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Barcelona Restaurant Group

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

Andy states that there is a lack of self knowledge and that there are two important things that are needed such as really probing and wanting to know.

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

Leaders at Barcelona prepare meetings with the chefs and managers so that they get together and go over numbers and customer reviews in order to know what to improve and what they have to take care of.

- 3) How does Barcelona reward managers and chefs?

Barcelona does not reward them with money bonuses because they don't want them to try to perform just for the money. One of the ways to reward a manager is giving him complete power over his restaurant; this is his bonus, to be in charge of everything and run it as his own. The other way they introduced to reward the chefs are the meetings where they get together with all the other chefs and compare their dishes and numbers because that is how they know how to get better and feel competitive.