Hey there, Restaurant Pros. David Scott Peters here, and I’ve been helping restaurant owners on a daily basis to achieve their success. The main formula centers around achieving prosperity, freedom in your restaurant and financial freedom you deserve to achieve prosperity, follow very specific formula meetup, leadership systems training, accountability and taking action. Today's topic centers around restaurant technology. Our guest today is Jeremy Julian host and producer of the restaurant technology guys podcast and blog. Jeremy is also the CEO of custom Business Solutions, Inc, a family owned and operated restaurant technology company, I can tell you firsthand, Jeremy is an expert in his field. This his company personally 20 plus years ago, when I was a franchisor, and we needed somebody to literally save the day. I want to welcome Jeremy drilling into the show today. But first, a word from our sponsor. This episode has been brought to you by repeat returns. If you're a restaurant owner of a medium high volume, independent restaurant, multi unit or franchise operator, and you're looking for a proven and realistic solution to attract, grow and retain customers that you need to visit repeat returns. Repeat returns is a modern marketing platform created by a restaurant owner for restaurant. It studies each customer's habits and patterns.

To make that happen, to save repeat returns, it's right for you friends.com forward slash I'm so excited to have you on the show today. Thanks so much for joining

me. It's always a great day when I get a test. That's gonna give a little background before we get into it. You and I full disclosure, I've actually technically known each other for over 20 years. Right, I was a franchisor His name is Sam's, we were at the time of director of operations we first met, and I was brought on to retrain brand new franchisees get things going, and we were changing our point of sale system because in another life, that's kind of where we met each other. And as the years have gone on, we reconnected in your podcast, the rest of technology guys. Like, it's kind of crazy how small the world is the restaurant world? Absolutely. And I try to teach my staff that often it's like, you have no idea where those kind of holes are gonna go and how many how people if you think about freedom, right now how it's gonna turn into a very good conversation, even if our system ended well behind, you know, let them go to the restaurant industry, I would say people don't leave. So you don't make enemies because the other day where they chose not to choose you. And that's all good, we're good with that. Let's move forward. And so that was kind of funny when we reconnected.

It really was it was driven back to back to the healthy guys. And so I want to talk to topics when in the industry right now, because we've come so far from the days when we were using VisiCalc, which was that and then there was only like one or two tracks that were all PLU driven. The other day, I was like, wow, that brought me back. And that was that was huge technology from running a cash register with the same record putting up this incredibly long receipt. And where today, we have integrations between multiple software packages from POS systems back office to scheduling, do you name it? And so what is the current state of the industry when it comes to technology? I love the history lesson. And it's funny because it's been a really relevant topic, obviously with COVID and everybody having to adopt technology. And to your point, I think even the state of the restaurant industry has changed so significantly the last few years because people who are was takeout or third party delivery, I think all too often restaurants on the on the adoption curve with technology and for my business. That's what I do professionally. With restaurants words that are trying to solve Yes, challenges, I think it's it's a different answer. Depending on where you are in the continuum. I think those that are early adopters, I think are really getting to the point where every piece of technology on sale is the hub of everything with all your ordering points or multiples, whether you're talking about a lower no diner, or national regulators, all of these things are coming into the to the point of sale, all the data coming out of the sale for things like weed and purchasing and all of those pieces. And so I think across the board, those people that have already adopted or were early in that curve, are in a tremendous place to be able to really capitalize on on the things that were happening and the other content or content a little bit and there was those restaurants that were out of place were like, you know, I don't need any new technology coming our way on Friday night. So I don't need all these front desk somewhere reservation system. And I'm good, because you know what I'm gonna throw away on a Friday and Saturday night I'm making, you know, making 30 points on on my martinis, and I'm making points on my on these entrees. And so I'm good. I don't need anything and they got stuck with this, this now they shut down the dining room. So I think they're trying to catch up to try to figure how do they reach that same level of experience within their brand to get the rain outside of the four walls and what they're doing. Obviously, people are start to come back. And you know, I don't know when this will be released. But I know people start to come back in, but even then they can't deliver the same level of quality because because I mean, they're just having issues, their supply chain issues, and can we get some quality of a product that they once got, as well as the staff to be able to do it because there's so few people that come back to some of the restaurants. So it was a long answer to your question. But the other piece that I guess I would throw out there is we're seeing a lot of people using technology to solve these challenges rather than just implementing technology for technology. Whether it's the sample problem, they're implementing onboard solutions or kiosks or ordering tables now you can take one or two extra turns a night, in the dining room with a tablet, those types of things are definitely on everybody's the forefront of everybody's mind as they go out and talk about these things, I think it's a long answer to the question, but I'm sure that there's still more to it. I mean, you think about it, I tell my members and people like seminars, they watch me speeches all over the country, I often tell people, the most important piece of equipment you will ever buy in your restaurant is your point Sale system. And just be wary of finding 500 People who love that POS, and I'll find you 500 people who hate that POS system. So just know that that is the case. It's it's really service and support and doesn't have the features and doesn't have the reports and things like that that you need. With that said, things have changed so much over the years. As I said, we go back 30 years ago, and there was only one programming one program and one program where you know, my past life recently, as of two years ago, I built a software company called back office. And our biggest thing was integration and things like that. And there's a couple there's two sides to this coin, I want to ask you about. Number one, software should make life easier. Now it is an additional expense. And if you don't use it properly, it is an expense versus an investment. Whether it's a table turns and you're getting more people in and happier guessing you'll make more money, how your sales, whether it's scheduling, but not just happy horseshit and online, it is actually something you use compared to a budget, you control your labor, as the data is there talking to us and so on. Whether it's food or beverage costume, we get the idea for sexual product usage, the mic drop in software, like you should have used, you know, a case of Jack Daniels, you use a case and a half, you should have used 150 pounds of chicken wings, you use 200 pounds, like where's my problem, you can hone in and see it, but you got to set it up properly, and so on. But there's a couple things that go along with that. There's so many different things. Again, third party delivery, all these technology packages want to talk together, I want you to kind of throw your curveball. And it's this, I often hear people when they they want to buy my old software, use it as a software as a service. They say hey, does it integrate in my POS? What do you think integration mean? Will it do this business? Well, you don't need this, this this, what you do need is this. And they sit there and say, Oh, does it integrate? There's this myth out there or it's a legend. I don't know what you call it. Like if I can get my CEUs to integrate with all the software makes life easier. But they truly don't understand what integration means or why. Right? They're not using systems in the first place. Sometimes jump right into this big thing. And oh and easy integrate as if it's magic. But it's not magic, right? It's just a matter of filtering data you still have some work to do you talk a

little bit about that. Yeah, absolutely. I think all too often, people go in search of a solution without even really understood what the problem is. And I think that that's way too often is all my friends using this. And he told me now he's able to afford a new Mercedes S Class because he implemented this new thing. And then he realized what the real problem is, and what we do often when I'm engaging with a restaurant clients, or I'm engaging with ourselves now in the last that same question, how does it integrate with us? What does that do? Like? What does that package do? And what are we trying to get out? I didn't care for the return on if it doesn't serve the purpose of the customers looking for then none of it matters. And so from my perspective, it always comes back to you know, I mean, that the whole adage that everything looks like a nail, and all you have is a hammer, and software salespeople are that way, because they only have a hammer. And so everything's gonna be what they what they want and need, versus what is the problem that we're really trying to solve. Because too often when you understand what the core root of the problem is, it might even not require software. And there's many times when our business has said, you don't need our solution, all you need to do is tweak these two things in your existing software, you're gonna be having only 12 months when you've added another $5,000 in sales, because you know what, then you're gonna need our software, you're gonna have these complexity problems. So would you agree with a migraine because I used to sell an all in one solution, I created it from scratch with my team. I often found that I didn't know exactly what their solution to what the problem was and what the solution needed to be. But sometimes people aren't ready for the big package almost need the gateway drug, like instead of an all in one, like my old company, or 365, or compete or whatever it is, and they're all merging now they're all together. Now. The fact that matter is, sometimes it's better to get a scheduling software, a food and beverage software, a you know something else software, even though they're not connected, because you actually have to use it first. And understand that you need the integration because you know, you're trying to put the same number to three different systems. And so now you're ready. But until you use one of them going to an all in one, it's way too early for people, they waste money and time get frustrated and stuff. Do you see that that they sometimes need a gateway piece of software that this is kind of entry level for you? You need to use it until you need to move on? Yeah, no. And that is that is 100% accurate? I think way too often back to back to my last answer. I think people are trying to solve the problem. You have no idea how many times people in the house would come? Do you have any rescheduling? Do you have a majority of this and agree with your point of sale? And I go? Yes, we do. But I can guarantee you're not gonna use it. So why are you asking me about it? Because at the end of the day, you need a point of sale that does this, this and this because it's your biggest mental challenge. And you know what? Once you've mastered that, then I'm happy to take it on. But I'm not going to take on your inventory and labor scheduling. And then until you've mastered the core blocking and tackling, how do I get my sales in? How do I get my basic food costs? What should I have sold? What did I actually, you know, to your magical number, but they want to do this theoretical food cost with counting salt and packets and ketchup packets? And it's like so foolish to come up people. Are you kidding me? You don't have to find the money to do this. And that's the integration part where they think some POS systems, I don't always jump in on Oh, hey, my POS has inventory. No, you really need somebody else's software, because they think that it's really depleting thing unless you get every invoice every product, like down to the grain of salt. The idea is, well, I should have this much on the shelf. Well, that's theory, you've got people on the line grabbing french fries, eight hours instead of six ounces. It's not real. And so you've got to have these other systems and really kind of understand what we say he's got understand the word problem first, like, same equation over and over again. But if you don't understand where the numbers come from, and how they connect, then you could jump into software hoping it does something that it's not going to do and they get pissed off because you never understood where the numbers came from and really what it's going to produce for you in the first place. Yes, absolutely agreed. And I think that that's way too often what happens when people don't quite understand, and you only talked about it when you're on my podcast, change management, they understand change management. The only exception to this that I would say is in things like where I've already implemented things like third party delivery and if it does integrate with your point of sale, you're probably better off because you've already implemented it. And you're just saving a step through technology, rather than having an entered. So that would be the only exception to this problem. Everything else, you know, implementing labor scheduling platform that integrates different services doesn't integrate with your one. So I would suggest you don't integrate with yourself day one, maybe again, I need, you know, after two or three months or scheduling six, you know, 234 weeks cycles, now, integrate it and start to enforce your schedule. But initially, you don't need to, because at the end of the day, figure out what your ideal schedule should be by looking at your sales data, figure out that, that you're really running yourself efficiently, because there'll be a different conversation there, even when you do it properly. And you end up chasing the wrong squirrel integration. Squirrels like oh, well, this doesn't connect, well, we can't use it. We can't Oh, but this isn't, oh, we can't use it. And all of a sudden, the excuses Come on, we're just gonna learn that thing. Go use it really? Why does it have to integrate with your POS system, maybe for the punch in punch out, but in the beginning, when you're scheduling really doesn't have to make your managers go see that they clocked in early making budget, instead of having is actually done. So this kind of leads into what are some best practices when somebody is out there really looking to deploy technology? What would be some best practices that you see out there?

I mean, I set it in my answer earlier, I think you need to truly figure out what your real root cause problem this is your problem service is your problem. Stability is your problem cost. Here's your problem. Integrations is your problem. It doesn't fulfill your business needs is your problem that breaks down too often is it that you can't get to the data sitting on the couch or sitting on the beach, that you need to be able to know that stuff isn't that I got, you know, menu challenge problems. What are your real problems before you go do that selection. And so define those in writing, not just what your gut says, not just what the managers complaining most about? What are your real challenges, then your next step is truly to go out and talk to you in the restaurant industry, at almost any single restaurant to where when you walk in their door, and you say, Hey, I own a restaurant down the street, will talk to you about what they're doing, what they love about what they're doing, what they hate about what they're doing, and they'll help you in your buying decision. Because it's all very intuitive. Our point earlier, when we started the podcast, we have known each other for 20 plus years, because we've been doing this for 30 plus years, people in around it's very, very hospitable. Everybody wants help each other out. It's not a zero sum game. For the most part, you know, maybe on the same strip mall, you might be, you know, competing mechanics already. But otherwise, it's not a zero sum game. It is exponential when you can help restaurants do well. And so as your contemporaries and say, Hey, you look just like me, what are you doing for labor scheduling? What do you love about it? What do you hate about it? Because I define the labor scheduling problem that I'm trying to solve. And so now I go to the guy that looks just like me, and he has three restaurants and what you're doing there? And what what things should I look out for what didn't work? Well, what didn't work? Well, go ask somebody else, get a list of two or three, four people have a clearly defined list of what it is that you want to do with the solution. And then make them show teams and make them show you customers that have already done it with the solution that you're trying to find. Not just let me show you a PowerPoint and show you all the great things that I've done. Show me a customer that saved what percent labor costs because implemented labor scheduling enforcement calendar, and now they're and they've met all their legal compliance issues for the state of New York, that turns into real solutions like that, you know, that they're actually executing on versus what somebody told you on a PowerPoint slide. And I would say one step to that, again, cuz I'm the restaurant coach guy side of things is often the owner thinks what their problem is, is not really the problem. So take the time to learn, take the time to listen to podcasts, go to seminars, and workshops, go to trade shows, read the industry rags, you know, gather information become smarter at what we do. Because often, for instance, oh, I need this because my people are clocking in and clocking out, but not what I want them to. So I need to restrict, well, is it bad? Or is it that you're not scheduling on budget, you're bringing everybody in at the same time praying, you're busy and sending him home, if you're slow, and it's too late, you blame your labor budget. So there are you know, it's sometimes digging deeper to make sure you truly are honing into the true pain point. And one of the things I'd love to throw out to the to the to the group is you also have to resource your team to implement the change once you've made a selection, because the other thing I see way too often is you've got a full time job as a general manager of the store working 70 or 80 hours a week, and then they throw change at you and say just add this on top of what you're already doing. And then it fails. And they go, why did it fail? Well, because you're any kind of full time job and you've not given them any capacity to implement the change. So getting executive buy an ownership by whomever it is, that's that that's the check writer, and then resourcing it appropriately, that may mean hiring a consultant to do it, that may mean adding an extra staff member to help that General Manager run the floor while he's implementing this change. That may mean you know, bringing in the technology consultant to do this appointment for you something along those lines is is very, very important. And I see way too many technology solutions that would have been perfectly, you know, spot on for what they were trying to solve a new problem they were trying to solve, but they didn't resource it appropriately. And it failed, because they didn't get buy in. And they didn't do their due diligence to do it right the first time. And then the staff turns on and goes, these people don't know what they're doing. And then you have turnover, you have people who don't mind the solution. You're shaking your head, did you know that that happens every day, every day, every day. And it's this is where I get on my side of things. We talked about delegation, training, your replacement, making sure that you can shut off some of the tests we do as managers, as owners, to other people. So you can take on the bigger things. But you know, the other part of you said we got to buy in and allocate the funds when we need to add people, whatever you need it, you need to allocate the time having a true understanding like POS integration. Oh, yeah, we're gonna have this done in two months. No, you're not you got to figure that No, by the way, when you get there, you're probably you've not told them what you really needed. And you're gonna have three days of OSHA, oh, that doesn't change. Oh, shit, like, be prepared. That's just the nature of how it is. Because when people program the program exactly what you tell them? Exactly. What piece I would say is, if you're gonna plan on hiring a professional, listen to them. They do this all the time. You've been in 1000 restaurants, you've consulted with 1000 restaurants or more, you run a really successful restaurant for many, many years. And you go into these brands and they try and tell you, you don't know what you're talking about. It's like, you really think that you hired me to come and tell you I don't know what I'm talking about. I work for some of the most successful brands in the world they have this one off operator thrown a $70,000 a year Cafe going yeah, I realized that that works for some of the most successful consulting brands in the world, but it's not gonna work here to Colombia. What's up? What's up professionals do this every day and take their advice because that's what your heart

and that's the difference between a successful operator and debit and what he's not. It's, it's leadership. I always tell people to want to know the one thing that that cripples a restaurant is lack of leadership. If you can have the right mindset growth mindset versus fixed mindset, you're in so much better shape, because the fixed mindset person does exactly that. You don't know what you're talking about that won't work here, we've tried that, versus the growth mindset goes, Man, I got a challenge, I need to consume information, maybe I need to do it your way. And maybe I can tweak a little bit because maybe you didn't see this in my operation, but you got to be open to change. Let's talk about change. I talk to people, I will tell you, there's a blessing curse for me, because I built my last company is a restaurant training coaching company turned into a software company. And it's a very different world, when you're a software company in your solution, you can be a challenge, you can be a problem you can be just change somebody's world, all at the same time, which is frustrating unbelief, and you're always program, you're always getting better, you're always creating more errors. That's just the nature of the business. So I have people who would come and go, I'd have churned people come into my house, do our work, find another vendor that so we can take care of that better whether they could or not switch? I've worked with numerous members who have gone from this top line POS system in this top line. Now, what did you really gain? Maybe there was some technology, maybe another software that you want to integrate? And that's the reason being, but you know, they'll do the same thing. So really changing from one cloud base to another cloud base? Do you really gain so people are always reevaluating people like me when I was a software provider, people like us dealers and so on? How, how do you set your current vendors? Like how do you when you say I've got these technology people? How do I determine I'm in the right spot. So we take the approach at our organization. And I hope that this will resonate with your audience of being a trusted advisor. You know, we talked about the story. And earlier in our in our conversation where there's times we could take somebody's money and sell them something, but it's not the right solution for them, we'd rather point them to the right solution, because long term, they're going to be more effective. And so we're constantly in communication with our clients, talking about what it is that they need, going to trade shows and bringing it back to the public trade company. I was talking to their CIO yesterday, they do over a billion dollars in sales. I was talking with our CIO, CIO, big organization, probably branding. And the majority of your listeners wouldn't know, I was on the phone with their CIO. And I said, Have you heard about this, this and this, nothing that I'm ever going to sell, my son was introduced to this, I know that it was just like your general manager's conference a month ago, I sat and listened to your CEO talk about this being a problem, did you know that this is a potential solution out there to solve what it is that you're looking for. And now he's going to go look into that and hopefully be the hero of his organization, because he got to solve the data problem that they have, because I introduced him to a vendor that we don't make a dime on, but at the end of the day, helping understand what his true problem is, and helping him solve the problem, even if they're not paying us, for him, has voted well for our organization. And sometimes that means that we don't get the first sale, we get the second, third, fourth sale by the same person, I have known for the same length of time I've known you. And I spent millions and millions and millions of dollars with a company, because I'm that guy that he calls our people in our organization. It's not just me, people in our organization are constantly on the lookout trying to solve people's problems, even if it's something that we don't sell, because it's the right thing to do. And we have our ears out, we know different people that they don't know, we have experience talking to the next round, that's going a billion dollars in sales to say you're not connected with them. Let me connect you with them. Let me connect you with their partner that's solving this problem for them. And so oftentimes, it comes down to that. And so to me that the that's a long answer to say, you really need to make sure that whomever you're partnered with is adding business value beyond just when I call and I have a problem, they fix it. Because at the end of the day, you want them to be a business adviser to you to help make your business better. When you've got third party delivery at the beginning of the pandemic, if you didn't have third party delivery, they should have been sending your collateral saying, Are you integrated with third party delivery because you know what you're using DoorDash I see on your website, you should be doing integration, because you know, it's gonna save you this amount in labor. And it cost me nothing to turn that on and integrate the streets. But that's the difference between your partner in the business and a vendor. So then let's say I determined that I need to make a change, because I've got just a provider, I don't have a partner, right? Because that's that's kind of the gist of it. How do I evaluate something? What are some of the pitfalls? Like I've got my opinion on what's in the folder, but you're deep in it? Right? You've talked to two Chainz you talk to independence, you talk to other technology providers, you've been in this your whole life? Like, what are some of those pitfalls when I decided I'm gonna start looking.

So probably the biggest thing that that causes us implementation to fail, once we've gotten to that place where they selected us is the bias is the executive buy in, they don't know what they want, and you can't get them to agree as to what they want. But I think the biggest thing, and it's a dirty word in the restaurant technology space, I'm sure you would agree as the whole RFP RFI process, because for the most part, the RFP was written by some technology vendor, and it's geared towards what they want to sell. So what's their their solution? Rather than really, what does the business want? Or what is the business? And so the same technology, the same CTO that I've just alluded to just a few minutes ago, he's going through the PMO selection process, and what would you do if you're on it, the first thing I would do is document what it is that you do, what your business requirements are, document what your needs are, you know, what do you do today? What are your aspirations 23? touch points, what your human touch points, what are your TDS touch points? What you know what your decimal points? What are all the technology needs that you have? Where is the business going three to five years from now? And what things are you missing? And then we start to doubt we're going to document it for this, this 200 Plus or natural binding chain, we're going to document everything that's going on within their business. We actually, you know, he said I wanted to be in a minute, but we're gonna put somebody on site. And again, it's a really large deal. So I'm not talking to the evidence out there, but this is the same process is going to go How do I need to use like, what is what do I need to do? What am I you know, do I do I need to carry module? Do I need to take out module? Do I need to do I need handles? Do I need the table 20 ordered tables? Do I you know, go through your list of requirements go through what you do today go through if I read you know my last 1015 points, fantastic dining experiences and say, what is it that I wish I would have in my restaurant that I didn't have when I went out to eat that please write that down as well. And then go score those. We had a presentation for another high end brand in two weeks. And they sent us our list of requirements. Those list of requirements were operational and financial, not technology. It wasn't I mean, there was there was like like seven lines of You integrate with America Do you agree with rest on 365, and the aggregate, we'll just say those, those were 307 lines, the other 200 lines were all operational of, can I course, the sushi plates, the way that I want you that the chef needs to see them in the kitchen, so that I don't screw up my, because that's a real critical thing, say that's a sushi bar, they've got chefs from Japan that need to see it a certain way. And so that is a business requirement, and they will not look upon sale unless it can fulfill that business. But they're not documented so that there's no question. And, you know, and if you find it another vendor, they're gonna tell you the truth, because at the end, the day they get it, they tell you yes, and they install it. And the sushi chef hosted them to get back at you, when you go to implement, they'll have the old system in there to look offensively, they can do that. And that also has happened where we've had that we didn't find the requirement, right and had people that were unhappy with the solution. So let me ask you this, because technology has changed so rapidly, there are I'm gonna leave the brands out. But there's a used to be the top three POS brands out there. And so proud of themselves, that they're they even call themselves legacy they're unwilling to change. They're really geared towards the chains, they've been bought and rebuilt, and the customer support is just not there anymore. With that said, their brands, and I told my members, like, I don't know, if you want to spend the money on that when you've got this mid tier, it's got so many providers in there. But with that said, I go down down near the list and go, Well, you've picked almost a number of them go Yeah, it does. These are the same thing. These do that same thing, these two do the same thing. So how do I make that? How do I make that decision with a cloud base? Whether you know, legacy, Flash play plus cloud or just legacy? Like? How do we make that decision when they're down there apples to apples, the same thing? The complexity of the consultants you're working with? In my mind, it all comes down to consultancy you're working with and or the company that stands behind it? Do they culturally fit with what it is that you're trying to do as a brand? Do they have the support that you need? Do they have the people that know the product and focus on that? Is the partner coming in to do the solution? Are you okay to call, you know, somebody that's, you know, three timezones away, potentially 12 or 15 time zones away? Because that's where their support is held? And if you're okay with that, you know what, that's fine. Be okay with that, but just go into it eyes wide open, it says, How is their support? How does their support rank? How, you know, give me people that are happy with their support, you know, and we don't necessarily need to name brands, but there's, I mean, everybody has to support stuff was gonna break, I guarantee you stuff is gonna break during the happy hour. Exactly, exactly. And then what is their business model to support the product, that's the second pieces is not just what is their phone support, like the printer, the exponential is gonna go down on a Friday night, what is going to happen when that Expo printer goes down on Friday, next is somebody going to walk you through taking the second bar well printer and moving it to the expo so that you can run an effective kitchen and still have your main bar be the one that's that's running everything, because if they're gonna do that, that's the type of partner you want. Because we're gonna go above and beyond instead of saying, hey, it's Friday night you'll ever been on Tuesday. Sorry, what happens in some of these cases, and in full disclosure, that's how we met. We originally at my own company, we had we're at the time we're moving to a policy platform. And the vendor we had was horrendous. And we had to get permission from the mothership, to say, we want to go to CBS, we we need somebody who's going to react to it. So I can tell you that you live and breathe what you're talking about, because you saved us in my chain background situation. Without you, we would have a flop of this rollout of this POS system. So it's one of the things that I'm having tonight, one of our customers here where I live, and I saw something on the cash check that I didn't like, and I log a support ticket without even telling the manager, I was like, this needs to get fixed. And I said to them to support that, like you're in there there. Why are you sending me a copy of the contract? Because Because because I'm like, No, we ever configured the customer, the vendor that you know, somebody configured this wrong, and it's wrong, and the customer is gonna look at the screen and go this is this is terrible, why? We're problem on the guest receipt, I was like, This just looks crappy. And so I sent the text into our support team says until you get on this system, all the customers say this is wrong. I'm fixing it today, because we noticed that was wrong. I'm sorry that anybody left it like this. That to me is the differential between a vendor, which again, goes back to the to the the question they asked, and hopefully I'm answering because that is that is really what makes the difference. in much more detail than that I always say, you know, made me do the same thing. It's service service, service, Sport, Sport, Sport, and then doesn't have the right features. You want to fill your business requirements. Yeah. So your business acumen. And then when you make a phone call them do they answer.

Friday night, right? If that's when it goes down? Yes, I have other company that he used to go to brands, and he would call him he would support his billing platform, even if it wasn't for POS platform of ours, because he knew he could get hold of our team. And we would work at one off to get it done for them on behalf of the customer. Even if we weren't the most knowledgeable in the world, because we tried harder, because we worked harder because we work in a place where you know, we did the right thing, because it was yeah, I can tell you that that is true from my from

20 years ago without you know, when I see phones, when she phone calls, and he would make me like twitching, like come on.

You got to get them up. Because you know what, you have no idea that people sit in their lobby waiting to the table, you can't get them, you can't get rid of them. Now, you can help recall the system helping them run a successful ship because you know, as well as I knew that our margins in the restaurant are so thin. And that one extra guest that one extra turn could be the difference between a profitable week and an unprofitable week. There's an apprenticeship in the nonprofit ocean. So I have to have to say I'm sorry, I get super passionate about because it's boring to me. I'm with you. Like we were mentioned energy where there were the health industry going out with technology, like it has changed so fast in a short period of time. Just in the last, you know, 1520 years, there's been a major leap. But as you said, since COVID, there's even a bigger leak because now non adopters became adopters because they had to so there's more innovation. There's for better for worse, more and more companies jumping into the space from POS to scheduling to own, like the only thing I see consolidating is the otherwise there's just a myriad of news technology popping up all the time. What do you see the future looks like? So I would say that the future? Well, I think it's a two part two part answer. I think that we are going to have to continue to serve the guests where they are because I think the guests you're gonna have the guest that wants to go out on a Friday night on their anniversary and have an experience and you're gonna want a soccer mom that's leaving a soccer field on a Tuesday night that wants to pick up that same dinner for their family, for their for husband and wife on their way home from their phone, or from Ai, or from a text message or from some other means to get the order into the system to produce that food. And so I think where it's going is, we're going to have to continue to support these multiple modalities of recording delivery, text ordering, text, pay, you know, what are at the table, all of those kind of things. The other thing I would say is this, I like to segment things into into two really two parts, you either dine out for sustenance, or you dine out for an experience, and I think the brands that just are dining out for sustenance, you know, the, the dimension brand, but people need to eat, and then everybody's on the go, they're always super busy. So if you're at a place where all you're trying to do is serve food, get out the door hot, fast, and you know, at a price point that can meet that consumers need, I don't think it's gonna be you're gonna have to support all of those things. And I think the flip is going to happen in those experience type things where you're going to have to deliver as high or higher level of services, the Ritz Carlton, or the four seasons were requests in those experiential type restaurants, but I think there's going to be that that divide is only gonna continue to get greater, and I think we're gonna pay for that experience at the high end. And I think that's something that the brands that really don't deliver anything of differentiation are just gonna get thrown down to the bottom, and it's gonna be a food cost plus 10%, you're just gonna, you're gonna throw it out the door, but you have to figure out how to get it automated, I think there's a lot of stuff in the future that we're going to do. But I think the next 18 to 24 months, we're gonna see a lot of that divide, increasing, if you want to kind of kind of look at Microsoft three to five years from now, I think that the customer data platform and figuring out who your customer is, is gonna play a critical role. None of us, none of us, none of us, none of us have our phone and expect to have a vanilla browsing experience, or vanilla Facebook experience of vanilla Amazon experience, we all expected to know what we want. And we give that data freely because it makes our life easier. We give that restaurant that data every day, and we none of the restaurants use it. And I think all too often, they need to get to a place where they're customizing the experience. I don't drink beer. So if I go into a restaurant, and I sign up for the program, and I tell them, I don't like beer, stop sending your specials, because I don't drink, I don't want that beer special and you're wasting my time and annoying me to go there. But all too often they do this, you know spray and pray marketing spray and pray idea. Let me just throw it out there to everybody. Figure out who your customer is, especially as you get me on multiple locations. You know, this one, there's always like, when you were the concierge or you're the host, you knew all your customers on a Friday night, you know who your regulars were, you treated them differently. We can't do that anymore. Too many people do spread out go that route. And so with that, how do we do that with data. So that's, that's one piece on the on the data side. And then the second piece is I think AI and computer learning are gonna continue to enhance the labor protections and the food quality, because one of the biggest things I hear from our restaurants nowadays is with all these different ordering modes, I foresee whether it's kitchen management, or some AI in the kitchen, saying David ordered this burger without mustard, and that could put mustard on it, and it's going into DoorDash package, pull that order from the lion, and make sure that he doesn't get a burger with with mustard on it. Because the end of the day, you're not gonna have any water back from that. So I think three to five years from now, there's gonna be kitchen technology that's going to know what went into that whether it's a robot, or it's a camera, where it's something that saying this stick was prepared properly, this dish was prepared properly before it goes out the door in a takeout package. So those are those are my quantifications on where I think the imagery is going. Well, what's interesting about it is something that I would have never thought of with the other party is no matter what it still drives home the point that technology fixes a problem. If you don't know what your problem is, and you don't learn about it what you need to know in order to recognize the problem to fix the problem, to avoid a problem as the owner to always continue to learn. It's just gonna be another one of the things you'll be a late adopter or you'll never adopt. Or if you adopt is you're gonna be pitching them on like it wasn't magic, this none of its magic. If you don't understand why that makes sense. Absolutely. Oh, absolutely. I mean, you need Chipotle is the envy of the drive thru world and has been since before the pandemic, they pivoted. I mean look at how they pivoted to two lane stores. In almost every one of their stores that I've been doing with the electrical you don't actually it doesn't matter. Use that as an example of somebody that is doing morning from where those things are. And you know what they drive through the pandemic because they adapted to the change of what the business needed. They couldn't push enough through the drive thru. And so they figured it out, you know, and I drove MasterChef late this morning on my way to get breakfast. And you know, there was a huge line, you know, coming out for breakfast, but the breakfast lunch period, a breakfast period. And, you know, they never, hardly ever had a lady from the Animate had a small line that was single line, you know, whatever. But now there's even double lines for breakfast there because they were able to figure it out, guess what the Burger King that I drove past to get to that Chick fil A the product probably close to the same, probably buying from the same providers. But guess what, they didn't figure it out, they didn't remember that customer was they didn't create that experience, to be able to to know that these people are pushing through. And so I agree with you that you've got to constantly be pivoting, you gotta constantly be looking at what it is that you're that you're doing now and be on the forefront of where those things are, and then wisely put technology in place to be able to solve some problems that you have once identified.

So a couple things. One, Tell me Tell everybody listening, watching us a little bit about what you do, because you're really two people. First, let's talk about the restaurant technology, guys, your podcast, your blog, talk about how what kind of resource that is and why people should go find it and how they find it. So it got started about four years ago, I know you've heard the story. But for the listeners out there that aren't familiar with it. It's been about four years ago, because I was having these conversations with restaurant operators and myself every week, every week, and I'd have it again. And then I'd have the same conversation again. And I have the same conversation again, I was like, this is silly. We've got the technology, let me put it like in front of me. And let me just talk to the mic. And it started as me doing a monologue or me as a dialogue with one of my team members. And we will list the questions. And then I started to figure out that there's people out there that are solving these problems. And so I pulled them in the podcast and go, Hey, you know, XYZ vendor, you're solving this problem that all my customers are saying they have a problem with where, you know, tell me how you solve that problem. So there's some technology guys is really a platform that I created to get the word out about sort of, you know, sort of technology providers that solid solid restaurant problems that some of my experience restaurants, technologists, that really are solving problems within the restaurant industry. I bet every single one of them, I look at a product, make sure that it's an electronic and make sure that they actually have something if they don't have anything I go Yeah, I'm sorry, you're you know, you're not the right fit for the buckets because I don't want to put my name in the interview on something that might not be able to solve real problems. And so I started that blog is very similar, we pull together, you know, two articles a month, some issue one and a half to two articles that are really about things that people need to be thinking about. People need to think about these things within the restaurant that they haven't thought about it. It gives you tactical ways, probably the the most complimentary thing that I get in feedback is when I got off that podcast, and two or three things that I could do today to make my business better after I got done with that podcast was that to me is actionable data that they can make their business better that day. That is why I do it. And so I do it as a free resource to help people get out there. Don't Don't you know, don't charge for the podcast. It's not a subscription or anything like that. You can subscribe, but you get it for free. We put it out there, but the blog out there to try and get the word out. Because I am passionate about the restaurant business. I love restaurant tours. And they're some of the most fantastic people in the entire world. And I want to see them succeed. And I cannot stand it when I walk into a restaurant. And they i My life is going on. I always find seven to 10 things that go they just did this, this and that. And I know you do the same Exactly. And I have to hold my tongue and they're one of my customers, I'll call them out to dinner. And there's times when I walk in the middle of dinner instead of pickles because it drives me crazy. But I'm so passionate about seeing these guys because he worked so hard to try and take care of their guests. And so the idea is what the scene out there to help them make their business better. And so that's my passion. That's why I do it. Almost like not in my day job not in my second person job. Where do I Where do I find the restaurant technology guys? Restaurant technology guys.com there's a subscribe to the blog, subscribe to the podcast, there's a there's a one link we're not gonna spam, you're not gonna sell your list, you can subscribe to go once a month email that aggregates all the podcasts and all the blog posts. If you go search, you know, Facebook, Twitter, restaurant, guys, restaurant technology, guys, LinkedIn, we're on all the social media platforms, I love engaging with people because I love just hearing hearing about things people's on the on the you know, on my podcast a few months ago. And if people like that I can find that really fantastic feedback about what you brought, because like that guy knows his stuff, man, and he's gonna help me and I hope your business that you're able to get some some clients out of a theme. If not, then you know, hopefully this will this will remind people to go back and see what it was or you want to go to help them out. So now let's talk about your day job, what is my day job, I get the privilege of working in a family business that runs myself. I mean, that's how we met 20 plus years ago, and we were reseller positive for many, many years and still are a fantastic reseller potentially one of those legacy one sell solutions out there if you're not familiar with them. And then about 10 years ago, we wrote our home point sale, that's a cloud hybrid point of sale called Northstar. And we're taking that to market and trying to solve customer problems and and and so I get the privilege of talking to restaurant tours every day restaurant technologist restaurant operators and to try to find what the business needs are and make sure that it finds his way and our products are in our service offerings. And so we've got two call centers, one in Dallas one in Irvine, once people that are there and really passionate about restaurants and doing what they can to help implement technology and make people's lives better. So how would they learn or connect with you and learn about Northstar and what your company does? Yeah, so it's CVS Northstar is the name of the main website for the company. So CVs are sort of calm my ugly mug is on the bottom when you look at executive leadership team as well as the other the other three people that have the privilege of leading a company with and my emails there my cell phone numbers air you know, I'm pretty easy to get ahold of I know you're connected on Facebook as well. Anybody that listens to my podcast listener viewers as well knows that I've got four kids I'm a bit of a crazy life but but if I'd like to definitely good and so she gets her starts the website for the brand and the business and rest of guys is restaurant ecology guys is the the blog and podcast last night. What did what should I ask you? What do you want to share with people before we depart? Keep at it. What you do matters. I guess you guys I mean, your your audience, as restaurant operators, what you do matters. Just Just know that there's people out there rooting for you, that the people like you and I that really want them to succeed, their life matters, what they do owning their business matters. I've seen way 1000s of people that started as a, as a dishwasher started as a line cook started as a server or cluster that are doing fantastic things in this world. And as you're coming you guys employ more people in the restaurant employing more people than just about anybody else. What you do matters, the impact that you can have on a life, from the server, to the cashier to the bartender to the lessor matters. Keep at it, keep pushing hard, keep doing what you're doing. You guys are the true heroes of these medical specials are amazing through this pandemic. But you guys are also amazing cuz you guys kept your doors open. You guys have people employed, you guys kept feeding people, when people thought that the world was gonna end you guys were there, you're gonna come out of the stronger you're gonna continue to impact lives and you continue to make the world a better place because what you do very cool. I appreciate you Jeremy so very much. I hope people reach out to you to learn more about what you're doing. But definitely go sign up for your podcast, the restaurant technology, guys. I mean, why wouldn't you? There's a lot of great information there. I really appreciate you my friend. We'll do this again sometime soon. Awesome. I really appreciate you having me on and it's great to see you again and have a fantastic, awesome episode,

I want to thank you for taking the time to take action on building a better, more prosperous restaurant. Before you go. I want to give you these three dots one by combining leadership and taking action with systems and training being checked by accountability, your way to creating prosperity for you and your restaurant. Do something I need from you. Please leave a review on Apple podcast Spotify or wherever you happen to listen to podcasts. By leaving us a review other restaurant proceedings of this information are able to find it. I read the reviews and hearing how this information has benefited you does wonders for me. And three if you find any of the discussions helpful share them, the more restaurant folks who have access to them, the better we become as an industry. For more restaurant resources or to get in contact with me. Connect with me at David Scott peters.com Be passionate about what you're doing be persistent, but more importantly become better and help everyone around you become better and your restaurant is going to kick some ass.