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## GUIDANCE FOR REOPENING FOOD SERVICE AND HOSPITALITY INDUSTRY OPERATIONS

National Restaurant Consultants and our team of professional and experienced consultants have a combined 200 years of senior level experience in the food service and hospitality industry. We are a *Legacy Consulting Company* providing services and information to Legacy Clients for nearly 20 years. We are providing this information complimentary for all food service operators. As restaurants throughout the country begin to “reopen” their dining rooms and greet guests again within the four walls of their restaurants the following document addresses seven major categories of need for restaurants to utilize as guidance. This list is not meant to be all inclusive, but a general overview of action items food service operations should follow. The key to reopening during the uncertainty that may lie ahead is that a great deal of responsibility for everyone’s safety and health lies with the individual operators of not just food service operations but all businesses. While this document is large, delegate many of these items to your managers and key staff members, the entire team will engage with the process at a higher level.

Maintaining social distancing and the recommendations by the scientific community is paramount in keeping your guests safe but the largest priority in keeping your staff’s health and safety. Guests that do not adhere to your safety and health standards create larger opportunities and you need to be prepared to make the case that it is all about your staff and your community. Be safe and we hope you can gain positive information from the pages that follow.

IN THIS BUSINESS WE SHOW LOVE AND COMPASSION; LAUGH AS MUCH AS POSSIBLE; DREAM BIGGER THAN EVER; BE GRATEFUL; HAVE FUN AGAIN; CHAMPIONS FOR OUR COMMUNITY, INDUSTRY AND OUR COUNTRY.

From your colleagues and friends at National Restaurant Consultants.

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## I. Life Health Safety –

This category will short term and most likely be part of the “new normal” be the most important of all as it relates to your staff, your guests, and your community. As governing officials allow restaurants to “reopen” their dining rooms the following has been compiled from CDC guidance as well as professional sanitation companies providing inputs as to suggested protocols. *The most important thing will be the perception and reality of health safety of your staff and how you are protecting your guests and staff.* Making sure your staff are healthy and that you have the necessary and required sanitation and health guidance practices should be the number one item you address prior to reopening. Important notice to guest on your front door and in your restrooms. *See Addendum A.*

### A. Staff Health

1. **Personal Hygiene:** *Overall hygiene of staff members must be restated and while it may seem obvious the key will be emphasizing the importance of clean starts with your staff member as well.*
2. **Sick staff members:** *No staff member coming to work, sending staff home number one priority. This includes everyone, owners, managers, and all staff members. Use a log daily of any staff member that has called out sick or was sent home. See Addendum B.*
3. **Temperature testing of staff** may be required in your jurisdiction. Taking temperature of staff and logged versus crossing the line with guests. Fewer than half of consumers want to see this for themselves. However consumers may want to know you are doing this for your staff it would be mostly perception as health experts note that a person’s temperature can present as asymptomatic symptoms and not always an indicator by doing temperature checks as noted by the CDC. This will be part of staff management and the perception of guests knowing that staff are not sick. Again, all staff members must not come to work with any signs of any illness. Temperature monitoring devices are available that are temporal scanners. A log should be kept recording the monitoring process and this log kept for a minimum of 120 days. No Contact Infrared Thermometers are available for under \$100 and this should be highly recommended for use and the purchase of two thermometers will be needed. This addresses the need for “Contract Tracing Guidance” See addendum C.
4. **Staff wearing face masks** during the phase I reopening will most likely be required for use by staff members. Currently multiple of on-line outlets have facemasks available for purchase. Wearing a face mask does not ensure you will not contract the novel coronavirus known as COVID-19, but wearing a mask that covers your nose and mouth can do is greatly limit the chance that you contract the virus or that you spread it to others if you are infected — a possibility even if you are asymptomatic. The use of face masks for at least the short term be a requirement of staff being provide Protective Preventive Equipment (PPE). Staff members should be required to change their masks at least 1/hour. With most likely minor exceptions this may be viewed with mixed reactions by guests but during phase I and phase II reopening highly recommended and in many states and local jurisdictions will be required. Different type of face masks from disposable, cloth, and face safety shields. The cloth washable masks can range from \$4-\$20 each on-line and the disposable masks can range from \$.30 - \$1.00 each on-line.

5. **Single use gloves-** A requirement and a necessity for not just staff perception but for your guests. This will include for the first several months and Phase I-II for all staff members, not just BOH but the FOH staff members as well. Host and bussers all the way through the organization. Gloves should be changed when changing workstations, and for FOH staff when bringing food to the table, taking an order, and bussing a table. For BOH staff when each customer order has been finished or a change in workstation as well as a policy if a guest's order has been returned to the kitchen for "re-work" a change of gloves is necessary. These gloves are readily available again but during the ramp up stage of reopening suggest if you have not already stocked up to get ahead of this mandatory item. Suggest you have medium, large and extra-large as an overall guidance. This will be a large part of guest perception and a standard PPE for your staff.
  6. **Washing hands** – A given and should be done every time a staff member changes workstation. Your hand sinks must be well stocked with soap, single use towels and instructions and retraining of all staff members on proper hand washing with a minimum of 20" and scrubbing. Make sure you have finger- nail brushes at all employee hand sinks and reminder posters about washing hands. Fingernail brushes can be purchased on-line as well and order plenty for back up for all your hand washing stations.
  7. **Hand Sanitizing Stations** – Purchase and have hand sanitizing stations readily available for use for all staff and guests to see these are available throughout your operations. Consider touchless stations if possible. These should be available including but not limited to the exits to restrooms, front door area, near the expo line, kitchen line, employee break area etc.
  8. **Hand washing in guest restrooms** – Suggesting a posting to your guests with your logo that you can place in the restrooms to remind guest about washing their hands as well.
  9. **Hair restraints** – all staff should have hair restraints or have front of the house staff make sure they are using hair ties, and back of the house staff as well. Remember perceptions will be critical not only from the guest standpoint but your staff members being required to be mindful of all protocols.
- B. **Jewelry-** Remind all staff members that jewelry should not be worn, such as rings, and looped earrings should be extremely limited to under ¼" diameter.
- C. **Guest Health-Guest Needs-Perceptions:** A difficult situation but it needs addressing and there may be legal lines that you don't want to cross with a guest that is sneezing or coughing, but the reality for the next many months other guests will respond to others. The difficult conversation may be to ask guest to leave and you will "pack up their order to go" promptly and courteously. While a difficult guest may become agitated or angry and even possibly threatening, you are in the interest of your staff, and the public making decisions for the greater good of the community. Seek legal advice if need be. But you do the reserve the right to serve and refuse service to anyone. What questions will restaurants be allowed to ask from a legal standpoint in terms of "proof of wellness". Testing prior to entering, monitoring of guests etc. Top three items consumers will look at in terms of safety. Masks; staff wearing protective equipment like masks and gloves for staff, sanitizing eating surface, hand sanitizer at the table; Log of deep cleaning restaurant on going not just the restroom but all areas showing reassurance to guests. See Addendum A.
1. **Social distancing** - Increase social distancing as simple as masking tape as social distancing management will be a big perception of how restaurants are managing the re-opening.
  2. **Reduced capacity of seats** - Large parties' or limiting the number of people at one table may be government mandated but table sizes of 6 or less is a good guidance to start with

or even parties of 4 or less. Dining rooms will not be opened to full capacity for phase I and even Phase II reopening. Reducing capacity will most likely not be a negative by consumers on most occasions.

3. **Menus-** Disposable menus will be appreciated for the short term and should be single use. Laminated menus or chalk boards can be utilized as well. Making limited number of menus per table will be acceptable short term. Kids menus should always be single use. This may even be health department regulated.
4. **Table Presets** - Eliminate table pre-sets for now and use of rolled silverware most likely will be a better perception by guests so long as staff is wearing gloves when preparing rolled silverware.
5. **Table-top condiments and Table Side Sanitation** –Eliminate the use of bottled condiments, salt and pepper shakers and providing guests with single use hand sanitizers at their table will be especially important. Table side sanitation will be a key component. There are on-line hand sanitizer small single use bottles available and even some suppliers that can put your logon on the small bottle. All table-top items should now be served in disposable single use “portion cups” or washable ramekins. Any product presented at the table that is single use should always be discarded when the table is cleared. Increase social distancing as simple as masking tape.
6. **Tabletop POP-** Creating a laminated tabletop card that can be placed on every table for your guests as well as your staff to know about your health and safety standards. National Restaurant Consultants has several templates for restaurants to utilize. These tabletop cards should be sanitized after each guest seating.
7. **Perceptions will include** - Safe and sound area for providing good products - Possibly look at plastic dividers at single area “bench” type service as well as use of plexiglass in some applications or clear drop cloths that are available at hardware stores.
8. **Self-Serve Areas-** Serving yourself like open soda fountains, no alcohol on tap for consumers to use; bottled only beverages a consideration; open containers of food will be highly scrutinized; food bars, buffet style and the format of buffets and self-service style dining. Will take time to consider for business and institutions dining. Trust factor will be key pivot to table service or reducing buffet self-service format. Staff serving guests will be important with covered containers. Eliminate any self-serve bar fruit/lemons etc.
9. **Contactless payment** - QR-code’s payment and contactless payment solutions platform will accelerate in growth. Proof of wellness tracking most likely in the US may or may not become accepted and may have to be a governmental consideration down the road in the US. A great deal of this is covered in [Addendum E](#) provided by the “CDC”.
10. **Menus and Common area cleaning**, deep cleaning, cleaning often top 2 areas of concerns of consumers and cleaning menus high priority or single use menus, chalk board.
11. **Cleaning your restaurant:** The following are guidance from multiples of food service professionals relating to sanitation practices. Well known sanitation expert in the Phoenix, AZ market Charlie Srey from CRS sanitation supply. Manage and clean all things that are touched. From the front door, to your restroom doors, tabletops, underneath the tables, the booths, the prep table, bar tops, every single surface. Soap dispensers in your restrooms, paper towel dispensers. Before you reopen a general fogger within your dining room should be used and then once a week/month. A misting system with a dilution of vinegar, bleach and water can be used daily to disinfect surfaces. An hourly cleaning log should be used and managed as important as anything in your restaurant. These cleaning logs can even be placed in a well seen area of your restaurant noting your care and diligence in this process. Whatever you can to put the consumers mind at ease you must do to gain consumer confidence and trust. (Contract Tracing) [Addendum D](#).

**D. Consumer preference and perceptions**

1. Table Side sanitation and the look of the table and surrounding floor and even windows and above and below tables and chairs will be looked in greater detail.
2. Possibly look at plastic dividers at single area “bench” type service.
3. Self service areas – Self-service soda fountains, no alcohol on tap for consumers to use; bottled only beverages a consideration.
4. Open containers of food will be highly scrutinized, food bars, buffet style and the format of buffets and self-service style dining.
5. Institutional food service – May take more time to consider for business and institutions dining. Trust factor will be key pivot to table service or reducing buffet self-service format. Staff serving guests will be important with covered containers.
6. Touchless payments – addressed under operations below.
7. Consumers returning to food halls and food courts may be less likely to see traffic as consumers are less likely to see crowds in these areas. Starting at the beginning of reopening, this area may see less traffic due to crowd perception. COVID-19 has changed this perception of consumers for now.
8. Food trucks and mobile food service venues with proper social distancing and addressing PPE processes will be accepted but perception of cleaning and sanitation will be key for food trucks to reopen and be successful.

**E. Additional Health Information:** A noted food safety expert advice for restaurants re. Coronavirus, thank you to Tim Moulson from Las Vegas, NV for sharing this.

“While we are having our restaurant owners/managers “beef up” their attention to personal hygiene, sanitation and contact with food, it is basically an enhanced version of what they were already supposed to do with a couple of variations. First, everyone should note that COVID-19-19 IS NOT a food-borne illness. It does not exist in food nor can it be transmitted by food. It is transmitted by person-to-person contact. Having said that, we have put emphasis on managers implementing the use of revised food safety checklists. Also, the frequency of cleaning areas such as shelves, evaporator coils, fins and fans has moved from a monthly detail to a weekly one. Hand washing frequency has been accelerated. Use of masks by employees, single use gloves on all employees, not just food handlers.

More frequent use of hand-sanitizer and, as I said, much more use of check lists with a “trust and verify” mentality. I have implemented an enhanced sick log for my clients which includes an infra-red thermometer for checking employees’ temperature as they sign in. Anyone with a temperature above 100°F is required to go home. I think this practice will continue after COVID-19. There is more that I can add that includes being more aware of personal space in the kitchen, separating tasks where possible. Re-arranging tables inside the restaurant to practice social distancing.”

The bottom line as it relates to safety and health, is the perception and the reality that you are managing this process at the highest level of priority for your business now and in the future. The new norm of operating requires you to do this not just because the health departments want you to, but because it is the absolute right thing to do.

## II. Business Plan Executive Summary:

- A. Operators should be thinking that your business is like a new business. How you thought of your business when you opened. Reopening will require you to put some underlying strategies down on paper to create a new “road map” for success. The reality is that we have new businesses about to embark on new horizons and processes. An executive summary business plan creation should be highly considered. The executive summary should include the following components:
- B. The name and history of your business, how long you have been open, and your overall concept in 1-2 sentences. What does the interior of your business look like? Can you do anything that costs little to no money to refresh the look such as making sure all light fixtures are clean, air ducts vacuumed. Carpet frays trimmed up, holes in any upholstery dealt with if possible. Number of current seats including bar seating, booths, and chairs and if any tables are permanently in place such as booths. What your current seating capacity is and what will be limited, and social distancing seating proposed to be.
- C. Your prior targeted demographic of customer and if you have any beliefs that when you reopen this might change or you want it to change. Are there any new revenue generating customers that you have not previously considered to go after such as businesses, other day/evening parts.
- D. Overview of your current menu and changes you want to consider with either reducing, consolidating menu items and ingredients.
- E. List any revenue changes you made during the “lock down” and what revenue changes you made such as adding delivery, curbside pick-up, on-line ordering etc. List any new revenue ideas you want to introduce when reopening.
- F. Your prior hours of operations, hours you operated during the “lock down” and proposed new hours of operations you are considering.
- G. Labor model changes you have made and want to make during the reopening to consider.
- H. The following further notes some key items to consider that we have paraphrased from Hamza Mudassir Managing Director and Co-Founder at Platypodes.io. Some great points to consider as independent single operators and small regional chains will find themselves looking at things to consider as you redevelop your Executive Summary/Business Plan.
  1. *One strategy does not fit all, especially for smaller firms – Given the current news cycle, it is easy to imagine that a recession hits all businesses equally, resulting in similar levels of underperformance. Studies show that this assumption could not be further from the truth. What small businesses lack in resources and cash, they more than make up for in terms of speed and flexibility. We can be sure of one thing: Irrespective of size, your company’s ability to adapt quickly is your biggest defense against a recession. Work with an independent sounding board—say, an advisor or a mentor—who can analyze and co-create your new strategy with you.*
  2. *Aim for transformational jumps in productivity—not just cutting costs - Recessions are usually triggering for large-scale layoffs and cost cutting, irrespective of sectors and company sizes. It becomes quite clear that following a single-minded, "cost cut only" strategy is a recipe for disaster. During this process, you will need to let go of some employees who you no longer need. However, these numbers are likely to be lower than what you would have lost if you were just cost cutting.*
  3. *Selectively increase marketing spend - If it is not relevant to meeting customer needs from the lens of the economic crises, do not put marketing dollars behind it. If your spending is meeting customer need, double down quickly for positive sales.*
- I. This document is providing excellent industry data from “**Foodbytes**” from “**Datassential**” \*. They have published the following information from consumer surveys taken from March through the week of 4-

20-20. This information is particularly important for restaurant operators to consider as part of their Executive Summary.

*As people emerge from the COVID-19 crisis, they will provide a comfort zone. While our homes have always been a safe place, the COVID era has given this a whole new, and sometimes scary, meaning. Sheltering in place has left us clamoring to get back to normal life, while at the same time, feeling trepidatious to walk out the front door. Consumers are excited at the prospect of re-engaging with friends over food, but not ready for big crowds that make it impossible to keep your distance. While there is still a lot of uncertainty, consumers will gravitate toward environments that allow them to self-protect. Restaurants can help ease this transition, by providing a balance of levity along with COVID safety precautions.*

	Probably Continue	Probably Stop	N/A
Wash my hands more than I would have before coronavirus	77%	14%	9%
Disinfect shopping carts / baskets at stores	68%	19%	13%
Carry hand sanitizer with me wherever I go	66%	17%	17%
Maintain my distance from others out in public	64%	28%	8%
Avoid open / multi-person foods (buffets, salad bars, etc.)	52%	31%	17%
Order for delivery or takeout (instead of eating at the restaurant)	50%	28%	22%
Disinfect takeout / delivery packaging and any surfaces I eat on	49%	26%	26%
Use my own dishes to eat takeout / delivery food	47%	22%	31%
Shopping for food online (groceries, restaurant delivery, etc.)	41%	24%	35%
Avoid raw foods if ordering from restaurants	41%	25%	34%

#### *Restaurants will provide a sense of normalcy*

*Pre-COVID conversations around restaurants more than likely started with the food —favorite go-to spots or the next trendy place to try. Too much time “sheltering in place” has shifted the role of restaurants for housebound Americans. More than anything, the ability to dine in again will provide some emotional relief that life is returning to normal. Not to mention, a much-needed change of scenery for the masses with cabin fever. This is especially true among Baby Boomers, who are more adherent to social-distancing orders.*

*Even then, as we have been seeing in our research throughout the crisis, consumers will take precautions, since they don’t feel they can trust their safety to others, whether businesses or fellow diners and shoppers.*

*Consumers will also take a phased approach toward getting back to “normal.”*

*For as excited as Americans are to get back to the life they knew, it is not without some trepidation. It will take time to rebuild comfort and trust that everyday life can be safe again. So, not unlike plans to reopen the country, consumers will progress through their own comfort phases to move back toward life pre-COVID. Some Americans are ready to jump back in today, while others will need the comfort of continuing COVID precautions. And while most will look to the medical experts for the go-ahead, they will also look for cues and milestones to trust that it’s OK to move forward. It could mean no new cases locally, seeing others out socially with no repercussions, or even a promising cure or vaccine.*

*Operators will need to follow guidelines to reassure customers, but tactics that go beyond sanitation and social distancing will also help rebuild trust and may even speed up the “comfort timeline.” Acknowledge that*

customers have different needs with tactics like special senior seating or designated hours. Continuing carryout options even after dining rooms reopen may be a way to re-engage with those who have been wary of eating out.

#### *Phased in Approach*

*For as excited as Americans are to get back to the life they knew, it is not without some trepidation. It will take time to rebuild comfort and trust that everyday life can be safe again. So, not unlike plans to reopen the country, consumers will progress through their own comfort phases to move back toward life pre-COVID. Some Americans are ready to jump back in today, while others will need the comfort of continuing COVID precautions. And while most will look to the medical experts for the go-ahead, they will also look for cues and milestones to trust that it is OK to move forward. It could mean no new cases locally, seeing others out socially with no repercussions, or even a promising cure or vaccine.*

*Operators will need to follow guidelines to reassure customers, but tactics that go beyond sanitation and social distancing will also help rebuild trust and may even speed up the “comfort timeline.” Acknowledge that customers have different needs with tactics like special senior seating or designated hours.*

#### *Americans will dine in, taking precautions*

*Most consumers will go back to eating in restaurants but will want to take safety measures like social distancing and increased handwashing. Boomers, who are generally more at risk, will want these reassurances. One-third of Millennials will go back to “life as usual.” Interestingly, Gen Z who are generally less at risk, are most likely to feel they would avoid dining in.*

#### *Consumers trust restaurants more than they trust other people*

*It’s no surprise that Americans will carry forward their COVID behaviors as the world starts to reopen, as they don’t have complete faith in people or establishments to take necessary precautions. Most have at least some trust in dine-in options but are a little more wary of cafeterias where there is more traffic and open food options. Younger generations are more trusting of restaurants, fellow diners, and some retailers. Females are also less confident in people they do not know. Restaurants can help mitigate concern by making sure increased sanitation and social distancing efforts are obvious to diners. Tactics like reducing seating capacity for more space between tables and making it easy to social distance in waiting areas are easy to carry out operationally.*

### **J. Much more to think about with consumer preferences**

1. Here are additional excerpts from a webinar sponsored by “Nation’s Restaurant News” late April 2020. “Datassential” \* provided more detailed information. Additional data indicates many states will be able to re-open sooner versus later and large populated states may lie with “outside news events” in the media. Since March 11, 2020, the industry has been affected and World Health Organization declared COVID-19 a Pandemic. Since on or about March 13, 2020 all consumers were aware and concerned.
2. Consumer confidence will play a key role in how food service and hospitality industry professionals should consider how consumers will “spend” and dine out versus the health concerns that are prevalent within the consumer psyche. Public health continues to be at the forefront of consumers versus economic concerns currently by about 60% to 40%. How each operator responds to illustrating the public health concerns of the consumer and the underlying potential of recessionary spending habits of consumers.

3. The share of the consumer food dollar relating to grocery purchases to what may be left for disposable income spend with consumers dining dollars available. From 52% of food dollar spent in the food service segment to less than 25% during the COVID-19 stay at home crisis. Where will the balance come back to?
4. Consumers at the time that social distancing will allow dining out, people want to come back and sit down in a restaurant, but social distancing will be at the top of the minds and for at least near term for the next 30-90 days social distancing will continue in consumer minds and also in many cases mandated by governmental requirements. This may mean consumers may begin to order more dining out to enjoy meals with friends and family at home. Restaurants supply normalcy.

\*Data methodology gathered from the information presented by NRN and "Datassential" provided by consumer surveys general population, geographic, gender and income information. Information harvested is nearly real time from "Datassential".

5. Call ahead, online ordering, delivery and curbside delivery will continue, and dinner is now the top traffic share for restaurants where lunch time was the number one restaurant dining occasion prior to the crisis. Communicating your information as noted below under the marketing section of this document will be even more critical for restaurants.
6. Gen Z and Millennials do show a greater propensity of dining out demand versus Gen X and Boomers. Expectations are for a lot of delivery, take out and technology online ordering. Information as to the supply chain and huge elevation of hygiene and safety as noted above.

## **II. Financial Forecasts for reopening:**

Cash flow will be critical including any monies you have received from the PPP Cares Act or the EIDL loans if you received any. You need to be very conservative and include all the components of what a cash flow forecast will look like when you reopen for the next 12 months. Start with your P&L and include high level forecasting on sales, gross margins, COGS, and payroll. Managing your prime costs of food, beverage, paper, labor costs/payroll taxes will be critical to forecast. Placing within this forecast additional item that you may have some abatements on rent, utility payments or even payables should be included. You must also include any potential loan repayments you may have. This process will be essential for you to manage to and towards staying in business. National Restaurant Consultants can provide you with the assistance to complete this much needed forecast. Your future success will depend upon it.

## **III. Marketing:**

Communications plan as to when you are reopening and the most important single messaging you want to deliver to the guest and community. Call this your SOCO, Single Overriding Communicative Objective!

What will your new messaging be as to why customers should support your business is a helpful component in working through your SOCO. Communicate your menu as a featured part of your SOCO may be a key element of your messaging.

- A. Social media** - This most likely be your number one platform for marketing and promoting. Your website must be updated, you need to do this. Including menu, hours of operations, your social distancing and seating, things that make customers feel safe. It will be about perception and your communications must help guest feel comfortable and that you are doing all the right things to keep them safe. Facebook page updated and relevant. Instant Messenger will be a great way to communicate and keeping things relevant and timely. There are many free pieces involved with Facebook such as Facebook live and Instant Messenger and find out how to use them.
- B. Take a multi-layer approach** and some tried and true prior promotions such as birthday clubs/anniversary club and modest loyalty programs should be reconsidered and utilized. Birthday clubs can be “geo-coded” today to maximize interest, efficiency and customer trial and use. Promotional “deals” need to be driven as the shift to retail consumption will take some time to move the dial back to guests coming back to food service. While there will be a pent-up demand, you need to be mindful of what you spend will be to drive customers back into your restaurant. Cost of acquiring a guest can be low using technology and social media and therefore attractive offers to break thru the noise from many competitors with compelling and not breaking the bank offers need to be well thought through.

Top Seven action items for immediate marketing:

1. Create and Online Ordering System
2. Set your restaurant up on all the popular third-party delivery services
3. Run online advertising to promote delivery, curbside and take out services
4. Update your business listings including your updated menu, hours of operation and other new information
5. Build your customer list automatically through this process
6. Communicate with your list ongoing
7. Have many more guests that will find you with a free premium listing housed on an “authority site”.

National Restaurant Consultants (NRC) and Top Line Management created and published a webinar that detail these reopening strategies. Investing in your restaurant now and ongoing must make sense for the respective operator. For about \$5.00 per day over the next 90 days your restaurant can manage the multi-layer marketing approach to realize 10-15 new customers a day. Remember you will have to maintain Top of Mind Awareness (TOMA) with and for your guests, past, present, and future. We have created this helpful link: <https://restaurantconsulting.us/national-restaurant-consultants-webinar-2020/>

- C. Promotional and Marketing Budget** - Pin point your marketing and any of your precious dollars to what you want your marketing/promotions budget to maximize the return. Cost of acquiring guest and to have them come in more often should be a key focus in developing your promotional budget and offerings. Again, as noted above under multi-layer approach you can for a small amount of cash flow make your restaurant truly relevant.
- D. Technology** - on line ordering as curbside, takeout and delivery will most likely continue to be in demand. Improve your efficiencies with online ordering and the ability to communicate to guests in the most efficient way about their orders when their orders will be ready and how service guests better. Touch-less payment in the restaurant or use of gloves and sanitizer for payments. A recent webinar completed by National Restaurant Consultants and our marketing co-branding partner

Top Line Management link provides a wealth of information relating to how you can create on-line order entry and again the link is provided above.

- E. Community** – How you want the guest and community to feel about you. Become a part of the greater being with things that do not cost anything or little at all. Your restaurant for the near term will be hard pressed to donate money, but gift cards generally from a hard cost of goods only cost you about 30%. Do not promise on what you cannot do, but what you can do.
- F. Consumer patterns** – Consumer habits have shifted and realize that consumers may or may not travel as much and be aware and be flexible as to who you are marketing to. Each demographic may have different needs, wants and desires and some groups such as Boomers may even be more receptive to touchless payments as well. Dive down as to what the new culture may be and how you want to serve your new customers and prior customers. Consumers may also have a great deal of food and supplies stocked up so while an initial surge may happen, it may slow down as consumers “use up” food in their freezers and pantry’s. Gen Z least secured financial consumers currently. While their employment situation is difficult and have not at this time cut back spending so far but have less disposable income but willing to spend money on food. While Millennials and Gen X and Boomers may have more disposable income their economic concerns on many national surveys show consumers in these demographics have large economic concerns.
- G. Signage and Delivery Options** - Consider free delivery for the short term - Free delivery is another tactic that many restaurants utilized during the stay at home orders. New on-premises signage to remind guests you are open and “curb-side-pick-up should already be a sign in place. You may need to redesign these signs and reposition them. Look for other signs that identify that your customers know you are open and ready to serve them safely.

#### **IV. Operations Overview**

Your restaurant operations required you to utilize the above information relating to Health and Safety, Financial planning, Business Planning reinvented, and Marketing. This section has a great deal of detail and specific action items in terms of circling back to the top priority in creating a new normal for your business. As you reopen not only your dining rooms but overall business model, there are hundreds and hundreds of debates and opinions that vary greatly as to what the “right combination of things” are the most important. Not one size will fit all, and this operational guidance have been brought about by interviewing dozens of food service and hospitality professionals throughout the country and from National Restaurant Consultants experience. These items are not completed in the order of priority and certainly not an all-inclusive list but guidance and a resource for your use and consideration.

##### **A. Curb side pick-up, to-go and delivery needs**

- 1) **Packaging food to go or delivery** with all the care including, purchasing stickers to seal the bag for to go and especially delivered food that illustrates the food packaging has not been compromised or tampered with. Stickers can be purchased online or in many different outlets such as “Dollar discount type stores”.
- 2) **Cost of packaging** and to go, delivery and curb side increases your overall costs. You can add this pricing onto carry out and to go with nominal pricing add on as a service fee just as you would a delivery fee. Remember these add on service fees in most areas of the country are taxable

- B. Staffing:** do more with less has been a great lesson that many operators have come to realize that you can do more with less. While the PPP Cares act motivates you to bring back the equal or higher amount of staff you had as of 2-15-20, long term you should carefully review how many staff you really need. A “Zero Based Labor” budget that determines how many people you need to service the number of

guests you expect by the hours that you are open will help you define your staffing needs. National Restaurant Consultants has this template available for you to utilize in calculating your staffing requirements.

- A. **Touchless payments** – Can you do touchless payments instead of traditional check presenters? Yes, you can, and this can be done with handheld devices. Servers providing this service should be gloved and the handheld devices if possible, using a single use food quality bag over the unit will provide guest assurances of cleanliness as you will need to throw the bag away after each use. Proper disinfectant should also be utilized after each payment is made. **Order entry** – Serving staff should always use gloves to enter orders and if your POS required a touch of hand without touching a screen including the development of new facial recognition technology and voice commands to place orders touch less by servers and in kiosk applications by guests/consumers.
- B. **Reduced seating capacity** – With some limited service and fast casual/fast food restaurants tabletops are often bolted to the floor. Dining rooms will not be opened to full capacity for phase I and even Phase II reopening. Reducing capacity will most likely not be a negative by consumers in most situations. You will need to find a creative and cost-effective way to close off table and chairs to meet the capacity requirement during Phase I and II for social distancing. Ideas to do this would be printed signs with your logo on it, and simple things such as purchasing patio furniture covers. As you are greeting guests back, make these seating areas that are unavailable tasteful and still welcoming. Large parties' or limiting the number of people at one table may be government mandated but table sizes of 6 or less is a good guidance to start with or even parties of 4 or less.
- C. **Hosts-** and staging guest areas will be important to be able to keep guests waiting in a social distancing staging area. Use colored masking tape to direct guests and even a numbering system on the floor will help you to keep track of guests while they are waiting in numbered areas.
- D. **Food halls and food courts** - Consumers returning to food halls and food courts may be less likely to see traffic as consumers are less likely to see crowds in these areas. Starting at the beginning of reopening, this area may see less traffic due to crowd perception. COVID-19 has changed this perception of consumers for now.
- E. **Food trucks and mobile food service venues** - With proper social distancing and addressing PPE processes will be accepted but perception of cleaning and sanitation will be key for food trucks to reopen and be successful.
- F. **Meal kits** - Meal kits will continue to be an area to continue to provide that is packed safely and with the pre-requisite sticker seals. May also be a meal for consumers to “stock their home supplies”. Bundling offers such as a “date night meal kit” that include ingredients and directions for preparation; three course meal kits that might include a “half-priced” bottle of wine if alcohol to go continues forward in some jurisdictions.
- G. **Community involvement** - To help furloughed and laid off employees, health care workers, first responders and the elderly has always been a part of the fabric of our industry. Where you can, this is still a positive thing to do.



## V. Operations Check List –

**Print these four pages and check off these action items as you complete your opening of your dining room and restaurant.**

- Visit restaurants with similar offerings
  - Take notes of good & bad menu items or how service is executed
- Who is the best, Curbside, on-line ordering?
- Call ahead/pick-up. What can you learn, model, or adapt?
- Menu & recipes
  - Narrow menu offerings, minimize special dedicated SKU's
  - Create & test recipes. Seek for multi-use proteins and ingredients
  - Look for solutions to minimize employee handling and food touching
- Use of gloves
- Table mix & arrangement
- Recognize the 6' social distancing guidelines. Remove excessive tables and chairs if need be or note them with signage.
- Maximize the number of seats while visually configuring appropriate spacing
  - Determine mix of 2-top, 4-top, rounds, booths
  - Determine booth / table positions,
- Re-due your table numbers and floorplan maps
- Add Sanitizer, dispensers, and wipes. Post a visual cleaning schedule
  - Eliminate unnecessary areas where guests' hands that meet surfaces, video games, phone charging stations
- Checklists
  - Prepare opening, closing, shift change checklists for all stations. Modify where appropriate
  - Download checklist templates from National Restaurant Consultants
- Add incremental visual sanitizing dispensers, buckets, and towels
- Is there a way to post the additional sanitation procedures and equipment to assure guests that you are the most sanitized/clean restaurant?
- Build the "Trust Factor"
- Guest call ahead order system. Recognize that this is the latest most necessary mode of service you need to offer. You need to think "NO TOUCH<NO CONTACT for customer ordering
- This must be clearly visible for customers and are they aware you have it. Promote it.
  - Is there on-line ordering? Should you have an App dedicated to order ahead or simple solutions for this, contact National Restaurant Consultants to obtain this online process with very little investment.
- Do you have the most simplistic intuitive curbside, delivery process
  - Reconsider the use of pagers, sound system, texting, other?
- Happy hour or Lunch/Dinner meal solution for take-out, call ahead, order pick-up
- If Happy Hour look for new ways to bundle. Include food and beverage combo's
- If Meal solutions- should you sell refrigerated or frozen TOGO meal solutions
- For both individuals and families
  - Determine specials, consider use of "Cryovac"™ type packaging. Upgrade your takeout packaging. Is it sealable? Does it keep food hot or cold? Recognize the cost of new improved packaging, modify prices accordingly

- Review
  - Check state/local laws regarding happy hour/discount programs. State changes for TOGO Liquor
- Menu analysis
  - Determine items for signature or high promotion status. What is the most profitable? What sells most? Is there a way to offer it as a Grab and Go?
    - Base decision on gross profit margin, ease of preparation, quality
- Develop "To Go" Menus. Emphasis how to use in simple steps for greater consumer understanding
- Develop Catering Menus. Should you add beverages and desserts? Is your packaging and accoutrements all encompassing? Are there necessary instructions?
- Menu item cost
  - Calculate raw food cost on all menu items
  - Rank each categories' items by gross profit margin
  - Does your prime distributor have food management software if so, ask for assistance
- Discuss with Purveyors any new products or bundles
- Prep lists with pars
  - Create prep lists with par levels including time standards
- Revisit use of gloves, particularly in customer visible areas
- Look for ways to minimize food touching and contact
- Consider new dispensing, portion control tools
- Product specs
  - Create detailed product specs for all food products/portion size/visible appeal
  - Grade, size, packaging, brand, etc.
- Consider "best in class" packaging options
  - Ask your distributor for assistance
- Tests cook all menu items and compare to recipe for ingredients and time
- Reservation policy Update do to new seating configuration and floor maps
  - Determine if you will take reservations or not
  - Consider "call in" program to place names on wait list only
  - What type of system (i.e.: table ready)
- Is there an order queue? How can you accomplish 6 foot spacing?
- Station setup sheets with pars
  - For kitchen & dining room(s)
- Update Emergency exit procedures
  - Determine procedures, post maps
  - Discuss in safety meetings with staff
- Bulletin board
  - For employee schedule, mandatory postings
  - Choking poster
  - Emergency hospital & doctor numbers & instructions
- Update with new sanitization procedures and social distancing practices
- Task list at server station
- Review Packaging/ Minimize food handling
- Children's amenities
  - Menu, crayons, coloring book, highchairs, booster seats, balloons
- Are there visible sanitation clues? Do you wrap clean high-chairs and boosters?

- Are Crayons and coloring books sealed “one use only”?
- Cleaning & maintenance schedules
  - Set up schedules & procedures
  - Develop Cleaning Checklists
- Update and post Cleaning and Sanitizing activities for customer awareness
- Emergency numbers
  - Map, directions to hospital
  - Plan with local doctor, clinic
- Contact information for any 3<sup>rd</sup> party delivery system (Uber eats, door dash, etc.)
- Entertainment
  - Obtain permits if required
  - Create list of potential entertainers
- Floor maintenance
  - Get ongoing floor maintenance procedures
  - Purchase cleaning / polishing supplies
- Add sanitation stations
- Valet parking
  - Valet stand
  - Key control system
  - Valet only parking area signs, cones
  - Insurance
- Is there a clean/ safe sanitation process for car disinfecting?
- Approved vendor list
  - Create Master Approved Vendor List
  - Include primary & backup vendors
- Fully understand 3<sup>rd</sup> party delivery costs and benefits
- Considering using multiple delivery solutions. Investigate use of Post Mates and monthly cost. Can it be integrated into your POS? Are your menus current with offerings and pricing?
- Birthday specials
  - Determine policy, special desserts, b-day song, other
- Seating chart & waitstaff sections
  - Create seating chart diagram with waitstaff sections for new seating configurations
- Initial food, beverage & supplies orders
  - Determine quantities for training, mock shifts, pre-opening activities or re-opening celebrations
- Order & delivery schedule
  - Prepare weekly schedule with each vendor's order & deliver dates
  - Develop “Ordering & Receiving Schedule”
- Review Purveyor agreements to ensure best in class sanitation and food safe delivery with temperatures
- Padlocks for cooler doors
  - Create control system for access & keys
  - Limit access to storage rooms to deliveries & requisition into production
- Deposit bags
  - Obtain from bank
- Do they get sanitized
- Host stand supplies
  - Reservation book, call clock, pencils, notebooks, kid's stuff

- Update any new services
- Light levels
  - Determine for each meal period
  - Label light switches
- Change order
  - Prepare initial change order, change & small bills
- Check inventory levels
  - On all food, beverage, paper & supplies
  - Prepare orders for opening week
- Develop "Par" levels of all inventory items and create inventory control sheets for both food and liquor
- Opening inventory
  - Take full physical inventory on all food & beverage items night before opening
  - Necessary to calculate accurate food & beverage costs after opening. Include packaging costs
- Customer comment cards
  - Design & print
  - Create procedures for receiving & responding
- Is there an opportunity for cleanliness and sanitation feedback
  - Develop procedure to enter customer info into data base
- Organize "Safe Serve Training" for new employees
- Consider a review for existing returning employees
- Organize "Tips Training" for new employees
- Consider a review for existing returning employees

## VI. Human Resources Check List – Personnel

**Print these two pages and check off these action items as you complete your reopening of your dining room and restaurant relating to staffing.**

- Employee benefits
  - Determine insurance coverage (medical, dental, life, disability) & eligibility
  - Vacation, meals, comps, tuition reimbursement, other
  - Update for any new legislature that has come from the COVID-19 regulations relating to sick pay, FMLA etc.
- Employee job descriptions
  - Create for all staff & management positions
  - Available as templates from National Restaurant Consultants
- Update for new sanitation procedures
- Management team
  - Start interviewing/selection process, be selective
- Staff interviews, now is the time to be selective, do not settle. Staff that elect to not come back to work due to benefits from unemployment benefits can be communicated as to why to come back to work.  
Replace moderate and poor performers
- Organizational chart
  - Redo and re-create organizational chart for restaurant
- Employee handbook
  - Review and create to document and communicate all employee & employment practices
  - Obtain from National Restaurant Consultants or appropriate Government programs
- Update all new procedures, add emphasis on calling out if not well
- Employee training manuals
  - Review and create for all positions
  - Obtain from National Restaurant Consultants
- Management training materials. Review practices
  - Personnel hiring, training & management
  - Operations
  - Administrative
- Master training schedule
  - Create schedule for staffing training leading up to opening day - Include refresher program and new procedure training for returning employees, do not shortchange newly hired or the overall training process in general. Train, train, and train some more.
- Side work procedures & schedules
  - Create server/front-of-house side work checklists
  - Obtain from National Restaurant Consultants
- Sanitation cleaning tasks and check lists see addendums
- Staff pay scales
  - Determine starting pay scales for each position
  - Determine employee review/raise policies
- Investigate competitor pay scales, are you still competitive?
- Staffing needs
  - Determine number of new hires needed by position, complete zero-based labor budget; obtain

- from National Restaurant Consultants
  - Plan for turnover, hire 20% more than you think you need
- Employee recruiting
  - "NOW HIRING" banner if need be
  - Recruiting missions
  - Word of mouth campaigns
  - Bonus for referrals
  - Plan for turnover, hire 20% more than you think you need
  - Craig's list add
  - Consider use of yard signs, feathered flags, now hiring discount cards
- Pre-opening interview site and timing
  - Hiring/selection forms update with the latest information
- Food safety training
  - purchase food safety training materials/videos
  - contact state or National Restaurant Association
- Assemble new employee materials
  - Application forms
  - Uniforms and update uniform policy and be sure you are in compliance with local regulations
  - W-4, I-9 forms
  - Employee handbook, job descriptions
  - Orientation & training checklists
  - Obtain all the above if need be from National Restaurant Consultants
- Employee files
  - Set up for employment application, status changes, other personnel records
- OSHA
  - Review OSHA standards with managers and the potential for new standards and guidance requirements
- Alcoholic beverage server certification
  - Determine state/local requirements
  - Assign employee(s) for certification course
- Depending on legislature review take-out alcohol procedures and protocols revisit
- HACCAP training / certification
  - Assign employee(s) for certification course
- Safety checklist & audit
  - Create safety checklist & perform safety audit
- Update with new sanitation practices and procedures
  - Obtain from National Restaurant Consultants
- Wine training program
  - Arrange for wine supplier to provide/ maybe TOGO Alcohol
- Begin staff training / with a schedule for retraining
- Safety & first aid training
  - Conduct training program for all employees
- Conduct practice runs/mock service
- Order all Wall Posters required by state with any new state or federal changes
- Finalize Employee Meal Policy
- Finalize opening week employee schedules
  - Staff heavy
  - Plan for turnover, no-shows

## VII. **Supply chain**

- A. Overview of Supply chain - Much of the concern about the supply chain is focused on proteins. While initially the supply was abundant with the reduction in purchases from food service, the rampant COVID-19 infections in meat packing plants driving indefinite closures is cause for concern. Hot spot infection has now closed the largest Smithfield™ processing plant (responsible for 5% of US protein production) as well as Tyson’s largest pork processing plant. Smithfield™ has warned that the country is moving “perilously close to the edge” in supplies for grocers. Food Service supply has been adequate due to lower demand, but packers are concerned about this changing if their large plants cannot get back on-line. Packers are installing plastic sheets between the works on their lines to try to mitigate the spread of the COVID-19 virus like what we have seen in retail.

Dairy farmers are “dumping” milk due to less demand. Supply on butter, cheese and eggs is ample and growing. The cheese block market has dropped from \$1.75 the week of March 23 to \$1.00 last week making this one of the most impacted food segments. Farmers are now concerned with adequate storage space as food service demand has declined but should even out once food service demand move forward.

Produce supplies appear to be adequate for demand.

### **B. Supply Chain Management**

1. Communication with your suppliers about credit.
  - Have that tough credit conversation. If you have an outstanding balance from before your closure you need to reach out long before you want to start up your business again to work through details for payment.
  - Start by letting your sales rep know that you will be contacting their credit department. Your sales rep will help you with other items, but this conversation needs to be directly with a credit manager. Your sales rep might suggest one that they like working with.
  - Your Foodservice Distributors want you to be successful and able to reopen. While their credit departments will want to bring accounts current as quickly as possible, they want and need you back as a customer.
  - You need a solid plan to become current. Most plans need to be between 1-2 months for the credit department to think this is a viable plan.
    - Do not be overly optimistic about what you can afford to pay weekly. Credit managers expect obligations to meet once you have an agreement.
    - Spend time looking at your expectations for your reopening. You will not immediately return to the prior normal. How many seats will you have? What hours will you be operating? How many will you need on your staff? Will your menu need revising? A deep dive analysis into your new normal will help you discuss your plan for repayment professionally, enhancing the chances of your distributor working with you.
    - You are not the only restaurant in this position. These credit departments will be busy working to get everyone back up and running. Be ready with your plan when you begin conversations with them.

2. Communication with your suppliers about delivery.
  - Just like your business will be different when you start up, the Foodservice Distributors have had to make changes to their business while restaurants we closed and doing modified service.
    - Distributors are running fewer routes since many restaurants are closed or have reduced business.
    - You may not have the same delivery day option that you enjoyed in the past.
    - Drivers have found new jobs with companies like Amazon and UPS.
    - Making Foodservice deliveries requires a special driver profile. We call them “industrial athletes”. Distributors will be hiring replacement drivers to take routes as they are added back. Do not assume that because you had Joe Smith delivering to your restaurant for 10 years that he will be there when you reopen. You will need to work together with your distributor to train your new and possibly rookie driver to make your delivery the way you like it.
    - Not all these new drivers will make the cut long term. There will be some fall out and some “bad deliveries” along the way. Keep your sales rep informed about any issues you may have.
3. Communication with your supplier about your menu/order guide.
  - This is where you need to get your Foodservice Sales Rep involved.
    - The entire food chain has been disrupted.
    - Go through your order guide with your sales rep to find out if any items that you have traditionally used in your restaurant have become difficult to source.
    - In some cases, they may advise you to use a different brand than you used in the past. They will know which suppliers and manufacturers are currently most reliable.
4. Ask your sales rep to give you new pricing on your top volume items. Do not assume that the items that drive your menu will be priced similarly to before your closure. You are dealing with a totally new supply and demand model.
  - You will need to work on modifying your menu to match product availability and pricing.
    - Any estimates you can give your sales rep about your usage, especially on key items will help them communicate with their purchasing department.
    - Many items have 2-3-week lead times from the time the buyer places the order to it coming into the distribution center. The earlier you can begin this conversation the better your distributor can take care of your needs.
    - Have contingency plans for backup menu items you could market in case you are cut some of your items. There is high likelihood that there will be bumps in the road as restaurants start coming back on-line.
5. Communication with your supplier about when you will be opening.

- Your supplier will realize that not all of this is in your control. But with changes in routing and the product supply chain any advance notice of what you are anticipating will be appreciated.
- Remember that you are both dealing with perishable product and need to partner closer than ever to maximize effectiveness.

## 6. Other Supply Chain Inputs

*By Bruce Reinstein and Tim Hand, partners, Kinetic12 Consulting, in conjunction with IFMA, the International Foodservice Manufacturers Association*

Social-distancing, coronavirus and Covid-19 are three phrases now permanently etched into our lexicon. In this article, we look forward at what we believe are the other long-term impacts of the coronavirus pandemic on the U.S. Foodservice industry.

### Manufacturers

As consumers and operators shift their buying habits and operational structures, manufacturers must accelerate their focus on supply chain transparency and contingency planning. Operators will be looking for partners who can work collaboratively in a solutions-based relationship. Operators will not have the time or patience to withstand a traditional sales approach by a supplier. Clear expectations will be set, and suppliers will be able to build better strategic partnerships if they are able to meet or exceed these expectations. Manufacturers and operators must now work more closely together to ensure everyone is safe and protected.

To this end, here are eight key areas that manufacturers can work on moving forward.

1. **Greater focus on supply chain & production communication with operators:** The COVID crisis has amplified the need for supply chain collaboration and communication between all parties in the value chain. This new higher level of communication is leading to new practices, processes and policies, and there is no reason to think this will not become the new norm going forward. What has been in the past, an "ask-provide dynamic" will see an acceleration to a more collaborative, mutually beneficial relationship. We should also see a greater adoption of the supplier segmentation theory that identifies "strategic-suppliers" that demonstrate the willingness and capability of multi-faceted alignment with a chain's priorities and goals.
2. **Increased focus on disaster planning, contingency planning and risk mitigation related to Unforeseen Industry-wide Issues:** Related to No.1 above, a better understanding of supply chain risk and contingency planning has been job-1 in managing the COVID situation. Crisis is the catalyst of true change and therefore we can expect to see new practices put in place around contingency planning. We can also expect to see new senior-level positions created such as VP of Supply Chain Contingency Planning, or VP of Value Chain Transparency.
3. **Push for greater transparency and trust in the food supply chain:** Over the past several years there has been a considerable amount of investment and energy in improving our food supply chain transparency, largely driven by food safety concerns around E-coli infections related to romaine lettuce. We can expect an acceleration of this investment as the current situation has only amplified consumers' and operators' desire for greater transparency.

4. **New product investment in RTU/low-labor/partially cooked/ready-to-assemble food options:** Given the tight labor of recent years operators were already moving to lower labor solutions such as buying further assembled menu items, heat and serve products and consumer self-ordering technologies. We have already seen an acceleration of collaborative innovation between chains and their top suppliers. The current situation has only increased consumer focus on the kitchen operation, food handling procedures and restaurant sanitation.

The number of people working in a kitchen is unfortunately linked to consumer's perceptions of food safety and sanitation risk. Consumers are afraid and they ideally don't want to see anyone touching their food. Moving forward we can expect operators to be looking for more solutions that lower back-of-house labor requirements, including partially cooked, ready-to-use, ready-to-heat, ready-to-assemble foods, as well as new technologies that streamline the kitchen operation. Additionally, chains will be open to a higher level of collaborative innovation with suppliers to develop and test new game-changing solutions and technologies.

5. **Smaller organizations:** With a dramatic decline in sales we can expect to see manufacturer layoffs and furloughs. As companies get used to operating with smaller staffs it is unlikely the same level of employment will be realized in a post-COVID environment. Companies will take their time re-hiring and will be cautious about adding overhead until they see their sales come back and feel the industry has fully recovered.
6. **New Product investment in improved take-out/delivery packaging:** Operators who were previously slow to adopt higher cost tamper-proof options will now be much more open to them. Tamper-proof, food-safe "clean-packaging" will become the standard and consumers will now accept the higher price that comes with it. Innovative packaging will become a point of difference for operators. Manufacturers working in the packaging space can expect a paradigm shift in how their products are viewed. Take-out packaging that was previously viewed as a cost to be minimized will now be a differentiator to be invested in and promoted.
7. **VP of Operator Solutions:** Operator expectations are going to change. They are going to expect more from their suppliers in a post-crisis environment and have a significantly lower tolerance for poor support, weak communication, and lack-luster follow-up. The word "sales" may become a detriment in a world where operators want help solving problems versus simply being sold something. Manufacturers must adopt a solution-oriented mindset. Operators will be peeling off layers of their teams and time will become a major factor as they begin to wear multiple hats. They will look to suppliers to make up the difference. Those that can, will become partners and quickly reap the rewards.
8. **Stronger long-term supplier relationships"** Looking forward we see operators moving to fewer, stronger supplier relationships. Change is expensive and brings risk. Manufacturers with the willingness and capability to align with their top accounts will see greater access, loyalty, and growth opportunities. Joint business planning and collaboration will become more important as operators will value relationships and commitment more than ever.

ADDENDUM A

SANITATION AND HEALTH SAFETY PROTOCOLS

YOUR LOGO HERE

At \_\_\_\_\_ we take your safety and the safety of our staff as top priority.

We adhere to all federal, state and local guidance relating to food health safety protocols in our restaurant. These items include for everyone's well being:

Personal protective equipment for all of our staff wearing single use masks and single use gloves. ,

Sanitizing all hard surfaces including table tops, underneath the tables, table bases, door ways, restrooms and all hard surfaces in our kitchen and equipment.

Hand sanitizers are at each table and we will gladly provide you with single use condiments such as salt and pepper etc.

A log illustrating in some cases hourly, daily and weekly deep cleaning of our restaurant is posted within the restaurant and our restrooms.





ADDENDUM D Restaurant Cleaning Log Name of Restaurant:	Date:	Logo here:
<i>Action Items</i>	Time Done	Done By Initial
<b>HOURLY ACTION ITEMS</b>		
Front Door Disinfected		
Restroom Doors Disinfected		
Restroom Counter Disinfected		
Restroom Toilets Clean/Disinfected		
Restroom Stalls Disinfected		
Restroom Soap Dispensers Disinfected		
Restroom Towels Cleaned/Disinfected		
To Go Area Waiting Area Disinfected		
Kitchen line Disinfected		
Kitchen Equipment Disinfected		
Bar Top Disinfected		
<b>ONGOING ACTION ITEMS</b>		
Table Tops Disinfected After Each Use		
Table Bottoms Disinfected After Each Use		
Menu's Disinfected After Each Use		
Table Condiments Disposed After Each Use		
Bar Top Disinfected After Each Use		
Booths Disinfected After Each Use		
<b>DAILY ACTION ITEMS</b>		
Daily Disinfecting With Fogging System B-4 Opening		
Sweeping/Mopping/Sanitizing Solution		
Daily Disinfecting All Hard Surfaces Before Opening		
Daily Disinfecting All Hard Surfaces At Closing		
<b>MONTHLY ACTION ITEMS</b>		
Monthly Fogging Of Restaurant, suggest early in week to potentially use to attract diners earlier in week		
This log is to be kept in the administrative office files for a minimum of 120 days.		
Manager Initial upon completion:		

Addendum E is a PDF of the **“Opening Up Of America Again”**

See attached.