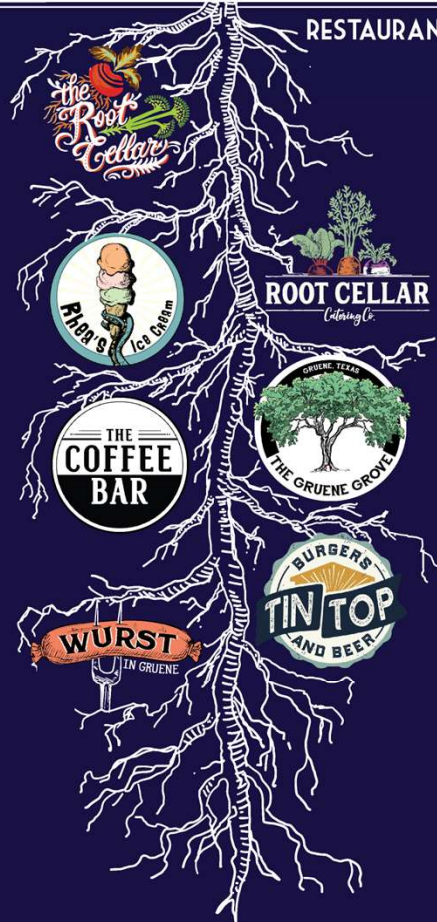


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RESTAURANT COLLECTIVE



Fast Track:

Prepped for Growth

Presented by Emily Malaya, CEO
The TapRoot Hospitality Collective

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Are you ready?

- Is it time to grow?
- How do you know?
 - Customers are asking for more products, services, or hours than you can currently maintain
 - Feeling like you're over-stretched
 - Like you have a little too much empty time on your hands
- What does growth look like?
- Where do I go from here?

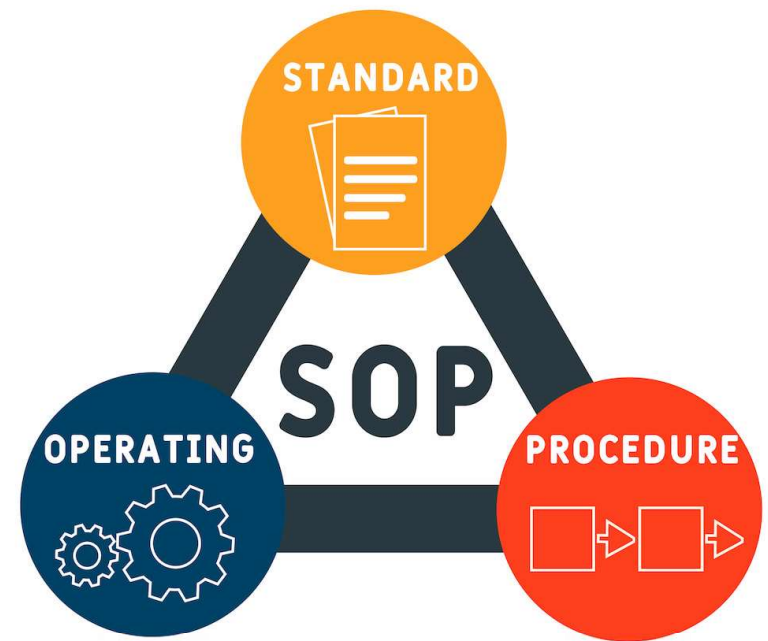
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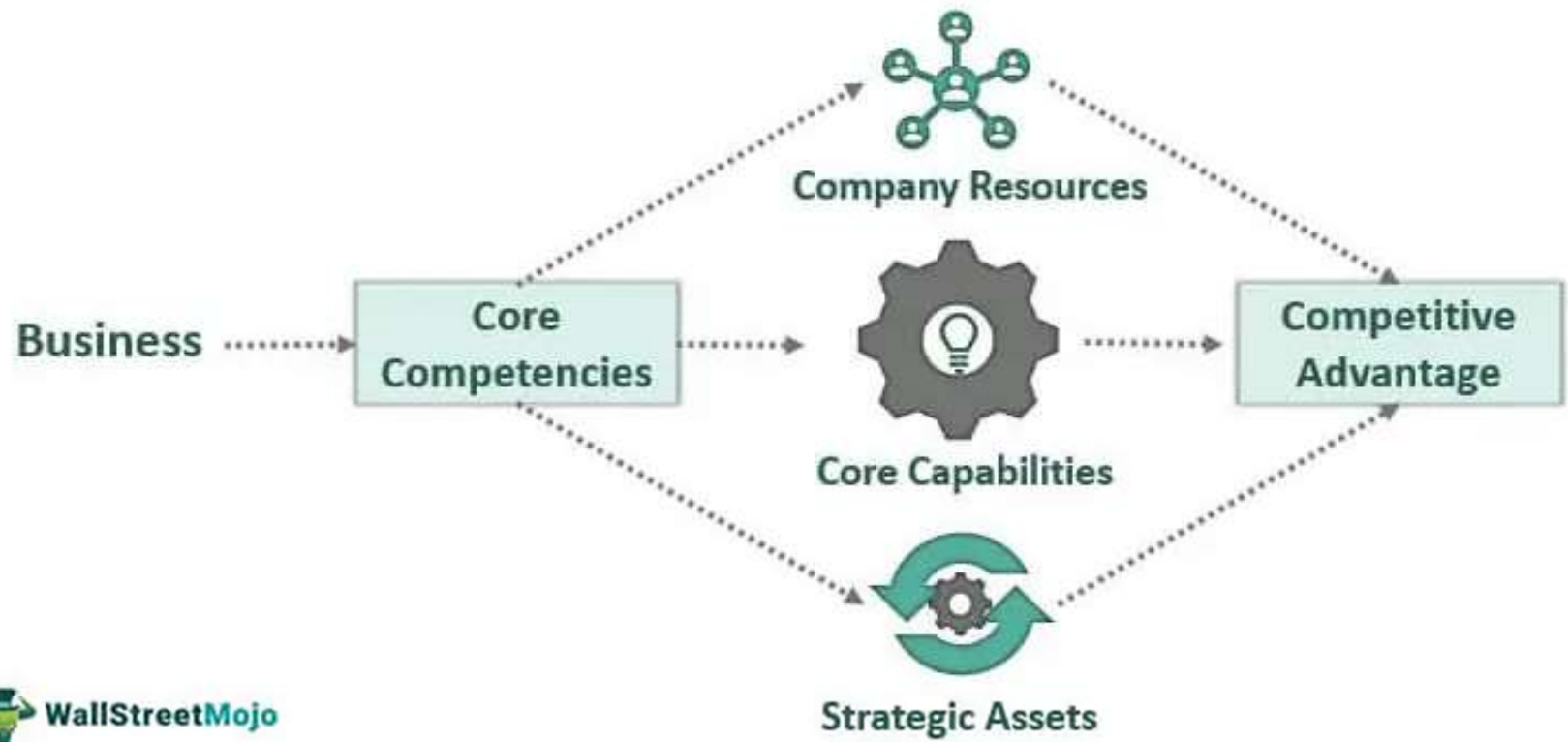
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This was always the dream... right?

- What did you set out to build or accomplish?
 - What does scaling entail?
 - Do you do it slowly or all at once?
- What is your Strategic Plan?
 - Importance of SOPs - Standard Operating Procedures
 - Create lists, in writing, laminated
 - Consistent
 - Teachable
 - Refined



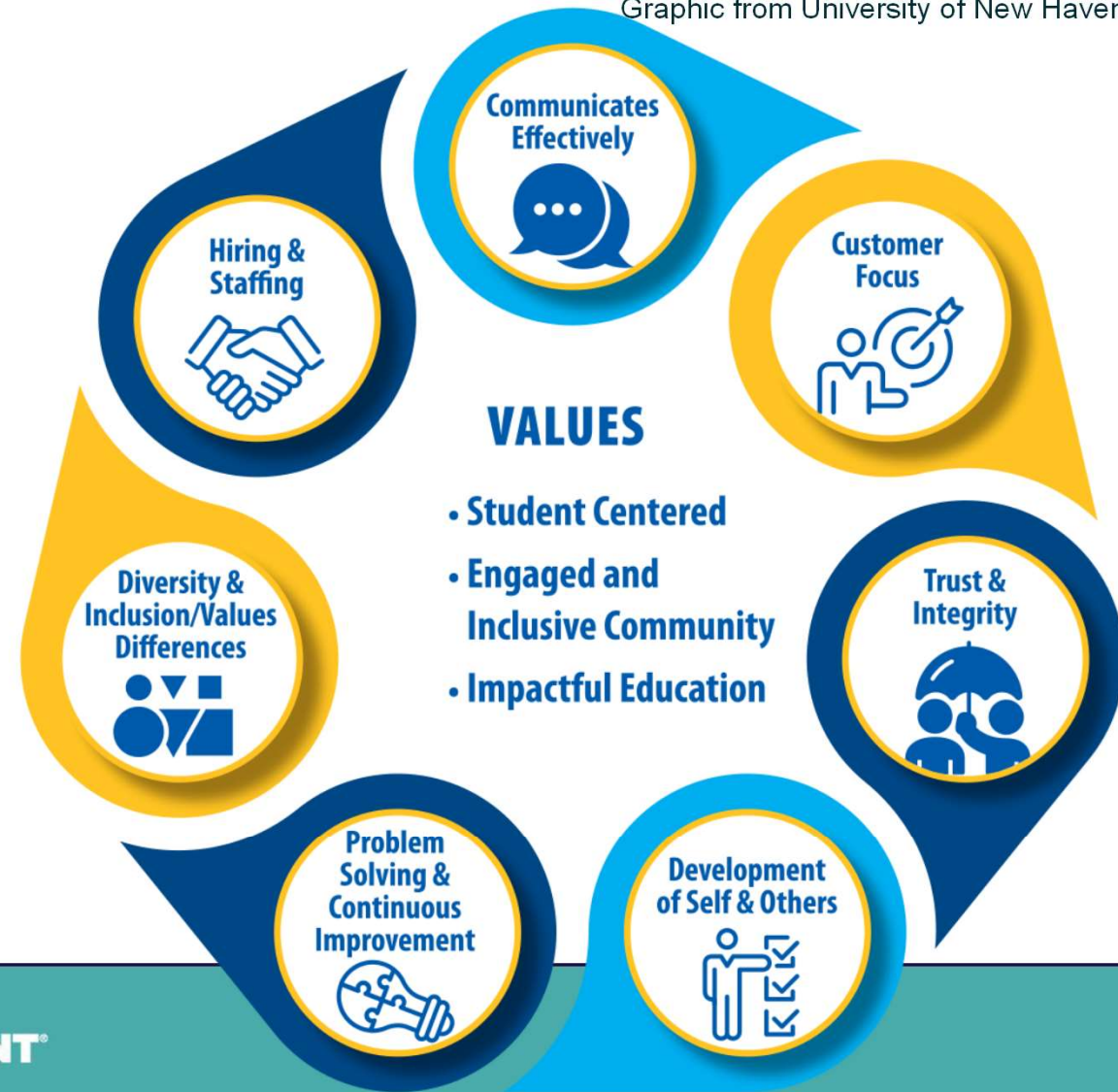
What is your core competency?



Set Goals & Stick to the Plan

- Ideally your Standard Operating Procedures reflect your values & strategic long-term goals
- Alignment serves you to explain “the why” and motivate your team

Graphic from University of New Haven



Diversification of Business

- Looking for new contracts
or
- Looking for new revenue streams
- Strategic alignment
 - Trust is a two-way street
 - Protect your brand
- What is the first position you hire?
 - Backfill your greatest strength
 - Do the uncomfortable job first
 - The best (and most profitable manager) sometimes must bus tables

A photograph of a waiter in a black shirt bus tables in a restaurant. The waiter is holding a stack of plates and a cup. The background shows a restaurant interior with a brick wall and a painting.

HOW TO PRE-BUS TABLES

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Are you the
Duck Tape?



What is holding YOU back?

- What is holding you back?
- Understanding your bottleneck
 - Staffing
 - Sales
 - Do you have enough business interest?
 - Setting higher minimums
- Capacity
 - Building kitchen & warehouse capacity
 - Own your space



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Managing Managers & Upper Level Management

5 tips for effectively managing managers

1. Build trust and psychological safety.
2. Invest in your leadership coaching skills.
3. Spend time getting to know your team members.
4. Offer professional development and learning opportunities.
5. Practice future-mindedness.

Leadership

- Focuses on people
- Creates a vision
- Looks into the future
- Empowers
- Develops change
- Uses influence

VS

Management

- Focuses on things
- Executes a plan
- Focused on the present
- Controls
- Manages change
- Uses authority

You grow when you're uncomfortable

- Discomfort means you're stretching and that's a good thing
- Mentally preparing yourself and your team for sprints
- Set short-term, achievable goals - don't hit all of them
- Look back for successes over the longer-term
- Re-asses strategic plan and path forward

GET
(COMFORTABLE
BEING
UN-(COMFORTABLE

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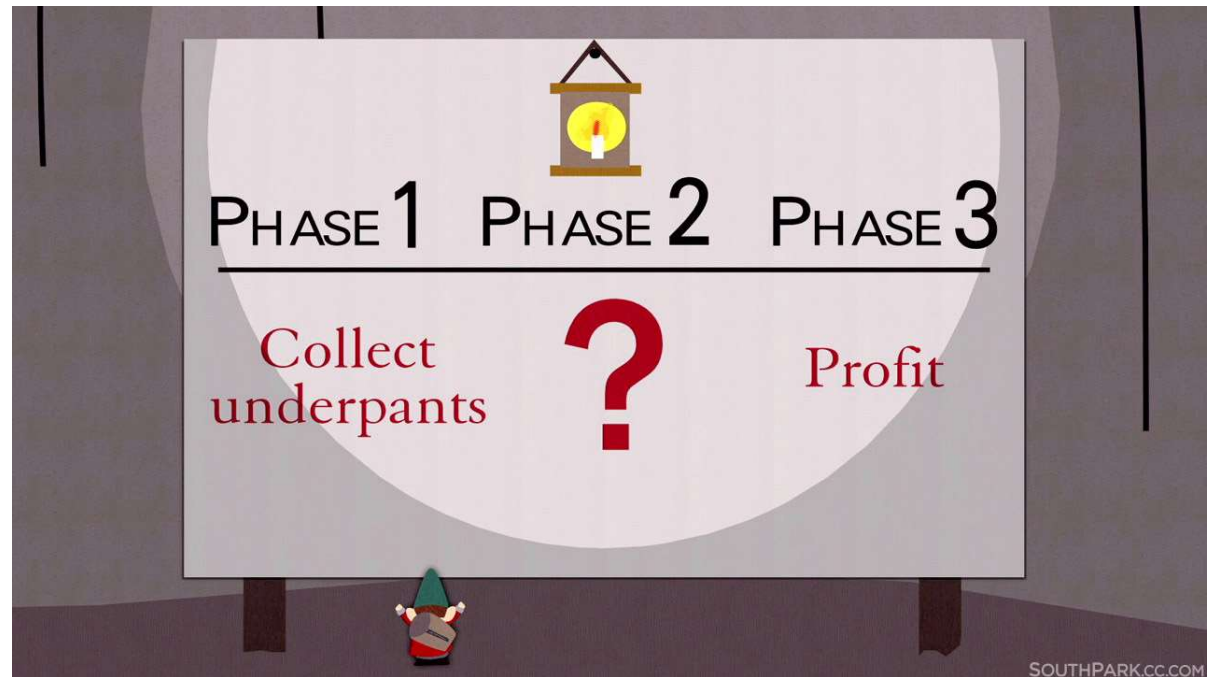


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COMFORT
ZONE

WHERE THE
MAGIC
HAPPENS..

Financials Straight Talk



Growth rarely happens in a bubble, how do COGS, inflation, & the price to borrow money play a role in growth for you?

- Financial advisor, maybe CFO or Director of Finance
- Understand cash reserves & your margins
- How long can you be uncomfortable with negative cash flow will dictate your projected growth curve

The Danger of Success



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”

How long will you
put off what you are
capable of doing
just to continue
what you are
comfortable doing?

- James Clear



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WHAT'S ON YOUR MIND?



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QUESTIONS? REACH OUT TO ME ANYTIME!

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