

# STRATEGIC PLANNING GUIDE

## RESTAURANT SUCCE\$\$ SYSTEM



*Be A Restaurant Super Hero!*

PLAN YOUR WORK  
WORK YOUR PLAN



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# Strategic Planning Guide



## Strategic Planning

In its simplest form, strategic planning is the asking and answering the following question, “What do I want to be when I grow up?” Given the difficulty many of us have with that question, it’s no wonder that planning is sometimes such a troublesome task.

The bottom line is that planning all too often results in a plan—and if that is the only result of your efforts—you’ve wasted your time.

Planning is valuable if and only if it creates a consensus on a definable future and sets forth rational action to get there. The key word is **action**. Its not the plan that’s important, its the process and the actions that result. The process is simply defining who you are, the nature of your market, who you want to be and how you will get there.

*What should a good planning process entail, how should it be memorialized and how do you improve the likelihood that a plan will result in action and successful attainment of the desired future?*

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The process is to ask and answer questions regarding ourselves, our customers and prospective customers, our market, our economy, trends and the like. The memorialization of the process is a planning document that organizes the rationale for the company's chosen future and sets forth the accountability for getting the job done.

Overall, the planning process will answer six questions:

1. Where are we? What is our present market position?
2. Where do we want to go? What should our position be?
3. How do we get there?
4. When should we be there?
5. Who—customers, prospective customers and referral sources—will help us get there?
6. How do we measure and evaluate our progress against the plan?

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Strategic planning experience has shown that there are two keys to successful planning:

1. The evaluation of firm strengths and weaknesses must be candid and objective, requiring input from inside and outside the company.

## **SWOT**

**Strengths**

**Weaknesses**

**Oppurtunities**

**Threats**

2. Consensus developed with the broad participation of owners, executives and managers and even hourly employees/crew is critical to successful planning.

I hope that this provides you with a simpler approach to planning and the understanding that it is the actions and results that follow the planning effort that determine if the time has been well spent.

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## Business Dashboard

The business dashboard is different for each company, but what is the same is that all five to seven performance indicators reflect the critical success factors and will immediately alert the driver whether a business owner or department executive when performance begins to suffer or is in critical area that requires immediate attention.. Just like the warning light for the fuel gauge, battery or engine, the end result is that instantaneous action needs to be taken or the business may experience significant performance issues.

A major consideration in performance improvement involves the creation and use of performance measures or indicators, the business dashboard.

Performance measures or indicators are measurable characteristics of products, services, processes, and operations the company uses to track and improve performance. The measures or indicators should be selected to best represent the factors that lead to improved customer, operational, and financial performance. A comprehensive set of measures or indicators tied to customer and/or company performance requirements represents a clear basis for aligning all activities with the company's goals. Through the analysis of data from the tracking processes, the measures or indicators themselves may be evaluated and changed to better support such goals.

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## Performance Indicators – Potential Business Dashboard Items

### Sales

Increase Restaurant Sales

Catering Sales

Customer Counts

Guest Retention/Repeat

Customer Feedback

Employee Feedback

Employee Turnover

### Profitability

P&L

Inventory Turns

Growth

Prime Cost

What else do you need to track in your business?

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## Strategic Plan

### 1 Year

Objectives

Strategies

### 1 Month

Objectives

Strategies

### 1 week

Objectives

Strategies

### 2 week

Objectives

Strategies

# Strategic Planning Guide



## January 2007 Objectives

# SAMPLE

Our annual objectives:

- Increase restaurant profitability
- Provide a work environment that consistently provides training, rewards, and recognition for everyone in our company.
- Increasing sales trends in all restaurants
- Effective Management and structure

Our strategies to accomplish these objectives:

- Make Necessary changes to improve business
- Constant Operational Review
- Constant Financial Review
- Keep open communication with all to allow for self evaluation and suggestion for improvements

## January Objectives & Strategies

- **100% Compliance on Systems & Timeliness**  
Review all work and follow-up on every dead line  
Hold People Accountable to commitments
- **Increase Sales**  
LSM- LOCAL STORE MARKETING Get out and make the difference  
Review and Implement Effective Marketing Program/Manual  
Maximize Instore Sales through preparedness and aggressiveness  
Implement LTO for each store
- **Catering Program in place and executing tremendous sales**  
Follow up on all Current leads  
Provide packets to stores for LSM of catering
- **Reorganize and Achieve New Successes**  
Simple Plan: Hire, Train, Revise Menu and Advertise  
Review Current Systems and Procedures, Identify items to be improved, then improve them immediately, No Hesitation!
- **Press the Fifth Stores Construction**  
Review Status to date and address lose ends, When?  
Map out entire opening flow  
Insure all Training Material & Training is professionally done and finalized