


Chapter 12


Brand Communication and Strategic Analysis of Menus in Fine Dining Restaurants in Hotel Management

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ABSTRACT

Considering hotel management as an ecosystem and food & beverage management being one of its subsystems, described as the most technical and complex, it is correct to state that these characteristics determine the need for more scientific, constant and contemporary study. In this chapter, we apply a menu analysis to a fine dining restaurant – food section – using the case study methodology, using the Omnes system, Miller, Kasavana & Smith and Pavesic models, using a matrix adapted and developed for this purpose. The aim is to understand the role that marketing and physical evidence play in the strategic Analysis of Menus in Fine Dining Restaurants. The conclusions list the results obtained and indicate proposals for improvement, through models and supervision instruments that will condition the

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strategic orientation and management of the establishment under evaluation. From an interdisciplinary perspective, the chapter presents insights for hotel services marketing and strategic menu management.

1. INTRODUCTION

Tourism research has broadened its scope, mirroring an increasing acknowledgment within the academic community (Talukder et al., 2024). Service marketing plays a crucial role in the hospitality industry, particularly in hotels and restaurants, where the intangible nature of services necessitates a strategic approach to marketing (FitzPatrick et al., 2013; Marques et al., 2025). Effective service marketing helps hotels differentiate themselves in a competitive market by emphasizing unique service attributes and creating a strong brand identity (Manhas & Tukamushaba, 2015; Sousa et al., 2021; Alauddin et al., 2020). This differentiation is essential for attracting and retaining customers, as it builds trust and loyalty through consistent and high-quality service experiences (Leonidou et al., 2013; Cardoso et al., 2023).

Physical evidence is a vital component of service marketing in the hotel industry, as it provides tangible cues that help customers evaluate and perceive the quality of the service (Chang & Tarn, 2008; Talukder & Muhsina, 2024). In the context of hotels and restaurants, physical evidence includes the ambiance, cleanliness, and overall aesthetic appeal of the property. These tangible elements serve as indicators of the hotel's commitment to quality and customer satisfaction, thereby influencing guests' perceptions and expectations (Al Fahmawee & Jawabreh, 2022; Singgalen, 2024; Rijo et al., 2025). One specific area where physical evidence is particularly important is in the design and presentation of menus (Ozdemir & Caliskan, 2015). Menus are not only functional tools for communicating available food and beverage options but also serve as a reflection of the hotel's brand and quality standards. Well-designed menus that are visually appealing and easy to navigate can enhance the dining experience, convey a sense of professionalism, and reinforce the hotel's brand image (Baiomy, Jones & Goode, 2019). This attention to detail in menu design can significantly impact guests' overall satisfaction and their likelihood of returning to the hotel and restaurants. Thus, this chapter aims to present a reflection on the importance that service marketing and brand communication could represent in the strategic analysis of menus in fine restaurants. From an interdisciplinary perspective, the chapter presents insights for restaurants and hotel services marketing and strategic menu management. The chapter also presents some preliminary insights from a customer experience perspective.

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