

BAR GROWTH SELF-ASSESSMENT

A quick owner worksheet to identify where the bar may have opportunity; without pretending every bar needs the same solution.

How to score: rate each statement 1–5. 1 = rarely true, 3 = inconsistent, 5 = consistently true. The purpose is not a "grade." It is to find the areas worth discussing or measuring.

▲ WORKSHEET

SCORE YOUR BAR

AREA	STATEMENT	SCORE 1–5	NOTES
Hospitality	Guests are acknowledged quickly and warmly.		
Hospitality	Staff ask useful questions and listen before recommending.		
Regulars	Returning guests are recognized naturally.		
Product	Staff can confidently recommend a small set of products for different preferences.		
Experience	The room, music, lighting, and service feel consistent with the bar's identity.		

AREA	STATEMENT	SCORE 1–5	NOTES
Programming	Recurring events or activities have a clear reason to exist.		
Capacity	We know which days/dayparts are genuinely underused.		
Community	We have local businesses, artists, vendors, or organizations we could naturally collaborate with.		
Private Events	We have a simple way to respond to group/private-event inquiries.		
Retail	We have tested at least one non-beverage revenue idea such as merch or local retail.		
Measurement	We compare event/activity performance against a baseline.		
Owner Fit	The things we spend growth money on are things ownership actually wants to build.		

▲ SEC. 01

HOW TO INTERPRET THE RESULT

- Look for clusters of low scores, not a grand total.
- A weak slow-night score does not automatically mean "run trivia." It means investigate underused capacity.
- A weak product score may call for training, a tighter recommendation set, or better menu clarity.

- A weak owner-fit score is a warning that growth initiatives may not survive operationally.

The assessment draws from research showing that service behavior, social/physical environment, and frontline systems affect customer experience and interaction. [R2][R3][R4]

▲ SOURCES

EVIDENCE & SOURCES

● **RESEARCH EVIDENCE** peer-reviewed study

○ **MANAGEMENT FRAMEWORK** established management literature

■ **LEADING-BAR CASE** documented operator practice, not a controlled experiment

R2 ● **RESEARCH** "The impact of personal and functional aspects of restaurant employee service behaviour on customer satisfaction." *International Journal of Hospitality Management*, 66 (2017), 46–53. **Source**

R3 ● **RESEARCH** "The restaurant social servicescape: Establishing a nomological framework." *International Journal of Hospitality Management*, 74 (2018), 13–21. **Source**

R4 ● **RESEARCH** Kaminakis et al. "Hospitality servicescape effects on customer-employee interactions: A multilevel study." *Tourism Management*, 72 (2019), 130–144. **Source**

M1 ○ **FRAMEWORK** Heskett, Jones, Loveman, Sasser & Schlesinger (1994). "Putting the Service-Profit Chain to Work." *Harvard Business Review*, March–April 1994. **Source**

Interpretation note: hospitality and restaurant studies are used as evidence for general service and environment principles. They should not be read as guarantees of a specific sales lift in a particular bar.

Part of The Happy Thesis Co.'s free Bar Owner Resource Library. **Get in touch** if you'd like help putting any of this into practice.