# HELLMANN'S
EST.1913

# GUARDIANS OF GRUB

# MENU PLANNING

*Protecting profits & the planet*
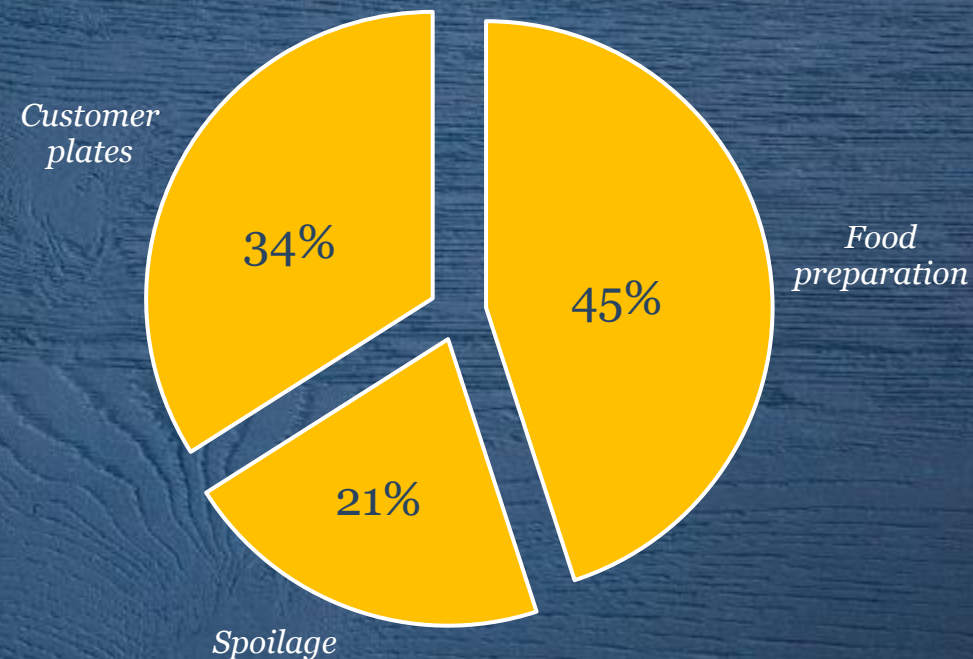
# MENU PLANNING:

## OPTIMISES MENU. REDUCES FOOD WASTE. IMPROVES PROFITABILITY.

## How?

- *Focus on profitable dishes*
- *Reduces complexity*
- *Tighter supply chain*
- *Helps you use all your stock*
- *Minimises preparation waste*
- *Optimises portion sizes*

# 3 STEPS TO OPTIMISING YOUR MENU

**1**

Complete Star/Dog Analysis

**2**

Analyse Results

**3**

Take Action

*This exercise will take approx. 1-2 hrs*

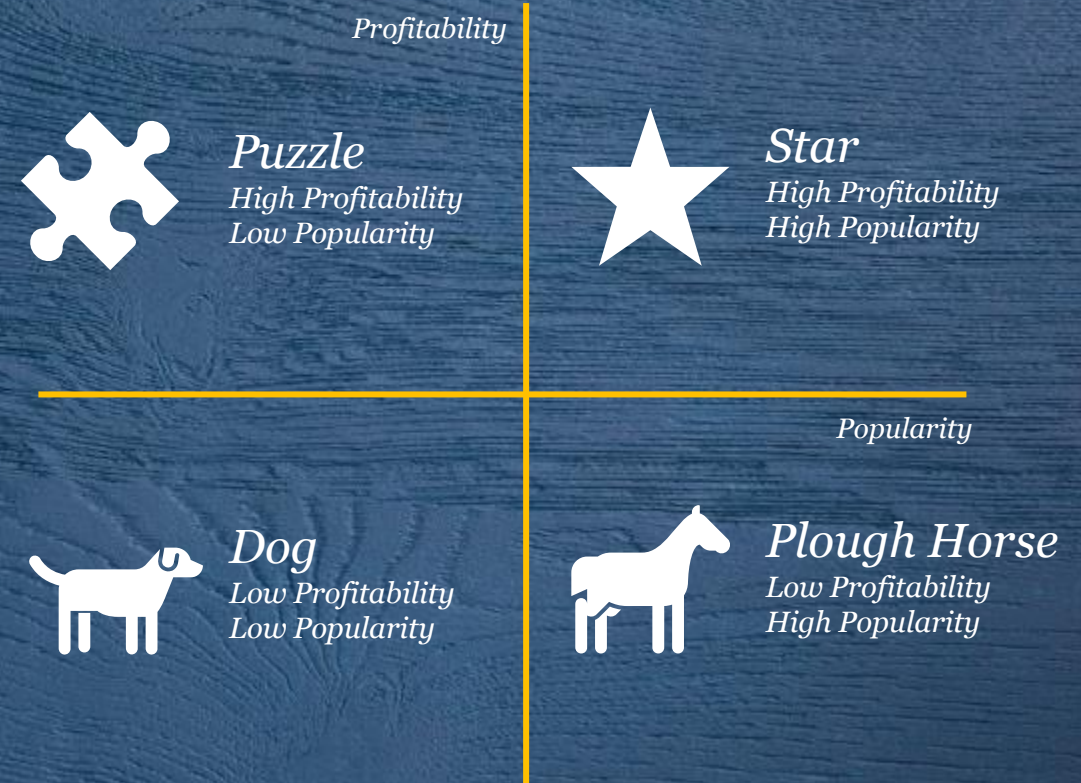HELLMANN'S
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# WHERE TO START?

## PULL THE DATA FROM YOUR POS SYSTEM

*A Star/Dog analysis is a useful tool for determining which dishes drive the most profitability for your business.*

*Firstly, to get a really clear view of your business and menu, we recommend that you do this analysis course-by-course. This will give you a clear view on how dishes perform within each course specifically, but will also allow you to see how order frequency differs by course too.*

**TIP** *Analyse your sides and consider the results alongside your main courses to see where you could be upselling more.*

*Profitability*

**Puzzle**
*High Profitability*
*Low Popularity*

**Star**
*High Profitability*
*High Popularity*

*Popularity*

**Dog**
*Low Profitability*
*Low Popularity*

**Plough Horse**
*Low Profitability*
*High Popularity*

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# INPUT INTO EXCEL TOOL

*To help you with this analysis, here is an easy-to-use Excel template as a FREE download.*

**CLICK HERE** *https://www.unileverfoodsolutions.co.uk/hellmannsstardoganalysis.html*

**1.** On the first tab of the template, called 'Basic', add the names of your dishes, plus the cost price and the selling price, in the relevant fields. The remaining fields in each row will automatically populate.

**2.** On the second tab of the template, called 'Sales Volumes', input the number of units sold per dish over a given time period into column J ('Sales'). We would suggest a period of 3 months, to give you a good range.

**1.**

| Course | Dish Name | Cost | Selling Price | Selling Price ex Va | Margin | Cost of Sale | Gross Profit |
|---|---|---|---|---|---|---|---|
| | Dish 1 | £ 4.30 | £ 11.95 | £ 11.35 | £ 7.05 | 38% | 62% |
| | Dish 2 | £ 7.28 | £ 16.95 | £ 16.10 | £ 8.82 | 45% | 55% |
| | Dish 3 | £ 1.80 | £ 6.00 | £ 5.70 | £ 3.90 | 32% | 68% |
| | Dish 4 | £ 1.73 | £ 6.00 | £ 5.70 | £ 3.97 | 30% | 70% |
| | Dish 5 | £ 1.00 | £ 6.00 | £ 5.70 | £ 4.70 | 18% | 82% |
| | Dish 6 | £ 1.24 | £ 6.50 | £ 6.18 | £ 4.94 | 20% | 80% |
| | Dish 7 | £ 1.38 | £ 6.50 | £ 6.18 | £ 4.80 | 22% | 78% |
| | Dish 8 | £ 1.00 | £ 6.50 | £ 6.18 | £ 5.18 | 16% | 84% |
| | Dish 9 | £ 1.78 | £ 6.50 | £ 6.18 | £ 4.40 | 29% | 71% |
| | Dish 10 | £ 1.70 | £ 6.50 | £ 6.18 | £ 4.48 | 28% | 72% |
| | Dish 11 | £ 1.40 | £ 7.00 | £ 6.65 | £ 5.25 | 21% | 79% |
| | Dish 12 | £ 1.89 | £ 7.00 | £ 6.65 | £ 4.76 | 28% | 72% |
| | Dish 13 | £ 2.20 | £ 7.00 | £ 6.65 | £ 4.45 | 33% | 67% |
| | Dish 14 | £ 2.40 | £ 7.00 | £ 6.65 | £ 4.25 | 36% | 64% |
| | Dish 15 | £ 1.87 | £ 7.00 | £ 6.65 | £ 4.78 | 28% | 72% |
| | Dish 16 | £ 2.50 | £ 7.50 | £ 7.13 | £ 4.63 | 35% | 65% |
| | Dish 17 | £ 1.64 | £ 7.50 | £ 7.13 | £ 5.49 | 23% | 77% |
| | Dish 18 | £ 1.48 | £ 7.50 | £ 7.13 | £ 5.65 | 21% | 79% |
| | Dish 19 | £ 2.70 | £ 7.50 | £ 7.13 | £ 4.43 | 38% | 62% |
| | Dish 20 | £ 1.99 | £ 7.50 | £ 7.13 | £ 5.14 | 28% | 72% |

**2.**

| Course | Dish Name | Dish Number | Gross Profit | Sales | Average | Higher or lower than average |
|---|---|---|---|---|---|---|
| | Dish 1 | 1 | 55% | 122 | | 45% |
| | Dish 2 | 2 | 46% | 343 | | 125% |
| | Dish 3 | 3 | 63% | 385 | | 141% |
| | Dish 4 | 4 | 64% | 370 | | 135% |
| | Dish 5 | 5 | 79% | 222 | | 81% |
| | Dish 6 | 6 | 76% | 330 | | 121% |
| | Dish 7 | 7 | 73% | 350 | | 128% |
| | Dish 8 | 8 | 81% | 133 | | 49% |
| | Dish 9 | 9 | 66% | 120 | | 44% |
| | Dish 10 | 10 | 67% | 287 | 274 | 105% |
| | Dish 11 | 11 | 75% | 321 | | 117% |
| | Dish 12 | 12 | 66% | 265 | | 97% |
| | Dish 13 | 13 | 61% | 404 | | 148% |
| | Dish 14 | 14 | 57% | 300 | | 110% |
| | Dish 15 | 15 | 67% | 198 | | 72% |
| | Dish 16 | 16 | 58% | 244 | | 89% |
| | Dish 17 | 17 | 73% | 277 | | 101% |
| | Dish 18 | 18 | 75% | 108 | | 39% |
| | Dish 19 | 19 | 55% | 388 | | 142% |
| | Dish 20 | 20 | 67% | 305 | | 111% |

# INPUT INTO EXCEL TOOL

**3.** *Once you've entered your data, take a look at the third tab of the template, 'Star/Dog'. The graph should automatically have updated to show each of your dishes profit % vs. amount sold. The vertical line which appears somewhere close to the middle of the graph represents your average number of units sold (popularity).*

**4.** *Agree the gross profit margin that your business needs to work to (e.g. 70%). Draw this line horizontally across your graph at the relevant point.*
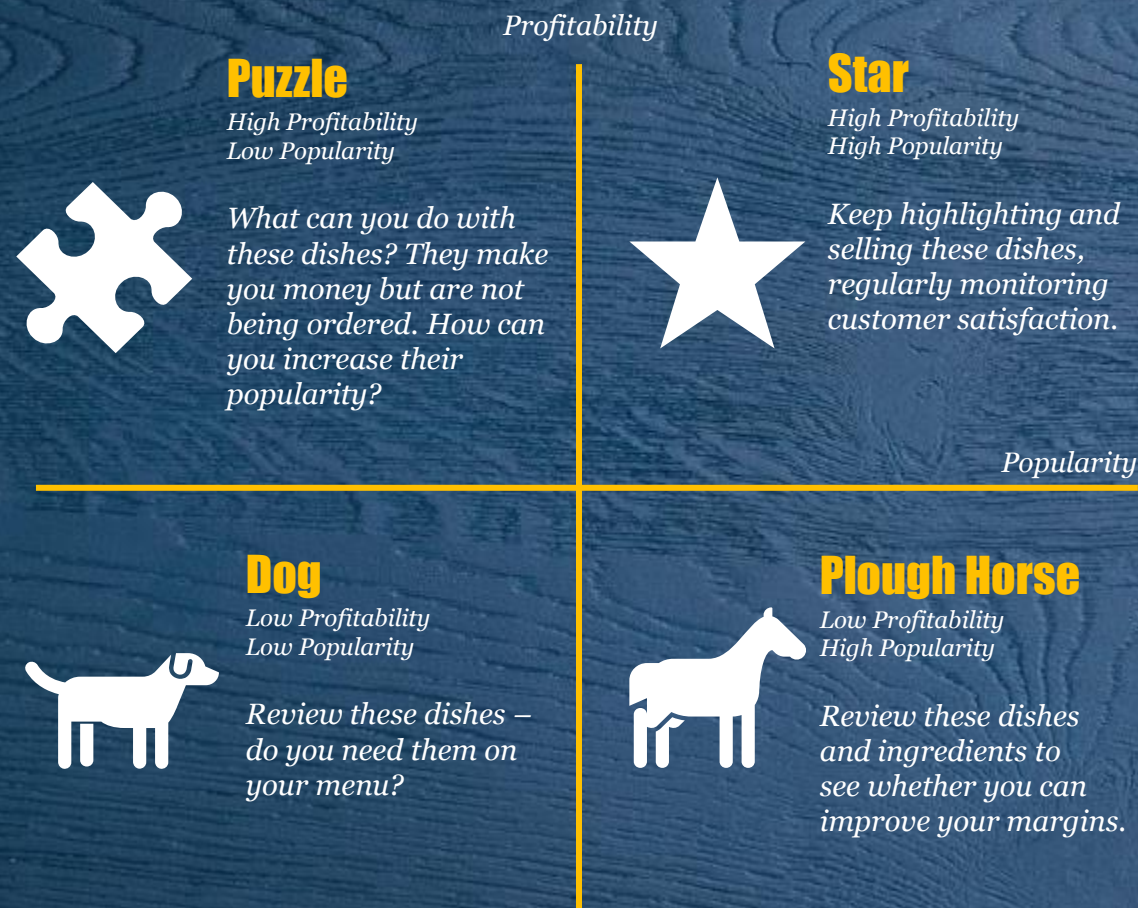
*The two lines will intercept and you should now have a graph with 4 quadrants.*
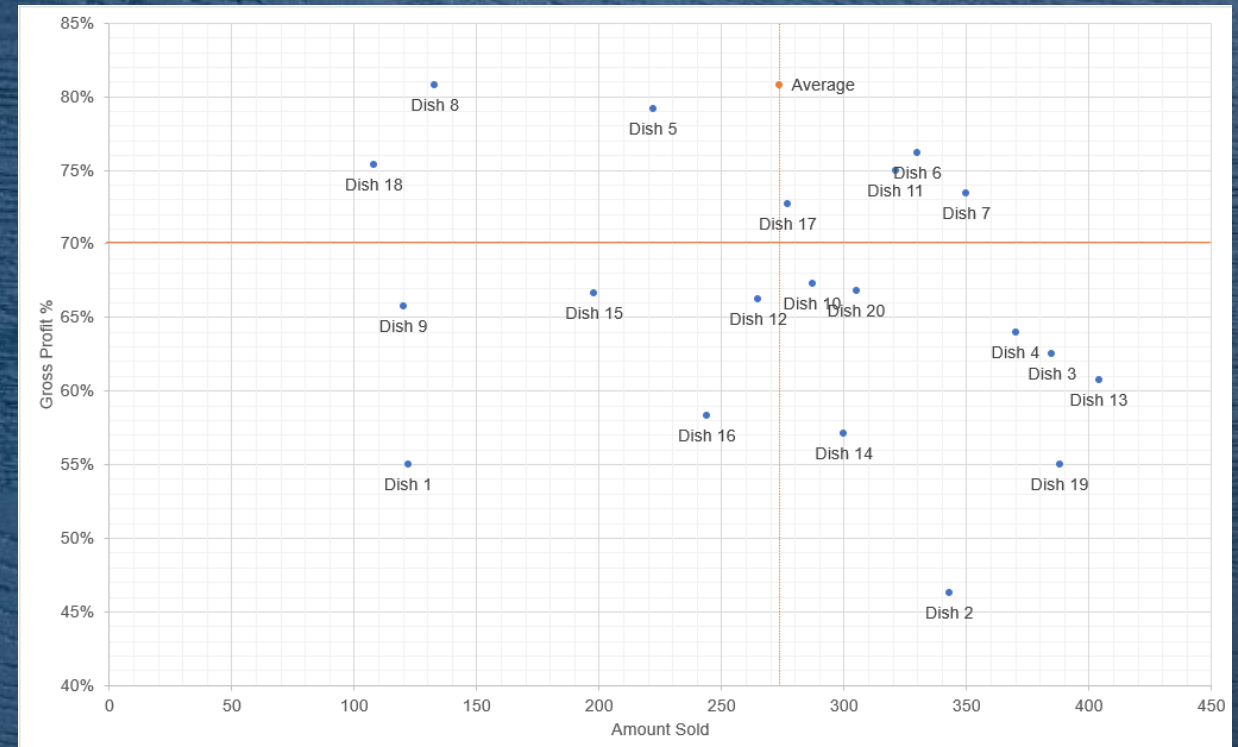
# ANALYSE THE RESULTS

Here's how the dishes in each of the 4 quadrants of your Star/Dog analysis can be evaluated:

*Profitability*

## Puzzle
*High Profitability*
*Low Popularity*

*What can you do with these dishes? They make you money but are not being ordered. How can you increase their popularity?*

## Star
*High Profitability*
*High Popularity*

*Keep highlighting and selling these dishes, regularly monitoring customer satisfaction.*

*Popularity*

## Dog
*Low Profitability*
*Low Popularity*

*Review these dishes – do you need them on your menu?*

## Plough Horse
*Low Profitability*
*High Popularity*

*Review these dishes and ingredients to see whether you can improve your margins.*

Ensure you consider the wider context alongside this analysis. Look at the total operation from spoilage, preparation and plate waste. Even profitable dishes may be causing excess wastage.

**How can you optimise your menu?**

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*There may be dishes that fall into this category but play an important role, e.g. vegan dishes, children's dishes or gluten free. Items such as additions, e.g. "add cheese" to the burger might appear in this or the plough horse category.*

*Review with an open mind and assess whether they play an important part in your menu. If they do, keep them on but continually monitor them.*

*If not, could you remove them? The more menu items you have, the more potential for spoilage and thus food waste. Can you reduce the number of items on your menu without impacting customer perceptions?*

**MENU**

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# TAKE ACTION: PUZZLE 🧩

*Here are some ideas for <u>increasing popularity</u>:*

- *As a first step, have a look at similar offers from your competitors. This could highlight something different in your dishes that is impacting popularity.*

- *Brief staff to upsell profitable dishes. Ensure they have tasted and can get behind them.*

- *Where are these dishes on your menu? Try moving them to improving visibility, or put a box around them and proudly call them out as house specials. Then monitor if they become more popular.*

- *Improve visibility off menu with a 'Chef's Recommendation' chalk board listing tasty, profitable dishes.*

- *Can you offer different size portions of high-profit dishes for different customers, such as children or elderly guests?*

- *Consider introducing offers on dishes where you have comfortable margins:*
  - *'Regulars discount' to stimulate demand while also driving loyalty.*
  - *Offers at certain day parts e.g. Early Dinners (5-6:30) with a restricted profitable menu to drive footfall and profitability at the same time.*

- *Meal kits and delivery have become popular over the last few years, could that be an option for some of your most profitable dishes?*

# TAKE ACTION: PLOUGH HORSE 🐎

*Increasing profitability* but not impacting popularity can be a challenge.

- *Is there a way to use common ingredients across multiple dishes (perhaps with small tweaks) to minimise the risk of spoilage?*

- *What do you make from scratch? Is there a way to use products to help you? This can reduce the number of ingredients you buy (reducing risk of spoilage) and help create a more consistent experience*

- *Monitor the plates that come back – is there a lot of plate waste? Can you reduce the size of the protein? The sides? Or even change the garnish to see if this will help with profitability.*
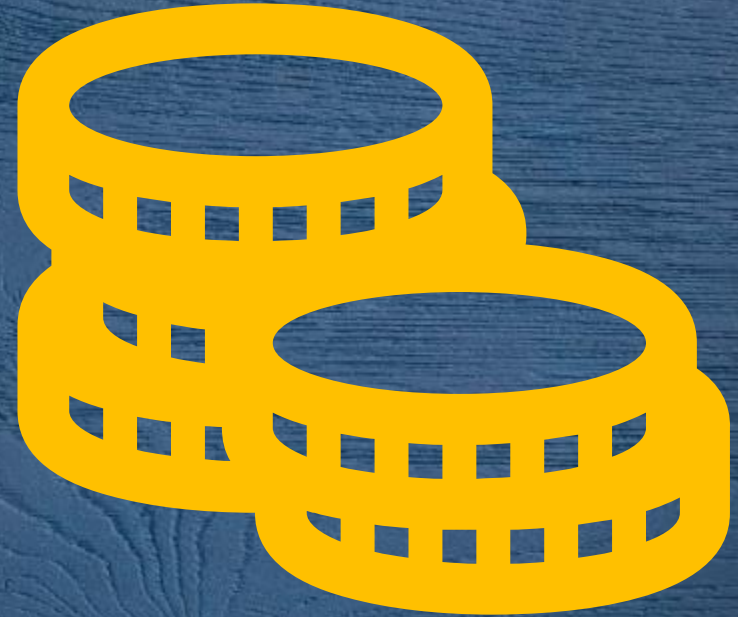
# INSPIRATION: VERSATILITY EXAMPLES

*Let your menu work harder for you. Depending on where you work and who you serve, you can make elements of your menu more versatile.*

## INGREDIENT VERSATILITY



*Mash potatoes – Don't finish them with butter & milk. Boil them, rice them and use the base to fit your menu.*

*Can you stretch its value to you? Bubble and Squeak, mash, base for croquettes, fish cakes or gnocchi?*

## DISH VERSATILITY



*Salads can be starters or mains and you can add items to them such as a chicken breast to continue to upsell through all parts of your menu.*

## VEGAN BY DESIGN



*Having base ingredients that are 'vegan by design' can help you have an accessible menu.*

*Your vegan burger sauce could be used on your veggie/vegan burger as well as on your signature beef burger. The same can be done with tartare sauce, and other dressings.*

## TRADITIONAL METHODS



*A great way to reduce wastage is to utilise traditional methods. Pickling, fermenting, drying or curing can all help reduce waste and drive a more profitable business!*

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# THANK YOU

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