

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

[IAAPA.org/IAAPAE expo](https://IAAPA.org/IAAPAE expo)



@IAAPAHQ | #IAAPAE expo

# **Skyrocket Your Food & Beverage Revenue and Maximize Profits!**

**Mike Holtzman-President  
Profitable Food Facilities Worldwide**

---

**Tracy Bareno- Director of Retail Operations  
San Diego Zoo, Safari Park**

---



**@IAAPAHQ | #IAAPAEspo**

# **Presenter: Tracy Bareno**

## **Director Retail Operations, San Diego Zoo Safari Park**

- **--45 years of Industry Experience**
- **--25 years at the San Diego Zoo – Food and Beverage**
- **--20 years at the SDZ Safari Park –F/B and Merchandise**
- **--Food and Beverage Management Association,**
- **--Amusement and Theme Park Food Service Conference,**
- **--National Association of Catering Executives**
- **--Several terms on the IAAPA Food and Beverage Committee.**
- **--Several years as Brass Ring Judge for IAAPA's innovations and New Products in Food Service.**



# Presenter: Mike Holtzman, President-- Profitable Food Facilities

- 43 years of Industry Experience
- 30 years as a consultant
- 750 projects Worldwide
- 180 Waterpark Projects / 60 FEC projects
- 380 Speaking engagements
- Concepted/Designed 250 kitchens
- #1 Speaker at IAAPA in 2106 & 2017 & 2019

## Recent Projects:

- El Paso Waterparks 1
- Typhoon Texas - Katy
- Typhoon Texas - Pflugerville
- Valas -
- Disney! / Sea World



**Took one waterpark operation from \$386,000 in 2016 to**  
**1 million in 2017**  
**1.8 million in 2018**  
**2.7 million in 2019**

# Agenda

**Mike Holtzman**

## **Increasing profits**

- Starts with a good Kitchen
- Simple Menu Concepting
- Menu Quality
- Balanced Menu Cost

## **Skyrocketing your Revenue**

- Bundles
- Marketing
- Beer, Wine, Cocktails
- 6 Secrets to Doubling Rev & Profits

**Tracy Bareno**

## **Increasing profits**

- Contract Bids
- Inventory Control
- Buying Power

## **Skyrocketing your Revenue**

- Promotions and Special Events
- Upsells and Add-on's
- Open table reservations
- Online ordering
- Refillable Souvenirs

# Increasing Profits



@IAAPAHQ | #IAAPAEspo



# Contracts and Vendor Bids

- Grocery
- Produce
- Dairy
- Ice cream, CO2,
- Soft Drinks, Water



# Lock in Cost- Negotiate

- Cost plus %
- Additional Savings if quota met
- Agree to price increase time frame.
- Agree to maximum increases



# Inventory Control- Track all you buy

- Purchase a tracking System-
- Integration with POS
- .....Receipts
- .....Transfers
- .....Usage
- .....Recipes- cost/depletion per item
- .....Throwaway
- .....Variance- tracking theft
- Inventory process- efficiencies

# Buying Power

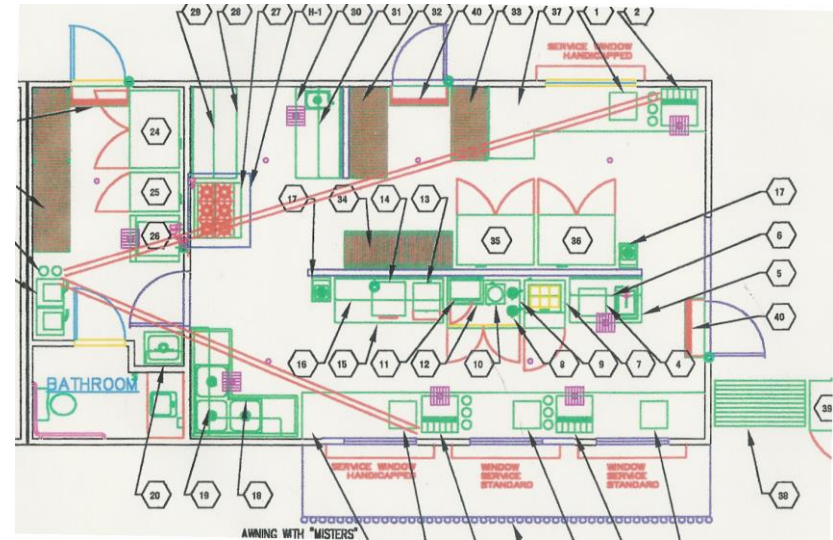
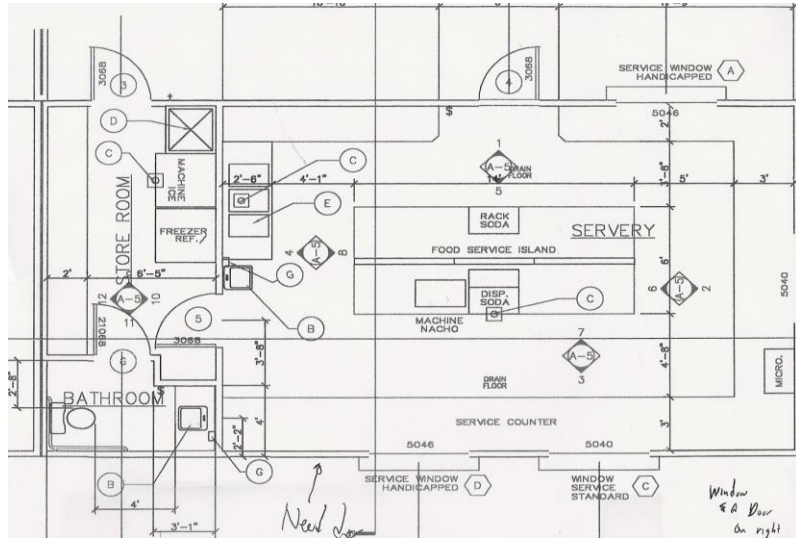
- Group Purchasing-
- .....How it works.
- .....Providers- Source One, Provista, Leverage with volume buying
- .....Buy with other Parks in your company or your area that are great partners.



# Increase Efficiencies

- Paging Systems for quick pick up
- On line and mobile ordering
  - .....Via APP or QR code
  - .....Pushed directly to your POS and KDS
- Streamline equipment-

# Increasing Profits: Starts with a Great Kitchen Design!



## Golf Restaurants



## Ski Resorts



## Waterparks

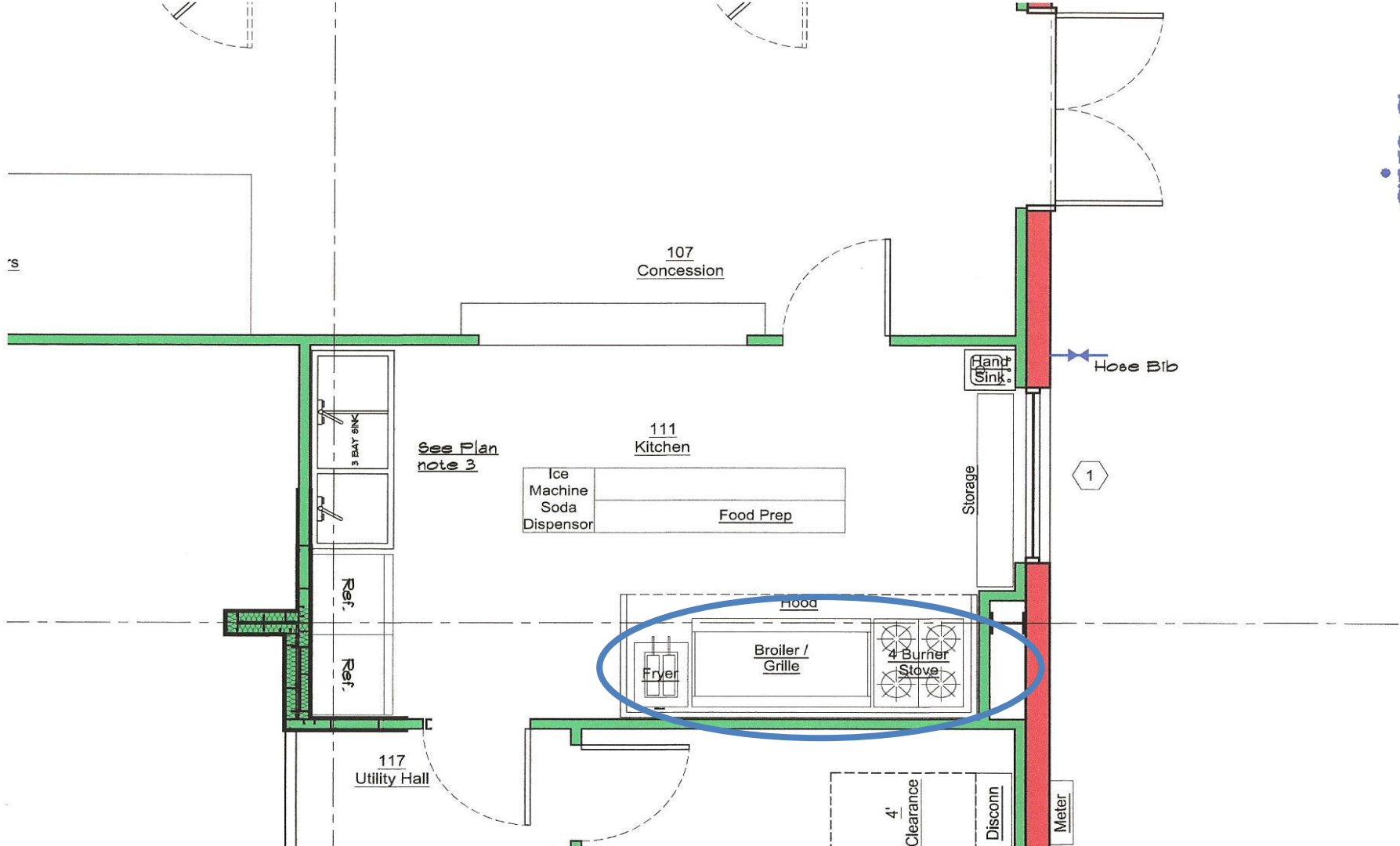


## FEC's



## Theme Parks







no finished

equipment is set  
as all rough-in  
for electrical  
are not part of

lgeration rack

equipment  
and ceilings

specified.

not design and  
are submitted  
at information  
to the attention  
of factors and  
conditions of

and

ation by  
consultant will  
at be the sole  
sign in  
f bidding if

otherwise noted.

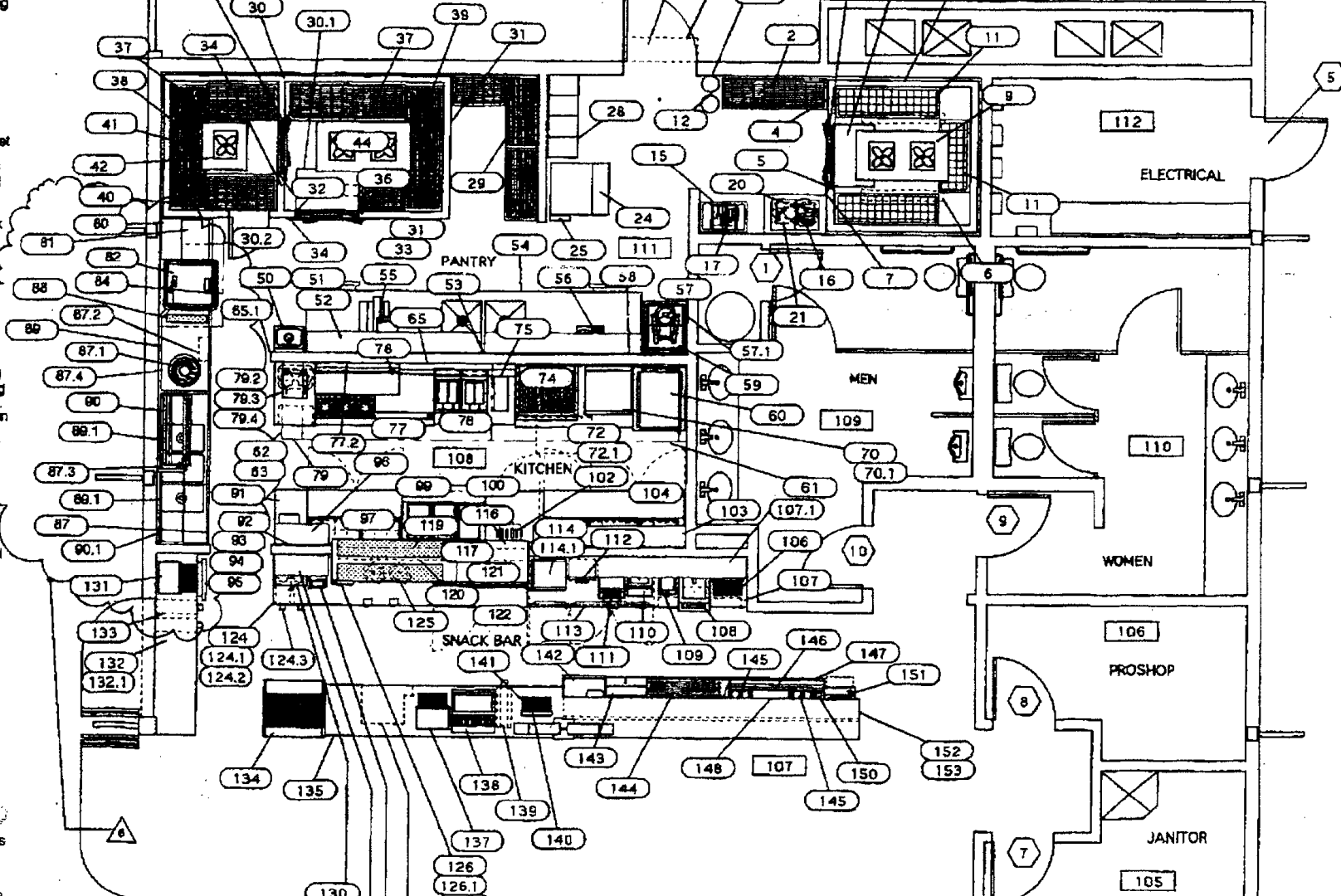
actrical

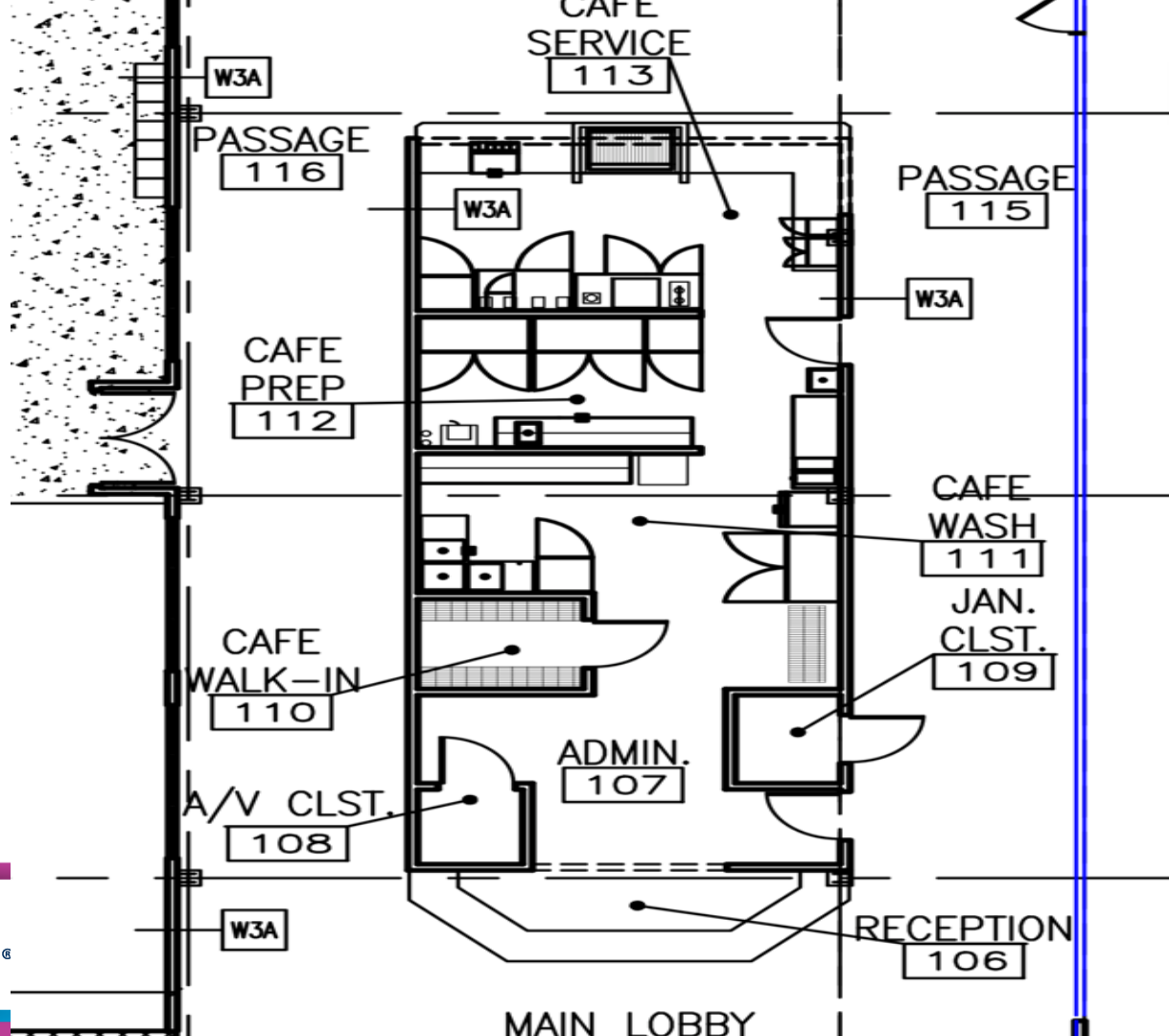
s to be in

made from  
responsibility

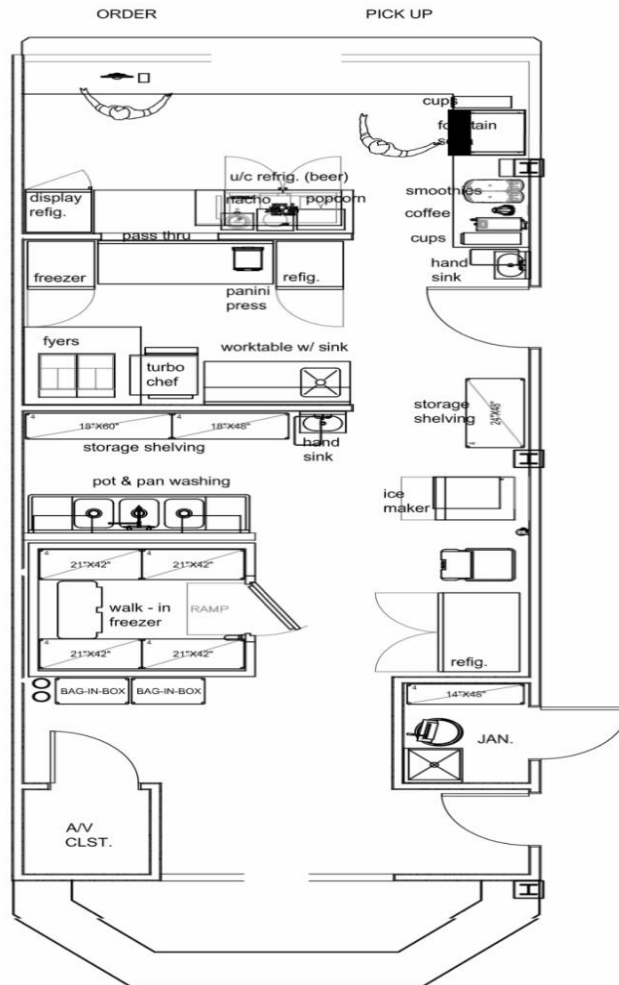
stally as  
supplied are  
for and at his  
by

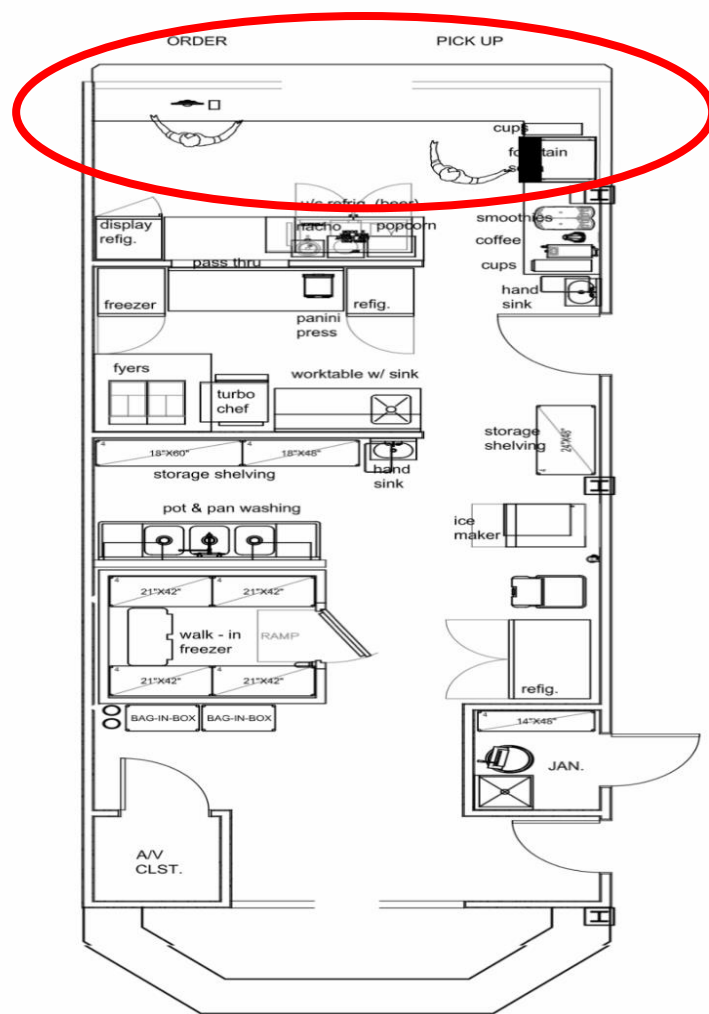
plying all  
y provided in the

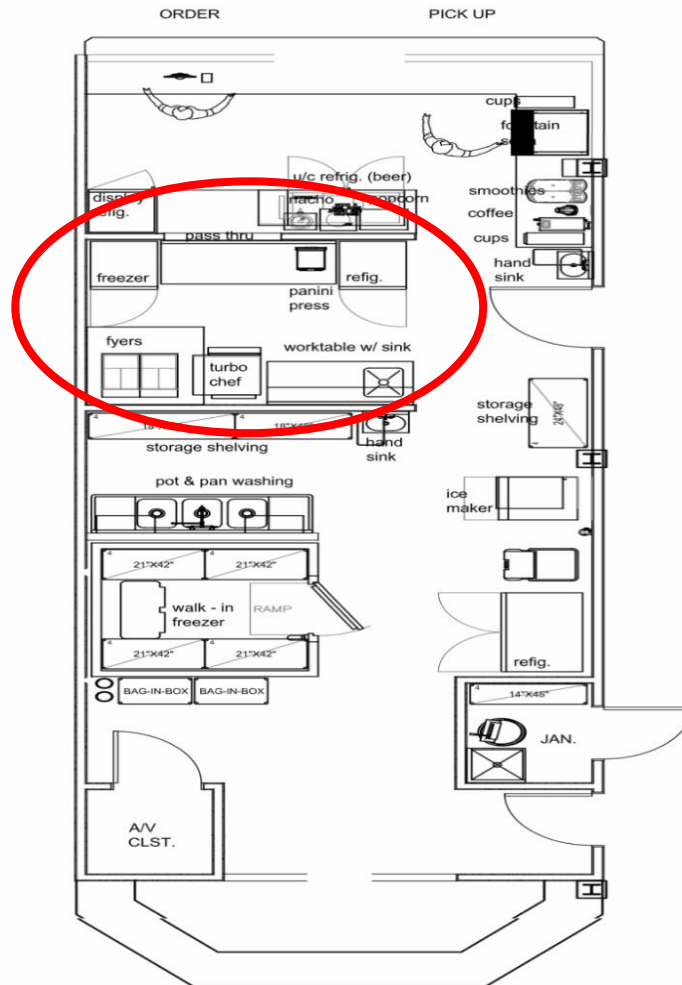


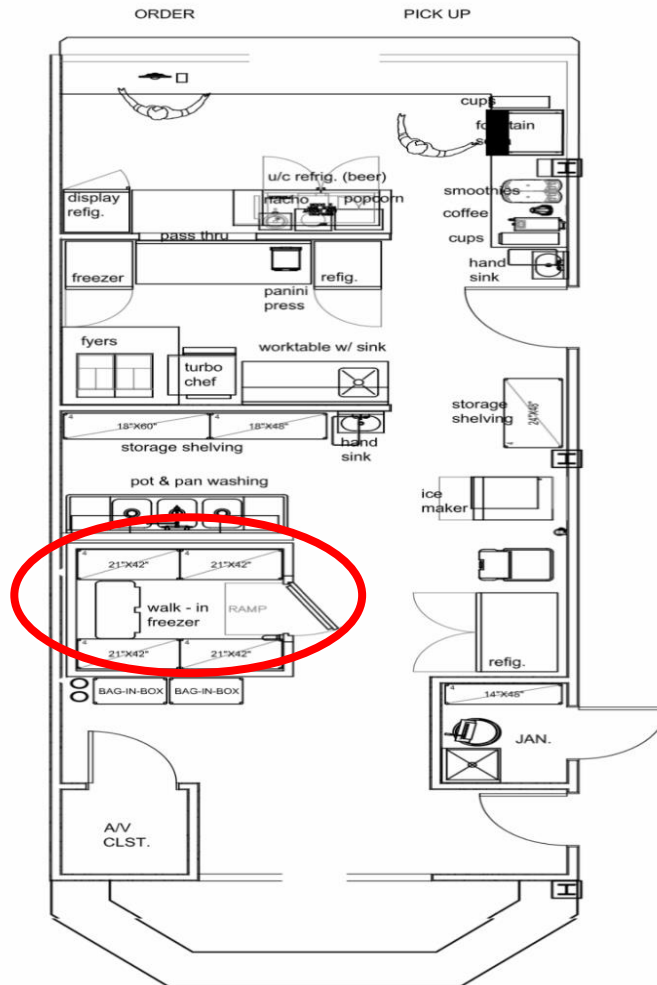


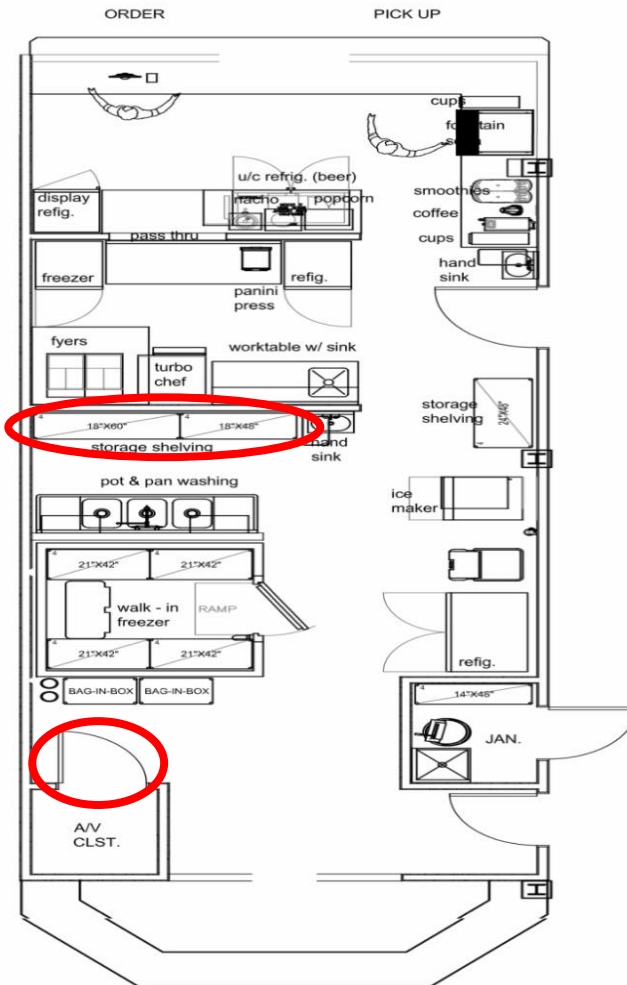


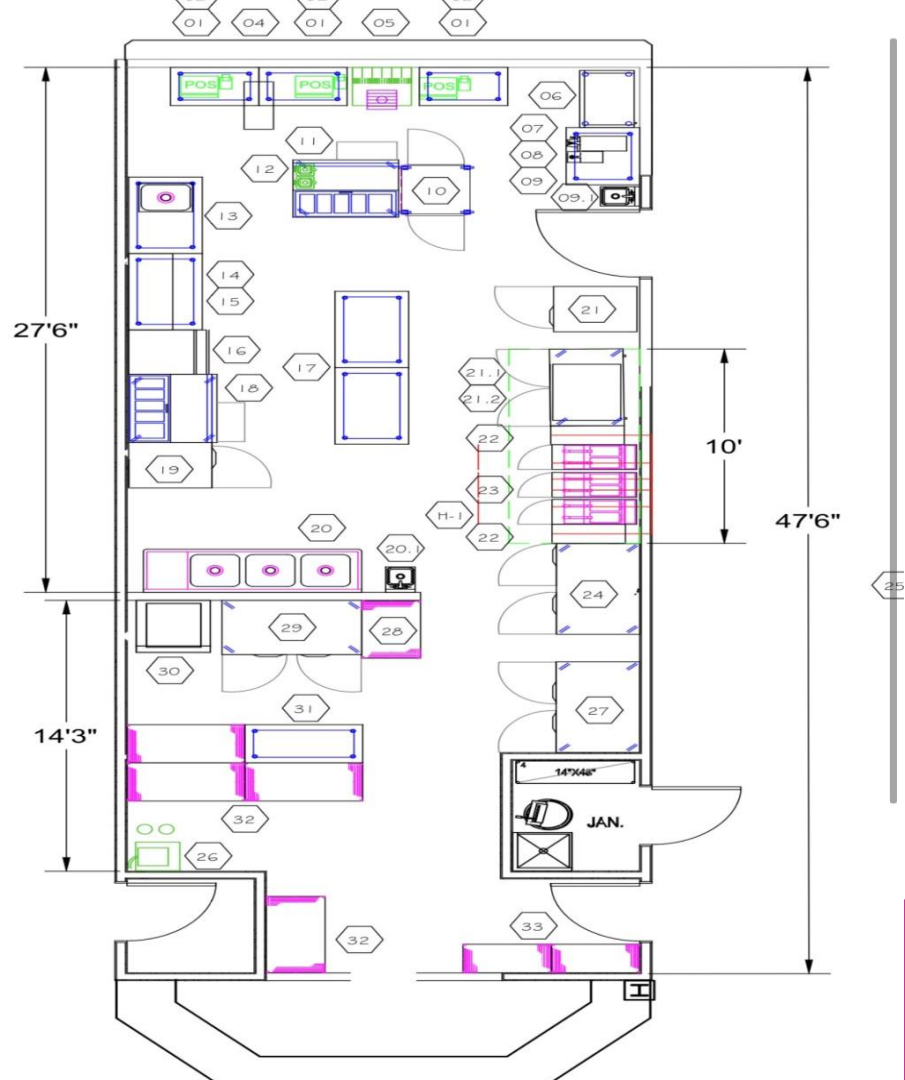












# You are NOT a 7/11







7:46 4G

AA Q glenwood caverns adventure park

Bed Bath & Beyond

Glenwood Caverns Adventure Park by Spur Experiences® | Bed Bath ...

\$126.00\* · In stock

\* Check website for latest pricing and availability. Images may be subject to copyright. [Learn More](#)

Gondola lift  
Transit service type

Related images



# Built in 75 days!



**glenwoodcaverns**

Glenwood Caverns Adventure Park







# **glenwoodcaverns**

## Glenwood Caverns Adventure Park



\$3.85 per cap to \$10.40



# Quality is now Important



# Low Cost Items / High Cost Items

- Funnel Cake
- Shave Ice
- Fresh Donuts
- Fountain Drinks
- Cider Slushy
- Alcohol
- Bottled Drinks
- Candy
- Chips
- Icee
- Pre-Cooked Proteins
- Frozen Pizza

# Skyrocking Revenue



@IAAPAHQ | #IAAPAEspo



# Look outside the Box

- Find ways to Increase average check
- Price increases- 2x's a year
- Digital Menu Boards-  
.....Sell with photos  
.....Dynamic Pricing
- Craft Beer and Beyond Beer experiences
- Social Media Support
- Can you offer full service?



# Digital Menu Boards







# Promotions and Special Events

- All Parks have promotions- examples include Halloween, Fall Festivals, Winter Holidays etc. Use food offerings to capitalize on these events.
- VIP Bundles- dinner and show, dinner and front of the line on 5 rides, pairing experiences with food.



# Upsells and Add on's

- Increase average check and per cap
- Identify low cost, high margin items



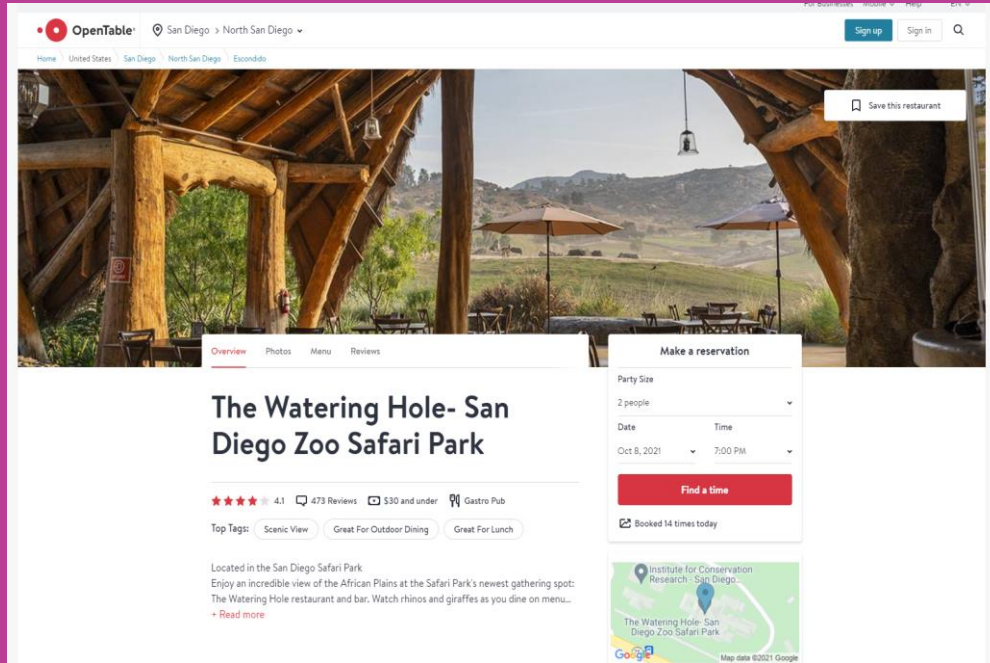




# Table Service- Speed of Service

- QR Codes for quick ordering
- Can you offer full service?
- Open Table Reservations
- Tablet service







# Try Unique and Extra Large



# Refillable Souvenirs



# Employee Training

- Most Valuable asset
- Great Guest Service
- Upselling
- Story telling
- Recovery Confidence
- Teach Managers follow up techniques.





## DRINKS

Fountain Soda.....	\$2.99
Refills.....	\$.99
Root Beer .....	\$2.75
Orange Soda .....	\$2.75
Bottled Water .....	\$2.35
Kids Souvenir Cup ...	\$2.99
Juice Box .....	\$1.25
Milk.....	\$1.50
Hot Cider .....	\$2.99
Hot Cocoa .....	\$2.99
Pumpkin Cappuccino.	\$2.99
Vala's Souvenir Mug..	\$8.99
2 or more	\$7.99



**Hot Dog**

\$2.99



**Chili Hot Dog**

\$3.99



**Hot Beef Sundae**

\$7.49



**Chili or Potato Soup  
Bread Bowl**

\$6.99 \$5.49 Small



**Cup of Chili &  
Cinnamon Roll**

\$6.49



**Valentino's  
Family Pizza**

\$15.99



**Chicken Ranch  
Wrap**

\$6.99



**Fiesta Wrap**

\$6.99

## KIDS MEALS

Includes chips and drink  
(juice box, milk or  
kids' fountain drink)

Hot Dog.....	\$6.49
Pizza Slice .....	\$6.49
Uncrustables PB&J...	\$6.49



## DRINKS

Fountain Soda.....	\$2.99
Refills .....	\$.99
Root Beer .....	\$2.75
Orange Soda .....	\$2.75
Bottled Water .....	\$2.35
Kids Souvenir Cup ...	\$2.99
Juice Box .....	\$1.25
Milk.....	\$1.50
Hot Cider .....	\$2.99
Hot Cocoa .....	\$2.99
Pumpkin Cappuccino.	\$2.99
Vala's Souvenir Mug..	\$8.99
2 or more	\$7.99



**Hot Dog**  
\$2.99



**Chili Hot Dog**  
\$3.99



**Hot Beef Sundae**  
\$7.49



**Chili or Potato Soup  
Bread Bowl**  
\$6.99 \$5.49 Small



**Cup of Chili &  
Cinnamon Roll**  
\$6.49



**Valentino's  
Family Pizza**  
\$15.99



**Chicken Ranch  
Wrap**  
\$6.99



**Fiesta Wrap**  
\$6.99

## KIDS MEALS

Includes chips and drink  
(juice box, milk or  
kids' fountain drink)

Hot Dog .....	\$6.49
Pizza Slice .....	\$6.49
Uncrustables PB&J...	\$6.49



## DRINKS

Fountain Soda.....	\$2.99
Refills.....	\$.99
Root Beer.....	\$2.75
Orange Soda.....	\$2.75
Bottled Water.....	\$2.35
Kids Souvenir Cup ...	\$2.99
Juice Box.....	\$1.25
Milk.....	\$1.50
Hot Cider.....	\$2.99
Hot Cocoa.....	\$2.99
Pumpkin Cappuccino..	\$2.99
Vala's Souvenir Mug..	\$8.99
2 or more	\$7.99



**Hot Dog**  
\$2.99



**Chili Hot Dog**  
\$3.99



**Hot Beef Sundae**  
\$7.49



**Chili or Potato Soup  
Bread Bowl**  
\$6.99 \$5.49 Small



**Cup of Chili &  
Cinnamon Roll**  
\$6.49



**Valentino's  
Family Pizza**  
\$15.99



**Chicken Ranch  
Wrap**  
\$6.99



**Fiesta Wrap**  
\$6.99

## KIDS MEALS

Includes chips and drink  
(juice box, milk or  
kids' fountain drink)

Hot Dog.....	\$6.49
Pizza Slice.....	\$6.49
Uncrustables PB&J...	\$6.49





**CAPTAIN  
JACK'S  
GRILLE**

**BEST VALUE!**

# Meal Combos

includes chips and medium soda

**Fresh Grilled Cheeseburger**

**\$7.95**

Make it a Double for just \$1.50 more!

**Chicken Nuggets** (10 pc.)

**\$7.95**

**Teriyaki Grilled Sandwich**

**\$8.95**

**Grilled Salmon Sandwich**

**\$11.95**

**SUBSTITUTE FRENCH FRIES  
FOR ONLY \$1.50!**

**CAPTAIN  
JACK'S  
GRILLE**

**BEST VALUE!**

# Meal Combos

includes chips and medium soda

**Fresh Grilled Cheeseburger** **\$7.95**

Make it a Double for just \$1.50 more!

**Chicken Nuggets (10 pc.)** **\$7.95**

**Teriyaki Grilled Sandwich** **\$8.95**

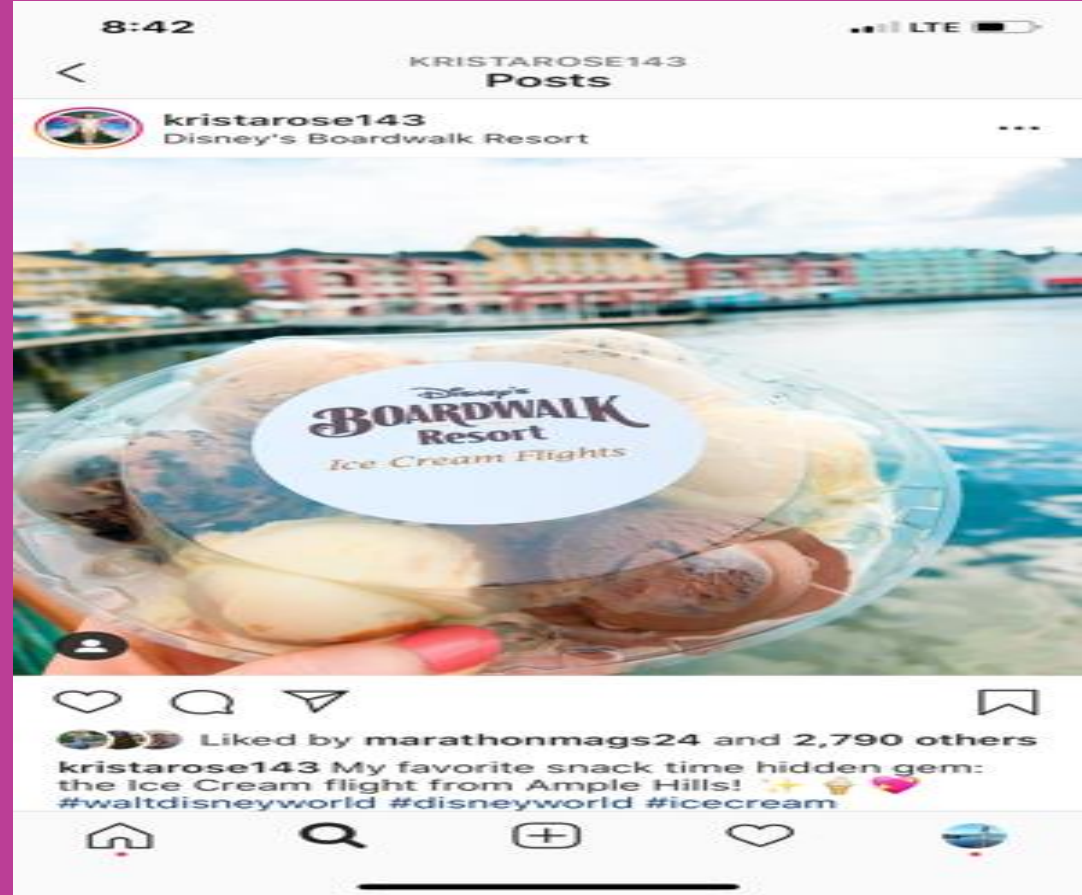
**Grilled Salmon Sandwich** **\$11.95**

**SUBSTITUTE FRENCH FRIES  
FOR ONLY \$1.50!**



# Marketing:

## What are you known for?



# Instagram Worthy Photos



# Alcohol: Yes or NO?











# Final Decision, YES, and.....

If we are going to do this, we must do it right.....



1. Simple – Beer & Margaritas
2. “Spiced Cider” & Hard Cider
3. 10-15% increase in per cap

## AND....

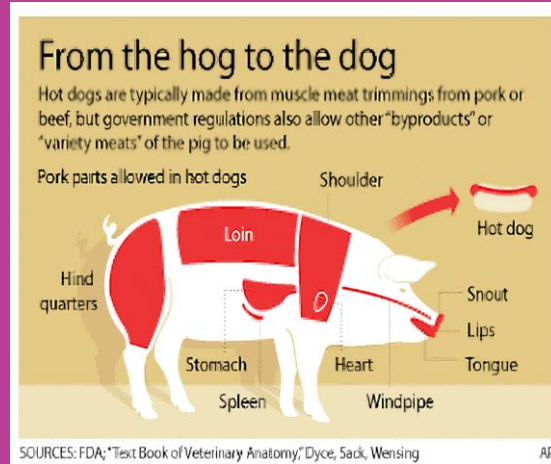
- 3) Don't Lose Focus on the food!



# 6 Secrets to Doubling Per Caps:



# A) Don't Sell These! Hot Dogs



- 1) Cost more per pound than hamburger
- 2) Perceived value is less than Hamburger



# 1) Simple Menus



## 2) Pictures on the Menu Boards

### 3) Having the Right Equipment:





### 3) Having the Right Equipment:



**TURBO CHEF- HHD9500**

# 4) Signature Items





# 5) Quality Food Including Upscale Items like Salmon:





## 6) Maximize Through-put:

18% Food Cost  
11% Labor Cost  
\$72,000 DAY.....  
\$14.00 per cap!!

Main Grill Operation  
can produce  
up to \$4000 an hour!



## Remember This:

If you  
always  
do

What  
you  
always  
did,

You  
always  
get

What  
you  
always  
got.



# Questions?



@IAAPAHQ | #IAAPAEspo

# Contact Information

**Mike Holtzman-President  
Profitable Food Facilities Worldwide**

**[mike@profitablefood.com](mailto:mike@profitablefood.com)**

**[www.profitablefood.com](http://www.profitablefood.com)**

---

**Tracy Bareno- Director of Retail Operations  
San Diego Zoo, Safari Park**

**[Tbareno@sdzwa.org](mailto:Tbareno@sdzwa.org)**

---



**@IAAPAHQ | #IAAPAEspo**