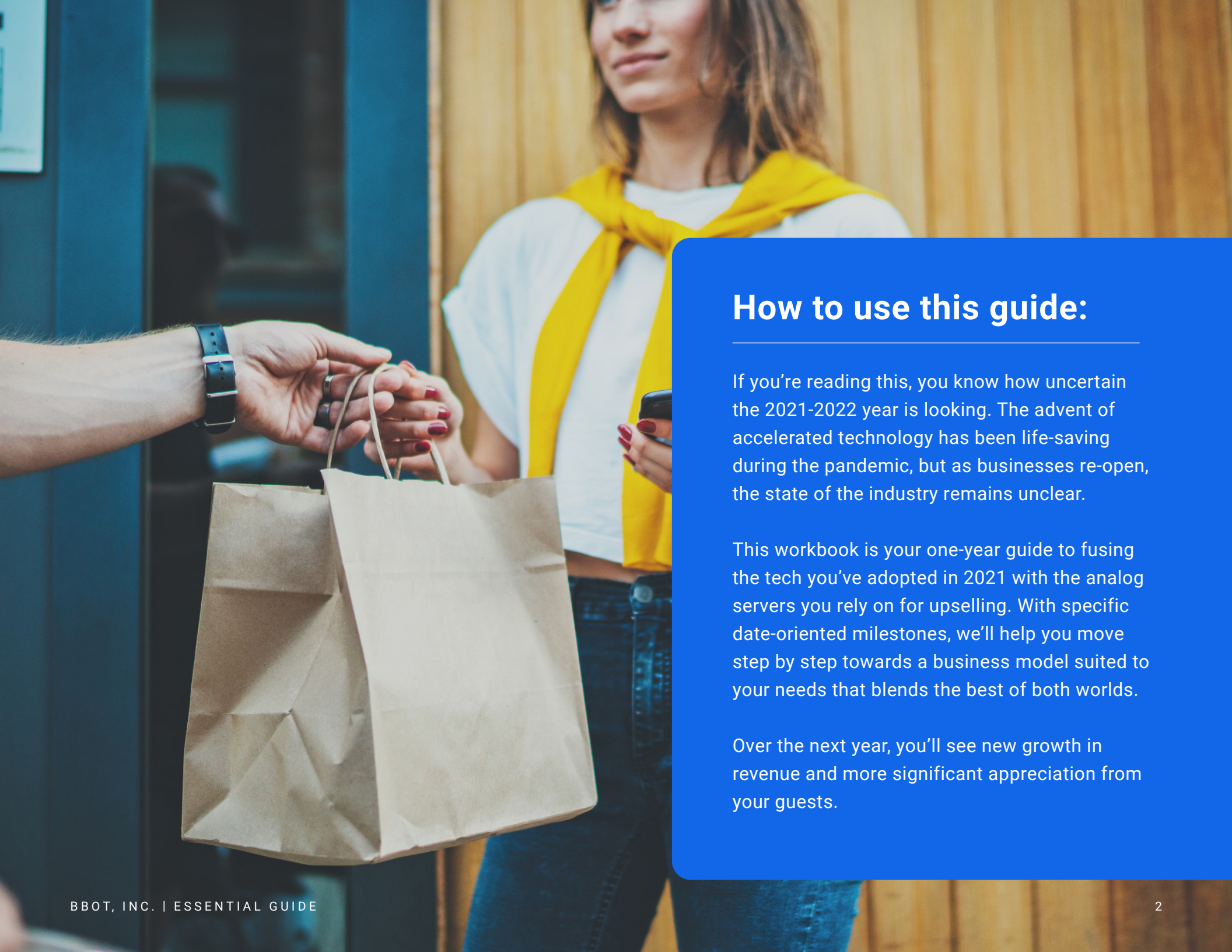




THE ESSENTIAL GUIDE TO REVENUE GROWTH

Helpful tips for pandemic flexibility





How to use this guide:

If you're reading this, you know how uncertain the 2021-2022 year is looking. The advent of accelerated technology has been life-saving during the pandemic, but as businesses re-open, the state of the industry remains unclear.

This workbook is your one-year guide to fusing the tech you've adopted in 2021 with the analog servers you rely on for upselling. With specific date-oriented milestones, we'll help you move step by step towards a business model suited to your needs that blends the best of both worlds.

Over the next year, you'll see new growth in revenue and more significant appreciation from your guests.

Rough analysis t-chart

Congratulations on taking the first step towards completing this workbook and revitalizing your business! Starting is always the hardest part of any journey, and the fact you made it this far means you're ready to start planning your first month.

This first step is a rough analysis. In the T-chart below, list out your key operations in terms of what's working (Green Light), what could use improvement (Yellow Light), and what needs major and urgent reevaluation (Red Light).

Helpful Tip!

Having trouble filling this out? Here are some tips on how to hone in on the difference between Yellow and Red:

Talk to your staff

Servers and bartenders know the business best, and if it's urgent to them, it's probably urgent overall.

Go over the books

Where is revenue falling short?
Where are you overspending?

Sit out on the floor and watch

What do you see? What's annoying to you vs. what's the problem you can't stop thinking about the day after?

Key Operations

GREEN LIGHT

YELLOW LIGHT

RED LIGHT

A chef in a red shirt and black cap is working in a busy kitchen. He is focused on his task, using a tool to work with a yellow substance in a container. The kitchen is cluttered with various items, including stacks of bowls, a roll of paper towels, and a mobile phone hanging on the wall. The lighting is warm and focused on the chef's workspace.

Month 2

Selective acceleration roadmap

After careful consideration and consultation, you've filled out the T-Chart! What next?

Now we hone in on the areas that need the most help by tackling the Red Light. These points can be your ordering pipeline, staffing churn — whatever you've indicated is a point of concern in your business.

If you've been watching your business this past month, you might have a few items on your list that you aren't sure how to prioritize. For that, we are going to implement the Lean Industry Method.

What's the Lean Industry Method?

Sound familiar? That's because this idea was implemented in '*The Lean Startup*' by Eric Ries, which I recommend reading. Everything in that book is excellent and can apply to your business. We'll be using the demand generation rule for our organizing process.

In the box below, order your Red Light areas from most demanded by guests to least required. For example, if your guests are noticeably affected by a slow ordering pipeline, prioritize over the staffing churn. That still affects the bottom line, but it isn't as much a detriment to your business as making guests wait too long for their orders.

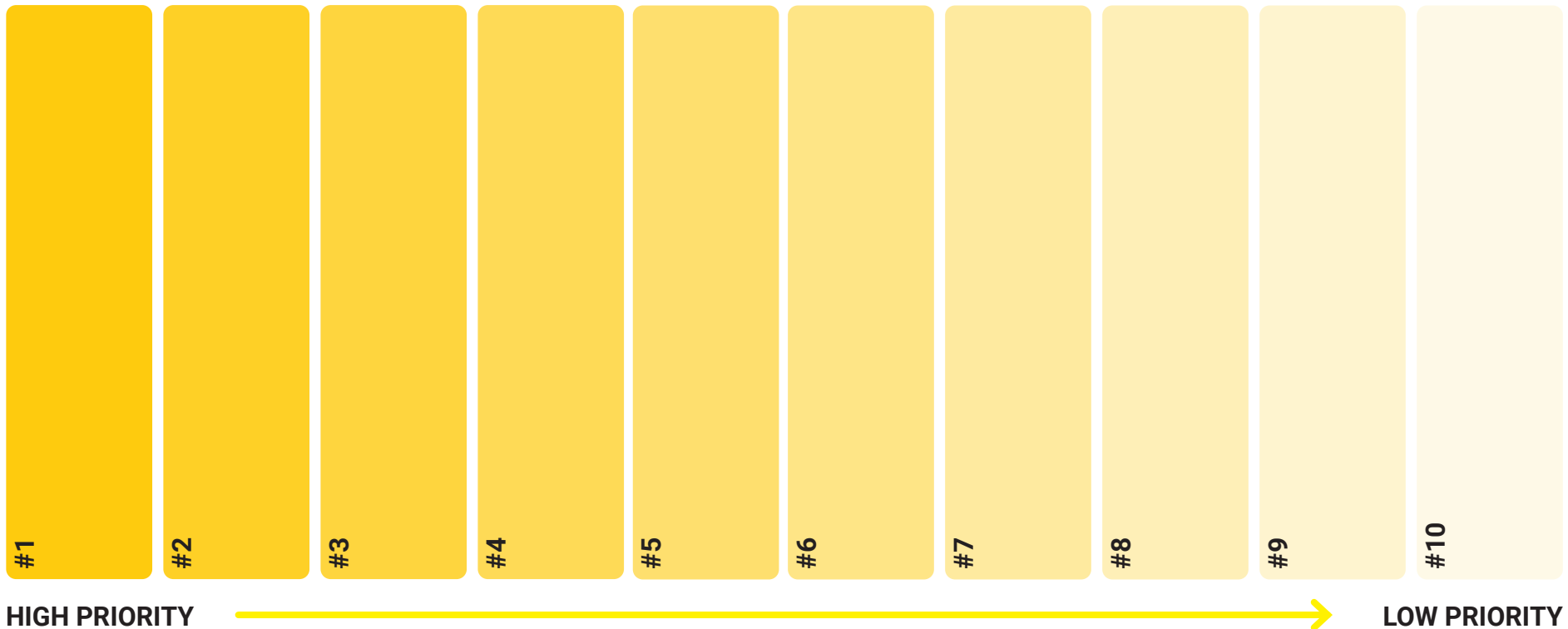
Take time now to organize your Red Light items, and identify your top priority.

A horizontal bar chart with 10 red bars of decreasing intensity from left to right, labeled #1 to #10. Below the bars is a red arrow pointing from 'HIGH PRIORITY' on the left to 'LOW PRIORITY' on the right.

Priority	Label
1	#1
2	#2
3	#3
4	#4
5	#5
6	#6
7	#7
8	#8
9	#9
10	#10

HIGH PRIORITY → LOW PRIORITY

The Yellow Light



For the rest of this month, research options and challenge yourself to find a good fit by the end of the month for the most accelerated change. This can be ordering technology (ordering improved training and career development certifications, or anything else that can upgrade the business. Once you have a good fit, it's time to implement!

Changing the engines mid-flight

Helpful Tip!

If you can't afford to close down to fix the Red Light issues with implementations, you're not alone. Many business owners have had to adapt to the changes they've made on the floor. There is a simple way to pivot, and that's through something known as a Beta Zone.

What's a Beta Zone?


A Beta Zone is a small area in your restaurant, bar, brewery, food hall, or hotel that functions on the new systems while the others continue to run as usual. While this happens, you choose three tables or rooms to test on and 1-2 staff members to act as Captains/early adopters of the technology.

Using the below sheet, you can plan out exactly what this Beta Zone will look like in your space:









Captain 1:

Captain 2:

Draw your layout and box off your Beta Tables:



SAMPLE KEY:

-  Host Stand
-  Table
-  Booth
-  Bar
-  Station
-  Kitchen
-  Door
-  Stairs



Now, go through and list out in the chart the specific changes you're planning. This way, you always know what you're looking to measure.

<i>Problem</i>	<i>Solution</i>
The problem I'm facing now.	The changes I'm planning to fix it!

Months 3 - 6

Red Light implementation

For the next three months, your job is to implement the changes you've made for your business and make sure they run smoothly.

To see how to keep track of your changes and keep organized, flip to our section Helpful Tips: Changing out the engines mid-flight. There, you'll find areas to note how to make these changes without completely shutting down your business.

Continue to sit in and monitor and name captains for any new processes that come through who can train to be experts in the changes to assist the rest of the staff.

At Month 6, sit down and fill in the improvement chart!

Having trouble seeing the changes?
Try looking at these metrics:

Total Revenue, Tip Size, Table Turnover, Staff Burnout

Before	After

Helpful Tips: How to run an evaluation

The key to evaluating big purchases like ordering software is to have your questions ready in advance. Many point-of-sale systems and order & pay solutions have a monthly fee with annual contracts, so knowing what you're signing up for is key.

We've compiled a list of questions for you to ask whichever salesperson you reach out to evaluate if they're best for you, as well as space to write on your own!

- 1 Do you integrate with my Point of Sale system?
- 2 Do you support handhelds?
- 3 Can a guest start a tab?
- 4 Do you support group ordering?
- 5 Do you support multiple fulfillment styles? Pick up & running?
- 6 Outside of the monthly fee, do you charge for installation?
- 7 Will you charge per location?
- 8 Is there an app download for the guest?
- 9 Do you work with my credit card processing company?
- 10 _____



Yellow Light implementation

You've gotten through the last three months of improving the Red Lights! Don't celebrate yet; we still have to get through the Yellow Lights.

If you're like most business owners, you'll probably have far more Yellow Light items than Red. You might have even eased Red Light items just enough to bring them into the Yellow Light. It's time to take care of loose ends and fully utilize your business!

For the next six months, you'll be continuing that same research for these Yellow Light items, like improving your food waste & sustainability through a closed-loop system or your social media presence with a dedicated improvement software.

While making these changes with the business open (see Helpful Tips: Changing Out the Engines Mid-Flight for a refresher), designate captains once again and get ready to grow the business to complete your year of improvement. Since this isn't a triage, we can go a little slower with implementation.

Complete the below chart to get an entire idea of the changes and their impact!

Before	After

Having trouble seeing the changes? Try looking at these metrics:
Total Revenue, Tip Size, Table Turnover, Staff Burnout

Before	After

The Last Day

The final numbers

Congratulations! You did a great job getting through a year of improvement and implementation. Get the champagne ready, but not before you run one final analysis!

Use our chart to see the real change in your business from beginning to end! Don't worry if you're not happy with some of the changes. More minor changes may have an unseen impact that you won't see for years, such as longer server tenure and review improvement.

Reward yourself by popping open that bottle

Send your results to marketing@bbot.menu for a special certificate laurel you can put on your marketing, and celebrate with the rest of our businesses that graduated with you!

