



ODA/Management Review

Business Redesign

A Note From Joel

June 2020

In view of today's Covid 19 environment, it is appropriate for all of us to take a fresh look at our organization. We must review how this current crisis environment has affected our business.

Last month our Review discussed a method to do so. The Closed Loop is a powerful tool for change.

There are some good stories out there where a firm has, of necessity made significant change. We all know the challenge for food service. Let's look at a sophisticated restaurant in my area with a classy environment. They made changes without jeopardizing their great food and service. Let's go through the steps of the closed loop and see what they did.

1. **INPUT (The Problem)**

Traditionally, many customers met socially in a busy bar area before and after dinner. The dining area was limited in size. The new spacing guidelines limited their capacity. There was no possible way to expand the building.

2. **ACTION (The Solution)**

Restructure the inside dining area to the appropriate spacing, open outside with an informal bar with some covering for fair weather dining. Add take home options.

3. **OUTPUT (Changes)**

Maintain the menu, which was a strength, emphasize reservations, add wait staff to maintain service at check in and departure.

4. **FEEDBACK (Listen)**

Engage the diners on their first visit to the new set up. Observe the flow and step up the service.

5. EVALUATE (Be Flexible)

Talk with the diners, some were willing to dine at a different time. Others valued the enhanced take home menu.

6. REINFORCE/CORRECT (Listen some more)

Meet with your staff regularly to make continuous improvement.

You may not be in the restaurant business, but you are dealing with changes caused by today's environment. Open the communication with your customers, employees and suppliers. The Closed Loop is about staying ahead of change and making the best decisions.

Good Managing

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