**B.A.R. and Grille restaurant**

1. How did the role of Bob and Amanda change while their company grew?
2. Identify and name the different phases in the growth of the B.A.R. and Grille organization.

In 2004, Bob and Amanda Richards (hence B.A.R.) trained as chefs and obtained the capital they needed to open their own restaurant, the B.A.R. and Grille, a 1950s-style restaurant specializing in hamburgers, hot dogs, French fries, fresh fruit pies, and fountain drinks. At the beginning, with the help of one additional person hired to be a server, Bob and Amanda took turns cooking and waiting on tables (A).

The venture was wildly successful. The combination of good food, served in a “Happy Days” atmosphere, appealed to customers, who swamped the restaurant at lunchtime and every night. Right away Bob and Amanda were overloaded. They worked from dawn to midnight to cope with all the jobs that needed to be done: buying supplies, preparing the food, maintaining the property, taking in money, and figuring the accounts. It was soon clear that both Bob and Amanda were needed in the kitchen and that they needed additional help. They hired servers, bussers, and kitchen help to wash the mountains of dishes. The staff worked in shifts, and by the end of the third month of operations, Bob and Amanda were employing 22 people on a full- or part-time basis (B).

With 22 staff members to oversee, the Richardses confronted a new problem. Because both of them were working in the kitchen, they had little time to oversee what was happening in the dining room. The servers, in effect, were running the restaurant. Bob and Amanda had lost contact with the customers and no longer received their comments about the food and service. They realized that to make sure their standards of customer service were being met, one of them needed to take control of the dining room and supervise the servers and bussers while the other took control of the kitchen. Amanda took over the dining room, and she and Bob hired two chefs to replace her in the kitchen. Bob oversaw the kitchen and continued to cook. The business continued to do well, so they increased the size of the dining room and hired additional servers and bussers (C).

It soon became clear that Bob and Amanda needed to employ additional people to take over specific tasks because they no longer had the time or energy to handle them personally. To control the payment system, they employed full-time cashiers. To cope with customers’ demands for alcoholic drinks, they hired a lawyer, got a liquor license, and employed full-time bartenders. To obtain restaurant supplies and manage restaurant services such as cleaning and equipment maintenance, they employed a restaurant manager. The manager was also responsible for overseeing the restaurant on days when the owners took a well-deserved break. By the end of its first year of operation, the B.A.R. and Grille had 50 full- and part-time employees, and the owners were seeking new avenues for expansion (D).

Eager to use their newly acquired skills to create yet more value, the Richardses began to search for ideas for a new restaurant. Within 18 months they opened a waffle and pancake restaurant, and a year later they opened a wood-fired pizza/pasta bistro. With this growth, Bob and Amanda left their jobs in the B.A.R. and Grille. They hired shift managers to manage each restaurant, and they spent their time managing central support functions such as purchasing, marketing, and accounting, training new chefs, and developing menu and marketing plans (E).

To ensure that service and quality were uniformly excellent at all three restaurants, they developed written rules and procedures that told chefs, servers, and other employees what was expected of them—for example, how to prepare and present food and how to behave with customers. After five years of operation, they employed more than 150 full- or part-time people in their three restaurants, and their sales volume was over $5 million a year and a few years later, it was over $8 million.