

Department: all stores

Original Date: 1/17/2014

Subject: Period End Business Review

HID #: 16

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### **Purpose**

To align the communication between the management and directors, get everyone on the same page and live in harmony!

### **Responsibility**

It is the responsibility of the GM to aggregate all required data from the bar manager, Chef, SMM and Sales Manager in order to provide a complete analysis of store operations. It is also the responsibility of the GM require this data in advance to allow sufficient time for full analysis & provision of feedback or to request additional information where necessary. The GM will be the only manager with access to the basecamp project in order to uphold the privacy of the conversation.

### **Guidelines**

#### *Financial Prowess*

[Bar Manager]

- Bar sales analysis
  - This year v. budget
  - Best/Worst selling drink
- Bar cost analysis
- Bar labor analysis
  - explanation of all overtime hours and plan to eliminate
- Pride & Problem areas
- People:
  - Who's great & why?
  - Who needs to improve & how will you help them?
- 1-3 action item[s] to be completed by next period

[Chef]

- Food sales analysis
  - This year v. budget
  - Best/worst selling dish
- Food cost analysis
- Kitchen Labor analysis
  - explanation of all overtime hours and plan to eliminate
- Pride & Problem areas
- People:
  - Who is great & why?
  - Who needs to improve & how will you help them?
- 1-3 action item[s] to be completed by next period

[GM]

- Floor labor cost analysis

- explanation of all overtime hours and plan to eliminate
- Areas of concern/pride
- People:
  - Who is great & why?
  - Who needs to improve & how will you help them?
- 1-3 action item[s] to be completed by next period

*Sales Growth*

[GM]

- Same Store Sales [SSS] analysis
- Budgeted sales v. actual
  - What are you doing to boost sales in your store?
- What are we currently marketing?
- Number of dessert sold as a percentage of total covers

Name [best sales]	PPA	Name [lowest]	PPA
1		1	
2		2	
3		3	

- What will we do differently this month to increase per cover averages?
- How will you increase sales at your store?

[Sales]

- Private event sales [budget v. actual]
- Specific sales growth efforts completed
  - What will you do differently this period?
- Events successes/failures
- 1-3 action item[s] to be completed by next period

[SMM]

- Most successful social media post or campaign
  - Why was it successful?
  - What could you differently do make it more successful?

Service vs. Hospitality

[GM]

- One great example of hospitality produced within the walls of your store.

- Has this example been shared with all staff
- One service technique in need of improvement

Place  
[GM]

- Facility review: top to bottom
  - 3 areas that need your attention
- Explanation of all large expenditures and any known large expenditures on the horizon

Misc.  
[GM]

- Name one thing that you will do differently next period? Don't over think this. It can be something simple. If we are not constantly learning from our mistakes & teaching solutions, we don't get better/quicker/more efficient.
- What is your biggest concern and how can we help?

FAQ's

1. When is a business review due?  
By EOD on the Tuesday following the release of the period-end financial reports

*SUPPORTING DOCS*

- GM access to basecamp business review project
- Tool Kit – in progress [this will be a one stop shop for all cost related analysis]