

Lastname Barcelona

1. According to Barcelona owner Andy Pforzheimer, why do so many restaurants go out of business?

Andy Pforzheimer says the reason 80% of restaurants go out of business is because they are run by people who don't really know how to run a restaurant and what to look for. Andy Pforzheimer describes the number of restaurants that are not well managed as 85%. Furthermore, he believes that many restaurants are lacking in self-knowledge. For example, many restaurants do not have the will to know about numbers and to make analyses and thus to check different components. This combination is fatal and leads to the fact that many restaurants have to close their business.

2. What tactics do leaders at Barcelona use to help measure and control the restaurant's financial performance?

Barcelona leaders use a variety of tactics to measure and monitor the restaurant's financial performance. For example, Barcelona leaders convene a meeting once a week to discuss and analyze various things, such as numbers and valuations. In addition, Barcelona conducts analyses on expenses, costs, and prices of food. Through these analyses, leaders maintain an overview of financial performance as well as control over finances. In addition, Barcelona executives make comparisons to other companies and try to adopt and learn positive things.

3. How does Barcelona reward managers and chefs?

Barcelona takes the view that the general managers run the place and are therefore solely entitled to bonuses, as they are the bosses. Financially, therefore, the cooks are not rewarded by a bonus. However, costs such as labor costs or food costs are shown to the cooks in the meetings. This gives them an accurate view and includes them in the discussions, which creates a sense of belonging. Furthermore, the management makes sure that the cooks can sit down together and discuss. Since every chef wants to convince through quality and good figures, a goal-oriented exchange takes place in this way.