

Key Entrepreneurial Skills for Independent Restaurant Owners

Why Your Restaurant MUST Run Without You (& how to do it)

RO

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Presenter

Jim Laube

RO Founder

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A Few Questions . . .

What did you do BEFORE becoming a restaurant owner?

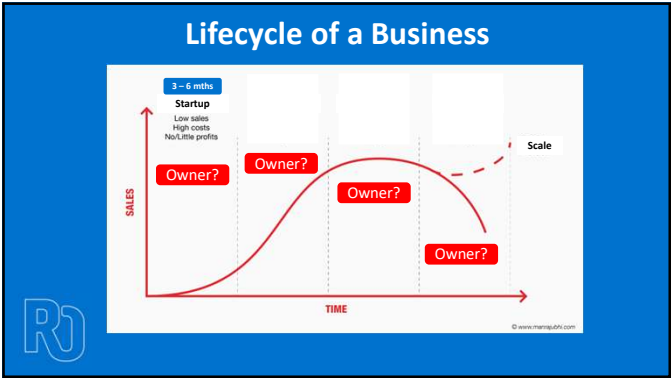
What's the #1 reason you wanted to own a restaurant?

How long ago did you open/buy your first restaurant?

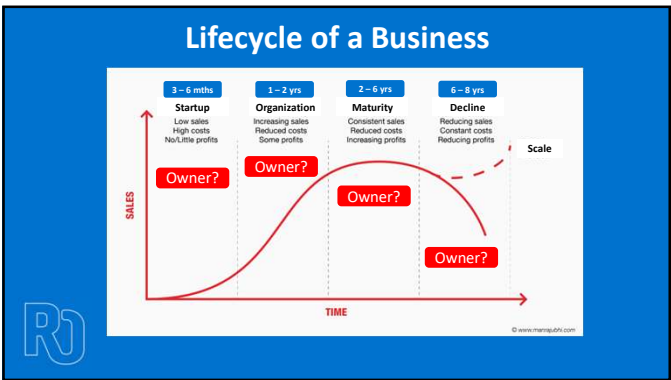
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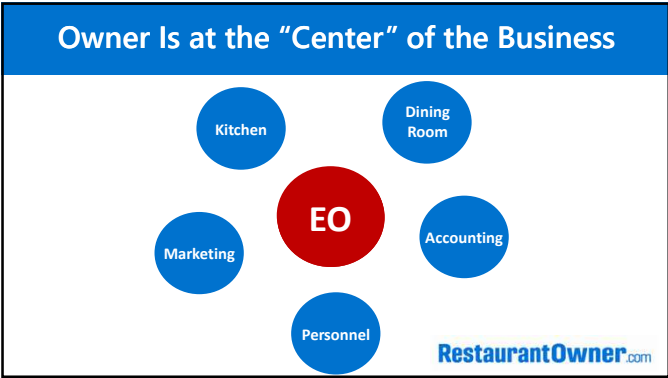
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How Would You Answer?

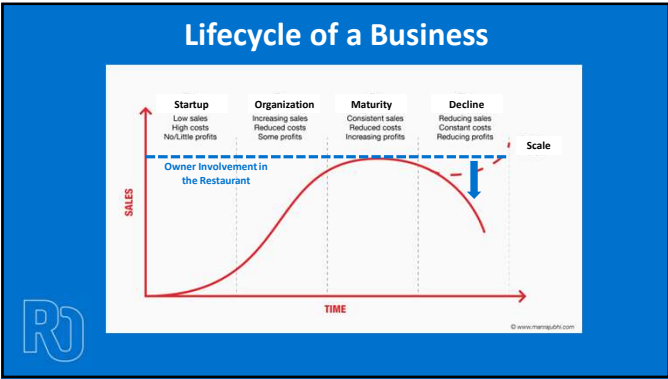
1. When there's a problem, does everyone usually run to you?
2. Is it hard for you to get away for a vacation or extended time?
3. Has it been over a few months since you did some planning about the future of your business?
4. Are you afraid to fire a bad employee, because it will mean more work for you?
5. Do you often feel overwhelmed by all you have to do?

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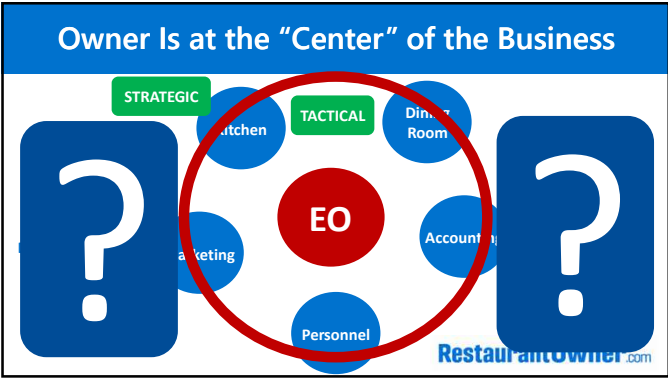
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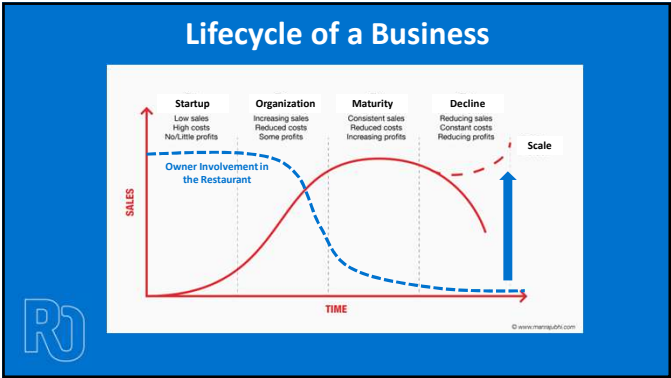
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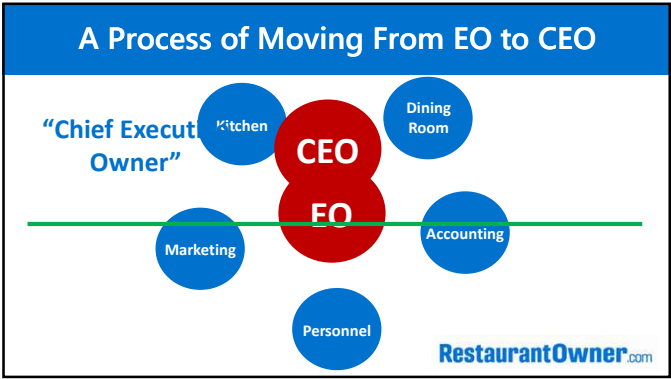
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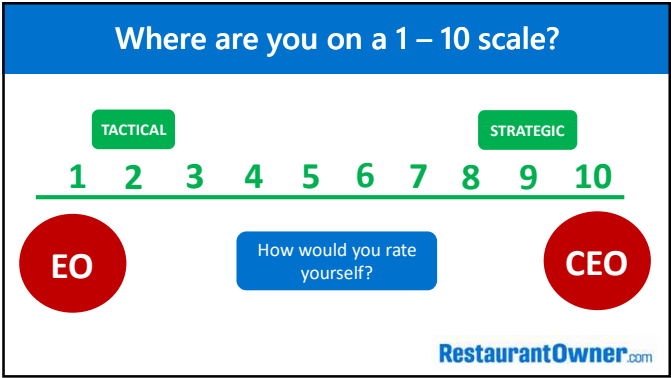
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Primary Goal of This Webinar

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What effect would this have on your business, life?

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When Your Restaurant Doesn't Depend on You

You have options . . .

▪ Grow it

▪ Franchise it

▪ Spend time away from it

▪ Sell it



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When Owners Can't Escape
"Running the Restaurant"

Less value when it's time to sell the business

✓ Keeps the owner stuck in the day-to-day details of the restaurant

✓ Easy to miss new risks & opportunities in the marketplace

✓ No plan to position the business for future growth / success

✓ What happens when you (owner) isn't there?

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Three Key Concepts

1. Consistency

2. Details

3. Systems

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Three Key Concepts

Consistency -

The MOST important ingredient in any restaurant

Only way to deliver a reliable, dependable guest experience

Drives guest loyalty & reputation

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Three Key Concepts

Details -

You're in a business of a "thousand details"

Delivering high-quality guest experiences consistently, requires paying attention to the details

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Three Key Concepts

Systems -

Systems are the solution!

The only way to pay attention to the details and ensure a consistent guest experience is through SYSTEMS!

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Why Systems are the Solution

Every chain restaurant operates without the "owner" having to be in the restaurant.

- ✓ You are limited, systems are not!
- ✓ Only systems will give you a shot at consistency & attention to the details
- ✓ Will make your restaurant MUCH LESS "people" dependent
- ✓ At the core, nearly every problem in your restaurant is a "systems" problem

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Three Key Concepts

Systems -

A system is a procedure, process or series of actions designed to achieve a desired result

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A System is a Proven Recipe

Recipe for Tiramisu -

Ingredients

7 eggs

1 cup sugar for yolk

3 cups or 1 (750-gram) container mascarpone

4 1/2 tablespoons water

1 1/2 tablespoons powdered gelatin

3 egg whites

1/4 cup sugar for whites

1 cup heavy cream, whipped

2 1/2 cups cooled espresso

1/2 cup kahlua

20 to 24 ladyfingers

1 cup chocolate shavings

Directions

In a mixer with the whip attachment, whip yolks and sugar until thick and pale in color (noon stage). Add mascarpone and whip until well incorporated. Pour water into a small bowl then pour powdered gelatin over it. Do not stir. Allow gelatin to absorb all of the water (about 15 minutes) then place the bowl on top of a small saucepan containing simmering water (creating a double boiler). Immediately turn off the heat and allow the gelatin to dissolve completely. In a separate bowl, whip egg whites to a soft peak, gradually add sugar, then slowly pour in dissolved gelatin. Whip to a stiff, glossy peak. Fold whites into mascarpone and yolk mixture then fold in whipped cream.



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Examples of Restaurant Systems



Checklists

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Examples of Restaurant Systems



Checklists

Employee handbook

Job descriptions

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Examples of Restaurant Systems



Checklists

Employee handbook

Job descriptions

Standard recipes

Point of sale

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Where Restaurants Need Systems

Kitchen	Dining Room	Personnel	Accounting	Marketing
Menu development	Steps of service	Personnel policies	Cash controls	Advertising
Standard recipes	Customer service	Recruiting & selection	Invoice processing	Public relations
Station setup & closing	Seating guests	Hiring & onboarding	Weekly reporting	Customer database
Menu assembly & production	Opening & closing procedures	Training	Financial statements	Loyalty program
Inventory procedures	Server sidework	Raises & promotions	Discounts & comps	Social media mgt
Food safety	Ordering from kitchen & bar	Timekeeping & scheduling	Payroll processing	Review sites mgt
Product rotation	Presenting the check	Termination	Cash management	Special promotions

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Restaurant Systems

Why were these brands able to grow and prosper?









SYSTEMS!

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Where to Begin

Key Question:

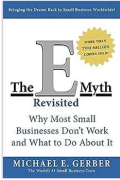
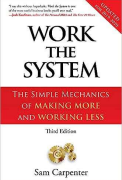
Are you willing to commit to building a business that doesn't depend on you being there all the time?

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Where to Begin

If you are on the fence:



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Owner Is at the "Center" of the Business



The diagram features a central red circle labeled "Owner". Surrounding it are several blue circles and text boxes. Clockwise from the top: a box with "You like solving problems & putting out 'fires'." and "then"; a box with "Hey, it's my business, so everything should run through me and everything should be done the way I want it to be done."; a box with "You like knowing everything that's going on?" and "Accounting"; a box with "You like the work your business does (and want to do that work)"; a box with "Personnel"; and a box with "You like being the one everyone turns to." and "You like being in control (and dislike being out of control)".

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Requires a Commitment!

Getting your restaurant to run without you is NOT a minor project!

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What it will take

- Commit 1 – 2 hours a day for only “systems” work
- Will take 12 – 18 months to complete
- Means you & key team members will have additional work to do (initially)

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Where to Begin

A system to build systems -

- A place to store your systems



Drive
(Google Drive)



Evernote



SharePoint



Microsoft



Microsoft Teams

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Where to Begin

A system to build systems -

- A place to store your systems
- Use your phone to record ideas, processes, practices, next steps

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Where to Begin

A system to build systems -

“There’s NO WAY I could do this, I don’t have the time!!

What are you doing that someone else could do?

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Attention Restaurant Owners!

You can’t make \$200,000 a year doing \$15 an hour work

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Where to Begin

Choose an initial focus -

1. Systems that drive the Guest Experience

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Where Restaurants Need Systems				
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Product rotation	Presenting the check	Termination	Cash management	Special promotions

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Where to Begin

Choose an initial focus -

1. Systems that drive the Guest Experience

2. Systems that drive the Employee Experience

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Where Restaurants Need Systems				
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Where to Begin

Choose an initial focus -

1. Systems that drive the Guest Experience

2. Systems that drive the Employee Experience

3. RO Systems/Templates

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System Templates on RO.com

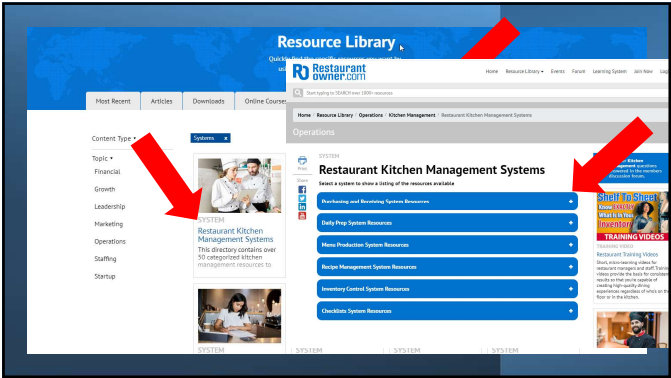
Personnel

Training Manuals

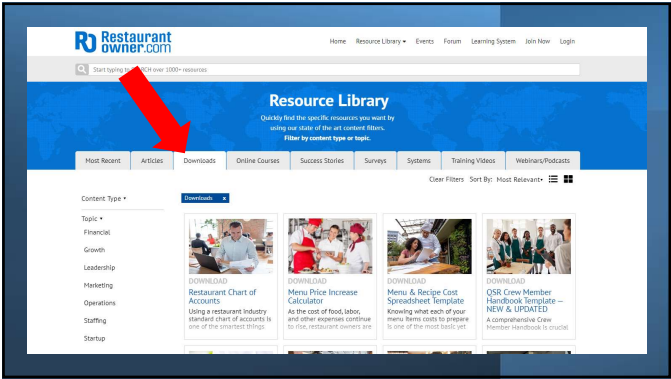


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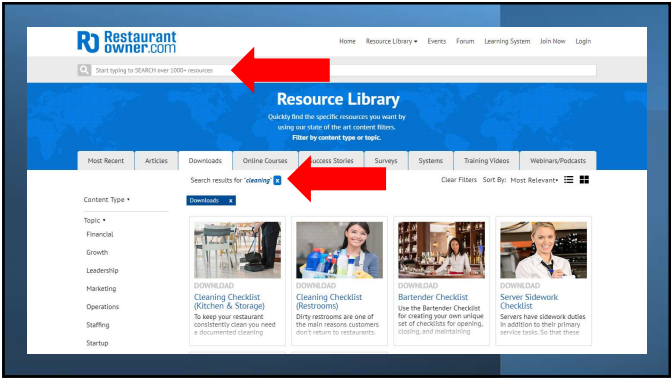
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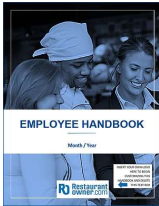
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System Templates on RO.com

Personnel

Training Manuals

Employee Handbooks



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System Templates on RO.com

Personnel

Training Manuals

Employee Handbooks

Job Descriptions



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System Templates on RO.com

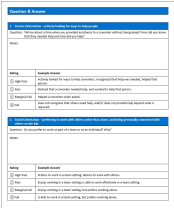
Personnel

Training Manuals

Employee Handbooks

Job Descriptions

Interview & Selection



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System Templates on RO.com

Personnel

Training Manuals

Employee Handbooks

Job Descriptions

Interview & Selection

Training Programs / Schedules

Onboarding Checklist

Employee Review Forms

Peer Review Form

Manager Review

Employee Satisfaction

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Where to Begin

A system to build systems -

- A place to store your systems
- Use your phone to record ideas, processes, practices, next steps
- Meet with your team

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Restaurant Owner's Talk Announcing Plan to Implement Systems

I want to talk to you about an important topic that affects us all – the need for implementing precise, better, additional systems in every part of the restaurant. As we continue to grow for excellence in all aspects of our operations, it is essential that we have an understanding and **delivering a superior guest experience every time**. And this is where well-defined systems come into play.

In an industry as dynamic, fast-paced and competitive as ours, **consistency is absolutely essential to success**. Our guests expect the same high-quality food, exceptional service, and meeting expectations every single time they visit. Consistently build trust, and trust keeps our guests coming back, which is the key to our success. By consistently implementing better systems, we can ensure that each shift is prepared for perfection, every server provides the same level of warmth and attentiveness, and our restaurant's ambience remains inviting and comfortable.

Implementing systems might sound rigid, but it will **actually empower** us to be more efficient and creative. Systems provide structure, allowing us to streamline our processes, minimize errors, and reduce waste. When we know exactly how to carry out each task, from food preparation to customer interactions, we can focus more time and mental space on being so helpful, our skills and finding innovative ways to surprise and delight our guests.

But perhaps the most compelling reason for implementing systems is the superior guest experience they will enable us to deliver. Well conceived systems will mean shorter wait times, accurate orders, and a smoother overall dining experience. When our guests walk through our doors, we want them to feel a sense of anticipation, knowing that they will be treated to an unforgettable meal and exceptional service. Systems allow us to consistently meet and exceed these expectations.

Now, I understand that change can be met with some resistance. But ensure you, the transition to a more systematic approach will be a positive one. Our goal is not to create complexity or redundancy – it is to provide a framework within which our unique talents can truly shine. The systems we put in place will be based on our collective expertise and will evolve as we learn and grow together.

Better systems will also make your jobs easier. The restaurant will be run smoother, be better organized and there will be fewer mistakes, complaints and drama. Being able to deliver a more consistent, higher quality guest experience will boost your confidence and make your job more rewarding. One of the primary reasons every great company becomes great is because early on they embraced systems – think Amazon, Chick Fil A, McDonald's, even Apple and Tesla. They all operate they use their 2b because of systems.

I encourage each and every one of you to welcome and support this opportunity for improvement. Your insights, suggestions, and feedback will be invaluable as we refine our systems with our unique restaurant culture and way of doing business. Let's work together to create a truly superior experience for our guests, where every visit is memorable and every team is thriving.

Thank you for your dedication and hard work. Together, we'll take our restaurant to new heights and continue to bring a lasting impression on everyone who walks through our doors.

Script to Announce “Systems” Initiative



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Where to Begin

A system to build systems -

- Use the Discussion Forum for ideas, support and encouragement throughout the entire process

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Key Entrepreneurial Skills for Independent Restaurant Owners

Why Your Restaurant MUST Run Without You (& how to do it)



Thanks for attending!



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