Welcome to Episode 43 of the formula. I've been coaching restaurant owners since 2003. In the restaurant prosperity formula is based on what the most successful restaurant owners I've worked with on a daily basis to achieve their success. The basic premise of the formula is centered around achieving prosperity, Freedom your 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 being action. Today's topic centered around what you need to do to scale your restaurant from revenues to repeat guests. My guest today is Dr. Josh is a restaurant in tech pioneer venues ranging from casual dining concept his own Michelin rated fine dining concept Josh is a real restaurant bro. Listen to our conversation. We're talking just how to use the three levers which a profitable revenue model for building and turning customer frequency on

when you need it most.

I would welcome Josh Coble to the show today. But first, a word for our sponsor. This episode has been brought to you by BP returns if you're a restaurant owner of a medium to high volume indepent restaurant multi-unit or franchise operator and you're looking for a proven and realistic solution to attract grow and retain doesn't. Then you need to visit BP returns. Repeat returns as a modern marketing platform created by a restaurant owner for veteran owners. It studies each customer's habits predicts the most profitable outcome for your restaurant every single day and deploys the marketing to make that happen. You'll never lose the finger to see repeat returns is right for you. Visit repeat returns.com forward slash DSP. Thanks so much take time to meet with me today. I'm so excited to have you as my guest.

The pleasure is all mine sir

You're too kind as always a favorite but we're gonna talk about how to scale your restaurant and how marketing fits into that in the pieces that go with it. But before we do that, can you tell people a little bit about yourself? Because I'm mistaken. You've got a Michelin star.

You are slightly mistaken. I wish I had a Michelin star. I have a big one. All right. Give me Give me the story. Well, so in my life, I don't like to this industry started out in nightlife nearly 2000 I was running nightclubs in Hollywood, not not as glamorous as it could seem. But I used the opposite the leverage that I had there, hyper dive bar in Hollywood in 2010. It did incredibly well. And so I thought to myself, I've done so well in nightlife. Let me dip my toe in the water to find how hard it possibly be. And it was it was an absolute nightmare trial by fire. But we found ourselves six years later Michelin rated and working towards out of that fine dining restaurant was one of the best casual comes out. And so we need to toot my own horn for just a minute. We were really the most successful concepts and every tear of dining and one of the most competitive markets in the country.

But why do you think that was?

Marketing is really all at once. I can tell you this. I mean, obviously, if I was included in the Michelin Guide, I care about food and beverage a lot, but I can tell you that I never competed on food and beverage. For me, I always wanted to be better marketer than a better marketer than like having a central focus on giving the best marketer I could. Not only did it provide a great platform for great restaurants. But it also enabled me to begin this evolution into intermediate and teaching as well.

Well, your listeners an example when you say wildly successful, I haven't know will inside track of the change you made in your restaurant sales at about an 18 month period of time. Can you talk about that a little bit when people got to put in perspective?

Absolutely. So let's flies back to Robert in the early days. The first year I lost a quarter million dollars, which is an exceptional amount of money to lose in your first year after spending a couple million dollars building out a restaurant. In beginning of year to run on a new executive chef I took over as general manager. We spent a year doing great work making up all the mistakes that we originally made. But we still didn't scale and we still weren't profitable yet. And so what I did was I hired a restaurant consultants which I felt it was the right decision. I wanted to learn from someone else. And the guy wrote in a whole team and they observed my my team for 30 days straight. They went through our books. It was an exhaustive check in 31 days later, we sat down and he felt like the reason we're not making any money is because we're not making enough money. And then he packed up his briefcase and walked out the room. And and that's when I realized we weren't candid with you. It was fun. And so I needed to figure it out on my own. And so I decided to do 1000 things. I was going to do as many things as it took to figure out what were the things they would actually move this business forward and help us scale of the 1000 again, because of 18 months, probably 12 had an impact. We'll discuss those today. And in 18 months, three year old restaurant from 1.4 to $3.6 million.

It's pretty incredible him is the part that I can wonder is why you know you don't hit it off from the time we met each other. He has you possess a growth mindset as an entrepreneur, whether you're a coach now and teaching people how to market but you're a restaurant guy. The fact is you didn't attempt and go who didn't go, oh, it's the government's fault. It's the vendors fault, my employees fault. You've never looked at yourself. You said Jim, I'm doing something wrong. I need to learn and do something different. And interesting part is, I know you're not exaggerating when you say 1000 things. But if you didn't let the challenge stuff you did your tracks and I think that's probably one big takeaway I hope people listen to that is incredibly powerful. Can you kind of talk a little about why mindset is so important to the ability for you to make that change in working with your clients when you're teaching.

Them important thought I've ever had in my professional life. And it was it was around this time that excited to do that 1000 things because I certainly felt like throwing in the towel in that moment as the consultant was vacating the building. If this idea that the restaurant industry has been around for 1000s of years, and every problem whether we're talking about leadership profitability marketing, compliance management, these are all solved the problem, the solution in this moment and that solution exists and not within our industry and beyond our industry. And that gave me that growth mindset that you're talking about to say you know what, any problem on basic is already been solved by someone else. I just need to find that person.

I love it. That is phenomenal because you have to subscribe, the restaurant tours and things. And many of those just went belly up because I'm only as good as what I know is what I know is not gonna change. And so it really is powerful and I think it also makes you healthier because you do come at it with a growth mindset Fridays on Facebook last week about recording now. Because there actually was pain It wasn't anything to avoid or fix me. There is often we get on the mindset where we're a magnet that has been flipped. So instead being attracted, we're actually repelling away from any solutions or any challenges we have because we run away from it. And the truth of matter is there's one one thing that fixes it all. It's not like literally you gotta go get the knowledge you got to say I don't know what I don't know, and go for it and find it from time to time, but the truth of matter is you never stop looking. Would you agree with that?

I agree with that. But there's another word dude and I would say this is the part that most people like, their exhibit says that if knowledge was enough, everyone would be a millionaire with a six pack, right? Because everybody knows how to get in shape. Everybody has to make a lot of money. It's genius is in the doing. That's where the excellence lies. And so without coaching without community, most folks don't make it there. Right. Everything that we're going to talk about today is simple. It doesn't mean it's easy, but it is incredibly simple to accomplish. You just have to do

it so cheap. So people put them to action are priceless. So let's let's get into the action. So you've got something call your three keys to scaling your business. What does that mean? What are those keys and can you tell us a little bit about that?

Again, so you know in doing 1000 things, I think it is restaurant tours. We are constantly working to improve our businesses. We're working on the wrong things. When you distill down, what are the three levers that actually move your business forward and get you what you want? It's three things. The first is a profitable revenue model, right to maximize profitability of your restaurant. The second is your ability to get attention because that's what drives new business. And then the third is ultimately customer frequency. Right? Being able to drive your customers to your business when you need them. And so those are the three keys and if you think about like a good degree, Jim Collins asked flywheel, right. Anytime you put your attention, your focus your effort into one of those three things, that flywheel is going to spin fast. So with my coaching clients with all of the content that I put out there, it is all to apply pressure in one of these three areas. We'll start off with talking about revenue because revenue is often people making some magic pills making money in restaurant business and quite honestly, you can be losing money and drag all these customers into a shitty job go into business faster. Yes, it's the only time you reach a breakeven point in your with your app, or the gravity you're building to be able to make a little bit but the truth is, we're revenue is not always the answer all the revenue does Royals, can you talk about revenue? Again, so in more specifically, what we're talking about is your revenue model, right? 14 top line revenue sales. There's a lot through all of the content out there. But if you're not making money today, because the restaurant has like, hundreds or 1000s of dollars away from making real money, right, let me just make an extra $3,000 A week I'll be rolling in the cash. Sadly, math doesn't work that way. This headline sales never flows effortlessly to the bottom, right. The more money you make, the harder you work, the higher the higher your expenses are, the less money you end up making. So if you're not getting out 10 To 15 to 20% today, that's jobs. You don't have. So what I recommend is I recommend that you come up with with a profitable model or existing business.

That's where I fit in. But I'm a marketing guy. I don't try to be a marketing guy. That second piece, the attention part that's critical is getting in front of people who say, Hey, I'm here and we're good at what we do. But that's my assumption.

But that didn't mean exactly that. Start with my preamble. A piece of a call to action going into the restaurant. That way does not always translate on social media it's compelling narratives. And so usually emergency department we just to get attention on the red, instead of saying you should come here today, this is who I am. This is why I built this restaurant. This is why I chose to serve this community. These are the members of my team. This is why I love them. This is why they love me. This is why we chose the cuisine weeded. And in that way, you're indoctrinating people into your ideology and instead of saying if you're hungry, like food, you're saying to do what I believe. And in that way, you're not competing with anything because no other restaurant has a one

thing. The world has changed so much over the last two days and welcome to Social Media, you're able to understand the importance of video. As a video format, because people like to consume that way. We're often talking to restaurant owners about getting videos done for their business, but like you don't need a professional videographer and it doesn't have to be the best lighting the work needs to be authentic. And I think you subscribe because you've got one of my members who became one of the first videos he did kind of felt like a robot going through and each video that goes by he gets more and more control just by doing it and how important that is. Can you talk about that message and then getting back saying you are the owner to meet me an important important?

It's an important aspect. So this is not something you can delegate to someone else. He said to pick up the phone and do it. He drove it to expectations. The first is that it's going to be because it's going to be fun, right but you get better with time. The more reps you do, the more control you give it. I go back, and I'm sure you do too. And I listen to podcasts. I was a guest on two and three years ago, and I cringe I get the first episodes of my own podcast and I cringe right? You get better with, right? You start with the expectation that it's gonna suck, but no one's gonna judge you harshly. And then the second expectation is you're doing one tomorrow to get me in a really good place. And everybody could wanted two minutes a day, but one video out there every single day. By the end of 30 days, you have 3030 reps under your belt. But you would also be in a position where you know who you are and what your message is because it's really hard to define that.

And isn't it important to just kind of do in a sense that as long as you're authentic, who cares? Because you come out of who you are. That's what I'm gonna grab on to professional writing that you didn't stammer or look down or whatever, maybe you're a real human being that is attached to that business I'd like and I'd rather it's much harder to hit a person than it is a business. If I get to know you we have a connection. I'm probably gonna I'm probably gonna be a little more benefit that we have a bad day because you're truly somebody I get to know. Does that sound reasonable?

Let me say this as well, like the purpose of all restaurant marketing, is it to get people in there to remind people that you exist. It has less to do with conversion on social media, anything in your email marketing, then it doesn't just reminding people who already know you already like you, you exist and maybe you should come into that. That is that is ultimately the goal is that when you set that standard you start with an intention doesn't matter what I'm in a conversation on why everything in my restaurant was white, right? Because there was a reason behind it because everyone else had the dark restaurant would be dead animals on wall and I didn't want that. And there's a reason why when I explained that people to the Walter White because we worked so hard as an industry to hide the effort that goes into an effortless experience that people don't see us as human. And I'm here to tell you that people do not support businesses, people support people.

To attract people through social media, the way the

opportunity through your your Google or your website. I mean it sincerely. Customer intent is never higher than it is on those pages. On social media. We only writes that well. Your restaurant, you don't go on Instagram to book the reservation. You don't scroll Instagram to figure out where to go to customers on your website for your Yelp page. You're looking to make a decision today. Right, yeah, that's just the photography and the copywriting and the critical information, give them confidence that that is the decision that they need to be making today. That's the best restaurant for them. Have you felt that engaged with your restaurant in a meaningful way? Are you showing food and beverage we show people eating and drinking because nobody's going out to eat or nobody's going out to consume food they're going out to dine. You're going out for an experience? are you pitching that experience? We're gonna go to your Yelp page. Do I see a bunch of like flip phone photos in an octogenarian dude and more like it is up to you to put your best foot forward and those are the platforms where you can do it. And the last thing I'll say about marketing is this message and you know it resonates and then you've moved that message to Yelp and TripAdvisor into your website and you know, it converts, meaning amplify that winning message through press and ask you what our PR company does in the world. And my answer is, relationships. Every editor of every magazine, producer and publisher of every publication, so when they want to get you press, they reach out and you can do the same thing. You can build those relationships simply by reaching out and offering value. Hey, back to the article you read about my neighbor. I thought it was a great article. I love your ideas. I think that what we're doing is pretty cool to share with you. So if you don't come to my restaurant, they don't bring a friend. I'll spend two minutes the table just to get to know you for a second. I just want you to experience administrators attached because what I think we're doing here is pretty special. And I think your viewers want to do that at scale and see what happens.

Let me check one last word before we leave this topic. And other people here on social media. It means a lot of things to a lot of people and all too often the restaurant entry too many restaurants are behind the time. So when they make the decision to go into social media. They're like okay, well I got to go to Instagram. I got to go to Facebook, on Twitter, we got to this tick tock and we got we got to we gotta we got it. And I was taught something, I'm gonna make sure that that resonates is true. It's better to be consistent on one platform than to spread yourself off willy nilly to a bunch of platforms that you don't have to have down like you get on Instagram, if that's what your guests are primarily and you make it great and then you add to the next gen and the next gen you just got a shotgun approach of all social media. Is that accurate or would you do it? Would you think?

We're gonna chase a squirrel but it's the best one get ready. All right. I would I would answer your question by not answering your question. Here's what I would ask. Where are your customers? Right? Where are you? Because you are your customers. Right? So all of your customers are on Tik Tok because you're on tick tock. You should be on tick tock today because it should about Facebook. If you're proud is that 45 to 65 Crap. Let's see if I can because you got a Jewish deli for 30 years Facebook is your platform, right? Well, you should only be engaging on platforms that you are on organically because if you are not your own audience, you are up to begin with. Right You can never get in the mind of your customer unless you are your customer. So what content are you producing the content that would resonate with you? On what platforms? Are you putting that content out there on the one that would resonate with you? I'm not on YouTube, and on Tik Tok. I don't even have it on my platform. I'm sure a lot of people to give a shit about restaurants and restaurant coaching are but those are my people. So I don't spend any time on this platform. Well, I

think that it's pretty powerful. When you bring it up that way that people often get a shotgun approach. You know, that's how you do your 1000 Things you pick one of those things is social media. And I think that's really, really important. I'm glad you chase that's where we're at, if you will, let's get the final piece of this net frequency. Because I often tell people, I'm not a marketing guy. I don't try and be a marketing guy, but I've been around long enough that I know that there's only three ways to increase my sales, get random customer to come in most expense for marketing, get somebody come back more often get somebody to come back and spend more and those two are probably the most powerful the latter once you get them in you did a great job getting to come back more frequently spend more like you can you can absolutely explode your business. But what is what is frequency and it was really kind of going along that tried true principle or is there some other magic to it?

So when I started that frequency road, I asked myself a really simple question and asked my clients all of your revenue goals right think about all of the money. If everyone we came to your restaurant once a month, came twice a month, what would that do to your model? Right? You exploded, right? Everybody's now drops to the ground. Oh my god, that would be so much fun. So that's, that's the tournament, everyone that comes in once a month. It's kind of twice and if you can do that, because it's a large swath of most of our customer base, then you're golden but it can't be haphazard. I would say that for most has been the pandemic and we fall into two categories right like the first one was, I own my customer I have all of their data in the permission contact and I know my customer and nobody looks like I always tell them him on his haircut and I think he works at this place. Right? Like their customer only want to own them for that customer you know on March 20 of the 2020. Right? We must collect customer data, we must just like it is mandatory that you collect money from the market patronizes your restaurant, you must collect their data. And I'll say a couple of things about that. The first is is that they're giving you something of value. So you should give them something of value as well. The second thing that I'll say about that is you can take people go through which is a stack layer approach. So that you don't have to bribe them with shit right? You want 10% of your meal that give me all of your personal information. No, not Not really. What about free piece? I'd rather pay for the night have you never contacted me again. We shouldn't be writing in that way to get them to give us their information. They just want to do it willingly. And they should look forward to the first time we reach out. I'm excited to hear because you know in the years that I've been doing coaching and learning marketing for that is the experts in marketing because we talk about as an ethical bribe. Like you can email me and I'm gonna give you something you want to return and that's how that exchange is done.

So I'm excited to hear this new avenue. It's new to me.

Let's make it's new to everybody. Maybe I'm a genius. We're about to find out. You're ready. Yes, sir. Right. He's gonna walk up on your server right so you can join me I'm gonna get Yeah, that's amazing. You know, we get these monthly events every month, where we release a secret menu item, we get these 20 people we do it as like a happy hour because it cost you a penny to participate. But we do it only for our VIP membership program. We'll let you know you can text us right back and secure you a slot for you and your friend can do a bunch of things like that. We use it in my parents once a month. We do these secret tastings. We do a bunch of research and development as well as when we launch a new menu item. We want to taste that and let us know what you think you will dissipate your name, phone number, email address. If you get that question, why wouldn't I do that? Number one, I got all of your info number two pick a reason to come back. Right? Because it's not a burger diverter slide, right. It's a flight of three. So you still gonna be able to, you're probably going to drink. Right and also, you know, busy schedule is busy. So I'm driving traffic off during those dedicated customers. Also, we talked about a month ago, right? You're getting them on these events that are thrown so it's all stacked. So it's a different word we're I'd love for your covers three things revenue, attention frequency, because not only sense individually, but they got flow to the validation, right? Once you figured out how to use your main use of sales to a budget rising exactly where needs to be what's your sense of service and said optimize your course if you're turning tables constantly and you're maximizing the imagery in your restaurant, you're overriding them right in the reason the marketing is the second phase of this because messaging is everything. So you know exactly who you are and what message is gonna resonate with your target audience, having a clearly defined and it's really hard to really define who your customers what messages resonate with them. It's really easy to bring them in while simultaneously ensuring that people are already coming in or coming back

to actually work with you organically already. And the cool part is we are here to talk about your message. Right I don't know how to communicate this. Part is people are walking through step by step system like you can say it's just follow this formula and boom, now you've got you've got what you need to calculate. Yes

so this is indicated with everyone listening. If you believe what I believe, and you will do what I said, because the vision here is taken from a restaurant manager with equity. We've got a restaurant tour and restaurant managers manage operations on tour market, they're visionaries, evangelists. And if you're not doing it, no one can do it for you. So what I spend most of my time doing is indoctrinating people into that philosophy and early days together, we're gonna get into the program. Do these five things this week. These are the tempos you're going to use to get it down. It definitely is all simplified, because again, you're on the top of the ideology, then we do what we said at the top the conversation just becomes exclusively on execution and medicals, which is where all the restaurant tours get together so that we can tackle any roadblocks come up along the way.

That's what I'm doing. With a group of restaurant owners a week we're cooking burgers, well, there's nothing more magical because not everybody won't show you the idea what he did it netted them to increase their sales by $20,000 versus being a neighbor that you love them but you're hoping they die because you're thinking about sales, and I don't wanna deal with that. And so you're it's becomes a safe place where we open up

yeah, we're working in the open in public, it creates accountability. So when we get off in the middle of mobilizing because we say this is what we're going to work on and accomplish this week. And if you don't, you need to explain to the group in the following week why you did what everyone else did when everyone else made the time to get it done. And in doing so, it inspires compliance with the program, which only stands to make you more money. Right? Right. What else am

I missing? Like? Is there anything that we haven't touched on you'd like to share with people? Again, it seems simple but I know for a fact that there's a lot of steps to be done like seeing your your your worksheets and I've had literally love it and go holy shit this lot to do but they follow it they trust you follow it get results. There's anything you want to share with people that we maybe didn't touch on it.

Yeah, we'll talk about the 100 concept for a second. It's all about leveraging network effect, because I think it's a great way to spend your time and I think that it had to go to the vibe of new customers and increasing customer frequency. And the idea here is that you find the stakeholders in your neighborhood, they can amplify your voice and sell for you what I like their hotel concierge. They're the managers of apartment complexes, their local office managers. These are the people who can help you diversify revenue by ordering catering from you and boosting event sales. These are the people that can inspire new people to the community to patronize and the mistake that everyone makes is they go to them. They'll go to the apartment complex, drop off a couple of things and gift cards. That is not how you create evangelists for your brand. You invite them in, call them on the phone. We're open these days, these times come in whenever you want. Bring a friend I want to share with you what we're doing here. Because if you can talk to 100 people that each have access to 100 to 1000 people, you will never need to worry about brand awareness again. And so one of the things that we work on in the group is working smart, right? Reaching out to one of those people every day, every week, every year that we can amplify the message that we're creating. And it's simple things like that, I think have the greatest impact on your business. Brilliant, awfully powerful. Hope

everybody wrote that down. If there's a takeaway, you know, if you haven't taken notes by now, that is something that is so damn powerful. I think it's brilliant. So I don't want puff up your head any more. than it already has, but it's pretty relevant. How would people contact you to learn more about what you're doing the

coaching program the best step forward is to plan with Josh calm plan with Josh calm. Is that for an hour-long coaching session, it'll be one on one I'll work with you on goal setting will work to identify any roadblocks to you achieving your goals in your business. And we'll work through those together. I would argue that if you got anything from this 30 to 40-minute interview, then can you imagine how much you'll get out of that 60 minute one on one session. It's completely free.

I think it's phenomenal. I will tell you, I don't bring you on my show unless I feel like I can put my name on you. And again, I've got tried and true proof members that work with you and in fact we're going to be talking about how we get more of my members work with you because context versus competition, what I do and what you do, can really just load somebody's business so I'm excited about that. Thank you so much for taking the time share today. I hope that everybody goes to your site often for that that one-hour call. What else we got? Probably the

last thing I would say is this. Nobody does marketing; marketing is not this thing that happens in the abstract. Marketing takes five minutes a day. There's one call it is one email. It is one social media. That's if you want to start marketing you can start today. Fantastic. Thank you, my

friend. Calendar gets filled up with tons and tons of people. 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 what by combining leadership and taking action with systems and training being checked by accountability. You are on your way to creating prosperity for you and your restaurant. Do I 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 chrome seeking out 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, but more restaurant pros who have access to them the better we become as an industry. For more restaurant resources more 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 here. Not a doctor