

ABSTRAK

Dessi Arei Wijaya

Ririn Lieani :

Skripsi

Analisa *Menu Engineering* pada produk *Red wine*, *White wine*, *Rose wine* dan *Champagne* untuk memaksimalkan tingkat penjualan *wine* di Sheraton Surabaya Hotel & Towers periode April – September 2003.

Penulis membahas tentang *wine society* di Indonesia khususnya di Surabaya, bagaimana budaya minum *wine* yang berasal dari negara Barat itu, lambat laun mulai memberi pengaruh terhadap *lifestyle* Surabaya. Dalam pelaksanaannya, penulis mengambil lokasi observasi di Sheraton Surabaya Hotel & Towers.

Penulis menggunakan teori-teori mengenai *Wine*, *Menu Engineering*, dan teori-teori yang mendukung kedua faktor diatas.

Dalam mendukung penelitian, penulis menggunakan data kuantitatif dan data kualitatif sebagai pendukungnya. Dimana prosedur pengumpulan datanya melalui: studi kepustakaan, wawancara, dan observasi langsung. Teknik pengukuran yang dilakukan penulis menggunakan *popularity index* dan *contribution margin*.

Untuk menganalisa data, penulis menggunakan bantuan computer. Analisa data yang dihasilkan menunjukkan bahwa produk *Red wine* merupakan *menu item* yang paling populer sedangkan *menu item Champagne* memiliki *contribution margin* yang tinggi.

Dalam melakukan penelitian, penulis memberikan beberapa masukan bagi pihak hotel maupun saran, sehingga berguna bagi perkembangan pelaksanaan *Menu Engineering* dimasa akan datang.

Kata Kunci:

Wine, *Popularity*, *Contribution Margin*, *Menu Engineering Analysis*.

EXECUTIVE SUMMARY

1. Background Research

Nowadays, in Indonesia especially in big cities, wine becomes a popular item. It is seen on the people in Jakarta's lifestyle. Recently, they drink wine more than before. This kind of lifestyle has also influenced, even though not a big influence, Surabaya. In this research, the writers use the menu engineering analysis in order to find out wine's profitability and popularity and take Sheraton Surabaya Hotel & Towers as the research location.

The aims of this research are:

- a) To know kinds of wine which are owned by Sheraton Surabaya Hotel & Towers.
- b) To know how are their profitability and popularity
- c) To know wine selling volume and how is their participation in contributing profits to the company.
- d) To determine strategies to increase wine selling volume maximally in Sheraton Surabaya Hotel & Towers.

2. Definition of Wine

Wine is an alcoholic beverage, which produced from alcoholic fermentation of grapes. Wine is defined as an alcoholic drink made from plants or fruits other than grapes: apple/cowslip/rice wine.

3. Theories of Wine

- a) Grape Variety theory explains grape variety based on their colors red or black grapes and white grapes.
- b) Wine Classification explains that wine can be classified into four main groups of wines. They are natural still wine, sparkling wine, fortified wine and aromatize wine.

4. Definition of Menu Engineering Analysis

Menu Engineering examines the sales history of menu item, their selling price and their cost price. It then relates their profit margins (also refer to as contribution margins) and their menu mix percentages to see which item are proving both popular and profitable. The worksheet provides a menu engineering worksheet, with field names for manager to follow. The worksheet determines the classification of every item menu into one of their classifications.

5. Theories of Menu Engineering Analysis

- a) Menu Engineering Analysis by Jack D. Ninemeier in profitability and popularity factor.
- b) Menu Engineering by Michael L. Kasavana and Donald J. Smith in profitability and popularity factor.
- c) Managing menu by Jack D. Ninemeier in implanting strategies.

6. Research Method

This is a descriptive-qualitative research. The writer limits the problem only:

- a. To analysis wine selling volume during April until September 2003 in Sheraton Surabaya Hotel & Towers.
- b. To arrange strategies in order to maximalize wine selling volume based on the menu engineering analysis' result.

Data Sources:

- a. The writers get all data from Sheraton Surabaya Hotel & Towers internally and directly through survey, interview and documentation.
- b. The writers read literatures, magazines, lectures and internet to gain information.

Data Analysis Technique:

- a. First step, make menu engineering worksheet.
- b. Second step, make menu item analysis.
- c. Third step, make menu mix analysis.
- d. Fourth step, make menu engineering summary.
- e. Fifth step, make four-box analysis.
- f. Sixth step, make Menu engineering graph

7. About Sheraton Surabaya Hotel & Towers

a. Background of the company

Sheraton Surabaya Hotel & Towers was officially opened by The Tourism and Telecommunication Ministry, Joop Ave on January 5th, 1996 when ATF (Asean Tourism Forum) happened in Bali Room Sheraton from 6th-12th of January 1996.

b. Organization Structure

Sheraton Surabaya Hotel & Towers has seven divisions and led by General Manager, they are:

1) Financial division led by Financial Controller.

This division is responsible to give financial report and providing the staffs' salary.

2) Human Resources division led by Human Resources Director.

This division is responsible to the staffs' welfare, to be the voice of the staffs to the management and the voice of the management to the staff.

3) Sales division led by Director of Sales.

This division is responsible in promoting hotel.

4) Six Sigma division lead by Director of Six Sigma

This division is responsible in continuous improvement of hotel activity.

5) Food & Beverage division lead by Food & Beverage Manager.

This division responsible in providing food and beverage, there are two section:

a) Food & Beverage product including: cold kitchen, hot kitchen, Pastry. Manages by Executive Chef.

b) Food & Beverage service including: restaurant and bar. Manages by restaurant manager.

6) Engineering division led by Chief Engineering.

This division responsible to repair and maintain of equipments, utilities, and others. Security section is including in this division which responsible to the hotel safety.

7) Room division led by Room Division Manager.

This division is responsible to all activities that connected with rooms and handling complaint from guests in their area.

c. Facilities

1) Sheraton Surabaya Hotel & Towers has 306 rooms, divided in:

- a) Serviced Apartments : 53 rooms, consist of 8 single bedrooms type A, 15 single bedrooms type B, 18 two-bedrooms type C, 7 two-bedrooms type D, 4 three-bedrooms type E.
- b) Main Hotel : 254 rooms, consist of 164 rooms deluxe king, 78 rooms deluxe twin.
- c) Towers : 52 rooms, consist of 12 suite rooms, 40 towers rooms.

2) Recreational Facilities:

- a) Fitness Centre: Sauna, Steam Bath, Jacuzzi, Massage Rooms.
- b) Swimming Pool
- c) 2 Tennis Courts
- d) Jogging Track

3) Towers:

Room Facilities:

- a) Individually Controlled AC
- b) Satelite television
- c) In-House Movies
- d) IDD Telephones (2 lines)
- e) Bathroom Amenities
- f) Exclusive Bathrobe
- g) Hairdryer
- h) 24 Hours Butler Service
- i) In-room Fax Machine
- j) Private Lounge

4) Restaurant dan Bar:

a) Kafe Bromo

All day dinning offering daily Indonesian / Continental buffets and a la Carte menu.

b) Lung Yuan

An elegant chinese restaurant offering authentic Cantonese and

provincial cuisine.

c) Kawi Lounge

An informal lounge for afternoon tea, pre dinner drinks or just relaxing. Live nightly international entertainment.

d) Java Kave

e) Pool Bar

It is located by the pool side

f) Room Service

This service provided to all guests in 24-hours.

5) Business Centre

This is for secretarial services, typing, translation, facsimile, telex, photocopying, binding.

6) Conference Facilities

a) Main Ballroom : Sheraton I, Sheraton II, Sheraton III.

b) Pre-Function Area

c) Terrace Area: Cocktail	800 seat
Lunch / Dinner	770 seat
Buffet Set Up	500 seat
Theatre Style	1000 seat
Classroom Style	400 seat

d) Meeting Room 1 (Kahuripan)

e) Meeting Room 2 (Singasari)

f) Meeting Room 3 (Jenggala)

g) Meeting Room 4 (Daha)

h) Sriwijaya Board Room

d. *Wine Menu*

1) Champagne

a) Moet & Chandon Brut Imperial NV

b) Veuve Clicquot Brut Yellow Label

c) Dom Perignon

2) Sparkling Wine

a) Eclipse by Chandon (Spain) Brut Cava

b) Eclipse by Chandon (Australia) Brut NV

3) White Wine

a) Lindemans Cawarra Semillon Chardonnay

b) Penfold Rawson's Retreat Semillon Chardonnay

c) Kleine Zalze Chenin Blanc Bush Vines

d) Terrazas Alto Chardonnay

e) Beringer Stone Cellars Chardonnay

f) Rosemount Estate Diamond Label Chardonnay

4) Red Wine

a) Penfold Rawson's Retreat Shiraz Cabernet

b) Terrazas Alto Cabernet Sauvignon

c) Beringer Stone Cellars Cabernet Sauvignon

5) Rose Wine

a) Hatten Rose

8. *Research Analysis*

a. Menu Engineering Worksheet

In Order to develop a Menu Engineering Worksheet, the writers divide it into two parts, bottle and glass. The information the writers can get from the menu engineering worksheet are:

1) Total item sold

2) Total menu cost

3) Total revenue

4) Total contribution margin

5) Menu mix percentage category

6) Contribution margin category

b. Menu Item Analysis

The writers arrange data in to 2 categories, glass and bottle. The information that the writers can gain from menu item analysis is total item sold from each menu item.

c. Menu Mix Analysis

From this analysis, the writers can gain the information about:

1) The menu mix share percentage of each item

- 2) The contribution margin share percentage of each item.

d. Menu Engineering Summary

This analysis provides the writers the information about:

- 1) Average price
- 2) Average food cost
- 3) Average contribution margin
- 4) Average demand factor

e. Four Box Analysis

This analysis classifies the menu item into four main menu classification, they are:

- 1) Plowhorse : item that is not profitable but popular.
- 2) Puzzle : item that is profitable but not popular.
- 3) Star : item that is popular and profitable.
- 4) Dog : item that is neither profitable nor popular.

f. Menu Engineering Graph

This report provides the information about each item in the same menu classification possess identical characteristic.

9. *Conclusion and Suggestion*

a. *Conclusion*

From the analysis that the writers have done, the writers can conclude:

- 1) Star menu item:
 - a) Glass: Kleine Zalze Chenin Blanc Bush Vines, Terrazas Alto Chardonnay, Beringer Stone Cellars Chardonnay, Terrazas Alto Cabernet Sauvignon, dan Beringer Stone Cellars Cabernet Sauvignon.
 - b) Bottle: Kleine Zalze Chenin Blanc Bush Vines, Terrazas Alto Chardonnay, Beringer Stone Cellars Chardonnay, Rosemount Estate Diamond Label Chardonnay, Beringer Stone Cellars Cabernet Sauvignon, dan Terrazas Alto Cabernet Sauvignon.
- 2) Plowhorse menu item:

- a) Glass: Lindemans Cawarra Semillon Chardonnay, Penfold Rawson's Retreat Semillon Chardonnay, Penfold Rawson's Retreat Shiraz Cabernet, dan Hatten Rose.
 - b) Bottle: Lindemans Cawarra Semillon Chardonnay, Penfold Rawson's Retreat Semillon Chardonnay, dan Penfold Rawson's Retreat Shiraz Cabernet.
- 3) Puzzle menu item:
 - a) Glass: Eclipse by Chandon (Spain) Brut Cava, Eclipse by Chandon (Australia) Brut NV, dan Rosemount Estate Diamond Label Chardonnay.
 - b) *Bottle*: Moet & Chandon Brut Imperial NV, Veuve Clicquot Brut Yellow Label, Dom Perignon, dan Eclipse by Chandon (Australia) Brut NV.
- 4) Dog menu item:
 - a) Glass: -
 - b) Bottle: Eclipse by Chandon (Spain) Brut Cava, dan Hatten Rose.

b. Suggestion

Based on the analysis that the writers have done before, the alternatives the writers give to manage the menu are:

- 1) For Plowhorse menu item:
 - a) Increase prices carefully.
Perhaps the item is popular because it presents a great value to guests. If prices could be increased, the item may still represent a good value, may remain popular, and may generate a higher contribution margin.
 - b) Decrease cost product
If there is no strong resistant to price increases, this means increase the item contribution margin this alternative can be implemented by keeping on finding the other supplier which able to give a lower item selling price. Other alternative is by renegotiating with the currant supplier.
- 2) For Puzzle menu item:

- a) Repositioning the items to more visible areas of menu.

Because puzzle are items that the food and beverage manager desires to sell since their contribution margin is relatively high, it is necessary to reposition the items to more visible areas of the menu.

- b) Developing advertising campaigns.

It can be done by using the table tents, using buttons, and badges on server uniforms, high lighting items on menu board at the entrance to the dinning area. Another promotion strategies is to hold an occasion such as 'wine of the month'.

- c) Consider a price decrease.

Perhaps an item is low in popularity because it does not represent a value to guests. If this is the case, the selling price might be decreased with the contribution margin still remaining higher than average. This could lead to increased popularity, since a reduced selling price would represent a greater value to the guests.

- d) Add value to the item.

If the above alternative can not be implemented, the price may still remain the same but the manager need to give an additional item.

- e) Use suggestive selling techniques

Suggestive selling technique is a selling technique which the server shifts the guest to the desirable item by giving them a suggestive option.

3) For Star Menu Item:

- a) Maintain the quality of the product being served.

Do not attempt to alter the item that might decrease the quality of the product being served.

- b) Place in a highly visible location on the menu.

Stars are items that the food & beverage manager wants to sell. There for, make sure guests are aware of their availability.

4) For Dog Menu Item:

- a) Increase the selling price.

The selling price could be increased, since this alternative would at least generate a higher contribution margin.

- b) Increase promotion on this item.

If the manager wants to maintain the item in the menu, it is necessary to do a promotion such as promotion card in a limited amount for the customer with also expired date on it.

- c) Remove the item from the menu.

When a dog menu item require a significant amount of direct labor, does not permit sufficient use of leftovers, and has a relatively short storage life, the reasons for removing the item from the menu become more compelling.

DAFTAR ISI

HALAMAN JUDUL.....	i
HALAMAN PENGESAHAN.....	ii
SURAT PERNYATAAN PERSETUJUAN PUBLIKASI KARYA ILMIAH untuk Kepentingan Akademis.....	iii
ABSTRAK.....	iv
EXECUTIVE SUMMARY.....	v
KATA PENGANTAR.....	xv
DAFTAR ISI.....	xvii
DAFTAR GAMBAR.....	xix
DAFTAR LAMPIRAN.....	xx
1. PENDAHULUAN.....	1
1.1. Latar Belakang Masalah.....	1
1.2. Rumusan Masalah Penelitian.....	2
1.3. Tujuan Penelitian.....	2
1.4. Manfaat Penelitian.....	2
1.4.1. Bagi Penulis.....	2
1.4.2. Bagi Hotel.....	3
1.4.3. Bagi Penelitian Selanjutnya.....	3
2. TEORI PENUNJANG.....	4
2.1. Wine.....	4
2.1.1. Pengertian Wine.....	4
2.1.2. Varietas Anggur.....	4
2.1.3. Klasifikasi Wine.....	6
2.2. Analisa Menu Engineering.....	8
2.2.1. Menu Item Analysis.....	10
2.2.2. Menu Mix Analysis.....	11
2.2.3. Menu Engineering Summary.....	11
2.2.4. Four-Box Analysis.....	12
2.2.5. Menu Engineering Graph.....	13
2.3. Pengembangan Menu.....	15
2.3.1. Managing Plowhorses.....	15
2.3.2. Managing Puzzles.....	16
2.3.3. Managing Stars.....	17
2.3.4. Managing Dogs.....	18
3. METODOLOGI PENELITIAN.....	
3.1. Jenis Penelitian.....	19

3.2. Pembatasan Masalah.....	19
3.3. Sumber Data.....	19
3.4. Teknik Pengumpulan Data.....	20
3.5. Teknik Analisa Data.....	20
3.5.1. Menu Engineering Worksheet.....	20
3.5.2. Menu Item Analysis.....	21
3.5.3. Menu Mix Analysis.....	22
3.5.4. Menu Engineering Summary.....	24
3.5.5. Four-Box Analysis.....	25
3.5.6. Menu Engineering Graph.....	25
4. HASIL PENELITIAN DAN PEMBAHASAN.....	26
4.1. Latar Belakang Perusahaan	26
4.2. Lokasi Perusahaan.....	26
4.3. Struktur Organisasi.....	26
4.4. Properti Perusahaan.....	27
4.5. Tempat Penjualan Wine dan Macam-Macam Wine.....	30
4.5.1. Tempat Penjualan Wine.....	30
4.5.2. Macam-Macam Wine.....	30
4.6. Proses Analisa Data.....	34
4.6.1. Menu Engineering Worksheet.....	34
4.6.2. Menu Item Analysis.....	41
4.6.3. Menu Mix Analysis.....	47
4.6.4. Menu Engineering Summary.....	53
4.6.5. Four-Box Analysis.....	55
4.6.6. Menu Engineering Graph.....	55
5. KESIMPULAN DAN SARAN.....	56
5.1. Kesimpulan.....	56
5.2. Saran.....	57
6. DAFTAR REFERENSI.....	59
7. LAMPIRAN.....	60

DAFTAR GAMBAR

2.1 Four Box Analysis.....	12
2.2 Menu Engineering Graph.....	14
3.1 Four Box Analysis.....	25

DAFTAR LAMPIRAN

1. Tabel Data.....	60
2. Tabel Data.....	61
3. Tabel Data.....	62
4. Tabel Data.....	63
5. Tabel Data.....	64
6. Tabel Data.....	65
7. Tabel Data.....	66
8. Tabel Data.....	67
9. Tabel Data.....	68
10. Tabel Data.....	69
11. Tabel Data.....	70
12. Model Tabel Menu Engineering Worksheet.....	71
13. Model Tabel Menu Engineering Worksheet (sambungan).....	72
14. Bagan Struktur Organisasi.....	73
15. Tabel Menu Engineering Worksheet.....	74
16. Tabel Menu Engineering Worksheet.....	75
17. Tabel Menu Engineering Worksheet.....	76
18. Tabel Menu Engineering Worksheet.....	77
19. Tabel Menu Engineering Worksheet.....	78
20. Tabel Menu Engineering Worksheet.....	79
21. Tabel Menu Engineering Worksheet.....	80
22. Tabel Menu Engineering Worksheet.....	81
23. Tabel Menu Engineering Worksheet.....	82

24. Tabel Menu Engineering Worksheet.....	83
25. Tabel Menu Engineering Worksheet.....	84
26. Tabel Menu Engineering Worksheet.....	85
27. Menu Item Analysis.....	86
28. Menu Item Analysis.....	87
29. Menu Item Analysis.....	88
30. Menu Item Analysis.....	89
31. Menu Item Analysis.....	90
32. Menu Mix Analysis.....	91
33. Menu Mix Analysis.....	92
34. Menu Mix Analysis.....	93
35. Menu Mix Analysis.....	94
36. Menu Mix Analysis.....	95
37. Menu Engineering Summary.....	96
38. Menu Engineering Summary.....	97
39. Menu Engineering Summary.....	98
40. Menu Engineering Summary.....	99
41. Four-Box Analysis.....	100
42. Four-Box Analysis.....	101
43. Four-Box Analysis.....	102
44. Four-Box Analysis.....	103
45. Four-Box Analysis.....	104
46. Four-Box Analysis.....	105
47. Menu Engineering Worksheet (Kesimpulan).....	106

48. Menu Engineering Worksheet (Kesimpulan).....	107
49. Menu Engineering Graph.....	108
50. Menu Engineering Graph.....	109
51. Sheraton Surabaya Hotel & Towers Wine List	
52. Surat Keterangan Telah Selesai Melaksanakan Riset Untuk Skripsi	