivity to guests at a restaurant in Hong Kong. The findings show that prices can be determined according to customer sentiment. Yim et al. (2014) proposed a hedonic pricing model to show how food quality and ambiance are important factors in determining the price of menu items.

The next important dimension in menu management is menu design. Studies in this area often examine how menu cards are designed and their impact on consumers and businesses. Magnini and Kim (2016), examining the effect of font size, background color, and menu weight on consumer perceptions, report that italics and menu weight create perceptions of service quality, while background color has no effect. Kim and Lee (2020) also measured the effect of menu card background color on consumers’ psychological processes (dynamics of emotional arousal, temptation, and self-control). They found that red backgrounds caused greater emotional arousal and temptation than blue or white. Focusing on the image, Hou et al. (2017) found that customers were more likely to choose the menu items depicted in the menu and were willing to pay more for those items. Finally, in this research, Baiomy et al. (2019) concluded that good menu design generally increases customer satisfaction.

Another area that menu design covers are menu layout. Research shows that placing menu items in specific places on menu cards can increase sales. Therefore, the menu designer must place the product that the restaurant wants to sell the most in this position. Reynolds et al. (2005), Choi et al. (2010); Kim & Magnini, (2016). However, other studies dispute these findings. Bowen and Morris (1995), and Kincaid and Corsum (2003), found that the position of menu items did not change sales significantly.

Menu analysis is the next dimension in menu management. This dimension has been a concern since the 1980s. Researchers initially tried to determine the performance of menu items according to certain criteria including the percentage of volume and cost of food by Miller (1980), volume and contribution margin by Kasavana & Smith (1982), and weighted contribution margin and percentage of food costs by Pavesic (1983). The whole proposed model is called the matrix-based model. Subsequently, other criteria were added to this matrix-based model. For example, LeBruto et al. (1995) added labor costs to Kasavana and Smith's model while Cohen et al. (1998) added food costs, prices.
labor costs, popularity, and contribution margins. In addition, other menu performance models were introduced, such as data development analysis by Reynolds (2004) and activity-based costing by Raab & Mayer, (2007).

Different studies have addressed specific dimensions of menu management, while only a few studies have examined several dimensions simultaneously. Morrison (1996) researched menu planning and menu analysis in high-end restaurants, revealing that availability and competence of personnel with products are important factors but restaurant practitioners do not apply formal menu analysis. Similarly, Aktaş Alan and Suna (2019) found that product features and customer demand affect menu planning while customer satisfaction affects menu analysis. On the other side, Jimmy Harry Suarthana et al (2020) conducted a menu analysis with menu engineering analysis, namely menu analysis with a profit margin and menu popularity approach. There aren’t studies discussing price, design, or menu operation simultaneously. On the other hand, Antun and Gustafson (2005) focused on pricing, design, and implementation of restaurant and club menus but not on planning or analysis. To fill this gap, this study uses a very comprehensive model that covers all the steps discussed.

Kuta Puri Bungalow Resort & Spa is a three-star hotel that carries the concept of a resort with 80 rooms of various types. This hotel is managed directly by the owner and is not associated with chain management. The hotel location is Poppies Lane I, Jl. Kuta Beach, Kuta, Badung Regency. The shape of this hotel is a bungalow. This hotel is very popular among foreign tourists, especially in Australia, New Zealand, America, and Canada. These tourists occupied almost 75% of the room in this hotel, the remaining 25% are Asian and domestic tourists. This hotel has one dining and drinking facility for its guests. One restaurant is called the Kuta Puri Restaurant. The capacity of this restaurant is fifty seats. The menu offered is an A'la Carte menu with a multi-page format. Guests who visit this restaurant are guests who stay at this hotel as well as guests who do not stay at this hotel. In general, the ratio of guests who stay and who do not stay who eat at this restaurant is 50% in-house guests compared to 50% outside guests. The contribution of food and beverage sales to total revenue at this hotel is an average of 30% a year and the average food cost is 40% a year.

The menu plays an important role in achieving food sales at the Kuta Puri Resort & Spa Restaurant. According to Mr. Andre as Food & Beverage Manager, menu management always gets the full attention of the management of Kuta Puri Resort & Spa. The management aims to be able to meet the needs and desires of guests who visit the restaurant and control food production costs. The responsibility for managing the menu at this hotel is assigned to the Food & Beverage Department.

From the description above, the problem discussed in this study is the implementation of menu management in restaurant operations at the Kuta Puri Resort & Spa Hotel. The variable in this study is the implementation of menu management in restaurant operations at the Kuta Puri Resort & Spa Hotel. Menu management in this study is a series of interrelated continuous steps consisting of menu planning, setting menu selling prices, menu designing, menu operating and menu development to achieve customer satisfaction and restaurant goals. Menu planning is the process of providing optimal menu content including menu item selection criteria, menu changes, and variations, and menu item innovation. Setting the selling price of the menu is determining the formulation of the menu item's selling price including applying the selling price method, considering price elasticity & sensitivity, recognizing customer perceptions of the selling price, and considering customer psychology while setting the selling price. Determining menu design is determining the design of menu displays in the form of cards, books, or menu boards, including adjusting the characteristics of menu displays, determining the layout of
menu items, providing descriptions of menu items, and naming menu items. Menu operations are developing and implementing procedures and standards regarding quality, hygiene, and cost. These include: making a budget, making sales estimates, determining food safety guarantees, establishing cost control methods, making recipe standards, determining cost standards, determining yield standards, and determining the standard portion size. Menu development is an analysis of the performance of menu items and improving menu performance that has not maximum performance, including choosing a menu performance analysis method, and determining and formulating a menu performance improvement strategy.

The purpose of this study is to obtain a comprehensive picture of the application of the menu management process model in restaurant operations at a three-star hotel. This kind of research has been carried out by several authors with the scope of a literature review conducted by Ozdemir & Caliskan (2014), Ozdemir & Nebioglu, (2018), and Nebioglu (2020) through empirical studies by applying the case study method to boutique cafes in Turkey. This research is expected to contribute to the development and application of food and beverage management literature, especially menu management in restaurant operations. Operationally, the results of this study are expected to be useful as input for the management of the Kuta Puri Resort & Spa Hotel, especially the Department of Food & Beverage in managing the menu so that the performance of the restaurant in the hotel can be maintained and improved.

Method

This study involved five respondents, three of whom are the key decision makers at the Kuta Puri Bungalow Resort & Spa Restaurant: FB Manager, Chef de Party, and Restaurant & Bar Manager, and two are common level: one waiter and one cook. Data was collected through interviews, observations, and documentation. Data were validated by the triangulation of sources and triangulation of methods. Data analysis was carried out by qualitative analysis as proposed by Miles and Huberman (in Sugiyono, 2014). Data analysis through four stages: data collection, data reduction, presenting data, and drawing conclusions.

Result And Discussion

Menu Planning. Based on the results of interviews with FB Manager Hotel Kuta Puri Resort & Spa, Mr. Andre, Yudhi Wahana Putra, The Restaurant & Bar Manager and I Ketut Muslihana Chef de Party, information was obtained that the menu offered to guests Those who visit the Hotel Kuta Puri Resort & Spa restaurant are always planned, meaning that there are no impromptu menus or menus that suddenly exist. This is proven by the existence of standard recipes for every food offered on the menu. Furthermore, information was obtained that before the food items were standardized in standard recipes, the food items were subjected to a food test to assess the taste and appearance of the food. The food test process is followed by all parties related to food sales, they are: cost control, the general manager, and the Restaurant & Bar Manager including restaurant servers, and cooks. Sources of recipes for food items selected and tested in the food test were from past menus, recipes from private collections from FB Manager, and observations from popular menus in restaurants around the Kuta Puri Resort & Spa Hotel or based on online exploration. The statements of the three informants were confirmed by Kadek Liastini, a Waitress at the Kuta Puri Resort & Spa Restaurant, and Nyoman Wirawan, Cook at the Kuta Puri Resort & Spa restaurant. These two informants directly contact with guests and are involved in designing the menu, they are often involved in conducting food testing for new menus and are asked for their opinions on new menu proposals based on their experience in serving guests at restaurants. The statements of the three informants were confirmed by relevant documents i.e notes in the log book and meeting notes.

The first step in designing the menu at this restaurant is: the food recipes that have been collected are selected by the F&B Manager and Chef de Party using certain criteria. The selection process was carried out with the main considerations, i.e. popularity in the market and observing the
tastes and types of guests who most visited the Kuta Puri Resort & Spa restaurant. The next step is the recipes that pass the selection are tested and food testing is carried out.

Furthermore, recipes that fall into the category of passing selection, enter the trial process of making, changes and variations in the menu or modifications in terms of taste, way of serving on plates (plating), and portion sizes are carried out at this stage, according to the estimated type of guests visiting and the ability Cook. No less important is the consideration of the time of cooking the dish.

References In the menu planning process are popular menus, previous menus, and innovative menus such as menus that are a fusion of several types of dishes. For example, chicken pizza with A'la Balinese sambal matah or Pork Ribs cooked with base genep (complete Balinese spices). However, the number of food items like this is not too much because they are usually less popular.

Menu Pricing. After several menus are agreed upon or approved to be included in the menu, the next step is the process of calculating production costs (food costing) and making standardized recipes to determine the selling price of the food on the menu. The method of determining the selling price is based on the food cost percentage. The food cost percentage applied is 40%. Furthermore, these foods are tested and sold to guests to get feedback from guests regarding taste and price feasibility from the guest's point of view, thus the right price can be obtained to be further standardized in standardized recipes. The selling price of food applied at this restaurant includes tax & service charges so that on the menu there is no longer a statement "price is added tax & service.

Menu Designing. At the Kuta Puri Resort & Spa Hotel Restaurant, the menu design is carried out by the F&B Manager in collaboration with a third party, a printing company. The F&B Manager determines the cover material and paper used as well as the sequence of the menu, the description of the menu item, and the label/name of the menu item. Furthermore, the layout and graphic design process are submitted to the printing company. The menu format at the Kuta Puri Resort & Spa Restaurant is a two-panel multi-page format. The sequence is: Bite And Starter, Salad, Soup, Indonesian Favorites, Balinese Food, Pizza, Pasta, Western Food, Chinese Food & Vegetarian Food, Sandwich & Burger, and Dessert. The menu language is English because almost 70% of the guests who visit are foreign guests, i.e.: Australian, European, American, and Asian, and the 30% remaining are domestic. The types of menus offered by Kuta Puri Resort & Spa Restaurant are the breakfast menu, lunch menu, and dinner menu. The lunch menu is the same as the dinner menu. The menus are offered on an A'la Carte basis for lunch and dinner, while the breakfast menu is provided on a Table D'hote and A'la Carte basis.

Menu Operation. Menu preparation or evaluation and revision on the Kuta Puri Resort & Spa Restaurant is mandatory every six months or once a year. Revisions were made to adjust the overall operating budget of the hotel. The goal is to achieve a revenue budget from food sales in restaurants. The hotel's main budget includes the cost budget and food and beverage sales revenue budget. Furthermore, the FB Manager translates the budget into daily operations by making standard recipe standards and serving standards as well as work plans to achieve the budget.

Developing Menus. The dishes offered at the Kuta Puri Resort & Spa restaurant are not stagnant but are constantly changing. This happens because the management (FB Manager) constantly analyzes the foods that are sold well by using a menu engineering approach. Menu analysis is done by taking into account two dimensions, namely the popularity of the menu and the profit margin. Furthermore, the FB Manager determines and formulates a strategy to improve menu performance by replacing or making improvements to menus that rarely sell but provide high-profit margins, and replace foods that rarely sell and have low-profit margins.
Conclusion

At the Kuta Puri Resort & Spa Hotel, menu management is applied in five stages including menu planning, setting menu selling prices, menu design, menu operation, and menu development. In general, the implementation of menu management at the Kuta Puri Resort & Spa Hotel is following the theory stated by Ozdemir & alışkan, (2014), and Nebioglu (2020). However, the five stages of menu management are described in different steps, especially at the menu design stage. In the menu design stage, the management, especially the FB Manager determines the format and naming of the menu title (heading) only, then the menu layout is submitted to the second party, which is the printing or graphic designer. At this stage, the management has not set yield standards and butcher tests. The standards set are only up to recipe standards and serving standards.

Furthermore, it is recommended to the management that standards that do not yet exist, i.e. butcher test standards and yield standards, be immediately made and standardized so that the calculation of food production costs can be more accurate and costs can be predicted with higher precision. This research was conducted in a restaurant that is part of an independent hotel so that the job hierarchy according to the hierarchy of job in an independent hotel so that the duties and responsibilities of food & beverage manager or Restaurant & Bar Managers will be related to other parts of the hotel. The next researcher can research restaurants that are part of the hotel chain, so the job hierarchy will also be different.

This study shows that restaurant and kitchen managers at an independent hotel, especially the F&B Manager, Chef, and Restaurant & Bar Manager must play diverse and interrelated roles concerning menu management. In this environment, the decision makers must become planners, price setters, designers, operators, and analysts to produce menus that can generate sales within the sales budget.

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