

Appetizers

Thousands attend Florida Restaurant & Lodging Show



9

Eco Convergence Group announces corporate name change



10

Using sound panels to address high noise levels



11

HOSPECO celebrates Platinum Jubilee



13

Entrées

Advertisers Directory	2
Appell Pie	2
Calendar Events	10
Classified Ads	14
What's Going On	3

What employers need to know about pay equity and salary history bans

By **Tonya Fletcher**
SPHR, SHRM-SCP

Equal pay for equal work is a hot topic for employers in 2019, partly because social movements have brought attention to gender pay imbalances in the workplace.

One of the bigger pay equity stories making headlines is the lawsuit brought on by the U.S. Women's National Soccer Team. The recent World Champions are asking for pay equal to the men's team, which has what employers should know about pay equity and salary history bans the same responsibilities as the women's team but fewer wins and less revenue. Chants of "equal pay" were heard at both the World Cup and the team's recent victory parade in New York City.

Additionally, four women recently joined a major pay gap case against the Walt Disney Company, accusing the entertainment giant of gender discrimination at its Hollywood Records music label, its theme parks and other divisions. The complaint alleges that Disney routinely compensates women less than men, denies women promotions and classifies female employees in lower job titles that don't match their qualifications.



Tonya Fletcher

Women make around 80 cents for every dollar a man makes and there is an additional gap for women of color.

Pay Equity

Women make around 80 cents for every dollar a man makes and there is an additional gap for women of color. The Equal Pay Act of 1963 (EPA), requires that men and women be given equal pay for equal work. The EPA, which is enforced by the EEOC, prohibits sex-based wage discrimination between men and women in the same establishment who perform jobs that require substantially equal skill, effort and responsibility under similar working conditions.

The Paycheck Fairness Act, which passed the House of Representatives earlier this year, includes key provisions that would address loopholes in the EPA, ensuring that employers pay women and men equally for equal work. The proposed law would ban employers from asking candidates about their prior salaries. If it gains traction in the Senate, and passes, it would require employers to be much more transparent about how they are paying workers.

Salary History Bans

State and local governments are increasingly adopting laws and regulations that prohibit employers from requesting salary history information

See **PAY EQUITY** page 14

MOOYAH Burgers, Fries & Shakes plans to add nine locations in Orlando



MOOYAH Burgers, Fries & Shakes, a fast casual, "better burger" chain, is ready for expansion in Orlando. The restaurant franchise is set to have two openings in late 2019 and early 2020 at 8050 International Drive and 3155 South Orange Avenue. The Orlando openings mark the second and third MOOYAH Burgers, Fries & Shakes restaurants in the market, joining the existing Oviedo Mall location that opened last fall. The franchise brand

is planning to bring an additional six locations to the greater Orlando area, creating more than 200 jobs in the area.

MOOYAH International Drive Franchise Owner Tareq Qarman brings years of multi-unit franchise ownership experience with Ben & Jerry's in Orlando. He chose to become a franchisee based on the family-friendly atmosphere and quality culinary expertise that the brand offers. Angel and Sebnem Flores were frequent Guests at the

Walnut Creek, California MOOYAH, where they fell in love with the restaurant's overall experience and strong marketing efforts.

"We lived in Walnut Creek and that's where we first discovered the brand," Angel Flores said. "We knew from our very first visit; our first bite of the burger, first sip of the shake; and first reach into family size fries that this is a special place. Our first experience convinced us it would not be our last."

After several visits to Walnut Creek's MOOYAH Burgers, Fries & Shakes, Angel and Sebnem decided to download the MOOYAH mobile app and began looking at franchise opportunities. After researching the franchise and meeting with the corporate team, they signed on to bring four locations to Florida in Orlando. The Flores' previous career in military aircraft parts distribution had allowed them to travel the world, but they were ready to leave California and establish roots in Florida near

See **MOOYAH'S** page 15

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Appell Pie

Peel back the layers

Howard Appell ♦ Today's Restaurant Publisher

I'm sure all of us have seen a cross section of a rock or a soil sample, which shows layers representing time and history. Effective problem solving requires you to understand that the solution may be in the past. Knowledge of the past gives you a means to understand the way things are now and gives you the means to solve the problem now.

We build monuments to commemorate those who died at the World Trade Towers and the Pentagon in Washington DC and even in Oklahoma City. We feel as if this is the worst of times. Remember the Alamo, Pearl Harbor, The Holocaust, The

remember visiting the Alamo and my first comment was, "Look at how low the walls are!" One can only assume that any fort built after the fall of the Alamo would have been built with taller walls. But why were they so low?

I remember visiting a ship built in the 1800's that was anchored in New York Harbor many years ago as a floating museum. The one thing I still remember was that the ceiling height in all the rooms was less than six foot high causing many visitors to walk hunched over. Again why would they build it so low? The answer is buried in the history of mankind. The average height of someone living in that era was well below six feet so it was fine for them.

When a problem presents itself to you whether it be in life or business the answer is always there but you may have to do some research to uncover the solution and have a full understanding of what caused the problem in the first place. Look behind the obvious. Dig a little deeper for cause and effect.

How many times have you heard from an employee or a boss "We've been doing it this way forever" If you feel the need to change the method, do the research and find out why it is done the current way, then make suggestions based on a fully educated position. Examine your own life and question some things you or your family members have been doing for generations. You will be amazed at some of the actions you take in your daily life that your parents did and your grandparents did too. Some of actions have their origins in the conditions set in the times of your ancestors. Peel back the layers of time to find the future.

*You will be amazed
at some of the actions
you take in your
daily life that your
parents did and your
grandparents did too.*

Civil War, World War 1, World War 11, Korea, Viet Nam, The Crusades, Napoleon and countless other events in history, all of which must have seemed like the end of the world for those who experienced it.

To fully understand these events you must peel back the layers of time to peer into the reasons each event happened. Just like in a game of chess, each move a player makes causes the opponent to make a move in response. Over time the facts get fuzzy and history is usually written by the victorious. I

Index of Advertisers

Almarra.....	6	Payrolls Plus.....	11
American Walk In Coolers.....	2 & 15	Prakas & Co.....	9
Broward Nelson.....	3	Sky Hill Financing.....	13
Card Payment Systems.....	2	Sustainable Sippers™.....	7
CSI Video Security.....	7	Thunderbird.....	16
Delray Foodservice.....	4	United Healthcare.....	8
Enviromatic.....	3	Value Capital Financing.....	5
Florida Restaurant Association.....	6	Vinyl Repair Master.....	4
Hudson Robinson.....	13		
Oil Chef.....	11		



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What's Going On

Important new products, corporate news and industry events

North Carolina News

Corpse Reviver, Cocktail Bar is planning to open sometime in 2020. Located at 715 Washington Street in Durham and beneath Durham Distillery, it also will be owned and operated by Durham Distillery.



University Hill Shopping Center, which is currently under construction in Durham will house a new restaurant (to be named) by Award winning Chef, Ashely Christensen. It will be a fast-casual chicken restaurant concept that is a joint venture between Ashley Christensen Restaurants and MDO Holdings. The new center is slated for spring for 2020.



South Carolina News

The Longboard Restaurant & Bar will open by the spring of 2020 on Sullivan's Island. Owners Tyler Beckstead and Clint Gaskins will be offering an island-inspired restaurant and bar. The location at 2213 Middle Street is underway now. This makes the second location for the restaurant,

Georgia News

Taffer's Tavern, the innovative restaurant concept created by award-winning hospitality expert and world-renowned business consultant Jon Taffer, has signed its first multi-unit franchise agreement to bring five locations to



Georgia. Featuring a high-volume, hoodless/ventless restaurant format with a small footprint, Taffer's Tavern disrupts the casual dining segment by leveraging the latest technology to produce high-quality food and beverage offerings without the need for a commercial kitchen. The first franchise location is anticipated to open in Atlanta by next summer. The concept's Georgia franchise partner, Five Guys Taverns, LLC, signed a multi-unit deal to bring to life a concept that builds on Taffer's decades of hands-on consulting experience and offers a best-in-class beverage program coupled with the most interesting, delicious bar fare. With a streamlined kitchen design and advanced food preparation methods, Taffer's Tavern requires less space and fewer employees than traditional casual dining restaurants. **To facilitate growth for the emerging brand, Taffer has partnered with Fransmart**, the industry-leading franchise development company behind the explosive growth of brands like Five Guys Burgers and Fries, and Qdoba Mexican Grill, as the exclusive franchise development partner for Taffer's Tavern.

the first being in the Virgin Island. For more information visit their website at thelongboardsullivans.com.



The Flying Biscuit Cafe will open 2 more locations in Charleston in 2020. They just opened one in Greenville 656 South Main Street inside of the Haley

Building. This will make the 3rd location in S.C. The Flying Biscuit is an Atlanta-based chain founded in 1993 with locations throughout Georgia, North Carolina, Florida, Alabama, South Carolina, and Texas. Visit flying-biscuit.com for all information on the company.



Florida News

Seabreeze Food Service is a family owned and operated Food Service distributor serving north east Florida, Gainesville, Tallahassee and southern Georgia. They offer over 4000 food service products for delivery and as part of



their Will Call service from our distribution center on Edgewood drive in Jacksonville. Seabreeze Food Service has been serving Jacksonville since 1990 as a family owned and operated business. They offer over 4000 food service products

from brand names. "We stand behind our products and our sales people know our products and how they can help restaurants and commercial kitchen operators over a wide variety of quality food products for reasonable costs." For ordering information visit the company website at seabreezefoodservice.com.



Yot Bar & Kitchen - A new concept on the beautiful New River in the heart of Ft Lauderdale is just opening. It offers a 360 degree water view on a state of the

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

Broward Nelson

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How to decide what new restaurant investments are worth it

Aditya Narula ♦ Today's Restaurant Contributor

Restaurants need to invest in order to keep growing. But what investments are really worth it? We've curated tips and best practices to help you decide.

Restaurant owners can't afford to sit still in a constantly shifting market. Growth requires keeping up with consumer taste and rethinking the value you offer your customers.

Often, that means investing in your business. But how do you know what

investments will help your business the most? And what are some of the key considerations to take into account before spending?

Based on our conversations with industry veterans and restaurateurs, here are three questions you may want to ask yourself when weighing in on an investment.

Do you know what your target customer wants? It may seem like a simple

question, but given the complexities of the industry, it may require some thought and careful study.

Valerie Killifer, editor-at-large of Catering Insights, frequently speaks to restaurateurs who are seeking to expand their catering and delivery options. She's seen a polarization between customers who want convenience and those who are seeking a dine-in experience.

A restaurant like Dallas-based French bakery chain Le Madeleine, she says, has been able to bridge the gap by offering an in-house delivery service during limited evening hours.

"Those two ideas are very conflicting, because if you think of convenience, you think of, 'I just need to grab something to eat and go,' but if you think of experience, it's more like, 'Take your time and sit down,'" Valerie says. "It probably comes down to, 'Who are we serving?' Are you serving convenience sector guests or are you serving the guest that wants more of an experience?"

That's your burger guy.' And we can learn from him because he knows more about burgers than we do, because that's all he did, was just cook burgers."

As it turned out, that burger chef turned out to be one of Moore's best and most versatile cooks. "I still take some of the things that I learned from him into how we cook burgers," Lamar says.

Have you asked?

Laura Hobson and her husband Johnny started their baked-goods business, Hobson's Homemade, in the small town of Maynard, Massachusetts, by circulating their products among friends and selling at the local farmer's market. And at every stage of their growth, they've solicited the advice of their customers.

Laura and Johnny have regularly relied on online surveys that they circulate through customer mailing lists and through links on their social-media sites. When they were considering a brick-and-mortar location for their business, they asked their customers when they'd be willing to visit, how often they'd come, and how much they'd spend.

They've since commissioned surveys to ask customers if they would come to their cafe at night, and to determine whether they should continue with entertainment like live music on the weekends. Laura's also working on another that would determine customers' preferred menu items and help them decide whether to expand into a larger space. Laura calls them "future focus surveys."

"I've tried to be proactive and create very specific parameters they can answer within—do they live in town, or would you just buy a hot tea, or actually come buy food?" Laura says. "We've done it when we've been trying to consider a couple of different next steps. Because it's a small town, the community feels like they're really invested."

Aditya Narula is the head of customer success at Kabbage. Kabbage has pioneered a financial services data and technology platform to provide access to automated funding to small businesses in minutes. Since 2011, the company has helped more than 185,000 small businesses access more than \$7 billion

And at every stage of their growth, they've solicited the advice of their customers.

Are you staffed for it?

When veteran Chicago chef Lamar Moore was working at a restaurant a few years back, he hired a cook from the burger chain Shake Shack. After one of his sous chefs asked why he would make a seemingly one-dimensional hire, Moore responded with two words: Happy Hour.

"We were getting ready to do a happy-hour program," Lamar says. "So I said to my staff, 'What's our number one-seller during testing? Burgers.



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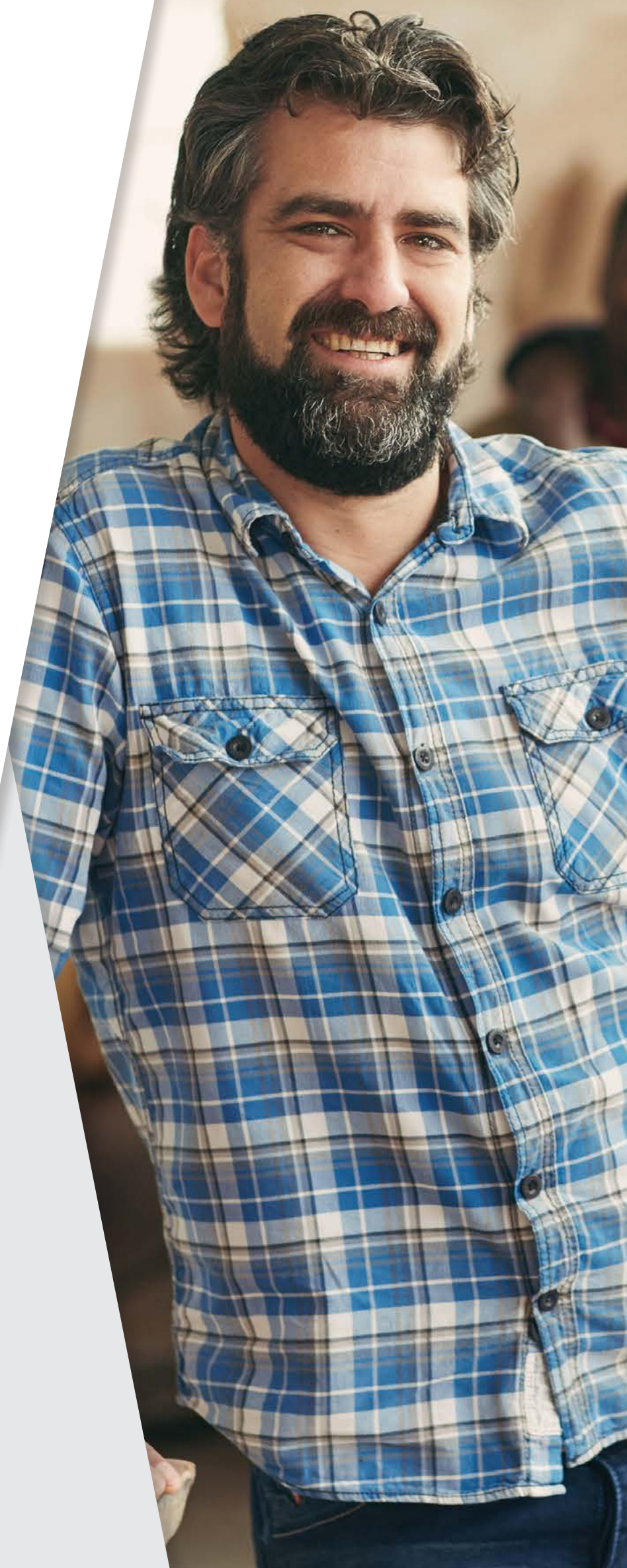


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What's Going On from page 3

art floating dock. Surrounded by Mega Yachts, the restaurant seats over 220 guests while offering a full service bar and wide variety of comfort food. Open for breakfast, lunch and dinner. Visit yotlmc.com for all the pertinent details.

◆ **Feeding America®**, the nation's largest domestic hunger-relief organization, announced a \$2 million grant from The Darden Foundation to help

people facing hunger in communities where Darden restaurants are located. The grant will support strategies that help the Feeding America network of food banks provide food to children and families who need it most. "Feeding America is thankful to The Darden Foundation for its generous support and commitment to helping people who may not know where they will find their next meal," said Andy Wilson, chief development officer at Feeding America. "Through this

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partnership, food banks across the country will be able to provide more nutritious food to the one in eight Americans who struggle with hunger." Visit feedingamerica.org.

◆ **Honeycomb Bread Bakers** recently opened its new location at 213 E Bay Street in Lakeland. Honeycomb is a great local source for hand-crafted breads, pastries, and desserts, prepared fresh every day of the week. This artisan bakery is quickly making a name for itself, appearing on menus all over town. "Honeycomb first lit the hearth in February of 2018, but the fire that guided us here has been burning for over a decade," said founder Benjamin Vickers. He had long dreamed of providing Lakelanders a local source of hand-crafted breads and pastry. Honeycomb is the ideal gathering place for artisans to participate in the ten thousand year tradition of bread-making. "Every early morning spent firing the ovens and shaping sourdough is a new chapter of that tradition; a new opportunity to practice and improve through incremental progress." Visit honeycombbread.com.



◆ **Sterno Products**, the name synonymous with quality and performance in portable food warming for over 100 years, announced that it is going greener with a commitment to reduce the company's overall carbon footprint associated with keeping food hot. The initiative, which will introduce redesigned chafing fuel cans that use less steel, cardboard and non-renewable resources, aims to reduce Sterno's environmental impact from landfill waste to greenhouse gas emissions, while still producing the same great products that customers rely on. "Over the past decade we've achieved a number of firsts as a company on the environmental front that we're proud of – from first to having USDA Biopreferred Ethanol to UL Validated for Clean Emissions," said Craig Carnes, President of Sterno Products. "But we don't want to stop there. As a leader in the industry, we are

investing in additional steps to reduce our carbon footprint while maintaining the quality and performance of Sterno chafing fuels. Details are available at sternopro.com.

◆ **Factory Donuts**, with its continued expansion, has announced a multi-unit development agreement in South East Florida. An area developer, FDF Well, Inc. has signed a multi-unit development agreement with Factory Donuts and will be developing at least three new stores. The two partners and their operator will bring the fresh, made to order donut franchise to the sunshine state. The Factory Donuts brand is growing rapidly, with new franchise locations just having opened in both Media and Newtown, PA. Two more additional units are also now under construction in Doylestown, PA and Turnersville, NJ. Factory Donuts in now also poised to open an additional location in Wellington before the new year. This

emerging franchise started in 2017 in Philadelphia by experienced owners who have also been franchisees themselves in multiple concepts. Factory Donuts is geared up to expand heavily in the mid-Atlantic region of the United States. **They have 13 more locations in development in addition to the locations set to open by the end of the year.** Stay tuned to watch and experience the growth of Factory Donuts. Visit factorydonuts.com for more details.

◆ **Red Diamond Coffee & Tea**, a beverage company serving foodservice and c-store operators, has launched a Blueberry Muffin coffee. Blending art and science, Red Diamond's master roasters and R&D team worked together to craft the balance of flavors, with the result which makes the aroma and has the flavor of blueberry muffin pastries. The berry notes complement the dark roasted blend made with beans from Central and South America. The coffee comes in 2.5 oz. fractional packs



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



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Bad service nullifies advertising

John Tschohl ♦ Today's Restaurant Contributor



The American Management Association found that successful companies spend about 20 percent more money on personnel, including on personnel training, than unsuccessful companies do. The finding held true for companies of all sizes in every industry.

All your company's promotion, advertising, marketing, and goodwill can be ruined by one rude or indifferent employee. Money spent on advertising is largely wasted when customers show up or call in response to it and are turned off by employees with a lack of manners, long waits on the phone, or lack of knowledge of the product to name a few.

Richard Israel, retailing consultant, found that much of a huge advertising investment by a major furniture chain evaporated at the moment a customer entered a store and walked smack into salespeople with inexcusable behavior.

"The whole purpose of advertising," says Israel, "is to get the customer to come in the front door. After that, advertising can't do anything more for you. It's up to the people in the store to take over during the last four feet."

No! Employees do not arrive on the job with a full-blown set of service skills. Most companies believe they are awesome at customer service. They tend to assume that employees know from birth

what to do for customers during these last four feet.

I believe that companies should allot a portion of their ad budgets to development of learning programs for employees in order to reinforce advertising with customer service knowledge and skill.

Advertising brings customers in the door, all right; but, bad customer service sends them right back out the door again. When your organization becomes more human, more remarkable, faster on its feet, you are more likely to connect positively with customers,

All businesses have customers and have customer-facing experiences every single day. There are sales people, project managers, cashiers, waitresses and waiters, presidents, vice presidents, every person in the business is dealing with customers in one way or another. All of these people will mean the difference between a company that is perceived positively and a company that appears not to care.

The Key to Customer Satisfaction

- ♦ Listen and solve customer problems fast...dramatically shorten the time it takes to complete any task for customers and co-workers.

- ♦ Give customers your opinion, not one read off a piece of paper...they don't

want to hear scripted words or one-size-fits-all solution, they want to hear from a person empowered to make decisions on their behalf.

- ♦ Be proactive to find the solutions... customers look for people to solve a problem and do it quickly.

- ♦ Be reliable...customers want to feel comfortable dealing with someone they know and can count on to handle a situation.

- ♦ Take charge...customers want professional expertise, someone to give guidance and direction.

- ♦ Ask customers for feedback and let them know it is important...it makes them feel important and that their opinions matter.

- ♦ Be an advocate for the customer... customers are looking for a consultant. They want you to listen to them and provide them with a solution.

- ♦ Have a positive attitude... Focus on customers and on helping them solve their problems.

Employees are proud to work for a company with a president and senior managers who support the need for good service and prove it by providing on-going training. They are proud to work for a company that creates a great working environment and empowers employees to do what's right for customers.

It's about communication. If you are going to have a chance to win customer satisfaction you need to know what the customer thinks—your customer. The American management Association found in a survey that "high-growth companies" stay in touch with their markets and willingly spend the money to do so. They know their customers and they keep their knowledge fresh. They learn things that you cannot learn any other way:

- ♦ They learn whether they're satisfied.
- ♦ They learn what they bought and what they didn't buy and why.
- ♦ They learn what they came in expecting to buy and to pay.
- ♦ They learn preferences and how they are changing over time.
- ♦ They communicate this information to every single employee.

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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Photo Bites



People, places and happenings in Florida's foodservice industry.



Top Row – Left: Jeff Harsh and Mike Johnson, Hershey's Ice Cream
Center: Sean Farry, Oil Chef
Right: Chef Bruno, American Range



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and Ryan Giffin
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The Florida Restaurant & Lodging Show

September 15-16, 2019 ♦ Orlando, Florida

Bottom Row – Left: Mark Wagner, Pack-A-Drum
Center: Stephanie Basta, LMR Public Adjusters
Right: Debbie Telsey, ICan with Terri McKinney from TRN



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Thousands attend the Florida Restaurant & Lodging Show

Thousands of chefs, industry leaders, owners and operators from the restaurant and foodservice industry networked and conducted business with 400 exhibiting companies during the recent Florida Restaurant & Lodging Show and Healthy Food Expo Florida held last week in Orlando. The robust trade show and conference offered a collection of the best new foods and beverages, equipment and technology, awards presentations, education sessions, and cooking demonstrations with celebrity chefs. The event is owned by Clarion UX and sponsored by the Florida Restaurant & Lodging Association.

"We were pleased to welcome so many industry professionals to the largest gathering for the foodservice industry in the Southeast, giving them the opportunity to source new food and beverage, technology and equipment products, learn from dozens of industry experts and network with their peers," said Tom Loughran, Vice President for the Clarion UX Food & Beverage Group. "We thank our partner, the FRLA, our exhibitors, sponsors, media, speakers, and attendees who helped to make this recent event such a success."

Highlights of the event included:

- ◆ The **exhibit hall** offered new products and innovations from 400 exhibiting companies covering 90,000 square feet. The Clarion UX staff arranged over 100 meetings for their **MATCH! Program**, and 100+ meetings between multi-unit restaurant and foodservice operators with participating exhibitors and suppliers.

- ◆ The **Torch Award** was presented to Orlando based Julie & James Petrakis, culinary leaders spearheading Orlando's burgeoning food movement with multiple concepts in Orlando, including: The Ravenous Pig (2007), Cask & Larder (2012); The Polite Pig (2017), and their newest venture The Ravenous Pig Brewing Company (2019) for their outstanding knowledge and leadership, philanthropic and community efforts, extraordinary talent, creativity, innovation and inspiration.

- ◆ Mareya Ibrahim, Author, Holistic Food Chef, and Inventor moderated the **Foodservice Council for Women** panel discussion with a dynamic group of

women including Nora Galdiano, CEC, chef and consultant; Paula DaSilva, Executive Chef at The Ritz Carlton; Jeannie Pierola, Chef Owner at Edison: Food + Drink Lab; Trina Gregory-Propst, Chef/Owner of Se7enbites/SETTE; Isabel Laessig, 'Family Foodie,' Founder of Sunday Supper Movement; and Heather McPherson, Food Publicist, **2019 Beacon Award Recipient**.

Innovative Product Awards were presented including:

- ◆ The **Best in Show Winner in the Featured Product Showcase** was Wake Up America for their Edible Cookie Cup. <http://noicaffe.net/edible-cookie-cup>.

- ◆ The **1st Place Runner Up** was Oumph! for their Plant Based Protein Chef Style <https://oumph.us>.

- ◆ The **2nd Place Runner Up** was Water Promotions for their CBD Water www.waterpromotions.com/cbd-water

- ◆ **Best In Show Winner:** Food Trends Experience was Gem of Lebanon for their truly authentic olive oil. <https://www.gemoflebanon.com>

- ◆ **Best in Show for Pitch the Press** was Oil Chef for their new fryer accessory (<https://oilchef.com>). The 2nd place winner was HomeFree, LLC (<https://homefreetreats.com>) for their One Cookie for All Gluten Free cookie line and 3rd place was Mystic for their Gluten Free Hemp Infused Vodka (<https://www.now-brands.com>).

- ◆ **Center Stage** was packed all three days of the event and featured culinary demonstrations from renowned chefs including Mareya Ibrahim, Giorgio Rapicavoli, Guillermo Pernot, Roberto Treviño, John Rivers, Kristy Carlucci, and Shaun O'Neale.

- ◆ Chef Chris Dancesia, Owner/Chef, Nick's Bistro won \$1,000 for the **Rapid Fire Challenge: Meatless Monday Edition**. Chris' recipe featured Summer Squash and Rice Noodle with Caribbean Gremolata and Coconut Oil.

- ◆ Garrett Hagan of The Twisted Tuna won the **Hip Sip: Battle of the Modern Bartender Competition - Rum Edition** for his drink Sustainable Paradise. The event was sponsored by Bar Business Magazine.

- ◆ The Florida Restaurant & Lodging Show offered 40+ **education**

See **THE SHOW** page 14

What do the hottest restaurants & bars have in common for the last 20 years?

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6-7 ♦ Boca Bacchanal
Boca Raton Resort & Club ♦ Boca Raton, FL
561.395.6766 ext. 101

February

23-24 ♦ The 12th Annual Downtown Food & Wine Fest
Central Business District ♦ Orlando, FL
Downtownfoodandwinefest.com

April

2-5 ♦ Florida Winefest and Auction
Sarasota, FL ♦ Floridawinefest.org

26-29 ♦ Food Automation & Manufacturing Conference and Expo
True Spec Golf at Trump National ♦ 4400 NW 87th Ave Doral, FL

May 2020

16-19 ♦ National Restaurant Association Show
McCormick Place ♦ Chicago, IL ♦
Nationalrestaurantshow.com

Feb 2021

4-6 ♦ The NAFEM Show
Ernest N. Morial Convention Center ♦ New Orleans, LA
thenafemshow.org

*Do you have an upcoming event?
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Each plant grown in Kalera's precisely controlled hydroponic facilities receives just the right amount of nutrients, filtered water and air, light, temperature, and humidity to achieve its dense, crisp, colorful, and delectable state.

Eco Convergence Group announces corporate name change

Breaks Ground on Largest Indoor Vertical Farming Facility in the Southeast

Orlando, FL - Eco Convergence Group, a leader in indoor vertical farming, announces its official name change to Kalera. In addition, Kalera also announced that it has begun construction of a state-of-the-art indoor growing facility in Orlando, which will provide an abundance of healthy, tasty greens for the hospitality, grocery, and food service industries.

Last year, the company opened the first of several planned hydroponics HyCube growing centers with the completion of a facility located on the premises of the Orlando World Center Marriott. Kalera is now scaling operations to include a new growing facility, which will be the single largest indoor vertical farm of its kind in the Southeastern United States. Kalera will begin production at the new indoor farm sometime in Q4 of 2019 and is projected to grow over 5 million heads of lettuce annually.

“Our goal at Kalera is to harness plant and data science to deliver new economies of scale in agriculture, making it possible for more people to have access to high-quality, non-GMO, clean, nutritious food, locally grown without the use of pesticides—no matter the season,” said Cristian Toma, CEO of Kalera. “We have proven the technology and refined our production methods to a point where we are ready to scale up.”

Each plant grown in Kalera's precisely controlled hydroponic facilities receives just the right amount of nutrients, filtered water and air, light, temperature, and humidity to achieve its dense, crisp, colorful, and delectable state. Kalera never uses any pesticides, insecticides, hormones, or GMOs. Unlike traditional farms, Kalera plants aren't at risk for exposure to contaminants and pathogens in the soil, water, or air.

“Kalera produce is like none other—it's not just delicious, it's also clean and beautiful,” said Eric Martinez, Executive Chef, Orlando World Center Marriott Resort & Convention Center. “Having

access to Kalera's exceptional produce year-round opens up limitless possibilities to expand our menu and create new dishes that delight patrons. Many restaurants pride themselves on sourcing ingredients from farms 50 to 100 miles away. We are thrilled to say that we are sourcing our greens from 50 feet away.”

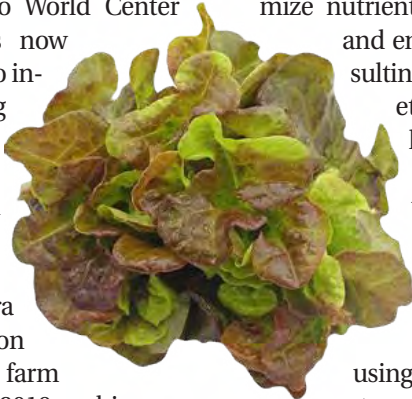
Central to Kalera's business is the idea of good science. The company is planting non-GMO seed, and has perfected over the past years plant and data science driven methods to optimize nutrient mixtures, light recipes,

and environmental controls resulting in highly nutritious vegetables with consistent high quality year-round.

Kalera is simply working with nature to give plants what they need to thrive, ensuring they reach their full growing and nutritive potential. By using a closed loop irrigation system, Kalera's plants grow while consuming 95% less water compared to field farming. Furthermore, the company utilizes cleanroom technology and processes to eliminate the use of chemicals and remove exposure to pathogens. With indoor facilities situated right where the demand is, Kalera is able to supply an abundance of produce locally, eliminating the need to travel long distances when shipping perishable products and ensuring the highest quality and freshness.

The new Orlando facility will deliver this high level of quality in abundance to the local market. The company plans for accelerated growth and will build additional facilities as production capacity is further expanded in the US and internationally.

About Kalera: Kalera is a technology-driven vertical farming company that excels in creating optimal conditions to grow delicious, nutritious, non-GMO produce that is free from pesticides and environmental pathogens. Kalera's high-yield hydroponic production systems are automated, clean-room standard facilities. By utilizing unique methodologies that leverage plant and data technologies, Kalera creates optimal growing conditions for a variety of micro greens, year-round. The company is focused on reducing environmental impact and supplying produce to customers as close to the source as possible.



Use sound panels to address high noise levels

11

OCTOBER 2019

Port Coquitlam, British Columbia — A dramatic rise in NIHL (Noise-Induced Hearing Loss) is leading restaurants and houses of worship alike to address dangerously high dB levels by installing acoustic panels that reduce the incidence of reverberant and ambient noise. NIHL is a noise-related hearing condition that can lead to debilitating tinnitus, a permanent and untreatable constant ringing in the ears.

During peak hours, noise levels in restaurants can consistently reach well over 100 dB, significantly higher than the 85 dB ceiling at which OSHA says is a safe limit. This creates a hazardous working environment for restaurant employees who are exposed to the noise levels for extended periods of time, including waiters, cooks and other employees.

Highlighting this fact, reviewers have started to include the loudness of a restaurant as a ranking factor in ratings. And with good reason. A recent Zagat survey found that restaurant noise levels continue to rank as the top complaint of diners.

So how do restaurants and houses of worship turn down the volume? It's not as easy as it sounds, especially in a restaurant environment where independent multiple sources, from patron's voices to the clanging of plates and silverware each contribute to rising noise levels as activity increases. But sound absorption panels do offer a solution.



During peak hours, noise levels in restaurants can consistently reach well over 100 dB...

"Sound panels don't attenuate source level dB, such as that of a voice or band amplified by a church sound system or plates clanging in a restaurant," said Primacoustic's Steve

Dickson. "That said, acoustic panels will help lower dB levels by absorbing that sound after it leaves the source and stopping that sound from amplifying in the room, which can be caused by the sound bouncing off of reflective or hard surfaces."

And it's becoming clearer that acoustic treatment needs to be considered as a primary solution to address loud spaces, as modern design continues to trend towards harder surfaces and higher ceilings that will reflect sound.

A research study by hearing solutions company Oticon measured dB levels at restaurants in Austin, Chicago, Denver, Detroit, Nashville, and others during peak hours. The

results were eye-opening. In many restaurants, dB levels reached over 120 dB during peak hours, the equivalent experience of standing beside or near an ambulance siren for an extended period of time.

Many restaurant owners, discouraged by the high cost of possible structural renovations warranted to address poor acoustics are finding a refreshing and affordable solution in the installation of sound absorption panels on walls and in ceilings.

"We started noticing a pronounced echo due to the 23-foot high ceilings we have in our restaurant," said Christopher McFadden, general manager of Piva Modern Italian Restaurant in Vancouver, Canada. "This echo created too much bleed from a conversation being held at the next table, which was distracting and off-putting for our patrons."

After the installation of the Primacoustic Broadway panels, McFadden noticed a dramatic difference in the dining experience at Piva. "I noticed a difference the first time I was in the restaurant after the installation was done. I was sitting at the bar, and 20 feet away I could hear the buzz of the restaurant but not the actual conversations that were happening at those tables. The acoustical improvement has been noticed across the board by our guests."

More information on the company can be found at primacoustic.com.



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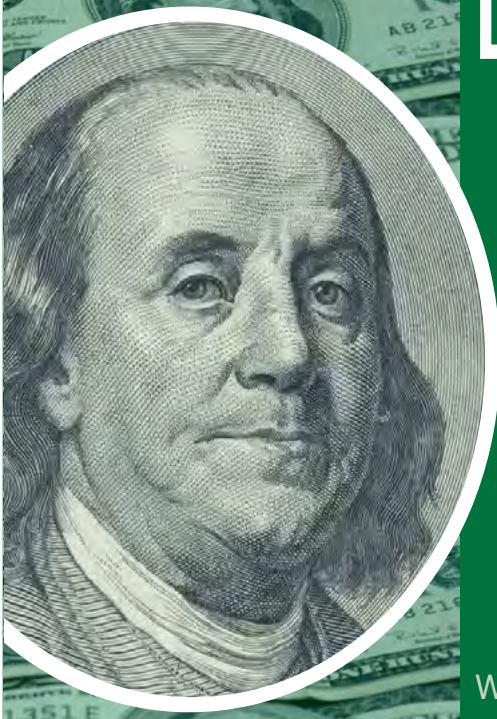


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What's Going On

from page 6

and is available now directly through Red Diamond, select foodservice distributors, and Dot. Red Diamond provides products and services that meet the ever-evolving demands of operators. Products offered are for Restaurant coffee/restaurant coffee service; Restaurant tea/restaurant tea bags and for catering and hotels. Online at reddiamondbevservice.com.



◆ ◆ ◆ ◆ ◆
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◆ ◆ ◆ ◆ ◆
NConnections, an established technology company and leader in guest internet and mobile marketing solutions, announced the company's newest innovation, **CoGoBuzz™**, an integrated mobile marketing platform designed to drive direct customer engagement and provide loyalty solutions for independent restaurants, cafes, bars and franchise concepts. Created by NConnections CEO and founder Stephen Gould, the CoGoBuzz™ product line further elevates the company's ongoing offering, which currently connects with 50,000 guests on a daily basis in the hospitality space and expands those connections through WiFi, text and digital displays to develop a deeper and more engaging connection with the venue's customers. These enriched connections encourage customers to dramatically increase their social media engagement rate and express their brand loyalty. The solution is built as an open platform and therefore can be a complete ecosystem running independently or easily integrated with any existing marketing programs and services. Whether a local venue or a large-scale business, CoGoBuzz™ is an innovative customer engagement tool for hospitality, food & beverage businesses, main streets and more. Visit cogo.buzz for all info.



◆ ◆ ◆ ◆ ◆
Honor Foods is now offering their new Jamaican Jerk Wing Sauce. Combining a blend of dry spices with a kick of hot pepper, this Caribbean-inspired wing sauce delivers spiced moderate sweetness alongside a mild, but lingering, heat. They offer a complete line of foodservice products. Visit honorfoods.com for ordering details.

◆ ◆ ◆ ◆ ◆
Behind the scenes at new and notable restaurants, **Artifaqt** collaborates with the likes of Jean-George Vongerichten and Eric Ripert to

handcraft custom-designed serveware that complements the chefs' culinary zeal. Artifaqt's pieces, made in its Pennsylvania studio from locally-sourced materials, range from exquisite bowls to striking charcuterie & cheese towers. Today, many of these items are available online for other discerning chefs, caterers, or restaurateurs looking to add stunning pieces to their serveware options. And, specially designed pieces can be created as well. Shown in the photo is their Le Bernardin, Aldo Sohm Wine Bar dish. Visit artifaqt.com for all ordering information.

◆ ◆ ◆ ◆ ◆
Wild American Shrimp®, the American Shrimp Processors Association (ASPA)'s marketing program for wild-caught Gulf and South Atlantic Shrimp, announced a call for nominations for 2019 Chef of the Year. Out of 38 Chef Advocates who represent Wild American Shrimp®, only one can be named the "Admiral of Advocacy" for ASPA each year. To be named Chef of the Year, nominees must meet certain criteria. Chef Advocates can be nominated, by their peers, a publicist, or a favorite customer or a fan. They can also be self-nominated. The winner will be announced live on the Wild American Shrimp® Facebook page on Friday, October 25. Current Chef Advocates are featured on this page: Chef Advocates. The Wild American Shrimp® Chef of the Year is an annual award announced each October during National Seafood Month. ASPA has an ongoing Chef Advocate program for Chefs who prefer and promote Wild American Shrimp®. The Association invites those interested in becoming a Wild American Shrimp® Chef Advocate to apply online. The American Shrimp Processors Association, based in Biloxi, MS, was formed in 1964 to represent and promote the interests of the domestic, U.S. wild-caught, warm water shrimp processing industry along the Gulf Coast with members from Texas, Louisiana, Mississippi, Alabama and Florida. Visit americanshrimp.com for all details.

◆ ◆ ◆ ◆ ◆
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, service and event! Visit us online for more information, foodservice news, our online edition, downloadable back issues, classified ads and more — www.trnusa.com!



100 Years and Going Strong

HOSPECO celebrates Platinum Jubilee

In 2019, HOSPECO is celebrating its first century of business. Founded in 1919, at the start of U.S. prohibition and in the aftermath of World War I, the past 100 years speak to the company's diligence, reliability, and integrity. It has become a leader in a broad variety of product categories tied together by a common thread—providing personal care products, keeping facilities clean, and assuring workers and patrons remain safe.

The company began as a pioneer in personal care products in public restrooms and quickly emerged as the leader in vended menstrual care products. HOSPECO soon expanded its product offering in public restrooms with the addition of toilet seat covers and air-care products.

Here in a new century, HOSPECO has firmly established its expertise in core markets of janitorial/office supply, healthcare, hospitality, and food-service, providing personal care, cleaning, and protective products. The company organizes its comprehensive product offering into a signature bundle of distinct categories, from which customers are assured quality, breadth of line, innovation, and category expertise.

More than 1,200 independent distributors servicing the away-from-home customer in North America sell HOSPECO products. With headquarters in Cleveland, Ohio, and facilities in Knoxville, Tenn., Sparks, Nev., and Irvine, Calif., HOSPECO is proudest of its more than 450 dedicated employees who contribute daily to the company's success and keep HOSPECO growing and innovating.

HOSPECO is a charter member of the ISSA (International Sanitary Supply Association), and together we share a common mission: to contribute thoughtfully to maintaining healthy, safe, and clean away-from-home environments.

"For 100 years, HOSPECO has been growing strategically, innovating, and creating true end-user value in each of our core product categories. But our success has been a result of our distribution partners who have supported us all these years," said Bill Hemann,



*More than
1,200 independent
distributors servicing
the away-from-home
customer in
North America sell
HOSPECO products.*

HOSPECO's vice president of sales and marketing. "We personally and professionally value all of our distributors and, really, our world revolves around them. We thank each for our 100 years and we celebrate that loyalty. In addition, we couldn't have continued to grow, maintain relevance, and innovate for over 100 years without the talent and dedication of our HOSPECO team, whose passion and dedication to our mission and our customers will continue for the next 100 years. We recognize and thank all the generations of HOSPECO employees." 

About HOSPECO: Founded in 1919, HOSPECO® is a leading manufacturer of personal care, cleaning, and protection products serving the "away from home" marketplace made up of Foodservice, Janitorial/Office Supply, Healthcare, and Hospitality. Our complete bundle of products includes TASKbrand® disposable wipers, SaniWorks® foodservice towels, ProWorks® disposable gloves, MicroWorks® microfiber towels/floorcare, and SPHERGO® flat surface cleaning systems as well as Washroom Essentials such as AirWorks® air care, Evogen® menstrual care products, and Health Gards® disposable toilet seat covers, all of which are sold by more than 1,200 independent distributors. HOSPECO is proud to be a charter member of the ISSA (International Sanitary Supply Association). For more information visit hospeco.com.

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Payroll equity from page 1

from job applicants. The laws are aimed at ending the cycle of pay discrimination. Some go as far as prohibiting an employer from relying on an applicant's pay history to set compensation, even when it is voluntarily disclosed. Others prohibit an employer from taking disciplinary action against employees who discuss pay with coworkers.

Eighteen states and 17 localities have instituted salary history bans prohibiting employers from asking about compensation history during the hiring process. For example, a recent salary history ban in New Jersey, which takes effect in six months, prohibits employers from requesting an applicant's salary, commission or benefits history during the hiring process. If a candidate wants to volunteer the information, they can, but employers can't hold it against them if they don't. Any employer that violates the new rules and seeks out an applicant's salary history could be fined up to \$1,000 for a first offense, \$5,000 for the second and \$10,000 thereafter.

It goes without saying that most employers strive to minimize payroll expenses, so knowing what prospective employees make now and what they might work for in the future is certainly helpful, but it can also perpetuate wage disparity. Salary history bans can help level the playing field. But some lawmakers have actually banned the bans. Michigan and Wisconsin have passed bans against salary history bans, citing the need for uniformity and the difficulty employers in multiple states or cities face in trying to navigate the laws in each location.

What Should Employers Do?

Starbucks and other U.S. employers in the Employers for Pay Equity consortium have joined to agree to a shared set of Pay Equity Principles. Employers should also plan for stronger pay equity requirements in the future. This year, employers filing EEO-1 reports must include pay data broken down by race, sex and ethnicity from 2017 and 2018 payrolls. California is advancing its own

similar pay data reporting requirement through its state legislature.

For now, in order to make the workplace more equitable for all individuals, employers should:

Review company procedures, such as candidate recruiting and hiring, compensation practices and how promotions are decided. Then update relevant documents as needed (for example, application forms, interview guides, performance reviews).

Review and rewrite job descriptions with clear duties and needed qualifications, as well as analyze job levels to ensure that positions are valued appropriately.

Establish salary ranges for each position (if not already in place) to assist with pay transparency and any requirement to provide a pay scale for an applied for position.

Conduct an annual pay audit to compare how male and female employees are paid for doing similar work. Consider the benefits of retaining counsel to conduct an audit under attorney-client privilege.

Make pay adjustments when needed, including for male employees who are found to be paid less than women in similar roles.

Train management and other company representatives on legal requirements and best practices.

At FrankCrum, we enable clients to outsource aspects of human resources, employee benefits, payroll and payroll taxes, and workers' compensation insurance. Clients receive access to FrankAdvice, a premium HR consulting service, that manages the delivery and content of best practice information to client owners and managers regarding all types of employment-related topics, including pay equity.

About Tonya Fletcher SPHR, SHRM-SCP: Tonya is the Labor Compliance Manager at FrankCrum. In this role, she leads the FrankAdvice team and manages the delivery and content of best practice information to client owners and managers regarding all types of employment related topics. When she's not at work, Tonya enjoys international travel.

The Show from page 9

sessions on operational excellence, marketing & social media, hot trends and building a winning team, plus several workshops.

◆ **The ACF Central Florida Chapter** held several Culinary Arts Competitions including the Scott Joseph "Next Big Thing" Sous Chef Competition; the 2019 State of Florida ProStart "Best Grilled Cheese"; the Pork Signature Recipe Competition, the Duck Signature Recipe Competition, the Wedding Cake; and the Chocolate & Sugar Centerpiece and Pastillage and Marzipan competitions.

◆ **The Healthy Food Expo Florida** was a highlight of the event and focused on healthy, natural and organic food products. Attendees had access to a new "Healthy" conference program that educated restaurant, food-service and retail professionals about the newest trends and practices in the

health food industry- everything from gluten-free and allergen-free to vegan, vegetarian and plant-based foods and products.

◆ **The Ice Pro Invitational Exhibition** featured World Champions Dawson List and Chuck Avery from New Orleans; Ben Rand and Rob Heminger from Palm Beach; Drue Brandenburg and David from Miami; Victor Dagaton and Kenny the Kilt from Orlando; and Ricky Lopez and Team Partner from Rosen. Additional Assistance provided by - Tres Theis, Josh Pantoja, Jose Pena, Kristi Pen.

The 2020 Florida Restaurant & Lodging Show and Healthy Food Expo Florida will be held at the Orange County Convention Center in Orlando, FL Tuesday, September 22 and Wednesday, September 23. The Florida Restaurant & Lodging Show and Healthy Food Expo are produced and managed by Clarion UX, and sponsored by the Florida Restaurant & Lodging Association. For more information, visit www.flrestaurantandlodgingshow.com.


Environment a top factor in consumers' food and beverage decisions

Chicago, IL - Sustainability, which by definition is the avoidance of the depletion of natural resources in order to maintain an ecological balance, is a much talked about topic today and is used in a broader sense to mean environmental consciousness or earth-friendly. In the food and beverage and foodservice sectors, many grocers, food manufacturers, and restaurant operators are initiating sustainability efforts as socially responsible corporate citizens and to support consumer interests. Nine percent of adults consider the environment as a top factor when making food and beverage purchase decisions, and its young adults, ages 18-44 years old, who are most likely to feel this way, finds The NPD Group.

When making food and beverage purchase decisions based on the environment, packaging is most visible to consumers. One in ten U.S. adults, or roughly 20 million consumers, said that they have switched to a different food or beverage brand because it had earth-friendly packaging.

Over half of adults who ordered restaurant take-out or delivery in the past 30 days report that the restaurant they ordered from had earth-friendly practices, like using food containers made from recycled materials, according to NPD's Health Aspirations &

Behavioral Tracking Service. In addition, NPD's SupplyTrack® service, which tracks shipments from broadline foodservice distributors to commercial and non-commercial foodservice operators, finds that, although plastic straws still make up the bulk of straw shipments, plastic straw shipments are down 4 percent and paper straw shipments are up 4 percent.

"Marketers need to understand that sustainability can be a deciding factor for consumers," says Darren Seifer, NPD food and beverage industry analyst. "While concerns like taste, convenience, health, and affordability are still primary factors for choosing foods and beverages, a company's sustainability efforts can be the tie breaker if all other factors are equal." 

About The NPD Group: NPD offers data, industry expertise, and prescriptive analytics to help our clients grow their businesses in a changing world. Over 2000 companies worldwide rely on us to help them measure, predict, and improve performance across all channels, including brick-and-mortar and e-commerce. We have offices in 27 cities worldwide, with operations spanning the Americas, Europe, and APAC. Practice areas include apparel, appliances, automotive, beauty, books, B2B technology, consumer technology, e-commerce, fashion accessories, food consumption, foodservice, footwear, home, juvenile products, media entertainment, mobile, office supplies, retail, sports, toys, travel retail, games, and watches / jewelry. For more information, visit npd.com. Follow us on Twitter: @npdgroup.

Mooyah's from page 1

extended family who had moved there decades earlier from Wisconsin. Their location will be in the south downtown area of Orlando across from the Orange Avenue Shopping Center in a highly commercial area.

Tareq Qarman moved to the U.S. from Palestine in 1993. While earning a bachelor's degree in business, he worked at Golden Corral and learned the ins and outs of the restaurant industry. His background led him to become a Ben & Jerry's franchisee, and he currently owns five, soon to be six, Ben & Jerry's locations in the Orlando region. When it came to looking for his next franchising opportunity, MOOYAH Burgers, Fries & Shakes stood out due to the store design and how it cultivates a family-friendly environment. Qarman's location is near Universal Studios, an attraction that brings millions of people to the city.

MOOYAH President and COO Tony Darden echoes Tareq, Angel and Sebnem's enthusiasm to expand MOOYAH's Orlando presence: "With one location already in the market, and two planned to open very shortly, we are looking forward to bringing our top-notch menu items and superior customer service to new and returning Guests in Orlando. As a top tourist destination in the U.S., we are hopeful that Guests will fall in love with our brand and want to become Franchise Owners in their

hometowns, helping expand the MOOYAH footprint across America."

At MOOYAH, Guests have the advantage of choosing from a variety of bun options, such as baked-in-house artisan potato or multigrain wheat non-GMO buns and hand-crafted lettuce buns called Iceburgers to accompany the never-frozen, 100 percent Certified Angus Beef® brand burgers, all natural Jennie-O turkey and MorningStar Farms® black bean veggie burgers. Each gourmet burger can be customized with six cheeses, Applewood smoked bacon and sliced avocado, along with ten free veggie toppings and ten free sauces.

MOOYAH's hand-cut fries come together in a six-step process that takes a total of 24 hours to completely prepare. A delightful combination of constant attention and a little magic help transform U.S. #1 Idaho potatoes into perfect, crisp-on-the-outside and fluffy-on-the-inside fries. Guests also have the choice of savory sweet potato fries. Never one to forget dessert, MOOYAH offers 100 percent real ice cream shakes, allowing Guests to choose from 7 flavors ranging from vanilla and Hershey's chocolate to Reese's, Oreo and more. 

For more information on the growing brand and the sweepstakes, connect with MOOYAH Burgers, Fries & Shakes on the Facebook Fan page, and follow MOOYAH on LinkedIn, Twitter @MOOYAHburgers and Instagram @MOOYAHburgers.

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