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Operations Playbook

Intro: Who is This Playbook for and Why Use It?

The Plays:

- Implement Effective Inventory Control
- Improve Labor Management
- Spot Time Card Abuse
- Elevate Customer Service and Consistency
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Intro: Who is This Playbook for and Why Use It?

A restaurant has many “moving parts,” and all of them have to do their part in order for the business to succeed. From the counter associate taking customer orders to the area manager, the operations team of a QSR/fast casual restaurant is responsible for consistently executing the brand promise.

This playbook was created to help restaurant owners and operations managers implement operational best practices in their restaurants to enable them to consistently execute on their brand promise.

This playbook will help you with strategies and tactics to enhance your operational efficiency and get the most out of your Envysion service.

When using this playbook, as you consider adopting or adapting any of the plays included herein, be mindful of company culture and make sure you operate within the bounds corporate policy.

Each play in this playbook will help you hone your own best practices and give you valuable insight into your business so you can excel in your role.

Play:

Implement Effective Inventory Control



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Play: Effective Inventory Control

Inventory is money sitting on your shelves that you can't pay your bills with. Kitchen inventory maintenance can be impacted by obvious and not so obvious factors, such as spoilage, cooking errors, employee snacking, improper ingredient rotation, waste, theft and even unrecorded sales.



Calculating your food cost weekly will absolutely change the entire culture in your kitchen.

Source: RestaurantOwner.com

Effective inventory control and tracking methods plays a vital role in the smooth and efficient running of your restaurant. Tighten up your operations with a structured inventory system which includes:

- Calculate your daily food costs to gauge whether you are carrying the right amount of inventory.
- Improve your inventory schedule and ensure it is consistent.
- Keep tabs on potential abuses, i.e. employee snacking and improper employee meals.
- Utilize a Managed Video as a Service (MVaaS) system and compare video to identify issues when discrepancies in inventory are spotted.
- Validate that Inventory Control Policies are being followed with video.

Play: Effective Inventory Control

By utilizing a Managed Video as a Service (MVaaS) system restaurant owners and operators can track inventory from vendor delivery to customer purchase. By comparing video of deliveries and food preparation to sales, an operator can:

- Identify issues, such as more food ordered than needed
- Spot improper employee meals or wasteful food preparation
- Ensure Inventory Control Policies are being followed

Correcting these issues will reduce unnecessary waste and ultimately lower overall food costs.



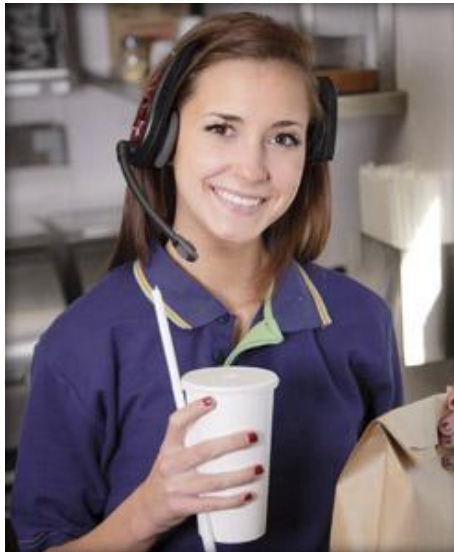
MVaaS Moment – Track inventory and review issues through video such as consistency count, unrecorded sales, improper employee meals and employee snacking.

Actions

- ✓ When inventory discrepancies occur utilize a MVaaS system to spot check
- ✓ Make sure that your operating policy includes how discounts are to be qualified and given out
- ✓ Create exception reports, especially around discounts and employee and manager meals
- ✓ Schedule time to review (daily or weekly)
- ✓ Validate suspicious transactions with video; check that the recipient of the discount matches the criteria

Play:

Improve Labor Management



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Play: Improve Labor Management

Labor costs are still the #1 concern of most restaurant owners and managers. Labor costs are controlled through sound scheduling and improved employee productivity.

Staffing appropriately can provide instant cost savings; however, like controlling food costs, staffing is a balancing act. The goal is to accomplish the necessary workload with the minimum number of labor hours, while still maintaining your level of service.

Efficient scheduling must reflect the variations in business volume that occur during the day, meal period, season and even due to marketing promotions. The key is to find a balance between excellent customer service and minimizing labor costs to avoid overstaffing.

Through the use of managed video as a service (MVaaS), operators have unfiltered insight into their restaurants at any time; thus allowing regional and area managers to better accommodate labor loads required. Managers can note times when customer-to-staffing ratios are not ideal and make adjustments.

Like controlling food costs, staffing is a balancing act.



MVaaS Moment – MVaaS can be used to assess if staffing levels are too low during peak hours. Through the use of your MVaaS system you can track line time, identify staffing issue and mitigate the situation in the real time.

In addition you can track trends in line wait times and ramp up staffing to address.

Play:

Spot Time Card Abuse



Play: Spot Time Card Abuse

Time card fraud is an easy way for employees to get paid for time not worked. Thus it's important to view clock-ins and clock-outs to validate that there is no timecard misuse. If you use your POS system for employees to clock in and out, this can be relatively easy to spot.

Require your employees to use your POS system to clock in and out or integrate your time and attendance system into your MVaaS platform.

What to look for:

- In an exception report, look for employees working long hours, that do not match the amount of time they are scheduled to work
- In the video look for:
 - Employees who showed up early and clocked in and then left again
 - Employees who left and then showed up later to clock out
 - Friends clocking in or out on behalf of the employee

Actions

- ✓ If you don't use your POS for employees to clock in and out, set up your system to do so
- ✓ Create reports based on employees clocking in and out
- ✓ Schedule time to review (daily or weekly)

**Largest Expense
= Your Payroll**



MVaaS Moment – Video shows if employees are abusing the system when examined in conjunction with exception reports. Do the time clock reports and video of employees coming and going match the schedule?

Play:

Elevate Customer Service and Consistency



Play: Elevate Customer Service and Consistency

Consistent Service is Key to Customer Loyalty

It's no secret that a customer can get food anywhere, and the fact that they choose your restaurant is a victory in itself, which is why it has to be a good experience.

Customers will be loyal to you if they trust that they will have a consistent experience each and every time they visit you. Table touches, wait times and consistency in the delivery of high quality food can all influence customer loyalty.

You know the customer experience you are aiming for, and you can use managed video to see if those things essential to the customer experience are being met. If not, you can proactively make adjustments to ensure that they are.

“Up to 80% of restaurant sales come from repeat customers.”

-National Restaurant Association



Play: Elevate Customer Service and Consistency

Managed video can be an effective tool to observe your restaurants operations to access customer service and consistency. You can study how the customers move through your restaurant.

What to look for:

- *Wait and line times*
- *Cleanliness*
- *Customer and employee behavior*
- *Returned food*

The beauty of an easy-to-use, readily accessible system, is that you can be proactive. You can make real-time adjustments when you find issues. Further, it's necessary to have tools and reports in place to identify training issues that degrade your brand, such as an employee that takes above average time to take orders.



MVaaS Moment: Leverage managed video to assess the customer experience, i.e. were your employees friendly to the customer? Monitor your customers' facial expressions while eating their food. Are they finishing their plate? Improve your customer service and consistency based on these observations.

Play:

Review Your Game Tape



Play: Review Your Game Tape

All restaurants have operational strategies and processes that your employees are suppose to follow. It's important to review your game tape to see how these strategies are working, and if processes are being properly followed.

One of the biggest challenges for restaurants is ensuring consistent execution across all of their locations. So how do you ensure that your processes and procedures are being followed?

Leverage managed video to verify employees are following operational procedures such as:

- Validate opening and closing time
- Back door access
- Cash handling



Validate Opening and Closing Time

Opening and closing hours at a restaurant are very important. If handled right, they set the pace for smooth operations. Punctual opening and closing time are important and must be followed by managers and employees.



MVaaS Moment – Leveraging managed video you can ensure your restaurant opens and closes at correct times by doing a simple motion search on the front door at the time the restaurant is scheduled to be opened and validate. Validate closing time was followed with motion search to ensure no one entered establishment after closing hours.

Play: Review Your Game Tape

Back Door Access

The back door facilitates necessary logistics of any operation – i.e. trash removal and vendor receiving. Being the backdoor, relatively out of sight, it is often a susceptible portal to crime. Managing the back door with the appropriate policies and procedures, aided by technology, you can help to protect yourself against potential issues.

Actions

- ✓ Have a backdoor policy
- ✓ Make sure your employees know and understand the policy.
- ✓ Use a managed video system on the back door
- ✓ Use motion search with your video system to audit activity around the backdoor when there should be none and that employees are following protocol

An effective backdoor policy should include:

- Times when the back door should not be opened at all – i.e. after dark or during peak hours
 - Trash runs after dark should go through the lobby doors. The final trash run should occur before doors are locked at closing.
- When (perhaps always) the backdoor is to be locked.
- Who possesses the keys to the backdoor.
- Backdoor should never be propped open.
- Any request to enter through the backdoor, for example, by a vendor, should be made at the front counter



MVaaS Moment – MVaaS enables audits by using motion search on the back door to see if it is opened during periods when it should not be.

Play: Review Your Game Tape

Cash Handling

Employing an effective cash handling policy can do a lot in the way shrinkage prevention by putting in place the correct checks and balances and processes to mitigate opportunities for theft.

Actions

- ✓ If you don't already have a Cash Handling Policy, create one
- ✓ Post your policy where it can be seen as a friendly reminder to those who handle cash – e.g. in the cash counting area
- ✓ Validate that cash handling policies are being followed with video. Take corrective action where problems are discovered including additional training up to termination

Your Cash Handling Policy should cover:

- **Cash Counts:** Cash counts should happen at the beginning and end of all shifts. A record should be kept of beginning and ending cash (the policy should stipulate the amount of beginning cash).
- **Single-drawer accountability:** Single-drawer Accountability means *one employee, one drawer*.
- **Cash Drops:** Cash drops (deposits from the drawer) during a shift should be dictated so that there is never too much cash exposed in the drawer at any given time.
- **Cash Transactions with Customers:** Handling cash transactions well with customers eliminates ambiguity and confusion that can be introduced when cash changes hands. The cost of purchase should be clearly stated and the change counted back verbally.



MVaaS Moment – Use MVaaS to determine if bills are being left outside of the cash drawer. You can check to see if bills and change are counted back to the customer or handed back as a group.

Play:

Enable Training and Collaboration



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Play: Enable Training and Collaboration

Restaurant operations rely on the speed and efficiency of well-trained staffed, thus training is an integral component of a restaurant's operations. Training is critical to ensuring excellent customer experience and repeat visits across multiple store locations.

Leveraging video of actual store situations gives new hires an understanding of corporate policies. For example, give new hires immediate feedback. Show them video of what they are doing right so that they continue this behavior, and show them where they have opportunity for improvement.

Videos have the added benefit of standardizing and streamlining training. Best practices can be recorded and shared within the entire organization. Using video, organizations can identify the best, and worst, examples of workplace behavior. This can include: opening and closing procedures, employee appearance, customer interaction, safety and security, loss prevention, food prep, product, packaging and more.

Leveraging MVaaS, training departments can archive video into categories to be accessed at anytime by a controlled group of users. Think of it as an online content delivery system of best practices to any member of your organization.

Actions

- ✓ Record best practices & share the video out with employees for training purposes
- ✓ Foster shared communication
- ✓ Allow users to collaborate on video
- ✓ Leverage video in employee evaluations



MVaaS Moment: A MVaaS solution can easily give managers remote access to store-level operations to support training. Best practices, such as how an employee properly deals with an angry customer, can be easily shared and used for training purposes.

How it all Comes Together



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How it all Comes Together

Employing a few simple strategies and tactics will help get the most of your video surveillance system. Having gone through this playbook, you've probably noticed a few recurring themes:

- Have a policy and program that is tailored to your organization
- Clear communication of expectations will go a long way as a means of deterrence by playing to the psychological disposition of your workforce and minimizing perceived gray areas
- Reinforce your efforts with video by identifying and addressing training issues and policy abuse



Introducing Envysion

Enabling businesses to increase profitability 10-15% by putting powerful video-driven business intelligence™ into the hands of the entire organization

Managed Video as a Service (MVaaS)

Actual Video



+

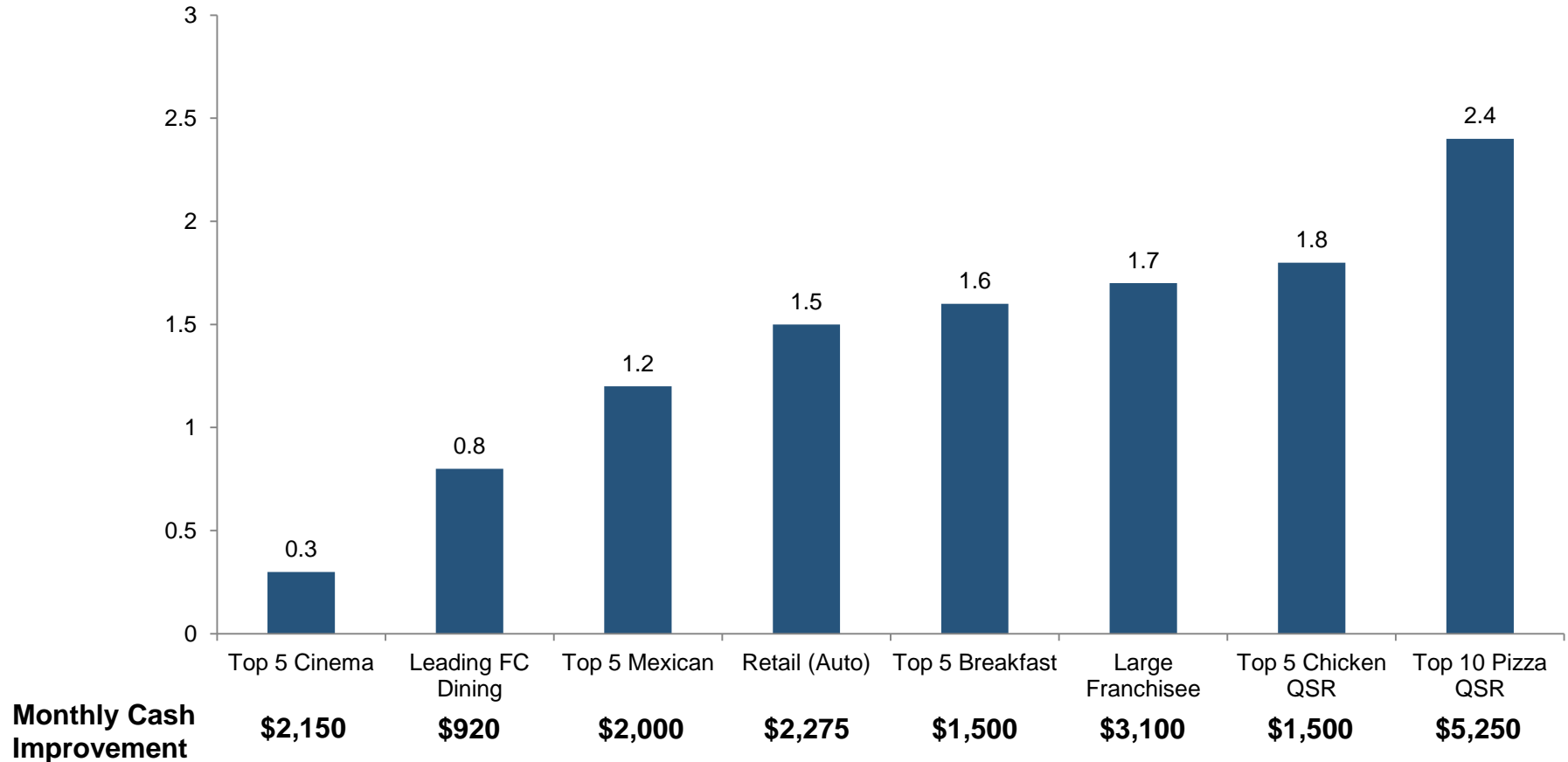
Business Intelligence



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Delivering 1-2% of Revenue to the Bottom Line

Impact on Profitability *(change in profitability as percentage of net sales)*



Note: All financial results measured and reviewed by customer's internal finance groups

More Resources

If you liked this playbook, you might also enjoy these resources:

- [**Playbook: Restaurant Loss Prevention**](#)
- [**One Minute Video Case Study: How one restaurant identified policy violations that were negatively impacting profit.**](#)
- [**Quick Video: What makes Envysion different from traditional video surveillance providers?**](#)

For more information and additional resources:

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