

À la Carte Menu Analysis through Menu Engineering Method at Red Lado Restaurant Kyriad Hotel, Bumi Minang Padang

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This research is motivated by the existence of a number of popular à la carte menus that are often sold out at Red Lado Restaurant. Some à la carte menus are not popular (rarely ordered) but involve high food costs. This study aims to analyse the menu position in Red Lado Restaurant, Kyriad Bumiminang Hotel Padang through a four-box analysis of menu engineering methods. This research is a descriptive study using quantitative data, with engineering menu variables. The population in this study is the entire menu provided at the Red Lado Restaurant Kyriad Bumiminang Hotel Padang, which, with food and drinks, amounts to 81 menus. The sampling technique in this study uses a saturated sampling technique by which the entire population was sampled. The type of data used is secondary data. Data collection techniques used in this study were documentation and observation. Data was analysed using the menu engineering method and then grouped by a four box analysis. The results of this study show the analysis of à la carte menus for 6 months, from January to June 2019. In the classification of four box analysis categories, there are 10 à la carte menus which are classified as stars (popularity and high profitability), 18 à la carte are classified as a puzzle category (high profitability but low popularity), 14 menus are classified as plowhorse (low profitability but high popularity), 10 menus are classified as dogs (low popularity and profitability). However, there are 29 à la carte menus that cannot be categorised due to changing menu positions.

Key words: À la Carte Menu, Engineering Menu

Introduction

Tourism is a trip that can be done alone or in groups to a place for profit (Sinaga, 2010). One of the sectors that support tourism activities is the hotel. The hotel is a service company that provides food, beverage and other facilities for people who travel and can pay a reasonable amount without any special agreement (Sulastiyono, 2011). Food and beverage is a major sector that developed in the Industrial Revolution 4.0 (Asnur, at al: 2020). Tourism must be developed. Accoring Verawardina, & Jama, (2018), vocational workers must have skills. Job opportunities in tourism must be relevant at the time in the education curriculum (Wardina, Jalinus, and Asnur, 2019).

Kyriad Hotel Bumiminang Padang is one of the four-star hotels (****) in the city of Padang. The hotel restaurant also provides food with traditional Minangkabau and western food. The restaurant is a commercial building that prepares services and serves food to the public to get an adequate profit with an attractive and professionally managed presentation. (Adriani, 2017). With the development of an increasingly stringent culinary business, restaurant operations are very dependent on the amount of revenue derived from sales and services that meet customer desires. In order to achieve the target and meet the desires of the customer, it is necessary to do a menu analysis to find out which menus are favoured by guests. Menus that are popular may have low contribution margins, and menus that are less popular may have high contribution margins. Menus that are not favoured may also have low contribution margins.

An analysis of the à la carte menu is important to note because food is one of the supporting benefits for the hotel. Therefore, the authors offer a solution by conducting this study, which is to provide information to the hotel in minimising the loss of à la carte menu ingredients, and determine the strategy of an à la carte menu in order to increase sales.

Literature Review

The Menu

Sulastiyono (2011) stated, "The menu is an element of the overall appearance of the restaurant and has value as a tool to help sell all the food and drinks provided by the restaurant". The menu is not always fixed, there are times when the desires and tastes of guests vary with the food they consume. Therefore, it is necessary to have a thorough menu evaluation in order to achieve optimal profit targets. The menu is important for the tourism sector (Asnur, at al, 2019).

Sugiarto in the Yana journal (2017) mentions that the menu is a list of foods that have been provided and managed well so that it can support income. For Mertayasa, the menu is a list of food for people who prepare food and is a guide for those who enjoy it. A good menu can be a

major source of income for restaurants and capital for the company to be able to last a long time.

Menu Engineering

Paul and Desmond in the journal Hernowo (2014) stated that, “*Menu engineering is a technique for analysing menu sales and providing helpful information for increasing gross profit*”. Through menu engineering, the popularity index can be known as well as the contribution margin of the menu. This is so that the profit gained by the restaurant can be known and measured (Dittmer and Keefe journal).

Another opinion said that menu engineering is a way to evaluate menu prices, designs, and present and future decision-making. In addition, menu engineering analysis is a method for evaluating menus with the aim of increasing sales of the most popular and profitable products. (Yogiana et al, 2014).

According to Scanlon in 1992 in Zakariya (2013), “*It’s important to periodically evaluate the sales to identify those menu items that are creating the highest volume.*” One thing that can be done to evaluate the menu is to use menu engineering, which sees things from the level of popularity and profitability of the menu. One of the objectives of menu engineering is to maximise sales and profits so that the business can develop properly. (Pasaribu, 2017).

Indicators of Menu Engineering

Swantari (2011) stated that menu engineering is a menu sales analysis technique that can provide information and is useful for increasing gross profit. The engineering menu indicators are star, puzzle, plowhorse and dog.

Wiyasa in the Yana Journal (2017) mentions two variables analysed in the approach using menu engineering, namely the contribution margin and the menu’s level of popularity. Contribution margins are used to measure the gross profit proportion of each menu by reducing food cost per portions minus selling price. Contribution margin is the difference between the selling price of food and the cost of food used to cover other costs such as overhead, employee salaries and profits.

Method

This research is classified as descriptive research with quantitative data. The population in this study are all 81 menus provided at the Red Lado Restaurant. The sampling technique used is saturated sampling technique so that the entire population is sampled. The type of data used in

this study is secondary data. The data collection techniques used are documentation and observation.

The data analysis technique uses the menu engineering method with the help of the engineering menu worksheet through Microsoft Excel. Data analysis methods are carried out as follows:

1. Summarise food type data obtained from sales history at Red Lado Restaurant and the number of servings sold.
2. Calculate the popularity and contribution margin of the menu using the existing formula.

a. Popularity

Grouping à la carte menus that have high popularity and low popularity. To find out the popularity of the menu using the mix percentage menu formula, each type of menu sold is divided by the total number of menu types sold, which is then multiplied by 100%.

Menu mix percentage formula:

$$\frac{\text{Menu Mix (MM)} \times 100\%}{\text{Total Menu Mix}}$$

Categorise the percentage of the menu mix (MM%) into two categories: high or low. The percentage of the menu mix used is one number of menus multiplied by 70% then multiplied by the total menu mix. If the results equal or exceed MM%, the average is categorised as high. If it is smaller than MM%, the average category is low.

Menu mix category formula:

$$\frac{I \times 70\% \times \text{Total Menu Mix}}{\text{Jumlah Menu (N)}}$$

The results of these calculations can be:

- 1) $\text{Mix Menu Value\%} = (1 / N \times 0.70)$ hence its popularity is low
- 2) $\text{Mix Menu Value\%} > (1 / N \times 0.70)$ hence its popularity is high
- 3) $\text{Mix Menu Value\%} < (1 / N \times 0.70)$ hence its popularity is low.

b. Contribution Margin

Conduct menu groupings that have high contribution margins and low contribution margins using the contribution margin formula. The contribution margin for each type of food is calculated by selling the price reduced by the cost of the food.

Formula:

$$\text{Contribution Margin} = \text{Selling Price} - \text{Principal Price}$$

After calculating the contribution margin of each menu, the total contribution margin of the menu (total CM) is then summarised. The results of the contribution margins of each menu are multiplied by each menu mix which results in a total contribution margin.

Formula:

$$\text{Total CM} = \text{Contribution Margin} \times \text{Menu Mix}$$

Next is the calculation of the percentage of contribution for each food. Each contribution margin from each menu is divided by the total contribution margin of the menu, which is then multiply by 100%.

Formula:

$$\frac{\text{Contribution Margin (item)} \times 100\%}{\text{Total Contribution Margin}}$$

The contribution margin category is categorised as high or low by using the following formula:

$$\frac{\text{Total Contribution Margin}}{\text{Total Menu Mix}}$$

The results of these calculations can be:

1. Value of Contributing Margin% = CM value then profitability is low
2. Value of Margin Contributing % > CM value then profitability is high
3. Contributing Margin Value% < CM value, low profitability

Group menus in four box analysis menus are based on the calculation results of the MM% and CM% categories. The categories are Dogs (low MM%, low CM%), Puzzles (low MM%, high CM%), Plowhorses (high MM%, low CM%) and Stars (high MM%, high CM%).

Result and Discussion

This research was conducted to provide information to the hotel related to the menu analysis needed so that it can meet the desires of guests and increase hotel profits. Menu evaluation is needed to find out the strategies that must be carried out in an effort to increase food sales with menu engineering methods, so that it can improve the menu as efficiently as possible. It can also provide input on what strategies should be used in an effort to increase food sales (Swantari, 2011). By using the menu engineering method, the popularity index, contribution margin and menu item conditions that are included in any category can be known and the amount of profit gained can be measured (Hernowo, 2014). Menu engineering is needed by management for evaluating the price, design and contents of the menu now and in the future (Yana, 2017).

Research Result

After analysing the engineering menu of the à la carte menu at the Red Lado Restaurant Kyriad Bumiminang Hotel Padang, you will get the following table results:

Category				
Stars	Plowhorses	Puzzles	Dogs	Change
Nasi goreng special	Bihun goreng	Exotic fruit salad	Tauge cah ikan asin	Gado-gado goda
Mie goreng special	Nasi goreng seafood	Dendeng lambok	Jus wortel al fresco	Soto padang
Sphagety bolognaise	Sate ayam	Kentang goring	Jus pepaya al fresco	Tom yam kung
Fresh watermelon juice	Buntut goreng	Cap cay seafood	Milkshake chocolate	Soto medan gatsu
Fresh dragon fruit juice	Nasi goreng kampoeng	Grilled chicken steak	Milkshake vanilla	Pita bread
I love u	Fish & Chip	Tropical fresh fruit platter	Hot chocolate	Chicken sandwich
Cappuccino	Ayam batokok cabe hijau	Milkshake strawberry	Espresso	B & B burger
Coffee latte	Sate mak uniang	Kelapa muda al fresco	Ice chocolate	Sandwich HBM
Ice cappuccino	Rendang sapi	Ginger tea	Go green	Iga bakar
Ice tea	Asam padeh tigo raso	Black avocado	Lemongrass tea	Soto betawi al fresco
	Tahu gejrot	Fresh black coffee		Nasi goreng al fresco
	Calamary fritti	Regular tea		Kwetiau goreng
	Banana fritter	Ice lemon tea		Fettucini carbonara
	Fresh avocado juice	Cah khailan daging sapi		Soup buntut al fresco
	Fresh apple juice			Soup iga al fresco
	Fresh mango juice			Dendeng melejut
	Lime juice			Tempe goreng
Mix juice			Jus timun al fresco	

				Jeruk nipis al fresco
				Jus manga al fresco
				Jus jeruk al fresco
				Jus naga al fresco
				Jus apel al fresco
				Jus alpukat al fresco
				Jus pala al fresco
				Jus semangka al fresco
				Fresh orange juice
				Ice coffee
				Ice coffee latte

These must be evaluated through the appropriate strategies:

The strategies for the stars group menu include:

1. Maintaining the quality of food and drinks, portions and appearance in accordance with applicable recipe standards;
2. Placing the menu in a strategic position.

The strategies for the puzzles group menu are:

1. Ensure that menu innovations such as adding or beautifying the appearance of the menu make it look more attractive;
2. Provide a discount so that the menus belonging to this category are sold more;
3. Place à la carte menu items in strategic places so that they are easily seen by guests.

The strategies for the plowhorses group menu are:

1. Minimise cost of food ingredients by finding a cheaper supplier, minimising processing costs as well as during the storage process;
2. Increase the selling price gradually if demand increases;
3. Change the price of the menu to be cheaper but with the same quality, so that the position of this menu can be increased gradually into categories of stars.

The strategies for the dogs group menu are:

1. Make changes in the overall composition of the menu but still pay attention to food costs;
2. Direct the waiter/s to always promote the menu included in this category when taking orders with guests;
3. Removes the menu that belongs to this category because of its popularity and low profitability;
4. Review menus that are mostly in the popular position or that have high profitability to be maintained. Conversely, eliminate menus that are not popular or do not have high profitability;
5. Combine the menus included in the dogs category with the star and plowhorses menu in order to increase the popularity of the menu.

Conclusion

Based on the results of the study, it can be concluded:

- a. The menu included in the stars category is in the à la carte Asian specialty menu group, namely special fried rice and special fried noodles. The à la carte al dente menu group is Spaghetti bolognese. Fresh and natural à la carte menu groups are Fresh watermelon juice, and Fresh dragon fruit juice. The à la carte mocktails menu group: "I love u". The à la carte menu group is served hot, specifically the cappuccino and coffee latte. The à la carte served cold menu group is Ice tea.
- b. The menu that is categorised as puzzles is in the Asian specialty à la carte menu group. This includes fried vermicelli, seafood fried rice, chicken satay, fried oxtail, kampoeng fried rice and Fish & Chips. Minang à la carte menu favourites are Green Batokok Chicken, Sate Mak Uniang, Rendang Sapi and Asam Padeh Tigo Raso. The à la carte small bite menu group is Tahu gejrot and Calamary fritti. The à la carte dessert menu group is Banana fritter. Fresh and natural à la carte menu groups are Fresh avocado juice, Fresh apple juice, Fresh mango juice, Lime Juice and Mix juice.
- c. The a'la carte menu which is classified as the plowhorses group is the à la carte refreshing appetisers' group, namely Exotic Fruits Salad. Minang à la carte favourite menu group is Dendeng lambok. The à la carte small bite menu group is Fried Potatoes. The à la carte sizzling menu group is Cap cay seafood and Cah Khailan Beef. The à la carte Steakology menu group is Grilled Chicken Steak. The à la carte dessert menu group is Tropical fresh fruit platter. The à la carte milkshake menu group is Strawberry Milkshake. The à la carte menu group is fresh and health, specifically young Al fresco coconut. The à la carte traditional heritage herbs menu group is Ginger tea. The à la carte mocktails menu group is Black Avocado. The à la carte menu group is served hot, and includes Fresh black coffee and Regular tea. The à la carte cold menu group includes Ice lemon tea.



- d. The à la carte menu which is classified as the dogs group is the à la carte sizzling menu group, which includes the sprouts of salted fish. Fresh and natural à la carte menu groups include al fresco carrot juice, papaya al fresco juice. The à la carte milkshake menu group includes Chocolate Milkshake and Vanilla Milkshake. The à la carte menu group is served hot, specifically Hot chocolate and Espresso. The à la carte served cold menu group is Ice chocolate. The à la carte menu group is fresh and health, which is Go green. The traditional à la carte heritage herbs menu group is Lemongrass tea.

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