Welcome to episode 37 of the restaurant property formula. I've been coaching restaurant owners since 2003. And the restaurant property formula is based on what the most successful restaurant owners I've worked with do on a daily basis to achieve their success. The basic premise of the formula is centered around achieving prosperity, Freedom free restaurant and financial freedom you deserve to achieve prosperity you have to follow a very specific formula made up of leadership systems training, accountability and taking action. Today's topic centered around training both training your managers and your team members and how important it is our guest today is Joe Erickson. Joe is the Chief Operating Officer and partner at restaurant under.com. He has owned and or managed several restaurants and catering operations. Joe's role the restaurant calm is focused primarily on developing easy to implement yet highly effective systems and processes to help their members improve their restaurants efficiency, product utilization, and most importantly, deliver a more consistent guest experience. Listen in our conversation where Joe goes into detail about how important training is what makes training effective, and how you can easily start training your managers and team members on the topics and systems you want them to know as soon as today. I want to welcome Joe Erickson to the show today. But first, a word from our sponsor. This episode has been brought to you by BP returns if you're a restaurant owner of a medium to high volume, independent restaurant, multi unit or franchise operator and then you're looking for a proven and realistic solution to attract grow and retain customers. Then you need to visit repeat rinse. Repeat the trends is a modern marketing platform created by a restaurant owner for restaurant owners. It studies each customer's habits and patterns predicts the most profitable outcome for your restaurant every single day and deploys the marketing to make that happen. You'll never look the finger to see if repeat returns is right for you. Visit repeat returns comm forward slash DSP. Gentlemen, thank you so much big time to be with me today. David, it was a pleasure. Always a pleasure. We always have a lot of fun when we do these things that we do. And we've known each other a long, long time. So your business partner Jim and I have known each other guy since I think 2003 He started a restaurant under.com And what was it 1998. So when I thought I was a pioneer, he was blazing trails, and I think you and I met not even a year or two after that. We've done a lot of things together and seen a lot of changes in the industry. I gotta say right. We have in the changes in industry. I wish he would have been to the 1998 because it was people in the call may not even have been born it but we have been doing this a while. Yes. Well lifers like ourselves who you know have a calling to help people truly make a difference in our industry. And you know, again, I feel like a late comer starting 2003 restaurant.com was a trailblazer and I kind of want to touch on the mission because this is why I was I feel very comfortable every time I promote you guys. I talk about you guys because what we do is very similar However, nothing says it better than your mission say but I'm gonna read it for you. I know you know it, but our listeners will hear your mission statement is to change lives by educating inspiring independent restaurant owners and managers to engage their team delight their guests and build an exceptional business. Can you talk a little bit about your mission and and really what the calling is a restaurant count? Right? Well, I'll tell you what. We go back two years we were doing cultural workshops. And we started promoting mission statements that we learned from places like Powell said servers which I'm sure you're familiar with, definitely kind of created the perfect mission statement for restaurants and one of those. One of the parts of that mission statement was to delight their guests and we started thinking about that, when we're talking about to delight they're getting even worse. When we talk about those components of the mission statement. All three of those things we talked about for the business systems and culture are the focal point of what we want to provide or pass on to restaurant, businesses to culture. Our mission statement reflects that. When we talk about culture that's taking care of your boys we talk about our system that's taking care of the guests because we have the business which we have to worry about making a profit we will stay in business and these challenges are things that restaurant owners face every day so we tried to make our mission statement addressed those three pain points if you will or needs to be addressed remember almost careful about it is and there's nothing new in this industry. There's there's just a different spin on how we approach those things. Because what are things I talk about talk about systems in place to talk about company culture. Talk about you have a responsible nonprofit like it's not like it's groundbreaking. However, you have put together probably some of the best resources on the market for any dependent operator in a member site. Talk a little bit about how you guys got to there and a little bit about what restaurant.com does, in general.

Thank you. And yes you're right. We you may get roll. This ain't better is because we've been in this business. We understand the fundamentals of how to run around. Does that mean each of us are that would be a great restaurant owner, not necessarily that takes that personal touch that takes that drive and enthusiasm and a passion for what you're doing. What we understand though, there's nuts and bolts that make a business run. If you're a printer you got to know how to buy printers and use printers and use them in everything about how you staff or whatever systems you use, and whether you use comes from that restaurant or Calum says, Well, you know, people kind of learn this business. Well, they may business business with a large corporate chain, you know, or whatever. And the thing is, what they found out is their systems and templates that they need and so what we did restaurant.com We made our claim to fame by just doing hundreds of downloads performs employee handbook, but you and I have written a pretty manuals together we use some of the same things. Why? Because they're good, basic starting points for people to say, oh, I need this in my restaurant. Now they're supposed to modify them but you know, as well as I do something a little lazy they just take it with us. Okay, well prior to that part of the business is important because it helps them reinventing the wheel. And these are the fundamentals of the business. It's our thing to think we have those downloads and forms a discussion forum to be able to exchange ideas or questions of it basically given a library a reference point who that has articles it has other operators inside can share success. Stories, because members want they want to reinvent the wheel. They wouldn't know what other successful restaurant owners don't do things alone are why we're in business. What we do, we love hearing that, not just what we know, but what others are doing. Well I can tell you that to a member those people who have are either in your system or have been in your system for any period of time when I get them as a member are going to be some of the my top performers because they already understand the importance of systems they understand the importance of I don't know what I don't know. So I need to learn all the time I need to learn and I need to share it with my managers. It's critical. And so when I look at your site, everything is there, everything any independent operator could possibly ever want. Now that's the positive the challenge can be where the hell do I look? And that's where your forums come in, because they can go where the hell do I look? And members help other members and you guys chime in and say this is exactly where you need to be. And it's an incredible, not only affordable resource, but it's life changing for many operators. You know, if you spend any time on your site, you know, I tell people go to a restaurant or go play some of your case studies or your testimonials when people are talking about how your site and what you, Jim and the rest of the team have done for them is just amazing. Am I missing anything? Because it's just an incredible resource. Well, thank you very much. And you're right people appreciate it. Some of our longtime members, the ones who've been with us for 515 20 years, and that's not the water segment, but I mean it's probably 40 50% of our current membership is active. And what they like about it is something we log in 34568 10 times a year. What they like is they have that resources bookshelf like your bookshelf on my bookshelf. There it is when I need it, I go to it, okay, right and now that dynamic is you know, has changed technology has changed everything, the way we're doing this podcast is changed from the original audio thing we used to get on the phones with the headsets on so in the industry is changed as well. And now we're looking at video. Now we're looking at using the devices I use to communicate on a daily basis. We have the restaurant magazine, which which we send to people and some people like that printed copy but there's other ones that they're gonna spend all their time on their device. So we have to now be able to address this paradigm shift if you will, and be able to meet people on their phones in a manner that they want to learn because people want to learn small bikes now. I'm gonna give you a minute. I'm going to be two minutes I'm getting four minutes but I can't give you an hour hour long webinars as you know are the short ones that actually do a little bit better now. It's tough. So we have since 2016 When we redid this website, we've spent all of our time taking those very same templates and everything and putting it into video format for instruction for for our restaurant our learning system that we have now we take those delicious like okay, let's put him into the training. So we want to the same goal, don't have to reinvent the wheel. Do what other operators are doing fundamentals of business make that available now so it's easier for people to get the lift to get going and I guess the big key Yeah, and you know, I've spent so much time switching the video over time I get audio we we had done what I used to call expert interviews. I put things in our interview that was recorded audio on a CD and mail it but things have changed and with millennials and younger we talked about as the training system we put together for hourly employees. The fact that you can't have the six day training that is just so perfect. Sometimes we're in for only a couple hours here or there in your store or the they've got an attention span issue and and so you've got more flexibility and you've got to meet people how they learn. And that's kind of where I want to go with you now. You know we both focus on teaching independent operators, systems and tools I need to be successful. My focus has changed over the years from time we met where I focused on one restaurant prosperity which is freedom to your restaurant to financial freedom deserve, still back by the systems and great management and accountability and all those things. Were really not any different in that respect. We come at it with business fundamentals from again, business systems cultures, you guys put it in your your focus of your business, but Training Training, training is incredibly important. You've been a forefront at the forefront of training indepent restaurant owners and their managers and you've come a long way from just the articles to the videos and it's amazing to see how the site has grown and what you guys bring to the table. Can you talk a little bit about you put a survey out to your members in 2018. Can you talk about that because

you asked about training and what they need. Can you can you dive into that? You know, that was an issue in 2018. We put out a survey and we asked our owners what they needed most with respect to training. And you know, we thought it would have been assistance for staff everything else but at that time, it was we cannot find any good management training. That was the big thing. 100 responded to that. One of the members were not coming to our membership, over 60,000 people have been through it over the years. And when we talk about that we were able to get a lot of feedback from the people that matter the answers they give us are the ones that matter. So this was a hot topic. So people responded with information. It's huge. And maybe that's that's why you're what you do coaching and being able to handle the guides and personally through this journey as well. We stop it we provide the resources but it takes others to guide you through that. But what we learned was that they needed some tools to advance their training and those resources you talked about business systems and culture. They want to teach them about the basic p&l About Brian got all the things that you know, we talked about weekly budgeting CDs, which we don't make we mean cash deposit, we don't mean certificate of deposit. We don't mean the CDs that we play things on the balancing of that. So this is how insurance works. We give them knowledge so they understand the overall business and impact of what they're doing on a day to day basis relates to that when we talk about the system, what are the what are the what are the easy things for us systems are the way you do business every day, the same way every day. And if one person doesn't go the exact same way as the other when it comes to a recipe when it comes to a station setup when it comes to ticket timing when it comes to any event scheduling, whatever these are systems and they got to be the same every time and then we moved in. This is the big one which really comes into the culture. And I think this is where most operators have struggled, always struggled at this level. And it's an opportunity now for us to improve that. Yeah, well you think about it. Yeah, it's all good. It's so if we kind of go backwards to this the system side I often say to my members that the systems part are easy their tasks, filling out a key item tracker, waste tracker, you know, filling out a checklist, those are tasks, getting your DSR filled, you know tracker on a daily basis making our tests. What's amazing is what you do with with the information you as the owner, but it's really about company culture. If you can't get your managers to follow a checklist to to do things your way, the same way every single day to give the guests the same experience every single day because that's where we allow people that they know when they show up your place. It's the same the same dish, the same portion, the same service, the same everything and it creates memories for people. That's the magic. That's company culture. All the other things are tests and do you guys see the same way? I mean, it's like this is easy, the hard part of the people. Right? You know, you hit the nail on the head. Those are the systems what we do on a regular basis, but the culture comes from the manager understanding why we're doing and their role in leadership. I mean, we're gonna we're gonna roll culture to what is the one most important part of filter leadership. You cannot ask them what to do something you're not going to do yourself or to do differently. You cannot ask people to follow you. If they don't believe in you. You're not competent. If you're not caring, you know, those, those are, those are parts of leadership. Some are better than others. Okay. And the culture part of it and the training part of it that we try to emphasize the training for managers is not give them those tasks just as SQL, but insights in how to build trust, insights and how to be accountable and hold others accountable. insights into just the caring and giving feedback, taking feedback. These are this is a new restaurant. This is any industry. So why is training so important. We think we want to keep talking about training, and this is what you primarily do, but why is training so important? Aren't they just supposed to have common sense, Joe? And they just know because they see what I do? Isn't that the way it's supposed to work? Yeah, that's what you say that because I showed you how to do this, you know, the way Jose and Maryland where there's gonna be a different way right, your training becomes the the system the system of training is just as important as just using any restaurant so that we're doing the same thing every every day. everybody's on the same page. But the real reason trains and now we jump now not just to the managers cuz that's their role to lead, right the staff right now and pull it down a level to the staff, right, which is so important, is because of those things that you take any Gallup polls or or any culture building type of message for corporate leadership partnership leaders are getting with a lot of the places we know that specialize in building leadership. You know, Pete, there's some fundamentals that managers and staff gamepoint wants to do. They really feel valued at the job. They want to know they have the tools and that includes cleaning to do their job the best. They want to know that someone cares about them. And is asked for feedback on what we you know, how they're doing on their work, and they want to know what's expected of them. And I think the training is the big thing that gives us the tools to do it, but and what's expected.

I summarized to my members, I talked about training, truly understanding the old days when you and I because we're wealthy, we just won't give away our ages per se, but we were trained by follow me for three days and then somebody had a rolled up newspaper like we were doing a potty training a dog in the 1980s. We don't do this today. But back then you rolled up newspaper, The dog did a fitness business on the carpet, you put the nose in the business and you're smacked with a newspaper going bad dog. And so I was trained every single day telling me what I did wrong. Like I followed you for three days. You think I was so skinny, but every day I walk in what I'm doing wrong and we wonder why we had such high turnover in management. Because you're creating a situation where if I should have common sense, I should be able to just see you do something and get it not understanding people learn differently auditory, tactile, visual, and some people have learning disabilities and truly take 10 more times to see it doesn't mean they can't do it. They just need a little more effort. But we stop halfway and we treat people like crap because it's like a dog you got it wrong. You've done it wrong. You've done it wrong. Instead of hearing that you trained me what my job is, how to do it, how well it should be done more than point by when you stayed over my shoulder until I could prove to you I'd do it all by myself and not ask any questions. And now you can walk in and find Me Doing Something Right. What a different culture that is. Well said and you took the words right out of my mouth training is about what does right look like what and that's what it boils down to you know, we shouldn't have to go in there and rather rather ventures into stuff right right because we didn't get a recipe suit anyway. But anyway, the point being is that is that brings about what is white look like what's expected of me outlined Okay, can I do my job to the best you know, these are important for people security. You gotta realize people in the restaurant industry. Too many times we think of this as just a stepping stone, but sometimes it's a stepping stone in this career. Right? I have zero intentions of being in the restaurant business. I did not take restaurant school. In college. I did not I did not join a company thinking okay, got recruited, does it have to run through the ranks? I started out catering for $4 an hour for time. And I was attracted to the business. The idea of always talking with people and and hard work. I mean 80 hours a week. Sometimes like that was rewarding. And a lot of people find that there's a rewarding part of this business yet. Even so the ones that tend David, you've seen you've met as well, that tend to aspire and be successful in other businesses. Have you ever noticed whenever you listen to their interviews that are completely different careers? Right, right, exactly what my time in the restaurant business made me appreciate how I treat people, how I interact with the social part. There's just so much fabric that we in our lives people because it was kind of restaurant business. That you get enough to learn that stuff. If we're going to do it, we want to make you feel bad about it. So can you go along that line of truly making sure they understand what's being done? What are some of the things that make one training more effective than another then you guys have found the training more effective than the other is that our philosophy of training is to kind of keep it pretty simple because I think people won't understand what's a free program look like. And it can be overwhelming if you look at it that way. But we are sure McPherson has worked with us now. She's our director of training. We put our heads together and really define what are the fundamentals of training, what do we really need? And we've identified that what makes effective training is making sure you get those fundamentals. And that would be you need a proper onboarding process. I'll talk about that in just a second. You whether it's back in house, the front of the house, maybe training the title when you train you get maybe different the front of house in the back of house in the back of the house to do it build charts. And remember portion control and quick references in front of the house. We'll talk about descriptions and how we're going to share that with the guests who are not like you don't know where allergens you know you know what goes good with things. You know, when people ask you what what is best here, we don't know. We just don't want the highest price thing on the menu. We actually know that. And then the physician training. Onboarding. Basically, for the most part applies to everybody. There's at least a big section at training which says I'm front of house back now and in the position trained within the hostess of busser, a dishwasher, a sous chef, there's specific position training that is sometimes referred to as lined up with the grill versus how things work. So those are the three fundamentals. What makes trading better? Are you giving adequate training on those three things and especially they love it when it comes to culture and the labor shortage we're dealing with right now. People want to feel valued, they want to know what they're doing is worthwhile. And there'll be onboarding process. You explaining this is our mission. These are our values. This is why we do this. This is the company culture. This is a short video the owner 20 Here's how I got started, but you want to buy into why you're in business. And that's the onboarding process. And it's so cute. When you talk about onboarding. When you're disorganized, independent restaurant operator and you got somebody excited about wanting to work for you and they say yes to the job offer and they come in all excited, like, Oh, we don't have your training packet ready. And Bob the managers come in and they'll give you this and we'll just follow Sally for the next 30 minutes till we get this stuff together and all of a sudden you take this person with a high muscle. Boom, this place sucks. Why did I get into when instead you show up and go, Hey, let's talk about you're the manager. Here's where you park, here's what you got to do. Here's your expectations. Here's why we're in business where we came from where we are today where we're going, what we believe in, here's our core values. And all of a sudden you're like, that employee is not going wow, they have their shit together. To just say it bluntly. And that truly matters. That kind of sets the training for whether you're going up a trajectory up or down is that moment that you just start to orient that person you agree that I agree with and we think

it's so important that very first thing we have training videos that are in a restaurant or learning system, addressing that very same thing, why it's important to make that first day on the job, their best day on the job. You know, it's got to be excellent. Of course, that's when that they can hear what they're on your first day of the job and what you should do and what you know, it kind of is a guideline. What elders majors provide the environment is also one of the expectations. So when we see this, and they see that they're important, they understand that they they think enough to give me the tools I need to do this. So let me just throw it out. There is why I wanted to get you onto this interview is this is your pet project. This is your baby to truly revolutionize how you guys help independence truly portraying in places and that's your restaurant owner in return on our learning system. Right What is that? What is our OLS I keep trying to explain that to people that work with the restaurant owner learning system. What we did is we identified who to talk to that we did a download of templates of things like this but people want more they need to be using this when you do your group coaching. You know everybody picks up stuff and because they are able to go back to it so people would want to train their staff and everything is overwhelming and how they do it. So makes it really helped me a guide on how to do this and the recipes. We created the restaurant or learning system on two platforms. And the first platform is that general membership, all members own majors and flow. At least three majors. We haven't programs like we got larger groups with this as well. But what that does, it gives them the restaurant room. system, a way to work and take some online courses that we've created, because we've talked about building trust. So basically leadership skills and also some business skills, Wi Fi, how to use our client cost template. We teach things like meeting costing and why it's important and how to use resources we have to get that done. We teach them things like greeting and posters you know people receive your courses of why it's important. Those type of courses are very beneficial to both management and staff depending on which role they're addressing, including my regular monthly membership, where I get all the resources. We talked about the help and support from other restaurant owners and that's just a part of your membership. That's just part of the membership just another avenue if you will a platform to be able to help educate and inspire. That's it the expire and then go back and revisit them a major change. They just come back with a new name and it comes down to the major the new manager alerts. It's like so what do you have those resources, but the learning system also includes and then we got about 60 horse dinner we do that? We're adding more all the time, right but the big part is the training videos. This is the micro learning training videos and we've got almost 80 in there now and there there is I cannot believe how many video pages and pages of videos. There's all the other production. You do. They're always working on new videos before the house back of the house where we try to do what we don't want to say professor that people take a topic addressed the what why and how of that topic and one of the resources we have to take that information and implement it Okay, which you and I both know the point of any this stuff is implemented. Okay, so we this training those regular lectures because of my learned friend videos. Through regular membership, you can share them with your three managers up to 30 staff members and like I said, you can upgrade them for about $30 more a month. And you can increase that to whatever number employees it allows you to add team members that come in and just backup managers owners have direct access to restaurants calm so they get all the resources they have including the money, but they also have the ability to add team members and hear them like this stuff because they don't have finger bones like okay, we have a secret there and why they're why they're doing so well. They don't know that they just got there and resorted to come and they got looks for it right. So we have what we call a teamwork to the rest of your complex team. They the team members can log in and their personalized training systems are there. If they like the power of a smile they want to watch a video out of his mouth. The one where you are with people before you verbally say something. So all these little tips on becoming much better hospitality were much better at leadership or much better at recognizing guests behavior or safety or whatever. Well we develop these and especially back into what we've really done. We've got a lot of great videos. We've got an excellent chef overpraise working with us now and I think you've done about 40 or so. steel production but you're also training and that is really working well. So any video because you're watching Spanish when you watch it English and there you go. So these are tools that that the under managers could see. I want my dad to see that I shared to the keyboard, I'm going to log into the keyboard. And obviously what Fisher it's kind of reason why I wanted to pull you on here. Because I remember when we sat in your office and we're talking about building this and how excited you were about it, because it's truly a need in the industry. If there was a number two question that I get asked, right it's the number one question is always you know, prime costs related to cost labor it realms in there the next is how do we train people? Do you know somebody who's got a training system for my people I want my managers to learn this I want my people to learn this. And yes, there's learning management systems that you can build everything from your from the ground up yourself and you got to create your content and the videos and you've got to create your your written word you got to create your assessments you have to all these things, and it becomes a Herculean effort that often stops people dead in their tracks, let alone the monkeys that Keep it keep it up and running because now you need a URL you need the software you need somebody to maintain it. You got your monthly expenses, you've got equipment, and they go holy crap Screw that.

What you've created I almost think is your new your best kept secret. Like I don't know that everybody knows what the hell you put together and how good it is. And that's why you want to get the get the word out to go Oh, my God, what everybody's been looking for. You built it. Thank you and you're right because the other part of the restaurant, we talked about what was the membership okay, but we have a premium plan that you just put your dollars every month you upgrade in that platform is that LMS for the independent and we don't you we need to give you a platform that you can we kind of like build train systems in minutes, not months. Okay. I was wondering, just you know, triple digits. But the thing is, is that we wanted to make it easy to put together a fundamental program because when you have the resources or the management or maybe human resources director or a training director, as you grow, you can put people on those and I mean, just take that put it on steroids, and there are a lot of great LMS systems out there. But typically for the independent operator, their mission will be said to be Herculean effort, so your power so you put something together quickly. That being said, we know that a lot of operators I might have already filmed a video. Okay, I've got a picture of it. And I put it on Google Drive. I totally go see it but there's no tracking. There's no accountability. I I've done a lot of the the lessons if you will, but I need to put it together into a program, a structured onboarding, which is the orientation here's what I want to know my company my do's and don'ts of clocking in clock out our POS system, all the tours in the business, and why we're in business, you know, those things are the way to be able to upload your music. We can take these cameras and just take pictures of the phone with our phone and we get great shots. It could be a video or it could be any we get to not only go back on the learning system, but also templates like our presentations that was to be able to put that together so you can show something very, very special. The second part is we allowed to upload and here is the difference between us and other elements. We can blend it with the micro learning lessons that we have. So we a lot of times when when an employee here's a manager say the same thing over and over. eyes roll in one ear out the other you don't I'm talking about third party that's professionally designed, produced. When David Scott Peters is saying something and they hear it then it drives home. Oh, there's they're not the only one say this. This is kind of how you do and this is what is expected of me. So that blending of what we say the quarterbacks are able to mix those with your own custom brain equipment but logical learning learning path and not just for new hire. This is also with us shipping. I'm going to build it is the key to retention with the four day schedule, whatever, I pass the test, which by the way, I think needs include assessments and having those tests when you do that. So we get the opportunity to to pick a topic. He talked about it whether it be for new hires, we're going to create a quiz to measure their progress and and give them something that they can go back to and as new things come up. They got put it out there for the training. I want them to watch this why because we know we talk about shipbuilding right? How many questions do you get? I know that we get a lot of on how do I get my ship they never work together to come in at nine I got to work coming in. I can't you know and by that time they're on the floor. I don't want to come off before. So a lot of times that video xs or platform that you can get there when they can see it on their own. They're still practically ready for it but having those type of weapons are allowed to work on their devices to really supplement the training, feeling valued feeling like you know what's expected of you and all those things. But it's really portable. You know, for those people listening to us we don't want an LMS is that the learning management system. It's just a matter of putting together your classroom, your content, online learning, but, again, if you're doing it from scratch, it often is very expensive, time consuming and Sathya. What you've done a restaurant comm with your baby, as you said, here's a wealth of video knowledge with assessments. You can have multiple 30 people plus come in here and you can know that they didn't track where they are. Oh, by the way, you want to reserve stuff and use ours to supplement all the sudden you've got this incredible library that has been built for you. And you just have to fill in some of the missing pieces instead of starting from scratch. And because again, everything is driven off your phone, you take a video on your phone, just shoot it up there. We don't need to go to a professional videographer and make it just magical. People have a $1,400 camera 4k camera in their pocket. Use it who cares if the lighting isn't perfect? It's the not that and that it's you sharing? I think it's I think it's incredible. And you know, I can only think that that your platform is just gonna explode. Because I know you guys you never

stop. No, we're not gonna stop evil stuff eventually, you know? We're not gonna stop anytime soon. And we've been building a team. That's an older generation that have developed these philosophies. The blessing that I have a genetic and we developed and expanded that learning system, that what we're doing is we also briefly to talk about the template for the download. Yeah, the big thing that we're getting ready to release this year. Second quarter is a whole library of those templates, just like you said that if you've already gone to the restaurant fields in the restaurant, and those employee handbooks are gonna be broken into lessons for you. I'll use this window and I'm gonna change exceptions I want to change another word document. I'm gonna change it in my form and change it again. Okay, and if automatic I want to go back out again and hand out your manuals. People who do this before we're doing physician training. When we talk about the online part of it is simply the classroom part or the tracking right know that the main component is the hands on and guiding you through that. But the online to help keep our training agendas or training schedules are checkpoints where the trainer signs off on on the ticket and through this, you know, it's recommended and get our platform for the things that cost money, but one message otherwise we'll just go online and have that message same as the same one every time not on how the train was feeling that day. Right? The things are important if you want everybody get the same message. That's what I like training for you still need a hands on but what we try to do is guide people through that as well. Again, I can't say enough good things about you guys. What you do and now this this learning system and again it's not this brand new thing anymore. It is something that is truly full of content, easy to use can make a difference in exactly what people ask for. They asked me I'm in the process because I've got my video library for my group coaching program and my numbers already come music. Well, how do I direct my managers through that? And it's ominous on my site. I know what it takes to build this and it's incredibly affordable. It's something everybody can use and use immediately. How would somebody go to learn more about this this reading system, if they simply go to restaurant owner.com/korean Restaurant collaborative, lay them on the page, and that's our work. It will take two hours to do that you put out there they kind of learn about it that way. And they can also from a lot of our members that are implementing this. A lot of them already have they're using it other platforms like expands here or oops or all the buzzword LMS which are great programs, but what they don't have is the library the rest of the content. Alright, we're gonna make the lessons that we use our online courses. I got to get to those because he did it that's what went on over the guest experience people love that real people chosen the church you know the touch points if you have a coming to the restaurant, there's a very good job of explaining the why is experience so important. Well, why the four experiences hand up people once they want to use it in my customer training, but I don't want to watch the whole course I just want this lesson or that lesson. We're making those lessons available so they can drag it into their own training as well as literally run a podcast I'll show you that now but it's literally when you're on the setup. Okay your drag my custom content uploaded right this mix it around here the quiz on the wizard report. That's section one. I love it. I know that some restaurant owners are saying oh, I'm I've struggled computer design. You can put content together and you've got plenty of young people on your team who go Oh, I get right on there. And because it's drag and drop WYSIWYG and so on, they can whip through it like there's no tomorrow. So again give it let's believe that into implementation and use on a daily basis. And then you're like changes, right. The other thing I want to mention is that we have we have an iOS app for this and an Android app. We're already doing it. We found ways to make them even better, but the key point, it makes it really easy for them to know exactly what they have. It's easy to put together. We there's nothing to say about that. When it comes to things like you have another platform. We are making our content available. We have an API Oh, that's the interface where other programs do they want to like expand, share, get back out to all them and contact us is that we can make it available. So if you're on one of the other platforms, we still have the tools and training where our resources are available knows if they will work with our API, then we're ready to go. But these things are so important. The accessibility the devices use the flexibility to work with a system to already have we did we have one pizza chain that's kind of picking restaurants or whatever. They had a ton of videos on Vimeo about. I don't think I don't even have I don't know all the different things he was great. We just simply linked to those or linked to their YouTube channel and bring it and upload it. They want to rewrite it. It's something they want include. We want that flexibility there for everybody. But it's fantastic. I'm I'm so appreciative that you guys agreed to come on today and share this story with everybody. I hope everybody who's listening to us if you've got a restaurant, you're crazy not go to restaurants calm and look their membership but really to take your training to only level go to restaurant owner.com forward slash learning because this is how we write it was learning that right? This is how you make a change in your business. It's not you standing there every day correcting everyone that makes you a prisoner of your business. Instead, you've got your system, your process your way and it's got to be trained. And if you train people, they know what the job is how to do it, how well you've done more boring by when and holding people accountable to those those systems the way you want something done becomes so easy for your management team when you're there, but especially when you're not there. Training is critical. So I think I'm missing that. Is there anything else you want to share with people before we go there's one other thing I want to share if there's a secret I've even told you about this. Oh and by the time that we're going live we're gonna be reviewing is we are now adding Jeremy Pearson. She has a career deep brain at a high level put together training programs for Applebee's to borrow on the border. TGI Fridays where she got to start doing all this major chain because the chains do much better in that part of the chain because they had those businesses would they be approved. They could be approved the way they are, whatever it is. And what we're putting together we're going to be releasing here is where we have an add on. If you don't have time to do it. We have the documentation for how to use the system. If you don't have the understand, at this point. restaurant owners and managers are sitting there making pizzas. Yeah, they're really old burgers. And they're they're taking people's money because of staff shortages and we don't have time for that. We're going to give you another tool to help people to get started because people don't agree that labor shortage when they call that a catch 22 are never ending circle is I don't have enough time because I'm working too hard to train to get the people right I can't and I can't keep them because I believe my sisters my training older employees, but I don't have time to start all that so it's like this vicious cycle. Most people leave because they don't know what their job is. Don't how well they should do it and they've got a Manager button doesn't know either. So treat them like hell. So you don't think that you don't realize I don't know. That's why your industry got to the point we are right now. We've got to train we've got to treat people better. company culture is critical. You've addressed all these things in the system and now that extra can't wait to see what happens in March. Do it for me. That's incredible. You know you and I were going to take for our site input.

We always like to have these these elevator statements. Or elevator pitches, things like this. I would have to say there's a short one would be cleaning people. I don't think there's a more powerful way to understand that if you want to get rid of the cycle. It's important because you need the proper data just saying you do training. He wouldn't be leaving if you did what's really important training that we're building them up and give them the tools they need to build up your culture. Do the trains got to be ready, you can raise a culture, you're always gonna need to be spending money. And they say, Well, what happens? Within a couple of hours? What happens if I train for three months? They leave? And the answer to that is I'll let you take that route. Right. I'm not trying versus what ends if they stay right there. And this is this is where we get our love hate relationship with the ups of the world and the Tripadvisors like, you know, oh my, that customer doesn't understand. I'm sorry, where there's smoke, there's fire. You have 810 people on the floor. They're fantastic if the one that wasn't trained properly, that nobody wants to correct and you're short staffed you keep on your team destroying your business one guest at a time. You could drink you could on a daily basis training happens on a daily basis. Appreciate that at one on ones and policies and all these things. But also often, we don't have systems we don't have training which means we don't have leadership. And quite honestly it comes full circle where the number one reason why restaurants fail is his lack of leadership. And just because you own a restaurant doesn't make you a born leader. It takes systems to make up for weaknesses to lead your business to success and this training your learning system is a key component of that. Well, David, thank you. And that's why we love working with you because you have been a champion of this for like you said goes back to the other 1000 A long time ago. We appreciate the opportunity to come on and share that with people, many of our members or your members and they always will be why because they're learning and they want to continue to learn there is nobody in the world that has one place that they learned. We got we'd like to share directly with some of our members out there who can do everyday with everybody. But we have one in particular who has a right now but but he said he was restaurant in 2015 and I have to go home I won't pay 15 bucks what to do the grandfathered in old pricing. I've been doing it since 30 years through December he signed up for the affordable was like you could be getting this because he has a voice. You don't give us feedback, limited changes which is pretty bold system anyway what people are doing and that my resources are in other people's tenders or our business right or just other helping people do that. So the library gets bigger. So one quick tip I got people just a great restaurant calm in Q and P today. Those are the three things that he keeps up with what's going on. And that would you know, if it doesn't I think he's got meters up on restaurant comm I may be doing my LMS wherever I may be written up this week. And never learn more business than we give to people that people won't kind of as they want. Amen. Joe, I want to thank you so much. I hope everybody reaches out to go you know, goes out to restaurant.com forward slash learning learns about the learning system you put together because I think it's a game changer. And again, I want to thank you so much for being on with me today and sharing your story. DAVID Thank you very much enough everybody listening thank you and we wish you much success. We hope this year we've had some challenging years is better than up than in previous years and they've been nice. We were having a discussion. We truly feel this is the opportunity this year that make those changes address those things. Position yourself well because most we are in an industry that people want to go I mean they got picked up and couldn't go out and pour in and come back with us as soon as they can. They will come back with enthusiasm. Thank you. That was an 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 thoughts one by combining leadership and taking action with systems and training and being checked by accountability. You are on your way to creating prosperity for you and your restaurant. Something that means leave a review on Apple podcast Spotify or wherever you happen to listen to podcasts by being every other restaurant pro seeking out this information are able to find it. I read the reviews committee hearing how this meeting has benefited does wonders. And if you find any of the discussions helpful share them, the more restaurant bros who have access to them and the better we become as an industry. For more restaurant research is in contact with me. Connect with me at David Scott Peters calm, 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.