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VOLUME 19

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Top 3 Restaurant Trends to Watch in 2019

Data-savvy restaurateurs will use expanded access to guest data to personalize offers

By Renae Scott

As 2018 winds down, restaurant industry pros are already looking ahead to the new year, scanning the horizon for signs of the next big food trend (farm-to-table 2.0?) and searching for ways to make their businesses more competitive in 2019.

Speculation about which specific menu items will draw guests can be interesting (is tea the new coffee in North America?), but trends in restaurant operations are just as important and tend to have more bottom-line impact. Here's a quick overview of three restaurant trends to watch in the year to come.

1. Restaurants get smart about off-premises dining.

Online and app-based ordering for home delivery is taking a bigger bite of consumer food spending each year. Research from equity firm UBS suggests the market will grow from \$35 billion this year to a whopping \$365 billion worldwide by 2030.

But many restaurants are struggling to work with multiple delivery vendors. They find that coordinating with several third-party services (and juggling multiple tablets) has a negative impact on operations and the customer



Renae Scott

experience, not to mention dealing with the fees, which cut into profit margins.

In 2019, more restaurants will get smart about off-premises dining by improving the customer experience and consolidating vendor partnerships. Restaurants can enhance in-home dining by including surprises in the delivery bag — think affordable extras like a chocolate truffle or branded dinner napkin.

On the vendor side, restaurants will reduce the number of delivery partners

to streamline operations or even outsource delivery through their own website instead of taking orders through a third-party site. One key advantage of taking guest orders through the branded site is that the restaurant owns all the associated customer data. And that brings us to the second top trend...

2. Customer rewards get optimized — and personalized.

Data-driven business first emerged in the tech world, but digitalization cuts across all sectors today. Now practically everyone has a rewards program to engage customers, but in 2019, the increasing use of mobile and online ordering will open the data floodgates, giving restaurants a way to optimize rewards.

To gain an edge, smart restaurant managers will find new ways to delight guests who participate in loyalty programs, perhaps by offering a discount or freebie before the customer accumulates the required points. Another strategy is to drive traffic by offering extra points on certain days.

The most data-savvy restaurateurs will use their newly expanded access to guest data to personalize

See 3 TRENDS page 9



Crocker Partners unveils Boca Restaurant Row

Boca Raton, FL - Crocker Partners has revealed its vision for Restaurant Row — a 22,500 sq. ft. restaurant-only property — to the Community Appearance Board (CAB) on November 27. The ultra-modern, innovative design -- developed by Aaron Gentry and tvsdesign — features four, 5,000 square foot restaurants with patios and the

potential for an additional 2,500 sq. ft. outpost.

The property would be located on Butts Road at Town Center Drive on the site of The Plaza office building. Crocker Partners reacquired The Plaza in 2014 and would leverage the adjoining land to develop the only exclusive restaurant complex ever built in Boca Raton.

"The area is highly concentrated with residential communities, office buildings and universities but there's a significant shortage of quality restaurants. We plan to revitalize the area and provide an unparalleled experience for locals and visitors seeking dynamic dining options," said Brett Reese, Senior Vice President at

See CROCKER page 8



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Appell Pie Do's and Don'ts

Howard Appell ♦ Today's Restaurant Publisher

I have been in the foodservice industry in many different capacities for many years and I have gained bits and pieces of information from all of the branches I have been involved in. I have been a manufacturer of stainless steel restaurant equipment, a restaurant equipment and supplies dealer, a manufacturer's rep and founder/publisher of Today's Restaurant News for over twenty two years and counting.

Here are some of the things I picked up over the years that may help you operate and manage your business. Most all of them can be applied to any type business.

Do's

1. Create a Specification Book that will allow anyone to see the nuts and bolts of what you do. In a restaurant it would be a recipe book so that any chef or cook can duplicate what has made you successful.

2. Create a budget for advertising. It doesn't matter if you are busy or slow, advertising should be ongoing to help smooth out the ups and downs of the normal business cycles. There are so many choices to make now you need to pick wisely. If you want help with developing an ad program contact us and we can direct you.

3. Greet your customers like you are glad to see or hear from them. Create the atmosphere of going into Cheers. "Hello Norm"

4. Have regular staff meetings to make sure all of your middle and upper management staff are on the same page and are aware of changes in policy.

Don'ts

1. Don't allow your wait staff to deliver coffee to customers by holding the rim of the cup instead of the handle. (My pet peeve)

2. Don't set up your office at a table in the back of the dining room. It looks bad and eliminates a table that could be earning money every day.

3. Don't allow the cleanliness of your business to become an issue, especially the restrooms and the kitchen.

Don't ever use the words "Sorry the kitchen is slammed" as an excuse for slow service.

4. Don't argue with a customer even if they are wrong. The bad word of mouth will cost you more than giving up a drink, a dinner or a dessert to appease them.

5. Don't ever use the words "Sorry the kitchen is slammed" as an excuse for slow service. It's your job to come up with systems to be sure that never happens.

These few pointers are certainly not the only ones to consider but they can be the basis of a management plan to run your restaurant/business more efficiently and with higher profits. Add your ideas to them and let us know what you come up with. I'm sure there are many more you can share.

Since this is the first Appell Pie of 2019 I want to wish all a very Healthy, Happy and Prosperous New Year. I thank you for your support and readership and I urge you to keep improving your business as we are doing here.

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What's Going On

Important new products, corporate news and industry events



Prince Seating, Brooklyn New York has announced the opening of its Factory Direct Showroom and office, The Chair Market, at 1211 Stirling Rd Suite 101 in Dania Beach. Jacob Merel is operating the South Florida office and showroom which will cater to restaurant and hospitality customers. Merel said; "We can supply seating and tables for the most upscale property to the local coffee shop at factory prices" For more information call 305 902-2022 or go to www.thechairmarket.com

Crafthouse, the Virginia-based eatery known for its "Eat Local, Drink Local, Support Local" philosophy and a dedication to local craft beer, bourbon, scotch, wine and spirits, has secured over \$250 million dollars of funding to expand the brand nationwide. In addition to in-line or end cap locations, this development agreement with **American Development Partners** provides qualified franchisees with 100% financing to develop

freestanding buildings for Crafthouse restaurants. **American Development Partners' primary role will be to aid in the development of new locations, facilitate the acquisition of land and oversee construction of over 100 new Crafthouse fran-**



chise locations within the next five years. Visit crafthouseusa.com for more information.

Buc-ee's, a popular chain of super-sized gas stations and convenience stores plans to expand to Florida with locations in St. Johns County, Daytona Beach and Ft Myers starting in 2019. In St. Johns County, the chain is looking at a site along World Commerce Parkway and International Golf Parkway at World Golf Village. Here, Buc-ee's proposes a super-sized gas station featuring a convenience store larger than an average super-market. The company is Texas based.

The new **Antunes GST-1H Flatbread Toaster** was a recipient of the National Restaurant Association® 2018 Kitchen Innovations® (KI) Awards. The Flatbread-Toaster brings innovative capabilities to the flatbread-pita-tortilla category with



wide-mouth loading and dual platens located inside dual conveyor belts to heat a variety of products consistently—up to 200°F—providing quicker throughput. For example, it heats uncooked flour tortillas to 160°F in seconds. The integrated landing zone is heated as well. Go to ajantunes.com for full information.

The **Genius Pan** is now available to food-service operators. How much time do operators spend freshening customer-visible prep lines and salad bars? The Genius Pan uses an ingenious, patented threaded system that allows the bottom of the pan to adjust up or down in the well, keeping everything looking fresh, topped off and inviting, cutting waste and saving labor. When it comes to food preparation and presentation, first impressions go a long way. If a customer is about to order their food, and sees mostly empty containers, that can be very unappetizing. Consumers want fresh, appealing looking food. Otherwise, they might change their mind and walk out

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

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Inaugural Greater Fort Lauderdale Food & Wine Festive debuts in March 2019

Chef Angelo Elia named as Host Chef for Grand Tasting



Ft. Lauderdale, FL – The Greater Fort Lauderdale Food & Wine Festival will debut Friday, March 22 – Sunday, March 24, 2019 in Ft Lauderdale and Hollywood, featuring culinary creations and libations from more than 100 local restaurants, leading spirit brands, wineries and breweries. The Festival, which will benefit Feeding South Florida, will showcase Broward County's renowned and emerging chefs and restaurateurs and highlight the culinary renaissance that is currently sweeping through Broward County.

"We look forward to providing a fabulous event experience to bring our community together while benefitting local charities."

The inaugural Festival will include a full-day Grand Tasting Event on Saturday, March 23 featuring beverage tastings, cooking demos, live music and art installations from local talent; and a FREE Family Day & Food Drive benefitting Feeding South Florida on Sunday, March 24. Both events will take place at ArtsPark Hollywood. There will also be a Kick-off event on Friday, March 22 in Ft Lauderdale with details to be released soon.

Chef Angelo Elia, owner of the Angelo Elia Restaurant Group which includes Casa D'Angelo, Angelo Elia Pizza, Bar & Tapas and The Bakery Bar, and Broward County's premiere chef, has been named as the Host Chef of the inaugural Festival. During the Grand Tasting event, Chef Angelo will "wow" the attendees with a unique cooking demonstration. Every year since September 2000, Chef Elia has been honored with the "Best of Award of Excellence" from Wine

Spectator. He has received four stars by former food critic M.L. Warren of the South Florida Sun-Sentinel. "I am extremely excited and honored to be the Host Chef of the Inaugural Greater Fort Lauderdale Food & Wine Festival," said Chef Angelo Elia. "Broward County Includes many of the country's top chefs and now we get to show off our culinary chops!"

The epicurean weekend will benefit Feeding South Florida with a portion of all proceeds from the Grand Tasting on Saturday being donated to the charity. While Sunday's Family Day is FREE to attend, the suggested donation for admission is four canned goods per person that will go directly to Feeding South Florida.

"We're excited to launch the Inaugural Greater Fort Lauderdale Food & Wine Festival to introduce all the wonderful culinary delights and spirits that the Greater Fort Lauderdale area has to offer our local residents and out-of-town visitors," said Greater Fort Lauderdale Food & Wine Festival Founder Kate Reed, a veteran of producing major South Florida events and building philanthropy efforts. "We look forward to providing a fabulous event experience to bring our community together while benefitting local charities." For more information and announcements about additional partners and participants visit www.GFLFoodWine.com. 

About Feeding South Florida: Feeding South Florida's mission is to end hunger in South Florida by providing immediate access to nutritious food, leading hunger and poverty advocacy efforts, and transforming lives through innovative programming and education. Feeding South Florida is the sole Feeding America food bank serving Palm Beach, Broward, Miami-Dade, and Monroe Counties. "We are the largest and most efficient food bank in each of the counties we serve. More than 98% of all donations are put back into the community. For every \$1 donated to us, we can provide 6 meals." Through direct-service programs and a network of nonprofit partner agencies, Feeding South Florida distributes 50.5 million pounds (42 million meals) of food per year, as well as leads hunger and poverty advocacy efforts and provides innovative programming and education.



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New federal DOL tip guidance provides flexibility

Ashely Miller ♦ Today's Restaurant Contributor



Alexandria, VA - Recent guidance from the U.S. Department of Labor (DOL) provides restaurant and other hospitality employers with updated information on structuring payment strategies for tipped employees, but some questions remain, according to Ashleigh R. Eames, an associate in national law firm LeClairRyan's Alexandria and Washington, D.C., offices.

"In the new Opinion Letter, the DOL overruled the 80/20 rule, and now states that there is no limit to the amount of related side work that a tipped employee may perform, as long as such work is performed contemporaneously or immediately before or after direct tipped work," she explains. "The DOL's Opinion Letter FLSA2018-27 provides welcome guidance and flexibility to hospitality employers. However, it remains to be seen how the new guidance will be applied in different jurisdictions."

The Fair Labor Standards Act allows employers to pay tipped employees — ones that customarily and regularly receive more than \$30 per month in tips — an hourly rate that is lower than the regular minimum wage, Eames wrote in a post, DOL Issues New Guidance for Hospitality Employers on Tipped Employees, which appears in the firm's Workplace Defender blog.

"Employers can generally pay tipped employees the lower tipped minimum wage and use the amount an employee receives in tips as a credit against the employer's minimum wage obligation to the employee," she notes. This "tip credit" makes up the difference between the regular minimum wage and the lower tipped minimum wage. For example, using the current federal minimum wage of \$7.25 per hour and federal tipped minimum wage of \$2.13 per hour, an employer

could take a tip credit up to \$5.12 per hour. "It is also important to note that, under the Fair Labor Standards Act, where a state or local jurisdiction has a higher minimum or tipped wage than federal law requires, an employee must be paid whichever is higher," Eames adds. [See 29 U.S.C. § 218(a).]

Under the DOL's previous guidance, when an employee spent more than 20% of his or her time on non-tipped side work — like rolling silverware, cleaning and setting tables, making coffee — the employee had to be paid the regular minimum wage rate and the employer could not take a tip credit for that time. This became known as the "80/20 rule" and required restaurant and other hospitality employers to constantly monitor employees' activities and time to the minute.

The DOL also clarified the distinction between a tipped employee who performs related side work and one that has a dual job.

The new Opinion Letter overrules the 80/20 rule, stating that there is no limit to the amount of related "side work" — as defined on the Occupational Information Network (O*NET), a database with occupational definitions, job requirements, and other information — that a tipped employee may perform, as long as such work is performed contemporaneously or immediately before or after direct tipped work.

"If a tipped employee spends time on tasks that are not listed on O*NET, the DOL stated that, unless the time spent is de minimus, the employee must be paid the regular minimum wage rate and no tip credit can be taken for such time," according to Eames. "For new or unique occupations that qualify as tipped jobs but are not included on O*NET, the DOL instructs employers to look to similar occupations on O*NET. For example, in the case of a teppanyaki [similar to hibachi] chef, the DOL compares the related duties of a counter attendant in the restaurant industry."

The DOL also clarified the distinction between a tipped employee who performs related side work and one that has a dual job, she writes. "A tipped employee that performs non-tipped work unrelated to their tipped work will be considered to have 'dual jobs.' In this case, the employer can take a tip credit and pay the employee the lower tipped

wage only for time the employee worked [in the tipped position]," Eames explains. "As an example, for time spent by a server who also works, say as a maintenance man, the employer cannot take a tip credit and must pay the employee the regular minimum wage for time performing maintenance work."

Because the guidance is new, businesses may wish to consult with their legal advisor to continue to ensure that they are in compliance with current federal, state, and local laws, which often add additional requirements to employers," Eames advises. 

About LeClairRyan: As a trusted advisor, LeClairRyan provides business counsel and client representation in corporate law and litigation. In this role, the firm applies its knowledge, insight and skill to help clients achieve their business objectives while managing and minimizing their legal risks, difficulties and expenses. With offices from coast to coast, the firm represents a wide variety of clients nationwide. For more information about LeClairRyan, visit www.leclairryan.com.

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the door, resulting in more than just one lost sale, it could mean dozens of lost sales. Dumping out not-quite-empty food pans might keep the customer happy. What about waste? Pouring new food on top of the old just to keep it full isn't the answer either. The food on the bottom will start to wilt, and you could up throwing it. For all information visit geniuspan.com.



Hotel Happenings

A Margaritaville Resort is coming to Jacksonville Beach. It will be an 8-story, full service hotel. It may have a two-story LandShark restaurant, coffee shop and retail space and an exterior beach side pool and outdoor deck. Construction may begin as early as January 2019. The project site will be located at First Street North and Sixth Avenue North.



The new Morrison Hotel has opened in Dania Beach. Ernesto Correa is the owner and developer. Hotel Morrison, a boutique style hotel, offers upscale accommodations with environmentally friendly products throughout the entire hotel. Guests can enjoy a daily complimentary hot breakfast and a 24-hour menu with contemporary



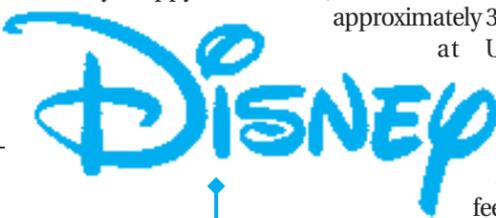
Holiday Inn

and health conscious options as well as a full lobby bar with daily Happy Hour specials. The property is located at 28 South Federal Highway and can be reached at hotel-morrison.com.



St. Johns County issued a permit in Nov for a 50-room Holiday Inn Express Vilano at 140 Vilano Road in St. Augustine Road. The three-story, 34,188-square-foot building is shown at a construction cost of over \$5 million.

The Walt Disney World Swan and Dolphin Resort broke ground on its new tower, which will be called The Cove at the Walt Disney World Resort. The project brings together hotel owners Tishman and MetLife along with representatives from Walt Disney World and Marriott International. The new 349-room hotel brings the resort's to 2,619 rooms and will have a rooftop reception space. The Cove at the Walt Disney World Swan Resort is scheduled for completion in 2020.



The 118 room, 4-story Hilton Garden Inn, will be the first development for the New Apopka City Center and will be located at the corner of McGee Avenue & 6th Streets in Apopka. The City Center, which will take up approximately 35 acres located at U.S. Highway 441 and State Road 436, is proposed for 207,000 square feet of restaurants and retail, a hotel and more. The long-term plan, which phases-in the project over the next 20 years, includes a possible 180 acres of development. Groundbreaking on the Hotel was done in mid November.



The percentage of street operators purchasing goods online has dramatically increased since 2014, with over 40% saying they use third-party e-sourcing (3ES) at least once a



month. According to **Technomic's 2018 E-Sourcing Impact Study**, supplies, disposables, specialty foods and shelf-stable foods represent much of what is purchased. The 2018 E-Sourcing Impact Study is available for purchase here: <https://www.technomic.com/available-studies/multi-client-studies/e-sourcing-impact>. "Our research suggests that street restaurant operators are bullish on the future of third-party e-sourcing," said Joe Pawlak, managing principal. "Today, operators are most inclined to purchase products in the nonfoods and shelf-stable space but are reluctant to source frozen and perishables from 3ES. However, they can envision a giant like Amazon developing a solution to make operators comfortable purchasing these products online." Technomic Inc., a Winsight company, delivers a 360-degree view of the food industry. It impacts growth and profitability for clients by providing consumer-grounded vision and channel-relevant strategic insights. Its services range from major research studies and management consulting solutions to online databases and simple fact-finding assignments. Its clients include food manufacturers and distributors, restaurants and retailers, other foodservice organizations, and various institutions aligned with the food industry. Visit Technomic at www.technomic.com.



The Marra Forni Electric Brick Oven with Open Mouth is a powerful electric brick oven. While not the only Italian brick oven on the market, it creates a new category for itself with cooking temps up to 1000°F with an open mouth. Efficiency and heat retention come from Sorrento refractory brick walls AND a deck that retain



the heat, a low dome and balanced heat from all directions. Cooks a pizza in 45 seconds—up to 200 per hour.



Sealed Air Corporation Cryovac® FlexPrep™ EZ Dispensing is a new system for the industry. How much time and effort do staff members spend on BOH condiment systems? Conventional methods, from pails to paperboard containers, involve a lot of handling and wasted/lost yield. Sealed Air's new system uses prefilled Cryovac pouches with frangible seals specially fitted to load into the operation's dispensing equipment. Just pull the trigger. Less handling, better sanitation and better yield speed the payback, according to the company. For detailed information visit cryovac.com.



The Soda Gun Jetter deals with sticky, unsanitary syrup residue and bar flies in and around the soda guns. Soda Gun Jetter is an automated system that includes a programmable control box, holsters and dedicated tubing to flush soda gun nozzles and drip cups during off hours with pressurized water. It is NSF International Certified to NSF/ANSI Standard 18. For more details visit sodagunjetter.com.



The new Astra Shunsuke Peeling Machine, fresh from Japan, automates labor-intensive fruit and vegetable peeling. It offers Programmable for apples, kiwis, oranges, potatoes and more with nine different fruits and vegetables in all (and suitable for similarly sized items) the unit allows different thicknesses of peeling. Comes in two sizes for smaller and larger operations. Visit www.e-astra.co.jp for all information.



Smart Flour™ is bringing the gluten-free, dessert dining experience to a whole new level of delicious with its introduction of Butterscotch Blondie and Chocolate Brownie Dessert Bars. Made with the company's proprietary Smart Flour blend containing the ancient-grains sorghum, amaranth and teff, these certified gluten-free bars eliminate the need for a second dessert option on the menu thanks to their rich flavor and moist, chewy texture. The butterscotch blondie dessert bars feature semi-sweet chocolate and white chocolate chips mixed into a buttery, cookie-like bar, while the chocolate brownie option pairs smooth cocoa and semi-sweet chocolate chips for a fudgy dessert that will have chocolate lovers rejoicing! Though super-satisfying on their own, Smart Flour's Dessert Bars can be easily transformed into a unique dining experience, whether served in a sundae, blended into a milk shake or topped with a variety of

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

Today's Restaurant

SPECIAL EDITION

FLORIDA'S FOODSERVICE INDUSTRY NEWSPAPER

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Yyppee

Millennials create new dining app

Plantation, Florida, - Yyppee.com is the combined results of six millennials who envisioned a way to make life easier and save space on their cell phones and use less apps. Yyppee is a Fixed Based Cost CRM & Marketing platform that was built and designed by diners, restaurant operators, food service distributors and manufacturers "It's the one single aggregated Marketing and CRM platform that connects everything to do with the restaurant industry. An industry that is roughly a \$1 Trillion Dollar industry just in the US alone. Yyppee is the most robust restaurant marketing tool available today in the marketplace for restaurant owners." said Larry Bryan, CYO/CFO.

One consumer trend that's not new but instead still going strong is the craving for authenticity.

The idea for the App came from an aggregation approach, combining technology features and characteristics, along with its incredibly low pricing and no contract requirement. "Restaurant owners are beginning to say, "This is a no-brainer" Bryon stated. The overall cost savings and increased revenue generated from the implementation and use of Yyppee every month for the

restaurant owner is a real added value as well. Texting, emailing, rewards, smart wi-fi, deals, delivery and so much more are all available on the yyppee platform.

Both restaurant owners and customers now only need to use one application to offer, share, communicate and interact with each other. This is the global trend, where everyone is looking for less applications that do more, not singular functioning applications that do less.

"Everyone wants less apps on their mobile devices that do more, not more apps that are single focused and do less. Asking diners to download every restaurants individual app is totally against where human behavior is moving." Said Bryan

Yyppee is the solution and the amalgamation of numerous 3rd party sites (Like Groupon, GRUBHUB, etc.), and single focused apps (Like Restaurant specific ones), that each take up a percentage of a restaurant's separate revenue sources, and/or that each take up space on the restaurant customer's mobile device.

"Google is for search, Facebook is for social media, LinkedIn is for business, and Amazon for shopping etc. Yyppee is the single platform that combines all of the features in one app. Diners and Restaurant Operators would prefer to use one app/platform if it could do what they need it to do. Yyppee does!" Stated Bryan.

For more information contact Yyppee at contact@yyppee.com 954.449.7700. 

Calendar Events

Upcoming industry affairs

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Send your Calendar Event to Today's Restaurant!

February 2019

7-9 ♦ The NAFEM Show

Orange County CC ♦ 9800 International Drive ♦ Orlando, FL
Thenafemshow.org

March

3-5 ♦ 2019 International Restaurant and Foodservice Show of New York

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Dining Alliance 2019 predictions and projections

Christine Donahue ♦ Today's Restaurant Contributor

The biggest struggle our independent restaurant partners tell us they face is finding good, reliable talent.

Technology will play an even greater role in restaurant operations.

A lot of restaurant tech startups got rolling a few years ago, and early adopters have taken advantage of improvements in everything from inventory to ordering to staffing and scheduling. We're moving out of the "new" phase as the market matures and technology will become more of the norm in a growing number of restaurant. As a result, restaurant technology companies will work to clean up their act when it comes to meeting customer demands for usability.

The biggest struggle our independent restaurant partners tell us they face is finding good, reliable talent...

Eco-friendly packaging will take an even larger share of the container space.

As more cities and states pass bans on styrofoam packaging (New York's ban will go into effect January 1), and as consumers demand more social responsibility from the businesses they deal with, operators will be paying more attention (and more money) to the containers they package their food

in. In 2018 alone Dining Alliance saw a 130% increase in paper and plastic to-go container purchases, compared to just a 20% increase in styrofoam.

Operators will pursue more vegetarian/meatless alternatives. Demand for meat-free items will continue to grow beyond just high-end restaurants on the coast. Dining Alliance projects that orders for meat substitutes (veggie burgers, bean burgers, etc.) among its members was up 28.4% this year and that they expect that growth trend to continue next year. What's more, operators may seize on the opportunity to price these products at a premium, allowing for greater profitability.

The war for talent may help improve restaurant culture.

The biggest struggle our independent restaurant partners tell us they face is finding good, reliable talent...on the floor and back in the kitchen. Good sous chefs and servers can be more picky than ever, which means it's up to operators to create an inviting place to work, and that involves more than just money. Transparency between management and staff along with solid policies and procedures for handling HR issues helps to create a better culture. That will attract top talent just as much as a good wage.

What is a GPO? As a Group Purchasing Organization (GPO), Dining Alliance's mission is to make their members more profitable by offering them access to benefits and purchasing power that would not otherwise be available to them. 

Christine Donahue is the president of Dining Alliance — www.diningalliance.com — the nation's largest group purchasing organization for restaurants.

Crocker from page 1

Crocker Partners. "Restaurant Row will connect the Town Center Mall and Boca Center to initiate a true live-work-play environment."

In tandem with the development project, extensive interior renovations are also planned for The Plaza.

Restaurant Row would also attract the attention of the 14+ million visitors that visit Town Center Mall each year, located directly across the street. Crocker plans to offer four distinct concepts within Restaurant Row – authentic Italian, American gastropub, Japanese sushi and modern Mexican, along with either a desert shop/café or coffee house

– though they have not yet made a final decision on tenants.

"Restaurant Row will be the highest profile site in Boca Raton, especially given its proximity to 95 and the [Town Center] mall," said Tom Prakas of Prakas & Co, who is marketing the site. "The interest globally and nationally has been extremely high. We're at the stage now where we are trying to be selective and choose the right tenant mix,"

In tandem with the development project, extensive interior renovations are also planned for The Plaza. 

About Crocker Partners Active in the commercial real estate business for over 35 years, Crocker Partners, LLC has established a reputation as a premier owner, operator, and developer of office and mixed-use projects throughout the Southeast and Southwest United States. Since 1993, Crocker Partners has acquired and managed over 149 properties, totaling 44.3 million square feet and representing \$5.2 billion invested. They are currently Florida's largest office landlord and ranked 46th largest office owner. Headquartered in Boca Raton, Crocker Partners has regional offices in Miami, Jacksonville and Atlanta.

Restaurants that “get it” win

Marissa Costonis ♦ Today's Restaurant Contributor



The idea of using food as medicine is quickly becoming a common practice and research is slowly catching up to prove this as an effective strategy to improve one's health. More people than ever are using dietary restrictions not as a fad diet, but to prevent serious allergic reactions and significantly improve chronic symptoms such as diabetes, heart disease, arthritis, or any number of diseases prevalent today. Restaurants that truly empathize and can cater to diner's specific food sensitivities and health goals will gain a remarkably loyal customer base.

These customers are powerful, quick to share their experiences and selectively align themselves with restaurants that really “get it.” Restaurants must be transparent as patrons are extremely savvy and often more knowledgeable on safe food practices to avoid contamination than their servers.

Communication and training for all parties involved is critical.

True Food Kitchen and Harvest are great examples of restaurants that cater to diners with food allergies or restrictions. Customers are often content to pay more in exchange for the confidence of knowing that the menu is safe and there are plenty of options that adhere to their eating style. Smaller cafes and restaurants that target extremely narrow markets are also gaining popularity such as P.S. & Co. in Philadelphia, a plant-based, dairy free, meat free, egg-free and gluten-free restaurant that does not source or make fake meat products but rather focuses their menu on a variety of dishes made with whole, organic foods. Many large-chain restaurants on the top “allergy-friendly” list often fall short, especially in the celiac community where cross-contamination is a serious problem.

Here are 3 strategies for restaurants to build loyalty with this powerful and growing customer base:

1. Master a few high-allergens to gain confidence.

Better to manage a few highly sensitive/restrictive foods (i.e., nut, gluten, dairy) well than to have ten

different allergy-friendly menus with average procedures that may risk customer illness and subsequent bad press. Restaurants should determine if they are going to ban foods all together from their menu or follow strict practices to prepare meals without specific allergens. Creating a flexible menu that is easily adapted for allergies and eating styles keeps customers coming back with the confidence that they can always find something delicious and safe to eat.

2. Create a Zero-Tolerance Process.

Design a step-by-step, zero-tolerance process that starts with identifying food restrictions upon customer arrival. Clearly outlined procedures for how the order is placed, communicated and the specific food handling procedures outlined for each allergen should leave no room for error. A strong customer-focused process with a proper check and balance system is imperative to ensure the fundamental promise of safety is kept.

3. Staff training and proactive customer service is key.

Communication and training for all parties involved is critical. Customers today are extremely savvy and will challenge staff on the exact food safety processes in place to avoid cross-contamination (i.e., dedicated cooking spaces and utensils). Well-trained servers shouldn't need to leave the table and ask the chef if a dish can be adjusted to avoid an allergen. Better yet, servers should proactively recommend menu items that can be adjusted to meet customer needs. Well-trained staff that go out of their way to make customers feel safe and support them in their food choices often results in a hefty tip with the added promise of return visit.

Using food as medicine may improve symptoms and overall health but it certainly can put a damper on the enjoyable process of dining out. Whether a customer is navigating life with a celiac diagnosis, choosing to eat a plant-based diet for religious purposes or using a no carb diet to reduce their inflammation and pain, the list of restaurants that can support them on their health journey is often short. Find a way to help them and you not only make the short list, you've got a customer for life. 

Marissa Costonis is a Health Change Guru. She works as a Certified Health Coach to help clients transform their own eating habits and health one bite at a time. Marissa is author of the new Amazon #1 bestseller, Change BITES, 5 Change Management Strategies to Transform Your Health. Contact marissa@changebites.com

3 trends from page 1

offers and engage in sophisticated behavioral retargeting. This might look like offering customers who haven't ordered a favorite item during their last two visits a discount for the item on the third visit.

One consumer trend that's not new but instead still going strong is the craving for authenticity.

3. Behold the incredible shrinking menu.

One consumer trend that's not new but instead still going strong is the craving for authenticity. The demand for a less generic dining experience is a golden opportunity for restaurateurs to pare down menus and focus on the items they do best.

In 2019, more restaurants will seize this chance to become specialists again instead of trying to be all things to all people. They'll un-complicate menus, reducing the number of items by 40 or 50

percent, which will allow them to focus on popular fare and significantly streamline inventory.

But most importantly, the incredible shrinking menu will allow these restaurants to elevate their brands, delivering a more authentic dining experience to guests by getting back to what brought the business success in the first place.

Toward 2019 and Beyond

It's hard to predict the next great taste sensation that will sweep the nation — food trends come and go. But like every other sector, the restaurant business is going digital, so now is a good time to fine-tune that off-premises strategy and optimize data use to deliver relevant offers to guests.

Fewer items might be on the menu next year, but authenticity isn't really a trend — it's getting back to the restaurant's roots and consistently delivering a great product to guests. Hopefully, that will never go out of style, whether guests are dining in or having a meal delivered. 

Rena Scott is an accomplished c-level marketer with experience in a variety of industries. She now works as a contract CMO for a variety of organizations across the nation, including Abuelo's Mexican Restaurant.

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Flynn Restaurant Group acquires 368 Arby's Restaurants in the U.S. from United States Beef

San Francisco, CA – RB American Group LLC, a wholly-owned subsidiary of Flynn Restaurant Group LP, has announced that it has acquired 368 Arby's® restaurants throughout the U.S. from United States Beef Corporation (US Beef). Arby's, the second largest

sandwich restaurant brand in the world, is a perfect fit for Flynn Restaurant Group, whose portfolio includes household names like Applebee's®, Panera Bread® and Taco Bell®. RB American Group will be Flynn Restaurant Group's fourth prominent restaurant brand.

With this acquisition, Flynn Restaurant Group will own and operate a combined total of 1,245 quick-service, fast casual and casual dining restaurants, generating \$2.3 billion in sales and employing approximately 50,000 people in 33 states. Flynn Restaurant Group's subsidiaries include Apple American Group LLC, the largest Applebee's franchisee; Pan American Group LLC, the second largest Panera Bread franchisee; and Bell American Group, the third largest Taco Bell franchisee. This significant deal will add \$400 million in sales to Flynn's current \$1.9 billion, and just as Flynn was the first franchise operator to exceed \$1 billion in sales in 2012, it is now the first to exceed \$2 billion in sales. This acquisition also establishes FRG as one of the top 20 foodservice companies of any kind in the country.

"We are extremely pleased to announce the addition of these Arby's locations to our portfolio of restaurants," said Greg Flynn, Founder, Chairman and Chief Executive Officer of Flynn Restaurant Group. "The Davis family and their team of great operators built a fantastic business over 50 years and we're privileged to be the ones to shepherd the US Beef restaurants into their next phase. In addition, standing in a category of its own, the Arby's brand aligns perfectly with our preference for brands that are truly differentiated and 'best in breed' in their segments. Benefiting from very strong leadership, the Arby's brand has achieved great momentum these past few years and we are truly excited about the opportunities that lie ahead."

US Beef Chairman, Jeff Davis, felt positive about passing the baton of his 50-year-old company to Flynn Restaurant Group, saying "When we decided to sell US Beef, it was critical for us to find a true restaurateur with a similar family culture who has a penchant for growth and offered opportunities for our people. Greg Flynn and his company have a stellar



Greg Flynn

"We are extremely pleased to announce the addition of these Arby's locations to our portfolio of restaurants."
— Greg Flynn

reputation for diversified expansion and they ideally fit our criteria for the brand's growth."

About Flynn Restaurant Group LLC: Founded by Chairman and CEO Greg Flynn in 1999, Flynn Restaurant Group LP is the largest franchise operator, and one of the top 20 largest foodservice companies of any kind, in the United States. Flynn Restaurant Group owns and operates 460 Applebee's Neighborhood Grill & Bar restaurants, 368 Arby's restaurants, 280 Taco Bell and related Yum! Brand restaurants and 135 Panera Bread bakery-cafes across 33 states, generating \$2.3 billion in sales and employing approximately 50,000 people. More information is available at www.flynnrgr.com.

About Arby's®: Arby's, founded in 1964, is the first nationally franchised sandwich restaurant brand, with more than 3,300 restaurants worldwide. The Arby's brand purpose is "Inspiring Smiles Through Delicious Experiences®." Arby's restaurants feature Fast Crafted® service, a unique blend of quick-serve speed and value combined with the quality and made-for-you care of fast casual. Arby's Restaurant Group, Inc. is the parent company of the franchisor of the Arby's brand and is headquartered in Atlanta, Ga. Visit Arbys.com for more information.

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Survey: Restaurant patrons skeptical of reviews online

Nearly 70 percent of consumers have a significant distrust of restaurant review sites

According to findings from a new survey recently released by Original Review, the first provider of in-house restaurant review technology for real-time diner feedback, restaurant goers are skeptical of restaurant review sites, favor a friend's recommendation, like promotions, and will give a restaurant a second chance if they feel their complaints are heard and acknowledged after a poor dining experience.

The online national survey polled 500 men and women, ages 21 and older, living within 20 miles of a major metropolitan area, who have used a restaurant review site at least once.

Nearly 70 percent of consumers have a significant distrust of restaurant review sites; more than 50 percent of respondents were aware of scandals around fraudulent reviews

71 percent of respondents have stopped visiting a restaurant because of one bad experience with service.

95 percent of respondents say they use review sites to search for new restaurants; over 70 percent of respondents are concerned if reviews are old or sparse

More than 50 percent of consumers surveyed will not visit a restaurant if they see just 2-4 negative reviews and more than 75 percent of respondents want to see 2-9 positive reviews before trying a new restaurant

47.8 percent of respondents only use a review site once in a while, however, 80 percent would use a review site if they knew reviews were posted from within the restaurant

90 percent of respondents would participate in using a fast and easy way to comment on their dining experience if they knew that management would see it

"The survey provides excellent insight as to what consumers expect from review sites, their dining experience and when things go wrong," said Debra Lukacsko, Original Review Co-Founder and CEO. "Consumers will use a review site that they feel is

trustworthy and are more than willing to provide feedback when it is easy to do so and they feel they are being heard."

A poor dining experience can result in the loss of a customer: 92 percent of the respondents indicated that they have stopped visiting a restaurant because of one bad experience with food. For many respondents, the key to turning around a poor dining experience is feeling like their concerns are truly being heard:

71 percent of respondents have stopped visiting a restaurant because of one bad experience with service

Almost all respondents (90 percent) say they would likely return to a restaurant where they had a bad experience with food or service if they had the ability to communicate directly with management and felt their concerns were taken seriously and there was an effort made to make it better

Other notable findings include:

More than 84 percent of respondents appreciate it when restaurants reach out with specials and would give their email to receive special discounts and promotions

Nearly 60 percent of respondents are very likely to return to a restaurant if they are offered a gift on their birthday or anniversary

Appreciation is key: respondents agree (95 percent) that they feel more appreciated by a restaurant when they feel their feedback is taken seriously

"Most of the time when a diner has a bad experience at a restaurant, they leave and never come back. With the OR platform, owners and managers can get alerted immediately if customer feedback is negative and address any issues. From the survey, we know that addressing issues before a customer leaves unhappy is a big opportunity, as is the opportunity to gather emails and birthdays for promotions," added Lukacsko. **TR**

Original Review - originalreview.com - is a customer insight solutions company that enables restaurants to gather real-time customer feedback at "the origin", enabling better service, better marketing and greater transparency on a daily basis. With the OR Customer Insight Platform, restaurant owners and managers get a turnkey solution that transforms in-restaurant feedback into valuable operational and marketing data that helps drive revenues for any size restaurant or franchise.

What's Going On from page 6

ice cream flavors. Visit www.smart-flourfoods.com For additional info.



The International Restaurant & Foodservice Show, will be held March 3-5, 2019 and co-located with the Healthy Food Expo New York and Coffee Fest, at the Javits Center in New York. The trade-show and conference will provide thousands of industry professionals with access to the hottest menu trends, state of the art design and decor, a renowned education program, special events including Hip Sip, Rapid Fire Challenge, several

culinary demonstrations, and hundreds of leading vendors and purveyors dedicated to serving the restaurant & foodservice community. For more information, visit www.international-restaurantny.com. Healthy Food Expo New York will bring attendees access to the latest and greatest healthy products from organic, vegan, gluten-free and allergy-safe to hormone-free, non-GMO, plant-based, low-sodium, low-fat, and more. Coffee Fest will bring all things tea and coffee under one

roof to provide attendees with the most innovative products in the industry. The show is owned and managed by Clarion UX (www.clarionux.com), and sponsored by the New York State Restaurant Association (www.nysra.org).

Energybox, a digital global leader that specializes in IoT monitoring and data analytics technology, announced recently the latest release of their new software. The new flexible platform tracks equipment and facilities across multiple locations in real-time. It focuses on improving efficiency for businesses with real-time equipment monitoring, increases efficiency by reducing day-to-day operational frictions, and enables consistency and quality across all platforms with real-time critical alerts and diagnostics sent directly to an email or text. "At Energybox, we are always investing in our research and development with a key goal to allow our multi-unit enter-



Frank Fuller

prise customers to simplify their businesses by automating their operations and processes," said Tony Carrella, co-founder and president of Energybox. "Many of our customers have multiple locations, across the globe. With the new software, we are able to provide a highly flexible platform that enables our customers to easily add features and functionalities that are tailored to their specific needs. This enhanced level of flexibility ensures

that Energybox will help our customers grow and adapt to dynamic and changing business conditions." Visit energybox.com for complete details.



Chicken Salad Chick has 18 or so locations in Florida, according to a press release. An Oviedo location is opening this month with **four more Florida restaurants planned for 2019.**

The Lake Mary Chicken Salad Chick is owned and operated by existing franchisees, Buck and Brooklyn Harris of CSC Three. The duo also operate two Chicken Salad Chick restaurants in Ormond Beach and Port Orange, with plans to develop more restaurants in the greater central Florida area over the next few years.



The Avenue Viera in Viera, has announced that **seven new tenants will be joining the Center in early 2019.** In addition to Urban Air Adventure Park, The Avenue will be welcoming three

new dining establishments: 28 North Gastropub, Poke Boa & Boba Bar and Taj Indian Cuisine. 28 North is scheduled to open later this winter. Poke Boa & Boba Bar and Taj Indian Cuisine will fol-

low in the first quarter of 2019. 28 North Gastropub will feature a farm-to-table curated menu, hand-crafted beverages, and seasonal beers, along with a rustic bar and lounge area. Poke Boa & Boba Bar will offer customizable poke bowls or bao buns with a variety of protein, sauces, and toppings. The eatery will also offer Bubble Tea with your choice of add-ins. Taj Indian Cuisine is a full-service sit-down restaurant and will serve traditional Indian cuisine. "We look forward to these new concepts and restaurants joining our diverse line up of tenants at The Avenue," says General Manager Kevin Cedik. "We know our guests will enjoy this variety of experiences."



Master-Bilt®, manufacturer and supplier of a full line of commercial refrigeration equipment, announced that Frank Fuller will assume the role of Vice President of Sales and Customer Care, effective December 3rd, 2018, re-

porting directly to Kevin Fink, President of Standex Refrigerated Solutions Group which is comprised of Master-Bilt and Nor-Lake. As Vice President of Sales and Customer Care, Fuller will develop and execute a commercial strategy to achieve not only sales growth but to expand new business opportunities as well.

Providing leadership and direction to the entire sales function, Fuller will work closely with other leaders driving

See **WHAT'S GOING ON** page 14

Create the love... Talk to your customers

John Tschohl ♦ Today's Restaurant Contributor



Why wouldn't you love your customer? They're keeping you in business. It's up to you to set the stage for some powerful long-term successful relationships by simply... showing some love.

As in any relationship, the need for conversation, frequent contact, and the personal touch, is the number one need to forming a successful, long-term relationship. Love is Visible. It is what happens when you genuinely care and show it with every customer.

Creating the Love. In order to gain and keep customers, you've got to do more than introduce them to your brand, business or product. You've got to make them fall in love with it. Find out you as well. Creating love in customers can help you spread positive word-of-mouth about your business.

Make it personal. Start out by addressing customers by their names and focus on delivering a personalized service. Customers especially want you to feel their pain and to acknowledge their feelings. People are remarkably forgiving if you acknowledge how they feel and give them credibility. Don't just talk to disgruntled customers, talk to happier ones also as they share their experiences too. It's a crucial part of the

relationship. Building the relationship is a big part of creating the love.

Spread the love. The perfect example of stellar customer service and spreading the love is Amazon. Their goal is not to simply make a sale, it is to make every person fall in love with them and they are completely and hopelessly devoted to making sure that happens with every interaction with every customer, every single transaction, period!

Their financials continue to show that by providing this level of commitment to their customers, their customers have in turn made them the number one company in the world. They love their customers and the feeling is mutual.

Here are 3 ways very successful companies achieve their love relationship with customers. They are successful because this is how they are trained, this is how they work, this is how they talk, this is how they treat each other, and more importantly this is how they treat customers every single day.

1. Extraordinary Service — Part of building lasting customer relationships is offering top-notch service in every scenario - from the purchase

experience to customer support, easy return policies to expert advice. The best companies to do business with make the experience memorable and pleasant for the customer. They are accessible. When a customer is upset or they have a problem, they want to be heard. And by that I mean they want to be heard by a human. Make sure your customers can reach you and your staff to share their likes, dislikes, wants, needs, etc.

2. Believe in the product or service — the best companies stand behind their products and service because they believe in them and they support their customers because they truly want to help them. When businesses are interested in helping their customers (not just taking their money), the results are more profitable in the long run.

3. Listening to the customer — Part of providing awesome service and creating the love is listening to feedback from your customer and actually responding to it. They want to share their experiences not only with family and friends but with...you. Therefore, talk to them as often as possible and never leave this opportunity to cultivate the relationship. Be genuine and retain

your humanity. That's how you compete.

Feel the love: If you make the experience memorable, they will never leave.

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The newsletter Quality Assurance Report states that only when a company knows exactly what kind of service its customers expect, delivers on those expectations 100 percent of the time, at a price that customers are willing to pay, while still getting an acceptable return, can the company claim to excel in customer service. We call it...LOVE. 

"To show the love, we have to strive for the best we can be in every aspect of our lives, including how we feel about ourselves, and how we treat others."

— John Tschohl

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.

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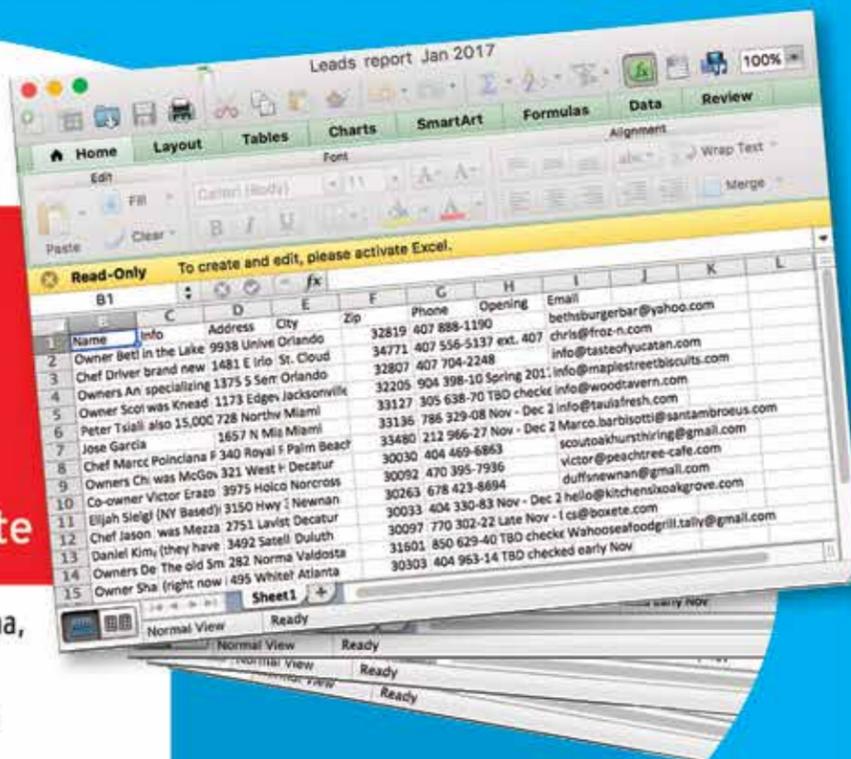
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New catering industry analysis: Revenue on the rise

The demand for catering services is expected to increase in the coming years due to rising corporate profits and a strengthening economy. Consumers and business will expand their catering budgets for special events such as company meetings, parties, and wedding receptions.

Contract caterers will also be called on to fill on-going foodservice needs at an increasing number of universities, hospital facilities, and senior living centers. Professional contractors are a popular option because they help free up organizations to focus on their core strengths and reduce overhead expenses.

The global contract catering market is forecast to grow at a compound annual growth rate (CAGR) of 4% from 2016-2021, according to recent industry analysis conducted by Azoth Analytics.

The Global Market Landscape

Just how big is this market? The contract catering market encompasses a wide variety of sectors — such as businesses, schools, hospitals, senior care centers, military institutions, athletic facilities, and more.

The global market remains fragmented, and opportunities vary by region. North America is a relatively saturated market, but the APAC region has significant room for growth, especially in the Indian and Japanese markets.

Top contract catering companies include Compass Group, Elixir Group,



Aramark, Sodexo, Baxterstorey, MITIE Catering Services, and Ch&Co Catering.

Catering Industry Trends

As hospital patients, seniors, and busy employees seek a higher quality of life, organizations are facing new pressures to provide more balanced diets and personalized menus. Consequently, caterers are increasingly focused on health and well-being.

Compass UK & Ireland is one such example. After signing a new contract to deliver catering services to a London hospital, Compass emphasized its "healthy food and drink options... premium service, and bespoke approach." In January 2017, Compass launched a corporate responsibility report with a goal to increase ethically

The increasing focus on quality and taste will only heighten as the world economy strengthens and the middle class generates more disposable income.

sourced ingredients, transition to 100% cage-free eggs, and introduce smart scales to reduce food waste.

Compass is not alone in its desire to have a positive social impact. Sustainability has become a buzzword

in the catering industry. As another example, the CEO of the Elixir Group called out the importance of quality, innovation, and a positive footprint on the planet by sharing this tweet to start out the New Year.

On its website, the Elixir Group also describes its commitment to developing a sustainable supply chain with an emphasis on local produce.

Market Drivers and Constraints

The increasing focus on quality and taste will only heighten as the world economy strengthens and the middle class generates more disposable income. Catering companies must meet the expectations of a discerning customer base, and a growing senior demographic as well.

A recent market research report by Konzept Analytics pinpoints three key factors driving demand for contract catering:

- ◆ Rising demand for customized food
- ◆ Growing middle class
- ◆ Increasing role of technology

Challenges and threats to growth include:

- ◆ Food safety issues
- ◆ Government regulations
- ◆ Competition

More catering industry analysis and market research reports are available on MarketResearch.com. 

Sarah Schmidt is a Managing Editor at MarketResearch.com, a leading provider of global market intelligence products and services.

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What's Going On from pg. 12

group level initiatives. "Frank will be instrumental in managing our resources to achieve customer intimacy," said Fink. "His valuable years of experience in the industry will be critical in the continued adoption of our sales funnel

management and key account planning." Fuller has been in the food equipment industry for over 20 years, working with Electro Freeze, Oliver Packaging & Equipment Company and Hobart. His many years in the industry allows Fuller to bring many assets to his new position at Master-Bilt.



menu that evokes a sense of place and is focused on dishes that take their inspiration from the restaurant's oceanfront perch. It is the first East Coast restaurant from

Auberge Resorts Collection, the revered hospitality brand renowned for opening Napa Valley's first fine-dining venue—Michelin-starred Auberge du Soleil. Since that time, the brand has expanded to operate award-winning resorts inter-

nationally, such as Hotel Jerome in Aspen, Nanuku in Fiji, and Esperanza in Los Cabos, Mexico. Dune is open to the public. For more information, visit dunefl.com online or call 754.900.4059. Photo credit: Tamz Photography.

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Auberge Beach Residences & Spa has officially opened its new dining venue, DUNE – a sweeping indoor-outdoor restaurant and bar located at 2200 N. Ocean Boulevard on a stretch of beach in FtLauderdale. Executive Chef Edgar Beas, comes to DUNE from Rosewood Inn of the Anasazi in Santa Fe, where he received critical and popular acclaim for a menu that incorporated local and sustainable ingredients. He brings that ethos to South Florida, where he oversees a talented culinary team; offering a distinctive

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Today's Restaurant
The Foodservice Industry Newspaper
Today's Restaurant invites you to submit information for the What's Going On column at any time. Please e-mail your company or product information to terri@trnusa.com and try to keep the word count between 50-75 words. Get free publicity for your company, product or service! 

The importance of employee scheduling

Happy employees have more positive interactions with customers, leading to higher customer satisfaction

By RJ Horsley

When it comes to running a successful business, finding the right employees is only half the battle. You also need a system in place to retain your employees. Relying on outdated methods, such as creating work schedules manually, can lead to lower employee retention, decreased performance, and lost revenue. Luckily, innovative new technology makes employee scheduling easy.

The effects of poor scheduling

1. Inconsistent Work Schedules: 35% of employees between the ages of 18 - 25 think they have inconsistent work schedules, & more than 50% leave work for this reason

2. Low Employee Morale: Scheduling struggles cost small stores big in terms of employee morale, customer loyalty and lost sales

3. Inefficiency at Work: Employees admit to wasting 50% of their time at work when they don't have a well-structured schedule

4. Manual Schedules: In a year, 140 hours of a manager's working time is spent on creating schedules manually. This is a huge chunk of time that can be allocated to other high priority tasks

5. Increased Turnover: If you have employees making < \$30,000, you can expect to pay 16% of their

annual salary just to find a replacement. If they make < \$50,000, that cost increases to 20%

6. Lost Sales: More than 8 in 10 retail managers believe that high employee turnover and understaffed stores make it difficult to hit their stores' goals

The Solution

Simplify employee scheduling by implementing scheduling software tools.

1. Easy-to-use templates so you're not re-creating your schedules from scratch every week

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3. Integration with time-tracking and payroll software to simplify payroll

4. A mobile app for easy scheduling anytime, anywhere

5. The ability for employees to request shift changes or trade shifts with each other

The Result

1. Employee Retention: Employees who feel they are being used to their full potential stick around longer, reducing turnover rates and recruitment costs

2. Employee Satisfaction: Higher employee satisfaction improves workforce morale and improves workplace culture

3. Customer Relations: Happy employees have more positive interactions with customers, leading to higher customer satisfaction

4. Increased Sales: Research by Harvard Business Review shows that a stable schedule holds the potential for improved sales and productivity. 

About the Author: RJ Horsley is the President of SpotOn Transact, LLC, a cutting-edge payments and software company redefining the merchant services industry. SpotOn brings together payment processing and customer engagement software along with industry-vertical software, including best-in-class POS software for restaurants. Twitter: <https://twitter.com/SpotOn> Facebook: <https://www.facebook.com/spotoninc/>

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Higher employee satisfaction improves workforce morale and improves workplace culture



THE IMPORTANCE OF EMPLOYEE SCHEDULING

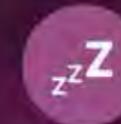
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Inconsistent Work Schedules
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Low Employee Morale
Scheduling struggles cost small stores big in terms of employee morale, customer loyalty and lost sales.



Inefficiency at Work
Employees admit to wasting 50% of their time at work when they don't have a well-structured schedule.

THE EFFECTS OF POOR SCHEDULING



Manual Schedules
In a year, 140 hours of a manager's working time is spent on creating schedules manually. This is a huge chunk of time that can be allocated to other high priority tasks.



Increased Turnover
If you have employees making < \$30,000, you can expect to pay 16% of their annual salary just to find a replacement. If they make < \$50,000, that cost increases to 20%.



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Higher employee satisfaction improves workforce morale and improves workplace culture.



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Increased Sales
Research by Harvard Business Review shows that a stable schedule holds the potential for improved sales and productivity.

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