

an incomplete guide to

**RETHINKING,
RE-IMAGINING
AND REOPENING
YOUR RESTAURANT**

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**RESULTS
THRU
STRATEGY**

CREATED IN PARTNERSHIP BY
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HUB



"An 'incomplete' guide? Surely, that's a typo."

It's not a typo. In these unprecedented times, there's no such thing as a complete guide, but we can offer you actionable ideas to help weather the storm.

This guide was created to help you navigate the white waters we're facing. The current is strong, but history has proven that our collective will is stronger.

Unusual challenges call for uncommon agility and resilience. Our industry has weathered multiple recessions, wars and seismic changes. What lies ahead will never be "completed".

That's the beauty of evolution. And whatever the other side looks like, we'll get there together.

We're glad you're here. Read on.



We understand the road ahead isn't clear and we can't see exactly what's ahead, so we'll do our best to update this document as we learn new information.

REVISIT THIS LINK FOR UPDATED VERSIONS. If you're on our email list, we'll notify you. If you'd like to receive email notifications,

text REPORT to 55444.



Although this guide was created for you with a dash of inspiration by your peers and industry thought-leaders, it is designed to supplement your state and local regulations. You will find helpful links in the Resource section to get you on the right path.



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Even a Leader needs a Guide

Fred LeFranc

CEO + CHAOS STRATEGIST,
RESULTS THRU STRATEGY INC.



Fred is the founding and managing partner of Results Thru Strategy. LeFranc's aptitude in strategic planning, leadership training, and business development has helped numerous companies achieve increased sales and profits.

His expertise is in strategic planning, organizational development, executive coaching, performance management, marketing strategy and technology-based systems enhancement. Mr. LeFranc's 4 decades of hospitality experience includes stints as COO, CEO board member and President of numerous hospitality and technology brands, including Flat Rock Grille, Ruby's Diner, Fishbowl Marketing and Louise's Trattoria.

His admirable turnaround for Louise's, which involved design, concept development, food production, IT systems and operational executions, was chronicled in Inc. Magazine.

Zach Kuperman

SENIOR VICE PRESIDENT
HUB INTERNATIONAL
INSURANCE SERVICES INC.



As the National Restaurant Practice Leader at Hub International, Zach has over 15 years of experience managing the insurance portfolios of 4000 restaurants across the country. His clients include leading national chains, large franchisees, local operators, celebrity chefs and private equity groups active in the industry.

Beyond insurance placement, his day to day responsibilities include building out safety programs and risk management platforms that make both the employee workplace and guest experience a safer environment.

He frequently speaks at restaurant conferences across the country on topics that include alternative risk, workers compensation and new technologies that are changing the way restaurants interact with their employees and customers.


A Message from Fred & Zach

While it is not clear when we will re-open our dining rooms, we know that the day is coming and the guest experience will never be the same. We know many of you are buried in the day-to-day of building your take-out business, applying for and receiving government loans and doing battle to figure out a path forward.

Our guess is that you have not had a spare second to think through the changes you will have to make to your operation to welcome the guest back into your dining room.

This Guide is designed to be a starting point to changes and areas for you to consider in advance of that day. It includes many of the areas that you will need to rethink in order to create a safe and secure experience for your guests.



Additionally, this guide contains templates, key vendor contacts, checklists and other supportive documents to help navigate the road to your new normal. Look for this symbol  or visit the Resource page.

**If the plan doesn't work, change the plan
but never the goal . -Unknown**



Wise Ideas



STAY CURRENT, KEEP LISTENING

Not long ago, we wouldn't have considered requiring employees to wear masks. Who knows what next month will bring?

Ask your guests for feedback when in the restaurant and possibly through follow up digital surveys – “what would make you feel safe”?

Daily review of national and state restaurant association webpages, Nation's Restaurant News and other restaurant related news sources should remain mandatory. There are great, new ideas being mentioned everyday.

PROVIDE ASSURANCE

Customers are going to want information on what you are doing. This is done in a few ways: detail on your social media sites what is being done to ensure customer safety in your dining room.

Add a short CEO video message to you website and social media outlets on what you are doing to create a safe environment.

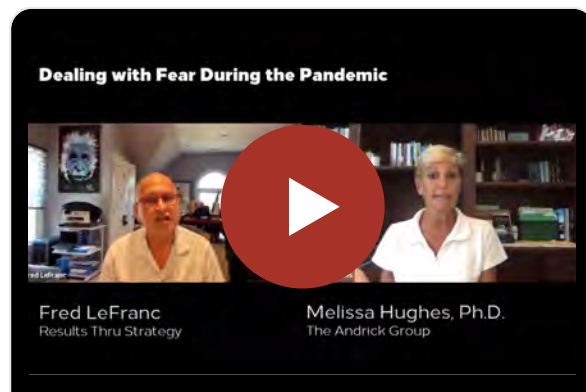
Post the customer “Protection Promise” in the window that outlines safety procedures and practices. Have employees deliver the safety message throughout the guest experience. [🔗](#)

Prepare templates of communications for various scenarios that you can adapt quickly and use across all platforms. Visit the Resource page for examples.

BE FLEXIBLE

Be flexible with your plan & be prepared to adjust your behaviors as you observe the activities of your team and the reception from your guests. You must continue to evolve as we learn more about the progress and issues of the situation.

Everyone is dealing with this pandemic differently as many of emotions are rooted in fear. Consider watching this video, "Dealing with Fear During the Pandemic" with Fred LeFranc and Melissa Hughes, Ph.D., of The Andrick Group for some key learnings.



Kitchen Operations & Culinary Development

For many chefs, the kitchen is the heart of the restaurant.

Restructuring the Guest Journey as customers return to your restaurant offers so many front of the house challenges.

As much as we want to believe our customers will come flocking to our restaurants once we open the door, realistically speaking, it is probably not going to happen. It may take customers a long time to feel comfortable filling our restaurants or catering venues.

If you choose to reopen, you will need to consider these basic - but very important - steps to get the kitchen up and running.

BRING BACK THOSE BASIC KITCHEN SYSTEMS

- Prep Production sheets with daily inventories tracking usage
- Line Production sheets with par levels
- Reducing line set up - pan size from a 1/3 pan to 1/6 or 1/9 pan
- Review current recipes and edit to current volume
- Ordering Guides
- Set a weekly purchasing spend based on projected sales volume.

EVALUATE YOUR CURRENT OFFERINGS

- What really sells? Review your p-mix.
- Profitability
- Ease of execution - on the line and prep
- Does it work great for pick-up/delivery? Do you have the right packaging? Is it possible to rework the item so customers can build their own at home (e.g. tacos or bruschetta)

OPERATIONS

- Now is the time to focus on proper sanitation practices, hand washing and glove-wearing procedures. For the cooks on the line, make it mandatory to wash hands and change gloves hourly.
- The prep cooks should be washing hands and changing gloves prior to moving on to the next recipe/task.
- Evaluate overall kitchen organization. It's the perfect time to reorganize so everything has a designated and labeled place. It sounds simple; just separate the line/stations to keep distance, however, when the rush hits, the stations end up merging together.
- Employees need multiple masks that can be changed throughout the shift. The masks can be challenging to breathe through especially around the heat. Additional breaks may be needed.
- Consider staggering prep times to keep fewer cooks working together in confined spaces.
- Get the team re-certified with Servsafe Classes
- Consider kitchen incentives as business grows. Something as simple as a gas or transit cards would be greatly appreciated.

OPEN WITH A SIMPLIFIED MENU

- Limit the offerings to keep shrink and labor to a minimum.
- Work with your vendors - current specifications might not be available. Ensure the substitution are acceptable or temporary remove the item from the opening menu. Ask the vendor about specials, it could be a financial win depending on your menu flexibility.
- Once you understand your new business, flow and customer needs, add menu items and staffing.

THINK OUTSIDE THE BOX TO BUILD SALES

- Large scale parties may not happen for sometime. While home entertaining has strong growth potential and your menu needs to reflect this style of entertaining.
- Rework catering offerings for corporate/individual meals over buffets.
- Create a meal kit with all the ingredients and instruction customers need to prepare/cook it at home.
- With the summer grill season right around the corner, consider creating a marinated protein that customers can grill including condiments and sides signature to your restaurant.



Becky Foulk, Partner, RTS



Pre-Arrival Checklist

- Before your guests get to your dining rooms – have you updated your SOP's for cleaning? We have industry professionals on stand by to review and help you update. [🔗](#)
- What practices have changed, what products are different?
- Are you using an outside janitorial service or doing it internally? Are they capable of sterilizing vs. just cleaning? [🔗](#)
- Will all employees be required to wear masks? If so, ensure training guidelines are follows and supplies are appropriately stocked.
- Have you sterilized your HVAC or added higher quality filters? There is now a lot in the public domain that details air flow in restaurants. If technically possible, have your HVAC contractor certify or reconfigure your airflow in a way that meets the guidelines and then promote it. [🔗](#)
- Document, document, document. Make sure your cleaning practices can be readily accessed in the event a guest asks to see them. Advertise all you are doing.
- Ensure that the messaging across all of your platforms (social media, emails, and all platforms, press releases, conversations with guests etc.) is aligned and timely. Prepare for a guest or a team member to test positive for the virus and respond quickly, sincerely and transparently.

PHYSICAL CHANGES TO CONSIDER MAKING

- Limiting physical touch points throughout the entire restaurant. This means entrances to restaurant, bathrooms, etc. as well as touch points in the bathrooms. How much can be activated without physical touch?
- Adding into microbial mats to entry points.
- Re-configure dining rooms to create maximum space.

POLICIES FOR YOUR GUESTS

- Are you going to do a wellness check on guests when they arrive by taking their temperatures at the door before allowing entrance? If so, create and document a clear cut policy and process.
- Consider creating a Health Declaration Form that all guests must sign before entering the restaurant. make sure they leave contact details and save these so that you are able to contact everyone who dined with you if you need to. (i.e. if there is a confirmed Covid-19 case within the restaurant) [🔗](#)
- Be prepared to make process decisions on situations if/when guests decline temperature checks or wellness forms in advance.
- Additionally, equip the employee administering these checks with the proper PPE.
- Will you require guests to wear masks when not eating.
- Will you allow large groups? If so, what is the largest group you would allow?
- Will you force pickup and takeout customers to wait outside?
- Will you have “vulnerable customer only” hours?

Arrival

Checklist

- Post near entrance your customer Protection Promise so that guests see what you are doing to make their dining experience a safe one. [🔗](#)
- Do guests have to touch door to get inside or is it electronically-sensored? Could you have a Host opening doors for guests?
- Provide sanitizer at the door and throughout the restaurant – it will most likely will be required by municipalities.
- Keep from crowding around the entrance, hostess stand and ordering lines. Put marks on floor for where they are to stand six (6) feet apart out the door.
- The Entrance Host should control the number of guests they permit into the lobby at one time depending upon the distance and space available in the lobby.
- Consider asking guests to wait outside until their table is ready. Also, consider seating by reservation or pre-order only. The staff at the door enforces maximum guest capacity rules.
- Consider the Ordering & Payment systems. Can guests order and pay in a frictionless fashion? (No touching of screens or exchanging of credit cards).
- If menus are utilized, consider single-use paper menus that are discarded after ordering. Otherwise, assure they are individually sanitized before each use. When a hostess or greeter first engages a guest, have them encourage the guest to use their mobile menu if available.
- Avoid touching the guests in any fashion. Direct with hand-motioning and/or walking them to the next checkpoint.
- Consider all visuals: Guest should see staff members sanitizing menus, wiping surfaces, sanitizing restrooms, spraying Lysol in areas between traffic periods, etc. (These efforts create comfort for the guests).
- Receiving food from distributors goes through individually sanitized processes before storage. All vendors should be subject to the same wellness check procedures that employees will follow.

Self-Service QSR Checklist



- Consider moving drink stations back behind the counter or block them from public view.
- All condiments must now be distributed by staff and not left in self-service stations.
- Assure payment system does not require the hand-off of credit cards. If cash is used, only gloved hands touch money. Change should be returned on the counter for the guest to retrieve in a manner with which they feel comfortable.
- Eliminate buffets.
- Bussers ... consider formalizing a new scope of responsibilities and roles (separate counter cashiers and food greeters)
- Provide a jar at the counter of guests wish to simply leave their change rather than touch and pocket it. (This can become a tip jar, of sorts, but is there more for the guests' comfort of not touching someone else's money.)
- There is now a real premium on wiping down every table and chair after a guest finishes eating. Address how that will be handled from a personnel perspective.

DELIVERY & CURBSIDE

- If you are using a delivery service, consider contactless curbside pick-up from your restaurant. This limits customers coming into the restaurant. If delivery is new to your restaurant, consider also running a pick-up option in tandem to avoid additional fees.
- Consider offering a limited menu focusing on the items that travel well.
- Think about pivoting your offering to something more pick-up friendly.
- Get creative. We have our own proprietary delivery system that is running at capacity so we are coming up with new offerings that we can deliver outside of peak times that are also fun and interactive for customers, such as make-your own pizza kits.

What's coming soon, you ask? As we update this guide, we'll include interviews with operators and other culinary and business professionals who will specifically provide more detail, color and experience to this topic.

Interested in providing your perspective on this topic and being featured in this Guide? Drop us a line at Info@ResultsThruStrategy.com.

COMING
SOON

Seating Checklist

- CHECK WITH YOUR LOCAL REGULATIONS. Because no two states are alike in their approach to reopening, it makes sense to ensure you're on top of all the (seemingly rolling) changes and opinions.**
- The dining room layout will require creative set-up.. Dining tables should be placed to allow safe distancing between tables (No closer than six (6) feet between the chairs of one table and the chairs of an adjacent table) Yes, this point has been beaten to death.
- Community tables should either be removed or repurposed as sanitary re-set stations along perimeter walls, if possible.
- Will you consider limiting seating times? This works counter to all we know about hospitality but it: 1) allows you to turn tables in an environment where you will not have full seating capacity 2) limits guests exposure to droplets in the air that could be infected with the covid-19 virus but other asymptomatic guests.
- Customers at the bar must have a seat.
- Consider plexi glass dividers between tables.
- All seating areas, tables, etc. will have to be thoroughly wiped down by a cleaning solution capable of killing viruses and bacteria. This activity can and should be visual to the guests, to validate your safe-keeping efforts.
- Menus need to be sanitized between each use, or the better process would be single- use paper or viewed via cell phone.
- There should be nothing on the table – no condiments, salt, pepper, displays, etc. other than sanitizer.
- Offer a hygienic option for guests to store their masks during the meal.

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COMING
SOON

Serving Checklist



- All Service Staff, Servers, Bussers, Hosts should be wearing masks. (If funding and availability allows, custom logos on the masks make it more personal and less clinical looking.)
- All ordering done from single-use paper menus or cell phone. Single-use menus alleviates DriveThru lines and augments tablet interaction, including the time it takes to get to the menu billboard.
- Because all are about to onboard more employees at one time than ever, a streamlined Covid-19 training program needs to be quickly formulated along with a kick off meeting to explain the new cultural norms that will be expected.
- Have you trained all of your employees on proper hand washing illness policies? Do they know how to do it and when? Do they understand the disinfection procedures in place? There are a number of great resources listed in our guide on technologies that track hand washing compliance as well as video training on how to do properly. 
- Create a buddy system where every employee has a partner/mentor to assist one another in adjusting to the new cultural norms and safety practices.
- What safeguards can be taken in the preparation and serving of foods that customer would want to know about? Server “talking points” should include the safety procedures being practiced in the kitchen and expo line; i.e.
- Sanitizing all kitchen surfaces before and between uses; glove and mask usage, hand washing, should all be done no more than 30-minutes apart, if not more frequently.
- Staff should be trained to address that guests that not practicing social distancing or other mandatory safety precautions.

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The Guest Journey

Preparing for a New Experience

A guest journey is comprised of the various touchpoints a guest experiences when interacting with a restaurant.

We define an experience as activity fused with emotion.

Exceptional Restaurants recognize that a positive emotional outcome is what breeds loyalty to a brand.

This intangible outcome makes the difference between a mediocre experience versus a memorable one.

For this Guide, we've focused on providing an example of the guest journey with the first three elements.

While we understand there will be variables to the guest journey as it evolves, our goal is to get the conversation going and help you consider what could be -- and then how to prepare.

GUEST JOURNEY ELEMENTS

1. STORY
2. KEY TOUCHPOINT
3. EMOTIONAL OUTCOME
4. SENSORY ACTIVATION
5. TEAM MEMBERS ACTIONS
6. STANDARDS/MEASURES

1

STORY

This is a first-person account in the "voice of the guest". It helps personalize and bring the experience to life so that front line team members gain an understanding of how their actions create emotional outcomes.

2

KEY TOUCHPOINT

First person recap of the critical outcome we want a guest to experience.

3

EMOTIONAL OUTCOME

Defines the emotional we want guests to have as a result of the team member interaction with them.

4

SENSORY ACTIVATION

Identifies the senses that are activated during the specific touchpoint.

5

TEAM MEMBERS' ACTIONS

First person narrative from the employee performing the activities that create an emotional outcome.

6

STANDARDS/MEASURES

Methods by which we can confirm the appropriate actions are taken to achieve the desired outcome.



Len Ghilani, Partner, RTS



The Guest Journey

Preparing for a New Experience

arrival



STORY

We arrived at your restaurant tonight and were welcomed at the front door by the kindest hostess wearing a face mask who opened the door for us. We immediately noticed tape-lines on the floor at 6 foot distances, as the hostess reminded us to use those lines as we approach the greeting desk. She noticed my son's Paw Patrol t-shirt and asked him who his favorite "pup" was! He proudly blurted "Chase", and she said her little boy's favorite was Marshall! She thanked us for being there and returned to her post at the front door.

KEY TOUCHPOINT

I was greeted quickly and warmly. It was quite different seeing masks on employees, but realized this precaution was comforting.

EMOTIONAL OUTCOME *Appreciated, Welcomed & Reassured of Safety*

seating



STORY

The girl behind the host desk, also wearing a mask, was actively guiding folks to her, one party at a time to the next taped line on the floor, while greeting the first party in front of her. When it was our turn to reach the desk, we were directed to our seater, who warmly asked us to follow her. As we arrived to a clean table, we noticed the dining room certainly looked different than we remembered, with far fewer tables separated by much more space. She handed us paper menus. (We noticed the menus were discarded after each use.) She said Jessica would be taking care of us tonight and "Enjoy your night!"

KEY TOUCHPOINT

I was engaged while walking at a comfortable pace & presented with a single-use paper menu. There was much more space between tables.

EMOTIONAL OUTCOME *Comfortable, Continued Reassurance of Safety, Satisfied*

table greet



STORY

Jessica arrived quickly with pre-rolled silverware, pointing out an employee using gloves to wrap clean silverware direct from the dishwasher into fresh linen napkins. (Alternative programs can be considered). She was warm and welcoming, and immediately described the extra precautions being taken in the kitchen, from receiving product and sanitation programs to safe food handling and preparation. "It's Friday night and mom and dad should relax...how about one of our craft beers to start you off?" I asked about the current IPA selections and she offered to get me a sample of a popular new arrival. She suggested a draft root beer for our son, to which he happily accepted! Leaving the table, she said "Holler if you need anything at all!"

KEY TOUCHPOINT

I was greeted quickly by a comforting server who seemed glad I was there. I was told about the extra precautions, as well as drink specials & new items.

EMOTIONAL OUTCOME *Understood, Accepted, Excited and Reassured of Safety*

The Guest Journey

Preparing for a New Experience

ordering



STORY

Jess came back with the sample of the IPA, explaining the brewmaster was actually one of her brother's retired professors. I definitely ordered it! She asked if we had any questions about their many wood-fired pizzas, stating her favorite. She described their new guacamole as a great start. My wife said she was vegetarian and Jess described the Fig & Gorgonzola Pizza. After ordering, we witnessed Jess throwing our paper menus into a trash can near the kitchen.

KEY TOUCHPOINT

My server was knowledgeable, had great suggestions and made ordering easy. She respected our space & was careful not to touch our table.

EMOTIONAL OUTCOME Relieved, Relaxed, Safe, Wowed

serving



STORY

As our son was coloring with crayons from the hostess, my wife and I enjoyed our drinks and discussed the weekend plans. Jess passed by our table, announcing a Fresh Mushroom pizza headed to another table that smelled incredible! Seeing our drinks were low, she offered another. She returned with our drinks, including another root beer for our son, cleared our empty glasses, and said "dinner is coming right up". Megan arrived shortly with our dinner, which was amazing!

KEY TOUCHPOINT

My food was brought to me quickly & exactly as ordered, by a different server who knew what I ordered.

EMOTIONAL OUTCOME Excited Anticipation, Rewarded, Grateful

check back



STORY

A couple of minutes later, Jess stopped by with more napkins and asked my wife if the Fig & Gorg pizza was "everything she promised." She asked me about the special I ordered, exclaiming "she thinks the prosciutto makes all the difference!" I agreed! Before leaving the table, Jess asked my son to show her his artwork, and to ask mom & dad if some homemade fried donuts sounded great for dessert!

KEY TOUCHPOINT

My server checked on me, ensuring every need was met. This made me feel special.

EMOTIONAL OUTCOME Teased Dessert, Anticipation, Indulged, Satisfied, Safe

The Guest Journey

Preparing for a New Experience

finishing



STORY

As my family was finishing up, Jess cleaned up the extra plates and trash and asked, "Mom & Dad...one more drink?" She smiled at my son, asking if he'd convinced us to have dessert. She described the Homemade Fried Donuts so well, we could taste it, so of course...ordered it! Jess arrived with the mini donuts with a small bowl of soft vanilla bean ice cream, and asked my son if he "was going to share with mom and dad"!

KEY TOUCHPOINT

The server tailored to my needs by allowing me to converse with my family, before bringing our last round of drinks and dessert.

EMOTIONAL OUTCOME *Indulged, Fulfilled, Tailored, Satisfied*

payment



STORY

A friendly young man walking through the dining room stopped near our table and commented, "Aren't those donuts just the best?!" Jess arrived and said "I see you met my manager, Jim...Don't let him steal your dessert!" She presented our printed check, without any check presenter. I placed my credit card down on the table and Jess left to process our payment. When she returned, she placed my credit card on the table with a pen and an Individual alcohol wipe packet to disinfect the pen and my credit card if I desired.

KEY TOUCHPOINT

The server explained the no-touch payment program, which made us feel even safer. The manager's visit made us feel special.

EMOTIONAL OUTCOME *Relieved, Special, Valued, Respected, Safe*

leaving



STORY

As we headed towards the front door, we saw some friends from our neighborhood. My wife said, "You guys are going to love this place...we had a great time and a fabulous dinner!" I told my buddy to try the new IPA on-tap. We passed behind the incoming guests standing at their taped lines. The hostess who sat us was now holding the door for us, and said "Thank you...We can't wait to see you again, soon"! She waved at my son and said "Bye, Chase the police dog"! It was a great night out with my family!

KEY TOUCHPOINT

All staff thanked me for coming & invited me back. A genuine "goodbye" with special attention to my son, completed a perfect visit.

EMOTIONAL OUTCOME *Complete, Happy and Safe*



Resources

We hope your team will use this information as guidance in many of these areas, but we also think there will be room for you to enhance your particular approach. Your creativity in your customized communication and behaviors will go a long way to creating a safe experience that can also be fun! Our hope is that this stimulates thought, and if you only get a few ideas out of this, we will consider it a success.

These resources are for YOU, so dive in! Check back often - more are COMING SOON!



[CLICK HERE](#) 

COMMUNICATIONS


internal and external verbiage for modification and use




[CLICK HERE](#) 

PROTECTION PROMISE

let your customers know you care about their experience



[CLICK HERE](#) 

FROM THE FDA

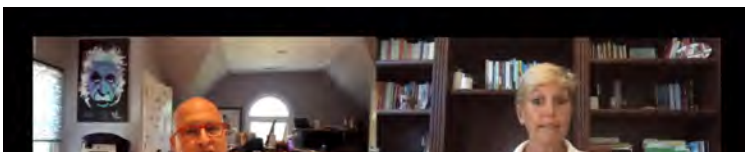
best practices during the covid-19 pandemic




[CLICK HERE](#) 

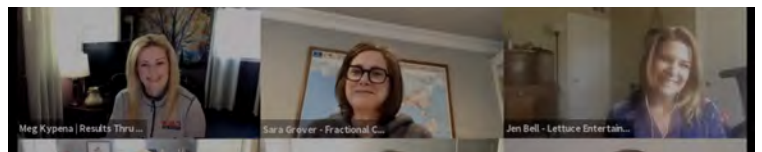
VENDOR LIST


professionals and companies ready to help where you need it most



[CLICK HERE](#) 

DEALING WITH FEAR DURING THE PANDEMIC



[CLICK HERE](#) 


MARKETING DURING THE PANDEMIC




[CLICK HERE](#) 

Watch the first Charlotte Restaurateur Mastermind

RESTAURATEUR MASTERMIND 01



[CLICK HERE](#) 

RESTAURATEUR MASTERMIND 02

t h a n k y o u

#InThisTogether

Your head may be spinning with questions -- where to begin, how to prioritize, which path to take. We offer this guide to help slow it down. We've designed the guide to be shared with your team, mentors, or business partners to help all of you safely navigate the road to the new normal.

A few additional resources for you to consider:

- We have a host of videos and blogs for your review here. [🔗](#)
- If you would like to hire one of the Results Thru Strategy partners to help you, let us know. [🔗](#)
- HUB Coronavirus Resource Center. [🔗](#)

If you are a member of the Media or leading an organization and would like to interview us or have us present on a webinar, podcast or at a virtual conference, please send an email to either Fred or Zach.



Let's Stay Connected

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