



Business Plan/ Proposal

Tulum Latin GastroPub

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ISSUED BY

Tulum Latin GastroPub

REPRESENTATIVE

Juan Magdaleon

Juan.Magdaleon2020@gmail.com

(414)544-9373

BUSINESS PLAN Tulum Latin GastroPub

Milwaukee Wi 53207

The proprietors of this new restaurant plan to take advantage of our market research, which indicates there is a great interest and very little competition in the specific area of Tulum Latin GastroPub.

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Tulum Latin GastroPub will be an eat-in, carry-out restaurant, specialising in evening and weekend leisure dining. Milwaukee is recognized as one of the prime cities with diversity in restaurants and pubs / bars in the country. The Milwaukee neighbourhood, future home of Tulum Latin GastroPub, is known as one of our area's most popular and successful nightlife hubs.

What makes Tulum Latin GastroPub special as a business proposition? New restaurant openings are known to be risky. What have we done to neutralise these risks and assure success?

First, we have identified an unfulfilled market for our exceptional product. Careful research has demonstrated a 66% positive response by a representative sampling of our primary and secondary geographical markets. We have learned that people living in Milwaukee Wi, or within reasonable driving distance, would patronise a good eat-in or carry-out GastroPub restaurant in Milwaukee if one were available. Further research of the population demographics of this area reveals a lifestyle most conducive to eating out often, as frequently as three times per week.

Management has also identified a very viable commuting market that frequents the Milwaukee area, availing themselves of the many attractive restaurants, bars, and bistros. These customers travel there from downtown employment, stadium events, and other entertainment centres. Many look forward to a stop in historic Bayview. Tulum Latin GastroPub will be a welcome addition to this ambiance, offering to the area a delectable GastroPub Menu fare not currently available.

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Many thousands of people also work in and near the Milwaukee area and often unwind after work at one of the many bistros. Tulum Latin GastroPub intends to be part and parcel of this scene, offering superb local food products and spirits, frosted steins of beer, along with convenient carry-out. Relaxed patio dining is also planned for use during pleasant weather.

Juan Magdaleon, Ernesto Carmonz and Dario Nunez bring both experience and formal training to the food service field. Both Juan Magdaleon, Ernesto Carmonz and Dario Nunez have a wealth of experience in food service and hospitality management.

Tulum Latin GastroPub also has a sound marketing plan directed at our three identified markets. Viable market, good promotion, and an excellent product, backed up by sound and experienced management will go a long way to assuring success of the business venture.

Our anticipated capitalization consists of a budget of \$45,000, including \$30,000 owner's equity. The operating plan provides for proprietor withdrawals of \$1,000 per month for the first 12 months of operation. Careful and conservative projections anticipate a first year net of \$12,000 on sales of \$113,000. It should be noted that the first year P/L reflects certain initial sales promotional activities that, while burdensome during that period, are expected to yield long-term results.

Our second year projected profit is \$30,500 on sales of \$146,000 yielding a 38.1% return on investment.

THE COMPANY—PRESENT SITUATION

Tulum Latin GastroPub, a proprietorship, will be a small operated business. Both Juan Magdaleon Ernesto Carmonz and DarioNunez will bring with them experience in food service and related hospitality fields. The concept of Tulum Latin GastroPub is to offer a limited but highly popular menu, aimed at a clearly defined market. It is expected that at least 50% of the business will be carried out. An outside beer garden facility is also planned for nice weather.

The business will be situated in the Milwaukee neighbourhood. This is a high profile rehabbed community with a high concentration of residential units occupied by young professionals as well as established neighbourhood blue-collar workers. The Milwaukee neighbourhood is well known for its social scene consisting of many small bars, restaurants, and bistros. The focal point is Milwaukee Market, an open-air produce market some 200 years old and a national historic landmark. Many people are attracted to the area for its ambiance, and its establishments cater not only to neighbourhood people but to customers commuting to Milwaukee from downtown employment and stadium events.

OBJECTIVES

Tulum Latin GastroPub will originally target the leisure and recreational dining market. This will heavily emphasise Friday, Saturday, and Sunday business. For the first 12-month period, it is expected that the business will remain closed on Tuesday, opening Monday from 10:00 AM to 12:00 PM Monday through Thursday, 10:00 AM to 12:00 PM Friday and Saturday, and 9:00 AM to 2:00 PM on Sunday. In addition to the local trade, these hours allow us to capture the afterwork commuter as well as those stopping off after work for food and a beer.

Fridays present a special market. In addition to the normal influx of Friday evening business, Tulum Latin GastroPub will be catering to the known habit of working people to treat themselves special for lunch on Friday. Featured dishes will be the soon-to-be-Tulum Latin GastroPub burgers or the special fish Fry and seafood platters available only on Friday. Saturdays and Sundays, both morning afternoons and evenings, present great opportunities for the leisure dining trade, and our menu and carry-out promotions will be designed to maximise these opportunities.

The Milwaukee area also is known as a great business lunch community. While our menu is a good lead item for business lunch, other specialty items can be added at a future time when the lunch trade is targeted. Initially, we do not intend to compete for lunch business except on Friday when most Milwaukee restaurants are hopelessly overloaded. A special luncheon menu is presently being refined for possible inclusion with an expansion of hours during our second year.

PRODUCT DESCRIPTION

The Menu

Latin Tapas, of course, the lead item at Tulum Latin GastroPub . The Tulum Latin GastroPub comes as the result of many years of experimenting and refining different recipes and techniques. The sauce is a special recipe that has been lovingly developed by the proprietors and tested hundreds of times on willing guests, both at home and at food establishments. The technique itself is also special, calling for extra effort, but yielding terrific results. The Tulum Latin GastroPub people know how to put out production volume without losing any of the delightful, delectable texture and tastes that will bring the customers back time and again.

Our plan calls for opening with a fairly limited menu, featuring latin Tapas ceviches craft burgers, appetisers and much much more. Also offered will be the Tulum burger. These will be available as plates, which will include entree and two side dishes, or as sandwiches. The fish fry and seafood platters will be offered on friday with our delicious Homemade sauce on the side.

Another speciality of wide appeal will be our Aguachiles/ Molcajetes, shrimp cocktails served with authentic sauces and sides. All of our sauces are homemade—the molcajete sauce a private Old World recipe, and the aguachiles our own sensational mix of shrimp and spices.

Another offering will be a side dish of golden potatoes, a delicious accompaniment to our tapas menu that has received many raves. Some people like to make a meal for themselves. We also have special recipes for salad and slaw. Our intent is to bring as much effort and expertise to our side dishes and sauces as we do our entrees. This will make the food at Tulum Latin GastroPub extra special and keep the customers coming back for more. Nothing mundane or ordinary will be served.

We also have a nice array of entrees and Tapas that we are holding in reserve, or that we may feature as weekly specials, one at a time. These recipes come from a special private collection that have been refined over many years by the Tulum Team.

The Setting

Tulum Latin GastroPub will not be served in an ostentatious setting. The Milwaukee neighbourhood lends itself to nice, storefront cafes, and in this type of setting, Tapas can be best enjoyed. Tables and pitchers of beer set the scene for good times, good food, and enjoyable surroundings. A bricked patio with picnic tables and yellow lights permit a beer garden annex in pleasant weather and, of course, carry-out customers are made especially welcome in a comfortable alcove. We expect a significant part of our business to be carry-out because Tapas is traditionally eaten at home.

Soft drinks, wine, selsers, and craft draft beer, house cocktails are the beverages of choice at Tulum Latin GastroPub. We anticipate eight tables for four, four tables for two, four booths accommodating four to six, and two tables for six, for a total seating of eighty-four and additional bar stool setting.

The name Tulum Latin GastroPub is intended to conjure up a relaxed, rustic mood, and not associated with a specific theme. Our decor will generally be casual matched chairs and booths and furnishings with a good amount of Americana thrown in. Much of this will be derived from the near-antique collectables that have been accumulating over the years in anticipation of this type of establishment.

MARKET ANALYSIS—CUSTOMERS

Tulum Latin GastroPub has identified four distinct target markets which will comprise our customers. They consist of:

1. Primary residential population of the Milwaukee and Bayview neighbourhoods.
2. Secondary residential population of the Near east Side, South Side and North Side bayview proper sections.
3. Commuting population that works downtown and travels through bayview often stopping for a refreshment on the way home. Accesses to highways I 94, 793, and are found in our immediate area and lend themselves for easy access. Another market is the working population of the Near bayview, which offers great opportunities for Friday lunch and after-work gatherings.

Market Survey

To obtain consumer feedback for our idea, a telemarketing survey was instituted in the fall of 2019 for the purpose of polling the primary and secondary residential population to learn their reaction to an eat-in and carry-out gastro pubs and bistros restaurant. Twelve hundred complete conversations were conducted by telephone in the zip codes of 53201, 53206, 53207, and 53212. Among the key questions asked were: If there were a good eat-in and carry-out gastro pubs and bistros restaurant in the Milwaukee neighbourhoods, would you patronise it either for eat-in or carry-out? Sixty-six percent responded affirmatively, and their answers were further tabulated as follows:

22% once a month or more frequently

56% every couple of months

12% a couple times per year

10% about once a year

About 75% indicated a preference for carry-out.

Profile of Customer Base

The demographics of the four zip codes comprising the residential population of our primary geographic target market reveal characteristics very supportive of a viable customer base for Tulum Latin GastroPub. Our primary area consists of some 52,500 households, with a median adult age of 42 years. Approximately 22% have incomes of over \$50,000, with 36% having income of \$30,000 to \$49,000.

Additionally, 75% of our business is expected to come from persons commuting from downtown employment, shopping, cultural and sports activities. While en route their residences in South County and West County, many people often stop in bay view and the adjoining neighbourhood of Milwaukee for the local amenities.

Another 25% is expected to come from people employed in the immediate area but living elsewhere.

COMPETITION

Milwaukee is known as one of the major GastroPubs ,Bistros,Bars Cafes and consuming areas of the country. Indeed, we lead the nation in the per capita consumption of craft draft beers, food and wines sold at the retail level. GastroPubs ,Bistros,Bars Cafes restaurants have traditionally been very popular in Milwaukee as well. Two of the most popular are situated in the downtown area, just outside of what we consider our secondary market.

RISKS

Opening a new food establishment is often seen as one of the more risky business ventures because of the known high rate of failure of new restaurants. The proprietors of Tulum Latin GastroPub feel that we have effectively minimise these risks by careful market research and by bringing considerable food service management and entrepreneurial experience to the project.

As this Business Plan will reflect, careful planning and preparation have gone into the concept and the execution of this plan. Positive consumer reaction, favourable demographics, and strategic location combine to assure Tulum Latin GastroPub a viable market.

Another risk that is effectively minimised is that of surviving what is sometimes known as the starvation period for many start-up businesses; i.e., the first six months to a year while customers become aware of your establishment. While the Business Plan calls for a proprietor's draw of \$1,000 per month, this is of course contingent upon conditions. At Tulum Latin GastroPub, the new business can operate with a minimum of payroll load, thus minimising a significant cost factor for all new businesses. Traditional casualty risks will be covered by Business Owners' insurance, ample to cover all assets and with a \$500,000 public and product liability umbrella.

MARKETING STRATEGY—ADVERTISING, PROMOTION & PUBLIC RELATIONS

Tulum Latin GastroPub has a three-pronged marketing strategy aimed at our three identified target markets.

As we expect 50% of our business to come from the residential population of our primary and secondary areas, we will be promoting Introductory Specials through ads in two heavily circulated community newspapers, the *Milwaukee Journal* social media . The *Journal* will feature primarily family carry-out oriented ads, with coupons worth \$1 off or a free 24 oz. soft drink, or similar promotions. *Milwaukee Journal*, which has saturation distribution throughout the area, primarily in food and beverage establishments, upwardly mobile professional people, a consumer category recognized for their prominent discretionary and leisure spending habits.

The commuting traffic will be targeted with a billboard advertisement strategically positioned to capture the attention of southbound vehicles leaving downtown employment, stadium, and entertainment events. The cost of this advertisement is budgeted for \$9,000 for the first 6 months and is intended to prime the pump and attract first-time customers. It is an investment in the future and is not expected to be immediately cost effective, but will pay-off for the long haul as we attract and keep customers.

Our third target group is the local employee population who we intend to attract for Friday lunch and after-work eat-in or carry-out business. For the lunch trade, we intend to initiate mailings to the various firms throughout the area.

The mailings will include menus and our phone number to make use of the proliferation of offices to place lunch orders. For the larger companies, we will obtain lists of departments to facilitate these e-mailings reaching the workers that want to order. We also will make use of occasional Comp Cards, which are complimentary lunches when used with an order exceeding a set dollar amount. With each carry-out lunch, we will include a flyer touting Tulum Latin GastroPub as a great stop after work for Tapas and beer or for our splendid carry-out offerings.

PRICE & PROFITABILITY

The price formula to be employed at Tulum Latin GastroPub will be based on a food cost of 30% for most food items with a 25% food cost for soft drinks and 50% for beer and wine coolers. Retail prices are across the board, carry-out or eat-in, with the paper cost of carry-out being offset by the savings in service inherent to take-out food.

The pinnacle attraction at Tulum Latin GastroPub is the seafood platter, priced at \$13.00 and including two side dishes and bread, \$7.50 per plate or \$5.50 per sandwich. Our other Tapas, salads and burgers are priced at \$10.50 per platter and \$5.50 per sandwich accordingly.

Our sauces are special recipes and are very important to the overall delectability of the finished product. Extra sauces will be available in individual portions or by the quart, priced with a 50% food cost.

We expect our aggregate food and beverage cost to average about 44% and we will monitor this figure closely. We will be utilising modern computer data entry on all of our food purchases. Recipes are preprogrammed to extrapolate the updated finished cost per portion, thereby enabling management to keep a constant check on food cost percentages, adjusting pricing as needs dictate.

As our financial forecast will indicate, we anticipate first-year sales of \$113,000 with net operating profits of \$12,300. We would find this acceptable in view of the anticipated "starvation period" that accompanies all new openings and the one-time expenditures of advertising and promotion that is booked in for the first six months. Our monthly break-even point is \$6,700, a very reachable \$1,500 per week.

Profits for the second year are expected to reach \$30,500.

Break-Even Evaluation Computed on Gross Sales Percent

Cost of Goods Sold 33%

Percent Gross Profit 67%

Monthly Overhead \$4,491

Monthly Gross Sales to reach break-even \$6,703

SUMMARY & USE OF FUNDING

In order to open Tulum Latin GastroPub, management has determined that capitalization of \$45,000 will be required. These funds will be allocated as follows:

Equipment & Fixtures	15,000
Installation and make ready	6,000
Advertising & Promotion	12,000
Deposits and initial start-up costs	5,000
Contingency	2,000
Operating Reserve	5,000
	Total \$45,000

Equipment & Fixtures are listed in the schedule on the following page. Our Business Plan anticipates that capitalization will be funded as follows:

FINANCIAL PROJECTIONS

EQUIPMENT SCHEDULE

Brand	Model	Rating	Capacity	New/Used	Cost
Star	LBLB44006'	x3		Used	\$1,200
Star	NG3005	Gal		Used	\$500
				Used	\$1,000
GE	Double1	HP		Used	\$600
Servco	Door			Used	\$2,000
Star	6 burner	double oven		Used	\$600
Micron	Z2005	HP		Used	\$600
Airman	AS 1500	150#		New	\$1,800
Servco	Double cavity			Used	\$500
				Used	\$300
				Used	\$150
				Used	\$2,000
Westinghouse	12 cu ft			Used	\$400
Hobart	K40/GR501	HP		Used	\$300
Hobart	GH55			Used	\$450
Hobart	J500			Used	\$500
				NEW	\$1,800
Total equipment costs					\$14,700

ADDENDUM

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Month Eleven	Month Twelve	Year One	Percent
11,366	11,934	103,518	97%
300	300	3,600	3%
11,666	12,234	113,118	N/A
3,850	4,037	37,329	33%
7,816	8,397	75,789	67%
1,000	1,000	12,000	N/A
0	0	0	0
0	0	0	0
0	0	0	0
0	0	0	0
1,100	1,100	13,200	12%



Operations Standards Manual

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January, 2022

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Juan Magdaleon

REPRESENTATIVE

Juan mgadaleon

Juan.Magdaleon2020@gmail.com

(414-544-9373

Tulum Latin GastroPub Operations Standards Manual

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Introduction Welcome!

This Operations Standards Manual or OSM is written for the employees of Tulum Latin Gastropub primarily for those employees involved in the day to day operations of our restaurants. It is also written for Tulum Latin Gastropub, for record," who own and operate Tulum Latin Gastropub under an agreement, and their re- spective employees.

This document is designed to serve multiple purposes. It is a source of information, a reference, a guide and training "tool," in the effective and successful operation of Tulum Latin Gastropub.

This Manual contains vital information as it relates to the standards, procedures, processes, product, business methods and some key areas of operational support needed for the daily operation Tulum Latin Gastropub to ensure we meet or exceed the expectations of our customers.

This OSM is predominantly focused on restaurant operations and the support functions to restaurant operations in Market- ing and Human Resources.

Food and Safety

Food Safety increasingly is a top priority and focus area for all restaurant company employees, owners and by extension, their employees. Food Safety has always been important throughout the restaurant industry. Recent changes to state and federal laws combined with increased public awareness have combined to heighten the attention and importance of Food Safety. This is very important, and in the opinion of the management, this is as it should be.

It is the duty and the responsibility of Tulum Latin Gastropub to ensure that the food and beverages served daily in our restaurants to our customers meets the highest standards possible and are free of any and all contamination. It is all of our jobs to ensure the necessary steps are taken for the "safety of food" served to our customers and the public on a daily basis.

The major purposes of this section are to:

- Provide a general description of food contamination and food borne illnesses
- Identify Food Safety importance in providing food to customers that is both good and safe to eat
- Review the environment and conditions that allow food safety problems to exist
- Demonstrate proper food safety procedures

Food Contamination and Food Borne Illnesses:

Food becomes contaminated when harmful bacteria are present in food. There are three categories of hazards:

- Biological Hazards: Harmful bacteria, viruses or parasites
- Chemical Hazards: Harmful substances present in cleaning solutions
- Physical Hazards: Foreign particles contained in glass or metal

Bacteria may grow in five conditions inclusive of

- Food
- Acidity (slightly acidic to neutral condition)
- Time and Temperature Danger Zone
- Oxygen
- Moisture

Barriers that slow bacterial growth include:

- Temperature Level of refrigerated raw ingredients: Prior to preparation, the temperature of these items should be at or below 40 degrees Fahrenheit
- Person and Equipment Food Preparation: Proper hand washing and cleaned and sanitized utensils reduce the risk of food contaminants during preparation
- PH or Acidity Level
- Serving Time and Temperature: All potentially hazardous foods must be maintained at 40 degrees Fahrenheit or above. Serving time exposure to the danger zone must be limited to

- four hours

Food borne illness or food poisoning is carried and transmitted to people from food.

Some types of food borne illness include:

- Salmonella
- Staph
- Hepatitis A
- EColi

Food borne illnesses are often dismissed as 24 hour flu “bugs” and go undetected and not reported. Low number of bacteria can produce Food Borne illness. The “danger zone” (temperature range from 40 degrees Fahrenheit to 140 degrees Fahrenheit) permits food borne illness bacteria growth. Foods containing food borne illness may taste and smell normal or usual.

The causes of food borne illnesses are:

- A failure to properly refrigerate or heat foods
- Employees who do not practice good personal hygiene
- Raw contaminated ingredients
- Cross contamination of raw foods with cooked foods
- Improper hand washing prior to food handling

Some Preventative Procedures:

Human hands may carry viruses and bacteria. For prevention it is recommended that restaurant staff wash their hands:

- Immediately before reporting to shift or work
- Immediately after handling raw products, trash or money
- After telephone or restroom usage
- Before and after eating at break

For proper hand washing the following is recommended:

1. The sink area must be properly stocked with disinfectant soap and paper towels
2. Run your hands under warm water
3. Lather your hands up to your elbows with disinfectant soap scrubbing between fingers and around nails removing soil, dirt and bacteria
4. Rotate and rub your hands together for twenty seconds to kill germs
5. Rinse hands thoroughly with warm water
6. Dry hands with a clean paper towel or hot air dryer
7. Do not touch anything (such as an apron) post washing to avoid recontamination

About Personal Hygiene:

Some suggested Personal Hygiene tips include:

- Please keep fingernails cleaned and trimmed
- Do not wear large jewellery items which may collect and retain dirt, dust or food
- To the greatest extent possible, please keep the restaurant uniform of Tulum Latin Gastropub in the best condition possible in being clean, pressed, free of rips and tears
- Confine eating and drinking in the restaurant to those areas that are designated for these purposes
- Do not handle food if you are ill or have exposed cuts, wounds or infections of any kind

Quality Assurance:

Thermometer Kit or the equivalent type of kit, which contains a digital thermometer and three probes inclusive of a product, air and griddle surface probe.

The Product Probe:

The restaurant manager should use the kit daily to check equipment and product temperatures.

Product probes should be used three times per day at a minimum. Recommendations for the proper use of the probe include:

1. The product probe should be thoroughly cleaned and sanitised with an alcohol swab.
2. Insert or immerse the probe into the product at least two inches in depth
3. Do not stir the product prior to taking the temperature
4. Read the temperature once it is stabilised
5. Sanitise the probe post use with an alcohol swab
6. Record and log the temperatures

The Air Probe:

Recommendations for the proper use of the Air Probe include:

1. Place the end of the air probe into the airspace approximately 8 to 10 inches from the door or opening to the piece of equipment
2. The door should be closed and remain closed until the temperature stabilises for up to five minutes.
3. Take the temperature reading
4. Record and log the temperature reading

To properly use the Grill Probe:

1. Remove the cap cover and place in on the grill(s) at one foot intervals 6 inches from the side of the grill(s)
2. Check the flat grill temperature while the grill is clean at least once per week
3. After use, thoroughly clean the probe and the cap prior to re attaching the cap
4. Record and log the Grill Probe findings

Potentially Hazardous Foods:

Potentially Hazardous Foods which may cause food borne illness are inclusive of the following:

- Raw Chicken
- Breaded, Spicy, Grilled Chicken
- Chicken Nuggets
- Diced Tomatoes
- Raw seafood
- Raw and Ground Beef
- Milk
- Raw Bacon
- Sausage
- Sour Cream

- **Pest Control Guidelines:**

Food may be contaminated by pests. To maintain a pest-free restaurant the primary deterrents are outstanding sanitation standards, an exceptional maintenance program, employee training and observance of approved practices. The guidelines for remaining "pest free" include:

- Storage: Store all items off the floor
- Trash: Do not store trash by the rear door or the outside dumpster
- Doors: Keep the back door closed when not used
- Pest Entry Prevention: Ensure any holes in the building are sealed and cracks repaired
- Inspections: Regular and recorded pest control inspections of the restaurant

Helpful Tools For Managing Superior Food Safety:

The following management tools will assist Restaurant Managers with developing and maintained a successful ongoing Food Safety program:

A. Product Cycle Checklist:

Some products need to be monitored and discarded during the week to prevent bacteria. The following is a recommended Checklist format for discarded food items:

Product Cycle Checklist

[illegible]

B. The Shelf Life Chart:

Shelf life is the length of time food and other perishable items have before they are unsuitable to eat. Storage time and temperature have a cumulative effect on shelf life. Avoid fluctuations of temperatures in and out of freezing levels.

- Frozen Products are stored at 0-10 degrees F
- Refrigerated Products are stored at 34-38 degrees F
- Dry Products are stored at room temperature

Storage Thaw

[illegible]

In the event of a confirmed case of food borne illness, it is the responsibility of the Restaurant Manager to report a general liability claim which includes

- the time of the incident and the Restaurant Managers name/contact information
- The customer's contact information
- The contact information of all witnesses to the incident
- If a product is involved, the contact information of the supplier
- Information related to the packaging or container if the product is involved Please follow the following process in dealing with customer incidents and claims:
 5. If the customer appears severely injured, get emergency assistance quickly
 6. Be polite and helpful. Assure the customer that the incident will be reported quickly and the matter will be dealt with effectively
 7. Do not admit responsibility of Tulum Latin Gastropub in the incident
 8. If the incident involves a food product, make every effort to obtain the product keeping it secured in a freezer and marked so that it will not be disposed of
 9. Do not discuss the incident with anyone other than the insurance carrier and superiors at Tulum Latin Gastropub

11. Food Safety Notes

Cleanliness

Customers expect our restaurants to be clean, free of contaminants, and without any negative odours. They should expect this and we, as employees of Tulum Latin Gastropub, should expect this of ourselves. A clean restaurant, or a dirty restaurant, is a direct reflection of the employees of Tulum Latin Gastropub and the company itself.

A clean restaurant suggests that the employees of Tulum Latin Gastropub have pride in their work and what they do every day on the job.

Customers that experience, for example, dirty sinks in the restroom, a lobby that has garbage on the floor, booth tables in the dining area that have not been properly cleaned after use from a previous customer, form a negative impression of the restaurant and of Tulum Latin Gastropub. When this happens, generally, customers will not return to patronise our restaurants.

The opposite is also true. When customers experience clean restrooms, dining rooms that “sparkle” from cleanliness, or front counters in the ordering area that are free of dirt, debris, food and cracks, they form a positive impression of the restaurant and our company. This type of positive experience, along with great tasting food served by friendly employees at great monetary value, promotes the restaurant and may ensure that the customer comes back to Tulum Latin Gastropub again and again.

Therefore, cleanliness is a key factor, not only in supporting the business, but is a determinant in the overall success and growth of the business.

Cleanliness Standards in Areas of the Restaurant:

It is recommended that Restaurant Managers review the Operations with all crew members and establish action plans, where required and necessary, to address any deficiencies. Communication is always vitally important in these and other matters.

When cleaning the Dining Room, the cleanliness standards extend to:

- Tables
- Chairs
- Trays
- High Chairs and Booster Seats
- Door and Windows
- Carpet and Tile
- Condiment Stands

The recommended procedures for cleaning tables are inclusive of the following:

1. Use a towel from the utility bucket and wring out excess sanitizer solution.
2. Spray clean the table top.
3. Place all trash on one serving tray and stack the trays. Avoid trash spillage from the trays.
4. Wipe tops, sides, edges and beneath the tabletop.
5. Wipe or replace soiled salt and pepper shakers.
6. Wiping all crumbs across the table onto the tray will have falling crumbs on the floor.
7. Spray the chair seats with disinfectant.
8. Rinse out the white cleaning towel with sanitizer.
9. Replace the white cleaning towel, rinse water and sanitizer solution as they become dirty. Repeat this procedure every 4 hours.

Refer to the following procedures in cleaning dining room chairs:

1. Wipe chair legs and table bases with disinfectant detergent and cleaner.
2. Move tables to keep aisles wide enough so that customers may walk by easily.
3. Repeat Step Three as in the section on Tables.
4. Repeat Step Four as in the section on Tables.

Refer to the following procedures with respect to the cleaning of trays:

1. Discard any trash on the tray into the trash receptacle.
2. Stack the trays on top of the trash receptacle.
3. When the stacked trays reach 12 in number, remove them to storage.
4. Disinfect and deodorise the trays 1 or 2 times per shift.

5. Once dry, place liners on the trays and return to the service line.
6. Trays must be thoroughly washed, rinsed and sanitised 2 times in a 7 day period.

Please clean and maintain high chairs and booster chairs per the following procedures:

1. Disinfect all High Chairs and Booster Chairs.
2. Be sure to clean all sections of the chairs inclusive of arms, seats, foot rests and underneath areas.
3. Do not stack the chairs as stacking will cause the chair legs to separate.
4. Fasten safety belts. This is the final step in cleaning and disinfecting.

Like the Dining Room, the restroom is a high visibility area for our customers and clean and well maintained bathrooms are of the utmost importance. To ensure this area meets cleanliness standards, please use the following procedures:

1. Restrooms will be checked every 15 minutes during peak rush periods and every 60 minutes during low traffic and slow periods.
2. Do not enter the restrooms without first knocking.
3. Spray the glass cleaner on the mirror.
4. Wipe the mirror with clean paper towels and dry the surface.
5. Allow the cleaner to be on the surface 5 minutes prior to cleaning.
6. Wipe all surfaces with a clean paper towel
7. Pick up all floor debris.
8. Refill toilet paper, soap dispensers and wipe clean.
9. Spray all sinks, surfaces, toilets and urinals with a Restroom Cleaner
10. Wash your hands prior to returning to your station.

It is recommended that all doors and windows of the restaurants be cleaned according to the following procedures:

1. Use Glass and multi surface cleaner and paper towels for cleaning.
2. Fold the towel so it is slightly larger than your hand. When one side becomes damp, keep refolding the towel.
3. Spray the cleaner on all surfaces and wipe clean.
4. Do not clean the windows while a customer is close by and eating.
5. Check and adjust shades to ensure the customers are protected from sunlight or glare.
6. Inspect all ledges, signs and serpentine rail. Clean as necessary.

Assuming the restaurant is carpeted; all carpets need to be free of food crumbs, dirt and debris. To ensure proper care and handling of carpets:

1. Use the carpet sweeper or vacuum to clean the carpet.
2. Check all tile areas for debris and pick up as necessary.
3. Do not use excess water when mopping. Be aware of customer safety when mopping.

The dining room, lobby area, "queuing" area where the customers line up prior to submitting a food or beverage order, and the ordering area are commonly referred to as the "Front of the House."

The Kitchen, Freezer, Food Preparation areas of the Restaurant are commonly referred to as the "Back of the House." The recommended "Back of the House" procedures for cleanliness are inclusive of the following:

In the food preparation and assembly area:

- The Team Member will use a white towel stored in a sanitizer solution to maintain the Food Preparation and Assembly Area.
- The sanitised tool will be used as required to wipe and clean the entire station as necessary.
- Each hour, the Team Member will discard the sanitizer solution and replace it in a clean pan.
- If the sanitizer solution becomes dirty within the hour, replace it.
- Rinse the towel in the rinse section of the sink.
- At post rush periods, towels should be inspected and replaced when dirty.
- Side of the plants must be cleaned with a rubber spatula.
- Remove all foreign objects which have fallen into the pans.
- Place empty or contaminated pans or squeeze bottles in the reach in until taken to the back for washing and refilling
- Maintain cleanliness conditions even in rush periods

procedures in the kitchen area include the following:

- The grill operator will use a colored towel to clean and sanitise all surfaces and the grill area throughout shift
- These towels will be stored in a sanitizer solution near the grill area. These towels must be used only for the grills and grill area.
- The towels should be used every 15 minutes when the timers go off to maintain maximum cleanliness.
- Discard the towels and the solutions once per hour and replace with sanitised cleaning materials.
- If the sanitizer becomes dirty and greasy before the hourly replacement, discard at the time of inspection. The sanitizer effectiveness will not kill existing bacteria which may exist on the grill boards.
- Clean every 15 minutes and when there is a break in customer flow.
- Scrape grill with grill spatula and ensure the removal of all heavy carbon build up on the grill surface. Please refer to the following cleanliness requirements for dishwashing:
- Wash, rinse and sanitise the dishwashing sink before each use and at closing. Test sanitizer solution at least once per day. Test strips and testing are required by law and the Health Department.
- Use service breaks to bring dishes to the sink area to scrape, pre-rinse, wash, rinse, sanitise and dry.
- Wash sharp or breakable items by hand. Do not submerge these items in water.
- Never mix or combine different cleaning chemicals.
- Check availability of detergent and sanitising containers regularly.
- Adjust wash sink temperature to 115 degrees Fahrenheit.
- Sanitizer water will be at room temperature.
- Do not wipe dishes dry. Wiping can cause dish contamination and removal of the sanitizer solution before it has worked completely.

The Technomics Company is a leading independent consumer research company. They conduct customer surveys on restaurants. Eighteen thousand respondents were asked to rank the top 25 attributes of importance in a restaurant. The top three attributes cited were:

- The friendliness of staff members
 - The "tastiness" of food
 - The cleanliness of the restaurant
- Within "The cleanliness of the restaurant," the respondent ranked cleanliness importance in priority order in:
- The kitchen and dish washing area
 - The restroom area
 - The Dining Area

- We encourage all employees of Tulum Latin Gastropub to uphold and improve all standards of cleanliness in our restaurants. It is important to our customers and, by definition, is therefore important to the employees of Tulum Latin Gastropub

Cleanliness Notes

Customer Service

The objective of exceptional customer service is to exceed the expectations of every customer on every occasion in every transaction from the moment they enter the restaurant until the time they leave.

Consumer Research shows that 68 % of all customers do not return for repeat business because of “an attitude of indifference on behalf of the employee serving them.” Poor customer service can result in lost business.

The restaurant industry is highly competitive and customers have a tremendous number of food and beverage choices at different meal occasions, delivery systems and types of restaurant environments be it a fine, casual dining, or quick service restaurant. While there are no guarantees, hospitable, friendly, quick, accurate and efficient customer service is a key determinant in creating repeat business and customer loyalty.

This section of the OSM focuses on the following with respect to Customer Service:

- Customer Relations
- The Management of Customer Complaints
- Service Standard of the Restaurant
- Suggestive Selling
- Completing the Order
- Drive Through Service Sequencing
- Kitchen Area Service
- Cash Management
- The Importance of Customer Service

Customer Relations:

It is recommended that the following steps and tactics be taken to ensure positive and hopefully long term, customer or guest relations:

1. Customers will be greeted as they enter the restaurant, the dining room or the order taking area.
2. Customers will be assisted in finding seats during peak periods.
3. Senior citizens will be assisted with seating as required.
4. Customers with small children will be assisted in the same manner.
5. Be sensitive to dining room comfort. Temperature, music level and window blinds should be controlled and adjusted as needed.
6. Avoid working around customers while they are eating or conversing. For example, do not sweep or clean in these instances.

A positive restaurant environment and positive customer relations support and assist in building customer retention, customer loyalty and in building our business overall.

The Management of Customer Complaints:

As an employee of Tulum Latin Gastropub our positive attitude demonstrated towards the customer, and the resolution of customer complaints, is vitally important in how we effectively manage the complaints of customers.

Common complaints expressed by customers include such things as:

- Speed of Service. Customers do not like to wait for their food orders to be fulfilled. This is especially true at "peak times" or "rush hours" usually during the noon hour or at dinner time when lines are longer
- Inaccurate Orders. In a "quick serve" or "fast food" environment, customers expect their orders to not only be served quickly but accurately. When they do not receive what they have ordered, customers may be disappointed or express dissatisfaction usually to the customer service team member or the manager
- Over charging or incorrect change. Customer service team members at the registers, particularly during peak times, are extremely busy. They may overcharge the customer for their order or if it is an exchange of cash, give the customer the wrong amount of change.

When a customer has a complaint, Tulum Latin Gastropub recommends the customer service team member or the restaurant manager take the following steps:

1. Begin by listening to the complaint. What exactly is the customer telling you and what precisely are they dissatisfied about?
2. Do not interrupt and let the customer fully explain their complaint. It may be that it is easily corrected
3. Maintain eye contact with the customer as much as possible.
4. Apologise for errors and inconveniences. Do not blame anyone for the problem; take full responsibility.
5. Answer with empathy. If you were the customer, how would you like to have the issue resolved?
6. Tell the customer that corrective action will be swiftly, the problem will be resolved as soon as possible and, if possible, indicate what actions will be taken to resolve the problem
7. If you require approval from a superior to resolve the issue, let the customer know this is the case
8. Thank the customer for bringing the complaint to your attention.
9. Repeat the apology if necessary.

Please consult the policy manual of Tulum Latin Gastropub in the section on The Management of Customer Complaints. Of note, these policies will outline how to resolve the complaint and will recommend corrective actions to be taken such as refunding the order, giving the customer a discount card for their next visit and other actions to be taken in this regard.

As a company, we advocate that customer complaints are a way to continuously improve our business. By being empathic to the customer, listening and taking appropriate and immediate action in resolution, it is possible to turn a negative experience into a positive one.

Customer Service at the Register:

An important part of a positive customer service is the interaction at the bar or tables and in taking and submitting the food order. In performing these duties, we recommend the standard team member practices to include the following:

- Remember to ring in every single item
 - Only accept authorised discounts on orders
 - Check and only accept authorised coupons or gift cards
 - Notify the Restaurant Manager if the coupon or gift card is fraudulent
 - Remember that only the Restaurant Manager may perform transactions such as Manager or Employee meals or discounts
 - Ensure you are checked into the register correctly with your name and employee number. Both the Restaurant Manager and the team member on the register must count the cash drawer at the beginning and end of shift
 - It is a policy violation to use the void function on the register or POS
 - Ensure that each coupon is marked and defaced after usage and stored correctly
- Standard Team Member Order Taking procedures should include the following:
- Greet every customer in a friendly fashion as they approach the register
 - Smile upon ordering
 - Ask, "May I take your order please?"
 - Determine where the order will be eaten by the customer before the order is keyed in. This will identify for the Food Maker how to properly wrap the food.
 - If the order is take out or carry out, press the appropriate "To Go" button on the register
 - As the order is being given, enter the items into the register
 - Clarify the complete order after the customer has finished ordering to ensure accuracy
 - For large groups of families, determine first how many are in the party and use the "multi order" key for speed and efficiency

Suggestive Selling Techniques:

Suggestive Selling is asking the customer to order items in addition to their original order.

When practising Suggestive Selling:

- Ask the customer if they would like complementary food items to what they have ordered or larger sizes of items they have ordered
- Make the suggestion in a friendly and hospitable way
- Do not "oversell." One suggestive selling statement per order; do not repeat it
- Do not suggestively sell if the customer appears in a hurry and is very specific in what they want to order

- If the customer says "no thank you," do not persistent in Suggestive or "Up selling

Suggestive selling is a way to increase "average check" or "average ticket" with each order. Team members may want to approach Suggestive Selling as a way to build their skills in persuasion or negotiation. Also, it is a recommended practice to set Suggestive Selling Goals. For example, the team member may want to set a goal of suggestively selling to 5 customers of every 10 customers served. Suggestive selling is more of an "art" than it is a "science." The suggestions cannot be "overly aggressive" or too much like a "sales pitch." With practice, suggestive selling eventually becomes simply "part of the job" for customer service team members.

Order Accuracy:

When verifying the accuracy of the order Keep register receipts in sequence

- Do not remove the receipts from its storage area or "ticket rail"
- Check the number of items in the bag against the guest check or monitor
- Place register receipts inside the bag
- Hand the customer the order
- Thank the customer and invite them back

Cash Handling Procedures:

Team member cash handling procedures and sequencing should includes:

- Placing paper bills across the cash drawer and making change for the order
- Place the bills face down in the appropriate cash drawer slot
- Close the cash drawer after each and every transaction
- The Restaurant Manager must approve and make change on those bills larger than fifty US dollars
- Keep cash in drawers low by frequently dropping excess small bills (\$1.00/\$5.00/\$10.00) into the drop box
- Maintain cash available as close to the beginning level of your shift as possible
- The Restaurant Manager will pull drop box cash every 60 minutes
- Travellers checks are not acceptable as a form of payment
- Personal checks are not acceptable as a form of payment

The Importance of Customer Service:

The management of Tulum Latin Gastropub believes that great customer service which produces customer or guest satisfaction is important because:

- It is a leading indicator of customer intent to re purchase and loyalty
- It can be an important aspect and point of differentiation versus our competitors
- It reduces customer loss or churn
- It increases the lifetime value of customers
- It combats any negative feedback or negative public relations

A consumer study conducted "unhappy customer" tells 9-15 people on average about their negative customer experience while one "happy customer" tells 1-3 people concerning their positive customer experience. That is a significant swing based on one negative customer experience!

We believe that great service not only "keeps the pulse" of existing customers but is a catalyst and strong point of difference in attracting new customers frequenting our restaurants.

Customer Service Notes

Quality This section contains guidelines to ensure compliance to regulatory requirements. These guidelines and tools will help to assure a wholesome product for our customers to enjoy in a clean restaurant served with exceptional service.

Each and every area of the restaurant will have separate standards established and checklists for the inspection and maintenance of the highest quality standards possible.

To maintain quality standards in the Exterior of the restaurant building:

1. The Trash Dumpsters and Grease barrels must be in good repair and cleaned once per day
2. These areas will be kept free of food, spillage, debris and dirt
3. All Trash Dumpster lids will remain closed at all times
4. There shall be no sign of pest activity anywhere near the restaurant
5. The areas surrounding outside storage modules, enclosed areas or fences shall remain free of garbage, debris and be cleaned weekly or as needed upon daily inspection. Excessive products shall be removed to facilitate cleaning and inspection

To maintain quality standards in the Restroom areas:

1. Restrooms must be thoroughly inspected daily by the Restaurant Manager and by the shift supervisors before and during each shift
2. Walls, floors and ceilings must be in good repair. If repairs such as cracked floor tiles or wall cracks are evident, repairs must be made quickly and without inconvenience to the customers
3. Facets will be checked for sufficient pressure of hot and cold water
4. An adequate supply of toilet paper and paper towels will be maintained regularly
5. Hand dryers will be checked to ensure proper use and maintenance
6. Ventilation fans will be cleaned regularly and shall be free of dust and dirt
7. Waste basket garbage shall be removed as required and necessary at regular restroom inspections

To maintain Dining Area quality standards:

1. All doors shall be tight fitting and pest proofed along all door edges.
2. Tables and all chairs shall be inspected regularly, cleaned and kept in good repair.
3. Garbage from trash containers shall be regularly removed and deodorised.

4. Ceiling panels, light shields and vents must be kept in working order and cleaned regularly per an established schedule.
5. The condiment areas must be clean and kept at optimum inventory levels to ensure customers have knives, forks, spoons, napkins, sauce packages and the like.
6. All floors must be kept in good repair, clean and in safe condition for all concerned.

Quality standards are also very important in the Cooking and Food Preparation areas of the restaurant including the following:

1. All single use containers will be covered, stored and maintained in cabinets to combat contaminants
 2. Cup dispensers and lid holders will be kept stocked, cleaned and in good condition
 3. Counter and shelving areas must be neat, orderly, cleaned and without debris or unessential materials
 4. The metal ice scoop must be stored in a removable bracket which shall be cleaned daily. All ice shall be scooped with the metal ice scoop not drink cups
 5. All food stored in refrigerator reach ins shall be covered
 6. Temperature of hazardous foods must be taken twice per shift and recorded in the food safety report or log
 7. All product utensils, equipment or accessories such as spatulas, knives, stirring spoons and the like must be cleaned and sanitised every shift at a minimum and stored in a dry area not water or sanitizer
 8. Food preparation boards at the cooking and grilling areas or the final preparation stations must remain in good repair and cleaned regularly
 9. Hot holding cabinets must maintain product temperatures above 140 degrees Fahrenheit
- 10.No chemicals or cleaning solutions shall be stored and maintained with food or food products 11.Heat lamps and cooking timers must be cleaned regularly and maintained in top working order 12.All cooking ventilation vents and hoods must be cleaned daily and kept in excellent working order 13.Lights must be functioning, protected from breakage, clean and replaced as needed

14.All walls in the cooking area must be free of cracks, dirt and regularly maintained

The quality standards for Walk In Coolers and Freezers are as follows:

1. Floors shall be clean, in good repair and free of ice build up
2. Door seals shall remain in good repair and free of damage, mould or dirt
3. Freezer units must be maintained at a temperature of 10 degrees Fahrenheit or lower
4. All food must be stored at a minimum of 6 inches off the floor
5. All refrigerators and coolers must have working thermostats which are regularly checked and cleaned

6. All food items which are ready and prepared must be marked with a "Use By" date to ensure product does not exceed the Use by Date
7. All inventory must be regularly rotated
8. Raw meat must be stored above ready to eat foods. They cannot be mixed or stored on the same shelving
9. Any protein items inclusive of beef, chicken or the like should be stored in bags must be marked with an expiration date and correctly stored and rotated

The following quality standards relate to Food Preparation practices for:

- The handling of meat
- The preparation of vegetables
- The handling of all food items
- The washing of all utensils, equipment and small wares
- Storage of Dry Products

All sinks must be cleaned and sealed positioned against walls (where local permitting and health standards permit). The sink sealing components must be sanitised and free of mould and dirt. Sinks cannot be overfilled. Sanitizer test strips must be inventoried and available at all times for sanitation testing. Sinks used for sanitization and utensil and equipment washing cannot be used for floor and mop cleaning and free of grease or grease buckets.

All stored pans and containers must be inverted in storage. All utensils not in use must be stored in an environment free of contaminants. Can openers be free of metal shavings. All food products must be dated upon receipt and rotated on the basis of "First In"/"First Out" to ensure non expiration of products. No chemicals or cleaning solutions shall be stored above food or products.
- **The Importance of Quality:**

In summary, at Tulum Latin Gastropub, upholding and improvement of Quality Standards should be "top of mind" in everything that we do; in every action taken both Back and Front of the House. It should be in evidence both inside the res- taurant and external to the restaurant property; from the "quality" of a crack free parking lot surface to the presentation of food orders to our customers. Quality is every one's job!

Safety

Tulum Latin Gastropub is committed to the health and safety of its customers and its employees. We will comply with all local, state and national safety laws, health standards and laws and all corresponding ordinances.

A healthy and safe environment is a primary consideration for everyone.

We believe most accidents occur because of unsafe behaviour. On the job, it is important to following safe works practices such as:

- Wearing personal protective equipment
- Properly reporting all accidents
- Complying with the proper safety hazard standards, rules and laws
- Making safety a priority and an integral part of restaurant operations and work

Topics in this section include:

- Employee Safety Rules
- Fire Protection
- Fire Evacuation
- Hazard Communication
- Employee Protective Equipment

Employee Safety Rules:

All Team Members and Managers must use protective equipment at all times including:

- Oven Mitts
- Heat Resistant Gloves and Aprons
- Eye Protection such as Face Shields and Glasses
- Metal mesh cut resistant Gloves
- Dishwashing gloves
- Cut resistant box cutting gloves

Do not use tools or equipment without proper training and instruction such as knives, slicers, ovens or grills.

Always use safety devices and installed equipment guards. They may not be removed from the equipment unless done so by the Restaurant Manager.

Never tamper with electrical equipment until it is unplugged and turned off.
Wear your approved uniform only inclusive of approved slip resistant shoes.
Know all required actions to be taken in the event of an emergency.
Develop a 'safety first" mentality. Failure to comply with safety standards may result in disciplinary action.

All employee safety rules, procedures and incidents must be recorded, documented and maintained. All employees must complete health and safety training as part of the induction and training process.

Fire Protection And Fire Evacuation:

Each restaurant must have three portable fire extinguishers. Two multi purpose type extinguishers (minimum 3A rating) and a grease trap portable extinguisher (Class K rating) for potential fires in the combustible cooking area where there are vegetable or animal fats and oils present.

The multi purpose extinguishers shall be located by the rear door exit and the bathroom hallway or in close proximity to the front order taking counter. These extinguishers will be tagged and inspected at least annually according to local fire protection protocol.

Lighted exit signs must be above all exits. There must be Emergency Lighting in the dining room and back room areas. The lighting should have a continuous battery charger wired directly to the electrical service of the building. Emergency Lighting systems must be checked monthly.

Fire extinguishing systems must be proved and in evidence over all the cooking equipment such as stoves, ranges and grills. The system must have a manual operations switch wall mounted no higher than 5 feet from the floor for access. The switch cannot be further than 5 feet from the cooking equipment and cooking area.

In the event of a fire, the Restaurant Manager or Shift Supervisor will manually activate the overhead fire suppression system in the cooking hoods if fires cannot be extinguished with a portable extinguisher.

In the event of a fire or emergency situation, please follow the steps listed below:

- Notify the store manager of a fire or emergency situation immediately. Notify other employees and customers.
- At the instruction of the Restaurant Manager or Shift Supervisor, all employees and customers must exit via the closest unobstructed exit in an orderly fashion
- All employees, and to the greatest extent possible, all customers will gather in the parking lot and a head count shall be performed to ensure all have exited safely.

- It is the responsibility of the Restaurant Manager or the Shift Supervisor to call the fire department by dialling 0 or 911. These individuals will ensure the fire department or authorities are informed of the restaurant address and city, the intersections closest to the restaurant, the phone number of the restaurant, the name and contact information of the Restaurant Manager. The Restaurant Manager and Team Members will follow any and all instructions given by the fire department or local authorities.

Hazard Communication:

The use of potentially harmful and hazardous chemicals and agents are an area of focus for federal and state regulation. All employees must be trained in Hazard Communication. Every store must have the following information:

- An ongoing, communicated and regularly reviewed Hazard Communication Program
 - The OSHA (Occupational Safety and Health Act) Job Safety Poster or Posters
 - Material Safety Data Sheets (MSDS) for all chemicals used or stored in the store
 - The Hazard Communications Training Program Guide
 - Employee training must include identification of all chemicals used in the store, the proper use, handling and storage of such chemicals, the location of the MSD Sheets for review, use and prevention, the personal protective equipment needed to handle potentially hazardous material
- Material Safety Data Sheets are supplied by manufacturers of chemicals. These sheets must be filed, updated, reviewed and readily available to all employees in store. Material Safety Data Sheets provide the following information:
- The names of the chemicals
 - The physical characteristics
 - The acute or chronic possible hazards
 - Relationship of chemicals to diseases
 - Safety handling procedures
 - Emergency first aid in the event of a spill or incident
 - The intended use of the chemicals

Employee Personal And Protective Equipment:

The following equipment must be available and used by all employees. This equipment must be displayed, cleaned, in good condition and repair and sized appropriately for the use of employees.

- A pair of heat resistant gloves (approximately 18 inches or longer) for carrying, cleaning and handling hot oil or shortening
- Safety glasses or goggles used primarily in filtering cooking equipment
- A pair of oven mitts (approximately 21 inches or longer) for carrying and handling hot food items or hot pots during and post cooking
- Cut resistant fabric box cutting gloves
- A pair of extra long dishwashing gloves or sleeves

- A heat resistant knee length minimum apron for filtering equipment and carrying hot shortening, oil or hot water
- A safety equipment storage rack storage of all the equipment above with such rack accessible, visible, mounted and clean
- Take away shears for opening plastic bagged goods and only used for this purpose

Equipment Summary

As previously mentioned, there are two broad areas of any restaurant commonly referred to as “The Front of the House” and “The Back of the House” in fast food or quick service restaurant environments.

The Front of the House is inclusive of the Dining Room, the Queuing Area where customers line up, the Front Counter, Order Taking and Cash Register Areas inclusive of the Menu Boards, and the Food Assembly area where the orders are finalised and presented to the customers typically on trays or in bags.

The Back of House is inclusive of the Kitchen and Cooking Areas, the Freezers and Refrigeration Areas, the Storage Areas, the Manager's Office and the Team Member break area.

Each of these areas has different types of equipment which must be designed, specified, installed and operated according to the size, shape, and facility type of the restaurant. Moreover, the equipment will vary based on what is on the menu in the restaurant and food preparation and delivery standards and requirements.

For example, the major Front of the House equipment would include tables and chairs (Dining Room Area); Counters, Reg- isters (Point of Sale systems), Menu Boards and Condiment and Beverage Machine Stations as well as assembly stations, food chutes or sleeves, preparation and assembly tables, small holding and warming ovens and possibly microwave ovens depending on the menu.

The major Back of the House equipment would be inclusive of items such as Freezers, Refrigerators, Stoves, Ovens, Holding Cabinets, Grills, Fryers, Storage Racks, Preparation and Slicing Tables, Pots and Steamers,.

Bearing in mind that Tulum Latin Gastropub is a hypothetical restaurant company, the exact menu is not known nor the exact equipment necessary for operating the restaurants.

Operations Standards Manuals from US based Quick Service Restaurant companies and brands contain extensive informa- tion on equipment inclusive of:

- Equipment Design Specifications
- Installation Instructions
- Detailed procedures in using the equipment

- Detailed cleaning and maintenance instructions
- Safety standards in the use of equipment
- Grills and Griddles
- Point of Sale Systems
-

- Operational temperatures range from 200 to 550 degrees Fahrenheit, but usual cooking temperatures fall between 225 and 375 degrees
- Most units reach thermostatically controlled temperature within 15 to 30 minutes
- Grills are turned on at the beginning of the cooking day and left on until close
- Grills often develop hot and cold spots. Experienced cooks use hot spots to cook food faster and cold zones to keep cooked food warm

- **Grill and Griddle Maintenance:**

- Griddle or grill surfaces need to be cleaned daily or more often in high use to keep food cooking efficiently and tasting good
- Operator should scrape excess food and fat from the surface with a flexible spatula or grill brick
- Clean and wipe out grease troughs, remove stuck on food and clean surface with soft cloth rubbing with grain of metal
- The platen on a two sided grill can be more difficult to clean. Some models have stainless steel platens which are easier to clean while others have specially coated platen surfaces. Others can use disposable, non-stick paper to prevent sticking.

- **About Point of Sale Systems:**

Point of Sales systems (POS) are the equipment computer based technology that restaurants use to capture orders, record data and display or print tickets and receipts.

Some of the most widely used POS systems in the US restaurant industry include:

- Aloha
- Kounta
- Revel Systems
- Wand
- SAGE

- **Electric Units**

- Ensure unit is on level surface for operation

- Immerse pan, inner lid may be soaked in warm or cold water
- Outside of unit including power cord, outer lid, main body and heating plate or center thermostat may be wiped down with a damp cloth as necessary
- Control panel should be cleaned with a soft, dry cloth
- If rice or other substances are stuck to heating plate, lightly polish with sand paper dipped in water, then wipe with a damp cloth
- Do not use bleach, abrasive cleansers or anything that will damage the unit

The POS has the ability to perform multiple functions including the following:

- Record the method of payment
- Calculate cash due for each order entered
- Track the cash in the cash drawer
- Create hourly and daily sales reports
- Allow hourly employees to clock in and out
- Calculate labour and payroll data
- Record daily check averages
- Keep track of menu items sold
- Record data on repeat customers

The general process of a POS when taking an order is as follows:

1. The team member server enters his or her name or user code onto the screen allowing access
2. The team member begins a new order by entering food items requested by the customer
3. The POS sends the order information to the kitchen in printed digital form on a display monitor or ticket
4. The Kitchen Staff team members read the order and prepare the food order for delivery to the customer
5. The team member server reads the total charge on the display and collects the payment from the customer

For Quick Service Restaurants touch screens are usually located in a visible place within the store often close to the front doors and at the service counter. POS software can generally be configured to exact operation specifications and will include menu items and prices.

Each POS system differs based on application, software and hardware. Research and assessment must be conducted to determine the right system fit for the restaurant, style of service and specific product and business requirements.

When assessing a POS system the following should be considered:

- **Price:** POS software can cost \$2,000 or more and terminals can be up to \$5,000 per station. Extra features like digital displays, handheld terminals and warranties can increase your expenditure. Always request price quotes which include all software, hardware, installation, upgrades, and support before making a decision.
- **Necessary Hardware:** Hardware includes the touch screen monitor at the service counter as well as any kitchen display system or portable handheld devices for servers.
- **Software to track data:** Software includes all programs you will need for point of sale, back of house, financial and inventory, gift carding, and perhaps even customer self-service. It can create labour schedules by collecting and analyzing labour data making your business more efficient.
- **Financial Reporting:** Your POS should allow you to retrieve financial information in detailed comprehensible reports. Ideally this will be available on a display in the back of the house (BOH) where you can properly analyse information.
- **User friendliness:** Your system should be easy to use and not take extensive training. Complicated systems frustrate employees and slow down speed of service.
- **Technical Support:** No matter how great your system is there will always be problems. Make sure there are experienced technicians on hand to solve your problem, however minor when it occurs.
- **Marketing Data:** If your system has the ability to track customer data like phone numbers, email addresses and favourite orders it can build a useful database of customer information. You can use this in direct marketing campaigns to personalise promotions and appeal to specific types of customers.

Product

The Product Section of an Operations Standards Manual is a long and very detailed description of how to cook, prepare, present, and serve food and beverage products to the customer. This level of detail is completed on a product by product basis and depending on the total number of menu offerings and recipe complexity, the descriptions vary from two to three hundred pages in length.

Furthermore, this section typically forms the basis of a more specific and further detailed Cooking and Food Preparation Guide. Usually such guides are available on line, through a company intranet, or on printed, laminated cards to be used daily in store and for training purposes.

Marketing

As a general definition, marketing is the strategy, tactics, and the execution of ongoing programs focused on building brand awareness and driving sales. This section is a broad overview of how Tulum Latin Gastropub approaches marketing to build revenue and sales. A more detailed plan should be created for each and every store location based on factors such as trade area market dynamics and customer demographics.

At Tulum Latin Gastropub Marketing is a support function to Restaurant Operations. In this section, we cover the following marketing related topics:

- Customer Research
- Advertising and Promotion
- In Store Service execution
- The Marketing Plan

This section describes information, business practices and business methodologies used by our company in marketing our restaurants. This information is designed to be used primarily by company restaurant managers but may be used by franchisees and their certified managers. For further information, please consult the Marketing Manual of Tulum Latin Gastropub.

- **Customer Research:**

Customer research involves either formal or informal research methods. Successful marketing requires and combines both.

Informal research is primarily “In store” or “In trade area” research. In store research may be conducted simply by soliciting customer feedback, performing in store taste tests or product promotions, or handling and taking corrective action on customer complaints.

Restaurant Managers interested in building their business understand the importance of customer

feedback in continuously improving the store and business results. A simple report format for customer feedback is as follows:

Customer Feedback Report

Customer Feedback on Quality, Service and Cleanliness:

Date:

Time:

Customer Name_____

Contact Information:_____

Daily goals should be set by the Restaurant Manager to secure customer feedback, the feedback should be recorded, assessed with specific actions be taken as required and necessary. This feedback is particularly useful in building and establishing specific Marketing Plans for the store.

Another informal research method is "Sampling and Taste Test." For example, when Tulum Latin Gastropub introduces a new product, it is important to get direct feedback from the in store customer and "user" prior to rolling out the product. Such feedback is particularly important in determining product specifications, product build and presentation, pricing and type and length of promotion.

