



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The logo for ECRM is rendered in a stylized, bubbly font with a yellow-to-orange gradient and a slight shadow effect.

The logo for The Foodservice EPPS includes the text "THE FOODSERVICE EPPS" in a bold, sans-serif font. To the right of the text is a photograph of hands preparing a dish on a plate.

DRIVE MORE PROFITS USING PREDICTIVE COSTING MODELS TO ENHANCE YOUR MENU ENGINEERING

ECRM The Foodservice EPPS
Sheraton Atlanta
Atlanta, GA
Monday, April 11, 2016 ■ 5:00 p.m. - 5:45 p.m.

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REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Mark Kelnhofer

- BA in Accounting and Business Administration in 1993
- Masters in Business Administration (MBA) in 2005
 - Ohio Dominican University, Columbus, Ohio
- Manufacturing Cost (1993 - 2013)
 - Plastics, Lighting, Tire Repair Kits, Buses, Restaurants
- Bravo/Brio Restaurant Group (2002 - 2010)
- Return On Ingredients (2009 - Present)
 - Bravo/Brio Restaurant Group, Eddie V's, Pistacia Vera, Bob Evans Farms, Gordon's Gourmet, Midwest Culinary Institute, Luce, Crème de la Crepe, Cooper's Hawk Winery, Zauber Brewing Co., Hospitality USA
- The Ohio State University (2016 - Present), Lecturer, Food, Beverage, & Labor Cost Controls
- Ohio University (2014-Present), Adjunct Faculty, Hospitality Accounting



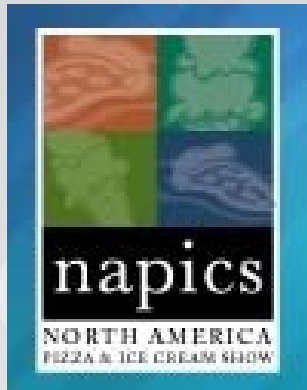
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RESTAURANT FINANCE MONITOR'S
RESTAURANT FINANCE & DEVELOPMENT CONFERENCE



Nightclub & Bar
convention & trade show

Americas Food & Beverage Show and Conference





REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

RETURN ON INGREDIENTS



*Controlling Food & Beverage Costs
To Improve Efficiencies & Profits!*

By MARK KELNHOFER, MBA

The Culinary Pocket Resource of Yields, Weights, Densities & Measures

*A pocket handbook to assist in
the accuracy of recipe costing.*



2e Mark Kelnhofer, MBA





REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Paradigm Shift

paradigm shift

noun

1. a dramatic change in the paradigm of a scientific community, or a change from one scientific paradigm to another.
2. a significant change in the paradigm of any discipline or group:
Putting skilled, tenured teachers in failing schools would cause a paradigm shift in teaching and education.

Origin:

1970-75

Dictionary.com Unabridged

Based on the Random House Dictionary, © Random House, Inc. 2013.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Bravo/Brio Restaurant Group

BBRG Food Cost Trend 2005-2010



4.2% = \$ millions in savings

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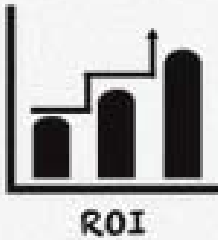
REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Other Food Manufactures...

- Restaurants
- Casinos
- Hotel & Lodging
- Sports Arenas
- Hospitals
- Colleges and Universities
- Catering and Banquet Centers
- Theme Parks
- Horse Race Tracks
- *....and others!*

The Missing Link

The Numbers



*Left
Brain*

*Right
Brain*

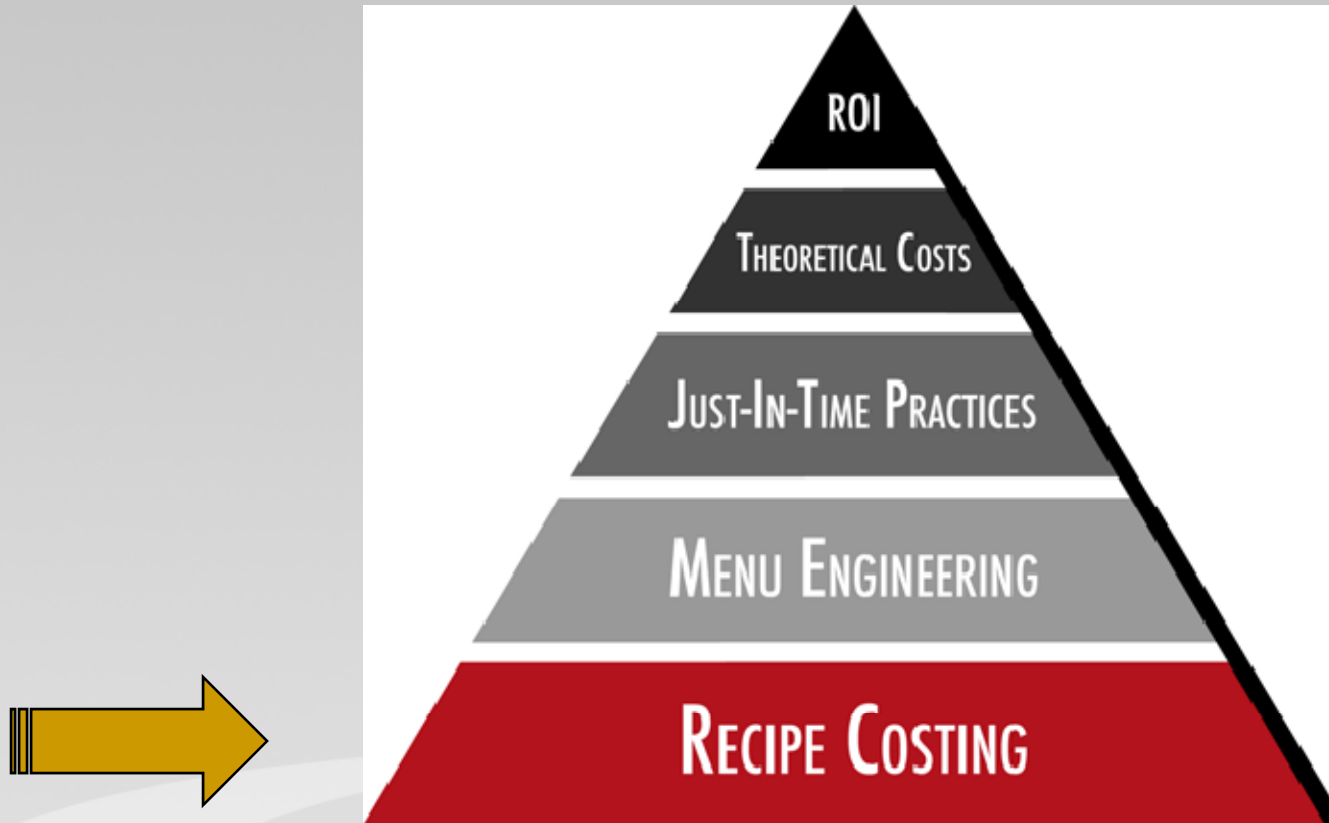


Culinary Arts



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ROI Methodology



Recipe costing is the base for many other aspects of the operations.



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The Reality Is...

- Some restaurant operators do not have any written or documented recipes.
- Some have recipes that are written are only for execution, not costing.
- The few that have costing in many cases do not take a manufacturing approach.
- Menu pricing in some cases is not based on proper analysis and data.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

What is in your control?

- *Knowing your costs*



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

What is in your control?

- *Knowing your costs*
- *Establishing your selling price*



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Recipe Writing

PIZZA DOUGH

INGREDIENT	UTENCIL QTY	UTENCIL	QUANTITY	UOM
FLOUR			50.00	lbs.
SUGAR			40.00	oz.
YEAST			4.00	oz.
EGGS			24.00	oz.
SALT			6.00	oz.
OIL			40.00	fl. oz.
MILK			1.40	oz.
			YIELD	76.00 lbs.

Analyze and question the recipe to account for accuracy and the process. Ask questions!



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Recipe Writing

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INGREDIENT	UTENCIL QTY	UTENCIL	QUANTITY	UOM
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SUGAR			40.00	oz.
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EGGS			24.00	oz.
SALT			6.00	oz.
OIL			40.00	fl. oz.
MILK			1.40	oz.
			YIELD	76.00 lbs.

The yield or end result is **required** for costing!



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Recipe Writing

INGREDIENT	UTENCIL QTY	UTENCIL	QUANTITY	UOM
FLOUR HI GLUTEN ENRICHED			50.00	lbs.
SUGAR CANE GRANULATED			40.00	oz.
YEAST FRESH			4.00	oz.
EGGS LIQUID SUB FF			24.00	oz.
SALT KOSHER			6.00	oz.
OIL BLENDED SOY/POM OLV 90/10			40.00	fl. oz.
MILK POWDERED INSTANT			1.40	oz.
			YIELD	76.00 lbs.



The DETAILED ingredients are **required** for costing!



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Weights & Measures

- Portion control through the use of utensils
(Tbsp, tsp, dishers, spoodles, etc.)
- Accuracy of weights and measures is paramount.

1 cup, Basil Leaves	1 cup, Granulated Sugar
0.2 ounce	6.8 ounces
Density: 2.5%	Density: 85.0%



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Weights & Measures

- #10 cans
- Know the yield!

Marinara Sauce

Brand A	Brand B
116 ounces	106 ounces
Density: 120.8%	Density: 110.4%
\$8.00, \$0.069/oz.	\$7.75, \$0.073/oz.



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Published Articles

The Las Vegas
FOOD & BEVERAGE
P R O F E S S I O N A L

TRADE PUBLICATION FOR LAS VEGAS
FOOD & BEVERAGE PROFESSIONALS

The Art of Recipe Writing

By Mark Kelnhofer, MBA

Mark Kelnhofer is the President and CEO of Return On Ingredients LLC and has over 20 years in management accounting experience including ten years in restaurant industry. He is an international speaker on recipe costing and menu engineering. He can be reached at (614) 558-2239 and Mark@ReturnOnIngredients.com.



There is something missing in the restaurant industry. The culinary and management teams have a strong passion for the menu items that they place on the menu. They indeed spend a significant amount of time to ensure that the dish or drink has the proper flavor profile, quality and presentation. The process is a true art. Yet, there is a critical piece that in many cases is either incomplete or even worse, does not exist. That missing piece is the art of recipe writing. In too many cases, the proper documentation for what we are all about is either incomplete or missing all together. The operators that do not have the documentation in place are the ones that may

Consistent performance of the recipe is critical and the documentation becomes the

Without a documented method, the recipe cannot possibly become an effective tool to train and create a standard to abide by. The methods become a critical part of standardization, quality control and consistency. It is important that they are documented well and match the process.

Writing a recipe with portion control tools is very common and should be used. One missing component is the effect it has on costing. In many cases recipes are written utilizing various utensils (i.e. cup, tablespoon, teaspoon, spoodle, etc.) but the quantity of product is not identified.



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Batch Recipes & Yields

- Batch recipes should account for the proper yield (what the result is) including known waste and the process (labor)
- When the purchased product has changed form in any way, a batch recipe should be created to account for the cost. “Hands on the process”.
- If you don’t account for the process and yields, your menu level costs in most cases is **understated!**



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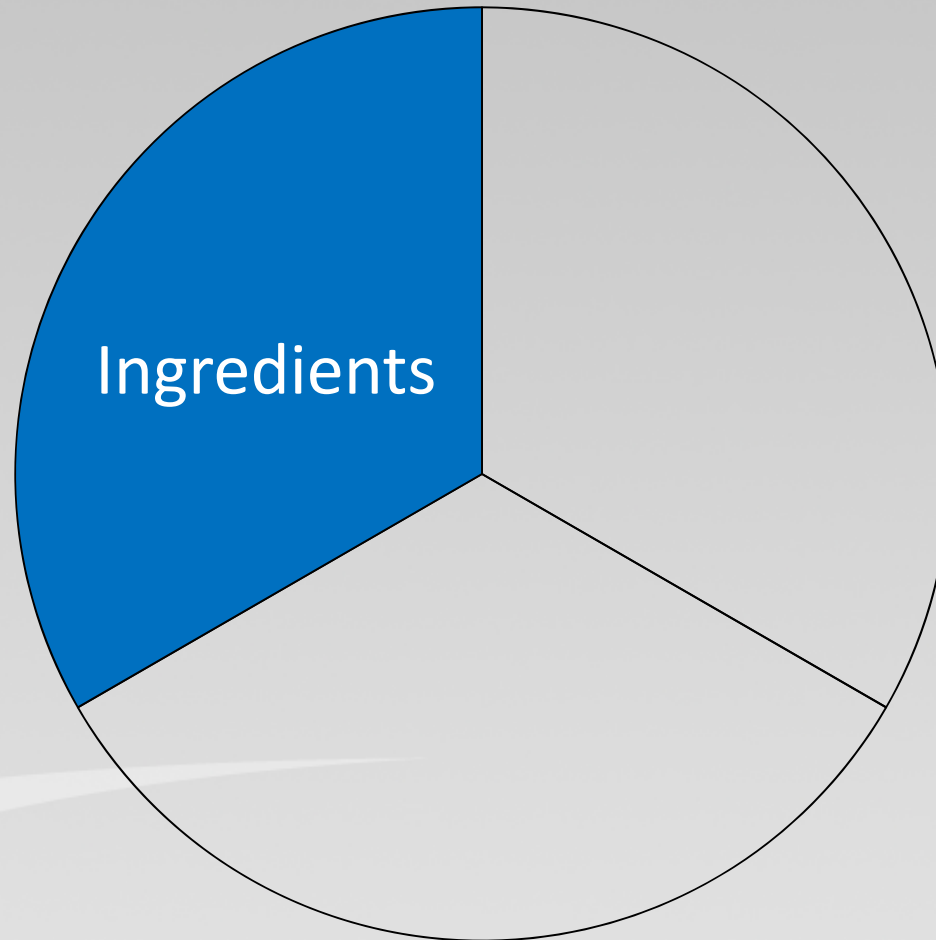
Packaging

- Packaging is part of the raw material cost, similar to the ingredients
- Packaging includes:
 - Bottles, lids
 - Boxes
 - Labels
 - Wraps



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The Costing Problem





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Commodities In The News

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foodbusinessnews.net
June 10, 2015*

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U.S. winter wheat crop up 2% from May

6/10/2015 - by Ron Sterk

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WASHINGTON – U.S. 2015 winter wheat production was forecast at 1,505 million bus, up 2% from 1,472 million bus forecast in May and up 9% from 1,378 million bus in 2014, the U.S. Department of Agriculture said in its June 10 Crop Production report.

The forecast was above the average trade expectation of 1,469 million bus.

Commodities In The News

Fear of a Bourbon Shortage Puts Enthusiasts Over a Barrel

* * *

Whiskey Lovers Stock Basement Bunkers; Searching for Elmer T. Lee

By **TRIPP MICKLE**

SIMPSONVILLE, S.C.—On a recent Saturday, Edward Johnson hurried into Harvard's Liquor & Wine and made a beeline toward a 4-foot-wide section of bourbon. There he bypassed the Old Crow and Jim Beam and reached up to grab one of four stubby bottles of Blanton's, a wheat bourbon. At the register, the cashier had a 10-year-old bottle of Henry McKenna Single Barrel waiting for him. It was set aside that morning.

Mr. Johnson shelled out \$107

for the bourbon and then headed to a nearby Sam's Club, where he spent about \$100 on diapers for his 19-month-old daughter. People observing this routine might wonder if he has a drinking problem. He doesn't.

What he has is a serious case of anxiety.

It began two years ago, when



Bourbon bunker

Mr. Johnson and his brother-in-law heard of an alleged bourbon shortage. He has been making monthly liquor and diaper runs ever since.

"It scared us and fear is a motivating factor," said Mr. Johnson, a 36-year-old

managing partner of Old Colony Furniture, who now has a stash of

Please turn to page A6

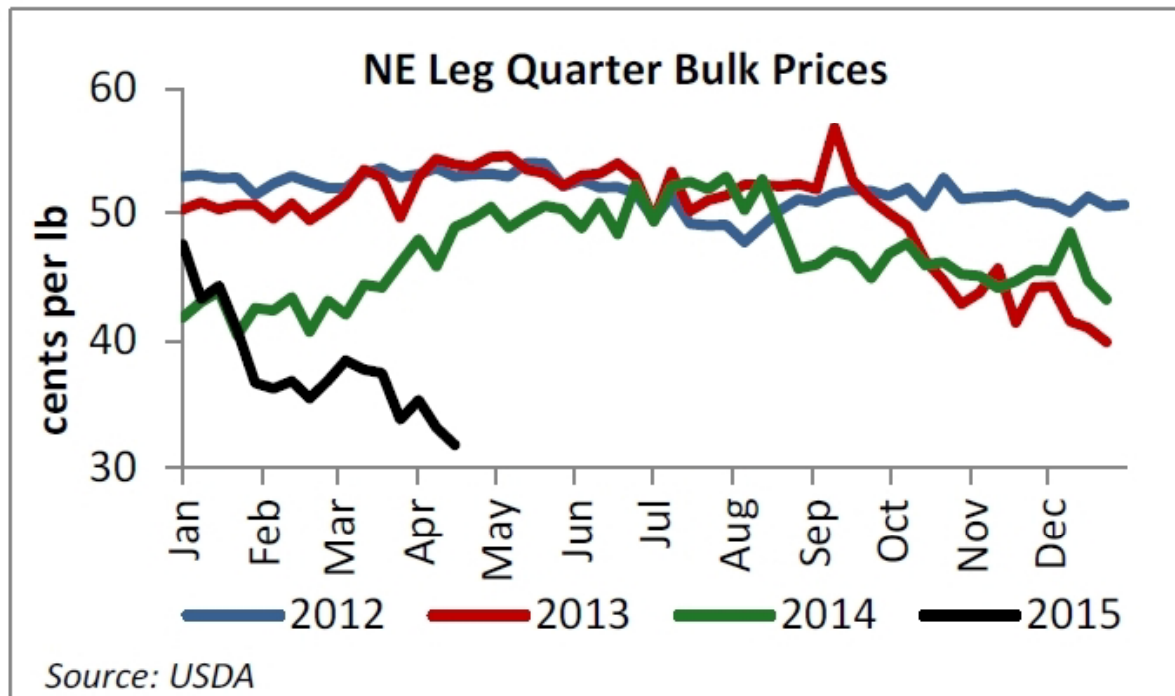
Wall Street Journal, 12/08/2014



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Commodity Research

Chicken Dark Meat Dropping



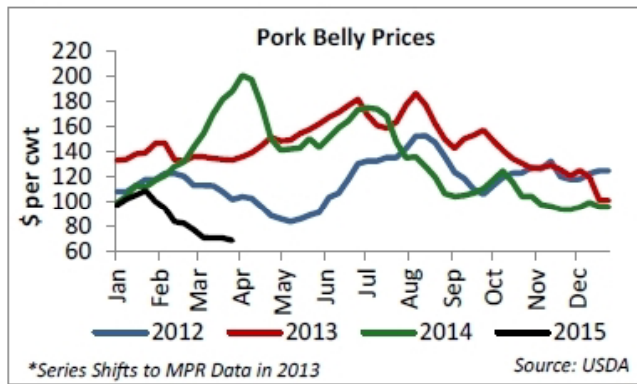
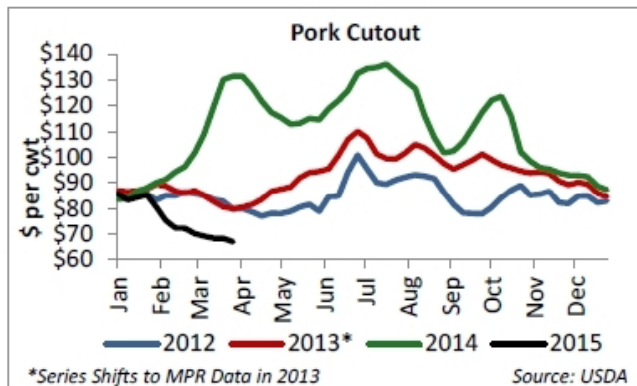
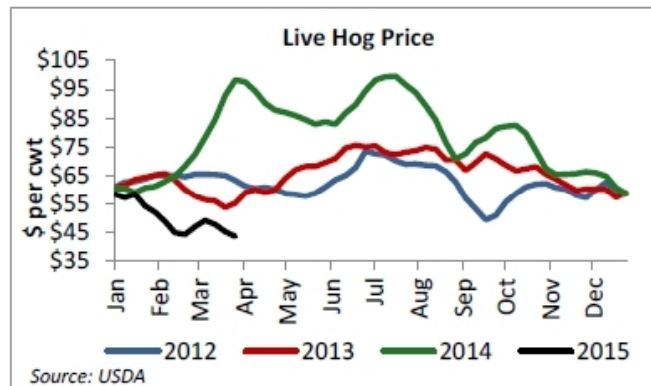
**Foodservice
Council
Executive
Leadership
Retreat**

April 28-29, 2015

Maggie O'Neill
(216) 649-7278
moneill@cleveland-research.com

Disclosures: Our Analysts certify that the views expressed in the research report(s) accurately reflect our personal views about the subject company(s). Further, we certify that no part of our compensation was, is, or will be directly or indirectly related to the specific recommendations or views contained in the research report(s). The analysts responsible for the preparation of this report have no ownership stake in this company. Cleveland Research Company provides no investment banking services of any type on this or any company.

Pork Price Outlook



- CRC 2015 Price Forecast: \$76-\$78
- CRC 2016 Price Forecast: \$75-\$80



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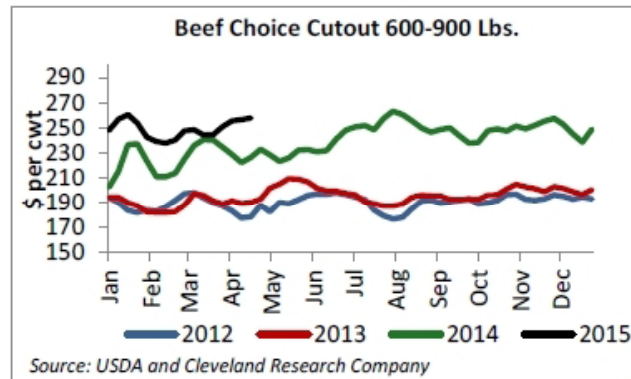
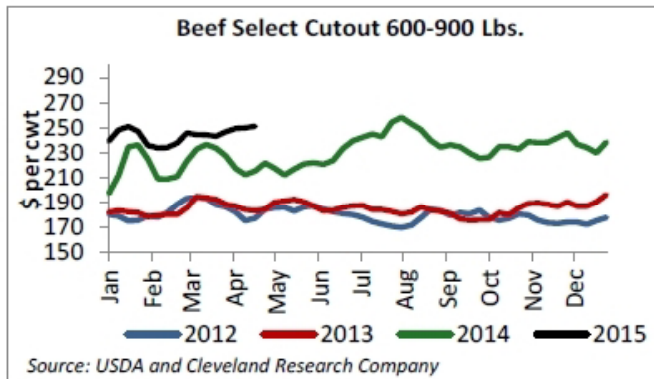
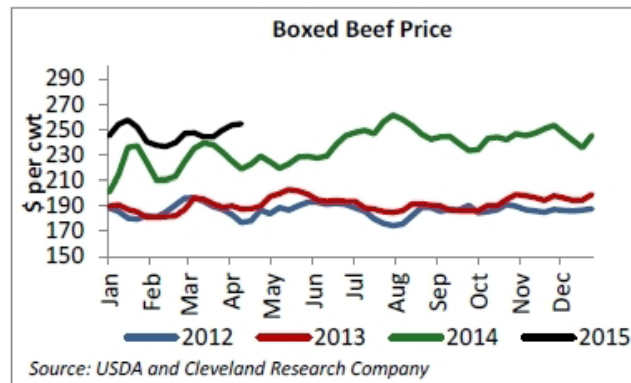


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Commodity Research

Beef Price Outlook

- 2015 CRC Price Forecast: \$247
- 2016 CRC Price Forecast: \$240



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Cost Modeling

RIBEYE STEAK

11/19/2014

	ITEM DESCRIPTION	QTY	UOM	UNIT COST	TOTAL COST
P	1 BEEF STEAK RIBEYE CHOICE 1" LIP ON	10.000	OZ	0.753	7.530
B	2 CHOICE OF SIDES	1.000	EA	0.477	0.477
B	3 GARLIC BUTTER STEAKS	2.000	OZ	0.117	0.234
S	4 SIDE SALAD	1.000	EA	0.624	0.624
P	5 SPICE PARSLEY FLAKES	0.100	OZ	1.195	0.120
B	6 HAMBURGER & STEAK MARINADE	0.125	OZ	0.148	0.019
L	7 LABOR			0.750	0.750
OH	8 OVERHEAD				8.257
	TOTAL COST				\$ 18.010



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Cost Modeling

Predictive Costing

MENU
ROLLOUT

RIBEYE STEAK

					11/19/2014	12/15/2014
					TOTAL	TOTAL
ITEM DESCRIPTION	QTY	UOM	UNIT COST	TOTAL COST	COST	
P 1 BEEF STEAK RIBEYE CHOICE 1" LIP ON	10.000	OZ	0.753	7.530	8.119	
B 2 CHOICE OF SIDES	1.000	EA	0.477	0.477	0.430	
B 3 GARLIC BUTTER STEAKS	2.000	OZ	0.117	0.234	0.260	
S 4 SIDE SALAD	1.000	EA	0.624	0.624	0.643	
P 5 SPICE PARSLEY FLAKES	0.100	OZ	1.195	0.120	0.115	
B 6 HAMBURGER & STEAK MARINADE	0.125	OZ	0.148	0.019	0.023	
L 7 LABOR			0.750	0.750	0.750	
OH 8 OVERHEAD				8.257	8.257	
TOTAL COST				\$ 18.010	18.597	

Commodity
price increase



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Cost Management

Do we just “eat” the cost?

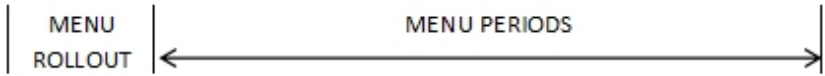




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Cost Modeling

Predictive Costing

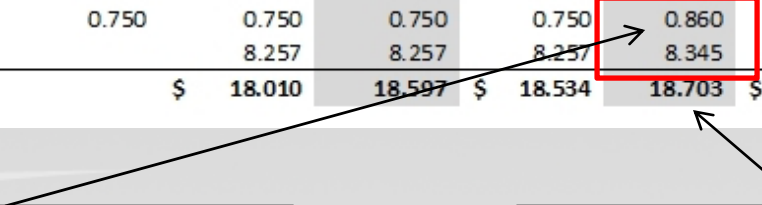


RIBEYE STEAK

ITEM DESCRIPTION	QTY	UOM	UNIT COST	11/19/2014	12/15/2014	12/31/2014	1/15/2015	1/31/2015	2/15/2015	2/28/2015
				TOTAL COST	TOTAL COST	TOTAL COST	TOTAL COST	TOTAL COST	TOTAL COST	
P 1 BEEF STEAK RIBEYE CHOICE 1" LIP ON	10.000	OZ	0.753	7.530	8.119	8.119	8.109	7.860	7.856	7.943
B 2 CHOICE OF SIDES	1.000	EA	0.477	0.477	0.430	0.390	0.425	0.407	0.435	0.445
B 3 GARLIC BUTTER STEAKS	2.000	OZ	0.117	0.234	0.260	0.250	0.210	0.230	0.225	0.227
S 4 SIDE SALAD	1.000	EA	0.624	0.624	0.643	0.631	0.620	0.618	0.617	0.624
P 5 SPICE PARSLEY FLAKES	0.100	OZ	1.195	0.120	0.115	0.117	0.113	0.123	0.126	0.119
B 6 HAMBURGER & STEAK MARINADE	0.125	OZ	0.148	0.019	0.023	0.020	0.021	0.019	0.017	0.015
L 7 LABOR			0.750	0.750	0.750	0.750	0.860	0.860	0.860	0.860
OH 8 OVERHEAD				8.257	8.257	8.257	8.345	8.345	8.345	8.345
TOTAL COST				\$ 18.010	18.597	\$ 18.534	18.703	\$ 18.462	18.481	\$ 18.578

Labor Cost Increase

Menu Item Highest Cost





REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Our Challenges

Top Challenges Expected by Tableservice Operators in 2015

	Family dining	Casual dining	Fine dining
Building and maintaining sales volume	21%	24%	33%
Food costs	23%	25%	21%
The economy	15%	10%	12%
Recruiting & retaining employees	13%	12%	5%
Affordable Care Act	7%	7%	5%
Operating costs	2%	3%	9%
Competition	5%	3%	5%
Government	2%	2%	2%
Minimum wage increase	2%	2%	2%
Labor costs	2%	1%	2%

Source: National Restaurant Association, *Restaurant Trends Survey*, 2014

Source: National Restaurant Association (NRA), 2015 Restaurant Industry Forecast



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Government	2%	2%	2%
Minimum wage increase	2%	2%	2%
Labor costs	2%	1%	2%

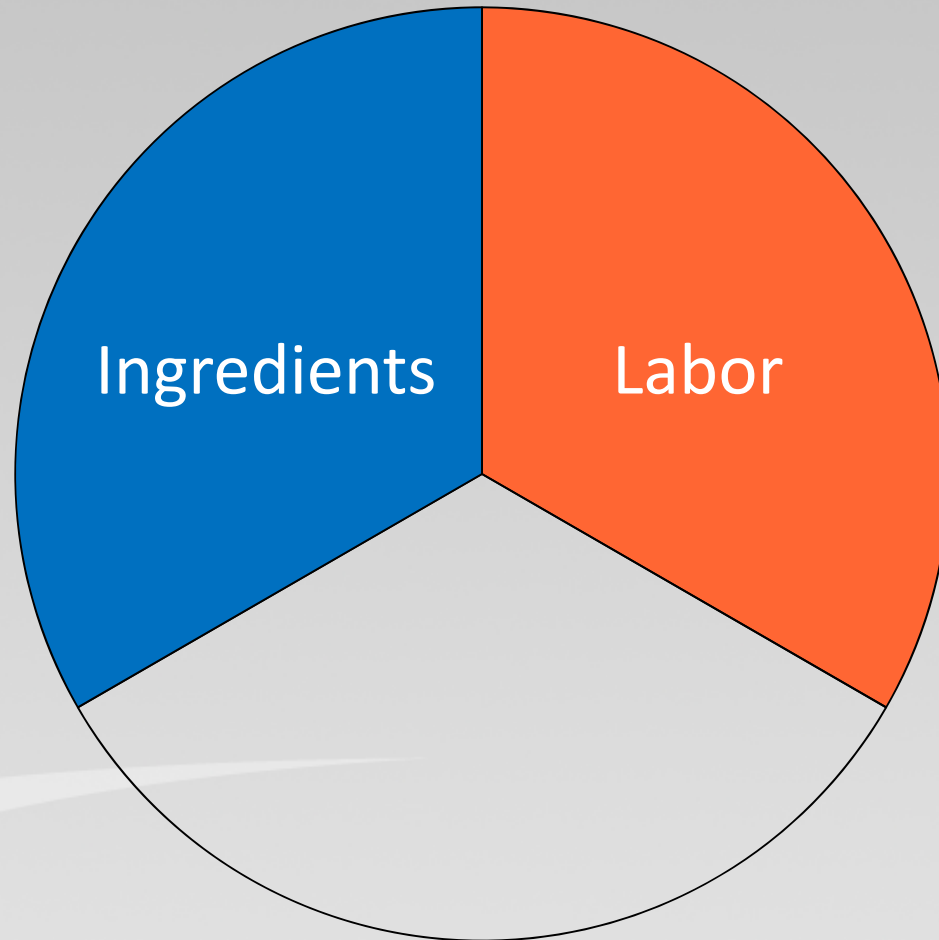
Source: National Restaurant Association, *Restaurant Trends Survey*, 2014

Source: National Restaurant Association (NRA), 2015 Restaurant Industry Forecast



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Prime Cost





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The Costing Problem

The most dangerous phrase in the language is, “We’ve always done it this way.”

- Admiral Grace Hopper

Prime Cost

LEGISLATION

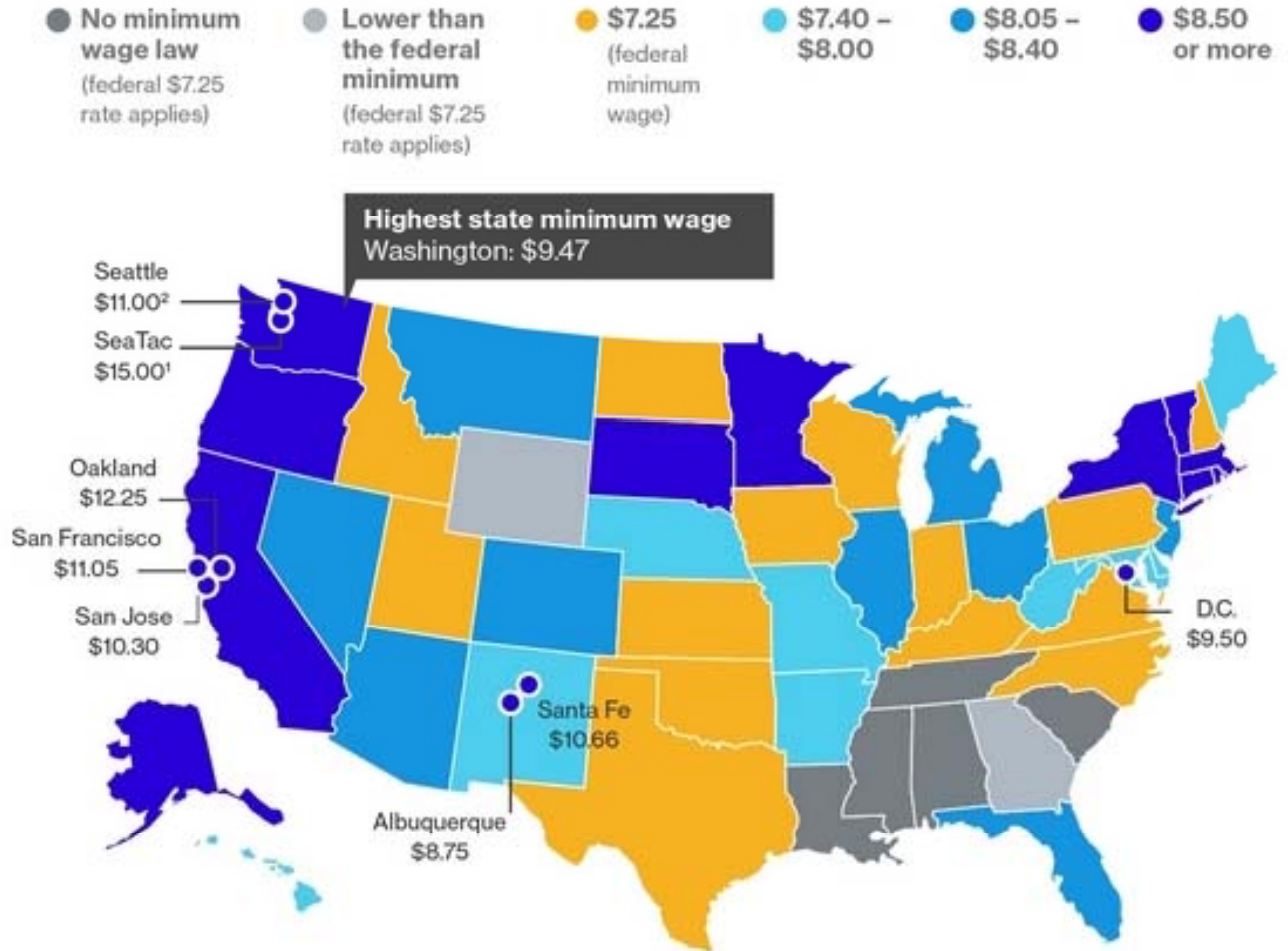
Los Angeles raises minimum wage to \$15 per hour

Published June 14, 2015 · Associated Press



State Minimum Wage Laws

(as of April 1, 2015)



Note: Minnesota's minimum wage of \$8.00 is for large employers only, effective Aug. 1, 2014.

Localities shown have higher minimum wages than state law requires.

1 - The city of SeaTac enacted a \$15 minimum wage for transportation and hospitality workers.

2 - Seattle's proposed \$15 minimum wage is to be phased in over several years.

Sources: National Conference of State Legislatures, State and Local Government Labor Departments



Prime Cost

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Key Labor Department Expected to Expand Overtime Eligibility



Key New Jersey Gov. Chris Christie to Launch White House Bid



Key Global Threats Crowd Obama's Diplomacy



WORLD NEWS

Iran, six-power group extend interim nuclear accord until July 7 to continue negotiations

U.S.

Labor Department Expected to Make Millions More Eligible for Overtime

The agency is proposing to more than double the salary threshold that determines who is eligible for overtime

By **MELANIE TROTTMAN** and **ERIC MORATH**

Updated June 29, 2015 11:16 p.m. ET

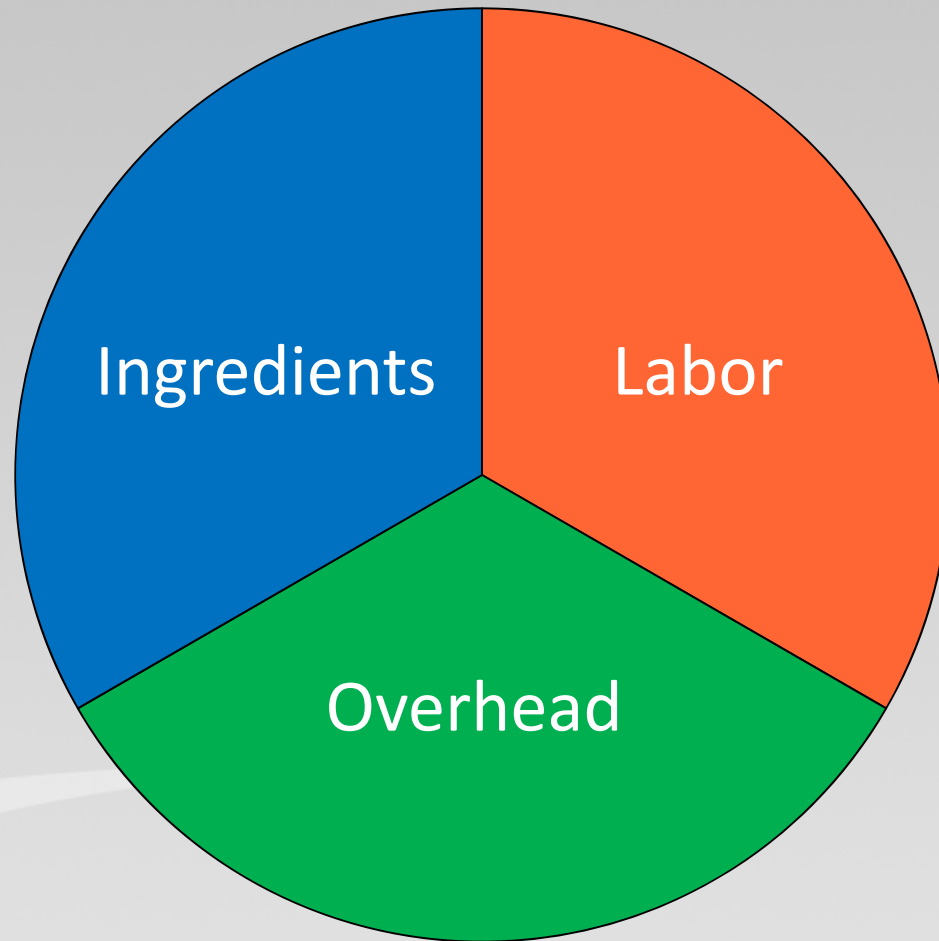
Millions more Americans who work in excess of 40 hours a week will qualify for overtime pay under a proposed rule the Labor Department is expected to unveil this week—a signature White House initiative aimed at strengthening the middle class and

BILL MCDERMOTT
MAKES TIME TO READ
THE WALL STREET JOURNAL.



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Total Cost





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Total Cost Breakdown

PRIME COST	
INGREDIENTS	DIRECT LABOR

CONVERSION COST	
DIRECT LABOR	OVERHEAD

TOTAL COST				
INGREDIENTS		DIRECT LABOR		OVERHEAD
Food	Beverage	Chef	Bartender	

TOTAL COST					
INGREDIENTS		DIRECT LABOR		OVERHEAD	
Variable		Variable		Variable	Fixed



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Labor & Overhead Costs

- Your labor and overhead can be accounted for in the recipe
- Prep Time, Labor Routing
 - Time/motion studies (stopwatch)
 - Time (hours) is loaded on every recipe
- Standard Labor (BOH) Rates
 - By store
 - Includes wages and fringes



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Direct (BOH) Labor Rate

- The direct (BOH) labor rate should include the base rate plus any other additional fringes associated with those personnel
 - Unemployment Insurance
 - Workers' Compensation
 - Social Security & Medical
 - Health, dental and vision insurance plans
 - 401(k) or other retirement plans
 - Vacation & Sick Pay
 - Childcare



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Overhead Rates

Predetermined Overhead Rate

- Based on budgeted expenses and direct labor hours (BOH) by location.

$$\frac{\text{Total Budgeted Overhead}}{\text{Direct Labor BOH Hours}} = \$0.000/\text{hr.}$$

↑
Overhead Rate



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Overhead Rates

Predetermined Overhead Rate

- FOH Labor & Fringes
- Advertising & Marketing
- Repair & Maintenance
- Supplies
- Training
- Utilities
- Communications
- Landscaping
- Research & Development
- Occupancy
- Taxes

Budgeted
Direct Labor
Hours



Menu Level Costing

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Name:

Yield:

Prep Time: Hrs.

Category:

Active:

Gluten Free:

Type:

Yield UOM:

Cook Time: Hrs.

Shelf Life: Hrs.

Kosher:

Halal:

Recipe Ingredients

T...	Depl...	Item Name	Uten...	Utensil	Qty	UOM	Comment
P	<input checked="" type="checkbox"/>	ATLANTIC SALMON			7.00	oz.	
B	<input checked="" type="checkbox"/>	SALT AND PEPPER MIX	0.50	1 tsp	0.15	oz.	
P	<input checked="" type="checkbox"/>	OLIVE OIL BLENDED EX VIRGIN/CANOLA 90/10			0.50	fl.oz.	
B	<input checked="" type="checkbox"/>	HELMUT BUTTER			1.00	oz.	
B	<input checked="" type="checkbox"/>	BLANCHED HARICOT VERTS			1.00	oz.	
B	<input checked="" type="checkbox"/>	GARLIC MASHED POTATOES	1.00	6 oz ladle	8.00	oz.	
B	<input checked="" type="checkbox"/>	CHOPPED PARSLEY	1.00	pinch	0.02	oz.	
B	<input checked="" type="checkbox"/>	BREAD SERVICE			1.00	each	

TYPE	INGREDIENT	QTY	UOM	UNIT COST	INGREDIENTS EXTENDED	UNIT COST	LABOR EXTENDED	UNIT COST	OVERHEAD EXTENDED
P	ATLANTIC SALMON	7.00	oz.	\$ 0.531	\$ 3.719				
B	SALT AND PEPPER MIX	0.15	oz.	\$ 0.055	\$ 0.008	\$ 0.006	\$ 0.001	\$ 0.071	\$ 0.011
P	OLIVE OIL BLENDED EX VIRGIN/CA	0.50	fl.oz.	\$ 0.049	\$ 0.024				
B	HELMUT BUTTER	1.00	oz.	\$ 0.085	\$ 0.085	\$ 0.019	\$ 0.019	\$ 0.219	\$ 0.219
B	BLANCHED HARICOT VERTS	1.00	oz.	\$ 0.109	\$ 0.109	\$ 0.087	\$ 0.087	\$ 1.015	\$ 1.015
B	GARLIC MASHED POTATOES	8.00	oz.	\$ 0.015	\$ 0.122	\$ 0.019	\$ 0.153	\$ 0.223	\$ 1.788
B	CHOPPED PARSLEY	0.02	oz.	\$ 0.165	\$ 0.003	\$ 0.030	\$ 0.001	\$ 0.350	\$ 0.007
B	BREAD SERVICE	1.00	each	\$ 0.293	\$ 0.293	\$ 0.233	\$ 0.233	\$ 2.717	\$ 2.717
	DIRECT LABOR & OVERHEAD					\$ 12.000	\$ 0.300	\$ 140.000	\$ 3.500
					Total	\$ 4.363	\$ 0.793	\$ 9.257	\$ 9.257
					Cost/each	\$ 4.363	\$ 0.793	\$ 9.257	\$ 9.257

\$ 14.413



Menu Level Costing

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Name:

Yield:

Prep Time: Hrs.

Category:

Active:

Gluten Free:

Type:

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Prime Cost

TYPE	INGREDIENT	QTY	UOM	UNIT COST	INGREDIENTS		LABOR		OVERHEAD	
					EXTENDED	UNIT COST	EXTENDED	UNIT COST	EXTENDED	
P	ATLANTIC SALMON	7.00	oz.	\$ 0.531	\$ 3.719					
B	SALT AND PEPPER MIX	0.15	oz.	\$ 0.055	\$ 0.008	\$ 0.006	\$ 0.001	\$ 0.071	\$ 0.011	
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Prep Time: Hrs.

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Total Cost

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B	BREAD SERVICE	1.00	each	\$ 0.293	\$ 0.293	\$ 0.233	\$ 0.233	\$ 2.717	\$ 2.717
	DIRECT LABOR & OVERHEAD					\$ 12.000	\$ 0.300	\$ 140.000	\$ 3.500
					Total	\$ 4.363	\$ 0.793	\$ 9.257	\$ 9.257
					Cost/each	\$ 4.363	\$ 0.793	\$ 9.257	\$ 9.257

\$ 14.413



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Beverage Costing

Wine & Liquor Bottle Conversions

Bottle Size	Bottle Name	fl. oz.
187ml	Split	6.4030
375ml	Half Bottle	12.6806
750ml	Bottle	25.3613
1.0 L	Liter	33.8150
1.5 L	Magnum	50.7225
1.75 L		44.3823
3.0 L	Jerobaum	101.4450
6.0 L	Methuselah	202.8900
9.0 L	Salmanazar	304.3350
12.0 L	Balthazar	405.7800

Keg Conversions

Keg Name	Fl. Oz.
1/6 BBL	661
20 L	676
1/4 BBL	992
30 L	1,014
50 L	1,691
1/2 BBL	1,984

Beer, Wine and Liquor recipes can be account for.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Wine Glass Pour Costs

750ml bottle

Bottle cost \$8.99

fl. oz. 25.3613

fl. oz. cost \$0.354

Pour cost \$2.127

Standard recipe pour = 6.0 fl. oz.

Bottle Size	Bottle Name	fl. oz.
187ml	Split	6.4030
375ml	Half Bottle	12.6806
750ml	Bottle	25.3613
1.0 L	Liter	33.8150
1.5 L	Magnum	50.7225
1.75 L		44.3823
3.0 L	Jerobaum	101.4450
6.0 L	Methuselah	202.8900
9.0 L	Salmanazar	304.3350
12.0 L	Balthazar	405.7800

Item Description	Qty	UOM	Unit Cost	Extended
Estancia Pinot Noir	6.00	fl. oz.	\$0.354	\$2.127
Direct Labor	0.025	hr.	12.00	0.300
Overhead	0.025	hr.	34.97	0.874
Total Cost				\$3.301



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Draft Beer Pour Cost

1/2 BBL

Keg cost \$89.00
 fl. oz. 1,984
 fl. oz. cost \$0.0449
 Pour cost \$0.718
 Standard recipe pour = 16.0 fl. oz.

Keg Name	Fl. Oz.
1/6 BBL	661
20 L	676
1/4 BBL	992
30 L	1,014
50 L	1,691
1/2 BBL	1,984

Item Description	Qty	UOM	Unit Cost	Extended
Sam Adams Lager	16.00	fl. oz.	\$0.045	\$0.718
Direct Labor	0.017	hr.	12.00	0.204
Overhead	0.017	hr.	34.97	0.595
Total Cost				\$1.517



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Our Response

Actions Taken in 2014 by Tableservice Operators as a Result of Elevated Food Costs*

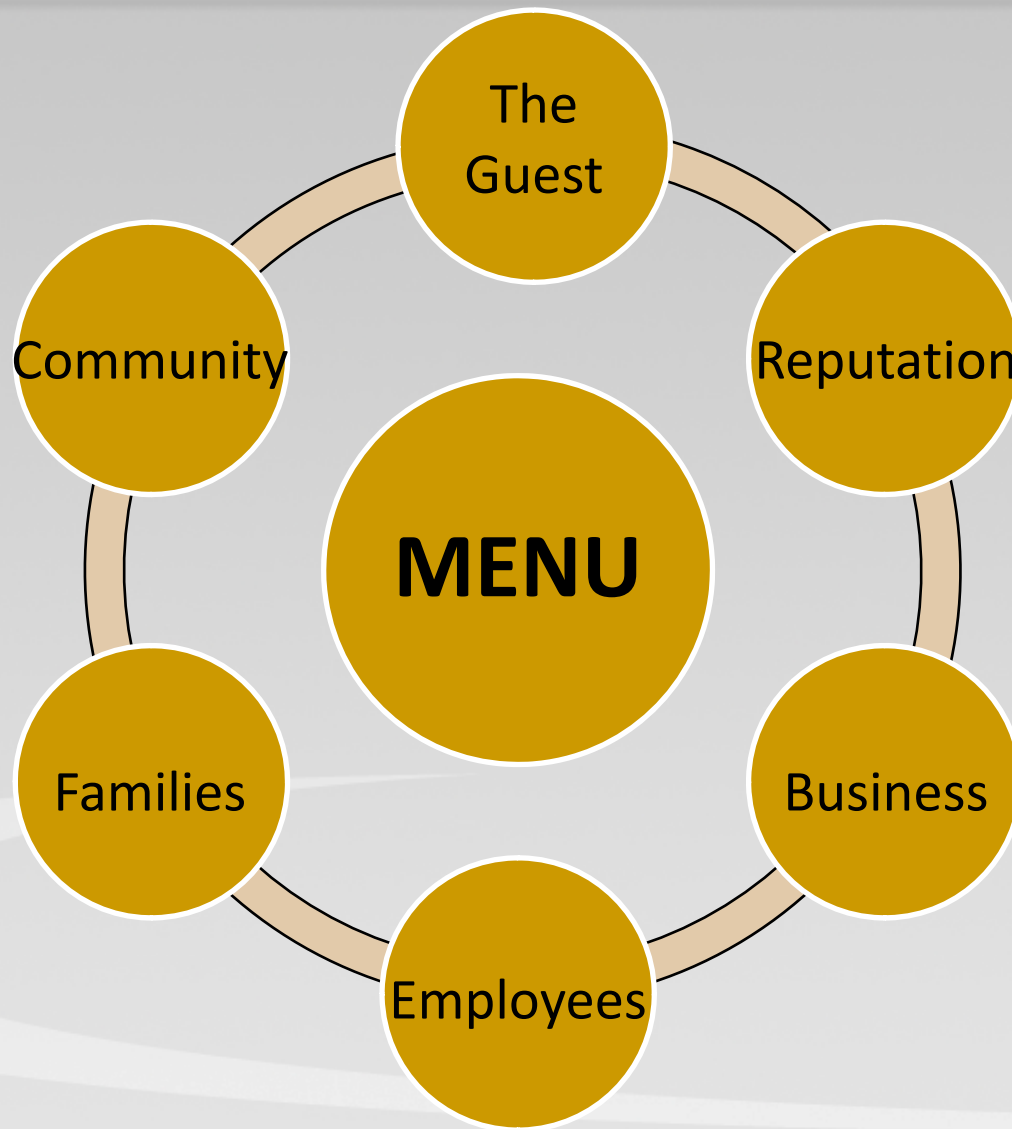
	Family dining	Casual dining	Fine dining
Increase tracking of food waste	64%	78%	74%
Shop around for other suppliers	56%	65%	89%
Increase menu prices	74%	70%	65%
Cut costs in other areas of operation	66%	68%	54%
Purchase more items from local sources	49%	46%	67%
Adjust portion sizes	34%	46%	35%
Substitute lower-cost items on menu	29%	28%	26%

Source: National Restaurant Association, *Restaurant Trends Survey*, 2014

* Responses from tableservice operators who said food costs are a significant or moderate challenge

Source: National Restaurant Association (NRA), 2015 Restaurant Industry Forecast

Menu Engineering





REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Engineering Team

Culinary

- Research & Development Chefs; Corporate Chefs; Brand Chefs

Purchasing

- Director of Purchasing; Sourcing Issues

Restaurant Operators

- General Manager; Executive Chef; Line Chefs

Accounting

- CFO, Cost Accounting

Information Technology

- Point of Sale (POS) Systems Maintenance



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Engineering

Menu Renewal

Restaurant operators who added or plan to add new menu items

	Family dining	Casual dining	Fine dining	Quickservice	Fast casual
New food item in 2013	93%	93%	99%	88%	89%
New non-alcoholic beverage item 2013	37%	52%	49%	62%	45%
New alcoholic beverage item in 2013 (of those serving alcohol)	83%	87%	91%	25%	55%
New food item in 2014	95%	96%	99%	85%	89%
New non-alcoholic beverage item in 2014	38%	51%	52%	63%	53%
New alcoholic beverage item in 2014 (of those serving alcohol)	85%	88%	94%	21%	60%

Source: National Restaurant Association, *Restaurant Trends Survey*, 2013



Menu Offering

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Appetizers

Italian Wedding Soup	or	Homemade Soup of the Day	4
Home Specialty! Fizza Dough Fillovs 4.5 Delicate pillow of fresh pizza dough, fresh fried and sprinkled with our pizza seasoning, parmesano cheese and garlic salt. Served with marinara sauce.		Fizza Chips "thin & crispy" 6 Made from our homemade pizza dough. Fried golden brown, dusted with parmesano cheese. Served with marinara sauce.	
Garlic Bread 4.5 Add mozzarella cheese - \$ 1 Add our bruschetta blend of grape tomatoes, fresh basil and garlic - \$ 1		Bruschetta 9 Roasted red peppers, sliced grape tomatoes, fresh basil, garlic, fresh mozzarella cheese, drizzled with olive oil and balsamic reduction. Served with toasted crostini.	
Fried Mushrooms 6 Served with a tangy horseradish sauce.		Zucchini Fritti 7 Zucchini fritti tossed in seasoned flour and lightly fried. Served with marinara sauce.	
Mozzarella Sticks 7 Lightly breaded sticks of creamy mozzarella cheese. Served with marinara sauce.		Chicken Wings 11 ea / 7 1/2 dz Buffalo or Sweet & Spicy BBQ. Served with blue cheese dressing.	
Fried Ravioli 9 A generous portion of our cheese ravioli, lightly breaded with Italian seasoning. Served with marinara sauce.		Home Specialty! Arancini 9 Lightly breaded fried arancini balls (3) stuffed with fresh mozzarella cheese, basil and Prosciutto di Parma.	
Calamari Fritto 10 Battered, marinated, lightly fried to perfection. Served with marinara sauce.		NEW! Focata Bolognese Appetizer 9 Lightly seasoned polenta breaded with Romano & mozzarella cheeses. Served with Joey's Bolognese sauce & topped with Parmigiano-Reggiano.	
Home Specialty! Quattro Menzella al Forno 7 4 of our homemade menzella, topped with marinara & 3 cheeses. Served with toasted crostini.		"Zoppa Di Mussels" 15 Chilean blue mussels steamed in a garlic white wine butter sauce. Served with toasted crostini.	
Spinach, Artichoke & Garlic Dip 10 A creamy blend of 3 cheeses, spinach, artichokes & roasted garlic. Served with homemade pizza chips.		NEW! Sausage "Kamickler" Peppers & Onions 9.5 Pan seared in garlic & oil. Tossed with roasted green & red peppers & onions.	
Crab Cakes 11 Pan seared. Served with a remoulade sauce.			
Classic Italian Antipasto 11 Prosciutto di Parma, coppicola ham, Genoa salami, aged Romano & Parmigiano cheese, provolone cheese, assorted imported olives, roasted red pepper, artichoke hearts, roasted mushrooms, pepperoncini, toasted crostini and bread sticks.		Insalata Caprese 10 Vinc ripened tomatoes layered with fresh mozzarella and basil, lightly drizzled with extra virgin olive oil. *Add Sliced Prosciutto di Parma 4	

Salads

Greek Salad "Our Newest Salad" 11 A blend of spinach, romaine & iceberg lettuce, tossed in a light vinaigrette dressing with a hint of olive oil, lemon & fresh herbs. With grape tomatoes, black & kalamata olives, cucumber, red onions and topped with feta cheese.		Warm Spinach Salad 8 Fresh baby spinach tossed in our balsamic vinaigrette served with roma tomato wedges, red onions. Topped with blue cheese croutons and toasted crostini.	
Dinner Salad 5 Crisp blend of iceberg and romaine lettuce with grape tomatoes, sliced cucumbers and banana pepper rings. Served with homemade breadsticks.		Chef's Chicken Salad 15 6oz. chicken breast served on a bed of crisp iceberg and romaine lettuce. Topped w/ sliced mozzarella, green peppers, black olives, grape tomatoes, banana pepper rings. Served with toasted crostini.	
Giammarco's Salad 7 Crisp blend of iceberg and romaine lettuce topped with shredded mozzarella cheese, pepperoni, green peppers, black olives, grape tomatoes, pepperoncini and banana pepper rings. Served with homemade breadsticks.		Home Specialty! The "G" Steak Salad 14 6oz. grilled top round steak sliced and served over fresh spinach, roma tomato & caramelized onions. Topped w/ blue cheese croutons. Served with toasted crostini.	
Cheese Salad 6 Crisp romaine lettuce tossed with extra dressing. Topped with toasted crostini and Parmigiano cheese.			

Add to our salad

6oz. grilled chicken 4. | 6oz. salmon or three jumbo shrimp 6. | 6oz. top round steak 6.



Menu Offering

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Appetizers

Italian Wedding Soup	or	Homemade Soup of the Day	4
House Specialty! Fizza Dough Follies 4.5 Delicate follies of fresh pizza dough, fresh fried and sprinkled with our pizza seasoning, parmigiano cheese and garlic salt. Served with marinara sauce.		Fizza Chips "thin & crispy" 6 Made from our homemade pizza dough. Fried golden brown, dusted with parmigiano cheese. Served with marinara sauce.	
Garlic Bread 4.5 Add mozzarella cheese - \$ 1 Add our bruschetta blend of grape tomatoes, fresh basil and garlic - \$ 1		Bruschetta 9 Roasted red peppers, sliced grape tomatoes, fresh basil, garlic, fresh mozzarella cheese, drizzled with olive oil and balsamic reduction. Served with toasted crostini.	
Fried Mushrooms 6 Served with a tangy balsamic sauce		Zucchini Fritti 7 Italian style zucchini tossed in seasoned flour and lightly fried. Served with marinara sauce.	
Mozzarella Sticks 7 Lightly breaded sticks of creamy mozzarella cheese. Served with marinara sauce.		Chicken Wings 11 ea / 7 1/2 dz Buffalo or Sweet & Spicy BBQ. Served with blue cheese dressing.	
Fried Meats 9 A generous portion of our cheese ravioli, lightly breaded with Italian seasoning. Served with marinara sauce.		House Specialty! Arancini 9 Lightly breaded fried arancini balls (3) stuffed with fresh mozzarella cheese, basil and Prosciutto & Parma.	
Calamari Frito 10 Battered calamari, lightly fried to perfection. Served with marinara sauce.		NEW! Polenta Bolognese Appetizer 9 Lightly sauced polenta breaded with Romano & mozzarella cheese. Served with Joey's Bolognese sauce & topped with Parmigiano-Reggiano.	
House Specialty! Quattro Menzella di Forno 7 4 of our homemade menzella, topped with marinara & 3 cheeses. Served with toasted crostini.		"Zoppa Di Mussci" 15 Classic five animals stuffed in a garlic white wine tomato sauce. Served with toasted crostini.	
Spinach, Artichoke & Garlic Dip 10 A creamy blend of 3 cheeses, spinach, artichokes & roasted garlic. Served with homemade pizza chips.		NEW! Sausage "Kankeler" Peppers & Onions 9.5 Pan seared in garlic & oil. Tossed with roasted green & red peppers & onions.	
Crab Cakes 11 Pan seared. Served with a remoulade sauce.			

Classic Italian Antipasto 11

Prosciutto & Parma, coppicola ham, Genoa salami, aged Romano & Parmigiano cheese, provolone cheese, assorted imported olives, roasted red pepper, artichoke hearts, roasted mushrooms, peppercorn, toasted crostini and bread sticks.

Insalata Caprese 10

Vine ripened tomatoes layered with fresh mozzarella and basil, lightly drizzled with extra virgin olive oil.

*Add Sliced Prosciutto di Parma 4

Salads

Greek Salad 11 A blend of spinach, romaine & iceberg lettuce, tossed in a light vinaigrette dressing with a hint of olive oil, lemon & fresh herbs. With grape tomatoes, black & kalamata olives, cucumber, red onions and topped with feta cheese.	"Our Newest Salad" 11
Dinner Salad 5 Crisp blend of iceberg and romaine lettuce with grape tomatoes, sliced cucumbers and banana pepper rings. Served with homemade breadsticks.	Warm Spinach Salad 8 Fresh baby spinach tossed in our balsamic vinaigrette served with roma tomato wedges, red onions. Topped with blue cheese crumbles and toasted crostini.
Giannareo's Salad 7 Crisp blend of iceberg and romaine lettuce topped with shredded mozzarella cheese, pepperoni, green peppers, black olives, grape tomatoes, peppercorn and banana pepper rings. Served with homemade breadsticks.	Chef's Chicken Salad 15 6oz. chicken breast served on a bed of crisp iceberg and romaine lettuce. Topped w/ shredded mozzarella, green peppers, black olives, grape tomatoes, banana pepper rings. Served with toasted crostini.
Cheese Salad 6 Crisp romaine lettuce tossed with extra dressing. Topped with toasted crostini and Parmigiano cheese.	House Specialty! The "C" Steak Salad 14 6oz. grilled top round steak sliced and served over fresh spinach, roma tomato & caramelized onions. Topped w/ blue cheese crumbles. Served with toasted crostini.

Add to our salad

6oz. grilled chicken 4. | 6oz. salmon or three jumbo shrimp 6. | 6oz. top round steak 6.

Pizzas - Strombolis - Flatbreads

Our dough is made from scratch daily using a 50 year old family recipe and only the freshest ingredients.

Small 10" Cheese - \$ 9 Medium 12" Cheese - \$ 11 Large 14" Cheese - \$ 13 X-Large 16" Cheese - \$ 15
Additional Toppings - Small/Medium \$ 1 Large/X-Large \$ 2

Pepperoni, Salami, Italian Sausage, Chicken, Cappelletti, Ham, Bacon, Meatballs, Green Peppers, Mild Pepper Rings, Onions, Mushrooms, Funghi, Olives, Anchores, Tomatoes, Fresh Garlic and Extra Cheese Fresh Broccoli, Fresh Basil.

Heat Sensitive! Substitute Whole Wheat Dough or Gluten Free Dough Here Cost \$ 1

House Specialty Pizzas

Small \$ 13 Medium \$ 15 Large \$ 17 X-Large \$ 19

House Favorite Pepperoni, sausage, mushrooms and onions.	Margherita Style Our delicious white pizza made thinner it originates with fresh buffalo mozzarella cheese, sliced roma tomatoes & fresh basil.
Chicken Alfredo Pizza Alfredo sauce, sautéed chicken and spinach, topped with parmigiano cheese.	Vegetarian Pizza Mushrooms, green pepper, black olives, onions, banana pepper rings, tomatoes.
White Pizza Extra virgin olive oil, fresh garlic and black pepper rubbed on fresh dough, topped with cheese & fresh sliced roma tomatoes.	Hawaiian Pizza Ham, pineapple and green pepper.

"Reno - Style" Pizza
"Our Best kept Family Secret"
(On 16 oz. Individual Toppings Size)
Super Thin Crust, Homemade Marinara Sauce & Parmigiano Cheese.
We recommend the "Reno - Style" with no more than 2 toppings.
Medium 15 Large 17 X-Large 19

NEW! The "G" Sicilian Style Square Pizza

- "Cigara" - with tomatoes, mozzarella, and basil
- "Godfather" - sausage, pepperoni, and roasted red pepper

Create your own
Large only 18.5

House Specialty Strombolis

Small \$ 13 Medium \$ 15 Large \$ 17 X-Large \$ 19

Dave's Spinach Spinach and mushrooms sautéed in olive oil with Italian sausage and pepperoni.	Chicken Sautéed chicken, green pepper, onions & mushrooms. Served with ranch dressing.
"Mom's" Italian Sub Coppicola ham, salami, provolone cheese, tomato, onions & banana pepper rings.	"Dad's" Meatball Homemade meatballs with 3 Italian cheeses & marinara sauce.
NEW! "Italiano" A combination of 3 traditional Italian meats - coppicola, pepperoni & Italian sausage, topped with provolone cheese.	NEW! Baked Pasta w/ Vodka Sauce A combination of our homemade pasta with your choice of meatball, chicken or sausage.

Flatbreads

House Specialty! "Tommy's Prosciutto Flatbread" 16
Freshly made flatbread drizzled with black truffle oil, smoked provolone, sliced roma tomatoes, Romano & Parmigiano cheese, mushrooms, topped w/ Prosciutto di Parma.

Bruschetta 19 Smoked provolone & our bruschetta tomatoes, then topped with buffalo mozzarella & fresh basil.	Sausage & Peppers 14 Our signature sausage (hot or mild) sliced & sautéed w/ red & green peppers & onions with our homemade marinara.
Buffalo or BBQ Chicken 19 Grilled chicken tossed in BBQ or Spicy Buffalo sauce, topped with sliced tomatoes & sprinkled with green onions, fresh mozzarella & provolone cheese.	"BLT" 16 Brushed lightly w/ mayo, topped w/ smoked provolone, bacon, and tomatoes then topped golden brown. Finished with shredded lettuce.
NEW! Chicken & Spinach Feste 14 Our seasoned flatbread, topped with chicken, spinach & pesto.	NEW! Spinach & Artichoke Mediterranean 14 Start with our spinach & artichoke dip. Add artichokes, kalamata olives & provolone cheese.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Offering

Appetizers

Italian Wedding Soup		or	Homemade	
House Specialty!	Fizza Dough Follies	4.5	Fizza Chips	
Delicate pillow of fresh pizza dough, fresh fried and sprinkled with our pizza seasoning, parmigiano cheese and garlic salt. Served with marinara sauce				
Garlic Bread		4.5	Bruschetti	
Add mozzarella cheese - \$1 Add our bruschetta blend of grape tomatoes, fresh basil and garlic - \$1				
Fried Mushrooms		6	Zucchini Fritters	
Served with a tangy balsamic glaze				
Mozzarella Sticks		7	Chicken W/ Buffalo or 5c	
Lightly breaded sticks of creamy mozzarella cheese. Served with marinara sauce				
Fried Ravioli		9	Homemade Spin	
A generous portion of our cheese ravioli, lightly breaded with Italian seasoning. Served with marinara sauce				
Calamari Frito		10	NEW! Fo	
Buttermilk marinated, lightly fried to perfection. Served with marinara sauce				
House Specialty!	Quattro Mezzafra di Forno	7	Lightly saute	
4 of our homemade mezzafra, topped with marinara & 3 cheeses. Served with toasted crostini				
Spinach, Artichoke & Garlic Dip		10	Chick'n fine	
A creamy blend of 3 cheeses, spinach, artichokes & roasted garlic. Served with homemade pizza chips				
Crab Cakes		11	NEW! Saus	
Pan seared. Served with a remoulade sauce				

Classic Italian Antipasto 11

Prosciutto di Parma, coppicola ham, Genoa salami, aged Romano & Parmigiano cheese, provolone cheese, assorted imported olives, roasted red pepper, artichoke hearts, roasted mushrooms, pepperoncini, toasted crostini and bread sticks

Insal

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Salads

Greek Salad "Our Newest Salad"

A blend of spinach, romaine & iceberg lettuce, tossed in a light vinaigrette dress. Includes: With grape tomatoes, black & kalamata olives, cornichons, red onions &

Dinner Salad	5	Warm Spin	
Crisp blend of iceberg and romaine lettuce with grape tomatoes, sliced cornichons and banana pepper rings. Topped with homemade breadsticks			
Giannarino's Salad	7	Grilled Chin	
Crisp blend of iceberg and romaine lettuce topped with shredded mozzarella cheese, pepperoni, green peppers, black olives, grape tomatoes, pepperoncini and banana pepper rings. Served with homemade breadsticks			
Cheese Salad	6	House Spin	
Crisp romaine lettuce tossed with extra dressing. Topped with toasted crostini and Parmigiano cheese			

Add to our salad
6oz. grilled chicken 4. | 6oz. salmon or three jumbo shrimp

Pizzas - Strombolis - Flatbreads

Our dough is made from scratch daily using a 50 year old family recipe and only the freshest ingredients

Small 10" Cheese - \$9	Medium 12" Cheese - \$11	Large 14" Cheese - \$13	X-Large 16" Cheese - \$15
Additional Toppings - Small/Medium \$1 Large/X-Large \$2			
Pepperoni, Salami, Italian Sausage, Chicken, Cappelletti, Ham, Bacon, Meatballs, Green Peppers, Mild Pepper Rings, Onions, Mushrooms, Funghi, Olives, Anchovies, Tomatoes, Fresh Garlic and Extra Cheese Fresh Broccoli, Fresh Basil			

House Specialty Pizzas

Small \$13	Medium \$15	Large \$17	X-Large \$19
House Favorite	Pepperoni, sausage, mushrooms and onion	Margherita Style	Our delicious white pizza made thinner it originates with fresh buffalo mozzarella cheese, sliced roma tomatoes & fresh basil
Chicken Alfredo Pizza	Alfredo sauce, sauteed chicken and spinach, topped with parmigiano cheese	Vegetarian Pizza	Mushrooms, green peppers, black olives, onions, banana pepper rings, tomatoes
White Pizza	Extra virgin olive oil, fresh garlic and black pepper rubbed on fresh dough, topped with cheese & fresh sliced roma tomatoes	Hawaiian Pizza	Ham, pineapple and green pepper

"Reno - Style" Pizza

"Our Best kept Family Secret" (On in Omaha/Tampa Sites)
Super Thin Crust, Homemade Marinara Sauce & Parmigiano Cheese

We recommend the "Reno - Style" with no more than 2 toppings

Medium 15 | Large 17 | X-Large 19

NEW! The "G" Sicilian Style Square Pizza

- "Cigara" - with tomatoes, mozzarella, and basil
- "Godfather" - sausage, pepperoni, and roasted red pepper
- Create your own

Large only 18.5

House Specialty Strombolis

Small \$13	Medium \$15	Large \$17	X-Large \$19
Dave's Spinach	Spinach and mushrooms sauteed in olive oil with Italian sausage and pepperoni	Chicken	Sauteed chicken, green peppers, onions & mushrooms. Served with ranch dressing
"Mom's" Italian Sub	Coppicola ham, salami, provolone cheese, tomato, onions & banana pepper rings	"Dad's" Meatball	Homemade meatballs with 3 Italian cheeses & marinara sauce
NEW! "Italiano"	A combination of 3 traditional Italian meats - coppicola, pepperoni & Italian sausage, topped with provolone cheese	NEW! Baked Pasta w/ Vodka Sauce	A combination of our homemade pasta with your choice of meatball, chicken or sausage

Flatbreads

House Specialty! "Tommy's Prosciutto Flatbread" 16

Freshly made flatbread drizzled with black truffle oil, smoked provolone, sliced roma tomatoes, Romano & Parmigiano cheese, mushrooms, topped w/ Prosciutto di Parma

Bruschetta	19	Sausage & Peppers	14
Smoked provolone & our bruschetta tomatoes, then topped with buffalo mozzarella & fresh basil			
Buffalo or BBQ Chicken	19	"BLT"	16
Grilled chicken tossed in BBQ or Spicy Buffalo sauce, topped with sliced tomatoes & sprinkled with green onions, fresh mozzarella & provolone cheese			
NEW! Chicken & Spinach Pesto	14	NEW! Spinach & Artichoke Mediterranean	14
Our sauteed flatbread, topped with chicken, spinach & pesto			

House Pasta Specialties

All entrees are served with a house salad and warm roll. Dessert is served on the side unless requested.

GIAMMARCO'S Welcomes special requests.

We understand that you may like to customize your pasta in your own special way. If we have the ingredients available & we can make it for you we WILL!

Add: Chicken or Sausage 4 - Salmon or Shrimp 6 - (2) Meatballs 2
Substitute any of our Homemade sauces (Alfredo - Pesto - Vodka Cream) for Marinara 1

Homemade Spaghetti or Penne Marinara 12.5

Delicate Homemade pasta topped with our homemade marinara sauce.

Add 2 Homemade Meatballs 2 or 2 Italian Sausage Links (hot or mild) 4

** Whole wheat or gluten free pasta available **

House Specialty! Penne Giannarino	15	Sausage Pasta	14
Seasoned chicken or sliced Italian sausage (hot or mild), red & green peppers, onions, mushrooms & fresh garlic. Sautéed in extra virgin olive oil, lightly tossed with penne pasta			
House Specialty! Penne Fuzzeri	16	Cheese Ravioli	13
Seasoned chicken or sliced Italian sausage (hot or mild), red & green peppers, onions, mushrooms & fresh garlic, sautéed in extra virgin olive oil, lightly tossed with penne pasta & our homemade marinara sauce, topped with mozzarella cheese			
NEW! Penne Vodka w/ Chicken & Fresh Mozzarella	16.5	NEW! Tri - Colors Tortellini	16.5
Penne pasta with chicken & fresh buffalo mozzarella tossed in a freshly made to order vodka cream sauce			
NEW! Tri - Colors Tortellini	16.5	NEW! Tri - Colors Tortellini	16.5
Cheese tortellini tossed in a light pasta cream sauce with Prosciutto di Parma, mushrooms & tomatoes			

Homemade Lasagna 16.5

Generous portions with layers of five Italian cheeses, sauteed ground chuck and spinach covered with our homemade marinara sauce

House Combination Platter 15.5

A combination of cheese ravioli, homemade spaghetti, ravioli, meatball, Italian sausage link (hot or mild) & our homemade marinara sauce

"Angel Hair" Capellini Pasta	11	Fettuccine Alfredo	15
Angel hair pasta tossed in our homemade marinara sauce			
NEW! Cavatelli & Meatballs	15	Penne Pasta with Chicken	14.5
Cavatelli with a touch of ricotta cheese, tossed in a light cream sauce with fresh basil. Served with 2 meatballs			
NEW! Rigatoni Reno	16.5	House Specialty! Joey's Fettuccine Bolognese	15
Seasoned chicken or sliced Italian sausage (hot or mild), in a light white wine sauce with roasted red peppers			

Seafood Specialties

Linguine Fritti & Mare	19	Shrimp Scampi Linguine	17
Fresh squid ink and egg linguine pasta tossed with shrimp, artichoke, clam & calamari in a spicy tomato & white wine cream sauce			
Linguine with White Clam Sauce	17	LOBSTER and Shrimp Ravioli	18
Fresh egg and spinach linguine pasta tossed with fresh clams in a white wine butter sauce with a hint of red pepper			
<i>* Red Clam Sauce Also Available</i>			



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Offering

Appetizers

Italian Wedding Soup	or	Homemade
House Specialty! Fizza Dough Follows 4.5 Delicate pillow of fresh pizza dough, fresh foiled and sprinkled with our pizza seasoning, parmigiano cheese and garlic salt. Served with marinara sauce		Pizza Chips Made from a tortoni, date and balsamic red. Served with 1
Garlic Bread 4.5 Add mozzarella cheese - \$ 1 Add our bruschetta blend of grape tomatoes, fresh basil and garlic - \$ 1		Bruschetti Roasted, red, garlic, fresh & balsamic red. Served with 1
Fried Mushrooms 6 Served with a tangy balsamic sauce		Zucchini Fritters Fried. Served with marinara sauce
Mozzarella Sticks 7 Lightly breaded sticks of creamy mozzarella cheese. Served with marinara sauce		Chicken W/ Buffalo or Fry Served with 1
Fried Ravioli 9 A generous portion of our cheese ravioli, lightly breaded with Italian seasoning. Served with marinara sauce		Homemade Spicy Lightly breaded mozzarella sticks
Calamari Frito 10 Battered calamari, lightly fried to perfection. Served with marinara sauce		NEW! Fo Lightly breaded mozzarella sticks
House Specialty! Quattro Mezzafra di Pomo 7 4 of our homemade mezzafra, topped with marinara & 3 cheeses. Served with toasted arzonini		NEW! Tri Tender Italian potato mezzafra topped with marinara sauce
Spinach, Artichoke & Garlic Dip 10 A creamy blend of 3 cheeses, spinach, artichokes & roasted garlic. Served with homemade pizza chips		NEW! Sausage Pan seared, topped with
Crab Cakes 11 Pan seared. Served with a remoulade sauce		

Classic Italian Antipasto 11 Prosciutto & Parma, coppicola ham, Genoa salami, aged Romano & Parmigiano cheese, provolone cheese, assorted imported olives, roasted red pepper, artichoke hearts, roasted mushrooms, peppercorn, toasted arzonini and bread sticks

Insal Vino mozzarella

Salads

Greek Salad 5 A blend of spinach, romaine & iceberg lettuce, tossed in a light vinaigrette dress. Served with grape tomatoes, black & kalamata olives, cornichons, red onions & herbs. With grape tomatoes, black & kalamata olives, cornichons, red onions & herbs.	"Our Newest Salad"
Dinner Salad 5 Crisp blend of iceberg and romaine lettuce with grape tomatoes, sliced cornichons and banana pepper rings. Served with homemade breadsticks	Warm Spinach Fresh baby spinach served with 1. Topped with 1
Giammarco's Salad 7 Crisp blend of iceberg and romaine lettuce topped with shredded mozzarella cheese, peppercorn, green peppers, black olives, grape tomatoes, peppercorn and banana pepper rings. Served with homemade breadsticks	Grilled Chicken 6oz. chicken breast topped with green pepper, banana pepper
Cheese Salad 6 Crisp romaine lettuce tossed with extra dressing. Topped with toasted arzonini and Parmigiano cheese	House Spicy 6oz. grilled chicken, topped with 1

ADD TO OUR SALAD

6oz. grilled chicken 4. | 6oz. salmon or three jumbo shrimp

Pizzas - Strc

Our dough is made from scratch daily using

Small 10" Cheese - \$ 9 Medium 12" Cheese - 1

Additional Toppings -
Pepperoni, Salami, Italian Sausage, Chicken, Oppio, Mushroom, Funghi, Olives, Anchovies, Tsa

Heat Sensitivity: Substitutes White House

Small \$ 13 Medium

Homemade Favorite Pepperoni, sausage, mushrooms and onion
Chicken Alfredo Pizza Alfredo sauce, sautéed chicken and spinach, topped with parmigiano cheese
White Pizza Extra virgin olive oil, fresh garlic and black pepper rubbed on fresh dough, topped with cheese & fresh tomato tomatoes
"Reno - Style" Pizza "Our Best kept Family Secret" (On in Omaha Tonight Show) Super Thin Crust, Homemade Marinara Sauce & Parmigiano Cheese We recommend the "Reno - Style" with no more than 2 req Medium 15 Large 17 X-Large 19

House S

Dave's Spinach Spinach and mushrooms sautéed in olive oil with Italian sausage and peppercorn
"Mom's" Italian Sub Coppicola ham, salami, provolone cheese, tomato, onion banana pepper rings
NEW! "Italiano" A combination of 3 traditional Italian meats - coppicola, pepperoni & Italian sausage, topped with provolone cheese

House Specialty! **"Tot"**
Freshly made stuffed dilled with black truffe oil, cheese, mushrooms

Bruschetta 19 Smoked provolone & our bruschetta tomatoes, then to with truffe mozzarella & fresh basil
Buffalo or BBQ Chicken 19 Grilled chicken tossed in BBQ or Spicy Buffalo sauce, topped with sliced tomatoes & sprinkled with green oil fresh mozzarella & provolone cheese
NEW! Chicken & Spinach Pasta 14 Our seasoned, stuffed, topped with chicken, spinach & pesto

House Pasta Specials

All courses are served with a house salad and warm roll. Desserts are served

GIAMMARCO'S Welcomes special re!
We understand that you may like to customize your pasta in if we have the ingredients available & we can make it for

Add: Chicken or Sausage 4 - Salmon or Shrimp 6 -
Substitute any of our Homemade sauces (Alfredo - Pesto - Vodka Cream)

Homemade Spaghetti or Penne Marina
Delicate Homemade pasta topped with our homemade
Add 2 Homemade Meatballs 2 or 2 Italian Sausage Links
* Whole wheat or gluten free pasta available

House Specialty! Penne Giammarco 15 Seasoned chicken or sliced Italian sausage (hot or mild), red & green pepper, onion, mushrooms & fresh garlic. Sautéed in extra virgin olive oil, lightly tossed with penne pasta	Sausage Pasta "Little necks" of pork sausage and cheese, in marinara sauce
House Specialty! Penne Fuzzeri 16 Seasoned chicken or sliced Italian sausage (hot or mild), red & green pepper, onion, mushrooms & fresh garlic, sautéed in extra virgin olive oil, lightly tossed with penne pasta & our homemade marinara sauce, topped with mozzarella cheese	Cheese Ravioli Jumbo ravioli stuffed with our homemade marinara
NEW! Penne Vodka w/ Chicken & Fresh Mozzarella 16.5 Penne pasta with chicken & fresh buffalo mozzarella tossed in a freshly made to order vodka cream sauce	Coccoli Tender Italian potato mezzafra topped with marinara sauce

Homemade Lasagna 16.5
Generous portion with layers of five Italian cheeses, sautéed ground chuck and spinach served with our homemade marinara sauce

House Cox
A combination of 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100

"Angel Hair" Capellini Pasta 11 Angel hair pasta tossed in our homemade marinara sauce
NEW! Cavatelli & Meatballs 15 Cavatelli with a touch of ricotta cheese, tossed in a light cream sauce with fresh basil. Served with 2 meatballs
NEW! Rigatoni Reno 16.5 Seasoned chicken or sliced Italian sausage (hot or mild), in a light white wine sauce with roasted red peppers

Fettuccine Alfredo
Fettuccine pasta tossed with our homemade Alfredo sauce

Penne Pasta with CI
Homemade penne & sliced grape tomatoes

House Specialty! **Jen**
A slow roasted tomat sweet sausage, real 1

Seafood Specialties

Ligurian Fritt & Mare 19 Fresh squid ink and egg ligurian pasta tossed with shrimp, anchovy, clam & calamari in a spicy tomato & white wine cream sauce	Shrimp Scampi Link Fresh spinach and 4 homemade garlic, with 3 succulent pill
Ligurian with White Clam Sauce 17 Fresh egg and spinach ligurian pasta tossed with fresh clams in a white wine butter sauce with a hint of red pepper * Red Clam Sauce Also Available	Lobster and Shrimp Lightly topped with 1

Traditional House Specialties

Our house specialties are freshly prepared and served with a full order of spaghetti marinara.

Chicken Parmigian 16.5 Lightly breaded chicken breast sautéed in olive oil. Topped with marinara sauce & mozzarella cheese	Yeast Parmigian 17.5 Lightly breaded yeast onion sautéed in olive oil. Topped with marinara sauce & mozzarella cheese
NEW! Chicken Saltimbocca 17 6 oz. chicken breast seasoned with sage & black pepper, lightly breaded, topped with Prosciutto & Parma, finished with a lemon butter sauce. Served with spinach & egg linguine	Yeast Focaccia 17 Lightly breaded yeast onion, finished with a lemon butter sauce with capers & shallots
Chicken Piccata 18 Lightly breaded sautéed chicken breast, topped with a lemon butter sauce with capers & shallots	Eggplant Parmigian 19 Freshly sliced eggplant lightly breaded, then sautéed in olive oil. Topped with marinara sauce and mozzarella cheese

Grilled Italian Sausage with Red & Green Peppers & Onions 14
Grilled Italian sausage links (hot or mild) with peppers & onions sautéed in fresh garlic & olive oil. Served with a side of spaghetti

"From the Grill"

Classic N.Y. Strip 22 A perfectly aged & hand cut 12 oz. New York Strip, lightly seasoned & grilled to order. Served with sautéed spinach & roasted red skin potatoes	"Petite" Stockyard Sirloin 16 A 6 oz. Angus Steak, lightly seasoned and grilled to order. Served with sautéed spinach & roasted red skin potatoes
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Fresh Fish & Catch of the Day!

Grilled - PAN FRIED - BLACKENED	Market Price
Fresh Cut Atlantic Salmon 16.5 Served with roasted red skin potatoes & your choice of sautéed spinach, broccoli, spaghetti or penne	Grilled Tilapia 16 Served with roasted red skin potatoes & your choice of sautéed spinach, broccoli, spaghetti or penne

Burgers - Oven Baked Subs - Sandwiches

Served with Chips, Substitute Prices \$ 1.50

Top your sandwich with ANY OF FOLLOWING ITEMS for \$ 1 - *Sautéed Mushrooms / Mozzarella / Provolone / Cheddar*

"Beese Ball" Burger 10.5	9.5	Beer Battered "God" Fish Sandwich	9
Grilled Chicken Sandwich	8.5	Cajun Panini	8
Chicken Cutlet Panini Toppings / optional 2.00	8.5	Prosciutto "The Parma Panther" Panini Toppings / optional 2.00	8.5
Indian Sub <i>House Specialty!</i>	9	Philly Chicken Sub	9
Meatball Sub	9	Veggie Sub	8
Italian Sausage Sub (hot or mild)	9	Chicken Parmigian Sub	9

*oven baked

Senior's Corner 8
For Seniors (65 & over) these meals include a small dinner salad.
No substitutions please.
Spaghetti & Meatball | Coccoli & Meatball
Chicken Ravioli & Meatball | Penne Pasta & Meatball
Penne Alfredo
** Our Topping Pizza \$ 7.5
Additional toppings - \$ 0.75 each

Italian Sausage (Hot Or Mild) each	2
Side of Sauce	2
Sautéed Spinach	9
Sautéed Broccoli	9
Potato Chips	1
Meatball	1
Anchovies	2
Fresh Fries	2.5
Apple Sauce	1

* Consuming raw or undercooked foods may result in foodborne illness.
** Please inform your server of any food allergies.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Offering

Appetizers

Italian Wedding Soup	or	Homemade
House Specialty! Fizza Dough Filleos 4.5 Delicate pillows of fresh pizza dough, fresh fried and sprinkled with our pizza seasoning, parmigiano cheese and garlic salt. Served with marinara sauce.		Fizza Chips Made from a butter, date and Additional Toppings - Pepperoni, Salami, Italian Sausage, Chicken, Oppio, Mushroom, Funghi, Olive, Anchoves, Tr
Garlic Bread 4.5 Add mozzarella cheese - \$1 Add our bruschetta blend of grape tomatoes, fresh basil and garlic - \$1		Bruschetti Roasted red, garlic, fresh & balsamic red Served with
Fried Mushrooms 6 Served with a tangy horseradish sauce		Zucchini Fritters Zucchini & ricotta fried. Served
Mozzarella Sticks 7 Lightly breaded sticks of creamy mozzarella cheese. Served with marinara sauce		Chicken W/ Buffalo or Fry Served with
Fried Ravioli 9 A generous portion of our cheese ravioli, lightly breaded with Italian seasoning. Served with marinara sauce		Home Spa Lightly breaded mozzarella di NEW! Fo Lightly saute mozzarella di it topped with
Calamari Frito 10 Buttermilk marinated, lightly fried to perfection. Served with marinara sauce		Zuppa Di Chicken fine sauce. Served
House Specialty! Quattro Menzella di Forno 7 4 of our homemade mozzarella, topped with marinara & 3 cheeses. Served with toasted crostini		NEW! Sausa Pasta sauced. Tossed with
Spinach, Artichoke & Garlic Dip 10 A creamy blend of 3 cheeses, spinach, artichokes & roasted garlic. Served with homemade pizza chips		
Crab Cakes 11 Pan seared. Served with a remoulade sauce		

Classic Italian Antipasto 11 Prosciutto & Parma, coppicola ham, Genoa salami, aged Romano & Parmigiano cheese, provolone cheese, assorted imported olives, roasted red pepper, artichoke hearts, roasted mushrooms, pepperoncini, toasted crostini and bread sticks

Insal Vinc mozzar

Salads

Greek Salad "Our Newest Salad" A blend of spinach, romaine & iceberg lettuce, tossed in a light vinaigrette dress. Includes: With grape tomatoes, black & kalamata olives, cornichons, red onions &	Warm Spinach 5 Crisp blend of iceberg and romaine lettuce with grape tomatoes, sliced cornichons and banana pepper rings. Served with homemade breadsticks
Giammarco's Salad 7 Crisp blend of iceberg and romaine lettuce topped with shredded mozzarella cheese, pepperoni, green peppers, black olives, grape tomatoes, pepperoncini and banana pepper rings. Served with homemade breadsticks	Grilled Chicken 6oz. chicken romaine lettuce green pepper banana pepper
Cheese Salad 6 Crisp romaine lettuce tossed with extra dressing. Topped with toasted crostini and Parmigiano cheese	Home Spa 6oz. grilled spinach, rom w/ hot chcc

ADD TO OUR SALAD
6oz. grilled chicken 4 | 6oz. salmon or three jumbo shrimp

Pizzas - Str

Our dough is made from scratch daily using
Small 10" Cheese - \$9 Medium 12" Cheese - 1
Additional Toppings -
Pepperoni, Salami, Italian Sausage, Chicken, Oppio, Mushroom, Funghi, Olive, Anchoves, Tr

House Pasta Specials

All entrees are served with a dinner salad and warm roll. Desserts are served
GIAMMARCO'S Welcomes special re
We understand that you may like to customize your pasta in
If we have the ingredients available & we can make it fit
Add: Chicken or Sausage 4 - Salami or Shrimp 4 -

Traditional House Specialties

Our house specialties are freshly prepared and served with a full order of spaghetti's marinara.

Chicken Parmigian 16.5 Lightly breaded chicken breast sautéed in olive oil. Topped with marinara sauce & mozzarella cheese	Veal Parmigian 17.5 Lightly breaded veal cutlet sautéed in olive oil. Topped with marinara sauce & mozzarella cheese
NEW! Chicken Saltimbocca 17 6 oz. chicken breast seasoned with sage & black pepper, lightly breaded, topped with Prosciutto & Parma, finished with a lemon butter sauce. Served with spinach & egg	Veal Piccata 17 Lightly breaded veal cutlet, finished with a lemon butter sauce with capers & shallots
Chicken Breast 16 Chicken breast, topped with capers & shallots	Eggplant Parmigian 14 Freshly sliced eggplant lightly breaded, then sautéed in olive oil. Topped with marinara sauce and mozzarella cheese
Italian Sausage with Red & Green Peppers & Onions 14 Sautéed Italian sausage; links (hot or mild) with peppers & onions sautéed in fresh garlic & olive oil. Served with a side of spaghetti	

"From the Grill"

Steak 22 6 oz. New York Strip, to order. Served with roasted red thin potatoes	"Petite" Stockyard Sirloin 16 A 6 oz. Angus Steak, lightly seasoned and grilled to order. Served with sautéed spinach & roasted red thin potatoes
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Fresh Fish & Catch of the Day!

Market Price

Grilled Tilapia 16 Served with roasted red thin potatoes & your choice of sautéed spinach, broccoli, spaghetti or beans	Grilled Trout 16 Served with roasted red thin potatoes & your choice of sautéed spinach, broccoli, spaghetti or beans
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Burgers - Oven Baked Subs - Sandwiches

Served with Chips, Substituted Fries \$1.50
ANY OF FOLLOWING ITEMS for \$1 - *Sautéed Mushrooms / Mozzarella / Provolone / Chicken*

Beef 9.5	Beer Battered "God" Fish Sandwich 9
Chicken 8.5	Cajun Fajini 8
Salami 8.5	Focaccia "The Famous Fajita" Fajini 9.5 Topped w/ fresh mozzarella, tomatoes & basil
Specialty! 9	* Philly Chicken Sub 9
(hot or mild)	* Veggie Sub 8
	* Chicken Parmigian Sub 9

*oven baked

Senior's Corner

For Seniors (65 & over) these meals include a small dinner salad.
No substitutions please.
Spaghetti & Meatball | Caccinelli & Meatball
Chicken Ravioli & Meatball | Penne Pasta & Meatball
Penne AllaVodka
** Our Topping Pizza \$7.5
Additional toppings...\$0.75 each

Ala Carte

Italian Sausage (Hot Or Mild) each 2	Meatball 1
Side of Sauce 2	Anchoves 2
Sautéed Spinach 9	French Fries 2.5
Sautéed Broccoli 9	Apple Sauce 1
Potato Chips 1	



* Consuming raw or undercooked foods may result in foodborne illness.
** Please inform your server of any food allergies.

165

menu

items!

Freshly made softbread dunked with black truffle oil, cheese, anchovies

NEW! Nigroto Neno 16.5
Seasoned chicken or sliced Italian sausage (hot or mild), in a light white wine sauce with roasted red peppers

House specialty! Jon
A slow roasted tomat
sweet sausage, veal i

Seafood Specialties

Ligurian Fritti & Mare 19
Fresh squid ink and egg ligurian pasta tossed with shrimp, mussels, clams & calamari in a spicy tomato & white wine ocean sauce

Ligurian with White Clam Sauce 17
Fresh egg and spinach ligurian pasta tossed with fresh clams in a white wine butter sauce with a hint of red pepper
* Red Clam Sauce Also Available

Shrimp Scampi Linguine
Fresh spinach and a homemade garlic, to with 3 mostaccioli pill

Lobster and Shrimp
Lightly topped with white wine virgin oil



Menu Offering

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Appetizers

Italian Wedding Soup or Homemade Soup of the Day 4

<p>House Specialty! Pizza Dough Fillows 4.5 Delicious pillows of fresh pizza dough, flash fried and sprinkled with our pizza seasoning, parmesiano cheese and garlic salt. Served with marinara sauce</p> <p>Garlic Bread 4.5 Add mozzarella cheese - \$ 1 Add our bruschetta blend of grape tomatoes, fresh basil and garlic - \$ 1</p> <p>Fried Mushrooms 6 Served with a tangy horseradish sauce</p> <p>Mozzarella Sticks 7 Lightly breaded sticks of creamy mozzarella cheese. Served with marinara sauce</p> <p>Fried Ravioli 9 A generous portion of our cheese ravioli, lightly breaded with Italian seasonings. Served with marinara sauce</p> <p>Calamari Fritto 10 Buttermilk marinated, lightly fried to perfection. Served with marinara sauce</p> <p>House Specialty! Quattro Meatballs al Forno 7 4 of our homemade meatballs, topped with marinara & 5 cheeses. Served with toasted crostini</p> <p>Spinach, Artichoke & Garlic Dip 10 A creamy blend of 5 cheeses, spinach, artichokes & roasted garlic. Served with homemade pizza chips</p> <p>Crab Cakes 11 Pan seared. Served with a remoulade sauce</p>	<p>Pizza Chips "thin & crispy" 6 Made from our homemade pizza dough. Fried golden brown, dusted with parmesiano cheese. Served with marinara sauce</p> <p>Bruschetta 9 Roasted red peppers, sliced grape tomatoes, fresh basil, garlic, fresh mozzarella cheese, drizzled with olive oil and balsamic reduction. Served with toasted crostini</p> <p>Zucchini Fritti 7 Julienneed zucchini tossed in seasoned flour and lightly fried. Served with marinara sauce</p> <p>Chicken Wings 11 dz / 7 1/2 dz Buffalo or Sweet & Spicy BBQ. Served with blue cheese dressing</p> <p>House Specialty! Arancini 9 Lightly breaded fried risotto balls (3) stuffed with fresh mozzarella cheese, basil and Prosciutto di Parma</p> <p>NEW! Polenta Bolognese Appetizer 9 Lightly seasoned polenta breaded with Romano & mozzarella cheeses. Served with Joey's Bolognese sauce & topped with Parmigiano-Reggiano</p> <p>"Zuppa Di Mussels" 13 Chilean blue mussels sautéed in a garlic white wine butter sauce. Served with toasted crostini</p> <p>NEW! Sausage "Knuckles" Peppers & Onions 9.5 Pan seared in garlic & oil. Tossed with roasted green & red peppers & onions</p>
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Classic Italian Antipasto 11
Prosciutto di Parma, coppicola ham, Genoa salami, aged Romano & Parmigiano cheese, provolone cheese, assorted imported olives, roasted red peppers, artichoke hearts, roasted mushrooms, peppercornini, toasted crostini and bread sticks

Insalata Caprese 10
Vine ripened tomatoes layered with fresh mozzarella and basil, lightly drizzled with extra virgin olive oil
*Add Sliced Prosciutto di Parma 4

23
appetizers!



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Size Offering

House Specialty Strombolis

Small \$ 13 Medium \$ 15 Large \$ 17 X-Large \$ 19

Dave's Spinach

Spinach and mushrooms sauteed in olive oil with Italian sausage and pepperoni

"Mom's" Italian Sub

Cappicola ham, salami, provolone cheese, tomato, onions & banana pepper rings

NEW! "Italiano"

A combination of 3 traditional Italian meats - cappicola, pepperoni & Italian sausage, topped with provolone cheese

Chicken

Sautéed chicken, green peppers, onions & mushrooms. Served with ranch dressing

"Dad's" Meatball

Homemade meatballs with 3 Italian cheeses & marinara sauce

NEW! Baked Pasta w/ Vodka Sauce

A combination of our homemade penne pasta with your choice of meatball, chicken or sausage

24 variations/recipes!



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Rationalization

Menu Rationalization

The creation of a simplified menu for the sake of operational efficiency and guest satisfaction.

Source: *Managing Service in Food and Beverage Operations*, Fourth Edition, by Ronald F. Cichy, Ph.D., NCE, CHA and Philip J. Hickey, Jr., ISBN-13: 978-0133097269



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Engineering

SEAFOOD COCKTAILS

Served in Mrs. Kelly's "tangy", red cocktail sauce!

Bay Shrimp Canadian cold water	5.10
Jumbo Shrimp wild from Sea of Cortez	8.35
Crabmeat fresh Dungeness	8.35
Combo Dungeness Crab & Bay Shrimp	7.42
Smoked Fish house smoked	5.10
Oyster Eastern Bluepoint	6.50

Ceviche Mrs. Kelly's secret recipe	5.10
Oysters (6) on the "half shell" Bluepoint	10.21
Clams (6) on the "half shell" Eastern Littleneck	10.21
Pickled Squid homestyle	4.18
Herring in cream or vinegar sauce	4.18

SOUP

White Clam Chowder cup	3.25
Seafood Soup bowl	3.99
Sourdough Chowder Bowl quart	9.28
	6.50

Orders "To Go" call: (619) 223-1109

SALADS

Made with mixed greens

Shrimp Canadian Bay	12.99
Crab fresh Dungeness	15.77
Tuna Mrs. Kelly's homestyle	12.99
Smoked Fish house smoked	12.99
Combo Dungeness Crab & Bay Shrimp	14.85
House	5.10
*** Any salad half order	deduct 2.00

YOUR CHOICE OF DRESSING

Mrs. Kelly's Bleu Cheese - Classic Louie
Balsamic Vinaigrette - Creamy Ranch

Caesar Salad traditional caesar dressing	6.50
With seared Ahi in a light marinade	13.92
With shrimp Canadian Bay	12.99
With grilled chicken	12.99

SMALL APPETITES

Choice of coleslaw or fries

Fish 2 pieces - Shrimp 4 pieces	
Squid 4 pieces - Crabcakes 2 cakes	
	7.42
Chicken Tenders 2 pieces.....	6.03

SANDWICHES

On fresh baked sourdough with our famous tartar sauce *SIMPLY GOOD!*

Fish Alaskan Cod in Mrs. Kelly's breading	8.35
Squid (Calamari) lightly breaded strips	8.35
Shrimp breaded, large Sea of Cortez	8.35
Shrimp Canadian Bay served cold	8.35
Crab Fresh Crab Meat	market price
Tuna Salad Mrs. Kelly's homestyle	8.35
Clam Eastern breaded strips	7.42
Combo Fresh Crab and Bay Shrimp.....	market price
Crabcake (4) Mrs. Kelly's zesty blend	9.28
Scallop Eastern dry pack	12.99
Smoked Fish house smoked	8.35
Oyster Fresh Eastern Bluepoint	12.06

- We fry cholesterol free -

- Ask about our "daily specials" -

- Tax not included -

*Do they know their cost?
What is their pricing strategy?*



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Engineering

SANDWICHES

On fresh baked sourdough with our famous tartar sauce ... *SIMPLY GOOD!*

Fish Alaskan Cod in Mrs. Kelly's breading	8.35
Squid (Calamari) lightly breaded strips	8.35
Shrimp breaded, large Sea of Cortez	8.35
Shrimp Canadian Bay served cold	8.35
Crab Fresh Crab Moot	market price
Tuna Salad Mrs. Kelly's homestyle	8.35
Clam Eastern breaded strips	7.42
Combo Fresh Crab and Bay Shrimp	market price
Crabcake (4) Mrs. Kelly's zesty blend	9.28
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- We fry cholesterol free -

- Ask about our "daily specials" -

- Tax not included -

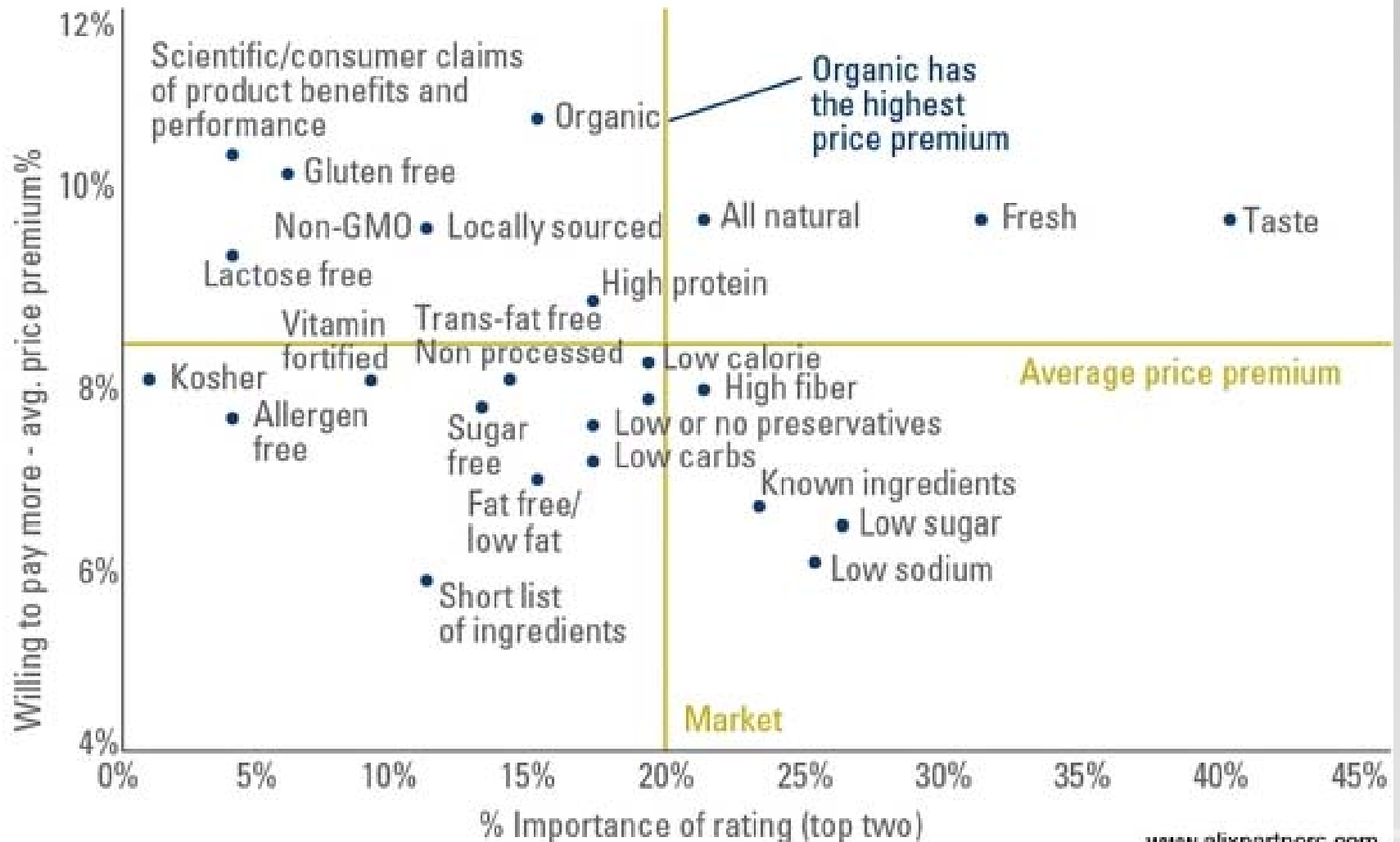
*Do they know their cost?
What is their pricing
strategy?*

- 6 menu items at the same price point?
- Pricing of \$7.42?
- Pricing of \$12.06?

Menu Engineering

FIGURE 3: Important and premium-worthy

Importance of particular health and wellness attributes and the size of the premium consumers are willing to pay





REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Engineering

Question of the Day

*How many intentional
not-for-profit restaurants
do you know?*



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Engineering

Nonprofit Restaurants Pay Back Communities

Ryan Saari never wanted to get into the restaurant business. Saari, a pastor, and some likeminded people in Portland, Oregon, originally planned to start a nonprofit organization to better the community. But they looked around and realized there were already hundreds, if not thousands, of nonprofits serving the Portland area—many of them spending significant time and resources on fundraising. So, instead of starting their own foundation or nonprofit organization, Saari's group decided to start a restaurant and pub that would pump its earnings into existing community efforts.

"Anybody that knows business, particularly the restaurant industry, knows restaurants aren't always big money



FSR Magazine, By Kevin Hardy, December 2014, p. 71-72.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Engineering

- Your menu(s) are what you are in the business to do.
- Types of Menus
 - Lunch
 - Dinner
 - Brunch
 - Banquet
 - Kids
- Pricing Structures
 - By Markets, Demographics



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

- What are we engineering?
- Engineering sections of the menu

STARTERS

ANCHOR BAR CHICKEN WINGS
Xxxxxx \$0.00

BLUE CHEESE CHIPS
Homemade potato chips with bleu cheese and scallions \$0.00

POT STICKERS
Steamed pork pot stickers with hoisin glaze \$0.00

CALAMARI⁴
Seasoned fried calamari with spicy slaw, lemon aioli and marinara sauce \$0.00

CRAB CAKES⁴
Pan seared crab cakes served with mustard seed herbaise and spicy slaw \$0.00

STEAMED MUSSELS⁴
Served with garlic crostons in a chardonnay cream sauce \$0.00

SOUP & SALAD

CLASSIC CAESAR
Wedge of romaine with garlic parmesan crisp \$0.00

INGALATA MISTA
Served with roasted tomatoes, pine nuts, shaved red onions, gorgonzola and avocado \$0.00

BLT WEDGE SALAD
Served with bleu cheese dressing, bacon, onion and tomato \$0.00

SPINACH SALAD
Topped with strawberries, goat cheese and a sweet poppy seed dressing \$0.00

BBQ CHICKEN SALAD
Romaine topped with cheddar cheese, bacon, tomatoes, red peppers tossed in a herb garlic dressing \$0.00

COBB SALAD
Romaine topped with diced tomatoes, bacon, hard boiled egg and grilled chicken with bleu cheese dressing \$0.00

TOMATO BASIL SOUP
Xxxxxx cup \$0.00, bowl \$0.00

SOUP OF THE DAY
Xxxxxx cup \$0.00, bowl \$0.00



*"Because Everyone Has Hunger,
No One Should Keep It"
A portion of every meal purchased at Two Spoons
provides a meal for the Save The Children organization.*

OUR SPECIALTIES

CHICKEN PARMESAN
Xxxxxx \$0.00

GRILLED HANGER STEAK
Served with roasted red skin potatoes and asparagus with a cognac demi-glaze \$0.00

CHICKEN PICATTA
Over angel hair pasta topped with a white wine caper sauce \$0.00

BERKSHIRE PORK CHOP
Topped with pineapple chutney served with garlic mashed potatoes and asparagus \$0.00

LAMB STEW
Served with garlic mashed potatoes and baby carrots \$0.00

CHICKEN MARCALA
Served with garlic mashed potatoes, roasted zucchini and squash \$0.00

FILET OF BEEF⁴
Served with scalloped potatoes, asparagus, with chipotle shiitake demi-glaze
6 oz \$0.00, 9 oz \$0.00

PAN SEARED SALMON⁴
With cucumber rice pilaf and dill cream sauce topped with a cucumber tomato relish \$0.00

MEATLOAF
With garlic mashed potatoes, green beans topped with a wild mushroom gravy \$0.00

SIDES & TOPPINGS

ASPARAGUS \$0.00

GARLIC MASHED POTATOES \$0.00

VEGETABLE OF THE DAY \$0.00

SAUTEED MUSHROOMS \$0.00

FRENCH FRIES \$0.00

PASTAS

SALMON PAPPAROTTI⁴
With a clam sauce \$0.00

SPAGHETTI & MEATBALLS
Xxxxxx \$0.00

SHERIMP, SAUSAGE & CORN LINGUINI⁴
Served with cilantro pesto sauce \$0.00

CLAMS & LINGUINI⁴
With a white butter sauce \$0.00

RIGATONI
With roasted tomatoes, button mushrooms, kalamata olives in a lemon garlic oil \$0.00

GNOCCHI BONNAISE
Xxxxxx \$0.00

SAUSAGE RAVIOLI
With a parmesan cream sauce \$0.00

SANDWICHES

TRIPLE DECKER GRILLED CHEESE
With a fried egg \$0.00

CHEESEBURGER
Xxxxxx \$0.00

EGGPLANT SANDWICH
With roasted tomatoes, red peppers and pesto sauce \$0.00

BLT
Xxxxxx \$0.00 Add Salmon* \$0.00

SOUP & SANDWICH COMBO
Choose a half version of our sandwiches with a cup of soup \$0.00

DESSERT

VANILLA CRÈME BRÛLÉE
Served with wildberry compote \$0.00

CHOCOLATE BREAD PUDDING
Topped vanilla ice cream and anglaise \$0.00

MACADAMIA NUT CHOCOLATE TORTE
With vanilla ice cream \$0.00

BANANA NAPOLEAN
Served with a caramelized banana \$0.00

⁴Cooked to order. Consuming raw or undercooked meats, poultry, seafood, shellfish or eggs may increase your risk of foodborne illness especially in certain medical conditions.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

- What are we engineering?
- Engineering sections of the menu

STARTERS

ANCHOR BAR CHICKEN WINGS
Xxxxxx \$0.00

BLUE CHEESE CHIPS
Homemade potato chips with bleu cheese and scallions \$0.00

POT STICKERS
Steamed pork pot stickers with hoisin glaze \$0.00

CALAMARI⁴
Seasoned fried calamari with spicy slaw, lemon aioli and marinara sauce \$0.00

CRAB CAKES⁴
Pan seared crab cakes served with mustard seed herbaise and spicy slaw \$0.00

STEAMED MUSSEL⁴
Served with garlic crostons in a chardonnay cream sauce \$0.00

SOUP & SALAD

CLASSIC CAESAR
Wedge of romaine with garlic parmesan crisp \$0.00

INGALATA MISTA
Served with roasted tomatoes, pine nuts, shaved red onions, gorgonzola and avocado \$0.00

BLT WEDGE SALAD
Served with bleu cheese dressing, bacon, onion and tomato \$0.00

SPINACH SALAD
Topped with strawberries, goat cheese and a sweet poppy seed dressing \$0.00

BBQ CHICKEN SALAD
Romaine topped with cheddar cheese, bacon, tomatoes, red peppers tossed in a herb garlic dressing \$0.00

COBB SALAD
Romaine topped with diced tomatoes, bacon, hard boiled egg and grilled chicken with bleu cheese dressing \$0.00

TOMATO BASIL SOUP
Xxxxxx cup \$0.00, bowl \$0.00

SOUP OF THE DAY
Xxxxxx cup \$0.00, bowl \$0.00

"Because Everyone Has Hunger, No One Should Keep It"
A portion of ~~any~~ meal purchased at Two Spoons provides a meal for the *Save The Children* organization.

OUR SPECIALTIES

CHICKEN PARMESAN
Xxxxxx \$0.00

GRILLED HANGER STEAK
Served with roasted red skin potatoes and asparagus with a cognac demi-glaze \$0.00

CHICKEN PICATTA
Over angel hair pasta topped with a white wine caper sauce \$0.00

BERKSHIRE PORK CHOP
Topped with pineapple chutney served with garlic mashed potatoes and asparagus \$0.00

LAMB STEW
Served with garlic mashed potatoes and baby carrots \$0.00

CHICKEN MARCALA
Served with garlic mashed potatoes, roasted zucchini and squash \$0.00

FILET OF BEEF⁴
Served with scalloped potatoes, asparagus, with chipotle shiitake demi-glaze 6 oz \$0.00, 9 oz \$0.00

PAN SEARED SALMON⁴
With cucumber rice pilaf and dill cream sauce topped with a cucumber tomato relish \$0.00

MEATLOAF
With garlic mashed potatoes, green beans topped with a wild mushroom gravy \$0.00

SIDES & TOPPINGS

ASPARAGUS \$0.00

GARLIC MASHED POTATOES \$0.00

VEGETABLE OF THE DAY \$0.00

SAUTEED MUSHROOMS \$0.00

FRENCH FRIES \$0.00

PASTAS

SALMON PAPPAROTTI⁴
With a clam sauce \$0.00

SPAGHETTI & MEATBALLS
Xxxxxx \$0.00

SHERIMP, SAUSAGE & CORN LINGUINI⁴
Served with cilantro pesto sauce \$0.00

CLAM & LINGUINI⁴
With a white butter sauce \$0.00

RIGATONI
With roasted tomatoes, button mushrooms, kalamata olives in a lemon garlic oil \$0.00

GNOCCHI BONNAISE
Xxxxxx \$0.00

SAUSAGE RAVIOLI
With a parmesan cream sauce \$0.00

SANDWICHES

TRIPLE DECKER GRILLED CHEESE
With a fried egg \$0.00

CHEESEBURGER
Xxxxxx \$0.00

EGGPLANT SANDWICH
With roasted tomatoes, red peppers and pesto sauce \$0.00

BLT
Xxxxxx \$0.00 Add Salmon* \$0.00

SOUP & SANDWICH COMBO
Choose a half version of our sandwiches with a cup of soup \$0.00

DESSERT

VANILLA CRÈME BRÛLÉE
Served with wildberry compote \$0.00

CHOCOLATE BREAD PUDDING
Topped vanilla ice cream and anglaise \$0.00

MACADAMIA NUT CHOCOLATE TORTE
With vanilla ice cream \$0.00

BANANA NAPOLEAN
Served with a caramelized banana \$0.00

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REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

- What are we engineering?
- Engineering sections of the menu

STARTERS

ANCHOR BAR CHICKEN WINGS
Xxxxxx \$0.00

BLUE CHEESE CHIPS
Homemade potato chips with bleu cheese and scallions \$0.00

POT STICKERS
Steamed pork pot stickers with hoisin glaze \$0.00

CALAMARI⁴
Seasoned fried calamari with spicy slaw, lemon aioli and marinara sauce \$0.00

CRAB CAKES⁴
Pan seared crab cakes served with mustard seed herb sauce and spicy slaw \$0.00

STEAMED MUSSELS⁴
Served with garlic crostini in a chardonnay cream sauce \$0.00

SOUP & SALAD

CLASSIC CAESAR
Wedge of romaine with garlic parmesan crisp \$0.00

INGALATA MISTA
Served with roasted tomatoes, pine nuts, shaved red onions, gorgonzola and avocado \$0.00

BLT WEDGE SALAD
Served with bleu cheese dressing, bacon, onion and tomato \$0.00

SPINACH SALAD
Topped with strawberries, goat cheese and a sweet poppy seed dressing \$0.00

BBQ CHICKEN SALAD
Romaine topped with cheddar cheese, bacon, tomatoes, red peppers tossed in a herb garlic dressing \$0.00

COBB SALAD
Romaine topped with diced tomatoes, bacon, hard boiled egg and grilled chicken with bleu cheese dressing \$0.00

TOMATO BASIL SOUP
Xxxxxx cup \$0.00, bowl \$0.00

SOUP OF THE DAY
Xxxxxx cup \$0.00, bowl \$0.00



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A portion of ^{xxxxx} meal purchased at Two Spoons
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OUR SPECIALTIES

CHICKEN PARMESAN
Xxxxxx \$0.00

GRILLED HANGER STEAK
Served with roasted red skin potatoes and asparagus with a cognac demi-glaze \$0.00

CHICKEN PICATTA
Over angel hair pasta topped with a white wine caper sauce \$0.00

BERKSHIRE PORK CHOP
Topped with pineapple chutney served with garlic mashed potatoes and asparagus \$0.00

LAMB STEW
Served with garlic mashed potatoes and baby carrots \$0.00

CHICKEN MARCALA
Served with garlic mashed potatoes, roasted zucchini and squash \$0.00

FILET OF BEEF⁴
Served with scalloped potatoes, asparagus, with chipotle skirtake demi-glaze
6 oz \$0.00, 9 oz \$0.00

PAN SEARED SALMON⁴
With cucumber rice pilaf and dill cream sauce topped with a cucumber tomato relish \$0.00

MEATLOAF
With garlic mashed potatoes, green beans topped with a wild mushroom gravy \$0.00

SIDES & TOPPINGS

ASPARAGUS \$0.00

GARLIC MASHED POTATOES \$0.00

VEGETABLE OF THE DAY \$0.00

SAUTEED MUSHROOMS \$0.00

FRENCH FRIES \$0.00

PASTAS

SALMON PAPPAROTTI⁴
With a cream sauce \$0.00

SPAGHETTI & MEATBALLS
Xxxxxx \$0.00

SHERIMP, SAUSAGE & CORN LINGUINI⁴
Served with cilantro pesto sauce \$0.00

CLAMS & LINGUINI⁴
With a white butter sauce \$0.00

RIGATONI
With roasted tomatoes, button mushrooms, kalamata olives in a lemon garlic oil \$0.00

GNOCCHI BONNAISE
Xxxxxx \$0.00

SAUSAGE RAVIOLI
With a parmesan cream sauce \$0.00

SANDWICHES

TRIPLE DECKER GRILLED CHEESE
With a fried egg \$0.00

CHEESEBURGER
Xxxxxx \$0.00

EGGPLANT SANDWICH
With roasted tomatoes, red peppers and pesto sauce \$0.00

BLT
Xxxxxx \$0.00 Add Salmon* \$0.00

SOUP & SANDWICH COMBO
Choose a half version of our sandwiches with a cup of soup \$0.00

DESSERT

VANILLA CRÈME BRÛLÉE
Served with wildberry compote \$0.00

CHOCOLATE BREAD PUDDING
Topped vanilla ice cream and anglaise \$0.00

MACADAMIA NUT CHOCOLATE TORTE
With vanilla ice cream \$0.00

BANANA NAPOLEAN
Served with a caramelized banana \$0.00

⁴Cooked to order. Consuming raw or undercooked meats, poultry, seafood, shellfish or eggs may increase your risk of foodborne illness especially in certain medical conditions.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

- What are we engineering?
- Engineering sections of the menu

STARTERS

ANCHOR BAR CHICKEN WINGS
Xxxxxx \$0.00

BLUE CHEESE CHIPS
Homemade potato chips with bleu cheese and scallions \$0.00

POT STICKERS
Steamed pork pot stickers with hoisin glaze \$0.00

CALAMARI⁴
Seasoned fried calamari with spicy slaw, lemon aioli and marinara sauce \$0.00

CRAB CAKES⁴
Pan seared crab cakes served with mustard seed herb sauce and spicy slaw \$0.00

STEAMED MUSSELS⁴
Served with garlic crostini in a chardonnay cream sauce \$0.00

SOUP & SALAD

CLASSIC CAESAR
Wedge of romaine with garlic parmesan crisp \$0.00

INGALATA MISTA
Served with roasted tomatoes, pine nuts, shaved red onions, gorgonzola and avocado \$0.00

BLT WEDGE SALAD
Served with bleu cheese dressing, bacon, onion and tomato \$0.00

SPINACH SALAD
Topped with strawberries, goat cheese and a sweet poppy seed dressing \$0.00

BBQ CHICKEN SALAD
Romaine topped with cheddar cheese, bacon, tomatoes, red peppers tossed in a herb garlic dressing \$0.00

COBB SALAD
Romaine topped with diced tomatoes, bacon, hard boiled egg and grilled chicken with bleu cheese dressing \$0.00

TOMATO BASIL SOUP
Xxxxxx cup \$0.00, bowl \$0.00

SOUP OF THE DAY
Xxxxxx cup \$0.00, bowl \$0.00



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No One Should Keep It"*
A portion of every meal purchased at Two Spoons
provides a meal for the Love The Children organization.

OUR SPECIALTIES

CHICKEN PARMESAN
Xxxxxx \$0.00

GRILLED HANGER STEAK
Served with roasted red skin potatoes and asparagus with a cognac demi-glaze \$0.00

CHICKEN PICATTA
Over angel hair pasta topped with a white wine caper sauce \$0.00

BERKSHIRE PORK CHOP
Topped with pineapple chutney served with garlic mashed potatoes and asparagus \$0.00

LAMB STEW
Served with garlic mashed potatoes and baby carrots \$0.00

CHICKEN MARCALA
Served with garlic mashed potatoes, roasted zucchini and squash \$0.00

FILET OF BEEF⁴
Served with scalloped potatoes, asparagus, with chipotle skirtake demi-glaze
6 oz \$0.00, 9 oz \$0.00

PAN SEARED SALMON⁴
With cucumber rice pilaf and dill cream sauce topped with a cucumber tomato relish \$0.00

MEATLOAF
With garlic mashed potatoes, green beans topped with a wild mushroom gravy \$0.00

SIDES & TOPPINGS

ASPARAGUS \$0.00

GARLIC MASHED POTATOES \$0.00

VEGETABLE OF THE DAY \$0.00

SAUTEED MUSHROOMS \$0.00

FRENCH FRIES \$0.00

PASTAS

SALMON PAPPAROTTI⁴
With a cream sauce \$0.00

SPAGHETTI & MEATBALLS
Xxxxxx \$0.00

SHERIMP, SAUSAGE & CORN LINGUINI⁴
Served with cilantro pesto sauce \$0.00

CLAMS & LINGUINI⁴
With a white butter sauce \$0.00

RIGATONI
With roasted tomatoes, button mushrooms, kalamata olives in a lemon garlic oil \$0.00

GNOCCHI BONNAISE
Xxxxxx \$0.00

SAUSAGE RAVIOLI
With a parmesan cream sauce \$0.00

SANDWICHES

TRIPLE DECKER GRILLED CHEESE
With a fried egg \$0.00

CHEESEBURGER
Xxxxxx \$0.00

EGGPLANT SANDWICH
With roasted tomatoes, red peppers and pesto sauce \$0.00

BLT
Xxxxxx \$0.00 Add Salmon* \$0.00

SOUP & SANDWICH COMBO
Choose a half version of our sandwiches with a cup of soup \$0.00

DESSERT

VANILLA CRÈME BRÛLÉE
Served with wildberry compote \$0.00

CHOCOLATE BREAD PUDDING
Topped vanilla ice cream and anglaise \$0.00

MACADAMIA NUT CHOCOLATE TORTE
With vanilla ice cream \$0.00

BANANA NAPOLEAN
Served with a caramelized banana \$0.00

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REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

- What are we engineering?
- Engineering sections of the menu
- Similar dishes in different categories should be analyzed separately.

two spoons
RESTAURANT

"Because Everyone Has Hunger, No One Should Keep It"
A portion of ~~every~~ meal purchased at Two Spoons provides a meal for the Save The Children organization.

STARTERS

ANCHOR BAR CHICKEN WINGS
Xxxxxx \$0.00

BLUE CHEESE CHIPS
Homemade potato chips with bleu cheese and seaflavors \$0.00

POT STICKERS
Steamed pork pot stickers with hoisin glaze \$0.00

CALAMARI⁴
Seasoned fried calamari with spicy slaw, lemon aioli and marinara sauce \$0.00

CRAB CAKES⁴
Pan seared crab cakes served with mustard seed herb sauce and spicy slaw \$0.00

STEAMED MUSSELS⁴
Served with garlic crostons in a chardonnay cream sauce \$0.00

SOUP & SALAD

CLASSIC CAESAR
Wedge of romaine with garlic parmesan crisp \$0.00

INGALATA MISTA
Served with roasted tomatoes, pine nuts, shaved red onions, gorgonzola and avocado \$0.00

BLT WEDGE SALAD
Served with bleu cheese dressing, bacon, onion and tomato \$0.00

SPINACH SALAD
Topped with strawberries, goat cheese and a sweet poppy seed dressing \$0.00

BBQ CHICKEN SALAD
Romaine topped with cheddar cheese, bacon, tomatoes, red peppers tossed in a herb garlic dressing \$0.00

COBB SALAD
Romaine topped with diced tomatoes, bacon, hard boiled egg and grilled chicken with bleu cheese dressing \$0.00

TOMATO BASIL SOUP
Xxxxxx cup \$0.00, bowl \$0.00

SOUP OF THE DAY
Xxxxxx cup \$0.00, bowl \$0.00

PASTAS

SALMON PAPPAROTTI⁴
With a cream sauce \$0.00

SPAGHETTI & MEATBALLS
Xxxxxx \$0.00

SHERIMP, SAUSAGE & CORN LINGUINI⁴
Served with cilantro pesto sauce \$0.00

CLAMS & LINGUINI⁴
With a white butter sauce \$0.00

RIGATONI
With roasted tomatoes, button mushrooms, kale, pasta olives in a lemon garlic oil \$0.00

GNOCCI BONNAISE
Xxxxxx \$0.00

SAUSAGE RAVIOLI
With a parmesan cream sauce \$0.00

SANDWICHES

TRIPLE DECKER GRILLED CHEESE
With a fried egg \$0.00

CHEESEBURGER
Xxxxxx \$0.00

EGGPLANT SANDWICH
With roasted tomatoes, red peppers and pesto sauce \$0.00

BLT
Xxxxxx \$0.00 Add Salmon* \$0.00

SOUP & SANDWICH COMBO
Choose a half version of our sandwiches with a cup of soup \$0.00

DESSERT

VANILLA CRÈME BRÛLÉE
Served with wildberry compote \$0.00

CHOCOLATE BREAD PUDDING
Topped vanilla ice cream and anglaise \$0.00

MACADAMIA NUT CHOCOLATE TORTE
With vanilla ice cream \$0.00

BANANA NAPOLEAN
Served with a caramelized banana \$0.00

SIDES & TOPPINGS

ASPARAGUS \$0.00

GARLIC MASHED POTATOES \$0.00

VEGETABLE OF THE DAY \$0.00

SAUTEED MUSHROOMS \$0.00

FRENCH FRIES \$0.00

OUR SPECIALTIES

CHICKEN PARMESAN
Xxxxxx \$0.00

GRILLED HANGER STEAK
Served with roasted red skin potatoes and asparagus with a cognac demi-glaze \$0.00

CHICKEN PICATTA
Over angel hair pasta topped with a white wine caper sauce \$0.00

BERKSHIRE PORK CHOP
Topped with pineapple chutney served with garlic mashed potatoes and asparagus \$0.00

LAMB STEW
Served with garlic mashed potatoes and baby carrots \$0.00

CHICKEN MARCALA
Served with garlic mashed potatoes, roasted zucchini and squash \$0.00

FILET OF BEEF⁴
Served with scalloped potatoes, asparagus, with chipotle shiitake demi-glaze
6 oz \$0.00, 9 oz \$0.00

PAN SEARED SALMON⁴
With cucumber rice pilaf and dill cream sauce topped with a cucumber tomato relish \$0.00

MEATLOAF
With garlic mashed potatoes, green beans topped with a wild mushroom gravy \$0.00

*Cooked to order. Consuming raw or undercooked meats, poultry, seafood, shellfish or eggs may increase your risk of foodborne illness especially in certain medical conditions.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

- What are we engineering?
- Engineering sections of the menu

Wines at Hopleaf

REDS

1 Bodegas Altea Old VINES 2007 Spain (Garnacha)	\$30.
2 Bouchard Pere et Fils BOURGOGNE 2005 France (Pinot Noir)	\$30.
3 Chateau Haut Sarthes BERGERAC 2005 France (Merlot, Cabernet, Cab Franc)	\$30.
4 Chateau de Lancry Pic St Loup 2005 France (100% Grenache, 40% Syrah, 10% Carignan, 10% Cinsault)	\$30.
5 Chateau Montroche COSTIERES DE NIMES 2004 France (50% Grenache 50% Syrah)	\$30.
6 Chateau Puyonmand MONTAGNE ST. EMILION 2004 Bordeaux (90% Merlot, 10% Cab. Franc)	\$30.
7 Chateau Roque le Mayne CÔTES DU CASTILLON 2007 France (Merlot)	\$30.
8 Domaine Banas MOURVEDRE 2006 France	\$30.
9 Domaine La Garrigue CUVÉE ROMAINE-CÔTES DU RHONE 2004 France (50% Grenache, 40% Syrah)	\$30.
10 Domaine Le Pont du Rivier "VALCQUEYRAS" 2005 France (70% Grenache, 20% Syrah, 10% Cinsault)	\$30.
11 Domaine Les Fines Graves CHENAS 2005 France (Gamay)	\$30.
12 Domaine Monpertuis CUVÉE COURNOISE- VIN DE PAYS DU GARD 2005 France (100% Cournaise)	\$30.
13 Domaine Sainte Eugenie CORBIERES 2005 France (Pinot Noir)	\$30.
14 Gagliardo BARBERA D'ALBA 2006 Italia	\$30.
15 Geantet-Ponsiat GUYNEY-CHAMBERTIN 2000 France (Pinot Noir)	\$30.
16 Langhe NEBBIOLO 2004 Italia	\$30.
17 La Valentina MONTEPULCINO D'ABRUZZO 2005 Italia	\$30.
18 L'Ecuyer de Couronneau BORDEAUX SUPERIOR 2005 France (Merlot)	\$30.
19 Patrick Lesec CHETEAUNEUF-DU-PAPE "RUBIS" 2004 France (75% Grenache, 5% Syrah, 20% Mourvedre)	\$35.
20 Les Heritiques VIN DU PAYS D'OC 2006 France (Merlot, Grenache, Syrah, Carignan)	\$30.
21 Monte OTON 2006 Spain (100% Garnacha)	\$30.
22 Musella VALPOLICELLA SUPERIORE 2003 Italia	\$30.
23 Pala Trieste CANNONAU DI SARDEGNA 2005 Italia	\$30.
24 Pojer & Sandri ROSSO FAYE 2002 Trentino, Italia (Cabernet Sauvignon, Cabernet Franc, Merlot, Lagrein)	\$30.
25 Rioja SIERRA CANTABRIA 2005 Spain (Tempranillo & Graciano)	\$30.
26 San Marzano PRIMITIVO 2005 Italia	\$30.
27 Tameri RESERVE MALBEC 2006 Mendoza, Argentina	\$30.
28 Tenuta Poderzano L'AMBRUSCO GRASPAROSSA DI CASTILVETRO 2007 Italia (served slightly chilled)	\$30.

Wines at Hopleaf

WHITES

Abbazia di Novacella KERNER 2007 Alto Adige, Italia	\$30.
Tenuta Luisa PINO GRIGIO 2007 Friuli Venezia Giulia, Italia	\$30.
Chateau Haut Sarthes MONTRIVAIL BLANC 2005 Bergnac, France (50% Sauvignon Blanc, 40% Semillon)	\$30.
Chateau d'Orschwihr RIESLING "BOLLENBERG" 2006 Alsace, France	\$30.
C. d'Orschwihr GEWURZTRAMMER "BOLLENBERG" 2007 Alsace, France	\$30.
Chateau L'Ermilage COSTERES DE NIMES 2005 France (50% Roussane, 40% Grenache Blanc)	\$30.
David Duband BOURGOGNE HAUTES CÔTES DE NUITS 2004 France (Chardonnay)	\$30.
Dom. de Lairegne VIN DE PAYS VAL DE MONTEFRAND 2006 France (50% Roussane, 20% Marsanne)	\$30.
Domaine Pichet VOUVRAY 2006 Loire Valley (Chenin Blanc)	\$30.
Domaine Pierre de la Grange MUSCADET SUR LIE 2007 France	\$30.
Grange des Rouquette MARSANNE VIOGNIER VIN DE PAYS D'OC 2006 France	\$30.
Inama VIN SOAVE 2006 Soave Classico DOC, Italia (Garganega)	\$30.
Lucashof Pfalz RIESLING 2006 Germany	\$30.
Pierre Boniface APREMONT VIN DE SAVOIE 2007 France (Jacquere)	\$30.
Terradava di Paolo FALANGHINA 2005 Italia	\$30.

ROSÉ

Cantale NEGOMARO SALENTO 2008 Italia	\$38.
Chateau Haut Sarthes BERGERAC ROSÉ 2008 France (10% Merlot, 40% Cabernet Sauvignon, 30% Cabernet Franc)	\$38.
Borsao ROSÉ CAMPO DE BORJA 2008 Spain (Garnacha)	\$38.

DESSERT by the glass

Falchini VIN SANTO DEL CHIANTI 1995	\$8.
York Creek PORT	\$30.
Lustau SOLERA RESERVA DRY OLOROSO SHERRY	\$8.
Lustau EAST INDIA SOLERA SHERRY	\$8.
Pedro Ximenez DON PX GRAN RESERVA 1975 Montilla-Moriles, Cordoba	\$30.
Pojer & Sandri GRAPPA CHARDONNAY Trentino	\$30.
Pojer & Sandri GRAPPA DI ROSSO FAYE Trentino	\$30.
Jadwiga Miod Pitney POLTORAK Poland	\$8.

SPARKLING

Saint-Hilaire BRUT 1995 Limoux, France 750ml	\$30.
L. Mawby BLANC DE BLANC Suttons Bay Michigan / 750ml	\$40.
Grudet BRUT NV France 750ml	\$30.
FROCKNET Spain 8.7ml sp 8	\$8.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

- What are we engineering?
- Engineering sections of the menu

Wines at Hopleaf REDS

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REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.





REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.





REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

j. gilbert's
WOOD-FIRED STEAKS & SEAFOOD

www.jgilberts.com



BEER

Bottled

Light
in draft)
Select
weiser
s Light
elob Ultra
r Light
ul's NA

tel Light
Moon
ian White
na
eken
tt Blue
auli Girl NA

SINGLE MALT SCOTCHES

Glenfiddich	12 yr.	11
	18 yr.	16
Glenlivet	12 yr.	11
	18 yr.	17
Macallan	12 yr.	13
	18 yr.	23
	25 yr.	69
Oban	14 yr.	13
Talisker	10 yr.	13
Cragganmore	12 yr.	11
Dalwhinnie	15 yr.	10
Glenkinchie	10 yr.	10
Glenmorangie	10 yr.	12
Lagavuline	16 yr.	13

COGNAC

Courvoisier	VS 10
	VSOP 12
Hennessey	VS 12
Remy Martin	VSOP 14
Remy Martin	
Louis XIII	1 oz. 100 2 oz. 180

SINGLE BARREL & SMALL BATCH BOURBONS/WHISKEY

Elijah Craig	12 yr.	10
Basil Hayden		10
Bernheim Original		
Wheat Whiskey		11
Bookers		12
Knob Creek		11
Jack Daniel's Single Barrel		12
Woodford Reserve		12
1792 Ridgmond reserve		10
Bakers		10

BLENDS

Chivas Regal	12 yr.	11
Crown Royal		11
Bushmills		10
Jameson		10
Tullamore Dew		10
Johnnie Walker		
	Red	10
	Black	12
	Gold	13.5
	Blue	36

BEER

draft

- 6 Bass Ale
- Bell's Seasonal
- Guinness
- Samuel Adams
- Stella Artois

Ask about our seasonal beer



SPECIALTY COFFEE

- NUTTY IRISHMAN Baileys Irish Cream & Frangelico 9
- THE EUROPEAN Brandy & Sambuca 9
- ORANGE GLAZE Grand Marnier, Kahlua & Brandy 9
- TWIST Crème de cacao, Vanilla Liqueur & Tuaca 9
- SWEET TOOTH Amaretto & Chambord Raspberry Liqueur 9

RETURN ON INGREDIENTS

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.



Cost-Volume-Profit (CVP)

The components that we will be analyzing:

- Menu items in the category
- Quantity/volume sold
- Selling Price



Unit Cost

- Cost Percentage
- Gross Margin Per Plate
- Contribution Margin

PRODUCT COSTS:
Ingredients, Direct
Labor and Variable
Overhead

PERIOD COSTS:
Fixed Overhead
and Profit



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Cost-Volume-Profit (CVP)

The components that we will be analyzing:

- Menu items in the category
- Quantity/volume sold
- Selling Price
- **Unit Cost**
- Cost Percentage
- Gross Margin Per Plate
- Total Profit



Unit Cost

TOTAL COSTS:
Ingredients, Direct
Labor and Total
Overhead

PROFIT



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

My Famous Quote

“You cannot place percents in your pocket!”



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

My Famous Quote

Change the focus from cost percent to gross margin dollars

Menu Item	Qty Sold	Menu Price	Unit Cost	Cost %	Unit GM \$s
Pasta Fettucine	1	\$11.99	\$1.98	16.5%	\$10.01
Filet Mignon	1	\$32.95	\$12.49	37.9%	\$20.46

*Which one would you rather have?
Do we focus too much on cost percents?*



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Loss Leaders

Items that are sold at a loss that will result in other menu items being sold at a profit.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Loss Leaders

Items that are sold at a loss that will result in other menu items being sold at a profit.

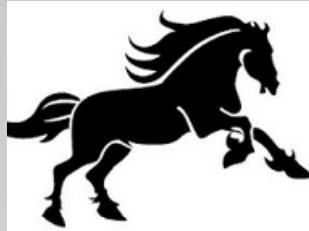
Drive profits!



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Dog/Star Graph

Popularity Index %



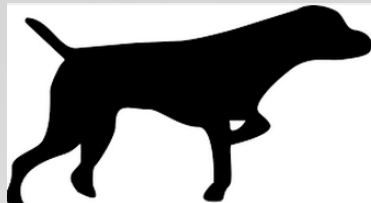
Plowhorse

High PI %, Low GM \$s



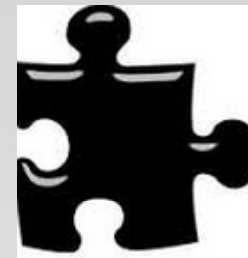
Star

High PI %, High GM \$s



Dog

Low PI %, Low GM \$s



Puzzle

Low PI %, High GM \$'s

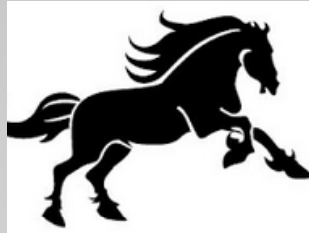
Average Unit Contribution Margin \$



Dog/Star Graph

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Popularity Index %



Plowhorse

High PI %, Low GM \$s



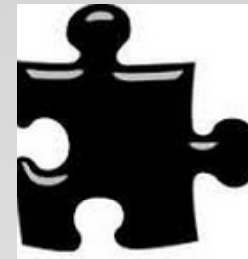
Star

High PI %, High GM \$s



Dog

Low PI %, Low GM \$s



Puzzle

Low PI %, High GM \$'s

Average Unit Contribution Margin \$

REPLACED



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Dog/Star Graph Flaws

Flaw #1

Traditional Dog/Star reports only analyze entrees only.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Dog/Star Graph Flaws

Flaw #1

Traditional Dog/Star reports only analyze entrees only.

Flaw #2

The calculation looks as unit gross margin as a base.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Contribution Margin

Unit Contribution Margin

*Unit Contribution Margin =
Sales Price less Variable Costs*

Our Variable Costs

Ingredients

Direct Labor

Variable Overhead



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Dog/Star Graph Flaws

Flaw #1

Traditional Dog/Star reports only analyze entrees only.

Flaw #2

The calculation looks as unit gross margin as a base.

Flaw #3

The graph plots all entrees together.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Cost Volume Profit Example

Which menu item should be reviewed?

SALADS

Menu in place for 6 months.

Menu Item	Menu Price	Unit Cost	Cost %	Unit Profit \$s
Chopped Salad	\$5.50	\$0.43	7.8%	\$5.07
Wedge of Iceberg	\$5.50	\$0.33	6.0%	\$5.17
Caesar Salad	\$5.50	\$0.41	7.5%	\$5.09
House Salad	\$5.50	\$0.48	8.7%	\$5.02
Averages	\$5.50	\$0.41	7.5%	\$5.09



Cost Volume Profit Example

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Which menu item should be reviewed?

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House Salad	\$5.50	\$0.48	8.7%	\$5.02
Averages	\$5.50	\$0.41	7.5%	\$5.09

If the decision was based on cost percent alone, the 'House Salad' would be reviewed for action.



Cost Volume Profit Example

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Which menu item should be reviewed?

SALADS

Menu in place for 6 months.

Menu Item	Qty Sold	Menu Price	Unit Cost	Cost %	Unit Profit \$s	Total Profit \$s
Chopped Salad	1,664	\$5.50	\$0.43	7.8%	\$5.07	\$8,437
Wedge of Iceberg	1,183	\$5.50	\$0.33	6.0%	\$5.17	\$6,116
Caesar Salad	1,508	\$5.50	\$0.41	7.5%	\$5.09	\$7,676
House Salad	2,041	\$5.50	\$0.48	8.7%	\$5.02	\$10,246
Averages		\$5.50	\$0.41	7.5%	\$5.09	

If you would have chosen the 'House Salad', you would have reviewed the menu item driving the most dollars to cover fixed overhead costs and profit and possibly removing it from the menu.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Dog/Star Calculation

Which menu item should be reviewed?

SALADS

Menu in place for 6 months.

Menu Item	Qty Sold	Menu Price	Unit Cost	Cost %	Unit Profit	Total Profit \$s	GM	MM	Rank
Chopped Salad	1,664	\$5.50	\$0.43	7.8%	\$5.07	\$8,437	L	H	Plowhorse?
Wedge of Iceberg	1,183	\$5.50	\$0.33	6.0%	\$5.17	\$6,116	H	H	Star?
Caesar Salad	1,508	\$5.50	\$0.41	7.5%	\$5.09	\$7,676	H	H	Star?
House Salad	2,041	\$5.50	\$0.48	8.7%	\$5.02	\$10,246	L	H	Plowhorse?
Averages		\$5.50	\$0.41	7.5%	\$5.09				

$MM = (1/4) * .7 = 17.5\%$; $GM = \$32,474 / 6,396 = \5.08

Flaw: Gross margin rank for dog/star calculation is based on unit level only, not extended contribution margin dollars.



Dog/Star Calculation

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Which menu item should be reviewed?

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Menu in place for 6 months.

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$MM = (1/4) * .7 = 17.5\%$; $GM = \$32,474 / 6,396 = \5.08
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Dog/Star Graph


REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.



Menu Item Unit Gross Margin \$s
 $\$32,475 / 6,396 = \5.08

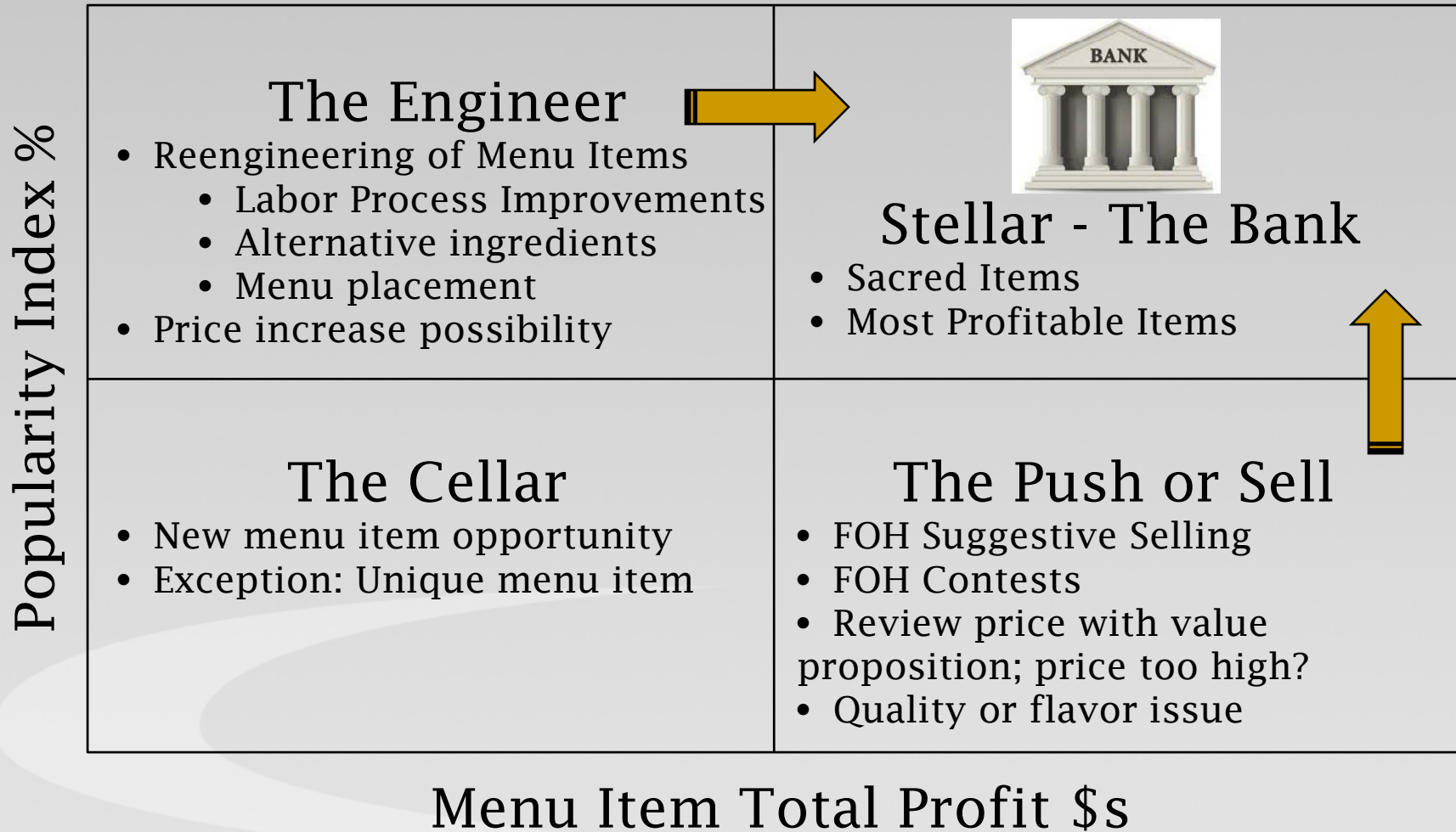
Stellar / Cellar Graph

Popularity Index %

<p>The Engineer</p> <ul style="list-style-type: none"> • Reengineering of Menu Items <ul style="list-style-type: none"> • Labor Process Improvements • Alternative ingredients • Menu placement • Price increase possibility 	 <p>Stellar - The Bank</p> <ul style="list-style-type: none"> • Sacred Items • Most Profitable Items
<p>The Cellar</p> <ul style="list-style-type: none"> • New menu item opportunity • Exception: Unique menu item 	<p>The Push or Sell</p> <ul style="list-style-type: none"> • FOH Suggestive Selling • FOH Contests • Review price with value proposition; price too high? • Quality or flavor issue

Menu Item Total Profit \$s

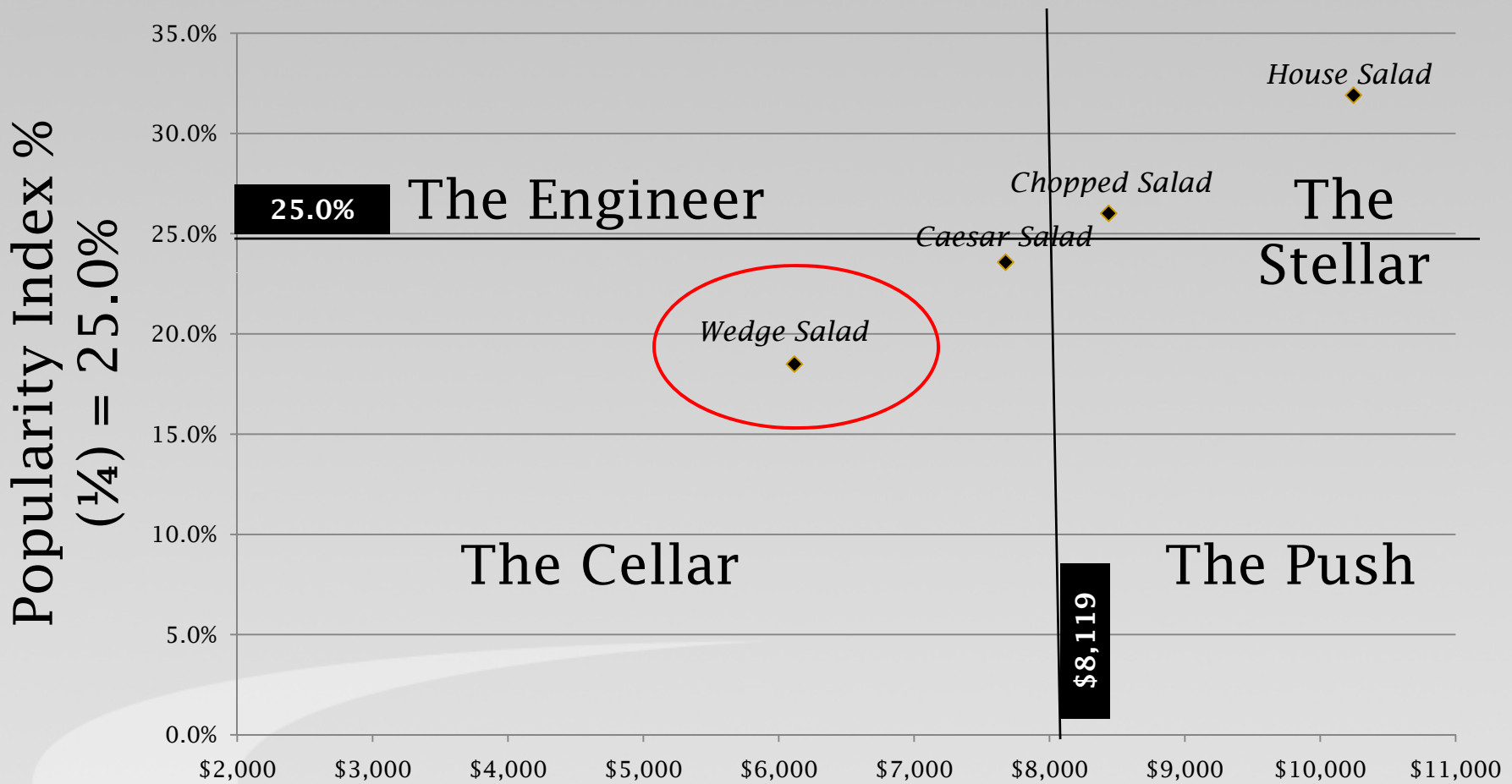
Stellar / Cellar Graph





Stellar / Cellar Graph

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.



Menu Item Total Profit \$s

$\$32,475 / 4 = \$8,119$



Cost Volume Profit Example

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Which menu item should be removed?

SALADS

Menu in place for 6 months.

Menu Item	Qty Sold	Menu Price	Unit Cost	Cost %	Unit Profit \$s	Profit \$s
Chopped Salad	1,664	\$5.50	\$0.43	7.8%	\$5.07	\$8,437
Wedge of Iceberg	1,183	\$5.50	\$0.33	6.0%	\$5.17	\$6,116
Caesar Salad	1,508	\$5.50	\$0.41	7.5%	\$5.09	\$7,676
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The proper item to target to be reviewed is the 'Wedge of Iceberg'.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

What are my options?

- *Review the menu placement*
- *Reengineer an existing menu item*
 - *Review process*
 - *Alternative ingredients*
 - *Price increase*
- *Remove the item and create a new item*



Engineering a New Menu Item

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Item	Qty Sold	Menu Price	Unit Cost	Cost %	Unit Profit \$s	Total Profit \$s
Wedge of Iceberg	1,183	\$5.50	\$0.33	6.0%	\$5.17	\$6,116
New Menu Item	-	\$TBD	\$TBD		> \$5.17	

When engineering the new menu item, attempt to create the item that will increase the average gross margin on the item being removed. In this case - \$5.17/menu item.



Menu Placement

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

SALADS

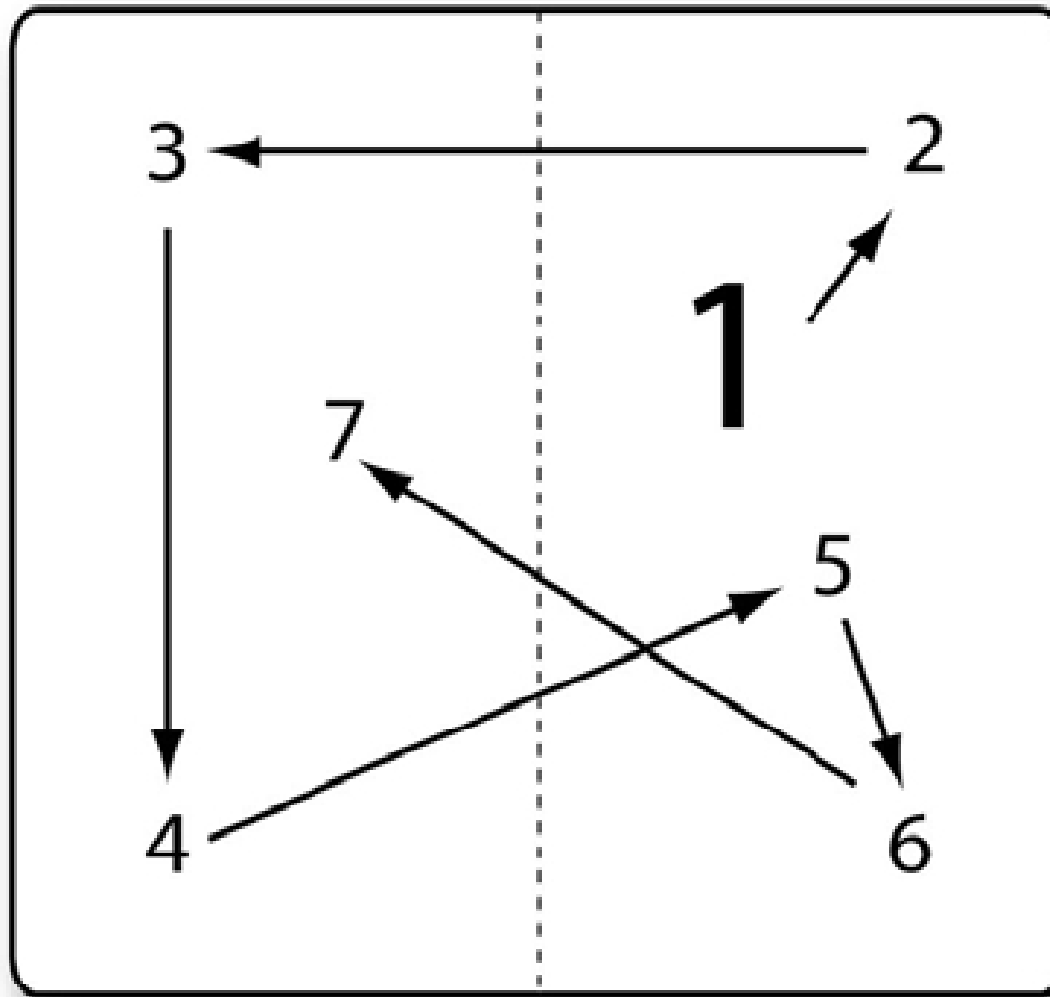
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<i>Chopped Salad</i>	1,664	\$5.50	\$0.43	7.8%	\$5.07	\$8,437
Field Greens	NEW	\$5.75	\$0.43	7.5%	\$5.32	
Caesar Salad	1,508	\$5.50	\$0.41	7.5%	\$5.09	\$7,676
Averages		\$5.56	\$0.44	7.9%	\$5.12	

*When reading the menu, customers read from top to bottom of the category they are looking at. Place the menu items that drive the most contribution margin to the top. The two top menu items are my highest **“The Bank”** category items.*



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Placement & Eye Gaze



Source: Bowen & Morris, 1995; Hug & Warfel, 1991; Kelson, 1994; Scanlon, 1998; Main, 1994; Miller, 1992; Panitz, 2000; National Restaurant Association, 2007; Kotschevar, 2008; Pavesic, D.V., 2011

The Eyes Have It: Retailers Now Track Shoppers' Retinas

By EMILY GLAZER

Consumer-products companies are turning to new technology to overcome the biggest obstacle to learning what shoppers really think: what the shoppers say.

It turns out consumers aren't a very reliable source of information about their own preferences. Academic research has shown focus-group subjects try to please their testers and overestimate their interest in products, making it hard to get a read on what works. But getting testing right is crucial for consumer-products companies because they ship high volumes and lack direct contact with

SensioMotoric Instruments



P&G and Unilever are using sensor-equipped glasses to figure out what attracts shoppers.

Menu Placement & Eye Gaze



Unilever

A 'heat map' Unilever created by tracking eye movements.

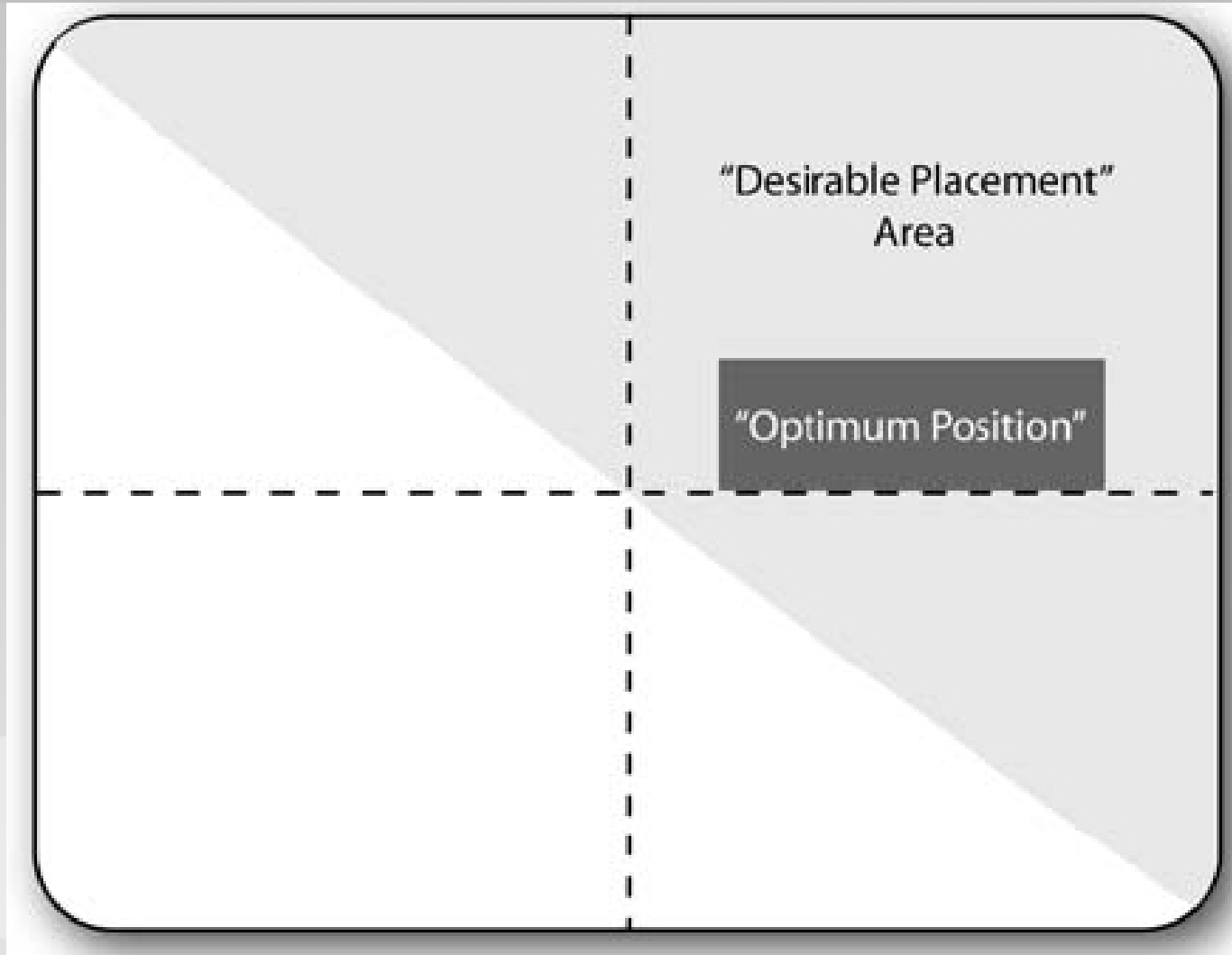
Marketers Track Shopper Retinas

Consumer-products companies are using new technology to figure out what attracts consumers' attention.



Menu Placement & Eye Gaze

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Source: Livingston, 1978



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Menu Placement & Eye Gaze

International Journal of Hospitality Management 31 (2012) 1021–1029



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International Journal of Hospitality Management

journal homepage: www.elsevier.com/locate/ijhosman



Eye movements on restaurant menus: A revisitation on gaze motion and consumer scanpaths

Sybil S. Yang*

Cornell University, School of Hotel Administration, G80p Statler Hall, Cornell University, Ithaca, NY 14853, United States

ABSTRACT

“Results offer an average menu scanpath ... and suggests traditional menu “sweet spots” may not exist.”



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Front of House (FOH) Sales

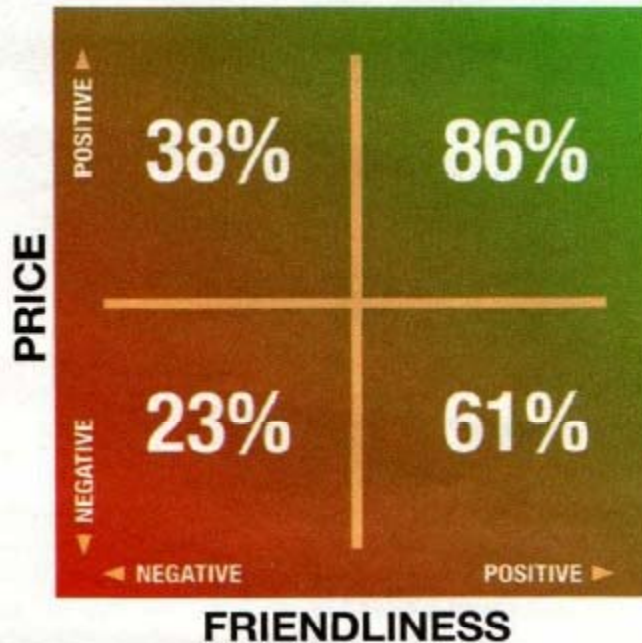
- If the menu layout is structured with the most profitable items on top, it should not be a secret!
- FOH personnel can play an active role in suggesting to the customers items that drive profit!

Front of House (FOH) Sales


HIT OR MYTH?

Good service can't make up for high prices

Percent of diners highly likely to return, sorted by perception of price and service



FALSE: Friendly service can mitigate negative feelings about pricing. Analysis of more than 1.2 million open-ended comments revealed that guests who mention "friendliness" positively but "price" negatively are more likely to return than if the opposite were true.

 SOURCE: SMG TEXT ANALYTICS BENCHMARK DATABASE

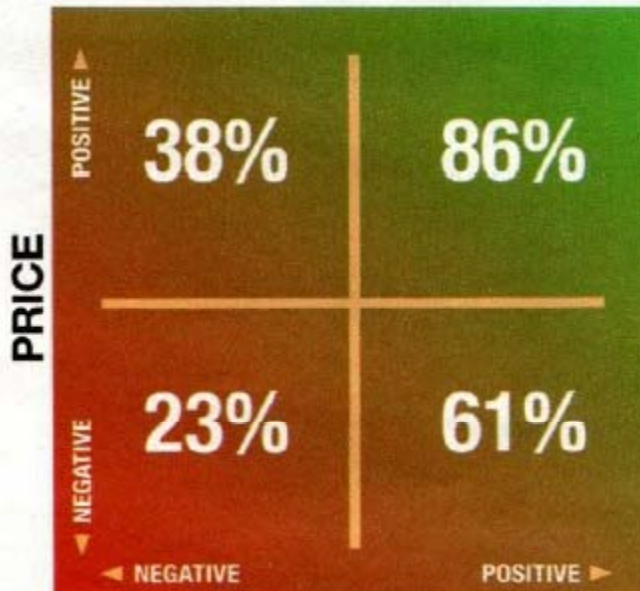


Front of House (FOH) Sales

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FRIENDLINESS & PRODUCT KNOWLEDGE



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Where do I start?

Step 1: Purchased Items

Step 2: Batch Recipes

Step 3: Serving Recipes

Step 4: Time Standards

Step 5: Labor and Overhead Rates

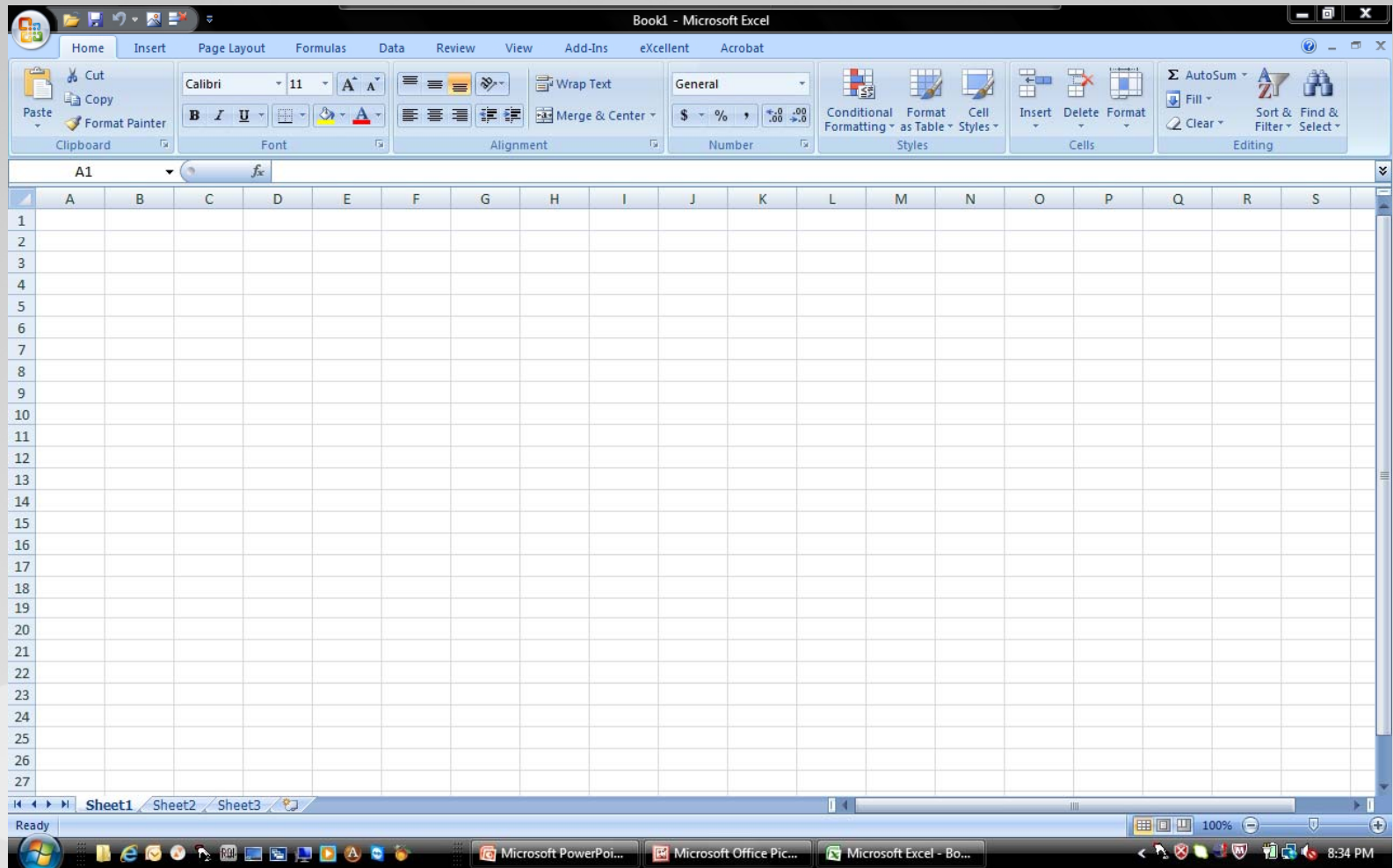
Step 6: Performance Benchmarking

Ingredient level only



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Manage By Excel (MBE)





REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Manage By Excel (MBE)

YOU CAN'T DO
TODAY'S JOB WITH
YESTERDAY'S
METHODS AND BE IN
BUSINESS TOMORROW.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Systems

- MBE (Manage By Excel)
- Systems & Software (*do your research!*)
 - Features (i.e. recipes, production, ordering, invoicing, menu engineering, etc.)
 - Service
 - Cost
 - Your overall plan (short and long term)



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #1

Ensure that your recipes costs are accurate before the menu engineering process.

Understated costs translates to overstated profit.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #2

Use historic data combined with pricing and costs to assist in future menu decisions. Data should match day part in print.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #3

*Your menu is too important to guess at!
Guessing is not good enough!
There is too much at risk.*



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #4

Unique printed menus should be engineered separately. Engineer any menu that is in print or displayed.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #5

Engineer sections of menu.

Do not engineer the

complete menu in whole.

*Decisions should be made
within each menu category.*



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #6

“You cannot place percents in your pockets!”. Shift the focus from cost percents to cost volume profit methods. Look at total profitability! Money in the bank!



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #7

Make decisions not only based on the passion and emotion of the menu item - but also empirical data. Be methodical.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #8

The menu layout and placement of menu items does matter. Place higher contribution margin items on top in descending order.



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #9

*This is your call to action!
Start the process. If you do
not have adequate time or
skills, get some professional
assistance!*



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

The Top 10 Takeaways

Takeaway #10

To ensure success –

The bottom line is

know your costs!

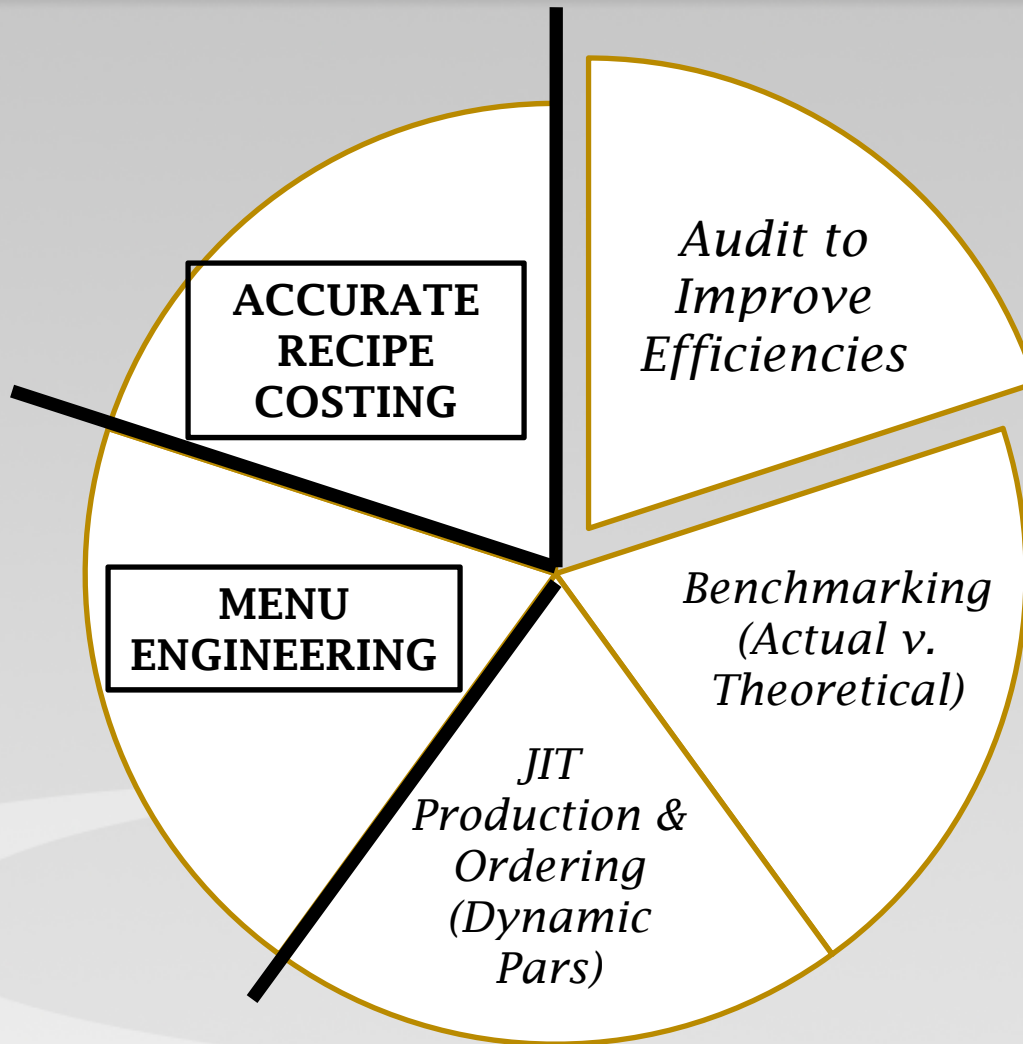
Plan for success!

Be proactive, not reactive!



REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

Cost Control



**ACCURATE
RECIPE
COSTING**

**MENU
ENGINEERING**

*Audit to
Improve
Efficiencies*

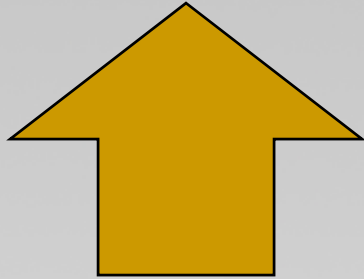
*Benchmarking
(Actual v.
Theoretical)*

*JIT
Production &
Ordering
(Dynamic
Pars)*

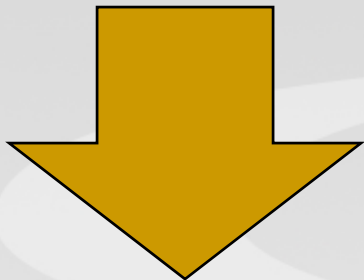


Results

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- Quality
- Consistency
- Efficiency Improvements
- Discipline
- Cash
- Profits



- Waste
- Inventory Levels
- Costs



Testimonial

REDUCE COSTS. OPERATE EFFICIENTLY. INCREASE PROFITS.

" This system changed the way I manage my kitchen.

Within 4 weeks my food costs dropped more than 5%! The more I used it, the more efficiently I ran my kitchen.

I knew how to make great food, but Mark and Return on Ingredients® helped me understand how to successfully run my business. "

Carol Scott
Restaurateur

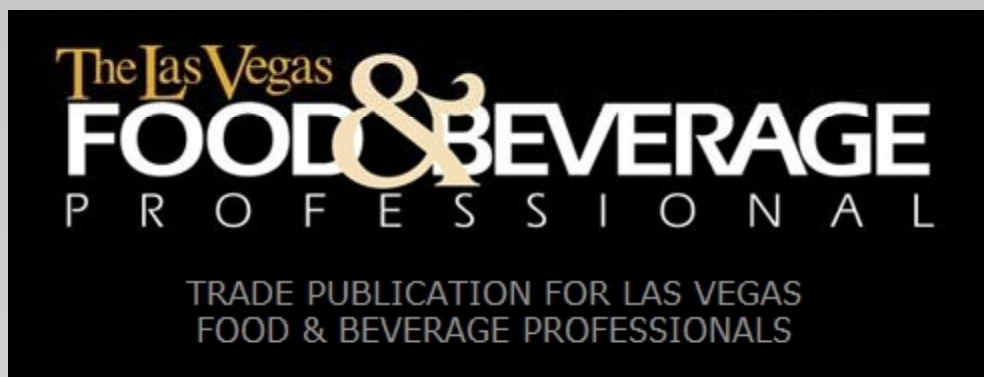


Hell's Kitchen Contestant
Season 5



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TRADE PUBLICATION FOR LAS VEGAS
FOOD & BEVERAGE PROFESSIONALS

Increasing the Accuracy of Recipe Costing

By Mark Kelnhofner, MBA

Mark Kelnhofner is the President and CEO of Return On Ingredients LLC and has over 20 years in management accounting experience including ten years in restaurant industry. He is an international speaker on recipe costing and menu engineering. He can be reached at (614) 558-2239 and Mark@ReturnOnIngredients.com.



A fairly accurate assessment of current restaurant and catering operations today do not have accurate recipe costs. Recipe costs are the foundation of much more strategic functions such as the menu engineering process and theoretical benchmarking. The recipe is the base for many other aspects of the business, and is all too often something not given enough attention. Too often recipes generally are written in cookbook terms and not manufacturing terms. There are several concepts to assist in obtaining accurate costs.

The first is to understand what it means to treat recipes like manufacturers. The basic rule

need to account for the associated weights. For example, a one ounce spoodle of feta cheese is not going to be an ounce for costing.

Up to this point we have discussed only ingredient costs and their change in the process. We have not mentioned as of yet the two other factors of cost: labor and overhead. Many industries have been in the practice of costing out their products to include prime and total cost. Why is it then the restaurant industry doesn't identify these costs? It becomes an incredible tool once we have added these two cost components to the recipe cost. With this information we are now

the personnel that are actually responsible to execute the recipes. Once the time standard has been established we can then multiply that against both a labor rate and overhead rate per hour to come up with our total costs.

Labor rates should include more than just the base rate, but also all the other benefits and fringes that are paid to employ and retain that employee. Examples include unemployment insurance, payroll taxes, health insurance, and 401(k) contributions. Overhead rates are determined through the budgeting process (pre-



Published Articles

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The Las Vegas
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P R O F E S S I O N A L

TRADE PUBLICATION FOR LAS VEGAS
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Improve Your Menu Engineering Are You Costing Your Company Thousands By Not Conducting The Proper Analysis?

By Mark Kelnhofer, MBA

Mark Kelnhofer is the President and CEO of Return On Ingredients LLC and has over 20 years in management accounting experience including ten years in restaurant industry. He is an international speaker on recipe costing and menu engineering. He can be reached at (614) 558-2239 and Mark@ReturnOnIngredients.com.



The term “menu engineering” is not used by all restaurant operators. However, it is a definite process that all restaurants, single and multi-unit, should be utilizing. The process of determining which items need to be removed or modified versus which ones should be added to a menu can be a complex one. Too often mistakes are made which can hurt the future profitability of the company. In some cases decisions are made off of the passion and emotion that is involved with the menu item and not necessarily the numbers

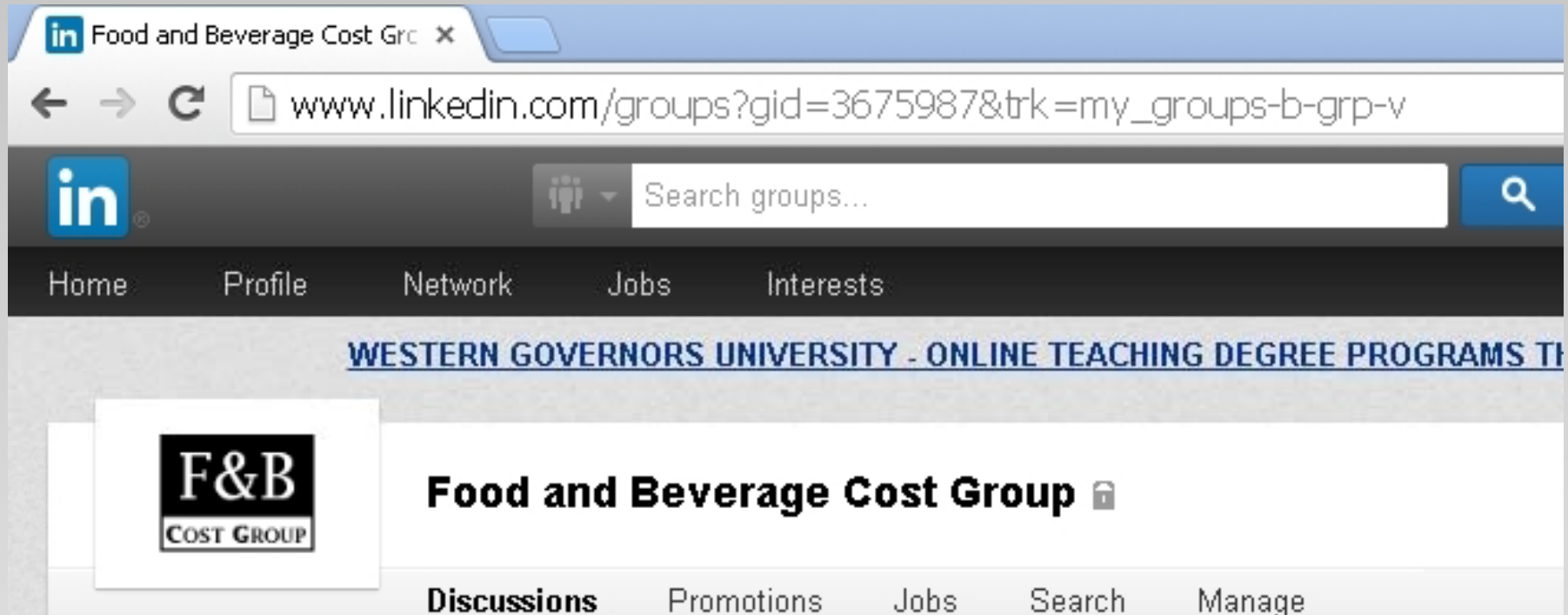
Using accurate recipe costing as a base along with analysis of gross margin per plate, the restaurant location can make methodical decisions that can only assist

designed menu items and compare the gross margins per plate for each item. The goal is to ensure that the gross margin dollars per plate does not decrease. If the current menu item is replaced with a new menu item that results in a lower gross margin per plate, you may be reducing the overall chances for improved profit. If this decision is made, there will also be a need to increase the volume sold to make up any lost margin dollars from the change. The goal should be to replace a current menu item with a new one that will



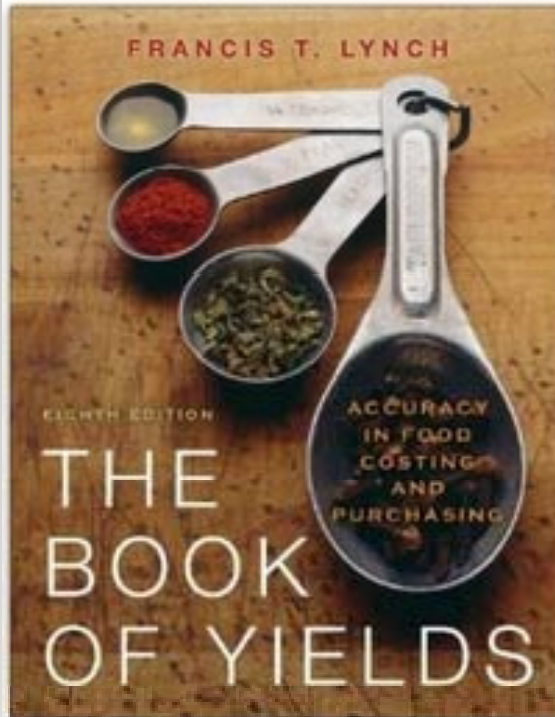
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Reference Books



The Book of Yields: Accuracy in Food Costing and Purchasing Plastic Comb –

December 20, 2010

by Francis T. Lynch (Author)

★★★★☆ ▾ 35 customer reviews

ISBN-13: 978-0470197493

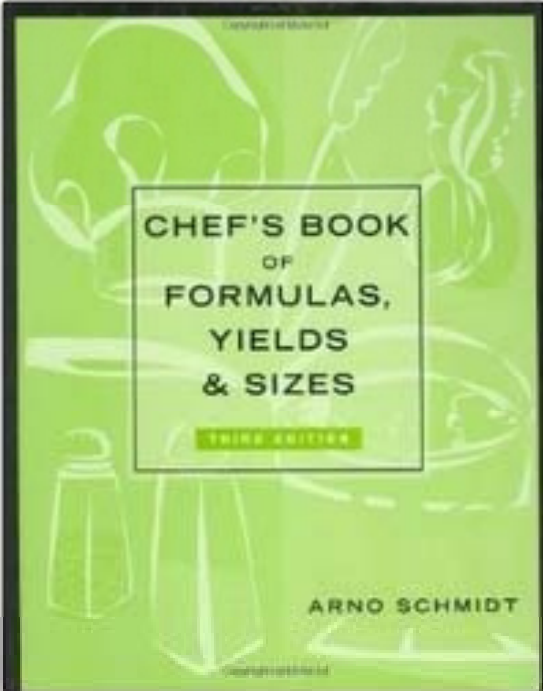
ISBN-10: 0470197498

Edition: 8th

Note: This reference is NOT comprehensive. You need to practice the costing methods discussed in this presentation.

Reference Books

Look inside ↓



**CHEF'S BOOK
OF
FORMULAS,
YIELDS
& SIZES**

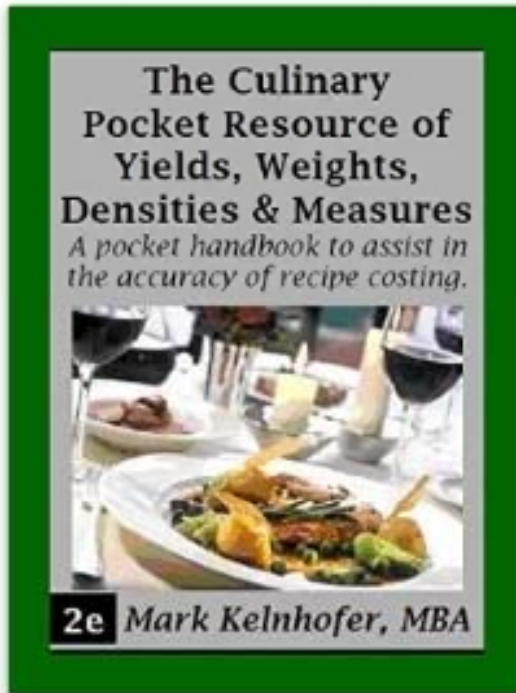
THIRD EDITION

ARNO SCHMIDT

Chef's Book of Formulas, Yields, and Sizes Hardcover – March 14, 2003
by Arno Schmidt ▾ (Author)
★★★★☆ ▾ 11 customer reviews

Note: This reference is NOT comprehensive. You need to practice the costing methods discussed in this presentation.

Reference Books



The Culinary Pocket Resource of Yields, Weights, Densities & Measures, 2nd Edition

Paperback – Unabridged, 2015

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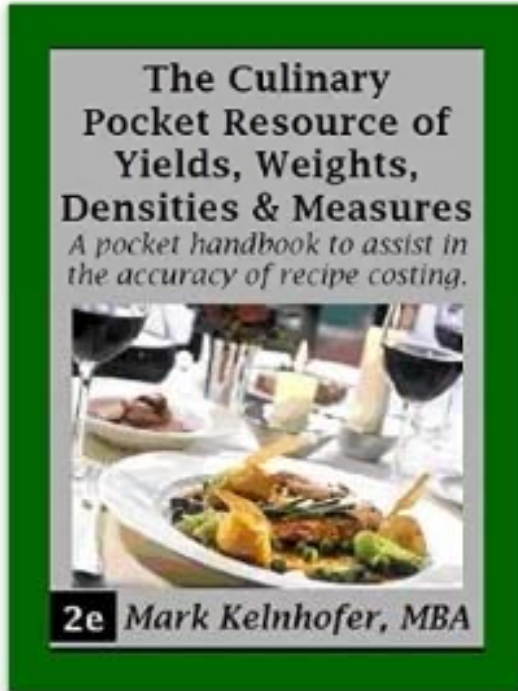
A must have tool for all culinary and foodservice professionals. Easy reference guide to assist in recipe costing and menu development. Included are densities, weight conversions,

Note: This reference is NOT comprehensive. You need to practice the costing methods discussed in this presentation.



The App

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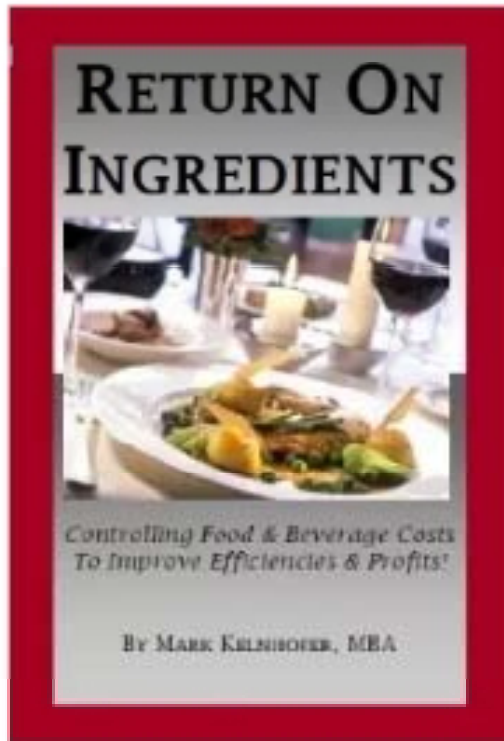


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Questions & Answers

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If you have any questions, contact me!

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