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Special Message:

### **Selling Restaurants**

Restaurants come in various sizes, from small “hole-in the-wall” types to elaborate outlays with multiple outlets. In this special message, I’m going to talk about the average restaurant you might find in any community – something about the size of a Friday’s or a Cracker Barrel.

In restaurants of this size, you’ll find a simple management structure. There will be a General Manager who oversees the entire restaurant operation, and there might be a couple of assistant managers (who probably won’t enter into the buying decision).

Then you will have a Kitchen Manager (or Chef<sup>1</sup> in better establishments), who will oversee the operation of the “back of the house.” This individual will be really close to the cleaning situation, and will be well aware of the product quality and service he or she receives from the current vendor. In your sales efforts, this would probably be the best place to start.

I assure you however, that you will NOT get the restaurant’s chemical business without the consensus of the General Manager *and* the Kitchen Manager, so be sure to include the General manager in all proposals and sales efforts.

About General Managers: Most General Managers of restaurants are “front of the house” people. In other words, they are usually (as they should be) out front directing the staff and assuring proper service and customer satisfaction.

GM’s usually don’t bother with cleaning and dishwashing in the kitchen, this is left to the Kitchen Manager. It stands to reason then, that the Kitchen Manager will be “closer to the ground” on dishwashing and cleaning than anyone else in the restaurant’s management structure. This is why most of the time, the GM will defer cleaning product decisions to kitchen management.

Just remember however, the GM has total responsibility for the operation of his restaurant, so be sure he’s included in everything. You need to sell and gain the endorsement of the Kitchen manager, but you also need the final approval of the GM.

Good Selling,

John White

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<sup>1</sup> The term “Chef” is somewhat misused. Real chefs have credentials, and have served apprenticeships under master chefs. They usually have many years’ experience in kitchens and have an excellent grasp of the overall operation of a commercial food establishment. This being said, “Chef” is a term respected in many circles, so be careful how you use it (or misuse it). Because of the high salary they command, it’s rare to find a real chef anywhere but the finer eating establishments, certainly not a Friday’s or a Cracker Barrel, or any “formula” restaurant for that matter.