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Rebound. Rebuild. Reimagine.
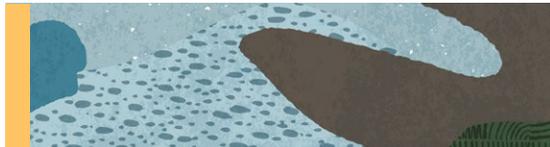
RESTAURANT INDUSTRY STEPS TO RECOVERY

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Rebound. Rebuild. Reimagine.

OUR COMMITMENT

The food and beverage industry is full of artists, entrepreneurs, hosts and technologists. This combination of skill and grit will push us through.

We've had countless conversations with customers in recent months, many of whom describe the fallout from COVID-19 as more devastating than the financial crisis of 2008.

However, with every story of struggle, there is one of hope. The food and beverage industry is resilient, tenacious and passionate. It is full of artists, entrepreneurs, hosts and technologists. It is this combination of skill and grit that will push the industry through.

We envision brands will go through three major phases of recovery: rebound, rebuild and reimagine. The following was developed in collaboration with our solution engineers, consultants and extensive partner ecosystem who have spent hundreds of hours helping customers quickly pivot to new business models so they can continue to generate revenue, protect their margins, and support employees and their communities. While each brand is unique and in a different phase of recovery, these basic principles hold across the spectrum. We hope you find it useful.

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Rebound.

Recommendations and Tips Before You Re-Open

There are several opportunities to get staff re-engaged and ready to re-open your business. Beyond obvious priorities like deep cleaning and updating standard operating procedures for maintaining hygiene and social distancing requirements, here is our shortlist for technology, management, front- and back-of-house teams:

IT has several tasks to tackle before opening the doors, but before getting in the weeds with tactical checklists, it's a good idea to refresh skills and expertise on your core technology. With an increase in delivery, takeaway and potential supply chain limitations, your menus may need a refresh. System administrators and site configuration managers can brush up on essential skills through our Simphony Configuration Basics learning path which provides step-by-step lessons on key functionality including page design and menu configurations.

Front of house staff that has shifted away from table service toward off-premises concierge services can help design and document new operational procedures for delivery and curbside pick-up. What modifications can you make to ensure a seamless experience for guests and optimal operations? Before you open doors, is there an opportunity to rearchitect traffic flow and remove unnecessary touchpoints? How can you minimize foot traffic from delivery drivers once you have guests dining on-premises again? Your front-of-house staff will have input on this. Use the collective insight and energy to develop a layout that expedites service and limits unnecessary hands-on engagement.

From cleaning regimens to staffing plans, management teams need to thoughtfully design and communicate new standard operating procedures. Everything from cleaning rules to receiving inventory needs to be documented and cascaded to your team to minimize risk.

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Operating in a reduced capacity scenario will require precision on inventory management to control food costs and waste. Back-of-house teams should closely assess inventory and menus. If you have been offering takeout and delivery, what menu items are performing best? Can you further curate your menu to improve margin performance? Your suppliers will be able to provide insight into what items may be at risk of limited supply and can advise you on potential surpluses so that you can consider replacement items that would improve food costs. Now is also the time to have the team look at process flows. Not only will a well defined and smartly architected flow improve efficiency, but it will also limit the risk of unnecessary cross-contamination.

Rebound Resources

Ready for Reopen Checklists:

- ☑ Oracle MICROS RES Point-of-Sale Checklist
- ☑ Oracle MICROS Sports and Entertainment Customer Point-of-Sale Checklist
- ☑ Oracle MICROS Simphony Point-of-Sale Checklist
- 🌐 Free POS, Reporting and Analytics eLearning
- 🎥 Simphony POS How-to Video Gallery
- ✏️ 5 Tips for Off-Premises Dining Inventory Management
- 📄 Tighten Up Your Off-premises Operations: Complimentary Assessment
- 📶 5 Ways to Implement Effective Remote Onboarding

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Rebuild.

Operating in the New Normal

Given limited time to act, many businesses had to make incredibly swift decisions regarding online and delivery partners. Are these partnerships the right fit for your long-term objectives? Are there opportunities to streamline operations and improve margin performance? Unfortunately, your historical data will provide little indication of future performance. Understanding how you're trading daily will become important as you define what the right mix of offers, hours, staffing and partners will be to support your off- and on-premises business volume.

With an increase in endpoints associated with running takeout and delivery, your point-of-sale (POS) system is the single source of truth for all transactions, from online orders to 3rd party delivery. We recommend restaurant business analysts and managers run the daily operations and systems summary reports to ensure you have a clear view of business performance, remain agile, and make fast decisions on what's best for you at whatever stage of recovery you may be in.

We know consumers are rooting for the food and beverage industry. But despite the passion and renewed loyalty, there will be hesitation. Footfall will be lower than average, and this will be compounded by mandates for extra space between guests. Front-of-house operations will look very different in the rebuild phase of recovery. **Here are a few considerations for driving covers while maintaining low touch interactions:**

- Offer self-service kiosks to help control labor costs. Oracle MICROS Workstation 6 family can be converted to a simple kiosk and kept sanitary through regular cleaning and UV lighting

- Utilize digital menu boards and/or tablets that can be regularly cleaned and disinfected as an alternative to paper or plastic

- Offer table-side payment, no-touch / contactless payment so servers don't have to take guest cards and deliver receipts electronically

- Consider new methods of contactless pickup in fast casual and quick service formats

- Utilize kitchen display systems in place of printed checks that pass from server to chef

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Finally, during this stage of recovery reaching and engaging new customers will be essential. Time spent with media (including all forms from traditional TV to social) continues to climb with the latest estimates increasing to a stunning 13 hours and 36 mins a day. The good news for smaller brands is social continues to be on the rise and offers a lower barrier to entry in terms of cost. As an extra benefit, social targeting capabilities are infinitely better than mainstream advertising. So, lean into it and capitalize on the potential to reach new customers.

Whether you focus on driving footfall or off-premises depends on your business strategy and the insights gleaned from daily reporting. Regardless of the offer, targeting and driving engagement across multiple channels will ensure consumers know you're open, have taken measures to protect their health and safety, and that you have just what they are craving… crispy french fries!

Rebuild Resources

Our top 3 recommended daily reports:

1

System Sale Summary: provides a single snapshot of all activity to help you understand opportunities for optimization to increase revenue, reduce cost and increase guest satisfaction

2

Menu Engineering: will you simplify your menu offering and optimize your inventory to increase margin

3

Service Performance: helps identify busy periods and quiet times to help calculate labor required, and when additional channels or marketing spend is needed to increase footfall and throughput

Complimentary Oracle MICROS Simphony Reporting and Analytics Basics learning path

Fine-tune your promotion strategy and improve engagement with customers and prospects

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Reimagine.

The Future of Food and Beverage

A continued area of focus in the reimagine phase of recovery will be using data analytics, AI and machine learning to continuously improve business performance. New customer acquisition, demand forecasting and dynamically balancing delivery mechanisms for the best consumer experience and margin performance will be critical. And not just for large enterprise brands, but for independent businesses as well. The democratization of technology is already happening with the rapid adoption of cloud – systems and processes that were once only accessible by brands with huge IT budgets are now palatable for independents. Further, the volume and variety of innovation across markets can be easily adapted and integrated into the best configuration for individual business needs through open API architectures. Just look at how fast companies can spin up online ordering and curbside. You couldn't achieve this speed and scale with traditional on-premises systems.

We will also see increased adoption of low touch interactions. For example, book and order ahead for fine and casual dining, where patrons have a specific window to arrive, dine and exit. This highly orchestrated approach will reduce interactions on-site, handling of payments, and give businesses the foresight needed to plan and turn covers faster. This will be essential in reduced capacity scenarios. You can already see this in foodie hot spots like London and Sydney for example where real estate is very expensive and space is limited.

Multi-format concepts were already trending, and we will see this diversification strategy continue. For example, consider the concept of highly curated meal planning for specific diets, nutritional or lifestyle preferences. Imagine your menu could directly sync with a customer's fitness tracker and dynamically suggest the best meal option for the day based on goals, macros and activity logged.

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What we know for certain is that the restaurant industry is like no other. It's built upon the dreams, aspirations, long hours and hard work of entrepreneurs and artisans. It is this spirit of innovation and commitment to the craft that inspires us daily. If you challenged to make the numbers work or want to strategize on what technology solutions will help you transform your current operations, we are here to help.

Reach out anytime.

About Oracle Food & Beverage

By pioneering hospitality IT innovations in hardware and software for more than 40 years, Oracle Food and Beverage has become the industry's preferred solutions provider. We deliver best-in-class cloud technology — backed by trusted support and consulting services in a true partnership — to help food and beverage operators enhance the guest experience, increase revenues and reduce costs. Learn more at **www.oracle.com/food-beverage**.

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