



LYCar Company Project

Prepared for	Mr. Gallicano - Coach Mr. Habibuw - Second Assessor
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Lennard v. Bennekom

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Preface

With the use of this report, I would like to present my research with regards to the course: Launching your Career, which is part of Hotelschool the Hague's current curriculum.

But before this final research is presented, I would like to express my heartfelt gratitude towards Mr. Gallicano. As my dedicated LYCar coach, he guided me through this journey and shared his knowledge everywhere and anytime he could. This has helped me immensely to stay on track and look back on a successful final project.

Furthermore, I would like to thank my company supervisor: Kas de Bruijne, for giving me the opportunity to initially start this project as main focus of my LYCar placement at 3WO. His insights have proven essential to the completion of this report.

Lastly, I would like to extend my gratitude to the owners of 3WO, in particular Jason Berg, for recognizing the project as impactful to 3WO and being receptive towards it when it was presented to him as well as allowing me to complete my LYCar placement within their company.

Kindest regards,
Lennard v. Bennekom

Executive Summary

March 12th 2020, the Netherlands entered the so called 'intelligent lockdown'. Restaurants & Café's throughout the Netherlands were forced to close their doors due to a rising number of infections and insecurity among the people and Dutch government. The hospitality industry took a monumental hit as 4740 F&B establishments went out of business in 2020, 12,6% more than the year before. De 3 Wijzen uit Oost, also known as 3WO, an Amsterdam based hospitality group, did not let the lockdown impact their growth. Adding 6 new F&B concepts to their portfolio, now consisting of 29 establishments throughout Amsterdam. But with this rapid expansion, other issues arose. The problem of staff shortages became more relevant in the Dutch hospitality industry with 31% of all restaurant owners declaring that staff shortages impacted their business negatively. The same can be said for 3WO, still struggling with finding sufficient managerial staff. And with this sector-wide problem not ending in the foreseeable future, other solutions need to be found to cope with the loss of efficiency and job occupation. Kas de Bruijne, Executive Bar Manager of 3WO, believes that looking at existing processes with a fresh and modern perspective could be the key to coping with the staff shortage. The process of menu design in particular, is one that could greatly benefit from this new perspective. Taking the above into consideration, the following main research question was established:

How can the implementation of a digital cocktail-menu design system within 3wo compensate for the staff shortage experienced by its Executive Bar Manager?

The following set of sub-questions were established along the Main Research Question to fully grasp its different aspects:

- What are the most important aspects of menu planning?
- How can menu planning be done more efficiently?
- How can technology help with streamlining operational processes?
- What can be done to prevent or compensate for staff shortages?

The goal of the research was to find relevant insights and information with regards to CM-planning. The final aim is to assist 3WO's EBM with an effective solution to be able to use his time more efficiently so he can focus on all parts of his job description equally.

To be able to gain a better understanding of all relevant topics to this discussion, a thorough literature review was conducted. The topics include: Menu design, Technology and Staff Shortages. The findings of all topics are then synthesized and related to the issue 3WO is facing.

Experts agree that the overall feel, variety and look of a menu is closely tied to guest satisfaction. Furthermore, more descriptive and elaborate menus attract the guests' attention for a longer period of time and makes them feel more satisfied with their eventual choice. Properly structured menus can be used as communication, marketing and selling tools and should therefore be given meticulous attention. Within 3WO, the process of menu design is still done manually. Before the creation of the menu, numerous meetings and tastings occur, which can take up significant amounts of time. This can be mainly attributed to the lack of knowledge of the restaurant and bar-managers that help the EBM of 3WO with the creation of the cocktail menu. Comparing this with another example of the industry, the infamous speakeasy cocktail bar Door74, where the approach to menu design is handled more efficiently. A shared online document leads the process and is used by all employees

that may have ideas and insights with regards to the new cocktail menu. All ideas are gathered, tested and tasted together. Finally, the Executive Bar Manager, Tim Lefevre, is tasked with making the ultimate decision.

With regards to technology, some consider robotics in the hospitality industry the future. Some estimate that, by 2030, 25% of the total labor force in the hospitality industry will consist of robots. Others say that robots cannot be trusted to perform guest-oriented tasks as well as experienced and skilled staff. The passion and personal touch of the human staff is lost when robots are used to interact with guests. Furthermore, a bartender robot can cost in the range of €130.000, making the initial investment of installing automated service delivery systems difficult to overcome. Alongside robots, digital menus are also used increasingly in the hospitality industry and present many benefits when implemented correctly: Convenient and fast menu changes from a back office, offering extra information, long-term cost reduction and increased quality and speed of delivered services among them. However, in an industry where guests still appreciate human contact, a personal step in service delivery is removed with the use of digital menus.

The labor shortage experienced in the hospitality industry due to COVID-19 is not expected to end in the foreseeable future, thus solutions need to be found to cope with the imbalance of labor supply and demand. Experts argue that potential solutions include: the hospitality industry collaborating with academia to increase enrollment in hospitality oriented programs and increase the eventual management employee pool, broadening the scope of existing recruitment processes to allow more variety in the work force, particularly in age, and utilizing the available information technology to replace current staff that have unpredictable levels of knowledge and skill.

Findings of the conducted literature review show that the process of 3WO's menu design leaves much to be desired and should be revised. Implementing useful technology can be a major step in the right direction to streamline processes for the entire company, if said technology does not interfere with 3WO's core values and the personal touch of hospitality. So, only if they are not directly related to guest contact, technology is considered to be an opportunity. To be able to make up for a loss of efficiency due to staff shortages, an IT oriented solution seems most applicable.

Following the literature review, the methodology was created and executed. The researcher conducted 7 semi-structured interviews with management level employees of 3WO establishments to gather the most relevant, in-depth, qualitative data. Ensuring an adequate number of interviews was difficult due to the staff shortages and limited amount of management level employees and caused a delay in the gathering of data. Lastly, the researcher will make sure ethics and safety standards are met with regards to data management.

The conducted interviews contained questions that asked the participants, restaurant- and bar managers of 3WO, about their opinions on the current process of creating a cocktail menu, as well as what potential benefits they could envisage when utilizing a digital system for said process. The main findings of the interviews entail that the current process can be improved significantly, mainly on the aspect of time spent and organization & communication. The interviewees argue that this could be done mainly by utilizing a digital system that is widely accessible, speeds up, streamlines and makes the process more consistent for the entirety of 3WO.

As a proposed solution, a **Digital Cocktail Menu Planning Tool** was created, known as the **3WO CocktailBible**. The CocktailBible consists of a large database of cocktails aimed to centralize the process of menu design in one specific system and increase the knowledge of its users about cocktails. It will assist 3WO's Executive Bar Manager in his understaffed position mainly in terms of reducing the time that is spent during the process of creating new cocktail menus. With this system, overall, less communication is needed and vital information is more readily available to all parties involved in the aforementioned process. Its stakeholders are identified as the Executive Bar Manager of 3WO, 3WO's (co)owners and all levels of employees.

The CocktailBible was disseminated among management level employees within 3WO via e-mail and disseminated to the Executive Bar Manager and owners of 3WO via their internal messaging system: the 3WO Speakap. Afterwards, the CocktailBible was also disseminated by presenting a sophisticated working prototype to 3WO's owners. 3WO concluded that, at the time of presenting, the necessary time nor funds were available to fully develop the CocktailBible and implement it. As a result, the Executive Bar Manager of 3WO will keep the prototype up to date for when 3WO deems the time right to start the implementation process. The CocktailBible can then be evaluated by a follow-up survey sent to its users, via the 3WO Speakap, asking about the overall experience and ease of use of the system.

Moreover, for further research, it should be taken into account that the CocktailBible as presented to 3WO is a prototype. Meaning the system should be developed further if it were to be fully implemented into 3WO's operational processes. However, should 3WO conclude that the CocktailBible is working efficiently and as intended within their own establishments, they could move to white list the system and selling it to other F&B establishments that might be interested.

Finally, during the entire process of research, reporting and creating the proposed solution, the researcher experienced growth and learning in different ways. A reflection has been added to review said process.



List of Abbreviations

Cocktail Menu	: CM
De 3 Wijzen uit Oost	: 3WO
Executive Bar Manager	: EBM
Food and Beverage	: F&B
Hospitality Industry	: HI
Information Technology	: IT
Restaurants & Café's	: R&C's



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1. Problem Definition

1.1. Introduction

On the 12th of March 2020, the first regulations regarding the 'intelligent lockdown' were announced by Prime Minister Rutte in the Netherlands as a reaction on the outbreak of the COVID-19 virus (Bluiminck, 2022). A few days later, on the 15th of March, Restaurants & Café's (R&C's) throughout the country were forced to close their doors due to the growing number of infections and feeling of insecurity among the people and the government (Ibid.). This in turn meant that the growth the hospitality industry (HI) had been experiencing the past years came to a sudden halt (KHN, 2020). From the HI only growing 3.5% in revenue from 2018 to 2019, an already marginal growth (Ibid.), R&C owners were now faced with struggling to survive. In 2020, a total of 4740 hospitality businesses closed their doors in the Netherlands, an increase of 12.6% compared to 2019 (Nijenhuis, 2022).

However, where most saw their chances of succeeding in the harsh HI disappear, others saw room for opportunity and expansion. The Amsterdam based '3 Wijzen uit Oost' Horeca Groep (3WO), saw past the negative aspects the lockdown created and turned it into an opportunity to grow. They used the closing of their 23 R&C's to renovate the interior and exterior as much as they could as it would not impede on their opening times and thus cost them missed revenue. Furthermore, with no end of the lockdown in sight at the time (Waarlo, 2019), they re-invested their previously earned profits to open 6 new R&C's throughout Amsterdam (van de Meeberg, 2022)(bySam, 2021).

With the expansion of more and more hospitality concepts, also comes the expansion of your staff base. In the years following the COVID-19 outbreak, staff shortages within the HI have been a major issue (Boogaards, 2022). Nearing the end of 2021, 31% of all R&C owners declared the staff shortages were negatively impacting their businesses (UWV, 2021)(1), which is 8% higher than all other sectors combined (23%)(Ibid.). This was also the case for the expanding 3WO family, specifically for 3WO's Executive Bar Manager (EBM), Kas de Bruijne. Where operational managers would be hired gradually, the EBM was left to cope with the expansion alone due to no supply of qualified staff.

1.2. Reason for Research

There is great uncertainty when the major staff shortage in the HI is going to end (UWV, 2021)(2). With ample information on when the negative impact of staff shortages on businesses will end, being able to adapt and look for other solutions to try and cope with the loss of efficiency and job occupation is a must. According to the FNV Horecabond (2021), this can be attributed to 67,4% of a sample of 144 former employees feeling they were being underpaid in the HI. Furthermore, 36,6% of a sample of 2096 employees stated that they are unlikely to stay in the sector due to the uncertain future of the industry (Ibid.). Lastly, de Bruijne (2022) is convinced that revising existing processes might be the key to help deal with the staff shortage he is facing.

As EBM, Kas is responsible for all bars within 3WO, now counting 29 R&C's with each their own cocktail menus (CM) that are developed together with the restaurant/bar manager of each concept. Numerous meetings and tastings are done in order to match the CM's with each different concept. These back and forth meetings and tastings can take up substantial amounts of time due to insufficient knowledge on the part of the restaurant/bar managers

regarding the process of developing their own menus. Kas believes that with the implementation of a digital CM design system, it can increase the efficiency in the aforementioned process and minimize Kas' involvement until the final check. With this, he will be able to perform optimally with regards to his other responsibilities such as organizing bar and cocktail trainings, maintaining supplier relations and managing the mise-en-place kitchen for all of 3WO's cocktail related products (De Bruijne, 2022).

1.3. Goal of the Research

The goal of the research is to find relevant insights and information with regards to CM-planning. As this research project was commissioned by the EBM of 3WO, in conjunction with the researcher, the final aim is to assist his function with effective solutions to be able to use his time more efficiently so he can focus on all parts of his job description equally.

1.4. Research Questions

Taking into account all of the above, the following main research question was created:

How can the implementation of a digital cocktail-menu design system within 3WO compensate for the staff shortage experienced by its Executive Bar Manager?

Sub questions:

- What are the most important aspects of menu planning?
- How can menu planning be done more efficiently?
- How can technology help with streamlining operational processes?
- What can be done to prevent or compensate for staff shortages?

2. Analysis & Diagnosis

2.1. Literature review

2.1.1. Introduction

In the amount of literature that is available regarding the topic as mentioned in the main research question, the following three topics were considered most relevant and important to gain a better understanding. Menu design is the main topic of discussion as it is where the problem statement originates. Seeing different ways and techniques of menu design can help form a perspective. Furthermore, technology is becoming increasingly important in today's world (Kapur, 2019). Analyzing what level it is currently at in the HI can help to identify its potential. Lastly, Staff shortages in the HI are a big problem (Poulston, 2017), one that 3WO is also heavily facing. Analyzing this topic can be beneficial to find out how to remedy the issue.

2.1.2. Menu Design

The look, feel and overall content of a menu are extremely important in any food and beverage (F&B) establishment (VSAG, 2019). So important, in fact, that a study conducted by Baiomy et al. (2017), concluded that the design, variety and item descriptions of the menu are majorly tied to guest satisfaction. So even before experiencing the food or drinks, the F&B menu can severely influence the opinion of the guests. This is confirmed by Reynolds (2022), by use of a study measuring participants' cognitive brain functions to different types of wine menus. The wine menu that was most descriptive and visually appealing kept guests fixated on the menu for a longer period of time, which in turn resulted in higher levels of satisfaction regarding their choice of wine (Ibid.). Moreover, according to Sahin (2020), detailed and well-structured menus can be used as communication, marketing and selling tools and are therefore seen as crucial by F&B establishments.

Considering this, how do you make sure that you create the most attractive menu for your F&B establishment in order to achieve maximum guest satisfaction? As mentioned before, regarding the CM for each of 3WO's R&C's, the EBM is responsible for the creation of said menus per establishment, together with its own restaurant/bar manager (De Bruijne, 2022). By taking the overall feel of the establishment and experience of the EBM in the cocktail industry, personalized CM's are created. However, as the EBM is responsible for not one, but 29 different R&C's, this can take up significant amounts of time. To be able to more efficiently provide the same level of menu design for each R&C, De Bruijne (2022) is convinced a centralized digital system is the key to streamline the entirety of 3WO. At the infamous Door74, a speakeasy cocktail bar rated no. 1 in the Netherlands in 2014 (Woolcot, 2014) and listed in the top 50 world's best restaurants to this day (Reed, 2022), they make use of a certain type of centralized digital menu design aid. In a job interview conducted with Tim Lefevre, EBM of Door74, he stated that to include all employees with the creation of a new menu, everything is done in a shared online document (Lefevre, 2022). Up to 3 months prior to the start of the new menu, employees of Door74 are encouraged to think of ideas regarding the CM. Not only related to cocktails, but also to the overall design of the menu. All cocktails suggested in the document are tasted together, feedback sessions are held, and eventually Tim makes the final decision (Ibid.).

2.1.3. Technology

Robotics

Numerous sources when researching technology within the HI immediately turn to the use of robots. In my experience, robots are still inferior with regards to most applications they can be used for in this highly personal sector. Take for example the Robo-Bar in Amsterdam, located in the city center. As a passionate cocktail bartender, I decided to visit this robot that was a potential threat to my career. The drinks it produced tasted fine, but were nothing special. Because it was programmed to make the specified drink, not do anything special. The feeling of hospitality, its passion and personal touch, is lost when a robot arm you cannot communicate with bursts out drinks just because a waiter pressed a button. This is in line with the thoughts of Ivanov et al. (2020), where the collected data from 100 hotel managers shows that they still value the expertise and skills of well-trained employees, rather than trusting a robot to perform tasks that require social skills and emotional intelligence. On the other hand, using robots for repetitive, dull and potentially dangerous tasks is considered more appropriate (Ibid.). Still, according to Bowen and Morosan (2022), by 2030, 25% of the total labor force in the HI will consist of robots. To make this work, existing service delivery systems, e.g. bars, will need to be redesigned to maximize the use of robots (Ibid.).

The initial investment of trying to automate service delivery systems for a company like 3WO is enormous at the present time (Kuo et al., 2017) with the cost of one bartender robot being ~€130.000 (Smith, 2021). This would be the main barrier for not implementing this form of automation. Additionally, it conflicts with 3WO's core values of connecting people through excellent service, openness and kindness (3WO, 2022). These automated services create a significant gap in human contact, which is vital for the family feeling 3WO aims to achieve within their R&C's.

Digital Menus

With technology becoming increasingly important in all aspects of life, it also presents some valuable opportunities in the HI. Due to the HI being extremely competitive, there is a need to differentiate yourself from the competition. Sahin (2020) argues that one of the best examples of recent years has been the introduction of digital menus. These are divided in touchscreen and non-touchscreen menus. Touchscreen menus are mostly employed on handheld electronic devices such as smartphones or tablets. Most touchscreen menus have integrated ordering systems which enables the user to select and order F&B items without the help of a waiter. Non-touchscreen menus can be identified as static menus that display the available F&B items, but can't be interacted with (Sahin, 2020), e.g. tv-screens at McDonalds with special menu offers. Benefits of digitalizing menus include convenient and fast menu changes, offering extra information, increase of quality and speed of delivered service and long-term cost reduction (Garg, 2019). However, with digitalization, a personal step in the service delivery is removed which could be a potential threat. Leung et al. (2019) argue that paper menus, rather than self-service tablets, received better responses from F&B guests. The study shows that human contact is still an appreciated aspect in the HI (Leung et al., 2019).

In the case of 3WO, the use of digital menus could be beneficial. Seeing as it is one of the largest F&B groups in Amsterdam, being able to edit all of the menus from a centralized online system would make control and accessibility significantly easier. If applied, I believe

it should be done in the form of non-touchscreen menus. As this would still guarantee the level of personal service 3WO strives to maintain, but also provide an efficient way to control menus for the EBM.

2.1.4. Staff Shortages

Staff shortages have been a major issue in recent years in the HI and for 3WO this is especially the case for managerial positions (De Bruijne, 2022). According to Kwok (2022), this labor shortage is highly likely to retain in the coming years. Thus, other solutions need to be found. The shortage can be attributed to an imbalance in labor supply and demand (Ibid.). This is a direct result of people moving away from jobs in the HI during the COVID-19 pandemic (FNV, 2021). Additionally, when the pandemic mostly subsided, guests were eager as ever to return to the re-opened and now understaffed R&C's.

Solutions

Kwok (2022) argues that a solution can be found in collaborations between academia and the HI. By starting collaboration initiatives with the HI's main talent acquisition, HI institutions, enrollment in these programs would increase, which would eventually lead to a bigger management employee pool for the future HI. This could help relieve the imbalance in labor supply and demand (Ibid.).

Poulston (2017) acknowledges the staff shortage experienced in the HI, but sees a different way of dealing with its problems. Namely, broadening the scope of existing recruitment processes to allow for a more age-diverse labor force. Poulston (2017) argues that the average age of an F&B team is always relatively low and could benefit from having older and more experienced workers share their knowledge. To allow for this to happen, extensive training for senior managers is necessary to remove age-discrimination from recruitment processes as well as revise company-policy regarding what knowledge and skills is required for employees (Ibid.).

Furthermore, Bowen and Morosan (2022) see the issue of a chronic staff shortage in the HI alongside the issue of an unpredictable level of knowledge and skills of working staff. They argue that ideal way to remedy these problems is by using the array of available information technology (IT) (Ibid.). As IT is growing in the rest of the industries at a rapid pace, the HI can still largely benefit from implementing more advanced technologies.

With regards to 3WO, the scale of the company will make it difficult to implement any of the aforementioned solutions easily. However, taking IT into consideration can be of significant benefit. Albeit difficult to implement, once done so, it has the potential to streamline certain processes of the entire company. Regarding the staffing problem 3WO's EBM is facing, outsourcing one of his responsibilities to IT could be a realistic solution.

2.1.5. Conclusion

Taking into account the research as seen above, several conclusions can be drawn regarding the researched topics and how they relate to the problem 3WO is facing. Firstly, 3WO's approach to menu design, there is much room for improvement when comparing it to other examples in the industry; e.g. Door74. The importance of menu design cannot be underestimated and therefore deserves thorough attention. Furthermore, on one hand,

implementing useful technology can help streamline processes across all different R&C's of 3WO. On the other hand, it conflicts with 3WO's core values and takes away the personal touch of hospitality. Therefore technology should not be implemented if the process is directly related to guest contact. Lastly, experts agree that the apparent chronic staff shortage has a negative impact on the HI. Several solutions are seen as crucial as the supply and demand in the labor force is not expected to balance soon. The most achievable solution for 3WO seems to be to implement an IT process to outsource one of the EBM's responsibilities.

2.2. Methodology

2.2.1. Data Collection

To be able to gather the most relevant data possible and increase confidence about the outcome of the research, the researcher will gather mainly qualitative data (Heale and Forbes, 2013). Qualitative data is described as user-experience data that goes more into depth, trusting the person's personal expertise on the matter at hand as a groundwork for relevant data (Ibid.). The researcher opts to find qualitative data by means of semi-structured interviews with open questions as to promote room for opinions and dialogue (Cropley, 2015).

2.2.2. Population

The researcher will gather data from the population that are responsible for the creation of menus within their establishments. These include: Restaurant- and bar managers as well as (co)owners of the R&C's of 3WO. These are known as Management-level employees and above.

2.2.3. Sampling

To make sure the researcher finds the appropriate target group, convenience, non-probability sampling will be used (Taherdoorst, 2016). To reach the target group, the researcher will use 3WO's Speakap in which all employees are registered. It hosts its own e-mail and message traffic and thus is a perfect way to reach 3WO's employees internally. The researcher aims to gather data from a minimum of 8 interviews, with 10 or more interviews being the most favorable. By use of color coding, the gathered data will be identified and analyzed (Bianco et al., 2014).

2.2.4. Ethical Data Management

To make sure the researcher and participants are safe with regards to the use of the data, the researcher will make use of the Data Consent Form as found in Appendix 1. These will be included at the start of the interview and are required to be filled in before starting. To make sure the interviewee is aware, the consent will be done verbally at the start of the interview and included in the recording of said interview as well. By doing this, the

participant agrees that the data can be used for research purposes and will be used and viewed solely by the researcher.

Furthermore, by filling out a Data Management Form, the researcher will obtain a research number which will be used by HTH to protect the data used in this report.

3. Findings

To be able to gather the most relevant qualitative data in order to create a suitable solution for the previously mentioned problem in this report, a total of 7 restaurant- and bar managers of 3WO were interviewed and were asked about their opinions and feedback. This specific target population was chosen as they would be directly influenced by the changing of the CM design process. The full transcripts of the interviews can be found in Appendix 2.

To be able to highlight the potential shortcomings of the current process regarding the CM creation within 3WO and identify potential benefits of using the CocktailBible for said process, the researcher opted to colour code all end-user interviews (Bianco et al., 2014). Conclusions can be drawn from the frequency of certain colours as seen in the interview's text, indicating which issues or benefits are most relevant as perceived by the interviewees.

3.1. Selection of Findings

All colour coded findings as per the interviews can be found below in the form of quotes of the interviewees. All quotes are categorized based on the data that can be derived from it.

3.1.1. Perceived Issues with Current Process

Time Spent

- *We start a bit on the late side ourselves and the production kitchen itself is quite busy, So I personally [am] very often rushed.*
- *because I'm busy with it myself and I'm on the floor a lot. And that makes the menu a bit of an afterthought.*
- *Yes, just speed and efficiency*
- *and the longer I work here, the more you realize that it's really focused on speed.*
- *We go back and forth with Kas about what ingredients we are going to use, what cocktails we are going to do and what we are going to make.*
- *I think it's quite cumbersome, especially the communication with Kas in between and then there's another supplier in between, so it could be more efficient. It takes, is just too much work*
- *It can be more efficient, it can be much more efficient.*
- *Across 3wo, it is done this way and that is just a bit cumbersome process, so we can definitely look for improvement in that.*
- *So for me it was new and quite frustrating at times, because when you have an idea, you just want to put it on the menu and sell it that very evening.*
- *Yes, a few days go by, because you have to get the person you need to speak to, they just have to have time again, they have to reply.*
- *occasionally that takes a bit too much time, maybe.*
- *But once you have thought about what you want to sell and what you want to put on the menu, then of course you want it to happen quickly,*
- *That takes a long time sometimes because of that.*
- *No, it could indeed be done faster now and then*
- *so a lot of things go electronically nowadays, and so I think in that area you can of course make a lot of things faster,*
- *Yes, I think it takes a long time, it's all fairly cumbersome. I think it could be more efficient.*

- I think it could be more efficient because you are also busy on the business, so actually you want to take that out of their hands a bit and you want only the bartender to be busy with that and with Kas.
- Indeed actually even longer than I described, so one or two links have to be taken out.
- Well, I think you at least take a bit of a link out of the whole process there, making the process more efficient.
- You actually go back and forth quite a bit.
- And it does actually take a few months to make those cocktails. Sometimes, he's not there, sometimes he's there.
- And that just goes back and forth for a long time.
- Long, yes, that takes a long time and then you think you've finally got there and then it has to be different again.
- because I've done this a few times now and it took me too long.
- But then you have that issue again, you have to both find time, but we are both busy with work. So finding a slot in both of our schedules is quite..
- , if I have ten minutes, I want to be able to see something where I can get the information I need
- I think you can be more efficient in in time and in how long it has to take, I think you can speed that up.
- write a menu in two days.
- Sure, yes, and that's not always a good thing,

Organization & Communication

- Sometimes we leave it completely to him, but it varies from time to time. But he does get heavily involved in the process.
- Yes, yes, definitely, because we have a lot of deals tied up and a lot of specific drinks that we can't quite figure out.
- on the internet I'm looking for certain combinations because we don't get beyond basic cocktails, we're very much in a kind of tunnel vision.
- And then we find out later that there's quite a bit more to it than just making up cocktails and slapping them on the menu.
- I think just keep thinking the same thing over the course of a year and also just write down every idea you have and remember it.
- But yes, we look at that ourselves and you can indeed enlist Kas' help. I notice that this doesn't happen much at Kuijper. But we always worked well together with Kas. I would like to see this change.
- But other than that is actually a very yes, quite simple, and small process.
- But that, yes, of course that can't always, that doesn't always apply in this case, because at the end of the day it's an organization that owns it, and not me or one person, or a colleague, so yes.
- maybe that's part of a big organization like 3wo, that it naturally has to go past several places before it can all be implemented.
- , I do think that can be improved. But how, I don't know.
- Maybe Kas himself can already get some more financial information about the price agreements they have with Diageo et, cetera. So that those don't have to go back to the head office 3wo.

- So, often we have great ideas with cocktails but can't do it, because we are bound by certain agreements.
- you also have Jason at the end of the day, who is talking about the price, that it all has to change again.
- instead of, you can start with anything and in the end it's pretty limited what I can make.
- much better communication possible. So, okay, what are the possibilities? That something already exists on that and I'm going to play with that?
- Better communication and indeed just yes, something of a file I can see in.
- No, such a system, is not there yet. I think there is a nice possibility in that, yes definitely.
- see if we can go another way and that can be on all sides.
- But he very much expects you to come up with a plan yourself first.
- You also, of course, just run full speed on the floor every weekend as well. Yes, that's all part of it.
- And what does the company want?
- So I think I have a lot of inside information beforehand even before that menu has to be written.

3.1.2. Perceived Benefits CocktailBible

Time Spent

- I think this takes an awful lot of pressure and time off us
- So 100% useful time wise.
- Yes and in terms of time also, for me personally, yes, it's going to make a huge difference.
- you do indeed take a lot of time and effort away that it would normally take to develop a menu.
- I think you can also teach a lot of your colleagues that quickly and well
- With less effort, being able to gain a bit more knowledge about your cocktail menu.
- which also eases Kas
- very quickly just be able to look at it and use it as an extra tool.
- so it's just a two-second look on your phone.
- Kas is only one man and he can't do everything in terms of communication and cocktail menus at 27 businesses. So a tool like this is definitely going to help Kas
- I'm for anything that can go more efficiently anyway
- So anything that can indeed be made easier, just open it quickly on an iPad or a laptop in the shop or even look at it on your own phone.
- you just deviate from the of the standard cocktail paths a bit quicker,
- Yes, 100 percent! This speeds up the process
- Yes, that all goes a lot faster, or at least that, that goes very fast, because you know immediately what the prices are.
- I think it does speed up the process a lot.
- Look, we also get some more time again.
- I think it also takes a lot of work away from the people who don't have as much time, like the bar managers. I think it saves a lot of time for Kas, who is also swamped with work,
- I think the following: very good for time.
- besides that the main reason is just time, just much faster.
- much faster fewer people need to be involved during the process

- I think on what I already said, on time

Streamlining & Consistency

- I think the creativity of the menu itself
- if we can't figure something out, just use this as a backup
- I think a wide range in terms of drinks, as wide as possible. As I said, in terms of creativity and in terms of knowledge,
- Then it's nice to be able to help people from the team with that,
- I would definitely use it for inspiration and choosing cocktails from the system for the menu.
- I think with this you make it very streamlined.
- to develop that in such a way that you can also get a bit of an orientation on cocktails, assuming you don't know that much about them, that you also just have that ready to go for an explanation, for a cocktail course
- Instead of everyone making their own twist on an Espresso Martini that's not quite how it should be or is delicious. That you say: well, this is it, this is how it should be, that that is just the same everywhere actually.
- But now you can just always look and always innovate with your menu, that you can vary a bit
- that the same way, the same correct way.
- to see if you can give it some kind of personalization. That you do just keep the quality high, but can give it a twist. And then we can indeed use it as a tool to train people.
- But if you indeed just have one general system that contains everything
- What kind of business you are and respond to that a bit,
- to bring some more structure to the organization,
- and also that the bar managers or the restaurant, managers just have a tool with that to give support in making a cocktail menu.
- I just think yes, I think just a piece of communication, that that becomes easier and just the knowledge,
- again, and it's just an addition to the knowledge that a basic bartender has, that's really how you have to look at it.
- That it is not just a text, but that it is also an interaction with the bartender who challenges them to make a cocktail just that little bit better. Just ensuring consistency on the work floor.
- consistency. So if you make a cocktail or I make a cocktail that it's the same cocktail.
- that it's also about rolling out for all of 3wo, but important of course for Volare, that it just goes consistently
- But I do think that if you don't have the creativity or the knowledge of cocktails to put together a summer menu, it can be very useful to first, simply, get some good help with that
- there are 3wo establishments where perhaps the knowledge of cocktails is not as great internally and I think that getting that bit of creativity in cocktails can also be a great advantage.
- But, you see that that cocktail is actually quite time-consuming and also quite difficult to get it perfect, well, then that might not work at every establishment.
- the inspiration piece so that you can just find things that you so actually maybe didn't know existed yet so that

- and just have or get some things on the menu that those other restaurants might not have as well.
- just to have some reference work and to see what can be made cocktail wise.
- And, you can provide the team with information in advance, so they can learn the cocktails by heart that they know.
- : Yes, that you don't have to go back to the finance department.
- I also think it's that that's useful for the overall group [3WO] because they can grow well this way.
- and if someone is ever going to take over my position, who is not so familiar with cocktails, that is a very good source of inspiration.
- And that it, yes, just streamlined very quickly.
- Yes, so the communication also with the price you know. The office of 3WO then knows what the prices are. No need to discuss that anymore.
- Inspiration. And also training the team!
- es, but it's also not just for me, but indeed for the people I work with. It's a nice learning platform.
- Think it's a very clever system and that takes away a lot of stress and uncertainty at a cocktail bar like Volare.
- but also on consistency and efficiency. Yes, because efficiency and consistency are key in a bar.
- you obviously want something different all the time, always innovate, always surprise the guest more.
- It's your inspiration, and that's going to help a lot in the step where you want to go.

Accessibility

- a very clear photo with what the drink looks like and with garnish everything on and that you at least just have a total cocktail.
- and oh yes, the preparation method is helpful.
- That's why our proportions in terms of preparation must also be feasible. So if all that is clearly stated, we will come a long way.
- complexity, the difficulty level of a cocktail can look at how much time it takes.
- I was actually going to say those filters. But that's actually already what you described very useful.
- Yes, that's it. just, because you already make it very accessible, with pictures and details and descriptions and preparation directions makes it kind of fool proof that everyone just learns to make a cocktail like
- So when I hear it like this, it actually already sounds very good and very nice to use as well.
- Preparation time that would have the biggest impact for me.
- I think actually it should be a plug and play system, so very simple.
- I think it should be a tool that is just accessible to everyone. So that meaning that it just has a very simple interface,
- : Yes, of course it has to work smoothly in the end, you just want to be able to access it easily, you have to be able to see things easily
- I think it can be a great tool for everyone.
- so if you just filter that properly...
- that you can easily put down an interesting cocktail menu quickly.
- How it ends up being run, so the search function has to be really proficient.

- then the recipes just have to be clear, so the categorization that just has to be good and up to date
- but that you just find out in a very easy way actually with a few inputs,
- It has to be easy, you had already described that of course. It has to be relatable
- So I think it's very easy, very clear and especially that recognition,
- so that you also make sure that everyone understands this
- And definitely don't make it too complicated, nobody is going to use it if they don't get it.

Financial Gain

- But yes, if you have a tool that allows you to calculate that maybe it should only cost ten, or maybe it should have cost twelve, I think that is very useful.
- Well, that can obviously make a lot of difference in turnover if you make a mistake and put on a cocktail for ten, which really should have cost 12.
- I don't think it necessarily costs money either.
- If you're going to do something like that and you know that it also costs money, then of course you want to make sure first that that's actually going to work perfectly.
- I still think that getting those prices right is important. Because you could maybe even work with a secured excel sheet
- so I think you can make a lot of profit there.

3.2. Summary of Findings

The findings as seen above were subsequently summarized to make the results more easily readable. The legend of which colour is connected to which findings, as well as all summarized findings of the end-user interviews themselves, can be found in figures 1 and 2 as seen below.

Perceived issues current process	Frequency in Interviews
Time Spent: <i>"Yes, I think it takes a long time, it's all fairly cumbersome. I think it could be more efficient."</i>	Mentioned in 7 out of 7 interviews = 100% Overall count: 31 times.
Organization & Communication: <i>"So, often we have great ideas with cocktails, but can't do it, because we are bound by certain agreements."</i>	Mentioned in 6 out of 7 interviews = 85% Overall count: 22 times.

Figure 1: Findings in interviews regarding current CM design process.

Perceived benefits CocktailBible	Frequency in Interviews
Time Spent: <i>"I think it also takes a lot of work away from the people who don't have as much time, like the bar managers."</i>	Mentioned in 7 out of 7 interviews = 100% Overall count: 22 times.
Streamlining & Consistency: <i>"Everybody just learns to make a cocktail like that the same way, the same correct way."</i>	Mentioned in 7 out of 7 interviews = 100% Overall count: 37 times.
Accessibility: <i>"It has to be easy... nobody is going to use it if they don't get it."</i>	Mentioned in 6 out of 7 interviews = 85% Overall count: 24 times.
Financial Gain: <i>"Well, that can obviously make a lot of difference in turnover if you make a mistake and put on a cocktail for €10, which really should have cost €12."</i>	Mentioned in 3 out of 7 interviews = 42% Overall count: 7 times.

Figure 2: Findings in interviews regarding potential benefits of using CocktailBible for CM design process.

4. Discussion

Based on the findings of the interviews, the research questions mentioned earlier in this report can be answered. The answers of these research questions can be taken into account to be able to answer the MRQ: *How can the implementation of a digital cocktail-menu design system within 3WO compensate for the staff shortage experienced by its Executive Bar Manager?*

RQ: What are the most important aspects of menu planning?

The most important aspects of menu planning, as mentioned by 100% of the interviewees, firstly, is the time that is spent during the entire process of creating a CM. Being able to quickly adapt an existing menu, or create an entirely new menu is of great importance within the establishments of 3WO. By doing this, you can keep your returning guests engaged and keep providing wow-experiences every visit as well as free up time that can be spent on other important matters. Secondly, 85% of the interviewees agree that a clear form of communication and organization is vital to properly share knowledge, important details and ideas between the parties involved in the CM design process. If communication is lacking at only one party, the entire process is affected as certain steps need to be taken one after another. There needs to be a clear and logical process of what is expected from who and when.

RQ: How can menu planning be done more efficiently?

For 3WO, a crucial aspect of the menu planning is the communication between the EBM and the restaurant- and bar managers of each establishment. The issue of the time spent in this process being too long was mentioned 32 times in the interviews and is an apparent problem. By keeping the lines of communication shorter and limiting the amount of communication needed, the process could become more efficient.

Furthermore, with streamlining & consistency as a potential benefit of the CocktailBible being mentioned a total of 36 times across all interviews, the interviewees believe that this aspect lacks efficiency. By providing all different establishments within 3WO with a similar means to create their CM, the EBM does not need to be involved as much in the process anymore and thus the process is carried out more efficiently.

RQ: How can technology help with streamlining operational processes?

100% of the interviewees agree that streamlining & consistency is a potential benefit of implementing the CocktailBible. They argue that using a system like the CocktailBible as a source of inspiration and knowledge can ensure that all 3WO employees utilize the same tools, ingredients, preparation methods and measurements across all different establishments. This, in turn, ensures organization-wide consistency in terms of quality as well as service. As there is one centralized system to use as a golden thread and to go to when something is unclear, it streamlines everything regarding cocktails for all different 3WO establishments.

RQ: What can be done to prevent or compensate for staff shortages?

To be able to compensate for having less staff at work, the current staff's knowledge should be above optimal so they could function as if they were an extra person. As found in the interviews, the CocktailBible can be of great added value for less knowledgeable staff members. Therefore, 85% of the interviewees argue that the CocktailBible should be easily

accessible for all levels of staff, not only management. To achieve this, the CocktailBible should be easily readable and able to be used in time-sensitive situations as well. Staff members should be able to quickly reach for the system when in need of a cheat-sheet to figure out the details of a cocktail. Furthermore, to make the CocktailBible actually interesting when trying to design a menu from scratch, it should contain a considerable amount of cocktails in its database. The well of knowledge should not run dry easily. This will aid the restaurant- and bar managers immensely in creating a new menu and frees up time that can be spent on other important matters.

MRQ: How can the implementation of a digital cocktail-menu design system within 3WO compensate for the staff shortage experienced by its Executive Bar Manager?

In conclusion, to answer the MRQ: the alleviation of the staff shortages for the EBM of 3WO can be done by implementing a digital menu planning system like the CocktailBible that streamlines the CM design process for 3WO and creates a sense of consistency among its different establishments. The area which can be compensated for most adequately is the time spent during the entire process. With the introduction of a digital system, the amount of communication required is limited. And lastly, as all parties involved work with the same system and are therefore equally informed, some questions are already answered before they arise.

I agree with the results of the data gathering and their opinions on the matter. By use of such a system, quality of service and speed can be assured among all different establishments, even if they are not outfitted with the most knowledgeable staff regarding cocktails. As I myself used to be a bar manager at a 3WO establishment, Volare, I experienced the current process of creating a CM as well. Communication-wise, it would be a lot of back and forth calls, emails, text messages etc. due to certain agreements being in place that only the EBM of 3WO is informed about. With a centralized system, this issue could be nullified as all agreements can already be implemented within the system. Therefore, reduces the overall amount of communication needed to create a CM as well as reducing the chances that a menu will need to be revised due to contractual obligations with e.g. Diageo.

5. Solution Design

The 3WO CocktailBible

Taking into account the most relevant feedback gathered during the end-user interviews and combining that with the problem highlighted earlier in this report, the prototype of the **Digital CM Planning Tool** known as the **3WO CocktailBible** was created. It can be used by all restaurant- and bar managers within 3WO. With this tool, the user can employ it as a source of inspiration to increase their knowledge about cocktails and select their preferred cocktails to create new CM's without the intervention of the EBM. It works as an online catalogue in which a large database of cocktails is presented. All individual cocktails have detailed descriptions with a recipe list, preparation methods, the name and picture of the cocktail, potential garnishes, serving methods, as well as a number that refers to the financial back office of the CocktailBible to find out the price of the cocktail. These detailed pages appear in the CocktailBible as seen below in figure 3.



Daiquiri

50ml Pampero Blanco
15ml Limoensap
10ml Suikersiroop

No. 3.5.

[Toevoegen aan mijn CocktailBijbel](#)

Bereidingswijze

Shake alle ingrediënten met ijs. Fine strain in een gekoeld coupe glas.
Potentiële garneringen: Limoen zest, Limoen, Citroen zest, Citroen



White Lady

50ml Tanqueray
25ml Cointreau
25ml Citroensap
10ml Suikersiroop
15ml Eiwit

No. 4.9.

[Toevoegen aan mijn CocktailBijbel](#)

Bereidingswijze

Shake alle ingrediënten met ijs. Dry-shake nog een keer zonder ijs. Fine strain in een gekoeld coupe glas.
Potentiële garneringen: Sinaasappel zest, Citroen zest

Figure 3: Detail pages CocktailBible (82 words)

Financial Back Office

In this aforementioned back office, consisting of a series of interlinked excel spreadsheets, the purchasing price of all cocktails within the database are calculated per cocktail, per product, per milliliter used. Please refer to Appendix 3 for examples of this. All prices per cocktail are presented together in a dashboard sheet as seen in Appendix 4, so you have easy access to all prices in one centralized location. Furthermore, all individual products within the cocktails are linked to a complete product sheet, as seen in Appendix 5. This sheet contains all available products 3WO businesses are able to order. The sheets are connected in a way that if the price of a product in this list is adjusted, the prices of all cocktails that use said product are automatically adjusted as well. This ensures a streamlined approach to finances regarding cocktails and saves time for both the EBM and the restaurant- and bar managers of 3WO.

The CocktailBible Prototype

Furthermore, the system aims to be as user-friendly as possible and therefore the user is presented with a clean, recognizable and to the point interface almost like an online web shop as can be seen below in Figure 4.

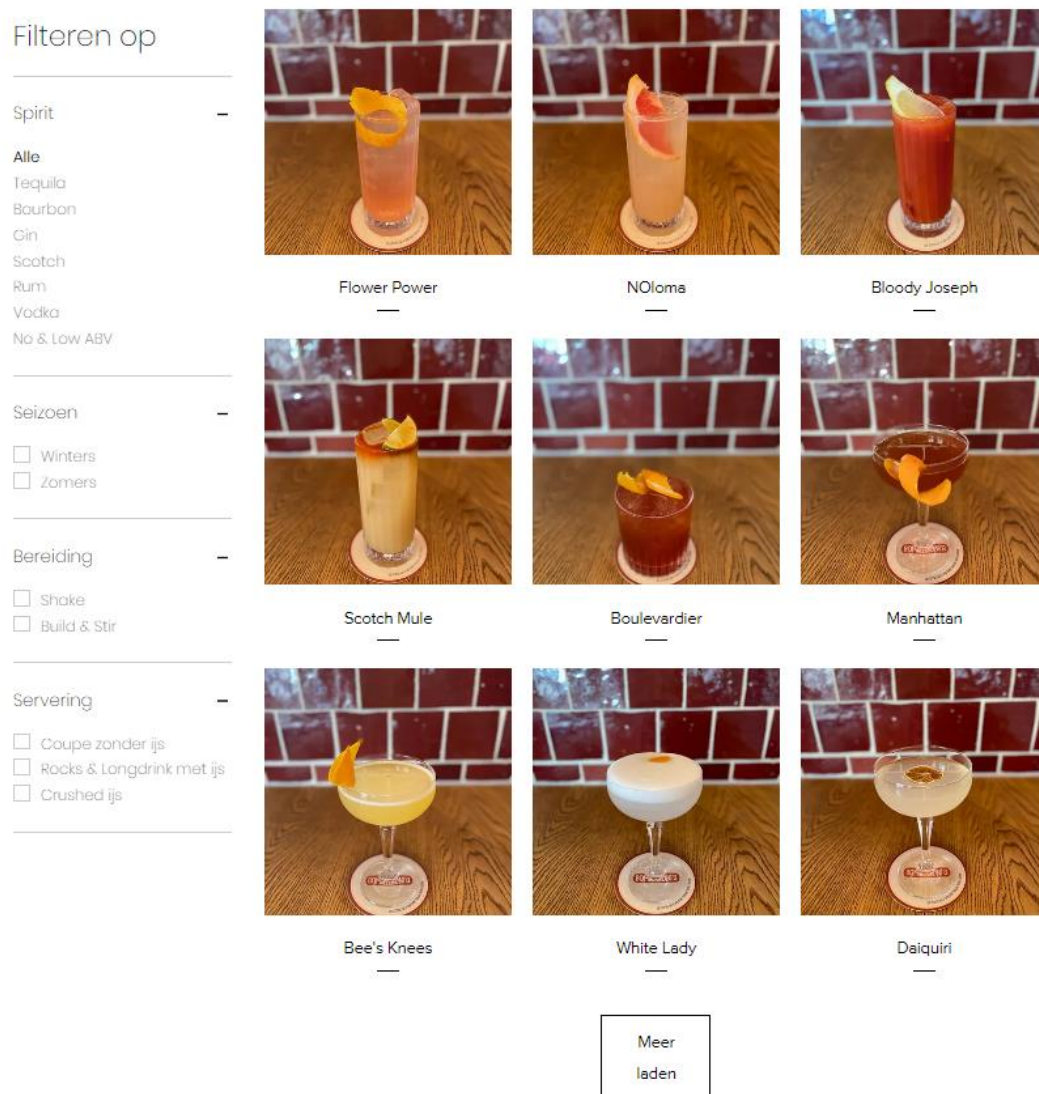


Figure 4: CocktailBible interface (49 words)

Additionally, to be able to find the perfect cocktail, the user is presented with a set of 4 filters: Type of spirit, seasonality, preparation- and serving method. By ticking the filters as seen on the left side of the image in figure 5, users will only be presented with cocktails that apply to the selected filters. This way, users will only be required to know what type of cocktail they are missing on their menu, without knowing the cocktail's name or what products are used for it, except for base of the cocktail: the spirit.

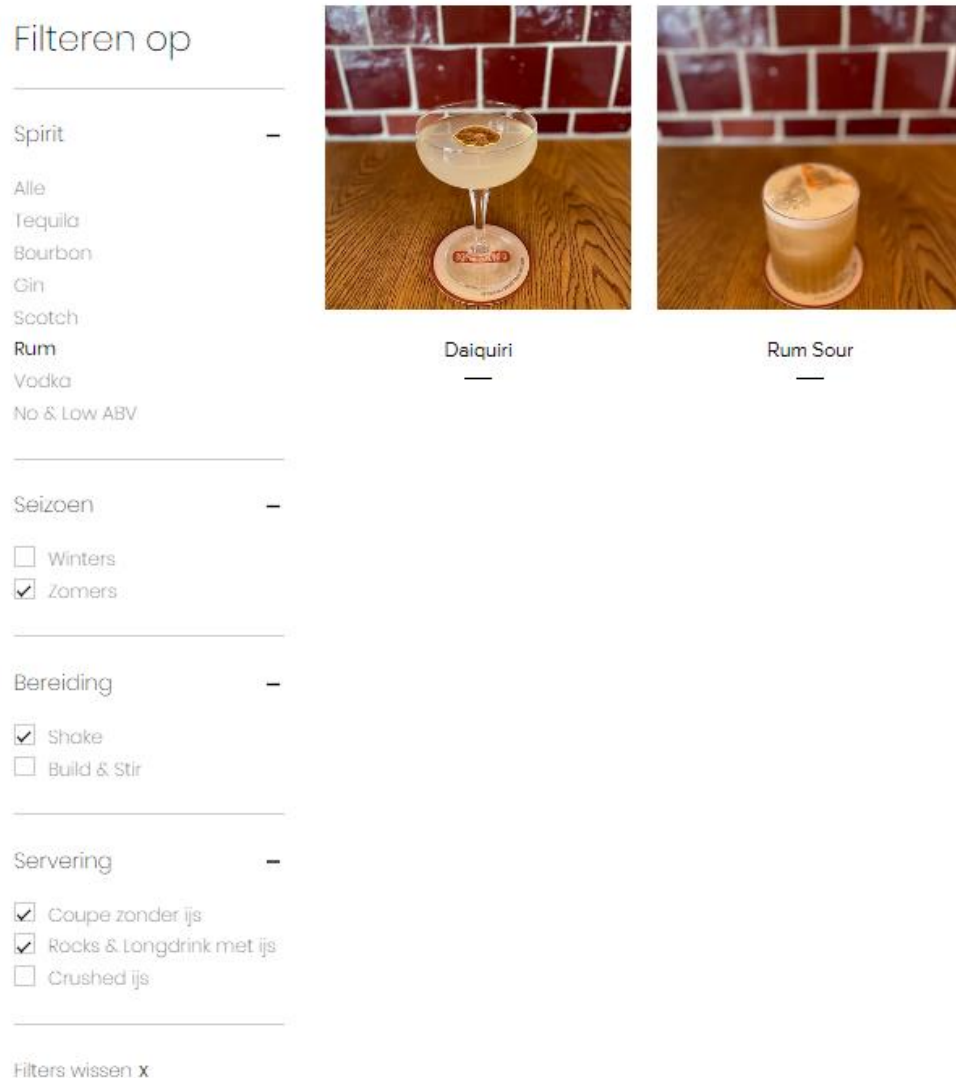


Figure 5: CocktailBible filter system (38 words)

Taking into account all of the different aspects of the CocktailBible, users can **easily search and match the cocktails** as seen in the system with the feel and atmosphere of their own establishment or use it as a **pool of knowledge** and inspiration to build upon individually or **train their staff**. Eventually, users can easily create their own, unique CM even without prior knowledge of cocktails and menu planning. This can ultimately save the EBM as well as the restaurant- and bar managers significant amounts of time that was normally used for meetings and tastings, which makes this valuable time available for other important matters.

The researcher believes that this solution will be welcomed by a variety of the company's different stakeholders including the EBM, (co)owners of 3WO's R&C's, and all restaurant- and bar managers that will be using this tool as it streamlines, simplifies and speeds up the process with regards to menu planning for the entirety of 3WO.

Should the reader of this report have peaked his or her interest in the CocktailBible prototype and would like to discover the workings of it more in detail, below you will find a link which will take you to the final version of the CocktailBible Prototype:

<https://lennardvbennekom.wixsite.com/3wococktailbijbel>

6. Implementation

As the created solution is planned to be implemented organization wide, the decision ultimately lies with the highest level of management: The owners of 3WO. Without the approval of these stakeholders, no steps can be taken towards development and implementation. Therefore, as seen in the intervention timeline in Appendix 6, all steps that need to be taken eventually lead to a go/no go from the owners of 3WO.

Firstly, the initial idea was conceptualized. This was done by the researcher under close examination of the EBM of 3WO. Once the prototype had been partially completed and the financial back office was ready, feedback was gathered from the secondary stakeholders that would be influenced directly by the implementation of the CocktailBible. With end-user feedback gathered and analyzed, changes were made and the prototype was developed further and finished. The completed prototype and supporting financial back office as well as the process flow charts as seen below in figures 6 and 7, were taken and presented to the main stakeholder, co-owner of 3WO: Jason Berg. At this stage, the project would either receive a go or no-go. With a go, the project could be further developed into more than just a prototype by an IT development company. The CocktailBible could be introduced to all secondary and tertiary stakeholders by use of the 3WO Speakap, which hosts organization-wide messaging traffic. All stakeholders could familiarize themselves with the system and once 3WO was convinced the CocktailBible was ready to be used, the first menus could be developed.

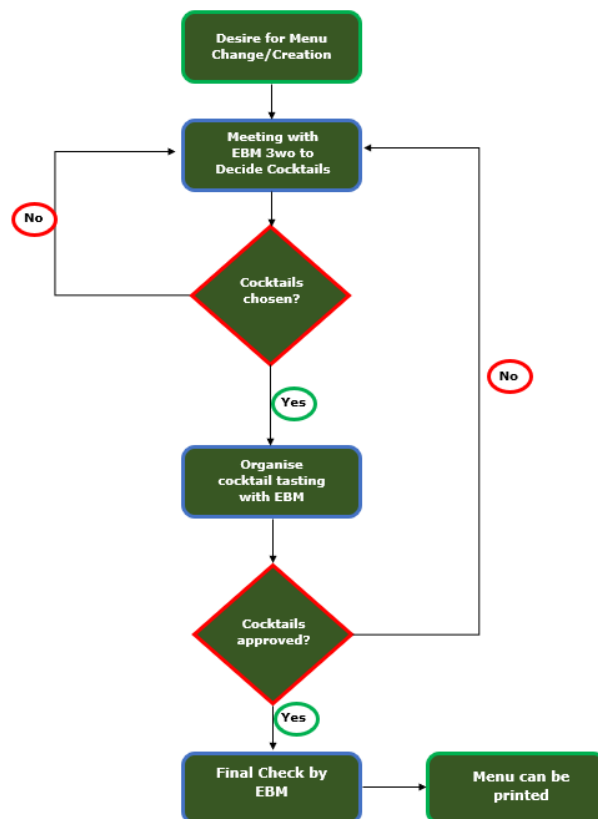


Figure 6: Current CM design process (31 words)

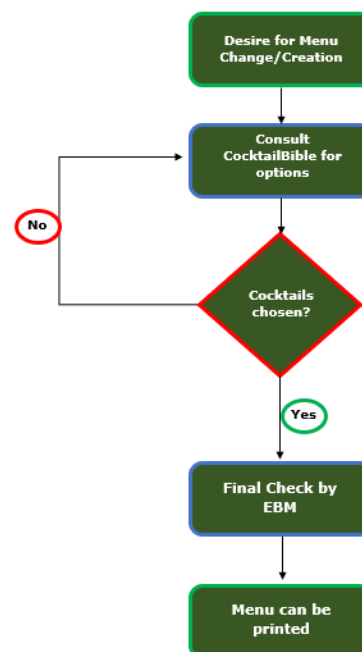


Figure 7: Updated CM design process (21 words)

The two process flowcharts as seen above refer to the processes of creating a new CM within 3WO. Figure 6 portrays how 3WO is currently handling this process, while figure 7 shows what the process could look like if 3WO would implement the use of the CocktailBible. With less steps in the overall process, efficiency is increased and less time is spent on the creation of the new CM's. These process flow charts, among the CocktailBible prototype and the supporting financial back office were presented to the previously mentioned owner of 3WO.

However, at the time of the presentation, 3WO found itself in peak season and thus ample time to focus on anything else than operations. Combined with the fact that the initial investment of developing a system like the CocktailBible from scratch costs around €4.000 - €6.000 (Straever, 2022), after deliberation, 3WO concluded they could not afford to allocate the time and resources to continue developing the CocktailBible at that moment (Berg, 2022). Kas de Bruijne, EBM of 3WO, would dedicate his time to keep the system up to date until the time is deemed more appropriate to re-ignite ideas for developing the prototype.

7. Evaluation

To measure how the CocktailBible is perceived among the end-users, the researcher opts to use an after-action review to determine the effectiveness (Crowe et al., 2017). The sample population for the after-action review include the restaurant- and bar managers of 3WO, the actual users of the CocktailBible. Generally, the overall user-experience of the prototype, or fully developed CocktailBible, will be measured to gather feedback by use of a concise follow-up survey as seen below in figure 8.

3WO CocktailBible Feedback Form

Dear reader,

By now, you have been using the 3WO CocktailBible for your own purposes in your respective establishment. To be able to continuously improve the CocktailBible, we would like to hear from you about how you are experiencing the system to gain new insights. Please have a look at the questions below and answer them carefully.

Thank you very much in advance!

Hi, Lennard. When you submit this form, the owner will see your name and email address.

* Required

1. What aspects do you find that work well or that do not work well, with regards to the use of the CocktailBible? *

Enter your answer

2. What is your opinion on the look of the interface of the CocktailBible? *

Enter your answer

3. What is your opinion on the functionality of the CocktailBible? *

Enter your answer

4. How do you think the CocktailBible's effectiveness could be maximized? *

Enter your answer

5. Please give the CocktailBible, in its current state, a rating of 1 to 5. 1 being the worst and 5 being the best. *

★★★★☆

Submit

Figure 8: CocktailBible feedback form (130 words)

Should 3WO decide to implement the CocktailBible in the future, distributing the survey to the prototype's users, via the 3WO Speakap, could help to identify some final adjustments needed to work as smoothly as possible. These adjustments will then be implemented by the EBM of 3WO, Kas de Bruijne. To be able to analyse the survey's results, the response data can be automatically transferred from the MS forms to excel. In excel, a wide variety

of data visualization methods are available, e.g. Bar charts, pie charts, etc. When the gathered data is analyzed and incorporated into the CocktailBible itself, the EBM will notify all establishments of 3WO of the changes that were made via the 3WO Speakap. This way, users are aware that their feedback is actively used to improve the overall system.

Feedback was not only gathered from end-users such as the restaurant- and bar managers of 3WO establishments, but also from the commissioner of this research project, the EBM of 3WO. As commissioner of this project, his feedback is of great importance and thus must be gathered and applied thoroughly. Therefore his feedback was collected by use of a detailed deliverable evaluation form. Please refer to Appendix 7 for the completed form.

8. Dissemination

8.1. Stakeholders

As seen below in figure 9, from top to bottom, the researcher considered his Main, Secondary and Indirect Stakeholders with regards to this research project.

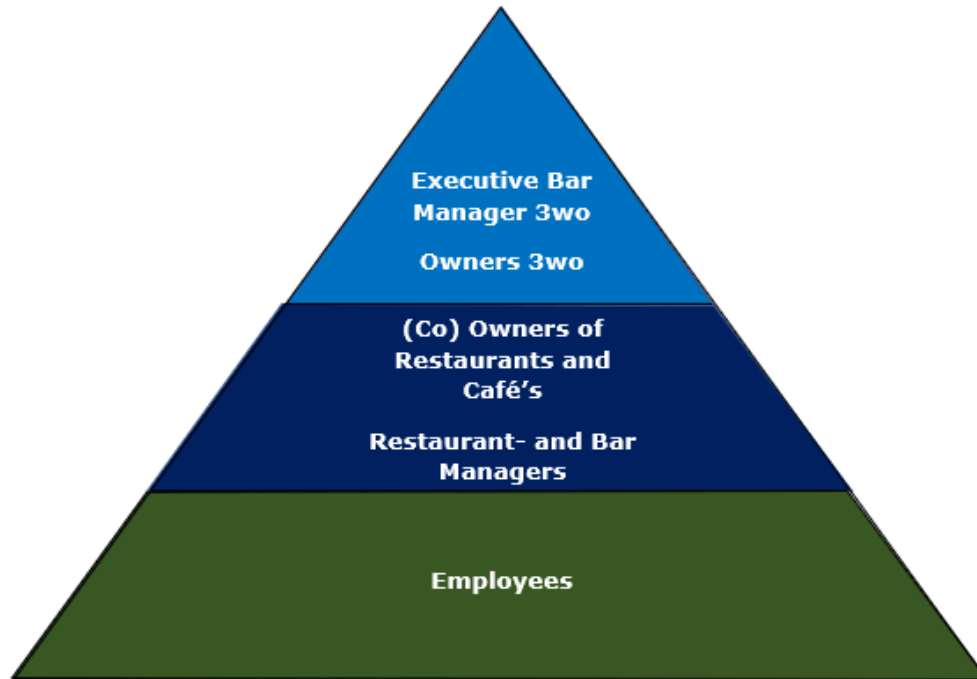


Figure 9: Main, secondary and indirect stakeholders (16 Words)

As seen below in figure 10, a stakeholder analysis has been performed to highlight where the different levels of stakeholders are linked to how they could benefit from the creation of the CocktailBible.

Stakeholder	Benefit
Main Stakeholders	Increased efficiency and streamlining of CM design as well as long-term cost efficiency due to faster menu design.
Secondary Stakeholders	Increased efficiency and streamlining of CM design, fully integrated cost calculations in back office, ease of use regarding cocktails increased.
Indirect Stakeholders	Detailed and unique CM, with recipe lists, preparation methods and specialties per cocktail, ease of use regarding cocktails increased.

Figure 10: Stakeholder groups and their potential benefits of using the CocktailBible

8.2. Dissemination

To be able to actually influence the organization it is intended for, the final products of this research project will need to be disseminated and communicated effectively (Kelly et al., 2019). The final products for this research project include the online 3WO CocktailBible prototype and its financial back office.

Dissemination 1: Main Stakeholders

With the EBM and owners of 3WO being the main stakeholders of this research project as seen above in figure 3, the final products were distributed to them via the 3WO Speakap. The Speakap is an internal social media platform exclusive to 3WO members which hosts its own messaging traffic. Please refer to Appendix 8 for proof of dissemination to both parties.

Dissemination 2: Prototype Presentation

Following the distribution of the final products to the main stakeholders, the researcher presented the aforementioned final products to the co-owner of 3WO: Jason Berg. The presentation was done by showing the workings of the prototype while explaining potential benefits of employing such a system. However, the conclusion of this presentation was that, due to the peak season being in full swing, 3WO could not, at that particular time, commit time and resources towards the development and implementation of the system (Berg, 2022). However, it was received very well and the potential of the project was recognized. Eventually, the decision was made that the EBM of 3WO would keep the system up to date and would re-surface it once the timing was deemed more appropriate.

Dissemination 3: Secondary Stakeholders

Furthermore, the CocktailBible was also distributed to all participants of the end user interviews as they are the ones that will eventually use this solution on a regular basis should it be implemented. To make sure the final products actually reach the intended target audience, the researcher opted to send them to the personal e-mail addresses of the interviewees rather than the 3WO Speakap, as it is commonly unchecked by lower levels of management. Please refer to Appendix 9 for proof of dissemination regarding this.

Extra Passive Dissemination

And lastly, as an additional act of dissemination, the 3WO CocktailBible prototype is publicized by use of the online website creation software: Wix (van Bennekom, 2022). This makes it possible for anyone, that is aware of the URL, to visit and use the website freely. With this, all other stakeholders can also be reached easily either through their own accord, or through the restaurant- and bar managers providing them with the URL.

9. Academic Reflection

9.1. Limitations

The researcher experienced several limitations that could have potentially impacted the outcome of the research. Firstly, the end-user interviews were originally conducted in the native language of all interviewees: Dutch. This was done to allow the interviewees to express their opinions as eloquently as possible. However, as the interviews needed to be translated, there is a chance of the translations not being 100% accurate or translations sometimes not being possible at all, which could in turn impact the accuracy of the results.

Secondly, a total of 7 interviews were conducted, instead of the desired minimum of 8. This means the sample size could potentially be unrepresentative of the entire population, meaning the validity of the research could be questioned.

Lastly, as the 3WO CocktailBible remains a prototype, the researcher was never able to fully test the effectiveness of the finished CocktailBible. Unless the prototype is developed further, its benefits may prove to be different in practice than what results show up until this point. Additionally, the timing of presenting the CocktailBible to 3WO was unfavourable to them as they found themselves in peak season. Therefore, 3WO concluded that there was neither time nor funds to develop and implement the CocktailBible at that time.

9.2. Implications for further Research

As previously mentioned, currently, the 3WO CocktailBible is a prototype. Therefore, it should be developed further by adding a substantially larger database of cocktails to increase the functionality of the filter system it contains. Furthermore, to be able to extract the best user-experience, a more appropriate and specific application or website could be built for the 3WO CocktailBible so you can design all interfaces exactly how you want them to look and work.

Even more attractive for 3WO as a company could be white listing this idea and trying to sell it to other establishments or businesses (Fruhlinger, 2020), should they find that the system works as intended. To be able to achieve this, an addition of quantitative research, focusing on businesses in Amsterdam, could aid in finding out whether or not they would be interested in using a system like the CocktailBible.

9.3. Personal Reflection

As the problem definition was very much tied to my internship and my line of work from the past few years, the motivation to get started was extremely high. During my placement I could perfectly follow the steps that I could have immediately done for my LYCar execution. However, the time I spent on creating the CocktailBible prototype, the underlying back office and other work that needed to be finished for placement, was much more than I anticipated originally. Therefore I found combining the reporting and research together with my placement a difficult task. It made me take extra steps to organize my week more efficiently and to try and maximize the time I had available per day, so I feel like I grew in that aspect.

After finishing placement, I quickly got an amazing opportunity to work at one of my dream jobs in Amsterdam, at the infamous Speakeasy cocktail bar: Door74. On one side, it was incredible for me personally, but it unfortunately got in the way of focusing on my LYCar journey once again. After some time passed, I re-aligned my focus, and continuing my LYCar execution became the main priority with my main motivation being excited for what the future has in store for me. And I am satisfied that this report and my placement experience are the perfect stepping stones for that.

Appendices

Appendix 1 Interview Data Consent Form

Dear,

Thank you kindly for helping me with my research and taking the time to have this interview with me.

The interview questions will be about the concept of a digital cocktail menu planning tool and to which extent it could help make internal processes for Kas, the Executive Bar Manager of 3WO, more efficient. I believe, should the concept be actualized, it can be of much value to you and your business as well. Therefore, I greatly value your opinion and insights in order to create the best version of the tool possible.

By starting this interview you understand and agree that your answers will be used for research purposes only and will remain completely anonymous.

Should you have any questions before, during or after the interview, do not hesitate to contact me via e-mail on the address below.

671568@hotelschool.nl

Kindest Regards,
Lennard van Bennekom

Appendix 2 End-User Interviews

Interview 1: Assistant-Restaurant Manager Karavaan

Lennard: First of all, before we do the interview, do you agree that this interview will be recorded and that I can use it for research purposes only, and that I will be discreet with its data?

Robin: Absolutely.

Lennard: Excellent, thank you that you wanted to sit down with me. Well, first of all I would like to ask who, who are you, where do you work and what is your position at this place?

Robin: Okay, my name is Robin, I work at Karavaan, part of 3WO as an assistant restaurant manager.

Lennard: Yes, assistant manager of Karavaan, in this position you have to do with creating the cocktail menu. Well you are also very familiar with cocktails, so you are usually a leading figure in this.

Robin: True.

Lennard: Creating and customizing the cocktail menu together with Kas happens a lot. And the next questions I have are actually about that process. So first of all, can you briefly explain what that process of creating or adapting a cocktail menu looks like within Karavaan?

Robin: Basically working with the bar manager, in this case: Sam. We look at that menu together, we just put a lot of ideas on a mountain ourselves and then see what we do with that. And then combining that with Kas, from the production kitchen. So, we come up with ideas, we ask from his side to fill in the menu, also looking at the deals we have. Then we try, we sit around and dabble a bit ourselves and then at some point, we invite Kas to taste everything, and to make arrangement whether the things we have thought of are actually feasible for him to make as well in terms of those syrups and infusions. I know it all, and we're also kind of naturally looking at the summer with that. And to the busyness of the year, since we do everything with premixes, so we premake all those cocktails and Kas makes a big part of that as well. We also have to see what is feasible for him. That's how we end up with a hopefully perfect menu.

Lennard: So you do go back and forth with Kas fairly often in that process?

Robin: Oh constantly.

Lennard: To you, and then back to Kas looking at what can and can't be done?

Robin: Yes, definitely, we will send an outline to him ourselves and then he does additions or he does full ideas himself. It varies per menu also how much time we have and sometimes he creates that whole menu and sometimes we have some input. Sometimes we leave it completely to him, but it varies from time to time. But he does get heavily involved in the process.

Lennard: Okay, clear. And how would you say you experience this process of creating a menu?

Robin: Well, I think it's nice to have an expert there, for us. But we often don't get much further than the standard combinations and then it is nice to have someone there who looks at the case and has real expertise.

Lennard: So a lot of background knowledge and information is very useful?

Robin: Yes, yes, definitely, because we have a lot of deals tied up and a lot of specific drinks that we can't quite figure out. Which is difficult to work with and then it's useful to have someone there who really knows all about that.

Lennard: Yes exactly. Someone who knows the fine details, who knows which way to go with a menu. Okay, excellent. The next question is: what step in the process do you think could possibly be better, faster or more efficient?

Robin: Aha.

Lennard: Or if you say of, I'm happy with the process, how it's going now is also possible.

Robin: Well, I think starting on the menu a bit more in advance. We start a bit on the late side ourselves and the production kitchen itself is quite busy, So I personally [am] very often rushed. Starting it on time, and we often don't get beyond certain cocktails. If that happens, I then often search for myself on websites, on the internet I'm looking for certain combinations because we don't get beyond basic cocktails, we're very much in a kind of tunnel vision.

Lennard: Yes, exactly because your work on the floor is actually more important than creating a new menu. You often get around to it late? Or don't get around to it at all?

Robin: Exactly yes.

Lennard: Okay clear. So just, the step and the difficulty of creating the new menu is actually quite a big barrier?

Robin: Yes, definitely yes. And then we find out later that there's quite a bit more to it than just making up cocktails and slapping them on the menu.

Lennard: Yes, especially with contractual requirements. What Kas can and cannot handle.

Robin: Yes.

Lennard: Okay, how do you think that can make that barrier lower. So, how can you make that process more efficient?

Robin: I think just keep thinking the same thing over the course of a year and also just write down every idea you have and remember it. And then just keep seeing how much and what sells and what appeals to the people. Yes, some earlier help, some earlier contact with Kas in the production kitchen to help us with that as well.

Lennard: OK, so what I'm hearing is that you want to keep some kind of back office or at least a document where you keep the popular drinks and certain ideas for cocktails, so you can always access that?

Robin: Yes! Because I also notice from the team that they like to be involved. Yes, they often have good ideas. I leave them aside a bit, because I'm busy with it myself and I'm on the floor a lot. And that makes the menu a bit of an afterthought. And since they have pretty good ideas, it's just useful to write that down for myself and indeed just keep the document, or in a drive something so we can always go back to those [cocktails] and then see if we're going to do something with it.

Lennard: Okay, perfect, perfect. And is there anything you're already trying to do to make this process so a little smoother?

Robin: It's not off the ground yet I have to be honest: no.

Lennard: Okay, clear.

Lennard: Well, with what we've outlined now and sometimes the problems that come with creating a new menu, I've been looking into this problem recently with Kas. That's actually what my internship is about. Yes, well Kas and I developed an idea together to so this whole process, somewhat streamline it for all of 3WO. So that's through an online digital menu-planning system, which is called the 3WO CocktailBible, which the end user, that would be you, can quickly and easily build an entire cocktail menu or modify an already existing one. It will consist of a very large database of cocktails displayed in a catalogue page. All cocktails will fall under specific designations, allowing a quick search for the ideal cocktail.

So should you need a cocktail with vodka sitting on ice, which is summery and fruity, only the cocktails linked to those designations will come into view on your screen.

Robin: Okay, yes.

Lennard: So you don't actually need to know the ingredients, apart from the spirit you need according to the contractual requirements. And then you still get a wide range of cocktails that you could just put on the menu as they are. All cocktails can also be made with the products that 3WO can order. Only 3WO suppliers are included and they will also immediately meet so the contractual requirements, because the filters that will be applied are only with spirits from Diageo, so from the [beverage] profile of 3WO.

Robin: Yes.

Lennard: Furthermore, all the cocktails are also linked to a back office which consists of excel sheets with all the cost calculations so this way, the finances are centrally managed.

Robin: That really is seriously useful though!

Lennard: So you don't have to do cost price calculations, because in those excel sheets you will also find the cost price per product and also immediately per 20 millilitres in a cocktail, for instance. And for each cocktail there will be a detailed page with specific recipes, a clear picture, what it looks like, the preparation method and what gear you need to make the cocktail.

Lennard: When looking at and hearing this system, do you see this being applicable within your business?

Robin: Yes, definitely. I think this takes an awful lot of pressure and time off us and it makes us think a bit more aware about those cost prices. After all, we also do the pricing ourselves, which of course gets checked. Only, I don't think people necessarily realize how costing works. So 100% useful time wise. We can just click per season, for example a strawberry in summer with lemon, we can click on that and it just pops out?

Lennard: Yes, then you basically only get the cocktails with summer or with vodka or with ice you get on your screen. And you can basically select precisely what you want on the menu from there.

Robin: Actually putting together a whole menu in that catalogue?

Lennard: Yes, exactly yes!

Robin: Yes that's definitely going to help us in this business, I'm sure.

Lennard: Very nice! So in what respect do you think system can have positive impact within your business? Which area do you think would benefit the most?

Robin: I think the creativity of the menu itself. As I just said, the knowledge we have with cocktails generally within the business is limited. We know the basics. While we do have fun drinks. And that way, we can just, if we can't figure something out, just use this as a backup or just totally click things because we're also pretty much stuck with deals, so for example, a lot of people find it difficult to do something with a scotch, which is in that package, among other things, we actually almost never figure that out. And this way we can just literally choose from that. So that's definitely handy.

Lennard: So in terms of creativity of the other employees?

Robin: Yes and in terms of time also, for me personally, yes, it's going to make a huge difference.

Lennard: Okay, perfect.

Lennard: And what would you consider the most important aspect of such a system to implement in case? So then I'm referring to how you use it. Is it user-friendly or how it should look? What would you find important?

Robin: I think, first of all, a very clear photo with what the drink looks like and with garnish everything on and that you at least just have a total cocktail. And the ingredients just clearly listed, with all the proportions. First, the proportions and a photo. That would be the most ideal thing for me. And then secondly, the cost calculations. I guess that will come later. Or at least, we would delve into that later. Yes, but I think for the whole creative aspect I was just talking about, I think a good, clear photo with it showing the proportions and oh yes, the preparation method is helpful. We are a high-volume business ourselves. That means we make, let's say, 5,000 cocktails a month during summer.

Lennard: Heavy numbers.

Robin: Yes, that's an awful lot. And if all that has to be shaken or stirred, then it becomes very difficult for us. That's why our proportions in terms of preparation must also be feasible. So if all that is clearly stated, we will come a long way.

Lennard: To sum up: the most important thing is really just the detail of the system. So it really has to be super detailed per cocktail.

Robin: No, no, wait what did I say?

Lennard: Yes, no, so there has to be a recipe, there has to be a picture and the preparation method that for each cocktail should just be very clear what it should look like, what's in it, how it's made?

Robin: Yes, exactly.

Lennard: Okay, excellent. What would be the real dealbreaker, the deciding factor in whether or not to implement this in the business?

Robin: Uhm..

Lennard: So what would need to be really necessary from such a system should it want to work here [at Karavaan]?

Robin: I think a wide range in terms of drinks, as wide as possible. As I said, in terms of creativity and in terms of knowledge, we know the basics and if we have to switch to a system like that, we should know a bit more beyond that. So anyway, options per cocktail, per type of drink that you're almost surrounded by cocktails and that you at least have plenty of choice.

Lennard: That you are never finished with the system. Actually, that you can always keep looking?

Robin: Exactly, exactly.

Lennard: Yes, clear.

Lennard: And finally, how would you mainly use such a system? So would you really use this as leading source for the menu, that you put cocktails from the system straight onto the menu? Or would you rather use it as an inspiration tool to play around with that yourself?

Robin: Combination of both I think, yes definitely a combination of both. Very often the deals that we are stuck in, so say, from Diageo where we have to choose from, often with vodka and gin, which are quite accessible drinks, you can do a lot with that. Then it's nice to be able to help people from the team with that, but I think as soon as that becomes difficult, so very specific cocktails with whisky or heavy liquor: tequila, cognac, you name it. Then it's really nice to be able to choose from that. I would definitely use it for inspiration and choosing cocktails from the system for the menu.

Lennard: Sounds good, perfect. Do you have any other comments or questions about the system, if any, that may not yet be clear about how it works?

Robin: Yes, to what extent does it stay updated? Prices change quite a lot, would that be automatically updated or is that tracked itself?

Lennard: It was unfortunately not linkable to our supplier sites so that has to be edited manually. But the excel sheets are all linked together though. So if you adjust one price of a product, it is immediately passed on to all the cocktails that use that product. Yes, but someone has to go over the prices of the best sellers once a month to see if they fluctuate at all. All prices are estimated just a bit higher so the cost price ends up being a bit lower so you have a bit of margin for error. But that [price adjustments] still has to be done manually. That's easy to do, but it takes time.

Robin: Right, okay, clear.

Lennard: Okay, well, in any case thanks a lot! Thanks so much for your insights I really got a lot out of this and yes, we'll keep in touch!

Robin: Great!

Interview 2: Restaurant Manager Kuijper

Lennard: Okay, first of all: Do you agree that this conversation will be recorded and that I will only use it for research purposes and privacy will be preserved?

René: Yes definitely.

Lennard: Super as a first substantive question: who, who are you, where do you work and what is your position with this business?

René: I am René and I am a restaurant manager at café Kuijper.

Lennard: Thank you, René, for helping me with my thesis and for wanting to do this interview. I really appreciate it. You are a manager at café Kuijper, so in this role you have to deal with creating and or adapting the cocktail menu of your establishment.

René: Yes, definitely.

Lennard: And you do that together with Kas, right?

René: Yes.

Lennard: The next questions actually relate to the process of how that works, how you create or adapt that cocktail menu.

Lennard: So to start, can you explain very briefly what that process looks like?

René: For now, there is actually no such process. How it Normally goes indeed once check if you comply with all your contracts with your drink suppliers. There are certain drinks you have to comply with then actually check with Kas whether that's allowed on the menu. But yes so far the process actually entails that we actually do very little with that because we just have quick, efficient cocktails here. Actually just mix cocktails.

Lennard: So, for you at Kuijper, speed is actually the most important thing?

René: Yes, just speed and efficiency should just, Yes, that's actually what Kuijper is. Within one second a beer is on the table and within two [seconds] a cocktail is. That's basically it.

Lennard: Okay, perfect! How do you experience the current process regarding menu making? That's not very applicable to you then.

René: That's already very independent so. Yes, what I said: looking at the cocktails that are popular. But yes, we look at that ourselves and you can indeed enlist Kas' help. I notice that this doesn't happen much at Kuijper. But we always worked well together with Kas. I would like to see this change. As far as the system is concerned, that doesn't apply yet.

Lennard: Do you possibly have aspiration to do something more with the menu with the main theme being simplicity and speed?

René: Yes exactly, I do think it is time to do more with that, I think, that there is a lot more to get out of it than what's in it now. I've obviously come in new, been here six months now. Always really liked and worked in the cocktail side a lot. Also really did work in bars and restaurants where we really did a lot more with cocktails. So that was definitely something I thought of: I really want to change that here at Kuijper, and the longer I work here, the more you realize that it's really focused on speed. Everything has to be fast, just, you can almost draft a beer and make a cocktail and it has to be the same amount of time. But if indeed systems can help with that, that would be great.

Lennard: So yes, the next question was actually: which step in this process would you make better, faster and more efficient? And well that doesn't really apply here, since the process falls away so you don't spend much time on it.

René: Yes, exactly.

Lennard: Is there anything you are already doing to adjust the menu as soon as possible to make that process easier for yourself?

René: No, not really. What I'm saying, that's a very independent process actually. You work with a small team, you work with a lot of regular guests, so they have a lot of influence on your new menu. But it is indeed just like: hey, guys, what beers do you like, what cocktails do you like and what would you like to see? And we actually ask that to the people who are close to Kuijper, who are here a lot or add a lot to the business. **But other than that is actually a very yes, quite simple, and small process.**

Lennard: So, with the knowledge of everyone around you, you pool that together, so to speak, and eventually a new menu flows from it?

René: Yes.

Lennard: That sounds good. For businesses that deal a lot with cocktails or at least for businesses that have a cocktail menu, I've been developing a system at Kas over the past few months that could actually streamline this process for all of 3WO and just make it very barebones and very simple for everyone.

René: Hmhm.

Lennard: So this consists of an online digital menu planning system, where the end user, in this case you as a business manager, can very quickly and easily create the whole cocktail menu or quickly adjust it if you want to change one or two things. So the system consists of a large range of cocktails, about 300 different cocktails roughly, displayed in a kind of catalogue page, just like you shop online for example.

René: Okay, interesting.

Lennard: All the specific cocktails fall under certain designations like the spirit in it or the flavour, like fresh or sour or things like that and so you can easily search for the perfect cocktail that you like. Say you need a cocktail on the menu that contains vodka due to contractual requirements, you can tick that as a filter. Then you can tick whether it's with or without ice or whether it should be summer or winter, what flavour sensation you want. And finally on the final page, only the cocktails with all the filters you've selected come up. So then you will end up with about ten cocktails that meet all your requirements, which you could then put on the menu in no time. So this way, you don't need to know the ingredients of the cocktail if you either don't know about it or don't want to go very in-depth. But only the spirit you need to know for the contractual requirements and so you can still come up

with a wide range of cocktails. All cocktails in the system can be made with current suppliers of 3WO, which are taken into account already. And all spirits used are also all from Diageo, so in line with the contractual obligations.

René: Yes exactly, okay.

Lennard: Furthermore, all cocktails will also be linked to a back office in which all cost calculations are already done. With that, we also want to take some time away from the restaurant managers and bar managers who are busy with that, and so that the finances are centrally regulated for all of 3WO. And finally, for each cocktail there is a detailed page of the picture of the cocktail, so what it looks like, the preparation method, ingredients list and what gear you need to make the cocktail. So that actually you have all the available information necessary to be able to make the cocktail.

René: Okay.

Lennard: And in view of this digital system, do you see this being applicable in a business like Kuijper?

Rene: Yes, I do indeed think what you say is that **you do indeed take a lot of time and effort away that it would normally take to develop a menu.** Based on your case, it does take a lot of time, I **think with this you make it very streamlined.** Think it's very useful also if you look at the **complexity, the difficulty level of a cocktail can look at how much time it takes.** Which for me for example would be very useful and that you say: I can look for ingredient that everything is basically already there which cost calculations which is just really a big part of what you have to do. Certainly, think that would be a very good system for that, **to develop that in such a way that you can also get a bit of an orientation on cocktails, assuming you don't know that much about them, that you also just have that ready to go for an explanation, for a cocktail course** for a new menu introduction and just say hey: this is a catalogue, here's everything, this is how you make them, this is what they look like. But based on that, **I think you can also teach a lot of your colleagues that quickly and well,** also really how it should be done. **Instead of everyone making their own twist on an Espresso Martini that's not quite how it should be or is delicious. That you say: well, this is it, this is how it should be.**

Lennard: Exactly, one system as the guiding source.

René: Exactly, **that that is just the same everywhere actually.** Well not everything is the same, but kind of a leading thread.

Lennard: At least that the quality is the same everywhere?

René: Yes, I think that would indeed be really good and very useful.

Lennard: Great! So in what respect do you think this system can have the most positive impact in your business?

René: Yes, I think it's just the choices of 300 plus cocktails in that list, so to speak. Is always now anyway: if you take that a bit you have the occasional branding of, say, Johnny [Walker} from which three, four cocktails then roll out that then say: guys, you all need two/three cocktails from Johnny on the menu, so I have this, this and this. On your menu done. So instead, now you just have your contractual drinks and then you can kind of pick and choose. Then you're not so forced to go off when someone has a promotion to see a new cocktail. But now you can just always look and always innovate with your menu, that you can vary a bit. Look I've had a Moscow Mule on the menu for 16 years now, maybe time for a twist of that or just something different? Yes, that does just give a lot more freedom of choice.

Lennard: A little more creativity on your menu, while keeping it easy?

René: Yes exactly. With less effort, being able to gain a bit more knowledge about your cocktail menu. Basically, if I'm going to make a cocktail menu now I think about the things I know and can make, that I know do well. But the other well, say 250 cocktails, no idea. So that's kind of fun to then broaden your knowledge on that.

Lennard: Perfect. What would you consider the most important aspect regarding the use of the system?

René: Well, I was actually going to say those filters. But that's actually already what you described very useful. Indeed with ice or without, winter or summer, flavour palette so to speak. That does seem really good to me. That you think of well, I'm looking for a fresh cocktail and yes, then you're looking at really heavy cocktails and you don't actually know what they taste like. You can read it, but in practice it can be different. So that's a really important aspect.

Lennard: So basically just the ease of searching?

René: Yes, that's it. just, because you already make it very accessible, with pictures and details and descriptions and preparation directions makes it kind of fool proof that everyone just learns to make a cocktail like that the same way, the same correct way. And that the search function is just really handy that you can just orientate....

Lennard: Clear, thank you! And with a business like Kuijper, what would actually be the deal breaker or the deciding factor for you to implement this or not?

René: Yeah, what I'm saying is that we're not a very cocktail-oriented business. It's lager,

actually a lot of lager. And yes, based on that I think it would indeed be to create a cocktail menu which you don't really have here. There's actually nothing that I think of: this is where I wouldn't want to use it, because I do want to use it. So when I hear it like this, it actually already sounds very good and very nice to use as well. I can't think of any quick reasons why I really absolutely wouldn't, because it would just be an improvement, I think.

Lennard: Perfect to hear!

Lennard: And finally, how would you mainly use such a system? I heard you say something earlier about gaining knowledge and looking at it with colleagues. Would you use it as inspiration or really as something for the menu? So that you take them precisely from the system, or that you still put your own spin on it?

René: Yes, I think maybe we can indeed give it a twist of course. Look, you just have your classics and then indeed with that system, as a golden thread, in consultation with Kas, for example, to see if you can give it some kind of personalization. That you do just keep the quality high, but can give it a twist. And then we can indeed use it as a tool to train people. Because you don't have a CocktailBible that is like this. Everybody makes it themselves or with the help of Kas might have made something like this. But if you indeed just have one general system that contains everything, all the information about where the cocktail comes from, who makes it, how it's supposed to be made, that you can actually give a course based on that. Hey guys: new menu, here are the descriptions, just one nicely worked out thing so that you can teach everyone correctly. I think that's especially a really good one as well.

Lennard: Thank you very much! Actually in conclusion: do you have any comments on any questions about the system? That you think of that is not quite clear?

René: No the system actually sounds quite good. Only thing indeed that would still be particularly applicable to me would be the speed at which you make it, the preparation time. So is it a 6-step shake cocktail where you have to do something with crushed ice and whack a mint leaf and squeeze a lime, or is it just rum and cola for example.

Lennard: Exactly, yes.

René: Preparation time that would have the biggest impact for me.

Lennard: Yes, that preparation time and a difficulty level possibly?

René: Also yes, if indeed there are complicated things where real portioning has to be really tight, that you have to work with measures and so on, of course you actually always have to do that, but you just have a lot of cocktails that pretty much go by feel. Look at a gin tonic,

or a rum cola for example. But if you just indeed need a 10, 20 and 30 millilitres of three different drinks that you do say hey: this is from 0 to 5 a 4.5, for example.

Lennard: Yes, okay, that is good to think about that we could possibly incorporate a difficulty filter into the system as well.

René: Yeah that's a good one. From just really your easiest, your mix drinks, to your hardest, a Pornstar Martini then I guess?

Lennard: For example.

René: Yes, that you can also gauge a bit with your staff, how experienced your bar staff is for example, or inventory efficiency. What kind of business you are and respond to that a bit. If you go into an old café like this and put out all kinds of trendy cocktails, people will also think: what are you doing? And so that's also where you can gauge it a bit.

Lennard: Yes, so difficulty is definitely an important aspect?

René: Yes, definitely.

Lennard: Well, thank you so much! Thank you for the feedback as well and thank you very much for your time.

René: You're welcome, no problem.

Interview 3: Restaurant Manager Volare

Lennard: First of all before starting I just want to ask if you agree that the conversation will be recorded and that I will be discreet with it and use it only for research purposes?

Chaka: Yes, definitely I agree.

Lennard: Super, small question up front: who are you, where do you work now and what is your position there?

Chaka: My name is Chaka, I'm from Amsterdam, I'm restaurant manager of Volare Amsterdam. I set up Volare. Together with the Lennard we started there, in what was it again?

Lennard: in 2021?

Chaka: 2021...

Lennard: 2020 September.

Chaka: 2020 we opened, beautiful business. Nice Trattoria, Italian restaurant and good food and a nice cocktail bar of course with it.

Lennard: Super! Yes, and so with that cocktail bar involved, in your role, you have to deal with creating and customizing the cocktail menu and you do that mainly together with Kas, and the following questions relate to how that process works.

Chaka: Hmhm.

Lennard: So could you briefly explain what that process looks like of creating a menu within Volare?

Chaka: Yes, definitely, we will first look at what season it is: winter, summer, autumn what do we want, to look also at the drink suppliers what is on offer and what can we get and get sponsored? What is in the portfolio that we should use? And then there is a communication process with Kas. We go back and forth with Kas about what ingredients we are going to use, what cocktails we are going to do and what we are going to make. Yes, that's kind of it. So a collaboration with Kas and also part with the suppliers, because we just have certain agreements with the suppliers, that there have to be certain drinks on the menu. And with those three: yes, we're making a cocktail menu together.

Lennard: So, also according to contract from Diageo there should be, so indeed, certain spirits on the menu.

Chaka: Definitely.

Lennard: And does Kas help with that as well?

Chaka: Yes, Kas guarantees that we have the right spirits on the menu.

Lennard: Okay, clear. How do you experience that that process now, how that goes?

Chaka: I think it's quite cumbersome, especially the communication with Kas in between and then there's another supplier in between, so it could be more efficient. It takes, is just too much work, to have a cocktail menu ready before the time you want it.

Lennard: So what you're saying that actually in ways can be faster and better regulated.

Chaka: It can be more efficient, it can be much more efficient.

Lennard: Okay, clear, plain language. So yes, which step in this process do you think should be better and more efficient?

Chaka: That bit of communication with Kas.

Lennard: So especially that back and forth?

Chaka: Yes.

Lennard: How do you think this is best done? How can, how can this be resolved?

Chaka: Yes, difficult, that can be done in different ways. Of course, you can also take Kas out of it, that the bar manager or the restaurant manager does the communication just with the supplier, then prepares the menu himself and Kas actually has more of an advisory role than a collaborative role.

Lennard: Yes, so that Kas is a bit more in the background rather than more actively thinking along?

Chaka: Yes.

Lennard: And last question on this is: is there anything you are already doing yourself or what Volare is doing to make this process as smooth as possible?

Chaka: No, not at the moment. Across 3WO, it is done this way and that is just a bit cumbersome process, so we can definitely look for improvement in that.

Lennard: Okay, super.

Lennard: That actually brings me to my next point, and that's what I've actually been working on at Kas over the past few months for internship and that is the Cocktail Bible. Basically, it's an online digital Menu planning system that allows the end user, you and management of Volare, to quickly and very easily create or modify a new cocktail menu. The system consists of a large assortment of cocktails displayed in a catalogue page. All cocktails fall under specific groups and designations, making it very easy to search for the ideal cocktail by means of certain filters. So if you need a cocktail under contract with

Diageo with vodka and it's summer and it has to be fresh and fruity. Et cetera. then you tick all those certain filters, and then eventually your screen will show only the cocktails with those filters. You don't necessarily need to know the ingredients of the cocktail, but this way you can still get a very wide range of cocktails. All cocktails in the system that can be made with the suppliers of Volare and 3WO both fruit and spirits, those are all integrated and immediately meet the contractual requirements.

Chaka: Hmhm.

Lennard: And furthermore, all the cocktails are also linked to a back office that contains all the cost calculations, so that part is taken away from the business itself and that's already integrated into the system. So all the cost calculations that you can leave out. For each cocktail, there is also a detailed page with recipe, picture of the cocktail, preparation method and which cocktail gear you need. So basically, you have everything you need to make the cocktail via the system.

Lennard: So when looking at this system, do you see this applicable within Volare?

Chaka: Yes, I definitely see that applicable within Volare and it sounds like a very good system and I do see the added value and usefulness of implementing that at Volare.

Lennard: Yes, and how do you think this would best apply?

Chaka: I think quite applicable because we are so big with 3WO, we have 27 businesses and are getting bigger, to bring some more structure to the organization, which also eases Kas and also that the bar managers or the restaurant, managers just have a tool with that to give support in making a cocktail menu.

Lennard: So not only as speeding up the process, but also maybe as additional knowledge help?

Chaka: Yes, definitely.

Lennard: Yes, okay, great!

Lennard: In what respect do you think the system has the most positive impact within Volare?

Chaka: I just think yes, I think just a piece of communication, that that becomes easier and just the knowledge, because you just notice that the new generation have a little less knowledge, so they have tools so easily and an app, and everything is digitalized so this really connects nicely with these times.

Lennard: What would you personally consider the most important aspect about using such a system? What should it really add and what do you want it to look like?

Chaka: I think actually it should be a plug and play system, so very simple. And I think bartenders should very quickly just be able to look at it and use it as an extra tool. Not everyone who has all the knowledge again, and it's just an addition to the knowledge that a basic bartender has, that's really how you have to look at it.

Lennard: Just as an additional resource especially? And user-friendliness must be really very good?

Chaka: Yes.

Lennard: Clear. And what would be the dealbreaker for you to implement this within Volare or not?

Chaka: Yes, again, I think it should be a tool that is just accessible to everyone. So that meaning that it just has a very simple interface, that just recipes are well explained, the steps are there, maybe a video or a photo. That it is not just a text, but that it is also an interaction with the bartender who challenges them to make a cocktail just that little bit better. Just ensuring consistency on the work floor. So that bit is just a dealbreaker for me.

Lennard: And how would you at Volare or you personally use such a system in particular? You mentioned earlier as a knowledge source, or would you really just put the cocktails that are in the system on the menu like that exactly?

Chaka: I think it's more about consistency. So if you make a cocktail or I make a cocktail that it's the same cocktail. Very often at a lot of bars you have fact-sheets and they get wet, they get lost. Everyone always has their phone in their pocket, so it's just a two-second look on your phone. You see on it exactly the steps to follow and everyone can just make almost the same cocktail.

Lennard: So just mainly consistency across the company or across 3WO even?

Chaka: Certainly that's the most important thing I said, that it's also about rolling out for all of 3WO, but important of course for Volare, that it just goes consistently.

Lennard: Okay, clear, thank you! Do you have any other comments or questions about the system that are not clear?

Chaka: No, I think the system is very clear and that especially for such a big organization

like 3WO which is growing and more businesses open every year you just notice that it needs structure. And Kas is only one man and he can't do everything in terms of communication and cocktail menus at 27 businesses. So a tool like this is definitely going to help Kas and really for the bar managers and the restaurant managers.

Lennard: Super! thank you so much! Thank you for your time Chaka and we'll keep in touch.

Chaka: Top Len, thank you very much.

Interview 4: Assistant-Restaurant Manager Volare

Lennard: Thank you so much for taking the time to help with this interview. First of all, do you agree that this interview will be recorded and I will treat it with discretion and the data from this interview will be used for research purposes only?

Marlon: Yes definitely.

Lennard: Okay, super. After that, you can just briefly introduce who you are, where you work and what your position there is.

Marlon: Yes, my name is Marlon and my role is the assistant restaurant manager of Volare and yes, there I did different things including behind the bar, on the floor, all kinds of things.

Lennard: Okay, great. And in this position you had to deal with creating and customizing menus: including the wine list but also the cocktail menu together with the bar manager and the business manager and that happened with Kas. The next questions I have are actually about that process, how that worked.

Lennard: So first of all, can you briefly explain what that process of creating a cocktail menu looked like within Volare?

Marlon: Yes, definitely, I came in and then I think a cocktail menu had just been made. We opened again, after the corona time, but as I understood it then and experienced in the months that followed, it was fortunately a lot of consultation between those who worked with it themselves, but of course an agreement also had to be given from higher up or from the management, or in this case the overall bar manager [Kas].

Marlon: Yes, that's how the cocktail menus were always made, actually coming up with their own ideas too, but still a final check in the end.

Lennard: Yes, so there was contact still between the executive bar manager Kas and the people on the floor with that process as well?

Marlon: Yes, definitely.

Lennard: Clear. And how do you experience that current process around creating the menu?

Marlon: Yes, it was new to me, but that is also because I had often worked at smaller businesses, where there wasn't indeed a whole organization behind it. So for me it was new and quite frustrating at times, because when you have an idea, you just want to put it on the menu and sell it that very evening.

Lennard: Yes, yes.

Marlon: But that, yes, of course that can't always, that doesn't always apply in this case, because at the end of the day it's an organization that owns it, and not me or one person, or a colleague, so yes.

Lennard: So, what you noticed that there was just more time involved than you would be doing it yourself, because that contact has to be there?

Marlon: Yes, a few days go by, because you have to get the person you need to speak to, they just have to have time again, they have to reply. A message is sent, in the morning, it might be read in the afternoon. Well, the next morning you might have an answer at the earliest. There's always naturally more time involved than when you can just do your own stuff a bit yourself. So yes, yes, no, occasionally that takes a bit too much time, maybe.

Lennard: Okay, clear. What step in this process do you think could possibly be better or more efficient?

Marlon: Yes, when thinking about it, you always want to have a brainstorming session first, which is nice. It is okay to spend some time on that, because of course you want to put good things on the menu. But once you have thought about what you want to sell and what you want to put on the menu, then of course you want it to happen quickly, that everything is there, all the products you need, and that they can be printed and sold immediately. That the process after coming up with it and before it's actually that actually on the guest's table. That takes a long time sometimes because of that.

Lennard: So basically what you're saying is that creativity and speed are very important and sometimes that doesn't go down well?

Marlon: No, it could indeed be done faster now and then, that goes for the cocktail menu and then I think maybe also with menus from the chefs, but of course I had less to do with that. But yes, I think that's sort of, maybe that's part of a big organization like 3WO, that it naturally has to go past several places before it can all be implemented.

Lennard: Yes, okay. And so how do you think that that process can be improved? How do you think that that improvement can become actionable, so to speak?

Marlon: Yes, I think: we are of course in 2022, so a lot of things go electronically nowadays, and so I think in that area you can of course make a lot of things faster, make them go faster than just sending simple text messages back and forth all the time. Like many order websites now also work electronically and schedule, reservation systems everything is now just more efficient and faster than a few years ago, so in that respect I think that's definitely a good thing.

Lennard: Okay, clear.

Lennard: As a final question on the process of creating the cocktail menu, is there anything that you guys do at Volare to make that process as smooth as possible?

Marlon: I find that hard to say. At the end of the day, of course, I'm not the one ultimately responsible at Volare myself, so exactly how it goes after we've consulted and figured out what we want, I don't dare say that either, but yes, I do think that can be improved. But how, I don't know.

Lennard: So there is still room for improvement?

Marlon: Yes, definitely, yes.

Lennard: Well, that then leads me to why I wanted to do this interview. I've been developing a cocktail project over the past few months as an internship at Kas. We call it the CocktailBible, and it's basically an online digital menu planning system that allows the end user, which means you and the bar manager and the restaurant manager of Volare, to quickly and easily build the entire cocktail menu or make adjustments to an existing cocktail menu. The system consists of a very large range of cocktails displayed in a catalogue page. So think kind of like an online webstore actually, that format. all the cocktails fall under a specific designation, specific groups, and with those kind of filters that each cocktail has, it's easy to search for just the ideal cocktail you have in mind. So suppose, according to 3WO's contract requirement, you need another cocktail with vodka, so you can search by vodka, whether it has ice in it, what season, summer or winter, what flavour sensation. And so you can actually, without knowing the cocktail itself or the ingredients that are in it, still search cocktails that are right up that alley. So it works by means of filters, so if you click on all those filters, you end up being presented with only the cocktails that meet those filters. This

way, without actually having any knowledge, you can still find a very wide range of cocktails and possibly put them on the menu. All cocktails that are in the system can also be made with products that 3WO can order or that a business of the 3WO can order, and also immediately meet the contractual requirements of the spirits of Diageo, which has the contracts of 3WO. Furthermore, all cocktails are also linked to a back office in the form of excel sheets where all the cost calculations are already done. So that is taken care of centrally. And finally, each cocktail also has a detailed page with recipe per milliliters, photo, preparation method and what cocktail gear you need to be able to make it. So yes, that's basically the CocktailBible in a nutshell.

Lennard: And looking at this system, do you see this applicable within Volare?

Marlon: Yes definitely, I think it has a lot of advantages that are very useful. What I'm saying of course it also has to depend on who you work with, who your colleagues are and how much knowledge there is indeed already within that group of colleagues. But I do think that if you don't have the creativity or the knowledge of cocktails to put together a summer menu, it can be very useful to first, simply, get some good help with that, so that you can see more options, of options that you might not even know existed. And I also think the cost calculations. I also know from experience that I have sometimes put things on a menu where I actually just kind of guessed it and thought, well, this will probably cost around 11 euros. But yes, if you have a tool that allows you to calculate that maybe it should only cost ten, or maybe it should have cost twelve, I think that is very useful. Because to actually calculate all that yourself for lime juice and sugar syrup and all that sort of thing, that might not be feasible for those who also have to work a whole evening, to calculate all that by themselves every time.

Marlon: So no, I hear a lot of benefits, where I think indeed this, that is useful to have in there, definitely, yes.

Lennard: Okay, clear. So in what respect in particular do you think the system can have a positive impact on Volare?

Marlon: Yes, well, especially so indeed, I think, if I were to get involved at Volare, we are lucky that we already have quite a few colleagues who have a lot of knowledge of cocktails, who also enjoy making them and enjoy drinking them. So that obviously makes a big difference, but I think that for us at Volare especially the cost calculations, which I mentioned as an example, would be a very big advantage. Well, that can obviously make a lot of difference in turnover if you make a mistake and put on a cocktail for ten, which really should have cost 12. That could save maybe a few 100 euros in a week if you sell that cocktail often. I think if we include that on Volare, that's a very big advantage. Indeed, I think there are 3WO establishments where perhaps the knowledge of cocktails is not as great internally and I think that getting that bit of creativity in cocktails can also be a great advantage. To be able to change your menu a bit more often and not always have the standard Moscow Mule and Dark 'n Stormy on it, but also to be able to do something new once in a while.

Lennard: As a beginners tool with knowledge?

Marlon: Yes, yes. I don't necessarily consider myself the greatest cocktail connoisseur but I also like coming up with things myself, but I can understand that if you have no cocktail knowledge at all, Then it's nice to have a resource like that. Definitely, yes,

Lennard: Okay, great. What would you consider the most important aspect of that kind of digital system? So what would you want it to add the most?

Marlon: Yes, of course it has to work smoothly in the end, you just want to be able to access it easily, you have to be able to see things easily and it should indeed work almost like what you say webshop-like, Wikipedia-like. That if you just type in a word, it will show you what you can use and I think that if you search on what you say, type of alcohol or vibe of the cocktail or difficulty of the cocktail, you can also see on that. Okay, this is something that suits our business and is also doable for those on the floor.

Lennard: Yes, so you would also include difficulty which I hadn't mentioned myself, but you would also consider that an important factor?

Marlon: Yes, I think I would find it useful that you indeed just know that if you see a cocktail and it looks great, the ingredients are perfectly what you want, the flavour profile or at least everything is right. But, you see that that cocktail is actually quite time-consuming and also quite difficult to get it perfect, well, then that might not work at every establishment. If you indeed work in a restaurant where you know you have a bar manager as well, who just has all this knowledge, then of course you can put some more difficult things on the menu. But yes, it's nice to also know that you're not putting something on the menu that is actually for some people either not doable at all, or maybe takes way too long to make.

Lennard: Yes, clearly. What would be the deciding factor for you to implement such a system or not? what would be the dealbreaker?

Marlon: Well, for me, I would always want to try it. And of course this is something that I think is then internally conceived, and then so already in terms of price I don't think it necessarily costs money either.

Marlon: If you're going to do something like that and you know that it also costs money, then of course you want to make sure first that that's actually going to work perfectly. But yeah, for something where you know like okay, well, yeah, this is made internally and then I would always want to try that. I mean, I'm for anything that can go more efficiently anyway, and certainly in terms of technology. I mean of course we have advanced so much in that in the last 10 years. But I think we haven't reached the limit in that yet. So anything that can indeed be made easier, just open it quickly on an iPad or a laptop in the shop or

even look at it on your own phone. I wouldn't necessarily see a dealbreaker for that, unless it would cost hundreds of euros a month.

Lennard: Yes, no, that sounds perfect.

Lennard: And then as a final question on this, how would you mainly use such a system yourself? So rather as a learning tool which we talked about earlier, as inspiration? Or really to put the cocktails on the menu exactly as it is in the system?

Marlon: Yes, I think the most from me personally then, the inspiration piece so that you can just find things that you so actually maybe didn't know existed yet so that you just deviate from the of the standard cocktail paths a bit quicker, and just have or get some things on the menu that those other restaurants might not have as well. That's what I think I would do it most for that instead of buying a book about cocktails that now you just actually at a glance easily just look at all the different cocktails, all the cocktails that are there. Of course, I think adding ALL cocktails is almost impossible to do, because well, every bartender has their own....

Lennard: Reasonable database necessary for that yes....

Marlon: Signature cocktails, that's not going to happen, but of course there are a lot of things in there that I may have never even heard of, or may have heard at some point, but have completely forgotten. That I drank them at the time and liked them a lot. So just for that, just to have some reference work and to see what can be made cocktail wise, I think I would benefit most from that myself and then I might just grab it myself from time to time at home on the couch to just scroll a bit and see what can be done, can be made.

Lennard: Yes, great! Thanks a lot. do you have any comments or questions about the system that you think: that could be better or I would like to see?

Marlon: Oh, no-yes, I find that difficult. Now of course, I haven't been able to see the whole system yet, so I also don't know exactly what could and shouldn't be better or in or out. For that, I would have to work with it first, I think. But as I have heard it now, there is a lot of good stuff in it. Yeah, what I said, a flavour profile, a difficulty level and an explanation. Those are just the main things, I think, that should be in it and then I think it can be a great tool for everyone.

Lennard: Great, really thanks a lot for your feedback and thank you so much for your time!

Marlon: My pleasure, well done, keep up the good work!

Lennard: We will keep in touch!

Interview 5: Assistant Restaurant Manager Pacific Park

Lennard: Okay, first of all, do you agree that the conversation will be recorded and that I will process the data from the conversation discreetly and use it for research purposes only?

Floris: Yes.

Lennard: Super. Who are you? Where do you work and what is your position there?

Floris: I'm Floris, I work at Pacific and I work there as an assistant restaurant manager.

Lennard: Okay, super. And in this role you have to do with creating the cocktail menu, and you do that together with Kas? Yes and the next questions actually relate to that process, what it looks like.

Lennard: So could you briefly explain what that process of creating a cocktail menu looks like within Pacific?

Floris: Yes, definitely. We have an experienced bartender at the moment, his name is Max and actually the thing is that Max comes up with a lot of ideas. Yes, which direction he wants to go with in terms of cocktails. Then we involve the team in that. The team tastes cocktails and they can give feedback, so Max can fine-tune the cocktails. He then goes to 3WO with a reasonably prepared menu. Kas then goes to fine tune the menu even more to see if things can be adjusted. After that, the finance department, mainly Jason, have to see if the prices are right. Added to that there are also certain price agreements with Diageo. Well, those can of course also vary every now and then. Then the cocktail menu can be sent back to Max, to us, and we have to adjust things if necessary. And then for a final it has to go back to the finance department and then it's finalized.

Lennard: Okay, okay, so a lot of parties are creating the menu, though?

Lennard: Definitely, yes, yes.

Lennard: Okay, clear. How do you personally experience that process around creating a menu?

Floris: Yes, I think it takes a long time, it's all fairly cumbersome. I think it could be more efficient.

Lennard: Okay, clear. That actually goes well to the next question, because well what step in this process do you think could be more efficient possibly?

Floris: I think it could be more efficient because you are also busy on the business, so actually you want to take that out of their hands a bit and you want only the bartender to be busy with that and with Kas. Maybe Kas himself can already get some more financial information about the price agreements they have with Diageo et, cetera. So that those don't have to go back to the head office 3WO.

Lennard: That you take one channel out of the process?

Floris: Yes, so that you actually just take out one link in between. And on top of that, the menu also has to go through the marketing department. And all sorts of things have to be adapted and made there too.

Lennard: So the process is actually even longer than you described earlier?

Floris: Indeed actually even longer than I described. And marketing is also busy, of course, so one or two links have to be taken out.

Lennard: What you're mainly saying, that you make it a bit more compact, the process, a bit shortened in a way?

Floris: Yes.

Lennard: Okay, clear. How do you think this could possibly be brought about? So you just mentioned that Kas could also take on the financial role more, for example. Is that mainly what you think could be improved?

Floris: Well, I think you at least take a bit of a link out of the whole process there, making the process more efficient. You can also let Kas determine the content of the cocktail menu in advance. In which Max then says, hey, but I would also like to work with these and these products, so that they are not first sent by Max to Kas, but that Kas actually initiates which products are used.

Lennard: So that it starts at Kas instead of being a stopover with him?

Floris: That Kas initiates at our place of business like hey: we are starting a new cocktail menu, this is what I have for you. Do you guys have any wishes? Yes, says Max, I would like to work with these products. OK, we can do that, then we'll adjust this and this, but then you guys will start working with this menu from next week.

Lennard: Okay, super. Is there anything you are already doing yourself to make this process as smooth as possible?

Floris: No, I must say I do like the fact that we make the cocktails in advance, pre-made, that works very nicely. Other than that, I'm not so much concerned myself with how to solve this... no.

Lennard: Okay. All in all, you do notice that the process takes a long time? That's basically what it comes down to?

Floris: Yes.

Lennard: Okay, Clear.

Lennard: Well, as you may or may not know, I've been an intern at Kas recently and I've been looking into actually the problem that you just outlined that the process takes quite a long time and we found that the bar managers, the restaurant managers and Kas spend quite a lot of time on this, as you also mentioned. And so I've developed a project to streamline that a bit more efficiently, in my opinion. That's in the form of an online digital menu planning system and it's called the CocktailBible, with which so the end user, which would be you or Max, the bar manager, or the business manager, can quickly and easily build a whole cocktail menu or quickly modify an existing menu. And it will consist of a very large assortment/database of cocktails displayed in a catalogue page. Think of an online webshop something like that. All cocktails fall under specific groups and designations and those will be linked to filters, so you can search very easily for the ideal cocktail. So if you need a cocktail with vodka, because Diageo requires it by contract, on ice, summery, fresh and fruity, those are all specific filters in the system, you can tick all of those and only the cocktails linked to those filters will appear. And so, apart from the Spirit or flavour sensation you are looking for, you don't actually need to know the ingredients to still be presented with a very wide range of cocktails. All cocktails in the system can be made with products that 3WO can order, so all suppliers are included, and therefore immediately meet the Diageo's contractual requirements. Because only those spirits from the Diageo are used as filters in the system, so you cannot search by other drinks. Furthermore, all cocktails are also linked to a back office consisting of excel sheets in which all cost calculations of all cocktails are already processed. So you no longer have to worry about the purchasing price of the cocktail. That is in the system and they are all linked to a product list of all suppliers. And then the price per millilitre of the cocktail is immediately calculated. So if you change one price of, say, a bottle of vodka, this is immediately passed on to all cocktails that use vodka and the price is automatically adjusted. And further, lastly, there is also a detailed page for each cocktail. So suppose you have searched for the cocktail, you click on it, then you get a very clear picture with garnish, ingredients list preparation method, what cocktail gear you need to make. Basically everything you need to put the cocktail on the menu and start working with it. So this is basically what the system looks like.

Floris: Well, sounds genius.

Lennard: Yes, I'm very proud of it so far.

Floris: Yes.

Lennard: And looking at this system, do you see this being applicable within Pacific?

Floris: Yes, 100 percent! This speeds up the process, so this actually means that we can just say I'm looking for this, I'm looking for that, and we can pass on to the supplier of: yes, well, we can just place that order, because we know exactly what goes into the cocktails. And, you can provide the team with information in advance, so they can learn the cocktails by heart that they know. Marketing department can get straight to work, because you can say: these are the cocktails I'm going to do and they've all written something nice about that before and for them all the information is also immediately clear.

Floris: Where is the investment in it?

Lennard: For now, this was my project for internship. So I have a prototype, I'm developing it, but I'm actually also doing the interviews to gather some feedback, to fine-tune it more to what the end user wants and needs.

Floris: Well, I definitely see it working at Pacific.

Lennard: Okay that's great in any case. In what respect do you think the system could have the most positive impact?

Floris: Yes, that you don't have to go back to the finance department. Who have to look at that cocktail menu in addition to all the other work. Yes, that all goes a lot faster, or at least that, that goes very fast, because you know immediately what the prices are. You immediately know what fits within the budget. And then you and Kas in the back office can just update everything, keep track, put your own creativity, into the cocktail.

Lennard: Yes that's the only thing, good that you say it, that's the only thing that needs to be done. That you go over all the prices monthly or weekly in the product list and update them again. Because suppose: now with that crisis in Russia, suddenly the price of oil for example was very high. So if something like that happens, you have to actually update that in the product list otherwise nothing is right about the purchasing price in the end. But so that's fine, if you just adjust the product list, then immediately all the cocktails that use that product are also adjusted. Well, so basically you're okay with that then.

Floris: Yes, I think it's a very good idea. I think it does speed up the process a lot.

Lennard: Yes, thank you very much. This relates more to the use of such a system: What would you consider the most important aspect of such a digital system? So what would you consider the most important thing that the [system] does?

Floris: That you can actually choose from: I use so many millilitre glasses or this amount of millilitre per glass, or do you also determine that in advance?

Lennard: There will be, if all goes well, examples of glassware included. And those are also glasses that 3WO usually has in their businesses already.

Floris: But of course you also get those from APS.

Lennard: Yes so everyone orders the same. There is already a one suggestion in terms of glassware.

Floris: Yes exactly.

Lennard: And of course people can make their own adjustments to that. But basically, the glass that is in the system, in the picture, that is normally used for it.

Floris: Yes, well, that's useful. Back to the question?

Lennard: What would you consider the most important aspect of such a system in terms of use?

Floris: Yes, I still think that getting those prices right is important. Because you could maybe even work with a secured excel sheet, where suppliers do that weekly themselves.

Lennard: That would be good too.

Floris: Because we use at 3WO and Pacific we also use a general order system, called inOne. And suppliers like Haymana, who we work with, they can, if I say correctly, also make their in price adjustments in there themselves.

Lennard: Yes, right, they usually do that themselves, is the idea. Well they often forget that too. but it is something to look out for indeed.

Floris: Something like that would give you even more freedom to be busy with tastings, put creativity into menu determination.

Lennard: Yes, good point, thank you for that. What would be the deciding factor for you whether or not to implement such a system within Pacific?

Floris: No, the decisive factor. I would want to implement it anyway, because I think that just a lot of links from that process are solved this way. I also think it's that that's useful for the overall group [3WO] because they can grow well this way.

Lennard: Which of course they do have a hand in, lately for sure.

Floris: So that yes, I think that's almost a prerequisite to have this kind of system, because it makes scalable. You can scale in that.

Lennard: And how would you personally use such a system? Because you said that so you're not really in the process of creating the menu, that that's more the bar manager. Yes, so if you had such a system at your disposal, what would you do with it in particular?

Floris: Yes, I think for our target audience, and our guests with that, it is very nice if you have a changing cocktail menu. Look, we also get some more time again. I mean Max, who comes up with the cocktails and now takes them to Kas and gets them back. And then has to fine tune and do the tastings himself, Et cetera. Who can, for example, spruce up his bar area a bit more and who can then really start actively selling those cocktails. So yes, who can adjust the atmosphere there a little bit and then we can go there, then we can go do even more cocktails.

Lennard: Yes, so just actually using it for more freedom, behind the bar or in pacific in general? That you just free up time for other things that are important?

Floris: Exactly that.

Lennard: Okay, super, very clear. Thank you very much. That was actually the last substantive question, so do you have any other comments or questions about the system, about how it works, or anything that's not clear, or anything you want to say about it?

Floris: Oh, will you still keep working with premixing at all?

Lennard: Premixing? Yes, in principle yes, it can vary from business to business.

Floris: So it says both the portioning for a glass and for a premix?

Lennard: No for a premix, the portioning is not in there. For example, the cocktails you want to premix and you can add the ingredients that can't go out of date, you can already add those together. Then you can add up the millilitres of those products and then indeed times X number of cocktails, so you can put that in one big bottle or in a jerry can or something like that. But that's more up to the business itself, I think.

Floris: That's good.

Lennard: Because there are many businesses that don't necessarily have the space to premix. But for example, a business like Volare or Pacific that have a lot of space and run a lot of volume, there it's actually a prerequisite, because without premixing it's going to take too long. But then, there are bar managers there who could arrange that. So basically all the ingredient lists and recipes are very clear in the system and based on that, you could then start making your own premixes, but they are not processed in the system.

Floris: That's fine, okay, nice!

Lennard: Okay, amazing.

Floris: I'll hear from you when we can implement it!

Lennard: Yeah, thank you very much for your time, and then we'll keep in touch.

Floris: You're welcome.

Interview 6: Bar Manager Pacific Park

Lennard: Okay, first of all, thank you very much for taking the time to sit down with me.

Max: Of course.

Lennard: Do you agree that the conversation will be recorded and that I will only use it for research purposes and that I will be discreet with the data gained from it?

Max: Sure, that's okay.

Lennard: Excellent. Who are you, where do you work and what is your position there?

Max: I'm Max, I work at Pacific Park Amsterdam and I'm the bar manager there.

Lennard: Okay, super. As bar manager there you obviously have to deal with creating a cocktail menu, or adjusting the cocktail menu and you do that together with Kas, right?

Max: Yes, right, yes, Kas who is the overall cocktail guy.

Lennard: The next questions I have are actually about that process, how it's put together as of right now. So can you briefly explain what that process looks like when you have to create a cocktail menu within Pacific?

Max: At Pacific we have a menu change every so often, both with food and with the cocktails. With the cocktails, you are then first playing a little bit by yourself at the bar. Then you go to Kas, you show a bit of your inspiration and with him you start making some more of those cocktails together. You actually go back and forth quite a bit.

Lennard: Yes.

Max: You also have the production kitchen there. That's where I personally go. Couple of afternoons just playing around with the flavours, with the ideas.

Lennard: And the production kitchen is where Kas himself works?

Max: Yes, that is his home base. And it does actually take a few months to make those cocktails. Sometimes, he's not there, sometimes he's there. But ultimately, he is pretty much leading the process to approve the cocktails. Yes, he has all the inside information with what products which business is allowed to use and the deals that go with it what exactly should be on the menu for the deals they have with the suppliers. And that requires a lot of inside information. So, often we have great ideas with cocktails but can't do it, because we are bound by certain agreements. He knows that. And that just goes back and forth for a long time.

Lennard: So Kas is very decisive in this process?

Max: Yes, Kas is very decisive and then you also have Jason at the end of the day, who is talking about the price, that it all has to change again.

Lennard: Okay, clear. How do you yourself experience this current process?

Max: Long, yes, that takes a long time and then you think you've finally got there and then it has to be different again. So I think there is definitely room for improvement in the creation process regarding cocktails yes, definitely.

Lennard: And what step specifically in this process do you think could be better or faster or more efficient?

Max: I personally think a cocktail menu can be made within an afternoon.

Lennard: Really?

Max: Two [afternoons] maximum to see if the outcomes are actually good, but that's if all parties who have something to say about it are actually present or have already let us know once. This is what it has to meet, this is what has to happen, make the cocktail menu.

Lennard: Now, because you obviously have a lot of experience with cocktails, then it should be quick.

Max: Yes, that is definitely true.

Lennard: So then it could be arranged especially from your side rather quickly and then Kas could give his approval at the end?

Max: Yes, if I take the look as you said, I have a lot of knowledge about cocktails and flavours and can already work out a bit on paper what the final product is going to taste like. And then if I have a good communication stream with what's possible, **instead of, you can start with anything and in the end it's pretty limited what I can make.** So I think there's a **much better communication possible. So, okay, what are the possibilities? That something already exists on that and I'm going to play with that?**

Lennard: That Kas is pushing you in more one specific direction?

Max: Yes, or at least that there is something that I can see of okay, this is already approved, I am allowed to work with this.

Lennard: Yes. My next question was actually: so how do you think that can be brought about? But so that's according to you with that framework actually?

Max: Yes.

Lennard: That the deals are clear, which products to use?

Max: Yes, exactly.

Lennard: Okay, so, just a clear communication as you mentioned?

Max: **Better communication and indeed just yes, something of a file I can see in.** This is allowed, this isn't allowed.

Lennard: Then lastly on this, is there anything you are already doing personally to make this process as smooth as possible?

Max: Yes, I'm in touch with Kas now and then, because I've done this a few times now and it took me too long. And then I just sit on the phone with Kas, call and say: these are my ideas. And then before we even start doing anything about creating the cocktails in terms of flavour just have a clear idea of, we have this on the menu now in terms of products. That has to be tweaked a bit and then he usually already gives his input of this still has to be added, this can still be done.

Lennard: Still back and forth but slightly faster.

Max: Yes, indeed, just much more direct.

Lennard: So if you both have the time, just straight to the phone?

Max: But then you have that issue again, you have to both find time, but we are both busy with work. So finding a slot in both of our schedules is quite..

Lennard: The time strain is what are you stuck with especially?

Max: Yes, exactly you know or, then you only have an hour. In an hour, you can't make a cocktail menu anyway. If there is something, which is communication actually, the ability to communicate, just, if I have ten minutes, I want to be able to see something where I can get the information I need, instead of phoning Kas or going back and forth.

Lennard: And Kas doesn't necessarily have that kind of document himself?

Max: No, such a system, is not there yet. I think there is a nice possibility in that, yes definitely.

Lennard: Yes, that's actually also the purpose of the interview. As you know, I did an internship at Kas recently and what I did there, you didn't know yet, but so I actually developed that kind of system there, that type of system. So what that essentially is, is an online digital menu planning system which allows the end user, including you and other bar managers and restaurant managers from 3WO, to quickly and very easily build a whole cocktail menu or modify an existing menu.

Max: Oh very nice!

Lennard: The system will consist of a very large database of cocktails, around 300, maybe

more. With classics, with twists on classics of everything will be in it and those will actually be displayed in a catalogue page, think of an online webshop, something like that.

Max: But then the cocktails are already approved by 3WO, or just?

Lennard: Cocktails that actually just exist, that people might not know about, or maybe they do, but they can all be made with products that 3WO can order so basically it's feasible for any business. All cocktails fall under specific groups and designations, so they can be searched very easily and then you can therefore find THE ideal cocktail. So suppose you actually have little experience, but you need a cocktail with vodka, because that's what you need according to Diageo contract, which is also summery, and fruity, and has ice, et cetera. So then you can select all those filters and then only the cocktails with those filters come up on the final page.

Max: Yes, that is, that is wonderful! Not just for 3WO.

Lennard: Well, hopefully it is feasible for a big audience indeed. But so, you don't actually need to know all the ingredients and the name of the cocktail, apart from the Spirit, and a bit of the flavour profile and then you can still come up with a very wide range of cocktails if you want to search for that. So all cocktails can be made with products that 3WO has available and meet 3WO's contractual requirements. So the spirits you can filter on are only contracted spirits from Diageo. Basically anything you could put on it is covered by the contract.

Max: Yes exactly.

Lennard: So you don't have to think about that. All cocktails are also linked to a back office that consists of Excel sheets, which contain the recipe for each cocktail and how much it costs per millilitre.

Max: Yes, okay okay, oh nice!

Lennard: All cocktails are linked to a product list, so if one price of a product changes, everything is passed on to all cocktails. So you actually have the purchase price of cocktails already in that system so you don't have to do the cost calculations anymore.

Max: That's great, though, because indeed then I had to ask about finances to Kas and it would come back and then...

Lennard: Yes, yes, I also noticed that Kas, who said a lot came from his side concerning costing and now, if this is worked out, then you can very easily just pass it on and adjust it.

Max: Yeah, nice.

Lennard: And furthermore, there will also be a whole detailed page for each cocktail. So suppose you have the cocktails at the end. Yes, with vodka on ice fresh, fruity et cetera. Click on a cocktail, you get a picture, ingredients list preparation method...

Max: Yes, just really the whole recipe?

Lennard: And what gear you need to make it.

Max: Garnish?

Lennard: Garnish also, potential garnish. So you can slightly adjust the things to that yourself. So basically everything you need to make the cocktail is then displayed.

Max: Cool man!

Lennard: There is definitely potential in it, I think.

Max: Yes definitely.

Lennard: So yes, in view of this system, do you see this being applicable within Pacific?

Max: Yes, definitely! I think any business that has a cocktail menu at 3WO could make good use of this. I think it also takes a lot of work away from the people who don't have as much time, like the bar managers. I think it saves a lot of time for Kas, who is also swamped with work, so I think such a system is a really good addition to the whole business.

Lennard: That sounds very good.

Max: How did you come up with this?

Lennard: Yes, it was actually before I started the internship I was working with Kas at the time, because I wanted to do an internship with Kas since his line of work attracts me a lot. And he said that he was so, actually so what you said, he was swamped with work. And that we had to find a way to lighten his workload.

Max: Yes.

Lennard: And that came, after we searched for a while, in the context of adjusting the process of getting a new cocktail menu, that he often had to go to the business or bar managers, it took a lot of time, and so he wanted that process to be faster. And everything these days is switching to digital, so we chose that. And then it was basically up to me, with his guidance, which way to go.

Max: Yeah, nice. Very cool.

Lennard: Yes, I took a lot of my inspiration from Difford's Guide.

Max: Yeah good one.

Lennard: And that, that's actually how I wanted it to look. Only with a slightly more personalized search options for 3WO.

Max: Yes, very nice, really nice.

Lennard: So yes, then we ended up with this idea.

Max: And there is still a lot of rubbish on Difford's Guide so if you just filter that properly...

Lennard: Yes so slightly more limited and filtered indeed.

Max: Yeah, yeah, yeah, nice man.

Lennard: So in what respect especially, do you think the system has a positive impact for your business?

Max: I think the following: very good for time. I think whole process is just much faster and if someone is ever going to take over my position, who is not so familiar with cocktails, that is a very good source of inspiration.

Lennard: Yes.

Max: And that it, yes, just streamlined very quickly with like you said price calculation. I think the communication is much faster between Kas and the restaurants. Good inspiration for the people who are not familiar with all 300 cocktails. Yes, those are the three main reasons.

Lennard: Clear, great. What would you personally consider the most important aspect of such a system? Of how it works, for example?

Max: I think you have a nice view of the twist on classics and then say from the perspective of creating the short menu, that you can easily put down an interesting cocktail menu quickly. And then, yes, besides that the main reason is just time, just much faster.

Lennard: What you're really getting at is that it's just easy for anyone to use?

Max: Yes, so the communication also with the price you know. The office of 3WO then knows what the prices are. No need to discuss that anymore. That's just the communication with Kas, much faster fewer people need to be involved during the process and then at the final result just put your heads together, yes or no, done.

Lennard: One last check, and then...

Max: Yes.

Lennard: Okay, super, What would be the deciding factor for you to implement this or not within Pacific?

Max: How it ends up being run, so the search function has to be really proficient. So indeed, what you said: if I want a vodka cocktail that's fresh then....

Lennard: Then fresh cocktails should actually be shown.

Max: Exactly, then the recipes just have to be clear, so the categorization that just has to be good and up to date but still that in that can still be played with a bit. That the lines of communication are just kept very short, I think that's best.

Lennard: Clear. And how would you personally use such a system? You have a lot of experience with cocktails. You might not want to put them on the menu exactly from the system, but what would you use the system mainly for?

Max: Inspiration. And also training the team! That if I give access to this system and ask one person I want a vodka cocktail and another a tequila cocktail, that they will come up with fun ideas themselves based on the cocktails they are given.

Lennard: So that they can still play with the system regardless of what's in it?

Max: Yes, but it's also not just for me, but indeed for the people I work with. It's a nice learning platform.

Lennard: Great, thanks! Lastly actually, any other comments, or questions about the system or anything that is not yet clear or that you would like to know?

Max: I think I have a good idea of what it will look like and I think if this is executed well, it will really be an asset to any company.

Lennard: Thank you! I also hope I can use it to spark something, anything, at 3WO.

Max: I hope so too! And that I still work at 3WO then.

Lennard: Let's see. Anyway, thank you very much for your time.

Max: Yeah, of course!

Interview 7: Bar Manager Volare

Lennard: Thank you very much for taking the time to sit down. First of all, do you agree that the conversation will be recorded and that I will use it for research purposes only and treat the data with discretion?

Olivier: Yes, I agree.

Lennard: Super! First of all, who are you, where do you work and what is your position there?

Olivier: I'm Olivier, I work for 3WO and I'm bar manager at Volare.

Lennard: And as a bar manager, you obviously have to deal with creating and adjusting the cocktail menu, and you do that together with Kas. And the following questions actually relate to that process, how that's structured now.

Lennard: Could you briefly explain what that process looks like, creating a cocktail menu?

Olivier: Yes. Each business is looked at what are the important points for making a new menu, so related by country/product. At Volare, it's an Italian business. So we need to

make sure that as many Italian products and elements are used as possible to stay within the theme. That's also expected, that's step one. Then it is especially important that there is innovation in the menu, that not too many products are used from the previous menu, because then you get the copying effect. Of course, it is also important that there is innovation for the guest, that he or she is surprised every time. Then it's mainly tasting. Going to the restaurant, talk to managers about what's going well, what's not going well, compared to the old menu. And then I get to work on coming up with the right balance. Having a sour, a sweet, which spirit. Mainly that.

Lennard: Okay, super. And how do you experience that current process?

Olivier: That goes very well, in the beginning you step into something, especially in the case where you don't know the previous menu yet, or you do but not yet completely. Then it is equally important that you look at how did the old menu turn out compared to now? And then you can use that information to transform it into a new menu.

Lennard: Yes, and with Volare, what did you notice that you did very differently with your new menu compared to the old menu?

Olivier: I especially wanted to do some new things, especially play with flavours a bit more, some more crazy things is maybe a bit exaggerated but combining some more bold flavours. Obviously using products that are deals within 3WO, obviously with big deals, but also with newer companies that are making an advance.

Lennard: Yes, so just a bit new, more risky and a bit bigger step?

Olivier: Yes, and it's also, often it always starts with the base of a cocktail. If you're talking about a component like a cocktail with tequila then it's almost natural to do something with spiciness. Because those are flavours that go very well together. So that's why I choose a cocktail with tequila, so it doesn't have to be spicy, but that's also a bit of a guest's expectation. Of course, you can capitalize on that.

Lennard: Yes, definitely. You obviously have quite some experience with cocktails and in other work you have made menus many times and you know how it works.

Olivier: True yes.

Lennard: How did you see that process with Kas, the communication with him, that back and forth and the tastings you had to schedule with him?

Olivier: Actually quite positive. Kas is someone who has been doing this within 3WO for quite a long time. It's very easy to say: I'll help you and we'll do it together, but maybe even more interesting for me, but also for him, is: what do you have yourself, what can you

do yourself? So get yourself going, get yourself out there look at your information, look at the data you need and get yourself going. And by the time you get very far, we'll look together. What can we fine-tune is there still an area somewhere and that we can spar from well I don't quite agree with you, **see if we can go another way and that can be on all sides.** Be a choice from products to flavours and also of course syrups that may or may not fit. So actually working with Kas is really nice. **But he very much expects you to come up with a plan yourself first.** Yes, because then he can then...

Lennard: Then he can go back and forth and switch...

Olivier: Exactly! Then sparring, consulting with each other is also much more interesting.

Lennard: Yes, great. What step in the process of creating a menu, at Volare and possibly together with Kas, do you think could or should be better or faster or more efficient?

Olivier: Good question. **I think you can be more efficient in in time and in how long it has to take, I think you can speed that up.** And particularly to that the time frame you have, that takes too long. In fact, you could actually **write a menu in two days.**

Lennard: And do you notice that there is also a lot of pressure behind having the menu ready on time?

Olivier: **Sure, yes, and that's not always a good thing,** but of course there are lots of things in the job that are intertwined, that are important. **You also, of course, just run full speed on the floor every weekend as well. Yes, that's all part of it.**

Lennard: Okay, yeah, super. Thanks for that. How do you think this change could be brought about in that step? How could this process be more efficient in your opinion?

Olivier: I Think you have to look very much at data you can get from the business itself. They know exactly what needs to be changed because they get the feedback from guests. They know exactly what can be improved in making a new menu. I think if you do more with that too, it's easy to choose of: okay, we're going to change this, these come before that.

Lennard: And by that you mean say the popular items you leave for what they are and less popular items you start tinkering with?

Olivier: Yes, exactly.

Lennard: Okay, clear. Is there anything you already do by yourself to make the process as

smooth as possible? Because you have the experience, you already do a lot yourself of course, but is there anything else that you think helps to speed up the process?

Olivier: Have a lot of contact with the company managers. Personal contact, go there. And I think reading up on the information you need, from old menus and also the book that is used where all the recipes are in, you can compare that with each other. I think that's something where I take a bit of an inspiration myself. But yes, at some point you just have to deliver four, five new cocktails. How are you going to choose which are going to be those? I think I look around a lot myself of what exactly is what I want? **And what does the company want?** Yes, I get a lot of information from the book, from recipes, from things I used to make.

Lennard: Before you really get started, just read up and gain knowledge yourself?

Olivier: Yes, because actually you've already thought, if it's good, you've already thought about what you want. You actually already know that. Only it has to fit, it has to be possible. **So I think I have a lot of inside information beforehand even before that menu has to be written.** Yes, I think that helps a lot.

Lennard: Okay, clear.

Lennard: As you probably know, I did an internship at Kas and that's where I've been busy for the past few months, creating the CocktailBible. So you just mentioned a kind of bible that contains lots of recipes. This is basically that, only bigger and digital. So what it is, is an online digital menu planning system with which the end user, including you or the manager of Volare can quickly and very easily build an entire cocktail menu or modify an existing one. The system consists of a very large database of cocktails that are incorporated into a catalogue page, sort of like a webshop, think of a clothing shop online for example. All cocktails have specific names that are translated into filters on that page. And so it is very easy to search for the ideal cocktail you need. Because suppose you need a cocktail with vodka according to Diageo's contract, so you can select the filter vodka and it should be for a summer menu so you select that filter, it should be fresh, you select that filter et cetera. And then in the end you only get the cocktails which fall under those filter names you get to see on your screen. And so, apart from the Spirit, you don't actually need to know the ingredients of the cocktail. To still find the ideal cocktail.

Olivier: Yes, in that category you want?

Lennard: Exactly. Yes, all the cocktails that are in that range, they can also be made with the products that 3WO has available. So all suppliers are processed in system and all cocktails are also linked to a back office with cost calculations so that can also be taken away from businesses like Volare through this system. Furthermore, there is also a detailed page per cocktail with photo, recipe, preparation method and what gear you need to make the cocktail.

Olivier: With serving tips?

Lennard: Yes, exactly. And looking at this system, do you see this being applicable within Volare?

Olivier: Definitely, yes. I think it's the stress, the panic, well bad name, but that you have to think very quickly, what cocktail should I make with a guest who says: I would really like something nice with vodka. That you then don't have to go digging, but that you just find out in a very easy way actually with a few inputs, as you just said, a few details with a few filters very easily come up with the cocktail you need to make. Think it's a very clever system and that takes away a lot of stress and uncertainty at a cocktail bar like Volare.

Lennard: Well beautiful! So mainly in the context of time you're thinking then? On the floor, quickly at hand and needing what you want quickly?

Olivier: Yes, yes, definitely.

Lennard: Excellent. In what respect do you think the system can have the most positive impact within Volare?

Olivier: How do you mean that?

Lennard: So in what area will Volare advance the most if they use this system, do you think?

Olivier: I think on what I already said, on time, but also on consistency and efficiency. Of course, you want it to be the same every time you make a cocktail, even if someone comes two weeks later and says: I liked last week's cocktail, the cocktail from a 2 weeks ago, I want to have it again. So that you can make exactly the same cocktail. Yes, because efficiency and consistency are key in a bar, so I think you can make a lot of profit there.

Lennard: Okay, clear, thank you very much. And what would you consider the most important aspect of such a system regarding how to use it?

Olivier: It has to be easy, you had already described that of course. It has to be relatable, so I think the way you do it, there's always something they do know. This program is going to help you by fully finding out where they want to go. So you fill in some parts, the system is going to think of the answers, if I understand it correctly?

Lennard: Yes.

Olivier: A result comes out of that. I think you can also specify that very much by leaving out some elements and putting something else in return. So I think it's very easy, very clear and especially that recognition, those pictures, that preparation, I think that's going to help a lot.

Lennard: Yes, so, just very simple, though, thought out?

Olivier: Yes, exactly, so that you also make sure that everyone understands this. You don't want to make something super difficult, what you and I, what only bar people are going to understand because they have that knowledge yes or no.

Lennard: Ideally, everyone should be able to use this, indeed.

Olivier: Yes, that is I think, a very important value for that program.

Lennard: Okay, super, thank you. What would be the deciding factor or dealbreaker for you whether or not to implement this within 3WO or Volare?

Olivier: I think of that what also several people will say, but for me of course it should not become too costly a product that it has a high price tag. Look, for companies like 3WO, they are very big, so there shouldn't be a lot of difficulty in that. But I think the main idea is also to develop this further so it should be for multiple things. I don't think it should be too expensive, that for me would be a dealbreaker. And definitely don't make it too complicated, we had already said that, of course. Because then you have something really cool and something that absolutely works. Yes, nobody is going to use it if they don't get it.

Lennard: Yes, it should remain readable.

Olivier: Yes, but it should also make sense.

Lennard: Yes, clear, thank you. And for you personally: how would you mainly use such a system? So you already have a very broad knowledge of cocktails, so how would you use this, rather as a support, as a learning tool or would you use this to copy the cocktails exactly from the system on the menu?

Olivier: I would use the system to, there are already a lot of cocktail recipes you have worked with. It's especially interesting for: you obviously want something different all the time, always innovate, always surprise the guest more. I think with the program you can also see, precisely, if I increase the acid versus sugar, slightly, balance it a bit more, make it a bit more pronounced, what happens at the end with the result you want to get? Yes, I think that's very interesting for me, because then you start to see other things as well. It's your source, it's your, how do you say that? It's your inspiration, and that's going to help a

lot in the step where you want to go. So I think that would be very interesting for me, think it would be a huge inspiration for me to use the program to eventually put something new on the menu again. Because that's what it's all about.

Lennard: Great, yes, sounds good. That was basically it. Do you have any comments or questions about the system, anything not clear, anything you want to say about it?

Olivier: No, I'm actually very curious about when this will be launched?

Lennard: With all the feedback from you and the other interviews, I'm going to work on it and optimize it. I have a small base, but that needs further elaboration. So with all the little feedback points I've collected, I'm going to work on that now. And then as soon as possible, probably within two weeks it will be finished. Yes, or at least the prototype of it.

Olivier: Sounds very promising.

Lennard: So then: yes, I will definitely come back to you.

Olivier: Super, nice!

Lennard: Thank you so much!

Olivier: You're welcome.

Appendix 3 CocktailBible Back Office - Price per Product

In this excel sheet all (Rum)cocktails are dissected into their different components. And by use of a formula that is connected with the complete product list, the prices of the products are calculated per milliliters used in the cocktail. E.g. for no. 3.5, the Daiquiri, 50ml of Pampero Blanco (White Rum) costs €0.66, 15ml of lime juice costs €0.18 and 10ml of sugar syrup costs €0.04.

3wo CocktailBibel Backoffice Updated.xlsx															
Lennard van Bennekorn															
File Home Insert Page Layout Formulas Data Review View Help Table Design															
Clipboard Font Alignment Number Styles Cells Editing															
J4 =Productenlijst!L107/(Productenlijst!J107/[@ML])															
B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
2															
3		3. Rum Sour	ML	Prijs		3.5. Daiquiri	ML	Prijs			3.10. Zombie	ML	Prijs		
4		Pampero Especial	60	€ 0,97		Pampero Blanco	50	€ 0,66			Havana 3Y	45	€ 0,79		
5		Citroensap	30	€ 0,39		Limoensap	15	€ 0,18			Goslings 151	50	€ 2,35		
6		Suikersiroop	10	€ 0,04		Suikersiroop	10	€ 0,04			Velvet Falernum	15	€ 0,38		
7		Angostura	2	€ 0,10							Pernod Anise	1,25	€ 0,05		
8											Ananassap	30	€ 0,05		
9											Limoensap	20	€ 0,24		
10											Grapefruitsap	10	€ 0,04		
11											Monin Grenadine	5	€ 0,05		
12															
13		3.1. Dark & Storm	ML	Prijs		3.6. Caipirinha	ML	Prijs			3.11. Pisco Soui	ML	Prijs		
14		FeverTree Ginger Bee	120	€ 0,48		Cachaca Leblon	60	€ 2,40			Waqar Pisco	60	€ 2,40		
15		Limoensap	15	€ 0,18		Limoensap	15	€ 0,18			Citroensap	30	€ 0,39		
16		Gosling's Black Seal	50	€ 1,21		Suikersiroop	15	€ 0,05			Suikersiroop	10	€ 0,04		
17		Angostura	2	€ 0,10							Angostura	1	€ 0,05		
18											Amargo Chuncho	2	€ 0,40		
19											Eiwit	15	€ 0,08		
20															
21															
22															
23		3.2. Mojito	ML	Prijs		3.7. Bloody Robert	ML	Prijs			3.12. Jungle Biri	ML	Prijs		
24		Pampero Blanco	60	€ 0,79		Pampero Especial	60	€ 0,97			Gosling's Black Seal	50	€ 1,21		
25		Suikersiroop	10	€ 0,04		Big Tom Tomatensap	120	€ 0,48			Campari	20	€ 0,31		
26		Limoensap	15	€ 0,18		Citroensap	15	€ 0,19			Ananassap	50	€ 0,09		
27		Munt	Tak	€ 0,10		Tabasco	2	€ 0,10			Limoensap	20	€ 0,24		
28		FeverTree Soda	30	€ 0,15		Worcestershire	2	€ 0,03			Suikersiroop	15	€ 0,05		
29						Kopke Tawny	15	€ 0,20							
30						Pinch Salt & Pepper									
Cocktail Dashboard Productenlijst Productiekeuken Vodka Specs Tequila Specs Rum Specs Gin Specs															

Appendix 4 CocktailBible Back Office - Price Dashboard

In this sheet, all prices per cocktail come together as to provide a clear overview what each different cocktail costs. All individual product prices as seen in the tables in Appendix 3 are added together per cocktail to find out its total price.

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No.	Vodka Cocktails		Prijs	No.	Tequila Cocktails		Prijs	No.	Rum Cocktails		Prijs	No.	Gin Cocktails		Prijs
1	1,1	Cosmopolitan	€ 1,52	2	2,1	Paloma	€ 2,98	3	3,1	Rum Sour	€ 1,49	4	4,1	Gin Sour	€ 2,34
2	1,2	Moscow Mule	€ 1,68	3	2,2	Classic Margarita	€ 3,35	4	3,2	Dark & Stormy	€ 1,97	5	4,2	Gimlet	€ 1,28
3	1,3	Espresso Martini	€ 1,62	4	2,3	Tommy's Margarita	€ 3,59	5	3,3	Mojito	€ 1,25	6	4,3	John Collins	€ 1,48
4	1,4	Pornstar Martini	€ 1,53	5	2,4	Margarita Sour	€ 2,84	6	3,4	Rum Old Fashioned	€ 3,52	7	4,4	Negroni	€ 1,76
5	1,5	Vodka Martini (5:1)	€ 1,51	6	2,5	Tequila Old Fashioned	€ 4,47	7	3,5	Pina Colada	€ 1,69	8	4,5	Clover Club	€ 2,02
6	1,6	White Ukrainian	€ 1,93	7	2,6	Tequila Sour	€ 3,58	8	3,6	Daiquiri	€ 0,88	9	4,6	Gin & Tonic	€ 1,28
7	1,7	Bloody Mary	€ 2,06	8	2,7	El Diablo	€ 3,05	9	3,7	Caipirinha	€ 2,63	10	4,7	Bee's Knees	€ 2,43
8	1,8	Screwdriver	€ 1,70	9	2,8	Mexican Firing Squad	€ 3,51	10	3,8	Bloody Roberto	€ 1,96	11	4,8	Dry Gin Martini (7:1)	€ 2,15
9	1,9	Caipirovka	€ 1,74	10	2,9	Tequila Sunrise	€ 3,27	11	3,9	Cuba Libre	€ 1,20	12	4,9	Gin Smash	€ 1,54
10	1,10	Sex on the beach	€ 2,39	11	2,10	Siesta	€ 2,80	12	3,10	Rum Punch	€ 1,80	13	4,10	White Lady	€ 1,79
11	1,11	French 75	€ 1,22	12	2,11	Bloody Maria	€ 4,03	13	3,11	Zombie	€ 3,95	14	4,11	Bramble	€ 1,59
12	1,12	Hard Lemonade	€ 2,41	13	2,12	Batanga	€ 2,65	14	3,12	Pisco Sour	€ 3,35	15	4,12	Gin Fizz	€ 1,27
13	1,13	Vodka Sour	€ 1,85	14	2,13	Michelada	€ 3,03	15	3,13	Jungle Bird	€ 1,90	16	4,13	Green Collins (Matcha)	€ 1,48
14	1,14			15	2,14			16	3,14	Mai Tai	€ 2,02	17	4,14	Singapore Sling	€ 1,71
15	1,15			16	2,15			17	3,15	Old Cuban	€ 2,02	18	4,15	Corpse Reviver no.2	€ 1,72
16	1,16			17	2,16			18	3,16	Rum Daisy	€ 1,15	19	4,16	Aviation	€ 1,81
17										Aged Honey Daiquiri	€ 2,25				

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3wo Cocktailbijbel Backoffice Updated.xlsx

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=SUM(Table132787117207[Prijs])

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In this sheet, all products that 3WO establishments are able to order are integrated. This means all 3WO establishments should be able to make all cocktails that are included in the CocktailBible's database.

[illegible]

N	O	P	Q	R	S	T	U	V	W	X	Y
Suikers & Zuivel				Monin Siropen							
Leverancier	Formaat in ML		Prijs	Leverancier	Formaat					Prijs	
Haymana	2220	Aardbeienjam	€ 16,19	Haymana	1000	Gembersiroop fijl				€ 7,39	
Haymana	4320	Abrikozenjam	€ 29,80	Haymana	700	Monin Aardbei				€ 6,90	
Haymana	2400	Agavesiroop	€ 22,40	Haymana	750	Monin Amandel				€ 5,98	
Haymana	2040	Appelstroop	€ 10,69	Haymana	750	Monin Bloedsinas				€ 7,99	
Haymana	600	Basterdsuiker Donker	€ 1,29	Haymana	700	Monin Blue Curacao				€ 8,49	
Haymana	600	Basterdsuiker Wit	€ 1,26	Haymana	1000	Monin Caramel				€ 7,25	
Haymana	2400	Bosbessenjam	€ 16,20	Haymana	750	Monin Chocolate				€ 7,30	
Haymana	500	Honing	€ 8,95	Haymana	700	Monin Citroengras				€ 7,19	
Haymana	25000	Kristalsuiker	€ 29,95	Henk Smit	700	Monin Elderflower				€ 7,00	
Haymana	750	Maplesiroop Citadelle	€ 22,80	Haymana	700	Monin Framboos				€ 7,25	
Haymana	1000	Palmsuiker	€ 9,29	Haymana	700	Monin Gele Appel				€ 7,39	
Haymana	5000	Poedersuiker van Gilse	€ 9,40	Haymana	750	Monin Gele Banaan				€ 6,45	
Haymana	1200	Pruimenjam	€ 9,00	Haymana	750	Monin Grenadine				€ 7,40	
Haymana	1000	Rietsuiker	€ 1,96	Haymana	750	Monin Groene Banaan				€ 6,55	
Haymana	1000	Slagroom 35% zonder zu	€ 5,89	Haymana	750	Monin Hazelnoot				€ 7,90	
Haymana	1020	Vijgenjam	€ 7,90	Haymana	1000	Monin Hibiscus				€ 8,70	
Haymana	6000	Volle Melk Arla	€ 6,84	Haymana	700	Monin Honing				€ 8,90	
Haymana	12000	Chocomel	€ 21,60	Henk Smit	700	Monin Mûre				€ 7,00	
				Haymana	750	Monin Passievrucht				€ 8,99	
				Haymana	750	Monin Perzik				€ 6,70	
				Haymana	750	Monin Pina Colade				€ 6,99	
				Haymana	750	Monin Pompoen				€ 8,39	
				Henk Smit	700	Monin Rose				€ 7,00	
				Henk Smit	700	Monin Spicy Mango				€ 7,50	
				Haymana	1000	Monin Suiker				€ 7,80	
				Haymana	1000	Monin Vanille				€ 11,29	
				Henk Smit	700	Monin Watermeloen				€ 7,50	
Likeuren				Kruiden Vers							
Leverancier	Formaat in ML		Prijs	Leverancier	Formaat					Prijs	
Henk Smit	1000	Amaretto Disaronno	€ 17,21	Haymana	Bos	Basilicum				€ 1,49	
Henk Smit	1000	Amarula Cream	€ 12,30	Haymana	Bos	Biestlook				€ 1,25	
Henk Smit	1000	Amarula Cream Vanilla S	€ 12,95	Haymana	Bos	Bladpeterselle				€ 1,15	
Henk Smit	700	Ancho Reyes Chile	€ 35,50	Haymana	Bos	Bladselderij				€ 1,50	
Henk Smit	1000	Baileys	€ 17,30	Haymana	Bos	Bonenkruid				€ 1,95	
Henk Smit	750	Belsazar Dry Vermouth	€ 15,95	Haymana	Bos	Citroen Melisse				€ 2,09	

Productenlijst Productiekeuken Vodka Specs Tequila Specs Rum Specs Gin Specs Bo...

Appendix 6 Intervention Timeline

<i>What</i>	<i>When</i>	<i>Stakeholders Involved</i>
End of internship & creation CocktailBible	9 th of September	Main Stakeholders
Create interviews to gather feedback on CocktailBible	9-16 September	EBM 3WO
Conduct Interviews	19-23 September	Main & Secondary Stakeholders
Adjust CocktailBible based on feedback	26-30 September	3WO EBM & Secondary Stakeholders
CocktailBible Prototype finalized	1 st of October	3WO EBM & Secondary Stakeholders
Test Prototype with sample	3-7 October	Secondary & Indirect Stakeholders
Distribute & gather data from follow-up survey	8-14 October	Secondary Stakeholders
Analyze tips & tops for final adjustment	17-19 October	EBM 3WO & Secondary Stakeholders
Present Prototype (Development Company)	20 th of October	EBM 3WO
Present Prototype (3WO) & Receive go/no go to fully develop CocktailBible	21 st of October	Owners 3WO

Appendix 7 Client Evaluation Form



Evaluation Form Company Project/Research

(EVALUATION FORM OF ALL CLIENTS AND ON ALL DELIVERABLES IS COMPULSORY, FORMAT IS NOT)

Name of student:	Lennard v. Bennekom	Student number:	671568
Name of company/organisation:	3wo	Department:	Operational Management
Name of company tutor/research commissioner:	Kas de Bruijne	Position of company tutor/commissioner (if applicable):	Executive Bar Manager
Project and/or Deliverable: (please specify)	3wo CocktailBijbel		
During the first (unofficial) evaluation the set-up for the project and end deliverable(s) is discussed. For this final evaluation the project has been delivered by the student and is thus evaluated. This is taken into consideration for the final assessment of the student.			

CATEGORY 1: EXPERTISE/KNOWLEDGE OF THE FIELD				
Rating	Excellent	Good	Room for improvement	Comments
	In-depth use of relevant literature and knowledge of the field. The deliverable shows excellent thinking capacity of the student (considering all significant factors and looking from all different perspectives).	Use of relevant literature and knowledge of the field. The deliverable shows mostly intellectual depth (considering significant factors and looking from different perspectives).	No or incorrect use of literature and knowledge of the field. The deliverable lacks intellectual depth.	Veel praktische ervaringen zijn meegenomen in het creëren van de cocktailbijbel, goede denkwijze om het proces te versnellen.

CATEGORY 2: KNOWLEDGE APPLICATION/SOLVING PROBLEMS				
Rating	Excellent	Good	Room for improvement	Comments
	The theories and models are skillfully applied and the student can translate this in a unique solution and implementation. The student can relate situations to concepts that results into a solution that adds great value to the company's overall strategy. The creative solution is/are be implemented and evaluated and is solving the problem.	The student uses theory, models, and shows understanding of the issues at hand. The solution is realistic and implementable for the company. The solution is/are can be implemented and evaluated.	Mentioning theory and models, but not using them in the correct way. The student cannot convince of the possibilities to implement and evaluate. It is not solving the problem.	De manier hoe wij cocktailmenu's samenstellen kan door dit project volledig gestroomlijnd en effectiever gedaan worden, mede door de inzichten en denkwijze die Lennard heeft toegepast bij het bedenken en uitwerken ervan.

CATEGORY 3: INFORMED JUDGEMENTS				
Rating	Excellent	Good	Room for improvement	Comments
	The research process is done and explained in an excellent way. All statements, conclusions and recommendations are underpinned with the data collected by the students and/or referencing. The analysis is very substantial.	The research process is done and explained well. Most statements, conclusions and recommendations are underpinned with the data collected by the student and/or referencing. The analysis is substantial.	Weak problem analysis, research question not clear enough. Data collection and/or methodology is insufficient. Weak analysis, use of data from one dimension and not backed up.	De uitwerking van de cocktailbijbel is afgestemd op onze inzichten, maar ook die van de geïnterviewde restaurant en barmanagers. Hierdoor is het samen met eindgebruikers al deels geleest en dus een goede basis.

CATEGORY 4: COMMUNICATION AND SHARING KNOWLEDGE				
Rating	Excellent	Good	Room for improvement	Comments
	Excellent ability to communicate information, ideas, problems and solutions to all stakeholders involved. The deliverable adds great value to the main stakeholders. Initial and creative channels have been actively used to share outputs and knowledge.	Good ability to communicate information, ideas, problems and solutions to stakeholders. The deliverable adds value to the company. Existing channels have been used to share knowledge.	The deliverable could have been better delivered to the stakeholders. The deliverable could have added more value, if better delivered. No active communication of outputs and knowledge.	Via de 3wo speakapp kunnen alle restaurant en barmanagers de cocktailbijbel ontvangen, het gebruik wordt goed uitgelegd en het zou van veel waarde kunnen zijn voor de zaken binnen 3wo.

CATEGORY 5: INTERCULTURAL HOSPITALITY LEADERSHIP				
Rating	Excellent	Good	Room for improvement	Comments
	Student can lead the project by themselves. Student is self-critical towards improvement and takes feedback to heart. Student deals with a diversity of stakeholders in an intercultural competent way. Hospitality mindset is seen in project or work in a very distinct way.	Student can lead the project with little help. Student is critical towards improvement and listens to feedback. Student deals with different stakeholders. Hospitality mindset can be seen.	Tasks performed are described and not critically analyzed. Student is not too critical towards own learning and can listen better to feedback. Student does not know how to deal with differences in stakeholders. Hospitality can be improved.	Lennard heeft dit project vrijwel zelf uitgewerkt en samen met mij bedacht, met mijn gedachten en opmerkingen en zijn werkwijze is dit een waardig project geweest.

OVERALL COMMENTS:

Puntje bij paaltje, alles ziet er goed en strak uit, zoals we het in de eerste instantie voor ogen zagen voordat de slag was begonnen. Het design gedeelte heeft even op zich laten wachten maar is goed opgepakt. Het prototype is duidelijk en gebruikersvriendelijk. Ik mag spreken van een mooi project en vertrouw erop dat dit veel voor 3wo zal opleveren.

STUDENTS' COMMENTS:

Comments on evaluation: I am happy with the feedback and look back on a successful project thus far. Even though some findings could be supported more by theories, I am glad with the conclusions I was able to draw from the interviews and adjust the CocktailBible Prototype where necessary.

DATE & STUDENT'S SIGNATURE:

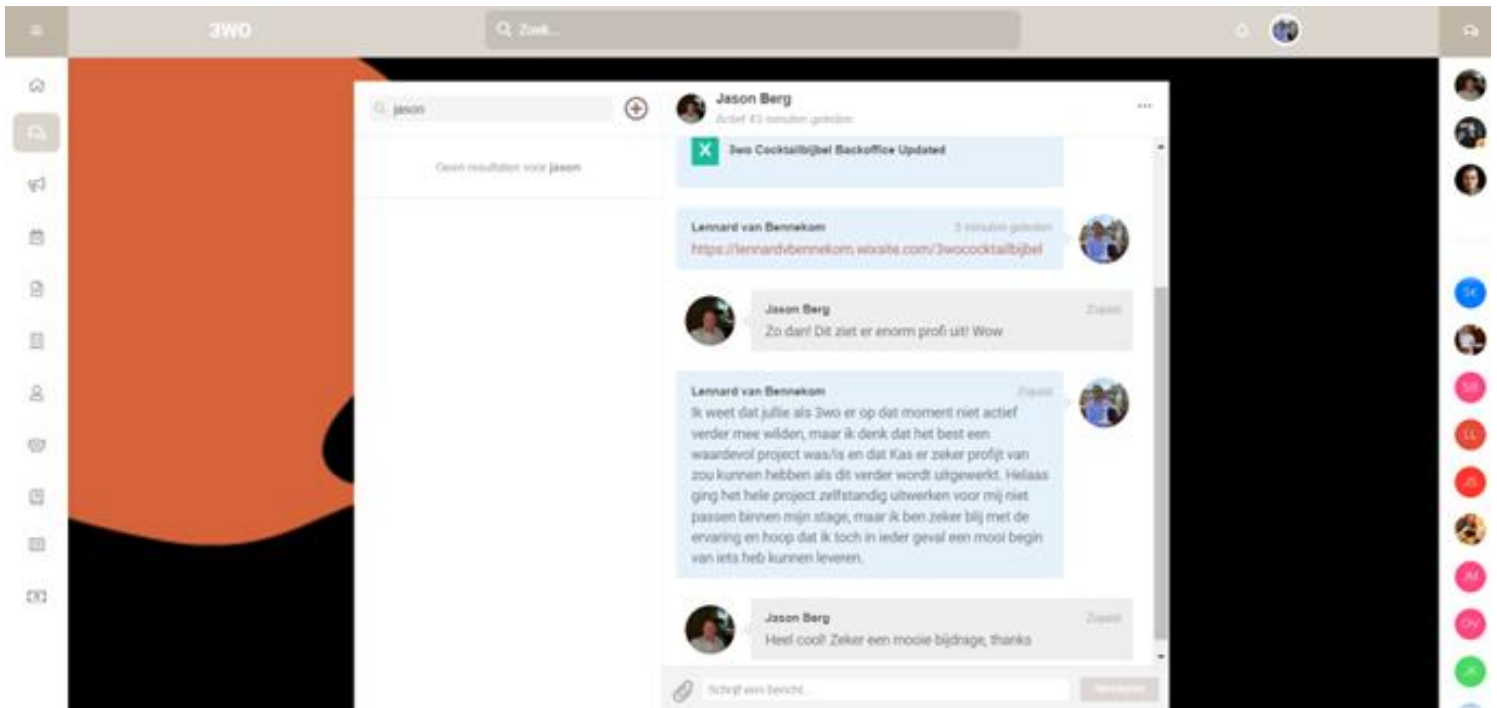
3-10-2022

COMPANY SUPERVISOR'S/RESEARCH COMMISSIONER'S SIGNATURE:

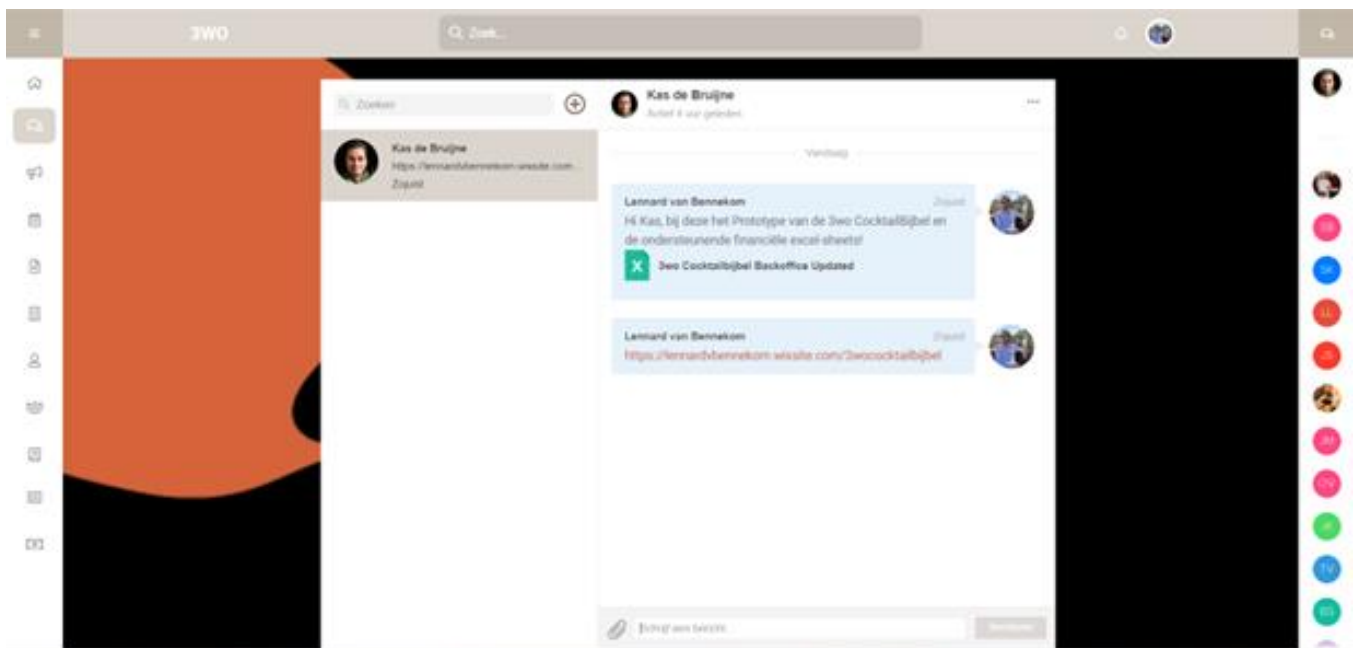
3-10-2022

THE COMPLETED FORMS (ON ALL DELIVERABLES AND PERFORMANCE) NEED TO BE EMAILED TO THE LYCAR COACH AND PUT IN THE APPENDICES OF THE CAREER PORTFOLIO

Appendix 8 Proof of Dissemination - Main Stakeholders




Dissemination to Jason Berg, co-owner of 3WO.



Dissemination to Kas de Bruijne, Executive Bar Manager of 3WO.

Appendix 9 Proof of Dissemination - Secondary Stakeholders


✕ Sluiten **Finished CocktailBible Prototype**



Lennard van Bennekom

BCC: ollie, [redacted].com; marlon, [redacted].com; florist, [redacted].com; chakad, [redacted].com; max, [redacted].nl; rhb- [redacted].com; Robin, [redacted].nl

Vr 9-12-2022 12:53



3wo Cocktailbijbel Backoffice...
323 kb

Dear,

Once again, I would like to express my gratitude for participating in the interview we did together. The feedback and insights I gained from it are extremely valuable with regards to my overall project. With these newfound insights, I finished the prototype as I envisioned it at the start of my placement. And I am confident in saying: with your help, this has been a successful project!

As you expressed interest in the prototype as I explained it in the interview, I would like to share it with you so that you can look at it and utilize it as you see fit. Should you have any more points of feedback, tips/tops, anything you'd like to share at all, I would be happy to hear it!

Please find attached the back office with all things regarding finance, and for the prototype, you can access it via the link below:
<https://lennardvbennekom.wixsite.com/3wococktailbijbel>

Kindest regards,
 Lennard van Bennekom


↩ Beantwoorden

↩ Allen beantwoorden

➡ Doorsturen

Appendix 10 Proof of Data Submission

File Upload Notification



noreply <noreply@hotelschool.nl>

To: Lennard van Bennekom

Sat 10/12/2022 01:02

Dear Lennard Bennekom, van,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Lennard Bennekom, van
 Student Number : 671568
 Email : 671568@hotelschool.nl
 LYCar Coach : Mr. R. Gallicano
 Research Number : 2022-647

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
 Thank You.

↩ Reply

➡ Forward

Appendix 11 LYCar Proposal Assessment Form

LYCar Proposal Grading Rubric

V.1.1 (Version LYCar 2020; 16 February, 2021)

Student Name: Lennard van Bennekom

LYCar Coach: Mr. R. Gallicano

Student Number: 671568

Primary PLO: 5

Date Submitted: 29/08/2022

Secondary PLO(s): 10

Note: All boxes with red border to be filled by student

Preconditions (required for assessment)	Yes	No	Comments
Checks content and completeness			
Executive Summary is present, concise, can be read independently, contains information about process and content, focuses on results and outcomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal meets formal reporting criteria (according to e.g., LYCar Reading & Writing Guide)			
LYCar Proposal is written in English and is professional, including common basic components such as Intro, ToC, Conclusion etc. - see Reading & Writing Guide	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal is max. 5.000 words (counting after Table of Content, incl. text in tables) - visual proof of wordcount is included in Appendices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Harvard Referencing Style is used consistently, referencing to primary sources only. List of References is well presented	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Check (technical) formalities and submissions			
Ephorus upload	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
LYCar Proposal incl. Appendices are uploaded in Osiris	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Ethics and data management			
Ethical, integrity and data management requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Entitled to assessment? (All yes above required):	<input checked="" type="checkbox"/>		

DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.
Student Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Use of literature shows understanding of the subject, multiple sources of literature effectively used, knowledge of subject becomes clear. Research from industry is linked to the problem statement.	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Different perspectives have been analysed. Depth is evident. Literature review relevant and synthesizing with Problem Definition..	

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skillfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.
Student Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Knowledge and understanding professionally applied, own insights adequately related to the subject in question. Impact on organization becomes clear, Stakeholders are identified, dissemination can be done more in-depth.	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	The criteria for evaluation of the "Intended solution" is clear as well as the impact on the various stakeholders. Dissemination is through various channels.	

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated.	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practitioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or uncertainties. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.
Student Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Research setup is clear, golden thread in report is clear, DBR steps are linked together. Analysis uses multiple types of sources and perspectives, all statements are underpinned clearly with sources. Decisions in report are made based on gathered information and research.	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	DBR followed and systematic. The Intended Solution is clear, relevant to the prior analysis and potentially very value adding to the client. The analysis is complex and well supported but additional data - benchmarks/metrics for future evaluation considered but should be more evident as research progresses.	

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.
Student Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Clear use of english throughout report, linking words are used effectively to showcase opinions and arguments. Report is easy to read, visualizations used in various situations to underpin thoughts. Abbreviations are used frequently, sometimes leading to awkward sentence structures.	
Assessor Feedback:	Pass <input checked="" type="checkbox"/> Not Yet <input type="checkbox"/>	Report is well structured and organised - communication is more than efficient at this time.	

DDS: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student Feedback:	Pass	<input checked="" type="checkbox"/>	<p>Theory on IQ/AQ/EQ development in relation to goals is missing here and there. Goals are realistic and show clearly what area student aims to grow. Student adequately relates goals and personal growth to internship work and deliverables.</p>
	Not Yet	<input type="checkbox"/>	

Assessor Feedback:	Excellent	<input type="checkbox"/>	<p>The majority of the plan for IQ, EQ, AQ is good and clear. Deliverables evident to date and will only be developed further and in more depth going forward. Contribution to the company and the community is well done.</p>
	Pass	<input checked="" type="checkbox"/>	
	Not Yet	<input type="checkbox"/>	

Overall Assessor Feedback

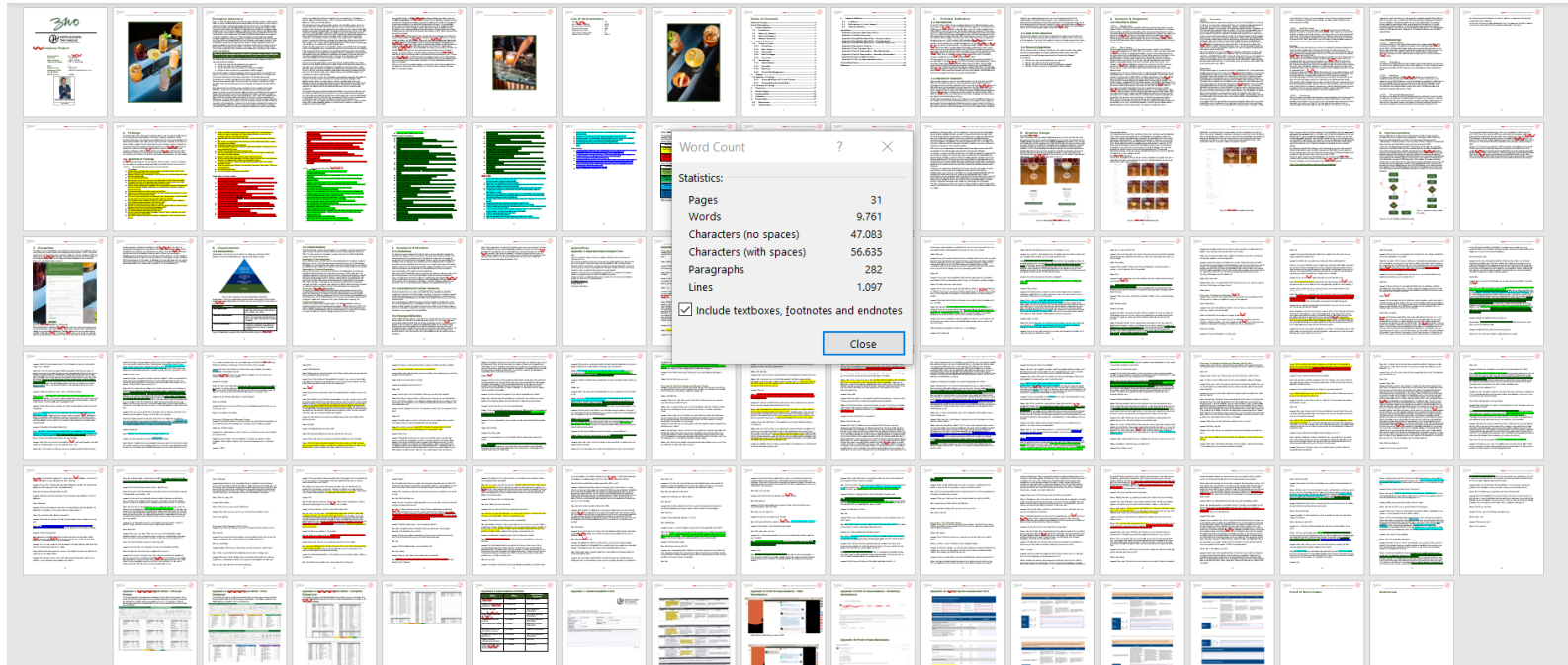
Lennard is progressing well. Working very independently but producing good quality work. His enthusiasm for this project and his solution is evident and should lead to very good end result.

LYCar Proposal Outcome

- Pass ☒ All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
- No Go ☐ One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
- Pre-Condition NY ☐ Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.

Proof of Word Count

Word count = 9761 + 367 words from figures = 10.128



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