

## CHAPTER 4

### RESULT AND DISCUSSION

#### 4.1 General description of study location

Le Bistrot Du Potager #2 is a bar restaurant which brought up the concept of sharing menu located at the center of Lyon, France, at the sub-district 6, 163 Boulevard de Stalingrad where many offices and clinic are nearby. Lyon is one of the best International Gastronomy city in the world. The culture and technique to make a food is appreciate very well in Lyon. Chefs and restaurant are selling their best food and spread the history, cultures through the food they provide. The eating culture of peoples in Lyon mostly go outside and enjoy the foods in restaurant. People are tended to spend long time and enjoying the food while they eat in the restaurant. Many of them will start with starter to dessert.

The capacity of the restaurant is around 70-80 indoor and max. 36 outdoor. Open time is Monday to Friday 12 pm to 2.30 pm and then reopen for dinner at 7.30 pm – 10.30 pm. The number of staff in both front and back house is 6 full time staffs and 3 interns. The restaurant also selling the alcohol beverage especially wine and cocktails to accompany the foods.

The type of menu items they sell are smalls plates or usually called tapas has different category such as vegetable, fish, meats, cheeses, and desserts. This restaurant also offers degustation menu, *menu du jour* (afternoon only) and several suggestion menus which resemble to main course. Small plates are tended to be changed in once or twice a week without knowing the exact time of changings as well as suggestion menu. It depends on the chef who decide to change. Degustation menu is a set of menu which includes 5 plates (35€) to 6 plates (45€) start from starter, salad, fish dish, main course (lamb, beef) and dessert that has been selected and prepare by chef. Customer can't choose the menu from the tapas, however they can give their preferences about allergic and dish they do not like to the waitress and then waitress will pass the information to chef. For this menu, waitress need to explain the customer about the way it works and serve.

*Menu du jour* is daily menu which only serve in the afternoon. The reason it only sells in the afternoon because this restaurant only open during the lunch time, and

once they open, the customers have very short time for lunch time. So, waitress need to push the *menu du jour* during the lunch time. For this menu, waitress need to recommend the customer and explain the detail menu of the day so they can have the image of the things they will consume. For daily menu, it consists of starter, main course and dessert. Customer are given a choice to choose between full complete menu (19€), starter and main course or main course dessert (16.50€) and main course only (12€). In addition, there is suggestion menu which consist of main course dishes or matured meats to share. It includes the matured beef that will cut by the waitress in front of the customers. Waitress have to explain to the customer of the minimum weight per piece depends on type of meat they prefer.

Meanwhile, in the evening customers have longer time to enjoy the food in the restaurants, so in the afternoon customers mostly takes the small plates to share. Small plates to share price start from 2.5€ until 22€. For these tapas, customer is recommended to take more than 1 plates per person if they want to take a main course portion. The waitress also can make a suggestion by listening to the customers preference and make a best recommendation on number of plates needed.

For all the new dishes change that will be sell to the customer, chef always make a trial and prototype for the other staff to taste. It is aimed for the staff to know each dish taste so they can explain to the customer the exact taste and appearance.



Figure 4.1 Testing menu during the staff lunch time

Waitress has very important role and does a communication with the customer. So, waitress need to be talkative and always pass the information carefully and precisely. This restaurant got the ingredient and material by their supplier who will come 1-2 times a week depends on the stock availability and any even that coming. They also have the suppliers that come to send the ingredients once a week without ordering. So, it means that, no one knows what will be sent this week or next week. They will discover once the supplies arrived know what will be coming. The suppliers will come every day or 3 times/week.

#### **4.2 Fields findings**

According to Morrison (1996) the innovation of menu is needed following by the profitability analysis and customer preferences. In this restaurant, the most reason they change the menu is because the available of ingredients and material (Brenstein et al, 2008) if there are any ingredients that finish in the middle of the week, then the chef will change the recipes. And if there are new ingredients come, they will add a new menu item. Then the profitability analysis which are done by the chef and restaurant manager is according to the menu item sales performances. The restaurant manager will look up the number of sales from the recent menu and then compare it with the previous menu item with different recipes and pick which one sales better. Then the restaurant manager will give a suggestion to the chef about his analysis.

The pricing strategy used in this restaurant is the dynamic pricing strategy where the price will change regard to the environmental changing and demands (Farahmand and Chatterjee, 2008) in Narazi (2012). Yet, the executive chef is the one who set up the price and restaurant manager will act as the corrector and analyze the price in the market. The restaurant manager often doing a survey to others restaurant who sell the similar menu item and the making a modification of the price that has been submitted by executive chef.

The design of the menu in this restaurant doesn't give a big influence toward the customer. The design of the menu is display in the paper on the wood board in each table without cover, so the menu is easy to get stain and worn. Though, the menu will be change when the new items are added of some menus change.

In fact, with unplanned menu changing the restaurant still run very well. The number of customer per day can reach 50 persons in average. Sometimes at the end of the week such as Thursday and Friday the customer can reach up to 70 – 80 persons. When running the operation while the menu change, chef and the team find a difficulty at the first. The complicated faced by them is to remember the detail ingredients inside the menu item and the plating as well as time management. After get used to it, they can run it smoothly. It also happened in service parts, when the waitresses have to remember details ingredient it took some times. In some moments, there is a lack of service when a menu item changes the recipes but the menu paper did not change and the waitress forget to tell the changing than it could be a huge failure that can caused a customer to be allergic or poisoned. It means that, when there is a sudden menu item change and the menu paper did not change, it took times for the waitress to explained and inform all the changes to the customers.

Besides, the concept of changing menu applied in Le Bistrot du Potager #2 has brought a successful achievement for the owner so that another bistro has opened in Gerland on 2017 namely, *Le Bistrot du Potager Gerland*. The wide variation of menu become the interest point in this restaurant.

### 4.3 Result and discussion

#### 4.3.1 Result

The result of research is explained in the table below discussing about the impact both negative and positive in all level of staff at *Le Bistrot du Potager #2* as well as the factor that usually considered in changing restaurant menu.

Table 4.3.1 What is positive impact that you feel as a restaurant manager/executive chef/waitress/cooks of menu changing?

Resource Person	Result
Executive Chef	Changing menu means that chef will cook the ingredients that only available in the kitchen which is fresh daily. Maximize the product quality and utilize of each ingredient. Moreover, with variant of ingredients, chef can explore and improving skill of handling different types of ingredients. It helps himself to learn

Resource Person	Result
	the time management and team management by giving a direction to his <i>commis</i> (cooks) during preparation and operation.
Restaurant Manager	Menu changing is the point that helps the restaurant defining the concept and quality of restaurant. Quality of product can be a selling point to the customer as well as the pride for himself as a restaurant manager. By having many of different and variant of menu, it can enlarge the knowledge about foods, detail of ingredient, and how does the dish is produced. Improve the skill to manage the team and flow of the restaurant. If
<i>Chef de Rang</i>	Menu changing has a big impact for herself to understand about food and dishes. Adding the knowledge about ingredient detail, the ingredient sources, handling and process to be a dish. It helps to improve the communication to the customer, by giving a detail information that customer needed as well as giving suggestion to them.
<i>Apprantie</i>	Changing menu gives her more knowledge about the dishes so, it will help to suggest a good drink pairing.
<i>Chef de Parties</i>	When the executive chef is not working, she can learn how to plan the menu and manage the supplies as well as the team. Improve their skill of handling food and different types of ingredient.
Customer 1	Many new variant choices of dishes available, feeling excited to discover a new dishes and relief from a bored of the same menu.
Customer 2	Excited to taste new menu on each visit and it always motivated them to come back to try another new menu.
Customer 3	Feeling surprise when arrived and found many variant of interesting food and the changing.

Table 4.3.2 What is positive impact that you feel as a restaurant manager/executive chef/waitress/cooks of menu changing?

<b>Resource Person</b>	<b>Result</b>
Executive Chef	Planning a changing menu takes time and need a precision detail for pricing and ingredient used. In the other hand, it necessary to check the ingredient and supplies any time for ordering the stock. Difficulties faced on the first day of changing while getting use of plating and ingredient changing. Sometimes, there is a sudden change when unpredicted the customer number.
Restaurant Manager	Planning to do a meeting about the changing is a bit difficult. There is no time to do a full meeting of changing, so it only held for a short time briefly. If there are some sudden menu changes, precise communication is needed to spread the changing information.
<i>Chef de Rang</i>	For her, she has no negative impact toward menu changing since she loves the work has a very positive impact toward her skill
<i>Apprantie</i>	Sometimes, if she forgot to spread the changing information to one of the staff, the restaurant manager will get mad at her since it will disturb the operational. Most of the time, the small information is about the garnish changes or the sauce changes.
<i>Chef de Parties</i>	Taking time to get used to the changing and plating as well as remember of each ingredient on the plate.
Customer 1	Some of the favorite dishes no longer available when they miss the dish.
Customer 2	Some of dishes only available on particular season.



<b>Resource Person</b>	<b>Result</b>
Customer 3	Feeling disappointed when the dishes suggested by their friend or family no longer available on their first visit

Table 4.2.3 What are the factor considered on planning a menu change?

<b>Resource Person</b>	<b>Result</b>
Executive Chef	Supplies, ingredient and equipment available in the kitchen. Season change and weather change is a key factor to change the menu.
Restaurant Manager	Survey and customer feedback is the important key to suggest a menu changing. In the other hand, analysis of menu sales performance also done by him.
<i>Chef de Rang</i>	Customer feedback that they received during the service time.
<i>Apprantie</i>	Customer feedback that they received during the service time.
<i>Chef de Parties</i>	Supplies and ingredient available on the kitchen.

### 4.3.2 Discussion

#### a. Positive Impact

Many positives impact were found because of this often menu changes. In leader level opinion who are restaurant manager and executive chef, by doing a menu change they are selling fresh products to their customer which can be a positive point for them to upselling. Chef and restaurant manager would like to use the best quality of product to produce the dishes, so it will escalate the restaurant reputation and quality. That also help them to maintain their loyal customer by providing them variant of menu items. In the other hand, the production house which include executive chef, *chef de partie*, and *cooks* can use all the supplies and ingredients maximally without having to

throw away the decayed materials that stay too long in the inventory room and walking fridge.

In addition, this changes menu also support the restaurant to define their concept. Defining the concept of sharing plates menu and produce the best quality of product. Small dishes with variant choices of menu available will encourage the customer to take more plates. So, they will produce the menu according to the ingredients seasons and by that they are willing to learn and improve their skill while handling huge amounts of different types of ingredients throughout the year. The skill improved by changing menu is happened in both service and production part, the waitress and restaurant agreed and found that it is interesting to learn about different ingredients or creating a new product from the same ingredients. By that, they can proudly explain to the customers the way a dish is produced for them and improve their skill to understand customer preferences so they could give a best suggestion.

From the observation, the teamwork and communication between the leader level to staff lever and likewise is more open and clear while running the operation. For example, the stock of a dish could be change in the middle of service time, chef must inform the staff the number of portion left for the service, and the one who received the information have to pass the information to all the staff and restaurant manager. So that, the staff can inform the customer when there is any changes or stock left for them. In addition, it will

Moreover, the customers also give a good impression and reaction toward this menu changing. In this case, from the observation conducted by the researcher, the customer in this restaurant has 2 types which are loyal customer and new customers. There are many loyal customers who come at least once a week to enjoy the food in the restaurant, by their opinion they like to come back because the menu offer in this restaurant has many variation and innovation, so they are not boring to eat the same food often. For the new customers, they found that it is a surprisingly good concept when they come and discover the menu on the spot. They can have more interaction with the waitress or restaurant manager to find out the dishes. Moreover, most of them



are motivated to comeback to experience a new taste in this restaurant since they are satisfied with the quality and service.

### **b. Negative Impact**

Besides positives, there is a few negative impacts of menu changing such as time consuming for planning and execute the menu items. Since the changing of menu is done often, more time needed to do a meeting and discussion about the changes. Sometimes, when the chef run out of ingredients and needed to change the recipes suddenly, it can be challenging for the staff to do it and service staff to upselling the products. A small information could be missed out to inform the customers.

For the production side, the chef and their staff only facing difficulties to accustom to the new menu item at the first day of changing such as get used to detail ingredients in menu item and the plating which can cause longer time of production. After a day, they can corporate and run the production well.

The only negative reaction from the customer that found is that the customers who known the restaurants form their friends, family and were recommended some menu items will get disappointed when the menu is already changes the recipes or no longer available. But in this situation, the waitress will take a step to give them another option and suggestion according to their taste preference.

### **c. Factors that Impact Menu Changing**

As the observation and interview done by the researcher, there are factors that cause the menu to change. The main reason the chef decided to change the menu is because the ingredients and supplies available according to season at the restaurant, some of sudden change of menu happened following the ingredients that arrived without their knowledge. In some cases, the restaurant manager will survey the other restaurant around the cities to find out the new innovation and suggest them to the chef. Often, the restaurant manager also suggests and corporate with the chef to create a menu according to season, for example, this early summer the restaurant manager recommended the chef to create a refreshing big plate menu to offer the

customer another option for the main course, since the other menu items are mostly hot and heavy. Another important thing that also influence the menu changing is customer reaction. The staff will deliver the guest comments to the chef and restaurant manager and then they will take an analysis towards their menu items.

In addition, restaurant manager also makes an analysis from the sales performance of menu item, as well as observation while the service is running. The review and observation that has been done by restaurant manager then brings to the morning briefing between chef and restaurant manager. Restaurant manager will discuss his findings to the chef and do a recommendation if needed. For example, during the winter chef has change several recipes for the oyster. From his findings, the oyster that served with fresh green tomato sauce and fried onion sells better than the new recipes with grenadine sauce. So, restaurant manager will tell the chef that the customers prefer to previous recipes and it need to be change in order to increase the sales of oyster.

#### **d. The Impact to All Levels**

As stated by Soekresno, 2010 that restaurant menu is one of the main product of food service business which is important for restaurant operation as a communication tool to all parties (Pellapart, 1967), the fact that the restaurant menu really is the tool in operational that can be used as a communication tool, promotion or attractive tool for the customer as well as guidelines for the staff to do a preparation and running the operation. The impact describes in positives and negatives points. These are the impact according to the level.

##### **i. Management Level**

For the management level or leader level which are restaurant manager and executive chef the concept gives many positives impact that useful for improving their skill from many aspects such as management skill, communication skill, team management skill and help them to expert their field. However, there is also a negative point that is not has a crucial impact to their work.

From the conversation on the interview, restaurant manager explained that by having the changing restaurant menu concept, it helps them to be confident to offer the product to their customer and convince their customer for the good quality of dishes. In addition, changing menu has made them to improve their knowledge about many ingredients and material from many places. In management skill, especially for the restaurant manager, he can actively think the way to manage their team to work in highly frequently changing situation. There is small obstacle in the operation when miscommunication happen suddenly in the peak hours.

According to executive chef experience that has been working in the restaurant since the opening, he always excited with the changing menu concept. It has improved his skill level higher in production and manage the ingredients as well as manage the team to adjust the changes. Precisely checking the inventory and ordering the ingredients is positive point for himself to keep the ingredient fresh at the same time by utilizing all ingredient available maximally.

## **ii. Staff Level**

For the staff level, they are including service staff and production staff. Service staff are *chef de rang* and trainee. Production staff including *chef de partie*, *commis* and trainee. For the service staff, by having this often change in restaurant menu, they improving their knowledge about the dishes includes the detail information and the process of food being handled. These information is very useful for them to communicate with the customer such as providing detail information for the customer who has their own preferences on the food. It also improving their skill to upselling and doing a suggestion for the customer which mostly needed all the time since there are many choices available in this restaurant. However, there is also a point that give a negative impact to their performance when the sudden change happens in the peak time of service. Miscommunication could be existed since the service staff usually very busy to do their job. When there is information that is

not well passed, the double order can be happen which means that they need to go back and forth to inform the customer and wasting their time.

For the production staff, improving knowledge also impact their performance with addition that they also can learn and improving their skill of handling many variant of ingredients and get a better understanding of each ingredients.

### **iii. Customer**

In customer opinion, the changing menu concept makes them excited and motivated to revisit the restaurant to try a new variant of dishes. With many variants of dishes available and innovative, they get many choices to choose following their preferences. They also see that this concept of changing restaurant menu in frequent time, make an interesting point and attractive point for them to come and good impression toward the restaurant.

But, at the same time, there is also a point where they get disappointed when the dishes they prefer or like change the recipes or no longer available. However, there are the service staff that always there to help them to find the new dish to try and discover.