

REAL CASE · STRUCTURAL DIAGNOSIS

**+42.7% with no price increase
on the menu.**

Beach bar · Levante coast, Spain

Structural diagnosis and intervention on offer and operations.

JIWA BIRU CONSULTORA

THE CONTEXT — A BUSINESS THAT ALREADY WORKED

A beach bar that didn't need reinventing. It had customers, footfall and turnover. But all of it was being held up by sheer effort, with a menu that had grown out of shape and a kitchen trying to please everybody without ever really answering how its customer actually eats and drinks.

THE VENUE

Beach bar on the coast. Small kitchen, non-stop pace, heavy service pressure.
Consumption tied to the setting: drinking, sharing, hanging around.

THE OFFER

Long menu, a mix of concepts with nothing holding them together.

THE SYMPTOM

Slow service, too much stock, high waste, a complicated kitchen, weaker execution. The business worked, but it took more effort than it should have.

The business worked. The problem wasn't the turnover, it was what it cost to produce it.

THE STARTING DATA — WHAT THIS RESTS ON

LEVEL OF INFORMATION AVAILABLE ON ENTRY	Partial records. The group's POS system was up and running, with sales logged but no sales mix ever pulled out of it. No usable dish costings.
WHAT WAS OBSERVED	Observation during live service, lunchtime and evening. No meeting outside service hours.
WHAT HAD TO BE REBUILT BECAUSE IT DIDN'T EXIST	Ticket count and costings for the best-selling dishes. Both are flagged as reconstructed, not as the business's own data.

Nothing is claimed here that can't be checked. Whatever wasn't there was rebuilt, and it says so.

THE DIAGNOSIS — WHAT WAS ACTUALLY GOING ON

OPEN CONTRADICTION · OFFER ↔ BUSINESS MODEL

The menu didn't answer the setting

A beach bar isn't a conventional restaurant. People don't come to be surprised or to work at it. They come to eat and drink easily. The menu had been designed as if that setting didn't exist.

OPEN CONTRADICTION · OFFER ↔ INSTALLED CAPACITY

Dishes the kitchen couldn't carry

Preparations had been brought in that the kitchen was never built to handle. They slowed plates down and created bottlenecks exactly when the pressure was highest.

TENSION · POSITIONING ↔ OFFER

A blurred identity

The mix of concepts meant the customer couldn't tell what kind of place he was in. With no clear identity, perceived value drops even when the product is good.

OPEN CONTRADICTION · DECLARED SEGMENT ↔ REAL SEGMENT

Misreading the foreign customer

The assumption was that tourists want variety and something exotic. The opposite was true: they want clarity, speed, flavours they recognise, and the sense that the place is the real thing.

ROCAMORA METHOD

Every finding is classified as Aligned, Tension or Open contradiction.

The most expensive contradiction sets where the intervention starts.

Most expensive contradiction: the menu was designed for a customer the venue doesn't attract, and cooked in a kitchen that can't sustain it.

RESISTANCE — A DIAGNOSIS DOESN'T FAIL ON TECHNICAL GROUNDS

When the model really gets adjusted, resistance shows up. Not because it doesn't work, but because it breaks habits that have been propping the business up for years. The menu was his. Cutting it felt like losing something.

"I'm going to lose customers"

The feeling that fewer dishes means fewer options and therefore fewer sales. It works the other way round: a clearer menu converts better.

"Tourists want variety"

A deeply held belief that the foreign customer needs a wide offer. In practice, variety without coherence creates confusion, not satisfaction.

"It's always worked like this"

Operating habits are the hardest thing to move. Anything that has worked “more or less” feels stable, even when it carries a real cost.

"It's my menu, I know it"

The menu was part of the business's identity as the owner understood it. Changing it meant admitting it could be better, and that isn't easy.

A diagnosis the owner doesn't accept is worth nothing. Walking him through the decision is part of the job.

THE INTERVENTION — WHAT WAS TOUCHED, AND IN WHAT ORDER

REDESIGN CRITERIA

- A clean, recognisable menu that fits the setting
- An offer a small kitchen can actually execute
- Built for speed of service and table turnover
- No low-quality ingredients
- Sharing plates, pepitos, signature dishes, good desserts and cocktails

SEQUENCE OF INTERVENTION

1 Menu first

It sets what the kitchen has to be able to do. Redesigning the operation first would mean rebuilding it for dishes that are about to disappear.

2 Operations next

With the offer closed, flows, purchasing and ticket times get adjusted to what that menu really demands, not to what the old one demanded.

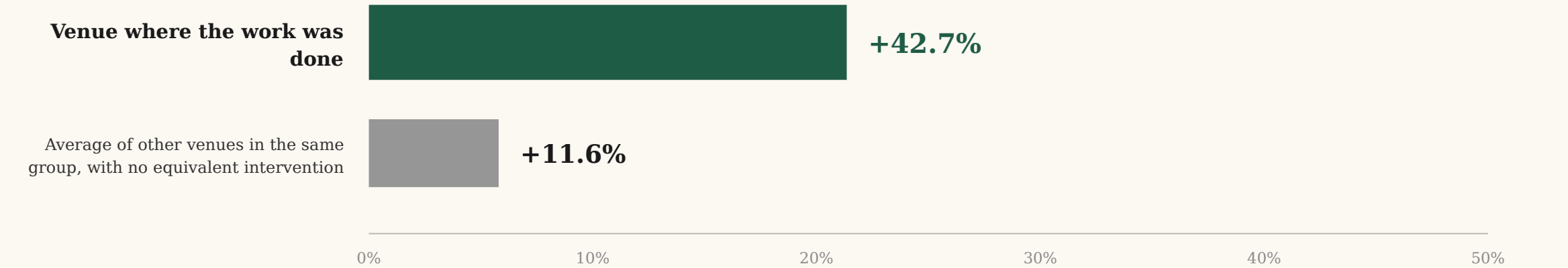
3 Perception and tableware last

You touch what's visible once the work behind it can hold it up. Changing perception earlier would have promised something the kitchen still couldn't deliver.

A menu isn't designed to have a bit of everything. It's designed to build a coherent operational and commercial logic.

THE RESULT — WHAT WAS MEASURED, WHAT WAS OBSERVED

Sales variation against the comparable period (%)



Differential attributable to the intervention

~31 points above the group's own trend

Comparison

Same group, same area, same day, same customer profile

Source

Group POS system

Comparison of one matched day (equivalent Saturday, June 2024 and June 2025). It isn't an annual series. The limitation is published because a figure without its context isn't data, it's an argument.

OBSERVED IN SERVICE, NOT MEASURED.

↑ Faster service Fewer complex preparations, plates leaving more smoothly, less waiting.	↑ Better margins Less stock, less waste, ingredients used properly.	↓ Less operational complexity A tidier kitchen and less stress on the team during service.	↑ A recognisable identity The customer knows where he is. A beach bar, not a place trying to be several things at once.
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WHAT THIS CASE TEACHES

1

The problem wasn't in the menu. It was that the offer contradicted the real customer and the kitchen's capacity at the same time. The menu was the symptom.

2

The owner's resistance is part of the diagnosis, not an obstacle to it.

3

With nothing to compare against, any improvement gets put down to the season. With a benchmark, you can tell how much of it belongs to the intervention.

IS YOUR BUSINESS COHERENT OR A PILE OF DECISIONS THAT NEVER TALKED TO EACH OTHER?

I look at whether your offer answers how your customer really consumes, and whether your operation can carry it.

Structural Diagnosis · from €1,200 — Request your diagnosis

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Rocamora Method · Structural diagnosis with verifiable data.