

Growing a Restaurant's Profit Margin: How You Can Control Your Costs



Contents

3 Introduction

4 Chapter 1 - Scheduling Staff

- Overstaffing
- Understaffing
- Putting the Right People in Each Shift
- Interactive Scheduling
- Predictive Scheduling
- Hour Tracking Software

8 Chapter 2 - Inventory and Food Waste

- Organizing Your Walk-in
- First In, First Out
- Versatile Ingredients
- Thinking Nose to Tail
- Prep Waste
- Portion Control
- Mess Ups

12 Chapter 3 - Suppliers

- Shop Around
- Compare Distributors
- Be Realistic
- Track Digitally
- Negotiate
- Build Relationships
- Evaluate If You Need What You're Buying

16 Chapter 4 - Your Menu

- Dump Your Dogs
- Add Variety
- Look for Redundancies
- Increase Prices
- Eliminate One-trick Ponies
- Rearrange Your Menu
- Tweak Your Puzzles

20 Conclusion





Introduction

When times are tight...

Or even when they're not, most restaurateurs need to ask themselves: "Where can I start cutting costs?"

The natural inclination for many business owners is to look at your two biggest expenses — staff and COGS (Cost of Goods Sold) — and slash from the top down, until you can make ends meet. But a savvy restaurateur knows there's more than one way to skin a salmon.

Making targeted choices about where to cut restaurant costs and where to leave expenses alone is a crucial part of maintaining balance in your bottom line. Cut too hastily, and you'll end up alienating customers with reduced service or missing favorites on your daily menu.

But cut decisively, and you'll be able to grow your business out of the health of what's left.

In the following chapters, we'll be looking at four different areas of your business that can have a significant impact on your ability to control your prime costs: **scheduling staff, inventory and food waste, suppliers, and your menu.** If you can effectively manage each one of these areas, both your restaurant profit margin and business can grow over time.



Chapter

Scheduling Staff

There are so many different factors you have to take into consideration when deciding what's economical for your restaurant. Cost savings and overall expense can be easy to overlook where scheduling comes into play, but how you schedule your staff (your scheduling process and your choices for each shift) can make a big difference to your business success over time.

From service to food quality, scheduling your restaurant staff has critical repercussions on your day-to-day business — and ultimately your bottom line.

Overstaffing

So much of the financial aspect of scheduling comes down to figuring out the right amount of people needed for each role in each shift. And yes, overstaffing obviously

can have a real impact. Putting too many employees on a shift when the shift needs less means you'll be paying more in wages than is necessary for that particular day. This type of efficiency is critical for maintaining a reasonable budget for wages.

On top of that, staff members who make most of their money off of tips don't want to be in an overstaffed shift because they will need to share the limited number of tables available with more servers. Remember, employee turnover gets expensive, so you really don't want your employees to have an active reason to want to leave.

Understaffing

Understaffing can sometimes be just as costly to your business. Not only can understaffing hinder your employees

from providing top-notch efficient service (potentially leading to dissatisfied or walkout customers), but consistently understaffing shifts can lead to your employees overcompensating.



Trying to do too much during any one shift can lead to employee burnout and resentment. Think about what your morale was like in jobs where you felt overworked and underappreciated. That can lead to good employees finding other jobs, which will force you to spend even more money and time hiring new people. Again, turnover should be treated as another expense, one that you want to keep to a minimum.

In many cases, you might be adequately staffing each shift already. But of course, life happens, and it's not uncommon that for every shift, one or more staff members call in and can't perform their shift for various reasons (illness, fender bender, etc.), and being understaffed becomes a quick reality.

Make sure to schedule an "on-call" employee for each shift to ensure you're always fully staffed in case someone doesn't show up. The on-call employee typically calls in at a designated time before each shift to see if they are needed.

On the flip side, any regularly scheduled employee calling in should also be expected to do so with enough notice to allow management the time needed to get their shift covered. The "on-call" staffing method can apply to both front and back of house.

Putting the Right People in Each Shift

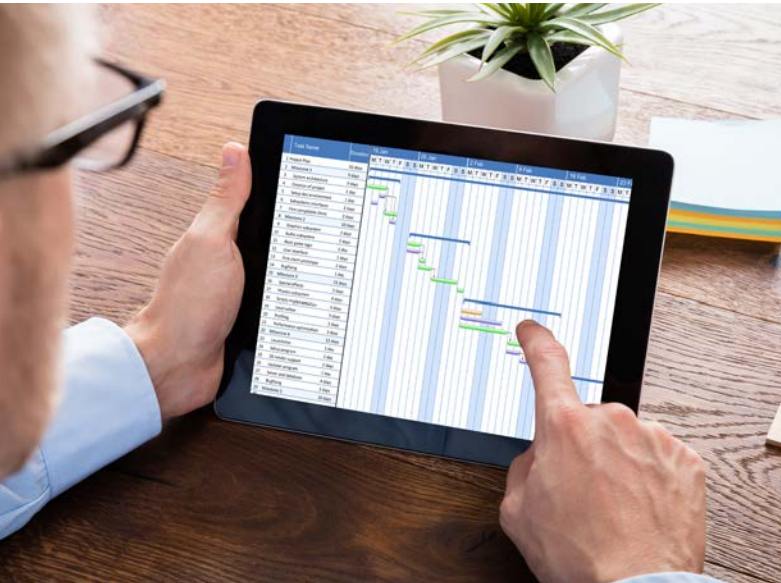
It's not just about getting the right number of employees into each shift. It's also about assigning the right number of staff members to certain roles, which applies to both the front- and back-of-house. For instance, if you have tiers of kitchen staff from line cook to sous chef, you'll need someone in each of those roles for every shift in order for the kitchen to run smoothly.

It's a smart idea to schedule newer servers on a shift with more seasoned servers to help them if they start to fall behind. But when it comes to more specialized roles in your restaurant, consider cross-training your team. It will give you more flexibility as a manager when it comes to scheduling those roles.

This again comes down to efficiency — you want the right people in the right roles at the right time, so that every shift runs smoothly and every customer leaves happy.

Interactive Scheduling

In the past, coordinating employee schedules was a job in and of itself. The time it took to keep track of all employee shift requests, days they marked off, and what was needed from management's perspective was exhausting.



Luckily, technology has evolved with scheduling software now available to eliminate so many of those frustrations. While there are many different scheduling software options out there (and you'll have to do some research to find the one that works for your business), the idea is to streamline employee shift and time-off requests so everything is entered electronically and instantly available to you for review.

This kind of software also makes it easy for employees to log in and see their schedule whenever they want (or have it sync with their phone's calendar). That way, there's less anxiety and risk of them forgetting

their schedules, and less stress for you about employees accidentally missing their shifts.

The employees can also view who else is working what shifts, in case they want to pick up shifts to boost their income, or release shifts due to needed time off. By giving the employees the ability to navigate these situations between each other directly, management time is largely reserved for responsibilities that have a greater ROI.

A solid scheduling program can also point out scheduling conflicts, which can be very helpful for restaurants juggling multiple locations. This allows management to easily check exactly who will be where and when they'll be there. It avoids the communication challenges that comes with manual scheduling.

A solid scheduling program can also point out scheduling conflicts.

While using this software won't completely solve employee scheduling frustrations, it does remove a lot of the human error in having to track all scheduling manually. The end result is less confusion for all parties involved, which leads to more shifts properly staffed and a less stressed workforce. Ultimately, this kind of software is

an investment, but implementing it in your restaurant could streamline your scheduling, saving you time and money for the long run.

Predictive Scheduling

The restaurant industry is rather notorious as a whole for either scheduling employees only days before the shift, or scheduling ahead of time and then changing it all at the last minute. Doing either can inject unnecessary stress into your shifts and your staff, causing them to feel unappreciated — sometimes even before their shifts start.

Some states like California and Illinois have started introducing legislation pushing formal predictive scheduling initiatives for retail businesses and restaurants.¹ The legislation would require a restaurant to set all work schedules in writing at least two weeks in advance or incur fees if changed within less than 24 hours of the shift time.

While there are major challenges for this kind of program for restaurants — given the unpredictability of the industry on a week-to-week basis — the root of the idea is worth considering. After all, holding management to higher standards when it comes to scheduling and respecting your workers' time could be a real morale boost for your employees. It could also cut down on the confusion that comes with last minute schedule changes.

However, this kind of system would require you to really consider the ebb and flow of your business to understand what to expect and how to plan your schedules accordingly.

Take a look at your sales history and overall financial situation to understand what to expect.

Hour Tracking Software

Beyond scheduling, having software that tracks the hours your employees work is an important step toward maintaining the efficiency of your schedules. The time of the analogue punch clock is over. Modern tracking technology has options can be used on your computer, phone, or tablet.

Some tracking software also can provide regular analytics and reports on your employees' hours, even breaking it down by location and role. This can all be very useful to you as an employer, but like finding the perfect employee, it's important to shop around and find the right software that works for your business.

Next, we look at the restaurateur's other big expense: the cost of goods sold, otherwise known as your **inventory and food waste** (your production process). In this chapter, we'll share tips on how to control costs and move your restaurant profit margin in the right direction.



Chapter

Inventory and Food Waste

When trying to exert cost control in your restaurant, it can be easy to assume you need to make sweeping changes and that quality will be necessarily lowered in the process. However, saving on or eliminating expenses altogether could simply be a matter of consistency in use and limiting food waste, and there's no better place to start than with your inventory.

Your kitchen's ingredients are the core of the product you're selling to the public, and making sure they're cared for and used properly is very important. If you're wasting food, you're throwing away money.

Here are seven areas to concentrate on to lower your food waste and better manage your kitchen inventory.

Organizing Your Walk-in

Stock your inventory correctly, especially in the walk-in where food safety is critically important. There are many organizing tactics kitchen managers use in their walk-ins that work, and you might need to research what best suits for the shape and size of your kitchen.

No matter what tactic you employ, the basics of food safety should always be followed. For instance, ready-to-serve foods (including produce, even if you plan to cook it) should go on the top shelves. You want to avoid these ingredients getting contaminated by raw meat dripping from above, because if that were to happen, you would have to dispose of the contaminated ingredients immediately.

Meat should be organized by the temperature to which it has to be cooked. Fish (especially any fish served raw) should be on the highest protein shelf. Beef should be on the next shelf, then pork, then chicken on the bottom shelf. The idea is that if the beef container does drip onto the chicken, the chicken will be cooked at a higher temperature than the beef. But if the chicken contaminates the beef (or pork or fish), that meat won't be cooked at a high enough temperature to eliminate all possible contaminants from the chicken.



In addition to organizing meat as discussed above, using leak-free packaging could also save you from having to discard contaminated proteins.

First In, First Out

This should be a core part of your kitchen routine. Rotate your stock so that you're always using the food you bought first. Adding labels to containers and cans to



mark the dates when they were opened can help you make sure they get used in the correct order. Again, this is to avoid throwing out ingredients that could have been used before they spoiled. If you find you have extra ingredients getting close to their discard date, your chef can design specials to use that ingredient and avoid waste.

Versatile Ingredients

A good way to ensure efficiency with your inventory to use ingredients you know work in a wide variety of dishes on your menu. Some of this will come naturally if your menu has cohesive flavors.

That being said, you might be tempted to order an ingredient that you only use in one particular dish. This isn't a complete culinary faux pas, but consider:

Can the ingredient be stored for long periods of time before going bad?

Can you buy close to the amount you need for the dish during one ordering period so you don't have any left over?

Is this ingredient particularly expensive?

Have you cost out the dish properly to reflect special ordering of the ingredient?

Is the one dish a star dish? (see Chapter 4)

You should also brainstorm to see if there are specials that fit your brand and where it makes sense to use the ingredient before it goes bad.

Thinking Nose-to-Tail

Making sure your kitchen staff uses as much of the ingredients you purchase — even if that part of the ingredient isn't as recognizably useful — can be an immense cost savings for your restaurant. Nose-to-tail and stem-to-root cooking has become very trendy in recent years, but the bottom line is that it saves you a lot of money in ingredient costs.

Start slowly if you're unsure. Integrate meat trimmings and/or leaves and stems into the broth bases for your daily soups. Tomato stems can be simmered in your pasta sauce (and removed before serving, like a bay leaf) in order to boost the richness of the tomato flavor. And all vegetable refuse can be repurposed for composting if you grow any of your own produce on site.

Prep Waste

There is always going to be some waste when it comes to prepping produce and proteins. However, proper knife cuts can help you throw out as little usable product as possible. Train your staff (and then hold retraining sessions to keep them up to snuff) on how to properly prep all your ingredients.

Not properly deskinning a fish could mean big slices of the fish left on the skin. Trimming the fat on beef could result in trimming away perfectly good meat. And over time, cutting



Before ordering, ask yourself:

1. Can the ingredient be stored for long periods of time?
2. Can you buy no more than you need?
3. Is the ingredient expensive?
4. Have you built the expense into the cost of your dish?
5. Is that dish a star?

a carrot too far from the root will mean having to use more carrots to prep enough ingredients for your service. That means going through carrots quicker and having to reorder earlier.

Portion Control

Besides training your staff on how to properly prep your ingredients, it's also important to train them on how much of each component goes on each dish. Just as you'd expect your bartenders to not over-pour drinks, so should your kitchen staff be held to a standard of precision in how much protein, starch, and vegetable go on each plate. Your items are priced out to reflect the cost of your ingredients, so if more ingredients are being put on each plate than you priced out, that will affect your bottom line in a big way over time.

Mess Ups

But it's not just about avoiding wasting food during prep! It's also about not wasting food when it's cooked. Think about:

- Pans or plated dishes being dropped in your restaurant
- Dishes getting burned
- Not following a guest's special dietary request

Not only does the dish take extra time to replate, but the food itself must be completely replaced, meaning you've used enough ingredients for two plates for a check that only covers one.



Accidents do happen, but proper training and driving home the importance of precision to your staff will help cut down on these costly mistakes.

Once you've controlled your costs in the kitchen, it's time to start working backwards by looking to the source: **your suppliers.** Where can adjustments be made that will have a positive effect on your bottom line?

Suppliers

Controlling prime costs for your restaurant isn't just a question of cutting back or even changing what you purchase or do. HOW you acquire your goods and services through your restaurant suppliers can be as important as WHAT those goods and services are.

Ultimately, there are a lot of ways your restaurant suppliers can be raising your prime costs. Much of this is tied into ingredient prices, but it can certainly extend into your inventory and ordering management. Taking time to evaluate whether you manage your food, linen, and janitorial suppliers properly can trim down your costs and save you money in the long run.

Here are seven ways to better manage your restaurant suppliers.

Shop Around

You don't have to pick the first restaurant supplier you come across. In fact, you shouldn't. Take some time to really research your supplier options (on reputable sites like the Better Business Bureau, for example) and see what makes the most sense for your business. Don't be afraid to ask your local restaurant association or even any other restaurant suppliers you're already partnering with for suggestions and ideas.

Make sure to see not only what they say about themselves on their websites, but what their current and former customers say about them. Knowing that the restaurant suppliers you choose will meet your needs can help save you money (and hours of frustration) down the line.

Some things to keep in mind:

- Do they have reasonable credit terms?
- Does their delivery schedule fit your needs?
- Are their minimum order amounts lower than what you plan to order for any given shipment?
- Do they have a reputation for late or inaccurate deliveries?
- Are their delivery people helpful and patient as customers inspect their items?

Compare Distributors

There are a variety of suppliers you can work with, from local farms to national restaurant suppliers. Certain ingredients grown locally could have better quality and prices because, logistically, they don't have to travel as far. There's also a marketing advantage to being able to advertise that you use local ingredients.

However, if you have to buy certain ingredients in larger volumes (or they're not grown locally), you might need to order from a supplier who can handle that scale of order. Be aware though, larger suppliers may not have the same access to locally grown food. Broad line distributors also have a certain level of reliability thanks to an established system and the experience of working with so many different restaurants.

No matter what, your restaurant is not going to be able to work with one or the other exclusively, and knowing where you can get the best deal requires smart, detailed research. Don't shortchange any distributor — large or small—and get to know where you get the most bang for the buck with each type.

5 things to consider when looking for suppliers:

1. Credit terms
2. Delivery schedule
3. Minimum order amounts
4. Reputation
5. Patience and helpfulness of delivery people

Be Realistic

You should enter any negotiation with realistic expectations and a set of goals you wish to accomplish. The supplier should do the same. If the supplier is over-promising or what they say seems too good to be true, it probably is.



During every delivery inspection, be prepared to push back on anything that seems off. If an ingredient looks like it's gone bad or an item is missing altogether, you absolutely need to raise a flag and bring that to your supplier's attention. If you have a good relationship with your restaurant supplier, they should have your interests at heart and wouldn't want to leave you with a product that would inhibit your success.

Inquiring about deals from your supplier is part of being a restaurant manager, but you don't have to take every deal they give you. Getting an item at a discount (or bundled for free with something else you weren't planning to buy) doesn't mean it's always worth it. Never accept anything you don't need; make sure they're deals for items you actually want.

Track Digitally

Managing your restaurant suppliers means ensuring everything is accurately recorded and your invoices are organized. There are dozens of digital apps and software systems specifically designed to help you stay organized with your suppliers. Which one you choose will largely depend on your specific business, so make sure to thoroughly research not just specifications, but also reviews from users in the restaurant industry.

Negotiate

You can negotiate with your restaurant suppliers, and negotiating doesn't end with the contract signing.

During every delivery inspection, be prepared to push back on anything that seems off.

Building Relationships

The restaurant/suppliers partnership is just that — a partnership. While you should treat any partnership in your business with scrutiny, there's no reason for the relationship to be antagonistic.



If you don't actually need what you're ordering, then you're just buying it out of habit and wasting money.

On the contrary, building the relationship can benefit both parties; you can better negotiate prices together and your supplier can start to learn more about your business, ultimately getting better at making sure they're suggesting new items for your restaurant that you actually need.

Do you need what you're buying?

It's easy to stick with the orders you're used to. After all, you don't want to end up needing something and not having it, right? But if you don't actually need what you're ordering, then you're just buying it out of habit and wasting your money.

Some of this pertains to food (do you really need fresh oranges to squeeze into your sauce if you're already ordering orange juice?), but it also relates to non-food supplies. Are you buying flowers and candles? Are you renting tablecloths? Not only are these things expensive, but they could also make your restaurant seem dated if you aren't getting the right products for your niche.

Once you have the supply chain in line, it's time to flash forward to the endgame: your menu. How you understand the value of each item on **your menu** can help control costs far more than you would think.



Chapter

Your Menu

With your menu items in particular, it's important to identify how profitable and how popular each dish. The pattern of where these two factors overlap (or do not) can give you a clear sense of where to begin in controlling restaurant costs.

All menu items can be properly broken down into one of these four categories, with fanciful names to help you remember and identify:

- **Star** (high profit, high popularity): dishes that people love and that make you money.
- **Plow horse** (low profit, high popularity): dishes that people love and that you break even on — but make up in volume.
- **Dog** (low profit, low popularity): dishes that do not get ordered and that cost you a lot of money to prepare.
- **Puzzle** (high profit, low popularity): Dishes that do not get ordered, but that would make you money if they did.

Determining what's what on your menu takes careful cross-referencing of order records in your point-of-sale (POS) system and a complete breakdown of cost per dish, ingredient by ingredient (maybe even with consideration for the labor involved in its production). But once you have that, you should be able to locate each dish on the matrix on the following page. And that's where the fun begins.

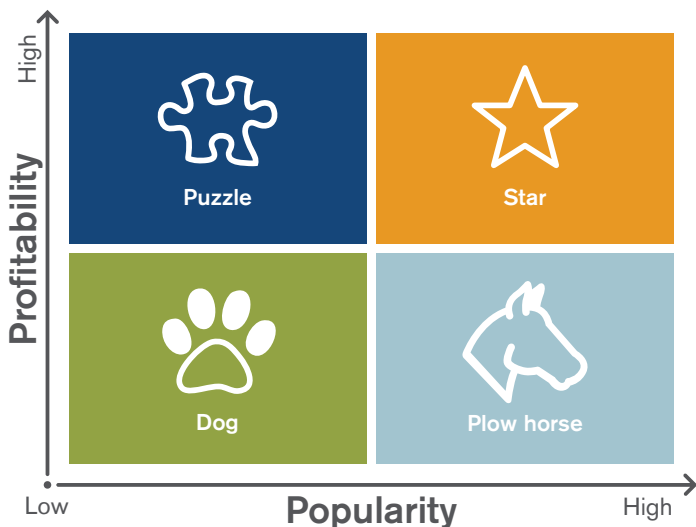
We have seven surefire ways to manage your menu — using this information and matrix — that will help you control your prime restaurant costs without cutting your profits off at the knees.

Dump your dogs. Now.

Maybe it's your chef's favorite. Maybe it's yours. It could even be promoted as the signature dish for your restaurant. But if no one orders it, it's still a dog on your menu, taking up space instead of something that customers actually will order. That's costing you money, every single day.

Because the profit potential is too low, dogs are not even worth attempting to tweak into something better. However emotional it may be to part ways, the responsible thing to do — and the thing that will actually affect your prime costs, is just to simply dump these dishes and replace them with something that has more profit and/or popularity potential.

Menu Engineering



Add Variety to the Plow Horses

Plow horses could easily be stars just waiting to be discovered. You've already jumped the first hurdle – customers want to order these

dishes. Now is the time to experiment and see what can kick them up to the next level.

It could be as simple as varying the size of the dish by time of day or occasion. Maybe your chicken Caesar salad is low profit at half size, but at full dinner size it increases in value for you. Likewise, some appetizers could be low profit at sharing size, but pick up in profitability in individual portions, especially if it encourages a table to order more than one.

Offering alternative versions of a dish that incorporates premium ingredients can be another way to boost the profitability of a plow horse. Customers are used to seeing dishes with more flair jump up in price, so when you incorporate avocado or bacon or blue cheese into a cleverly named dish, it gives your customers an option that gets you closer to your goal as a restaurateur.

You can always try this type of variation through add-ons, if you want to preserve menu space. For instance, pizza may not be a huge profit center for you, but it is something guests typically enjoy customizing. And spending on premium ingredients can tally up to a price on a plow horse that easily rivals that of a star.

Look for Redundancies

At the same time, determine whether you really need multiple versions of a dish. Is it indeed that popular? Does your chicken Caesar salad nearly always get ordered in dinner portion? If so, why even offer the lunch as an alternative, especially if the dinner portion is more profitable for you? If

your grilled cheese sandwich menu is eight sandwiches deep in variation — and none of them particularly stand out as a star — it could be worth condensing these menu items down to a single item with multiple options for customization.



Increase Prices Moderately on Stars

Stars are often menu items that will get ordered — because of their uniqueness or high quality — even at a higher price. If you are the only restaurant in town offering oysters on the half shell, and that dish is a star for you, odds are guests will pay just a little bit more. There's no reason to gouge your customers, but likewise, there's no reason to undermine your own prep time, COGS, and presentation with a bargain price on a highly sought-after dish.

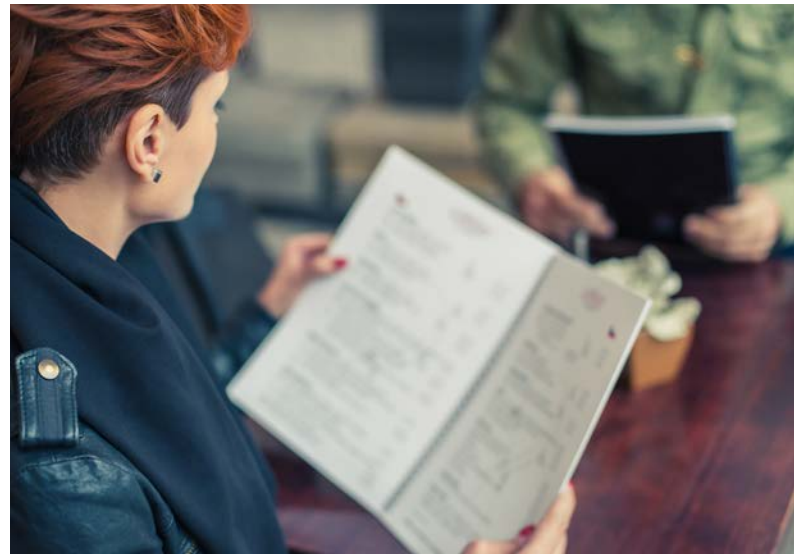
Eliminate One-trick Ponies

Any dish that features an ingredient requiring a special, one-of-a-kind purchase for your kitchen should go — unless it

pays for itself three times over. If that dish is indeed a star, then start devising one or two more dishes that could highlight the ingredient. The economies of scale in ordering should make your star even more profitable. Best case scenario: maybe you'll end up with three star dishes!

Rearrange Your Menu

Believe it or not, the physical size of your menu has a huge impact on costs, in more ways than one. Obviously, if your menu is enormous, the likelihood of dishes that don't get ordered — or don't get ordered as much as they should — ramps up. That just increases your inventory costs and potentially your waste budget.



But there are other reasons to cut back to a two-panel (or less) menu. Customers can get overwhelmed by the sheer volume of your offerings, which makes it harder for you to direct their eyes to the items which produce the most profit and incur the least costs on your menu.

Within categories (appetizers, salad, sandwiches, entrees, etc.) arrange items not by most expensive to least, but by most profitable to least. Highlight your stars either by calling them out graphically or increasing the type size so they jump out among all the other choices.

And lastly, if an ingredient in your restaurant costs you more money than your average component, print it on the menu. It's likely the ingredient that's enticing guests to order it. But if bacon or crab meat or gorgonzola cheese is not the alluring characteristic of a particular dish, why use it? It's costing you money that's not seeing a return on investment.



Tweak Your Puzzles

There's some reason why these items don't get ordered. Figure it out. They are taking up space on your menu that you can't afford, costing you money.

- **Is it because they're off-brand?** Dump them for a variation on a star.
- **Is it because they're just not marketed correctly?** Rewrite them on the menu. Use descriptive words to entice the senses, like "wood-fired," "heirloom," or "freshly made."
- **Is it because they don't have enough allure?** You may have room to add a premium ingredient or two and remain profitable. Your puzzle could be a star in the making with just a simple tweak.
- **Is it because they're just a little bit off?** Consider using a limited-time offer to promote the dish but with a few tweaks here and there. See if the adjusted LTO dish has enough popularity to make it a star!



“What else should I be tracking?”

No matter what the mix of stars, plow horses, dogs, and puzzles on your menu, it's important to always be thinking about ways to make your menu — and your business overall — more profitable, cutting restaurant costs while maintaining the level of quality your customers associate with your brand.

It's easy to count costs and just add up your receipts at the end of the night, but are you really getting the full picture of how your business is doing? There are 10 numbers every restaurant owner should know — and how you can use them to understand your finances and operations.

1. Total Revenue

It's more than just how much money you make.

Ask yourself: What's your most profitable time of day and day of the week? Are certain dishes ordered more than others? Where are your biggest spenders coming from?

2. Number of Tickets

Track how many tickets per shift you generate to get a sense of your efficiency at different times. Are tables being turned as quickly as they can be? Is your flow through as efficient as it can be? Are there hours in the day that could use a happy hour or daily special boost?

Also, divide revenue by number of tickets to see which servers are encouraging larger spend per ticket through upselling.

3. New Versus Repeat Customers

New customers grow the potential of your business and replace customers lost through attrition. Repeat customers help continue to grow your business through word of mouth, and are a lot easier to keep than to replace with new.

Do you know who spends more — new or repeat? Where are your new customers coming from? Which is more valuable to your business?

4. Web & Mobile Impressions

64 percent of consumers who search for a restaurant using their smartphone will convert within an hour of their mobile search activity. In fact, 85 percent of hungry smartphone users will search for a restaurant with their phone when they are hungry.² Do you know how many people visit your website? Is it mobile friendly? If not, you're likely losing customers. Are your website and Yelp pages up-to-date with menus and photographs? Can customers find you on Facebook, Twitter, or Instagram? How many "regulars" do you have there?

5. Review Ratings

Reading reviews can be traumatic, but knowing how your restaurant rates — and why — can help you make smart decisions about your menu and more. Plus, customers who receive responses to their comments from restaurants **return visit 20 percent more often and spend 16 percent more** when they do.

Don't just focus on food. Positive ratings for service, cleanliness, value, and overall experience are often stronger drivers of repeat business than food alone.

6. COGS

COGS (Cost of Goods Sold) is the cost to your restaurant for the food and beverage it sells. The simple calculation is (Beginning Inventory) + (Purchases) – (Ending Inventory).

10 things every restaurant owner should know:

1. Total revenue
2. Number of tickets
3. New vs repeat customers
4. Web impressions
5. Review ratings
6. COGS (Cost of Goods Sold)
7. Inventory loss
8. FF&E (Furniture, Fixtures, and Equipment)
9. Payroll & overtime
10. Marketing costs

Don't go by purchase price alone if you maintain a large stockpile of inventory.

Knowing how much ingredients for each dish cost, down to the penny, also helps determine what parts of your menu make you money — and which may need to be tweaked.

7. Inventory Loss

Waste is often an easily forgotten expense when calculating costs. Is your kitchen using the first-in, first-out (FIFO) method to avoid spoilage? Is there unnecessary waste during the preparation process?

Meal comps (to employees and dissatisfied customers) and theft should also be tracked to keep your management team aware of abuses or areas of improvement for their team.

8. FF&E

The cost of FF&E (furniture, fixtures, and equipment) — as well as rent/mortgage on your space — is unavoidable for any business, and has to include routine or emergency maintenance, particularly on kitchen equipment.

Is every device you have in your restaurant energy efficient? Saving money on older models may make sense until you look at your electricity or gas bill, or the overall needs of an efficient kitchen.



9. Payroll & Overtime

Staff salaries are likely one of your most significant expenses as a restaurant owner. How do you balance base pay with overtime demands? Do you have enough employees to cover every shift? Or too many during slow periods?

10. Marketing Costs

Are you using your limited marketing dollars wisely? Newspaper ads don't drive business like they used to, and coupons or the promise of discounts can undermine the value of your food.

Rewards Network promotes your restaurant to our members, frequent diners who **spend 25 percent more** on average per check than other customers. But that's not all we do. We also deliver a consistent **4-6 percent of additional revenue** you can count on every month.

Endnotes

¹ "Predicting the future of predictive scheduling" – Restaurant.com

² "85 Percent of Hungry Mobile Users Searching for Food Go On to Complete a Purchase" – Reviewtrackers.com



Want to learn more about how Rewards Network
can help your restaurant grow?

Contact us today:

restaurants@rewardsnetwork.com
or visit [RewardsNetwork.com](https://www.RewardsNetwork.com)

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