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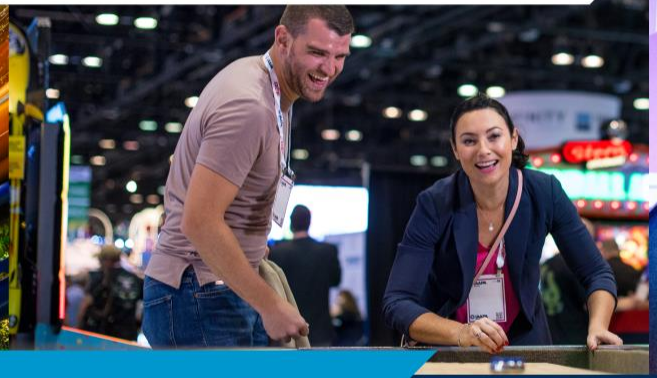

CONFERENCE: Nov. 15–18, 2021
TRADE SHOW: Nov. 16–19, 2021

IAAPA.org/IAAPAExpo

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Food and Beverage Management 101 Controlling the Big 3 “Labor, Food & Beverage”

Rob Gordon – Hersheypark
Eugene Naughton – Dollywood
R. Lee Pitts – Coney Park

Agenda

1. Objectives – Lee Pitts
2. Basic terms, food cost calculations & recipe cards – Rob Gordon
3. Menu Engineering – Eugene Naughton
4. Trouble Shooting – food cost – Lee Pitts
5. Menu Engineering: Trouble shooting Part I – Rob Gordon
6. Menu Engineering: Trouble shooting Part II & Food cost takeaways – Eugene Naughton
7. Labor management – Lee Pitts

Objectives

- Save you Money!!!
- Food and Beverage Management 101 – second largest controllable expense
- Basic Terms - What is Cost of Sales %
- Cost of Sale Formula
- Development of recipe cards and product costing
- Menu Engineering (Development of an effective reporting tool)
- Theoretical Food Cost and Gaps
- Trouble shooting common issues - people, ordering, receiving, storing, production
- Trouble shooting using menu engineering - puzzles / plow horses/ stars / dogs
- Labor management 101 – first largest controllable expense
- People Plan
- Control labor cost

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Basic Terms

- **Food cost as a percentage of sales** – Amount of money to produce the product, divided by the sales of the product.
- **Inventory - Beginning Inventory –** The amount of food (in dollars) on hand at the beginning of an inventory period. Ending Inventory: The amount of food (in dollars) on hand at the end of an inventory period.
- **Purchases –** The amount of dollars spent on food products.
- **Cost of Goods Sold –** Beginning Inventory ($) + Purchases ($) – End Inventory ($) = The dollar amount of food products used.
- **Food Cost Calculations –** Food cost is based on the amount of food used related to food sales. To calculate usage; Beginning Inventory ($) + Purchases ($) – End Inventory ($). For example: $20,000 (Beginning) + $9,000 (Purchases) - $18,000 (End) = $11,000 (Usage).
- **Recipe Cards –** Editable templates that are customized for each recipe on your menu. Cards include, recipe, ingredients, preparation instructions, picture , portion, and cost.

Basic Terms

- **Menu Engineering –** Structuring of a menu to balance low and high profit items to achieve overall target food cost and profits. Maximizing profits by encouraging customers to buy high profit , low cost, menu items.
- **Theoretical Food Cost Percentage –** The theoretical food cost is ideal food cost for a given period of time according to current cost of all ingredients. Theoretical food cost assumes that for all meals sold, there were perfect portion's, no waste and no shrinkage of ingredients.
- **Actual Food Cost –** The real cost of all the food that a restaurant actually spent for the same period of time. This will include, waste, shrinkage, over portioning.
- **Food Cost Variance –** Actual food cost minus theoretical food cost equals variance.
- **Periodic automatic replacement (PAR Level) –** A system for figuring out the minimum level of inventory you need on hand for a given period of time
- **Labor Cost –** Sum cost of all salaries, wages, healthcare, benefits and taxes for employees
- **Labor Cost Percentage –** Labor cost divided by Sales X 100

Determining Food Cost

Food Cost Formula

Beginning Inventory ($) + Purchases ($) – End Inventory ($) = Usage ($) ÷ Sales ($) = Food Cost as a % of Sales or Cost of Sales

Food cost example:
Beginning Inventory = **$20,000**
Purchases = **$9,000**
Ending Inventory = **$18,000**
Food Sales = **$40,000**

$20,000 (Beginning) + $9,000 (Purchases) - $18,000 (End) = $11,000 (Usage) ÷ $40,000 Sales

Food Cost Percentage = 27.5%

Determining Food Cost

Food Cost Formula
Beginning Inventory ($) + Purchases ($) – End Inventory ($) = Usage ($) ÷ Sales ($) = Food Cost as a % of Sales or Cost of Sales

Food Cost Example:
Beginning Inventory = **$14,000**
Purchases = **$5,000**
Ending Inventory = **$12,500**
Food Sales = **$28,000**

$14,000 (Beginning) + $5,000 (Purchases) - $12,500 (End)
= $6,500 (Usage) ÷ $28,000 Sales

Food Cost Percentage = 23.21%

Food Cost Savings

- Average Annual Food Sales - **$20,000,000**
- Food Cost Actual - **24%**
- Current Food Cost - **$4,800,000**
- Decrease Actual Food Cost by 2% - **$4,400,000**
- 12 Month Savings - **$400,000**

Recipe Card

Cost Analysis – Fries

Recipe Profile Report
Fries

Customer:	Andretti Indoor Karting & Games
Yield:	5oz
Prep Time:	0 minutes
Cook Time:	2 minutes 35 seconds
Author:	Lee Pitts

Ingredients

Description	Distributor	Item#	Qty	UOM	Notes	Yield:	Price	Cost
Fries 3/8 R/C	GFS	653921	5	oz		100%	$0.31	$0.31
Frying Oil Bulk	Rest Tech	11715716	5	oz		100%	$0.02	$0.02

Food Cost %	9%	Selling Price	$3.50	Markup	$3.17	Portion Cost	$0.33
		Gross Sales	$3.50	Gross Profit	$3.17	Total Cost	$0.33

Case Cost = $29.39
Box Volume = 480 oz
Cost per OZ = .06 ¢
Serving Size = 5 oz

80,000 (Orders) x 5 (Servings in ounces) = 400,000 (Ounces of fries) x .06 (Cost per ounces) = 24,000 (Cost of fries sold)

80,000 (Orders) x 7 (Servings in ounces) = 560,000 (Ounces of fries) x .06 (Cost per ounces) = 33,600 (Cost of fries sold)

2 oz = $9,600 or 326 cases


LambWeston
C0057
COLOSSAL CRISP
3/8" REGULAR CUT
L0082

Recipe Card

Cost Analysis – Chicken Tenders

Recipe Profile Report
Chicken Tenders

Customer:	Andretti Indoor Karting & Games	
Yield:	1 - Plate Servingg	
Prep Time:	1 minutes	
Cook Time:	7 minutes 30 seconds	
Author:	Lee Pitts	

Ingredient

Description	Distributor	Item#	Qty	UOM	Notes	Yield:	Price	Cost
Breader Mix	GFS	175611	1	1/4 Cup		100%	$0.08	$0.08
Honey Mustard	Customer		2	FL Oz		100%	$0.19	$0.19
Fries SWT Pot	GFS	538290	5	Oz		100%	$0.62	$0.62
PBR Keg	Liquor/Beer	1	5	FL Oz		100%	$0.25	$0.25
Chix Tndrln	GFS	251925	9	Oz		100%	$0.94	$0.94

›od Cost %	21%	Selling Price	$9.99	Markup	$7.91	Portion Cost	$2.08
		Gross Sales	$9.99	Gross Profit	$7.91	Total Cost	$2.08

Case Cost = $76.74
Box Volume = 640 oz
Cost per OZ = .12 ¢
Serving Size = 9 oz

80,000 (Orders) x 9 (Servings in ounces) = 720,000 (Ounces of tenders) x .12 (Cost per ounces) = $86,400 (Cost of tenders sold)

80,000 (Orders) x 12 (Servings in ounces) = 960,000 (Ounces of tenders) x .12 (Cost per ounces) = $115,200 (Cost of chicken tenders sold)

3 oz = $28,800 or 375 cases


Garden CHOICE
USE FIRST

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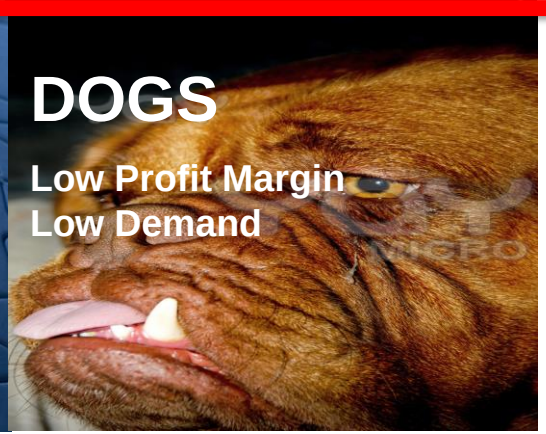
Menu Engineering

- Menu Engineering is a tool that evaluates menu mix to help us think strategically about our menus.
- Menu Engineering is the art and science of how a menu is designed positioned and priced for maximum profitability.
- Profit and volume focused, M.E. is valuable at ensuring that you meet and maintain margin goals.
- We want all our products to strive to be stars. It helps to identify which items should be showcased for better profit results.


PLOWHORSES
High Demand
Low Margin


STARS
High Demand
High Profit Margin
Profit Margin
High Demand


PUZZLES
High profit margin
Low Demand


DOGS
Low Profit Margin
Low Demand

Menu Engineering Profit Mix

Kettle Chip Shop	ACTUAL					
MENU ITEM	YIELD	UNIT	COST	COS %	Sell	Profit
SWEET POTATO CHIPS	1	EA	$1.59	26.95%	$7.49	$5.90
BIG OX CHIPS	1	EA	$0.97	16.11%	$6.99	$6.02
KETTLE CHIPS W/CHEESE	1	EA	$0.69	13.02%	$5.99	$5.30
LUMBERJACK W/CHEESE & BACON	1	EA	$1.73	27.64%	$7.99	$6.26
ORIGINAL KETTLE CHIPS	1	EA	$0.58	12.31%	$5.29	$4.71

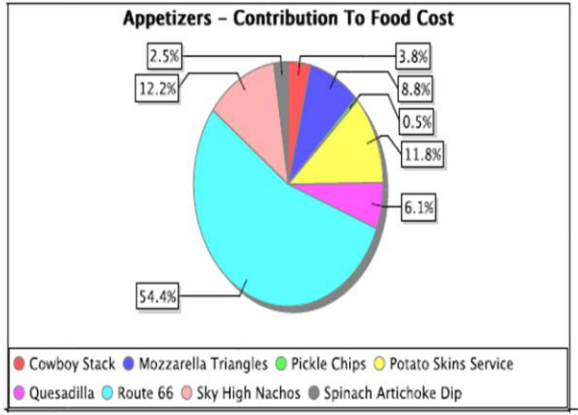
Food Cost Review Report

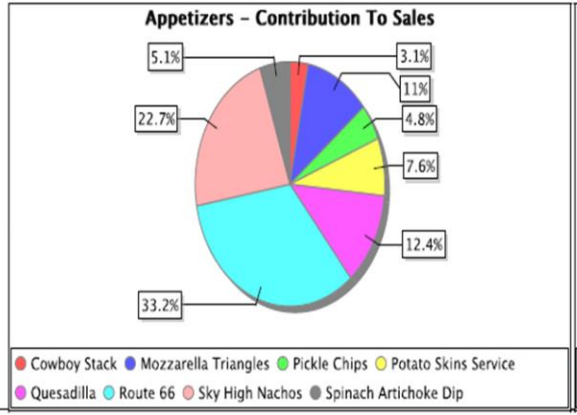
Sales Period: 9/1/17 through 2/28/18

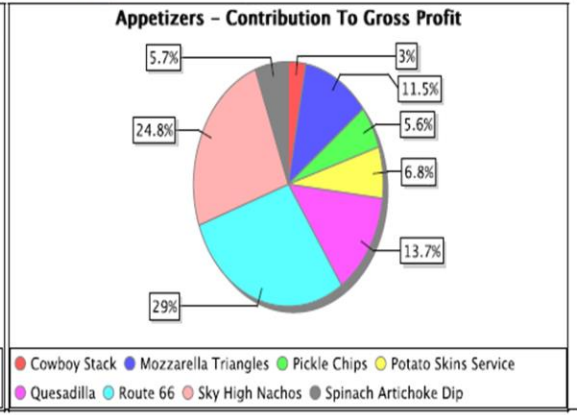
Cookbook: Marietta Location

Printed: 02/16/2018

Appetizers				Per Serving				Totals				% To Category Totals			Engineering
Description	Display Seq	Portion	Qty	Portion Cost	Selling Price	Gross Profit	Food Cost%	Cost	Sales $	Gross Profit	Food Cost%	Food Cost%	Percent of	Gross Profit%	
Cowboy Stack		Plate	345	$1.7073	$8.49	$6.78	20.11%	$589.0200	$2,929.05	$2,340.03	20.11%	3.79%	3.11%	2.97%	Dog
Mozzarella Triangles		Plate	1,487	$0.9163	$6.99	$6.07	13.11%	$1,362.5900	$10,394.13	$9,031.54	13.11%	8.77%	11.03%	11.48%	Plowhorse
Pickle Chips		Plate	750	$0.0963	$5.99	$5.89	1.61%	$72.2000	$4,492.50	$4,420.30	1.61%	0.46%	4.77%	5.62%	Dog
Potato Skins Service		Plate	899	$2.0377	$7.99	$5.95	25.50%	$1,831.9000	$7,183.01	$5,351.11	25.50%	11.79%	7.62%	6.80%	Plowhorse
Quesadilla		Plate	1,673	$0.5672	$6.99	$6.42	8.11%	$948.9600	$11,694.27	$10,745.31	8.11%	6.11%	12.41%	13.66%	Plowhorse
Route 66		Plate	2,088	$4.0505	$14.99	$10.94	27.02%	$8,457.4900	$31,299.12	$22,841.63	27.02%	54.43%	33.22%	29.03%	Star
Sky High Nachos		plate	2,142	$0.8838	$9.99	$9.11	8.85%	$1,893.0400	$21,398.58	$19,505.54	8.85%	12.18%	22.71%	24.79%	Star
Spinach Artichoke Dip		Plate	605	$0.6318	$7.99	$7.36	7.91%	$382.2500	$4,833.95	$4,451.70	7.91%	2.46%	5.13%	5.66%	Dog
Appetizers- Summary				$1.3614	$8.68	$7.32	15.69%	$15,537.4500	$94,224.61	$78,687.16	16.49%				
Gross Profit By Per Sales Mix			9,989							$7.88					

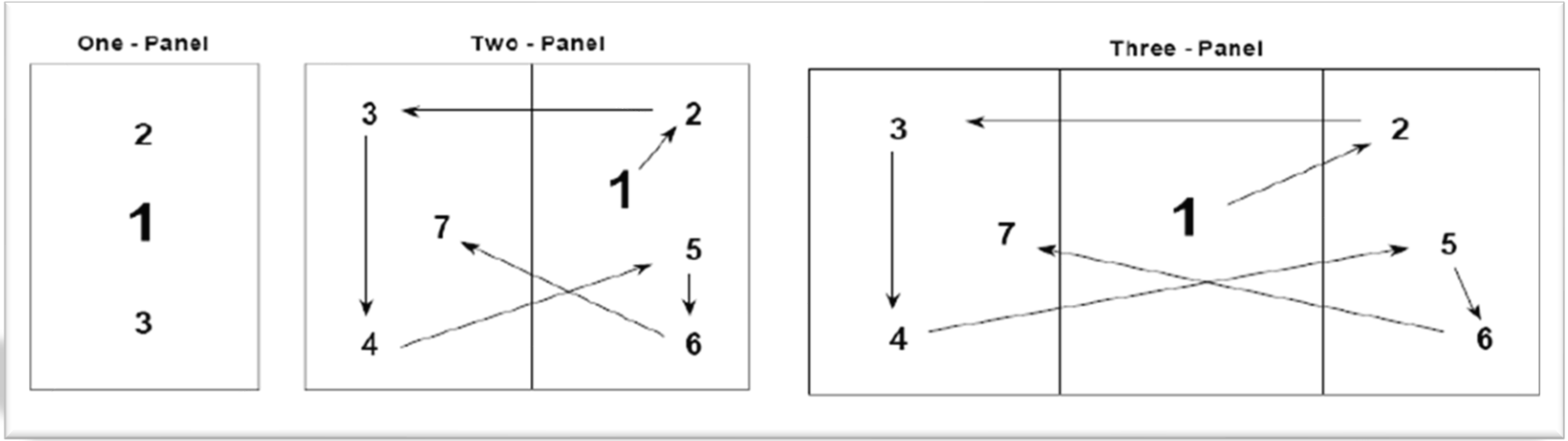






Menu eye scanning pattern

Maximize placement of items for visibility, sales & profits.

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VEGETABLES
SAUCES
GARNISH
Fish!
HOUSE SPECIAL PASTA - $7.95
SALADS
SOUPS
COMBOS


LOADED FRIES
9.50
BBQ PULLED PORK
Fresh Cut French Fries, Shredded Pork, BBQ Drizzle.
CHEDDAR BACON RANCH
Fresh Cut French Fries, Cheddar Cheese Sauce, Chopped Bacon, Ranch Drizzle.
BEVERAGES
Fountain Beverage.....4.25
2020 Souvenir Cup.....17.75
2020 Souvenir Cup Refill....1.00
Bottled Water.....3.50
FRESH CUT FRIES
Regular.....5.25
Bucket.....7.75
Topped Bucket.....9.50
Sweetheart Deal....17.00


KING SIZE SHAKE
15.50
SUNDAES
BROWNIE
Reese's
WARM COOKIE
7.50
COOKIE ICE CREAM SANDWICH
6.50
HAND DIPPED
REGULAR 4.25
LARGE 4.75
WAFFLE 5.25
ICE CREAM FLOAT 4.75
VANILLA
DUTCH CHOCOLATE
COOKIE DOUGH
COOKIES & CREAM
CHOCOLATE PEANUT BUTTER CUP
CHOCOLATE MINT CHIP
STRAWBERRIES & CREAM
DOUBLE DUNKER
PARTY CAKE
BLACK RASPBERRY
SOFT SERVE
VANILLA CHOCOLATE TWIST
REGULAR 4.25
LARGE 4.75
WAFFLE 5.25
DIP IT IN CHOCOLATE 4.75
Simply Chocolate
KING SIZE SHAKE
Simply Chocolate
DRINK DEAL
Fountain Beverage 4.25
2020 Souvenir Cup 17.75
2020 Souvenir Cup Refill 1.00
Bottled Water 3.50


DON'T LEAVE 'EM NAKED!
SAUCE IT UP!
TKC
JUST ENOUGH
PLAYING IT SAFE
CHICKEN!
SPICY BUFFALO
BBQ
PARMESAN GARLIC
NAKED
M $2 Chicken Strips with
Bacon Cheddar Ranch Fries
15.99 1230-1370 cal
YOU CHOOSE!
M Chicken Strips & Fries
13.99 940-1080 cal


FAVORITES
calories
M $2 The Big Belly 15.99 1630-1770
Choice of Beef or Chicken Steak, Peppers & Onions, Applewood Smoked Bacon, ORTEGA Cheese Sauce & Ranch Dressing
M Cheesesteak Beef or Chicken 13.99 1150-1300
Topped with Provolone Cheese, Onions & Peppers, Served with Seasoned Fries
M Chicken Strips Basket 12.99 1130
Served with Seasoned Fries
M Chicken Strips Salad 12.99 810
2,000 calories a day is used for general nutrition advice, but calorie


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UNLIMITED REFILLS
ORANGE BOTTLE ONLY
BUY 3 OR MORE 21.99 EACH
BEST VALUE!
BUY 2 25.99 EACH
BUY 1 27.99
All Drink Bottle Refills Soda Only
0-430 cal per bottle
Six Flags
2020
BEVERAGES
calories
Large Drink 6.99 0-490
Regular Drink 5.99 0-320
Gold Peak Coffee 4.99 5
Bottled Water 5.99 0
DASANI Two for 9.99 0
BEER & MORE
BEVERAGES
9.99 110-270 cal
• Miller Lite
• Bud Light
• Michelob Ultra
• Corona Extra
• Blue Moon
• Scofflaw Basement IPA
• Straw-Ber-Rita
• Angry Orchard
• Black Cherry White Claw
We I.D. You must be 21 or older to purchase or consume alcoholic beverages. Limit 1 per I.D.
calories
Large Drink 6.99 0-490
Regular Drink 5.99 0-320
Gold Peak Coffee 4.99 5
Bottled Water 5.99 0
DASANI Two for 9.99 0

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Troubleshooting – Common Issues

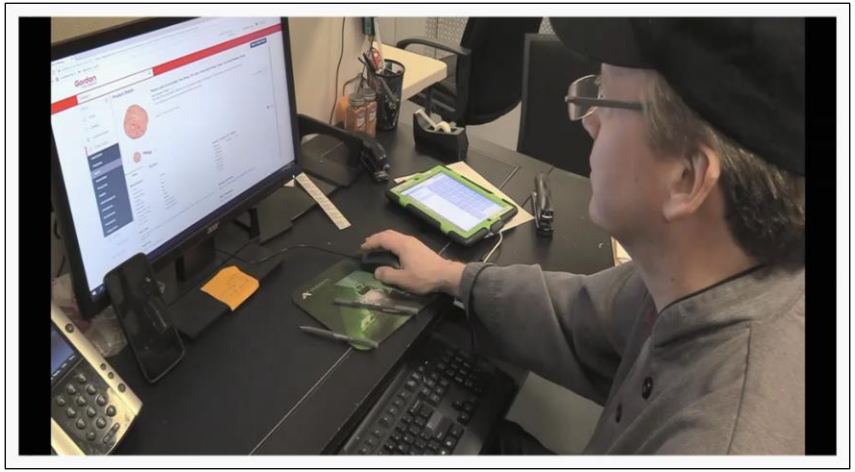
- If your F&B cost of sales is above target than there are multiple areas to review that will give the source of the problem area.
- Be a chicken tender for a day. Think about the journey of a chicken tender from the time it is ordered to the time it is served.
- Cost of sales performance should not be a secret. Discuss with your team all aspects of managing your cost.
- Develop disciplined, consistent inventory procedures. Ensure regular audits are being conducted to ensure all inventory counts are accurate.

COS Troubleshooting - People

- **Your only silver bullet**
  - Remove any barrier that will prevent your team from achieving their food cost goals
- **Create a culture where your teams care about the success of the operations**
  - Recognize and reward good behaviors daily
- **Develop FOH & BOH training programs that support efficient cost of sales**
  - Ensure teams understand cost of sales and how they can make a difference
- **Communicate consistently with your team on how your operations is performing as it relates to cost**
  - Daily communication and follow up is key to overall success.
  - “A Picture is Worth a Thousand Words”
- **Team accountability**
  - Consistent execution of the basics
- **Reward your team for achieving their food cost goals**

COS Troubleshooting - Purchasing & Ordering

- **Weekly Financials – Set Sales Forecast**
  - Holidays, Weather, and Seasons
- **Set proper pars by item sales and season**
- **Product Mix**
  - Individual items sold
- **Utilize approved ordering guide with current pricing**
  - Secondary product approved for shortage
- **Monitoring your food supplier pricing**
  - Receiving products with the agreed pricing



COS Troubleshooting - Receiving

- **Ensure product ordered is product received**
- **Ensure all product is of quality**
  - Return produce that is not up to company quality specifications/thawed out frozen products prior to delivery.
- **Consistent trained personnel receiving product**
- **Ensure all deliveries are checked for order accuracy, quality and condition**

COS Troubleshooting - Storing

- **FIFO**
  - First In First Out Policy
- **Refrigeration equipment working to specifications (proper temps)**
- **Shelf to Sheet Inventory & Storing**
- **High value inventory locked and secured at all times.**
- **Dating products for shelf life**

COS Troubleshooting - Storing

- **Properly trained staff.**
- **Daily production sheets based upon daily sales volume.**
- **Recipe cards visible for all staff.**
  - Yield, Measuring Utensils & Portion Sizes
- **Quality line checks completed daily to ensure quality, along with correct dates.**
  - Food is properly rotated.
- **Ensure stock levels match sales projections.**
  - Extra product out during nonpeak sales times.

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Menu Engineering – Trouble Shooting

- Know how to cost your menu **– cost of each ingredient plus cost of purchasing = item food cost.**
- Calculate food cost percentage **– menu item cost/menu item price = food cost percentage.**
- **Find out how each dish is really contributing to your bottom line – menu item sales - food cost = contributing margin.**
- Measure menu item popularity **– individual menu item sold / total menu items sold X 100 = menu item popularity.**
- Determine and average to gauge your success **– sum of all menu contribution margins / number of menu items = average contribution margin. Sum of amount sold / number of menu items = average amount sold.**
- Create your menu engineering graph **– a graph will help you visualize your stars, plow horses, and conversely your dogs and your puzzles.**
- Understand why menu engineering is so important.

Menu Engineering

- Menus can get stale… especially at larger parks.
- You must account for trendy opportunities and cost changes.
- A great portion of your customers change from year to year.

Recipe Card

TRAIL BOSS BURGER/FRIES						WAGON WORKS
COMPONENTS						**METHOD**
INGREDIENT	**Stock #**	**AMOUNT**	**UNIT**	**COST/UNIT**	**TOTAL COST**	
Hamburger	216521	7.00	oz	$ 0.160	$ 1.120	Place a 7 oz fresh ground beef handmade burger on the grill. Shake smoky season salt on both sides. Cook to 155 or till juices run clear. Place on bottom half of bun; put into a #3 food boat which is lined with black check deli paper. Lay lettuce, onion slice, tomato slice, 4 pickle slices and top with slice of cheese. Place bun top on top. Place 4 oz French Fries along side burger in the boat. Hand to the
Smoky Season Salt	171249	0.25	oz	$ 0.020	$ 0.005	
Bun	3331	1.00	ea	$ 0.300	$ 0.300	
American Cheese	55640	1.00	slice	$ 0.068	$ 0.068	
Lettuce	197012	0.50	oz	$ 0.110	$ 0.055	
Tomato	191999	1.00	slice	$ 0.060	$ 0.060	
Pickle	125432	4.00	slice	$ 0.010	$ 0.040	
Onion	197667	1.00	oz	$ 0.054	$ 0.054	
French Fries	191593	3.50	oz	$ 0.080	$ 0.280	
Napkins	555561	2.00	ea	$ 0.008	$ 0.016	
Ketchup	122084	2.00	oz	$ 0.010	$ 0.020	
Mustard	122078	1.00	oz	$ 0.010	$ 0.010	
Mayo	128941	1.00	oz	$ 0.010	$ 0.010	
Black/White Deli Wrap	304703	1.00	ea	$ 0.017	$ 0.017	
# 3 Boat	298562	1.00	ea	$ 0.037	$ 0.037	
Triumph Oil	55411	1.00	oz	$ 0.045	$ 0.045	
BATCH TOTAL ORIGINAL RECIPE					2.14	
Selling Price					8.99	
CoS %					23.77%	
Profit Margin					6.85	

UPDATED: 8/31/2012

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Why use Menu Engineering

Why use Menu Engineering

Cupcakes Price = $ 3.29
Cost = $ 0.75
Profit = $ 2.54

Cin. Rolls = $ 4.99
Cost = $ 1.00
Profit = $ 3.9999

Menu Engineering Menu Change

	Baseline	Without M.E.
• Sales	$ 1,000,000	$ 959,460
• COS	$ 255,000 (25.5%)	$ 249,050 (25.95%)
• Margin	$ 745,000 (74.5%)	$ 710,410 (74.05%)

- Your new product addition in this case loses $ 34,590 in margin

Predator Menu Items

=

Food Cost Take Away

- **Menu Engineering**
  - Develop a menu that gets you to your food cost goal
- **Develop a partnership with your main grocer**
  - Ensure you are getting the best quality product for the fairest price
- **Cost analysis sheet on every item**
- **Develop a cohesive inventory team**
  - Ensure counts are sheet to shelf
- **Action plan on high dollar items**
- **Employee awareness**
  - Training, Training and more Training
- **Daily counts on high dollar proteins**
- **Record waste**
- **Proper shift line checks to ensure quality, yields and portioning sizes**
- **Positive reinforcement**
  - Recognize and reward good behaviors
- **Accountability**
  - Hold team accountable for ALL basics
- **Bottom line it's been my experience that when an operation is struggling with food cost it is usually because they are not following the BASICS!!**

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Labor Management

"Its all About the People"

- **Culture** – Recognize and reward – performance based
- **Recruiting** – The best of the best
- **Training** – operations excellence
- **Development** – knowledge is power
- **Retention** – productivity – recruiting issue or retention issue

Labor Management

Actions to reduce labor cost

- **“Write the correct people plan (team schedule)”**
- Correct staffing levels
- Use a labor management software
- Forecast sales – seasonality – this is a must
- Schedule for peak and nonpeak sales – staff for sales
- Stagger in and out shifts – set labor management program

Labor Management

Actions to reduce labor cost

- Weekly payroll audits
- Utilize POS – every hour – labor cost divided by same timeframe sales
- Improve operations – break down the barriers
- Monitor overtime hours
- Cross train teams

Bottom Line

- Develop a menu that allows you to achieve your overall food cost goal
- Utilize updated recipe cards for each menu item.
- Ensure you are using menu engineering to maximize profits.
- Create a culture where your teams care about the success of your business.
- Implement and maintain the five basic areas of food cost control:
  - People - Culture
  - Purchasing / Ordering
  - Receiving
  - Storing and Issuing
  - Production

Bottom Line

- Recognize and reward your team for following good food and labor cost practices.
- Manage all aspects of labor
  - People
  - Forecasting
  - The art of Schedule Writing
  - Accountability – Audits, OT, productivity

Thank you!