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The Year That Was...

What we learned from 2025



**Profit may not be the heart of your business,
but it is the lifeblood that keeps
your business thriving.**



Maximizing Profit Through PEOPLE

- Labor Optimization
- Schedule based on cover patterns
- Cross train staff
- Set targets by day part
- Focus more on productivity and avg spend.
- Track Customers per labor hour and sales per labor hour.



Maximizing Profit Through PRODUCT

MENU ENGINEERING

- Cut the bottom 20% of low-margin items
- Highlight high-margin dishes
- Keep the menu small and focused
- Focus as much on contribution as cost %. Chili's has done this and is achieving terrific results in sales increases, operational execution and increased EBITDA.



Maximizing Profit Through PRODUCT

PRICING STRATEGY

- Review competitors monthly
- Price based on value, not just cost
- Price within the acceptable sweet spot of your business PPA. What the guest is currently spending with you tells you how they value your business
- Set pricing to the quarter/or 6 months at the longest. Commodity pricing is volatile, and you must respond promptly and swiftly with your menu offerings and pricing.



Maximizing Profit Through PROCESS

FOOD COST CONTROL

- Track waste daily
- Standardize portions
- Negotiate supplier contracts quarterly
- Leverage industry partners.
- Conduct weekly inventory.
- Train, Train and Train to ensure execution and consistency.



Maximizing Profit Through PROCESS

OPERATING HOURS

- Analyze profit by hour
- Cut unprofitable time slots
- Focus on peak profitability periods
- Use the airline approach to maximize productivity and discontinue offerings and time periods that are not profitable.



Maximizing Profit Through PEOPLE

Engage your team in the process.



Maximizing Profit Through PEOPLE

- Collect feedback through staff surveys, ask good questions and be the Chief Listening Officer
- Use technology to assist your team but it does not replace hospitality
- Have them participate in the decision-making process and set priorities.



Start with one change each week.

Be Consistent. Track Results. Adjust. Repeat.



In 2026, choose the language that empowers.

Choose the perspective that elevates.

Choose the leadership that inspires.



Q & A



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