

Subsidiary of :



MASAK BAIK GLOBAL



COMPANY PROFILE | 2026

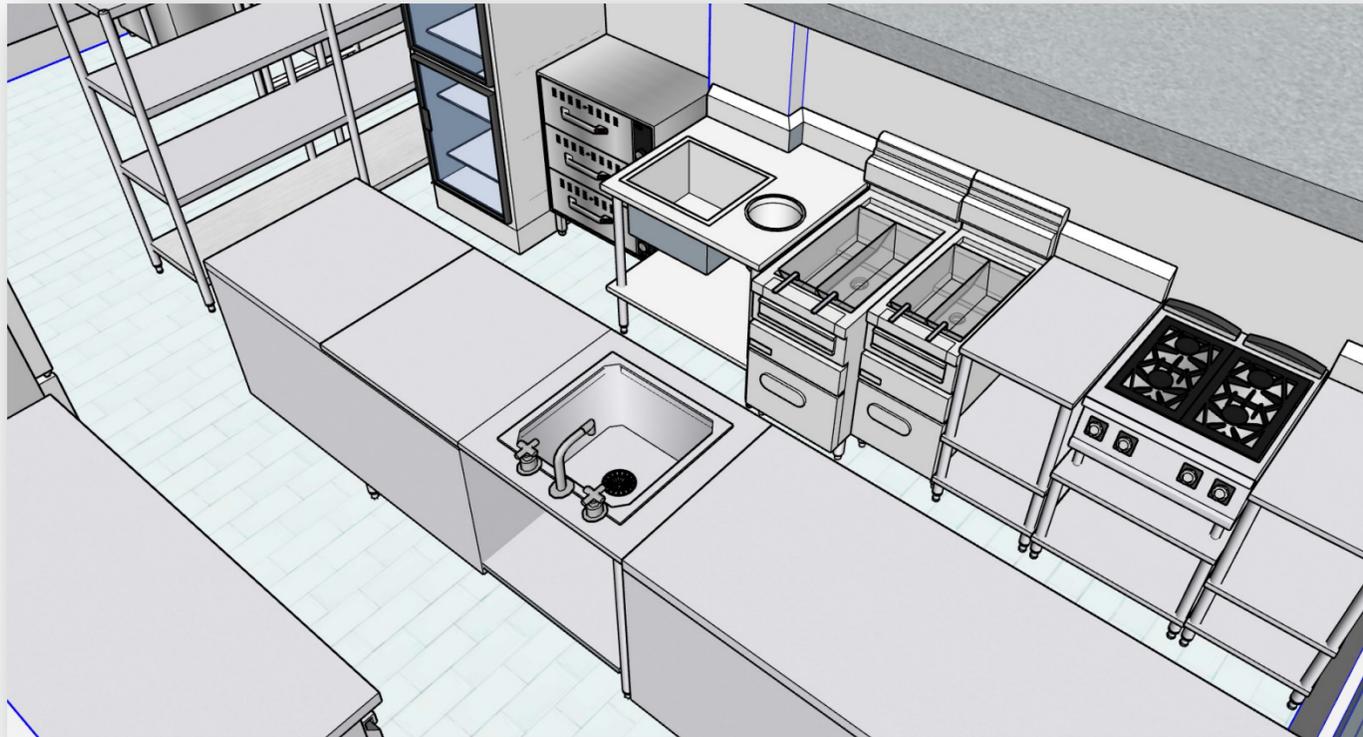
Strategy • Systems • Execution • Scale

WHO WE ARE

BIENCUIT F&B Consulting Services is a strategic and operational advisory firm focused on building, fixing, and scaling Food & Beverage businesses across Southeast Asia, predominantly in Indonesia.

We specialize in transforming ideas into operating businesses, and operating businesses into scalable systems. Our work spans from early-stage concept creation to complex multi-outlet expansion, central kitchen development, and organizational transformation.

BIENCUIT was founded on one principle:
"In F & B, execution is the only truth"



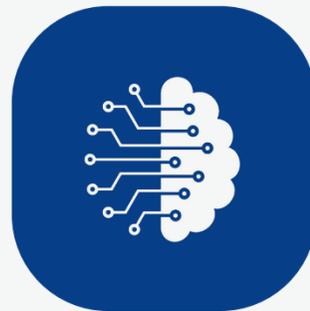
OUR VALUES



**Clarity over
complexity**



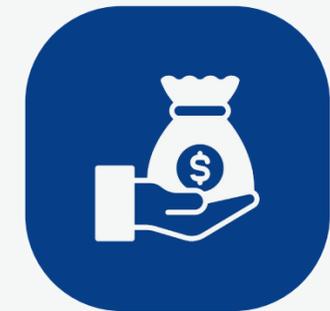
**Discipline
over shortcuts**



**Consistency
over creativity
without
control**

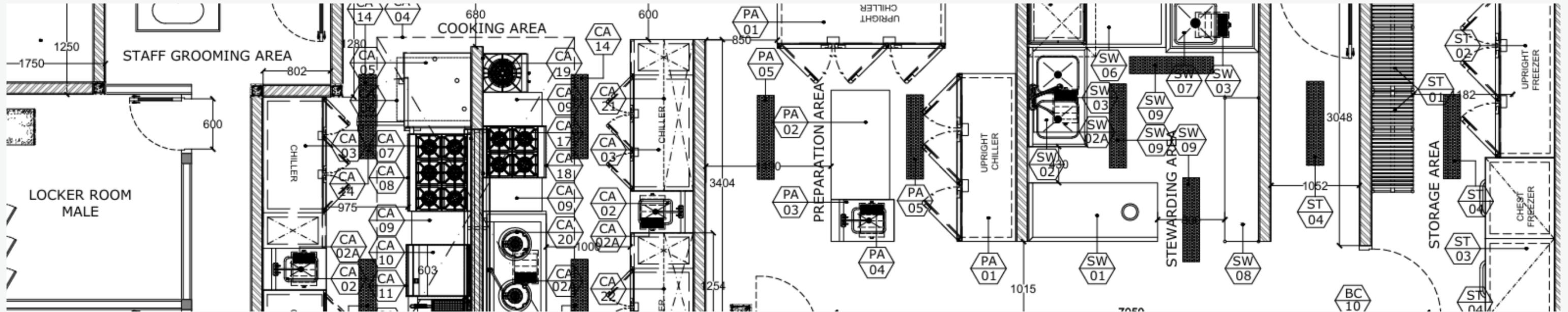


**Integrity in
recommendations**



**Ownership of
outcomes**

If something cannot be executed properly, we will advise against it—even if it looks attractive.



WHAT WE ACTUALLY DO

We operate at the intersection of:

- Culinary reality
- Operational discipline
- Financial intelligence
- Market context

Unlike traditional consultants, BIENCUIT works inside the business, not around it.

We design solutions that survive:

- Peak-hour pressure
- Staff turnover
- Supply-chain disruption
- Margin compression
- Investor scrutiny



OUR APPROACH: THE BIEN**CUIT** FRAMEWORK



• Diagnose

Before designing anything, we dissect the business.

- Market & customer behavior analysis
- Menu, workflow, and cost diagnostics
- Operational bottleneck mapping
- Organizational & capability review
- Financial health & risk exposure

We identify what looks good on paper but fails on the floor.

• Execute

We stay until it works.

- On-site implementation & coaching
- Staff training & system onboarding
- Supplier & procurement alignment
- Pilot testing & live adjustments
- Pre-opening & post-opening support

Execution is where **BIENCUIT** earns its name.

• Design

We rebuild with structure and intention.

- Concept refinement & brand positioning
- Menu engineering & product architecture
- Kitchen, workflow & equipment planning
- SOPs, policies & control systems
- Financial, pricing & margin models

Every design is validated against real operating conditions.

• Scale

Growth without control is failure delayed.

- Replication & standardization systems
- Central kitchen & production models
- Franchise & multi-outlet readiness
- Training-of-trainers frameworks
- Governance & expansion roadmaps

We design businesses that can grow without losing their soul—or their margins.



MILESTONES THAT DEFINE US

Founded in 2015

In Kemang, Jakarta Selatan

-Present

Still soaring.



DETAILED SERVICE PORTFOLIO

A. Concept, Brand & Market Strategy

- Market feasibility & gap analysis
- Concept DNA & positioning statement
- Brand narrative & customer journey
- Menu storytelling & price architecture
- Store format & location strategy

B. Culinary & Menu Engineering

- Menu rationalization & SKU control
- Costing, yield & portion engineering
- Recipe standardization & documentation
- Product development & R&D workflow
- Seasonal & limited-time-offer strategy

C. Operational System & SOP Development

- Kitchen & FOH workflow design
- End-to-end SOPs (Operations, HR, Finance, QA)
- Food safety & quality assurance systems
- Vendor & supply-chain management
- Daily, weekly & monthly control tools

D. Central Kitchen & Production Systems

- Central kitchen feasibility studies
- Cook-chill / cook-freeze system design
- Equipment selection & layout planning
- Production planning & logistics
- Cost, yield & wastage control systems

E. Financial Modeling & Investment Readiness

- CAPEX, OPEX & unit economics
- Menu margin & pricing strategy
- Break-even & sensitivity analysis
- Expansion & rollout financial models
- Investor decks & board-level reporting

F. Scale-Up, Franchise & Expansion Advisory

- Franchise readiness assessment
- Replication manuals & training systems
- Packaging & product standardization
- Expansion sequencing & risk control
- Multi-brand & portfolio strategy

WHO WE WORK WITH

- Founder-led F&B brands
- Corporate F&B groups
- Property developers & mixed-use projects
- Central kitchens & institutional catering
- Investors & family offices
- Government & industry development programs



WHY CLIENTS CHOOSE BIENCUIT

- We understand both the kitchen and the boardroom
- We design for real staff, real customers, real margins
- We stay involved through execution—not just strategy
- We focus on long-term sustainability, not hype
- We build systems that reduce dependency on individuals



ENGAGEMENT MODELS

- Project-based consulting
- Retainer advisory
- End-to-end concept & launch
- Business turnaround & restructuring
- Scale-up & expansion programs

Every engagement is custom-built, based on the client's stage, ambition, and risk profile.



OUR PROMISE

- We do not sell slides.
- We build operating businesses.

BIENCUIT F&B Consulting Services exists to help brands:

- Run better
- Scale smarter
- Protect margins
- Build legacy



Zulkarnaini Dahlan | Founder

26 Years of Transforming Regional Foodservice Industry.
Driving change from Strategic Leadership to on the
ground execution.

Professional Experiences :

- Consultant Chef, WELBILT Asia Pacific, Singapore
- Managing Director, Partner, T & Co. Jakarta
- Founder, MIE-GYU Mie Aceh Wagyu, Jakarta
- Executive Chef TWG Tea, Jakarta
- Executive Chef, JJ Royal Group, Jakarta
- Executive Chef & Head of Operations, Partner,
COLONIAL Cuisine & Molecular, Jakarta
- Executive Chef, Mademoiselle Lily Group, Jakarta
- Sous Chef, L'atelier de Joel Robuchon, Singapore **
Michelin
- Head Chef, Heart Bistro, Singapore
- Head Chef, Oosh at Dempsey, Singapore
- Sous Chef, Cassis French Dining, Singapore
- Head Chef, Clairmont Bistro, Jakarta
- Head Chef, Le Petit Paris, Jakarta
- Cuisinier, RIVA French Restaurant, The Park Lane,
Jakarta

Qualifications :

- D3, Hotel Management & Operation, Sekolah Tinggi
Pariwisata Sahid, Jakarta, 2001
- S1, Management Pariwisata, POLITEKNIK Sahid,
Jakarta, 2025
- S2, Magister Perencanaan Pariwisata, POLITEKNIK
Sahid, Jakarta, enrolled 2026

Certifications :

- GDPR European Union, Percipio, USA, 2023
- Foreign FCPA, Percipio, USA, 2023
- Food Handler, BNSP, Jakarta, 2022
- Enterprise Salary Planning, Percipio, USA, 2022
- Global Anti Harassment Learning Program,
Percipio, USA, 2022
- Code of Conduct IT Policy, Percipio, USA, 2021

MAN BEHIND THE GUN





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**LET'S WORK
TOGETHER!**

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