

UNIVERSITY OF EDUCATION, WINNEBA

**MENU PLANNING STRATEGIES OF CHEFS IN HOTELS: A SURVEY OF
SOME SELECTED HOTEL WITHIN THE KUMASI METROPOLIS**

MARGARET OSEI AGYEMANG



APRIL, 2021

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BY

MARGARET OSEI AGYEMANG

(190011836)



**Thesis Submitted to the Department of Hospitality and Tourism Education, Faculty
of Vocational Education, Submitted to the School of Graduate Studies, in Partial
Fulfilment of the Requirements for the Award of the Degree of Master of
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APRIL, 2021

DECLARATION

STUDENT'S DECLARATION

I Margaret Osei Agyemang declare that this thesis, with the exception of quotations and references contained in published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

Signature:

Date:

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of this thesis as laid down by the University of Education, Winneba.

Name: Dr. (Mrs.) Ellen Louise Olu Fegbemi

Signature:

Date:

DEDICATION

This work is dedicated to my husband Edward Opoku Agyemang and my children, Nana Osei Bonsu, Divine Opoku Agyemang and Glory Opoku Agyemang.



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I give all the glory to God the giver of wisdom and knowledge and the source of my strength for granting me the mental and physical endurance throughout my entire course and research work. Again, I am most grateful to Dr. (Mrs.) Ellen Louise Olu Fegbemi for her insight and guidance throughout this work, may the Most-High God graciously bless you. Also, I extend my profound appreciation to all the faculty members for their stimulating thoughts and the intense training I acquired through their tutelage, I say “Ayekoo”, and God richly bless you all. Again, I also wish to express my appreciation to all heads of catering facilities within the Ashanti Region for allowing me access to their premises as my study context. This work could not have been possible without your tremendous assistance, God richly bless you. Finally, to all and sundry who assisted this work in one way or the other, I appreciate your every effort.



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ABSTRACT

The study investigated the menu planning strategies of hotel chefs. The specific objectives of the study were; to identify the factors influencing the menu planning strategies of hotels within the Kumasi Metropolis, to identify the main menu design techniques that informs hotel chef menu planning strategies and to examine the influence menu has in determining the amount of money consumer spend at a hotel restaurant. The population came from all hotel facilities operating within the Kumasi Metropolis. The core employees of the hotels that is, the chefs and the hotel managers formed the study population. In this study, two employees from each given hotel was targeted. Accordingly, 50 hotel institutions with restaurant facilities were targeted. This suggests that 100 employees within these 50 hotel institutions formed the study population. However, to determine the sample size of the population, the Krejcie and Morgan (1970) sampling table was used to calculate the sample size. Based on the table, the sample size for the study stood at 80 at 95% confidence level and 5.0% error of margin. The study employed a cross-sectional design hence, distributed questionnaire to the selected chefs and the hotel managers. The study employed SPSS tool to analyse the study data on the basis of descriptive (i.e. frequency and percentages) and inferential analysis (relative importance index). Results from the study suggest that the main issues chef gave much credence to when developing their organization menu are, meal ingredient sources or its availability, facility image, competitor offering, kitchen makeup and cooks skills and capabilities. Interestingly, other prominent issues such as age of their target consumers as well as customers demand were found to have minimal effect in most chef's menu planning decisions. Again, results from the study suggest that customers demand, which tends to look at the meal's consumers prefer most or order had minimal effect in the menu planning decisions of most of the chefs. Generally, since knowledge on customers demand facilitate proper inventory, it is prudent for chef to give adequate attention to customers demand in their menu planning decisions since it will go a long way to prevent unnecessary purchase of food stuffs and also save the organization resources that may come from storage and food waste.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Menu is viewed by hoteliers and restaurateurs with much caution and care because of its immense impact it tends to have on the entire food service delivery process and customers experience (Özdemir & Nebioğlu, 2018). Largely, it becomes a main source of information to the customer particularly when it comes to issues such as what to eat, how to eat and how much to pay for a food and even get to know the main composition of a particular food offering. From the hoteliers or restaurateurs point of view, it becomes one of the key tools for planning, marketing, executing and controlling all the operational processes as well as designing a consumer service experience at their facility (Özdemir & Nebioğlu, 2018).

As succinctly indicated by Dave (2005), menu is the only piece of advertising document that a firm can be 100 percent certain that it will be read by its targeted customer or guest. Hence, once given to the customer, it can directly influence not only what they order, but also determine how much a consumer will spend in a restaurant, hotel or an eating facility (Dave, 2005). According to Beldona, Buchanan & Miller (2014), menu design directly influences a firm's sales revenue. For instance, often times management will be continuously forecasting business volume to estimate how much to buy, keep in inventory, and prepare hence, having in place a properly designed menu will make these kinds of decisions easier and more accurate (Dave, 2005).

Since menu is a key factor in attracting, satisfying customers and affecting the performance of an eating facility, menu has been gaining a considerable academic attention from both managers and academics (Ozdemir & Caliskan, 2014).

Notwithstanding, the ascendancy of studies in this space, most of the extant works on menu have predominantly placed more emphasis on customer with most of the studies often measuring the effect menu design has on customer food choice (Reynolds, Merritt, & Pinckney, 2005; McCall & Lynn, 2008; Guéguen & Jacob, 2012). The persons often left out of the menu discussions are the chefs or cooks. Even though, chefs have been recognized as potentially important partners in the food distribution system largely because of their enormous influence they have on food production and consumption through their presentation and marketing of food nonetheless, their perspective on issues that inform their menu planning decisions or strategies have been largely ignored in the literature (Inwood, Sharp, Moore, & Stinner, 2009). Since it is the chef that is responsible for the cooking of the items on the menu, it becomes important to look into the strategies used by chefs to develop a menu for their hotel facility (Palacio & Theis, 2009). Inwood et al. (2009), shared similar thoughts by arguing that since chefs per their unique roles are very important partners in the food distribution chain it becomes improper to overlook the issues that affect their menu planning strategies. According to Özdemir & Nebioğlu, 2018, the perspective of the actual people who transforms the items into meal largely remain unknown in the literature. Palacio & Theis (2009), argued that to improve the menu outcomes of hotel facilities, it becomes important to look into the strategies used by chefs to develop a menu for their hotel facility. Accordingly, it is against this backdrop that this study seeks to look into the menu planning strategies of chef working in hotels facilities within the Kumasi Metropolis.

1.2 Statement of the Problem

Menu does not only seek to communicate the food and beverages offered by a food service enterprise it equally serves as a brand identity that differentiate a facility service offering from that of the other (Kincaid & Corsun, 2003). For instance, Antun & Gustafson (2005) observed that having a well-designed menu can help shape customers' attention to the items a firm wants to sell most.

As indicated earlier although there has been growing academic interest in menu research, with studies covering the areas of restaurant customers' reactions to menu graphics (Reynolds, Merritt, & Pinckney, 2005; Choi, Lee, & Mok, 2010), pictures (Guéguen, Jacob, & Ardiccioni, 2012; Magnini & Kim, 2016), labels (Guéguen & Jacob, 2012; Wansink, Van Ittersum, & Painter, 2005) and descriptions (Liu, Roberto, Liu, & Brownell, 2012; McCall & Lynn, 2008); Yoon & George, 2012), or to replacement of menu item on menu card or in a list (Kincaid & 2003); Dayan & Bar-Hillel, 2011) yet that same level of interest has not be placed on the actual implementers of these menus that is chefs.

Since often times it is the chef that comes up with the entire menu design, it becomes important to look into the strategies used by chefs to develop a menu for their hotel facility (Palacio & Theis, 2009) yet as revealed, chefs' perspective as to what informs their menu planning strategies remain largely unknown (Özdemir & Nebioğlu, 2018). Existing works that have explored the menu planning strategies of hotels have placed more emphasis on the manager perspective (see for example, Glanz et al., 2007; Malik & Kumar, 2012; Abbey, Wright & Capra, 2015; Filimonau & Krivcova, 2017; Özdemir & Nebioğlu, 2018). Even with these studies most of the studies were undertaking in the advanced economies hence limiting these studies findings to the Ghanaian context due to the different cultural orientation and logistical factors. Since it is the chef that is responsible for the cooking of the items on the menu, it becomes important to understand the main issues that influence their menu planning

strategies (Palacio & Theis, 2009). Accordingly, this study seeks to the limited work in the menu literature by exploring the menu planning strategies of chefs working in Ghanaian hotels.

1.3 Purpose of the Study

The primary purpose of the study is to assess the menu planning strategies of hotel chefs.

1.4 Objectives of the Study

The following are the research objectives:

1. To investigate the factors influencing the menu planning strategies of hotels within the Kumasi Metropolis.
2. To examine the main menu design techniques that informs hotel chef menu planning strategies.
3. To examine the influence menu has in determining the amount of money consumer spend at a hotel restaurant.

1.5 Research Questions

1. What are the factors influencing the menu planning strategies of hotels within the Kumasi Metropolis?
2. What are the main menu design techniques that informs hotel chef menu planning strategies?
3. What influence does menu has in determining the amount of money consumer spend at a hotel restaurant?

1.6 Significance of the study

Understudying the menu planning strategies of chefs will help hotel managers to get to know about the main issues their chefs give much consideration to when planning for their firm's menu and respond appropriately by instituting measures or policies that can incorporate these issues or factors into the organization menu planning decisions. Again, findings from this study will be of great importance to the managers of the understudied hotel facilities as the findings will serve as a reference point for them to compare their chef's menu planning strategies to that of other hotel facilities to see where commonalities or differences exist and see which one can be adopted into their organization operations. Also, through this work, catering establishment will get to know whether the menu design techniques used by their chefs are in line with of the organization strategic position. Finally, this study will provide additional insight to the existing literature in so doing closing the gap on the scant work on chef's perspective on what informs their menu planning strategies particularly from the Ghanaian context.

1.7 Limitation of the study

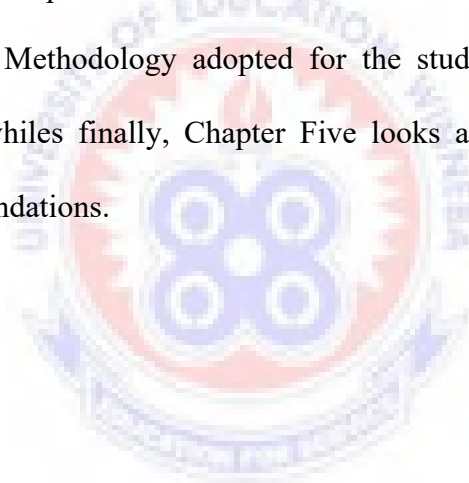
The study will only target hotel facilities operating within the Kumasi Metropolis. This means that findings from the study may not be able to be generalized to all hotel facilities operating outside this geographical context. Again, the study will use questionnaire as its main data collection instrument as such, its data validity and reliability will to a large extent depend on the respondents' level of honesty and truthfulness when answering the questionnaire. This means that the result will largely depend on the respondent's opinions and perceptions which in all angle are beyond the control of the researcher. Accordingly, the respondents' views may not truly reflect their menu planning strategies.

1.8 Scope of the study

The study scope will target hotels that have been duly registered with the Ghana Tourist Board. Accordingly, chefs within these hotel establishments will form the study population.

1.9 Organization of the Study

The study is organized into five chapters. Chapter One is made up of Introduction which looks at the Background of the Study, Statement of the Problem, and Research Questions. Others include Purpose of the Study, Limitations of the Study, Scope of the Study, and Organization of the Study. Chapter Two deals with the review of the related literature whiles Chapter Three covers the Methodology adopted for the study. Chapter Four focuses on Results and Discussions whiles finally, Chapter Five looks at the Summary of Findings, Conclusions and Recommendations.



CHAPTER TWO

LITERATURE REVIEW

2.1 Definition of Menu

According to Mill (2001), menu can be described as a contract document that indicates the kind of food items or offerings available in an eating establishment and the related cost of each given item (Mill, 2001). Meaning, it becomes an important marketing and selling tool for an eating establishment since it communicates to the facility patrons the kind of food offered at the facility as well as its associated price (Cousins, Foskett, & Pennington, 2011) and a key factor that influences a customer's first impressions of a restaurant and raises his or her expectations about a restaurant offer (Antun & Gustafson, 2005).

Kincaid & Corsun (2003) on their part viewed menu as an instructor that clearly specifies (i) the kinds of food to be prepared in an eating facility, (ii) dictates to a cooking facility the kinds of equipment and ingredients to use at their facility, and (iii) also specifies the qualifications or skills of employee needed at the facility in order for them to be able to prepare what it has promised to prepare to its customers. This description of menu does not only seek to make menu a communication tool but also to be used as brand identity that differentiates an eating facility from the other with regards to its product, promotion, pricing and place. For instance, Antun & Gustafson (2005) observed that having in place a well-thought out menu can help shape customers' attention to the items the firm wants to sell most within its establishment.

Similarly, Ozdemir & Caliskan (2014) described menu as a list or a card which documents the food and beverage offerings of a facility together with its corresponding prices. What this tends to suggest is that menu becomes a formal document which informs customers about the

kind or variety of foods available as well the prices of each given food. From these descriptions' menu becomes very important to both the customer and the eating facility since without it, customers will not get to know about the kinds of food available to them as well as the expected price of each given food item.

Notwithstanding the relevance of menu what still has to be noted is that menu cannot be considered as the overall product of a restaurant as it is just one of the other elements in the service experience that complements the atmosphere, ease interactions between waiters and customers, and becomes a managerial tool that help managers to monitor the daily activities that transpire in their establishment (Ozdemir & Caliskan, 2015). Hence, in this study context menu will be described as a document used to communicate to an establishment customer about the kind of food items provided at a facility as well the cost or price of each given food.

2.2 Theoretical Framework

As rightly indicated by Ozdemir & Caliskan (2014), the standpoints of organizational, marketing and strategic management theories provide a reliable theoretical framework to understand the important issues that affect menu designing. Hence, within this context the resource-based view (RBV) theory will be used to explore how internal and external factors shape hotel facilities menu planning decisions. The resource-based view (RBV) theory has been used within varied areas and fields to explore how internal and external factors do moderate firms' decisions and business performance (Morgan-Thomas & Bridgewater, 2004). Accordingly, this study will likewise follow the tenets of the RBV theory to understand how internal and external factors influence hotel firm's menu planning decisions.

Generally, the assumption behind the resource-based view (RBV) is that business entities could depend on either its internally controlled capabilities or external factors to achieve its

strategic decisions (Morgan-Thomas & Bridgewater, 2004). Hence, per the resource-based view argument, the primary determinants of firm menu should be based on its internal factors namely (i.e. the type of equipment available at their disposal, employee qualification and skills, kitchen space, availability of ingredient and customer demand, etc.). In retrospect, these internal factors may not only enable a firm come out with a menu that meet or exceeds its customers expectation (Pfeffer & Salancik, 2003), but may also enable a hotel facility to design a menu that will meet the long term goal of the hotel facility (Barney, 1991). Accordingly, a hotel facility may depend on these internal factors to design a menu that reflects the status of the eating facility and this may enable the facility to witness more demand for its menu list (Barney, 1991). The RBV shows that, the important factors that inform firms menu planning decisions are its internal factors that are within the reach of the organization. Arguably, relying on these internal factors may make it difficult for other hotel facilities to copy its menu design since the situational context may not always be the same across all hotel facilities (Morgan-Thomas & Bridgewater, 2004). This proposition suggests that the main factors that could influence a restaurant menu design may come from its internal capabilities (i.e. human capital and financial capital, office space, etc.) (Amadu & Danquah, 2019). For instance, in the study of Malik & Kumar (2012), it was established that the key internal issues that influence the menu planning decisions of hotels were the financial status of the facility, theme of restaurant, guests' spending power and age group of the target customer, and employee skill and capabilities.

Also, from the resource-based argument a firm's external environment that is, customers taste, competitors offering, rivals pricing, legislations or regulatory requirement, etc. all happen to have a greater effect on the menu planning decisions of catering facilities (Baiomy, 2017). For instance, the provenance (i.e. origin) of hotel facilities food stuffs (Baiomy et al., 2013) tend to have a consequential effect on their menu planning decision or designs. This is

because the place of origin of a food item may espouse positive or negative reactions depending on its quality and value hence, customer perceptions about a food stuff place of origin have a significant effect in moderating consumers choice of food product (Ghazali, Othman, Yahya, & Ibrahim, 2008).

Likewise, consumer increasing awareness towards healthy and organic food has become one of the key factors that shape hotel facilities menu planning strategies. For instance, the increasing rate in non-communicable diseases among both the old and the young, have forced many consumers to seek for lighter and healthier food in their selection decisions (Baiomy et al., 2013; Petimar, et al., 2019). This change in consumer taste and preferences has equally forced many restaurants to respond by coming out with healthy food items on their menu list (Davis et al., 2008) and serving smaller portion size of meals (Baiomy et al., 2013). This suggest that consumers preference in taste tends to be one of the external factors that influence firm's menu design decisions. Also, one other external factor that influence firm menu design is legislations and regulatory requirements. Often times some consumers may react negatively to certain food items. Hence, as way to minimize its occurrence many countries particularly the US and some European countries have in place legal provisions that mandates eating facilities to make known to their customers about the possible allergic implications of foods served in their facility (Borchgrevik et al., 2009; Krieger et al., 2013). This suggests that legislation forms part of the main issues that influence firm's menu designing.

The antecedents of the resource based theory suggest that a restaurant ability to come out with a well befitting menu will largely be dependent on its internal capabilities (i.e. the type of equipment available at their disposal, employee qualification and skills, kitchen space, availability of ingredient and customer demand, etc.) and that of triggers from its external environment (i.e. customers taste, rivals offering, vendors, legislations or regulatory

requirement). Accordingly, it is when a restaurant menu become reflective of its internal capabilities as well as its external conditions that its menu will be able to result in an increase sale as the meals served at the facility will correspond to consumer taste and preferences (Yang, Kimes & Sessarego, 2009; Yim et al., 2014; Chang & Hou, 2015). On this point, the present study will employ the resource based theory argument to explore how these identified internal and external factors assumptions moderates hotel facilities menu planning decisions within the Ghanaian hospitality industry. Graphically, the theoretical framework for the study have been presented in Figure 2.1.

Theoretical framework

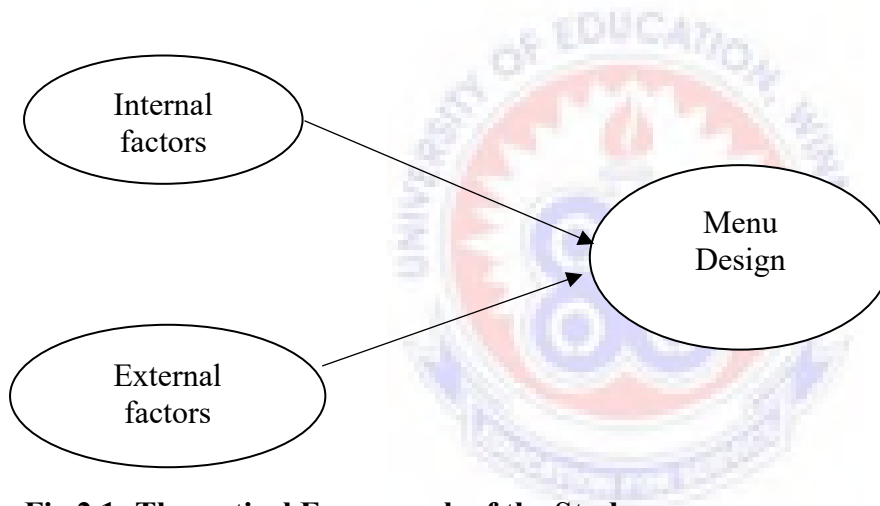


Fig 2.1: Theoretical Framework of the Study

Source: Adapted from (Barney, 1991; Teece, 1996) Resource-Based View Theory

2.3 Factors Influencing the Menu Planning Strategies of Hotels

The strategic and managerial thinking of business provide a strong base with regards to the main factors that influence firm menu planning strategies. Informed by this principle, it suggests that hotel facilities particularly when it comes to their menu planning ought to give adequate attention to external factors such as customers, rivals, vendors, legislations or regulatory requirement in their planning decisions (Ashill & Jobber, 1999). Likewise, from

the strategic thinking argument other internal factors such as cost structure (i.e. cost of labor, equipment, ingredients), skill level of staff, space and equipment, availability of ingredient and customer demand should be given adequate attention by management when planning a hotel facility menu list or items. Accordingly, from these antecedents this section of the work seeks to establish the main factor that influence the menu planning strategies of hotel facilities.

First and foremost, work done by Malik & Kumar (2012) sought to identify the main factors affecting menu planning strategies of hotels in North India. The study targeted hotels (102) operating within Haryana, Punjab and Himachal Pradesh states of North India. Evidently, results from the study suggest that issues such as the financial status of the facility, theme of restaurant, guests' spending power and age group of the target costumer, and costs (i.e. labor and food costs) were the main issues that informed the menu planning strategies of the studied hotel facilities. Similar conclusion was made in the studies of Ninemeier (2005) and that of Kotschevar & Withrow (2008) as their results identified ingredient cost and the food pricing as the factors that inform the menu planning strategies of most food eating facilities.

Again, another factor found to shape menu design is customer perception of the food quality delivered or sold at the facility. It has been observed that consumers in recent times have been very concerned about the potential risk that emerges from unsafe food practices (Fatimah, Boo, Sambasivan, & Salleh, 2011) hence, as a consequence food safety has been very critical determinant in shaping consumer food selection decision (Worsfold, 2006). According to Fatimah et al. (2011), in order for hotel facilities to be able to ensure that the food they serve at their facility are wholesome and safe for their patrons they have to be able to recognize and identify the potential biological, physical and chemical hazards within their production process and respond appropriately with relevant measures to decrease its occurrence in their production process. Accordingly, one of the main factors that inform the

menu planning strategies of most catering facilities is their food production process ability to produce safe food (Ozdemir & Caliskan, 2014).

Another factor identified to be influencing the menu planning strategies of eating facilities is pricing (Filimonau & Krivcova, 2017). Consumers will generally assess the price of a food item against food quality (for example, food freshness, its taste and size of portions) and services (i.e., restaurant ambience, attentiveness of the waiting staff and food presentation) (Price, Viglia, & Hartwell, 2016). Again, within the hospitality industry, pricing becomes a key differentiator as firms that are able to offer their customers more value at a relatively cheaper price sell more of their products and services than those who are not able to do same (Yim, Lee, & Kim, 2014). Accordingly, when the cost of a food item on a menu is not able to communicate more value it is likely to affect consumer reaction towards that product offering. However, a food cost will generally depend on cost of labour, ingredients and ingredients availability. Hence, depending on seasonal or foreign ingredients will mean that the cost of ingredients will be much expensive than when it is sourced locally.

For instance, Wen-Hwa & Fang-Rong (2016) observed that using local ingredients for cooking does achieve two key purposes. First it is able to reduce carbon emission caused by long-distance transport. Secondly, sourcing food ingredients locally is relatively cheaper when compared to foreign source. Even though there may be specific foodstuffs whose overseas production will appear more climate-friendly when a holistic, life-cycle perspective is applied to their carbon footprint analysis (Coley, Howard, & Winter, 2009), nonetheless in most cases the local food source has been identified to have more pronounced socio-economic and environmental advantages over imported foods (Gössling, Garrod, & Aall, 2011). Accordingly, in order not to make the cost of their ingredients somehow less expensive using local source becomes the best alternative.

Again, another factor that guides eating facilities menu planning is the provenance (i.e. origin) of their food stuffs (Baiomy et al., 2013). Some menu items are given geographic names indicating its method of preparation or organic content (Drydale & Galipue, 2008). For instance, in Europe, the European Commission Regulation CE 510/2006 which identifies three designations: Protected Designation of Origin (PDO-for products traditionally prepared, processed and produced within a specific region), Protected Geographic Indication (PGI-for products traditionally prepared, processed or produced within a region with unique properties attributable to the region) and Traditional Specialties Guaranteed (TSG-for traditional products which are not manufactured in a specific geographically-delimited area but are distinctively different to other similar products) are used as marking indicator to indicate product distinctiveness and its mode of preparation (Baiomy et al., 2013). Generally, the place of origin of a food product may espouse positive or negative reactions depending on its quality and mode of preparation hence, customer perceptions about a product place of origin have a significant effect in shaping consumers choice of food product (Ghazali, Othman, Yahya, & Ibrahim, 2008). Goggins and Rau (2016) confirmed similar trend in their study as their results revealed that the provenance of a food (i.e. its origin) has a consequential effect on customers menu selection decision.

Additionally, consumer increasing awareness towards healthy and organic food has become one of the key areas that shape hotel facilities menu planning strategies. In recent times the increasing rate of non-communicable diseases among both the old and the young have forced many consumers to seek for lighter and healthier food (Baiomy et al., 2013). According to Davis, Lockwood, Alcott & Pantelidis (2008), the recent change in consumers preference for healthy meals have equally forced restaurants to meet this growing demand by including more healthier food in their menu list (Baiomy et al., 2013). Accordingly, caterers are

required to indicate in their menu meals of low fat and low cholesterol as well as indicate the total amount calorie per serving to their customers (Aertsens, et al., 2009; Rodgers, 2010).

More so, aside consumers strong awareness towards healthy diet another factor that do shape their menu selection or dinning out decision is issue of allergies and food reaction (Thomas & Mills, 2006). As some consumers may have some intolerance for certain foods, it becomes very important for catering facilities to make known all the ingredients used in preparing a given food. According to Baiomy et al. (2013), when this information is made available to a facility customer, it helps them to avoid the foods they may have high intolerance for particularly when it comes foods like cheese, milk, gluten meals, etc. Unlike Ghana, many countries particularly European countries and that of the United States have in place legal provisions that bind eating facilities to make known to their customers about the possible allergic implications of foods served in their facility (Borchgrevik et al., 2009; Krieger et al., 2013). Accordingly, how consumers react to certain foods becomes one of the key issues that inform the menu planning strategies of most eating facility (Baiomy et al., 2013).

More so, menu layout, that is how it is designed, its colour and its paper tends to resonate a certain brand or image identity in the eyes of the customer. Hence, a menu presentation characterised by its design and its descriptions tend to contribute in shaping a guest experience about a facility (Jones, 2002). For example, Magnini and Kim (2016) observed in their study that when menu font was italicized potential diners did perceive the restaurant to be more upscale and also had the capability to deliver top-rate service. Accordingly, menu is seen as a preliminary opportunity that enables an establishment to meet or exceed the expectations of its customers dining experience in their facility (Mills & Thomas, 2008). Again, words inscribed on the menu seem to be very critical in shaping consumers perception about the facility service quality.

For instance, some words have been found to have more selling power than others, hence, words such as, “marinated”, “roasted” or “cooked in our wood-fire oven” appear to be more appealing than words such as “fried” (Panitz, 2000). Hence, menu layout and descriptions become very important to hotel facilities menu planning since how a menu is designed has been found to have a significant effect on consumers perceptions of a restaurant’s image and perceived quality of the services provided (Mills & Thomas, 2008; Verhoeven, van Rompay, & Pruyn, 2009).

2.4 Menu Design Techniques that Inform Hotel Chef Menu Planning Strategies

Generally, menu is a very important tool for internal marketing and as a sale tool it facilitates the selling of an establishment food and beverages to its customers (Fikri & Ramadhan, 2013). Also, it communicates what will be offered at an establishment, specifies the type of service to be expected, and reflects the amenities that will become the guest’s dining experience (Reynolds & Taylor, 2009). From the perspective of Pavesic (2005), menu is a printed medium that lists food and beverages that are available to a facility to its customers. Hence, it introduces the customer to the restaurant regarding the décor, service, food quality and the price range. As rightly indicated by Fikri & Ramadhan (2013) having a well thought out menu may enable a food establishment to achieve its goal when it takes into account the necessary design techniques into its conception and development. Accordingly, this section seeks to identify the main menu design techniques used to guide firm’s menu designing.

According to Tešanović (2009), after completing all the necessary feasibility study about the kind, type and work style of the facility, setting standards and types of food that will be prepared and served, the next key strategy that comes into play is the graphic design of the menu. Here, the emphasis is on elements such as, the balance, diversity, composition, description, truthfulness of the menu, labelling, listing items and sizes, then paper, printing

and colours (Kalenjuk, Tešanović, Cvetković, & Gagić, 2016). Before a firm can make adequate returns from its menu, it becomes very important for the creator of the menu to have adequate understanding on all these elements and to define exactly what they want in order to make a lovable and stimulating menu for guests (Ozdemir & Caliskan, 2014; Kalenjuk, Tešanović, Banjac, Gagić, & Radivojević, 2016). For instance, in the listing of meals on a menu, dishes are to be listed in order in which they will be served and consumed. What this suggests is that the arrangements of the food on the menu should be guided by type of ingredients used in preparation as well as the method of cook or method of heat treatment of food (Kalenjuk et al., 2016).

Also, another technique to use in the menu listing is that the most profitable meals in the group should be listed in the first or in the last place of the menu list (Kwong, 2005). However, the most popular and less profitable items should be listed in the middle of the menu. McVety, Ware & Levesque (1990) and that of Kwong (2005) in their respective studies attributed this listing arrangement to the fact that customers will mostly on the first instance look at the first items listed, skip the central part, and then read the last few meals, before he/she moves to the next column. This presupposes that the best place to position the most profitable items is around the second quadrant that is, on the upper-right part of the menu (Tešanović, 2011). However, when it comes to the main meals it should be listed on the right side after listing of starters, soups and other dishes. The highly profitable main dishes, such as chicken and pasta should be listed firstly under the heading of main course, then lobster, beef and veal (Tešanović, 2011).

The arrangement of meals on menu comes about from the merchandizing thinking argument whereby store window, counter, and dummy displays have been used to promote things a retail shop wants to sell most. For instance, research has proven that when a customer notices the merchandise at their first instant it greatly increases the likelihood that they will make a

purchase. On the other hand, when they never see the merchandise, there is a zero possibility of purchase (Pavesic, 2005). Hence, when guided by this merchandizing theory, hotel facilities can enhance the sales of high-profit/low-cost items by placing them on the forefront or last end of their menus. According to Pavesic (2005), going by this principle is what is called “menu design psychology” or “menu psychology.” What this essentially suggests is that the design of the menu can have a subtle effect on what customers will eventually order by the way of its listing.

More so, another technique used to guide the designing of menu is diversity and composition of meals. Within the catering or restaurant industry, diversity is vital for a good menu not only in terms of the number meals offered but also because of the way the dishes are prepared within the facility (Kalenjuk et al., 2016). According to Tešanović (2011), consumers will always appreciate the variety in the menu as it reflects how creative or innovative the chef is. Again, aside meal diversity, the composition of foods particularly with regards the assortment a meal should go with becomes very important in improving customer dining experience. Hence, menu planners are required to assess how well an item goes with certain main course.

For instance, as rule of thumb when the main course is very delicious, side dishes should not overpower the main dish. In contrast, when the main course is less rich, then side dishes are required to be much more attractive (Kwong, 2005). Again, it equally becomes very important to ensure that the colors of side dishes and main courses matches since such agreement can increase the attractiveness of the plate and consequentially goes to improve the customer level of satisfaction towards the meal (Tešanović, 2011).

Likewise, another technique used to guide menu design is the need to ensure some form of congruence between restaurant image and menu. According to Pavesic (2005), one of key mistakes most chefs make is when they fail to design their menu to fit the décor and

personality of their facility. Generally, in principle a firm's menu becomes a primary communication tool and as such, should be designed in a way that if a guest who had never heard or visited a facility is handed a copy of the menu they would be able to visualize the place décor, type of food, price range and whether the facility is a casual or an upscale dining (Pavesic, 2005). Accordingly, ensuring some form of congruence between restaurant image and menu becomes one of the key strategies used to guide menu designing.

Additionally, another technique used to guide menu design is description of the meals served at a facility. Conceptually, description seeks to provide an explanation as to how individual dishes are prepared and served (Tešanović, 2011). The general rule guiding menu description is that the main dishes in the menu should have the most elaborate descriptions (Wansink, Painter, & Van Ittersum, 2001). Empirically, it is the validity of the meal description that entice consumers repeat visit and repurchasing decisions (Kalenjuk et al., 2016). Hence, it is required that every information provided on a meal ought to be truthful and accurate and void of any concealment. Even in certain jurisdiction concealing information may result in fines, and closure as has been found to have serious health implication on the customer (Tešanović, 2011).

Likewise, information with regards to the nutritional claims and energy equivalent of each given meal has to be made known to the customer. Hence, information about cholesterol level, total calorie, trans-fat and saturated fat has to be well stated in the menu to guide consumer selection decisions (Hwang & Lorenzon, 2008). Even though, nutrition and health claims may not always appear in the menu (Raynor, 2014), but they have to be made accessible to all guests whether through some additional written sources or through good familiarity of service staff. As contemporary consumers have become more conscious about nutrition and the health consequence of their meals providing consumers adequate information on the nutritional status and health implication of the meals served on the menu has been found to

have greater effect on customers selection decision and satisfaction (Gase, Kaur, Dunning, Montes, & Kuo, 2015).

Last but not the least, another technique used to guide menu design is menu size. The rule of thumb with menu size is that the menu should not be too small to the extent that its reading becomes very difficult for customers. Likewise, the menu size should not be too large for its handle to become very awkward on the table. According to Pavesic (2005), the size of the menu needs to take into account the size of the table, the place setting and the table appointments. Generally, the recommended menu size is the 21.59 cm x 27.94 cm (Pavesic, 2005). Likewise, the menu covers ought to reflect the decor and the type (theme) of the restaurant (Tešanović, 2011). Hence, the front cover should have the name of the restaurant and the recognizable symbol (logo) of restaurant; the back cover can hold the specified address and telephone number of the restaurant or any other information. Opening hours, history of restaurant or delivery service may appear on the back cover. The covers should be durable, waterproof and resistant to stains, unless the menu changes daily and it is expendable.

More so, another technique used in menu designing is type or kind of paper for the menu printing. According to Tešanović (2009), the type of paper to be used for the menu printing should be based on the frequency with which the menu will be used. For instance, if the menu to use will be changed often, then cheaper and less durable paper should be used. However, when the menu will not be changed frequently durable, coated, tough, waterproof and stain-resistant ought to be used. Additionally, when selecting the paper, attention ought to be given to the strength, texture, colour and opacity of the paper. Additionally, the printing style of the menu ought to reflect the image and style of the eating facility as well.

For instance, when the eating facility is regarded as a modern facility, the menu should correspond with same status through its outlook and layout (Kalenjuk et al., 2016). Again, the menu print should be easy to read hence, its size particularly font size should not be too small or too large to read (Kalenjuk et al., 2016). Generally, the recommended font-size to use in menu printing is the 12-point font size since smaller font becomes too hard to read. Interestingly, results obtained in the study of Fikri & Ramadhan (2013) suggest that customer decision to purchase or select a particular meal at an eating facility is affected by menu design variables, in which the menu's cover design had the highest contribution effect, followed by font style and description. However, other menu descriptors such as pictures and sizes were found to have no effect on customer selection or purchasing decision of a particular meal.

2.5 Influence Menu has in Determining the Amount of Money Consumer Spend at a Restaurant

According to Yang et al. (2009), there is a direct relationship between menu and the amount of money a consumer is likely to spend at a catering facility. For instance, the price on the menu becomes a key differentiator as firms that are able to offer their customers more value at a relatively cheaper price sell more of their products and services than those who are not able to do same (Yim et al., 2014). Accordingly, when the cost of a food item on a menu is not able to communicate more value it is likely to affect consumer reaction towards that product offering. Hence, in the study of Yang et al. (2009) a restaurant menu was found to have played essential role in determining the amount of money consumers decide to spend at a facility. For instance, in the study of Yang et al. (2009) it was realized that consumers spending at an eating outlet reduced significant when monetary cues, such as the word "dollar" or the symbol "\$," were used in the price presentation of the facility menu.

Consistent result is reported in the study of Kim & Kachersky (2006) as their work observed that the price list on menu tend to have a significant effect in determining the amount of money consumers are likely to spend at a catering facility. Likewise, with the study of Amjadi & Rastad (2015) which sought to investigate how modifications in restaurant menu impacted on consumers selection revealed that menu changes that often took the form of changes in price, layout, images and labelling of calories in restaurant menus had a significant influence on the consumers buying decisions. The behaviors of 1000 customers in 5 non-consecutive weeks, were examined. For instance, Amjadi & Rastad (2015) observed that image of menu had a significant influence on the amount of money the consumers were willing to spend at the restaurant.

The study of Pavesic (2005) observed that having in place a well designed menu can help any restaurant whether being it a fine-dining, casual-theme, fast-casual concept, or fast-food to achieve its sales goals, keep its costs in line, increase its speed of preparation and service, and improve customers satisfaction towards their menu list. Particularly, in a case study reported by Pavesic (2005) on the operations of Bennigan's, TGI Friday's, and the Cheesecake Factory, it was established that their multipaged menus and extensive listings of menu items were making it difficult for their patrons to select their meals in the shortest possible time. Hence, the restaurants observed that close to 60 to 70 percent of their sales came from fewer than 18-24 menu items. Again, the restaurant facilities observed that their table turnover times were lengthening especially among first-time guests. The restaurants upon this information realized that it did not make sense to have 50-100 different choices in one menu. Hence, in response the restaurants decided to shorten their menu pages by reducing the number of items on their menu list. Evidently, assessment of the decisions revealed that not only did these business decisions shorten the order-taking time but also influenced the amount of money a customer spend at their outlets.

On the other hand, the study of Chang & Hou (2015) seek out to assess the effects of prior exposure on restaurant menu on consumer spending. Their study performed several experiments to understand how prior-exposure menu presentation affects memory processes in two types of choice situations (memory-based and stimulus-based) and how prior exposure on restaurant menu affected consumer spending at an eating outlet. Results from the study showed that memory-based choices benefit from the prior-exposure menu and are enhanced by conceptually driven memory. Also, stimulus-based choices benefited from prior exposure and are enhanced by perceptually driven memory. Moreover, when it came to the effect prior-exposure menu presentation had on consumer spending it was established that consumers who had prior-exposure of the restaurant menu spent a significant amount of their money at their restaurant. According to Chang & Hou (2015), the high spending spree by this category of consumers can be attributed to the fact they knew of the foods served at the facility as well as their corresponding prices hence, they appeared more prepared when it comes to the amount of money they will spend at the eating outlet than those that did not have prior awareness about the facility menu.

Also, Guéguen, Jacob, & Ardiccioni (2012) posited that using watermarks as visual cues in restaurant menus tend to have a significant effect in determining consumers spending at an eating outlet. For instance, Guéguen et al. (2012) observed that menus containing watermarks related to the sea, when compared to the no-watermark control hence, consumers who tend to have a high affinity to sea foods tend to spend higher when served with watermarks related to sea.

2.6 Conceptual Framework

Conceptual framework is a graphic or inscribed text that depicts either graphically or in narrative form, the main constructs or variables to be studied in a study. However, as this study employed the resource-based theory to explore how elements such internal and external factors shaped hotel facilities menu planning decisions, these firm-related factors will form the main variables of the study. For instance, in this study is expected that a hotel facility menu design will be influenced by internal factors such as, the type of equipment available at their disposal, employee qualification and skills, kitchen space, availability of ingredient and customer demand, etc. (Barney, 1991). This in the end may enable a hotel to design a menu that are distinct from that of other hotel facilities and be reflective to its status and customer needs.

Likewise, it is expected that firm menu design will not fall out of the blue but will equally be dependent on other external factors such as customers tastes, rivals offering, vendors, legislations or regulatory requirement, origin of ingredients, age dynamisms of its potential customers, etc. (Nerur et al., 2008). Accordingly, it is hypothesized that by following these tenets of the resource-based argument a hotel facility will be able to come out with well designed menu that can facilitates their sales goals, keep its costs in line, increase its speed of preparation and service and improve its customers satisfaction towards their menu list. Graphically, the conceptual framework showing the relationship between the independent variables and the dependent variable is illustrated in Figure 2.2.

Conceptual Framework

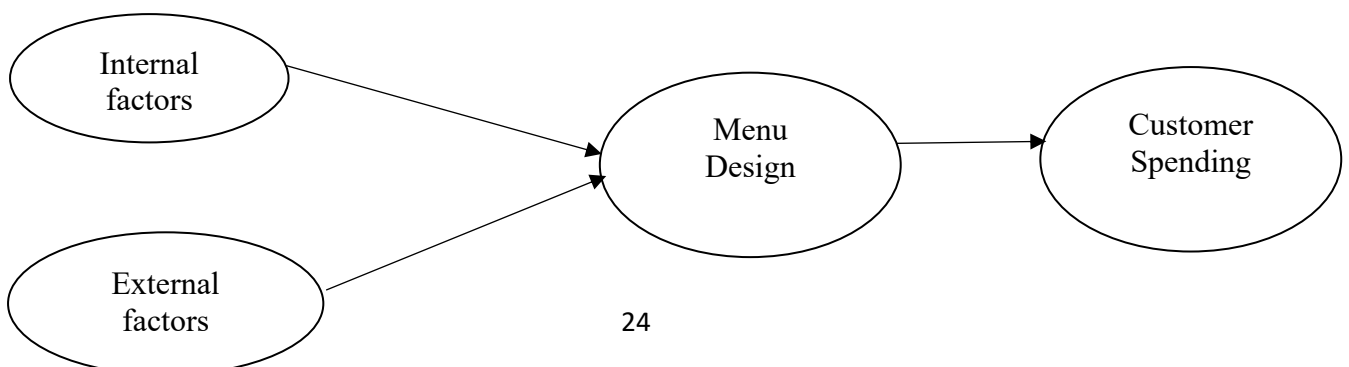


Fig. 2.2: Conceptual Framework

Source: Adapted from (Barney, 1991; Teece, 1996 Resource-Based View Theory)



CHAPTER THREE

METHODOLOGY

3.1 Research Design

As this study seeks to collect the same set of information from hotel chefs within the Kumasi Metropolis with regards to their organization menu planning strategies, the study used a cross sectional research design. Bryman (2012) identified cross-sectional design as the form of research design that seeks to collect data on more than one case and at a single point in time in order to collect a body of quantitative data to establish the connection between two or more variables which are then examined to detect patterns of association. Comparatively, the present study seeks to collect data on more than one case, and for that matter seeks to assess the menu planning strategies of hotel chefs and likewise examine how a facility menu design influence the spending of consumers. On this premise, cross-sectional research design, provided one of the best means to wholly understand the connection that exist between menu design and consumers spending.

3.2 Study Population

The population for the present study came from all hotel facilities operating within the Kumasi Metropolils. Within this context, no preference was given to hotel rating hence, all hotel institutions were recognized as the same across board. However, the core employees of the hotels that formed the study population were the chefs and the hotel managers of each given hotel. Hence, two employees from each given hotel was targeted. Accordingly, 50 hotel institutions with restaurant facilities were targeted. This suggests that 100 employees within these 50 hotel institutions formed the study population.

3.3 Sampling Techniques and Sample Size

As this study sought to ensure that its sample reflected the exact characteristics of the study population, probability sampling thus, simple random sampling was used in selecting the sample for the study. This sampling technique gave each sample a fair avenue of being selected to participate in the study. However, to determine the sample size for the 100 employees targeted across 50 hotel facilities the Krejcie and Morgan (1970) sampling table was used to calculate the sample size. According Krejcie and Morgan (1970, a population size of 100 will correspond with a sample size of 80. Accordingly, with this study, the sample size stood at 80 employees based on a 95% confidence level and 5.0% error of margin.

3.4 Data Collection Instrument

According to Bryman (2012), a data collection instrument is a tool used for collecting data from the study respondents. It can take the form of a questionnaire item or a structured interview schedule, or participant observation. The study used the questionnaire instrument as its main data collection tool. The study adapted its measuring scale from the works of Ozdemir & Caliskan (2014), Malik & Kumar (2012) and Yim et al. (2014) to assess the respondents assess the menu planning strategies of hotel chefs as well as menu influence on consumer spending. In all the scale on the factors that influence the menu planning strategies of chef has 27-items in all and were assessed on a five-point Likert scale that is, from 1 strongly disagree to 5 strongly agree. The menu design techniques of chef has items in all and were assessed on a five-point Likert scale that is, from 1 strongly disagree to 5 strongly agree. Lastly the menu influence scale had 4 items in all and were assessed on a five-point Likert scale that is, from 1 strongly disagree to 5 strongly agree.

3.5 Data Collection Procedures

The questionnaires will be sent out to the study samples to enable the researcher have fresh insight into the problem under investigation. The questionnaire will be the major instrument used in the study since it was less expensive way to gather data from a large number of respondents and also required less skill for its application. The administration of the questionnaire was done by the researcher. Personal visits will be made to all the targeted hotels to discuss the purpose of the study to the hotel managers.

3.6 Sources of Data

The researcher will use both primary and secondary data for the study. The primary source of data will be used due to its ability to allow the researcher to obtain first-hand information from the study's participants using questionnaires. Also, a number of secondary data will also be captured from various related articles and publications in journals in areas of menu design.

3.7 Data analysis

According to Bryman (2012), data analysis is generally about data reduction. That is, it is meant to reduce the large body of information that a study has collated so that he or she can make sense or meaning out of it. According to the author, until a study condenses the amount of data gathered, it is more or less impossible to interpret the material. The author again added that another issue to take into consideration when dealing with data analysis is to know before hand whether a study data is from primary source or a secondary source. With primary data analysis, the researcher or researchers' who were responsible for collecting the data undertake the analysis themselves whereas with secondary data the analysis happens when someone else analyse a previous data. Within this context, its data sources predominantly will come from a primary data source as such, the study relied on the IBM Statistical Package for

Social Sciences (SPSS) version 20.0 to analyse its field data. Equally the data will be analysed on the basis of descriptive and inferential statistics. Finally the findings and discussions of the results would be presented in the next two chapters.



CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Response Rate

The study distributed a total of 80 questionnaires to two employees (i.e. chef and hotel managers) from 50 selected hotel facilities within the Kumasi Metropolis. From the questionnaires distributed, a total of 78 completed questionnaires were returned to the researcher. However, out of the 78 received questionnaire, 5 were discarded because of issues of incompleteness and 73 were used for the entire analysis providing an effective response rate of 97.3%. This response rate is considered to be highly sufficient, since per the writings of Mugenda and Mugenda (2003) having a response rate of 50 percent can be regarded as adequate for a study data analysis whereas a response rate of 60 percent can be deemed as good and a response rate of 70 percent and above as excellent for a study's data analysis. Hence, getting a response rate over 90 percent for this study is deemed to be adequate judging from benchmarks figures given by Mugenda and Mugenda (2003).

4.2 Demographic Profile of Sample

The objective of the demographic data was to give a background information on the characteristics of the study participants. Accordingly, the demographic profile of the survey respondents is presented in Table 4.1. It includes information about the respondents age, gender level of education and job status.

Table 4.1: Demographic Profile of Survey Respondents

Demographic variable	Category	Frequency	Percentage
Gender	Male	50	68.5%
	Female	23	31.5%
Age	21-30 yrs	36	49.3%
	31-40 yrs	30	41.1%
	41-50 yrs	7	9.6%
Education	SSCE/WASSCE	13	17.8%
	NVTI	26	35.6%
	HND	28	38.4%
	Bachelor's degree	6	8.2%
Job status/position	Chef/cook	44	60.3%
	Manage	29	39.7%
Category of facilities	Hotel with a restaurant facility	53	72.6%
	Guest house with a restaurant facility	20	27.4%

When it comes to the gender distribution of the respondents, results from Table 4.1 show that more than half of the respondents that is, 68.5% were males with the remaining that is, 31.5% being females. This is quite interesting as earlier anecdotal evidence suggests that most of the workers in the hospitality industry particularly cooks and chefs are dominated by female workforce. However, results from the study suggested otherwise indicating a new trend that male workers are gradually taking keen interest in the hospitality industry as chefs. Another

possibility for the increase of the male workforce as chefs could be linked to the cultural perception that male workers are naturally fast and efficient to work with than the female counterparts. This suggests that most of the hotel facilities in this country are much likely to prefer male cook than a female cook

Moreover, when it comes to the age distribution of the respondents, results from Table 4.1 suggest that nearly half of the respondents thus, 49.3% had their ages within the age bracket of 21-30 years. Also, 41.1% of the respondents had their ages within the age bracket of 31-40 years and 9.6% on the other hand had their ages within the age bracket of 41-50 years. This result goes to suggest that most of the studied respondents (i.e. chefs and managers) of the understudied hotel facilities were dominated by a youthful workforce.

Also, with reference to the educational qualification of the respondents, results from Table 4.1 show that 17.8% of the respondents either had SSCE or WASSCE as their highest form of education. 35.6% on the other hand had National Vocational Training Institute (NVTI) certificate as their highest form of education. Again, whereas 38.4% of the respondents had HND as their highest form of education, 8.2% on the other hand had a bachelor's degree as their highest form of educational qualification. Additionally, when it comes to the respondent's job roles or job position at the understudied facilities, results from Table 4.1 reveal that most of them that is, 60.3% performed the role as chef or cook in their respective facilities. Also, 39.7% of the respondents held the roles as managers of their respective institutions. Finally, on the categorization of participating firms, results from Table 4.1 show that 72.6% of the facilities were hotel facilities that included restaurant services as part of their services. 27.4% on other were guest houses that operated restaurant in their facilities.

4.2 Factors Influencing the Menu Planning Strategies of Hotels

Since this objective sought to identify the main factors that influence the menu design strategies of chefs the relative importance index was used. The relative importance index and rank of how the identified factors (i.e. age, cook skills and capabilities, kitchen makeup, availability of ingredients, theme of restaurant, customer preference, competitor offering and customer demand) influence the menu design strategies of chefs. The Relative Importance Index (RII) was computed following the formula recommended by Ugwu and Haupt (2007). Accordingly, RII is mathematically computed as:

$$RII = \frac{\sum W}{A * N}$$

Where W= is the weight given to each factor by the respondents and ranges from 1 to 5 (in this case strongly disagree to strongly agree)

A= is the highest weight = 5

N = the total number of respondents

Results on the factors influencing the menu planning strategies of hotels have been presented in Table 4.2.

Table 4.2: Factors Influencing the Menu Planning Strategies of Hotels

Factors	Mean	RII	Rank
Age of customers			
1. The age profile of our potential customers influences how our organization goes about its menu design.	3.92	0.784	13 th
2. Consumers age are largely considered in all our menu planning decisions.	4.04	0.808	11 th
Cooks skills and capabilities			
3. Our organization menu strategies are shaped by the meals our cooks are good at cooking.	4.18	0.836	6 th
4. Our cook's experiences come to bare when planning our organization menu strategies.	3.97	0.794	12 th
5. Our cook's knowledge on foods inform our menu design.	3.88	0.776	16 th
6. Our cook's ability to prepare a particular food informs its presence in a menu chart.	3.73	0.746	20 th
Kitchen makeup and installations			
7. The kinds of cooking materials installed at the kitchen influence our organization menu planning strategies.	3.38	0.676	26 th
8. The size of the kitchen is always considered when designing our menu.	4.27	0.854	4 th

9. The kinds of utensils available at the kitchen shape our menu design.	4.07	0.814	9 th
10. The kinds of materials our kitchen can accommodate always influence our menu design.	4.11	0.822	8 th
Availability of Ingredients			
11. The sources of cooking materials influence my organization menu design.	3.77	0.754	19 th
12. Foods whose source of ingredients are difficult to come by are always taken into accounts when planning our menu strategy.	3.44	0.688	25 th
13. The price of food ingredients is always considered when designing the organization menu.	3.64	0.728	23 rd
14. The country/place of origin of a food ingredient is always considered when designing our menu.	4.45	0.89	1 st
15. The cost of preparation of a food is always considered when planning a menu.	4.07	0.814	9 th
Theme of Restaurant			
16. The kind of identity this facility wants to be associated with shape our menu planning strategies.	3.67	0.734	22 nd
17. The brand vision of this facility influences its menu planning strategies.	3.90	0.78	15 th
18. The image this facility wants to be noted for by its customers and target market influence its menu planning strategies.	4.44	0.888	2 nd
Customers Preferences			
19. The taste preference with regards to how a customer want a particular food to taste in their mouth (i.e. local meal or continental meal) shape the organization menu planning strategy.	3.25	0.65	27 th
20. Customers level of awareness on health issues particularly on meals cook away from home affect our organization menu planning.	3.82	0.764	18 th
21. Person allergies to certain foods always influence our menu planning.	3.73	0.746	20 th
Competitor Offering			
22. The kind of meals offered at a nearby facility always come to play when planning our menu.	4.37	0.874	3 rd
23. The variety in competitor's menu always influence our menu planning.	3.47	0.694	24 th
24. The price charged by a competitor on a similar meal is always considered when planning on our menu.	4.15	0.83	7 th
Customer Demand			
25. The potential demand for certain foods influences our menu planning.	3.88	0.776	16 th
26. Foods with potential high demand are always deliberated on in our menu planning strategies.	4.25	0.85	5 th
27. Foods with potential low demands are always considered in our menu planning strategies.	3.92	0.784	13 th

Results from Table 4.2 show that out of the 27 items, item 14 which falls under the availability of ingredient factor (i.e. the country/place of origin of a food ingredient is always considered when designing our menu) received the highest RII value. It obtained RII of 0.89

and a mean value of 4.45. This suggests that the first key issue to have influenced the menu planning strategies of hotel is the country or place of origin of a food ingredient. The second highest RII value went to a theme of restaurant factor (i.e. the image this facility wants to be noted for by its customers and target market influence its menu planning strategies). It obtained RII value of 0.88 and a mean value of 4.44. The third ranked issue went to a competitor offering factor (i.e. the kind of meals offered at a nearby facility always come to play when planning our menu). It obtained RII value of 0.87 and a corresponding mean value of 4.37. The fourth ranked factor went to kitchen make-up and installation (i.e. the size of the kitchen is always considered when designing our menu). It obtained RII value of 0.85 and a mean value of 4.27. Moreover, the item with the fifth highest RII value went to a customer demand factor (i.e. foods with potential high demand are always deliberated on in our menu planning strategies). It recorded a RII value of 0.85 with an equivalent mean value of 4.25. The sixth ranked issue went to cooks skills and capabilities factor (i.e. our organization menu strategies are shaped by the meals our cooks are good at cooking). It recorded RII value of 0.836 and an equivalent mean value of 4.18. Also, the seventh ranked factor went to a competitor offering factor (i.e. the price charged by a competitor on a similar meal is always considered when planning on our menu). It obtained RII value of 0.83 and with a corresponding mean value of 4.15.

However, among all the 27 items, the kinds of cooking materials installed at the kitchen which fall under kitchen make-up and installations and the taste preference with regards to how a customer want a particular food to taste in their mouth (i.e. local meal or continental meal) which fall under customer taste preference received the lowest RII. These items respectively received RII of 0.676 and 0.65. What this figure suggests is that the kinds of cooking materials installed at the kitchen and customer taste preference did not form part of the main factors that influence the menu planning strategies of hotels.

Findings from the study revealed that generally, the study respondents identified availability of food ingredients, theme of restaurant (i.e. the image a facility would want to portray to their customers), competitor offering and kitchen make-up and installations together with customer demand as the key issues that influence the menu planning strategies of hotels. Moreover, in terms of ranking item 14, 18, 22, 8, 26, 3 and 24 were the items that recorded the highest RII values. All these items RII values were within the range of 0.89-0.83. In contrast, items 23,12,7 and 19 had the least RII values. This suggests that issues such as the variety in competitor's menu, foods whose source of ingredients are difficult to come by, the kinds of cooking materials installed and the taste preference of the customer did not form part of the key issues that influence the menu planning strategies of hotels.

Results from this study corroborate the earlier conclusion of Malik and Kumar (2012) as their results identified the theme of restaurant as one of the main issues that influenced Indian hotels menu planning strategies. Again, results from this study is consistent with results of Baiomy et al. (2013) and Drydale and Galipue (2008) as source of food ingredients formed part of the main issues that influenced hotel menu planning strategies. Again, what has to noted is that even though the age of the customer where somehow considered by the understudied hotels when planning their menu nonetheless, results from the study suggest that the age of the customer did not form part of the main issues that influence their hotels menu planning strategies. Particularly, in this study, the age of a customer became the 11th and 13th ranked issues. This revelation could be somehow attributed to the inability of the studied hotel facilities to have proper database on the customers that visit their hotel facility.

Again, results from the study corroborate the results of Filimonau and Krivcova (2017) as their study identified the offering of competitors within the same locality as one of the main issues that influence restaurant facilities menu planning strategies. However, in this study the conclusion of Price et al. (2016) could not be confirmed as in their case price of food formed

part of the main issues that influence hotel facilities menu planning strategies. Likewise, results from the study could not affirm the conclusions of Malik and Kumar (2012) where age of consumers was identified as the main issue that influence Indian hotels menu planning strategies.

4.3 Main Menu Design Techniques that Inform Hotel Chef Menu Planning Strategies

Results on the menu design techniques that determine hotel chef menu planning strategies have been presented in Table 4.3.

Table 4.3: Menu Design Techniques that Inform Hotel Chef Menu Planning Strategies

Menu Techniques	Mean	RII	Rank
Meal Preparation			
1. Meals whose ingredients are easy to replace are placed first on the menu.	4.48	0.896	3 rd
2. Meals that are easy to cook are listed first on the menu.	4.26	0.852	6 th
3. Meals whose preparation require simple heating and re-heating are listed first on the menu.	3.79	0.758	12 th
4. Meals whose preparation requires more time and resources are either listed in the middle part or last part of the menu.	4.27	0.854	5 th
Meal Profitability			
5. The most profitable meals in our facility are listed in the first or in the last part of our menu list.	4.04	0.808	8 th
6. The most popular and less profitable items are listed in the middle part of our menu.	4.60	0.92	1 st
7. Highly profitable dishes are listed under bold headings and with bright colours.	3.53	0.706	17 th
Meal Composition			
8. With our menu, any time the main course is very delicious, the side dishes are lowered in taste, volume and appeal.	4.14	0.828	7 th
9. With our meal, anytime the main course is less appealing, the side dishes are made more attractive to compensate for the differences in presentation.	3.67	0.734	14 th
10. The colors of side dishes and main courses are matched to increase the meals attractiveness on the customer plate.	4.29	0.858	4 th
Meal information			
11. Information with regards to the nutritional claims and energy equivalent of meal are displayed on the menu.	3.86	0.772	11 th
12. The main dishes on our menu are provided with the most elaborate descriptions.	3.26	0.652	18 th
Menu Design			

13. Our menu size always takes into account the size of the table, the place setting and the potential number of guests on a table.	4.55	0.91	2 nd
14. The size of our menu is neither too large or too small to create any discomfort to the customer (i.e. whether reading or handling it).	3.60	0.72	16 th
15. Our menu design is the exact reflection of the décor in the eating place as well as our facility theme.	3.66	0.732	15 th
16. The front cover of our menu has information on our facility name and logo.	3.71	0.742	13 th
17. The back cover of our menu has information on our address and contact details.	3.96	0.792	10 th
18. The back cover of our menu has information on our opening hours, organizational history and information on services delivered by our facility.	3.99	0.798	9 th

Results from Table 4.3 show that the highly ranked technique to have influenced most of the hotel chef's menu planning strategies is a meal profitability (i.e. the most popular and less profitable items are listed in the middle part of our menu). It recorded RII of 0.92 and a mean value of 4.60. This suggests that the profitability of a meal where popular and less profitable foods are listed in the middle part of a menu remain the number one technique that influenced chef menu planning strategies. The second highest RII value went to a menu design technique (i.e. the size of the table, the place setting and the potential number of guests on a table). It obtained RII of 0.91 with a corresponding mean value of 4.55. What this value implies is that the size of table, a place setting and the potential number of guests that can sit on a table became the second ranked technique to influence chef menu planning strategies. Meaning, the size of the table which determines the number of foods or meals to serve at the table as well as the number of guests that can sit around the table plays a significant role in chefs mind when designing their firms' menu.

The third ranked technique became meal preparation (i.e. meals whose ingredients are easy to replace are placed first on the menu). It obtained RII value of 0.896 and a mean value of 4.48. This implies that chef in their menu designs were very conscious in placing meals whose ingredients are easy to replace at the first position. Since, customers will at all times look at the first page of a menu and again read the first five meals on a menu, it becomes prudent to

position meals whose ingredients are easy to replace as the first five meals to ease its preparation when they are selected or ordered by the customer. Hence, it would be counterproductive to place meals whose ingredients are difficult to replace at the first position of a menu.

The next technique to have recorded the fourth highest RII value went to meal composition technique (i.e. the colors of side dishes and main courses are matched to increase the meals attractiveness on the customer plate). It obtained RII value of 0.858 and an equivalent mean value of 4.28. What this suggests is that one of the key techniques used by hotel chefs in the design of their menu is by ensuring that the colors of side dishes and main courses on a menu are always matching to increase the meals attractiveness on the customer plate.

The techniques with the fifth highest RII value went to a meal preparation technique (i.e. meals whose preparation requires more time and resources are either listed in the middle part or last part of the menu). It recorded a RII value of 0.854 with an equivalent mean value of 4.27. This hints that chefs are very conscious in placing meals whose preparation demands more time and resources at either the middle part or last part of the menu. Once again, the sixth ranked technique went to meal preparation (i.e. meals that are easy to cook are listed first on the menu). It recorded RII value of 0.852 and an equivalent mean value of 4.26. This also goes to suggest that one of the main techniques that guided the menu planning strategies of chef is by ensuring that meals that are easy to cook are listed first on a menu. As indicated earlier, since new customers are most likely to pick from the first listed meals on a menu because of their unfamiliarity of all the meals on the menu, it is always important to position easy to cook meals on the first page of a menu.

The seventh ranked technique went to a meal composition strategy (i.e. any time the main course is very delicious, the side dishes are lowered in taste, volume and appeal). This

implies most of the hotels ensured that any time the main course is very delicious, the side dishes were lowered in taste, volume and appeal. It obtained RII value of 0.828 and with a corresponding mean value of 4.14. The ninth and tenth ranked techniques went to menu design technique (i.e. the back cover of our menu has information on our opening hours, organizational history and information on services delivered by our facility) and (the back cover of our menu has information on our address and contact details). These items had RII values of 0.798 and 0.792 respectively.

Moreover, among all the 18 items, highly profitable dishes are listed under bold headings and with bright colours which falls under meal profitability technique and the main dishes on our menu are provided with the most elaborate descriptions which fall under meal information technique received the lowest RII. These items respectively received RII values of 0.706 and 0.652. What this suggests is that the practice where profitable dishes were listed under bold headings and with bright colours and the practice where the main dishes on a menu is provided with the most elaborate descriptions were not part of the main techniques that influenced the menu planning strategies of hotel chefs.

Findings from the study suggest that the main techniques that influence the menu planning of chefs in the hotel industry took the form of meal profitability issue where the most popular and less profitable items were listed in the middle part of a menu, menu design technique where the size of the table, the place setting and the potential number of guests on a table influence menu design, meal preparation where meals whose ingredients were easy to replace were listed first and meal composition where the colors of side dishes and main courses were matched to increase the meals attractiveness on the customer plate.

Again, it was realized that other techniques where highly profitable dishes were listed under bold headings and with bright colours, the practice where the main dishes on the menu are

provided with the most elaborate descriptions and the practice where the size of the menu was neither too large or too small did not form part of the main techniques that influence the menu planning strategies.

According to Ozdemir and Caliskan (2014), before a restaurant facility can make adequate returns from its menu, accordingly to them, it becomes very important for the creator of the menu to have adequate understanding on issues such as the time it takes to prepare each set of meal, the easiness to replace a meal ingredients, the size of guest tables as well as the cost of a meal preparation and profitability of a meal. Ozdemir and Caliskan (2014) argued that having adequate information on these issues will help firms to arrange or list meals on its menu. Similarly, in this study, most of the respondents indicated that issues such as a meal profitability where the most popular and less profitable items were listed in the middle part of a menu, menu design technique where the size of the table, the place setting and the potential number of guests on a table are taken into account and meal preparation where meals whose ingredients are easy to replace were listed first constituted the key techniques that influence chefs menu planning strategies. Results from this study corroborate the findings of Kalenjuk et al. (2016) where issues such as placing meals whose ingredients are easy to replace on the first list of a menu and considering the size of the table with regards to the number guest a table can take had a significant influence on chef's menu planning strategy.

Similarly, results from the study is consistent with that of Kwong (2005) where the practice of listing the most profitable meals either at first or last place of the menu as well as listing the most popular and less profitable items at the middle part of the menu had much dominance on most chef's menu planning strategies. Result from the study is consistent with the merchandizing theory argument where it hypothesizes that when a customer notices the product or meal at their first instant it greatly increases the selection of those products or merchandize (Pavesic, 2005). Hence, listing the most profitable meals either at first or last

place of the menu list will be strategically prudent as it can positively increase its selection among consumers particularly first-time eaters or consumers. What this suggests is that the design of the menu can have a subtle effect on what customers will eventually order by the way of its listing.

Lastly, results from the study affirm the conclusions of Tešanović (2011), where it was established that generally consumers will always appreciate the variety in the menu as it reflects how creative or innovative the chef is. Hence, the composition of meals particularly with regards the assortment a meal should go with becomes very important in improving customer dining experience. For instance, as rule of thumb when the main course is very delicious, side dishes should not overpower the main dish. In contrast, when the main course is less rich, then side dishes are required to be much more attractive (Kwong, 2005). Similarly, in this study, it was observed that most of the respondents agreed that in their meal composition strategy they always ensured that the colors of side dishes and main courses were harmonized to increase the meals attractiveness on the customer plate. Again, most of the respondents held the view that one of the key techniques they employ in their menu planning strategy is by ensuring that any time the main course is very delicious, the side dishes were lowered in taste, volume and appeal.

4.4 Influence Menu has in Determining the Amount of Money Consumer Spend at a Restaurant

Results on the respondent's perspective with regards to how a restaurant menu determine the amount of money a consumer is likely to spend at a restaurant facility have been presented in Table 4.4.

Table 4.4: Influence Menu has in Determining the Amount of Money Consumer Spend at a Restaurant

	Descriptive Statistics			One-Sample T-test		
	Mean	t	Std. Dv	Mean Difference	Std. Error Mean	Sig. (2-tailed)
1. The price of meals on a menu influence the amount of money consumer spend at a facility.	4.62	61.872	.637	4.616	.075	.000
2. Menu designs, layout, images and labelling (i.e. number of calories per meal, nutritional claims and energy of meal) shape the amount of money a consumer spend at a facility.	4.29	54.146	.677	4.288	.079	.000
3. The number of leaflets per a menu can reduce or increase consumer spending in an eating outlet.	4.44	58.774	.645	4.438	.076	.000
4. The readability of a menu can reduce or increase consumer spending in an eating outlet.	4.00	37.438	.913	4.000	.107	.000

The descriptive analysis shows that all the menu influence items mean values were above 3.9 implying that the respondents rated these items between strongly agree and agree rating. This could then be described that, “the price of meals on a menu” is the item that recorded the highest mean value of 4.62. This mean value implies that most of the respondents strongly agreed that the price of meals on a menu determine the amount of money a consumer is likely to spend at a restaurant. The next highest mean value went to item 3, “the number of leaflets per a menu”. It recorded a mean value of 4.44 suggesting that most of the respondents agreed that the number of leaflets per a menu can either reduce or increase consumer spending in an eating outlet. Moreover, even with the least rated item, “the readability of a menu” it obtained a mean value of 4.00 confirming that even on this item most of the respondents rating fall within the agreed rating. What this suggests is that most of the respondents agreed that the readability of a menu can either reduce or increase consumer spending in an eating outlet.

However, a statistical t-test was further used to establish whether the respondents regarded the influence menu has on consumer spending as significant or not significant. The statistical t-test analysis as presented in Table 4.4, signifies the test significance with respect to the mean, standard deviation and standard error for menu influence and their respective statistical significance level. The standard error is the standard deviation of sample means and is an indicator of how representative a sample is likely to be to the population. A large standard error suggests that there is a lot of variability between means of different samples whereas a small standard error suggests that most sample means are similar to the population mean and so the sample is likely to be an accurate reflection of the population. The standard error for all the means is almost nearing 1 suggesting that the sample chosen is an accurate reflection of the population (see Table 4.4). Out of the four items, the standard deviation for all the items were above 0.6, demonstrating that the respondent's responses were well spread across all the 5-point rating with none of the items having its rating spread across one direction.

This p-value provides a basis for a statistical decision to be made as to whether menu had a significant influence on consumer spending or vice versa. From Table 4.4, it can be observed that the p-values of all the four items were below 0.001 indicating that menu had a significant influence in determining the amount of money a consumer spends at hotel restaurant. Results from the study suggest that price of meals on menu, menu designs, layout, images and labelling (i.e. number of calories per meal, nutritional claims and energy of meal), number of leaflets per a menu and readability of menu had a significant influence in determining the amount of money a consumer is likely to spend at an eating outlet.

Result from the study is consistent with the conclusions of Yang et al. (2009) as their study observed a direct relationship between menu and the amount of money a consumer is likely to spend at a catering facility. According to Yang et al. (2009), the price on the menu becomes a key differentiator as eating outlets that are able to offer their customers more value

at a relatively cheaper price sell more of their products and services than those who are not able to do same (Yim et al., 2014). This therefore goes to suggest that when the cost of a food item on a menu is not able to communicate more value to the buyer, it is likely to affect the buyer reaction towards that product offering.

Similarly, result in this study concur with the earlier work of Amjadi and Rastad (2015) where menu design elements such as meal price, layout, images and labelling of calories in restaurant menus posited a significant influence on the amount of money a buyer spends at an eating outlet. Again, result from this study affirm the conclusions of Pavesic (2005) where the number of leaflets a menu has influence consumer spending. Particularly, in the assessment of the operations of Bennigan's, TGI Friday's, and the Cheesecake catering facilities, Pavesic (2005) observed that these facilities extensive usage of multipaged menus and extensive listings of menu items were making it difficult for their patrons to select their meals in the shortest possible time hence, in effect limiting the amount of money consumers were likely to spend at these facilities.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

The main problem of the study was to assess the menu planning strategies of hotel chefs. The study employed the resource-based view (RBV) assumption to examine how internal factors (i.e. internal capabilities) and external factors (i.e. competition, consumer demand, age, etc.) influence hotel chefs menu planning strategies. Specifically, the literature review of the study was developed around these themes thus, definition of concepts, theoretical framework, factors influencing hotel chef's menu planning strategies, menu design techniques that influence chef menu planning strategies, the influence menu has on the amount of money consumer spend in a hotel restaurant and lastly the conceptual framework of the study.

Moreover, the population of the study came from all hotel facilities operating within the Kumasi Metropolils. Within this context, no preference was given to hotel rating hence, all hotel institutions were recognized as the same across board. However, the core employees of the hotels that formed the study population were the chefs and the hotel managers of each selected hotel. Hence, two employees from each given hotel was targeted. Accordingly, 50 hotel institutions with restaurant facilities were targeted. Since, this study followed the quantitative research approach, the study used questionnaires with a 5-point Likert scale as its data collection instrument.

The first objective of the study was to identify the factors that influence the menu planning strategies of hotels within the Kumasi Metropolis. On this objective, findings from the study suggest that the availability of food ingredients, theme of restaurant (i.e. the image a facility would want to be perceived by their customers), competitor product offering and a hotel

facility kitchen makeup and installations as well as customer demand constituted the main factors that influenced the menu planning strategies of hotels.

However, on this same objective it was realized that issues such as the diversity in competitor's menu, foods whose source of ingredients are difficult to come by and the taste preference of the customer did not form part of the main issues that influenced the menu planning strategies of hotels.

The second objective of the study was to identify the main menu design techniques that inform hotel chef menu planning strategies. Apparently, on this objective, it was established that the main techniques that influence the menu planning of chefs in the hotel industry are a meal profitability where the most popular and less profitable meal is listed at the middle part of a menu, menu design technique where the size of the table, the place setting and the potential number of guests on a table were taken into consideration, meal preparation where meals whose ingredients are easy to replace are listed first and meal composition where the colors of side dishes and main courses match constituted the main menu design techniques used by hotel chef menu in their facilities menu planning strategies. Again, on this same objective, it was realized that other techniques where highly profitable dishes were listed under bold headings and with bright colours, the practice where the main dishes on the menu are provided with the most elaborate descriptions and the practice where the size of the menu was neither too large or too small did not form part of the main techniques that influence the menu planning strategies.

The final objective examined the influence menu has in influencing the amount of money consumer spend at a hotel restaurant. With this objective it was established that price of the meals on a menu, menu designs, layout, images and labelling (i.e. number of calories per meal, nutritional claims and energy of meal), number of leaflets per a menu and readability of

menu had a significant influence in determining the amount of money a consumer is likely to spend at an eating outlet.

5.2 Conclusions

5.2.1 What are the factors influencing the menu planning strategies of hotels within the Kumasi Metropolis?

Under this research question, results from the study suggest that the main issues chef gave much credence to when developing their organization menu are, meal ingredient sources or its availability, facility image, competitor offering, kitchen makeup and cooks skills and capabilities. Interestingly, other prominent issues such as age of their target consumers as well as customers demand were found to have minimal effect in most chef's menu planning decisions.

5.2.2 What are the main menu design techniques that informs hotel chef menu planning strategies?

With this research question, results from the study suggest that the techniques that were often used by the chefs to guide their organization menu planning constituted approaches such as meal preparation (i.e.), meal profitability (i.e. where to place profitability and less profitability meals on the menu) and meal composition (i.e. the kind of food that should constitute a meal, colors of side dishes and main courses). However, techniques that tend to ensure that all the relevant information on a meal is displayed or presented to the customer as well as the menu design which looks at the size of the menu, front and back cover of the menu were not fully utilized by most of the chefs to guide their menu planning.

5.2.3 What influence does menu has in determining the amount of money consumer spend at a hotel restaurant?

With this research question, results from the study showed that the price of meals on menu, menu designs, layout, images and labelling (i.e. number of calories per meal, nutritional claims and energy of meal), number of leaflets per a menu and readability of menu had a significant influence in determining the amount of money a consumer is likely to spend at an eating outlet.

5.3 Recommendations

By making reference to the study results, the researcher proposes the following recommendations:

First and foremost, it was established that issues such as age of the hotel consumers together with customers demand (i.e. the foods that are frequently ordered by customers) were found to have minimal effect on most of the chef menu planning decisions. This was quite surprising since customer age provides firms with better insight on their customer group. For instance, knowing your customers age does help a firm to predict what the customers are likely to favour and dislike. Generally, not having most of the firms being aware of their customers age could be attributed to the failure of most of the hotels unreadiness to take proper records on the individuals that visit their facility. What has to be noted here is that taking proper records of customers will not only enable hotels to comply with the regulatory requirement of the Ghana Tourist Authority but will again help hotel facilities to have a better profile on the individuals that visit their facility and consequently rely on such information to predict what customers are likely to purchase or order when they visit their facility. Accordingly, from this background, the study will recommend to the managers of the hotel to collate proper records about their visitors particularly with regards to their age, gender,

profession, etc. since such insight could enable them to anticipate the meals the visitors are likely to order.

Again, results from the study suggest that customers demand, which tends to look at the meal's consumers prefer most or order had minimal effect in the menu planning decisions of most of the chefs. Generally, since knowledge on customers demand facilitate proper inventory, it is prudent for chef to give adequate attention to customers demand in their menu planning decisions since it will go a long way to prevent unnecessary purchase of food stuffs and also save the organization resources that may come from storage and food waste.

Also, it was established that the menu planning technique which seek to ensure that all the relevant information on a meal is well displayed or presented to the customer as well as the menu design which looks at the size of the menu did not form part of the main techniques that influence the menu planning strategies of chefs. Since consumers awareness on food quality is increasing across the world over, it suggests that providing the consumer all the relevant information about a meal content, energy level or nutritional status will not only increase their purchasing of that meal but equally help the customer to verify for him/herself whether the meal he/she is requesting from the restaurant is of high quality or not. Again, as evidence in this study has shown that providing relevant information to the customer on the number of calories per meal, nutritional claims and energy of meal influence the amount of money a consumer is likely to spend at an eating outlet, it is recommended that hotel chefs give considerable attention to meal information since its presence will increase customers trust in their meals and again influence the amount of money customers will spend at their facility.

Lastly, results from the study suggest that menu design which looks at the size of the menu, front and back cover of the menu were not fully utilized by most of the chefs to guide their menu planning. Since a menu printout increase readability and again shape customer

perception about a facility status, it becomes important for chef not to overlook this technique in their menu planning strategy. Accordingly, it is recommended to chefs to always consider these design elements particularly with regards to how a menu size will not cause any dissatisfaction to the customer when reading it or handling it on the table.



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Appendix

UNIVERSITY OF EDUCATION WINNEBA- KUMASI CAMPUS Questionnaire Items

Dear Sir/Madam,

The aim of this study is to assess the menu planning strategies of hotel chefs. The results of the study will help chefs to know the main factors that are critical to effective menu planning decisions. Your responses though voluntary will be greatly appreciated and treated with utmost confidentiality. Thank you.

Instructions: Please tick (v) the response that best describe your view.

Section A: Background

1. Age [Please tick one]

I. 20 and below [] II. 21-30 [] III. 31-40 [] IV. 41-50 [] V. above 50 []

2. Gender [Please tick one]

I. Male [] II. Female []

3. Educational qualification [Please tick one]

I). S.S.S/W.A.S.S.C.E. [] II). National Vocational Training [] III). Higher National Diploma [] IV). Degree [] V). Masters' degree VI) Others please specify

4. What is your present job status or position in this organization?

I. Chef/cook [] II. Manager [] III. Owner [] IV. Waiter/waitress [] V. Others kindly specify

5. Which of the descriptions best describe your facility?

I. Restaurants [] II. Hotel with a restaurant [] III. Guest house with a restaurant [] IV. Others kindly specify.....

Section B: Factors Influencing the Menu Planning Strategies of Hotels

With your experience within the hotel industry, indicate the extent as to how these factors influence your facility menu planning strategies. Use the scale: (5– Strongly Agree, 4– Agree, 3– Neutral, 2 Disagree, 1– Strongly Disagree). Circle/Tick where is applicable to you and your organization.

	Age of customers	SA	A	N	D	SD
1.	The age profile of our potential customers influences how our organization goes about its menu design.	5	4	3	2	1
2.	Consumers age are largely considered in all our menu planning decisions.	5	4	3	2	1
	Cooks skills and capabilities	SA	A	N	D	SD
3.	Our organization menu strategies are shaped by the meals our cooks are good at cooking.	5	4	3	2	1
4.	Our cook's experiences come to bare when planning our organization menu strategies.	5	4	3	2	1
5.	Our cook's knowledge on foods inform our menu design.	5	4	3	2	1
6.	Our cook's ability to prepare a particular food informs its presence in a menu chart.	5	4	3	2	1
	Kitchen make up and installations	SA	A	N	D	SD
7.	The kinds of cooking materials installed at the kitchen influence our organization menu planning strategies.	5	4	3	2	1
8.	The size of the kitchen is always considered when designing our menu.	5	4	3	2	1
9.	The kinds of utensils available at the kitchen shape our menu design.	5	4	3	2	1
10.	The kinds of materials our kitchen can accommodate always influence our menu design.	5	4	3	2	1
	Availability of Ingredients	SA	A	N	D	SD
11.	The sources of cooking materials influence my organization menu design.	5	4	3	2	1
12.	Foods whose source of ingredients are difficult to come by are always taken into accounts when planning our menu strategy.	5	4	3	2	1
13.	The price of food ingredients is always considered when designing the organization menu.	5	4	3	2	1
14.	The country/place of origin of a food ingredient is always considered when designing our menu.	5	4	3	2	1
15.	The cost of preparation of a food is always considered when planning a menu.	5	4	3	2	1
	Theme of Restaurant	SA	A	N	D	SD
16.	The kind of identity this facility wants to be associated with shape our menu planning strategies.	5	4	3	2	1
17.	The brand vision of this facility influences its menu planning strategies.	5	4	3	2	1
18.	The image this facility wants to be noted for by its customers and target market influence its menu planning strategies.	5	4	3	2	1
	Customers Preferences	SA	A	N	D	SD
19.	The taste preference with regards to how a customer want a particular food to taste in the customers mouth (i.e. local meal or continental meal) shape the organization menu planning strategy.	5	4	3	2	1
20.	Customers level of awareness on health issues particularly on meals cook away from home affect our organization menu planning.	5	4	3	2	1
21.	Person allergies to certain foods always influence our menu planning.	5	4	3	2	1
	Competitor Offering	SA	A	N	D	SD
22.	The kind of meals offered at a nearby facility always come to play when planning our menu.	5	4	3	2	1
23.	The variety in competitor's menu always influence our menu	5	4	3	2	1

	planning.					
24.	The price charged by a competitor on a similar meal is always considered when planning on our menu.	5	4	3	2	1
	Customer Demand	SA	A	N	D	SD
25.	The potential demand for certain foods influences our menu planning.	5	4	3	2	1
26.	Foods with potential high demand are always deliberated on in our menu planning strategies.	5	4	3	2	1
27.	Foods with potential low demands are always considered in our menu planning strategies.	5	4	3	2	1

Section C: Main Menu Design Techniques of Chef during Menu Planning

As your role as the chef in this organization indicate the key menu design used by you during menu planning. Use this scale: (5– Strongly Agree, 4– Agree, 3– Neutral, 2 Disagree, 1– Strongly Disagree). Circle/Tick where is applicable to you.

	Meal Preparation	SA	A	N	D	SD
1.	Meals whose ingredients are easy to replace are placed first on the menu.	5	4	3	2	1
2.	Meals that are easy to cook are listed first on the menu.	5	4	3	2	1
3.	Meals whose preparation require simple heating and re-heating are listed first on the menu.	5	4	3	2	1
4.	Meals whose preparation requires more time and resources are either listed in the middle part or last part of the menu.	5	4	3	2	1
	Meal Profitability	SA	A	N	D	SD
5.	The most profitable meals in our facility are listed in the first or in the last part of our menu list.	5	4	3	2	1
6.	The most popular and less profitable items are listed in the middle part of our menu.	5	4	3	2	1
7.	Highly profitable dishes are listed under bold headings and with bright colours.	5	4	3	2	1
	Meal Composition	SA	A	N	D	SD
8.	With our menu, any time the main course is very delicious, the side dishes are lowered in taste, volume and appeal.	5	4	3	2	1
9.	With our meal, anytime the main course is less appealing, the side dishes are made more attractive to compensate for the differences in presentation.	5	4	3	2	1
10.	The colors of side dishes and main courses are matched to increase the meals attractiveness on the customer plate.	5	4	3	2	1
	Meal information	SA	A	N	D	SD
11.	Information with regards to the nutritional claims and energy equivalent of meal are displayed on the menu.	5	4	3	2	1
12.	The main dishes on our menu are provided with the most elaborate descriptions.	5	4	3	2	1
	Menu Design	SA	A	N	D	SD
13.	Our menu size always takes into account the size of the table, the place setting and the potential number of guests on a table.	5	4	3	2	1
14.	The size of our menu is neither too large or too small to create any	5	4	3	2	1

	discomfort to the customer (i.e. whether reading or handling it).					
15.	Our menu design is the exact reflection of the décor in the eating place as well as our facility theme.	5	4	3	2	1
16.	The front cover of our menu has information on our facility name and logo.	5	4	3	2	1
17.	The back cover of our menu has information on our address and contact details.	5	4	3	2	1
18.	The back cover of our menu has information on our opening hours, organizational history and information on services delivered by our facility.	5	4	3	2	1

Section C: Menu Design Influence on Consumer Spending

With your experience within the hotel industry indicate your level of agreement as to how a menu design influence consumer spending using the scale: (5– Strongly Agree, 4– Agree, 3– Neutral, 2 Disagree, 1– Strongly Disagree). Circle/Tick where is applicable to you.

	Menu Design Influence on Consumer Spending	SA	A	N	D	SD
19.	The price of meals on a menu influence the amount of money consumer spend at a facility.	5	4	3	2	1
20.	Menu designs, layout, images and labelling (i.e. amount of calories per meal, nutritional claims and energy of meal) shape the amount of money a consumer spend at a facility.	5	4	3	2	1
21.	The number of leaflets per a menu can reduce or increase consumer spending in an eating outlet.	5	4	3	2	1
22.	The readability of a menu can reduce or increase consumer spending in an eating outlet.	5	4	3	2	1