

teaching note

If You Build It They will Come—Zen Blenderz

This case was prepared by the author and is intended to be used as a basis for class discussion. The views presented here are those of the author based on their professional judgment and do not necessarily reflect the views of the of the International Council on Hotel, Restaurant, and Institutional Education. Copyright © 2015 by the of the International Council on Hotel, Restaurant, and Institutional Education and the author. No part of this work may be reproduced or used in any form or by any means without the written permission of the International Council on Hotel, Restaurant, and Institutional Education.

Synopsis

This case focuses on an early implementation and pre-opening planning dilemma at Zen Blenderz, a vegan restaurant that recently opened outside of Kansas City, Missouri. Kirk, the owner and primary decision maker, is perplexed why his pre-opening planning, including the initial business plan, location, staffing, pricing, and operational and marketing strategies, appear to seem so far off base with what the restaurant is experiencing 6 weeks into its opening.

Zen Blenderz is struggling; thus, the central topic of the case is to determine what operational changes must occur for Zen Blenderz to remain open. Utilizing the information gathered prior to opening and the financial data for the first six weeks of operation, students are asked to step into Kirk's shoes and make decisions that will allow operations to be sustainable.

Actual sales and transaction data available in appendix for case use if desired

Learning Objectives

The objectives of this case are to:

- Assess the complexities involved with successfully opening a new restaurant.
- Evaluate the role of personnel in the planning of, opening, and operation of a new restaurant.
- Appraise the planning process and organizational elements.
- Propose recommendations for the operation's sustainability and defend them.
- Justify differences involved with maintaining the owner's vision with capabilities of management and staff.

Discussion Questions

- Planning, as a function of management, is important in the development of a new business entity. Beyond a business plan, identify and discuss necessary preplanning details that should be known prior to opening. (obj. 1 & 3)

- Discussing restaurants in general, predict risks that are present when management is under-qualified and risks when over-qualified. What risks are present at Zen Blenderz? Integrate your original response and defend your choices. (obj. 2 & 5)
- Zen Blenderz has been open for 6 weeks. Discuss a minimum of four strategic options that are available to Kirk for the future of Zen Blenderz. Select what you believe to be the best option and debate why it is better than the others. (obj. 1 & 4)
- Formulate a plan of actions for Zen Blenderz to remain a viable entity that has a positive cash flow. Put your actions on a timeline and explain them. Defend why you placed them at that point on the timeline. (obj. 3 & 4)

Optional Questions for Dietetics and Hospitality Majors

- Utilizing the food service system model (Gregoire, 2013), synthesize your response from question one. Place your answers within the appropriate area of the model. Identify (short ≤ one sentence) reasons why you placed it in that specific category. (Answers may belong in ≥ one category.) (obj. 1)
- Utilizing the food service system model (Gregoire, 2013), integrate areas of concern based on the case and place them within the model. Propose and justify the weights of each concern as it relates to the sustainability of Zen Blenderz. (obj. 4)

Application

This case is appropriate for use in restaurant operations, entrepreneurship and foodservice management for dietetics courses. The case can be presented open-ended without specific questions or with the recommended questions. The case involves decision-making contexts and the manipulation of ideas for restaurant sustainability.

Answers to Discussion Questions

Discussion question answers contain a broad base of information. As such this case can be utilized in such a way that the instructor may choose to focus responses toward a specific end.

This case will be piloted in a Junior level intro to foodservice operations for dietetics and a Junior/Senior level restaurant operations class. Answers for dietetic students will be more general while hospitality students are required to submit more robust responses. Answers to the discussion questions are included for both modes.

Dietetic responses are based on Mary Gregoire's Foodservice Organizations: A Managerial and Systems Approach (2013). Hospitality responses are based on Knowledge Matter's Prosim: Restaurant (2012) and supporting articles.

1. Planning, as a function of management, is important in the development of a new business entity. Beyond a business plan, identify and discuss necessary preplanning details that should be known prior to opening. (obj. 1 & 3)

Answer:

A business plan contains many important parts including:

Mission	Company information
Growth potential	Products & services
Future plans	Financial information

Managerial Accounting

Business plans do not include much information on how data is supported from a customer, financial reality, market, and other research. It may contain parts of this but it is usually skewed from the viewpoint of the author.

Prior to opening, planning and research must occur. A better chance at success is made possible by a thorough understanding of:

- What the potential market is comprised of.
- Limiting factors of the entity.
- Understanding costs associated with what's provided.
- Methods of reaching the potential market.
- What the market deems as required in terms of service, menu, quality, portions, atmosphere, and cost.

Planning and forecasting are involved in preparing for opening. Understanding the factors outlined above will allow for a better chance at success or the help the owner to decide whether the venture should be attempted at all.

Understanding each of these and performing research allows for a more cohesive and robust forecast for actual expectations.

2. Discussing restaurants in general, predict risks that are present when management is under qualified and risks when over qualified. What risks are present at Zen Blenderz? Integrate your original response and defend your choices. (obj. 1 & 4)

Answer:

Whether a person is over or under qualified may have tremendous impact on an operation. Often the impact may be minimized if the supporting staff is highly or overqualified themselves. This may occur because the manager understands their own limitations and is less likely to remain under qualified for long.

Inherently, overqualified management run risks of becoming bored in their roles and may intentionally sabotage areas of responsibility in order to fix them. Over qualified managers may also display disdain for their superiors and may attempt to undercut their authority. Situations like these may only occur when there is view of future promotion.

Over qualified management may be what an operation needs. Managers that know their operation may be the best solution to improve underperforming areas within an operation. Managers may

resent the situation they are in, but may find their talents being used and more clearly understand the need for their abilities.

Under qualified management incur different risks. Operations in which management is under qualified may appear to run smoothly on a day-to-day basis, but short, medium, and long-term impacts will be felt. It depends on the areas of a manager's deficits and may range from service or training issues to financial forecasting to production issues. Employees are aware when they have a manager who is under qualified resulting in situations where the manager is taken advantage of.

Risks are present at Zen Blenderz. Because Rebecca does not fully understand the financial component there are risks of forecasting how much food and labor are needed, what type of monetary controls should be in place, and how to best utilize employees. Scott does not understand his role beyond production which may cause over and under preparation and ordering. Emily does not understand her responsibilities as they pertain to managing people, creating an atmosphere free from accountability and one of increasing errors.

Competent management may be found within Zen Blenderz but it might not be allocated in a way that they are mutually supporting each other within their roles.

3. Zen Blenderz has been open for 6 weeks. Discuss a minimum of four strategic options that are available to Kirk for the future of Zen Blenderz. Select what you believe to be the best option and debate why it is better than the others. (obj. 1 & 4)

Answer:

- Close the operation. The operation is losing money and maintains a labor cost > 100% and food cost > 60%. Other costs including rent/mortgage, utilities, overhead, and equipment. All of these together may suggest operational costs are approaching 200% of revenues.
- Change the menu, offering some animal products such as dairy and eggs (lacto-ovo vegetarian). Zen Blenderz offer potential via the beverage service and the drive-through. Offering traditional dairy products with coffee service and expanding baked goods so that they incorporate dairy would increase variety. The current breakfast menu could be doubled with the addition of eggs and dairy (cheeses). This could be done while still maintaining a holistic view of eating. Education could be incorporated into each sale with the benefits of certain holistic habits (without sounding preachy).
- Change the menu, offering meat products. Revamping the menu to include beef or pork would increase the potential market interested in trying Zen Blenderz. Doing so would increase the menu dramatically. If done intelligently with grass-fed or sustainable meats it would not impact the atmosphere already created for the restaurant. Adding these items would increase food cost and it is question-

able whether the talent to manage and prepare the food items is in place or available.

- Hire a strong general manager. Hiring a strong general manager would immediately (within 7 days) impact labor costs, hidden costs, and waste. A medium term impact would be a more comprehensive and thorough marketing plan and potential increase in foot traffic. It would also impact the amount of time Kirk has had to spend at the operation. Biggest drawback is the cost, estimated to be \$20 to \$25 per hour.
- Increase menu prices. Review actual per item food cost and determine an accurate menu price that reflects quality and cost of ingredients. Customers may complain and choose to not enjoy the restaurant, but, long-term, Zen Blenderz remains a more viable entity. Additionally, Zen Blenderz has found a core loyal following who would better understand the actions of raising prices (reduce portions) than the general market.

I believe the best option to be a combination of strategy 2 and 4. Short term costs for all options are going to be incurred. Option 1 and 3 alone would also create medium and long term costs. Option 2 expands the menu and allows for a more comprehensive breakfast and coffee service. It also increases the potential variety throughout the lunch and dinner menus. The addition of the ingredients eggs, cheese and dairy would not be to-far a step forward and the operation can maintain its vision and mission. Option 4 allows for the leadership vacuum to be filled. Viewing this option up-front appears costly, but it allows for Kirk to maintain control of the operation while knowing the appropriate leader is there.

4. **Formulate a plan of actions for Zen Blenderz to remain a viable entity that has a positive cash flow. Put your actions on a timeline and explain them. Defend why you placed them at**

that point on the timeline. (obj. 3 & 4)

Answer:

A lot of different things need to occur either immediately or in the very short term. This includes finding the appropriate leader as soon as possible, possible moving the current GNM into the FOH manager slot, and retraining of all staff about expectations versus the past realities.

The addition of dairy and eggs to the operation's menu would include a complete redevelopment of the breakfast and beverage menus. New standards, recipes, and production requirements would have to be covered.

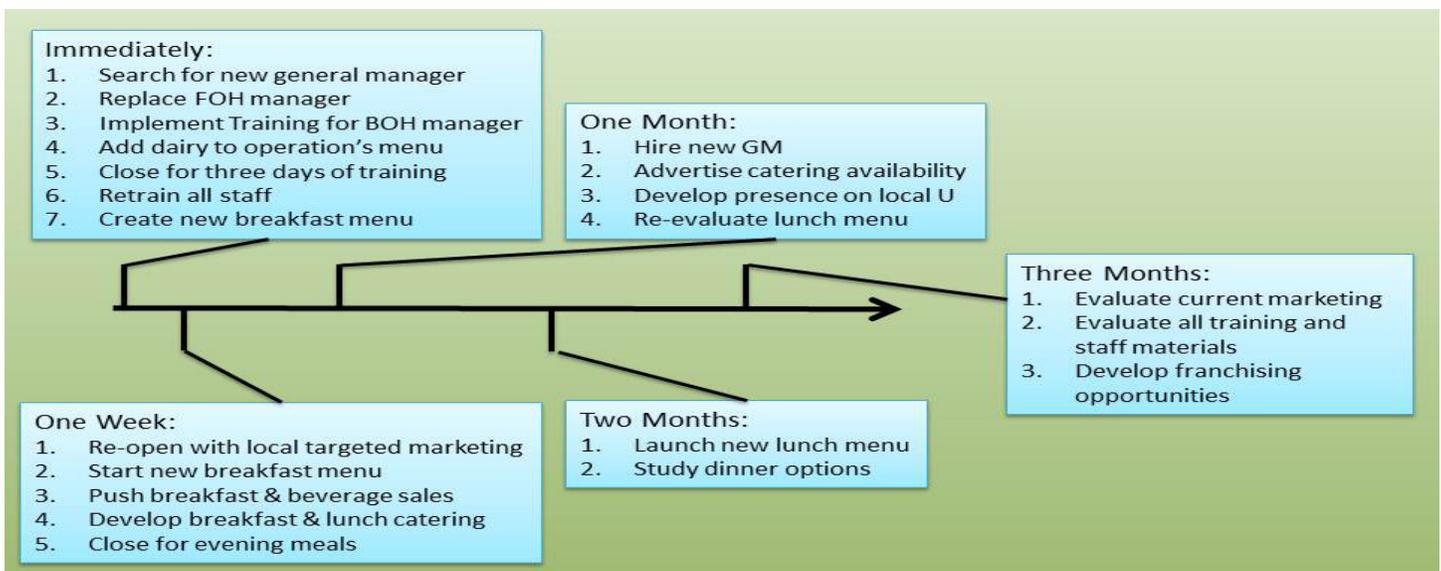
I would suggest keeping the current BOH manager but implement a comprehensive training program that would include how to manage others, manage inventory and ordering, and hold to hold himself and his personnel accountable.

I would re-open within a week with a brand new breakfast menu and focused advertising to our current customer base and the businesses immediately surrounding the restaurant (within ½ mile). The restaurant would remain closed for all evening meals and a new catering menu would be developed to include delivery within the town.

I would hope to hire a strong GM within 30 days, implement the catering options for the store, and develop a presence on the local campus by targeting campus organizations through creating partnerships. The lunch (and possibly evening) menu would be completely re-evaluated to determine deficiencies and/or areas of weakness.

At the two month point, we would offer a new lunch menu that includes dairy and egg options. Using our customer base, we would analyze the opportunities for us of opening for dinner on selected evenings throughout the week.

Ninety days into the re-launch, we would re-evaluate everything we've done so far searching for inconsistencies, opportunities, and



areas of weakness that we need to work on. Since this concept is so different we may look into developing a core franchise model to make available to other markets.

These options were positioned on this timeline for a reason. Highest priority would be tackled first. Lower priority would be tackled later. You must first treat the heart before splinting a broken arm. Small fixes would occur throughout the chain and where expertise in that area was available.

5. **Utilizing the food service system model (Gregoire, 2013), synthesize your response from question one. Place your answers within the appropriate area of the model. Identify, ≤ one sentence, reasons why you placed it in that specific category. Answers may belong in ≥ one category. (obj. 1)**

Answer: (see page 36)

Control (Goals, objectives, policies, procedures, laws, standards)

- Mission – outline goals & objectives of operation
- Limiting factors – portion comprised of laws

Input (Human, materials, operational, facilities)

- Products & services – food, labor pool and skills, equipment capabilities, information (menu)
- Financial information – Financial inputs (\$), utility information, how much is paid to employees
- Potential market – labor pool, food available
- Atmosphere – facilities capabilities

Transformation (management functions, communication, subsystems)

- Planning
 - Future plans – how the operation sustains itself, opportunities for improvement
- Controlling
 - Financial information – making decisions based on relevant data
 - Costs – eliminating waste, either human or material
- Directing
 - Mission – capabilities of staff are relevant with the amount of training/experience they have
 - Products & Services – food is up to the set standard for the operation as is customer service
- Organizing
 - Growth, future plans, products, service, financial information, marketing (unlimited)
 - Organizing deals with day to day and long term activities of the operation and whether they are aligned with the mission and capabilities of the operation
- Coordinating
 - Product & Services – day to day operations are operating smoothly and subsystems such as front of house, sanitation, kitchen are working together
- Communication (Verbal)

- Flow of information is occurring as needed and feedback occurs and is given to the appropriate person
- Communication (Written)
 - Menu, standards, policies, procedures, company information, mission, financial information – all are accessible by the people who need them and they are relevant to the operation
- Linking processes (Sanitation, Acct, Purchasing, etc.)
- Products, mission, standards – correct methods for how to produce, maintain food & equipment and what quality level of items to utilize

Output (quantity, quality, satisfaction, finance)

- Products & services – what the customer receives is the appropriate level of quality & quantity (value)
- Financial information – excessive waste – both food & financial – is not occurring and if it is the data for correction is available for comparison (benchmarking)

Memory (sales, financial, HR data)

- Company information – private data is kept private
- Products – sales information is saved and used for forecasting purposes
- Services – labor documents (HR) are kept, employee issues are dealt with fairly
- Financial information – financial records are kept and analyzed for future use

Feedback (Data from outputs)

- Products – operation is not over or under producing, the correct amount of product is ordered, operation take advantage of extra product
- Services – operation is not over scheduling staff and staff are being utilized to full extent
- Mission – is being upheld and what is occurring meets what the mission outlines
- Customers – feedback from customers is accounted for including +/- comments, suggestions for menu, items to add

6. **Utilizing the food service system model (Gregoire, 2013), integrate areas of concern based on the case and place them within the model. Propose and justify the weights of each concern as it relates to the sustainability of Zen Blenderz. (obj. 4)**

Answer:

Inputs:

- Human inputs are a concern based on the information that the operation is over-staffed or its labor costs are too high
- Menu is an area of analysis based on what customers may ask for such as dairy/cheese or items that are not considered vegan
- Information is a concern based on foods not meeting con-

sistency standards between management and kitchen

Transformations:

- Management oversight is a concern based on the ongoing issues with food costs and labor costs
- May deal with coordinating, directing, planning, controlling, and communication
- Food consistency and waste may be a concern based on communication and direction

Output:

- Employee satisfaction may be a concern based on overstaffing, not being able to get enough hours, poor leadership
- Financial accountability may be a concern due to both food and labor costs being high compared to similar operations

Memory:

- Records may not be utilized to better direct the staffing and purchasing needs of the operation

Feedback:

- Financial, production, waste, and staffing records are not being used to make operational decisions

Epilogue

Zen Blenderz closed after just over 12 weeks of operation. Eight weeks into the operation's existence Kirk decided to quit. Over the last four weeks operating decisions including things like closing for all evenings except Wednesday and Thursday, closing on Sunday, and intermittent times of shutting down led to even more loss of customers and the eroding of the goodwill he had created in the community.

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zenblenderz Breakfast Menu

Served from 7:00 a.m. - 11:00 a.m.

Wholesome & Healthy Starts

Small bowl \$2.75 Large bowl \$4.95

- Steel-cut Oatmeal - Creamy natural steel-cut oats served with walnuts and berries.
Almond, rice, coconut or soy milk available. Served with brown sugar on the side.
- Hearty Granola - Our special blend of oats, raisins, nuts and seeds -- and a touch of agave to sweeten -- roasted fresh in-house. Served with fresh blueberries & banana.
Almond, rice, coconut or soy milk available.
- Blueberry Buckwheat Pancakes - 2 wholesome buckwheat pancakes with fresh blueberries \$5.25
inside, served with organic maple syrup or raspberry sauce and Earth Balance spread.
Extra pancakes - \$.75 per pancake.
- * Fresh Fruit Cup - Seasonal fresh fruit & berries - pure and simple \$2.95
- Chunky Apple Muffin - Whole wheat with apple chunks and cinnamon, topped with \$1.00
chopped pecans. Served with agave Earth Balance spread.

Pastries

- Blueberry Scone - Tender pastry with blueberries baked inside \$1.95
- Cinnamon Roll - Fresh baked, lightly swirled with cinnamon \$1.95

Blenderz

Whole Fruit & Veggie Smoothies

Small \$2.95 Large \$5.95

- * Strawberry Blond - Strawberry, pineapple, orange, agave & coconut milk
- * Summer Blush - Peach, grape, raspberry, agave & apple juice
- * Fruitberry - Blueberry, peach, pear, agave & soy milk
- * Tropic Tango - Mango, peach, date, apple juice & pineapple juice
- * Blue Spin - Blueberry, spinach, banana & pomegranate juice
- * Choco Nana - Banana, cocoa, vanilla, agave & soy milk
- * Going Green
Green grape, pineapple, avocado, broccoli, spinach & apple juice

Our smoothies stand on their own for both taste and nutrition. Should you want to boost your smoothie with added nutrition or protein, we can add raw almonds or walnuts, flax seed or chia seed for \$.20 per tablespoon.

Drinks

- * Organic Coffee - We grind our beans fresh with every pot and use only organic \$1.75
coffee beans from the Roasterie -- Guatemalan regular & Columbian decaffeinated.
Silk brand soy creamer or almond, coconut, soy or rice milk available.
- * Organic Hot Tea - Choose from our organic Numi specialty tea collection, featuring \$1.50
Breakfast Blend, Chamomile Lemon, Jasmine Green, Golden Chai,
Moroccan Mint, Rooibos, Gunpowder Green and White Rose Velvet Garden.
Raw sugar, Splenda and Truvia available.
- * Organic Ice Tea - Fresh brewed organic Roasterie tea -- regular or green Raw sugar, Splenda \$1.50
and Truvia available.
- * Fruit juice - We offer 100% juice by the glass in apple & pineapple \$2.25
- * Milk - Choose from soy, rice, coconut or almond milk \$1.95

All items on our menu are free of dairy, eggs & meat.

* = These items are gluten free or have a gluten-free option.



zenblenderz

Menu

Served from 11 a.m. to 8 p.m.

All items on our menu are free of dairy, eggs & meat.

* = These items are gluten free or have a gluten-free option.

Featured Special

The ZB Fold - A savory blend of brown rice, black beans, red bell peppers, mushrooms \$6.50
& onions folded into a grilled flatbread. Served with guacamole & pico de gallo.

Appetizers

- * Black Bean, Corn & Avocado Salsa - Black beans, fresh corn, avocado, tomato, onion \$6.50
& cilantro salsa served with organic blue corn chips
- * Guacamole & Chips - Our homemade guacamole served with organic blue corn chips \$6.50
- * Hummus Thyme - Homemade chickpea hummus served with pita points, \$5.50
carrot sticks and celery sticks (gluten-free without the pita points)

Salads

Small \$5.50 Large \$8.25

- * Strawberry Fields - Fresh baby spinach salad with strawberries, hearts of palm, red onion and walnuts
- served with our homemade sweet celery seed dressing
- * Veggie Cobb Salad - Spring mix surrounded with all your favorites: Cherry tomatoes, carrots,
red cabbage, cucumber, pickled beets, garbanzo beans, avocados, walnuts and zucchini spirals
- * Waldorf Salad - Apples, celery, walnuts, grapes & raisins with a lemon & Veganaise dressing, served
over greens
- * House Side Salad - Small salad with mixed greens, spinach, tomato, cucumber, zucchini, carrot \$3.95
& red cabbage shreds, served with our House Dressing
- * Our Homemade Dressings: Creamy Miso (House), Sweet Celery Seed, Italian, Red Wine Vinegar
& Oil

Soups

All soups prepared fresh daily and served with rice cracker rounds

Small \$4.25 Large \$6.25

- * Garden Vegetable Soup - Zucchini, yellow squash, carrots, cabbage & onion, seasoned with basil,
oregano and garlic
- * Red Lentil, Coconut & Curry Soup - Aromatic red lentil, carrot and onion soup prepared with
coconut milk and seasoned with curry, garlic, ginger & cilantro
- * Tomato Florentine Soup - Classic tomato and spinach soup with cannellini beans in a vegetable
stock base

Sandwiches

Served on a whole wheat bun with dill pickle slices on the side.

Choose from Terra Beets & Sweets chips, organic blue corn chips, celery & carrot sticks or a small side salad.
(Gluten-free bun available)

- * BBQ Jackfruit Sandwich - Jackfruit (a tropical fruit--ours is imported from Thailand) simmered ... \$7.50
in our homemade BBQ sauce and served with a thin spread of hummus--tomato, onion &
lettuce on the side
- Porcini Dijon Cutlet Sandwich - Porcini mushroom & dijon field roast cutlet served with dijon \$7.50
spread--tomato, onions & fresh spinach leaves on the side
- * A. L. T. Sandwich - Avocado, lettuce & tomato -- a classic on whole wheat toast \$7.50
- * Adzuki Bean Burger - Organic immune-boosting, high-protein burger made with adzuki \$7.50
beans, quinoa, millet, sweet potato, onion, mild green chillis, cumin and coconut oil, topped
with our pico sauce. Served with lettuce, tomato & onion on the side

Kids' Good Stuff

- The ZB Fold - For bigger kids with sophisticated taste - a blend of brown rice, black beans, red bell peppers, mushrooms & onions folded into a grilled flatbread \$2.95
- * Almond Butter & Jelly Fingers - Almond butter & whole fruit jelly sandwiched between whole wheat bread slices (Gluten-free bun available) \$2.95
- * Crunch 'n' Dunk - Carrot sticks, celery sticks and apple slices sprinkled with raisins, served with a side of almond butter for dunking \$2.95
- * Tootie Frootie - Seasonal fresh fruit & berries - pure and simple \$2.95
- * Apple or pineapple juice (12 oz.) \$1.50
- * Soy, rice, almond or coconut milk (12 oz.) \$.95

Blenderz

Whole Fruit & Veggie Smoothies

Small \$2.95 Large \$5.95

- * Strawberry Blond - Strawberry, pineapple, orange, agave & coconut milk
- * Summer Blush - Peach, grape, raspberry, agave & apple juice
- * Blue Spin - Blueberry, spinach, banana & pomegranate juice
- * Tropic Tango - Mango, peach, date, apple juice & pineapple juice
- * Fruitberry - Blueberry, peach, pear, agave & soy milk
- * Choco Nana - Banana, cocoa, vanilla, agave & soy milk
- * Going Green
Green grape, pineapple, avocado, broccoli, spinach & apple juice

We can add raw almonds or walnuts, flax seed or chia seed for \$.20 per tablespoon.

Drinks

- * Organic Coffee - We grind our beans fresh with every pot and use only organic coffee beans from the Roasterie -- Guatemalan regular & Columbian decaffeinated. Silk brand soy creamer or almond, coconut, soy or rice milk available. \$1.75
- * Organic Ice Tea - Fresh brewed organic Roasterie tea -- regular or green Raw sugar, Splenda and Truvia available. \$1.50
- * Organic Hot Tea - Choose from our organic Numi specialty tea collection, featuring Breakfast Blend, Chamomile Lemon, Jasmine Green, Golden Chai, Moroccan Mint, Rooibos, Gunpowder Green and White Rose Velvet Garden. Raw sugar, Splenda and Truvia available. \$1.50
- * Fruit juice - We offer 100% juice by the glass in apple & pineapple \$2.25
- * Milk - Choose from soy, rice, coconut or almond milk \$1.95

Eat Healthy & Have Your Dessert, too!

- * Fresh Fruit Cup - Seasonal fresh fruit & berries - pure and simple \$2.95
- * Brownie Decadence - Chocolate walnut brownie (made with whole wheat flour & ground flax seed) topped with soy ice cream (no-nut brownie available) \$5.50
- * Very Berry Sundae - Fresh blueberries, raspberries & strawberries over soy ice cream \$3.95
- * Brownie - Chocolate brownie with or without walnuts and fudge icing \$2.50
- * Oatmeal Raisin Cookie - Baked fresh with whole wheat, raisins & nuts \$1.50
- * Chunky Apple Muffin - Whole wheat with apple chunks and cinnamon, topped with chopped pecans. Served with agave Earth Balance spread. \$1.00

We are proud of our no-tipping policy. Our staff works as a team. Please pay at the register as you leave, and do not tip.

Take-out menus available at the register.
Call ahead for carry-out -- [REDACTED]
[REDACTED], Warrensburg, Missouri



zenblenderz

About Zen Blenderz

- We use stainless steel cookware – no aluminum.
- The water and ice used in your coffee and tea is filtered twice.
- Our teas and coffee beans are all organic. (Did you know that coffee beans are one of the most highly-pesticided products in the world?)
- We do not use corn syrup or products containing corn syrup.
- We use organic, non-GMO (genetically modified) corn and soy products.
- Our menu is vegan, which means that it contains all plant-based foods. We do not use any meat, dairy or egg products. Because our menu is vegan, it is totally cholesterol free.

We are proud of our no-tipping policy.

Our staff works as a team.

Please pay at the register as you leave,
and do not tip.

Take-out menus available at the register.

Call ahead for carry-out – [REDACTED]

[REDACTED] Warrensburg, Missouri

12 Zen Blenderz Flyer

13: Sales & Transaction for Weeks 1 through 6 (Monday through Friday)

Monday		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Breakfast	Trans	12	18	12	11	16	8
	Sales	\$90.73	\$63.73	\$106.45	\$61.33	\$128.98	\$57.90
Lunch	Trans	54	31	40	28	19	19
	Sales	\$639.34	\$428.94	\$416.20	\$421.46	\$261.07	\$214.98
Dinner	Trans	4	31	33	42	43	26
	Sales	\$10.40	\$423.53	\$424.66	\$373.36	\$359.66	\$168.21
Day Total	Trans	70	80	85	81	78	53
	Sales	\$740.47	\$916.20	\$947.31	\$856.15	\$749.71	\$441.09
Tuesday		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Breakfast	Trans	17	15	16	19	20	22
	Sales	\$124.60	\$85.62	\$89.26	\$203.68	\$103.53	\$120.81
Lunch	Trans	43	34	26	15	33	30
	Sales	\$680.37	\$458.89	\$379.75	\$228.23	\$478.21	\$298.27
Dinner	Trans	13	31	34	32	43	45
	Sales	\$121.60	\$218.41	\$141.90	\$371.31	\$344.98	\$394.56
Day Total	Trans	73	80	76	66	96	97
	Sales	\$926.57	\$762.92	\$610.91	\$803.22	\$926.72	\$813.64
Wednesday		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Breakfast	Trans	24	28	18	22	21	27
	Sales	\$160.39	\$109.35	\$111.56	\$138.06	\$94.92	\$102.96
Lunch	Trans	44	45	32	45	23	29
	Sales	\$675.55	\$639.85	\$410.28	\$715.77	\$373.01	\$340.69
Dinner	Trans	49	41	45	35	48	30
	Sales	\$522.95	\$416.72	\$364.53	\$366.30	\$529.11	\$424.70
Day Total	Trans	117	114	95	102	92	86
	Sales	\$1,358.89	\$1,165.92	\$886.37	\$1,220.13	\$997.04	\$868.35
Thursday		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Breakfast	Trans	18	17	13	26	30	20
	Sales	\$107.93	\$58.13	\$63.28	\$116.47	\$187.15	\$111.97
Lunch	Trans	33	43	34	44	38	26
	Sales	\$483.25	\$588.97	\$419.66	\$548.28	\$565.87	\$635.92
Dinner	Trans	41	20	54	38	42	36
	Sales	\$383.38	\$165.85	\$697.96	\$316.90	\$384.47	\$442.37
Day Total	Trans	92	80	101	108	110	82
	Sales	\$974.56	\$812.95	\$1,180.90	\$981.65	\$1,137.49	\$1,190.26
Friday		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Breakfast	Trans	24	16	20	34	24	23
	Sales	\$90.79	\$90.13	\$137.42	\$188.32	\$154.42	\$126.70
Lunch	Trans	40	37	55	47	41	37
	Sales	\$620.26	\$436.35	\$776.36	\$670.53	\$524.82	\$411.32
Dinner	Trans	28	40	47	31	47	37
	Sales	\$550.56	\$472.84	\$603.93	\$501.70	\$467.78	\$420.31
Day Total	Trans	92	93	122	112	112	97
	Sales	\$1,261.61	\$999.32	\$1,517.71	\$1,360.55	\$1,147.02	\$958.33

14: Sales & Transaction for Weeks 1 through 6 (Saturday, Sunday & Total)

Saturday		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Breakfast	Trans	20	23	16	24	26	16
	Sales	\$180.26	\$231.80	\$102.15	\$164.52	\$224.29	\$104.66
Lunch	Trans	27	32	28	30	28	17
	Sales	\$352.26	\$547.15	\$434.55	\$409.01	\$443.84	\$173.45
Dinner	Trans	29	42	37	47	25	27
	Sales	\$438.90	\$455.03	\$388.05	\$330.27	\$544.08	\$262.97
Day Total	Trans	76	97	81	101	79	60
	Sales	\$971.42	\$1,233.98	\$924.75	\$903.80	\$1,212.21	\$541.08
Sunday		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Breakfast	Trans	7	8	5	11	11	14
	Sales	\$56.47	\$68.82	\$51.05	\$91.78	\$75.62	\$120.44
Lunch	Trans	14	16	21	18	13	11
	Sales	\$187.29	\$190.00	\$386.64	\$234.67	\$206.84	\$147.18
Dinner	Trans	13	27	29	37	15	20
	Sales	\$242.70	\$268.17	\$269.62	\$347.24	\$230.72	\$308.20
Day Total	Trans	34	51	55	66	39	45
	Sales	\$486.46	\$526.99	\$707.31	\$673.69	\$513.18	\$575.82
WEEK TOTALS:		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Breakfast	Trans	122	125	100	147	148	130
	Sales	\$811.17	\$707.58	\$661.17	\$964.16	\$968.91	\$745.44
Lunch	Trans	255	238	236	227	195	169
	Sales	\$3,638.32	\$3,290.15	\$3,223.44	\$3,227.95	\$2,853.66	\$2,221.81
Dinner	Trans	177	232	279	262	263	221
	Sales	\$2,270.49	\$2,420.55	\$2,890.65	\$2,607.08	\$2,860.80	\$2,421.32
GRAND TOTAL:	Trans	554	595	615	636	606	520
	Sales	\$6,719.98	\$6,418.28	\$6,775.26	\$6,799.19	\$6,683.37	\$5,388.57
		\$12.13	\$10.79	\$11.02	\$10.69	\$11.03	\$10.36