



# **MISE EN PLACE FOR THE BUSINESS**

## **How to Start the New Year Right**

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# Taking the leap...jumping into 2023!

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# SETTING GOALS TO ACHIEVE STRATEGIC GROWTH

Are you working really hard but feeling like you're not getting anywhere?

Do you often set goals and then forget about them?

How does your organization set goals to achieve your vision?

Develop or pick a framework that works for your company.

- Set Specific Goals.
- Create a Roadmap.
- Track Progress.
- Measure Success.

## ANATOMY OF THE OKR FRAMEWORK



### OBJECTIVES

Goals that inspire and set direction

*Where do I need to go?*



### KEY RESULTS

Steps that measure progress towards an objective

*How do I know I'm getting there?*



### INITIATIVES

Tasks required to drive progress of key results

*What will I do to get there?*

Measure  
What  
Matters

How Google, Bono, and the Gates  
Foundation Rock the World with OKRs

John Doerr

WITH A FOREWORD BY LARRY PAGE

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# BUDGETING



Establish a standard for how you keep your P&L's and do not deviate. Having month to month and year to year date to analyze and apply to future budgets is invaluable.

## Start with REVENUE

- Growth year or consolidation year?
- Run a P&L by month for the last year.
- Budget conservative and try to beat it.
- Come up with your three revenue scenarios for a slow, medium and busy month.

## Next are DIRECT EXPENSES or COST OF GOODS SOLD

- These are your costs that fluctuate based on revenue.
- Labor and salaries. Hourly vs salary.
- Use your historic Cost of Goods Sold percentages. For example, food cost 25%

## OVERHEAD

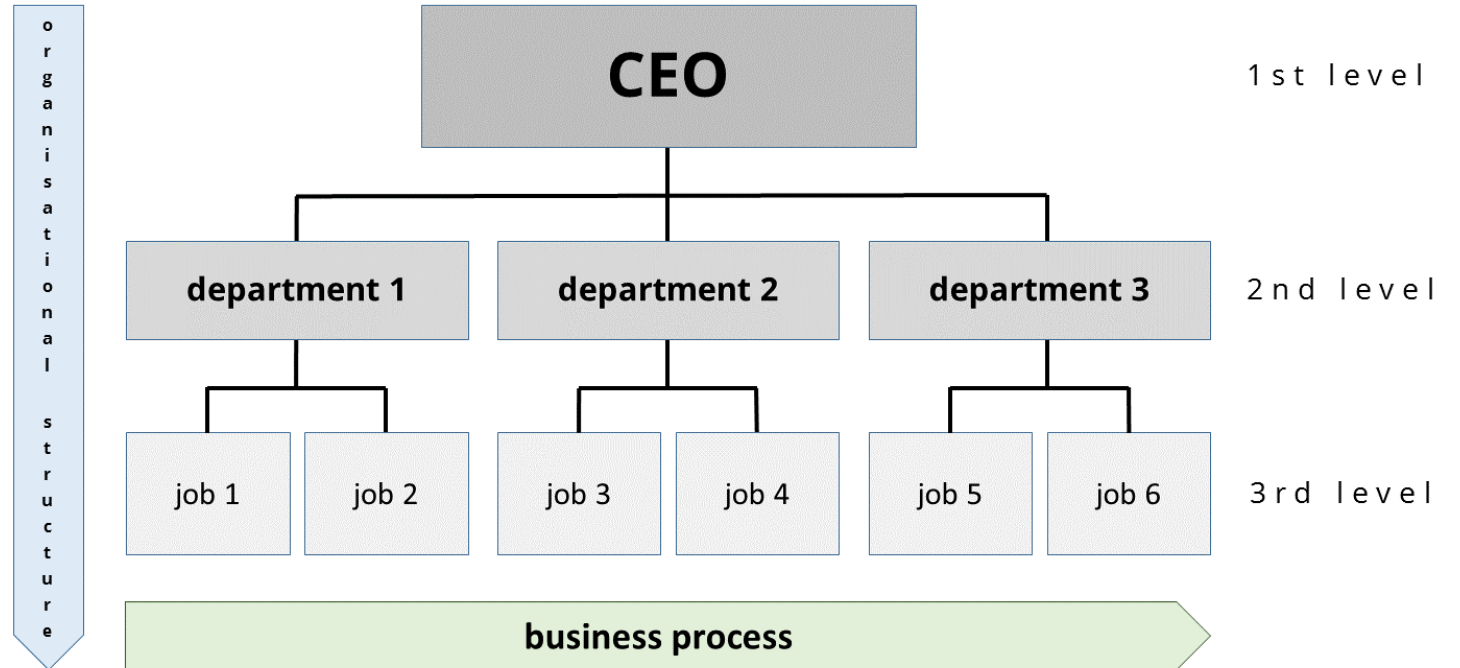
- These costs should be predictable, rent, utilities, benefits, etc.
- Some overhead costs will track payroll like Workman's Comp and Employer taxes.

# MANAGEMENT STRUCTURE

Do you have a clear organizational structure?

Define management roles to clearly outline responsibilities to avoid confusion with staff.

Create incentive plans for top management personnel. Work with them to set parameters and monitor weekly/monthly.



# STANDARDIZE MEETINGS

Our two biggest complaints from staff are:  
 “We need better communication!”

And

“We have too many meetings!”

Organize your meetings to ensure you are covering exactly what needs to be discussed.

Determine who organizes and leads each meeting and who needs to be present.

Develop a specific agenda for each meeting to keep the meeting on track.

## SCHAFFER

### Meeting Rythm

Name	Fequency	Responsible to Organize	Attendees	Materials	Purpose
Production	At least once per event	Event Coordinator	Salesperson Coordinator Event Chef Creative Director	Production Meeting Checklist Contract BEO Any additional event docs	Determine the décor design direction for event to instruct rentals, pack list and on site logistics.
BEO	Every Tuesday	Director of Events	Salesperson Coordinator Culinary Mgmt Creative Director Operations	Agenda - BEO Contract BEO Any additional event docs	Review final details. Meal break plan. Social Media plan.
The 8:40	Monday morning at 8:40am	Vice President	All Mgmt	Agenda-8:40	Get updates on individual scorecards, chart progress on issues solutions, decide next steps.
Biz Dev	Every two weeks	Director of Sales	Operations Director Ownership Sales People	Agenda-Biz Dev Mtg Biz Dev Journals	Review last weeks outreach and determine this weeks targets.
Sales & Coordination	Every Monday and Thursday	Director of Sales	Director of Sales Coordinators Sales People	Agenda-Sales & Coordination	Review recent events Cover a PPP
Marketing	First and third weeks of month	Vice President	Sales Operations Ownership	Agenda-Marketing Annual Marketing Plan MMR	Determine and execute the Marketing Roadmap.
Culinary	Second Week each month	Chef	Culinary Mgmt Operations Director Ownership	Agenda-Culinary Mtg	Review culinary operations, financials, staffing and menu development.
1 2 1's	Monthly	Individual Manager	Individual Manager Vice President *Ownership & Director	Agenda-Monthly 121s	Discuss ongoing professional development.
PIC meeting	Quarterly	Ownership	All Mgmt	Agenda-PIC	Discuss company direction, Rocks, financials, culture, workflow, etc.
Productivity	Quarterly	Operations	All Mgmt	Agenda-Productivity Mtg Weekly timetrackers	Discuss results of weekly time trackers, what have you improved and what will you try next?

# STANDARDIZE REPORTS

“Too much paperwork!”

Ensure that you are generating every report that is necessary and none that are not.

List each report with who is responsible, how often and where it goes.

Having many of these reports at hand will save a lot of time when it comes to gathering documents for tax season, Workman’s Comp and Liability audits and any conversation with a banker.

## SCHAFFER

### Reporting Rythm

Report	Content	Department	Person Responsible	Frequency	Due Date	Distributed to
Payroll Register	Individual employee earnings detail	HR/Payroll	Erika A	Every two weeks	Wednesday of payroll week	Dropbox
Payroll Summary	Gross and net payroll transactions	HR/Payroll	Erika A	Every two weeks	Wednesday of payroll week	Dropbox
Payroll GL Report	Payroll breakdown for General Ledger entry	HR/Payroll	Erika A	Every two weeks	Friday of payroll week	Dropbox
Weekly Meal Breaks	Detail on infractions of # meal break rules and cost	HR/Payroll	Erika A	Every Week	Monday by End of Day	Email-Charlie, Joe, Seth, Lex
Weekly OT	Detail on all Overtime and expense for hourly employees	HR/Payroll	Erika A	Every Week	Monday by End of Day	Charlie, Joe, Lex, Dropbox
Travel Labor	Total earnings for staff on travel jobs. Data is transferred to Internal Budget for each job.	HR/Payroll	Erika A	As necessary	Friday following the event	Charlie, Dropbox
Full Time Equivalent - On Hold	Formal count of full time employees for various compliance	HR/Payroll	Erika A	Per Pay Period & Quarterly	Every pay period and quarterly calculations on second Friday of Jan, Apr, Jul, Oct	Charlie
Hours Worked - On Hold	Average weekly hours to determine eligibility for company benefits	HR/Payroll	Erika A	Per Pay Period & Quarterly	Every pay period and quarterly calculations on second Friday of Jan, Apr, Jul, Oct	Charlie
Employee Roster - Pending	Activates our activity to keep clean roster and control ADP purging process	HR/Payroll	Erika A	Quarterly	Second week of March, June, Sept, Dec	Seth, Erika, Joe and Charlie
DE9	Summary of Wages and Payroll Taxes paid. Generated by ADP and submitted to CA EDD	HR/Payroll	Erika A	Quarterly	First week of Feb, May, Aug, Nov	Dropbox
941	Summary of Wages and Payroll Taxes paid. Generated by ADP and submitted to IRS	HR/Payroll	Erika A	Quarterly	First week of Feb, May, Aug, Nov	Dropbox
Statement of FUTA Deposit	Report of Federal payroll tax liabilities	HR/Payroll	Erika A	Quarterly	Last week of Feb, May, Aug, Nov	Dropbox
940	Statement of Federal Unemployment Tax paid. Generated by ADP and submitted ti IRS	HR/Payroll	Erika A	Annual	End of January	Dropbox
W3	A statement of total earnings, Medicare and withholdings. Generated by ADP and Submitted to Social Security Administration	HR/Payroll	Erika A	Annual	End of January	Dropbox
Staff Birthdays - On Hold	Daylite list of all employee birthdays in the coming	HR/Payroll	Erika A	Monthly	First week of every month	Direct to Staff

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# MARKETING



## Strategic:

- Are there opportunities in our existing markets?
  - New Venues, RFP's
- Are there new markets we want to enter?
- How do we continue (hopefully) to differentiate ourselves in the market?
- SWOT Analysis – Strengths, Weakness, Opportunity, Threats
- Marketing – In-House VS Agency



# MARKETING



## Tactical:

- What awards do we want to submit for and what is required?
  - ICA CATIE AWARDS
  - Local Opportunities – Chamber of Commerce
- Holiday Gifts for Clients
- Newsletter – Email Marketing - PR
- Social Media & Content Creation
- Participating in Local Events – Chef Competitions, Local News Segment, Community Service
- How do we communicate with Clients
  - Capability Decks – Do you have one?
  - Seasonal Offerings
- Website – Making Updates – Time for a refresh?

# JANUARY PROJECTS



## Admin/Finance:

- Clean up your payroll for better reporting and cost analysis
- Benefits & Insurance Renewals – Start shopping

## Operations:

- Building Maintenance – Schedule service and get your team involved!
- Warehouse & Kitchen Cleaning/Organization
- Fleet Maintenance – cleaning, service, graphics wraps

## *Get up to date with certifications & training:*

- Serve Safe Training
- Harassment Training
- Alcohol Service Training
- First Responder training

# JANUARY PROJECTS

# תקופה



## Sales:

- Following up with top 2022 clients
- Brainstorming & reaching out to new prospects
- Evaluating top venues and focusing attention
- Soliciting 5-Star reviews from past (happy) clients

## Culinary:

- Evaluating vendors & suppliers
- Revising menus – removing losers and adding new items
- Updating pricing - food costing, recipe building
- Training culinary team, improving skills

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