

# Andi Kay (Suhr)

crumb.io

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## ABOUT ME

I come from a rich and diverse restaurant management background. I am driven by collaborating with other departments and teams to best identify customers' needs, all in the hopes of simplifying the process to scale while implementing best practices. I enjoy daily problem-solving and being challenged by a business's growth potential and culture development. I am most successful at my foundation when working through customers' needs and team feedback. I can translate customers'/teams' needs into a successful, identifiable, and highly demanded product.

I offer versatility and insight from my experiences in operations and new project development. This provided me with opportunities to adapt quickly to change. I am proficient in Toast Suite integration and team education during onboarding and technical support. I am skilled at customer service and focus on the client experience. My years of front and back-of-house management, operations director, and large event coordinating experience have given me a high aptitude for team leadership, accommodating customers' needs, and skillfully creating an environment of joy and efficiency. I succeed under high-pressure conditions and am excellent at multitasking, prioritizing providing the best customer experience possible.

## EXPERIENCE

### **Restaurant Operations Management and Restaurant Consultant** Crumb, SW MI & Bay Area CA

October 2021 - Present

As a RO Consultant, the focus is to support growing and developing restaurant groups and doing this by implementing and cross-utilizing their current point of sale and/or helping in the transition of a full-stack Restaurant Management Platform and identifying the layers of the platform that best suit the business and educating the management team on its use, additionally, identifying the business's unique culture and providing guidance through their growth and use of the existing team while transitioning others to roles that best fit the employee and the company—finally, creating a plan for new projects and a clear path to opening locations, while keeping the business culture and voice front and center.

## SKILLS

Proficient in GSuite, Toast Suite, Aloha/NCR, Compeat, Apple & Microsoft Products

Extensive experience working in a fast-paced environment

Building and amplifying company culture

Team leading and project management

Managing key relationships; customers and team

Event Coordinating and management

Administrative organization and systems development

## **Assistant Director of Restaurant Operations**

### **Hog Island Oyster Co., Bay Area CA**

January 2018 – October 2021

As an Assistant Director of Restaurant Operations, I was responsible for many different aspects of the Restaurant side of a large multi-faceted, multi-million dollar company. A few key roles ranged from; onboarding and training entry-level, middle managers, general managers, and executive staff members to being responsible for budgets and financials of 5+ locations and multiple departments. On a daily, I worked closely with the Departmental Heads of all aspects of the company, aka the Leadership Team, to problem-solve the daily, weekly, annual, and “big picture” issues for the company on the whole with a focus on the restaurant’s potential and culture development. Additionally, I was the Restaurant Department Lead on all technical, point of sale, and payment processing integrations. While in my time as ADRO, I had the pleasure of participating in the opening and reopening of four locations as well as creating and organizing a company-wide Commissary that supplied and prepared goods for all sites and wholesale/retail. This Commissary allowed the entire business to reduce cost, work close with vendors on a larger scale purchasing, and stabilize the production of staple goods that gave the company the name we know today. The role of ADRO also allowed me to participate in developing a few inter-company organizations. One of the organizations was to create a more consistent/standardized process during employee onboarding. Another organization was the development of inter-company employee growth and management development program called the Servant Leadership Development Program. Also, while restaurants could not be in service through the pandemic, I was a founding team member of a new (still thriving) high-volume online market for mail orders and local delivery services. The role put me in a position to interact with many employees, managers, customers, vendors, and business owners. The job taught perseverance, an entrepreneurial mindset, and positivity through the daily problem-solving that this role required, aka “pivot and prevail”.

## **Opening Restaurant General Manager**

### **Ardiana LLC, San Francisco CA**

July 2017 - January 2018

Opening General Manager of a Noe Valley hot spot. Interviewed, hired, on-boarded, trained, and maintained standard practices with FOH team. Ran all day-to-day operations, from organizing and setting all reservations to accounts paid and received. Was responsible for the beverage program, from tracking wine sales and wine ordering to developing low-abv cocktail program. Established events and large group dining format for service. Organized and maintained BOH POS for an opening restaurant. Created PR and media profiles and managed accounts. Fostered a new restaurant into becoming a neighborhood favorite.

## **Service Team Captain**

### **Lazy Bear, San Francisco CA**

October 2016 - January 2018

During this time at Lazy Bear and as a captain of the FOH service team, a lesson in efficiency and attention to detail while the restaurant underwent efforts to maintain Michelin standards. While on staff, restaurant was upgraded to two Michelin stars. This was a highly insightfully and influentially opportunity, as well as big part of how work is viewed by me today. An importance of thinking through every detail from staff to customer.

## **EDUCATION**

### **Rochester**

#### **Institute of**

#### **Technology**

Technical

Communication

’04-’08

### **Portage**

#### **Northern HS**

General

Education

’00-’04

## **CONTACTS**

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### **Dale Moeller**

(703) 850-9709

## **FOH Event Management**

### **Courtney Zobac Private Events, San Francisco CA**

August 2016 - 2018

Responsible for all event preparations, event staffing, and working closely with the client for the best event outcome. Planning and setting up the event as well as responsible for educating the staff on details of the event to ensure success. Day-to-day focus on the management of the staff including communicating all that the hosts desire and chefs needs, and assisting the chef and kitchen staff with meal timing, plating, coordinating wine service, and heavy focus on steps of service ranging from casual setting to fine dining setting. Attention to detail and organization that is best fit for each new on-site and host desires.

## **FOH Manager**

### **Hog Island Oyster, San Francisco CA**

April 2014 - September 2016

Manage 100+ employees in as fast paced environment. Organize and set schedules for staff. Responsible for interviewing possible new hires, onboarding documents for newly hired employees and also performing exit interviews for departing staff. Developed a training schedule for all new employees to be trained in all departments for more well-rounded on-boarding as well as management training schedule that requires general training in multiple locations for a more cohesive business. Responsible for daily payroll edits, submitting payroll for all employees on a bi-weekly basis as well as payroll distribution. Work closely with GM on customer complaints through multiple platforms. Deal with day to day customer interactions and compliance. Responsible for training staff on proper customer service protocol. Attend daily meetings to discuss budget, salary increase, leadership training, product purchasing and changes, events schedule, and staffing issues. Responsible for purchasing, inventory and setting prices for point of sale. Set new operating procedures for efficiency and productivity. Developed events program by creating client packet and pricing structure and simplified BEO. Schedule and conduct meetings for prospective private event clients. Organize and schedule meetings for the General Manager. Manage all merchandise and lead front of house and back of house monthly inventory. Manage charitable events and donations within the quarterly budget structure. Responsible for all in-house accounts receivable and payable. Work closely with accounting manager to balance in house cash flow and payments. Responsible for technical equipment, required to install, schedule repairs and generally keep the flow of the day to day operations during equipment failure. Frequently experience role-shift, found success in these frequent shifts by setting goals with each new project, by showing initiative and proactivity.

## **Private Events Assistant Manager**

### **The Club at Barefoot Beach, Naples FL**

January 2011 - February 2014

In a high volume venue, assisted in the planning and the execution of events based on management's needs. Responsible for training staff. Led the banquet team through the setup and the breakdown of all events. Responsible for the inventory of liquors, linens and guests property. Developed an organized work space for efficiency during.