

A top-down view of a restaurant table with various dishes, glasses, and hands using cutlery, overlaid with a semi-transparent blue filter.

Restaurant
MASTERCLASS
Series

**Unveiling Data-Driven
Insights for Success**

November 9, 2023

Presenters



Dustin Minton, CPA, MBA
*Director,
Assurance & Business
Advisory Services
GBQ
dminton@gbq.com*



Meg Potts
*Co-Lead BDO National
Restaurant Industry Group
Managing Director
BDO United States
mpotts@bdo.com*



Gregg Thomas
*Co-Lead BDO National
Restaurant Industry Group
Managing Director
BDO United States
gthomas@bdo.com*

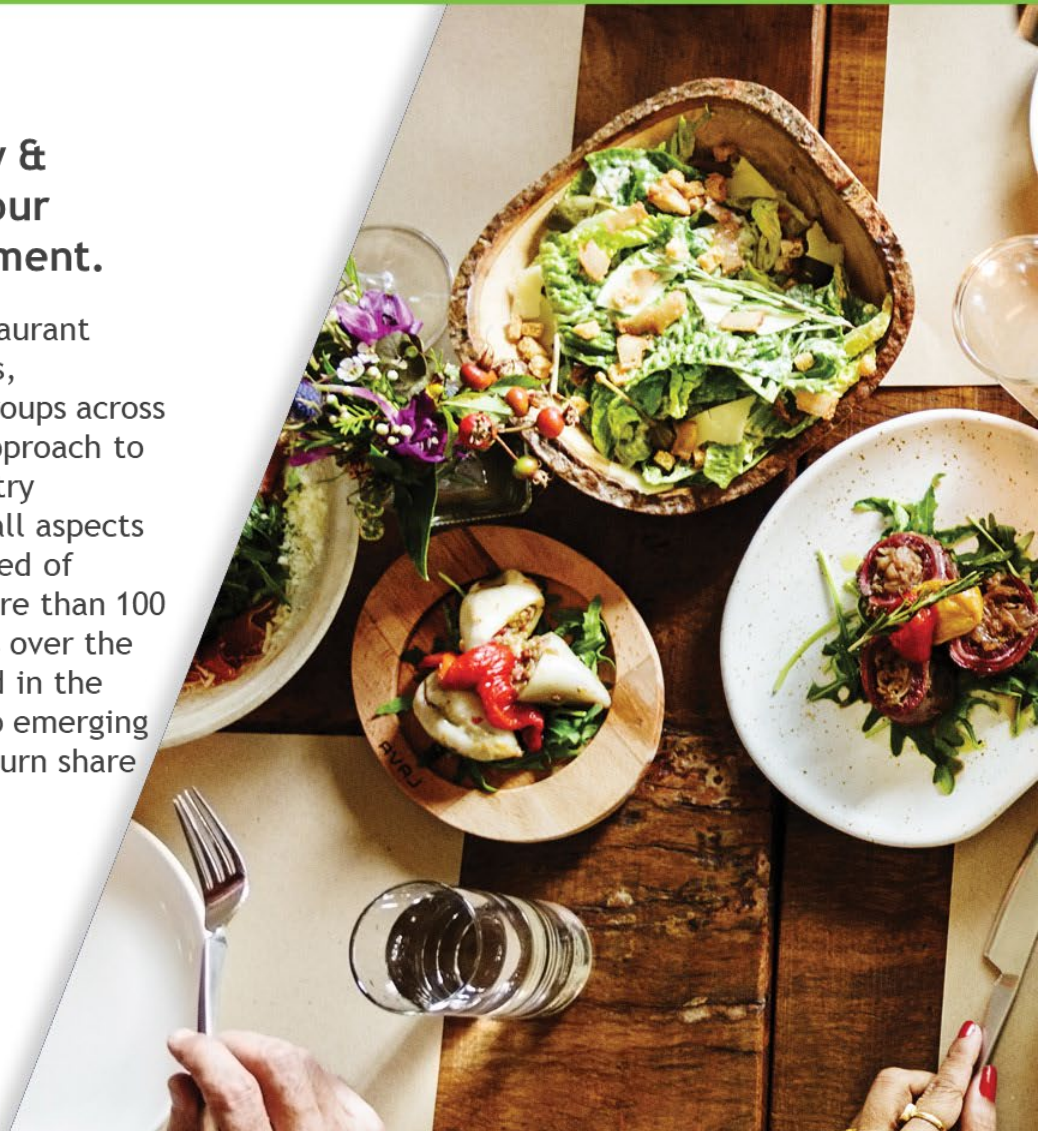


Katie Salerno
*Director,
Accounting Advisory
& Outsourcing
BDO United States
ksalerno@bdo.com*

BDO Knows Restaurants

With over 25 years of deep restaurant experience, BDO's Accounting Advisory & Outsourcing (AAO) leaders can guide your business through this complex environment.

BDO's Accounting Advisory & Outsourcing (AAO) restaurant practice provides financial leadership, data analytics, technology, and accounting services to restaurant groups across all segments of the restaurant industry. Our team approach to client engagements allows us to use our broad industry experience to address client's pain points in nearly all aspects of the restaurant business. The AAO team is comprised of seasoned restaurant professionals, having served more than 100 groups in financial & accounting leadership positions over the past twenty-five years. We are completely immersed in the restaurant industry which ensures we are exposed to emerging trends, technologies, and best practices that we in turn share with our clients.



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Agenda



Review common KPI's & explore easy to grab data to support them



Discuss several analysis techniques to explain variances & find opportunities



Highlight important items to consider when making data driven decisions



Explore next steps for expanding your data analysis library



Sales KPI's

○ Sales – Gross vs Net

○ Guest or Check Counts

○ Order Mode Variances

COGS

- Distributor Data
- Product Mix Impact
- Pricing Differences

Labor

Hours by Work Center

Regular Wage Rate Impact

Productivity – Stay Away from %'s

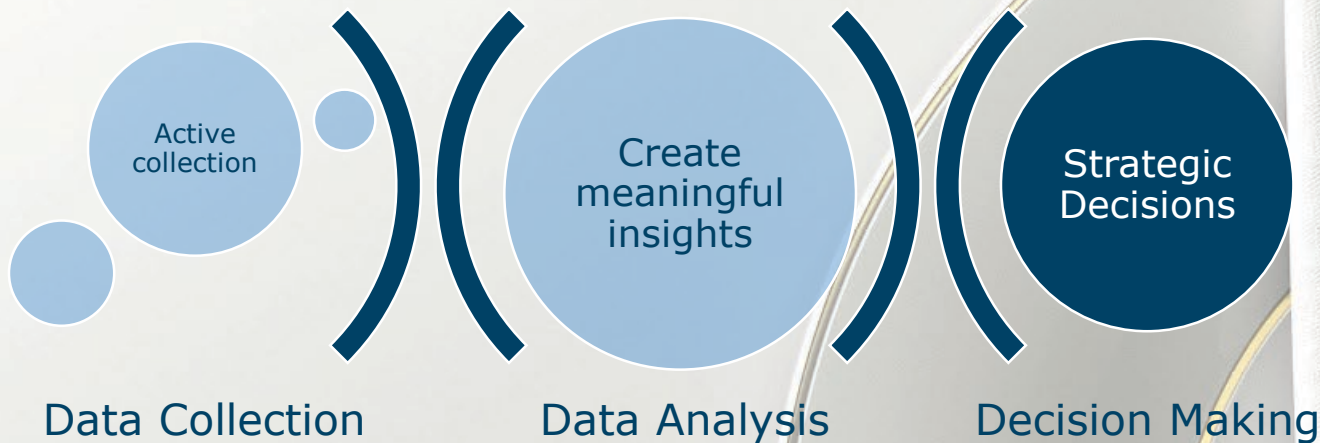
Additional KPI'S

○ Benchmarking Store Margin

○ Guest Sentiment, Speed of Service

○ Flow Through

Data-Driven Decision Making



Tools

Excel

Business Intelligence Systems

Accounting Systems

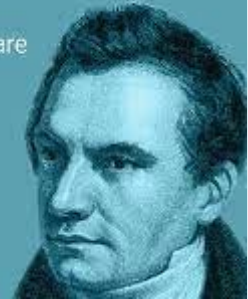
Key Takeaways



1. Understand your data sources & verify data integrity before utilizing

"Errors using inadequate data are much less than those using no data at all."

Charles Babbage
mathematician, philosopher, inventor,
and mechanical engineer



2. Establish KPI's and set goals/expectations

3. Don't rely solely on %'s

4. Benchmark similar stores

5. Don't wait – just START

"Without Data You're Just Another Person With An Opinion"



W. Edwards Deming

www.endtomedia.com Call Us: 975-249-9321 info@endtomedia.com

Questions



Resources

- View GBQ's Restaurant Service's webinar recording library by [clicking here](#).
- Let GBQ be your "host" in serving your business's unique needs. [Visit us online](#).
- GBQ will keep you informed on the latest accounting and tax guidance impacting the restaurant industry and provide solutions and tools to ease the challenges you face. [Subscribe to our Table Talk newsletter today](#).
- Tune into the BDO To Go Restaurant Podcast
 - Use the QR code to find us!
 - New episodes: Tailgating for a Reason & AI

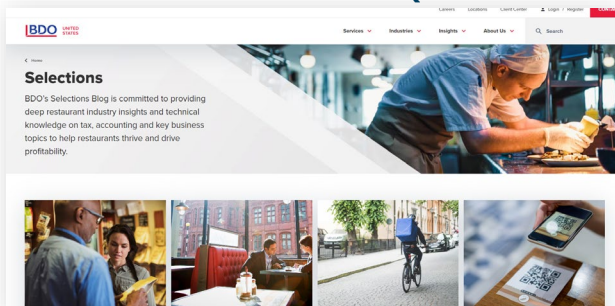


BDO Restaurant Industry Thought Leadership

From proprietary research to timely reports and industry events, BDO is at the forefront of the restaurant industry conversation.

BDO's restaurant practice places a strong emphasis on understanding industry trends and providing innovative and practical tax, assurance, and operational knowledge resources, including the following.

- ▶ **BDO To-Go Podcast:** A Podcast Series Presented by the BDO Restaurant Industry practice. Subscribe to BDO To-Go Restaurant Podcast Series on [Apple Podcasts](#) or [Spotify](#).
- ▶ **BDO Selections:** Blog and newsletter offering thought leadership on tax and accounting issues specific to restaurants. Visit the blog at www.bdo.com/blogs/restaurants.
- ▶ **Restaurant CFO Bootcamp:** Conference focusing on the tax, accounting, and financial issues relevant to restaurant operators.
- ▶ **Restaurant CFO Roundtable:** Networking forum for local restaurant financial executives (select U.S. cities).



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We Want to Hear from You!

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Contact Information



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