

— The Richmond Club

Objectives

6 Key Objectives

- Understanding Members' needs
- Attractive, affordable menu, quality
- Maintain healthy profit margins
- Staff training, delivery
- Build the right kitchen team
- Financial independence from gaming



— The Richmond Club

Goodbye Internal Catering – Hello New Kitchen!



THE TEAM

Strategic Shift



Focus on balance

Great food & great service



Chef + FOH Manager

Essential partnership



Wrong person

Food cost 67%



Right people

Right seats on the bus.
Food costs are now at 32%



The Richmond Club

Why Table Delivery Works

Benefits to our Members'

- Higher Service levels by delivering directly to tables
- Meaningful, member to staff engagement
- Upselling opportunities – generating extra revenue
- Faster service – staff can ensure tables are attended to promptly during the dining experience
- Meals are delivered hot and in a timely manner

Higher labour costs offset by increased beverage sales



— The Richmond Club

Food offerings must be profitable – Protect your margin at all times!

Key Points

- Monitor food costs daily
- Engineer menu around high margin items
- Build strong supplier relationships
- Set & hit realistic food budgets

The Richmond Club's food budget for this year is set at 35%



— The Richmond Club

Settling-in Period

- Assess kitchen environment
- Determine suitability of equipment and layout
- Observe the staff and internal processes
- Assess staff strengths – skills levels, sections they succeed at, and staff culture



— The Richmond Club

Food Offerings

Analyse the customers purchasing behavior

- Best sellers
- Popular menu items
- Understanding the customers demographic
- How much they are wanting to spend
- Listening to customer's feedback

Dictates style of food & pricing



— The Richmond Club

Menu Design

- Design for consistency – can the menu be **prepared** and **serviced** at the same standard, busy or quiet?
- Keep cook time under 15 minutes
- Plan the menu around the equipment you have set up
- Don’t overcomplicate – good honest food
- Two key menu changes per year – Winter & Summer

Don’t be afraid

- Run popular items for more than one season – *if seasonally friendly*
- Don’t be afraid to change a popular dish – Regular customers get bored, staff get stale
- Club staples stay ‘**Roast is life!**’ - *but don’t fear change*

Inspiration

Do your homework

- Explore top overseas restaurants, read menus, doom-scroll social media
- Involve the team
- Ignore the competition – *Don't copy other clubs, we create our own identity*

Smart composition & Ingredients

Design each dish with soft rule

- 3 components Protein – Starch – Veg + Sauce
- Opportunity for upsell
- Keep components simple, not complicated
- Make it Gluten-free anyway!
- Cross utilization of product





The Richmond Club

Food cost

Supply

- Plan for seasonality & product availability
- Price forecast with your reps
- Focus on high volume products to secure best price
- NZ products - better quality
- Cut down on convenience products
- Make it on site

Costing your Menu

- Know your price ceiling
- Allow 10% buffer for wastage
- Top sellers must be forecasted below target food cost
- Portion control = consistency + cost savings

The Richmond Club

Function Catering

- Keep it simple and tasty
- Design your menu according to your clientele and target market
- Be conscious of labour component
- Compact menu – less stock, less stress
- Dairy-free & gluten-free options always available
- Use existing menu items for buffets
- **Buffet formula – 100 grams + 10%**
- Coordination is everything – the more information the better.



— The Richmond Club

How We Promote & Protect Value

- Investing in a food stylist & professional photography to make dishes shine across social media and internal marketing channels.
- Presentation matters, people eat with their eyes.
- Once you've caught their eye, your reputation does the rest.
- Running food promotions once a week. As a members-only perk, not to drive volume – *We're already busy.*

Tuesday \$15 Burger Night



Discounting Products

Remember protect your margins

- Too many promotions can hurt your brand and your margins.
- Discounts aren't sustainable long term.
- Excessive discounting lowers perceived quality of your food.
- It can damage your Club's reputation.

Instead of discounting your food, focus on adding value

- Offer a drink pairing with select mains
- Include a complimentary dessert with specific dishes
- Reward members with loyalty points on food purchases
- Create bundled meal deals for better perceived value
- Run a two-week promotion.

Buy a featured main and go into the draw to win a \$500 New World Hamper



— The Richmond Club

Growth Figures

- Total food annual revenue \$2,500.000
- Landed food cost was 32%
- 2021-2022 increase of \$588,065
- 2023-2024 increase of \$474,189
- 2024-2025 increase of \$100,000

Get your food & margins right, the results will show

- Growth in membership
- Membership experience improves
- Positive word of month
- Repeat customers
- Stronger community enhancement
- Diverse your income streams
- Improve revenue



Its all about...

Staff – Service – Quality – Reputation – Price – Volume

Thank You