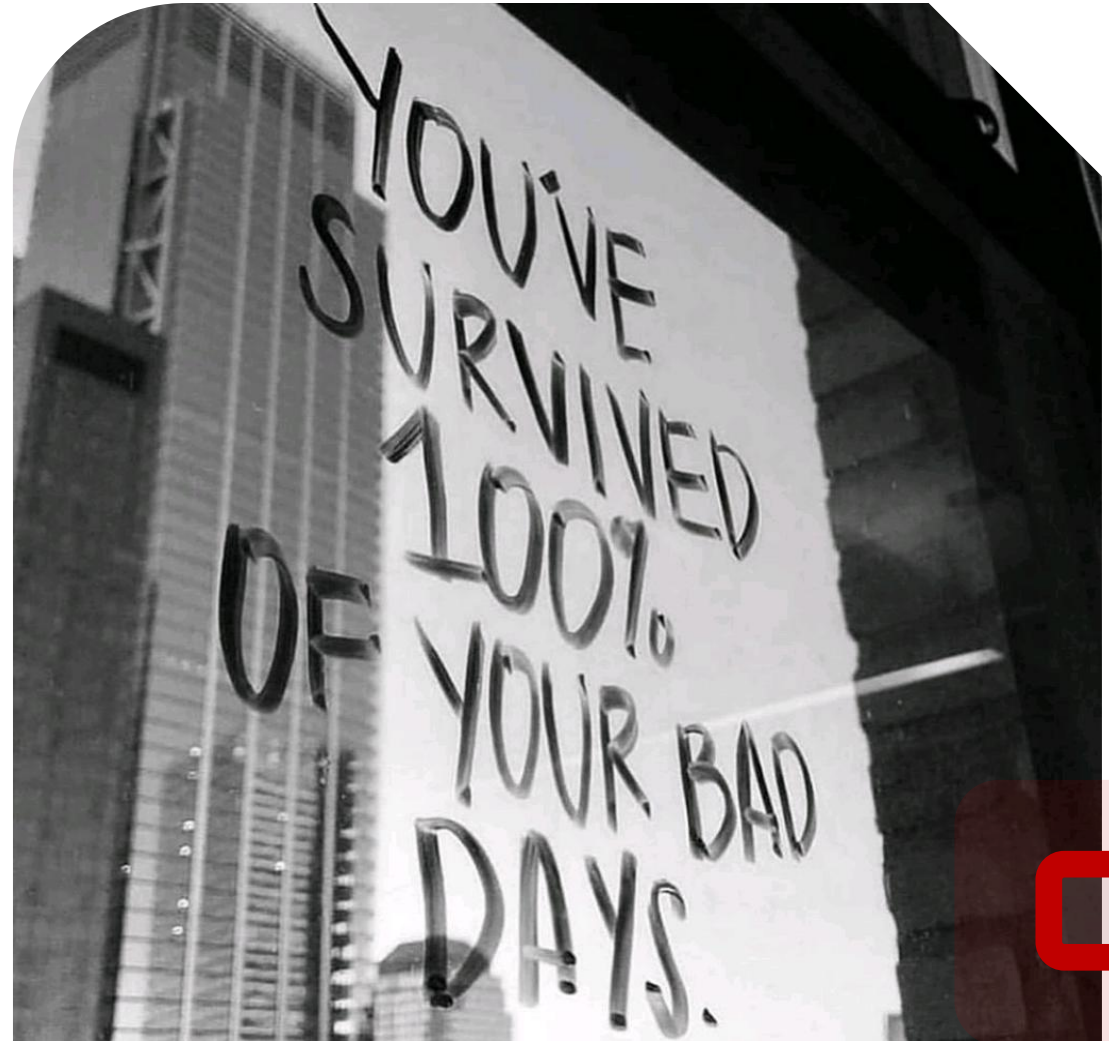


# **HELP** FOR MY RESTAURANT

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## TASK-FORCE SURVIVAL KIT

Updated March 2020



# MESSAGE FROM THE FOUNDER



**Doug Radkey**  
President of KRG Hospitality Inc.

During difficult times, everyone feels something; sadness, confusion, fear, anxiety, or anger. It can be easy for many to become overwhelmed with the amount of decisions that need to be made not only for their business, but for their family, staff, and community. While we cannot help every hospitality business with financial means, we can help with expert advice and free resources. After reaching out to my network of contacts to help develop a small task-force for restaurants in need, I received a tremendous response – where I am excited to say we have over 15 industry professionals eager to help and to provide you with guidance during what may be your most difficult time.

# How We Can Help

The task-force of volunteers has collaborated and put together a resource package for restaurant, bar, and hospitality venues to help them through the toughest of times; whether that is a pandemic, natural disaster, or act of terrorism. Please use this available road map and check-list to help provide guidance to you, your business, and your community.

*This communication is provided as a courtesy for general information purposes. It is not intended to provide legal or operational advice, and no legal or business decision should be based on its content.*

*This is an aggregation of ideas from industry professionals and we cannot make representation about the accuracy of effectiveness for your specific situation. Please consult members of the task-force regarding your particular circumstance.*

**15+**

Dedicated Volunteers

**200+**

Ideas & Strategies

**1**

Goal – To Help You

**REACH OUT**

1-866-575-9552

# THE TASK FORCE

**Doug Radkey**



Doug Radkey has been the President of KRG Hospitality Inc. and the author of the book Bar Hacks. Operating since 2009 with now 8 regional offices throughout North America, Doug has become a hospitality start-up expert that facilitates projects from idea stage through to grand opening and beyond.

**Tom Missios**



Tom is the Founder & CEO of ERC Restaurant Consulting and the Founder & Concept Development Specialist at EPRG in addition to a former Regional Manager, Franchisee, and Independent Restaurant Owner. Tom is a sought-after consultant with a unique holistic perspective on the restaurant & food service industry.

**Kenzie Osborne**



Kenzie is a culinary nutritionist from George Brown College and an experience recipe developer, food blogger, and cook. Her programs focus on culinary technique & recipes for dietarian needs where she has publishes recipes for popular cookbooks, Olympic athletes, cancer patients, and more.

**Lu Schildmeyer**



Lu's career in Hospitality Design began in 1980 at Western International Hotels (now known as Westin Hotels), after he graduated from the very highly rated College of Architecture at Arizona State University. Lu's focus with his design firm LU S Design Associates is to work with clients who want to design new builds or remodel existing facilities.

**Doug Rixmann**



Doug Rixmann is the Co-Founder of OwlOps – a task & maintenance management platform designed for multi-unit restaurant operators to help teams get more done. Doug brings 30+ years in the restaurant industry as a franchisee, a point-of-sale development, and now software service provider.

**Jason Kleyn**



Jason has been engaged in the hospitality industry since 2005 through the likes of restaurant management, catering, and 5 star luxury hotels. Once he became a licensed real estate agent – he felt the need to apply his decorated career and personalized service to the niche market of Hospitality Real Estate as an independent broker.

# THE TASK FORCE

**Lance Popke**



Lance helps restaurant owners increase guest visits. As a former restaurant owner, he understands the passion that goes into a restaurant everyday. He helps develop a marketing plan that will not only grow your business, but one that justifies the costs and provides results.

**Jason Robson**



Jason is a brand & marketing leader who has led the sustainable growth of organizations working with the entire leadership team. With over 20 years spent building brands through innovative programs with billion-dollar brands and small growth chains he knows how to drive profitable growth with technology, social media, and menu innovation.

**Chantelle Misheal**



Chantelle is a local food advocate with specific focus on community food waste reduction. After 10+ years within the food industry & non-profit sector, Chantelle assists restaurants with environmental consults to increase efficiencies on all levels, while working to develop local food innovation.

**Matthew Corney**



Matthew has been working in the hospitality industry since 2002. Over the years he has supplied a large range of hospitality venues with a variety of products – from food to equipment. Managing both the sales & operations side on multi-million-dollar projects has taught him to look at things from different angles & provide outside the box solutions.

**Dejan Lazic**



Dejan is the owner of Pineapple Hospitality, a consulting firm where Dejan brings over 25 years of operational and industry insight to the business. Throughout his career, he has managed operations at award winning & critically acclaimed restaurants within the Oliver & Bonacini Group to working with independent operators.

**Steve Riley**



Steve started in the restaurant business 25+ years ago working in every position, different concepts, and cities. Along the way, he was on several opening teams & rebounded several struggling stores as a GM. In 2009, he became the first person in Canada to hold both BJCP and Certified Cicerone credentials, where he then launched BetterBeer.com

# THE TASK FORCE

**Sandy Maclean**



Sandy is the Vice President of EcoFRY Environmental Inc. where his responsibilities include hiring, training, and supporting the sales team throughout Canada and the USA – where he further promotes growing relationships and acquiring new accounts within the food service industry.

**Justin Benton**



Justin is a former restaurant general manager / operator who has worked several roles inside of a restaurant with over 10 years total experience. He currently resides alongside the restaurant industry as a sales representative at Restaurant365 providing solutions in Utah, Nevada, and Alaska.

**Dan Vander Mey**



Dan started in the restaurant industry at age 16 where he has seen the business from every angle and held every position. Dan is highly sought-after for his ability to get right to the heart of an issue and provide solutions to resolve it as quickly as possible. He's turned around struggling business, reduced food costs, and more!

## Special Thanks for Further Support From:

Dan Cool - Food Service Consultant at Sysco Seattle, Inc.

Ed Bernacki - The Idea Factory

Roberto Rota – Director of Sales at Steritech

Kieran Wilson – Culinary Instructor / Executive Chef

Joshua Wright – Executive Chef – Delta Hotels by Marriott Guelph

Louie La Vella – Nightlife Ad Agency Owner



**EVERYTHING YOU'VE EVER  
WANTED IS ON THE OTHER  
SIDE OF FEAR**



# Government Resources

During difficult times, there can be an overload of information in regards to the appropriate government or industry related channels to contact for help. The advice is to always start within your Federal government and industry related bodies, and then regionally for State or Province help in regards to financial relief for you, your business, and your staff.

## Government of Canada

Whether it is a national or localized situation, you must understand that the Federal government wants to help small businesses. From loans to answers on Employment Insurance (EI), benefits, taxes, & the right local contacts.

<https://www.canada.ca/en.html>

## Restaurants Canada

Restaurants Canada provides invaluable research and insights, advocacy on key issues, and programs to keep you competitive. They will guide you towards the appropriate resources or contacts.

<https://www.restaurantscanada.org/>

## Canadian Hotel Association

The Hotel Association of Canada is the leading voice of the Canadian Hotel & Lodging industry, bringing legislative solutions to industry challenges while providing contacts and advice.

<http://www.hotelassociation.ca/>

## The SBA & FEMA (USA)

The US Small Business Association along with FEMA have programs to help businesses in need during national or localized disasters. They will provide you the resources you need.

<https://disasterloan.sba.gov/ela>  
<https://www.disasterassistance.gov/>

## National Restaurant Association

Strengthen operations, mitigate risk and develop talent; Advance and protect business vitality through national, state and local advocacy; and Drive knowledge and collaboration.

<https://restaurant.org/>

## American Hotel & Lodging Institute

The 'indispensable' resource serving, supporting and advocating on behalf of the American hospitality industry. They're available to act as your voice to receive further government assistance.

<https://www.ahla.com/>



# Restaurant Survival Plans

Everyone will be going through different stages and requirements pending location and severity of situation, however, everyone can start the process with these four key words; assessment, pivot, demand, continuity.

## 01 ASSESS

Take time to review your specific situation. How are you in terms of health, safety, financing, and staffing. Are you able to remain open or do you need to close or operate at a different capacity?

## 02 PIVOT

Once you assess, you can determine your next steps; this resource package will assist you in ways to pivot; whether you're closed, operating at a limited capacity, or preparing to re-open.

## 03 DEMAND

Going hand-in-hand with pivot, you need to find the balance of demand during difficult times. Are you serving customers, front-line workers, or community in need?

## 04 CONTINUITY

You must remain financially sustainable during and after the situation. You need to revise your business plan or model to adapt to current (and future) economics and landscapes.



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***DON'T LIMIT  
YOUR  
CHALLENGES.***

***CHALLENGE  
YOUR LIMITS.***”



# TIME FOR SELF-CARE

– By Doug Radkey

From watching the news every hour to scrolling social media a little too much, it's easy to get lost in the noise of what's going on around us in the time of crisis. And you're not alone in this.

*During a period of increased stress and uncertainty it is more important than ever for restaurant owners, managers, and staff to take-care of themselves and look out for one another.*

Difficult times will almost certainly feel like a marathon, not a sprint. To continue to deliver the best possible care for its duration, we must support ourselves and our staff from the very beginning.

Looking after ourselves and our colleagues has never been more important; we must give ourselves permission to change “the customers is always first” narrative to “the customer always ... but not always first.”

When pressure and demand are high, when leaders within this industry feel they need to stretch to extreme levels to cope, it can seem impossible to stop and take a break. But you are not super-human.

We must emphasise that regular rest and breaks are “recharges”—the essential re-powering to enable us to continue to function at our best during difficult times — and it’s something that must be clearly modelled and supported by all owners & managers.

Most of us start to feel anxious as soon as our phones dip their battery charge into the red, and start seeking out sockets to recharge, but we don’t always apply the same principles to ourselves.

Our ability to cope with extraordinary demands, like a viral pandemic or natural disaster, depends on our staff having the resources and reserves to draw upon.

We can also look after each other by compassionately witnessing and acknowledging the daily experience of working through a local, regional, or global crisis.

Many scenarios involve evolving situations, and many people have a sense of “unreality” at the heat of the moment.

It’s important that self-care is a primary mindset. We must also be kind to ourselves, and to those around us.

It may also be time for some ‘you-time’. If you find yourself wondering what to do, take some time to learn & grow personally. Take a class, read books, and explore the modern hospitality industry.

Make time to unwind, exercise, volunteer, and be mindful.

#### **Ways to be mindful include:**

- ☐ Breathing exercises, focusing on each inhale and exhale
- ☐ Eating healthy meals, savoring each bite
- ☐ Meditating on a positive word (relaxation, ease or calm)
- ☐ Intentionally connecting to an old friend or teammate by checking in on them and seeing how they are
- ☐ Taking a bath, noticing the warm temperature and its effects on muscle tension releasing

#### **Lastly - Take breaks from the news & social media**

When you’re practicing self-care, consider not posting it to your favorite social media channels to really embrace giving yourself a break from these outlets. It can actually feel empowering – give it a try!





# HERE WE ARE

– By Jason Robson

The restaurant industry has faced many tough situations. No restaurant or location is immune.

One of the most difficult aspects of a crisis is simply letting customers know that you are still open (if applicable).

Many restaurants may have closed so letting your regular guests know that you are still open is key.

Social Media, LSM and Digital Marketing are good tools to reach your customers. The messaging should go beyond simply “we’re open” to let them know how best to order, the changes you’ve made to both offerings and safety and most importantly, why.

”

*Restaurants are the backbones of the community and hold a special place for people whether it be a first job, date or favorite meeting place.*

“

Now is the time to put the humanity above your brand identity. Let your customers know what they are doing by ordering, they're not only supporting your restaurant but you and the team in your restaurant.

The key is to be genuine, not a stylized food shot or tagline, but an image or better yet a video from your team. Thank them for supporting your local restaurant. Let them know what they can do to help, whether order online or buy gift cards, etc.

Ask them to tag a friend and share your video.

You may want to use a few dollars to help seed the video in your local area. Once again, it is important to be candid and sincere.

You can also make videos with the team to help entertain and educate your customers, let them know how to reheat the leftovers, teach them how to cook one of your signature dishes or make funny videos to keep them entertained.

❑ Digital Marketing and LSM should not be overlooked as an important factor during these times.

❑ Letting your customers know you are still open is vital, many people were told “RESTAURANTS MUST CLOSE” and didn't hear the “except for takeout/pickup and delivery.”

❑ Using banners, balloons or flags will help get the word out that you are still open.

❑ Relook at your digital coupons to ensure they don't specify dine-in only.

❑ Adjust your loyalty program or e-club to let people know how to help and what they can do.

Make changes to your website to ensure it reflects current menu and hours, make it easy for them to order whether online or by phone. Connect with local Facebook groups to ensure they know you are open and supporting the community.

”

*Remember to show your gratitude; put messages on takeout containers or send personalized messages of **thanks**.*

“

The last and most important part of your initial marketing is your team, make sure they know what is going on and how to help.

Ask them to share posts as they likely have more social media reach than the restaurant. This is why it is important to be open and honest with the team.

If hours are reduced or you let people go it is important that the team understands why. Ensure they are treated fairly so they treat your restaurant fairly in return.



*Jason Robson is Brand and Marketing leader who has led the sustainable growth of organizations working with the entire leadership team. With over 20 years spent building brands through innovative programs with billion-dollar brands and small growth chains he knows how to drive profitable growth with technology, social media and menu innovation.*

*Jason knows that brand building starts with building a culture and garnering support from all levels of the organization to ensure success.*





# OPERATIONS OVERVIEW

– By Matthew Corney

## Initial or Interim Ten Point Plan

- ☐ Evaluate current fresh and frozen food inventory. Can any of this be used for take-out, delivery, or community orders to minimize a full loss.
- ☐ Check fridge & freezer temperatures and validate with new or 100% reliable thermometers.
- ☐ Review freezer capacity and freeze any items that may not be required in the next 7-21 days
- ☐ Food items that will not be used in the foreseeable future of low to moderate value should be donated to your local food bank or community program for a charitable receipt (if possible)



❑ Ensure that all appliances not used in day to day operations or will not be used in the next 30 Days are turned off and unplugged. This is also an excellent time to take care of any outstanding maintenance items.

❑ Ensure that staff are trained on correct procedures to shut down or mothball equipment. Coffee Equipment in particular and any other appliances that use water must not freeze.

❑ Canvas staff for abilities outside what they are doing now. Some may be qualified in other areas and could help with equipment fix-ups & painting etc.

❑ Look at disposing of any excess equipment or upgrading if you are in a position to do so. It's a time to be serious about what your equipment needs will be going forward.

❑ Look to minimize all costs related to your restaurant or bar equipment. Cancel contract's or other non-essential expenses. If possible, pay your staff to do what you may have contracted out.

*Matthew has been working in the Hospitality Industry since 2002. Over the years he has supplied a large range of Hospitality Venues with a variety of products – from Food to Equipment.*

*In recent times Matthew has been devoting his time to the Equipment side of the industry and brings a wealth of knowledge on what the right piece of equipment is for your application while ensuring that it meets your budget.*

*Understanding the needs and challenges in the industry and providing solutions has always been his passion. Self-motivated and driven to ensure the success of his clients has been firmly rooted into his very being from his years in the construction industry.*

*Managing both the sales and operations side on a multi-million-dollar operation has taught him to look at things from different angles and provide outside the box solutions.*





# PREPARING TO CLOSE

– Doug Rixmann

In the event of a full closure of your restaurant, this checklist will aid in the secure closure of your venue. We recommend this to be completed and then checked by a separate person.

## ☐ **Non-Perishable Foods/Goods**

- ☐ Sort, organize and protect from dirt and dust as required
- ☐ Package any open edible goods tightly to preserve freshness and deter pests as required, or dispense to staff to take home, document as waste product
- ☐ Write a detailed inventory log of all stock that you have on hand

### ☐ **Under Counter Cooler**

- ☐ Check expiry dates of perishable goods
- ☐ Move unexpired, unopened product to walk-in
- ☐ Empty - discard any open; expired or expiring
- ☐ Document as expired product
- ☐ Shutdown power
- ☐ Wipe down surfaces and vacuum

### ☐ **Walk-In Cooler**

- ☐ Set temperature
- ☐ Label all product containers
- ☐ Check expiry dates of all product, discard product nearing expiration date
- ☐ Sweep floor, clean empty shelves
- ☐ Write a detailed inventory log of all stock, including expiry dates
- ☐ Ensure door closes tightly and Lock (if able)
- ☐ External WI Refrigerator – secure w/ padlock

### ☐ **Freezers**

- ☐ Set appropriate temperature
- ☐ Write a detailed inventory log of all stock
- ☐ Document as expired product
- ☐ Sweep floor, clean empty shelves
- ☐ Ensure door closes tightly and lock (if able)
- ☐ External WI Freezer - secured w/ tamper proof lock

### ☐ **Vents / Hoods**

- ☐ Adjust vents for prolonged closure (check manufacturer instructions)
- ☐ Vacuum / Clean

### ☐ **Equipment**

- ☐ Empty and Clean Equipment -including all portable and fixed appliances where appropriate
- ☐ Unplug all portable and fixed appliances (where applicable).
- ☐ Check manufacturer's instruction / recommendations for proper cleaning & storage
- ☐ Wash & dry all soiled utensils, pots, pans, glass-ware, cups, dishes, pots and pans etc. as required
- ☐ Empty any grease traps as required and dispose of according to standard protocol

### ☐ **Point-of-Sale**

- ☐ Ensure final deposit has been transmitted
- ☐ Empty cash register(s) and deposit cash in bank
- ☐ Shutdown as per manufacturer instruction / recommendations
- ☐ Disconnect from power if appropriate

### ☐ **Computers**

- ☐ Back-up any unsaved files as required
- ☐ Complete shutdown of systems
- ☐ Disconnect from power if appropriate

### ☐ **Security System**

- ☐ Make sure alerts are set appropriately, disable any automatic programming
- ☐ Ensure appropriate lighting is left on to facilitate for proper security system operation
- ☐ Change zone reporting where applicable
- ☐ Ensure recorder is working properly (if applicable)
- ☐ Update contact list to designated alarm respondent(s) during closure

### ☐ **Phone System**

- ☐ Change store voicemail / auto- message including who to contact in case of emergency

### ☐ **Garbage**

- ☐ Ensure all garbage is emptied and trash taken to external dumpster/enclosure
- ☐ Clean all exterior garbage containers and stations
- ☐ Wash inside of individual containers if soiled or odorous

### ☐ **Signage**

- ☐ Change sign messaging as required
- ☐ Include sign on interior of all doors, at drive thru window, and drive thru speaker box noting:
  - ☐ No cash stored on site
  - ☐ Reason for closure
- ☐ "In Case of Emergency" phone numbers (fire department/police contact)

### ☐ **Washrooms**

- ☐ Ensure all garbage is emptied and trash taken to external dumpster/enclosure
- ☐ Clean toilets and flush, wash sinks, clean mirrors
- ☐ Ensure no water is running or dripping from fixtures
- ☐ Shut water off at shut-off valves if appropriate
- ☐ Wipe down all surfaces & dispensers, sweep floor
- ☐ Turn off lights

### ☐ **Temperature control**

- ☐ Set appropriate program, or
- ☐ Set premise thermostat to maintain lowest possible temperature while maintaining an environment that protects plumbing and inventory



### ☐ Lighting

- ☐ Turn off lights
- ☐ Mark breakers for ease of identification
- ☐ Leave enough lights for appropriate operation of security systems
- ☐ Leave enough exterior lighting for safe walking and illumination of any entries
- ☐ (Re)Set timer for lights

### ☐ Doors - Secure and Lock

- ☐ Drive thru windows with security locking in place
- ☐ Office door locked and personal information is locked in safe or taken off site
- ☐ Ensure door locks or deadbolt locks correctly and any locking bolts fit securely into the top and bottom of the door frame
- ☐ Exterior fridges and freezers
- ☐ Take Inventory of keys ensuring one is with owner /management team and other with managers in case of emergency

### ☐ Schedule Regular Check-Ins

- ☐ Drive by to ensure lights and timers are still functioning properly
- ☐ Walk through the restaurant:
- ☐ Monitor temperatures (HVAC & refrigeration)
- ☐ Check for leaks etc.
- ☐ Ensure security system operation
- ☐ Check for any signs of attempted break-ins, etc.

Doug Rixmann is a Co-Founder of **OwlOps**, a task and maintenance management platform designed for multi-unit restaurant operators. **OwlOps** enhances communication, increases accountability, adds trace-ability and helps teams 'Get More Done' with our simple and cost effective service. With over 30 years in the restaurant industry as a franchisee (family), point-of-sale software developer, and now software service provider, Doug and the team at **OwlOps** love getting in deep with operations teams and help to streamline their business.

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# DRAUGHT SYSTEMS

– By Steve Riley

We are fielding many calls about what to do with your draught system while your establishment is either closed or selling take-out and delivery only. With no draught sales, what should you do?

## **You have two options:**

Do you want to be ready to start pouring beer once service resumes but are willing to pay for the hydro and ongoing cleaning costs? Then choose Option A.

If you want to save hydro and potential ongoing cleaning costs but accept that you must clean before service which means you are not pouring draught right away once you open for regular business, choose option B.

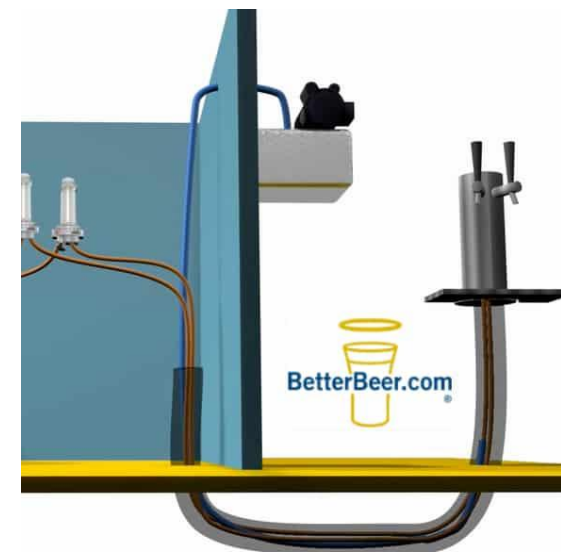




Each option has different information depending on your system set up:

- [Long Draw System Options](#)
- [Direct Draw System Options](#)
- [Molson Sub Zero and Heineken Extra Cold options](#)

All of these options assume that you are [not using an air compressor to push your beer](#).



## ❑ Long Draw:

A long draw system has kegs in a walk-in cooler and the beer runs to the bar through a trunk line. 98% of establishments who sell draught have a long draw system. Here are the two options for Long Draw:

### ❑ Option A

If you are still open but your bar & restaurant are closed (selling takeout and delivery only) then this is probably your best bet.

- ❑ Leave your system running.
- ❑ Keep your glycol deck/line chiller on, your beer will not freeze in the lines. However, see Sub Zero / Extra Cold section
- ❑ Keep your beer gas system or gas cylinders on.
- ❑ Beer walk-in fridge stays on

If you are still selling take-out and delivery, you have some staff and suppliers coming through your doors.

Your draught service tech should be one of them as well. Have them come in and clean your lines on your regular frequency.

If you use our electronic line cleaning tracking - scan the code and record your cleans as usual.

❑ **Pros:** Why this works - you are using beer gas and your system will stay cold and clean. Beer in the lines is as good as beer in the keg when it is cold and using beer gas (no air).

When you do open up the doors for business, it is business as usual. Start selling draught immediately. Beer is the best thing to have in your lines, it is better than water, line cleaner, or CO2, because you can never eliminate the residual water/moisture. Beer takes better care of itself.

❑ **Cons:** Why you may not want to choose this option - you are paying to keep the system cold which consumes hydro and you are paying for line cleaning every cycle. If the closure lasts a while, this could add up to a significant cost.

## ❑ **Option B**

When golf courses close at the end of the season and don't sell draught until the following spring, their systems are shut down. Option B is to shut the system down completely. Shutting the system down requires the following:

❑ Lines are cleaned and instead of re-packing with beer, they are blown dry. You can never get them completely dry, but they are empty of beer, water, and cleaner.

❑ The gas and glycol decks/line chillers are turned off

❑ The walk-in is left on to keep your kegs cold. Warm keg's shelf life deteriorates quickly, meaning brewery-recommended shelf life is based on kegs staying cold. All full and partial kegs must be in the walk-in to stay cold.

❑ **Pros:** Why this may work for you - It saves hydro and limits any issues as the system is off. The risk of any line or gas leaks or freezing is negated.

❑ **Cons:** Why this may not work for you - you must get your lines cleaned again before serving resumes. Again, it is impossible to get all moisture out of the lines and you will have growth in the lines. They must be cleaned before service. If a tech has 200 accounts and they clean 5 a day, that is 40 business days until everyone is up and running. This may put you at a competitive disadvantage.

## ❑ Direct Draw

Where the kegs are located directly below the taps in a self-contained cooler box (kegerator).

- ❑ **Option A** - Leave it running as you do in option A above. Pros - ready to go upon re-opening. Cons - ongoing hydro and cleaning costs.
- ❑ **Option B** - Shut it down, move the kegs to the walk-in. Pros - saves hydro and ongoing cleanings. Cons - must have line cleaners clean your lines before re-opening and selling beer.



## ❑ Molson Sub Zero System

This is a tough one, I am not going to lie. The Sub Zero system is designed to keep the beer really cold. Because it rides the fine line of cold and freezing, there is a chance that the beer in the heat exchange or the tower will freeze.

- ❑ **Option A** - Leaving the system up and running - I would recommend pouring a pint or two every day to lower the risk of freezing. If it does freeze you can unplug the Sub Zero deck to let it thaw and then plug in again after 30 minutes. An additional con to this option is that you are paying hydro to keep the towers frozen for no reason.
- ❑ **Option B** - Shutting it down - same as above, you'll need to clean the system before service resumes and you sell beer again.



## ❑ Heineken Extra Cold

These towers have a thermostat designed to shut off the tower freezing during non-service times (usually 1am - 10am). This will eliminate the chance of the beer completely freezing in the lines.

The options are the same A or B but think of Heineken Extra Cold the same as you would any other brand.

Pros and Cons are the same as above except if you choose to keep it on (Option A) you are incurring extra hydro costs as the towers are being chilled constantly through service times despite no beer going through them.

Ask your draught service provider to adjust the downtime timer to removing freeze risk as well as extra hydro use.



### Two important things to note:

1. Put all full and partial kegs into the walk-in. Shelf life depends on the beer being cold. Right now, more than ever with this pause in service, you must keep all of your beer cold.
2. If you choose option A and you are concerned about someone pouring beer, simply disengage the couplers. Pull up on the handles, but do NOT twist the coupler. This way no beer will pour from the taps and the system remains intact.

***So, it comes down to this:***

*Do you want to be ready to start pouring beer once service resumes but are willing to pay for the hydro and ongoing cleaning costs? Then choose Option A.*

*If you want to save hydro and potential ongoing cleaning costs but accept that you must clean before service which means you are not pouring draught right away. Then choose Option B.*

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Steve started in the restaurant business 25+ yrs ago working in every position, different concepts and cities. Along the way, I was on several opening teams & rebounded several struggling stores as a GM.

Since leaving operations in 2000 I have been a teacher/curriculum development at George Brown, an industry consultant, and I owned a draught service company for four years.

In 2009, I proudly passed both my BJCP exam and my Certified Cicerone™ exam. I was the first person in Canada to hold both beer credentials at the same time. I launched BetterBeer.com Draught Quality Certification Program the same year and have been expanding it across Canada since.



Questions or comments, please call me directly, Steve Riley (905) 424-4724 or [steve@BetterBeer.com](mailto:steve@BetterBeer.com)

BetterBeer.com (888) 811 - 2337





# RENT RELIEF

– By Jason Kleyn

With government-advised closures of all public and private businesses across much of North America, and most likely soon to be mandatory, what happens to our food & beverage industry?

A lot of operators are torn between shutting the doors for the foreseeable future OR remaining open as strictly a takeout option to supply to their community and, let's be honest, survive financially.

Until financial relief is properly addressed for business owners, the reality is that the financial obligations of owning a small business still exist.

The biggest responsibility? **Rent due.**

*Some operators have the luxury of having strong and personable relationships with their Landlords while other tenants are merely another number in a pile of lease portfolios. Regardless of where you stand, we are all in this together.*

”

“

### ❑ Request A Free-Rent Grace Period

You would truly hope that a Landlord's greatest priority in desperate times is maintaining the safety and wellbeing of society. The economy, whether nationally or locally is going to suffer extremely.

Rent due is obviously a burden for Landlords, however a minimum 2 month grace period is very reasonable and a wonderful gesture of good faith

### ❑ Request To Use Your Security Deposit

This option is a win/win for both tenant and Landlord.

Your security deposit will be in your lease agreement and is typically the first and last month (or two).

### ❑ Write To Your Local Level of Government

The more appeals that a government receives voicing your concerns, the better chance you have of the issues being addressed. Work with your community to see who is willing to add to your voice.



### ❑ Start A Petition With Your Industry Colleagues

Similar to the previous point, the more you are heard, the more leverage you can gain. The cooperation our society often shows through difficult times is truly inspiring.

A national, industry driven, or local petition through the website [change.org](https://www.change.org) that addresses the need for financial rent relief would be well received.

### ❑ Take to Social Media

With the uplifting posts, tweets, and stories flooding social media platforms, it would be a great time to spread the awareness for something to be done in support of industry financial aid. Work the numbers within your community into your favor.

*I been engaged in the Hospitality industry since 2005 through the likes of restaurant management, catering, and 5 star luxury hotels. Once I became a licensed real estate agent, I felt the need to apply my decorated career and personalized service to the niche market of Hospitality Real Estate.*

*Thanks to that decision, I now work with some of the top brands in the industry, some of the biggest landlords in Ontario, and some of Toronto's top producing commercial brokers. My network has become my advantage because I genuinely value the relationships I encounter.*

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Office: 416-153-1080



A background image showing a person's hands working at a desk. One hand is holding a pen over a document, while the other is on a laptop. A small clock is visible on the desk. The image is slightly blurred and has a soft, warm tone.

# **COST SYSTEMS**

**– Sandy Maclean & Justin Benton**

The entire restaurant industry is currently moving through uncharted waters. There is no precedent for what is happening right now and no contingency that could have prepared anyone.

The impact it has had on your business may vary by country, state/province, or city, but with mandated closures of dining rooms for most of the industry, and some effectively shut down entirely as a growing number of regions are urging citizens to only leave their homes for essential services & every restaurant is feeling it.

You likely have already adjusted much of what you are doing away from your traditional practices to accommodate operating under some type of restrictions. As you go through these changes, here are some important things to keep in mind:

## ❑ What's most important right now is to stay afloat!

No restaurant is thriving right now and all that matters is keeping your business profitable for as long as the doors are open.

Before you begin changing your operations and making plans to run your entire business differently, it is crucial that you know what is the least amount of money you need to be taking in to stay profitable. You can calculate this (your break-even point) here, via Restaurant365:



<https://www.restaurant365.com/blog/how-to-calculate-a-restaurant-break-even-point/>

Knowledge of your break-even point will help you better understand how you should approach things like ordering and staffing in your adjusted operations.

Once you know how many guests you need to serve per day to stay open based on average guest sales, you will have a baseline of how much inventory you will need (and can even create temporary PAR level if desired) and how much labor is needed to satisfy that figure.

Additionally, your break-even point can show you where you begin to lose money and are no longer profitable being open. This can help you make the most informed decision for your business' wellbeing in case you are left with no choice but to close, at least temporarily.

## ❑ Leverage Gift Card and Merchandise Sales

Making sure to maximize all avenues for potential cash-flow is critical. Gift cards and merchandise items are great ways to bring in some help since sales will be down everywhere else.

One great step to helping leverage merchandise sales is to have an online store. While there are many ways to go about setting this up if you don't have one, some companies may be offering special help right now.

Gift cards offer similar help as merchandise sales, but due to the way they are included in your accounting, their impact in terms of immediate help may vary.

An online store will help customer accessibility to gift cards, as well as merchandise. You can also consider running specials, promotions, or discounts on gift cards.

## ❑ Other Cost Saving Practices to Consider

In addition to changing your current operations, there are a few other things to consider when making sure to cut as much cost as possible during time of crisis:

- ❑ Go through all expenditures- adjust, postpone, and cancel as much as you can.
- ❑ Minimize or halt certain services- you can hold off on things like cable subscriptions, vent hood cleanings, window services, gardening, and so on. Pubs for example may have thousands of dollars a month in cable channels that they can discuss with their provider.
- ❑ Temporarily change your insurance requirements, discuss options with your provider, maybe you can reduce some of liability insurance if you are closed.
- ❑ Explore all “fixed cost” that could be adjusted- keep extra lights off in dining room, cut off ac/heat as possible, reduce number of trash pick ups if you can, etc.

❑ How about your utilities, equipment leases, suppliers? Can you negotiate invoices that still need to be paid? Many of these supplies have the resources to get through these tight times. They will want you as a customer when business returns. It is 10x's easier to keep a customer than to get a new one.

❑ Do you have a cleaning service, that you could have your staff do instead? Even if it is a break-even scenario, being able to support you staff would be beneficial.

❑ Do you have a landscape service, that you or your staff could do? Ask you staff what other skills they have.

❑ Last case scenario – lay-off your employees. As hard as it is to do, you may be faced with laying off some of your staff. Do what you must do for the business to survive.

“

**IT'S NOT ABOUT HAVING LOTS  
OF MONEY – IT'S KNOWING  
HOW TO MANAGE IT**

”



Justin Benton is a former restaurant general manager / operator who has worked several roles inside of a restaurant with just over 10 years total experience. He currently works alongside the restaurant industry as a sales representative at Restaurant365. In addition to my passion for the restaurant industry, he is a lover of all things basketball, and has a beautiful and wonder finance, who he will marry in December of this year.



Sandy Maclean is the Vice President at ecoFRY Environmental Inc. where he is responsible for the hiring, training and support of their sales team throughout Canada and the US where he focuses on growing relationships and acquiring new accounts within the foodservice industry.



**BEWARE OF  
THE SMALL  
EXPENSES. A  
SMALL LEAK  
CAN BRING  
A GREAT  
SHIP DOWN**







# TAKE-OUT & DELIVERY

– By Tom Missios & Kenzie Osborne

**Selling your product via delivery and takeout services when dine-in is no longer made available can help produce needed cash-flow.**

## **❑ Consider if Your Dish Will Travel Well**

Choose: rice bowls, pasta, soups, stews, shepherd's pies, casseroles, pizzas, meatballs, and meat/vegetable skewers.

Avoid: sandwiches/burritos that may get soggy, salads with dressing on them (leave the dressing on the side - consider charging extra for a daily special dressing), and French fries (most fried foods do not travel well).

You must review your packaging strategy.

### ❑ Should be Frozen & Reheated, or Delivered Ready-to-Eat

If you are a family-friendly restaurant, consider offering a different family meal for each day of the week. Serve as a frozen meal with directions on how to reheat and enjoy the meal as a family!

If you are a dinner-and-date restaurant, consider serving delivered ready-to-eat meals that can be reheated quickly and enjoyed (consider a slightly fancier delivery presentation, perhaps adding in two plastic champagne glasses with wine pairing suggestions as an add-on charge) if alcohol to-go or delivery is not an option in your area.

**INCLUDE A GIFT CARD AS AN  
“ADD-ON” OPTION FOR EVERY MEAL!**

### ❑ Choose 3-5 Bases, and Add-On Extras

- Start with 3-5 “base” dishes: rice bowl, stew, soup, pasta, Shepherd’s pie/casserole.
- Choose the protein you will use: white meat or fish (chicken/shrimp), a vegetarian (beans), red meat (pork/beef)
- Choose add-on vegetables: mixed frozen vegetables, spinach, peppers, onions.
- Choose add-on sauces: red pepper tomato sauce, basil pesto, white bean “cream” sauce.
- Choose add-on sides: toasted bread, coleslaw, pickled vegetables, crackers, chips, mashed/refried beans).
- Choose two desserts: cookie, brownie.

= Charge each add-on as an “extra”, and charge a “combination meal” with all components (dish + protein + 2 sides + sauce + dessert) at a 30% or less food cost.





# SALES & PROFIT

– By Tom Missios & Kenzie Osborne

**Simplify your menu during difficult times to reduce inventory and improve profit margins.**

## ❑ Choose Your Dishes Wisely

Choose 3-5 dishes that have the greatest profit margins, are simple to prepare, use primarily non-perishable food items, are easy-to-transport, and are easy-to-store.

Choose items that can be reheated without losing quality (great options include: rice bowls, polenta bowls, soups, stews, frozen pasta dishes, coleslaw, pickled salads or vegetables, crackers or crisps, baked goods, etc.)

### ❑ **Make it Easy, Accessible, and Convenient**

Offer curbside delivery (you will bring the meal to the customer at their car), regular delivery services, and pick-up services. Consider partnering with food trucks to assist with delivery (perhaps the food truck could sell the “sides” and you could sell the entrees - collaborating allows for a broader customer range, more clients, AND free delivery with the food truck).

### ❑ **Offer Combination Packages and Ready-to-Prepare Meals**

Target families or couples by offering “meals-for-two or four”, “date-night-dinners”, or “family-comfort-meals”.

Advertise this in the name of the meal. For example: “Date-night cheesy pasta for two”, or “family time comforting stew”, etc.

### ❑ **Offer a Daily Special**

Create a menu with a new special each day. Either offer a featured sauce (prepare by using leftover vegetables from the previous day) OR offer customers a different frozen entree dinner each day. For example: Monday you can sell a frozen shepherd's pie, Tuesday you can make a family-sized stew, Wednesday you can prepare a frozen lasagna, etc.

***Save on food costs by using the same ingredients for multiple purposes***





# OPTIMIZE INGREDIENTS

– By Tom Missios & Kenzie Osborne

## ☐ Store Food Separately to Minimize Food Waste

Store grain-bases, liquids, vegetables and meats separately. Assemble to serve.

Keep components separate and use in multiple ways. For example, meat product can be used for sandwiches, in stews/soups, or as a topping for rice bowls.

Vegetables can be used for sauces, as pizza toppings or in rice bowls; and liquid bases can be used to cook grains or prepare sauces, etc.)

### ☐ **Use Beans in Place of Cream Products**

Blend white beans and use as a “creamy base” for sauces, soups, and stews. Advertise as “dairy-free” or “vegan”, if the remaining ingredients are plant-based.

### ☐ **Use Leftover Pizza Dough to Make Dessert**

Fry leftover dough into strips and serve with chocolate sauce, cinnamon and sugar, icing sugar, caramel, jam, or another sweet topping. Sell as an add-on to main dishes.

### ☐ **Use Leftover Vegetables for a Next-Day “Special Sauce**

Blend leftover vegetables with herbs, oils, soft cheeses, nuts, and seeds to make a daily pesto or sauce. Blend leftover red peppers to add to tomato sauces, use leftover herbs to make a garlic-herb-dressing or pesto, or use leftover carrots/broccoli/cauliflower as inspiration for a “soup of the day”.

### ☐ **Turn Leftover Stir-Fry into Minestrone-Style “Comfort Soups**

Mix leftover stir-fries with stock and a cooked grain (rice, quinoa, pasta) to make a simple minestrone-style soup.



### **Other Take-Out and Delivery Reminders:**

- ☐ *Using specialized take-out packaging for certain menu items to protect the quality of your unique food options*
- ☐ *Using tamper-proof packaging so delivery drivers cannot alter the order (happens often)*
- ☐ *Having a quality control program (or expeditor) reviewing meals before it leaves the restaurant*
- ☐ *Sending printed customer care promises (how to reach the restaurant directly) delivered with the meal*
- ☐ *Expect delivery and to-go sales to be less than 10%-20% of your traditional on-premise sales*





# FOOD SECURITY

– By Chantelle Misheal

*In a time of change, it can be a lot to ask restaurants to give back to the community - but during a time of crisis and at a time of need – there are a lot of vulnerable residents who do not have access to food.*

*For example, with school being put on hold, students who rely on meal programs during the day are facing food insecurity, while food banks are not receiving the same volume of food on a daily basis.*

*Many have had to close due to food shortage, and most importantly, the health of volunteers coordinating these organizations must be considered.*



Remember that our food systems rely on various resources.  
Do you currently have access to the following?

☐ FRESH PRODUCE  
☐ KITCHEN SPACE

☐ VOLUNTEERS / STAFF  
☐ DELIVERY & LOGISTICS

If you're able, we are asking restaurants to contribute to their community's food security in any way possible.  
Some ideas include:

- ☐ Donating access food directly to food banks (fresh produce & perishables)
- ☐ Preparing meals (fresh or frozen) & bagged lunches to donate
- ☐ Healthy staff may be able to volunteer (with all safety precautions considered)
- ☐ Organizing delivery or pick-up for orders & prepared meals
- ☐ Donating monetary funds to local organizations within community

*You can stay relevant with your brand by posting videos of your chefs preparing food - teaching recipes for basic food preservation, making meals or snacks to connect with your following.*

*Keep in mind strong messaging about taking care of health, and appreciating the simple things in tough times.*

*A popular hash-tag is **#foodsecurity** whereby building on the theme of community can help build trust for your brand.*

*Showing your team's creativity during a difficult time can help increase your following when the road clears ahead.*



Please coordinate with your local food banks, schools, shelters, and seniors homes directly to ensure they're prepared to take-in donations or to inquire what is most needed. For example; while some food banks may have fresh produce that needs to be prepared, logistics are difficult to organize on a larger scale.



***If you are a restaurant that is still able to operate, consider promoting a 'one-for-one' campaign whereby for every one meal purchased, one is donated and delivered to a food bank.***



Chantelle Misheal is a local food advocate with specific focus on community food waste reduction. After 10 years + within the food industry and non-profit sector, Chantelle assists restaurants with environmental consults to increase efficiencies on all levels, while also working with organizations in developing local food innovation within the community.

Her time is spent traveling to international farms, teaching people the power of natural ingredients and is a trained birth & postpartum doula. Please connect with Chantelle if you have any questions around food security & sustainability.





# GET SOCIAL

– By Tom Missios & Kenzie Osborne

**Connect with customers and build relationships through social media**

## ☐ **Promote an EXPERIENCE - Be Consistent!**

If you offer a family-style experience, place emphasis on family-of-four packaged meals. If you offer an authentically-made experience, place emphasis on letting customers know where the dishes originated from (ie: your grandma's recipe, authentic to your country, etc.). If you provide a healthy-eating experience, place emphasis on how the food can benefit the immune system and help improve your customers overall wellbeing. Post a picture of your dish with a caption to represent an experience (not JUST the food).



Post on a schedule - be consistent and post often! Make sure employees share, comment and like the post.

### ☐ **Promote your special ingredients or featured dishes**

If you have “crowd favourites” or “special ingredients” take an Instagram or Facebook video of one of your chefs preparing or using it. Post pictures and videos with captions about why the dish is important to you, and why your customers love it so much.

### ☐ **Target with hashtags and relevant content**

Use hashtags that attract your client. For example, use hashtags specific to your city, location, style of food (ie: #TorontoItalianFood, #Torontocomfortfood, #downtowntorontoeats, etc.). Use hashtags that are relevant to your value and intended clientele (ie: #foodforfamilies #authenticeats #madefromscratch

## **Know Your Market!**

### ☐ Dinner-and-date Restaurants: Imply a fun date-night out:

- ☐ Save-the-date gift card for couples
- ☐ Reserve a romantic night (charge a fee for a couple to pre-book a night in the future to reserve a special spot in the restaurant - not necessarily a traditional gift-card, but it will reserve their spot for a special day).

### ☐ Family-based Restaurants: Imply a night of family-fun:

- ☐ Gift cards for family and friends to use on a “night to rejoice” after the tough times
- ☐ Share a “family” style meal by giving a gift card and enjoying a skype-family-dinner-night with your restaurant’s delicious family meals! Offer a discount for 2 or more families ordering the same package/combination meal.

### ☐ Authentic Restaurants: Imply a night of heart-warming meals:

- ☐ Gift cards for a “taste of the world”, or a “culinary vacation” for friends and family
- ☐ Gift cards for “a taste of my home, brought to your home” for friends and family



”

TIP: Offer customers the option to GIFT a meal to their family or friends!  
Encourage the community to support your business, and share their love by purchasing a delicious meal for their neighbors, friends, and loved ones!

“



Tom Missios is the Founder & CEO of ERC Restaurant Consulting, Founder & Concept Development Specialist at ERPG, former Regional Manager, former Franchisee and Independent Restaurant Owner. A restaurant expert with over 30 years of experience, including ownership of a number of franchises and independent restaurants. Today's mission focuses on concept development and new restaurant start-ups with ERC Restaurant Consulting and EP Restaurant Group. Please connect with Tom if you have any questions about creating an exceptional delivery, take-out, meal replace program QUICKLY, Cost Reduction, Cash Flow, and Government Assistance.



This year, Kenzie was awarded the 2020 Programme DUX Omnium scholarship - a Canada-wide competition that challenged individuals to create innovative recipes for a family suffering from various dietary and budgetary constraints. In addition to recipe development, I am an experienced food writer and blogger. I have interviewed celebrity Chefs such as Chef Carl Heinrich and Chef Nicole Gomes. I have written articles for various online food magazines, and I manage my own personal food blog. I am passionate about promoting businesses that do their best to provide their customers with positive food experiences each and every day. I specialize in creating, promoting, and designing profitable recipes and menus that are tailored to specific diets and dietary restrictions. I am proud to be a member of the food industry, and I am excited to help others in the industry realize their dreams and achieve success.





# ENGAGEMENT

– Lance Popke

How can you ensure your messages are clear, timely, and engaging?

As an operator, you cannot assume that the guest knows what is going on with anything to do with your business.

You must be very clear and honest with your messaging.

This is the time to slow down your communication frequency, especially if you're closed.

There is no need to clog channels where people are relying on information about what is happening.

### ❑ **Post on Your Front Door.**

Do not use legalese but be professional.

Create a sign and print it out. If you don't have a printer in the restaurant, make sure the handwritten note is clear & neat.

This is the first sign that people may see to indicate your professionalism. If you are still open for take-out or delivery and you have a sloppy note on the door, it will be a turn-off to guests.

### ❑ **Update your website**

This is the hub of your online presence. Make it reflect exactly what is happening at your restaurant: temporarily closed, reduced hours or limited menu. There is no need to be super fancy. You are not attracting new guests. You are informing the guests that already know you. Create a pop-up, so the message is front center when someone lands on your page. Or create a temporary home page with a link to your regular home page. Or add a text block to the top of your home page where you can add the information.

### ❑ **Update Online Listings**

Update your hours of operation on all your listing sites, most importantly Google my business and Facebook.

Actually, change the hours that are listed, not just a post. If you accept reservations, make sure those systems are off.



The point here is to be very clear and upfront. This is not the time to make people look for any information. Words are to be short and clear and to the point.

### ❑ **Collect contact information**

Include the ability to sign-up to an email list on your home page. Mailchimp has a free email system so there is no additional cost. You can create a form with a link to add to your website. Collect email address, first & last name.

**Create a welcome email so that when someone signs up they get an instant message from you. This can just repeat what you have on your home page.**

**Personalize it and thank them for joining your list. Step it up - use bonjoro.com – set up a trigger to record a personal welcome message every time someone signs up to your list. Use their first name at the start and end of the video to add personalization and the guest realizes that its not just a mass video being sent.**

”

*Lance helps full-service restaurant owners increase guest visits! As a former restaurant owner, he understands the passion that goes into a restaurant every day.*

*Most days you are putting out fires and dealing with immediate issues to ensure the days service goes well.*

*Lance knows you want to work on a plan to grow your business and that you believe you need a marketing system - but every time you spend money and time with marketing you can't justify the results.*

*At Restaurant Funnel he works with you to custom build a complete marketing system so that you can attract people who have never heard of your restaurant and turn them into SUPERFANS!*



”

## ❑ Social media

Create a picture post only using words on all social media channels. Be clear about what's going on. Unless you are not planning on re-opening use the word "Temporarily Closed".

Do not promise a re-open time.

This is not the time to worry about being fancy with lots of graphics. This is a time to be extremely clear about your message.





# DESIGN RECOVERY

– Lu Schildmeyer

When times are tough, it can feel strange to think about the design of your restaurant when there are so many other things to consider – however, it may be the best time.

Take a hard look at all of your facility's foodservice equipment. Are there FS equipment in your venue that you do not even use or that needs repair?

Either repair it, sell it to a dealer or broker in your area, or get rid of it to a non-profit or even if it is just to the scrap metal company.

Some of these options can give you some extra cash-flow during difficult times.

**If you cannot operate take-out or delivery, consider converting your current kitchen facility into a “Ghost Kitchen” that can be rented out to existing or new start-up foodservice businesses like to-go operators, bakers, chocolatier’s, or food trucks that need a commissary kitchen to operate their business for the time-being. Get up front deposits to book your kitchen space and ongoing kitchen rental contracts with these businesses thus creating immediate cash-flow!**

”

Consider hiring a design professional who specializes in Restaurant & Bar Design. It can typically take working with a design professional approx. 1-3 months depending on the complexity of your project to work thru the design process and have a set of plans and specifications prepared to implement your design re-fresh.

Throughout North America, during a time of crisis, there are often stimulus packages or low-interest loans (see government resources) you can take advantage of to help with the funding of your project.

“

In the front of the house (FOH) look at your need for a re-fresh of the interiors, lighting, and overall branding look of your Restaurant or Bar.

The time to do this is now when you are closed. How many times have you said to yourself if only I could afford to close for ... and really re-fresh my FOH.

For those Independent Restaurant & Bar owners who were just starting or right in the middle of their first location and already have a signed lease;

If you can afford to finish out the design process and get your permits to build out your space do this for the positive following reasons:

- ❑ You will probably be able to get some high quality used equipment due to the fact that the “fringe” venues in your area may close during your current crisis.
- ❑ In addition, the restaurants & bars that may have had multiple locations and have closed some locations are likely selling off all their FS equipment.
- ❑ There will be less potential competition out there due to attrition once the “all clear” order is given that it is now ok to re-open the Restaurants & Bars.
- ❑ There should be a great pool of experienced foodservice workers who were laid off from their establishments that are not going to re-open.



Really take a hard look at your brand during this down time. Do you need a re-fresh of your logo, menu look, signage, etc. this can all tie in nicely to a design re-fresh!

*Lu's career in Hospitality Design began in 1980 at Western International Hotels (now known as Westin Hotels), after he graduating from the very highly rated College of Architecture at Arizona State University in 1979, with a BDS Bachelor of Design Science in Interior Architecture and Design.*

*Today, Lu shares his hospitality design expertise and knowledge with clients who want to design new from the ground up or remodel existing facilities for: Restaurants, Bars, Nightclubs, Casinos, Private Clubs, Corporate Cafeterias, and other types of food service facilities.*

*While he and his wife, Robin, live in Tacoma, Washington, 18 miles south of Seattle, WA, Lu designs and carries out hospitality design programs for hospitality businesses across the United States and Canada.*

*Lu welcomes the opportunity to discuss your hospitality design problems with you and together find functional, pleasing, and profitable solutions to these problems.*



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# RECOVERY

– By Dan Vander Mey

## ☐ Raise Your Service Standards

You will need to WOW your guest when they come back. Now is the time to address any service issues you may have had in the past and re-train your team to raise the bar.

## ☐ Review Training Manuals & Implementation

If your standard greet time was one minute make it 30 seconds, If your entree ticket time standard was 15 minutes make it 12. If your standard was have a host smile and welcome each guest within 10 seconds require them to open the door. In other words, what ever your standard is across the board make it faster, better, nicer and cleaner - don't overlook anything.



### ❑ Re-Evaluate your Team

As you raise your standards look at your team. Can they operate on this higher level? Is there anyone who does not need to come back?

This is the time to streamline your team and you need the high performers and revenue generators and let the competition have the rest.

You will need to run as tight as possible to save labor cost so you will need the A players only.

### ❑ Keep your Team Informed

Your Team is your best marketers and brand ambassadors. The more they are made aware of, the more they will trust you and advocate for your business. A great company culture starts with open communication and honesty.

### ❑ Keep Your Regular Guest Informed

Make sure your regular guest know your not going anywhere and when you re-open you will be better, faster cleaner and nicer than ever before. Give regular updates on Social Media, Have your Chef video a cooking demonstration of a popular dish or your mixologist crafting a cocktail. Show videos on how you're cleaning and preparing to re-open.

*Most importantly keep your team Focused on the reopening. The busier you keep them with restaurant work the less they will be thinking of the crisis.*

*For you as an owner or operator, Focus on the things you can control, put your thoughts and energy there. Let the rest of the world do there thing.*

*Dan started in the restaurant industry at age 16. He's seen the business from every angle and held every position.*

*Dan is highly sought after for his ability to get right to the heart of an issue and resolve it quickly. Some household names in the industry have looked to Dan to solve problems.*

*He's turned around struggling businesses, trained and energized staff, reduced food costs, enhanced customer experience, and improved the bottom line.*

*In the end, everything he does drives the bottom line.*

*Dan is married to his wife of 21 years and together they enjoy their 12 year old daughter. They love everything Central Florida has to offer: the weather, the theme parks, and the FOOD! He is active in the community and volunteers with causes that feed the hungry.*

*Dan will personally meet with you to understand your business, what makes your restaurant unique and what excites you. He'll hear about your strengths, flat sides, and vision. He'll carefully craft a strategy as unique as your business, develop a detailed action plan to drive toward your goals and he'll be with you to help implement the plan every step of the way.*



**GREAT  
THINGS  
NEVER  
COME  
FROM  
COMFORT  
ZONES**





# RE-OPENING

– Dejan Lazic

We all sympathize and understand the gravity of the situation and the position you are in as a business owner.

While some of these suggestions do not apply to your business, whatever path you take, the most important thing you can do as the owner/manager is be transparent and communicate clearly and concisely with your staff and your guests.

Everybody in your area is in a similar boat to some degree; it will take an entire community of supportive individuals to emerge positively on the other side of this situation.

## Re-Opening

- ☐ Prepare a revised business plan & marketing material
- ☐ Develop a 12 week financial plan based on new reality
- ☐ (Re-)Activate and expand all social media channels
- ☐ Create email contact list & campaigns
- ☐ Review and consider all revenue streams
  - ☐ Dine-In
  - ☐ Take Out
  - ☐ Delivery
  - ☐ Catering

- ☐ Cut non-essential services and create labor projections based on bare minimum operating strategy (if applicable include ownership in various roles)

- ☐ Review floor plans / service flow looking for efficiency; ie.
  - ☐ Cutlery polishing at bar
  - ☐ Increase guest count per server
  - ☐ Eliminate Host position, distribute duty among team

## ☐ Review Menu Strategy

- ☐ Pair down menu reflecting bare minimum staffing
- ☐ Create multiple phases of re-introducing menu
- ☐ Review prep load – opt to purchase certain items



While the goal is not to drastically alter the vision and operating goals, it is important to consider the length of time it will take to bring business back to normalcy and ensure you and your team are prepared to adjust accordingly (hourly, daily, weekly).

Expect a re-opening period of approximately 2-3 weeks to ensure you're staffed, trained, marketed, and prepared in terms of service and menu offering.

Everyone will be replenishing their stock around the same time, meaning the supply chain will be pushed to the limit.

This is why it is best to re-launch with a limited menu.





***During this critical phase, it is imperative that an owner/operator or the most senior member of the team is placed at the first point of contact with guests. Whether you are about to open up your reservation book or you are a quick service establishment, you want to ensure that revenue is being maximized at all times and no guest is turned away or mismanaged.***



- ❑ Offer an elevated service or program enticing guests to come back for special occasions or more frequently
- ❑ Introduce / cross-train your team to different departments; creating a sense of community and togetherness
- ❑ Instill extreme diligence with all utility usage at all times:
  - ❑ Dishwasher running only when full
  - ❑ Minimize running water
  - ❑ Review Lighting
  - ❑ Burners/Stoves/Fryers turned on at last possible minute
  - ❑ Eliminate glass-washer at bar short term – if applicable

- ❑ Monitor Inventory and Prep Levels at all times
- ❑ Designate senior member/s for all ordering and/or establish ordering parameters, ie. \$500 liquor max
- ❑ Be aggressive with labor management. Adjust start/end times accordingly and based on business levels.
- ❑ Ration BOH/FOH Linen usage; only distribute allotted amount per service



Difficult situations will require you treat your business as you just opened it today for the first time. Some of the strategize that you applied when you first opened would have to be deployed again and most likely with some new and creative ways that are relevant for today's business climate.

You have built your business before and you will surely do it again with even better results. The vibrancy of your community is dependent on your success .....

**YOU GOT THIS!!**

**Our belief in the importance of hospitality industry and its role in our communities is the driving force behind our passion for providing guidance and sound advice to operators. Your long - term success and the resilience to weather the storm will be the example we set for our communities and the hope we give to its residence.**

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Dejan is the owner of Pineapple Hospitality, a hospitality-consulting firm, where Dejan brings over 25 years of operational and industry insight to the business. Throughout his career he has managed operations at award winning and critically acclaimed restaurants within the Oliver & Bonacini Group, to working with independent operators in the Events, Quick Service, Bakery and Hotel space. He has also managed construction projects and worked in real estate, as well as consult on IT projects related to hospitality.



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Dejan brings years of hospitality experience and knowledge in all aspects of the business, including: training and development, financial analysis, operations, strategic short and long term planning, improving/implementing standards and procedures, marketing and sales strategies and developing food & beverage programs. His vast knowledge of the industry and connections with key stakeholders can be instrumental in your business success.

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**Being a leader on the floor and setting an example for your staff is the only way that you can ensure greater chance of success. If you pride your service on being a top-notch service oriented business, use this time to look at new and innovative strategies to increase that service and ultimately gain raving fans. If you think that now is a good time to re-evaluate how you operate, use this time to read service oriented books from various industries.**

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