

The Restaurant Boss Presents

MAKE

IT

HAPPEN



UNRELEASED - DO NOT SHARE

A tiny book for building
a BIG restaurant business

RYAN GROMFIN

This is an early release of Make It Happen. This has not been final edited or published yet. You are not authorized to share, copy, or distribute in any way. It is strictly for your knowledge, information and entertainment.

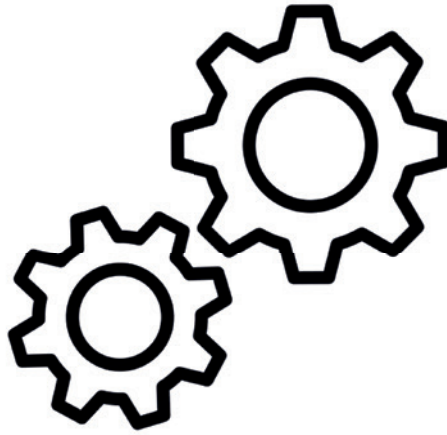
Copyright © 2021 by Authentic Restaurant Concepts Inc.

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in critical reviews and certain other noncommercial uses permitted by copyright law. For permission requests, write to the author at:

xxxx

xxx – xxx — 1st ed.

Paperback: xxx



FREE TOOLS & ADDITIONAL RESOURCES

Just to say thanks for investing in this book (and reading it of course), I would like to give you free access to some additional tools, resources and training.

Create your FREE Membership at:
www.TheRestaurantBoss.com/books



IT'S TIME TO SCALE

SCALE is an online training program where I teach you the exact same strategies and processes that I teach my private clients all over the world.

With 25 plus years of experience working with restaurant owners and operators from all over the world, SCALE is the most complete course you will find packed with the systems, tools, and processes you need to grow your restaurant brand.

Instead of spending thousands of dollars and committing to a year of working with me to learn the proven methods for SCALING your Restaurant Business, you can instantly get everything you need so you can go through the course at your own pace.

DON'T WAIT

Watch this **FREE ONLINE WORKSHOP** now to learn more about SCALING your Restaurant and say YES to SCALE.

www.therestaurantboss.com/free-workshop

Contents

Foreword	9
Introduction	13
Chapter 1 The Expectation Economy	17
The world is not fair	18
You are green and growing or ripe and rotten	20
Complain or get to work on it	22
Chapter 2 Why You	25
Why Not You	25
You are no more special than they are	26
The only way to fail is to give up	28
Chapter 3 Here is your Opportunity	31
There is opportunity everywhere	32
You will hit a few bumps in the road!	36
Get back on that horse	38
 THE MANAGER	
Chapter 4 Goals	43
What is a goal anyways?	47
How do you achieve your goals?	48
Chapter 5 Meet your Mentor	53
There is a proven method	53
A plan to get lucky	56
The Ultimate Formula for Success	59
Chapter 6 Restaurant Management	67
Micromanaging	70
People can't be managed	71
A Checklist for Everything	73

THE LEADER

Chapter 7 Restaurant Leadership	77
People want to grow	78
Earning you Team's Respect	80
Listen More, Talk Less	83
Chapter 8 Building out your Dream	85
Adjusting Team Member Behavior	86
Selecting the Right Team Members	91
Training your Team	95
Chapter 9 Next Steps	99
Fix this Next	100
Time Sucking Vampires	103
Fight or Flight	106

A LIFE IN RESTAURANTS

Chapter 10 The Reward	109
The Money	109
The Freedom	113
The Joy	115
Let's Do This Together	118
Do You Want To Keep Learning?	119
Grow Fast, Grow Right	120
Urgent Plea	121

CHAPTER 3

Here is your Opportunity

There are two words that will kill your dreams. These two words don't kill dreams quickly; they eat away at them very slowly. They make us feel like we are getting closer to reaching our dreams, but in reality, we are moving further and further from them.

They seem like harmless words until put into context. For example, I **hope** to open a restaurant one day. I **hope** we can make payroll. I **hope** that one day I can live in a nice house that's in a safe area. I **hope** to save enough so that we can travel the world in retirement.

Hope is a strategy, just not a very good one.

So instead of just hoping, you can definitely **try** your hardest. You can **try** to do better tomorrow. You can **try** to show up to work on time. You can **try** to win a contest. You can **try** to increase sales at your restaurant or **try** to sell a few more appetizers tonight.

I want you to try to do something for me right now. Try to pick up a pen or a pencil to write this statement down. Okay, do you have that pen in your hand? Are you ready to write?

Well, then, you already failed.

I asked you to try to pick up a pen or pencil. I did not ask you to do it. That is exactly what Yoda was teaching Master Luke when Luke was trying to lift his ship out of the swamp.

You can't try to do something; you either do it or you don't.

Stop saying you hope. Put together a plan that will get you what you want, when you want it.

Stop saying you will try and just do it.

Please delete both of these words, hope and try, from your vocabulary so you can start achieving greatness.

There is opportunity everywhere

In 1965, a 17-year-old kid trying to make some extra money to pay for college opened a sandwich shop called Pete's Subway. Fred DeLuca named it after his friend who gave him the \$1,000 to start the restaurant. Today, we know it as Subway and it's the largest restaurant group in the world.

In 1954, at 52 years old, Ray Kroc got involved selling franchises for the McDonald's brothers. They had one location at the time. Mr. Kroc eventually buys out the brothers and forms the McDonald's corporation. By 1958, the company had sold their 100 millionth hamburger, which made Kroc, according to the media, an overnight success.

In 1960, Tom Monaghan and his brother James purchased DomiNick's, a pizza store in Ypsilanti, Michigan. Monaghan borrowed \$900 to buy the first store. It took them seven years to get their second store open. Today, we know them as Domino's Pizza.

In 1948 Harry Snyder introduces California's first drive-thru hamburger stand in a space barely 100 square feet at the corner Francisco and Garvey in Los Angeles' Baldwin Park. Every day before dawn, Harry visits the meat and produce markets to pick out fresh ingredients, which he prepares by hand. Meanwhile, his wife Esther diligently takes care of all the accounting for the new restaurant at their home that is right around the corner from what we know today as In-n-Out.

You may not know In-n-Out unless you are from California, but they are one of the highest grossing burger chains in the world with more than 358 locations and estimated per store sales that are DOUBLE an average McDonald's.

Truett Cathy opened the first Chick-fil-A at 46 years old after spending 21 years operating a small diner in an Atlanta suburb. You may not know Chick-fil-A if you are out of the United States, but similar to In-N-Out it is one of the busiest fast-food chains in the United States known for exceptional service and quality. They only serve chicken and they have 2,605 locations.

Subway, Dominos, In-n-Out, McDonald's, Chick-fil-A...the list could go on and on. These are just a few examples of massive restaurant empires that were not started by investment bankers or big corporations. They were just regular folks, like you, who saw an opportunity in the industry. They saw that there was room for something different and worked to improve a process so they could exceed every guests' expectations. And the rest is history.

Plus, none of them built their success overnight. When Kroc was called an overnight success after the explosive growth that McDonald's experienced, he replied, "I was an overnight success alright, but 30 years is a long night." People may only see the four years it took McDonald's to go from 1 unit to 100 million hamburgers, but they didn't see the 30 years that Ray Kroc had been grinding it out as a traveling salesman who serviced restaurants all over the country. They didn't see the number of hours he logged studying restaurants, noting what worked and what didn't.

Was he an overnight success? NO WAY! And neither were any of the brands you see above. Next time you see a brand with explosive growth, be sure to look below the surface because 90% of an iceberg's mass is underwater. That new brand may have grown quickly, but I bet there are a lot of people with a lot of years of experience growing brands behind it.

Your opportunity is everywhere.

Regardless of what anybody says about the good old days, there is always room for growth and new ideas. In fact, I think now is the best time EVER for growth in our industry.

If the Covid-19 pandemic taught us anything, it is that the world needed restaurants more than ever. As we heard on the news every night, restaurant workers are essential. Restaurants are the fabric of society. Families gather at restaurants; relationships are started at restaurants. Life is celebrated at restaurants.

Restaurants will look different ten years from now, just as they do from 10 years ago. It is perfectly fine and totally normal for things to change.

Albert Einstein said, “If there is one constant in this world, it is change.”

Google a menu for a restaurant in 1920 and you would not eat 90% of the food they were serving. When was the last time you got dressed up and took your guy or gal on a date to see a 20-piece band at a supper club and dance the night away? In the 1940s and 1950s that is exactly what you would have done.

My grandfather operated a food truck in the 1980s. His food truck didn’t serve trendy Korean short rib tacos and vegan lab-grown plant-based protein bowls like the food trucks of today; it was a roach coach. He served deep fried tacos, taquitos, hamburgers and if you wanted something healthy, you could get a ham and cheese sandwich on white bread with some iceberg lettuce, tomato, and mayonnaise...there it is again, ugh!

After the 2008 recession, people didn’t want to risk investing in big, expensive restaurants and guests were also looking to save some money, but they wanted the quality that they had become accustomed to in the “expectation economy.”

So, food trucks boomed. The kind of food trucks we know today, not the roach coaches of olden days.

And then third-party delivery started. But it sucked. These companies were taking 30% of your sales and were building menus for your restaurant without your permission. Drivers would show up late, restaurants would not be set up for the online orders, it was a disaster.

Then COVID hit. What would restaurants have done without those third-party delivery services?

Now you can open a restaurant with literally nothing. Simply rent a space in somebody else's facility, create a simple menu, cook the food yourself, and let them take care of the website, online ordering, marketing, delivery, billing, etc.

This model is called a ghost kitchen, but some people call them virtual kitchens, cloud kitchens, or even dark kitchens. The beauty of this model is that you can start a ghost kitchen with almost nothing and be up and running in a few weeks. If you already have a location, you can add two, three, or four new concepts to your current kitchen and test them out. And then expand using the method I described above in other people's spaces.

With ghost kitchens, you don't need to raise hundreds of thousands of dollars to open a restaurant. If I had this opportunity 13 years ago when I was raising \$750,000 to open a restaurant, I would not have had partners or investors. I would have opened my own ghost kitchen with a few thousand on a credit card and who knows what would have happened.

I don't regret the path I am on; I love what I do. But the point is there has always been and will always be opportunities.

If you are 17 years old looking to make extra money for college like Fred DeLuca was before founding Subway or a 52-year-old selling

milkshake equipment out of your car like Ray Kroc before he took over McDonald's. Wherever you are right now is the exact right spot for you to make your next move.

You will hit a few bumps in the road!

You had a dream of what your restaurant or management job was going to look like and a few bad decisions along the way turned it into a nightmare. You opened up and everything was great. Then somebody quit and it was harder to replace them than you thought. You found yourself working your job plus theirs. Stretched thin a few things got ignored. There was no way to work all those hours and pay attention to every detail.

You stopped following the opening checklist and at first everything was fine. But ticket times started getting slower because stations were not set up properly and cooks were leaving the line to get things in the middle of service. You didn't have ranch cups pre-filled so it took an extra couple of minutes for a server to bring ranch to the table. Now your guest's fries are cold.

None of this seems like that big of a deal considering you are constantly covering shifts to try to save money. Plus, nobody qualified has applied in 6 months, anyway.

The ceiling fans haven't been cleaned in the last couple of weeks because you have been in the office doing paperwork. As far as your team goes, well, they didn't know that the ceiling fans are supposed to be cleaned because you never got around to building that monthly cleaning checklist. These are all little things, nothing major, and getting payroll processed is more important. So, you are doing the responsible thing and working on that.

You have had marketing and food cost control on your to-do list for over a year and the holidays are a few weeks away. You never found the

time to get new marketing materials made for selling gift cards, so you will just type something up quickly and print it yourself.

You know you should be running Facebook ads, but haven't had the time to find somebody you trust since the last guy wasn't doing a good job for you. Or maybe he wasn't so bad. You weren't able to reply to his emails on time, so he could never get the campaigns ready for you how you wanted them. Your website is a bit dated, but it works. While that is also on your to-do list, a cook just called out sick.

You started making prep sheets, but never finished them. Your last two menu changes have come and gone, and the build sheets were never updated. You would love to engineer your menu and teach your staff how to sell at the table as well as you can, but you don't have time because the walk-in is not holding temperature and nobody knows how to defrost it except you.

Speaking of menus, you really like those digital TV style menus. If they were set up properly, you could update prices much easier in the future. This would save you time and money, plus you could run real-time promotions, like the marketing for gift cards during the holiday season that you printed out on a piece of paper. But who will design the digital menus for you and get it setup? You just don't have time.

All the while, you have an employee that is late a few times a week. As much as you want to fire them, you can't because you are already short an employee. Plus, if you fire them, then you will have to work on your days off and get even further behind. So, you make excuses.

When other employees ask why he is not getting in trouble for coming in late, you pull those excuses out: yeah, but he is really good; yeah, but he is going through some stuff at home; yeah, I have talked to him and it's never going to happen again.

You never wanted to be the owner that yells at their staff because you hated being yelled at, but you have had it up to here.

You wake up in a rage one day and say, “THAT’S IT! I am not going to take this anymore,” is running through your head more often than before. It’s time to give your team “the speech” about how serious you are this time.

They need to step up to the plate. You can’t do their job AND yours.

You say, no more mister nice guy (or gal), it’s time to be more of an asshole.

Get back on that horse

I get it, things may not be good for you right now. SO WHAT!

Success is not determined by getting it right the first time. It’s determined by who gets back on their horse and makes the needed changes the fastest.

Thomas Edison failed over 1,000 times before he invented a working light bulb. There are over 1,000 documented experiments in his workbooks. Can you imagine if he had stopped at 999? He would have had no idea just how close he was because he stopped trying.

But he didn’t stop, thank goodness! It was a version just past the 1,000 mark that worked. We have light bulbs today because he did not stop.

Walt Disney was told by a grade schoolteacher that he lacked creativity. For the last 50 years of the 1900s was there a more creative company than Disney?

Bill Gates’ first company, Traf-O-Data, failed. Needless to say, he is doing just fine now with Microsoft.

Steve Jobs was fired from Apple, the company he started, before he was hired back and built it into the largest company in the world.

Milton Hershey started three candy companies, which all failed, before he built The Hershey Company. It is now one of the largest candy companies in the world.

I got fired from my first restaurant job. Actually, I quit before I got fired because I was about to get caught for stealing a pint of ice cream on my first day. That was not the end of my career in restaurants—it was the beginning. Believe me I learned my lesson and, honestly, I am a better coach because of it. It taught me that good people do bad things if we don't train them and have systems in place to keep good people good.

I got a job a few weeks later at a very high-end country club. I worked there for two summers through high school. I used that experience to get me a job at a 5-Star hotel where I worked on and off for seven years and through culinary school.

I later opened up four restaurants with a partner and another restaurant with a different partner. At one point, I was a partner in five concepts and operating four of them. Now, I am one of the most influential and sought-after restaurant coaches, helping restaurant owners all over the world scale and grow their restaurants.

The moral of the story: wherever you are now, just keep going!

Here's one more story that I know you will relate to! Remember the client from the beginning of the book that struggled for almost 20 years. About 12 years ago, she broke her knee and because their restaurants were struggling, she could not afford to see a doctor. She worked on a broken knee for months, enduring the pain. A dozen years later, she still suffers from the injury that never healed properly. But she and her husband never gave up! They just kept going, building on their experiences, and continually creating their next opportunity.

On January 1, 2021, they began offering medical insurance to all their employees. That has always been a dream of theirs. How cool is that?!

And to think that just a few years ago in 2017, on Christmas Day, they walked away from one of their restaurants and sold another for just a few thousand more than they owed on it. They ran up credit cards, worked out payment plans with vendors, took out credit card advances, and hired me to help develop and open a new restaurant concept.

They had \$1,300 in her bank account on opening day and loads of debt, but in February of 2018 the first location opened. The amazing part is that just 3 years later, in May of 2021, they opened their eighth location. There are plans to open units 9–12 before the end of 2021.

In just 3 years, they have opened eight successful locations and by year 4 will have 12

They attracted an investor early on, not by luck or by accident, it was because together we created a concept and brand that turned heads and they have learned to become AMAZING operators.

What do all the people we just talked about have in common?

They never quit or gave up. More importantly, they were willing to get help along the way so they could realize their dreams and goals. The struggles they endured were just lessons learned that served them as they continued on the journey. They never stopped or gave up.

Every time life bumped them off their horse, they brushed the dust off and got right back on.

Ray Kroc needed the years of visiting thousands of restaurants to see the opportunity that the McDonald brothers, who actually started McDonald's, could not see themselves.

Show up every day and give it your best. Maybe you are not as far in your journey as you planned to be, and that's okay. But you need to ask yourself the tough questions: Did you ever really have a plan or have you just been relying on hope?

Because if you hope to make payroll, but don't have a plan in place to increase sales, or if you hope to open a second location, but don't have a plan in place to work on systems weekly so your current location can operate without you, then your strategy of hope is not a very good one.