

F&B Committee Co-Chairs + ANAC Management
Summary of Meeting with ANAC

Feb 13, 2025

Attended by Katsuhiko Sone (Director, Cafeteria Business Section, ANAC)
Masato Yamaguchi (Senior Vice President 執行役員
Food and Beverage Department, ANAC)

Wayne
Shuri
Michiyo

ANAC raised the following points:

1. Prices have risen and there is a need to review staff costs as well (due to a shortage of personnel)
2. We are very concerned that after a year and a half the number of club members has not increased much from levels seen during Covid. It was around 1400 but we were told that it should recover to around 1700-2000. This has not happened.
3. ANAC has made a Y40m loss since taking on this job. President Nishijima believes we do not have to make huge profits but has clearly indicated the business cannot be loss-making.
4. The menu was agreed to at the start but since then we have received many different comments about the food and so we are confused as to what the club wants.
5. We still think it is a good exercise for us because we do not have the experience of directly serving the customer. Serving the club also allows us to show a wider audience what the ANA group has to offer in terms of food and beverages.
6. We expected it to be tough at first but membership has not increased.
7. We do not think we are serving bad food.
8. The Main Bar is the main revenue earner but we want to do something about Pen and Quill as well.
9. P&Q can accommodate 800/month but only gets about 200/month.
10. We understand that the 3-days ahead reservation requirement is inconvenient but we need to procure ingredients, etc.
11. We selected people whom we thought had the experience (such as working at hotels) to provide services that meet the club's needs but if you think Kagaya and Funamizu are not performing well we are at a loss what to do.
12. The staff are sometimes under a lot of pressure and probably do not have the time to be friendly. The POS system is time-consuming and

cumbersome as waiting staff have to write down the orders on a piece of paper, then go to the POS terminal and input it.

13. We will ask our head chef, Shimizu, to prepare some dishes for the F&B Committee to sample

The F&B Committee co-chairs and GM Wayne pointed out:

1. We want to work together with ANAC to ensure the club provides our members with good food and good service.
2. However, currently the food is not good enough and the service is not appropriate for a club.
3. The hamburger, for example, went from being too soft to too tough. Sometimes, it is acceptable but at times, members have complained that it is inedible. There is a lack of consistency to the quality of the food.
4. Staff, with the exception of the 2 women, are not friendly. This is very bad for a club. Club members expect to be warmly greeted by everyone and to feel welcome. This is not currently the case. At the minimum, staff should be able to greet members who frequent the club by name.
5. ANAC seems to think that as long as membership increases, more people will come to the MB and P&Q. This is not the case. Our members are not a captive audience. Even if they are at the club for some event, they can go and eat anywhere else and that happens a lot. The food and service have to be good enough for members to feel they WANT to eat at the club.
6. The need to make reservations 3 days ahead and the menu of just 2 set courses make the P&Q very inconvenient for members to use. (Wayne reported later that the menu is changed only every 3 or 4 months or so.)

Post-Meeting Assessment:

1. ANAC is not uncooperative, in fact we were surprised at their willingness in trying to make things better
2. FCCJ's role is for ANAC a "first experience" in restaurant/club experience; there is an opportunity in their willingness to learn
3. The meeting outlined a gap in the respective understanding: ANAC thought they were serving good food and service; we defined our assessment that this wasn't so.
4. Going forward they need to understand that "marketing" and enhancing reputation of their food & services is part of their responsibility; FCCJ Committee will help in ways we can but they also have to invest and play their part
5. There is need for streamlining into one channel FCCJ comments and criticism