

RESY OS

By Restaurants, for Restaurants



Relaunching an Industry

Rebuild, Reopen, Reunite, on Resy

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Relaunching an Industry

The hospitality world has been enormously affected by the COVID-19 pandemic in the past few months, and there are still so many unknowns in how the residual effects will continue to shape the industry. Like much of the world, the expediency at which operations were halted did not allow us at Resy the opportunity to plan for next steps. Now that we are in the midst of this new reality, we have some time to think through how the fabric of the industry has been ripped apart and how we can help sew it back together.



The first area that we dive into is how COVID-19 will affect diner behavior. There are two main considerations here; the first is the mental and emotional trauma that everyone is experiencing and the second is the financial strain this is putting on the world. It is important to acknowledge that these will likely have long-term consequences to small businesses of all types, but particularly for those considered luxuries, such as dining, travel, and personal services.

We will then evaluate the [operational aspects](#) of your business and guide you through several areas that should be scrutinized as you prepare to reopen. While the shutdowns happened quickly and seemingly without warning, we have the ability to approach things in a much more calculated manner moving forward.

As the COVID-19 pandemic becomes manageable and is no longer a public health threat, the current mandates for closure will likely be lifted. Our assumptions, [based on the response in Asian markets](#) and with what we have witnessed in the US [here](#) and [here](#), are that they will be lifted slowly and potentially have additional restrictions added, or even in some cases [reinstated in full](#). It is highly unlikely that operations will be running at 100% functional capacity from Day One and we believe that alternative revenue streams will be paramount to survival, especially in the early days.

As industry advocates, we want to help guide next steps and encourage you to evaluate the operational flexibility of your space from an objective and realistic point of view. Within this guide, we have laid out several options, from our observations and operational experience, for operators to consider that support our industry both near- and long-term.

¹ Customers want to see trust with their favorite establishment. Trust is brought by professionalism, good service, rigor, surprise, recognition of each customer, hygiene, measures in terms of hygiene for the Covid-19. F&B is a profession. It has to be practiced with passion and total honesty and transparency to the team members and the customers - Geo Valdivieso, Global Brand Ambassador Camus Cognac, Owner/Operator of The Broken Dagger via <https://rachelgouk.com/impact-of-covid-19-on-restaurants-in-shanghai>

Diner Behavior

The world is changed and will continue to be so. There is a strong likelihood that the public's trust will be largely shaken and many people around the globe will be coming out of isolation or quarantine after being in confined spaces for months. Many will have suffered seemingly insurmountable loss - personally, professionally, financially - and the idea of going to dine in an enclosed space for an extended period of time, or in close quarters, or in some cases even at all, may be too much.

Upon reopening, we recommend looking at ways you can implement extra precautions to help ease anxieties and provide some additional peace of mind to your guests. Try to embrace the sense of comfort and security the public is longing for and meet your guests where they are. The toll that this is taking on the world is bound to have a profound effect on how hospitality is defined moving forward, but more importantly, how it is perceived immediately.

DINING ROOM

In markets that have reopened, social distancing restrictions have remained in place. If at all possible, try to space tables six feet (two meters) apart. This may be difficult in more urban or metropolitan areas where real estate is scarce, but it could also be the difference in having a full half-occupancy dining room vs. an empty full-occupancy space. We know the thought of reducing your dining room capacity is tough to consider, but believe that it will be much more beneficial to provide a space that feels safe, especially if social distancing restrictions remain.

Consider turning your private dining area or bar area into a retail or takeaway space. Having those areas operational during the day, but closed during service or just open all the time is another way to meet the needs of your guests, while also adding value to your business.

Offer outdoor dining if you can. If you don't already have an outdoor dining area, see if it is an option for your space. If this is not allowed in your area, look into lobbying for local legislation to create it by closing down side streets a few hours or days each week. If you operate in a neighborhood with several other businesses, banding together to make this request is a great way to support each other, advocate for revitalizing the local economy, and to go above and beyond for your diners. In an ideal setting, our side streets in urban areas like downtown Manhattan will start to look like the communal plazas of Barcelona.

MENU

In the next section, we will look at ways to diversify your revenue streams and how you can modify operations to accommodate those. But before we get there, it is important to reflect on how your menu offerings connect with the public. As previously mentioned, the idea of going to enjoy a 4-hour tasting menu in a confined area may be too much for people. If this is part of your business model, consider offering a shortened version as well. Maybe even consider pivoting to something a bit more casual that would be easy to sell as a takeaway option .

We also recommend keeping your initial menu offerings tight. Keep it simple, sustainable, and approachable. Reducing the number of dishes you produce each service will help ensure that you are keeping costs in line with the volume as it continues to ramp and will ensure that you can operate your kitchen with a skeleton crew that can work six feet apart. It will also protect your business in the instance that mandate closures are re-established due to a second wave of the virus as we have seen happen in earlier affected markets.

HOSPITALITY

As the public prepares to venture back out into the world, they will be inundated with options and manipulations from every angle, as noted in this [viral editorial article](#). There is a strong probability that there will be an increased conscientiousness when it comes to how they choose to spend their days. People dine out to celebrate moments in their lives - birthdays, anniversaries, winning that spelling bee, or just making it through this pandemic. They also have dozens of options as to where they can host those celebrations and, now is the time to express appreciation for their support more than ever as people pay more attention to where they want to spend their time and money.

Hospitality is defined in so many ways, but the most common and truest is to entertain through generosity, friendliness, and warm reception - to be in the service of others . As mandates are lifted, there will likely be an intense desire to resume celebrations, which affords you an incredible opportunity to reconnect with your guests through hospitality. Tapping into your customer relationship management (CRM) tools, like your reservation software, can help you build strong connections with the people that choose your space. Help them turn those celebratory moments into powerful memories.

² Changed products are drawing new delivery customers and increasing profitability of delivery. In-store events have a limited impact - Nat Alexander, Founder/ Operator of Homeslice Pizza via <https://rachelgouk.com/impact-of-covid-19-on-restaurants-in-shanghai>

Operational Considerations

There are many areas of the business that you will need to evaluate prior to reopening. We have provided a checklist in the appendix to help ensure that all boxes are checked and that you are set up for success from the start.

SAFETY

Above all else, the most important consideration should be that of safe practices for your team and for your guests. Markets that have been able to reopen have had to do so with additional hygiene measures in place. Here are some examples of those added requirements.



- Wash hands diligently: Wash your hands for 20 seconds (sing Happy Birthday twice) when you arrive at work, before handling food, before stepping on to the floor, after bussing tables and after coughing, Use disposable gloves for all person-to-person interactions and discard after each use.
- Stay home if sick: If you or someone in your household are experiencing flu-like symptoms or trouble breathing please stay home and call your local healthcare provider.
- Face masks: Disposable face masks should be worn by all members of the team and discarded after each service. Team members should avoid touching their face and masks while in use.
- Clean and sanitize with chemicals: Products with bleach or over 70% alcohol are effective against the virus, or you may create your own solution by mixing 1/3 cup bleach with 1 gallon water.
- Print single-use paper menus or sanitize menu covers after each use.
- Sanitize all hard surfaces (light switches, door knobs, beverage and food trays, computer touch screens, etc.) every 30-60 minutes throughout the day.
- Sanitize all incoming orders, produce, etc. and immediately remove and discard any exterior packaging that is non-essential.
- Most importantly, follow the advice of your local, state, and [federal](#) agencies, educate your teams, and ensure best practices are being followed.

STAFFING

If you were able to retain your team in full and have maintained contact with them throughout this extended closure, you will be in a much better position when it comes time to get back to work. Though you will have the same crew, there will still be some required training as you get ready to reopen your doors. You'll want to ensure that your teams are well versed in menu offerings, walk through best practices for safety protocol, and set realistic expectations on how you think the first weeks will play out. Discussing the scenarios you have considered and explaining any operational adjustments you have made will be important to ensure buy-in and execution from your team.

If your teams have moved on to other jobs, you will need to re-hire and staff your business appropriately. Try to keep your crew small initially and build as necessary. If social distancing is required, you won't have a choice. You will want to make sure that each of your teams in the back of house and front of house are properly trained and have full understanding of your business model, expectations for hospitality, and standards for execution.

ORDERING

Remember that you will likely be reopening with dozens, or even hundreds in some areas, of other operators at the exact same time. It is safe to assume that you will run into issues with delays or acquiring the supplies that you need to operate. Now is the time to research your options and have contingency plans in place - linens, produce, dairy, chemicals, proteins - are all likely to be most affected. Make sure that you can adjust your menu and operational protocol to accommodate any shortages.

Try to keep your orders small to start. You will need the additional capital and want to minimize risk should operations be shut down again due to a resurgence of the virus.

CONTENT

Make sure that the messages you are hosting on your website, social channels, etc. are all telling the correct story. You likely made several adjustments due to the shutdown and you don't want any residual messaging left in place that causes confusion, or worse yet, prevents guests from finding you.

³ For Taian Table, it is working and our guests returning back. Impact will be huge for those having difficulties with cash flow and if the landlords are not helping by decreasing rental fees. We also try our best and did also a cross promotion with a wine supplier and give back for diners who came to support us in March with 20% discount on the menu from May. Lots of business dinners will be cancelled or their budgets will be decreased and the spending will be less than before. Many will look for deals in town to get the best value for money. With Taian Table, it's difficult as we won't start buying different or cheaper ingredients, and therefore, we hope that our guests appreciate the quality we serve. — Stefan Stiller, Chef/Founder of Taian Table via <https://rachelgouk.com/impact-of-covid-19-on-restaurants-in->

MARKETING

As we all saw in the early days of COVID-19, every restaurant that your guests have ever dined in will be preparing to send out email communications regarding their reopening dates. It produces fatigue and will likely leave you lost in the inboxes of your diners. Look into ways that you can stay connected with your guests now. Use your social channels to host quizzes or livestream feeds. Get ahead of your email campaign if at all possible. Look into Google or social media ads. Or consider hosting a welcome back party, weighing the likely social distancing guidelines.



Alternative Revenue Streams

Through struggle comes brilliant innovation and we have seen much of that in recent days. Many operators have pivoted their operations to support revenue streams that are not part of their existing business models. We highly encourage all operators to explore these even as they reopen their doors for dine-in service. As we've seen in other global markets, businesses are not bouncing back as originally assumed and these adjustments are paramount to ensuring survival.



TAKEAWAY

If you do not already offer takeout or delivery, look into the possibility. Even if it's a smaller menu offering, it could provide an enormous boost to revenue. Meal kits are a way to maintain your brand identity without compromising the integrity of your food, especially if it is something that doesn't transport well. It's also a great way to stay connected with your diners and keep them invested in your business.

MERCHANDISE

Many businesses already have strong brand merchandising, but there are also many that do not. There are some incredible businesses out there that can help facilitate this as long as you have a good following and strong clientele base. Look for an organization that can handle the design, printing, and shipping for you so you aren't sitting on inventory. This can also keep overhead low.

This is a great opportunity to support the small business contributors that help bring your space to life. Hosting a way for your pottery, artworks, textiles, etc. to be purchased is another way to boost revenue and support your local economy.

MASTER CLASSES

In the age of YouTube and social media, there is a vast array of ways to connect with your diners. Hosting educational tutorials to walk through meal planning, nutrition, fermentation, wine tastings, etc. can be a great way to generate incremental revenue and to keep you top of mind with diners as they ready to go back into the world.

GROCERY & PROVISIONS

As you've evaluated your dining room to accommodate some of these options for alternative revenue, you should also look to your kitchen, your suppliers, and your pantry. Packaging up small produce or grocery boxes is a great way to not only generate additional revenue for your business, but also supports those farmers, ranchers, and suppliers that have been equally affected in recent months and are instrumental to the overall industry.

EXPERIENCE PACKAGES

Partner with neighboring businesses and put together a 'night out' type package that you can all host and split if purchased. Offer cooking classes or live-stream tutorials to accompany those meal kits. Sell tickets to a welcome back party. Team up with a local rancher, vintner, or farmer to attend a farm tour. Host beverage (wine, spirits, beer, sake, tea, coffee) tasting classes.

GIFT CARDS

This is an easy way to generate immediate cash flow and reward guests that continue to support your business. Many point of sale providers offer an associated gift card program; [Toast](#) is currently offering three months free to use their service. You may also consider rewarding those diners further with discounts on larger purchases, i.e. buy a \$100 gift card and get a \$20 to give to a friend. While it may seem counterintuitive to be discounting at this time, remember that those guests will come into your space and will likely spend above whatever discount you are offering.

Reopening on Resy

Resy has worked to ensure that our partners have felt supported and had the resources they needed from the very beginning of this pandemic and will continue to do so as the industry comes back online. There will be some elements of resetting your books that we can automate, but also many that will need to be manually adjusted. Below, we will go through all of the settings to consider as new guidelines are rolled out and with some of the topics that we looked at previously regarding operational strategy.



If you are not currently a Resy partner and would like to learn more about our system, please visit os.resy.com to [Request a Demo](#).

STEP-BY-STEP INSTRUCTIONS

Reopening your doors will be similar to opening a new restaurant in many ways and restrictions will vary city to city, so we have created a [step-by-step guide](#) to walk you through everything you should consider regarding your books.

REPORTS IN DASHBOARD

We have provided two keys reports to your [dashboard](#) for preparing to reopen your doors.

The first is a [Pre-Launch Dashboard](#) that offers information about your historical cover data, no-show rates, and late cancellation rates. There are also limited capacity considerations listed as a point of reference so you can more easily plan for staffing, menu limitations, or ordering.

The second, C19 Affected Guests, is a list of all guests that had bookings in your restaurant during the mandated closures that can be used in the 'Announcing Your Return' section below.

FLOOR PLAN

You may need to make adjustments to your floor plan before setting up your shifts. If that is the case, please copy your existing floor plan so that you can re-use it when the time comes. You can find a detailed walkthrough of making those changes [here](#).

SHIFT SETTINGS

Once you have determined how you plan to reopen your space, you will need to set up your daily shifts to reflect hour changes, capacity restrictions, or staffing accommodations. You may have made adjustments to your base-level shifts that need to be reverted. You'll want to ensure that all Need to Know and About sections reflect the appropriate messaging.

If you used Resy for takeout, you should follow the instructions [here](#). And if you are looking to limit your availability upon reopening, you should follow the instructions in [this article](#). If you will no longer be offering takeout or delivery, please reach out to our [Support team](#) via the support chat and we can have those removed for you.

GUEST COMMUNICATION SETTINGS

If you are a Platform 360 partner, please check your Email and Text Messaging Templates to ensure that your guests are getting the correct information for your service. Email customizations are a great way to also inform your guests of any alternative revenue streams that you will be employing or to link out to Gift Card purchases or donations.

LISTING INFO

As mentioned above, you will want to ensure that your [About and Need to Know](#) sections that live on your resy.com and Resy App pages mirror the messaging you want conveyed to your guests.

The last thing you want to adjust is your [Booking Window](#). Once this is open, guests will be able to begin booking with you, so it's important to make sure that you are ready to start accommodating guests before you make this adjustment.

AUTOMATION

Once all of the above have been adjusted, you can fill out [this form](#) to have our product teams re-enable the following for you: Text Confirmations, Notify, and Surveys / Ratings.

ANNOUNCING YOUR RETURN

As soon as you have your reopening date set, we recommend informing your guests. Within your [dashboard](#), you will find a complete reservation list of everyone that had a reservation at your restaurant from March 9, 2020, to June 10, 2020, in case you want to offer first right of refusal to anyone that was forced to cancel due to the mandated closures. We have included some best practices and prompts for you [here](#).

Please remember that you will very likely be sending emails at the same time as much of the industry, so relying on social media or thinking of innovative ways to connect with your guests will help ensure that you don't get lost in the mix.

If you would like to request a full marketing guestbook that includes all emails that are opted in, please reach out to our [Support team](#) and they can send that over for you.



Metrics that Matter

As you get back into operations, please remember that it is highly unlikely that business will be back to normal for a while. We have no idea if a while is a couple of weeks, or a couple of months, or perhaps even longer. It will be important for you to stay tapped into your costs and the number of guests you are servicing every day that you are open. Your Restaurant Success and Support teams at Resy are here to help get you information that is actionable as quickly as possible. Please keep us looped in if there is something impactful that you feel is important to your operation. If we can provide analytical insights, we will.



Although fixed costs will remain in place, here are some areas that will affect your controllable costs that can help guide your decisions upon reopening.

UPCOMING BUSINESS

This is a different era than before, but by looking ahead at future days, you can quickly adapt your staffing, ordering, or menu planning to match your business demands. We anticipate that businesses will have to change their previous behaviors to accommodate federal, state, and local mandates and that it will also take some time for diners to return to their previous habits.

Resy is closely monitoring these trends and our Restaurant Success and Support teams have reports to share with our partners that display how diners in your area are booking their reservations so you can gauge your restaurant's performance against diner behavior in your area. These reports will also give insight to which days, and times of day, diners are looking to make reservations at your restaurant. This can help you determine how you would like to structure your reservation book to maximize the number of guests you may serve. You may reach out to our [Support team](#) to request this information after you open your doors.

You can also easily keep tabs on upcoming business via the Home report in your Analytics portal on your restaurant's [dashboard](#). The top sections showcase current and previous days' data, and the Reservation Book section in the bottom right corner shows cover data for the upcoming week. This can help you make operational decisions that will impact your bottom line.

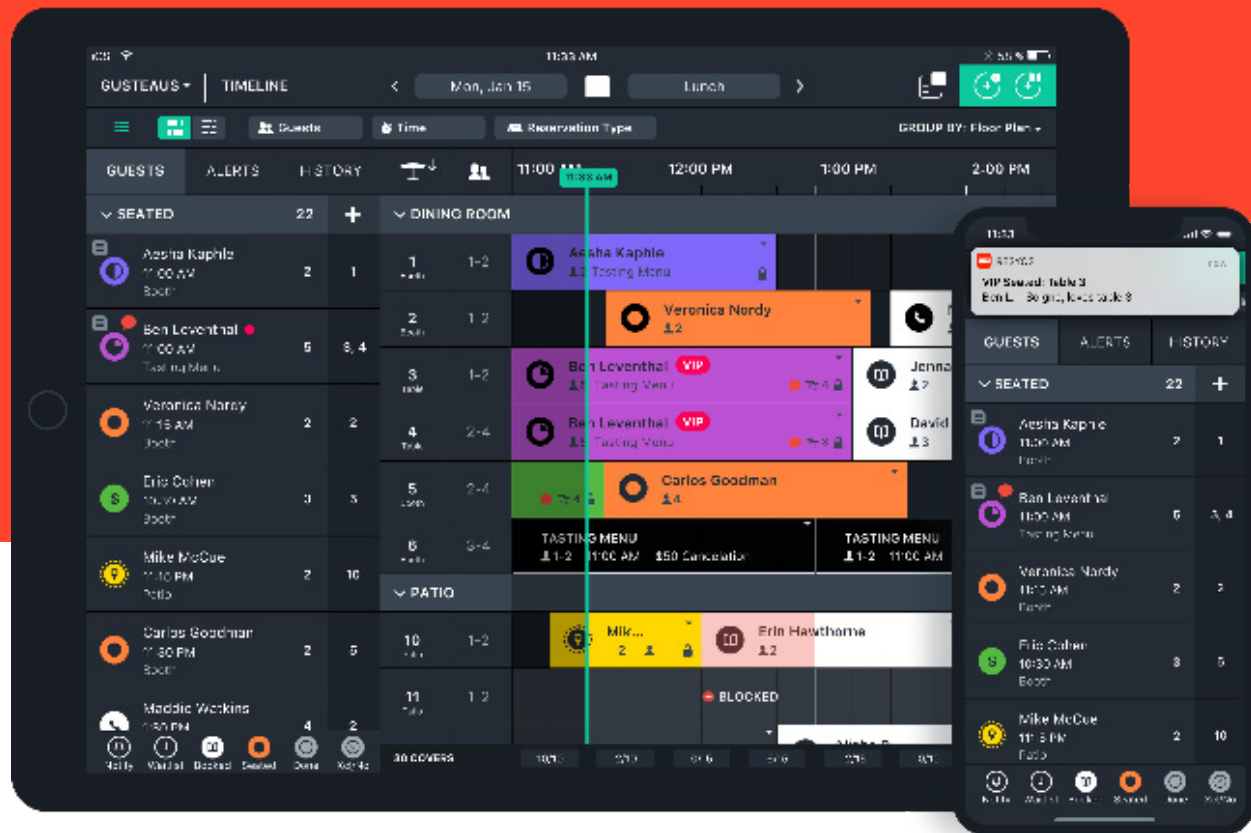
OPERATIONAL DIFFERENCES

As you reopen, you must decide how to move forward while operating in a potentially limited capacity. It is a normal response to want to reopen and operate much in the same ways as you did before, but the financial weight of operating with the same costs and a fraction of the incoming revenue will not make for a successful return. We can offer snapshots for you to gauge what a successful service would look like while running at [30%, 50%, or 70%](#) of your historical numbers in the C19 Pre-Launch Dashboard. This can help in making decisions about staffing, menu offerings, and other controllable costs.

RECORDING ACCURACY IN RESY OS

Guest and service information will be critical in the months to come and will be key in understanding the new normal for your space. We encourage you to accurately input your service information into your Resy Operating System and ensure that your teams are doing so as well. This will allow us to share these data points with you to better understand how to cater to your guests. We can provide you with turn times, party sizes, late cancellations, and no-show rates to see how guests' dining habits have changed post COVID-19.

Welcome Back



Now that you have run through every facet of your business and are ready to reopen your doors, there is one last piece to consider. The most important advice we will offer here is to reflect on your 'why'. Try to remember what sparked your passion from the first moments you were drawn into the world of hospitality and culinary arts. Recall what has held you here all this time and has given you the drive you needed to endure this waiting period. Hospitality in its very nature is intended to be fun - a celebration. Make these moments of celebration count and try to turn them into the 'spark' for the next generation.

We are all eager to join you again in your spaces to celebrate with you.

***WE AT RESY ARE READY TO HELP YOU
REBUILD, REOPEN, AND REUNITE.***

NOW, RIGHT THIS WAY...

Reopening Checklist

A checklist created by the Resy team to best help our F&B Community.

CREATE:

- Reopening budget
- Menu
- Employee Schedule
- Guest Outreach plan
- BOH Prep List

CONTACT:

- Staff
 - Print applications
 - Put ads online
 - [I-9 forms](#) (US partners)
 - [W-4](#) (US partners)
- Linen service to resume service
- Pest Control to resume service
- Phone and Internet providers to resume service
- POS software to resume service
- Reservation software to resume service
- Music system
- Utilities
- Insurance

UPDATE:

- Website
- Reservation Settings
- Google
- Yelp
- TripAdvisor
- Facebook
- Instagram

ORDER:

- Paper goods
- Produce
- Proteins
- Dairy
- Liquor
- Wine
- Coffee
- Soft drinks

SCHEDULE:

- Reopening date
- Deep clean
- Food Prep
- Restocking of the bar
- Resetting of the dining room
- Staff Training

GENERAL MAINTENANCE :

- Check light bulbs
- Fridge cleanout
- Beer and soda lines
- A/C filters
- Check pilots

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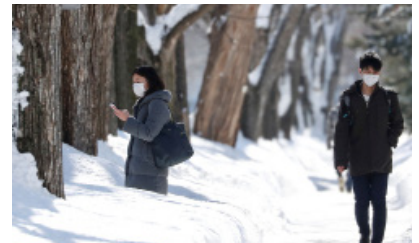
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