



By Mark Kelnhofers, CFBE, CTA, MBA

Preparing Our Future Management Team

As we continue to see the hospitality and restaurant industries struggling with COVID-19 restrictions, we may have some opportunities that may present themselves during this unique time. We need to ensure the youth and future industry leaders stay motivated and remain interested in the careers we can provide. One area of opportunity that existed prior to the pandemic occurring was the need for continued management training. Too many cases existed where we promoted from within personnel to move into management, but did not provide the proper training or direction for them to succeed. Retaining our managers in the future may be more difficult if, as an industry, we do not have the proper programs in place. Management positions are becoming increasingly more difficult especially during this uncertain time.

Internal Programs May Not Exist. Internally many companies do not have internal training programs. Certainly everyone understands why the independent restaurants do not have formal management training programs, but the sobering reality is that many companies of a variety of sizes are in the same situation. It is not too uncommon that some emerging chains and in some cases actual chains (greater than 12 locations) do not have quality training programs in place. If we want our future leadership to succeed, we must provide the tools for them to reach that goal. The very real question becomes: do those type of programs exist in the marketplace and at what cost?

Higher Education Curriculum Shortfalls. Many hospitality management and culinary programs have critical missing courses to prepare their students for success and design flaws do exist (see my article "*The Missing Components to Today's Hospitality Curriculum*" which appeared in the Fall 2019 edition of [*FB&L*] *Food*,

Beverage, and Labor Cost Control Quarterly. Many cases exist where certain courses that many expect to be part of the curriculum, are not offered. Examples could include courses in entrepreneurship, financial and managerial accounting, cost controls, human resources, and leadership. Many businesses rely on higher education to prepare their students for the industry and as a result have higher performance expectations on graduates.

Higher education is not alone in curriculum challenges. National and state industry associations and government workforce development centers, although they provide a variety of training programs, do not provide some of the critical management skills that we may want to see incorporated. What is interesting is that higher education is frequently in communication with workforce development centers. It is not too uncommon that workforce development centers do obtain feedback from foodservice and restaurant owners and operators but largely the feedback is not acted upon leaving a void.

We can change. Below you see a **draft agenda** for an external manager in training (MIT) program being designed through Restaurant Institute. It will offer foodservice and restaurant owners and operators an option to ensure that the personnel that you would like to promote into management are ready. We are looking for your feedback! Please submit suggestions for changes or additions to info@restaurantinstitute.com. This is your opportunity to provide feedback and be part of the design process. Let us know what you want to see as part of the agenda of our two day training program. The mission is to better prepare of future leaders to manage what is going to continue to be a complex business environment. Our goal is to have this program launched at some point in **2021**.

Mark Kelnhofer, CFBE, CTA, MBA, is the President and CEO of **Return On Ingredients LLC** and **Restaurant Institute LLC**. He has nearly three decades in management accounting experience including 18 years restaurant and foodservice industry. Additionally, he is also adjunct faculty at **The Ohio State University** in Columbus, Ohio for their Hospitality Management program and **Georgetown University**, in Washington, DC, for their Global Hospitality Leadership (GLH) masters program. He has published several books, numerous articles, and a periodical publication entitled [FB&L] Food, Beverage, and Labor Cost Control Quarterly in addition to being an international speaker. He can be reached at (614) 558-2239 and Mark@ReturnOnIngredients.com.

	Day 1	Day 2
8:00 a.m.	Registration & Continental Breakfast	Registration & Continental Breakfast
9:00 a.m.	The Art of Recipe Writing	OSHA & Risk Management
10:00 a.m.	Increasing the Accuracy of Your Recipe Costing	Nutritional & Allergen Disclosures
11:00 a.m.	Proven Menu Engineering Techniques	Effective Communications
12:00 p.m.	Lunch	Lunch
1:00 p.m.	Performance Benchmarking for Greater Profitability	Talent Development
2:00 p.m.	Applying Forecasting Methods	Leadership, Management, & Team Building
3:00 p.m.	Hospitality Accounting & Financial Management	
4:00 p.m.	Social Networking	
5:00 p.m.	Dinner	



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