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CHOOSING A LOCATION

Not every Restaurant or food outlet operation needs to be in a retail location, but for those that do depend on retail traffic, here are some factors to consider when deciding on a location:

- **Anticipated sales volume.** How will the location contribute to your sales?
- **Foot count and accessibility to potential customers.** Consider how easy it will be for customers to get into your business. If you are relying on strong foot traffic, consider whether or not nearby businesses will generate foot traffic for you.
- **The rent-paying capacity of your business.** If you've done a sales-and-profit projection for your first year of operation, you will know approximately how much revenue you can expect to generate, and you can use that information to decide how much rent you can afford to pay. Rentals are geared at around 12 % of Turnover
- **Restrictive conditions .** You may encounter unusually restrictive ordinances that make an otherwise strong site less than ideal, such as limitations on the hours of the day that trucks can legally load or unload.
- **Traffic density.** With careful examination of food traffic, you can determine the approximate sales potential of each pedestrian passing a given location. Two factors are especially important in this analysis: total pedestrian traffic during business hours and the percentage of it that is likely to patronize your food service business.
- **Customer parking facilities.** The site should provide convenient, adequate parking as well as easy access for customers.
- **Proximity to other businesses.** Neighbouring businesses may influence your store's volume, and their presence can work for you or against you.
- **History of the site.** Find out the recent history of each site under consideration before you make a final selection. Who were the previous tenants, and why are they no longer there?
- **Terms of the lease.** Be sure you understand all the details of the lease, because it's possible that an excellent site may have unacceptable leasing terms.
- **Future development.** Check with the local planning board to see if anything is planned for the future that could affect your business, such as additional buildings nearby or road construction.

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LAYOUT AND DESIGN

Layout and design are major factors in your restaurant's success. You'll need to take into account the size and layout of the front of house, kitchen space, storage space and office. Typically, restaurants allow 45 to 65 percent of their space to the dining area, approximately 35 percent to the kitchen and prep area, and the remainder to storage and office space.

- **Dining area.** This is where you'll be making the bulk of your money, so don't cut corners when designing your dining room. Visit restaurants in your area and analyze the décor. Watch the diners; do they react positively to the décor? Is it comfortable, or are people shifting in their seats throughout their meals? Note what works well and what doesn't.

Much of your dining room design will depend on your concept. It will help you to know that studies indicate that 40 to 50 percent of all sit-down customers arrive in pairs; 30 percent come alone or in parties of three; and 20 percent come in groups of four or more.

To accommodate the different groups of customers, use tables for two that can be pushed together in areas where there is ample floor space. This gives you flexibility in accommodating both small and large parties. Place booths for four to six people along the walls.

- **Production area.** Too often, the production area in a restaurant is inefficiently designed--the result is a poorly organized kitchen and less than top-notch service. Keep your menu in mind as you determine each element in the production area. You'll need to include space for receiving, storage, food preparation, cooking, baking, dishwashing, production aisles, trash storage, employee facilities and an area for a small office where you can perform daily management duties.

Arrange your food production area so that everything is just a few steps away from the cook. Your design should also allow for two or more cooks to be able to work side by side during your busiest hours.



PLANNING YOUR PLAYGROUND

When planning your playground it is important to provide both Fun and Safety. Suitable planning is essential for your playground's success. Whether you are planning an indoor or outdoor play area, here are some key factors to consider.

- What is the size of your allocated play area?
- How many children will you accommodate?
- What is the age-group you are catering for?
- How much shade should be provided?
- What kind of equipment do you want?
- What kind of surfacing should be installed? Inappropriate surfacing can cause injuries.
- What natural elements would you like to keep or add to your playground?
- Check for any elements that can obstruct the Safety Zone.
- What is your budget?

Important Playground Considerations

When making your selection with toys and playground

equipment, select equipment designed to offer age-appropriate challenges and skill development, such as gross- and fine-motor skills, socialization skills, and imaginative play skills.

Always take the Safety Zone into consideration. This is the space in and around the equipment that needs to be free of other play elements or obstructions that can cause injury.

We suggest choosing a play structure as a focal point for your playground. Position freestanding equipment around this system to allow for self-directed play and exploration. Where possible include active areas for bikes, trikes, balls, bouncers, hoops etc.

Lastly provide your playground with user-friendly long-lasting furnishings such as picnic tables or benches.

It is always beneficial for restaurant owners to pay attention to the finer details of a well-designed playground, giving parents peace of mind to let their children play in a safe environment.

Children's safety is the adults' responsibility.



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- These are just a few of our happy customers -





SAFETY REGULATIONS

Food service is not as heavily regulated an industry as something like medical services or public utilities, but the reality is that many aspects of your operation are strictly regulated and subject to inspection. By failing to meet regulations, you could be subject to fines or get shut down by authorities. And if the violations involve tainted food, you could be responsible for your patrons' illnesses and even death. Issues such as sanitation and fire safety are critical. You must provide a safe environment in which your employees can work and your guests can dine, and follow the laws on sales of alcohol and tobacco products, and handle tax issues, including sales, beverage, payroll and legislation requirements are met and adhered to.

Most regulatory agencies will work with new **RESTAURANT OWNERS** to let them know what they

must do to meet the necessary legal requirements. Your province's general information office can direct you to all the agencies you'll need to be concerned with.

Environmental Health Practitioners (EHP) will do unannounced assessments on food premises!!

All premises, facilities and equipment used in connection with the handling, preparation, storage and serving of foodstuffs on the premises must be in compliance with the Regulations Governing Health Safety Requirement.

A Certificate of Acceptability (CoA) must be in place. A risk assessment will be done with specific focus on the following areas:-

1. Food handling and preparation activities
2. Hygiene practices
3. Competency of staff
4. Water and sanitation practices



5. Pest control methods
6. Environmental toxins on the premises

Critical Items

Critical items are those that are directly related to foodborne illnesses.

- Proper hand washing stations and techniques (bacteriological hand soap, hand sanitisers, paper

towels and dust-bins)

- Make sure food is sourced from an approved supplier
- Ensure cooked foods are rapidly chilled in appropriate amount of time
- Check to make sure commercial dishwashers have the correct sanitizer concentration
- Assure there has been no cross-contamination between raw and cooked or ready to serve products (Storage)

Non-Critical Items

Non-critical items are those that are not directly related to foodborne illnesses, but can become serious problems if not corrected. These are items are usually denoted as “blue” items on an inspection sheet.

- Labeled food storage containers (Expiry dates, FIFO = First in First out)
- Current operator permit
- Properly calibrated thermometers
- Floors, walls and ceilings properly cleaned
- Employee changing or break area is separate from kitchen

Potentially Hazardous Foods

Don’t play chicken with your chicken.

- Environmental Health Practitioners (EHP) pay extra attention to potentially hazardous foods.
- These foods require precise time and temperature maintenance to prevent bacterial growth and food related illnesses.
- The Environmental Health Practitioners (EHP) will meticulously check cooking, holding and storage temperatures of all your meat, poultry, seafood, and ready-made food products for safe temperatures.
- They will also ask to see your records to ensure you are doing the same.

Manager and Staff Knowledge

- Restaurant owners are required to know their local health by-laws in order to operate a commercial food establishment.



- ▶▶▶ • Management and staff must have up-to-date training on food safety practices, and employees must demonstrate knowledge of safe food handling and preparation.
- Records to prove the aforementioned must be kept.
- The Environmental Health Practitioners (EHP) will ask questions to test this knowledge.

Employee Health

- An employee with cold or flu may not handle foodstuffs.
- When employees are sick, it's crucial you don't let them handle and prepare food.
- Send them home, or put them on a task where they are not handling food or utensils.
- Person to person contact is a leading cause of foodborne illness, and sick employees can easily

transfer their germs to the customers, no matter how cautious they are.

- If a foodborne outbreak is linked to a sick employee, the Local Health Department has the authority to check the worker's medical records and take samples in an effort to pinpoint an exact cause.

Note: This article is a generalization of the Environmental Health Practitioners (EHP) hygiene and health assessment process. Please reference your local Food By-Laws or Health Department for specific governing rules and procedures.

Written by: Elisma Malherbe (Pinnacle Protection Enterprises) and Frik Human (H&S Chemicals)

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— *Business Day*, 16 July 2015

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We are living in an age where we expect easy and quick access to goods and services. Instant gratification is the name of the game. If you don't reply to a text message within a few minutes of receiving it, you are classified as being rude. Why stand in a queue at the bank when you can simply do an EFT online? The food and beverage industry is not immune! People want to buy their meals quickly, easily and with as little fuss as possible. Enter the trendy concept of mobile kitchens and restaurants. In a country laden with unemployment, coupled with the political drive to increase entrepreneurship, the mobile restaurant is an appealing and (relatively) low cost business venture to start up.

The difficulty is that, whilst many perceive the barriers to entry to be quite low, this is not entirely the case. The one aspect which is imperative to get right from the start is making sure that you have all the

correct licenses, certificates and permits to start up a business of this nature. Your business will also be highly regulated by local laws, and it is important to get to grips with these laws to avoid being hassled by local police officials (whose jobs it is to enforce them).

What licenses, certificates or permits do I need to operate a mobile restaurant?

Under the Businesses Act (1991), where a person carries on the business of selling or supplying any foodstuff in the form of meals or any perishable foodstuff which is (i) conveyed from place to place by a vehicle or otherwise; or (ii) on a public road or another place which is accessible to the public; or (iii) from a movable structure or stationary vehicle, then that person must have a business license.

Under The Health Act (1977), there are hygiene





regulations which apply to the handling and transportation of food, in terms of which any person who handles food, permits food to be handled, or transports food, is required to possess a health certificate. The requirements for obtaining (and of course, maintaining) this certificate are very stringent. Your mobile restaurant would need to be built in such a way that it takes these health requirements into account, for example, your washing up facilities, surfaces, food containers, the way in which you handle food and ensure cleanliness and hygiene will have to comply with prescribed minimum standards.

If you intend to play music at your mobile restaurant, then you need certain music licenses. If your mobile restaurant only operates at special events e.g. concerts, then you would need to apply for a liquor license for each specific event.

The critical element of operating a mobile restaurant, and holding these licenses, is being mindful of where you will be trading from. You may need more than one of the above licenses if you will be moving between local districts.

What laws must I be aware of when operating a mobile restaurant?

Once you have your licenses, certificates and permits in place. The next step is finding out what local laws you must comply with. No license or certificate will be of any use unless you comply with these laws. Just as you may need more than one license if you move between local districts, so too will the local laws governing your mobile restaurant change as you move between districts. You will therefore need to familiarise yourself with the local laws of each district.

There are certain considerations which you may need to take into account when choosing a location for your mobile restaurant. One such consideration is whether the area that you would like to trade from is a prohibited area, meaning that you cannot trade there at all. Sometimes, there are prohibitions on your actual conduct. For example, you may be prohibited from trading directly alongside a church or police station or at a place which might obstruct vehicle traffic. In other instances, your conduct may



be restricted, meaning that you can operate there, but under very strict conditions. For example, you cannot sleep overnight at the place where you operate from; you cannot attach any of your property to a parking meter, electricity pole, traffic sign etc. You will also need to consider various road traffic laws, for example, some local laws prohibit or restrict you from trading on or near certain parts of the public road (such as intersections, sidewalks etc). Another factor to consider is whether you need to sign a lease agreement with the local authority. If so, then you would be required to comply with the terms and conditions of the lease agreement when operating your mobile restaurant.

What are the risks of operating a mobile restaurant without the correct licenses, or not complying with applicable laws?

If you do not hold the required business license, health certificate or liquor license, it is an offence under the applicable laws. This offense may be punishable by way of a fine and/or imprisonment.

If you play music without the required music licenses, then this may constitute a copyright in-

fringement in terms of South African copyright laws, and you may be sued by the copyright owner.

If you do not comply with applicable local laws, then it may also be considered an offence. In addition, you run the risk of your property being removed and impounded by the police. This would not be a good scenario if you have invested a substantial amount of money in a vehicle for a mobile restaurant which is then taken away from you, and you have to pay impoundment costs to get your vehicle back.

This article contains generic references to some of the main licenses, certificates, laws and legal aspects to be considered when opening a mobile restaurant. This article should not be construed as a comprehensive overview of all of the legal requirements associated with operating a mobile restaurant. It is advisable that you consult with us in order to obtain more detailed advice. CL Legal Consulting, together with its soon to be launched partner company, License My Business, is able to take care of all your licensing and legal compliance requirements.

Contact us on cindy@cllegalconsulting.co.za.



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5 CUSTOMER SERVICE SKILLS TO PERFECT

There are a few customer service skills that every employee needs to master if they are in a customer-facing position. Without these skills, your employee could be scaring your customer away or you could land up with a customer service train-wreck.

One of the most popular skills punted by a number of publications is the skill of being a “people person”. This is a vague trait and isn’t helpful to those looking to move to a support position within a company. It also doesn’t help employers who are looking for the right skill set when hiring the customer service superstars.

Here are a few universal skills that every staff member can master which will dramatically improve

their conversations with customers:

- **Patience:** When a customer is confused and/or frustrated, they need someone who is going to be patient with them. There is a reason they are seeking their service from your business and not just doing it themselves – you’re the experts.
- **Attentiveness:** This means really listening to what the customer is saying and it is crucial for providing great service. Not only is it important to listen to what the individual customer is saying, it is important to listen to what they are saying as a whole. They won’t always say it in the way you are expecting, they might say: “I can never remember





where your toilets are.” – this could be translated to your toilets not being well sign posted.

- **Communication Skills:** Get to the problem at hand quickly; customers don’t need or want to hear your life story or how your day is going. Be careful of how some of your communicate habits translate to a customer and err on the side of caution if the situation is questionable. If something is an extra charge, communicate this clearly so there are no surprises when the bill comes.
- **Product Knowledge:** Your best customer-facing employees will have an in-depth knowledge of your menu items. This doesn’t mean that everyone on staff should be able to build the dish from scratch however, they should be aware of what goes into a dish. If a customer asks whether something contains an allergen, the staff member should be able to confirm whether or not this is the case without having to leave the customer.
- **Use “Positive Language”:** Minor changes in your conversational patterns can go a long way

towards creating a happy customer. Customers will create perceptions about you and your business based on the language you use. Here is how to differentiate between “positive language” and “negative language”:

Positive Language:

- Suggests alternatives
- Sounds helpful
- Stresses positive consequences

Negative Language:

- Does not suggest alternatives
- Uses words like “can’t” or “won’t”
- Carries an element of blame
- Rather than saying, “We can’t make this menu item because we don’t have ‘X’ in stock.” Rather say, “What about menu item B, it is very similar to menu item A.”

By simply working on and improving these skills, you could offer your customer an incredible experience which will keep them coming back for more.

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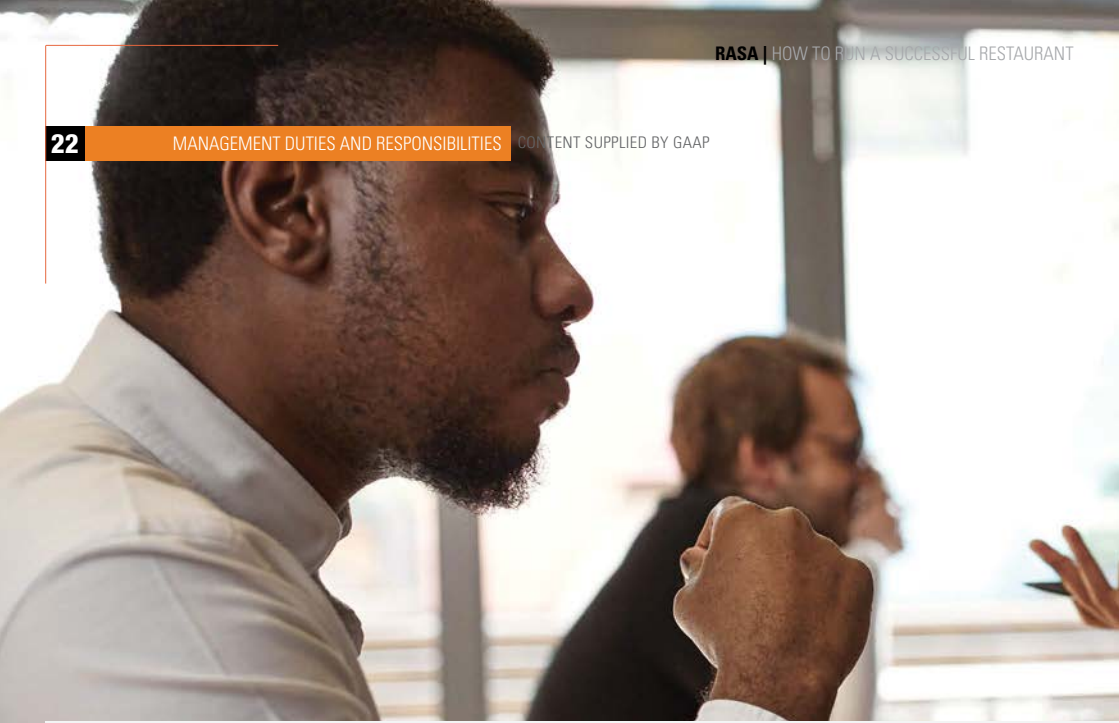
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5 NEW RESTAURANT MANAGER MISTAKES

You've decided that you would like to hire a new restaurant manager. Before you contact an agency, put an ad in the window or put an ad out, have a look around and you may just see your NEW restaurant manager. There are a number of reasons to select an existing staff member, as:

- They are often excited at the opportunity to move up within your establishment.
- You have invested the time in training them so they know your business.
- They have learned your company culture and proven they are a good fit already.
- They are often less expensive than a seasoned pro.

When promoting an existing team member, there are 5 mistakes they are most likely going to make:

1. Remaining One of the Team

Problem: Generally, the employee you promote to management will have excelled in their existing position and shown leadership qualities. The problem comes in when they still want to be seen

as a "buddy" by their peers.

Solution: Sit down with your new manager and explain the rules, this includes not going out to party with staff. Explain to them that they do not need the staff members to like them, but rather to respect them.

2. Not Asking for Help

Problem: Most restaurants don't have proper training programs in place. This means new managers learn through making mistakes and receiving negative feedback. In time this will create a negative working environment for the new manager and they may not ask for help for fear of looking stupid or feeling the wrath of upper management.

Solution: Put the right training and management tools in place to help your new recruit do their job efficiently. Your tools could include the following:

- An operations manual detailing policies, systems and procedures documents explaining how they are to be carried out.
- A management training system which is based



on the specific job which will teach the manager what their duties are, how well they need to be done and when they need to be done by.

- Detailed checklists for opening and closing and also create a checklist for management.
- A positive working environment where staff can be comfortable to ask for help.

3. Me against Them Mentality

Problem: When an employee moves up in the ranks, they may bring with them baggage from their old position. This baggage could include animosity between a front of house staff member and one or more back of house staff members.

Solution: Create detailed checklists for each position so everyone knows what they need to do to fulfil their duties.

4. Dating the Help

Problem: The restaurant business is a social one and often people are attracted to those who are confident and in a leadership role which creates a lot

of opportunity for dating within the restaurant. The trouble comes in where it goes awry and/or is done too often and can lead to a hostile working environment and make peers uncomfortable. This behaviour could also create a quid pro quo situation where dating is used to get benefits such as better shifts or higher wages. Regardless, this is now a workplace where sexual harassment is taking place.

Solution: Sit down with your manager and advise them to be wary because if sexual harassment does occur, even if it is unintended, they could lose their jobs.

5. Not Looking the Part

Problem: You've promoted a staff member and they're not dressing the part. There was no way of knowing this beforehand as most line employees would arrive in their uniforms as opposed to in their "street wear".

Solution: To avoid this happening at all, you need to make it clear at training level how managers are expected to dress for their role.

Put the right systems in place and you can turn a great line employee into an exceptional manager.



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KEEPING YOUR KITCHEN CLEAN IS POSSIBLE

Whether your restaurant serves hot food or cold food, your food should be prepared and served in a clean environment.

You would be surprised at the number of restaurants who fall down at the hurdle of cleanliness. The most common excuses are:

- I don't know the kitchen.
- I can't get my staff to use the checklists.
- I don't have help.
- It's not that bad.

Most patrons will look at the restaurant from the outside and work their way in. Gum on the sidewalk, dust on ledges, dirty floors and tables that haven't been cleared can put a patron off visiting your establishment.

It is understandable that some restaurants are based in older buildings and cannot afford revamps; but there is a difference between a dated/tired restaurant and a dirty restaurant.

What can I do?

1. Host your Last Cleaning Party

Rope every single staff member in, hand them a rag and get to cleaning.

2. Create a Checklist for each Role in the Restaurant

- Create a detailed checklist to be referenced at the start and end of each shift. Remember to include details such as chemicals required, equipment, what needs to be done and so on. If your checklist is not detailed then your staff members cannot carry out the work to your specifications.

3. Hold the Right Person Accountable

- Each restaurant will handle this differently however, experts recommend holding the manager accountable. If a manager is letting a staff member leave without confirming their duties were carried out to completion then someone needs to complete the duties and that someone should be the manager. It is the manager's duty to ensure a complete restaurant is handed over and ready to go at the start of the next shift. You will be losing valuable time if staff are having to rush around and tidy up after the last shift.

4. Tie it in with Management's Bonus

- You will want to introduce a walk-thru report whereby you walk through the restaurant and allocate points based on cleanliness. You should detail the requirements and advise on the points allocation for each section, below is an example:

Front entryway (0 – 4 points): entry will be free of any dirt, rubbish and dust. All lights will be in working order and all glass surfaces will be free of any smudges, water spots or blemishes.

You will need to decide how many points equate to what percentage of their bonus and advise the managers. It is also recommended to call before you do the walk through as you want to catch them doing something right, not wrong.

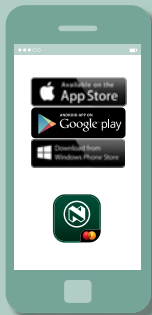
Putting the above in place will ensure you have a clean restaurant that patrons want to visit, your standards of cleanliness will be maintained and each shift will be set up for success.

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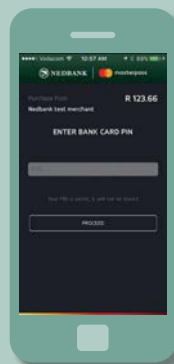
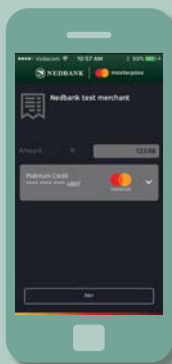
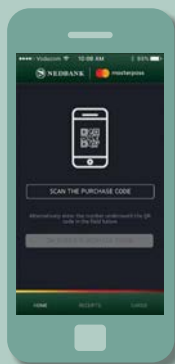


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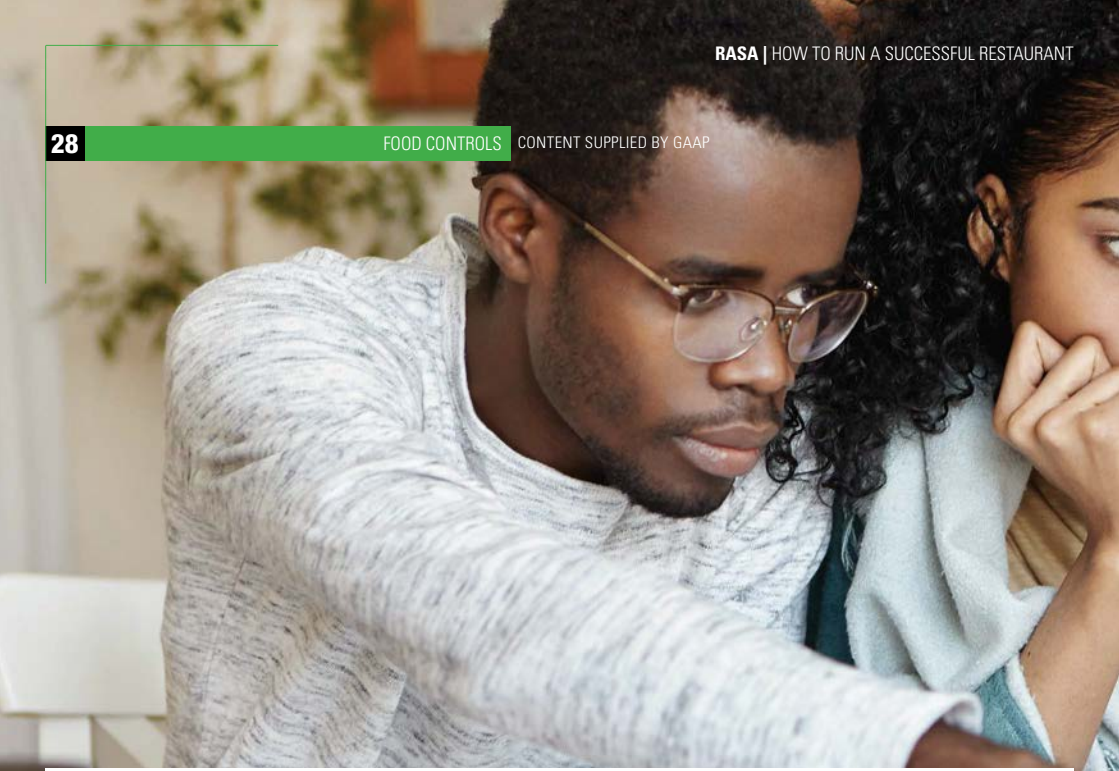


MOUTH-WATERING TIPS FOR FOOD PHOTOGRAPHY

Making your food look good through photography for your menus, website and social media is key. Here are some tips to consider when revamping your images:

1. Use Fresh Ingredients: This seems quite obvious but is easily over looked. You are often photographing your dishes close up so even the smallest flaws will show up.
2. The Best Side: Do not be afraid to take photographs from different angles, every dish has that one great angle that shows off the texture, shape and colour. Get creative by showing it in different ways.
3. Up Close or Not: Close ups are great to show off food texture like the marbling in meat and distance shots are best to show off the presentation of your food.
4. Light It Up: Lighting is everything, backlights are key to texture and making your dish look even more appetizing. Experiment with various lighting angles to find the ones that best show off the individual dish you are photographing.
5. Keep It Clean: Make sure that all plates and props holding the food are pristine, flawless and clean. Any imperfections will show up and make the dish look messy.
6. Raw Ingredients and Props: Use non-patterned plates and bowls so that the food really stands out. Using fresh raw ingredients really promotes the wholesomeness of your dishes.
7. Light Brush or Spray: Lightly brushing the vegetables with olive oil really makes them glisten or a light spray of water over a salad will make it look fresh.

Using these helpful tips when taking shots of your dishes will show your customers how amazing your food is. Good photography will help grow your business when you use these shots to advertise on your social media page, website and in your menus.

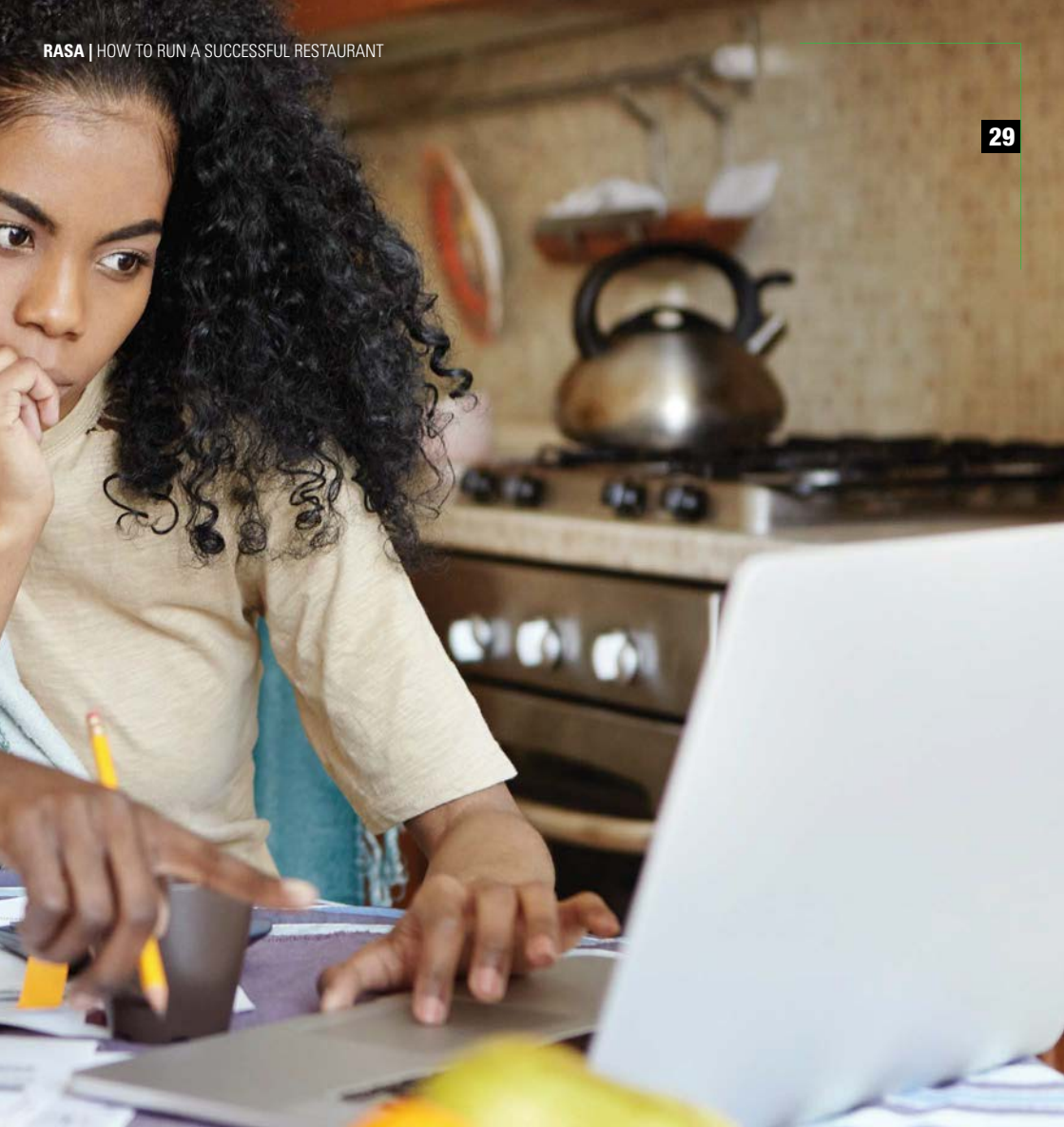


COST CUTTING

How can you lose money in a restaurant? Let us count the ways... You could lose it in the kitchen, the bar, the dining room, the storage areas or the back office. Don't panic, there are a number of ways to stem losses in those areas.

By combining these tips, you could save yourself a significant amount of money and apply it where it belongs - your bottom line!

1. **Lower Inventory Levels:** A common problem for restaurants is having more food on their shelves than necessary. Have a look at each product and base your reorder levels on how much you think you will use, don't forget to factor in a small safety margin. Having less on hand will prevent unnecessary spoilage and could encourage staff to portion better.
2. **Get Rid of Trash Cans in the Kitchen:** Trash cans are magnets for unnecessary wastage and rogue cutlery. Assign each employee a plastic tub and label each tub with the respective employee's name. At the end of the shift, inspect the tubs for unnecessary wastage and rogue cutlery. As you come across unnecessary wastage/cutlery, point it out to the employee and ask them to be more careful in future. If an employee is consistently throwing out cutlery or unnecessary wastage, consider holding a training session to combat the issue. It is a good idea to do this exercise at least once a month to keep an eye on wastage and curb any potential losses through your trash cans.
3. **Filter Frying Oil after every shift:** For restaurants who sell a lot of fried items, oil can be a huge cost. Keeping the oil clean and fresh not only enhances the flavour of the food but also lengthens the life of the oil thus keeping costs down. Remember to keep your oil used for frying vegetable items and meat items separate from one another, this means cleaning and storing the oil in separate containers as well.
4. **Customer Displays at Checkout:** Customer displays are used to show each item being rung up, the price per item and the total so far. These displays



can also reduce the number of order errors as the customer can then pick up a discrepancy before it reaches the kitchen. One of the easiest ways for cashiers and barmen to skim some money off the top is to not ring items up but still charge the customer the full price. Not all customers check their receipts and where there is no customer display; they won't see what has or hasn't been rung up and, therefore, won't challenge the cashier.

5. Use Glass Racks for Dirty Glasses: Most glasses are broken when they are in the kitchen waiting to be washed. It could be a simple error such as putting crockery on top of the glasses, accidentally knocking a glass off of a work counter and so on. Rather stack your dirty glasses in glass racks to avoid unnecessary breakages. Once cleaned, stack the racks in a mobile trolley for transporting to the bar or relevant area safely.

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HOW TO IMPROVE STAFF TRAINING

The most valuable asset of any restaurant is the staff. If you have badly trained staff, you will have unhappy customers.

If a staff member is bad at their job, don't automatically assume they are worthless and fire them. The staff member may just be inexperienced, under-prepared or unsure of how to do the work productively.

Do you have a staff training plan in place? What is the process when new staff members are hired or when other staff members are promoted? After training, can the staff member confidently handle his/her assigned tasks? Do they know what is expected of them? Take a step back and assess your staff training plan critically.

Here are a few training ideas to get your back-of-house and front-of-house staff members up to scratch:

1. Create a Staff Training Plan

Before you hire any more staff, take some time out to write a checklist of everything a server, hostess, busboy or sous chef needs to know by the end of training. This may seem like a tedious task but it will come in handy when creating the training plan for each designation. Keep a copy of this list to give to staff members at the end of training and ask them to give you feedback on how well the various items were covered.

2. Shadow Shifts with a Write Up

Shadowing is common practice in hospitality and



▶▶ is an effective training method. Instead of simply pairing new employees off with existing employees and hoping for the best; rather have them fill out a questionnaire after their shift to gauge how much they have learnt. This is also a great tactic to evaluate the performance of existing employees and correct them where needed.

3. Make POS Training Fun

POS training can be drag and it's ok to admit it. Make your POS training more fun and interactive by pairing off your staff members and entering each other's orders on the POS. After capturing the order, the staff member who wrote down the order will need to double check what has been entered and advise on corrections. Also include a checklist next to the POS explaining what to do when closing tables, voiding items, capturing gift cards and so on. Afterwards, give the employee a verbal test to gauge how much they have learnt. You will know someone is capable

when they can explain to you what they have learned.

4. Hold a Pop Quiz

Your POS system should allow you to track best-selling items; simply pull a report on your best selling items and quiz staff at the pre-shift meeting. Remember to also quiz staff members on new menu items to gauge their knowledge of the new menu items. This will also create a platform for staff to ask questions about dishes they aren't sure of and could improve sales - a staff member cannot accurately promote a menu item if they are unsure of an item.

5. Implement Peer Reviews

No matter how long a staff member has been with you, there is always room for improvement. Employees are constantly interacting with each other, observing each other and working together which can be a great tool for getting useful feedback. Combine peer reviews with your own to provide an all-encompassing evaluation.

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KEEPING BAR COSTS DOWN

You've finally added that bar area to your restaurant or you've finally opened that bar you've been dreaming about all these years. Instead of seeing the cash rolling in like you had envisioned, you're watching it be absorbed back into the bar. Running a bar efficiently can be an expensive exercise if you do not have the right measures in place.

We have compiled a list of tips to help you manage your bar more efficiently and keep control of those running costs:

1. Inventory, Inventory, Inventory (so important we had to type it 3 times)

When running a bar, you'll be making a significant investment in liquid assets which can disappear at

an alarming rate. You need to know exactly what is in your inventory, what you paid for it, at what rate it is being used and where it is at all times.

2. No Free-Pouring

Do not allow free pouring of spirits. Your bartender may think they are a seasoned pro and they know how much to free-pour for a tot but do not allow this. Free-pouring often leads to over-pouring (for friends) and under-pouring (for strangers) which will hit you where it hurts most - your bottom line!

3. Track Productivity

Track your bartenders' productivity and within a few



weeks it will become apparent who your sales leaders are. To calculate your bartender's sales per hour you will need to divide their sales by the number of hours worked. If their sales per hour are consistently below average, there are five possible reasons.

1. They may be working too slowly and cannot keep up with the demand.
2. They may be making terrible drinks and patrons aren't sticking around for more.
3. They don't have the right attitude/personality which is putting off patrons.
4. Their sales technique needs refinement as they are consistently underselling.
5. Lastly, they are stealing from you. They will not be

able to hide from you for long if you are tracking their productivity.

6. No Name Wine

Find lesser known wines and try them out. You will be surprised by some of the lesser known wines you can get; these wines can often hold their own when competing with the more well-known wines. Lesser known wines can be purchased for a fraction of the cost and sold at a higher mark up. You can always get a few bottles in as a trial run to see how they fare in popularity and profit in comparison to the well-known wines before making a substantial commitment.

4. Control the Suds

Beer accounts for almost half of all alcoholic beverages sold. In a perfect world, every drop of beer you purchased would be sold and not wasted. Industry figures have shown a high volume of wastage through over-pouring, giving away drinks to friends and theft. Monitor the sales of every single keg - is the percentage of waste acceptable? Spot check employees to ensure they are pouring correctly and not over-pouring. Don't forget, your kegs lines also need to be cleaned and maintained on a regular basis - don't pour money down the drain through dirty keg lines.

CREATING A MENU



As you put together a plan for your food-service business, be aware of some of the trends in terms of menu content and design: These factors could--and, in fact, should--influence the type of food-service business you open.

Restaurant operators report that vegetarian items, tortillas, locally grown produce, organic items, fusion dishes (combining two or more ethnic cuisines in one dish or on one plate) and microbrewed or local beers are gaining in popularity. Pita dishes and wraps continue to be in high demand, too, as an easy-to-consume alternative to sandwiches. You will also see a strong demand for bagels, espresso and specialty coffees, and "real meals," which are typically an entree with a side order. Consumers are also eating more chicken, seafood and beef dishes than they have in recent years. At the same time, people expect to see meatless alternatives on the menu. Consumers are also demanding "comfort food"--the dishes that take them back to their childhoods, when mothers baked from scratch and meat and potatoes were at the center of each plate.

Menus are also showing a number of ethnic dishes and spice-infused offerings. It's not surprising to find Thai, Vietnamese, Creole, Tuscan and even classic French cui-

sines on the same menu and even the same plate.

At the same time, be sure to keep the kids in mind as you plan your selections. If families are a key part of your target market, you'll want a range of four or five items in smaller portions that youngsters will enjoy. If you serve snack items as well as entrees, note that kids are choosing healthier snacks more often than they did a few years ago, thanks to concerned parents. For example, while both sweet and salty snacks remain popular, yogurt is the fastest growing snack food based on consumption frequency among kids ages 2 to 17. While most restaurants still offer fixed kids' meals, you might consider allowing your young diners to choose among a selection of nutritious options.

Though menu variety has increased over the years, menus themselves are growing shorter. Busy consumers don't want to read a lengthy menu before dinner; dining out is a recreational activity, so they're in the restaurant to relax. Keep your number of items in check and menu descriptions simple and straightforward, providing customers with a variety of choices in a concise format. Your menu should also indicate what dishes can be prepared to meet special dietary requirements. Items low in fat, sodium and cholesterol should also be marked as such.

Cooking with Natural Gas

Many chefs prefer cooking with gas instead of electricity due to the enhanced control of cooking temperatures. Natural gas is an environmentally-friendly fossil fuel extracted from decomposed plant and animal matter found in rock, deep in the earth. Natural gas is the earth's naturally produced combustible gas and is an effective and efficient energy resource. Egoli gas reticulates

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THE BENEFITS OF COOKING WITH GAS

- **Lower Emission** – With a gas stove you will experience less wasted heat around the stove top
- **Faster cooking** – When you turn a gas burner on, you will have immediate heat. This will help you cook the food faster.
- **Accurate Cooking Temperature** – When you make changes in the cooking temperature turning - the flame higher or lower – the change occurs immediately. This ensure more accurate temperatures.
- **Even Heat Distribution** – A gas stovetop burner offers even heat distribution over the entire burner to eliminate the possibility of scorching foods.
- **No Power loss** – When the electricity goes out, your gas flame does not die.





ADVANTAGES OF A POS SYSTEM TO HELP MANAGE RESTAURANT COSTS

Customer billing is an area where restaurateurs face many challenges. Firstly, there's the need to accurately record all food items purchased and, secondly, to ensure the customer is charged the correct amount. While this may appear to be a simple task, it is complicated by the need to simultaneously handle multiple orders, and billing errors are more common than many realise. This is where a point of sale (POS) system can make a significant difference; because it inherently improves the ability to accurately record each item ordered and ensures that the customer is charged the correct amount. It also accurately records turnover, costs and identifies purchasing trends.

What is a POS System?

Although the term POS originally referred to the point at which a customer pays for purchases, in modern

parlance POS refers to a sophisticated computerised system that automatically records sales information. Additionally, a POS system is often linked to credit card payment systems. Typically, a POS system simplifies the task of invoicing a customer because it looks up the price of each item purchased and calculates the total amount due. Some POS systems automatically record each item as it is ordered,



transfers the order to the kitchen, and automatically tabulates the bill, thus saving time when the customer asks the waitron for the bill.

Key Features

POS systems often use a graphical interface with menu items listed, and all the waitron does is select the appropriate items and the number of portions

served to automatically prepare the invoice. In many cases, the POS system links to a central server and automatically tabulates items ordered through the kitchen and bar. The system stores all sales information, and this provides management with an easy-to-use tool to identify, for example, which menu items are popular. In addition, it is possible to provide a detailed cost breakdown of each menu item, and it's



▶▶ also possible for the system to automatically update inventory levels and usage.

How POS Helps Reduce Costs

The accurate information available from the POS system helps management establish food usage and costs as well as allowing them to identify which dishes are most frequently ordered and which ones aren't. POS ensures accurate customer billing and to that end, minimises under-billing of customers. Other useful information that's readily accessible is data such as hourly sales patterns, sales per employee, speed of service and ingredient usage. Altogether, this information assists restaurant managers to exercise effective control and reduce wastage.

POS: A Worthwhile Investment

Although POS systems are an additional expense, the information they provide helps restaurant owners reduce costs and make strategic decisions to strengthen and grow the business. Apart from the benefits of providing accurate information, POS systems help reduce losses, minimise ordering errors, improve labour productivity and increase individual accountability. The financial benefits of a POS system are ongoing, and the return on the investment more

than justifies the increased cost and, when wisely used, leads to increased restaurant profitability.

Restaurant Food Cost

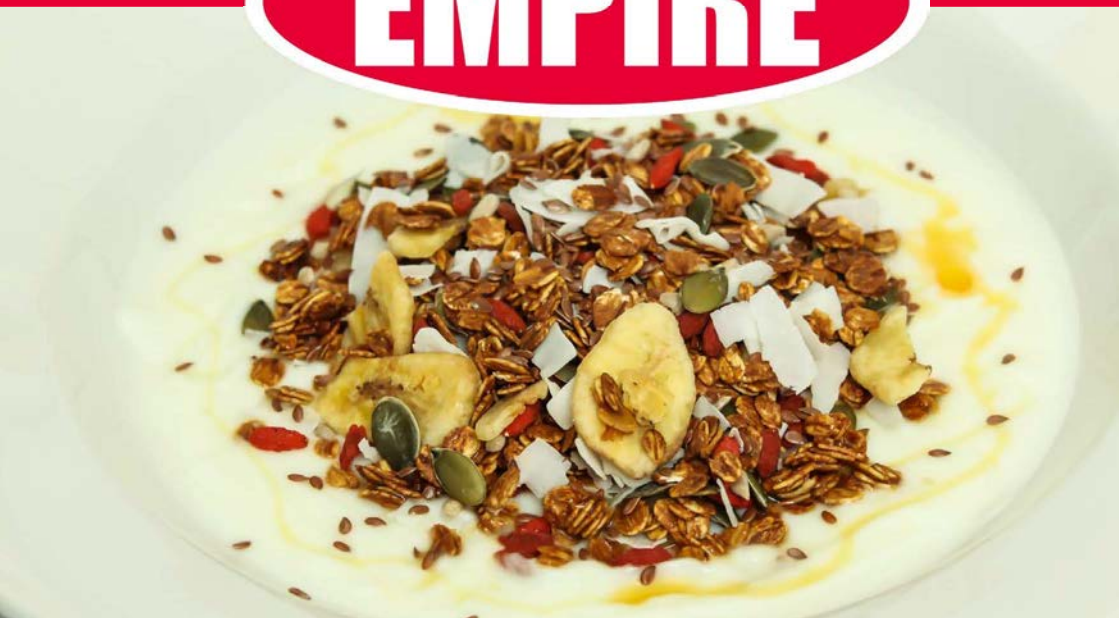
True restaurant food cost is not what the customer pays for the meal on their plate. The true food cost is the percentage generated by a restaurant's food inventory management. It may sound complicated, but at its most fundamental, it is actually quite simple. Unfortunately many restaurant managers do not calculate food cost the way it is supposed to be done. Even if they do calculate it correctly, many are not aware of everything that goes into it.

What is Food Cost?

Food cost can be determined as the percentage of the total of your restaurant sales that are spent on food product. This percentage should stay somewhere around 30-40% in order for the restaurant to show profitability. When food cost is combined with labour costs, it usually consumes between 50-75% of a restaurant's total sales. If your food costs are higher than 40%, it may be time to take a serious look at the way you do business.

There are some quick service restaurants with very low labour and rental costs, that can run profitably with a food cost in the 45-50% range.

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HOW TO CALCULATE FOOD COST

The ratio for theoretical is actually quite simple: Theoretical Food Cost = Cost of Food Sales / Food Sales. E.g. if you sell R100.00 worth of food, and the food costs you R29.00 your food cost is 29%.

To obtain an accurate food cost, you will have to include the change in your inventory (stock) levels. If the value of the stock grew over the month, the value it grew by must be subtracted from the Cost of Food Sales. If it shrunk, that value must be added to cost of food Sales.

To get an accurate assessment, you will first need to look at a specific time period in your restaurant's operating life. The typical Food Cost assessment is done Monthly.

You can follow the steps below to determine your restaurant's Food Cost.

Steps for Calculating Food Cost

Step #1: Establish your time frame for evaluation. This is not just a one-time deal; your time frame needs to be set up for regular food cost assessment. You will need to work with your accountant as well as your managers in order to have all the information you need regarding sales, purchases and inventories available to you when the calculation is done.

Step #2: Total all of your customer checks (or reports received from point-of-sale cash registers). You only need to include the sales that are generated specifically from food sources and should fit within the time frame that you are looking at.

Step #3: Determine your Cost of Food Sales. These are the costs that are related to your food sales and include purchases as well as adjustments for inventory level. It is very important not to just



include purchase in this part, but also to include the difference in your inventory (from the last time you calculated your inventory, until this time).

Step #4: Once you have your cost of food sales (including inventory adjustments) you can determine your Food Cost Percentage. This is determined by taking the total that you came up with in determining your Cost of Food Sales (Step 3) and dividing it by your actual food sales (step 2), the number that you come up with is your FOOD COST.

So: Food Cost = Cost of Food Sales / Food Sales

Once you have determined your food cost percentage, you need to take a good hard look at the numbers themselves. While most restaurants that operate successfully consistently generate Food Costs between 30% -40%, the kind of restaurant you are running will have an impact on your overall percentage. For example, whereas Italian restaurants run fairly low (about 30%) a steak house can

have Food Cost of up to 40% and still be successful.

By determining your Food Cost on a regular basis, you can develop a powerful analytical tool for comparing months as well as identifying trends in customer purchasing or in product fluctuations that you can counter by being prepared to deal with. All in all, it is a valuable tool that you will come to appreciate.

Additional Considerations:

In general, beverage cost of sale will be lower than food cost of sale, depending on your target market normally 5 – 10 % better. It is very important to know what each product you sell costs you, so that you can determine that you are selling it at the correct price. Once you have that knowledge, you can set the selling price based on your targeted food cost, what your competition are charging and what the market can bear.

FREQUENTLY ASKED QUESTIONS ON COMPLIANCE AND LEGISLATION

1	Question What is a Business/Trading License?
	Answer A Business License is a license issued in terms of The Business Act, Act 71 of 1991 by the Business Licensing section of the Local Authority. Its applicable to all foodstuffs in the meals and to any and all food premises. Also certain kind of Health and Entertainment premises requires a Business or Trade License
2	Question What is a Certificate of Acceptability or Health Certificate?
	Answer A COA is issued by the Environmental Health Department of the Local council in terms of Regulation 962 of the Foodstuffs and Cosmetics Act. All and any premises doing preparation, selling, packaging, serving and distribution of any form of foodstuff fit for human consumption must have a COA.
3	Question Why is a Fire safety inspection required?
	Answer In order to get the Certificate of Compliance for the Insurance, business licence and Occupation certificate you must an inspection done and obtained the certificate from Fire safety.
4	Question What is an Occupation certificate?
	Answer An occupation certificate is required by Business licenses, Health and fire safety before they issue certificates. Landlords and insurance also require a occupation certificate. It is issued by the Building Inspectorate of the Local council in terms of the National Building Regulations (NBR) and SANS 10400.
5	Question Why and when is a building plan required?
	Answer Building plans are required by Business licenses, Health and fire safety before they issue certificates. The NBR requires that all buildings, houses, shops and factories must have approved plans and any changes to the any premises revised or new plans must be submitted and approved.



6	Question Why is Liquor Licenses required?
	Answer The National liquor act requires that all and everywhere liquor is sold and made a liquor license is required and It is renewable annually.
7	Question Is the Business license, COA and fire safety certificate transferrable at ownership change?
	Answer No it is not and the new owners must re-apply and go through the application and inspection process again.
8	Question Is the Business license, COA and fire safety certificate renewable annually?
	Answer No but certain local authorities do require the license to be renewed annually like Tshwane Municipality
9	Question What is the Flammable Liquid and Gas permit?
	Answer The Flammable liquid and gas permit is for premises that use gas in the kitchen but only if the premises stores and uses more than a 100KG. It is inspected and issued by the Fire Safety department of the local authority. It is renewable annually at the Fire Safety Department.
10	Question How long does the whole process of the Business license, COA and fire safety certificate normally takes from start to finish?
	Answer If all the local council officials keep the S.O.P, guidelines and timeframes set in the legislation, about 4 weeks.
11	Question What is encroachment of property and who requires it?
	Answer Some local councils will enforce the law that if establishments are utilizing the pavement or sidewalk, the business must apply for encroachment of property at the local authority.
12	Question Is a liquor license transferable?
	Answer Yes it is as long as it is for the same exact premises

FIVE STEPS TOWARDS FOOD SAFETY COMPLIANCE

You have put your heart and soul into the starting up of your superb restaurant, overcome all the opening day hiccups, have fantastic staff working for you and have the regulars who always eat at your restaurant. It is all coming together, but you still have this persistent fear that it could all come crashing down around you.

What is your biggest concern? The lack of adequate new patrons? The possibility of a food poisoning inci-

dent? A dreaded visit from the department of health after a customer complaint? Bad press publicity?

Social media allows every customer to share every good or bad dining experience they have on a public platform. This can have an immediate massive impact on your business. The question is can you afford any negative publicity?

Even though food poisoning in SA is a notifiable disease, current statistics regarding food borne ill-



ness in SA are difficult to find. Food related illnesses are also less likely to be reported because most of victims will suffer at home for 48 hours before seeking medical attention. During this time the most severe food poisoning symptoms will have passed. The question is, what does this angry customer say about your restaurant whilst sick at home and also when they are back at work.

The Consumer Protection Act which was promulgated in 2008, makes South African citizens one of the most protected groups in the world. Food premises can be sued up to R1 million or 10% of their turnover if they are found to be negligent. An effective Food Safety Management programme can prevent any food safety incidents

Food Safety should form an integral part of your daily activities within your restaurant. The only way to achieve this is to instil a food safety culture right from the start. Trying to change established bad habits is very difficult later on and can also be met with enormous resistance.

We will explain show you how achieve Food Safety compliance in your restaurant in 5 steps:

1. Have a food safety assessment conducted to see what your current food safety status is. Contact our Entecom head office to set up an appointment. This assessment normally takes about 1 to 3 hours depending on the size of your facility. This assessment report will provide you with a Food Safety score with clear guidance as to what areas you will need to focus on in order to improve your Food Safety standards. Make sure that your kitchen already has a Certificate of Acceptability issued by the Department of Health prior to this assessment.
2. Purchase a food safety manual containing all the required documents from Entecom. You will be coached as to how to use the manual. The manual has been compiled to be as user friendly as possible.
3. Train your staff on food safety. All kitchen staff should be trained on the Basic Food Safety.

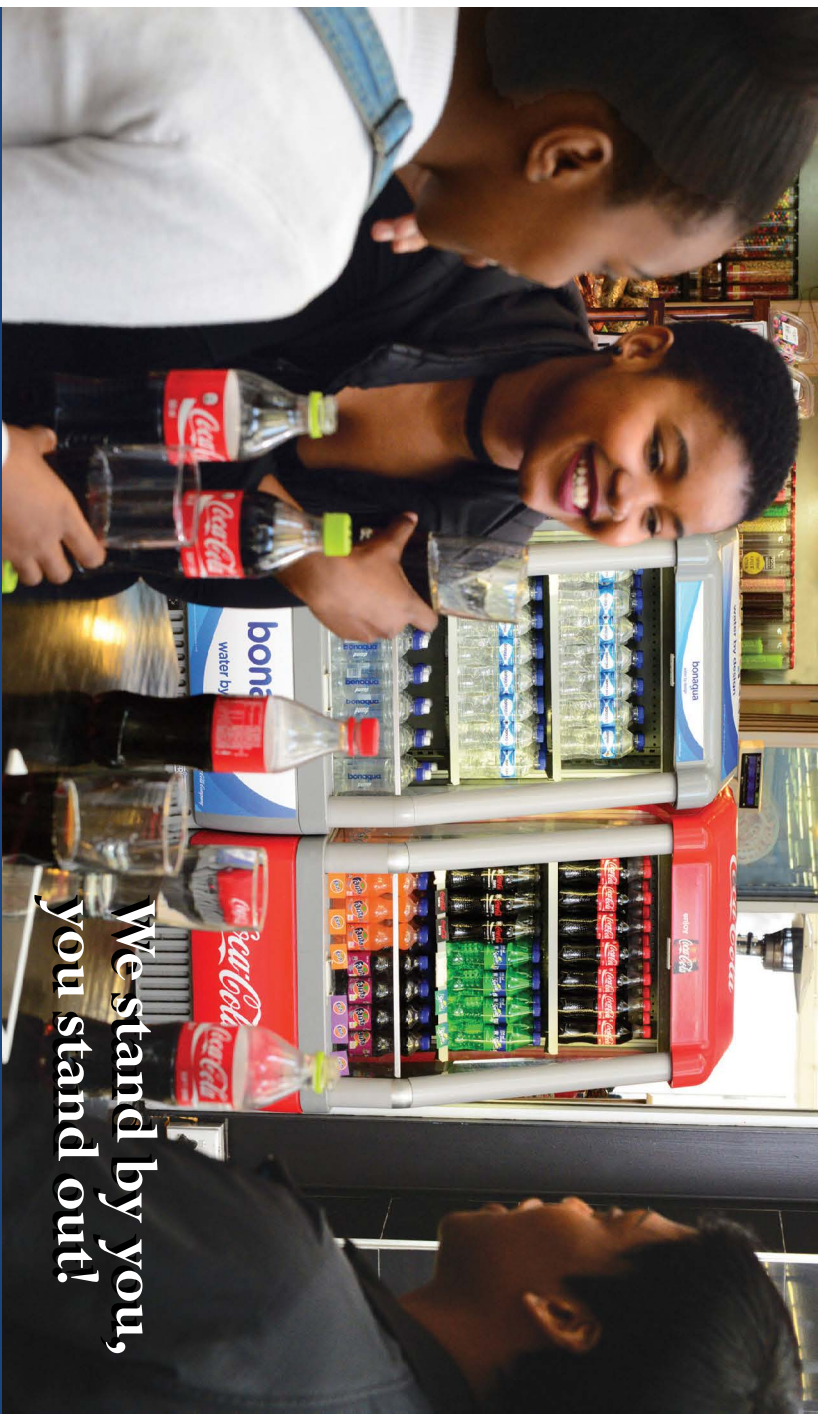
Entecom facilitators are food safety experts with a passion for food safety training.

4. Implement a six monthly assessment programme to monitor the food safety status of your kitchen and to ensure ongoing implementation, maintenance and improvement of the food safety programme. Strive to achieve a score of 75% or more on the audit. Entecom can provide the assessment service to your company and will track the food safety status. The food safety assessment will also include taking a few food samples as well as hand and equipment swabs. Entecom has compiled a five star food safety rating system which is based on international catering standards. Restaurants can progress from one star (Basic Food Safety based on the R962 (SA Regulations Governing General Hygiene Requirements for Food Premises and Transport of Food) and ISO/TS 22002-2 Prerequisite programmes on food safety - catering) to five stars (full FSSC 22000 certification), depending on their target market.
5. Reap the benefits of all your hard work. Start promoting your food safety status to your customers via the public display of certificates and staff training achievements. Make use of the Entecom Safer Food Smarter Business Logo on your website and on your menus for your customers to see how serious you are about food safety in your kitchen and to give them the assurance that they are in caring hands when dining at your restaurant.

Entecom are in the process of promoting a five star food safety rating system to RASA. The objective of this system is to increase food safety standards within the hospitality sector and to allow restaurants to promote their food safety star rating in order to attract customers to their restaurants.

We would love to hear your views.

Contact Janice@entecom.co.za or visit our website at www.entecom.co.za for more information.



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FOOD FOR THOUGHT – USING INTELLECTUAL PROPERTY TO PROTECT A RESTAURATEUR’S FINEST ASSETS

Intellectual property can add value at every stage of innovation and commercialisation. It enhances mind-share and market penetration, attracting customers through promotions and campaigns. Just like having a star chef or novel cuisine, intellectual property can also give you that competitive edge.

The name game

A trade mark is a traditionally a brand name, a slogan or a logo (or any combination) which identifies the services or products of one person and distinguishes it from the products and services of another. It assures a consumer of the quality and reliability of the products or services. Well-known examples are the much loved KOO brand for baked beans, the distinguished INVESTEC name in private banking, the catchy FINGER LICKIN’ GOOD slogan for fried chicken and the iconic COKE bottle shape for beverages.

The trade mark acquires value independently of the product or service. In many cases, trade marks of products and services have become so popular that the value of the trade mark far exceeds the value of the buildings, equipment and other tangible assets that are used to produce the product or render the service.

There is a popular myth that a company registration which incorporates your brand means that your rights are secure. The legal reality is that no proprietary rights flow from the mere registration of the company. The rights attaching to a company name would flow from the registration of a trade mark or the continuous use of the name as a brand identifier.

The core intellectual property ingredient is the careful selection of the restaurant name and its protection. Selecting a trade mark is no trifle matter. It may be

tempting to choose a name which describes a feature or characteristic of your products or services. A surname, family name or location is also a typical craving among many. Such names tend to be weak and would be hard to enforce if used by another restaurateur.

The legal standard for a trade mark is distinctiveness. The strongest marks typically have no meaning in relation to the goods or services for which they are used. Fanciful or arbitrary names are the cream of trade marks as they are easy to protect and a trade mark attorney’s dream to enforce. Chew over XEROX for copiers or APPLE for computers.

Before signage and advertising material for the grand opening are given the nod of approval, clearance searches are crucial. The search will provide assurance that when your brand arrives on the market, there will be no infringement on the rights of your competitors.

Some restaurants also package and sell branded products such as microbrews, preserves, condiments, clothing, cooking aprons and cooking utensils. A good example of this expansion to these branded products is NANDO’s range of sauces and seasonings. Trade mark checks and protection for the expansion to branded products should be acquired

Menu design and dish names

Based on its originality, your restaurant menu may also qualify for copyright protection. Copyright is described as the exclusive right in relation to a work embodying the results of intellectual activity to control the commercial exploitation of that work. Copyright protects creations of the mind, such as literary works, music, movies, drawings, pictures, books, photographs and computer programs. What is

protectable is the expression of the idea in material form, and not the idea itself. Copyright in eligible works cannot be registered (the exception being cinematograph films) and it arises automatically upon the creation of the work, provided that certain conditions are met.

If the menu includes photos, illustrations, images, unique descriptions of the dishes and arrangement of food items which are unique, the overall design of the menu may be eligible for copyright protection. Additionally, the entire written content of a menu may also be entitled to copyright protection if a sufficient measure of creativity went into the order in which the dishes are arranged on the menu. Use of a copyright notice on any work to assert copyright is recommended. This notice may consist of the symbol ©, the copyright owner's name and the year are in which the work was published.

While there is nothing unsavoury about using common names on your menu such as "egg fried rice" or "steak and chips", why not use a signature name for your next gastronomic creation. If it explodes onto the flavour scene, imagine all the traction it will gain, driven by a stand-out name. Signature names may be protected as trade marks provided that they measure up to the distinctiveness standard and have been cleared for use.

An appropriate example is McDonald's "Mc" family of registered trade marks, which consists of McNuggets, McMuffin and McFeast, among others. Although they refer to the product, establishing a family of trade marks can help bolster the strength of the main brand. Such an approach is not without risk. Should the new menu item fail to hit the mark, the main brand may lose some goodwill.

A CRONUT is a fusion of a croissant and a doughnut. The recipe for the CRONUT is extremely valuable, but what complements it is the invented name CRONUT, which was immediately trade marked by its creator.

The concept of co-branding can provide the best of both worlds, if well prepared and executed. Two familiar brands collaborate to create a fresh product and a new consumer base. Menu items can use a well-known product as an ingredient (McDonald's has incorporated the OREO biscuit to create the McFlurry dessert and KFC has used the KitKat chocolate to create the KRUSHER beverage). It is essential that each individual trade mark maintains its brand identity and integrity. There should be no blending of the existing brands to form one single hybrid brand.

Recipes

Recipes may be protected as trade secrets. Trade secrets are information, formulas, compilations or devices that obtain economic value from not being generally known to other people who could obtain economic value from their disclosure and use. They are the subject of reasonable efforts by the owner to maintain such secrecy. The COCA-COLA formula, the spices in KFC's chicken, McDonald's Big Mac "Special Sauce" illustrate recipes that have benefited from trade secret protection.

To qualify, the recipe must have limited availability, economic value and relative secrecy. If it is leaked or becomes public knowledge, it may become valueless. Restaurateurs should take reasonable precaution to prevent disclosure. Non-disclosure and confidentiality provisions with key employees such as chefs and managers in an employment contract are basic courses.

Recipes are unlikely to be eligible for copyright protection as they are generally a list of ingredients. However, when the recipes are expressed in a very precise original manner, for example with explanatory notes along with illustrations and photos, copying the same can be an infringement of copyright. The ideas of the recipes (for example, the concept of a CRONUT) can-



not be protected by copyright. Chefs and restaurateurs therefore have little redress under copyright law unless they have published their recipes in compilations.

In unusual circumstances, a recipe may be worthy of patent protection. A patent is an exclusive right granted for an invention, which is a product or a process that provides a new way of doing something, or offers a new technical solution to a problem. In order for an invention to be patentable in South Africa, the recipe must be useful, novel and inventive. The novelty in the recipe is lost if the recipe is an old family one. Recipes are typically combinations of ingredients that are known for a specific purpose. Even if the combination is new, establishing that the combination is inventive can be hard. The adoption of innovative preparations or cooking methods in a recipe may result in a valid patent: for example, the achievement of unexpected results such as fat-free processes or ingredients, the addition of certain off-the-shelf ingredients such as antioxidants, or defining process steps by preservation, fermentation or ageing.

Website

An effective internet presence is necessary for any restaurateur to gain customers and credibility. It is also a cost-effective stage for advertising and sales. In all, it is an essential tool for the viability and success of your restaurant. Domain names that incorporate your trade mark can be challenged.

The design, images and illustrations used in a website are protected under copyright laws. If a freelancer or an agency has designed your website, it is recommended that the agreement must contain a copyright assignment clause granting you the copyright of the website. The general rule is that the author of the work is the owner of the copyright. In the absence of this copyright assignment clause, the freelancer/agency will be the owner of the copyright vesting in the website design.

Décor, layout and equipment

Restaurant decor and layout may meet the requirements for protection. A restaurant's distinctive exterior or interior decor may function as a trade mark, consisting of dimension, shape, colour and texture to the extent that such elements are not functional. A checkered red-and-white tablecloth and candles for an Italian-themed restaurant will not make the grade.

In 2013, the United States Patent and Trade Mark Office registered a trade mark in the name of Apple Inc. for the design and layout of their retail stores. The Court of Justice of the European Union in 2014 also confirmed that a design for a retail store layout by Apple Inc. can, in principle, be registered as a trade mark.

In the case of Apple Inc.'s retail stores, there is a strong argument to be made that customers do associate the company's store layout with their services and the store layout itself is unique from others. A trade mark registration of this nature has advantages (for example, over the laws of passing off) when pursuing to protect and enforce the intellectual property rights in the "get-up" or "look-and-feel" of a restaurant.

When a trade mark is not an option; a registered design may be applicable. By way of introduction, the registered design is a form of intellectual property that protects the appearance of an article. Unlike patents, it does not only relate to technical inventions, and, unlike trade marks, distinctiveness does not feature. If the design (aesthetic or functional) is new and original, it can be protected by filing an application for a registered design.

While smaller restaurants may not have anything to protect in terms of patents or designs, bigger restaurant chains like KFC, McDonald's and Subway have many patents over kitchen equipment which are used in their day-to-day activities. If you are developing custom equipment, consider obtaining patent or design protection.



MOBILE ADVERTISING TIPS



It is time to focus on mobile. Everyone has a smart phone. At least, everyone over age 15, and quite a few from the younger crowd, too. Use mobile advertising to your advantage by marketing to your customers on the tech they love most.

1. Create a Mobile VIP Club and text your promotions to your customers
2. Make mobile coupons on your website and update them twice a month.
3. Advertise menu specials with QR codes.
4. Advertise "No Wait, Get Seated Now!" on mobile search ads.
5. Take advantage of Google's PPC mobile ads.
6. Hire a professional to create an app for your restaurant.
7. If your restaurant is family friendly, have a pro design a mobile app game for kids. Give the code as a customer loyalty prize or other promotion.
8. Make sure your restaurant's website is optimized for mobile.
9. Hire a marketing pro whose specialty is mobile advertising. They'll have a good grip on industry changes as they happen.
10. Post ads on your mobile payment screen to encourage last minute purchases and add-ons.
11. Use Four square mobile ads to attract nearby customers.
12. The phone someone carries says a lot about who they are. Find out what platforms your customers use, and use this data to refine your marketing demographics.
13. Triple check every ad before running a campaign.
14. Don't use your QR code landing page as your homepage on your site – make sure QR code users have a reason to stop by.
15. Track ad performance by using QR codes on multiple ad platforms (menus, billboards, etc) and noting where your traffic volume is highest.
16. On comment cards, invite users to tell you whether they use iPhone, Android, or another mobile OS.
17. Tweak PPC mobile ads until they perform strongly.
18. Use multimedia in your mobile ads.
19. Make sure load times are fast across browsers.
20. Allow users to pay with apps like Google Wallet, and train your staff accordingly.



Citrocasa

Austrian Automatic Citrus
juicer – 22 fruits squeezed
per minute



Blendtec

Strongest and
quietest blender
in the world



Enterpack

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all cold, hot, solid & liquid foods as well as
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See sample trays below



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EMAIL MARKETING TIPS



Email is one of the most effective marketing platforms available. It lets you interact in a very personal way with your customers. Don't miss the opportunity to maximize the marketing and advertising potential of the inbox – but remember to make your newsletters more than coupons, or you'll lose subscribers in a hurry.

1. Train wait staff to use discounts to get email addresses.
2. Include an email blank on comment cards.
3. Publish a monthly newsletter via email with exclusive discounts.
4. Offer a benefit to email subscribers, like exclusive behind the scenes tours.
5. Engage directly with your customers via email by asking for their input on new menu items.
6. Offer subscribers a gift card in exchange for getting ten of their friends to subscribe to the email list.
7. Use an email system that meets your needs, like Fishbowl or MailChimp.
8. Create templates for thank you notes and reservations in advance.
9. Advertise your newsletter on your website, menu, and take-out menu.
10. Segment and personalize your list – save data like birthdays and anniversaries, and offer targeted promotions for these dates.
11. Get personal. People are bombarded with email marketing newsletters. Set yourself apart by connecting openly.
12. Address your readers by their first name or nickname if known.
13. Use proven subject lines.
14. Split test (A/B test) email newsletter headlines with a small group before sending to your list.
15. Unsubscribe readers who are inactive for three months or longer and don't read your messages.
16. Include links to your website in every email.
17. Ask subscribers to whitelist your emails, and provide instructions how.
18. Be careful to avoid using words that ISPs blacklist or send to spam.
19. Make your emails more engaging with multimedia content.
20. Ask your readers what kind of content they'd like to see, and provide it.

PRINT ADVERTISING IDEAS



Print ads are far from yesterday's news — the rise in digital marketing does mean one thing for print, though. Less competition for ad placement. Put a modern twist on print to maximize your advertising budget.

1. Use endorsement logos on flyers.
2. Staple coupons to receipts.
3. Put menus in to go bags.
4. Use a direct mail service to send discounts.
5. Custom print takeout bags with your logo and contact info.
6. Attach fridge magnets with your contact info to go orders.
7. Place a monthly ad with a special in your local paper.
8. Rent a billboard or other large display. Post creative and memorable ads like these.
9. Create a cookbook for home cooks with recipes inspired by your menu's dishes. Offer it as a retail item, and include all contact data on the cover and in the interior. Here's an excellent example.
10. Advertise in travel magazines.
11. Pitch a travel writer an article about your eatery, offer a complimentary meal.
12. Keep business cards for the managerial staff and owner at the hostess stand.
13. Create custom brochures for catering services (if applicable), for distribution at bridal expos and similar events.
14. Provide convention centers with highly targeted coupons for conference and expo attendees.
15. Custom print bar coasters with your contact info and a catchy design.
16. Invite area food critics — their articles are free print ads.
17. Print your contact info on gift cards, use an eye-catching design.
18. Sponsor area events like BBQs and chili cook-offs. Make sure your logo is printed in the promotional materials.
19. Host community groups and print fliers with the schedule of events for diners to take home.
20. Run a print ad in area school yearbooks or theater programs.



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Function Service

Transporting guests home in their own cars safely after a function



Chartered Bus

Chartered bus service that will transport you and your friends or colleagues on a customised route of your choice



Shuttle Bus

Point to point service



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SOCIAL MEDIA MARKETING



Facebook, Twitter, Pinterest, Google+...the advertising possibilities of social media grow daily.

Your customers rely increasingly on social media for daily communication with friends and family, and they're likely to look for your restaurant there, too. Surprise and delight by engaging in a fun, informative, and consistent way.

1. Tweet out menu specials.
2. Use Twitter's promoted post feature to build your loyalty program.
3. Claim your Foursquare business listing.
4. Be consistent in your posts across platforms.
5. Encourage active participation and post sharing.
6. Post special discounts to your social media feed.
7. Hold contests on Facebook and Twitter.
8. Post "surprise" specials on Twitter with a limited time window on menu favorites.
9. Don't just post about your restaurant. Include posts that appeal to your demographic's other interests.
10. Keep your social media personality consistent with your restaurant's.
11. Make sure your campaigns are coordinated carefully. Sloppy social won't help you.
12. Be sensitive to current events in your postings.

13. Don't capitalize off tragedy, but to get onboard with local movements that fit your brand.

14. Use apps like TrendSpottr to stay current on topics that are trending.

15. Post pictures of your food that look delicious and inviting.

16. Host giveaways once every 2-3 months.

17. Use Buffer, HootSuite, or similar apps to pre-plan your posts.

18. Never post without reviewing for grammar or punctuation errors.

19. Use hashtags to gain a wider audience.

20. Don't overdo it. Post at least once per day, but not 10-20 times.

Facebook advertising is great for restaurants because it allows you to specifically target your ideal audience. With a relatively small budget, you can set up ads to your website or simply just to grow your Facebook fanbase, and do so by targeting individuals specifically in your restaurant's region and who already like related pages. You can also target by age and gender to further hone in on your ideal demographics." – Debbie Miller, Social Hospitality.

WEBSITE ADVERTISING



Advertising your restaurant is not enough. You need to advertise your website too. Focus on local online advertising to links and visibility within your neighborhood.

1. Use Google AdWords to target a 5-10 mile radius.
2. Use bid adjustments to increase your advertising during peak times.
3. Build your brand and sponsor local sport teams. Post their results on your site.
4. Sponsor local clubs.
5. Use Yelp advertising.
6. Create pages for your restaurant on multiple review sites. Respond quickly and politely to negative reviews.
7. Link review feeds to your site.
8. Create an interactive, online ordering form for to go customers.
9. Include exclusive promotions on the checkout screen of your to go order site.
10. Make it easy for customers to contact you – include your contact data on every page.
11. Include a “chef’s blog” if appropriate.
12. Post a blog entry every 2-3 days, even if you don’t have a chef.
13. Moderate comments, but allow them.
14. Include your story – people buy the brand. Who are you?
15. Don’t get cute with navigational titles. Make your site easy to navigate with a predictable layout.
16. Include a “Contact Us” page.
17. Pay close attention to your “About Us” page – it’s the second most popular page on any website.
18. Make your site visually interesting by providing pictures of the food, events, and the space.
19. Don’t do it yourself – hire a web designer with experience in restaurant websites and a good portfolio.
20. Make sure your site is SEO/SEM optimized.



Pineapple, Strawberry and Coconut Water Smoothie

Ingredients:

- 1 Hulett's EquiSweet sachet of your choice
- 250 ml (1 cup) fresh pineapple, chopped
- 125 ml (½ cup) fresh strawberries, roughly chopped
- 125 ml (½ cup) coconut water (available at selected health shops)

Method:

- Combine all the ingredients in a blender and blitz until well combined
- Serve immediately

SERVES 1



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NEW RESTAURANT OPENING CHECKLIST

- Obtain all necessary licenses, utilities, and permits
- Order remaining furnishings, finish work items, and large equipment
- Obtain logo
- Obtain fabric & paint samples
- Marketing
- Visit a local bank and open a corporate account
- Theme/Feeling of space?
- Casual/Formal
- Drug testing /background checks

IMMEDIATE

- Small wares, product and service providers***MUST ORDER ASAP!! These can have up to 12-week lead time
- Pinpoint delivery location
- Wine selection & wine List creation
- Leased equipment (coffee, h2o, etc.)
- View photos of uniforms/ice bucket, etc.

73 Days Before Opening Your Restaurant

- Finalize uniforms
- Write restaurant philosophy, mission statement
- Write employee handbook and all HR info
- Obtain/create forms, waivers
- Steps of service, SOP's
- Select stationary
- Finalize menu cover

60 Days Out

- Create and finalize detailed descriptions of each job, including training plans
- Side work
- Order menu covers
- Order uniforms
- Place ad for Assistant General Manager, Floor manager & Sommelier
- Deadline for rest of supplier bids
- Order any custom items
- Begin contractor's binder

- POS/MICROS/Open Table
- Menu software
- 45 Days Out
- Schedule space for open interview
- Create/maintain master delivery list
- Inventory sheets/binders
- Finalize delivery dates of ALL ordered items
- Hire AGM/managers
- Shopper company
- Check & reconfigure time line for opening date
- Get update on all insurance issues

30 Days Out

- Begin receiving bulk of furniture/equipment**CREW
- Schedule trainings
- Responsible vendors/food handlers
- Hire key Front of the House (FOH) staff
- Cocktail list

14 Days Out

- FOH hires finalized/paperwork completed
- Complete all general installations, repairs, & maintenance (windows, doors, electric, plumbing, etc.)
- Setup & organize cooler, freezer, dry storage, liquor, & supply rooms with racks/shelves
- Install communication devises (i.e. phones, computer/software, online service, cable, etc.)
- Cleaning crew, pest control, etc.
- Schedule soft opening, Family & Friends night
- Test all coolers, POS
- Seating Chart

7 Days Before Opening Your Restaurant

- Restaurant-wide contact list
- Setup office files and employee files
- Hang all necessary signage, bulletin boards
- Post important/emergency info & repair info
- Mock service



100% Pure Frozen Lemon Juice

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- Cocktails
- Home Remedies
- Cakes & Desserts
- Sauces
- Sorbets
- Cold drinks
- Iced Tea



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NEW RESTAURANT OPENING TIPS



Running a restaurant is no easy task. We've gleaned the top tips from foodservice professionals to help you stay in the black, without having a heart attack.

1. Lead by example.

Don't tell your employees to do something you won't do, and if you notice that your staff is hesitant to perform a specific task, do it with them the first time around. From cleaning the cooler to keeping your cool with a horrible customer, they'll copy your example.

2. Learn local marketing strategies – and use them.

Participating in local events, being present in area traditions (think chili cook-offs, community fairs, and other public gatherings) can grow your brand and drive business for a low cost.

3. Focus on superior service.

There are plenty of places to eat – make your special not only for the food, but for the way guests are treated.

4. Keep the staff positive, and emphasize optimism.

Negative emotions are contagious. If your staff is feeling low, their performance will drop, and customers will catch the bad vibe too.

5. Cultivate trust between your team members, and trust in your leadership

This makes it easier to clear up problems on the floor or in the schedule, and help your employees work together effectively.

6. Get your hands dirty.

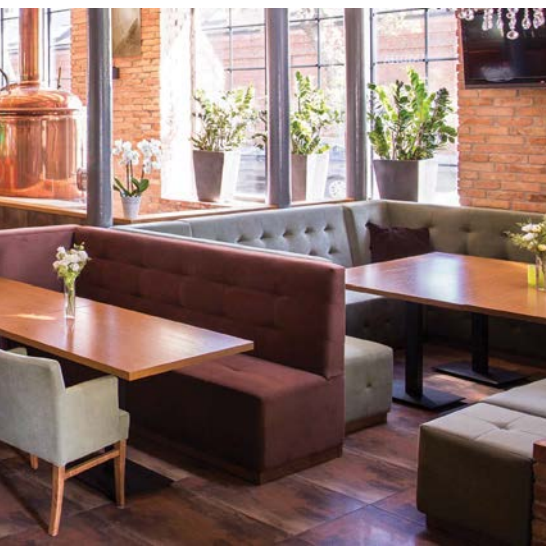
When the rush hits, pitch in as needed. You'll gain respect in the eyes of your employees – and the customers.

7. Motivate by doing.

Stay active while in the restaurant. Hold contests, games, and use incentives to get your employees to be more productive. The excitement is just as contagious as negativity can be.

8. Be consistent with discipline.

If you pick favorites, everyone will know.



Maintaining a strict disciplinary code with no exceptions will result in your staff trusting you more and sticking to the rules you set. Give a little leeway to favorites, and chaos reigns.

9. Recognition is king.

Everyone loves getting a monetary reward, but studies have shown that employees respond better to public recognition. Make sure you give it. When someone performs exceptionally well, let them know. Keep a wall of customer comments, and openly congratulate top performers.

10. Plan ahead.

Don't let surprises happen – preparation is 9/10 of success. Watch inventory closely and order as needed, schedule with vacations, special events, and extra tasks in mind.

11. Communicate openly and often.

Hold shift meetings, monthly staff meetings, and performance reviews. Keep your employees informed about goals, policy changes, and expectations.

12. Be the captain.

The captain is the first person on board his ship, and the last to leave it. You should captain your restaurant. If you personally can't be there, another manager should always be present at open and close.

13. Keep your cool.

Don't blow up at employees – realize that mistakes are part of human nature. Instead of assigning blame, look for solutions.

14. Practice effective multi-tasking.

Delegate where necessary, and do more than one thing at a time. There aren't enough hours in the day to do all of your managerial duties – no one has enough time to effectively manage. Get the best mileage out of your time by maximizing it, and if necessary, have two managers present for busy shifts.

15. Know your customers.

Trust your gut if you think someone is untrustworthy. Learn your regulars' names, favorite meals, and drinks. Greet everyone you recognize by name.

16. Track your weights and measures, and keep a close eye on sales vs inventory.

Sad but true – theft happens.

17. Keep your employees healthy.

Flu season and cold season take down more employees than you might like to admit. Stock hand sanitizer and watch sanitation practices like a hawk. Send sick employees home – one staff member out sick is easier to deal with than 5 or 6 down with the flu.

18. Run AND read daily reports.

The data they hold is your best friend. Look for trends, and see how you can improve your sales while cutting losses.

19. Calculate prime cost weekly or daily –

Keeping a closer watch on this data will help you improve sales totals, inventory use, and profits.



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 Gratitude | Navigation Menu | Line Display | Transfer Items
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HIRING EMPLOYEES



One of the biggest challenges businesses in all industries face is a lack of qualified labour. As the food-service industry in general continues to grow and thrive, the demand for workers in an already-diminished labour pool is also increasing. Finding qualified workers and rising labour costs are two key concerns for food-service business owners.

The first step in developing a comprehensive HR program is to decide exactly what you want someone to do. The job description doesn't have to be as formal as one you might expect from a large corporation, but it needs to clearly outline the job's duties and responsibilities. It should also list any special skills or other required credentials, such as a valid driver's license and clean driving record for someone who is going to make deliveries for you.

Next, you need to establish a pay scale. You should do research to find out what the pay rates are in your area. You'll want to establish a minimum and maximum rate for each position. You'll pay more

even at the start for better qualified and more experienced workers. Of course, the pay scale will be affected by whether or not the position is one that is regularly tipped.

Every prospective employee should fill out an application—even if it's someone you already know, and even if that person has submitted a detailed resume. A resume is not a signed, sworn statement acknowledging that you can fire the person if he or she lies about his or her background however; the application, which includes a truth affidavit, is. The application will also help you verify the applicants' resumes, so you should compare the two and make sure the information is consistent.

Here are some tips to help you find and keep great people:

- **Hire right.** Take the time to thoroughly screen applicants. Be sure they understand what you expect of them. Do background checks. If you can't do this yourself, contract with a HR consultant to

do it for you on an as-needed basis.

- **Create detailed job descriptions.** Don't make your employees guess about their responsibilities.
- **Understand wage-and-hour and child labour laws.** Check with Department of Labour to be sure you comply with regulations on issues such as minimum wage (which can vary depending on the age of the workers and whether they're eligible for tips), and
- **Provide initial and ongoing training.** Even experienced workers need to know how things are done in your restaurant. Well-trained employees are happier, more confident and more effective. Plus, ongoing training builds loyalty and reduces turnover. The Restaurant Association can help you develop appropriate employee training programs.

There are several categories of personnel in the restaurant business: manager, cooks, servers, busboys, dishwashers, hosts and bartenders. When your restaurant is still new, some employees' duties may cross over from one category to another. For example, your manager may double as the host, and servers may also bus tables. Be sure to hire people who are willing to be flexible in their duties. Your payroll costs, including your own salary and that of your managers, should be about 24 to 35 percent of your total gross sales.

- **Manager.** The most important employee in most restaurants is the manager. Your best candidate will have already managed a restaurant or restaurants in your area and will be familiar with local buying sources, suppliers and methods. You'll also want a manager with leadership skills and the ability to supervise personnel while reflecting the style and character of your restaurant. To get the quality of manager you want, you'll have to pay well.
- **Chefs and cooks.** When you start out, you'll probably need three cooks—two full time cooks and one part time. Restaurant workers typically work shifts from 10 a.m. to 4 p.m. or 4 p.m. to

closing. But one lead cook may need to arrive early in the morning to begin preparing soups, bread and other items to be served that day. One full-time cook should work days, and the other evenings. The part-time cook will help during peak hours, such as weekend rushes, and can work as a line cook during slower periods, doing simple preparation. Cooking schools can usually provide you with leads to the best in the business, but look around and place newspaper ads before you hire. Customers will become regulars only if they can expect the best every time they dine at your restaurant. To provide that, you'll need top-notch cooks and chefs.

Salaries for chefs and cooks vary according to their experience and your menu. Chefs command salaries significantly higher than cooks, may also find chefs who are willing to work under profit-sharing plans. If you have a fairly complex menu that requires a cook with lots of experience.

- **Waiters.** Your waiters will have the most interaction with customers, so they need to make a favorable impression and work well under pressure, meeting the demands of customers at several tables while maintaining a pleasant demeanor. There are two times of day for wait staff: very slow and very busy. Schedule your employees accordingly. The lunch rush, for example, starts around 11:30 a.m. and continues until 1:30 or 2 p.m. Restaurants are often slow again until the dinner crowd arrives around 5:30 to 6 p.m.

Because servers in most establishments earn a good portion of their income from tips, they're usually paid minimum wage or just slightly more. When your restaurant is new, you may want to hire only experienced servers so you don't have to provide extensive training. As you become established, however, you should develop training systems to help both new, inexperienced employees and veteran servers understand your philosophy and the image you want to project.



SAFER FOOD - SMARTER BUSINESS

**Entecom offers the following food safety training,
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BUSINESS ADMINISTRATION

This section of the operations manual will provide you with a broader outlook on the accounting methods and principles that can be used to assist you, the Franchisee. The principles include calculation of your cost of sales or gross profit on a daily basis, analyzing your cash flow and ultimately managing your monthly management account.

Two primary reasons why businesses fail can be attributed to the following:

- The owner is not managing or understanding his cash flow.
- The owner's admin and accounting records are not being reconciled on a regular basis, thus making it impossible for him to identify problem areas.

It is therefore vitally important to keep your administration and accounting records up to date.

To avoid the abovementioned from happening to you, it makes sense to plan for profit. In order to do this, a systematic and disciplined approach to evaluating your business daily must be adopted. Success in business can be seen as the result of a

businessperson taking good management decisions, based on accurate and updated facts.

Accounting is concerned with providing accurate and detailed information that will enable decision-makers, like you, to take accurate and precise decisions.

Management accounting is primarily concerned with providing external parties e.g. receiver of revenue and other creditors, with accurate and more detailed facts.

Both aspects of accounting need to be carried out by dedicated admin orientated people. The financial aspect of accounting, is best handled by a qualified accountant / bookkeeper, while the management aspect of accounting can easily be handled by a dedicated person in store.

Your chances of success in the business world are increased dramatically by pro-actively managing your business. As entrepreneurs, you are required to envisage and design the future of your business. Ultimately, you must make the future happen. Remember that the destiny of your business will be determined by the quality of your decisions.

SUMMARY OF ALL ADMINISTRATION DUTIES	
SALES AND CASH	HOW OFTEN
Cash out	Daily
Ensure that sales have been reconciled	Daily
Ensure that cash has been banked	Daily
Update Sales Target Sheet	Daily
Staff attendance register and work schedule	Daily
Reading	Daily

STOCK CONTROL	
Ensure kitchen control has been completed and follow up variances	Daily
Check stock levels and place necessary orders	Daily
Count stock and complete Stock Sheet	Weekly
Follow up variances between usage and sales of major items	Weekly
G.P Summary	Weekly / Monthly

OTHER ADMINISTRATION	
Adequate supply of till rolls, ribbons, docket books and stationery	Weekly
Filing up to date	Weekly
Backup of computer files	Weekly
Statutory returns sent	Monthly
Staff files up to date	Monthly
Review list of PLU prices on Cash Register	Monthly
Review staffing level	Monthly
Turnover plotting	Daily/Weekly/ Month
Royalty calculations returns	Monthly
Liquor reports	Weekly
Food reports	Weekly
Stock sheets	Weekly/Monthly
Food liquor split	Monthly
Top selling items	Monthly
Weekly Turnover summary to Head Office	Weekly
Maintenance evaluation	Monthly
V.A.T	Bi-monthly
RSC WC HITB UIF	Monthly
Kitchen control systems	Daily

CREDITORS	
Ensure all creditors invoices written up on Credit purchases and prices checked	Daily

WEEKLY P & L	
Complete P & L and ensure food cost percentage is reasonable	Weekly
Payments Cash Book up to date	Weekly
Bank Reconciliation completed	Monthly
Petty Cash Book up to date and balanced	Weekly
Income Statement	Monthly
Balance Sheet	Monthly

EXPLANATION OF ACCOUNTING TERMS	
Gross Turnover	
Gross sales inclusive of V.A.T	
V.A.T	
Value Added Tax	
Net Turnover	
Gross Turnover less V.A.T	
Food Cost	
Cost of Sales	
Gross Profit	
Net Turnover less Food Cost	
Expenditure	
Expenses	
Net Profit	
Gross Profit less Expenditure	

COMPARITIVE OPERATING EXPENSES

	Excellent	Average	Poor	Very Poor
Net Sales	100%	100%	100%	100%
Cost of Sales	38%	42%	50%	60%
Gross Profit	62%	58%	50%	40%
Salaries and Wages	15%	18%	18%	18%
Rent Expense	8%	10%	20%	30%
General Expenses	10%	11%	11%	11%
Advertising	2%	2%	2%	2%
Royalty	5%	5%	5%	5%
Net Profit	35%	20%	14%	14%

DEFINITION OF TERMS

Food Cost

Food Cost is defined as the Cost of ingredients to generate Net Turnover or Sales.

Food Cost directly affects your bottom line. It is therefore very important to control your Food Cost as a movement in percentage can result in a loss per month.

The P.O.S system provides franchisees with a stock control feature that assists in the preparation of crucial reports that will enable you to operate the store in the most effective manner and control Food Costs. However, the accuracy of any P.O.S program is only as true as the information entered in.

Stock ordering sheets

An ordering manual assists with the process of ordering ingredients from various suppliers at negotiated prices. Stock order sheets are used to keep a record of these orders.

Ordering of stock

This is an ongoing function of the business. Orders are

placed to replenish used ingredients and products. All orders are to be recorded on Stock ordering sheets.

Weekly stock sheet

Determine the value of stock on hand each week. Calculate weekly Food Costs / G.P.

Deliveries

This is referred to as the delivery of orders that must be crosschecked to the stock order sheet i.t.o price, quality and quantity.

Invoice / Receipt / Delivery note

This is a document that must be obtained when a delivery is received and be kept for record purposes.

Liquor reports

This is a report that calculates the Cost Of Sales on all liquor and beverages

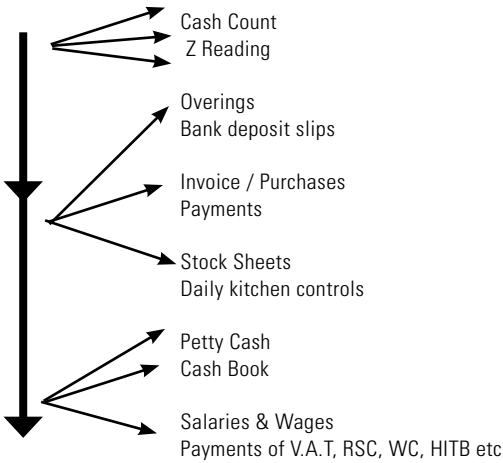


SUMMARY OF ADMINISTRATIVE FUNCTIONS TO PREPARE

DAILY CASH RECONS

WEEKLY P & L AND G.P'S

MONTHLY INCOME STATEMENT



Calculation of weekly and monthly G.P's

This is the recording and calculation of daily sales to ensure that the business reaches budgets and break evens.

Food liquor split

This is a summary of the percentage of food sales to liquor

Top selling items

This is a summary of the top menu selling items and

is determined by the calculation of PLU numbers. Otherwise known as fast moving items.

Monthly Turnover Plotting

This is a graph that records daily sales as rand values and assists the business to evaluate peak trading times and days to assist with the management of food orders and staff requirements.



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DAILY REPORT SHEET



- Amount including VAT is taken from the Z-Reading of your till-slip
- Amount excluding VAT is calculated as follows: Amount including VAT divided by 1.14
- VAT = Amount including VAT – Amount excluding VAT.
- Money Short is the Cash Payouts / short on till. Specify the space provided.
- Banked Amount must be the same as in your bank deposit book.
- O/S= Opening Stock These figures are based on the physical stock count, in the morning.
- Transfers – Reflect stock shortages from the supplier (e.g.) only 48 Russians in a pack instead of 50 – transfer of 2 Russians
- Damages – Reflect stock, which have to be written off.
- Received – New stock brought into there restaurant
- Total – is calculated as follows: O/S – Transfer – Damages + Received
- O/S = Closing Stock: Physical Stock counts the following morning. (the closing stock automatically becomes the opening stock the following day).
- Used = Total – C/S
- Sold figures are taken from the Z-Reading of the till slip

- The difference between the used and sold figures tells you your over or shorts. Overs are impossible, in which case you have to count your stock again or go back and check your calculations.



As stock loss brings down your gross profit considerably, you need to keep a close eye on this on a daily basis.

Weekly Stock Sheet

Once a week, preferably on a Sunday after closing, all the stock in the restaurant is counted.

- Opening Stock = Sunday Stock count
- Monday $\longrightarrow$ Sunday – received stock quantities are entered, damaged / transfers are written in brackets
- Total = O/S + received – damages / transfers
- Closing Stock – Following Sunday Stock Count
- Used = Total – C/S

The weekly stock sheet assists the manager in placing the correct orders for the week ahead.

Factors that could greatly increase the Gross Profit (GP)

- Do payments represent increase in stock?
- Do portions get cut and scaled correctly according to your costing?
- Is the stock finding its way via the production process to the retail division of the restaurant?
- Does all production represent sales at correct unit prices or closing stock at the end of the day?
- Is closing stock equal to opening stock the following day?
- Are all items sold, recorded on the till?
- Is all cash taken, finding its way to the bank?

Once the gross profit is under control, the variable and fixed overhead costs can be individually assessed to ensure optimum bottom line or profit.

The “Weekly Sold Figures” analysis sheet

In each column all info from the Z-Readings of the till

slips are entered. All these sold figures are then added to get the sold totals for each item. This way you can see which items do not sell well etc. The profit can then be calculated on a weekly / monthly basis.

Calculating the Gross Profit

The GP is calculated per item according to the weekly sold figure sheet. The first thing you need to do is work out the cost price (excluding VAT) of each purchase item – Raw materials and packaging. You then implement it into the costing (bill of materials) formulae. Now that you know the cost of a product is, you subtract it from your selling price (excluding VAT) to get the GP. The same is done for all items in the menu.

You then multiply the total sold figure with the profit once you have established what the total GP is, you still have to deduct your overheads: wages, rent, water and lights, telephone, etc. to know what the Net Profit is.

$$(GP - \text{Overheads} = \text{Net Profit})$$

Stock Loss

The weekly sold figures analysis sheet – also enable you to calculate the total number of items sold for the month.

From the supplier invoices you make up a summary of “stock received”. Add to that the opening stock to get total number of stock for the month.

From the total – C/S – damages/transfers= used figure. Compare the used figure with the sold figure. If the sold figure is less than the used figure you have a stock loss.

It is impossible to sell more stock than you had. Go back and check all your totals.

Other useful Forms

- Daily takings tracking sheet
- Stock loss-tracking sheet
- Stock loss daily money value sheet
- Damages / Transfer sheet



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ORDERING OF STOCK

- Record all orders on order sheet
- Record all cash purchases
- Use mandatory suppliers for consistency and price
- Only management to do orders
- Request that on order no reflects on supplier's invoice
- Ensure that quoted price matches the pricing manual
- Write expected orders for the day on the prep board in kitchen

ORDER SHEETS

Order sheets must contain the following:

- Order number
- Date of order placed
- Date of order placed to be delivered
- Suppliers name, telephone number, account number and address
- Description quality price units (this can be used as back reference when orders are received)

DELIVERIES

- Deliveries must be weighed where possible
- Check quality, quality correction and price order sheet
- Deliveries must be accompanied by an invoice and delivery note
- Ensure all deliveries are immediately stored to procedure
- Always supervise all off loads
- Return damaged goods immediately and make amendments on invoice
- If discrepancies occur, ensure the supplier is called immediately and the invoice is rectified. Always make notes on invoice of who you spoke to and what was discussed.
- Manager must always check in-deliveries
- Invoices must be stamped, filed and signed by the person who is responsible for that order
- Always date products before storage

CALCULATING YOUR GROSS PROFIT

Calculating gross profit is a simple exercise, of which an example is given. However, the reasoning behind calculating this figure is very important. In simple terms, the gross profit is that money that is left with which you must pay overheads, e.g. rent, wages, bank charges etc. The greater the gross profit is, the more net profit you stand to make. It is therefore vitally important, that this figure be calculated every week, and at the end of each month. Factors that could influence your gross profit are very similar to those that affect the recipe cosigns:

- Buying stock at high prices
- Not costing new production items
- Store rooms being left unlocked and unattended
- Recipes not being adhered to
- Portions being incorrectly scaled
- Variance controls not done daily
- Specified products not being used
- Stock not being rotated (FIFO)
- Stock 'going off'
- Burning/ overcooking products
- Cashiers not charging customers
- Not filtering oil
- Freezer/ fridge burnt items
- Prices not updated on stock sheets
- Dustbins not being checked
- Backdoor not locked
- Stock not checked on by manager when delivered
- THEFT

WHAT AFFECTS THE COSTING OF A RECIPE?

- Purchase price of stock
- Yield/ portion size
- Theft/stock variances- either of manufactured goods or of raw materials
- Not following recipes- guessing weights of ingredients or substituting ingredients
- Inadequate stock holding
- Not following procedures i.e. scaling weights

STOCKTAKING

Stock must be sorted/ packed in a neat orderly fashion. Open items should be placed in front of the unopened items. At this point, care should be taken not to disturb stock rotation. All new stock should remain at the back, and old stock placed in the front. (FIFO)

Two people, one responsible to write, and another to do the count, should do the stocktaking. Nobody should do the stocktaking alone. Once started, stock should be continuous, and there should be no interruptions. Therefore it is only practical to take stock outside of normal

Stocktaking should have a logical starting point, and work systematically from that point. Avoid jumping from one side of the storeroom to another. All stock sheets should be consecutively numbered and account for at the stock take.

STOCK CONTROL

It is important to implement a stock control system, in order to maintain effective availability of stock for production purposes. To obtain effective control over your stock, the following important points must be remembered:

- The product, pack size and price/kg are important
- Opening stock inventory must be entered
- All stocks received after the day of opening, must be entered
- Closing stock must be entered at the close of business on a Sunday. The closing stock automatically becomes the opening stock for the following week

YIELDING

1. INFORMATION TO BE PUT ON PREP BOARD WHEN YIELDING

- a. Weight in the bag/ box
- b. Weight out of the box- the weight of the product less the blood, water and packaging
- c. Net weight after trimming
- d. Net weight of offcuts, fat, sinew etc.
- e. Number of portions

The above weights are needed in order to check the following:

- The supplier is not putting too much water or blood with the product
- Make sure that your prep chef is not trimming off too much and is yielding correctly
- Gives you the necessary information to work out the CPP, WPP, % yield for your meat book

EXAMPLE:

Gross weight (as received from the Butcher) 5.00kg
Less blood, bag, brine (water) 0.10kg
=4.9kg

Less offcuts, fat, sinew etc. 0.15kg
Equals net weight after trimming =4.75kg
18 portions at 263g =4.75kg

NB: weights must balance back i.e. to gross less blood, bag etc. 4.75 net
0.15 offcuts
=4.9 kg

2. MEAT BOOK COSTINGS

- Percentage yield (%Y)
Determines what percentage of product I was able to re-sell and what percentage was waste
 $\% Y = (\text{net weight after trimming} / \text{weight in the bag}) * 100$
 $\% Y = (4.75\text{kg} / 5.00\text{kg}) * 100$
 $\% Y = 95\%$ I can re-sell 95% of the total product I bought. 5 % was a waste.
- Weight per portion (WPP)
Determines the average weight per portion yielded. This will help you to see that your prep chef is

portioning correctly, and you are not losing money by having your portions too large.

$$\begin{aligned} \text{WPP} &= (\text{net weight after trimming} / \text{no. of portions}) \\ &= 4.75\text{kg} / 18 \\ &= 0.263 \text{ kg} \end{aligned}$$

For the sample above we can see that our weight should be 250g and we have averaged 263g a total loss of 234g, almost another portion

- Cost per portion

Determines how much each portion has cost us. We can therefore see if we are making our G.P.s or not

$$\begin{aligned} \text{CPP} &= (\text{weight in the bag} * \text{Rands per kg}) / \text{no. of portions} \\ &= (5.00\text{kg} * \text{R}33.00\text{per kg}) / 18 \\ &= \text{R}9.17 \end{aligned}$$

3. COSTING FOOD

Cost price

Most people will use the incorrect method to work out the cost price of a product. This, then has a direct influence on the selling price of the product. This, then has a direct influence on the selling price.

$$\begin{aligned} \text{i.e. CP} &= \text{R/kg} * \text{Desired portion size} \\ &= \text{R}33.00 / \text{kg} * 250\text{g} \\ &= \text{R}8.25 \end{aligned}$$

the correct way to determine the CP is:

$$\begin{aligned} \text{CP} &= (\text{R/kg} * 100\%) / \% \text{yield} * (\text{desired portion size} / 1) \\ &= (\text{R}33.00\text{kg} * 100) / 95 * 250\text{g} \\ &= \text{R} 8.69 \text{ per portion} \end{aligned}$$

From the above two examples, we can see that there is a 44c per portion difference. It is therefore vital, that when we work out specials the correct % yield for that product is determined in order to get the correct costings.

Selling price

There are two different ways to determine the selling price of a product.

1. by using a factor to get the correct GP

$$\begin{aligned} \text{e.g. } x2.5 &= 60\% \text{ GP} \\ x2.86 &= 65\% \text{ GP} \end{aligned}$$

$$\begin{aligned} \text{SP} &= \text{cost of product} + \text{plate cost} * \text{factor} + \text{VAT} \\ &= \text{R}8.69 + 4.1 * 2.5 + 14\% \\ &= \text{R}36.45 \end{aligned}$$

We need to sell the product at a minimum price of R36.45 in order to achieve a 60% GP.

2. By dividing your total cost by your desired food costs

$$\begin{aligned} \text{SP} &= [(\text{cost of product} + \text{plate cost}) / \text{desired food}] * 100 + \text{VAT} \\ &= [(\text{R}8.69 + 4.1) / 40] * 100 + 14\% \\ &= \text{R}36.45 \end{aligned}$$

If we had not worked out our CP by putting a yield into the formula the SP would be:

$$\begin{aligned} \text{SP} &= [(\text{R}8.25 + 4.10) / 40] * 100 + 14\% \\ &= \text{R}35.20 \end{aligned}$$

The difference between these two SPs = R1.25 = 3.4% loss on GP due to incorrect costings.

If a store was doing R200000 net with a 60% liquor to 40% food split, the food sales are R80000 net.

If 30% of a stores food is specials, this equates the R24000. A loss of 3.4% on specials = R816= a loss of 1.02% on total food GP

It is therefore vital that the above formulas are used when doing A. The meat book B costing out food specials

SPECIAL COSTINGS

Plate cost: Main
Start

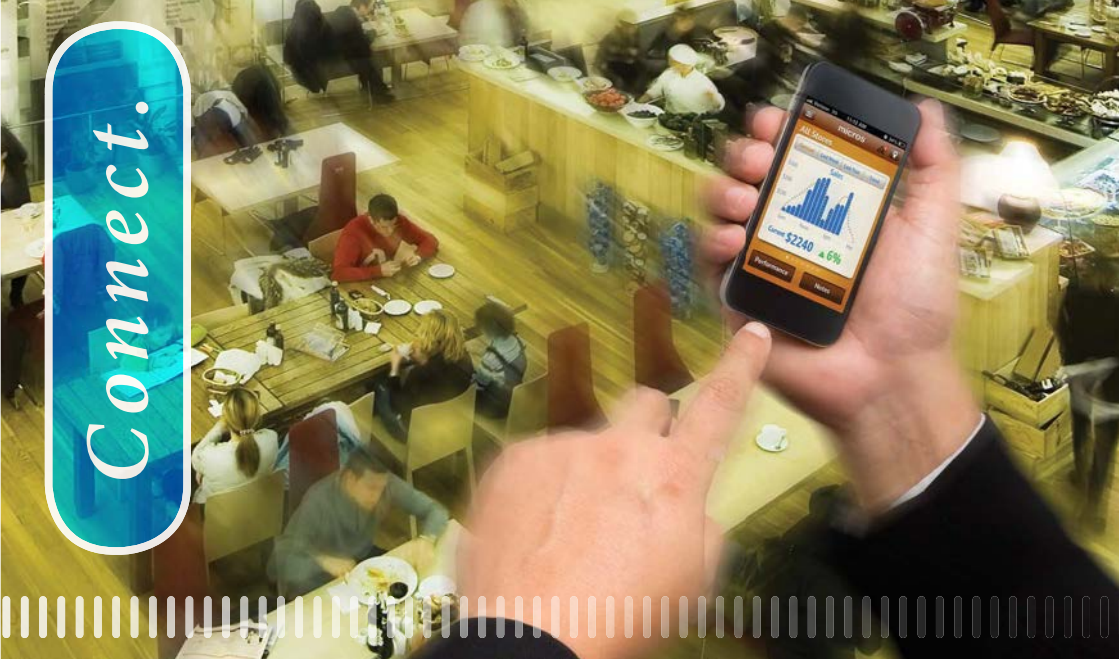
Plate cost made up of :

- Groceries
- Vegetables
- Sauces
- Spices
- Packaging
- Bakery
- Dairy

$$\text{Selling price} = \text{total cost} / \text{cost of sale\%} (+\text{VAT})$$

$$\text{Gross profit} = \text{selling price} - \text{total cost}$$

$$\text{Gross profit\%} = (\text{gross profit} / \text{selling price}) * 100$$



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CLOSING DOWN PROCEDURES



Kitchen area

- All utensils and equipment to be cleaned in the correct manner and stored in the correct place in preparation for the following day.
- All table tops are to be washed properly leaving no food particles on table tops or under equipment which normally stand on the tables e.g. mixers, slicing machines, etc.
- Stoves to be switched off and cleaned.
- A deep fryer to be switched off and while the oils is hot, strain through oil filter ready to be used for the next day.
- All remaining food to be stored in the refrigerator or storeroom, making sure that food is covered in the correct way before being stored.

- Once the dustbins have been removed, the tablespoons washed, the floor must be washed, making sure that no food particles are left behind, especially in corners under tables and under counters (rats, cockroaches etc. survive on these left overs).

Grill areas

- Switch off all equipment and pull out all wall plugs
- The fry top is to be switched off and while still hot, cleaned with a liquid oven cleaner or spray oven cleaner and then using steel wool scrubbed till clean. Once the fry top is clean, wash down with a mild liquid detergent and hot water. As soon as the fry top is dry, rub a thin film of oil over the top. The container, which has collected

the excess fat during the day, is to be removed, emptied, cleaned and replaced.

- The sandwich toaster is cleaned in the same manner as the fry top.
- The grill must be cleaned daily using a steel brush to remove excess fat.
- All dirty utensils are to be removed, cleaned and sterilized with a disinfectant.
- Any excess food and garnishes to be covered and stored in the refrigerator
- Once the tabletops and stoves have been cleaned and the rubbish removed, the floor must be washed.
- At least once a week the grill area must be thoroughly cleaned from canopy to floor tiles to remove all excess fat and grime.

Security measures

- Once the restaurant has closed, the tills can be cashed up, the floats checked and money checked, they should be locked in a safe, or a cupboard with a strong lock. Check that no money has been left lying around.
- Check that all electrical equipment has been switched off and the plugs pulled out. Fridges, freezers, milk machines and the juice machine are the only items not switched off.
- Before leaving the store or shop, ensure that all cupboards, storerooms and walk-in refrigerators are locked as well as all windows closed and doors securely locked.

Service areas

- All counter areas must be cleaned, all perishable foods to be covered and placed in the refrigerator.
- All cutlery, crockery, trays and all other equipment to be placed in cupboards or the storeroom.
- All fixtures such as a milk shake mixer, juice machines and ice-cream machines must be

cleaned thoroughly with a sterilizer.

- The coffee urn must be cleaned.
- The front windows must be cleaned with Windowlene or similar.
- Only when all food and equipment have been removed, the tabletops should be wiped down and any excess dirt removed.
- Ensure at all times that equipment has been cleaned and sterilized.

Storage areas

- Foodstuffs should be arranged in an orderly fashion on shelves to indicate to the manager what stocks are on hand and to make daily issuing and stocktaking easier.
- All raw and cooked foods stored in the refrigerator or dry stores to be placed on shelves.
- All cooked and raw foods must be covered when stored in the refrigerator.

Public areas

- All tables should be cleaned, dishes removed and ashtrays washed.
- All the refuse must be emptied and cleaned.
- Pot plants should be checked for any papers or cigarette ends.

Scullery area

- All dirty crockery and cutlery to be washed dried and stored in correct areas.
- Once tabletops and dustbins in the restaurant area are cleaned, the dustbins in the scullery must be removed.
- The dishwasher is to be dismantled and each part cleaned properly. The water must be left out and the dishwasher sprayed down. The rubber curtains must be removed and left to dry.
- The floor must be washed.

RECIEVING ORDERS

Delivery of meat

When any meat is delivered- pack as follows:

- Try to keep designated space in your meat fridge for your different cuts of meat i.e. Sirloin, Topside, and Fillet etc.
- Pack your meat in batches as they are received. Pack them neatly. Fat always to the top.
- Each batch must have a meat sticker placed in the shelf below the meat. The sticker must have the following information recorded on it: what the meat is, how many bags or heads, the date bought, the weight and the price per kilogram

Keep an eye out for blown or punctured meat bags- if you receive on with a delivery, return it to your supplier immediately. If you come across one in your stock, don't panic- all that happens is that the ageing process speeds up. Make sure that you cut meat after approx. 2.5 weeks.

Prep Cost

Topside used- 6.70kg	@ R8.95 per/kg
Total cost of Topside	=R51.02
Cost of Veg, Spices etc.	=R12.01
Total of ingredients	=R63.12

Your Prep Yield was 52 portions:

- Take the total of your ingredients- R63.12
- Divide this by your yield- 52 portions
- This gives you R1.21
- Add on the cost of your box- 26c (these must be costed regularly)
- Your prep cost is R1.41 per portion

Back Costing

Once you have used the item, you find that you actually sold only 49 portions. Now you do your back costing.

- Take you original yield- 52 portions
- Multiply this by your prep cost- R1.41
- This gives you R75.32

- Divide this by your actual sales- 49
- This gives you your actual C.P.P – R1.50

Weekly Orders

Introduction:

Your weekly orders play a very important part in the smooth operation of your business. If your orders are not placed properly, you will find yourself running short of stocks. This not only costs you extra money by sending out to buy a product from the "café" etc., it also causes embarrassing situation when you have to tell your customers that you do not have a certain product.

Suppliers and Stock levels

We will provide you with a Standard Order Sheet. This sheet will have to be adjusted by you as to the suppliers you utilize in your area. The minimum and maximum stock levels we provide you with are only guidelines; you will have to adjust these according to how busy your store is. Rather be slightly over stocked, so that you do not run out of anything. If a product is out of stock from your regular supplier, order from an alternative supplier.

Buying

Buying hints:

- Buying is very important in regard to the quality and price of products carried by you.
- Price is important but do not jeopardize quality.
- As important as it is to shop around for the best price, you must also look after the suppliers who look after you. You must come to a compromise. There may at times be a shortage of products and if you have been buying from a regular supplier he will generally look after you during these times.
- It is sometimes not a bad idea to split your order between a couple of suppliers
- Have a contact name at each supplier so that you can form a relationship with him or her.

How to use your Stock Order Sheets

Here is an example of what your Order Sheets look like:

Supplier: Patleys Tel: 836 5665
Contact: Rochelle Acct no.: KT 10014

PRODUCT	PRICE	MIN	MAX	STOCK	ORDER
Pot scourers	R0.53	10	20	8	12
Tomato sauce	R3.26	15	23	12	10
Cherries x 1kg	R14.00	1	2	2	ok
B.B.Q Sauce	R16.20	4	6	3	3

- Each supplier will have their own pages on the order sheets. This page will list the Supplier, Contact person, their telephone number and you account number.
- It will also list their products, the price and the minimum and maximum stock levels.
- There are Stock and Order columns running horizontally across the page. Each “stock” and “order” column represents a week’s order.
- Each Sunday you will take stock of the product and enter it into the first “stock” column available. By comparing this to your “minimum” and “maximum” stock levels you can work your order out.
- Insert your order in the “order” column next to the stock column.
- If you have enough stock, tick the order column.
- Every Monday you will phone through your orders as early as possible. This will ensure delivery.
- Once you have placed your order, place a tick above the “order” column. This shows that you have placed the order.
- If the supplier informs you that he is out of stock of a certain products, circle the order. This will, at a glance, point out to you where you have to make alternative arrangements.
- Once you have received your delivery, highlight the “order” column product by product to ensure that you entire order has been received. This will, at a glance,

point out to you any products not delivered. Where this happens, phone your supplier and re-order the product immediately.

- Compare the new invoice prices to those on your order sheets. Where there are increases do not adjust them, phone the supplier and query them. Once you are satisfied with a price, update the price in your “price” column.
- Every Thursday morning go through your order sheets to check that they have been received. If you find they have not, phone the supplier and check with him.

Receiving of orders

- This is one of the most important management functions
- You must be exceptionally thorough in the checking in of orders. That is, check the Brand, the quality, the quantity and the size invoiced to you.
- Remember, only pay for what you receive.
- If you are not happy with any particular product, return it and deduct it off your invoice.
- If you are short delivered any weight or quantity, adjust the invoice accordingly.
- Remember all adjustments to invoices must be done clearly so that no comebacks can arise.
- Always sign your invoices.
- Try not to receive orders during your trading hours, as

often you do not have time to check it properly.

- If you do not have the time to check-in a particular delivery and the supplier is adamant to leave the delivery with you, sign the invoice and state "Goods not checked".
- As soon as you do have time to check the delivery do it.
- Bear in mind that we are the Suppliers "customers", the same service our customers expect from us, we must expect from our Suppliers.
- Always check your invoices before paying them. Some suppliers make legitimate mistakes on invoices but some also take chances.
- If you do not receive your deliveries properly, your suppliers will be the first to notice and you will be taken for a ride.

Stock Rotation

This is a very simple but extremely important operation. Stock rotation ensures quality control and prevents unnecessary stock loss.

There are two important rules to stock rotation:

1. First in- First Out
2. Pack from one side- draw from the opposite side

Food quality control

Food quality control is vital for the success of your unit. If you do not have quality control, you will have excessive stock loss and your food served will not meet the standards your customers expect.

Here are the rules, which must be strictly adhered to:

- All portioned meat:
 - Must be packed neatly on stainless steel trays
 - There trays may not be overstocked
 - The meat must be covered with foilene sheets and tucked in at the sides
 - These trays must be changed for clean ones every morning
 - A meat sticker reflecting the date the meat was cut must be placed on the foilene
 - The meat must be refrigerated at all times
 - Meat must be stored on the bottom shelves of the fridge

KITCHEN MANAGEMENT DUTIES

MANAGEMENT DUTIES AND FUNCTIONS

- Superior customer service and a high presence during peak trading times.
- Efficient delivery of all food and drinks according to Group standards.
- Implementation and measurement of:
 1. Control systems
 2. Issues
 3. Sales
 4. Food costing
 5. Cash management
 6. Cleanliness of restaurant, kitchen, storage area's and cloakrooms
 7. Turnover management
 8. Daily Stock Takes
 9. Customer Complaints
 10. Food orders
 11. Receiving of orders are accurate
 12. Correct storage of products
 13. Food / Liquor issues
- Staff management: Responsibilities
 1. Training staff and multitasking
 2. Product knowledge
 3. Professionalism
 4. Personal Hygiene
 5. Superior Customer Care
 6. Accurate and timely food orders and delivery
 7. Staff rosters
 8. Staffing levels
 9. Staff meetings
 10. Delegation
 11. Customer complaints



KITCHEN MANAGER AND SUPERVISOR RESPONSIBILITIES

The kitchen manager / supervisor in the store is responsible for the following aspects as a guide line:

- Time keeping
- Discipline
- Meat book
- Prep sheet
- Prep board
- Daily issues and orders
- Checking & weighing of deliveries
- Prep checks
- Stock take
- Pricing vs. invoicing
- Appearance
- Weekly orders
- Specials costings
- Product knowledge
- Food presentation and food quality
- Stock levels & rotation
- Cleanliness and organization of kitchen & store rooms
- General performance and attitude

KITCHEN STAFF RESPONSIBILITIES

Areas covered in the kitchen

- Personal Hygiene
- Cleaning
- Shifts
- Cooking Methods
- Recipes
- Specials
- Section Training
- Multi-skilling
- Teamwork
- Plate Presentation
- Stock Rotation
- Usage Per 1000
- Mise-en-place
- Portion Control
- Food Costing
- Order Issuing & Receiving
- Kitchen Management

MANAGEMENT DUTIES AND FUNCTIONS

Responsibilities:

- Restaurant
- Guest Management
- Administrative functions
- Maintenance of Group Standards
- Maintenance of Control Systems
- Maintenance of Profit Margins
- Profitable food costs
- Low or minimal overheads
- Keeping expenses low
- Maintaining the restaurant, kitchen and storage area
- Ensuring staff are of the best quality and understand the importance of superior customer service.
- Purchasing products at the best price
- Food delivery is of the best standard
- Ensuring orders, prices and receiving of orders are

correct and of the best quality

- Staff Rosters
- Managing, coordinating and training all staff
- Balancing stock on a delivery basis
- Taking accountability for shortages / wastes / returns
- Ensure guests receive the best possible service
- Holding staff meetings
- Managing complaints efficiently and effectively
- Ensuring guest satisfaction

Be familiar with all statutory requirements of South Africa and all labour laws.

Have superior presence during trading times

Set an example for all staff

Ensure staff are trained to capability and prescribed job descriptions.

DAILY FUNCTIONS

MORNING	
1	Open shop
2	Ensure wood fire is lit
3	Cash-up and banking. Make sure the till has cash / float
4	Ensure stock balances
5	Place food orders
6	Do the daily liquor control
7	Write up the kitchen prep board
8	Pull food and liquor issues
9	Reconcile stock sheets
10	Ensure all equipment is working
11	Place vegetable order
12	Ensure restaurant and toilets are clean
13	Action the shop diary
14	Make sure all staff are at work on time
15	Make sure staff are doing their work
16	Do 10:30 kitchen check
17	Make sure music is on for lunch
18	Receive deliveries and write up, check prices and weight
19	Pack stock away

20	Check all table settings and all waitress duties are done
21	Allocate reservations
22	Make sure waitresses have eaten by 12pm
23	Hold waitress meeting and go through waitress prep sheet
24	Check kitchen is ready
25	Check toilets
26	Check outside of shop
27	Check restaurant is ready
28	Ensure all store rooms are locked
29	Ensure service excellence
30	Management to visit every table throughout trade
31	Ensure all staff are ready for service
32	Manage lunch trade, serve food and guests
33	Monitor all rosters and cleaning schedules on a daily basis
34	Kitchen prep checks as 11:30 am and 17:30 pm
35	Waitron briefings, 11:45am and 16:45pm daily



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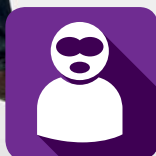
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Loss of refrigerated
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NIGHT	
1	Check waitress have cleared all tables and check all waitress cash-ups
2	Put through staff account
3	Check all equipment is disconnected and gas is off
4	Do Stock count and balance
5	Check cash-ups
6	Check that all equipment is clean
7	Ensure all dustbins are empty and washed
8	Ensure floor is washed
9	Ensure that staff have signed out
10	Place bakery order
11	Put through all returns and wastage
12	Put through advertising account
13	Bank credit cards (if on veriphone machine)
14	Back-up and clear computer
15	Make sure stock count has been done
16	Write up following days prep
17	Write up veg and bakery orders
18	Make sure the bar area has been cleared and wiped down
19	Check all windows, doors and lights are off / locked
20	Follow your lock up procedure
21	Switch on alarm

WEEKLY	
1	Plotting of weekly turnovers
2	Take a full stock every Sunday and do your weekly orders from this
3	Phone your orders through early Monday morning
4	Survey weekly GP's

MONTHLY	
ON THE LAST DAY OF EVERY MONTH YOU MUST:	
1	Make sure all your payments are up to date for the month
2	Make sure that you have collected all outstanding monies owed to you
3	Cost out your stock sheet
4	Mark your deposits RE: Month End
5	Mark your cheques RE: Month End
6	Do maintenance on store once a month
ON THE FIRST DAY OF THE MONTH YOU MUST:	
1	Take full stock take
2	Cost out your stock sheet immediately and forward to your bookkeeper
3	Enter all actual stocks into your new stock sheet
4	Compare these stocks to last months stock sheet
5	Preparation of budgets
6	Preparation of monthly stock management accounts
7	Submission of royalty declaration



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GENERAL	
RUN PERIODIC CHECKS ON THE FOLLOWING:	
1	General cleanliness of the shop
2	General condition of all equipment and shop fittings
3	Check packing and rotation of stock
7	Cash up and stock count daily (follow up variances on food and liquor)
8	Do a quality control assessment on yourselves twice a month
9	Do your food costing comprehensively if price changes
10	Make all staff aware of the Group standards
FRONT OF HOUSE	
1	Picture frames clean
2	Picture glass clean
3	All light bulbs and fitting clean and dusted
4	Floor, chairs and tables are clean

FRONT OF HOUSE	
5	False plants are clean and dusted
6	Walls are clean of smears and are painted
7	All glass is polished properly and shiny
8	Windows are cleaned properly
9	Toilets are clean, smell fresh and have sufficient toilet paper
10	Mirrors in the bathrooms are clean and polished
11	Restaurant set
12	Rolled cutlery
13	Tables tidy
14	Wine list
15	Ashtrays
16	Waitron stations and duties done
17	Waitron appearance
18	Waitron floats, wet & dry cloth, pens, notebook, opener
19	All front of house staff have eaten & are ready for service by 12pm

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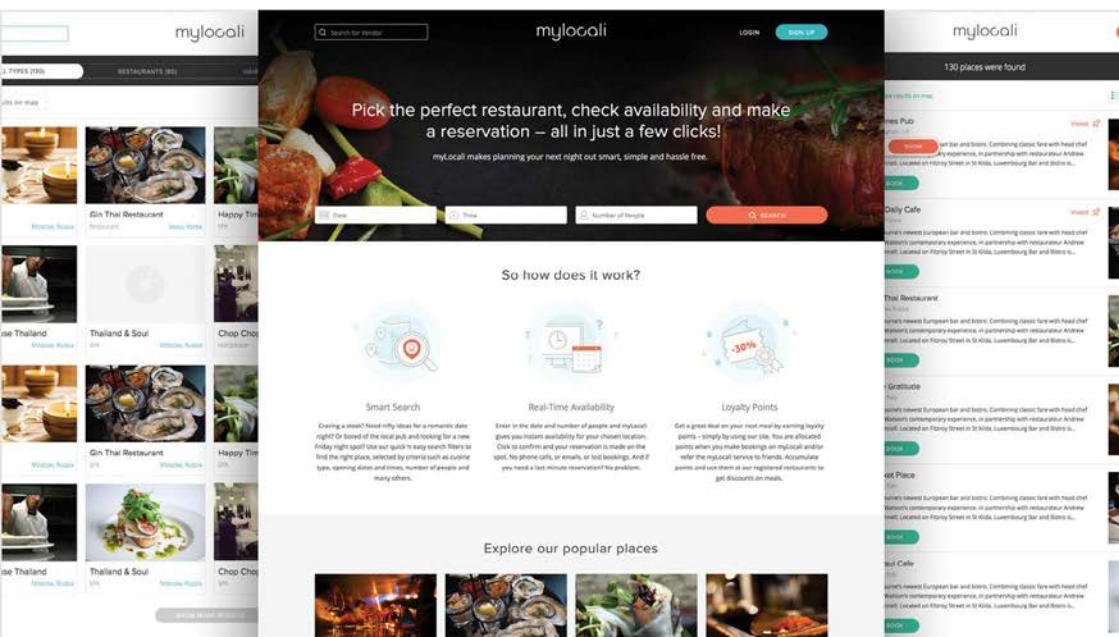


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QUALITIES OF MANAGEMENT

Certain leadership qualities are needed to enable the manager to carry out his/ her role effectively.

These qualities include the ability to:

- Communicate
- Co-ordinate
- Motivate
- Initiate
- Mediate
- Inspire
- Make decisions
- Organize

Those under supervision should from the manager:

- Consideration
- Respect
- Understanding
- Consistency

In return the manager can expect:

- Loyalty
- Respect
- Co-operation

RESPONSIBILITY

The elements of management include:

- Forecasting
- Planning
- Organizing
- Commanding
- Co-coordinating

Forecasting

Before making plans, it is necessary to look ahead, to foresee possible and probable outcomes and to allow for them. For example, ensure that you are aware of public holidays and possible labour strikes.

Planning

Plan how much stock to order, how much to have in stock, how many staff members will be needed for a particular day of the business, which staff and on which shift.

Organizing

Organizational skills are applied to stock, to equipment and to staff. Organizing in this context consists of ensuring that what is wanted is where it is wanted, when it is wanted, in the right amount and at the right time. Such organization includes the manager in duty rosters, training programs and also cleaning schedules.

Commanding

The manager has to give instructions to staff on how, what, when and where, this means that orders have to be given and a certain degree of order and discipline maintained. The successful manager is able to do this effectively, having made certain decisions and usually, having established the basic priorities.

Explanations of why a product is prepared in the certain manner, why a certain ingredient is used and why for example, equipment should be kept clean, determine the effectiveness of the manager.

Co-coordinating

Co-coordinating is the skill required to get staff to co-operate and work together. To achieve this, the manager has to be interested in the staff, to deal with their queries, to listen to their problems and to be helpful. Particular attention should be paid to new staff, easing them into the work situation. In this situation, co-coordinating is of vital importance to ensure good, fast service to the customer. Explain the importance of co-operation to your staff and ensure that they grasp the common goal, which is to provide the customer with a high quality product-fast and that "Pizza Del Forno" is better than the best.

RESPONSIBILITIES OF MANAGEMENT

- Delegation
- Motivation
- Welfare
- Understanding
- Communication
- Managing staff

Delegation

Delegation is the root of successful management. In other words, by giving a certain amount of responsibility to others, the manager can be more effective. The manager needs to be able to judge the person capable of responsibility before any delegation can take place.

Motivation

Since not everyone is capable of, or wants responsibility, the manager still needs to motivate those who are less ambitious. Most people are prepared to work so as to improve their standard of living, but there is also another very important motivating factor, most people desire to get satisfaction from the work that they do. The manager must be aware of why people work and how different people achieve job satisfaction.

Welfare

People always work best in good working conditions and these include freedom from fear: fear of becoming unemployed, fear of failure at work, fear of discrimination. Job security and incentives, such as opportunities for promotion, bonuses, profit sharing and time off, encourage a good attitude at work. As well as these tangible factors people need to feel that the work they do is important. The manager is in an excellent position to ensure that this happens. Personal worries affect individual performance and can have a very strong influence in how well or how badly they work.

Understanding

As a manager, you need to understand your staff, to deal with them fairly, to anticipate problems and build a team spirit so as to overcome problems. This entails always being fair when dealing with staff members and giving them encouragement. Treat your staff with respect- a simple "please" or "thank you" can go a long way towards creating loyal hardworking staff members. When you reprimand staff, do it quickly and in private, never reprimand staff in front of customers or other staff members. Be generous with your praise.

This regularly reminds them of their importance to you.

Communication

Most important, the manager must be able to communicate effectively. To convey orders, instructions, information and manual skills requires the manager to possess the right attitude to those whom he or she needs to communicate. The ability to convey orders is dependant not only on the words, but on the tone of voice, the time selected to give them and who is present when they are given. This is a skill, which a manager needs to develop. Instructions and orders can be given with authority without being authoritative. Ensure that the employee understands the language used.

Managing staff

To manage and discipline staff effectively and fairly a certain code of conduct and disciplinary procedure needs to be employed.

FUNCTIONS OF THE MANAGER

- Technical function
- Administrative function
- Social function
- Service function

Technical function

The manager needs to be able "to do" as well as knowing "what to do" and "how to do" it. It is necessary to be able to do it well and to be able to impart some of these skills to others (training).

Administrative function

The administrative function includes:

- Ordering of stock and the accounting and recording of stock used
- Allocation of duties by job description
- Controlling of cash and banking
- Keeping attendance registers
- Reconciliation of sales and production

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98 MANAGEMENT DUTIES AND FUNCTIONS

• Social function

The role of the manager is perhaps most clearly seen in staff relationships. The manager has to motivate the staff under his responsibility. "To motivate", could be described as the initiation of movement and action, and to get the staff moving, the manager needs to exert control. In order to achieve the required result, the staff needs to be organized. The manager has a threefold function regarding the handling of staff, namely to organize, to motivate and to control, this is the essence of staff supervision.

Service function

Lastly and most importantly, the manager has the function of providing exceptional service to customers. He has to ensure that staff are trained to look after the customer's every need. This goes beyond using old clichés like "the customer always comes first", to putting quality service into practice in every section of Pizza Del Forno, which comes into contact with the customer.

F.O.H MANAGEMENT

- Management responsibilities
- Waitron training
- Customer complaints
- Management skills
- Bar training
- Marketing
 - Admin:
 - Stock sheets
 - Prep sheets
 - Costing's
 - Pricing
 - Ordering
- Financial
 - Budgets
 - GP's
 - Management accounts
 - Turnovers
 - Cash Flow



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