

## Concept Statement

**La Onda** is conceptualized by two Culinary Arts alumna of Lasalle College Vancouver being one as Nonna's great great grandson, he incorporated Nonna's touch in every dish in the menu whilst the other Chef is a young swashbuckler in the field of seafood. Together with history and touch of salt in their hands, this has opened a way for La Onda which means "the wave"

Our restaurant's focus is modern Italian which focuses on Portland's fresh, local and sustainable ingredients especially seafood. We cater to Portland's green conscious crowd that our establishment is a proud partner of Ocean Wise - an organization who supports marine sustainability in the world. We wholeheartedly support our local farmers that we only get supplies/ingredients from certified sustainable suppliers.

La Onda's atmosphere will be casual and modern. Our clientele will be mostly adults and young adults while giving a vibe of a friendly family environment, we are open to all kinds of ages. Our restaurant will be a stand alone. One floor level building that faces the Willamette river. The patio will be of rustic, modern feel with folding chairs and tables made of wood, includes an umbrella for the summer. The table settings inside will be of dark wood tables and black metal chairs. The walls will be in brick concept and open ceiling exposing the beam work of the establishment. There are booths, high-top tables, stools, long tables to accommodate large parties, and a bar at the side of the restaurant, The colours will be dim lighted in the evening with drape chandeliers, that exudes modern elegance. Windows and doors are made of high functioning glass that in the day, natural light comes in and the guests will enjoy the view of the river. The main colors of the restaurant will be black and brown with some flashes of red from the bricks. The bar will be of dark solid wood with storage hanging above and under the bar itself. The kitchen will be an open view in the restaurant. Classical music will be in the background gives out the flow of casual modern and lounge feel. The restaurant will accommodate 80 people with 15 seats available at the bar area. 70% of the tables will accommodate 4 people, 20% will

accommodate six and 10% for 8 to 12 people. If not enough, tables will be combined to create enough room.

Our restaurant has a mature environment, but families and people of all ages are welcome.

**Hours of Operation:**

Brunch: Saturday to Sunday from 10:00 AM to 2:00 PM

Lunch: Tuesday to Friday from 11:00 AM to 3:00 PM

Dinner: Tuesday to Friday from 4:00 PM to 10:00 PM, Saturday to Sunday: 5:00 PM to 11:00 PM

**Check Average:**

Brunch: \$15

Lunch: \$18

Dinner: \$25

**Payment Methods:**

Cash, Credit or Debit. Accepts all major credit cards.

**Contact details and Location:**

Portland

Phone Number: 503-555-5555

Website: [www.LaOnda.com](http://www.LaOnda.com)

L'ONDA

# PROPOSAL AND MARKETING PLAN FOR L'ONDA

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By Ryan Bierman

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## L'ONDA

### **1. Executive Summary**

L'Onda is a start-up Italian retail establishment located in the east side of Portland, Oregon.

L'Onda expects to catch the interest of a regular loyal customer base with its small starting menu to choose from. The company plans to build a strong market position in the town and will start out as a sole proprietorship which will have mild competitive climate in the area. L'Onda aims to offer its products at a competitive price to meet the demand of the middle-to lower-income local market area residents and tourists. The company intends to hire two full-time chefs and six part-time cashiers to handle customer service and day to day operations.

#### Products and Services

L'Onda offers a top-quality ingredients and espresso products, all from high quality locally grown ingredients. L'Onda caters to all its customers by providing each party a free appetizer while waiting for their order. The restaurant always provides freshly prepared ingredients all prepped during business operations. Pasta is made in house on a daily basis to ensure products are prepared and assured to be fresh and always available.

#### The Market

The retail restaurant industry in the U.S. has recently experienced rapid growth. The cool marine climate in Northwest Oregon stimulates consumption of hot beverages and comfort food throughout the year. L'Onda wants to establish a large regular customer base and will therefore concentrate its business and marketing on residents, which will be the dominant target market. This will establish a healthy, consistent revenue base to ensure stability of the business. In addition, tourist traffic is expected to comprise a considerate portion of the revenues. High visibility and competitive products and service are critical to capture this segment of the market.

## L'ONDA

### Financial Considerations

L'Onda anticipates sales of about \$491,000 in the first year, \$567,000 in the second year, and \$655,000 in the third year of the plan. L'Onda should break even by the fourth month of its operation as it steadily increases its sales. Profits for this time are expected to be approximately \$13,000 in year 1, \$36,000 by year 2, and \$46,000 by year 3. The company does not anticipate any cash flow problems. (Numbers are made up)

### **2. Company Description**

This business plans to target Portland, Oregon to be where they will open their first store.

Information about the company and where promotions will be taking place are available in its Facebook page and Instagram account. Marketing will be done mainly by the distribution of samples at the booths located at places with high consumer traffic. For example, every Saturday Portland has one of the largest outdoor markets in the states that operates year-round. It is a popular spot not just for the locals but all the tourist as well. This will help spread the word of mouth before our business opens. Discount coupons will also be attached to the containers that are used to package the food. Digital marketing will also be done, mainly through lifestyle social networks like Facebook and YouTube. Aim to set up as our secondary sales channel and source of revenue. These forms of marketing are chosen to keep costs low while having access to a large group of the primary and secondary target market.

### 3. Situation overview:

Political	Economic
Stable government Business-friendly environment	Stable economy, the last measured GDP per capita for Portland Metro Area (OR-WA) was \$62,606 in 2016. Portland Metro Area (OR-WA) experienced an average growth rate of 3.04% from our first statistic recorded in 2001. If past trends continue, we forecast the GDP per capita to be \$69,136 by 2021.
Socio-culture	Technological
Food paradise --> receptive towards new food ideas For example, the cafe-hopping trend	Social media Facebook, Instagram Online Business Platform

### 4. Demographic research

Portland was given the semi-factual superlative of No. 1 Most Vegan-Friendly City in the U.S. by PETA and Paul McCartney in 2016. According to the Willamette Weekly Portland is the second-best city in the country for vegans, losing only to New York City. Portland has a vegan option for pretty much everything. They're home to a vegan tiki bar, furniture maker, acupuncturist, cruelty-free barbershop, vegan-run and vegan-ink tattoo parlor, whiskey bar,

## L'ONDA

chocolate shop and five vegan bakeries, among dozens more businesses. They even have a vegan star basketball player.

### 5. Competitive analysis

Persistence Market Research has profiled the companies actively involved in the Italian restaurant market. Some of these are The Old Spaghetti Factory, Olive Garden., 3 Doors Down Cafe, Cibo, DeNicola's, Renata, Luce, Burrasca, Lucca. All of these are local restaurants that can be competitive with their prices. Most of these can come out with a great tasting menu and may have the means to distribute their product at a cheaper price endangering local business

### 6. SWOT analysis

Strengths	Weaknesses
Store to open in one of the most vegan-friendly locations in the States. Strong group of co-workers that share a passion for cooking	High initial cost of production Low manpower at start-up Little experience in the industry
Opportunities	Threats
Rising trends of adventurous foodies Upcoming events and conventions for new food businesses	Competition most likely to rise Large business monopolizing the market.



# La Onda

ITALIAN SEAFOOD FUSION

THANK YOU FOR JOINING US  
TODAY & IT WILL BE A PLEASURE  
TO SERVE YOU

# L'onda

## Main menu

### **SPAGHETTI PASTA CARBONARA**

Spaghetтини with Smoked Bacon, and a Garlic-Parmesan Cream Sauce. Available with Chicken.

### **FOUR-CHEESE LASAGNA WITH FRESH PASTA**

Who can resist the sight of an ooey gooey cheese lasagna coming right out of the oven? Made with four different kinds of cheese and a creamy béchamel sauce, this is the ultimate comfort food!

### **CHICKEN FLORENTINE PESTO PASTA**

A marriage of traditional chicken Florentine with pasta. Sliced sautéed chicken breasts with spinach, garlic, white wine, cream, pesto, and pasta.

### **LINGUINE AI FRUTTI DI MARE**

Narrow flat pasta in a san marzano plum tomato sauce with sautéed shrimp, calamari, native littleneck clams, bay scallops, cultivated mussels, garlic, olive oil, white wine and a dash of crushed red pepper.

### **SPAGHETTI AND MEATBALLS**

Housemade Meatballs Made with Beef, Italian Sausage and Parmesan with Our Tomato Sauce and Basil.

**PREP TIME:** 10 minutes

# Spaghetti Pasta Carbonara

**COOKING TIME:** 20 minutes

**YIELDS:** Serves 4-6

## INGREDIENTS

- |   |                                                        |    |                                |
|---|--------------------------------------------------------|----|--------------------------------|
| 1 | 1 tablespoon extra virgin olive oil or unsalted butter | 6  | 1 pound spaghetti pasta        |
| 2 | 1/2 pound pancetta or thick cut bacon, diced           | 7  | Salt and black pepper to taste |
| 3 | 1-2 garlic cloves, minced, about 1 teaspoon (optional) | 8  |                                |
| 4 | 3-4 whole eggs                                         | 9  |                                |
| 5 | 1 cup grated parmesan or pecorino cheese               | 10 |                                |

## DIRECTION

1 Heat pasta water: Put a large pot of salted water on to boil (1 Tbsp salt for every 2 quarts of water.)

2 Sauté pancetta/bacon and garlic: While the water is coming to a boil, heat the olive oil in a large sauté pan over medium heat. Add the bacon or pancetta and cook slowly until crispy.

Add the garlic (if using) and cook another minute, then turn off the heat and put the pancetta and garlic into a large bowl.

3 Beat eggs and half of the cheese: In a small bowl, beat the eggs and mix in about half of the cheese.

4 Cook pasta: Once the water has reached a rolling boil, add the dry pasta, and cook, uncovered, at a rolling boil.

5 Toss pasta with pancetta/bacon: When the pasta is al dente (still a little firm, not mushy), use tongs to move it to the bowl with the bacon and garlic. Let it be dripping wet. Reserve some of the pasta water.

Move the pasta from the pot to the bowl quickly, as you want the pasta to be hot. It's the heat of the pasta that will heat the eggs sufficiently to create a creamy sauce.

Toss everything to combine, allowing the pasta to cool just enough so that it doesn't make the eggs curdle when you mix them in. (That's the tricky part.)

6 Add the beaten egg mixture: Add the beaten eggs with cheese and toss quickly to combine once more. Add salt to taste. Add some pasta water back to the pasta to keep it from drying out.

Serve at once with the rest of the parmesan and freshly ground black pepper.

**PREP TIME:** 20 minutes

**COOKING TIME:** 20 minutes

**YIELDS:** Serves 6

# Four-Cheese Lasagna with Fresh Pasta Recipe

## INGREDIENTS

- |   |                                                                                               |    |                                                                                                                                               |
|---|-----------------------------------------------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <b>For the filling:</b> 8 ounces (1 1/2 cups) fresh ricotta                                   | 7  | Salt and black pepper to taste                                                                                                                |
| 2 | 1 ounce (1/4 cup) finely grated Parmesan                                                      | 8  | <b>For the lasagna:</b> 8 large fresh pasta sheets (1 pound, roughly 6x8 inches in size), or 16 no-boil dry lasagna noodles (about 10 ounces) |
| 3 | 1 large egg                                                                                   | 9  | 3 to 4 tablespoons olive oil                                                                                                                  |
| 4 | 2 teaspoons finely grated lemon zest                                                          | 10 | 1 1/2 ounces (about 6 tablespoons) finely grated Parmesan                                                                                     |
| 5 | 1 pound spaghetti pasta                                                                       | 11 | Chopped fresh herbs, for garnish                                                                                                              |
| 6 | 3 tablespoons chopped fresh herbs such as basil, rosemary, parsley or thyme, or a combination | 12 | <b>Special equipment:</b> 10- to 12-inch oven-safe skillet, or a 9x13-inch baking dish                                                        |

## DIRECTIONS

1 Preheat the oven to 450°F. Lightly oil a large (10- to 12-inch) skillet or a 9x13-inch baking dish. Bring a large pot of salted water to a boil. Have on hand a large bowl with ice water.

2 Make the filling: In a medium bowl, stir the ricotta, Parmesan, egg, lemon zest and herbs together until combined. Fold in the mozzarella and fontina and season with salt and pepper to taste.

3 Cut the fresh pasta sheets in half to make 16 sheets that are roughly 4x6 inches in size. (If you're using no-boil noodles, break them in half if they are longer than 10 inches. Otherwise use them as is.)

4 Cook the pasta: Drop the pasta sheets in the boiling water and cook for 30 to 40 seconds. (If using no-boil pasta, boil for 2 to 3 minutes, or until softened. Yes, you still need to boil your no-boil noodles for this recipe)

Using tongs and/or a slotted spatula, carefully transfer the pasta sheets, a few at a time, to the cold water to stop the cooking.

5 Fill the pasta: Working with few sheets at a time, transfer the pasta sheets from the cold water to a cutting board. Pat them dry with a paper towel.

Scoop about 3 tablespoons of the filling onto each pasta sheet, and then fold the sheets in half so that the filling is sandwiched in the middle. (No need to seal the edges.) Brush the tops lightly with olive oil and place in the skillet or baking dish. You don't have to be too precise about where you place the folded sheets; just layer them in a random pattern.

Continue to fill the remaining pasta sheets in the same manner. When all the sheets are assembled in the baking dish or skillet, sprinkle the top generously with Parmesan.

6 Bake the lasagna: Bake for 18 to 20 minutes, or until the cheese is golden and the pasta is crisp and brown at the edges. Sprinkle with more herbs and serve hot.

**PREP TIME:** 10 minutes

# Chicken Florentine Pesto Pasta Recipe

**COOKING TIME:** 20 minutes

**YIELDS:** Serves 6-8

## INGREDIENTS

- |   |                                                            |    |                                                                      |
|---|------------------------------------------------------------|----|----------------------------------------------------------------------|
| 1 | 12 ounces dried short pasta (bowties, penne, gemelli, etc) | 6  | 3 garlic cloves, minced                                              |
| 2 | 4 chicken breast cutlets (1 to 1 1/2 pounds total)         |    | 8-16 ounces of fresh spinach, washed, long stems removed and chopped |
| 3 | Salt                                                       | 7  |                                                                      |
| 4 | 2 tablespoons extra virgin olive oil                       | 8  | Black pepper                                                         |
| 5 | 1 medium onion, chopped, about 1 cup                       | 9  | 1/4 cup heavy whipping cream                                         |
|   |                                                            | 10 | 1/2 cup white wine or stock                                          |
|   |                                                            | 11 | 1/4 cup (or more) pesto                                              |

## DIRECTIONS

1 Start cooking the pasta: Bring a large pot of salted water (add enough salt so that the water tastes salty) to a boil. Add the dried pasta and cook until al dente.

2 Cook the chicken: While preparing the pasta, cook the chicken. Sprinkle the chicken breasts with salt, heat the olive oil in a sauté pan and brown the chicken breasts on both sides over medium-high heat. They don't need to be cooked all the way through, just browned. Remove the chicken from the pan and set aside.

3 Sauté onions: Add the chopped onion to the pan and sauté 2-3 minutes, stirring occasionally. While the onions cook, slice the chicken into strips. Put any pieces that are cooked all the way through in one pile, and put the ones that still need a little cooking in another pile.

4 Add garlic, then white wine or stock: When the onions are just beginning to brown, add the garlic and cook another minute. Add the white wine or stock and boil vigorously until the liquid is reduced by half.

5 Add spinach, chicken: Add the spinach and the undercooked pieces of chicken to the pan. Using tongs, turn them over to coat them with the juices in the pan. Continue to cook, turning and stirring often, until the spinach is wilted and the chicken cooked through, about 2 minutes.

6 Combine chicken, spinach, pesto, pasta, cream: Turn off the heat and add some black pepper, the pile of cooked chicken pieces and the pesto. Stir to combine. Drain the pasta put it in a large bowl. Add the cream to the sauté pan and stir well to combine. Add the contents of the pan to the bowl with the pasta and mix well. Serve at once.

**PREP TIME:** 10 minutes

# Linguine ai Frutti di Mare

**COOKING TIME:** 10 minutes

**YIELDS:** Serves 4

## INGREDIENTS

- |   |                               |    |                                                   |
|---|-------------------------------|----|---------------------------------------------------|
| 1 | 1 tablespoon olive oil        | 7  | 3/4 cup tomato sauce                              |
| 2 | 2 cloves garlic, sliced       | 8  | 12 black mussels                                  |
| 3 | Red pepper flakes             | 9  | 8 shrimp, shelled (tail intact) and deveined      |
| 4 | 1/2 cup dry white wine        | 10 | 4 sea scallops, quartered                         |
| 5 | 12 Manila or littleneck clams | 11 | 5 ounces calamari, cut into thin rings            |
| 6 | 10 ounces linguine            | 12 | 1/4 cup fresh flat-leaf parsley, coarsely chopped |

## DIRECTIONS

Boil water in a large pot. Heat oil in a large sauté pan over medium heat. Cook garlic until it sizzles. Add red pepper flakes to taste; cook 1 minute. Add wine and clams; cover. Raise heat to medium-high; cook 5 minutes. Add linguine to boiling water. Cook until al dente. Uncover sauté pan; simmer 1 minute more. Add tomato sauce. Season with salt and pepper. Add rest of seafood. Cook, stirring, until clams and mussels open, about 3 minutes. Toss with linguine. Add parsley; toss.

**PREP TIME:** 20 minutes

# Spaghetti and Meatballs

**COOKING TIME:** 20 minutes

**YIELDS:** Serves 6

## INGREDIENTS

- |    |                                                    |    |                                                          |
|----|----------------------------------------------------|----|----------------------------------------------------------|
| 1  | <b>Sauce:</b> 2 tablespoons extra virgin olive oil | 1  | <b>Meatballs:</b> 1 pound ground beef (at least 16% fat) |
| 2  | ½ chopped sweet yellow onion                       | 2  | ½ pound fresh bulk Italian style pork sausage            |
| 3  | 3 cloves chopped garlic                            | 3  | 2 tablespoons finely chopped basil                       |
| 4  | 1 cup very finely chopped carrots                  | 4  | 2 tablespoons finely chopped fresh Italian parsley       |
| 5  | 1 cup chopped cremini brown mushrooms              | 5  | ½ cup finely chopped cremini brown mushrooms             |
| 6  | 2 28-oz cans Italian plum tomatoes                 | 6  | 2 eggs                                                   |
| 7  | ¼ cup chopped fresh Italian parsley                | 7  | ¾ cup unseasoned bread crumbs                            |
| 8  | ¼ cup chopped fresh basil                          | 8  | ¼ cup grated Parmesan-romano cheese blend                |
| 9  | 3 tablespoons tomato paste concentrate in tube     | 9  | 2 teaspoons sea salt                                     |
| 10 | ¼ cup grated Parmesan-romano cheese blend          | 10 | 2 teaspoons fresh ground black pepper                    |
| 11 | Salt to taste (about 1 teaspoon)                   | 11 | 1 tablespoon olive oil                                   |
| 12 | ¼ cup red wine                                     | 12 | Red wine                                                 |
- Spaghetti:** 1 1/2 pounds dry 100% semolina spaghetti, thin spaghetti, or bucatini

## DIRECTIONS

1 Prepare the sauce: Heat olive oil in 4-5 quart pot on medium-high heat. Add onions and cook for 2 minutes. Add garlic and cook for 1 minute or until fragrant. Add the carrots and mushrooms, and cook for 2 minutes. Add the canned tomatoes, basil and parsley. Mash and stir the tomatoes with a potato masher until sauce starts to thicken about 5 minutes over medium high heat. Add tomato paste concentrate, stir to blend. Reduce heat and simmer while preparing meat balls, stirring occasionally.

2 Form the meatballs: Mix by hand in a large bowl the beef, Italian sausage, basil, parsley, mushrooms, eggs, breadcrumbs, cheese, herbed salt, and pepper. Do not over-mix or the meatballs will be tough. Use small melon baller, or teaspoons to form 1-inch round meat balls. Roll and compress into tight balls.

3 Sear the meatballs: Heat frying pan on high heat. Add olive oil. Sear and brown meat balls on all sides. About 2-3 minutes. Depending on pan size you may need to brown two batches of the meatballs. Do not crowd the pan by stacking the meatballs. Cook in a single layer. Do not over-cook. As meatballs are finishing, add a little bit of red wine to de-glaze the pan.

4 Add red wine, cheese, salt, meatballs to sauce, simmer: Add ¼ cup red wine to the sauce. Then stir in ¼ cup cheese. Add salt to taste. Add meatballs, gently stir. Simmer sauce and meatballs for 30-45 minutes, stirring occasionally.

5 Cook the spaghetti pasta: While the sauce is simmering, bring a large pot with 4 quarts of water in it to a boil. Once the water is boiling, add 2 Tbsp of salt. When the water returns to a boil add the pasta to the pot. Leave the pot uncovered while you cook the pasta on high heat with a vigorous boil. Put a timer on for 8-10 minutes, or whatever your pasta package directions say is appropriate for al dente (cooked but still a little firm). Drain.

To serve, place thin layer of sauce on plate, add pasta, add sauce and meatballs, sprinkle with grated Parmesan-romano cheese.

# HUMAN RESOURCES PROJECT MANAGEMENT

## **Recruitment**

Recruitment process is one of the most important steps in any strategy planning of an operation. As we know human resources will effect directly to the performance especially in the hospitality industry. The potential employees will always start with the recruitment office first. Usually at L'Onda the manager will take responsible for any new employees.

It is a big encouragement since their employees are welcome to refer their friends or families as long as that person is fits the requirements. It is understandable because it might be easier for better team-work if the employees know each other. On the other hand, employees are also trained to work in different positions as well. For example, the manager also works in different departments and as servers as well if they are getting busy. It is one of their important plans in recruitment since it is easier to handle in the slow season; or in high season, there is always back-up staff for their team.



Besides that, recruiting from outside is very important as well because they need to build a strong team with different potential employees. It is risky if any operation were to keep relying on few members of their team until they are getting exhausted or quit. However, finding employees outside is a longer & more difficult process. It starts from looking for potential workers from online, flyers, any universities or even through agency. Since an employee have been found, he/she will be arranged for an interview (mostly with the manager) covering:

- Experience
- Skills
- Educations
- Availabilities
- Requests

Sometimes, if manager find them confidentially, he will take a short introduction to the place. After the interview, management (including managers & supervisors) will evaluate their candidates. Lastly, final decision will be called directly to that person. Their new schedule will be ready depends on their availabilities; but mostly will be ready at the week after.

As their recruitment is the long process, it takes lots of time & effort to find the right person because we believe that finding one right person is always easier & less costing than finding ten people carelessly.

## **Orientation**

Besides recruitment, orientation is an important step as well. Records show that up to 60% of new workers leave after the first month of employment. It happens quite regularly in the food & beverage operations. They have analyzed that the problems come from the orientation

since a lot of new employees do not know what they are expected to do or any of the regulations and work policies. However, management will be improved and worked on with a new process to encourage new employees with the utmost connectivity.

During the first two weeks (might be less if that employees have similar experience), new employees will be trained from their job descriptions, all of the tools & equipment. Also, the attitude & team working will be repeatedly mentioned as well. More than that, workplace policies and regulations are totally understood by the employees. After that, they will train new employees on their skills (serving, customer services, properly techniques with variety of knowledge).

However, new employees are not required to learn everything within two weeks. They will be given extra time & help to understand the daily basis operational process as well as their main duties. After those first two weeks, new employees will start their official working period. During this period, the employees can work independently on their own; but still with some help and guidance from the supervisors. They will receive feedbacks or coaching from the management without any disciplines during the first six weeks. Six weeks period is an average time for a regular worker to know everything in their premise. If those who are still making the same mistakes regularly, they will receive the disciplines or even dismissal. Lastly, after the first three-month trial period, the employees will receive full benefits and work independently on their own.

## **Compensation program and benefit package**

The detail of the benefit package is for all employees whom wish to enroll. Every employee will receive a free meal for eight hour shifts and a 50 percent discount during five hour

shifts. Health Insurance package applies to those who have been working more than six months for the FOH and three months for the kitchen. All employees will receive an hourly wage plus 4.5 percent in the kitchen and 2.5 percent for FOH in lieu of the benefits and vacation. There will be given two weeks of paid holiday for the first three years and potential to increase the years after that. The restaurant will pay for the Red Seal Program if you do not already have one as well as the Serving It Right.

The following statements apply towards compensation while working at L'Onda. There will be weekly ranking charts for two sections, average check sales and beverage sales. For the winner among the charts will receive gift cards for families and friends. Employees have the potential to be given a raise if an employee continues to win consecutively. When daily sales continue to see higher percentages from the upselling, profits will be used to hold staff parties decided by management.

## **Training and development**

The following training will be applied to those who work in the kitchen. First priority will be training to make every meal consistent with size, taste, sauces, etc. You will be taught how to follow proper steps and procedures. Each plate will be shown how to be properly decorated. Safety and sanitation following Food safe. Training on how to read the MSDS.

The following applies to the staff being trained for the front of the house. Each server will be shown the standard serving procedures set by L'Onda guidelines. Each server will be given a proper uniform to fit the appearance and style for the restaurant. You will be required to study and retain all knowledge of the menu. Employees will be trained in Upselling such as encouraging people to order as recommended items if they are indecisive. For example say “we

only got 2 orders left for this dish because of high demand and if we order right away we can get that for you.” Always introduce a new item first and ask customers if they have any questions. Recommend the most popular or best-seller to attain more returning customers. You will know how to pair items of food with other items and beverages. Other suggestions by saying, “I just tried this new dish and it is wonderful, I’m sure you will like it.” Call customers by their name if they are regulars, they will tend to follow your recommendation even more so by being familiar with them. Recommend ordering extra appetizers, dessert and encourage customers to take leftovers home. Attempt to upsell highest price item on the menu but do not be too pushy. Suggest the order will benefit from the reasonable portion and excellent taste.

## **How do they evaluate their employees?**

Recruiting is always a difficult process which includes lots of work and effort to find a right staff for the organization. However, the recruitment process might not be enough to know and understand exactly about that staff even everything tend to be perfectly fit from the experience to education. At the L’Onda, we highly encourage the team-working spirit throughout FOH and the kitchen. Thus, not only the management evaluate but it also comes from the other colleagues as well as customers.

Firstly, after choosing the right candidate, that person will be assigned with the basic tasks first to see the abilities of adaption as well as attitudes. It will be considered by the supervisor during the first 2 weeks; and also other co-workers are welcome to give supportive feedbacks to the management as well. The next step, the management will evaluate the candidate based on their team-working and contribution to the main goal instead of individual skills. This step will reflect exactly about the good and bad traits of that employee. They have done that by putting a different shift to different staffs, to see how well he/she handles the situation as well as

fairly treat the others in a good manner. Normally, it takes up to two months for the evaluation analysis and decision will be made based on the results. If that candidate makes changeable mistakes or have lesser negative effects, he/she will be advised or inspired or trained to overcome those weaknesses. If improvements are not made or the situation has worsen when that person is not able to change because that is a part of their personality (fighting with others frequently, unfriendly, etc.), he/she will be dismissed. Last but not least, even some current employees that have been working for a while will still get evaluations once in a while to make sure that the employees are going on the right path to organization's mission.

## **Disciplinary Mission**

In any organization, the policies are important as it sets the right way to achieve goals. It is the drive of the “transportation” during the daily operation that all of the employees have to follow. At the L'Onda, when the candidate is hired, he/she has to read and sign a form to follow the policies including schedule, timing, working style, etc. Thus, anybody who has made mistakes in the policies more than 3 times will be terminated immediately. Firstly, they will receive a verbal discipline when supervisor/manager will tell that person directly with guidance to avoid the same mistakes next time. If the mistake has been continuously made due to serious problems, management will call that employee for a private talk and commitment will be signed by him/her. Lastly, even with those two disciplines, same mistakes still being made, he/she already broke the contract in the beginning and the management can terminate legally

As mentioned above, this policy does not give exception to anybody even supervisor or manager. Thus, it requires a serious attitude and professionalism in this workplace especially the management because they are the role model and representative for the company. However, even

though it seems extremely tough, it is the best way to set a rule and guidance for a successful improvement that all employees will follow to achieve the main goals.

## **Turnover Rate-How it becomes the biggest problem in the industry?**

Hospitality industry has experienced the highest turnover rate among the commercial zone. The turnover rate of regular restaurant can easily go up to 250% within a short period. There is a lot of reasons including internal and external factors

### **Internal**

- Poor Working environment: employees don't feel trustable to any other workers as well as employers. This is the most common reason that make people leaving in a bad way
- Unclear or bad payment: money is the second highest reason that make employees leaving as well. Nothing worse than getting paid lower but you have to work harder in the bad condition
- Not properly training and inspiration that make employees feel lost and do not know what they are expected to do
- Employees don't have any feeling about the future at the workplace (the operation is going down)

### **• External**

- The simplicity and boring environment is quite common since it has just keep repeating again and again that make employees feel uncomfortable and not inspired to work again

- The competitive rate in this industry that effect employees to change the place  
(can be for higher pay, benefits)
- 70% of workers in this industry are working as part-time or having 2 jobs because  
of the low hours (for example: most restaurant is looking for workers during the  
busy service time 5-10 only)
- The transportation system is way too difficult especially those who are not driving

At L'Onda, there is potential have the same problem of having a high turnover rate especially in the down seasons. It can come from a slow time in one of the seasons since management have to cut down some hours to maintain their operation and profit. During that time, most part-time workers have to move to other departments or have to work at the minimum hours. However, to improve the situation, management have set up some procedures and proper training to their employees for a better working condition:

1. Their top key is to find the right person in their team. They will spend a lot of efforts to find the perfect worker in their team to minimize the part-time or unnecessary employees
2. Provide all employees with better service and performance especially during the busy service time
3. Instead of increasing pay to every single worker, they will provide the health benefits as well as vacation pay to those who have been doing good job and experience in the position
4. Create the warm and connected atmosphere and getting closer to their employees as their inspiration is key to bring their employees willing to work and contribute to their business

5. Getting employees feedbacks and listen to their wishes as part of their respect to the employees
6. Acknowledge excellent performance or to any potential workers with bonuses

Those above are their primary keys to minimizing the turnover rate in the most effective way as well as create a stronger team to contribute to their knowledge. If problems continue with their employees, they are going to improve their working condition and promising to be the ideal place for any workers in this industry.

## Health & Safety Program

The main key of the restaurant is to aim to provide the service efficiently; however, working both the front and back of house is full of potential hazards because its intense and repetitive. So how does L'Onda maintain the safety operation to the minimum as well as keeping the daily basis standard? It all comes down to manage the health & safety disciplines including:

- **Policies and procedures:** For the FOH and kitchen to have the separate safety plans including all of the policies, any potential incidents and the solution. More than that, this safety plan is strictly followed, and termination might be required in some serious cases.
- **Education:** All the kitchen staff is required to have the Food Safe Certificate and First Aid Training in F & B industry; while they are not mandatory at the Front of House. Only FOH supervisor is required to have those certificates in order to keep the safety standard.
- **Training and Supervising:** All new employees are being provided with safety training especially on hazard-specific training. The main point of their training is to provide the program to any new employees even those who have experience in this industry. They do not assume that all of new employees know about the procedures.



- **Tools & Equipment:** all the necessary tools for the restaurant are equipped from full first aid tools to emergency boxes and the standard cleaning and sanitizing room. All of those are controlled by the Sous Chef.

The Safety at the restaurant is always a difficult part to control and requires labour and time in training. It has been thought to be easy and most of the staff do not carefully follow to the procedures; once some incidents happen, new staff might not be able to handle the situations if they do not follow or train with the safety program properly.

### **General Manager-what are their main duties?**

General Manager (GM) is the soul, the leader of the whole restaurant operation. In other words, GM is the direct connection between the owner, staffs and customers. So what is their role in the daily operation and why they are so important?

GM is basically responsible for all aspects of the business from menu planning to statistic, scheduling & staffing to handling with customers. On the other hands, GM still have to ensure efficient restaurant operation; however, still maintain the highest level of productivity as well as customer service standards. As not being a big organization, manager at the L'Onda is in charge of mostly every aspect above. As he always begins a day with a logistic report including analysis of the customers from the restaurant, any occasions nearby, etc. to figure the situation of that day or a period. Since then, there will be a communication with the kitchen regarding of inventory, quality or any special changes on that day. Setting up paperwork as well as equipment is a part of their duties as well. As to fulfill the duty completely, they always get everything ready before the rush hours (7am-9am, 11am-2pm, 6pm-8pm). Of course, there will be

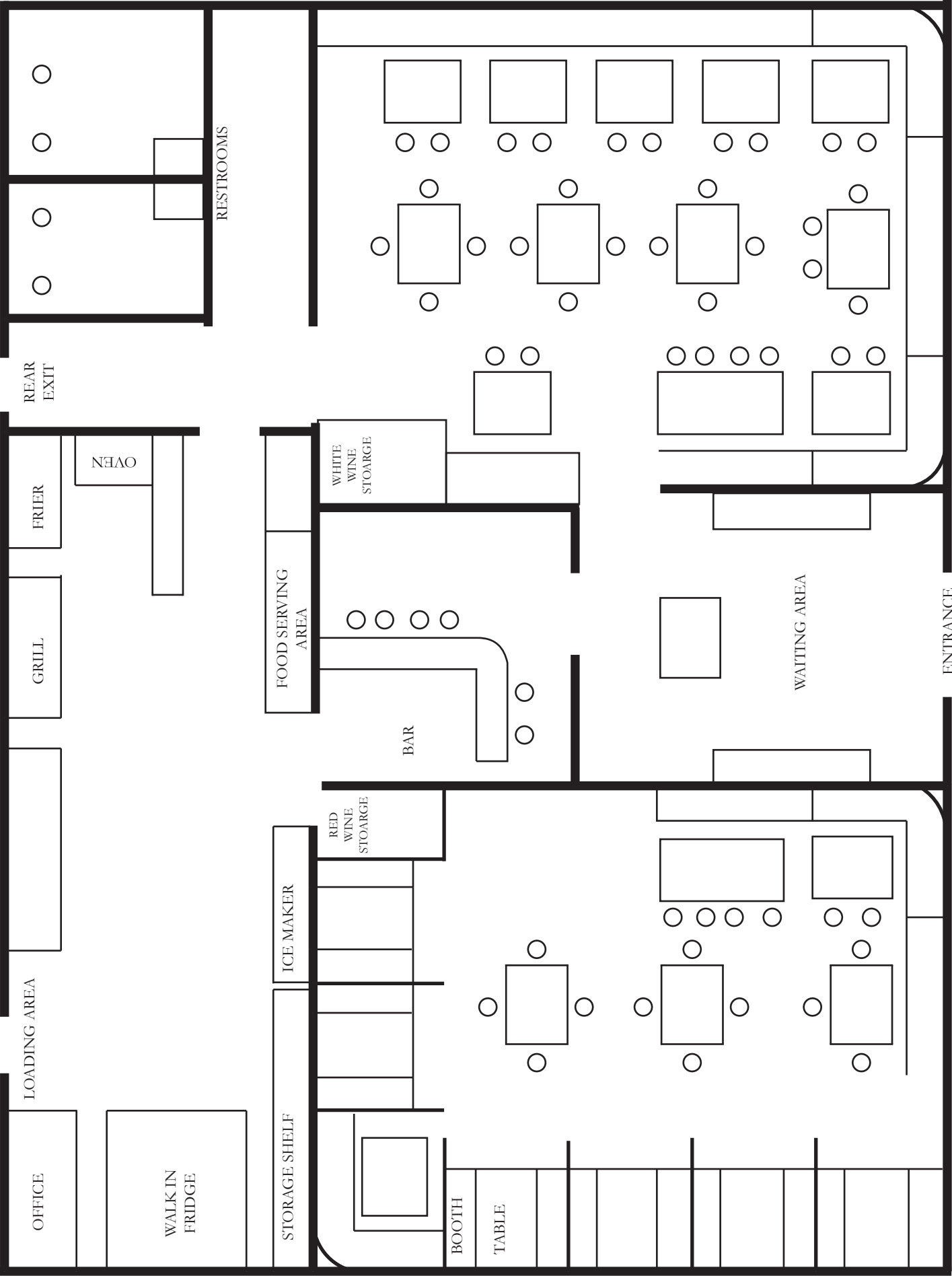
supervisor on duties doing all the jobs but it must be under the guidance as well as requested from the GM.

The manager's duties seem to be overwhelmed not only at the L'Onda but also any other businesses. To be successful in this role, he/she has to be mastered in their management skills in both FOH & the kitchen. Their skills will be revealed mostly through the quality of staffs & services. Besides that, attitude of the people around is quite important to the performance as well. Researches have shown that mostly successful managers are being well-cooperating and respectful with their team; which means the more liked a manager is, the higher chance to success in their roles.

As mentioned above, GM is always the most difficult role in any hospitality businesses because of their variety of works as well as high management skills. According to the duties, managers should be mostly office-based, whereas in the restaurant establishment, GM will be mainly focusing on contact between customers and employees.

## **Conclusion**

This analysis report is for L'Onda, a restaurant that provides home-fresh food for the neighbourhood in Portland. They will do their best to provide a wonderful job in building relationships with their customers as well as providing one of the high-quality foods and services in that area. We have learned a lot from our studies and using other successful businesses by viewing their performance, but also on the difficult stories that they have been through. We are looking forward to opening our business.



## Consolidated Balance Sheets

	2020	2019
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 72,092	\$ 27,191
Restricted cash	15,873	13,246
Accounts and notes receivable, net	35,437	31,577
Inventories	3,321	3,824
Prepaid expenses	4,713	5,544
Other current assets	6,221	4,056
Total current assets	137,657	85,438
Noncurrent restricted cash	140	6,524
Notes receivable, net	12,562	7,216
Property, equipment and capital leases, net	402,162	421,406
Goodwill	76,734	77,076
Debt origination costs, net	14,427	7,056
Other assets, net	16,313	15,308
Total assets	\$ 659,995	\$ 620,024
<b>Liabilities and stockholders' equity (deficit)</b>		
liabilities:		
Accounts payable	\$ 14,372	\$ 13,860
Franchisee deposits	720	870
Accrued liabilities	51,913	50,714
Income taxes payable	2,568	8,910
Current maturities of long-term debt and capital leases	5,090	13,467
Total current liabilities	74,663	87,821
Obligations under capital leases due after one year	17,391	20,763
Long-term debt due after one year	577,521	428,238
Deferred income taxes	42,530	43,549
Other non-current liabilities	23,533	22,220
Paid-in capital	234,956	232,550
Retained earnings	894,442	851,715
	(1,206,224)	
		(1,068,015)
	(75,643)	17,433
	\$ 659,995	\$ 620,024

## Consolidated Statements of Income

	2021	2020	2019
Revenues:			
Company sales	\$ 425,795	\$ 436,031	\$ 405,363
fees	170,319	161,342	138,416
Lease revenue	7,459	5,583	4,291
Other	2,747	3,133	4,279
revenues	606,320	606,089	552,349
Costs and expenses:			
Restaurant:			
Company Food and packaging	118,136	121,701	116,325
Payroll and other employee benefits	150,260	151,801	139,939
Other operating expenses, exclusive of depreciation and amortization included below	88,424	90,436	85,845
Total cost of Company	356,820	363,938	342,109
sales			
Selling, general and administrative	82,089	79,336	69,415
Depreciation and amortization	44,418	45,892	42,210
Provision for impairment of long-lived assets	232	1,440	114
Other operating income, net	(4,691)	(945)	(176)
Total costs and expenses	478,868	489,661	453,672
Income from operations	127,452	116,428	98,677
Interest expense	26,714	25,114	25,382
Interest income	(516)	(408)	(469)
Loss from early extinguishment of debt	8,750	—	—
Net interest expense	34,948	24,706	24,913
Income before income taxes	92,504	91,722	73,764
Provision for income taxes	28,437	27,237	25,848
Net income	\$ 64,067	\$ 64,485	\$ 47,916
Basic income per share			
Diluted income per share	\$ 1.32	\$ 1.23	\$ 0.87
Cash dividends declared per common share	\$ 1.29	\$ 1.20	\$ 0.85
	\$ 0.44	\$ 0.27	\$ 0.09

## Consolidated Statements of Cash Flows

	2021	2020	2019
Cash flows from operating activities:			
Net income	\$ 64,067	\$ 64,485	\$ 47,916
Adjustments to reconcile net income to net cash provided by operating activities:			
	44,418		
Depreciation and amortization		45,892	42,210
Stock-based compensation expense	3,766	3,520	3,742
Loss from early extinguishment of debt	8,750	—	—
Other	270	9,366	735
(Increase) decrease in operating assets:			
Restricted cash	(2,829)	(61)	(1,428)
Accounts receivable and other assets	2,109	2,885	(5,977)
Increase (decrease) in operating liabilities:			
Accounts payable	380	(1,288)	640
Accrued and other liabilities	4,520	10,296	7,347
Income taxes	(9,242)	1,267	8,363
Total adjustments	52,142	71,877	55,632
Net cash provided by operating activities	116,209	136,362	103,548
Cash flows from investing activities:			
Purchases of property and equipment	(46,553)	(42,153)	(79,008)
Proceeds from sale of assets	16,206	13,701	2,148
Other	(3,713)	3,132	6,337
Net cash used in investing activities	(34,060)	(25,320)	(70,523)
Cash flows from financing activities:			
Payments on debt	(422,090)	(90,290)	(9,976)
Proceeds from borrowings	563,000	91,000	—
Restricted cash for securitization obligations	6,587	151	181
Purchases of treasury stock	(150,444)	(120,463)	(79,786)
Proceeds from exercise of stock options	3,842	18,732	17,407
Payment of dividends	(21,309)	(18,808)	—
Debt issuance and extinguishment costs	(18,420)	(12)	(151)
Other	1,586	145	(2,902)
Net cash used in financing activities	(37,248)	(119,545)	(75,227)
Net increase (decrease) in cash and cash equivalents	44,901	(8,503)	(42,202)
Cash and cash equivalents at beginning of year	27,191	35,694	77,896
Cash and cash equivalents at end of year	\$ 72,092	\$ 27,191	\$ 35,694
Supplemental cash flow information			
Cash paid during the year for:			
Interest	\$ 24,883	\$ 23,330	\$ 23,701

Income taxes (net of refunds)	27,821	11,360	14,143
Non-cash investing and financing activities:			
Change in obligation to acquire treasury stock	(2,099)	3,323	259
Stock options exercised by stock swap	6,396	3,385	4,634
Accrued PP&E at period end	3,471	3,346	3,297
Dividend Payable	44	13	4,852

## Financial Statement Ratios for L'Onda

Profitability Ratio: (Profit Margin)  $\text{net income} = \underline{\$64,067}$   
 $\text{Total assets} = 606,320$   
 $= \%10.57$

Liquidity Ratio: (Current Ratio)  $\text{Current assets} = \underline{\$137,657}$   
 $\text{Current liabilities} = \$74,663$   
 $= 1.84:1$

Activity Ratio: (Asset Turnover)  $\text{Sales} = \underline{\$425,795}$   
 $\text{Total assets} = \$659,995$   
 $= 0.65:1$

Solvency Ratio: (Debt-Equity Ratio)  $\text{Liabilities} = \$74,663$   
 $\text{Shareholder's Equity} = \$75,643$   
 $= 0.99$

