

Stop Running a Shitty Restaurant

RESTAURANT STUFF

AUSTIN PRAY



REALITY

The reality of customer service is that it can fail or succeed your business. I believe the industry that is most taxing mentally & physically combined is within the hospitality industry. More people these days think that hospitality workers get paid a lot and end up treating them like servants. Today, this is ethically & morally false for what they deserve as I believe having a good shift is more like a theatrical performance. The staff is on stage to be creative with up-selling, being unique, and knowing the script of menu training, brand standards, etc. with having to communicate everything at high pace is extremely hard if you haven't done it. Mastering the art of multi-tasking. This is where you need to step up as a leader and create a safe and positive environment through leadership. From experiencing I learned that this industry can be one of the most rewarding at the end of the day. When you try to make the environment fun and trust your staff to see your vision through good training you will feel the most accomplished.

To be good you have to know everything I am about to talk about. If you don't formulate the importance of what I am saying you could fail by a thousand paper cuts. If your not in the hospitality business but you are in any business (and also eat out) then listen up because this is just important to understand the reality of how the restaurant or hotel is orchestrated daily to be successful and appreciate what should be going on. Once you figure out the importance of operations and learn the tricks, you can roll with the punches one issue at a time. I believe everyone should work at least once in the hospitality industry to learn:

- How to solve issues on the fly by mixing perfectly your knowledge and experience within seconds. Learning how to multi-task a hundred different task all at once is important.
- Learn how to up-sell and give brilliant experiences for the customer that they will remember every-time they come in.
- Experience the need for mental patience and living in the present moment.

Sounds familiar doesn't it? Sure, this industry I believe like to have more fun than others sometime (along with teachers and government employees) but think of this as more "Research and Development and in moderation is wonderful. In every business there is a lot to learn as long as you are looking for the value in your job. If you believe you're just there for the money, you should get out of that business fast. This is the main reason I like consulting and marketing for companies because I can fix the things that need to be fixed, help grow the company, and move on to the next. Finding out your formula is figuring out the unique story that everyone should buy into and support. Be different and stand out.

So You Want OPEN A RESTAURANT?

1st Do it
Cause it's
your DREAM

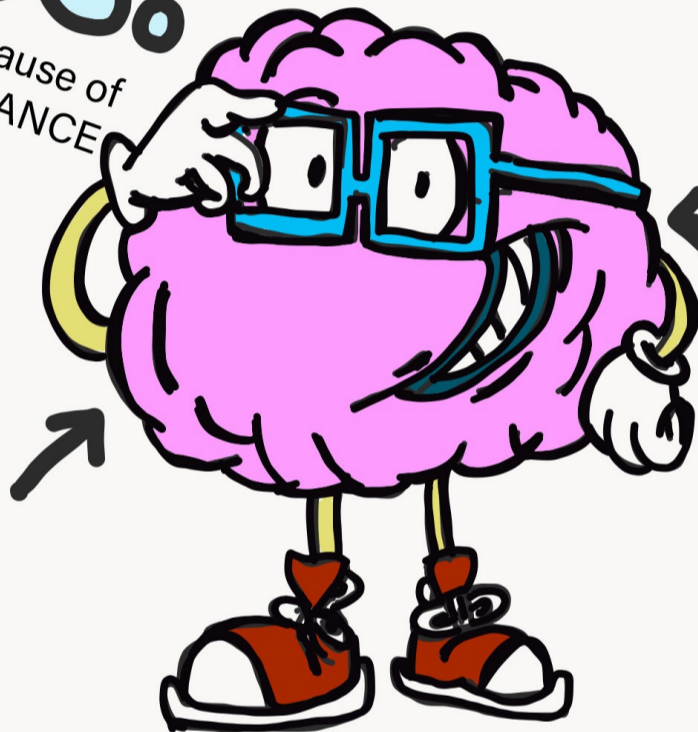
Not Because of
the ROMANCE

Understand Your Brain

Right Brain-
Focuses on the
Magic. The
flowers, music,
& Lighting of
the Restaurant

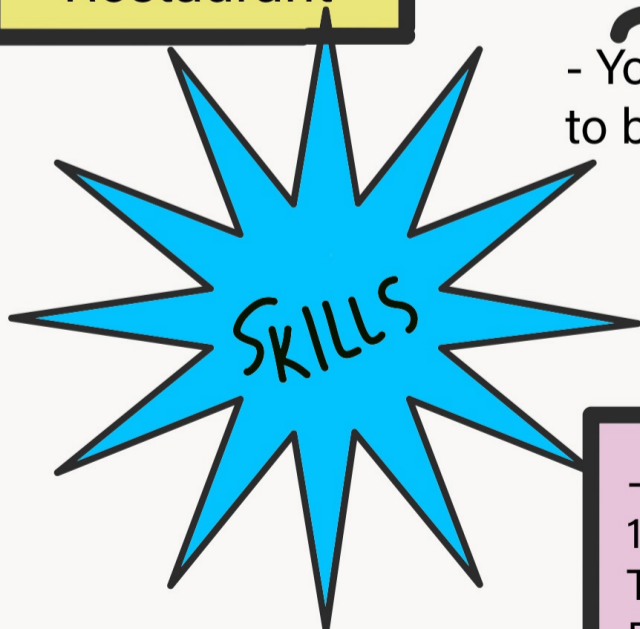
Understand Your Brain

Left Brain-
Focuses on the
Maintenance,
Organization, &
Systems of the
Restaurant



Did You Know...

- You Need Unique Traits & Time Commitment
to be Successful in the Restaurant Business?



- People Skills, Business Budget,
HR, Cleaning, Collaboration,
Maintain Everything like Toilets,
Grease, Etc.



- No Free Time, Especially the
1st Several Months of Opening.
To Have more Time HIRE
Badasses like a GM & Chef.



- 20% Profit is
Good... Don't open a
Restaurant just for
the Money.
Overhead= Silent
Killer

Mission Statement

-Be Clear, Concise,
& Specific

Guest Experience

- Create Your Movie.
Close your Eyes and
Imagine the People,
Smells, and what do
you hear at your
restaurant?

What and How is Your
Food Served?

- Buffet, Self- Serve,
Counter order or Sit-Down

Be Visual

- Category, Menu Graphics,
Music, Uniforms,
Tableware, Signage, Decor,
Etc. **SHOW** examples

For The
Common Good

What Will you
do for your
Community?

CONCEPT

BE UNIQUE

-Serve Something
that is Memorable
- SENTENCE 1= Start
With just Words
- SENTENCE 2=
Specific Elegant
words that are
Exciting
- SENTENCE 3= Put
together a Clear,
exciting Concept that
shows How you are
Different.

**YOUR CONCEPT IS
YOUR REFLECTION
OF YOUR SOUL**

TARGET MARKET

- Who are your
Customers?
- "Because of
Location only we
Will be Busy"
- "People Walking
by Will Come"
- "After Work &
Dinner Crowd"

* Can't be all
different Markets,
Focus on One

How will you Make your Customers Lives BETTER? "Tonight, Let's Have..."

1. Read Your "Draft 1" Mission Statement ALOUD to Yourself, Read to OTHER people, and don't explain the confusing parts, just fix them WITHOUT ARGUING

2. Don't forget to put YOUR NAME, which also doesn't have to be your LLC name. GREAT names become Brands, so don't name after your personal life. Remember, this name has to be a SIGN so keep in mind 1-2 Words & 1-3 Syllables.

DRAFT part 1.

3. Make sure your name is not Trademarked. Google it to avoid now, so you won't be stressed later about having to change it. TM: Name, Logo &/or Tagline. TM= Intellectual Property & an Asset

4. YOUR NAME & CONCEPT

- ☒ TYPE OF RESTAURANT & FOOD THEME
- ☒ DESIGN, HOW YOU ARE UNIQUE & DIFFERENT. BE VISUAL
- ☒ YOUR TARGET MARKET, YOUR NAME, WHY PEOPLE WILL COME
 - Decor, Lighting, Location, Service, Menu, Size, Seating, Hours, Bar

DRAFT 1

Mission Statement



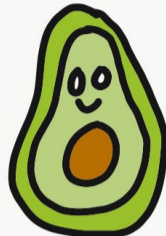
* Restaurants are unpredictable, so have a Plan!

5. Mix Genre to Market

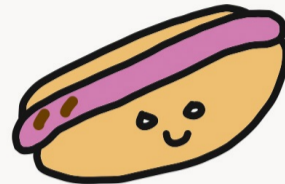
- Remember, People go to restaurants to Enjoy Life.



ASIAN



LATIN



AMERICAN



BRAZILIAN

6. Market Research

- Mix your Expertise with the Market You are In



- Talk to Staff "Staff tells the Truth, Owner's Lie"

Understand Your Market, Visit, Look at the Cars people drive, Are they Rich? Eco friendly? Which Restaurants are Busy? Understand why...

7. Adapt to the Market

- Be Flexible and Adapt without diluting your Concept. If you have crap employees, Limit guest interactions with them.

8. Takeout

- Delivery is hard to do.
Takeout is Easy &
Profitable



MONDAY'S
Make Separate Entrance

9. Relevancy is Local

- FEEL WELCOMED, Right when they walk-in. Know the Customers Names

10. Official Story

- Population, Growth, Median Age, Major Employers, Commute. Check Out SBA, Department of Economics on the Web for more information on the Location

11. Bandwidth

- Casual, Fine Dining * Understand Where the Customers Work
Talk to them and approach them the same as they would at work.

12. Stealing Ideas

- Don't Worry about It.
Just Be the Best. It's almost impossible to replicate exactly what you are imagining.

GETTING TO KNOW YOUR MARKET

1-12

1. Relevancy



Local Beers



Farm To Table



Chef Inspired

2. Competition

- 30% of Restaurants FAIL,
NOT because of Competition

...GET TO KNOW COMPETITION



Price Point



Proximity



Concept

3. The Locals

- Learn Local Traditions, Drinking Habits & What they Eat. Avoid Quiet Neighborhoods. Need Business from OPEN- CLOSE, so plan for that.

4. Learn from Mistakes

- If a restaurant FAILS, Learn why they FAILED. Even Better, if you have failed, Fix it.



1. "Draft 2" Mission Statement should be your FINAL EDITS that make your mission very clear, concise & specific after you receive feedback from your advisors

2. Remember to make a STORYBOARD in a presentation to help make your vision more clear with pictures in each slide to help VISUALIZE your statement.

FINAL DRAFT

3. EXAMPLE: "My Farm to table restaurant will support the work of local farmers & organically grown plants. We'll promote the best, freshest, seasonal foods & re-create unique dishes"

4. **CLEAR, CONCISE & SPECIFIC**

☒ Be Inspiring

☒

Be Positive

☒

Be Interesting

DRAFT 2

Mission Statement

Business Plan

8-40 Pages

12 Parts

- ★ 1 **COVER PAGE** = A Powerful Image, Name of Restaurant & Business Name
- ★ 2 **TABLE of CONTENTS** = List of all major headings & Subheadings.
- ★ 3 **EXECUTIVE SUMMARY**

1st Part: Fact based, Active voice, Why you will succeed...
2ed Part: Your Mission Statement & Concept that is WOW
- ★ 4 **BUSINESS CONCEPT** = How you will be relevant, How its changing, Quotes for validating your concept need.
- ★ 5 **MARKET ANALYSIS** = How you will fill the gap in your location
- ★ 6 **MANAGEMENT PLAN & ORGANIZATION PLAN** = Stress that you have Knowledge, Experience & Skills to Run a Restaurant.
- ★ 7 **MARKETING PLAN** = Branding & Images of Menu, Table settings, Uniforms & Restaurant space. Draw People in it.
- ★ 8 **FINANCIALS** = Daily Sales, Monthly & Yearly Sales projections. How you will pay back investors.
- ★ 9 **START-UP COST PROJECTIONS** = Initial investment, construction, equipment, Furniture, Training, Opening, 6 Month reserve, Renovation.
- ★ 10 **PRO-FORMA INCOME STATEMENTS** = Sales- Expenses= Profits
*Restaurant math vs Accounting= Restaurants include profits in Ops Expense. 1. DSR 2. Month Sales 3. Three year sales
- ★ 11 **TIMELINE/ GROWTH PLAN** = Show how you will pay back the investors
- ★ 12 **CONTACT PAGE** = Final page should contain your contact info.

Location

PARKING

Not a make it or break it. If you are interesting enough, People will find a spot and walk to you.

"Valet Parking"

is cultural. Understand the culture first.



DESTINATION

People will leave their house to come to your restaurant because they Crave and Rave about your place. Location not so important...

vs.

IN OUT
SERVICE FLOW

CAPTURE

If your looking for mostly grabbing people as they drive & walk by, your location is very important.

"Make 0.20 for every \$1"

1. Total Square Footage
2. Back of House Sq. Ft.
3. Dining Room Sq. Ft.
4. Number of Seats
5. Average Check per seat
6. Monthly Rent

Total Sq. Ft.

1/3 BOH (Typically)

12- 15 sq. Ft. Per seat.
Fine Dine = 20 Sq. Ft.



* Role Play your Menu w/ 8-10 People to figure out Avg. Check

"Triple Net (NNN)"
Responsible for all costs of spot

BREAKEVEN

- Know the threshold to breakeven. When expenses are covered & Profits Begin

BOLD
 - Be Rememberable
 - Be Talked About

- Commercial Design= Balance & Effect
- Don't Overdo using decorative accessories
- Punctuate the room to draw eyes to reinforce your concept
- Lighting= Guide guest's eye & Hide Weaknesses

PRIVATE DINING ROOMS

- Beneficial, but don't seclude from others.
- Make a Wine Cellar that is see through to be sexy

**MAKE THE
GUEST FEEL
WELCOME**



PAINT

- Warm Undertones

- * If Windowless, use wine cellar, mirrors & Candles
- * Large Windows that open can pose problems to Ventilation.

ATMOSPHERE

CURTAINS: Energy Efficient, Dampeners
 TABLETOPS: Sets Tone, Napkins, etc.
 FLOWERS & CANDLES: Save Room
 PLANTS: Difficult to maintain
 SCULPTURE & ART: Match Concept
 RESTROOMS: Clean & Hidden
 OUTDOOR SEATING: Relaxing, No Reservations
 LIGHTING: Magic & Mood. Side Lighting and dimmers.

SEATING

- Consider your concept.
- Guests like to feel like they aren't "Floating, back against something. Most like booths.

COMMUNAL TABLES

- High Tops only. Beware of chair legs damaging the floor.
- Marks the table & Dividers at communal tables to give privacy.

NOISE

- Dampen Sound with curtains or Heavier Material. At Entry to keep out air (Don't cover Exit Sign)
- Hide should dampers in Ceilings
- Music= Turn up When Empty, Turn Down when busy.

TAKEOUT

- Separate Entrance to not bug dining customers

SERVER STATIONS

- POS & Busier Reset Console Separate

FRONT OF THE HOUSE

MANAGING

Training

***Combination of Classroom & Hands-On**

Certification

***Have to be "Certified" to be on the Floor**

Train Each Station & Table #'s

***Train the food, Steps of Service, Basics, POS, Etc.**

Trailing

***Shadowing: Should only be done to get rhythm & Flow Down. Training should be done w/ manager. *Have new hires set-up the dining room. See who slacks & who pays attention to detail.**



Wine Training

- *Train more the steps of Service, table #'s, Seat Positions & Restaurants Specializations.
- *Train wine notes & Tannins, craft brews & Spirits during pre shift meetings everyday.
- *Create a training regimen that encourages as a team. Reward staff who follows.

Dining Room Demeanor

- *The guests are here to Relax
- *Don't show Anger or Tension
- *SMILE, BE in CONTROL, MANAGER Communication
- *Complaints are times to make it BETTER
- *Be Like an airplane Pilot... always in control
- *Role Play Complaints to be Polite, Positive, & Solution-Oriented

FOH= Loose & Sexy
BOH= Marines

Then Mock Service: Like a dance Routine Over & Over

Dress Rehearsal: Friends & Family

- *About service, Not about opinions & Food.
- Build into Cost if 1st Restaurant.
- *If good, minor teaks. If bad, Start the rehearsal over.

\$Motivate staff: \$CASH

- *Tip-out every night with cash, adjusted tips. Every night.
- *Corporate ness is never fun.
- Staff in restaurants is hard working individuals. Make constant schedule.
- Don't send people home, just give dirty work and cleaning projects.



FISH BOWL

- *Have bad employees draw out of a fishing bowl with all the worst tasks that need to be done in the restaurant & have everyone gather around to see what they have chosen. Reinforce good Behavior the same with positive things that you get when being good.
- *Employee of the week who everyone voted on gets to sit in the dining room & order anything they want while everyone else sets up & serves the EOW like a customer.

REALLY BAD? Suspend them for a week and always send home before talking them about suspension or termination.

Hiring Your Staff

Core Requirements:

Customer Service, Appearance, Attend to customers needs quickly & efficiently, Be proactive, clock in & out daily, report to work area on time, follow Health & safety standards.

Job Description: WHEN HIRED, Restaurant Name, Job description, who employee reports to, daily job duties, standard core requirements, The employees name, signature, & date.

1. **MANAGERS:** Either Creative or Organized... Hire one GM & other AGM. Someone with both usually owns a business already. Not always has to be a host to the restaurant.
2. **RESTAURANT PEOPLE:** On their feet, lift heavy, work in intense heat, they create a family, chef= head of BOH & Manager= Head of FOH.
3. **THE CHEF:** Don't look for the wizard, look for a chef that can follow your blueprint menu. Chef= leader & organizer. Order, schedule, make on-time.
4. **COOKS:** Executive chef, assistant chef, sauté chef, fish chef, roast chef, grill chef, fry chef, utility chef, vegetable & soup chef, salad, pastry, butcher, Apprentice.
5. **EXPEDITING:** Usually Exec Chef, Manager of Timing. Communication to FOH & BOH. Fire a dish= means to make it. Quality Control, presentation & wiping down. Allergy Control.

FINDING PEOPLE

Job Advertising: Find & Poach ones that already have a job. Experience sometimes means more complaining. Try "For the first 30 days do it my way". Willingness to learn, it better than experience at times. Enthusiasm, referrals, educate, & run mini job fairs.

CREATIVE JOB-POSTS

- See speed, finesse, attention to detail. Leadership & an eye on the Bottom Line.
- Have final candidates cook a meal that fits restaurant theme. During test throw in allergy, ingredients & pressure situations.

CHEF TESTING

MULTIPLE ANSWER TEST FOR APPLICANTS

MANAGER TESTS

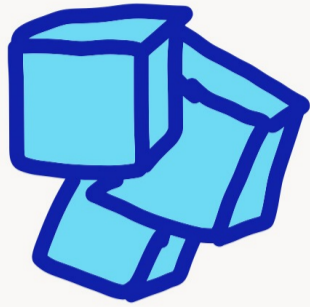
- Have Manager candidates throw a dinner party on a budget. See how they host, send invites, set atmosphere, & see how they work the POS & financial reports on the party.

ADS CAN BE FUN

TOOLS: Shakers, Long Stirrers, Strainers, Paring Knife, Cutting Board, Zesters, Peelers, Muddlers, Jiggers, Corkscrews, Blender, Special Ice Cube, RECIPES

ICE

- Ice Infusions
- KOLD Draft Ice Machines
- Sphere Cubes
- Smoke Ice Infusions



COFFEE: Espresso is unique, but expensive (5-16K)

: Attention to detail.... sugars, just bring it.

: **MAKE FRESH**

COLD BEVERAGES: Have a Staging Area

: Water, Bubbly, Lemonade, Iced Tea Garnishes

: Bottling Organic sodas, Fresh squeezed juices...

BOTTLE PLACEMENT

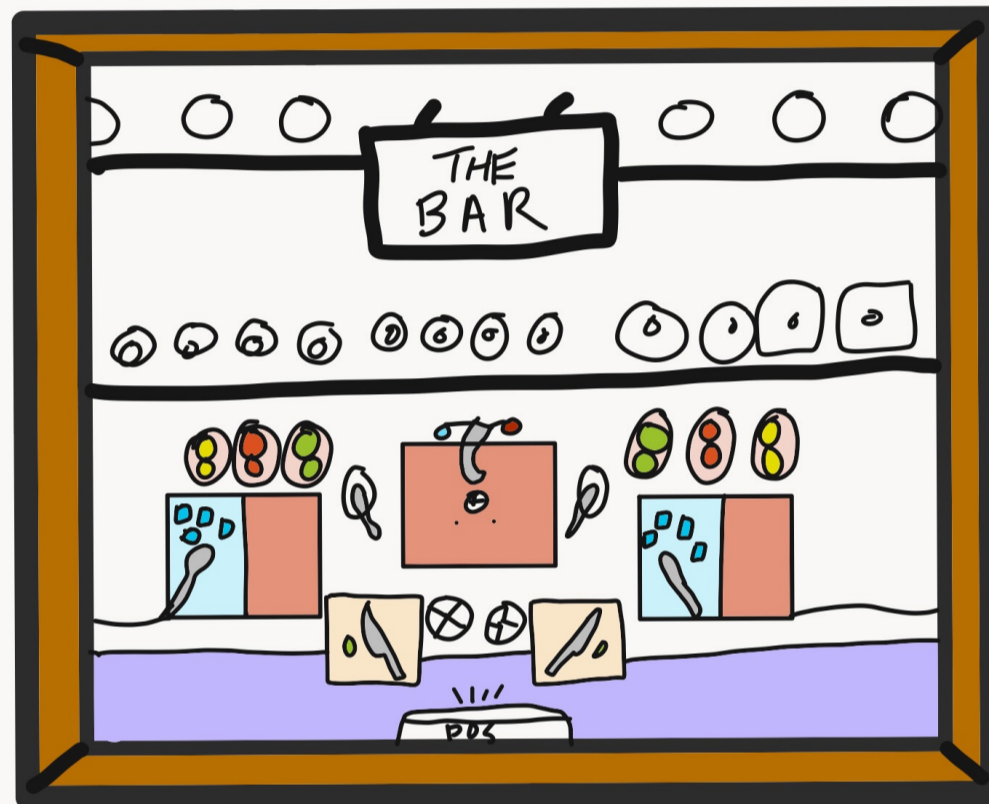
- Make sure the location of each bottle is blueprinted & Stays in the same spot

LIGHTING

- Be Creative and Spotlight what you want to

EAT-IN BARS

- Eating at the Bar is Popular, so make it comfortable, Hang hooks, etc.



COCKTAILS

- Beverage Chefs Or Mixologists
- Need to make "Blueprint" recipes that no tweaking is allowed.
- Needs to match concept.

*Remember infused vodkas are illegal Federally without a distilling permit

BAR SEATING

- Lounge seating

AVOID: Couches, tight areas. Be inviting to others to hang out with each other, but not forced. Cocktail table should be big enough for plates

*Always Stage Fire places & Patios for all seasons, not just one

USE THE BAR AS A MARKETING TOOL

- Place the distilled spirits you sell the most at the left end of the most accessible shelf.

-Typical shelf: All Vodka, then Tequila, then Rum, Gin, Scotch, Bourbon, Brandies & after Dinner drinks.

- Tap Beer, Craft Beers & use refrigerated display cases to show off the labels.

*Mount the POS towards the guests to minimize skimming by the bartender. They get more scared to skim in-front of people.



RUN

- Popular
- Preparation
- Profitability
- Tests on the cocktails

GARNISHES

- Make fun



COLD PREP

- Salads, Cold dishes & Desserts.
- Deli-slicer for cured meats & aged hams.
- Deep fryer for goat balls
- Microwave to heat cakes
- Reach in Freezer & Fridges

PASTRY

- Pastry chefs come in before you open

PREP

4 steps to completed dish:

1. Prepare the Mise en Place.

Raw & Cooked ingredients prepared. Cleaned,
Peeled, Chopped, Portioned & Measured.

2. Assemble, Combine & Cook.

3. Plate the dish & Garnish. EXPO

4. Serve the dish. Server or Runner

PREP for the FUTURE!!

STORAGE: FIFO, Date, Safety. Lock up expensive things or keep in office. Refrigerate drawers are helpful.

DISHWASHING

- Limit Broken glassware by hand washing at Bar

STAFF AREA

- Lockers
- Laundry Basket
- Professional Service

THE OFFICE

- Space: make small to:
 - *Count Money
 - *Store Files
 - *Discipline Staff
- Employee Bathroom

EXHAUST HOODS: Required. Check with the Health & Fire about ventilation's required.

MICROWAVE: Not recommended, Doesn't stay hot

flavoring.

SOPS-VIDE: Cooking technique, super low & slow, in circulating water, vacuum-packed w

*TIPS

EQUIPMENT

- Dishwasher
- Stoves
- Sinks
- Grill
- Standing Mixers
- Deep Fryer
- Blender
- Exhaust Hoods
- Food Processor
- Salamander
- Reach-in Freezers
- Walk-in Freezers
- Reach-in Refrigerators
- OPTIONAL
 - Vacuum packager
 - Pizza oven
 - Dehydrators
 - Hardwood Grill
 - Juicers
 - Meat Slicer
 - Ice Cream maker
 - Rice Cooker
 - Pasta Makers
 - Heat Trays

ALARMS
Make Loud

USE APPS to
MONITOR TEMP &
Alarms

WORKING SPACE

- How Will you Move? Fewer the Steps, the better. Sauté, grill, fry, salads, appetizers & desserts.

EXPEDITOR= Important spot. Connects the FOH to BOH!

BACK OF THE HOUSE

"Cook-Throughs" = Practice making the Food.
- Make Meals Exactly the same EVERY TIME

YIELD TEST: Make Spreadsheets to how much a dish will cost you. L:if it Changes. You can however Refine the dishes to make simple flavor adjustments & cost effective adjustments.

REAL-TIME TESTING

- Investors
- Family & Friends
- * Not a night of judgment, but of celebration to almost opening.

THE PHYSICAL MENU

- Chalkboard, iPad, or Traditional Card.
- Print Professionally, less Hassle.



- Longer the item name, Higher the Price.
- CHEAP WORDS= Tasty, delicious & World Famous
- Keep it simple. Use Region Names for the food



- Check Pinterest & Competitors Sites
- Menu Guides the customer to order
- Be able to Fit on Tables

BALANCE

- Mix Color, Texture & Taste
- Mix Traditional with Trendy

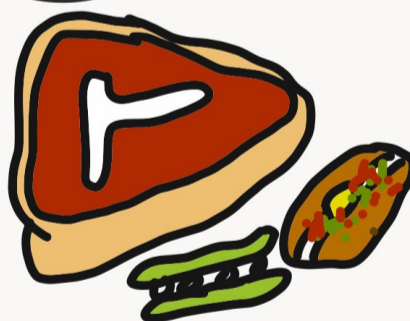
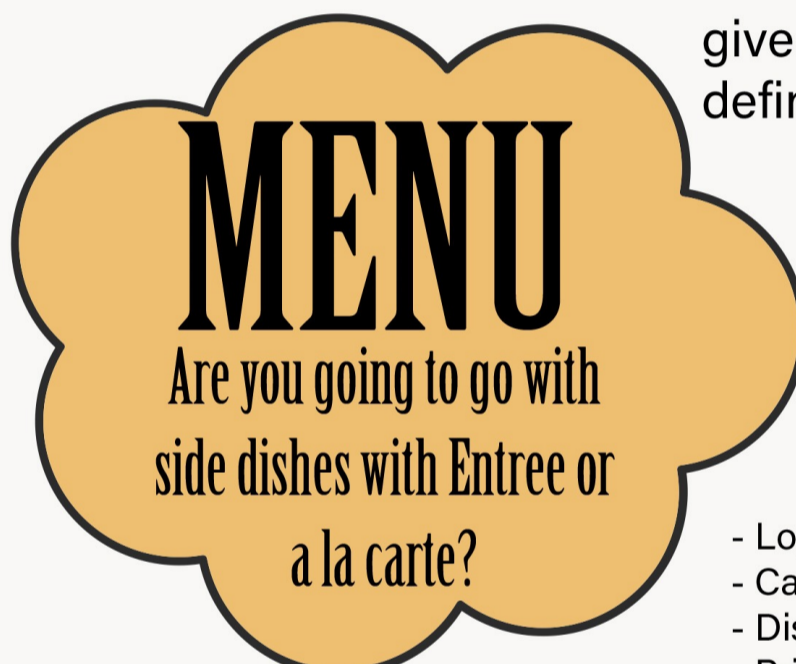
KITCHEN COOKING STATIONS

- Cold dishes
- Oven
- Fried Foods
- Stove
- Sauté
- Grill

Mix Menu items w/ Cooking stations

- a la minute= Cooked to order
- One, Two, Three: Three acts of food

APPS, MAINS & DESSERTS



Starch & Vegetables

Food Choices

- Allow for Modifications
- Vegans
- Gluten Free
- Allergies

- Use sparingly & Sometimes give pronunciation & definition on the menu

- Shouldn't Provoke "Mockery" laughter
- No TYPOS
- NO POMPOUS TALK

- Logo
- Categories
- Dish Names
- Prices
- Drinks
- "Chef-Owner"
- Health Warnings

- Policies
- Allergies
- Philosophy



BEVERAGES

- Take a genre & make it contemporary, relevant & more interesting.

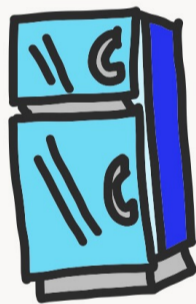
- THREE ACTS of BEVERAGES

GREASE TRAPS

-Be diligent about having your grease traps serviced.
Prevent overflow & disgusting smell to NEVER happen.

FIRE PREVENTION

-Fire extinguishers need to be charged and not expired. Smoke alarms, emergency lights & carbon monoxide.



PART 1. PREVENTING & MAINTAINING



HEATING, VENTILATING & AIR CONDITIONING

-HVAC controls should be changed by owner & manager. 68 when slow, 65 when busy in Winter & 60 when Hot. Check Filters.

PLUMBERS

-Treat Nicely & try to have someone on staff that is Handy. Pay them more if they help you.

SIDEWALKS/ ENTRANCES/ PARKING LOTS

-Keep all clean and maintained to keep a good first impression.

DECOR and FURNISHINGS

-Fix small wear, tear & frays. Keep dust free. Take care daily.

APPLIANCE REPAIR

-Find commercial appliance repair firm locally.
-Yearly October check for the furnace.

DO NOT ATTEMPT!

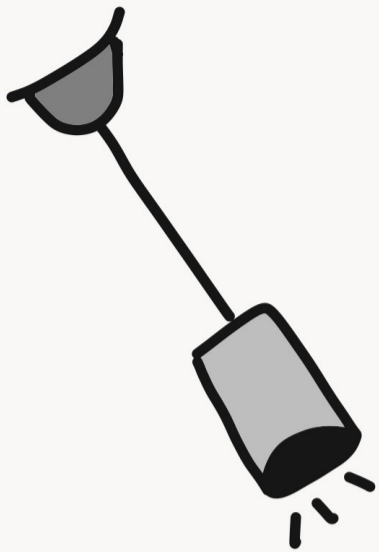
-To fix gas or electrocute yourself.
-Find tradespeople in the Restaurant business
-REFERENCES

HANDYMAN

-Make sure you know one. Things break 24/7 and usually break during Rush hour. So be ready.

KNIVES

-Owning and sharpening. Chefs nowadays own & sharpen them themselves.



CAMERAS

-Kitchen, Office, Registers, Bar

-Mid-shift audits on cash & drawer.

-Second audit shortly after the first.

-Watch for accomplices as customers.

-Have each transaction printed & placed in front of the guest in a shot glass (So you can observe this is being done).

-Avoid verbal commands by staff to bartenders, all has to be rang in.

-Watch for bartenders bringing in their own bottles. Mark restaurants bottles with glow in the dark stamp so you can do a quick scan with a black light.

FINANCIAL STATEMENTS

-Create snapshots & compare with references.
*3,6,9 months

-3 months= curiosity in market

-6 months= Are customers coming back? What's Revenue? Covers? Costs? Friendships?

-9 months= Economic Reality. Make adjustments

-SHRINKAGE= inventory lost through waste, spoiling, stealing, mistakes.

CALCULATING PERCENTAGE CHANGE

$$\frac{P_2 - P_1}{P_1} = \Delta\%$$

P = Accounting Period
 Δ = Change
 P_2 = Recent
 P_1 = Previous

The INCOME STATEMENT

Sales - Expenses =
PROFIT

BALANCE SHEET

Assets = Liabilities +
Owners Equity

Or

Assets - Liabilities =
OWNERS EQUITY

CASH FLOW

* How you Get & Spend money, Borrows & Repays, Sells & Repurchases ownership, Pays dividends & Distributions.

THINGS THAT AFFECT LIQUIDITY

PAYING TAXES: Set up bank account for Accruals. Expenses that are coming: RENT, TAXES & INSURANCE withhold your taxes, so your not screwed when you owe them.

CASH CONTROL

-GAAP=Generally accepted accounting principles.

-Separate the Duties

*Separate who handles cash (Deposits, etc.) from who is in charge of register to avoid theft.

-Daily Deposit

*Deposit all cash receipts intact & Daily. Prevents staff taking a "loan".

-Pay by Check

*Managers paying for fake invoices with checks. Don't allow the manager to create invoices.

-USE ACCOUNTING SOFTWARE LIKE QUICKBOOKS to track payments



SELF BANKING

*One active cash drawer.
THE BAR. End of shift,
bar owes that cash.

POS

-THE HEARTBEAT of the restaurant

*Use for Time Clock, depositing credit cards, and track transactions.

*Avoid using for inventory.

-Use Excel at first

-Make sure EVERYTHING is rang up, even owners meals. Take seriously.

-Train cooks to ONLY make rang in orders.

VOIDS

-ONLY managers can void & be tracked.

-Use swipe cards, not #'s.

-If void, have server, manager & chef sign with explanation.

-NEVER make refunds easy.

KEEP YOUR BARTENDER HONEST: Remove theft opportunity. Make drops, watch cash. If you suspect, don't accuse them. Read POS visible to employees, scratch your head, make it known you are paying attention.

CONTRACT & NEGOTIATIONS

- * Try not to enter into contracts, if possible. Be in control.
- * Owners should set policy & Only ones who can approve orders

FINDING SUPPLIERS

You need: Food, Beer, Wine, Liquor, Supplies, Dishes, Glasses, etc. Volume/ Payment (Late, Timely) = Class 1,2, or 3

- Class 1: Best Prices
- Class 2: Prices
- Class 3: High Price upon risk

PAY VENDORS ON Time & Limit fewer



HIDDEN INVENTORY COSTS

- * Avoid Par stock charges
- * It's all about Cash flow, buy only what you need now.
- * Buy apple on credit, sell it, pay vendor back, keep profit.

STEALING

It's not the big Monsters that will get you, it's death by hundred paper cuts. The discipline you establish in the first 90 days is your blueprint for the future.

SPECIALTY PRODUCTS

- Small scale suppliers like farm organics, beehives, bakers, are running business on passion not money. Delivery can be hard, but local is trendy.

BEWARE the SALESMAN

- Liquor Reps Prey on the new & Vulnerable. They will try to sell you everything.
- Educate yourself, your bar should be uniform with no room for new bottles. If something is missing you will know.

LIQUOR DISCOUNTS

- Liquor prices are set by state alcohol control boards. A post-off is a reduction in the wholesale price set by the state. Make sure you let the rep know that any purchase has to go through you 1st.

BUDGET

- Set strict budgets for the Bar & Kitchen. You will always hear, "Well the regular always drinks this and that is why I went over budget" CALL THEM OUT

DELIVERY

- From day one, be up the delivery guys asses and weigh everything, double check, triple check. Fish: Temp, Small, clear eyes, red gills. Harvest dates, etc. You can't run a business on trust. Be a pain in the ass & WIN.

DELIVERY SCHEDULES

- Good Delivery = Works around & delivers around your rush, have a clean dolly wheels.
- Bad Delivery = Late, complains, can lose business for smaller restaurants.
- Be nice when they are nice
- Establish a time make sure they respect your business.
- Send them back if they don't comply.

Making New Friends

-First two months, making New Friends is more important than making money. You can't go back and change someone's opinion.
*You can change yields, Profit Margins & Structure... But you can't and rare if you can change someone's negative opinion about your business.

The Basics of Hospitality

-Your not just in the food business, your in the HOSPITALITY BUSINESS
*Each group of people have different needs.

Read your Guests

-Do your guests need a Formal Tone, Does the Group know each-other well?
*They eat out so that they can step out of their ordinary lives & feel like they're living well.

Steps of Service

-What NOT to do...Servers
*Talk about themselves
*Mention personal dietary restrictions
*Sit down with the guests
*Lean on anything. Stand up
*Use Phones
*Turn lights on w/ guests in
*Ask about tips
*Follow guests out

Dealing With Difficulties
- Remind Staff "Today is one day in your Life"
-Keep calm demeanor despite the irritations.

Track Comps: So you know they aren't abused. After-Dinner gestures. Have rules.

Contemporary Culture of Hospitality

-Goal should not be arrogant or cheesy Nice. Be friendly & efficient, servers are brand ambassadors.

*Hospitality Begins with the HOST

-The host is the first impression. Host needs to be very efficient & communicate everything to everyone.

-Suggest things when busy. Don't apologize for not having a table, suggest a trip to the bar and walk them over.

-Make the guest feel in charge, but don't let them be.

-Listening & Be Observant. Who's the host of the Group that is walking in? Make this person's night!

*Teamwork & Hospitality

-Staff should connect and give a performance.

-Mock service, never stop training.

-Posture, bearing & acting techniques. Listen & be Calm.

DAILY CLEANING

- Clean handles to doors
- Front Windows
- Bathrooms
- Table tops, Bases & Legs
- Banisters & Base Boards
- Picture Frames & Upper Walls

VS.

DEEP CLEANING

- Votives & Vases: Flowers need to last 4-5 days, keep in fridge.
- Working Neat: Clean as you go
- BOH Cleaning: Deep Floor & Hood Cleaning should be done by professionals
- Plumbing & Floor drains. Make sure these are priority everyday.

RESTAURANT MAINTENANCE

FOH TASKS INCLUDE...

- Cleaning Resetting all Candles
- Rolling 50 napkins & Silverware
- Cleaning Menus & Looking at Old Ones
- Filling 50 containers of Hot Sauce
- Dusting & Wiping

PART 2 CLEANING



CHECKLISTS

- ☒ DAILY
- ☒ WEEKLY
- ☒ MONTHLY
- ☒ SEASONAL
- ☒ PROFESSIONAL

REINFORCE TEAMWORK

- Slow Night.. order a pizza, open a bottle of wine & re-organize the supply closet!

EXTERMINATORS

- You need a coordinated effort to fight pests

Color Code Mops & Sponges to distinguish from:

BATHROOM. DINING. KITCHEN.

Don't Spread Germs or Grease

OPENING & CLOSING CHECKLISTS



WAITERS= Most
affordable army TO
CLEAN!!! (15 minute tasks)



- Spot Risks
- FDA & Local
- OSHA

Worker Violence
-Fights happen, Stop Immediately

Heat Exhaustion
-Cool off your staff
DRINK WATER

KEEP CLEAN



- Raw Food & Ready to Eat foods should never come in contact.
- Keep raw meats in fridge far from cooked or ready to eat.
- Cutting boards
- Thermometers



- Salmonella can be killed w/ temp.
- E.coli= undercooked
- Norovirus= Gastro
- Listeria= Grow in Cold Temps

VERMIN
*You prevent this problem daily.



Training

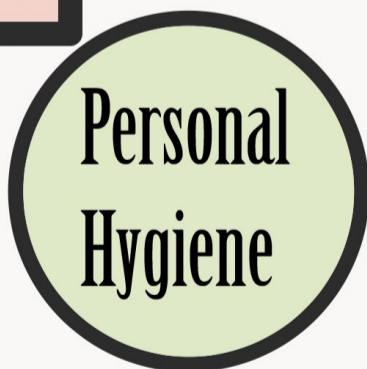
*Managers #1 Trained.
80% of Food borne Illnesses are Salmonella, E. Coli, & Norovirus and can be prevented.



40-135
BACTERIA
GROWS



Warn the Dangers
-Killed Bacteria at... Minimum
*Steaks & Pork Chops= 145
*Ground Meats= 160
*Chicken= 165



UNIFORMS
-Must be cleaned & Taken seriously

HAIR
-Must be Covered in BOH. Beard Guards, Hats & Bandanas can be fun.

HAND WASHING
-Nailbrush, Show Staff how to wash hands, (Door handles are gross)

HEALTH
-Sick Staff should not be around food. Kick them to a chore, dish, or send home

SAFETY PRECAUTIONS
-Prevent Injuries from:
*Water & Steam, Hot oil, Flames, Knives, Equipment & Machinery, Freezers, Lifting, Slips, Ladders, Chemicals.
*Dull Knives are dangerous. Knife Storage.

PREVENTING BURNS
-Empty Oil after cooled, liquor cooking in cup not in bottle.

1. LLC

* Limited Liability Company. Your Taxed individually. Your Losses offset your income.

Single= Sole Proprietor, Multiple Owners= S corp

2. Federal Tax ID

* Employer Identification Number (EIN)= Like Social Security Number for your business

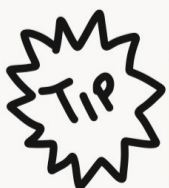
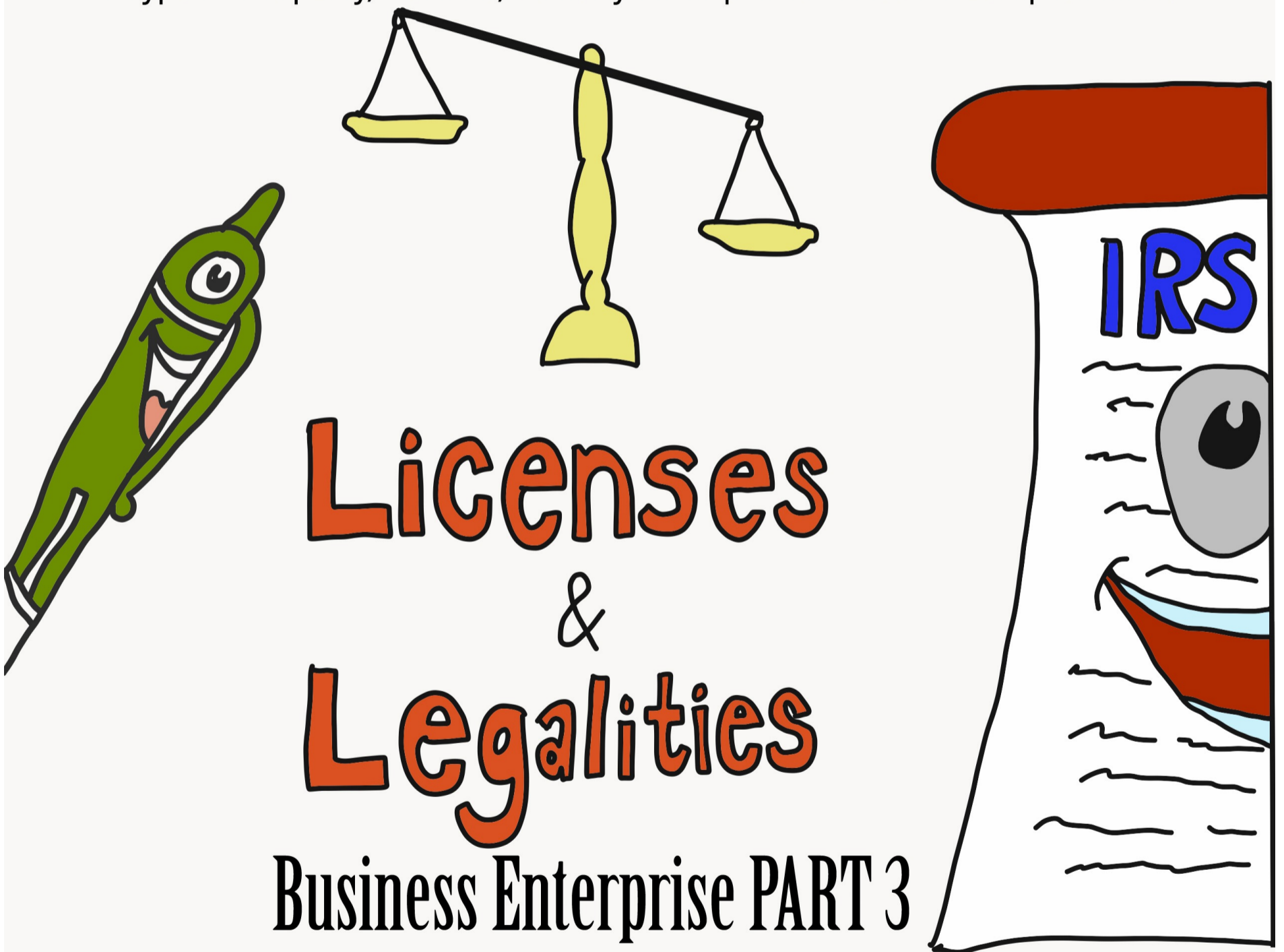
3. Withholding & Taxman Cometh

* Form 4070 "Employee's Report of Tips to Employer". With old TIPS & RECORD. *

Form 8027 "Employers Annual Information Return of Tip Income & Allocated Tips"

4. Insurance

* 4 Types= Property, General, Liability for Liquor & Worker's Compensation.



Be Honest

= Don't Lie about Sales & Payroll.

Pay Professional= Lawyers, Insurance Brokers, Accountants, & Payroll Services

1. Zoning

* Intended use of location. Fix violations quickly! Work with the Town Officials, don't work against them.

2. Building

* Material, Methods, Insulation & Electrical. SIGNAGE= Very Time Consuming

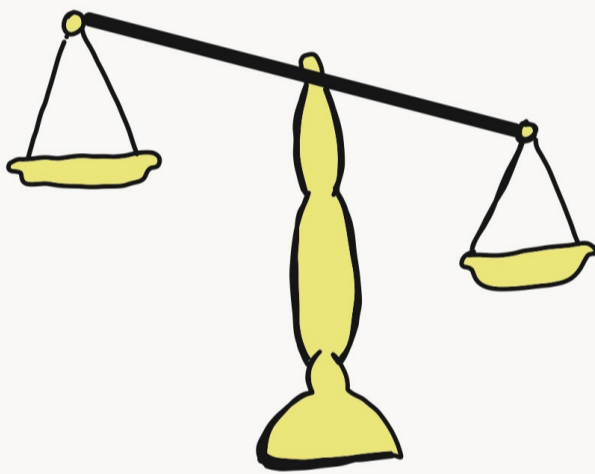
* Historical Properties= Pain in the ass to Fix. ADA Requirements, get to know them.

3. Fire

* Fire Prevention. CO= Certificate of Occupancy. Hard to Change Occupancy.

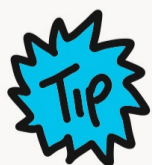
4. Health

* Handling, Storing, Prepping & Hygiene. Food establishment service License. Fed, State & Local Laws require certifications.



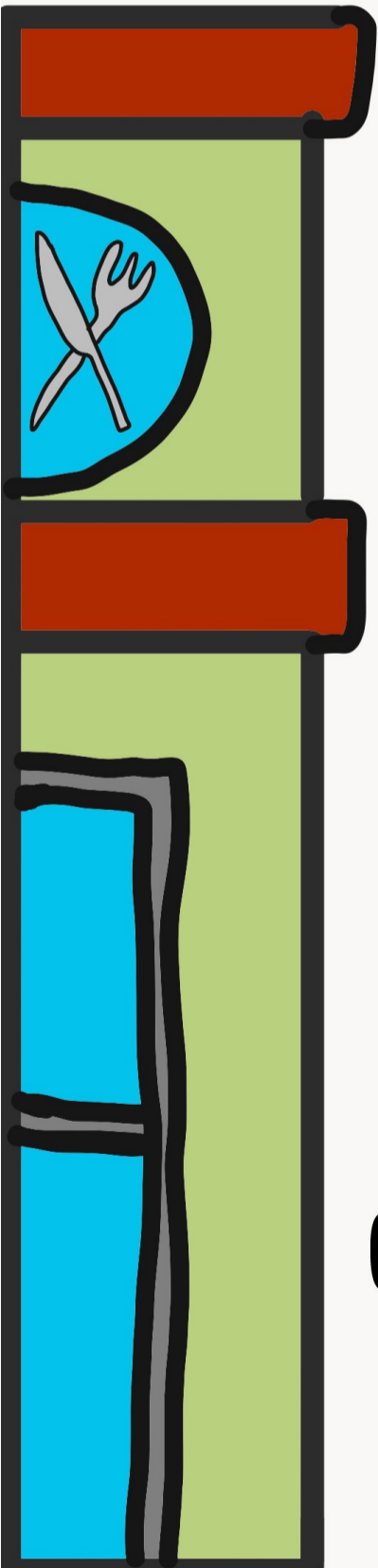
Licenses & Legalities

CODE- Zoning, Building, Fire & Health PART 2



Permit Expeditors

= Professionals who do everything for you to get to code (\$2,500-\$7,500)



1. Local Liquor License Laws

* Alcohol on average is 35% of Sales & Profits about 75%. 2

Types of Liquor Licenses= FEE BASED YEARLY & an OWNER of the liquor license.

- If you can't afford, try corking fee charges. BYOB Model.

3. Classifications

*Entertainment or Cabaret will permit dancing. Tavern could mean Beer & Liquor, but No Food. Zoning Enforced.

- Near Schools, Church, or other Liquor Licenses near can affect.

2. Fee-Based & Commodity Licensing Model

* Fee- Based= Yearly Fee.

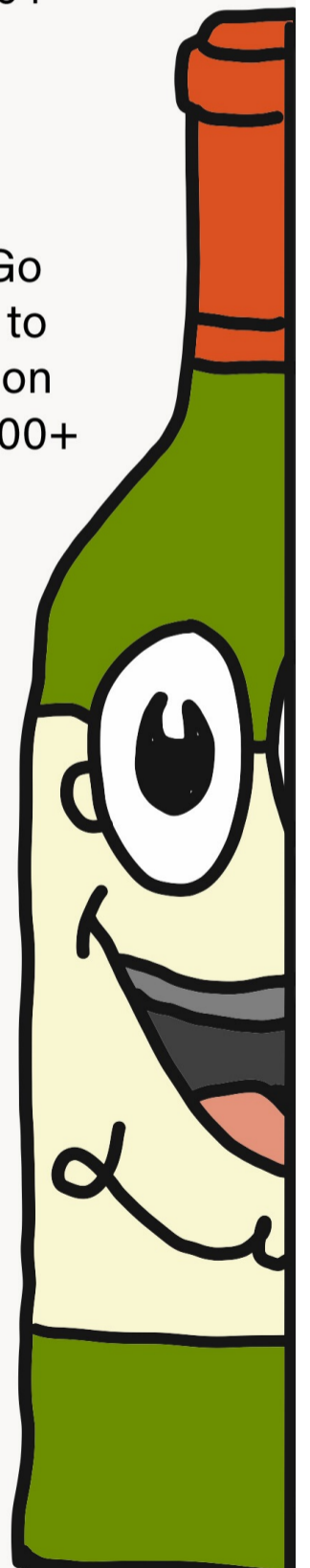
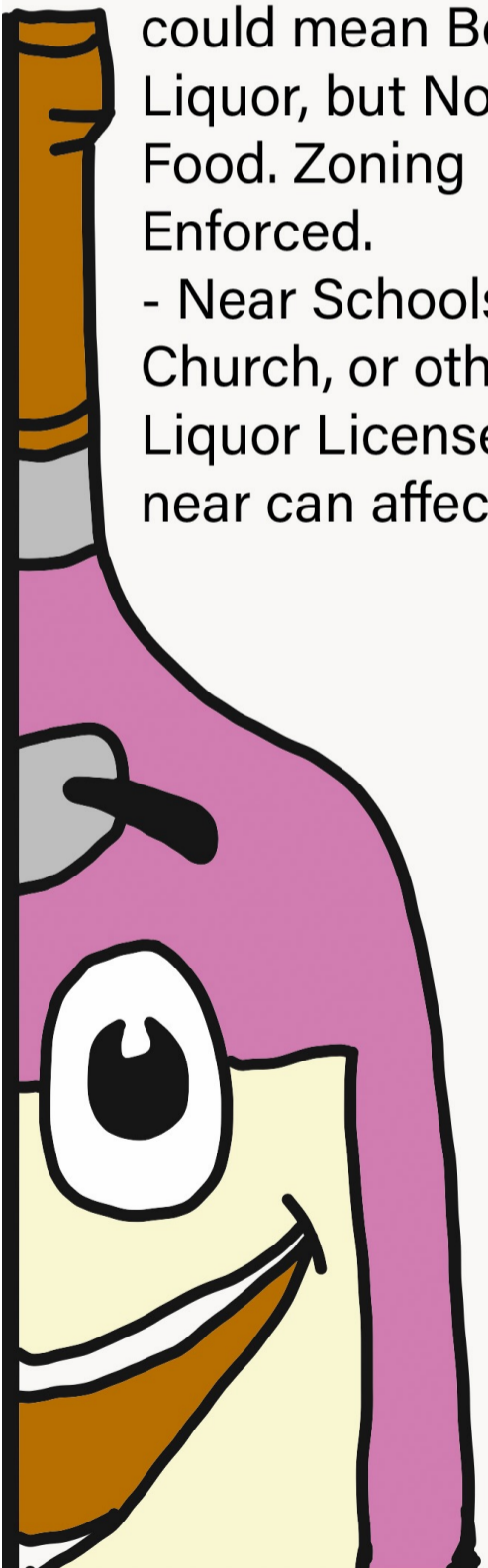
Example; \$1,500+ yearly.

*Ownership= Lottery or Purchased at inflated price (Go through broker to find out if liens on license) \$500,000+



Licenses & Legalities

Liquor Laws - Part 1

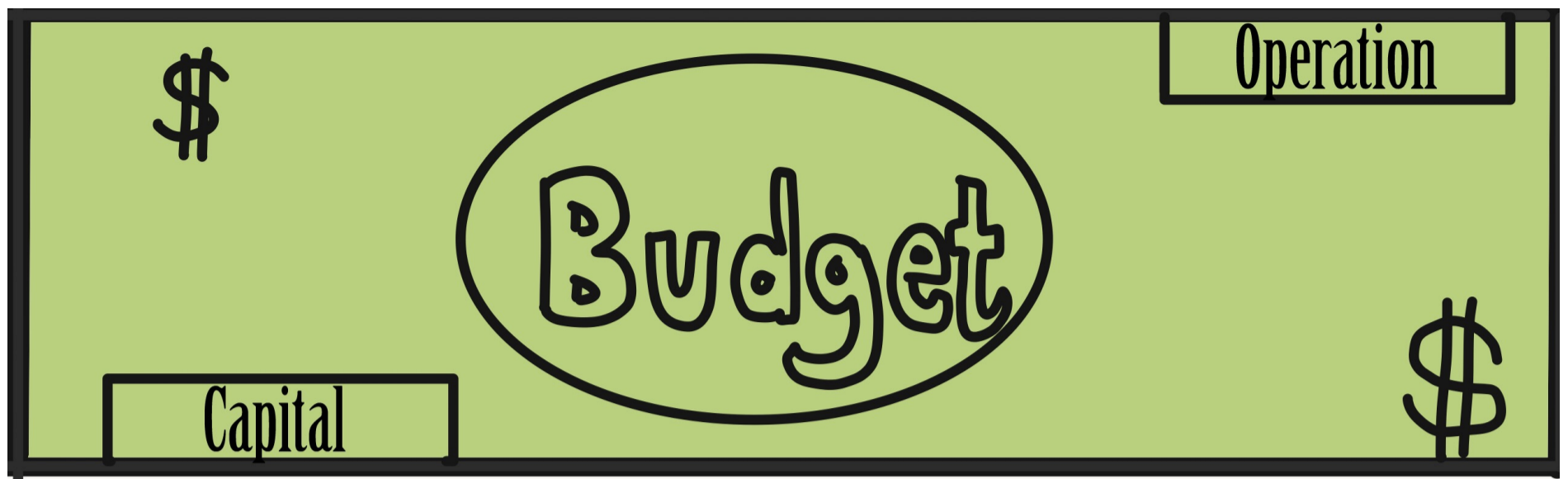


Steps of Service

1. Guests arrive & are warmly greeted by the host
2. The host confirms seating arrangements
3. The host leads the guests at a comfortable pace
4. Host shows guests their table, pulls out one chair
5. Host places menus in the hands of seated guests
6. Host completes seating with "It's nice to have you with us"
7. Special request given to server, follow up immediately
8. Server= "Good evening. May I bring you a craft beer from the bar?": Never touch customer or squat by the table *8+ guests, server required to get a helper to take orders
9. Server= Find out who the host of the table is & align
10. Repeat the Orders
11. "May I bring a bottle of water for the table?"
Sparkling or Still? Iced Water= Tap (Never address as) and Replenish till entree, No Garnish. Still Water= Lemon, Sparkling Water= Lime. Water is brought by the busboy
12. Immediately brings order to POS (w/ meaningful pass through) (Writing everything down, repeated, audit the screen before FIRING)
13. Only ask guests if they have different water for refills. *6+ suggest app, up sell second round to fill in time. *Don't say another/second/third glass. Always say "May I refresh?" *Never say you don't like something, "My guests like it"
14. Check Back within 3-5 minutes. Check apps, Pre-bus. Mark the table for entree
15. Clear & Restock. Announce items proudly
16. GAP between app & entree is best time to up-sale
17. Clear Plate "Landing area", Mark clean silverware
18. GAP of 7-10min, inform manager
19. Announce entree proudly
20. Server always be present while entrees are coming
21. Remove only obvious one-two dishes, wait till everyone is completely done
22. Remove everything. Place coffee set-up
23. Dessert Menu
24. Delivers coffee & dessert
25. "Anything else I can get for the Table?"
26. Present check in corner of table to make obvious when they have checked it
27. Server processes the check
28. Formally thank the host by "Mr or Ms" (Last name) on the credit card
29. Always return change without asking
30. "Please come back and see us!"
31. Chairs pushed in, the team resets the table.



"Efficiency & Friendliness"
Read Your Guests



\$ CAPITAL BUDGET: The Realistic Budget that plans for when things don't go as planned. When the project gets delayed because of contractors missing or painters delay because of the rain... You have to have a buffer of 6 months

\$ OPERATING BUDGET: The Money making plan and Plan to make Profit. Project Costs & Sales, Overhead, Profit, Food & Liquor, Labor.

Food & Liquor: 20% Profit Margins for Liquor & 30% Profit Margins for food. Can be 25% of Sales. Utopia Model= 20% of Profits is good. Don't forget about WRAP-Around Costs= Things that are FREE. WINE= Huge profit Margins. People order the Middle Prices. Don't use popular wines that people know how much they actually are.

TESTING FOOD Costs: PROFITABLY, POPULARITY & PRODUCTION. Grade each 1-3 in each category for all menu items. If it adds to only 7, think about taking it off.

MANAGING LABOR COSTS: Employees Standing, Kill Revenue, Send Home staff that don't make you money...like the host, bus boy, Food Runners. The bartender can clean & sell one drink per hour.

OVERHEAD: Rent, Utilities, Repairs & Maintenance, MARKETING, FOH Supply, Admin. "Penny Pinch" with things you don't need...Linen.

Inventory Template

Name

What it Does...

What you Learn...

*Converter

-Converts Measurements

***A Gallon= 3.79 Liters**

*List

-Defines:

Type of Dish
Inventory Categories
Recipe Units
Inventory Location

***Entree**
***Dairy, Seafood**
***Ounces, Grams, Each**
***Cold Box, Freezor, or Pantry**

*Portion Yield

-Measures the percent of sales of each portion

***Yield of Each recipe**

*Yield Test

-Measures the Product before and after production

***Yield Percentage= Edible portion (EP) weight / As Purchased (AP) weight x 100**

*Inventory

-Lists location, position, count, prices, order units, vendors, daily counts & Inventory extension amounts.

***Inventory extension is the number of Units x Price. Add all of the items to get total daily & Weekly inventories.**

*Recipe Index

-Lists recipes by name & calculates the recipe cost & unit costs

*Plate Costing Index

-Lists plate name, menu price, plate cost, food cost, items sold, total sales & total cost per plate

***The roast chicken entree is on the menu for \$15.99. It's a High profit plate & selling lots.**

*Recipe Template

-Measures ingredients, quantity, measurement, prep & cost.

***Recipe Cost: in \$**
Unit Cost: \$
Food Cost: %

*Plate Template

-SAME AS ABOVE

***Plate Cost: \$**
Menu Price: \$
Food Cost: %

*Plate 1,2,3,etc.



OPERATING Costs

Employees don't get rich in the restaurant industry, so inspire, be a great ensemble & vibe. RESPECTFUL ENVIRONMENT

Operating Costs

Are just like your Selling, General, & Admin expenses (SG & A)

NOT DIRECTED WITH FOOD

Salaries, benefits, legal, supplies, prop tax, rent.

CASH
FLOW
=
SUCCESS
OR
FAILURE

Have Accrual Account Set-Up

THE BARTENDER: Women are strong & growing. Pay bartender hourly + Tips.

BACK OF HOUSE: Paid Market Rate

DISHWASHER: Give him or her lots of beneficial presents they can enjoy to work for you, like head buds, bus pass, etc.

*Owner should wash dishes once.

PAYING YOUR EMPLOYEES: Figure out what others around you are paying. Pay MANAGERS for effectiveness, not just to sit around. Be result based. Pay the HOST more money. They are the first impression to your restaurant and that is key. You need a professional host. \$100 per night. SERVERS pooling tips, not recommended at first. They will lose motivation.

LINEN

DANGER ZONE

Stocking Fee= BAD
Usage Type= GOOD
Phantom invoice for damaged linen= BAD

OPEN

Chef's FAMILY MEAL

-Brings together the entire Staff & Good bonding.
*If you reward with a cocktail... go to a different tavern then yours.

MONEY OPTIONS



- Set Realistic Expectations. Share your Pro-for a budget and goals honestly. Outline the terms of repayment. Don't make the amount of repay and FIXED amount.
- CROWDFUNDING is hard for restaurant's that need \$100,000. Good for \$10,000 or so. KICKSTARTER, FOODSTART & EQUITY EATS are all things you can look into. What you will have to make for these is a badass video, set prizes that aren't heavy on budget.
- Remember, if you don't reach your goal on crowdfunding, you don't receive any of it.
- Leasing Equipment is tricky. Sign everything in your LLC so you are not responsible for it yourself. Read contracts carefully.

FINANCING TRAPS TO AVOID

* Finding yourself short on cash will lead to desperate Traps.

- Cash for credit card receipts: Usury loans= Lending money at exorbitant rates. Only do this if your going to make money with the money to pay off quickly.
- Personal Lines of Credit: Don't do for your business.
- Built-In Credit: Most vendors will establish a 7-30 day credit term. Most Liquor companies give 30 day window to help give you time to sell it. Keep up with you P&L Daily, Monthly & Weekly to be able to pay on time.
- Pay Sales & Payroll TAX so you don;t get into trouble. Pay every time.
- Setting up a Bank Account: Pick local branches that do wire transfers, bank checks & payroll accounting. FREE cash deposits & good customer service.

PAY BACK INVESTORS, MAKE MORE MONEY...

Finding Money

- Banks don't like high risk investments, but high-interest loans through (SBA) Small Business Association do.
- Family, Friends & Business Partners could just give you Money, but involving sweat equity with someone can be worth it.
- Know what you need & show professional Marketing Material. Take your time to find your investor.
- Private Equity= 80/20 Model. 80% of all profits directed to retiring the investor's capital infusion & 20% of all profits to be distributed to the equity base of members according to their percentage of ownership. Once investment is recouped, Flip this to 20% to investors & 80% to owners.
- Don't let capital budget cost overruns infect your operating budget.
- Make Operating agreement very specific on who gives orders & who stays silent. Give investors a monthly amount they can spend.
- Family investments are hard because they sometimes want more and are even more hard when you lose. Get investments when they are supporting you only.
- Pay Back your investors ASAP so they don't have to look over your shoulder. They will ask questions when you buy a nice new car instead of pay them back.

FOOD & BEVERAGE

* Yield: Weight Before Prep, Weight After.

Cost

*Inventory

*Waste (Usually not done, Check by actually going through the trash yourself)

*Prep & Cut your own food if you can

Food Costs to Sales
Percentage

*Food Costs should be
30%-35%
(Lower the Better)
Cost >>> Sales>>> Ratio =
Profit

COST: \$25 or \$1
SALE: \$48 or \$4

COST Divided by SALE:

52% or 25%

PROFIT: \$23 or \$3

Remember the FREEBIES
with the Beverage Station

Watch out for imported
foods being difficult.

INVENTORY

*Very Important

*Do Weekly

*When Closed, Freeze frame moment.

*Make fun, order pizza, party

*Premium products, always daily.

*PAR STOCK: Minimum on hand.

-Should be equal to 2-4 days of usage. If 40k
in food sales, usage should be 10k-11k
weekly. On Sunday before truck, you should
have 4K-5k of inventory.

UNDERSTANDING COSTS

**GLASSWARE: Don't run out, Mark
when taking reserve.**

*** Set Tables, Waiter Station,
Dishwasher, Storage.**

TAX PURPOSE & INVENTORY:

1. First in, First out (FIFO)
2. Last in, First out (LIFO)
3. Weight Average

WATCH CLOSELY YOUR PURCHASING

***Triple check... check weights on
every delivery. Have a huge
intimidating scale.
*Send items back.**

FOOD & BEVERAGE SALES MIX

***Beverage 35%, Food 65%
*Align Food & Beverage Pairing.**

LIQUOR INVENTORY

-Popular liquors have in 4
spots.
Service bar, cabinet below
bar, at bar & storage room.

-Don't marry liquor

-Well Liquor: Most popular
cheap and intermediate
bottles. Easy access.

*Perpetual bottle for bottle
inventory.

-Inventory alcohol daily.
Have a bin for bottles used
for that day. Log in
Inventory, Check POS mix
to cross check, write X on
them so they don't get filled.

-Mark Bottles with glow in
dark stamp to quick check
with black light.

-Set pars with alcohol, and
don't fall for all the vendors
tricks.

Manage Waiting Guests

***People want to go to the Hot place in Town, but waiting can sometimes make people anxious.**
***Don't give exact time that the wait is. Don't apologize about the waiting times either.**

-Offer Bar seats to start their wait, get their phone # to "Buzz them" when their table is ready. Way better than a glowing weird orb thing. Escort the party to the bar, tell the bar the name & how long they will be there for so they don't feel like cattle just being pushed around.

-"Warn the guest when their table is about ready, so they have time to close their tabs".

***If the table takes longer "I figured you were getting hungry" & buy them a shared appetizer. Explain to them that the guest are taking longer than expected.**

-BE HONEST & DIRECT

WEAR SUCCESS GRACIOUSLY

***Take success in stride.**
-Six months could be different.

***Newer act self-satisfied for not having a seat available.**
-Train host to empathize when someone can't be seated.

***"Tonight we are very busy, but I can book you a wonderful seat in the corner for tomorrow, I'll be here and my name is Mary. I'll take care of you."**

-Always train staff to empathize rather than blame the owner or manager.

RESERVATIONS

***How many you book has an effect on the dining room's energy. Too many open tables= cash drain. Too many reserved tables= hard to sit walk-in guests.**

-Be careful & tactical when giving away a reserved table.

CHARITY EVENTS

***Can be good exposure & Goodwill event, but sometimes it is a lot of work & is expensive.**

-Remember to establish your event around your theme.

***Sometimes just donating personally instead of your business is smarter to not ruin anything.**

-When charities approach you tell them "I love the idea & would love to participate, but you have already went beyond your budget for events"

"Please don't forget us next year"

"Hey, have you tried our cornbread we make here? I haven't seen you here for dinner yet?"

ONLINE COUPONS: Coupon users usually are only bargain hunters & will only use a coupon for the next time.

-Risky for first time users.

PRE-SHIFT MEETINGS

***Before service 5-10min meeting. Just like a sport huddle, PUMP UP the staff. Daily & Week goals, discuss selling specials. Chef offers taste specials. Talk about what went wrong last shift so that they can fix it this shift. Inform the new hires about these so that they are aware of the format.**

-Talk to staff and inform them to never say I don't know to guest questions. Train them to respond with "Let me find out for you".



Only ONE host can run the show. STAY TRUE, STAY PROUD. Don't be a work in progress...

FIRST 60 DAYS
Focus on Making friends
more than Money. You can
adjust everything else
beside a consumer opinion
after the First visit.
SUCCESS IS NO EXCUSE
FOR ARROGANCE!
Treat all People nicely,
even the ones who are
waiting.

GROWING YOUR BUSINESS

Traditional Marketing

***Market the things that People will ONLY talk about.**

***Decor, Hospitality & Food**

- Traditional Marketing is a SCAM,
E-blasts >>> Press Releases.
-This style will NOT bring in \$10k of Sales.

-Just do something rememberable

***Theatrical elements= WELCOME**
guests with "Grapefruit grenades
on bowls of steaming dry Ice"
They will remember

WORD OF MOUTH Marketing

Be so awesome, people post things about you and do all the marketing for you

Internet Marketing
WEBSITES: Should be a commercial. Show attitude more than information.
 "Casa Tua" in Miami does this well. Music & Beautiful People eating there...

-Pique people's curiosity
 -Intrigue, Provoke, & Seduce
 *What Restaurant looks like

*Menu

*Price

*People are Saying

*Hours

*Address

*Add Services (Catering, Takeout)

*Upcoming Events

(Market Price menu items if the price changes often)

FACEBOOK: Help stay in touch.
 Just like website. Find someone who wants to do this for you.
 Make sure your concept is perfected.

BLOGGER/ PRESS Dinners

:Increase for about 2 weeks

:Live up to bloggers praise or else...

Marketing Milestones

*3Mo >> 6 Mo >> 9 Mo

-3 Months= Success through curiosity

-6 Months= Success through word of Mouth

-9 Months= Economic Reality. Know when you are successful

Your planned credit funds should run out by your 9months, having to support with profits only after.



Opening Blitz...

MARKETING

Tip: How to Deal w/ Difficult Customers

- Listen, be patient & empathize w/ them
- Permit guests to express themselves
- Don't challenge or Defend yourself
- Recognize & Acknowledge their grievances
- Explain you understand
- Tell them how you will correct the issue

Service

- Beginning can be a hit or miss. No rhythm yet & Routine to give a smooth experience. Just like Dancing... Takes time & Practice to stop counting & look at your feet.
- *Hire 6 shifts so same people work same times, same days. Staff is integral to Hospitality.
- *If short staffed... Go to zone instead of man-on-man. Have weaker servers run food. Be prepared for the unexpected. Have people on call.

Getting the Word Out

- Hire either a marketing firm specific to Restaurants or Local firm. Don't hire the fancy big-name firm. Local firms know the writers, editors, bloggers & restauranteurs. Local Press= Sales, National Press= Awareness. Act as a liaison.

Handling Reviews

- Don't pay attention... Have staff read for you and let you know. Reviews can be painful & most of the time its a previous employee & their friends.
- * New restaurateur needs conviction. Don't respond to critics. Restaurant loses when it attempts to defend itself.

Online Reviews

-Study shows that reviews are wrote mainly for a story of trauma they were victim to. Expensive restaurants people write as review bloggers with sensory pleasure like "lust" or "Organic" & LOVE desserts. Reviews are for self-expression.

MANAGING: Train staff to understand they are adding a moment to someone's like... Not changing it. Train staff to correct things when they see it. Don't change music or lighting because of just one single guest, Relocate them or fix the issue w/ candles. Don't apologize and Weaken your image. USE PICTURES ON SOCIAL MEDIA to make visual.



1. The Opening Party

*** Invitations:** Be thoughtful, the first branded piece of information.

- Playful, Racy, Elegant, Organic & Imaginative.

- Style: Elegant dress, black tie, people feel special if they have to dress up. Cocktail... deliver blue bottles of champagne to houses. RSVP's...

***The Date:** Stick with opening date. It's like a baby, it's coming if you want it or not. ON THURSDAY.

- Check local social calendar.

***Time:** 7-10pm= Ready to party, 6-9pm =Ready to Eat.

- Send two -weeks out

***Guest List:** Not friends & family, but people who will spread the word.

-The head hairstylist's nearby, Car dealers, Real estate agents, health coaches, masseuses, People who work busy Retail shops.

:LOCAL CELEBRITIES... Invite interesting people.

Have Good looking people stand by the entrance.

WHO YOU BUILT THE RESTAURANT FOR??? Give clues at the party.

2. Party Rules

*** Schedule tight:** Beginning, Middle, End.

- A climax... Entertainment give Endings.

- Opening is a Teaser... End

- People love to share their discoveries.

3. Preparing for the Opening

***Don't decorate**

***Move tables** so people can stand, not just sit.

***Control appetizers & Menu items.**

- Don't show weakness and let people give opinions about the food, it's GREAT.

*** Have hostess taking down the reservations & don't feed the guises to much, remember... TEASE them.**

4. Gifts

***Gift bags to reflect when leaving.**

- CD's on USB, Mini menu rolled nicely with string, something savory & sweet, something served at the bar (bar nuts), CARD & INFO about the restaurant.

5. The "Dusty Shoe"

***Friends & Family = First Dinner**

***8-12 Influential food people, media "Dusty shoe" = Second Dinner**

*** GRAND OPENING**

***** Put restaurant on the Radar.**

6. Soft Opening

***Day after grand party.**

***Open with confidence. Not a "Work in Progress"**

***Open Dinner Service only, Lunch= for Traffic locations, Brunch= OKAY if limited.**

Turnover
***Don't get upset when long-term employees leave. They usually come back and you want others to see you reward them.**

DON'T FIRE IN THE HEAT OF THE MOMENT

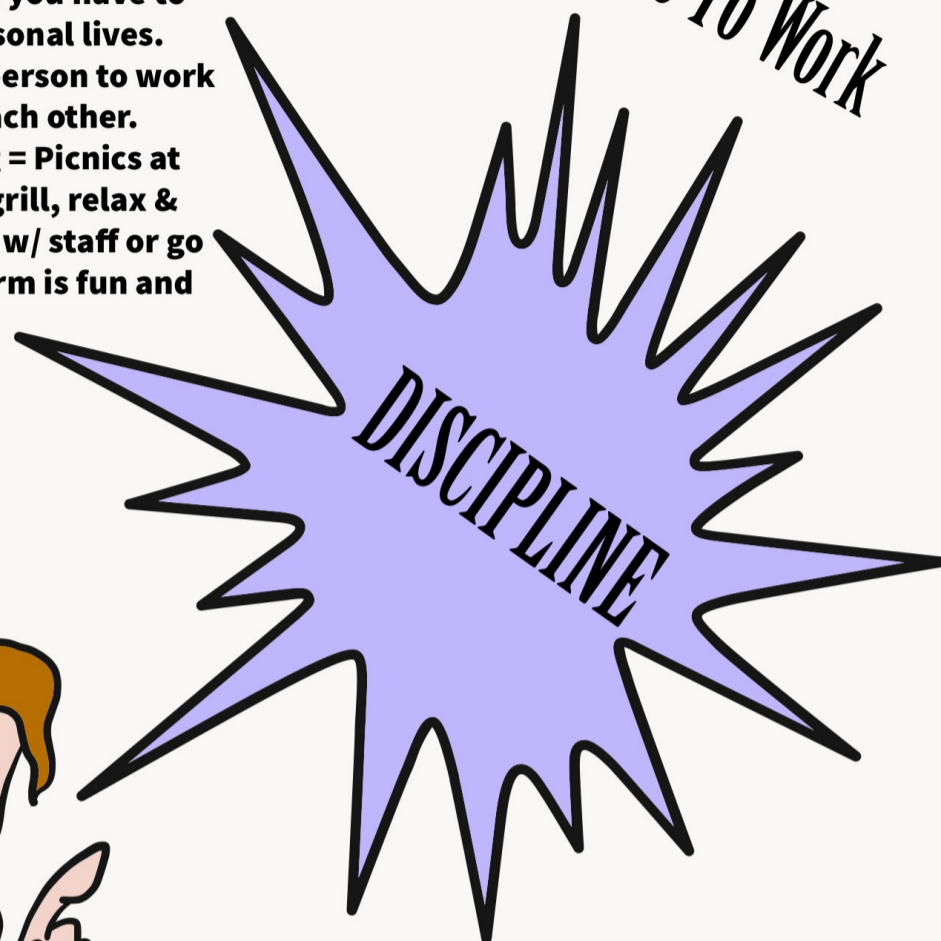
Drug Testing

*Prevents from getting sued.
 Corporate usually does this but independent vets try not to do this, because realistically the best employees do some drug...

TRAINING
 =
KNOWLEDGE

Create a Family
 *Can't be forced. Do What is good for the ENTIRE FAMILY. Understand though that you have to respect personal lives. Need each person to work well with each other.
 *Socializing = Picnics at the house, grill, relax & play. Travel w/ staff or go to a local farm is fun and exciting.

Be A Great Place To Work



TERMINATING

BE SOLUTION ORIENTED

- *Have terminating offenses in Operations Manual Clearly stated.
- *Send home immediately and tell them they will have to meet w/ owner before returning.
- *Serving alcohol to Minors
- *Stealing
- *Lack of Respect to Others
- *Derogatory remarks to Others
- *Being Intoxicated

THE BUSINESS

Knowing the Hospitality Industry and how Restaurants work is definitely a trait a lot of people in this world need to understand. I have been in the industry for as long as I had a job. Most people typically always start in the industry because they are always hiring. Most of the time the owners don't know these basics and they all need to be thought about. Just to summarize what we have learned and what we can apply now in the real world is:

1. FRESHMEN CLASS: Learning Concepts & Getting to Know your Market: THE BASICS

- Validating your demographic and understand what your PREPARED FOR
- What are the Basics when doing this professionally

PASS

2. SOPHOMORE CLASS: Business Plan, Mission Statement, Location, Managing, Menu and Bar creation:

- Understanding the specifics of your future business or
- Understanding the why of the business and why you stay open

PASS

3. JUNIOR CLASS: Staff, Managing your Staff, Culture, Purchasing, Your Office, How to Stay Safe and keep customers safe, and Steps of Service:

- With years of experience and knowledge this is Important

PASS

4. SENIOR CLASS: Laws, Licenses, Budgets, Money, Costs & Marketing:

- Learning the hard stuff of the business
- The money and operations of the business
- How to market and grow you business

PASS

- BALANCING YOUR WEALTH DAILY and FOCUSING these 4 steps continuously will help you as it helps me, if you care of course. If you need simple FREE knowledge tips, I have created some of my favorites summaries of books on my website to help people start and not give excuses. Share with your friends, family, parents, grandmas, whoever.