

**BESITO
PICANTE**

MEXICAN CUISINE

The Business Plan

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1.0 Executive Summary

This business plan was created to secure sponsors and to fulfill the course requirements of MGT 309 Restaurant Management. Currently, Besito Picante Mexican Restaurant is in the planning, and developing stage.

There are three main reasons why we believe that Besito Picante Mexican Restaurant will succeed as a University Project: the first reason is the lack of direct competition (unique university concept with scarce availability) The second reason for the restaurants anticipated success is the high demand for a trendy food concept like this on campus. The Pace University student body and faculty are “hungry” for a change in the food offered on campus. Lastly, the entrepreneurial spirit of the restaurant employees and their experience in the industry will create a unique guest experience that will generate profits.

Besito Picante Mexican Restaurant, has thoroughly analyzed the market situation. We have furthermore utilized the data generated by the restaurant projects in the past semester to forecast the responsiveness of our target market. Our goal is to create a comprehensive business, marketing and financial plan that outlines the means to attain our financial goals, our goals as a benchmark restaurant concept, and our goals as professionals in this industry.

Besito Picante Mexican Restaurant will create a unique dining experience. At any given moment, our guests at Besito Picante Mexican Restaurant will sense our passion and enthusiasm for fresh, delicious food and outstanding service.

1.1 Mission

Besito Picante Mexican Restaurant will establish itself as a memorable, fresh and casual Mexican dining restaurant on the Pace University campus. While maintaining uncompromising principles of a for profit endeavor, we want to create an unforgettable, personable, and vivid dining experience for our guests. Simultaneously, we want to touch the human side of all of our guests and raise awareness for the victims of one of the most devastating earthquakes in modern history. The earthquake in Haiti on January 12, 2010 affected more three million people. The Haitian Government reports that between 217,000 and 230,000 people had been identified as dead, an estimated 300,000 injured, and an estimated 1,000,000 Haitians are homeless. The death toll is expected to rise. As a team of fortunate students that are blessed by receiving an outstanding education, that live in protected homes, and that enjoy the beautiful things in this life we felt an obligation to share. Of course we can't go there and offer physical help to the victims unless we're part of the rescue team. However, we felt that we can financially contribute to help alleviate some of their burden. Part of our mission therefore is to raise awareness and donate all tips and all revenues that exceed our forecasted target to Yéle, Wyclef



Jean's humanitarian project. The Grammy-Award winning musician, producer and social entrepreneur who is a descendent of Haiti himself, is changing lives in this desperately poor but optimistic nation. Through Yéle Haiti, Wyclef uses music, sports and the media to reinforce projects that are making a difference in education, health, environment and community development. In practical terms this translates to over 3,000 new jobs, close to 7,000 children being put in school, more than 8,000 people a month receiving food and approximately 2,000 young people a month learning about HIV/AIDS prevention.

The six following guiding principles will help us measure the appropriateness of our decisions.

- Provide a great work environment and treat employees with dignity and respect.
- Embrace diversity as an essential component in the way that we do business.
- Apply the highest standards of excellence to the food production, preparation, and service to our customers.
- Build lasting relationships with the guests.
- Contribute positively to communities and our environment.
- Communicate the beautiful energy of giving back to people by raising awareness for the victims in Haiti.
- Recognize that profitability is not only essential to our future careers, but is also essential to our ability to support less fortunate fellow humans beings.

1.2 Concept

“Let Us Spice Up Your Night”

The food is a healthier, fresh version of classic New York Tex-Mex-Joint. The food is simple, fresh and prepared daily. Burritos, quesadillas, tacos and salads make up the majority of the menu along with appetizers, and a large variety of salsas and sides.

Beer and Wine Bar - One of the things that separate our restaurant from other Mexican Restaurants in the neighborhood is the large selection of beverages. Alongside, a variety of domestic and imported beers we offer wine and sangrias.

We will donate all tips and the revenues exceeding our target to Yéle, a charitable organization that helps to rebuilt Haiti. To complete our concept, Besito Picante Mexican Restaurant strives to meet our customers' desire for a quality meal, good service and a unique guest experience.

The restaurant is a full table service, with take-out accounting for approximately 2-5% of food sales.



1.3 Concept Benefits

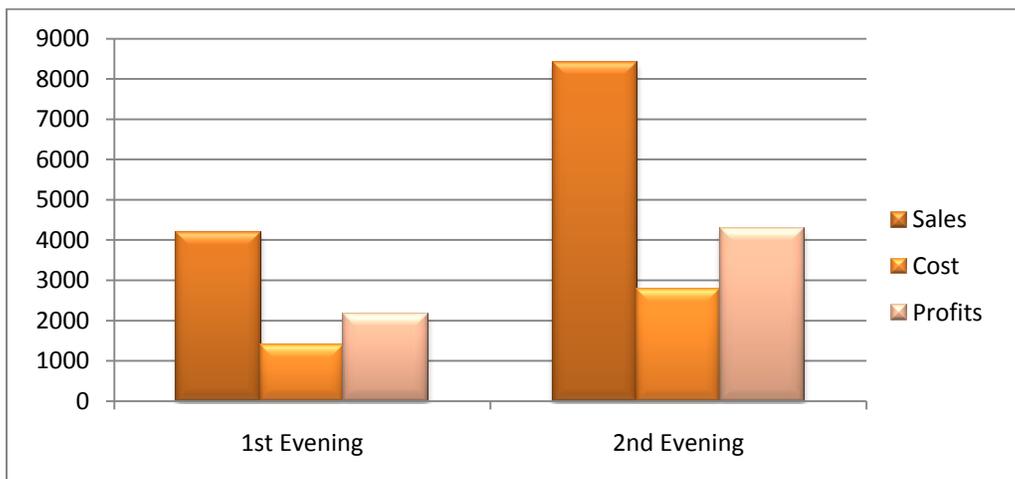
- 1.3.1** Food costs are low. Profit margins on Mexican food are good. Other than pizza and Italian food, Mexican food has some of the lowest food costs in the restaurant business – chicken, beef, vegetables, rice, beans and tortillas.
- 1.3.2** Liquor costs are low and the margin is high.
- 1.3.3** Labor costs are low. Due to the fact that we don't need highly skilled and highly paid kitchen staff to prepare this type of food. The food is quick and simple with 60% of the food being pre-prepped prior to opening. Ease and quickness in preparation and execution give the concept the advantages of take out as well as full service. This type of takeout food is ideal since it stays hot and travels well.
- 1.3.4** Low start up costs. This type of restaurant does not have high start up costs due to the casual theme and suggested size. Equipment needed for this concept is minimal – fryer, grill, oven and double stack steamer.
- 1.3.5** Recession proof business. None of the menu items are priced over US\$15. It's hard to find any full service restaurant that will offer that. Each year, more and more people are going out to eat and are price conscious with their choices. With a pricing structure like we have, it makes it affordable for students/faculty to visit the restaurant.

1.4 Objectives

- 1.4.1 Sales:** Based on past project results we are planning to make US\$+/- 4,200 ((44 seats * 4 table turnover + 40 take-out)* \$20 per person) on opening night and US\$+/-8,400 ((44 seats * 6 table turnover + 80 take-out)* \$23 per person) the second night.
- 1.4.2 Occupancy:** Filling all restaurant 44 seats within the first 30 minutes. Good time management will allow us a 4-6 table turnover. We are further expecting 40 take-out orders the first night and 80 take-out orders the second night.
- 1.4.3 Guest Experience:** Providing flawless and excellent customer service, and creating a unique dining experience that is enriched with the team's enthusiasm and passion for sexy and fresh food.



- 1.4.4 Team work and employee development:** Management will thoroughly train and develop every member of the team to become a committed and skilled professional. Integrated decision making as well as team building activities are designed to maximize the team-spirit and to develop a professional competence among all team members.
- 1.4.5 Haiti Relief:** All tips and sales exceeding our target will be donated to Haitian-American rapper Wyclef Jean's foundation to rebuild Haiti, **Yéle**.
- 1.4.6 Costs:** Absolute transparency to our investors/sponsors. The net profit will go to Lackman (Compass). We project food costs to be approximately 33% and labor costs less than 16% (all staff are students enrolled in the course except 4 cafeteria chefs) giving us a profit margin of more than 51%.
- 1.4.7 Marketing:** Impeccable corporate identity (brand communication), aggressive promotional activities starting March 23rd (bake-sale), 2010, and word of mouth.



1.5 Keys to Success

- Location, Location, Location.
- Obtaining sponsors for beer, wine and marketing materials.
- Perfectly training our experienced staff.
- Controlling the effective use of marketing dollars to stimulate sales.
- Providing extraordinary food, unparalleled taste and a unique ambiance.



2.0 Company Structure

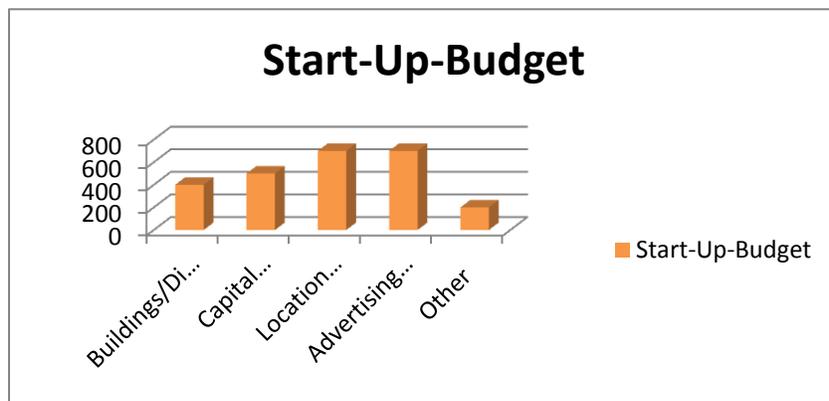
2.1 Company Ownership

Besito Picante Mexican Restaurant is developed as a course project. The restaurant is leased by Lackmann Culinary Services (Compass). The two day restaurant project is sponsored by Lackmann Culinary Services. A 100% priority return will be given to Lackmann Culinary Services (Compass), tips and profits exceeding our target will be donated to a humanitarian organization.

2.2 Start-Up Summary

Besito Picante Mexican Restaurant's financial managers have estimated an overall start-up-costs of approximately US\$2500. The numbers in the start-up cost table are meant to reflect these estimates. The allocation into each category may not be exact, but the approximate costs have been estimated slightly higher than those of prior on campus restaurant projects. Overestimated costs will leave room for miscalculations, so that funding will be available and will ensure that everything runs smoothly. We are expected to have a budget of \$2000 to start this operation. We assume that if we can get each student in this class to sell discount coupons to add an extra \$500 to that \$2000. These coupons will guarantee patrons a complementary menu item, and will allow us to raise money before opening night. We further expect to raise some funds through donations.

2.3 Start-Up Expenses



Startup Expenses		
Besito Picante Budget		
SOURCES OF CAPITAL		
Owners' Investment (Lackmann Culinary Services)		
Lackmann	\$	-
Pace University		2,000
Discount Coupons Sold prior to opening		500
Total Investment	\$	2,500
STARTUP EXPENSES		
Buildings/Dining Room		
Décor: Centerpieces, flowers, other	\$	200
Remodeling: Chair cushion		50
Other		150
Total Buildings/Dining Room	\$	400
Capital Equipment List		
Furniture: TBD	\$	300
Equipment: Mexican Fajita Pans etc.		200
Other		-
Total Capital Equipment	\$	500
Location and Admin Expenses		
Rental: China, Glasses, Serving material	\$	400
Utility deposits		300
Other		-
Total Location and Admin Expenses	\$	700
Other		
Category 1	\$	200
Total Inventory	\$	200
Advertising and Promotional Expenses		
Advertising	\$	200
Printing		150
Uniforms		200
Other/additional categories		150
Total Advertising/Promotional Expenses	\$	700
SUMMARY STATEMENT		

2.4 Company Locations and Facilities

Besito Picante will be opened in the faculty dining room, on the first floor on the New York Downtown Pace University Campus located at 1 Pace Plaza, in 10038 New York. The legal capacity of the dining room is 44 people.

2.5 Hours of Operation

Besito Picante will be open on April 15th, 2010 from 6:00 p.m. to 11:30 p.m. On April 22nd the restaurant will also operate from 6:00 p.m. to 11:30 p.m.



3.0 Marketing Plan

3.1 Marketing Overview

Besito Picante will be a casual (mid-) upscale restaurant targeting Pace University students, faculty and staff members, as well as family and friends of our students. Our primary segments are Pace University Students. We are also marketing to students who live in this ultramodern high-tech city with all its sophisticated foreign influences, who are trend-oriented, and who enjoy high-quality foods and beverages. One of our main goals is to always strive to use ingredients that are nutritious and fresh; and to provide energy-boosting food while at the same time feeling completely satisfied after eating it. This goal, eventually, leads our guests to value our restaurant very highly. It is also important to us that we make and prepare most of the menu items from scratch. We will always be devoted to giving our guests the healthiest, fresh and tasty food that everyone can enjoy.

3.2 Situation Analysis

We have abstracted the following information from our just-completed survey. Our primary target customer segment is between 18 and 23 years of age, full time Pace University students. Currently, there are 12,912 students (undergraduate, graduate, doctoral, and law). There are 7,716 undergraduate students; 4,376 graduate students; and 820 law students. The New York City campus is home to 4,621 students, and the Westchester campus to 3,095 students. Pace is being a diverse university, representing students from more than 90 countries, and 48 U.S. states. The racial breakdown is as follows: White (non-Hispanic) 53%, Asian 11%, Black 12%, Hispanic 13%, other 11%. The survey includes 113 male and female students aged from 18 to 35. We mainly conducted a survey of Pace students who live in a Pace dormitory because we assumed that students who live on-campus must spend more time in or near Pace University, therefore; about 81% of the respondents are students who live in one of Pace's dormitories. The survey results show low level of satisfaction with the quality of foods at both Pace cafeterias, Café 101 and The Spotlight Café. About 53% of segment members visit the cafeterias less than three times a week, and about 70% of them would not eat there if they did not have a meal plan.

Their main alternative choice is Chipotle Mexican Grill (Broadway, Nassau St.). Chipotle's menu includes similar items at a lower cost. (They will be analyzed further in the following section.)



How many time a week do you use your Pace meal plan?	Response	%
0-3	59	53%
4--6	40	35%
7--9	6	5%
10+	8	7%
Total	113	100%

Would you still eat at the cafeteria if you did not have a meal plan?	Response	%
Yes	34	30%
No	79	70%
Total	113	100%

3.3 Target Market Segment Strategy

The target market for the casual dining industry is very broad and should incorporate most demographic aspects. Almost all ages, genders, races, and incomes should be considered potential customers; however, the given on-campus situation calls for targeting mostly students, faculty and some office employees in the financial district.

3.4 Market Trends

The New York City metropolitan area is a fast paced urban environment with more than 15,000 food & beverage operations. With the current economic crisis, the public is thrifty. People are now less willing to spend money outside of the home especially where they perceive the dining to be less than special or unreasonably priced. According to the National Restaurant Association, 68% of adults say his or her favorite restaurants provide flavors and taste sensations that cannot be easily duplicated in his or her home. Our restaurant can cater to such customers by offering unique flavor profiles, a unique dining experience and competitive prices.

3.5 Market Needs

On campus there is no quality oriented, quick food Mexican restaurants. Most local Mexican restaurants use canned foods, lard, and shredded meats. Our food will be fresh and sexy. Our menu will allow customers to customize his or her food to their specific tastes. The liquor license will allow us to offer alcohol to students/adults 21 years and older.



3.6 Competitor Analysis

There are about 9 Mexican restaurants within a 5 block radius of Pace University. Our primary competitors are Chipotle Mexican Grill, Red, and Cabana Seaport LLC. Their success is based on their specific abilities, knowledge, and strategies they develop and implement. To keep up with competitors' current strategies and assume with reasonable accuracy what a competitor might do in the future, competitor analysis is absolutely important. Here is some primary and secondary competitors' analysis.

Primary Competitor:

[Chipotle Mexican Grill](#)

2 Broadway, New York, NY

Marketing---Food quality is good; excellent menu mix- simple cooking; no desserts; Average entrée \$6.95; locations in every major trade area of city; focuses on food quality; modern and simple interior design.

Finance--- Their revenue increased 14.0% to 1,518 at the end of last year.

Restaurant level operating margin was 24.9%, and food cost was 30.1% in 2009.

[Red](#)

19 Fulton Street, New York, NY

[Cabana Seaport LLC](#)

Ste 17, 89 South Street, New York, NY

[Chipotle Mexican Grill](#)

100 Maiden Lane, New York, NY

[Burritoville](#)

80 Nassau Street, New York, NY

Competitor's Advantages:

- Location: both restaurants are located in an area that has a lot of people on a daily basis (mostly during the day, some late night business for residents and late working professionals). They are in an area frequented by both locals (financial district, during the day) and tourists (seaport, day and evening). They are well seen by the foot traffic on a daily basis so they get a lot of walk in customers.
- Reasonable Prices: They provide a wide variety of Mexican dishes at reasonable prices, especially since we are college students.
- Delivery, Take out, Sit down: Also convenient that they both provide delivery and take out service, especially in NY, where people are always on the go.
- Service: They both have reviews that show that they provide good sit down service.



Competitor's Disadvantages:

- There is a lot of competition in the area from different restaurants, such as numerous Mexican restaurants, fast food chains, street vendors as well as PACE's own Cafeteria
- Due to the fact that these restaurants are located in the financial district the flow of traffic slows down by seven pm as the working day has come to an end, and the patrons tend to go to these restaurants mainly for lunch breaks.
- High food and labor costs
- Business areas tend to be slow on Sunday and Monday nights

Secondary Competitors:

- McDonald's
- Burger King
- Dunkin Donuts

Secondary Competitors:

- MacDonald
- Burger King
- Dunkin Donuts

These are competitors with related products or services, viewed as alternative to the primary product or service needs filled by one's business.



3.7 SWOT Analysis

Strengths

- Ease of accessibility to Pace students looking for a restaurant.
- Only dining facility that offers alcohol beverages (beer and wines) inside the University.
- Could be a trendy space for Pace students to dine out.
- A take-out option for customers.
- A good choice of items available on menu.

Weaknesses

- Products which could be already available elsewhere in the market.
- Limited number of seats.
- Restaurant is new and not established.
- Difficulty to pull in customers from outside of the school other than our target segments.
- Quality of service focus: most of the people are not experienced in the Restaurant industry (profound training required).
- The location makes it difficult for customers from outside of Pace University students, faculty and staff to find our restaurant and may detour our sales.
- Limited amount of capital

Opportunities

- The negative reputation of our nearest competitor (the Pace cafeteria).
- An issuance of discount coupons. (Membership Card)
- Donation campaign for Haiti.
- Customers want variety.

Threats

- Lack of time to make profit
- Similar type of restaurants near Pace: “Red”, “Cowgirl Seahorse”
- The decline of economy: people don’t eat out these days based on economic crisis
- Location: Most of the students don’t want to eat in school or want to leave school after his or her work is done.



3.8 Positioning

We serve a variety of freshly made Mexican dishes including: burritos, platos, tacos, salad, and tortilla. The quality and freshness of our products is important to us, and we will make an effort to provide a reliable product quality. We have a full-service dining with a pleasant atmosphere. Service is casual, but very professional. Prices are moderate and will be slightly above our competition to allow for higher quality products. The individual guest's satisfaction with our restaurant is our commitment.

3.9 Competitive Advantage

3.9.1 Adequate consumer

Consumer demand will be sustained through the increase in demand for a new style of restaurant and the delivery of a product and service quality that will be excellent in the competition. According to Simmon database, the demand for foreign foods has increased in the past few years. Besito Picante will manifest itself as the leader for exotic foreign foods in Pace University. Guests will also enjoy being able to visit a restaurant that creates a fun and positive environment and that meets the needs and their concerns.

3.9.2 Edge over competition

Besito Picante will become an icon through its variety of socially oriented strategies. The fact that Besito Picante has four or five focused entrees that allows us to decrease the amount of order preparation time, equipment costs, food costs, and spoilage, and the fact that we actively cooperate with regard to making donations to earthquake victims; this will differentiate the business.

3.9.3 Sustainability

Besito Picante will be sustainable through its location. The location will provide a consistent flow of lunch customers during the week because of its closeness to the largest collection of students and businesses.



3.10 Marketing Mix Strategies

3.10.1 Price

Our desired food cost is 25% and we mark up food and beverages by multiplying them by a pricing factor (100/25.) and we will mark up alcohol beverages by a pricing factor, between 4 and 5, since alcohol make a meal more enjoyable. Upon analyzing the survey's distributed at Pace; it was determined that our target spends an average of eleven dollars to twenty dollars when they go out to eat at a restaurant and the target segments would spend eleven dollars to twenty dollars on take out. But they are conscious about the nutritional value of the foods they eat and are also willing to eat some rich foods and desserts even with a little more additional money. Supplies in the restaurant industry, particularly fresh produce and meats and seafood, are constantly subject to changes in the prices; so, while we attempt to maintain consistency, menu prices are also subject to small changes throughout the development stage. The sales forecasts start out at a moderate level on opening night and we hope to have the strongest sales the second day of our operation. Due to location on campus it is probable that sales will be relatively consistent throughout both days of the operation.

How much Do you usually spend when you go out to eat?	Response	%
\$1-\$10	25	22%
\$11-\$20	66	58%
\$21-\$30	18	16%
\$31-\$40	3	3%
\$41+	1	1%
Total	113	100%

How much do you usually spend on take-out?	Response	%
\$1-\$10	42	37%
\$11-\$20	63	56%
\$21-\$30	7	6%
\$31-\$40	0	0%
\$41+	1	1%
Total	113	100%



3.10.2 Product

Our signature item at Besito Picante is a nutrient-rich Burrito. The Burrito made with fresh ingredients is relatively simple to prepare and has a shorter kitchen time so that we are able to serve it within an acceptable period of time. More and more people are concerned about what they eat and they have been trying to eat things that are good for them, such as well-seasoned foods. There are certain amounts of ingredients, however, our customers can customize their own Burrito in variable ways and we are able to reduce the monotony of offering the same selection day after day.

3.10.3 Promotion

Our strategy will include a focus on word-of-mouth advertising, a good public image through community involvement in charitable events, a takeout promotional effort, and a discount for stockholders.

1. Our target market will be divided into four groups: students, faculty/staff, students' parents, and some non-university clients
2. Throughout the entire Besito Picante Mexican Restaurant project, our dedicated staff will inform friends and family about the restaurant
3. As part of our promotion for Besito Picante, we will be designing flyers, one for our main event, the opening of Besito Picante on April 15 and April 22nd.
4. Another flyer will be for our bake sales and or fundraiser. It will take place on March 23rd and April 7th.
5. Flyers for our events will be displayed on the Homer screens around pace and around the Pace dormitories. The flyers will also be sent out as e-mails to remind our target market of upcoming events.
6. During the bake sales and or fundraiser we will be handing out flyers for our other upcoming events. We will also be collecting donations for Haiti, while providing musical entertainment and a presentation board with information about Besito Picante.
7. We will be ordering T-shirts (ready on Monday March 22nd) to wear around school that will have our logo and slogan, as well as dates of operation printed on them. The t-shirts will be worn on certain dates to catch the attention of our target market.
8. We will be ordering a Coming soon vinyl banner (ready on Monday March 22nd) that will be located near our restaurant and it will have our name, slogan, and dates of operation printed.



9. We will have a presentation board with pictures, information about our class and our project of opening up Besito Picante. We will display this board during our bake sales, so our target market can learn about our purpose and ideas.
10. We are creating a Besito Picante website that contains menu, pictures, hours of operation, location and more. www.pace.edu/besitopicante (ready to go online Sunday, March 21th).
11. Through Facebook we hope to create a fan-community for our restaurant and get estimate numbers of clients through a —RSVP option (currently >150 fans).
12. While using our Facebook group page we will update our potential customers, this will let them know when our events will be occurring.



13. Above is our official logo in two . This logo was a top choice among Pace University Students and will be highly noticeable. It will be used in every form of promotion.

Logo Design	Response	%
A. Flames	38	34%
B. Cactus	19	17%
C. Jalapenos	47	41%
D.	9	8%
Total	113	100%

3.10.4 Place

Besito Picante will be located on the first floor of Pace University where the faculty dining room is currently located. There is heavy foot traffic in this area as it is one of two hallways by which students and faculty can access the first floor. Potential customers are able to readily find our restaurant.



4.0 Management Summary

Maximilian Schweisfurth will be operating as the general manager of Besito Picante. Assistant GM Philip Dressman will not only support the development of the concept, but also function as the GM right hand, and representation.

Other key personnel are the day to day managers, wait staff and cooks. There is not expected to be any shortage of qualified and available staff due to the size of the course and the excellent training by the responsible managers.

4.1 Organizational Structure

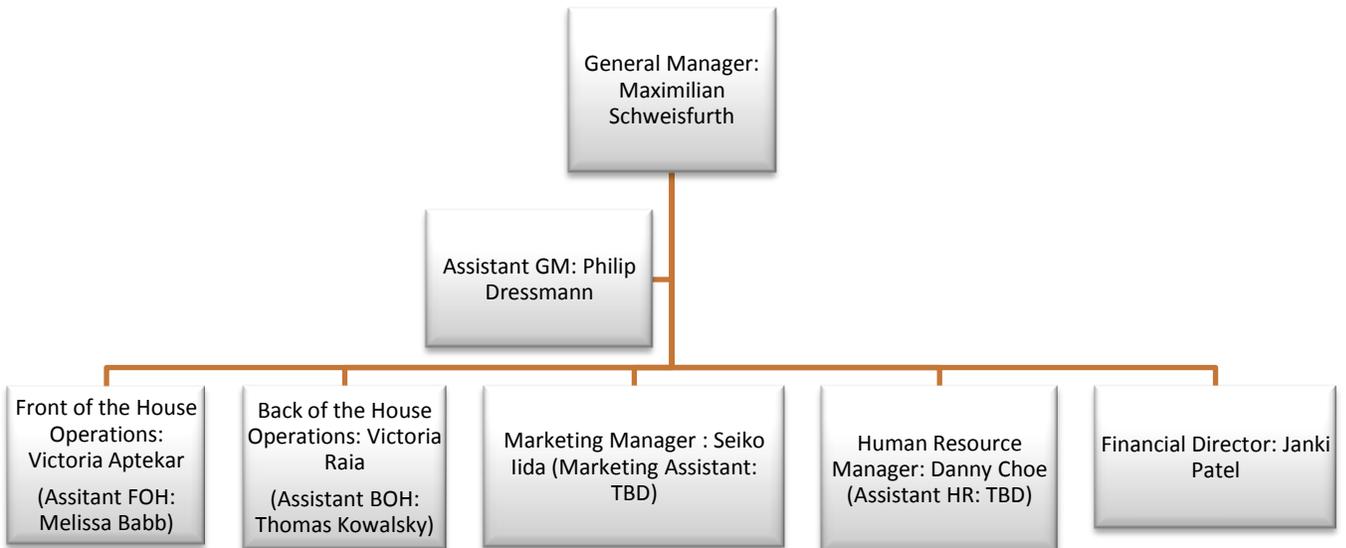
At that juncture, there is a general manager overseeing the entire operation. The general manager is backed by his assistant GM. The front of the house operations, including all servers, busers, and runners, are overseen by the front of the house manager and the head waiter. Operations in the kitchen are controlled and overseen by the back of the house manager and his quality control director. Marketing, research, and design are managed by the marketing manager. Hiring, training and employee development is the responsibility of the human resource manager. Forecasting, budgeting and the cashier fall under the responsibility of the financial director.

4.2 Participative Management Style

The landscape of management practice is constantly shifting. The autocracy of pre-fifties management models has long gone, and has been replaced by a succession of participative management systems more suited to the changing face of the world and the workplace. Unilateral management is out. Holistic integration is in. If you still think that to do a job right, you have to do it yourself; you might have to re-appraise your ideas. Participative Management Style is the here and now. Organizations now seek to make the most of their employees skills and experiences; this means involving them in the decision making process in real terms. Whereas it used to be acceptable to raise an idea up the flagpole, wait for the salutes (or not) and carry on regardless, the modern manager needs to actively enlist the ideas and opinions of his or her workforce. In the Participative Management Style, managers have to invest real responsibility, and, consequently, real trust in their staff. The origins of the Participative Management Style can be traced back to the credo: Total Quality Management. TQM called for (among other things) employee interaction in the management process, and, accordingly, encouraged the formation of management committees to discuss and decide upon issues of importance at an organizational level. The Participative Management Style takes it further: participation is encouraged throughout the organization. Decision making is shared between all employees.



4.3 Management Team



4.4 Personnel Plan

4.4.1 General Manager/Assistant Manager

Mexican Restaurant's GM and the Assistant GM are responsible for the overall success of the restaurant. They oversee the administrative component to the business as well as restaurant operations. It is crucial for the managers to have a complete understanding of the business.

4.4.2 Front of House Manager/Assistant

FOH Manager and Assistant primary role is to accommodate the customers needs to the best of their ability. Both people need to be well trained in how to provide excellent customer service, know how to sell the product as well as stand out as the face of the restaurant. Another job is to train all the jobs that deal with front of the house, because is it very important to present the restaurant in a positive light in all aspects. FOH Manager is responsible for the layout of the room as well as keeping the theme of the restaurant alive.



4.4.3 Back of House Manager/Assistant

BOH Manager and Assistant have the duties to make sure that all orders that come into the kitchen are carried out in a timely manner but prepared to the best of the chef's ability. Plates that go out are to be inspected before they go out onto the floor and approved by the BOH Manager. Both people are required to have basic knowledge of the equipment and supplies available. Control of the line is best for a greater result.

4.4.4 Head Server

Based on the layout of the room and the capacity it holds, there is only a need for one head server. The primary roles for this person is to make sure all servers, server assistants, host/hostess and runners are doing their job properly on the floor. They need to be experienced in serving as well as have some knowledge of the restaurant business. They must have exceptional knowledge of all the items on the menu.

4.4.5 Host/Hostess

The host's/hostess's key duties are to properly greet guests upon arrival, escort them to their tables and introduce the server. Organization is a key attribute to focus on and the host/hostess will be called upon to multi-task during busy junctures. The host/hostess will also expected to inspect for restaurant neatness as well as control complaints and complements.

4.4.6 Server

Our server's will be pivotal to the restaurant since they interact with the guests most frequently. It is crucial for the servers to be knowledgeable about the cuisine and beverages as well as the restaurants framework. Servers are to greet guests when approaching the table, take orders and maintain guest satisfaction throughout their meal.

4.4.7 Server Assistants

The server assistants are expected to be the server's right hand throughout the duration of a guest meal. Their prime duty is to keep the guest's table clean and organized, but must also be prepared to refill drinks and tend to guest inquiries.



4.4.8 Runners

Runners are expected to expedite food from the kitchen to the guest's table. It's important that they have knowledge of the cuisine and will be called upon to perform server assistant jobs during busy junctures.

4.4.9 To-Go Operator

“To-go” operations are one of the most important functions of our restaurant. Hence, our “to-go” operators are extremely important staff members. Much of the income gained will come from “to-go” orders. These staff members must be organized, detailed and well acquainted with the cuisine. The food they send customers home with must be equal quality to that which is served in the restaurant. Besito Picante will operate with two phone numbers: +1-917-282-4868 and +1-718-406-2356

4.4.10 Phone Operator

The phone operator is the link between the restaurant and potential customers. Therefore, it is very important that this staff member has excellent communication skills and be very well informed about the restaurant.

4.4.11 Delivery Person

Delivery persons will be expected to expedite food to customers not desiring to sit down at our restaurant, but still enjoy our food in the convenience of another location. This person is expected to be organized and committed.

4.4.12 Cashier

Cashiers are responsible for dealing with our number one asset, which is cash. It is essential for this person to be reliable and good with handling finances. It is also important for this person to be familiar with the system we use for cash and credit card transactions.



4.5 Competencies and Strengths

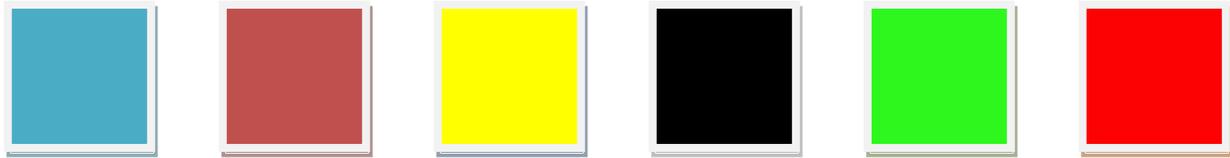
- Besito Picante Mexican Restaurant provides unique flavors on an affordable, one of a kind, comfortable menu. We offer the highest quality of food and present our brand in a distinctly different way than any other downtown restaurant introducing a new experience to the Pace campus.
- Our charitable goal will induce the socially conscience to support us.
- Ease of accessibility to Pace students and faculty.
- First on campus to provide table and alcoholic beverage service.
- Acceptance of Pace One card.
- Besito Picante Mexican Restaurant design and layout is precisely thought out by our technical design team, to provide a comfortable, sophisticated, trendy atmosphere.
- Through extensive market research our marketing team has analyzed our target market and allowed Besito Picante Mexican Restaurant to understand who our consumers are and what they want.
- Besito Picante Mexican Restaurant's team is comprised of dedicated and ambitious leaders who strive to excel in customer service. Each member has a drive to succeed. They will be utilizing past experience and knowledge, fusing all ideas together to bring outstanding customer service, quality dishes and a special dining experience.



5.0 Interior Design and Corporate Identity

5.1 Design

Mexican design is very unique given the color schemes and the symbols that are involved within the designs. The aesthetics of Besito Picante will be traditional Mexican colors, but with a little New York City sophistication added in. Here are some of the colors that we will be using for the wall, plates, tablecloths, etc:



The chairs that we will be using within the restaurant are wooden and add a lot of character to the design. The restaurant will be split up into two different design areas. The bar will have a little bit more Mexican flair, with sombrero's hanging from the wall, whereas the dining area will be more simple and calming, as to not create distractions that take away from the flavor of the food.

The waiting area to enter the restaurant will be filled with information about the cause we are raising money for, and all of the sponsors that helped making the restaurant open possible. In the entrance we will set up a projector that will play Wyclef Jean's music video about Haiti on repeat. Around the projector we will have pictures of Haiti and the damage the earthquake has caused, as well as a table set up with a donations bin.

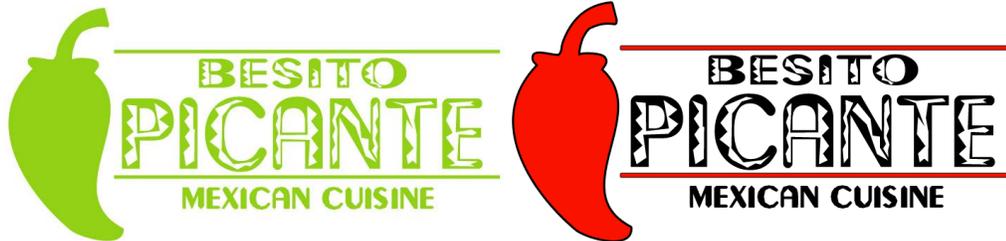
In a separate area, we will have a "wall of sponsors". Here we will visit all of the places that donated products and money to us, take pictures and post them on a wall to advertise for them. We may also have a quote from them that addresses their products, services, or a quote regarding their feelings about what happened to Haiti.

5.2 Corporate Identity and Branding

Corporate identity, sometimes seen written as CI, refers to the external "personality" projected by company. A logo should look just as good in 15-foot letters on top of company headquarters as it does one sixteenth of an inch tall on company stationery. Considering everywhere a logo goes, its design and use can be some of the most important decisions a company makes. And the logo isn't just about what's on the paper, it's part of the deep impressions a company makes on a person, the kind that become part of pop culture: As there are people that identify themselves as "I'm a Mac person" we want to create a brand image that has students and faculty say "I am a Picante



person.”This kind of brand identity doesn't come easily. When designing our logo we wanted to incorporate freshness, contemporary design, and give it the obvious relation to our restaurant concept. As a team we have a clear vision for the idea we want in the customer's mind when seeing our logo, when entering our establishment, and when leaving it.



6.0 Products and Services

Besito Picante Mexican Restaurant focuses on providing a hand crafted Mexican food, prepared to order. We provide the highest grade meat, poultry and fish. Our dishes are prepared by culinary chefs and skilled sous-chefs. No dish leaves the kitchen without skilled professional preparation and presentation.

Besito Picante Mexican Restaurant's menu was designed by our entire team but specifically put together by our executive of productions and head chef. We have thought out every area of the menu by choosing star dishes, plow horses and puzzles. Cost was factored into each item.

6.1 Besito Picante Starters

Ensalada de Palmitos – Salad of Palm Hearts

Palm hearts, spinach, lettuce, tomato, roasted portabella mushroom, cheddar cheese, peppers, green olives and sliced avocado \$7.95

Tortilla y Guac for two – Tortilla Chips and Guacamole

Corn tortilla chips served with our homemade guacamole. Mild, Medium or Picante \$7.50

Quesadillas Rancheras – Chicken Quesadillas

Soft corn tortilla folded in half with melted cheese, grilled onions, and sliced grilled chicken. Topped with chipotle sauce, served with sour cream and salsa \$7.50

Ceviche de Camerones – Shrimp Ceviche

Shrimp, coconut, diced tomatoes, jalapenos, fresh limejuice topped with freshly chopped cilantro \$11.95

Chile en Nogada – Stuffed Pepper

A Mexican Tradition! Stuffed poblano pepper with two different cheeses, fruits, and spices. Topped with a walnut cream sauce and pomegranate seeds \$10.95

Salsa Trio Sampler

A sampler of three different salsas: mango, corn, and pico with tri-colored chips. \$7.50



Ensalade de Casa – House Salad

Romaine Lettuce, juicy tomato slices, walnuts and pomegranate seeds covered in a tangy lime dressing \$6.50

Sopa – Chicken Tortilla Soup

Pulled Chicken tortilla soup topped with sliced avocado \$7.00

6.2 Besito Picante Main Dishes

Ensalada de Pollo – Chicken Salad

Mixed greens in a crisp tortilla shell with sliced grilled chicken, tomatoes, corn salsa, and shredded cheese with green goddess dressing \$10.95

Ensalada de Camarones – Shrimp Salad

Mixed greens, lump grilled shrimp, tortilla strips, tomatoes, mango salsa, and avocado served with tangy lime dressing \$13.95

Huevos Rancheros – Eggs Mexican Style

Lightly fried corn tortillas with fried eggs, sliced avocado, peppers and onions, with tomato chili sauce. Served with rice and beans. A Mexican Favorite! \$11.95

Sopes de Colima - Grilled Corn Patties

Grilled Mexican corn masa(corn dough) patties topped with chopped grilled steak, pico de gallo, beans, melted cheese, red onions, and guacamole \$13.95

Flautas de Pollo – Crispy Chicken Tortillas

Crispy tortillas rolled with chicken, cheese, and mushrooms deep fried. Served with sliced avocado, sour cream and lettuce \$11.95

Cold Shrimp Tacos

Grilled shrimp served in three soft tacos, with chipotle cole slaw, sliced avocado, corn and a squeeze of lime \$14.95

Choice of Fajitas - Sizzling hot Pans:

Chicken (\$12.95), steak (\$13.95), or shrimp (\$14.95) served sizzling with peppers and onions and all the right fixings



Choice of Burritos:

Chicken (\$12.95), steak (\$13.95), or shrimp (\$14.95) with rice, beans, cheese, salsa, sour cream and Guacamole, rolled together topped with a red chili sauce.

6.3 Besito Picante Sides (all sides \$3.95)

- Sweet Plantains
- Vegetable Rice
- Papas al Ajillo – Potatoes sautéed in garlic sauce
- Frijoles- puree of beans

6.4 Besito Picante Salsas (all Salsas \$0.95)

- Salsa Ranchero – chilly sauce PICANTE!!
- Chiltomate- Roasted tomato sauce.
- Mole- Traditional Mexican cocoa sauce
- Chipotle – smocked peppers

6.5 Besito Picante Desert (all deserts \$4.50)

- Chocolate Lava Cake
- Flan Mexicao – Caramel Flan
- Tres Leches - “three milk” sponge cake
- Fruit – fresh seasonal fruit with warm pineapple



6.6 Besito Beverages:

Non-Alcoholic

- Pepsi, Diet Pepsi \$ 2.25
- Sierra Mist \$ 2.25
- Iced Tea \$ 2.25
- Besito Picante Lime Lemonade \$ 2.25
- Club Soda \$1.95

Beers

- Corona
- Budweiser, Bud Light
- Modelo
- Pacifico

Wine

	Glass	Bott./Pitcher
White Wines:		
• Sauvignon Blanc	\$6.50	\$20
• Chardonnay	\$6.50	\$20
Red Wines:		
• Pinot Noir	\$7.50	\$25
• Cabernet Sauvignon	\$7.50	\$25
Sangrias:		
• Whit Sangria	\$6.50	\$30
• Red Sangria	\$6.50	\$30



7.0 Financial Plan

The following sections present the financial plan for La Salsa Fresh Mexican Grill. Year end totals for the first three years are present in each section. First year monthly figures are presented in the appendix.

7.1 Important Assumptions

The financial plan depends on important assumptions, most of which are shown in the following table. The key underlying assumptions are:

- We assume that the economy gets back on its feet and returns to 'normal', after the current recession.
- We assume access to equity capital and financing sufficient to maintain our financial plan as shown in the tables.
- We assume that all students will have the funds to eat at this restaurant
- We assume access to additional equity capital will increase our budget to open up this restaurant.

7.2 Budget

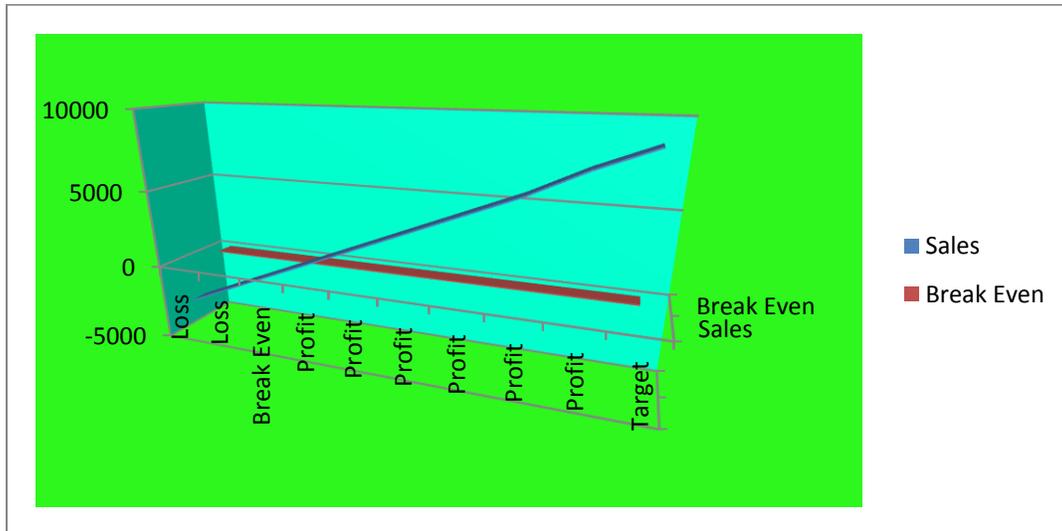
We are expected to have a budget of \$2500 to start this operation. \$2000 donated by Pace University, and \$500 by selling discount coupons during promotional activities. These discount coupons will be available to patrons and will contribute to our social engagement, and give the guest a complementary menu item.

7.3 Projected Profit and Loss statement

In order to reach a net profit over \$12,600.00, we expect Besito Picante to reach a sales goal of over \$4200 the first night and \$8400 the second night. Out of the sales total, expenses must be taken out, in order to make a net profit. These expenses include dining utensils, food and beverages and other miscellaneous items such as décor and uniforms. These expenses also include fixed costs such as equipment, furniture, rent, salaries and utility. We expect general, fixed, sales and marketing costs to be +/- US\$2500.



7.4 Break-even Analysis



During our operation of this restaurant, we project \$260 in fixed costs. This was determined by calculating the projected fixed cost expenses.

- We projected an average selling price per unit of \$5.00.
- We projected a variable expense associated with these sales of \$2.00.
- Revenue is calculated by multiplying the average selling price by the number of plates we are projected to sell.
- Total costs are determined by adding the fixed costs and the variable costs.
- Besito Picante must sell 500 units of plates and make \$2,500. in revenue in order to break-even.

8.0 Employee Manual

8.1 Employee Training Manual

There are basic requirements of each person who handles certain jobs. It is not expected that everyone will know the requirements coming into this class. Training sessions will be provided based on the position you choose to take on during the opening days.

Host/Hostess

- You are the first thing people see when they walk into the restaurant you want the customers to feel welcome and happy. Any of the following greetings are appropriate. Hi, welcome to XXX. My name is XXX and I will be your host/hostess for this evening. Good evening and welcome to XXX, my name is XXX and I'll be your host/hostess for this evening. How many people in your party? After laying out the menus on the table to where the customer is sitting please make sure to tell the guests the name of their server. Clear any extra china that may be set on the table, such as a table of 3 sitting at a table set for four

Servers

- You are in the position to make or break what the restaurant represents. You are required to carry a table crumber as well as wine opener. Please make sure to always introduce yourself to your customers so they can feel comfortable enough to ask you for anything they need. First, make sure to please always offer the guests something to drink. If they ask advice on wine or beer. What kind red or white, dry or semi-dry, bottle or glass. When guests order bottles they need to be opening in front of the guest, and let the ordering guest smell the cork and sample the wine before pouring it out to others at the table. When they order Sangria please make sure if they are red or white and served in pitcher or glass. Tell the customer you are going to get their drinks, don't just walk away from the table after they have placed their orders. Once you have returned with the drinks ask the guest if they want to get started with an appetizer, they most likely will NOT be ready to order. In which case you will ask if they have any questions about the menu. When taking orders please make sure you have a clear understanding of what the guest is requesting. Please pay close attention to any food allergies and make sure to dictate those allergies to the BOH staff. PLEASE REMEMBER FOOD IS SERVED FROM THE LEFT AND CLEARED FROM THE RIGHT



Server Assistants

- In order to lessen the workload of the server you will help out by doing certain little things. When guests are sat at your table that is an automatic sign to bring a pitcher of water to the table and pour water, into the water glass. PLEASE DO NOT TOUCH THE ANY GLASSES BY THE RIM. One of your jobs is to make sure that the water glasses are always full, no need for people to ask for more water unless it's bottled. You will get requests to get the server, please do so promptly. You will also get requests to get drinks, please make sure to let the server know what the guests ordered so they can add that item to the bill. Help clear the tables and bring out the food, so that the whole table can get served at once. PLEASE REMEMBER FOOD IS SERVED FROM THE LEFT AND CLEARED FROM THE RIGHT. Piling up of plates is unacceptable. Everything must be done in a professional manner. Another big job is to help turn over the table after the guest has left, there are way to make this a fast and easy process as long as everything is kept organized. Better shown then said.

Runners

- Your main goal is to get the food from the kitchen to the dining room as quickly as possible. You will need to have a basic understanding of the way the dining room and how it is set up, as well as what server works what tables. Please don't be afraid to help out in cleaning of dirty china and silverware. PLEASE REMEMBER FOOD IS SERVED FROM THE LEFT AND CLEARED FROM THE RIGHT

Everyone

- Every guest is to be treated equally and given the same amount of attention no matter what food they order or how much they order of it. Please, always smile. Keep talking in the kitchen and on the floor to a minimal, it's hard to focus when there is yelling, screaming and laughing going on. It is okay to go out of your way to make the customer happy, after all they did come out to support our restaurant

8.2 Employee Policy Manual

8.2.1 Responsibility to Guest and Customers

It is the responsibility of all employees be courteous, to be knowledgeable about our products and services, as well as to help our guests and customers enjoy the highest quality experience we can provide. Further, all employees who create the products and services that we sell must always strive to do the best they can to create things we are proud to identify with the restaurant.



8.2.2 Guest and Employee Safety

The safety, health and welfare of both the guest and the employee is our number priority. The restaurant is committed to providing a safe working environment for all its employees.

8.2.3 Responsibility to Employees

The restaurant and its management are committed to treating all employees with fairness, dignity and respect. We strive to provide employees with a challenging, exciting and fulfilling environment, while maintaining the respect and courtesy for the individual.

8.2.4 Teamwork and Communications

We are devoted to providing open, free and effective channels of communication among employees and the restaurant's management. Open communication promotes teamwork and facilitates a healthy working environment.

8.2.5 Acceptance of Gifts and/or Money

Gift are not be accepted under any circumstance. Any and all gratuity left for the servers by the guests are to be donated the restaurants charity of choice. Anyone caught accepting gifts or taking money for personal use will be held responsible for their actions.

8.2.6 The Antitrust Laws

It is illegal to charge different prices to different customer for the same product. Prices listed on the menu are final unless permission is received from management first.

8.2.7 Food and Drug Laws

Every employee should be aware that it is illegal to distribute or manufacture any food that is misbranded. Food and other products must be stored, prepared, and served in a sanitary and healthful condition. It is illegal to forge, counterfeit, simulate, or falsely represent that a product has been inspected or labeling of any product held for sale, particularly when such concealment results in a false representation. Therefore, no employee may sell any product which is improperly or incompletely labeled. For example, all milk products must carry an expiration date. It is illegal to destroy or cover that date when selling the product to the guest. Where inspection is required for particular products, such as certain poultry products or meat, no uninspected product should be purchased. Any employee who encounters any situation in which he/she



suspects that a product is unsafe, mislabeled, or improperly inspected must act immediately to remedy the unsafe condition and bring it to the prompt attention of the appropriate supervisor.

8.2.8 Improper or Illegal Behavior

Employees are encouraged to talk to their supervisors or managers when in doubt about the appropriate or ethical course of action in a particular situation. Every employee must report any unethical, improper or illegal behavior, or any suspected criminal activity involving or relating the restaurant. No employee may assist or conspire with anyone to commit a criminal act. Moreover, mere participation by an employee in meeting or conversation when illegal conduct is discussed or planned may result in criminal liability even though the employee does nothing else.

8.2.9 Harassment and Discrimination

It is the policy of the restaurant to provide a non-discriminatory and harassment-free work environment. Employees are prohibited from harassing or discriminating any employee, guest, or other person in the course of the restaurant's business for any reason including, but not limited to, race, religion, color, sex, sexual orientation, national origin, age, marital status, and other basis prohibited by state or federal law.

- A. Hostile environment sexual harassment includes, but is not limited to, conduct of a sexual nature, including unwelcome jokes, touching, comments, and the like, which unreasonably interferes with an employee's ability to perform his or her job because of the hostile environment which is created.
- B. Quid pro quo sexual harassment includes, but is not limited to, the making of unwanted sexual advances and/or requests for sexual favors where either submission to such conduct is made in explicit or implicit term or condition of employment, or an individual's submission to or rejection of such conduct is used as the basis for employment decision affecting that individual.

8.3 Appearance Standards

8.3.1 Good Judgment:

As with all of your duties and responsibilities as an employee, you are expected to demonstrate professionalism and good judgment at all times related to your appearance. For this reason, if you are ever in doubt about the appropriateness of your appearance,



please keep in mind that anything that could be considered distracting or not in the best interest of our restaurant will not be permitted.

No matter where you work or what your role is, anytime you are in public area, you are “on stage” Your attitude and performance is direct reflections on the quality of the restaurant. It’s those things that you don’t always think of that detract from our guest’s enjoyment—chewing gum, having poor posture, using cell phone, or frowning.

8.3.2 Personal Hygiene

Due to close contact with guest and other employees, the use of an anti-perspirant or deodorant is required. For the same reason the use of strong, heavy scents and fragrances is not permitted.

8.3.3 Females

Females, should keep their hair neatly combed and arranged in a classic, easy-to-maintain hair style. Hair below shoulder length should be confined if it falls forwards over the face while working. Conservative braided hairstyles without beads or ornamentation are permitted. Shaving or the head or any portion of the head or eyebrows is not permitted. Appropriate hair confinement should be used in the food services areas where required by law.

8.3.4 Males

Males, mustaches are permitted, but must be neatly trimmed and not present a bushy or unkempt appearance. Mustaches must not extend onto or over the upper lip and must extend to the corners of the mouth, but not beyond or below the corners. Hair must be neatly but and tapered on the back and sides, forming a smooth symmetrical appearance so it does not extend beyond or cover any part of the ears or the shirt collar. The overall style must be neat, natural, and balanced proportionally. Sideburns should be neatly trimmed, straight and even in width, and are permitted to extend to the bottom of the earlobe.

8.3.5 Electronic Devices

The restaurant does not prohibit any employees from bringing electronic devices to work. However these devices are not permitted to be seen or heard while the restaurant is operating. Please understand that a cell phone or any other PDA devices are disturbing as well as distracting to everyone around.



8.3.6 Uniforms

Uniforms should be clean and neat at all times.

8.3.7 Fingernails

Fingernail should be kept clean. If polish is used, it is **preferred** to be complementary to your skin tone.

8.3.8 Jewelry

Please limit the amount of jewelry worn to work. Jewelry is to be kept simple and small. This is for the employee's safety and benefit. All hoop earrings should not exceed the size of quarter.

8.3.9 Footwear

All employees are required slip-resistant, rubber-soled shoes for safety precaution.

**Management has the right to add/change or elaborate on any and all guideline provided above. If anyone has any questions or comments regarding laws or rules please see the management team for any and all clarifications.



8.4 Seating & Rotation

At the beginning of your shift, you will receive a floor plan showing the service stations. Seat two-tops with parties of two, before using four-tops. Seat four-tops at tables, and parties of five or more by putting tables together. Try to rotate from one station to the next whenever possible: i.e., station one, then two etc. Try not to double seat a station. Be sure to post the time seated on that table on your floor plan.

8.5 Bidding Farewell

You as a host are the guest's first and last impression of Besito Picante Mexican Restaurant. Just as you welcomed the guest into Besito Picante Mexican Restaurant, your farewell should leave the guest feeling good and wanting to return.

- Make sure their experience was pleasurable.
- Thank them for their patronage.
- Invite them back for another visit
- Make sure their lasting impression was a positive one.
- Smile.

General server Information

- When taking an order, always look the customer directly in the eyes, and stand erect. Do not lean or write on the table. Do not crouch down on your knees.
- Know what the daily specials are and what they cost.
- Know your managers.
- Avoid long conversations at any particular table.
- Clear your mind of everything Besito Picante Mexican Restaurant. Guests can tell when their server is not totally present.
- Ask for assistance if you fall behind.
- Don't ever stand around or lean on anything. If you have downtime, help out by cleaning, wiping tables and taking items into the kitchen.
- Enter the kitchen to the right. Do not run.
- Pace yourself. Do not take all your tables orders at once.
- Do not hide from your customers.
- If you are having a problem with another employee, go to the manager.



The Guest

Never underestimate the importance of a guest.

- A guest is not dependent on us, we are dependent on them.
- A guest is part of our business.
- A guest is deserving of the most courteous and attentive treatment we can give him.

8.6 Quality Control

- Hot food: check to make sure your food is hot. If it is not hot do not take it out. Do not argue with the cook. Tell the manager.
- Clean plates: always check plates, mugs and silverware before presenting them to the customer.
- When bringing out drinks: be certain the glass is clean and filled to the proper level.
- Cold food: make sure cold foods are going out cold, not warm or cool, but cold.
- Check back within two bites to make sure everything is perfect. Do not say “Is everything ok?” Put a spin on it. Be specific and sincere.
- If the customer is not satisfied or there is something wrong at the table; apologize, remove the items and get the manager. Management will ensure that the problem is fixed and the customer is 100% satisfied.



Appendix 1

Telephone Order Sheet

Good Evening, thank you for calling Besito Picante. Can I take your order please?

Pick Up: Delivery:

Name: _____

Address: _____

Phone Number: _____

Item	Quantity	Price

Total US\$: _____

Please make sure to read the order back, and have a calculator handy to give the total cost if asked. All pick up orders will average between 20-30 minutes.

Thank you for choosing Besito Picante =).



Appendix 2

Promotion T-Shirt



Staff T-Shirt



Appendix 3

Napkin Design



Promotional Flyer



Appendix 4

Menu design (content may be subject to changes)



**BESITO
PICANTE**
MEXICAN CUISINE

APPETIZERS

ENSALADA DE PALMITOS
Palm hearts, spinach, lettuce, tomato, roasted portabella mushroom, cheddar cheese, peppers, green olives and sliced avocado.

TORTILLA Y GUAC
Corn tortilla chips served with our homemade guacamole. Mild, Medium or Picante

SOPES DE COUMA
Grilled Mexican corn masa (corn dough) patties topped with chopped grilled steak, pico de gallo, beans, melted cheese, red onions, and guacamole.

QUESADILLAS RANCHERAS
Soft corn tortilla folded in half with melted cheese, grilled onions, and sliced grilled chicken. Topped with chipotle sauce, served with sour cream and salsa

SOFA
Pulled Chicken tortilla soup topped with sliced avocado

CEVICHE DE CAMERONES
Shrimp, coconut, diced tomatoes, jalapenos, fresh limejuice topped with freshly chopped cilantro.

CHILE EN NOGADA
A Mexican Tradition! Stuffed poblano pepper with two different cheeses, fruits, and spices. Topped with a walnut cream sauce and pomegranate seeds.

SALSA TRIO SAMPLER
A sampler of three different salsas: mango, corn, and pico with tri-colored chips.

ENSALADA DE CASA
Romaine Lettuce, juicy tomato slices, walnuts and pomegranate seeds covered in a tangy lime dressing

SIDE DISHES

- Sweet Plantains
- Vegetable Rice
- Papas al Ajillo: Potatoes sautéed in garlic sauce
- Frijoles- puree of beans



Appendix 5

Employee list:

GM: Max Schweisfurth	ms18743n@pace.edu
FOH: Vicky Aptekar	va7827on@pace.edu
BOH: Victoria Raia	vr81074n@pace.edu
Controller: Thomas Kowalczyk	tk00302n@pace.edu
Cashier: Phil Dressman	pd5185n@pace.edu
Marketing:	
<ul style="list-style-type: none"> Daniel Choe Seiko Iida 	dc58707n@pace.edu si53775n@pace.edu
Host:	
<ul style="list-style-type: none"> Sofya Bredikhina Francesca Caracciolo 	sb74249n@pace.edu fc98200n@pace.edu
Wine Host: Orli Vadai	ovo364on@pace.edu
Phone Operator: Eugenia Tchaiko	et79264n@pace.edu
To-Go Operator: Ben Fintsi	bf80393n@pace.edu
To-Go/Phone Runner: Janki Patel	s034305n@pace.edu
Head Server: Michelle La Rosa	ml56637n@pace.edu
<ul style="list-style-type: none"> Melissa Babb Michael Santos Gustaf Svensson Raghav Patel Summer Owen 	mb34611n@pace.edu ms93561n@pace.edu gs56427n@pace.edu rp83571n@pace.edu s034305n@pace.edu
Head Ass. Server: Brain Sokolovski	bs20183n@pace.edu
<ul style="list-style-type: none"> Fleridana Sanchez Shannon Noel Gary Liu Nereida Torres 	fso3771n@pace.edu sn65075p@pace.edu gl0202on@pace.edu nto8777n@pace.edu
Head Runner: Kelly Kwok Lee	kk59812n@pace.edu
<ul style="list-style-type: none"> Dorothy Soto Brett Vaccari Kwaevyonn Blake Tiffany Williams 	ds98987n@pace.edu bv16148n@pace.edu kbo8669n@pace.edu two8342n@pace.edu
Delivery:	
<ul style="list-style-type: none"> Hyo-Seok Lim Nicholas Rizzo 	hl53262n@pace.edu nro8792p@pace.edu

