

## Coronavirus (COVID19) Suggestions

**GOAL – Keep all restaurants open, keep our family and teams safe and financially survive.**

- **People**

- Communicate, Communicate and Communicate again.
  - Check on your team, their family and address any new issues. Listen! Keep a tight pulse on your team.
  - If you have a text or an App like CREW APP, it is a great time to use it daily to communicate to all.
  - Shift Huddles may be your best avenue to positively affect the team that shift.
  - Ensure you have all 3 Coronavirus plans posted
- Where feasible go to 4-day work week for Management and Full Time TM's. In some cases, you will have reduced operating hours and you may be able to get more team members to open/close. It may be 10-12-hour days but may be easier to manage. Limit shift change and limit change of team coming in and out. In some cases, it will work but the team needs to want to do it. It will make it easier for those that struggle with transportation or child/elderly care.
- Help team decide on must do versus nice to do task. Try to get it down to 3 large priorities/focus and don't interfere. Allow that to be 60-75% of their work week.
- Tighten up security measures. With less places open, less places for the bad guys to rob. Ensure you cash control/deposit procedures are being followed along with backdoor being locked. If you are DT only avoid allowing anyone to come inside, keep the doors locked.
- Find a way to find good things to focus on every day. Possibly recognize a team member in one of your restaurants to say, "Thank You". Does not have to cost anything. We need them all right now and must be grateful for them being here.
- We need our team to come to work healthy. Suggest that you check or have them check their temperature before clocking in. If above 100 degrees do not allow them to work. Do not record the temperature anywhere due to HIPAA laws. Just know if they are working, they have no temperature. Your team will appreciate it. As you know we all have team members that will work regardless how they feel since they are committed to you or simply need the paycheck.
- Pay attention to the local curfews that many cities/counties are imposing. In most cases we are listed as an essential business but only for carryout/drive thru or delivery. No inside dining in most.
- Some restaurants will have an easier time than others. Be very careful sharing employees. If one has a breakout or symptoms show in one you could lose two restaurants!
- Find a way to recognize your heroes!

- **Sales**

- All sales will be off premise – Speed will be essential during this time, more than ever.
  - Use TRED and do everything possible to eliminate bottlenecks
- Focus on Window Times and Front Counter Times for Carryout/Pick

- Do not rush guest when ordering. They also have a lot on their minds. They need a lot of food, sell it to them to limit trips
    - Add additional large sides and extra 8 PC bucket
    - ½ Gallon of Tea or Lemonade can sell well to eliminate another stop
    - NCAC is working on a \$30 Fill Up – details to come out soon. If we can drive our check average close to our transaction loss, we can work our way through this situation.
  - Cleanliness will be very important – guest will be reviewing your standards much more than ever. Look at your Drive thru lane, menu board, drive thru window as guest. That is all they will see, so they will judge you based on the appearance. I have attached a Drive Thru Focus Worksheet. 1 pager with key items to review.
  - Sanitizer dispensers clearly visible for team to use and if dining room open easy for the guest to use.
  - Guest want to see things being different
    - No fingerprints on glass.
    - Gloves on cashiers – gloves will help with both team and guest and it will also help with keeping the DT window cleaner
    - Plenty of sanitizing and cleaning/disinfecting happening
  - Review all LOR discounts/coupons at shift break. You will see a reduction in coupons through the drive thru. Pay close attention to late night refunds/cancels. Here again, Trust by Verify. Everyone will feel a cash crunch over the next 8-12 weeks or longer.
  - Ensure correct hours of operation are posted. May be a temporary sign but your guest needs to know. Update in Merit and all delivery aggregators.
  - Possibly use bag stuffers to help market KFC.com order or Grub Hub. We need to make it as simple as possible to get our food. I have seen that our online orders are often twice or three times higher guest check. We need those type of sales.
  - Purchase large banners that you can put up close to the road that states Drive Thru is OPEN. Face it towards most of the traffic. When guest see no cars or limited cars with a small sign on the door it often tells them we are closed. We need to scream that we are open.
  - Possibly have a team member hold or shake the banner during the peak dinner periods to gain attention that we are open. Reader boards are good and will help. Just need to scream out that you are open.
  - Seek out large groups that must work and cannot go out. Possibly a good catering opportunity or possible goodwill opportunity.
  - Instruct all to park in front to help us appear to be open. Of course, if the dining room is open you do not. But for DT only restaurants it will tell the guest driving by that we are open. If they see no cars in the lot, they immediately think we are closed.
  - If you are DT only, ensure you have procedures in place to handle those that cannot go through the DT such as large vehicles and trucks, etc.
  - Ensure you secure or seal packages for pickup or delivery to help them be tamper proof.
  - More 3rd Party Delivery aggregators will be made available. Ensure you jump on them as soon as possible. Delivery will be huge moving forward.
- **Expenses / Cost cutting measures for the Short Term**

- Labor can grow to be your highest expense if you let it. Take control of schedules.
  - Labor plan by restaurant
    - Agree on Opening/Closing time
    - Agree on hours used to open and close each day
    - Agree on deployment of people by rush period
    - Include truck order/delivery and daily/weekly administration
    - Best cashier that can drive guest on order taking during peaks
    - Possibly go to less days, but long days to eliminate shift break
- COGS – Menu mix will change, stay close to projections and prep (Merit uses 6 weeks plus some other calculations – yesterday needs to hold more weight)
  - Review comparisons each morning, adjust daily based on previous day
  - Stay close to PAR levels for all inventory items especially perishables
    - Lower levels where possible to immediately effect cash flow
  - Know what your best margin items are to sell – push them
  - Know where every Head of COB goes?
  - Trust but Verify all discounts and all count issues.
- Other Expenses/Cost Cutting/Improve Cash Flow. I urge everyone to call every vendor you directly work with to ask for discounted cost for the next 3-4 months. Everyone is feeling the pain but if we all take a little reduction, we all can survive. All they can say is NO! On the same call ask about extending terms to a full 30 or possibly 45 days.
  - Operating Fund/Safe Cash – if you are DT only, only one cash drawer to manage. Can you reduce your fund in half or down 25%? Money safer in your bank and less to count. Credit card transactions will go up significantly. No one wants to handle money.
  - Landscaping – unfortunately just going in the grass/weed growing season. Opportunity to reduce expenses will be more difficult. Possibly extend your service out 3-4 days longer. No new landscaping at this time.
  - Dumpster/Trash Pickup – with limited dine in and limited dining room trash you can reduce your trash pickup by at least eliminating one pickup per week, possibly more based on your past inside sales.
  - Music – in many cases no one is the dining room to enjoy the music. Suggest asking for a 3-month free or reduction in monthly subscription.
  - Mat/Sanitation service such as Cintas – reduce or eliminate since inside traffic will be greatly reduced for the next 3 months.
  - Preventive maintenance cannot be cut. You still need to change filters, keep refrigeration coil cleans. Any savings you try to take her will probably just cost you more in electric to operate or drive up repair cost. So be careful.
  - Billboards- possibly suspend or stop local billboards. Traffic is significantly reduced. The interstate boards and DOT signs are still very important to leave in place and many are on annual or longer contracts.
  - Have supervisor take over smallwares and office supply ordering. In some cases, you may have one or two restaurants that could supply 10 others.
  - All repairs should be going through the supervisor

- Reinforce the current use of existing vendors. At times our teams get confused and call the wrong vendor repairs or exchange items such as headsets. Ensure they all have a current vendor telephone log.
- Eliminate any window cleaning services.
- Where possible turn off or significantly change the dining room AC. Possibly just let the fan run. If you are open only for DT no need to cool the dining room at this time.
- Follow shut down procedures for your dining room beverage and ice machine if you have your dining room closed or are going to team member served drinks.
- Consider securing your sanitizer, gloves, cleaning chemicals, hand towels and toilet paper. All are hard for many to find.