

# The Profit Triangle

## ↑ Increase Sales

### ↑ Increase Numbers of New Customers

- Signage
- Word of Mouth
- PR
- Direct Marketing
- Paid Social media
- Unpaid Social media
- Joint Ventures
- Community

### ↑ Increase Average Spend of Existing Customers

- Merchandising
  - Non verbal up selling
  - Non verbal cross selling
  - Ten Commandments
- Menu management
  - Four Time Zones/Holy Grail Targets
    - Breakfast
      - Largest growth area
      - Juice
      - Hot drink
      - Savoury or sweet breakfast item
    - Morning
      - Coffee/tea
      - Sweet
      - Bun
        - Savoury
    - Lunch
      - Savoury Item
      - Paid soft drink
      - "something sweet"
      - Coffee/tea
    - Afternoon
      - Tea/coffee
      - "Cake"
  - Upselling/Cross selling
    - Gentle suggestions - NOT scripted
    - Training for all staff in all menu items

### ↑ Increase Frequency of Visits

- Social Media
- Loyalty cards
- Significance
  - Names
  - Drinks
  - Work details
  - Relationship details
  - Family details
  - Sports/hobby

## ↓ Reduce Cost Of Sales Percentage

- Core Document One
  - The Costed menu with weightings
    - Consistent comparison with actual P&L evidence
  - Strategic price increases
  - Find the leaks methodically
    - 15 point Gross Profit Flow Chart
  - Regular buying reviews

## ↓ Reduce Wage Cost Percentage

- Core Document Two
  - The Rota Theory Spreadsheet
    - Current
    - Potential
    - "Cast in Stone" hours targets
      - System and approval process for increasing
    - Variables
      - Hours
      - Rate of pay
      - F/T / P/T
        - Paid breaks
      - Age
- Productivity
  - Core principle
    - Four instead of Five
    - Three instead of Four
    - Two instead of Three
    - But... be aware of
  - Pre/during/post shift meetings
  - Task specific "expert" training
  - Cross training
    - Reduce elitism "not my job to clear tables..."
  - Operational improvements
    - One step/two step/three step tasks
    - Better/more efficient/faster equipment
  - Leadership
  - Benchmarking