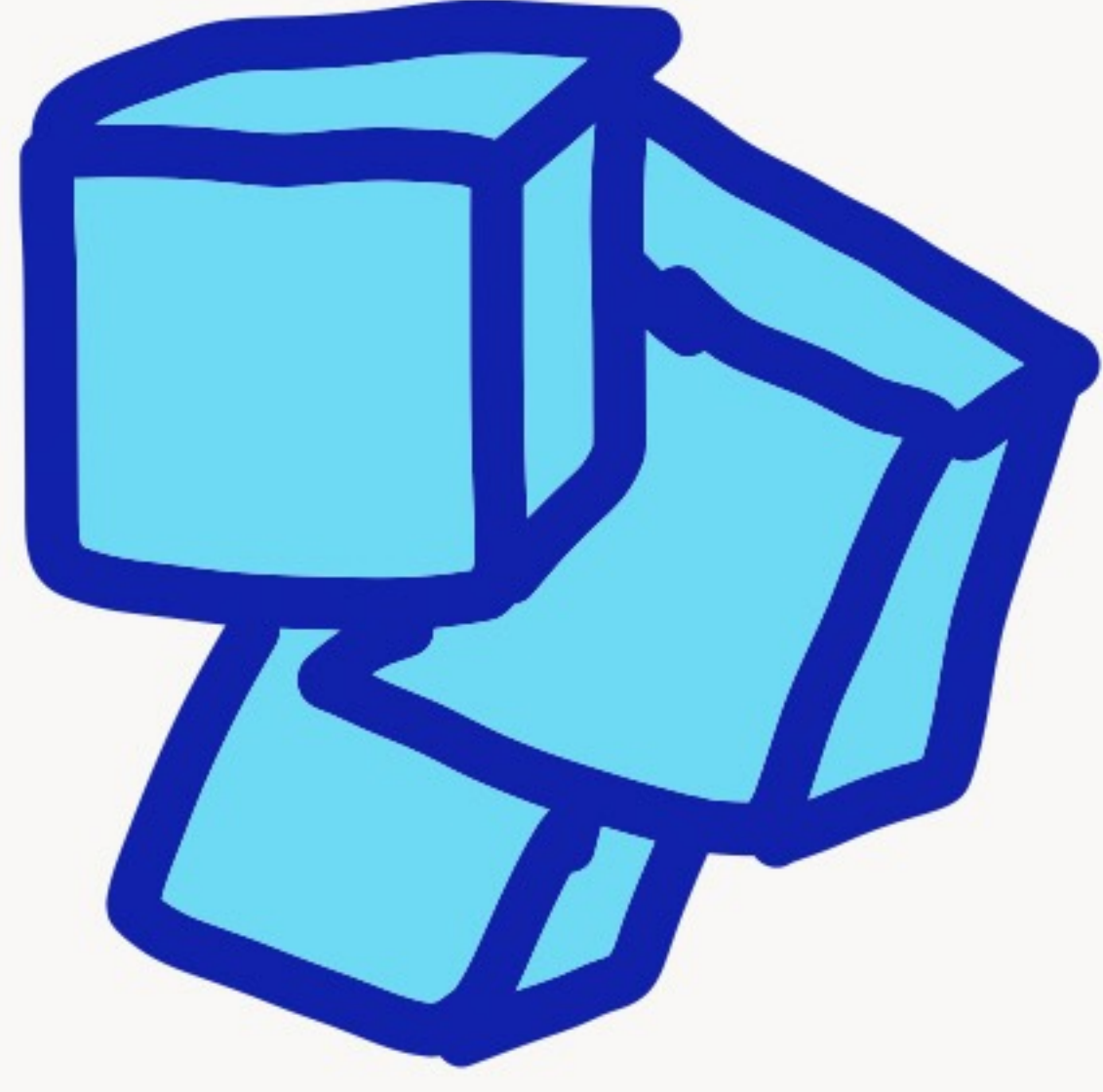


TOOLS: Shakers, Long Stirrers, Strainers, Paring Knife, Cutting Board, Zesters, Peelers, Muddlers, Jiggers, Corkscrews, Blender, Special Ice Cube, **RECIPES**



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

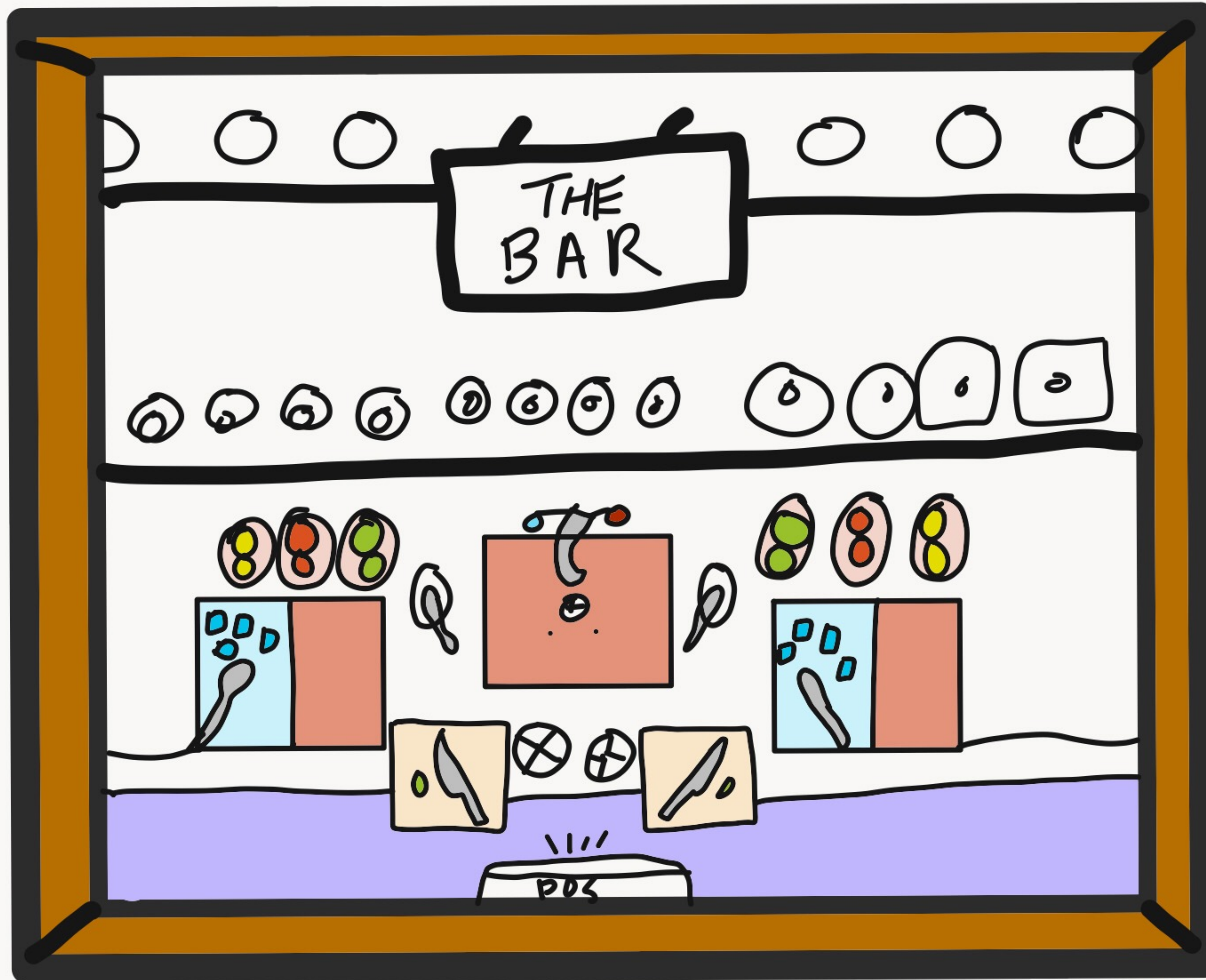
-Make sure the location of each bottle is blueprinted & Stays in the same spot

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

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.

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

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

MICROWAVE: Not recommended, Doesn't stay hot
EXHAUST HOODS: Required. Check with the Health & Fire about ventilation's required.
flavoring.

*TIPS

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

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!

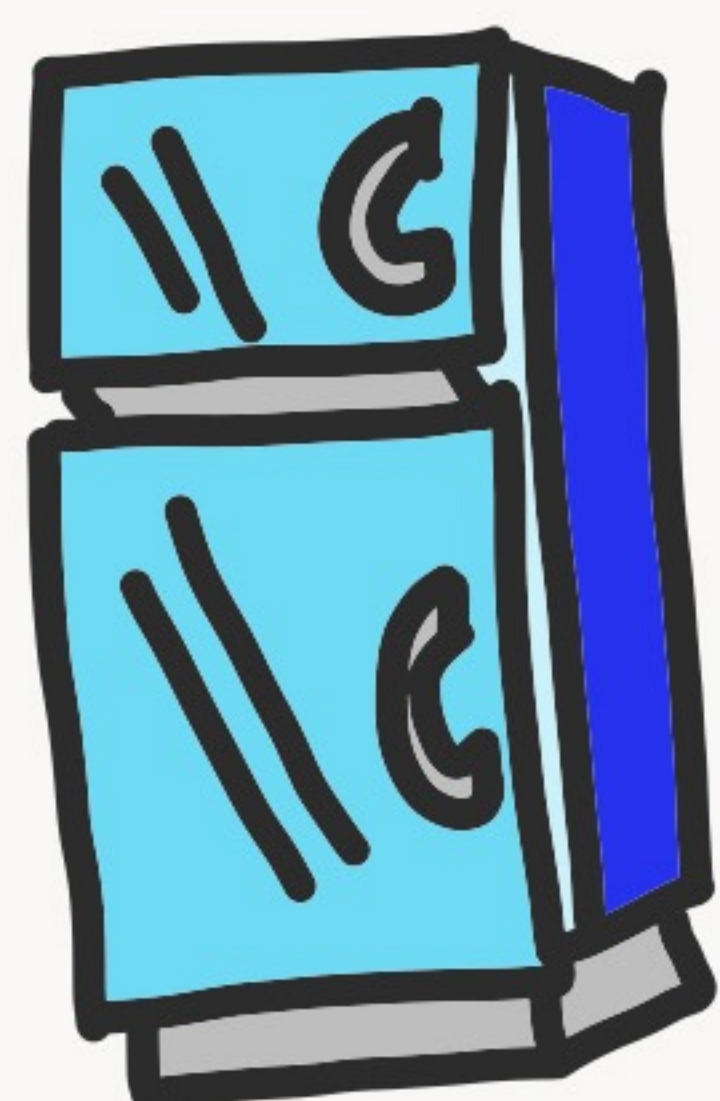
BACK OF THE HOUSE

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.

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)

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.

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

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

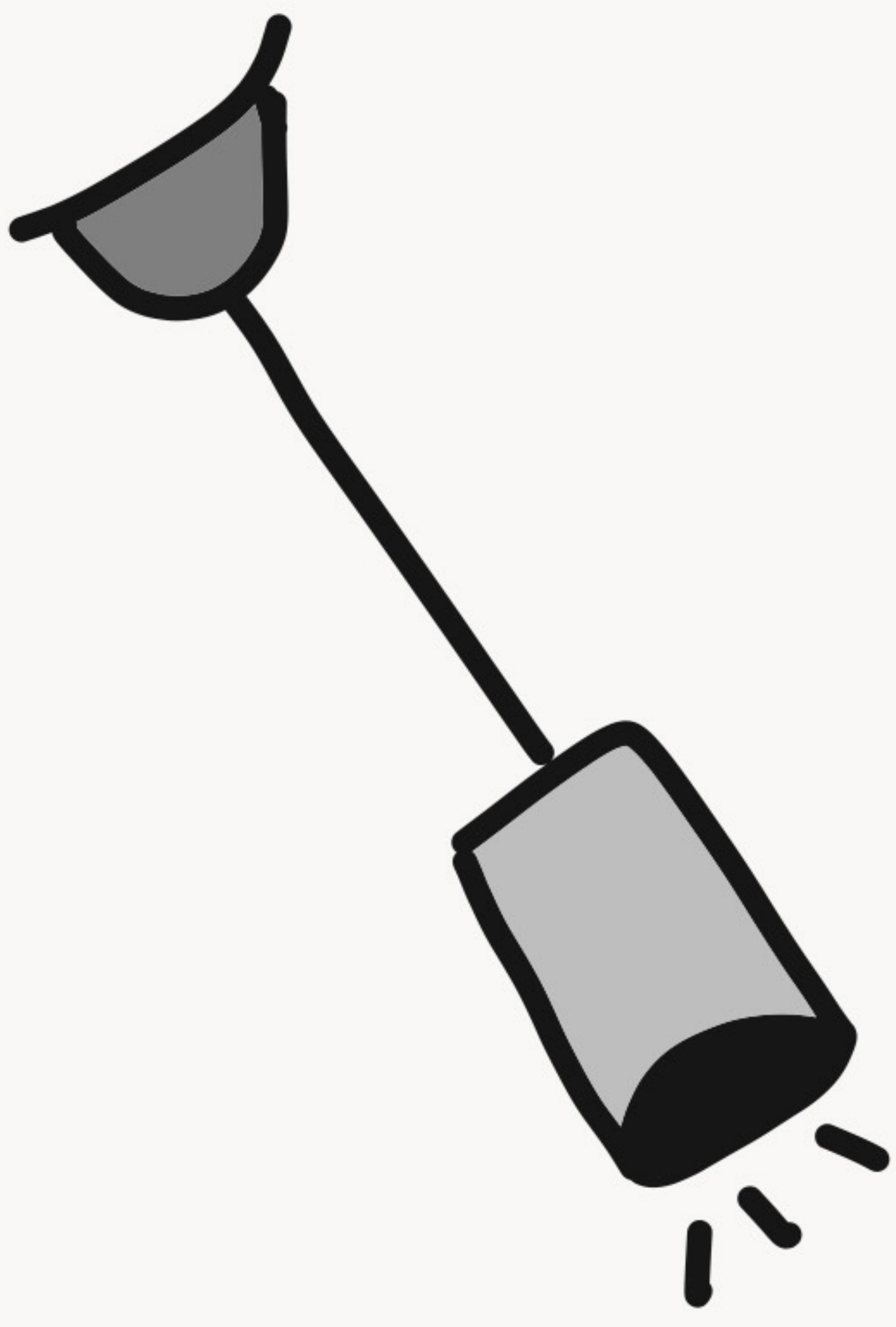
-ONLY managers can void & be tracked.

-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.



YOUR OFFICE



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_2 = Recent P_1 = Previous
 P = Accounting Period
 Δ = Change

The INCOME STATEMENT

$$\text{Sales} - \text{Expenses} = \text{PROFIT}$$

BALANCE SHEET

$$\text{Assets} = \text{Liabilities} + \text{Owners Equity}$$

Or

$$\text{Assets} - \text{Liabilities} = \text{OWNERS EQUITY}$$

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.



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

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.

Have Accrual Account Set-Up

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.

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

***Plate Cost: \$**

Menu Price: \$

Food Cost: %

-SAME AS ABOVE

*Plate 1,2,3,etc.

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.



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.

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.**



Opening Party...

MARKETING

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.**



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.

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.

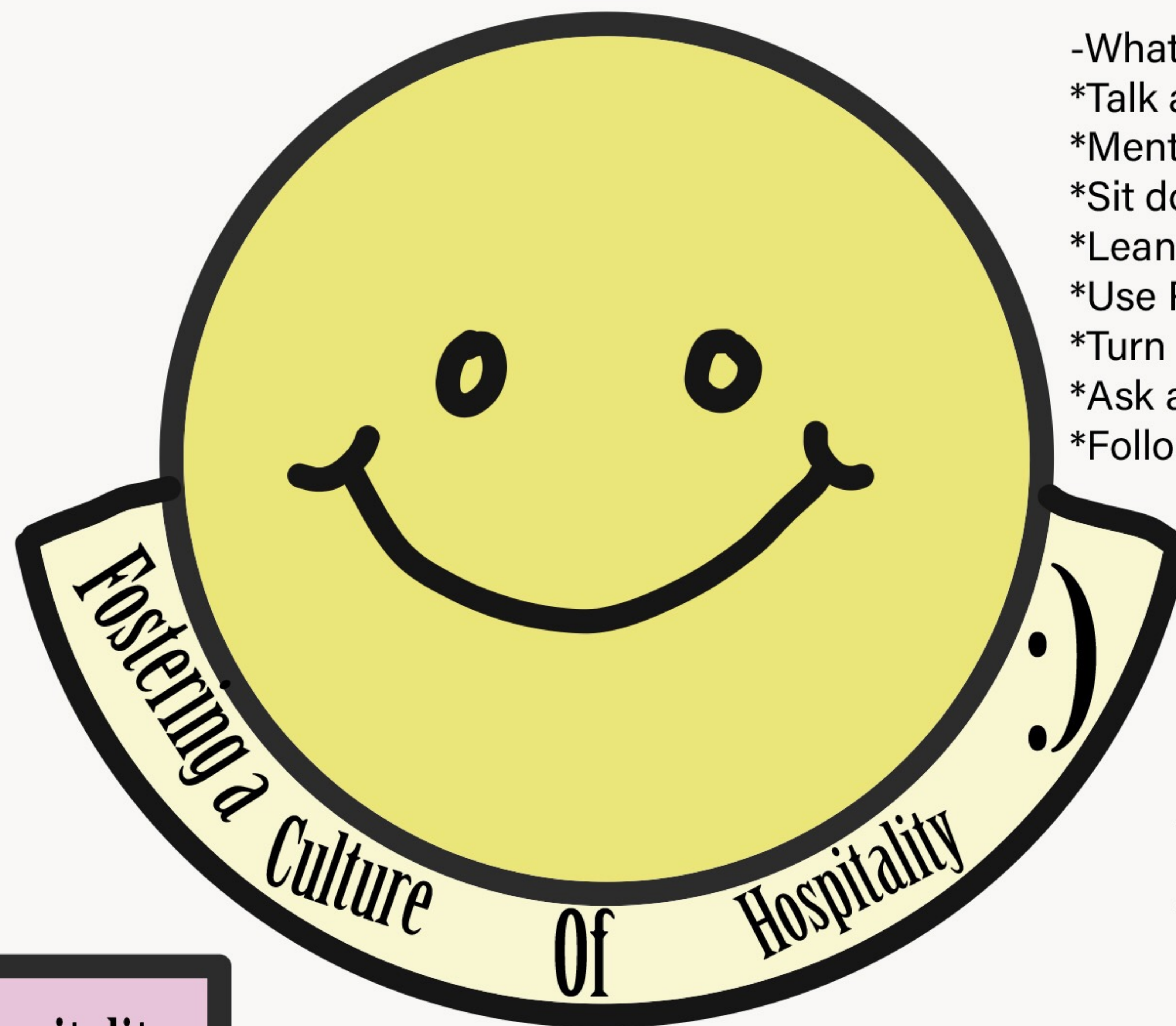
-Listening & Be Observant. Who's the host of the Group that is walking in? Make this person's night!

*Teamwork & Hospitality

-Staff should connect and give a performance.

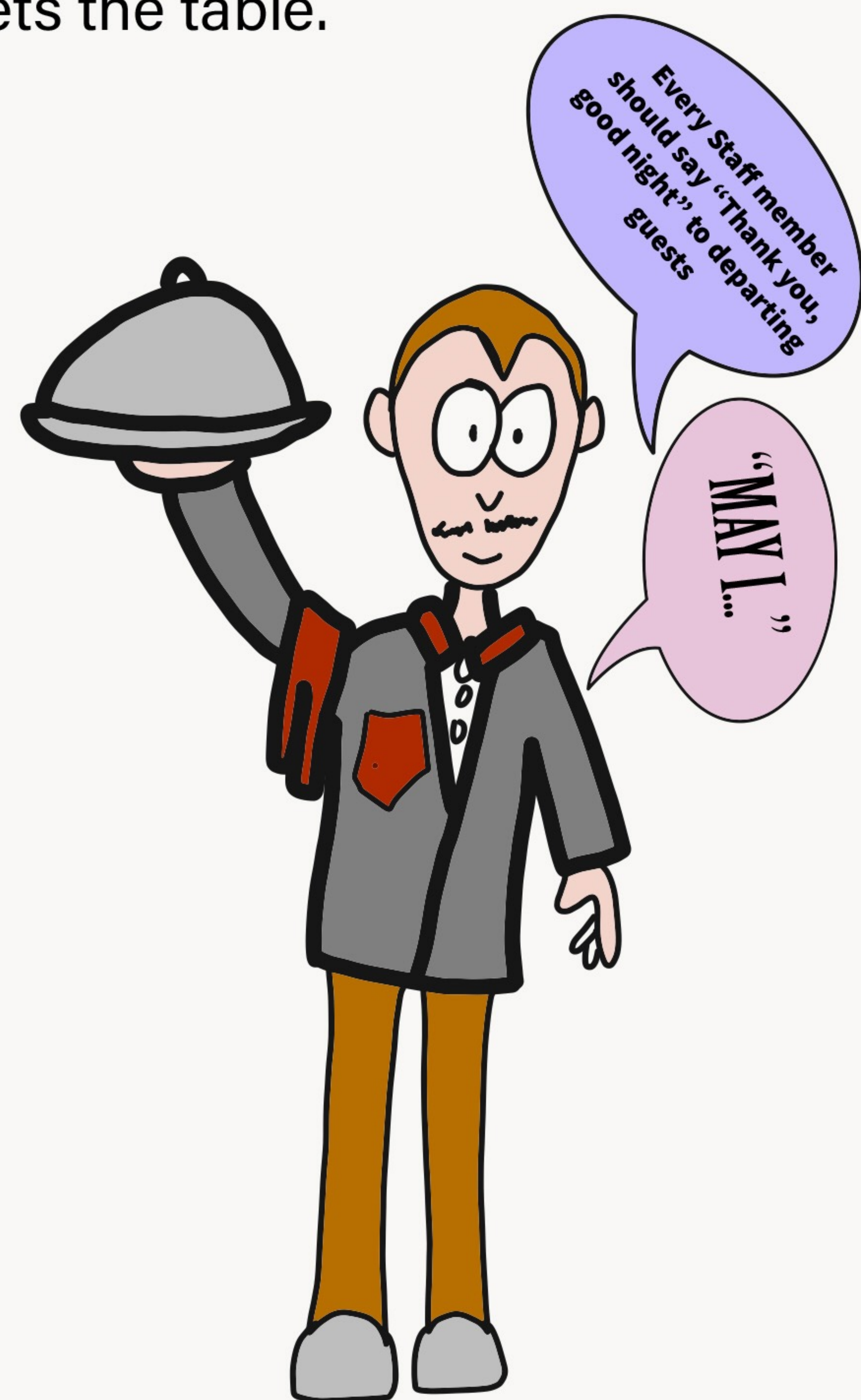
-Mock service, never stop training.

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



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

**Health & Safety
CODES**

- Spot Risks
- FDA & Local
- OSHA

Worker Violence
-Fights happen, Stop Immediately

Heat Exhaustion
-Cool off your staff
DRINK WATER

KEEP CLEAN

Cross-Contamination

- 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

Training

* Managers #1 Trained.

80% of Food borne illnesses are Salmonella, E. Coli, & Norovirus and can be prevented.



Food borne Illness

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

VERMIN
*You prevent this problem daily.

Danger Zone

40-135
BACTERIA
GROWS

Temps

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

Personal Hygiene

- 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.

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.

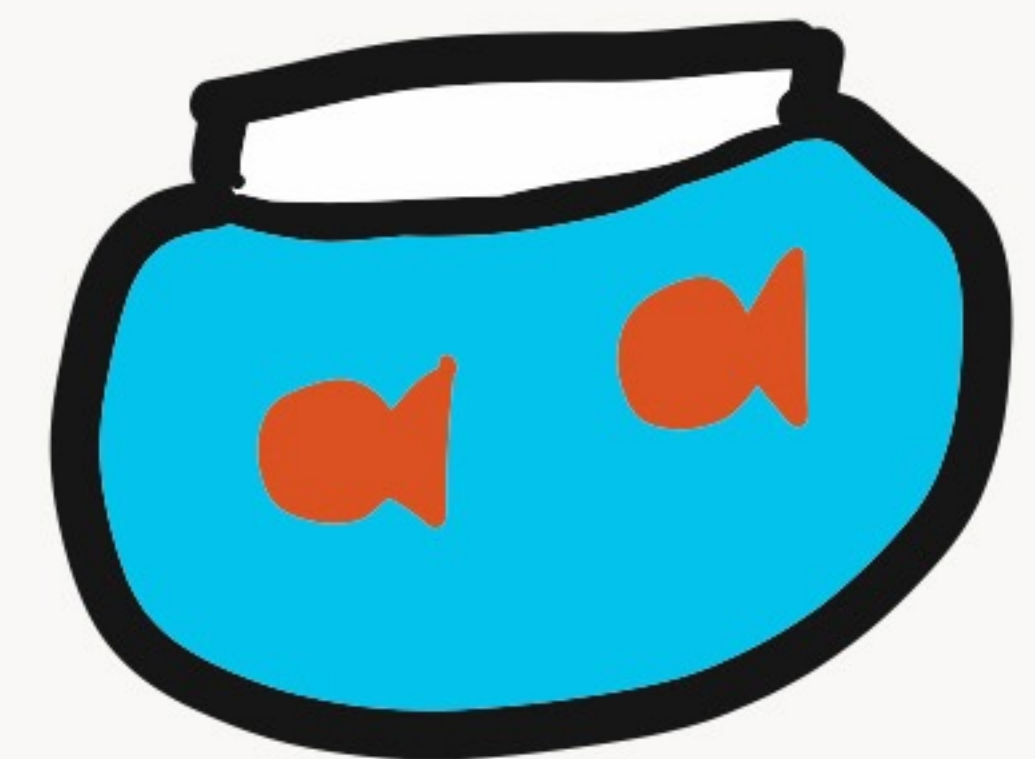
***If good, minor teaks. If bad, Start the rehearsal over.**

\$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.

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

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

DON'T FIRE IN THE HEAT OF THE MOMENT



BE SOLUTION ORIENTED

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...

TERMINATING

- *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

TRAINING
 =
KNOWLEDGE



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

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...

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 memorable

*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

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.

Manage Waiting Guests

***People want to go to the Hot place in Town, but waiting can sometimes can 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...