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A top-down view of a restaurant table with several plates of food, glasses, and hands of people dining. The image is overlaid with a semi-transparent blue filter.

Restaurant MASTERCLASS Series

CFO Panel Discussion on Restaurant Opportunities and Challenges

July 21, 2021

Moderators



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Panelists



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Continued Pandemic Impact

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Question #1

What changes were made during the peak of the pandemic that you foresee continuing?



Question #2

**Will your concept model
change going forward?**



Question #3

What are you doing to be ready for another lockdown or possible restrictions back in place with these new variants?




Question #4


What was the biggest lesson learned or biggest surprise?





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Labor Turnover / Cost

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Question #5

**Do you foresee the
elimination of the bonus
unemployment benefits
bringing back much needed
employees to the restaurant
industry?**



Question #6

What changes are you making to accommodate operations by not having a full staff?



Question #7

What recruiting techniques/retention benefits seem to be working?





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Sales

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Question #8

How would you describe the change in sales mix since restrictions were lifted?



Question #9

With increased labor and commodity costs, do you anticipate menu prices to go up?





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Third-Party Delivery Costs

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Question #10

**Are third-party
delivery costs worth
the incremental sales?**



Question #11

How are you or the brand managing these third-party delivery costs?





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Growth Opportunities

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Question #12

Do you foresee expansion of stores in the short-term? Long-term? Is that growth organic or acquisition related?



Question #13

How would you describe the real estate opportunities in your markets?





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**Implementation of
ASC 842 Leases**

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Question #14

Will you be using a lease accounting software or Excel? What are your considerations?



Question #15

Do you plan to have implemented ASC 842 by beginning of fiscal 2022 or are you aiming to be done by end of 2022?



Questions



Resources

- [Lease Standard Series: Disclosures And Internal Controls – July 14, 2021](#)
- [Lease Standard Series: Evaluating Lease Agreements And Obligations – June 30, 2021](#)
- [Ohio Senate Bill 108 Provides Grants For Ohio Bars and Restaurants – June 28, 2021](#)
- [Restaurant MasterClass: Implementing the New Lease Accounting Standard – June 17, 2021](#)



Moderator's Contact Information



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