

REAL CASE · STRUCTURAL DIAGNOSIS

The problem wasn't the staff. It was the structure.

Restaurant inside a cultural venue

Structural diagnosis on operations and team structure.

JIWA BIRU CONSULTORA

THE BRIEF — WHAT THE CLIENT ASKED FOR

Owners from another industry, first time in hospitality. A venue with real capacity and real potential. The problem they described was one thing only: they couldn't find staff, and couldn't keep them.

THE VENUE

A restaurant inside a cultural venue. Large dining room, terrace and event space. Real capacity and real commercial potential.

THE BRIEF

Help find qualified staff and define the team structure the business needed to run.

THE STATED PROBLEM

“We can't find anyone who wants to work.”
Constant turnover, new starters who don't last, shifts that are hard to cover.

The brief was about recruitment. What the diagnosis found was something else.

THE STARTING DATA — WHAT THIS RESTS ON

LEVEL OF INFORMATION AVAILABLE ON ENTRY

No records. An early-stage business with owners from outside the sector: no closed menu, no sales mix, no costings, no documented procedures. The scenario where observation stops being a cross-check and becomes the main source.

WHAT WAS OBSERVED

The physical route of food and of bar supplies through the kitchen, during service. The pass and the real communication between kitchen and floor. What each position actually does during a shift, against what it's supposed to do.

WHAT DIDN'T EXIST, AND THEREFORE COULDN'T BE ANALYSED

There was no defined menu and no allergen information, so there was no sales mix and no costings to cross-reference. The absence of those documents isn't a limitation of the diagnosis: it's one of its findings.

With no records you can't give profitability or margin figures. You can say what's incoherent and in what order to deal with it. That was said before starting.

THE DIAGNOSIS — WHAT WAS ACTUALLY GOING ON

OPEN CONTRADICTION · INSTALLED CAPACITY ↔ REAL OPERATION

Hygiene flows going the wrong way

Glasses, stemware and glassware crossed the kitchen constantly to reach the dishwasher. A small, saturated kitchen working as a corridor for bar supplies.

STRUCTURAL RISK · NO CONTROL PROCEDURE

No menu and no allergen information

The business was operating with no defined menu, on the idea of developing one bit by bit. Any establishment needs basic control procedures from day one.

TENSION · INSTALLED CAPACITY ↔ TEAM STRUCTURE

A kitchen with no defined pass

The build had no pass designed into it. Preparation, bar support and service all shared the same space with no functional separation.

NO CONSCIOUS STRATEGY · ONLY INHERITED HABIT

No systems, no procedures

There were no workflows, no operating standards, no documented organisation. Every shift got solved on the fly, which kept the team under constant stress.

ROCAMORA METHOD

Every finding is classified as Aligned, Tension or Open contradiction.

When there's no conscious strategy, only accumulated habit, that gets documented as the central finding: it's the most likely root cause of everything else.

Most expensive contradiction: the business was looking for professionals to work in a place where the trade can't be practised.

THE REAL CAUSE — WHY NOBODY CAME

WHAT A PROFESSIONAL WEIGHS UP BEFORE TAKING A JOB

- No working systems, no documented procedures
- No clear operation for any position
- No organisation of space, no defined flows
- No basic control procedures written down
- No menu, no allergen information
- A working environment built on improvising

THE GAP IN TRADE KNOWLEDGE

The owners weren't acting in bad faith. They came from another sector and didn't know the minimum conditions a hospitality professional needs to do the job. To them, the operation they had put together was functional. They didn't know it wasn't.

That gap between what the owner sees as a working environment and what the professional needs in order to work normally is one of the most common problems in businesses started from outside the sector.

It isn't an attitude problem. It's a knowledge-of-the-trade problem.

“We can't find staff” often means “we haven't built the place where those staff could work”.

THE DECISIONS THE DIAGNOSIS OPENED UP

What the business had to sort out before going back out to look for staff. All the options are laid out; choosing one and taking it down to execution is intervention, and that's separate work.

1 Redesign of operating flows

Separate bar and kitchen flows. Stop supplies crossing through the production area.

2 A defined pass

Set a clear point where plates leave, so communication between kitchen and floor has somewhere to happen.

3 Menu and allergen management

Before operating at any volume, have allergen information and basic control procedures in place.

4 Procedures by position

Define what each person does, in what order and to what standard. Without this, no new starter is going to work out.

5 A real team structure

Don't go looking for people until it's clear what each position needs and what environment they'll be working in.

6 A minimum operating culture

The team needs somewhere they can actually apply their training. Without that, the staffing problem comes straight back.

Before you look for a team, you build the place where that team can work.

THE OUTCOME — WHAT THE CLIENT DID WITH THE DIAGNOSIS

The diagnosis was delivered. The structural recommendations weren't implemented. The business chose to carry on with its operating model.

Not every diagnosis turns into an intervention, and that doesn't invalidate the product. Identifying the problem properly is what gets bought. Acting on it is the client's decision, and it's respected.

A diagnosis isn't measured by whether the client acts. It's measured by whether it found the real problem.

WHAT THIS CASE TEACHES

1

“We can't find staff” frequently means the operating conditions don't let a trained professional work normally.

2

Coming into hospitality from another sector without knowing the trade creates gaps that are invisible to the owner and obvious to any candidate.

3

The diagnosis has value on its own. Identifying the problem correctly is the product, even when the client decides not to act.

DO YOU ACTUALLY KNOW WHERE YOUR BUSINESS'S PROBLEM IS?

The first job is to read the business properly. Before proposing anything, before looking for anyone.

Structural Diagnosis · from €1,200 — Request your diagnosis

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Rocamora Method · Structural diagnosis with verifiable data.