

TEMPLATE INDEX

Every file of the downloadable toolkit, in the order of the book

Every template of the book is listed here, chapter by chapter, with the Critical Path Planner first. The number of each template carries its phase — T1.1 belongs to Phase 1 — and each one is named in the Deep Dive or the task it supports. Every spreadsheet opens with a How to Use sheet, so the work can start without going back to the chapter.

The Planner

Critical Path Planner

Every task of the book, from Phase 1 to the end of the first ninety days, with the tasks it depends on and the critical path of the opening marked. Enter your own target dates and update the status every week: the file shows which tasks can start, which dates conflict with the tasks before them, and which tasks are late, with a dashboard of progress by phase and by category.

Building Your Concept

To.1 — Concept Document

The working file of the concept: every decision of the chapter, with the reasons behind it. Fill it in section by section while reading Building Your Concept, and keep it up to date as the project develops.

To.2 — Restaurant Brief

One document for everyone who will design, build, and run the restaurant. It translates the Concept Document into what each collaborator needs to act on, so that every professional works from the same brief.

Phase 1 — Decide & Prepare

T1.1 — Opening Budget

Every cost of opening the restaurant, from the first professional fee to the working capital reserve, built line by line in seven areas with a source for every figure. It follows Deep Dive 1.2 and stays in use until opening day, with the estimate, the committed amount, and the final cost of each line.

T1.2 — Twelve-Month P&L Projection

The profit and loss projection for the first twelve months of trading, built from four revenue drivers, three cost ratios, and the fixed costs, in three scenarios. It follows Deep Dive 1.3.

T1.3 — Pre-Opening Cash Flow Model

Every payment of the opening budget and every source of funding, placed in the month it actually happens, with the balance month by month until opening day. It shows whether the money will be in the bank when each payment falls due, and follows Deep Dive 1.4.

T1.4 — Break-Even Calculator

The sales the restaurant needs every week to cover its running costs, in covers and as a share of its capacity, with a test of the working capital reserve. It follows Deep Dive 1.5.

T1.5 — Business Plan Template

The six sections of the business plan, to be completed in order with the figures of the Phase 1 templates. It is the document a lender or an investor reads, and the reference for every decision that follows.

T1.6 — Capital Plan

How much we can afford to lose, where the funding will come from, and whether the loan repayments can be carried. It supports Deep Dive 1.1, the funding tasks of Phase 1, and the funding section of the business plan.

T1.7 — Revenue by Service Period

The revenue of a restaurant open for more than one service, built period by period — lunch, dinner, all day — each with its own covers, table turns, and average spend. It feeds the P&L projection when a single average is not enough.

Phase 2 — Find & Secure

T2.1 — Local Competitor Analysis

The analysis of the restaurants every guest will compare us with: the competitive set, a profile of each competitor, the patterns in their reviews, and the positioning statement that results. It follows Deep Dive 2.1.

T2.2 — Site Selection Brief

The search for a site from start to finish: the written brief for the broker, the paper screening of every candidate with its sales-to-investment ratio, the site visit, and the list of gaps to close before signing. It follows Deep Dive 2.2.

T2.3 — Contractor Tender Brief

The written brief every contractor receives, followed by the comparison of the bids on the same scope and the review of the chosen bid trade by trade. It follows Deep Dive 2.5.

T2.4 — Sample Construction Contract

An annotated reference document that shows, in plain English, the structure and the key clauses of a construction contract for a restaurant fit-out. It is not a contract to sign: every contract must be drafted or reviewed by an attorney.

T2.5 — Permit & Licence Register

Every permit and licence the restaurant needs, with its authority, its lead time, the documents required, the latest date to apply, and the person responsible, including the path of the liquor licence. It follows Deep Dive 2.7 and stays in use until every approval is issued.

Phase 3 — Build

T3.1 — Technology Stack Map

The map of every system the restaurant will use, how they connect, what each one costs, and where each piece of hardware goes, completed before the walls close. It follows Deep Dive 3.2.

T3.2 — Brand Identity Review and Approval

How the operator reviews and approves the identity and its guidelines, and makes sure every supplier — the sign maker, the printer, the web developer — works from them. It follows Deep Dive 3.3.

T3.3 — Marketing Plan

The marketing plan of the restaurant, written by the marketing consultant from our brief and approved by the operator: positioning, target guest, channels, campaign, budget, and the first ninety days. It follows Deep Dive 3.4.

T3.4 — Social Media & Web Presence Guide

How to open and prepare every digital channel — the maps, the website, the social profiles — from the day the identity is approved, so that everything is ready when the campaign starts.

T3.5 — Job Description — General Manager

The job description that goes with the offer to the General Manager: what the role is responsible for, the authority it has, and how the work will be judged.

T3.6 — Job Description — Executive Chef

The job description that goes with the offer to the Executive Chef: what the role is responsible for, the authority it has, and how the work will be judged.

T3.7 — Leadership Interview Scorecard

The two searches for the General Manager and the Executive Chef, from the shortlist to the signed offer: the interviews, the trial, the references, and the decision, scored in the same way for every candidate.

Phase 4 — Set Up

T4.1 — Punch List & Handover

Everything needed to take over the building from the contractor: the walk-through, the snagging list, the tests of the systems, the final inspections, the building documents, and the defects after practical completion. It follows Deep Dive 4.1.

T4.2 — Team Plan & Staff Cost

From the busiest service to the number of people the restaurant needs and the cost of the complete team, set against the staff cost of the projection, with the organisation chart. It follows Deep Dive 4.2.

T4.3 — Job Description Template

One job description for every role in the team, written by the head of department before the role is advertised, and signed by the employee with the contract.

T4.4 — Team Interview Scorecard

The recruitment of every role below the General Manager and the Executive Chef, with the same questions and the same scores for every candidate of the same role. It follows Deep Dive 4.2.

T4.5 — Pre-Opening Training Plan

Everything the training needs, prepared in Phase 4 so that it can run in Phase 5: the competences of each role, the programme, the material, the trainers, the mock services, and the sign-off. It follows Deep Dive 4.3.

T4.6 — Menu Tasting & Approval

From the limits of the kitchen to the menu signed by the operator, through tastings run as working meetings, with a decision for every dish. It follows Deep Dive 4.4.

T4.7 — Recipe & Beverage Costing

The cost of every dish and every drink from one price list, with the yield of every ingredient and the table of allergens. It follows Deep Dive 4.4.

T4.8 — Menu Pricing & Writing Guide

How to set the price of each dish and write the words the guest will read, between the approved recipe and the printed menu.

T4.9 — Supplier Comparison & Vendor List

From the draft menu to the list of suppliers the restaurant may order from: the specifications, the comparison of at least three suppliers, the terms, and a backup for every category. It follows Deep Dive 4.5.

T4.10 — Standards of Service

The service the guest receives, moment by moment: what is done, by whom, and within how long. It is the document the floor team is trained and judged on, and follows Deep Dive 4.7.

T4.11 — Station Checklists

A checklist for every station of the kitchen and of the service: what must be ready before service, what is checked during it, and what is done before the station is closed.

Phase 5 — Final Preparation

T5.1 — Cleaning Schedule

What is cleaned, how, how often, with which product, and by whom, separate from the food safety records, with the cleaning done by contractors.

T5.2 — Prep Lists

The prep list of every station of the kitchen: what must be prepared before service, in the quantity the covers of the day require, with the use-by date for the label.

T5.3 — Opening Orders & Par Levels

The opening stock and the routine that follows it: the delivery days, the par level of every product, the first orders, the order sheet, the receiving log, and the opening stock count. It follows Deep Dive 5.2 and stays in use after the opening.

T5.4 — Cash Handling & Reconciliation Log

The control of cash and cards from the first mock service: the floats, the count of every till, the daily reconciliation, the voids and discounts, the banking, the petty cash, and the tips. It follows Deep Dive 5.3 and stays in use after the opening.

T5.5 — Opening Rota

The rota for the soft opening and the first four weeks of trading, written from the team, the opening hours, and the bookings, and checked against the staff cost of the budget.

T5.6 — Menu Design & Print Guide

How to lay out the approved menu so that guests can read it and order from it, check it before it is printed, and publish the same text behind the QR code.

T5.7 — Mock Service & Soft Opening Log

The record of every service with guests before the opening: what the observers saw, what the guests wrote, what was decided at each debrief, and whether it worked. It follows Deep Dive 5.1.

T5.8 — Opening Readiness Review

The review at which the operator, the General Manager, and the Executive Chef check where the opening stands, give every open point an owner and a date, and confirm the opening date.

First 90 Days

T6.1 — Daily & Weekly Trading Log

The figures of the first ninety days, recorded after every service and read every week against the targets: covers, sales, average spend, purchases, and staff hours. It follows Deep Dive 6.1.

T6.2 — Monthly P&L & Break-Even Review

The P&L of each of the first three months, read with the accountant against the projection, with the break-even point recalculated on real costs and the months the reserve can last. It follows Deep Dive 6.1.

T6.3 — Menu Engineering

Every dish and every drink reviewed on two measures: how often the guests choose it, and how much each portion earns. Enter four figures per dish and the file places it in one of four groups. It follows Deep Dive 6.3.