

REGGIE ADAMS

Hospitality Management Consultancy

Senior Hospitality Manager & Consultant

25 years of experience across bars, nightclubs, pubs, restaurants and multi-site operations in London's West End and New York.

MBA • CIMA Qualified • Personal Licence Holder

Services

- Business diagnostic & turnaround
- Pre-opening consultancy
- Interim general management
- Integrated systems design
- Staff structure & training
- Financial control & reporting

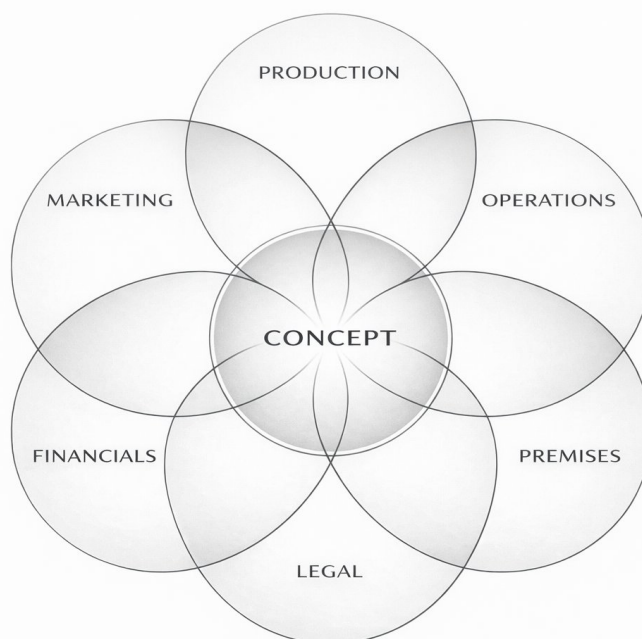
I work with hospitality operators who want their business to perform better — more efficiently, more profitably, and with a management structure that lets the team focus on what matters most: the customer.

The HEX Diagnostic Framework

Six spheres of management, centred on Concept

HEX MANAGEMENT & CONSULTING

Diagnostic Framework for the Hospitality Sector



About the approach

Most hospitality businesses are run reactively. The manager moves from crisis to crisis — a staffing gap here, a compliance issue there, a supplier problem, a customer complaint — and the day disappears before any structured management work gets done. The concept suffers. The numbers drift. Standards slip.

My approach starts from the other direction. I build the systems first — the structures, the routines, the controls, the automations — so that the predictable parts of the operation largely run themselves. That frees the manager to do what no system can do: be present with the customer, lead the team, and make the judgement calls that determine whether a business thrives.

The HEX Diagnostic Framework

Every hospitality business, regardless of size, concept or location, operates across the same six management spheres: Marketing, Financial Controlling, Legal, Premises, Operations and Production. All six orbit the Concept — the idea at the heart of the business that every decision must serve.

When a business is struggling, the problem is almost always traceable to one or more of these spheres being neglected, misaligned with the concept, or operating in isolation from the others. The HEX Diagnostic Framework is the lens through which I examine every business I work with — systematically, honestly and without assumption.

The diagnostic process identifies not just the symptoms but the underlying causes, and produces a clear, prioritised action plan that the operator and management team can execute with confidence.

What I bring

Operational experience

25 years managing and consulting across London's West End and New York. Bars, nightclubs, pubs, gastropubs, restaurants, multi-site groups. I have managed every part of a hospitality business and understand how it all connects.

Financial discipline

MBA and CIMA qualified. I bring genuine financial rigour to hospitality — not just reading the P&L but understanding what drives it, where the margin is leaking, and how to build a business that is commercially sustainable.

Systems thinking

I design integrated management systems that reduce complexity, cut costs and automate the routine. The result is a business that runs with less friction and a management team that can direct their energy where it belongs.

Licensing expertise

Personal Licence holder with extensive experience in premises licensing, licensing conditions, local authority liaison and the day-to-day compliance that keeps a licence secure.

Integrated systems design

One of the most significant and underestimated costs in running a hospitality business is not food, or rent, or wages. It is complexity — the cost of managing too many disconnected tools, too many manual processes, too many hours spent on administration that could be automated or eliminated entirely.

A typical hospitality operation might be paying for a compliance app, a social media scheduling tool, a bookkeeping platform, a stock management system, a booking platform, a payroll bureau and a point-of-sale system — each with its own login, its own learning curve, its own monthly cost, and crucially, its own data that does not talk to the others. The manager spends hours every week moving information between systems that should never have been separate in the first place.

Integrated systems design is not about technology for its own sake. It is about designing a management infrastructure that costs less, demands less of the manager's time, and produces better information for better decisions.

What integrated systems design achieves

Significant cost reduction

By building a connected management system around a small number of well-chosen tools — many of which are free or very low cost — I routinely help operators reduce their total software expenditure by 40 to 60 per cent. Compliance logging, financial reporting, social media content production, document management and communication can all be consolidated. The remaining subscriptions are kept only where they serve a specific legal or operational requirement that cannot be replicated.

Automation of routine duties

A significant proportion of what a manager spends time on each week is predictable and repeatable: the weekly financial summary, the staff rota distribution, the stock order, the social media post, the supplier invoice log, the compliance checklist sign-off. Each of these can be largely automated. When routine duties run themselves, the manager's working day changes fundamentally — the same work gets done, but the manager's attention is free to be directed at the things that actually require human judgement.

Reduction in management hours and complexity

The operational complexity of running a hospitality business does not have to fall entirely on the duty manager. When systems are well-designed, the information the manager needs is already compiled and waiting — not assembled manually every morning. The opening briefing is ready. The financial position is current. The compliance log is complete. The team have already received their schedules. The manager arrives and manages, rather than arriving and administering.

A customer-focused management outlook

This is the point of all of it. The ultimate purpose of reducing complexity, automating the routine and integrating the systems is to return the manager's attention to where it creates the most value: the customer. A manager who is not overwhelmed by administration is a manager who can be present on the floor, building relationships, leading service, resolving issues in real time and representing the brand.

That is what great hospitality looks like from the customer's perspective — and it is what integrated systems design makes possible.

How it works in practice

When I work with a new client, I begin by mapping the existing tool landscape: what systems are in place, what they cost, what they do, and how they currently connect. I then design a consolidated architecture that serves all the same functions — compliance, financial reporting, marketing, stock, communications, HR — at materially lower cost and with substantially less management overhead.

The system is built around the business's specific context: its concept, its size, its team, its EPOS, its suppliers and its trading pattern. It is documented clearly so that any competent manager can operate it, and it is designed to evolve as the business grows.

The result is a business that is easier to run, cheaper to operate, better controlled — and one where the management energy that was previously consumed by administration is redirected to the customer experience that generates the revenue.

CONCEPT

The origin of every decision across all six spheres

Concept sits at the centre of the HEX framework. It is not a sphere to be managed alongside the others — it is the foundation from which every other decision flows. Before any supplier is chosen, any staff member hired, any marketing campaign run, the concept must be defined, documented and understood by everyone in the organisation.

SETUP — establishing the concept

Concept definition & positioning

- Define the business idea — what it is, what it does, what occasion it serves
- Establish the core proposition — the reason a customer would choose this venue over any other
- Define the target demographic in detail: age range, lifestyle, spend level, occasion type, motivations
- Map the competitive landscape — direct and indirect competitors, their strengths and weaknesses
- Identify the catchment area — footfall patterns, office, residential, tourist, evening vs daytime trade
- Define price point and value perception — where the venue sits in the market
- Confirm trading hours and day-part focus

Brand identity

- Brand name and narrative — the story behind the business
- Corporate design: logo, colour palette, typography, visual language — applied to all touchpoints
- Tone of voice — how the brand speaks in writing, on social media, face to face
- Brand guidelines document — the reference for all future design and communications decisions
- Ambience specification: lighting palette, music genre and volume parameters, temperature defaults, visual styling
- Brand applied to premises: signage, interior design, menus, uniforms, POS materials
- Brand applied to all digital touchpoints: website, social media profiles, email templates

ONGOING — concept integrity

- Periodic review — does the offer still match the target demographic and competitive landscape
- Competitor monitoring — new openings, price changes, menu changes, marketing activity
- Customer feedback incorporated — reviews, direct feedback, mystery dining if applicable
- Brand consistency maintained across all outputs and all staff interactions
- New staff understand and embody the concept through induction and ongoing training

MARKETING

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Marketing is the bridge between concept and customer. It encompasses everything from first awareness through to repeat visit loyalty — strategic brand-building over time and the daily operational activity of content, offers and customer interactions.

SETUP — establishing the marketing infrastructure

Digital presence & communications

- Website: design, content, brand alignment, mobile optimisation, booking integration, SEO basics
- Google Business Profile: registered, verified, photos, opening hours, description, category correct
- Google Maps: pin placement confirmed, address accurate, listed correctly
- TripAdvisor, Yelp and relevant listing sites: profiles created and optimised
- Social media accounts: Instagram, Facebook, TikTok — brand identity, bio, contact details, linked
- Email marketing platform: template designed to brand, list import, GDPR consent mechanism in place
- Business email domain reserved — customer-facing and operations addresses separate

Communications infrastructure

- Incoming phone line with rollover — so calls are never missed during service
- Phone script written and trained — how calls are answered, bookings taken, enquiries handled
- CRM system selected and set up — customer database for targeted marketing
- Booking system selected, installed, integrated with website and CRM
- SMS marketing platform if appropriate

Launch campaign

- Pre-launch awareness campaign — social, local press, PR if appropriate
- Soft launch plan — managed environment, friends, family, industry contacts
- Hard launch event — photography, social coverage, press, influencers if relevant
- Launch offers and promotions — what draws the first customers in and creates early momentum
- Local area marketing — neighbouring businesses, community groups, residential leafleting
- Paid digital advertising: Google Ads, Meta Ads — initial campaign set up and budgeted

ONGOING — marketing day to day

Content & social media

- Weekly social content calendar — planned in advance, consistent posting schedule
- Daily specials and promotional offers posted across channels
- Photography asset library maintained and regularly refreshed
- Short-form video: Reels, TikTok — scripted, shot and posted regularly
- Review responses: Google, TripAdvisor, Facebook — all responded to promptly and in brand voice
- Social scheduling tool used — posts prepared and scheduled weekly in one session

Customer relationship management

- CRM database built and maintained — every booking, enquiry and signup captured
- Email campaigns: newsletters, seasonal offers, event invitations
- Birthday and anniversary recognition for known customers
- VIP identification and special treatment protocol for regulars and high-value guests
- Loyalty mechanisms — repeat visit incentives, recognition, exclusive offers
- Data capture at booking, event enquiry and email signup — GDPR compliant

Promotions & events calendar

- Annual promotional calendar: seasonal events, bank holidays, local events, national food and drink days
- Regular weekly offers to drive quieter trading days
- Events programme: live music, quiz nights, themed dinners, masterclasses, private hire
- Collaborative promotions with local businesses, suppliers, charities
- Advertising spend reviewed monthly — what is producing results, what is not
- POS materials updated to reflect current offers and events — printed and digital

FINANCIAL CONTROLLING

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Financial Controlling is the discipline that determines whether the business survives. It covers everything from initial investment through daily cash management, weekly P&L, stock-taking, VAT returns and annual accounts. A business without financial rigour is a business operating on hope rather than information.

SETUP — financial infrastructure

Business structure & banking

- Business structure decided — limited company, sole trader, partnership
- Business bank account opened, separate from personal finances
- PDQ and card payment terminals sourced, installed and tested — all card types, contactless, split bills
- Cash handling procedures established — float levels, safe procedures, banking frequency and route
- Accountant appointed — briefed on structure, plans and reporting requirements
- Chart of accounts established — expense categories agreed with accountant
- Payroll system selected — BrightPay, Xero Payroll, bureau or manual
- HMRC registrations — PAYE, VAT registration, Corporation Tax
- Making Tax Digital compliant software selected for VAT submission

Pre-opening accounts & cashflow

- Capital investment tracked from day one — fit-out, equipment, deposits, professional fees
- Pre-opening cost schedule — all expenditure before first trading day recorded and categorised
- Cashflow forecast built — when does the business generate income, what is the cash runway
- Opening stock purchased and valued — initial stock-take completed before trading begins
- All supplier accounts opened, credit terms agreed, payment run frequency set

ONGOING — financial management

Daily & weekly financial management

- Daily takings recorded — cash and card reconciled, discrepancies investigated immediately
- Till reconciliation completed at close every day — signed off by duty manager
- Cash banked on agreed schedule — cash handling log maintained
- Weekly P&L compiled — revenue, gross profit, wage cost, overheads, net profit
- Gross margin monitored weekly — food cost and drink cost tracked against targets
- Wage ratio calculated weekly — flagged if above target, rota adjusted
- Banking procedures — safe counts, bag preparation, deposit slips, banking records

Purchasing & cost control

- All supplier invoices logged on receipt — supplier, date, amount, VAT element, category
- Invoice matched to delivery note before payment — discrepancies queried and resolved
- Supplier price changes monitored — margin impact assessed and action taken
- Credit notes chased and applied — supplier credits not left unclaimed

Stock management

- Par levels established for all product lines — food, drink, consumables
- Weekly stock ordering based on par levels, sales data and upcoming bookings
- Stock received counted against delivery note — short deliveries and substitutions recorded
- Regular stock-takes — weekly for high-value items, monthly full count across all sections
- Wastage and breakage log maintained — what was lost, why, and what it cost
- Cellar management — stock rotation, temperature logs, drip trays, line cleaning schedule
- Stock valuation for monthly management accounts

Payroll & period reporting

- Weekly hours logged for all hourly staff — timesheets approved by manager
- Payroll calculated and submitted on time — PAYE, NI, pension deductions correct
- Holiday accrual tracked — no surprise liability build-up
- Monthly management accounts produced — P&L, KPIs, comparison vs budget
- Quarterly VAT return compiled and submitted via MTD-compliant software
- Annual accounts prepared — all records in clean condition for accountant
- Cashflow forecast updated monthly — upcoming pressures identified early

LEGAL

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Legal failures have the most serious consequences of any sphere — criminal liability, closure, prosecution, injury. Every item here must be treated with absolute rigour. Documentation trails are not bureaucracy — they are legal protection and the difference between a warning and a prosecution.

SETUP — licences, registrations & compliance frameworks

Licensing

- Premises licence application submitted to local licensing authority — DPS named on application
- Personal licence obtained by Designated Premises Supervisor — APLH qualification required
- Four licensing objectives documented and operationalised: crime prevention, public safety, public nuisance, child protection
- Police liaison established — introductory meeting, security protocols agreed
- Challenge 25 policy written, trained and displayed
- All licensing conditions read, understood and actioned before trading
- PRS and PPL licences obtained before any music played
- Late night refreshment licence if applicable
- Panic buttons installed if required by licensing conditions or police advice
- CCTV installed if required — signage displayed, footage retention policy, ICO registration

Food safety & EHO registration

- Food business registered with local authority — minimum 28 days before opening
- Food Safety Management System implemented — HACCP-based, documented, trained
- Temperature monitoring procedures established — fridge, freezer, cooking, cooling, hot-holding
- All 14 food allergens tracked through the menu — matrix completed before any food sold
- Approved supplier list documented
- Pest control contract established before opening — first visit completed, documentation filed
- Cleaning schedules written for all areas — kitchen, bar, front of house, toilets, cellar
- Personal hygiene policy written and trained
- Food Safety Level 2 for all food handlers, Level 3 for supervisory staff and manager

Fire safety

- Fire Risk Assessment completed by competent person — reviewed annually
- Fire detection system installed and registered with local fire service
- Fire fighting equipment installed — extinguishers appropriate to risk: CO₂, foam, wet chemical
- Emergency lighting installed and tested before trading
- Fire exits identified, unobstructed at all times, correctly signed — chains and padlocks prohibited
- Evacuation procedure written and displayed — assembly point identified and signed
- Staff fire training completed — fire marshal designated and trained
- All interior materials checked for fire rating compliance

Health & safety & employment law

- Health & Safety Policy written and signed — reviewed annually

- Risk Assessments completed for all significant risks: slips and trips, manual handling, lone working, violence, work at height, chemical use
- COSHH assessments for all chemicals on the premises
- Employer and public liability insurance in place
- First aid provision established — kits stocked, appointed persons identified, accident log maintained
- Employment contracts issued to all staff — day one rights observed
- Right to work checks completed and documented
- National Minimum Wage compliance confirmed for every role
- Disciplinary, grievance and equal opportunities policies in place
- GDPR — staff and customer data handled correctly

ONGOING — maintaining compliance

Daily compliance routines

- Opening and closing compliance checklists completed and signed — temperature logs, fire exits, building secured
- Allergen management briefed at every service — any allergies on bookings communicated to kitchen
- Alcohol service compliance enforced — Challenge 25, no service to intoxicated persons, licensing hours observed

Periodic compliance tasks

- Weekly fire alarm test logged
- Monthly fire equipment visual check and first aid kit check
- Quarterly pest control visit — report filed, recommendations actioned
- Annual reviews: fire risk assessment, H&S policy, food safety system, premises licence conditions
- Annual PRS and PPL licence renewal
- Local authority liaison maintained — Council, EHO, licensing, Police — proactive relationship
- EHO inspection readiness — all documentation accessible at any time

PREMISES

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Premises is the physical expression of the concept. It covers the site itself — from lease negotiation through interior design, equipment installation and infrastructure — and the ongoing maintenance of everything the building, its systems and its equipment require.

SETUP — site, design & installation

Site & lease

- Site assessment — location, footfall, visibility, access, competition, demographics
- Lease negotiated — term, rent, rent-free period, dilapidations, break clauses, permitted use
- Solicitor appointed for lease — heads of terms reviewed before any commitment
- Building survey completed — structural, services, existing compliance status
- Planning permission checked — change of use if required, restrictions on signage or hours
- Landlord consent obtained for fit-out works before any work begins

Interior design & customer experience

- Interior designer or fit-out contractor appointed — brief based on concept
- Floor plan designed — customer flow, seating capacity, service stations, kitchen layout, back of house
- Customer journey mapped through the space — arrival, greeting, seating, ordering, service, payment, departure
- Bar design — footprint, display, equipment layout, service flow, capacity and throughput
- Kitchen design — pass, prep areas, equipment layout, extraction, refrigeration, wash-up area
- Service stations designed — waiterstation positioning, POS terminal placement, service flow
- Staff areas — locker room, break area, manager's office where space allows
- Customer toilets — number, accessibility, cleanliness infrastructure, baby change if relevant
- Signage — exterior fascia, interior wayfinding, all compliance signage required by law
- All interior finishes checked for fire rating compliance before installation

Infrastructure, utilities & ambience

- Electrical and gas supply assessed and connected — building regulations compliance
- Water supply and drainage confirmed — grease trap if required
- Broadband and phone infrastructure installed — adequate speed, failover considered
- Air conditioning and heating: capacity specified for all usage scenarios, zoned, variable for different trade levels, seasons and event types
- Extraction system for kitchen — capacity, makeup air, compliance, duct cleaning schedule
- Cellar cooling — temperature control, CO₂ monitoring and alarm, ventilation
- Refrigeration — correctly sized, energy-rated, positioned for compliance and workflow
- Waste management infrastructure — bins, storage, segregation for recycling and food waste
- Lighting design — ambient, task and feature, all dimmable for different occasions and day-parts
- Emergency lighting installed and tested before trading
- Music system — quality speakers, zoned if multi-area, independent volume control by zone
- AV capability for events — screen, projector, microphone, hearing loop if required

Trading equipment & supply contracts

- EPOS system selected, installed and programmed — menu loaded, staff trained, reports set up. Selection criteria: speed, ease of use, reporting depth, stock module, integration, ongoing support cost
- Kitchen, bar and cellar equipment specified against menu and volume, installed, tested, commissioned
- Coffee machine — type, bean, filtration, calibration, training
- Crockery, glassware, cutlery and service ware specified and ordered with breakage margin
- Uniforms specified, branded, ordered in sufficient quantity
- Office equipment set up with back-office software integrated
- Premises supply contracts established: phone, gas, electricity, water, internet, waste, pest control, air conditioning maintenance, cellar cooling, alarm monitoring

ONGOING — maintaining premises

- Planned preventative maintenance schedule for all major equipment
- Reactive maintenance contractors on call — plumber, electrician, glazier, locksmith
- Weekly premises walk — defects noted, reported and tracked to resolution
- Deep clean schedule — weekly, monthly and quarterly tasks documented and completed
- All utility and maintenance contracts reviewed on renewal
- Equipment breakdown procedures — who to call, backup plan to maintain service

OPERATIONS

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Operations is the engine room. It is where all other spheres are translated into daily practice — people, systems, processes and routines working together to deliver the concept efficiently, safely and consistently every service.

SETUP — operational design

Staffing structure & roles

- Organisational structure designed — reporting lines clear, spans of control manageable
- Job descriptions written for every role — responsibilities, skills required, who they report to
- Role responsibilities clearly defined including where they overlap and connect with other roles
- Wage structure established — rates for each role, progression pathways
- Staffing model built — covers required by day and day-part, linked to budgeted wage ratio
- Recruitment channels identified — job boards, social media, agency, internal referral
- Interview process designed — questions, scoring criteria, reference checking procedure
- Offer letter and contract templates legally reviewed and ready

HR & people infrastructure

- Induction programme designed — concept, brand, role, H&S, compliance, service standards
- Induction manual produced — everything a new staff member needs to know about the business
- Training manuals written for each role — product knowledge, service procedures, compliance elements
- H&S induction mandatory for all staff before first shift — signed and dated record kept
- Food hygiene and allergen training completed and documented before any food handling
- Staff handbook produced — policies, procedures, conduct standards, entitlements
- Appraisal and performance review process designed and scheduled
- Rota building process established — advance notice given, holiday and swap request procedure

Systems & daily procedures

- Opening procedure written — operational and compliance components clearly sequenced
- Closing procedure written — mirror of opening, licensing compliance embedded
- Mis-en-place lists written for each section — bar, kitchen, floor — what must be ready before service
- Service flow designed — greeting, seating, ordering, delivery, upselling, payment, farewell
- Communication channels established — pre-service briefing, shift handover, manager's log
- Booking and event management processes designed — enquiry to confirmation to execution
- Cash handling procedures written — float, till, safe, banking, discrepancy resolution
- Stock ordering process designed — par levels, order forms, delivery acceptance procedure
- Staff scheduling and communications system established

ONGOING — daily, weekly & periodic operations

Daily operational duties

- Pre-service walk — site check, compliance checks, readiness assessment before staff briefing

- Opening checklist completed and signed — compliance, equipment, stock, front of house setup
- Team briefing before service — today's bookings, specials, any operational issues, service focus
- Booking management during service — arrivals confirmed, covers managed, walk-ins handled
- Customer care throughout service — table visits, complaint resolution, experience management
- Till monitoring — voids investigated, comps authorised, cash managed
- Incident management — accidents, complaints, licensing incidents — all logged
- Closing checklist completed and signed — front of house, bar and kitchen sign-off, building secured
- End-of-day cash reconciliation — takings recorded, variances investigated
- Manager's log completed — handover note for next duty manager
- Banking procedures completed — cash counted, bagged, logged and deposited on schedule

Weekly & periodic operational duties

- Rota published for the following week — adequate notice, all shifts covered
- Stock count and ordering — par levels checked, orders placed with all relevant suppliers
- Delivery management — someone present to receive and check all deliveries against order
- Weekly P&L reviewed — performance vs budget, key variances understood and actioned
- Social media daily content posted — offers, specials, events — integrated with marketing calendar
- Monthly full stock-take — all sections counted and valued
- Periodic staff appraisals — performance reviewed, development discussed, records updated
- Annual supplier reviews — prices, service levels, alternatives considered

PRODUCTION

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Production is where concept meets customer — the food, the drink, the service and the entire guest experience. It is the most visible sphere and the one the customer judges the business by. Everything else exists to make this sphere perform at its best, every service, every day.

SETUP — designing production

Menu development

- Menu designed from concept outward — food philosophy, cuisine type, style of service
- Menu design starts at brand and concept level — sourcing and pricing then matched or compromised accordingly
- Dishes developed and tested for consistency of output before launch
- Food sourcing — suppliers identified, approved, record-keeping established from day one
- All ingredients costed — GP % calculated for every dish before menu is finalised
- Pricing set — GP targets met, decisions documented where subsidised for footfall reasons
- Allergen matrix completed — all 14 allergens mapped for every dish before any food sold
- Menu designed and printed — brand-aligned format, print and digital versions
- Specials process designed — daily specials costed and tested before service
- Seasonal menu review schedule set

Drinks offer

- Drinks range designed — beer, wine, spirits, soft drinks, coffee, cocktails if applicable
- Wine list, beer range and spirits selection developed with suppliers — range, margin, glassware
- Cocktail menu developed if applicable — recipes standardised, training provided
- Coffee offer specified — machine, bean, milk alternatives, calibration, training
- Non-alcoholic range — soft drinks, mocktails, low and no options
- All drinks costed and priced — GP targets met across all categories
- Allergen information confirmed for drinks

Service design

- Service style defined — full table service, counter, hybrid — consistent with concept
- Service sequence designed and scripted — every step from arrival to departure
- Service and product knowledge training delivered before first service
- Table layout and cover configuration — maximum covers balanced against comfortable guest experience
- Upselling approach designed — natural, not pressured, appropriate to brand
- Complaint handling procedure — when to comp, when to escalate, how to resolve
- Payment process designed — split bills, service charge policy, card handling compliance

Kitchen production systems

- Kitchen hierarchy designed — spans of control appropriate to volume
- Prep lists designed for each section and each day-part
- Recipe cards written for every dish — portion size, allergens, plating standard
- HACCP plan written for all processes — cooking, cooling, reheating, hot holding

- Temperature logs designed and embedded in kitchen routine
- Pass management designed — ticket system, sequence, kitchen and floor communication
- Wastage management — prep waste handling, end-of-service surplus procedure
- Kitchen cleaning schedule — daily, weekly and deep clean tasks
- Refrigeration and storage managed — separate raw and cooked, labelling, date rotation

ONGOING — production management

Daily production management

- Chef briefing before service — covers expected, specials, any 86'd items, allergies on bookings
- Mise en place completed to standard — all sections ready before service
- Allergen check at start of service — any special requirements confirmed with kitchen
- Food and drinks quality monitored during service
- Speed of service monitored — ticket times tracked, slow dishes investigated
- Waste logged during service — over-production identified and reduced
- End of service — all food stored correctly, temperatures recorded, kitchen closed correctly

Ongoing production development

- Menu performance reviewed monthly — best sellers, slow movers, GP margin analysis
- Customer feedback on food and drink incorporated into development decisions
- Seasonal menu changes planned, developed, costed and trained before launch
- Supplier relationships maintained — quality issues addressed, new products reviewed
- Staff product knowledge training ongoing — wine tastings, food tastings, menu update briefings
- Service standards reviewed periodically
- Allergen matrix updated every time menu changes — no exceptions, no delays
- Coding on POS updated to match current menu and any active promotions
- Data from transactions used to inform next promotional offer and marketing campaign

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Whether you are opening a new venue, turning around an existing one, or simply want to know that every part of your operation is working as well as it can — I can help.

The HEX Diagnostic Framework gives us a shared language and a structured process. It means that nothing gets missed, that problems are identified at source rather than managed at surface level, and that the work we do together produces lasting change rather than temporary fixes.

A well-run hospitality business is one where the systems are strong enough that the management can focus on the customer. That is what I build.

Working with me

Diagnostic & turnaround

A structured review of your business across all six spheres. Identifies what is working, what is not, and produces a prioritised action plan with clear timelines and responsibilities.

Interim management

Experienced General Manager available for interim placements. I bring my own systems, my own processes and 25 years of operational knowledge — the business is in safe hands from day one.

Pre-opening consultancy

Full support from concept stage through to launch — site selection, design brief, systems setup, licensing, recruitment, training, marketing and opening. Getting the foundations right from day one.

Systems design & implementation

Design and implementation of integrated management systems: financial controls, compliance frameworks, marketing infrastructure, operational procedures and staff management — all connected and documented.

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