

# Today's Restaurant

FLORIDA'S FOODSERVICE INDUSTRY NEWSPAPER

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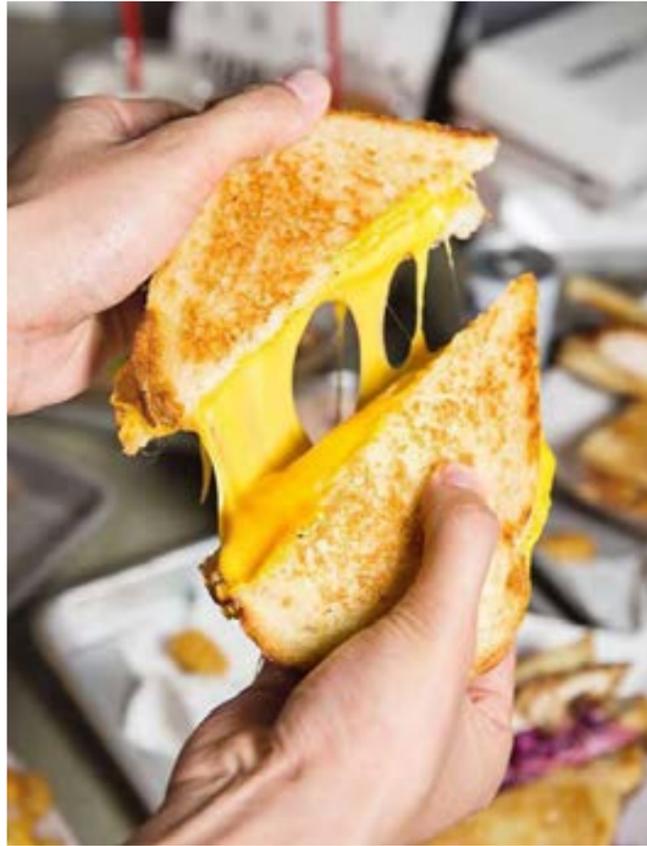


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## Melt Shop signs first multi-unit franchise agreement in Florida



New York, NY - Melt Shop, the pioneer of the Melted Sandwich Movement, announced recently that it has signed a multi-unit franchise development agreement to grow its brand footprint in Florida. In tandem with CFL EATZ LLC, Melt Shop will open six restaurants in Orlando and surrounding counties including Osceola, Volusia and Polk, among others. This marks Melt Shop's largest Florida deal to-date. The brand plans to open its first Florida location at Sawgrass Mall in Sunrise later this year.

"We've always believed that our brand would be the perfect fit for Florida, and we're excited to partner with Bob Picerne and his team," said Josh Morgan, COO of Melt Shop. "Orlando remains one of the most popular tourist destinations in the world and the local population continues to grow at a rapid pace. Our Florida restaurants will be located in destination hotspots and in some of the busiest malls in the country. It's a really exciting time for all of us and we're ready to get started."

Melt Shop will partner with CFL EATZ LLC to develop six restaurants over the next three years with the first three planned to open within 18 months. The company's principal owner, Bob Picerne, has a portfolio that includes Five Guys restaurants, airport concessions at Orlando International Airport and more than 10,000 apartment units across the country.

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## 'Bar Rescue' Star is creating a high-volume, hoodless/ventless restaurant format to franchise across the nation

Las Vegas, NV Jon Taffer, award-winning hospitality expert, world-renowned business consultant and celebrity entrepreneur, has announced the launch of his own, innovative restaurant concept Taffer's Tavern, a high-volume, small footprint format that uses the latest technologies to produce high-quality food and beverage offerings without the need for a traditional commercial kitchen. Taffer is partnering with Fransmart, the industry-leading franchise development company behind the explosive growth of powerhouse

brands like The Halal Guys, Five Guys Burgers & Fries, and QDOBA Mexican Grill, as the exclusive franchise development partner to facilitate growth for the emerging brand.

Building on Taffer's more than three decades of hands-on consulting experience specializing in nightclubs and pubs, Taffer's Tavern is designed to unite a best-in-class beverage program and the most interesting, delicious bar fare with a streamlined kitchen and the latest advancements in food preparation technology, requiring far less space and far fewer employees than traditional

casual dining restaurants. Together with Fransmart, he is seeking out experienced franchisees to bring the Taffer's Tavern concept to the 50 largest media markets throughout North America, with a priority focus in Las Vegas, Washington D.C. and similar trade areas.

"Taffer's Tavern is a smart, new casual concept poised to address the multiple pain points that I see frequently across the industry," Taffer said. "Our vision is to create exciting,

See TAFFER page 8



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## Appell Pie

### A trip to the past

Howard Appell ♦ Today's Restaurant Publisher

I wrote this column fifteen years ago and thought it was worth a look back for some irony, laughter and still relevant information. Hope you enjoy the trip down memory lane.

Many months ago I wrote about how the high price of gasoline would affect business. Now as we approach a National average of over \$2.00 per gallon we must prepare for a much different business environment.

The cost of gasoline is spiraling upward and the guesses are that they won't stop until they reach \$3.00 a gallon sometime during the late summer. One of my readers asked me if I was obsessed with terrorism based on some of my previous columns. The answer is no, but I am concerned. These prices represent economic terrorism, which eventually will turn our economy further downward. For an economy based on mobility via motor transport these high prices will bring us to a sudden halt.

What can we do about the high price? Probably nothing. Writing to your Senator or Congressman will do little but waste your ink. They are helpless too. Writing to the car manufacturers may work if you said you would refuse to buy a new car until they raised the fuel economy to 60 miles per gallon.

Who am I kidding? You don't have to write to them. You won't be able to afford a new car if these prices continue upward.

What can we really do about it? We MUST re-adjust our thinking and our lifestyles. As a restaurant owner or manager you realize that your core customers must come from the neighborhood in which your store is located. Much of your customer base will decide not to drive to you from across town as they used to do. You have to start to think outside the box now. Local advertising directed to your core neighborhood is essential. Mailings and ads in local newspapers with coupons are

one way to build your base now. Rewards programs for customer loyalty is a great way to keep the locals coming in. You may even consider altering your menu choices to appeal to a larger audience. Believe it or not delivery service can be done on bicycle or mopeds. In Europe and Asia motor scooters and bicycles are the main means of transportation in some cities.

*Ask every customer you have now to fill out a form with their email address and birthday or their favorite dish on the menu.*

If you do 200 dinners on a regular Saturday night and you have a full liquor bar, but your rush is over at nine o'clock, try booking a local jazz band or an oldies group to perform and extend your selling hours. Advertise the fact that you have the entertainment. E-mail is a great way to reach thousands of people with very little expense. Ask every customer you have now to fill out a form with their email address and birthday or their favorite dish on the menu. Give them a soft drink for doing so. Once you have the address you can contact them with your message. Don't over do it. Once a week or twice a month is fine. The bottom line is that if you do something now, when gas reaches \$3.00 a gallon and the economy comes to a grinding halt you at least will have a fighting chance to keep your customers and gain allot of new ones and therefore survive this challenging economic period.

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# What's Going On

## Important new products, corporate news and industry events

### SPECIAL

In our next edition and going forward, we will start putting in upcoming restaurants/bars, etc. in our WGO for Georgia & the Carolinas. We have been getting a lot of information from those states and would like to pass it on to you.



**The Hampton Social** will be moving into the former Tommy Bahama's eatery at Pointe Orlando. This restaurant specializes in seafood, pizza & brunches. Expected opening late 2019. Visit [thehamptonsocial.com](http://thehamptonsocial.com) to learn more about the restaurant.

Plant City, FL – International grower and year-round marketer of strawberries, blueberries, blackberries and raspberries, **Wish Farms, is gearing up for a robust Southeast blackberry season.** Since 2016, growth in the blackberry category has been a focus for



The National Restaurant Association Show announced the recipients of the 2019 Kitchen Innovations Awards, honoring progressive equipment that increases efficiencies and productivity. **The National Restaurant Association Show named Grindmaster's PrecisionBrew Air-Heated Shuttle Brewers as an honoree for 2019.** Grindmaster's new Shuttle Brewers step up coffee brewing with a new level of sophistication. An advanced touchscreen offers detailed settings for time, temperature, pulsing, and more to match roasters' specs. PrecisionBrew brewers also feature two patent-pending technologies: Java-tate and Encapsulair. Java-tate uses a magnetically driven agitator to prevent suspended solids from settling, while Encapsulair heats shuttles by recirculating hot air around the coffee, rather than using electric coils that cause hot spots and scorching. Together, these technologies ensure longer lasting, higher quality coffee for operators," according to the announcement regarding the awards. Visit [professional.electroluxusa.com](http://professional.electroluxusa.com) for all details.

Cane Berry Director Jose Saca: "We aligned ourselves with exceptional growers that allow us to provide great tasting varieties like PrimeArk 45, Osage, Ouachita and Natchez among others. We are also encouraged by the steady growth in consumer demand. If there are no major weather events, we can expect a good production year with early volume estimates 15-20% higher over last season." In 2018, Wish



Farms completed a 7,500 square foot cooler in Shelby, North Carolina to manage their blackberry program in the region. All Wish Farms blackberries in this region will ship from this facility after thorough quality control inspections. "This southeastern blackberry program is essential to our mission of providing the best tasting berries," said James Peterson, VP of Sales. "We look forward to working



with our retail partners this June and throughout the summer to support blackberry ads."



**Puerto Rico's famed artisan paletas company, Señor Paleta, announced the opening of its first location stateside, at The Florida Mall in Orlando.** The company specializes in creating unique frozen confections from natural and quality ingredients like fresh fruits, premium nuts, chocolates, and pastries. Señor Paleta, which started with one tricycle in 2014, has 8 locations in Puerto Rico, making it the largest paleta company in the Caribbean. The new Florida Mall location is its first outside of Puerto Rico.

The grand opening was held May 11th. "Since early 2017, we contemplated the idea of 'jumping over the puddle,' as we say here," said Ramón Ortiz, who founded Señor Paleta along with Jennifer Serrano. "We visited different cities in the U.S. multiple times and felt like Orlando was the best fit for us. Orlando is the happiest place on earth, and we hope that residents and visitors will be excited to

See **WHAT'S GOING ON** page 6

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# Key concerns in succession planning

Michael Einbinder ♦ Today's Restaurant Contributor

Michael Einbinder of Einbinder & Dunn, franchise lawyers representing both restaurant franchisors and franchisees, discusses what a restaurant franchise owner should be aware of before transferring a franchise to a third-party purchaser or an existing business partner or leaving it to family members (a process frequently referred to as succession planning).

This topic comes up often for owners and is tricky because of the involvement of multiple parties – the franchisor (or franchisors), a landlord (or landlords), existing business partners and possibly creditors.

Franchisees with multiple units within the same system or multiple concepts across different franchise systems are facing a unique set of concerns. For those franchisees with multiple restaurants within the same system, additional complications may arise because the form of franchise agreement for each restaurant might be different because franchisors often revise their franchise agreement over time. For those franchisees with restaurants in multiple systems, difficulties result from a lack of uniformity across franchise agreements.

In either case, significant consideration must be given to the transfer provisions found in the leases as they are likely to vary greatly. Restaurants franchisees and even more so multi-unit and multi-concept restaurant franchisees are unlike other businesses when it comes to succession planning or liquidity events.

## Franchise Agreements - Various Versions

The most important difference is that franchised businesses have an additional contractual layer that does not exist in other businesses – they are bound by franchise agreements. Any franchisee considering transfers will have to comply with provisions of those agreements that address their ability to transfer their businesses to successors or to third parties.

For multi-unit franchisees, they are often bound by different iterations of the franchise agreement, which the franchisor has revised over time and which may contain different restrictions on transferring that franchise.

Restaurant franchisees that are in more than one system will have signed different franchise agreements, which will certainly contain different restrictions on transfers.

*It is critical to get franchisor approval when planning restaurant transfers.*

For franchisees that are planning on transferring their restaurants, the first step is to conduct a thorough review of their franchise agreements and determine what restrictions and/or obligations apply. Next, franchisees should formulate a plan to handle those restrictions and/or obligations.

It is critical to get franchisor approval when planning restaurant transfers. The earlier a franchisee can get the franchisor to buy into the franchisee's succession plan, the more successful that plan will likely be.

In fact, some franchise agreements may require franchisor approval before the franchisee even approaches prospective purchasers or transferee or before the franchisee finalizes a deal with a prospective purchase or transferee.

In many cases, franchise agreements reserve certain rights for the franchisor, including but not limited rights of first refusal, rights of first offer, rights to purchase the restaurant upon the death or disability of the franchisee's principal and other similar transfer rights.

When formulating your succession plan, it is important to understand what rights have been reserved by your franchisor(s). This information will be critical in determining how best to accomplish your plan.

## Real Estate Issues

Most restaurant franchise systems are retail real estate based. If the franchisee owns its building or properties, that may make any transfer less complicated, but that is atypical.

If the franchisee leases its retail locations, lease provisions relating to assignments of leases and change in control of the franchisee entities is a complicating factor to any succession plan.

The real estate aspect of the business of multi-unit and multi-concepts franchises is also complicated because of the number of properties/leases at issue – all of which may contain varying restrictions on transfers/assignments or other problematic clauses.

For example, some leases require that the landlord be compensated for an assignment of a lease. If the clause is narrowly tailored so that the franchisee is only compensating the landlord for the value received in exchange for the assignment of the lease, the clause is not that troublesome.

However, when the landlord's compensation is not tied to the economic value of the lease, but broad enough to include the value of the entire purchase price of the restaurants, the franchisee has an issue.

Other leases may prohibit the outright transfer of the lease without the landlord's consent, which may be withheld for any reason. This creates uncertainty when planning to transfer the restaurant either by itself or as part of a larger transaction. Without securing consent from the landlord, the entire deal may fall apart.

Principals of franchisee entities are often times obligated to give some kind of personal guaranty on

real estate leases. When negotiating a sale to a third-party purchaser or to an existing business partner or when leaving the restaurant to family members, the principals should pay careful attention to the guarantees that they have in place with their real estate leases or otherwise.

## Plan Ahead

The best thing to do is to plan ahead. An analysis of relevant franchise agreements and lease is key if a restaurant franchisee is considering a transfer or sale, even if that event is not in the immediate future.

Once the franchisee has a general game plan, it is also recommended, even at an early stage, that the franchisee work with its franchisor (or franchisors) to get feedback on its succession plan.

Franchisees would also be best served to review their financial books and records and make sure that everything is in order in the backend.

Closely held companies, such as franchisees, often do not spend the time, money or effort to ensure that their financial books and records can be easily reviewed by potential purchasers. This mistake can be costly to the franchisee.

It could result in potential purchasers walking away from a deal because the financial books and records are too difficult to decipher or peculiarities cannot be explained or refusing to offer a higher value for the business because of uncertainties.

If a franchisee is committed to doing a deep dive into their legal documents (franchise agreements and leases) and their financial books and records, that franchisee has given himself/herself a terrific opportunity to effectuate a successful succession plan. 

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# Buyers Edge Platform expands operations to Palm Beach County

Enhanced focus on Florida market to be based out of newly purchased EcoCentre Building in Lake Worth Beach

Buyers Edge Platform, a leading nationwide restaurant and food service procurement platform, announced it will expand its operations to include new offices in Lake Worth Beach.

Buyers Edge Platform is a network of companies and technology solutions aimed at helping restaurants and other food service operations save money on purchasing and run more efficiently. With more than \$7 billion in member purchasing power and more than 45,000 restaurant and food service locations throughout the U.S., Buyers Edge Platform is a leading force in the food procurement industry.

With headquarters in Waltham, Massachusetts, Buyers Edge will be expanding its operations into the EcoCentre Building in Lake Worth Beach. The EcoCentre is one of the most iconic office spaces in Palm Beach County. The four story building is considered a "living building" that incorporates natural living systems and green technologies designed to save energy, reduce carbon dioxide emissions, water consumption, and create an overall healthier environment.

"The EcoCentre is a one-of-a kind space that places as much attention on fostering a clean physical environment as it does fostering a great business environment," said Buyers Edge



Kelly Smallridge

*The EcoCentre is one of the most iconic office spaces in Palm Beach County.*

Platform CEO John Davie. "I can't think of a better place for us to launch our efforts to bring savings and efficiency to the Florida food purchasing market. In fact, I liked the building so much, I bought it."

On March 1, Davie purchased the EcoCentre from Lake Worth Beach Eco Properties LLC. Source 1 Purchasing, a Buyers Edge Platform subsidiary that focuses on the hospitality industry, moved its 45 employees to the EcoCentre this month from its previous location in Boynton Beach. Additional Buyers Edge employees will be moving in over the next few months.

"Buyers Edge Platform has made significant impacts on the foodservice landscape across the country and we're couldn't be more excited to bring our positive influence to the Florida market," Davie said. "Florida's concentration of restaurants, lodging properties, gaming facilities and other foodservice establishments makes it one of the most vital foodservice markets in the nation. It's the perfect location for Buyers Edge Platform to develop a 'hub' market, which is why we are investing in personnel, partnerships and even real estate in the state."

"We are thrilled that Buyers Edge Platform has made the decision to expand their operations in Lake Worth

and Palm Beach County. Their commitment is confirmation that Palm Beach County offers a competitive business location to growing technology companies and we are appreciative of their investment in our economy," stated Kelly Smallridge, CEO of the Business Development Board.

**About Buyers Edge Platform:** Buyers Edge Platform represents a network of companies and 45,000 operator locations. It extends its technology solutions, partnerships, and contracts to its members empowering them to improve their client service offerings by leveraging the Platform's \$7 Billion in volume, resources and collective scale. Buyers Edge Platform members include Dining Alliance, Consolidated Concepts, Buyers Edge Purchasing, Axis Purchasing, Sundell and Associates, RP Procurement, FoodBAM, Source1 Purchasing, Fresh Concepts and other member GPOs and consulting companies. Learn more by visiting [www.buyersedgeplatform.com](http://www.buyersedgeplatform.com)

**About the EcoCentre Building:** A four-story professional office building in downtown Lake Worth Beach is considered a "living building" that incorporates natural living systems and green technologies designed to save energy, reduce CO2 emissions, water consumption and create an overall healthier environment. The building's unique feature is its water-saving technologies, which allows for the on-site purification and recycling of water, treats gray water from the building occupants (sinks and showers) and re-uses it for irrigation, reducing potable water consumption in the building. Rainwater from the rooftop is collected in an 8000-gallon cistern and re-used for flushing toilets, and air-conditioning condensation is the source of fish pond water which is used to irrigate interior landscaping. EcoCentre is LEED registered designed to achieve Gold certification.

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# What's Going On from page 3

see a family brand full of flavor and joy." More locations are planned. For more information, follow Señor Paleta on Facebook and Instagram.

◆◆◆◆◆  
◆ Sweden's world-leading water purification technology and solutions company Bluewater showcased its full range of water purifiers for professional kitchens at the Chicago National Restaurant show, including the outstanding **Bluewater Pro 400** recently that was honored with a **2019 Kitchen Innovations award**. "Bluewater offers a range of water purifiers meeting the needs of every restaurant, large or small, for efficient, clean water delivery that supports their bottom line by positively

impacting commercial kitchen operations and enhancing customer loyalty," said Ms. Lin Guo, Bluewater U.S. sales chief. She added that Bluewater has invested significantly in water purification technology designed to improve clean water delivery rates, boost operational efficiency, reduce water-related costs and enhance green-business credentials by reducing the need for harsh detergents and single-use plastic bottles. Bluewater innovates, manufactures and commercializes compact water purifiers that harness the company's patented reverse osmosis technology to remove virtually all pollutants from tap

water, including lead, bacteria, pesticides, medical residues, chlorine and lime-scale. To learn more, visit them online at [www.bluewatergroup.com](http://www.bluewatergroup.com).

◆◆◆◆◆  
Most restaurants and bars secure patio furniture and liquor cages with traditional combination or key padlocks that can be hard to track who has access, especially if an item goes missing. **Tapplock** has created an easier way to manage physical security with a smart padlock. The Tapplock enterprise solution pairs the smart



Tapplock one+ fingerprint lock with an enterprise management platform. Instead of using keys the Tapplock solution gives businesses the ability to load up to 500 employee fingerprints to one lock so all employees need to do is scan a fingerprint on locked equipment to access it.

Access can be controlled via the platform with parameters set for day and time access, and the ability to add or revoke access permission at any time remotely if an employee is fired. For all details visit the company online at [tapplock.com](http://tapplock.com).



Mike Tokach

**Schramm's Mead, a leader in the burgeoning mead industry**, has signed a distribution agreement to immediately commence sales in the State of Florida. Since opening in Ferndale, Michigan, in September of 2013, Schramm's Mead has expanded into Ohio, and Indiana, and now Florida.

The highly sought-after mead has pushed the small artisanal meadery and its offerings to the top echelons of rating sites such as Untappd and RateBeer. Production was less than 6,000 cases last year, but is increasing. "We will only grow as fast as quality will allow," said says head meadmaker and majority owner Ken Schramm.

"There are distributors in other states and even countries that want our mead, but we aren't willing to take an industrial approach to either ingredients or technique," he added. "We are excited to extend our partnership with Schramm's Mead into Florida. Cavalier Distributing prides ourselves in representing the best craft beverages including mead in the state. Floridians are going to love Schramm's meads," says Carolyn Graham, State Sales Manager.

◆◆◆◆◆  
◆ **Electrolux Professional North America** recently announced the creation of a new role in their evolving and growing organization. Industry veteran Mike

Tokach will join the Electrolux family of brands in the capacity of Head of Sales Operations for North America. The newly created position will work with bringing together Electrolux and Grindmaster-Cecilware processes and procedures into a common platform and approach. Mike will be reporting to John Evans, Head of the Americas for Electrolux Professional. Visit [electrolux-group.com](http://electrolux-group.com) for more information.

## Hotel Happenings

◆◆◆◆◆  
The **iSquare Mall & Hotel** which broke ground early 2019, will include the flags **Capella Suites and Solis Orlando Hotel**, that will total two 23-story towers and 539 rooms. The project will also include a multi-level retail complex, seven-story parking garage, rooftop infinity pool, heliport and ice rink. Estimated completion is 2022. Visit [www.isquareusa.com](http://www.isquareusa.com) for more information.

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◆ **GLo Hotel, a new boutique hotel brand from Best Western** is under construction on Vineland Ave in Orlando. This 4-story, 154 unit property is said to break the "cookie-cutter hotel mold." Expected completion is April 2020. [www.bestwesterndevelopers.com/portfolio/glo.php](http://www.bestwesterndevelopers.com/portfolio/glo.php).

◆◆◆◆◆  
Debuting in Boca Raton in 2020, will be the 158-room hotel will be **Mandarin Oriental's** 2nd property in Florida and sixth in North America. All rooms and suites will be designed in a sophisticated and contemporary style, and with views of the Atlantic Ocean. The hotel

will feature two rooftop pools; fine dining restaurants and bars, including **Mandarin Oriental's signature MO Bar + Lounge located on the rooftop with an outdoor terrace; and a Mandarin Oriental cake shop.**

◆◆◆◆◆  
◆ **Agave & Rye, a Tequila and Bourbon Hall based in Covington, Kentucky**, has announced major plans for expansion nationwide. The restaurant delivering "epic tacos" and an unconventional dining experience will bring its passion for flair to Lexington, Kentucky within the month of June. By the end of 2020, Agave & Rye plans to have up to six additional concepts opened, preceded by 15 or more concepts annually, in each year to follow. This aggressive growth speaks not only to the restaurant's current popularity in Covington, Kentucky, but also to its ability to cater to restaurant-goers across a variety of communities nationwide. "We're so excited to share the Agave & Rye concept

with restaurant guests and foodies in Kentucky and beyond," shares Yvonne Sarber, Founder of Agave & Rye. "We want to provide a dining experience unlike any other—from the food to the service to the atmosphere. Furthermore, it is our goal to continue to respect and nourish the communities we serve with exceptional service paired with outstanding energy." Visit [agaveandrye.com](http://agaveandrye.com) for all details.

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◆ **In Lake Nona, there is a new center, Tyson's Corner**, over 72,000 square foot retail plaza is expected to break ground this month. Some of the tenants securing contracts at the new plaza would include ALDI, Arby's, Bento Asian Kitchen + Sushi for restaurants so far and other retail stores.

◆◆◆◆◆  
◆ Independent restaurants and mid-size foodservice operations have a new option in food preparation and warewashing equipment with the introduction of **Centerline™ by Hobart**. new line of kitchen equipment from the industry's premier food equipment manufacturer, Centerline™ by Hobart introduces an offering of simple, affordable food preparation and dishwashing equipment for operations that demand quality and reliable performance without the need for advanced technology features or extreme-volume, continuous run-time requirements. "At Hobart, we are inspired by those who are not only passionate about creating great food but are inspired to serve and improve the lives of others through food," said Todd Blair, Marketing Director for ITW Food Equipment Group. "Because we are committed to supporting the needs of foodservice professionals at every step of their journey, we've introduced Centerline by Hobart, a line of equipment that offers the quality and durability operators need to pursue their passions and be successful as their operations grow and evolve. We recognize various operations, menus and volume requirements don't always necessitate the need for our premium line. With Centerline, we've extended our

See **WHAT'S GOING ON** page 12

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# Does it really pay to focus on exceptional service?

John Tschohl ♦ Today's Restaurant Contributor



My experience and persistent advice to companies clamoring for a top spot in their market and the road they take in life is...focus feverishly on Exceptional Service and you will be rewarded. I have found that any company that can build a brand around exceptional service will increase its value by at least 25%. Frankly it could be 100-400% or more. Every now and then I run into service leaders that are an example of what I have been preaching for the past 40 some years. Service leaders that truly understand the power of incredible customer service.

Amazon... From humble beginnings in Jeff Bezos' garage in 1995, everything Amazon does is about enhancing the customer experience. Its success is mainly attributed to its approach to its customer. In 2003 I invested \$1,000 in Amazon and the stock on March 31, 2019 is worth \$59,984.

Home Depot... The Home Depot's goal is to provide the highest level of service, the broadest selection of products and the most competitive prices. In 2003 I invested \$1,000 in Home Depot and the stock on March 31, 2019 is worth \$9,175.

Costco... The corporate vision statement emphasizes customer experience and satisfaction and states that Costco aims to continually provide their members with quality goods and services at the lowest possible prices. Light years ahead of Sam's Club.

In 2003 I invested \$1,000 in Costco and the stock on March 31, 2019 is worth \$9,494

TD Bank... Their published Values Statement stated they are client driven and that they: Listen to each client and are empowered to deliver solutions that best fit their needs. They aspire to deliver client experiences and interactions they are proud to stand behind.

In 2003 I invested \$1,000 in TD Bank and the stock on March 31, 2019 is worth \$4,305.

Southwest Airlines... Their vision is to become the world's most loved, most flown, and most profitable airline. They exist to connect people to what's important in their lives through friendly,

reliable, and low-cost air travel.

In 2003 I invested \$1,000 in Southwest Airlines and the stock on March 31, 2019 is worth \$3,445.

Apple... The company is committed to bringing the best user experience to its customers through its innovative hardware, software and services. They provide a high-quality buying experience with knowledgeable salespersons who can convey the value of the Company's products and services and that greatly enhance its ability to attract and retain customers.

From its 1980 initial public offering (IPO), its share price has gained 98,000%. As of May 2017, it was the most valuable company in the world with a market capitalization of approximately \$800 billion and nearly \$256 billion in cash. Stock price up 270% over last 3 years and 1030% in past 12 months.

There are only a handful of firms that really provide awesome customer service. I always ask myself...if this is true, why do most firms feel satisfied with just okay customer service? I simply do not understand why more companies don't tip the scales in their favor by copying successful companies or taking a leap of faith by getting into the game with a clear cut pathway to increasing their value and the success of their company and their employees. It all starts and ends with your Customer experience. Exceptional Service includes:

- ♦ Speed
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- ♦ Mastering empowerment
- ♦ Mastering Service Recovery
- ♦ Constant training on Customer Service
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Management must drive a customer service program with continuous training for all employees with reinforcement by means of rewards for high-performing service employees and with management standards that are regularly reinforced.

When management is committed to customer service by daily word and deed, the result is a well-established infrastructure that facilitates free communication internally and externally. As essential as strategy, objectives, and support system are a foundation for a service plan, the entire program would collapse without a corporate culture and training to sustain it. 

John Tschohl is a professional speaker, trainer, and consultant. He is the President and founder of Service Quality Institute (the global leader in customer service) with operations in over 40 countries. John is a self-made millionaire traveling and speaking more than 50 times each year. He is considered to be one of the foremost authorities on service strategy, success, empowerment and customer service in the world. John's monthly strategic newsletter is available online at no charge. He can also be reached on Facebook, LinkedIn and Twitter.



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# Driverless cars will create a new way for shopping

**Shop in ride™ poised for the adoption of self-driving vehicles into everyday life**

Shop in ride™ has been granted patents that will heavily influence the evolution of autonomous vehicles as a new venue for marketing and advertising. Shop in ride™ has been granted utility patents for in-ride shopping experiences in autonomous vehicles (patent numbers US9646326 and US10176517). The company is positioned to be a leading influencer of how companies advertise to riders in driverless vehicles, and how companies will be able to integrate shopping platforms into autonomous vehicles as the industry matures.

*Geolocation can be used to target advertising for retailers within a few miles of the vehicle.*

New shopping technologies are already being rapidly adopted by consumers. Examples include GM's ordering system that allows drivers to order their favorite coffee or food with a touch to the dash. Or, restaurants like Starbucks and McDonald's that allow customers to pre-order through their apps. When autonomous vehicles open up ride-hailing programs en masse to consumers and self-driving cars start showing up in garages, consumers will have even more time to spend shopping while in a vehicle.

In the near future, riders will be able to use their devices or screens in autonomous vehicles to order their groceries, takeout food, coffee, or other items during their ride. The



Gary Goralnick

car will then take riders to the retailer to pick up their order. Geolocation can be used to target advertising for retailers within a few miles of the vehicle. Or, brands can reach customers through social media.

"Soon, consumers riding in driverless vehicles will be doing nothing and looking for a way to spend their time since their eyes no longer need to be on the road," said Gary Goralnick, CEO of shop in ride. "Consumers will be ripe for advertising messages and already companies are working on developing in-vehicle shopping platforms. I am looking forward to watching how this new frontier of advertising and marketing develops and facilitating its success." **TR**

For more information about the future of driverless in-vehicle shopping technologies, visit [www.shopinride.com](http://www.shopinride.com).

# Taffer from page 1

first-rate menu items in a setting that doesn't require a traditional range hood and ventilation system, which allows for tremendous versatility in scouting preferred locations and streamlining restaurant operations. I came to Fransmart because I knew they would understand and embrace my vision, and I look forward to working together to find franchise partners who are as passionate as I am to bring Taffer's Tavern across the continent."

*"Every large franchise group I've spoken to is interested in this type of concept..."*

Just as fast casual and QSR concepts blurred the lines between casual dining and fast-food chains to become today's restaurant industry darlings, Taffer plans to apply his extensive experience and business acumen to define a "new casual" dining experience and franchise offering with Taffer's Tavern. In addition to the investment opportunity of a unique, high-volume concept with low price conversions, reduced staffing requirements and broad real estate appeal, Taffer's Tavern franchise partners will also benefit from the combined expertise that Taffer and Fransmart bring to the table, from innovative menu design and creative marketing, to employee training programs and customer service strategies.

"Every large franchise group I've spoken to is interested in this type of concept," said Fransmart Founder and CEO Dan Rowe. "The idea of doing more volume in smaller spaces, lower capex and with fewer employees is right on the money. There are

several high-quality locations with tired, irrelevant casual dining restaurant concepts that we are targeting to convert to Taffer's Tavern." **TR**

**About Jon Taffer:** Jon Taffer is a highly-reputed Entertainer, Entrepreneur, Consultant, and Thought Leader with more than 35 years of success in the entertainment, hospitality, and nightlife industries. Leveraging extensive global experience with powerhouse brands and award-winning ventures, Jon is a valuable asset for companies seeking guidance on transformation, training programs, and "reaction management strategy." His broad areas of expertise include product and brand recognition, merchandising promotions, customer acquisition, product marketing, go-to-market strategy, television, and public speaking. Starring as the host and Executive Producer of Bar Rescue on Paramount Network, the high rated show is currently in its seventh season. Bar Rescue is a non-scripted reality show that spotlights Jon as he saves failing bars from looming closure, utilizing his four decades of unprecedented industry experience and trademarked Reaction Management strategy to consult on everything from menu design to cost management; the show is on track to exceed 170 episodes in 2018. Concurrently, Jon runs Taffer Virtual Teaching, his digital teaching platform, and Taffer Dynamics, his business consulting firm. Over the years, he has consulted for a range of well-known brands, including the NFL Network, Ritz-Carlton Hotels, Hyatt Hotels, Marriott Hotels, Holiday Inn Hotels, Sheraton Hotels, Intercontinental Hotels, Peninsula Hotels, TGI Fridays, Buffalo Wild Wings, Famous Dave's Barbecue, Wolfgang Puck Express, Anheuser-Busch and the N9NE Steakhouse at Palms Casino Resort. Jon has been featured in numerous international publications and other prominent media outlets. He has appeared as a guest on shows ranging from Rachael Ray to Jimmy Kimmel Live to Good Morning America and continues regular appearances on Varney & Co. on the Fox Business News, and as a guest on many other major news networks. For more information, visit [www.jontaffer.com](http://www.jontaffer.com).

**About Fransmart:** As the leading franchise development firm in the country, Fransmart turns emerging restaurant concepts into successful national and global brands. Founded by Dan Rowe, the man who identified and grew brands such as Five Guys Burgers & Fries and Qdoba Mexican Grill from single unit businesses to the powerhouse chains they are today, Fransmart's formula for success is finding emerging brands ripe for expansion and building successful multi-unit franchise businesses across the U.S. and globally. Fransmart's current and past franchise development portfolio brands have opened more than 5,000 restaurants worldwide. For more information, visit [www.fransmart.com](http://www.fransmart.com).

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# ArrowStream

## ArrowStream announces Strategic Sourcing

Connecting 200 Chain Operators with 6,000 Foodservice Suppliers

Chicago, IL - ArrowStream, a leader in supply chain technology for the foodservice industry, announced the arrival and availability of its Strategic Sourcing solution for restaurant operators. The newly released solution will create a standardized and repeatable sourcing process within the procurement operation for the foodservice industry.

Strategic Sourcing expands ArrowStream's integrated technology platform by connecting new sourcing capabilities with existing spend analysis, commodity intelligence and contract management tools. The result is an end-to-end process that focuses buyers on high-value sourcing opportunities while minimizing the administrative work needed to run sourcing events.

"Strategic Sourcing is the culmination of years of feedback and dialog with our customers and their suppliers. The result has been significant adoption across customers representing dozens of chain restaurant concepts," said Jeff Dorr, Chief Customer Officer at ArrowStream. "Our customers are seeing tremendous value in the way we've streamlined the sourcing process and truly integrated it with other capabilities offered by our platform. With all this data in one place, buyers save hours of time during each sourcing event while simplifying decision making and working more cohesively with their supply chain partners."

A major component of ArrowStream's Strategic Sourcing solution is the Supplier Discovery capability. Supplier Discovery connects restaurant buyers directly to a

curated, foodservice industry specific database of over 6,000 suppliers. Each listed supplier has validated experience providing products to chain restaurant operators. Buyers or culinary staff at restaurant chains can easily filter by their needs through advanced search capabilities.

Other key features of Strategic Sourcing include a Sourcing Planner, Spend Analytics, Commodity Market Intelligence, Sourcing Event Manager and a Scenario Analysis Tool.

Along with the launch of Strategic Sourcing, ArrowStream has also released Operator Collaboration, a new service for foodservice suppliers that improves communication with their operator clients. Suppliers access the ArrowStream platform to respond to RFPs from ArrowStream chain customers and input detailed contract pricing information. Suppliers can also customize a company profile page that is displayed in Supplier Discovery, which contains details about their company, the types of products they offer and the distribution network they ship through.

Strategic Sourcing and Operator Collaboration are now available for ArrowStream's existing and future operator and supplier customers. To learn more about Strategic Sourcing visit [www.arrowstream.com/sourcing](http://www.arrowstream.com/sourcing). To request a demonstration, visit [www.arrowstream.com/demo](http://www.arrowstream.com/demo). 

**About ArrowStream:** Founded in 2000, ArrowStream is a foodservice supply chain technology company that helps clients capitalize on data to improve their business. ArrowStream serves hundreds of restaurant operators, distributors and food manufacturers. For more information visit [www.ArrowStream.com](http://www.ArrowStream.com).

## Melt from page 5

"We were actively looking for our next franchising opportunity and became drawn to Melt Shop very quickly," said Bob Picerne, Principal of CFL EATZ LLC. "We've been in the food business for a long time and know a good product when we see one. Melt Shop's unique take on fast casual combined with its rapid growth made this a great business decision. We look forward to working with Josh and his team as we aim to begin construction by 2020."

In addition to expanding in Orlando, Melt Shop is planning more than five openings later this year. The company is also propelling its nontraditional growth by opening up in malls throughout target regions, like the Northeast and Mid-Atlantic. Melt Shop - [meltshopfranchise.com](http://meltshopfranchise.com) - COO is Josh Morgan. To date, more than half of Melt Shop's

restaurants are located in nontraditional spaces. To further drive its ongoing growth, the brand is seeking well-capitalized multi-unit franchisees in New York, the Mid-Atlantic and Midwest regions, as well as in Florida. Since launching into franchising in September 2017, Melt Shop has added more than 35 restaurants to the pipeline and remains well ahead of its goal to open 100 locations by 2023.

Founded in 2011 in New York City, Melt Shop is a melted sandwich restaurant that uses only the best ingredients. As the pioneers of the melted sandwich movement, the company offers a variety of melted sandwiches, tots, tenders, salads, and shakes. Today, Melt Shop has grown to 15 locations in and around New York City, Pennsylvania, Minnesota, Delaware and New Jersey. 

# Going digital: How document management software can help the restaurant industry

Jesse Wood ♦ Today's Restaurant Contributor



When your entire business is focused on bringing customers the services they need, paperwork often feels like it just gets in the way. However, in the digital age of virtual documents and cloud storage, the hassle is completely unnecessary.

## What is a Document Management System?

Imagine a world without collating, sorting, or searching for hours through big filing boxes of old documents for a single form. What if you didn't even have to organize your own folders of digital paperwork on your computer? Whether your office is running on pure paper documents, has successfully gone digital or, like many, runs in a strange hybrid of the two, a document management system can make your business life a lot easier.

A document management system is an online platform that stores digitized documents, organizes them for you, and makes them available for secured access from anywhere. This is built from a combination of great software design, cloud storage, and a strong security infrastructure to help you store, organize, secure, and access all your important business documents from anywhere with an internet connection. In many

ways, using a document management system is like your own personal concierge that never sleeps, always knows what form you need, and doesn't require a paycheck or a tip.

## Putting Your Business Documents Online

Most restaurants have a few documents that get a lot of use and many more that are only needed on occasion, and a huge collection of documents that are relevant only to internal business procedures. Even if your business procedures still involve getting signatures on paper documents, why keep the originals or even your for-the-record copies in physical form where a stray cup of coffee could ruin them? Consider how many of your documents will be you need to access every day or every now and again and how easy it would be to simply search for them through a helpful online platform rather than shuffling through your local records or hauling around file folders. Scanning all your documents is a big task but it only needs to be done once.

## Flexibility in the Field

One of the biggest challenges of any restaurant industry business is being away from the office. With an online

document management system, getting needed paperwork (accessing pricing, inventory, vendor paperwork, etc.) on the floor is quick and easy. All your employees need to do is log in through their mobile device.

With full mobile integration, employees can also take a picture of incoming documentation (i.e. invoices) with their device and the management platform will upload it into your document system.

## Easy Digital File Sharing

File sharing is a major part of any business as you make sure that everyone has a copy of all the documents they need. These may be client documents full of useful information, blank forms to be put to use later on, or important memos that inform the team of new policies. Whatever the document, sharing can either involve a lot of scanning, printing, and collating or you can simply make an online copy available to the correct list of people. Your document management system can quickly and easily ensure not only that your employees have access to all the documents they need to do their jobs, but also that clients and business partners get a digital copy of anything they require without the hassle of printing, stapling, and

delivering by hand or through the mail. With role-based permissions, you can even be certain that no one will be able to access any private information that they don't need.

## The Perfect Disaster Recovery

On top of everything a document management system can do to increase your efficiency, flexibility, and accessibility, it also provides protection against disasters. From ransomware encryption attacks to rampaging hurricanes, even if your restaurant is completely wiped out, you will still have access to all your vital business paperwork. With documents stored on the cloud instead of physical folders or local hard drives, you can rest assured that no matter what happens, you can still access files from any computer or device with internet access. Client information, financial records, and work product will all be perfectly safe in your cloud-based document management system. 

**About the Author:** Jesse Wood is the CEO of document management software vendor, eFileCabinet. Founded in 2001, eFileCabinet, Inc. began as a cutting-edge tool to digitally store records in accounting firms. As it grew in popularity, eFileCabinet developed into a full-fledged electronic document management solution designed to help organizations automate redundant processes, ensure security, and solve common office problems.

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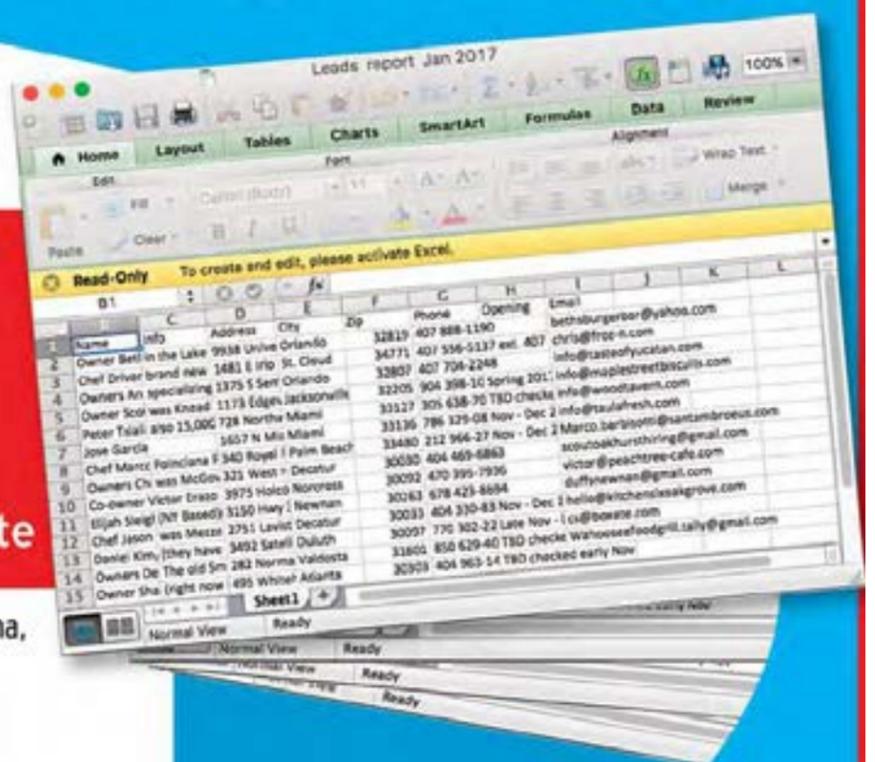
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## What's Going On from page 6

offering to provide more options and flexibility that better support our customers' varying needs." Centerline™ by Hobart debuted with the introduction of the Centerline HMM20 Standard Heavy-Duty 20-Quart Mixer in May 2019 and Centerline CUH undercounter dishwasher, to be released later this year.



◆ **Xcluder®**, a leading pest exclusion brand, is expanding its innovative line of rodent-proof products with the launch of new Dock Door

Vertical Side Seals, patented Pull Chain Seals and Dock Leveler Seals with new Slide-'n-Seal technology. The suite of products is designed to safeguard every potential rodent entry point surrounding a loading dock - an area

◆◆◆◆  
The redefined **Amara Cay Resort** has announced **Chris Cash as executive chef**. Bringing a passion for fresh Florida Keys style cooking, Cash will oversee the property's signature restaurant, Reelburger, along with food and beverage efforts for meetings and special event catering. "We are thrilled to have Chef Chris join our team at Amara Cay Resort," said Miguel Waldo, general manager of Amara Cay Resort. "He is a natural leader and his innovative approach will no doubt elevate the food and beverage program." Before joining Amara Cay Resort, Cash held various executive chef positions at a few notable Florida Keys restaurants, including Book Key Bar and Grill, Bumbys, OO-Tray, Bayside Gourmet and Morada Bay. Cash's responsibilities included menu development, staff recruitment and management while overseeing daily restaurant operations.



that, left unprotected, provides a popular thoroughfare for rodents and other pests. The Slide-'n-Seal technology allows for easy installation and replacement of existing brush seals. Xcluder's Loading Dock Rodent-Proof Seals are ideal for food processing and storage facilities, food distribution

centers, grocery stores, and any location in which the harsh chemicals often used in pest control must be avoided. Xcluder is made in America and is safe to use around people, animals and plants and contains no chemicals. More information about Xcluder's innovative line of rodent-proofing products is available on the company website at [www.getxcluder.com](http://www.getxcluder.com).

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◆ **Stonefire® Authentic Flatbreads** are available for foodservice operations. A recent consumer trend report found that while "36% (of polled consumers) order ethnic foods or foods with ethnic flavor at least weekly, ethnic options must feel accessible rather than intimidating". Stonefire® naan is a creative menu element guaranteed to elevate the customer dining experience. Soft and buttery, their versatile naan inspires culinary inspiration across dayparts and menu applications. Using only authentic ingredients, they mix, then hand-stretch their dough before baking them in their patented tandoor tunnel ovens. Additionally, the flatbreads contain no preservatives or artificial flavors. To contact their culinary team, contact them at [foodservice.stonefire.com/culinary-partnerships](http://foodservice.stonefire.com/culinary-partnerships). For all information including ordering visit [stonefire.com](http://stonefire.com).

◆◆◆◆  
A fully integrated partnership between online & mobile food ordering provider **Menufy**, and restaurant point of sale (POS) provider Lightspeed, is helping restaurants increase their off-premise order volume. In addition to streamlined workflows, restaurant operators can now benefit from enhanced web visibility and reduced technology costs. "This partnership extends our shared commitment to meeting the needs of our restaurant partners, and exceeding expectations in service," says Andy Lowder, Director Business Development at Menufy. "With Lightspeed as a partner, we combine a top of the line POS solution, with Menufy's best-in-class online ordering, to cultivate the ultimate experience for restaurants and their customers." Peter Dougherty, Director of Partnerships at Lightspeed, says Menufy expands their catalog of apps, bringing all-in-one convenience to restaurants powered by their POS: "Online ordering and delivery service are integral for continued growth, and we're thrilled by the prospects of connecting restaurants with Menufy."

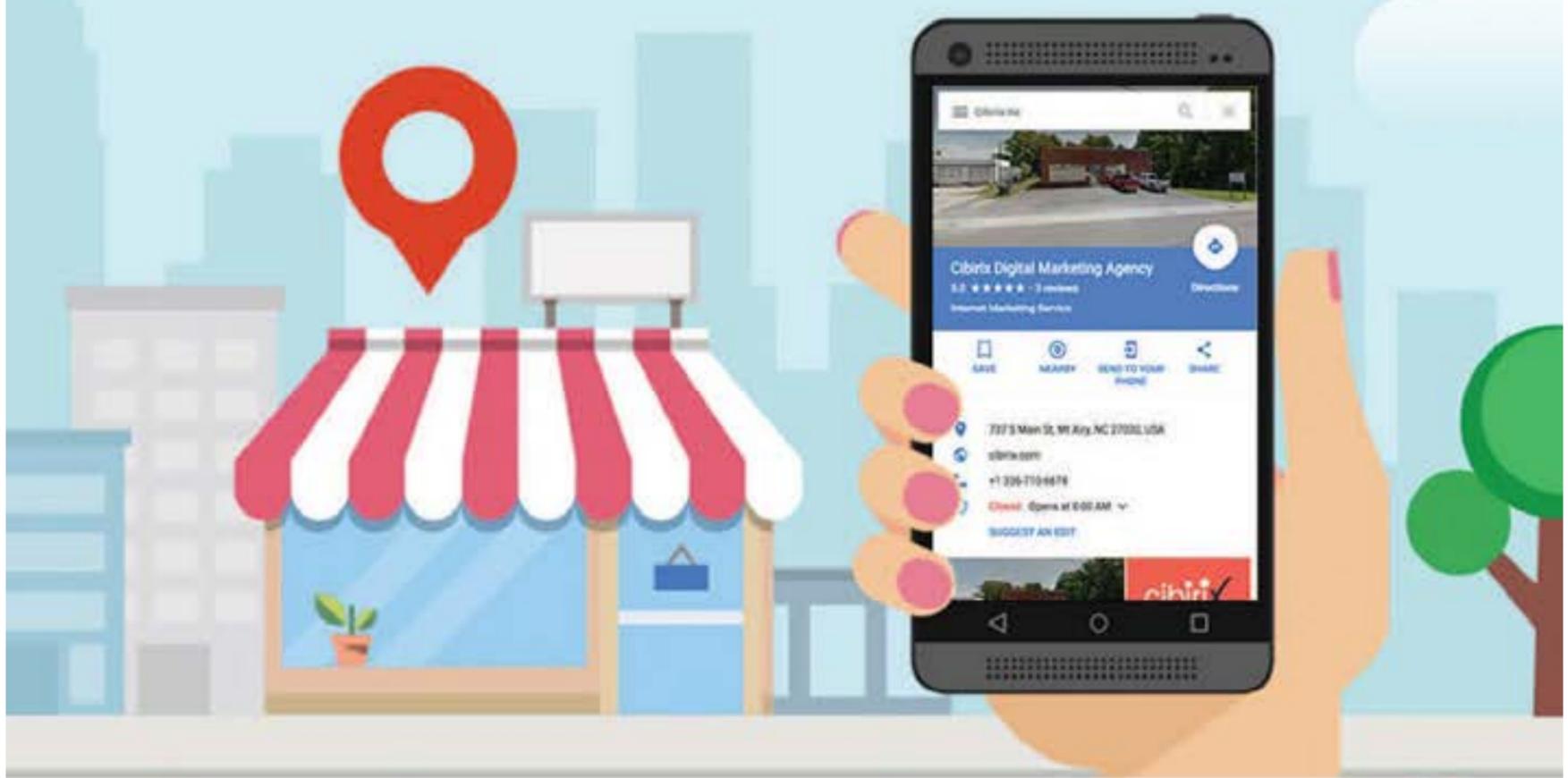
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# Real Estate



Restaurant, business and property happenings in Florida

## Eight operating cost rent issues for restaurant tenants

By **Jeff Grandfield and Dale Willerton**

*The Lease Coach*

Restaurant tenants are rarely happy with their operating costs; at best, they're ambivalent to them and, at worst, they're upset with them. The two issues that most upset restaurant tenants are ever-increasing operating costs and the landlord's lack of attention to fully maintaining the commercial property.

Restaurant tenants can, of course, request a limit on the amount that operating costs can be annually increased, but landlords resist this because these are supposedly true costs passed onto the tenant and not normally a profit center for the landlord. Restaurant tenants should also watch out for other issues buried within operating cost clauses that can cost them dearly. We have detailed these in our book, *Negotiating Commercial Leases & Renewals FOR DUMMIES*, and summarized them below:

### Administration Fees

If restaurant tenants are paying the property manager's salary through

operating costs, but the landlord adds a 15 percent administration fee to CAM costs, this can be considered double-dipping (or double billing for – essentially – the same service).

### Landlord Operating Cost Reports to Tenants

Many landlords provide only superficial operating cost information to tenants. Sometimes these reports are not only insufficient for the tenant but are not sent out in a timely manner.

### Occupancy Levels & Occupancy Costs

A lease agreement may state that operating costs are charged back to tenants assuming that the property is 95 – 100 percent leased and occupied. This means that if the property is only 70 percent occupied, those tenants carry 100 percent of the operating costs.

### Proportionate Share Misallocations

With restaurants often being located on the main floor of a property, your customers will never need the building's elevator / escalator. In this case, should you have to pay a proportionate share of elevator / escalator maintenance? Just because a tenant

occupies a certain percentage of the building doesn't mean that they're equally responsible for all operating costs as well.

### Reconciliation Billing

The industry norm is for landlords to budget future operating costs and then reconcile once per year. Restaurant tenants can get walloped with unexpected reconciliation statements from landlords with only 15 days to pay or be found in default. Negotiate so that you are allowed to repay these overages over time (perhaps six months).

### Tenant Audit Rights

The landlord has a fiduciary responsibility for accountability to the tenants for the money collected from and spent on behalf of tenants. The lease should include tenant audit rights – allowing you to examine the landlord's books.

### Underestimated Budgets on New Properties

If you're leasing commercial space in a new building, don't be surprised if the operating costs jump 25 to 50 percent more after the first or second year. Landlords have been known to under

budget operating costs on new properties to help their pre-leasing program.

### Utilities

Electricity, natural gas, and water may be provided by the landlord or separately metered for each tenant. In some cases, the landlord may have one meter on the property and a check meter on each tenant's unit to measure consumption. If you're paying your own utilities to the utility company, you'll have your own meter. In many cases, the landlord bills back utilities to tenants in operating costs. Make sure that you know – in advance – what the lease agreement calls for so that you don't have to pay twice. 

*For a copy of our free CD, Leasing Do's & Don'ts for Commercial Tenants, please e-mail your request to [JeffGrandfield@TheLeaseCoach.com](mailto:JeffGrandfield@TheLeaseCoach.com). Dale Willerton and Jeff Grandfield - The Lease Coach are Commercial Lease Consultants who work exclusively for tenants. Dale and Jeff are professional speakers and co-authors of *Negotiating Commercial Leases & Renewals FOR DUMMIES* (Wiley, 2013). Got a leasing question? Need help with your new lease or renewal? Call 1-800-738-9202, e-mail [DaleWillerton@TheLeaseCoach.com](mailto:DaleWillerton@TheLeaseCoach.com) / [JeffGrandfield@TheLeaseCoach.com](mailto:JeffGrandfield@TheLeaseCoach.com) or visit [www.TheLeaseCoach.com](http://www.TheLeaseCoach.com).*

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