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Four industry trends to boost your restaurant business

By Ben Gold
President/QuickBridge

Growing your restaurant business means being ready for a shifting market. Demand for restaurant services is often dictated by the economic health of a region. When households have extra income, they will eat out more often. The National Restaurant Association found that 2019 should see continued sales growth. However, restaurant owners can expect significant staffing challenges. They will also likely need to update their technology strategies to meet consumer demand.

There is real potential on the horizon for restaurant owners. But there are also some areas where innovation is needed. Thinking about alternative approaches to lending and financing can position your business for growth. Here's a look at four key trends that are making such funding tactics necessary.

1. Remodeling

Renovation is becoming a common theme in the restaurant industry. Businesses are working to update their spaces for digital-focused consumers. This might mean weaving elements of fast-casual dining into your design. It could also include using minimalist



Ben Gold

From small tweaks to complete overhauls, short-term loans give you flexibility now.

concepts. Yet another issue is trying to respond to operator demands for renovation. The need for upgrades is clear.

Building spaces with eye-catching traits is also key. A Forbes report detailing an interview with industry expert Jason Clampet highlighted the growing move toward spaces designed for Instagram users. Dining out is becoming a shareable experience. And restaurants have a chance to capitalize on the trend through design choices aimed at social media users.

A financing program can enable you to handle remodeling demands. From small tweaks to complete overhauls, short-term loans give you flexibility now. So if you're stuck waiting for a large-scale traditional business loan, the trend may move on before you get your money.

2. Menu Upgrades

Farm-to-table offerings and internationally-diverse menus are becoming the new normal. On top of that, retail sales of plant-based foods that directly replace animal products grew by 17% from August 2017 through August 2018.

Demand for alternative menu items and upgraded menus in general is a real

See 4 TRENDS page 11

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Restaurant trends in 2020

More vegan cuisine, CBD infused dishes, and alternative milks



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That's according to John Davie, CEO of Buyers Edge Platform, a foodservice supply chain, contracting, and purchasing technology company.

Here are Davie's big restaurant trends to expect in 2020:

Restaurants will embrace more historically vegan cuisine. The Impossible Burger and other meat alternatives got a lot of the headlines in 2019. And those offerings will continue to grow. We believe that restaurants will also look to add

other vegan cuisine. Rather than finding alternatives to meat, they'll embrace traditional international dishes that have no meat, or other vegan selections like portobello mushroom steaks and grilled cauliflower. There are some signs that's already happening. For example, Buyers Edge Platform reports that nationwide, restaurant orders for tempeh, an Indian version of tofu and common vegan dish ingredient, were up 11% in 2019.

Alternative milks will also grow in popularity. Both as a drink in their

own right, but also as an ingredient in cooking. Oat milk, almond milk, banana milk, rice milk, and others will show up more often in restaurants nationwide. Current orders for alternative milks are miniscule compared to milk from a cow, but Buyers Edge Platform reports that monthly orders are up 8.8% since January.

CBD on the menu. The various health claims surrounding CBD are a popular topic for debate, but there's no debating the popularity of the cannabis-derived element. Chefs and mixologists are experimenting with CBD and keeping a close watch as laws take shape around serving CBD-rich sauces, desserts, and beverages. CBD, and THC-themed dinners have already begun to sprout up across the country and pioneering chefs will continue to develop creative ways of integrating the compound into various menus. The consumer draw for CBD will continue to grow

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Appell Pie

Returning to my roots

Howard Appell ♦ Today's Restaurant Publisher

I was born in a black and white era and spent my childhood mostly in Brooklyn, New York. Most Saturdays were spent at my grand-parents apartment on 1st St and Fifth Ave. where my grandfather, who was a furrier, had his retail store. (Hausner Furs).

Their apartment building was a four story walk up with marble steps and a dumbwaiter in each apartment. (Dumbwaiter, a small elevator for carrying things, especially food and dishes, between the floors of a building.) People in the building could send a cup of sugar to the apartment above and below them on the dumbwaiter. The dumbwaiter has nothing to do with this story, I just thought it was cool.

I would spend Saturdays in my grandfathers "factory" in the back of the retail store nailing pelts down to a board with a hammer and long thin nails. I don't remember what that had to do with making a fur coat, perhaps he just wanted to keep me busy.

A few doors away from the store was the Garfield Theater where we'd spend many a day watching the movies of the era. Just beyond the Garfield was the Slepian Paint store whose family lived in the back of the rows of paint cans and brushes in a two bedroom apartment. Why am I telling you this?

A few weeks ago I had the pleasure of attending the wedding of my oldest nephew, Wesley in Brooklyn and the Friday night dinner for our family was held in the store that used to house the paint store.

The street has changed of course. The fur shop, the coffee roaster and the hat repair shop have been replaced by a TD Bank and the Garfield is now a parking lot for the bank. The paint store is now a chic trendy Italian restaurant named La Villa Pizzeria Forno A Legna. (261 Fifth Ave.)



I remember eating my first slice of pizza on Fifth Ave. and all the sensory pleasures that came with it, so when I entered La Villa I was eagerly looking forward to returning to a bye gone era. The place was packed with diners and customers waiting for tables. The sights and sounds of the open kitchen and the original brick walls felt warm on a cold New York night. While we waited for our table of thirteen with no reservation, to my surprise and pleasure a hostess came by with samples of pizza dough covered by their pizza sauce. I took a bite and my eyes rolled back in my head, my taste buds exploded and the only thing that I could think of was "I'm home" I waited many years to have that experience again.

Wesley ordered several dishes for the table including assorted salads, rice balls, chicken parmigiana and veal parmigiana and of course several pizzas with great cheese, pepperoni, sausage and the terrific red sauce. I indulged myself and bemoaned the idea of leaving the leftovers. The old saying of "You can't go back" is entirely true but I came as close as possible to recreating that black and white era in this full color world in one enjoyable great weekend.

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What's Going On

3

DECEMBER 2019

Important new products, corporate news and industry events

Georgia News

Big Citizen is an Atlanta based young creative company, currently operating two successful restaurants, and in the process of **opening a new concept; The Lawrence**, a casual fine-dining neighborhood restaurant and cocktail bar, Bon Ton, a funky, casual, Viet-Cajun restaurant & cocktail bar in midtown Atlanta, and the just opened Wonderkid, a modern diner inspired restaurant & bar with a soft serve ice cream bar from The King of Pops. In addition to brick and mortar restaurants they are also known for creating highly sought-after pop-up & events like Miracle Bar Atlanta. "We are currently in development of multiple culinary concepts in development slated to open in Atlanta next year, with designs for creating a presence in amazing culinary cities like Austin, Nashville, Los Angeles and more in the next five years."



North Carolina and South Carolina News — Let us know if you want NC and SC News!



Fazoli's, the renowned, Lexington-based brand known for serving up premium Italian recipes at a good value, will continue its commitment to aggressive franchise development with the addition of three new restaurants in **Florida**. President and CEO Carl Howard announced today that the company has executed an area development agreement with Franchisee Matt Clift of CliftClem Holdings, LLC, to bring three Fazoli's restaurants to the Orlando and Clermont areas, with the first one scheduled to open in fall of 2020. "I like the vision and strategy around staying true to the consumer needs and providing numerous ways for guests to order some of their Fazoli's favorites from delivery to carry out," Clift said.

◆ Bryan S. Cohen, Christopher Haass, and Veronica Pollan of Cohen Commercial Realty, Inc., announced the signing of **3 Natives** to lease a 1,640-square-foot space located at 2602

South Dixie Highway. 3 Natives is a healthy lifestyle café that takes traditional foods and serves them in a healthy, convenient manner. **Cohen Commercial represented the tenant in this transaction.** Cohen Commercial Realty, Inc., and Cohen Commercial Management, LLC, are full-service commercial real estate brokerage firm and management companies dedicated to fulfilling client needs quickly and



Bryan S. Cohen

efficiently throughout the entire state of Florida. Visit cohencommercial.com for all details.



We Are Chefs is the American Culinary Federation's digital content hub. It houses the digital version of The National Culinary Review (NCR), the ACF's bi-monthly flagship magazine for professional chefs and food service pros; Sizzle, a digital publication dedicated to enhancing culinary students' learning and bringing expert knowledge about the food service industry to enthusiasts and future culinarians; and the ACF

blog, Back of the House, delivering timely industry news, updates about the federation and its members and content produced by member chefs. Topics focus on food trends, recipes, issues affecting chefs, students and food from an industry perspective and in-depth features on food and culture. In addition, We Are Chefs highlights innovative chefs within all types of food service operations, culinary workplace topics and people who influence the food supply chain.



◆ **Broaster Company has launched its Rock County Smokehouse program**, which enables operators to quickly and conveniently serve freshly smoked barbecue. Beloit, Wis.,-based

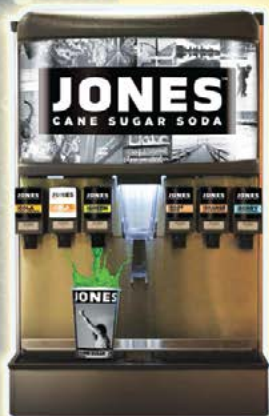
Broaster has been manufacturing high-quality Pressure Fryers, a licensed branded program, delicious foods and specialty food-service equipment to the industry for over 65 years. Broaster markets its products through a responsive



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

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If you're thinking about opening a restaurant, you'd be joining a huge industry

How to get a competitive advantage for your new restaurant

Ross Kimbarovsky ♦ Today's Restaurant Contributor

There are more than 1 million restaurants in the United States and the industry projects \$863 billion in sales in 2019.

Who can blame you for wanting a small slice of such a big market?

And, although many people think that the restaurant industry is dominated by franchises, 70% of restaurants are single-unit operations,

according to the National Restaurant Association.

Still, in the food business, you're competing against everyone, and it helps to have a competitive advantage.

Here are three things you can do from the start to get a competitive advantage for your new restaurant business:

A portion of this article is included

as a chapter in a new, 90+ page eBook - How to Start a Business from Scratch: Build a Successful Business and Turn Your Ideas Into Money. Grab your free copy here.

1. Develop a consistent, reliable multi-channel brand.

Even if you're running a brick-and-mortar restaurant, your brand needs to be in all the places your customers are.

Today's customers expect a dual online/offline experience for all companies. And, a failure to deliver that will reflect poorly on your business.

Here's how you can develop a consistent, multi-channel brand presence:

♦ Survey your customers to gain their invaluable insight. And be sure to reward them for their time with a discount or gift certificate toward a future meal.

♦ Maintain a consistent brand voice and user experience everywhere your customers are. Customers should experience your brand consistently whether they're on social media, a mobile delivery app, your website or in your restaurant.

♦ Make it easy to communicate with your business through various channels. Provide prompt customer support via phone, email, and live chat (if you offer it on your website) – as well as in the restaurant – whenever possible.

♦ Create strong social media relationships with customers. Treat your social media profiles as extensions of your team. Social networks let you scale your reach by empowering your customers and prospective customers to recommend your restaurant to their friends and followers. And, as you know, social reviews on sites like Yelp can be tremendously powerful or very harmful to a restaurant business. Plus, customers who engage with restaurants on social networks generally spend 20% to 40% more in those restaurants.

Building a brand with consistent touch points across multiple channels will help customers get to know and trust your restaurant faster - and that's a good thing.

2. Curate a Better Brand Through Self-Reflection

It's only through self-awareness and brutal honesty that you can really see how your brand is perceived.

And, creating a trustworthy, positive brand is especially important for new restaurants. So, keep a constant finger on your brand's pulse.

♦ Ask customers if there's anything you can do to serve them better. Often, it's the small things that can make a huge difference.

♦ Poll your employees – what are the most common complaints they receive from people who dine in your restaurant? · Set up Google Alerts to notify you whenever your brand is mentioned online. That gives you a free and easy way to hear what people have to say when they don't think you're listening.

♦ Don't sugarcoat any failing. Every problem that you identify is an opportunity to improve your restaurant and brand in a meaningful way.

♦ Question even your most basic assumptions about your customers and prospects, what they want, and how you can best deliver it.

♦ Use the feedback you receive to make plans to do better – and follow through.

♦ If you're working with a delivery service, be sure they're providing a top customer experience. After all, your customers will blame you, not the delivery service, if their orders are messed up.

Don't wait for something to go awry with your restaurant and your brand and don't trust assumptions. Make brand monitoring a regular process.

3. Branding is action, too.

Don't assume that telling your customers what your brand is will actually make it so.

Branding occurs where the rubber meets the road – not in a memo. While your restaurant logo and other visual brand elements are important, real branding change must come from action.

See **ADVANTAGE** page 14



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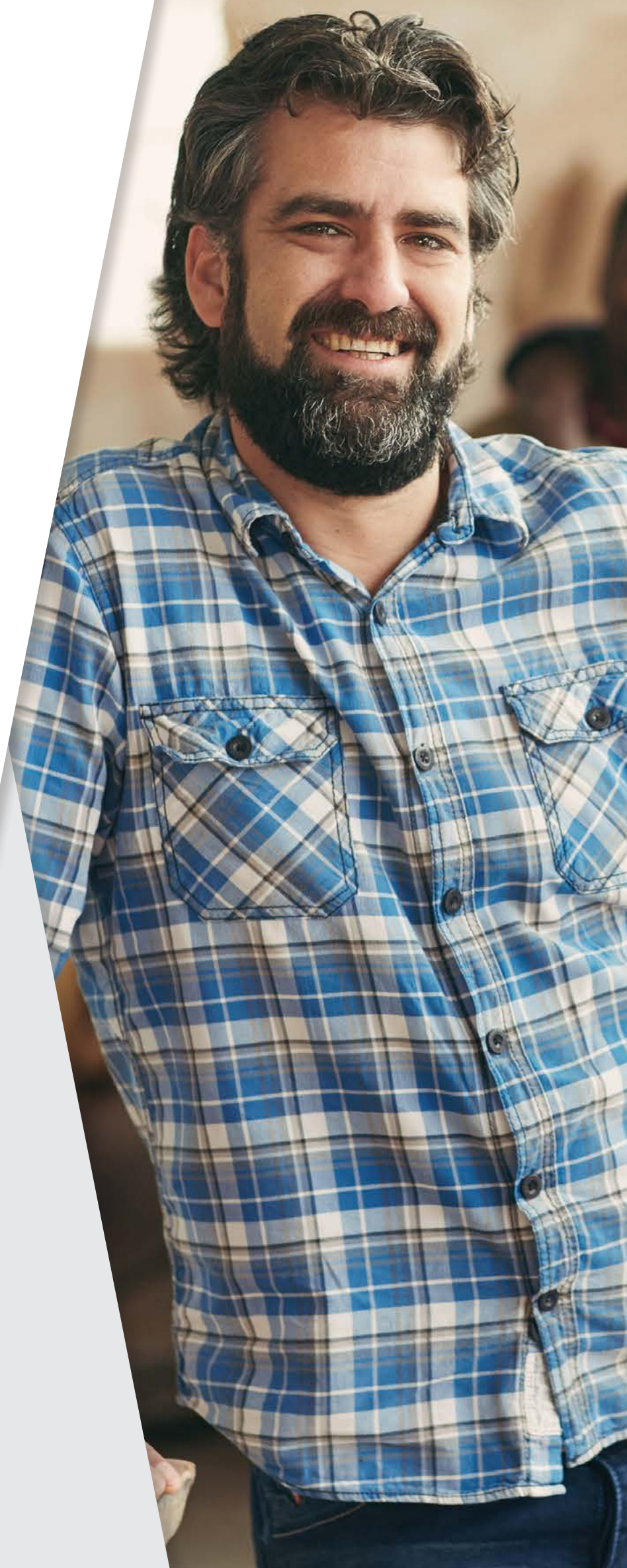


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What's Going On from page 3

global network of authorized distributors. The company also markets and licenses its Genuine Broaster Chicken product and the Broaster Express food program worldwide to a wide range of foodservice operations. “We understand that operators are seeking ways to drive customers to their restaurants with trending dishes,” said Broaster Company President and CEO Jay Cipra. **“The Rock County Smokehouse program** offers the opportunity to serve impressive smoked food in a convenient format that people will crave.” Visit genuinebroasterchicken.com.

Henny Penny’s SpaceSaver Team Combi, unique in the U.S. market, combines two stacked, independently operated combis in a single frame and shell, with a single power cord and all the serviceable components centralized below. The 22”- wide footprint is topped with an integrated ventless hood using four-stage filtration for grease and vapors requiring no catalytic converter.



◆ **Belle Chevre has added a convenient, 1.5-oz. single-serve package to its roster of chevre cream cheese products for foodservice operators.** Belle Chevre’s handy 1.5-oz. portion cup will maximize convenience and eliminate waste for bakeries which provide cream cheese with their freshly-baked bagels, while hotels with breakfast bars which will be delighted to distinguish themselves by offering their patrons a hip and healthy alternative to regular cream cheese and butter. “With the tremendous popularity of cream cheese for bagels and other classic breakfast items, it made sense to offer our ‘better cream cheese’ in a portion

The **GP PRO Automated Sealing Machine**, a first-of-its-kind auto-sealing beverage system (no more delivery drivers sipping your Coke), which meets the need for greater safety in the rapidly growing takeout and delivery market; and the **Dixie Ultra SmartStock Compostable Cutlery**, a strong and durable sustainable disposable cutlery solution that contains, on average, 85 percent renewable content. Visit gppro.com for all information on these products.

◆ The **Coca-Cola Freestyle** fountain dispenser offers more for restaurant owners. **Coca-Cola Freestyle 9100** has been recognized for its striking visual quality, but also for the way it commu-



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size for those vendors seeking a healthier and tastier alternative for their customers,” says Tasia Malakasis, Belle Chevre CEO and Chief Cheese. Belle Chevre’s full line of all-natural cream cheeses for foodservice professionals also includes 4-lb. and 8-lb. tubs of its original product.



experience, Coca-Cola Freestyle. Usability drove all elements of the Coca-Cola Freestyle 9100 design. A new operating system includes a revamped touchscreen menu designed to make it easier and faster for users.

Value remains a vital component in the path to purchase, with 76% of consumers saying it’s a very important factor when deciding where to dine. **Technomic’s 2019 Value & Pricing Consumer Trend Report** also reveals that roughly one-quarter of consumers say their definition of value has changed over the past two years, with food quality and service, in particular, playing an increasing role in the value proposition. “As definitions of value continue to evolve, operators will need to renew their focus on meeting, if not exceeding, expectations across all aspects of the value equation—food quality, price, service and atmosphere,” explains Bret Yonke, manager of consumer insights at Technomic. “Moving forward, look for high-traffic, high-volume segments like fast food to further experiment with subscription models, such as \$5 per month for a daily coffee, to drive both value perceptions and visit frequency.” Visit Technomic at www.technomic.com.

◆ **Georgia-Pacific Professional** offers the **Dixie 100 Percent Recycled Fiber Hot Cup**, the first disposable hot cup made from 100 percent recycled post-consumer fiber, which provides the foodservice industry with a sustainable disposable cup solution;

◆ **The Antunes Jet Steamer JS-1000:** Antunes, a family owned and operated company specializing in the manufacturing of foodservice equipment is now offering its JS-1000 Jet Steamer. The Jet Steamer uses bursts of steam to quickly and efficiently prepare small portions of a wide range of foods, including eggs, oatmeal, rice, vegetables, seafood and soups. The unique shape of the unit’s steaming cup combined with the velocity and



See **WHAT’S GOING ON** page 10



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TODAY’S RESTAURANT

Capturing more waste to reduce climate impact

One key to success: Using durable or compostable plates, cups

Boulder, CO – A new study finds restaurants can play a crucial role in diverting tons more food waste away from the nation's landfills. One way to accomplish this: offering durable or compostable plates, cups and utensils, which the study proves makes it easier for customers to compost their food scraps and sort their waste into the right bins.

The study, conducted by the non-profit Zero Waste organization Eco-Cycle, details the growing problem of food waste in America and identified ways that restaurants can be part of the solution.

"Restaurants play a critical role in reducing and recovering food scraps, and composting is one of the fastest, most cost-effective solutions for reducing carbon pollution and reducing waste," said Kate Bailey, Policy & Research Director for Eco-Cycle and one of the study's authors.

The study noted that restaurants are recovering some food waste — but far too much is still thrown out.

"Less than 15% of restaurant food waste is collected for composting, and these efforts have primarily focused on collecting food scraps from the kitchen," the study said. "However, on average, diners leave 17% of their meal uneaten, and more than half of these potential leftovers are not taken home. This means there is a large, untapped potential to recover food waste



generated by diners through front-of-house composting programs that collect food scraps from customers."

The study discovered that in order for composting to work well, one of the keys to success is for restaurants to simplify their serveware by using durable plates, glasses, and utensils, or using all compostable serveware. Nationwide 85% of customers say they are willing to sort their waste after eating out if bins are provided.

However, in order for recycling and composting to succeed, the sorting has to be done properly. Observations in the study found consumers struggled extensively with how to sort materials when there was several different types of food serveware. By contrast, those restaurants that used one primary type of serveware — either durable, reusable plates and utensils or a fully compostable system — had higher rates of success. The

result: more of what composters love (food scraps) and less of what composters hate (materials like non-compostable plastic that contaminates the compost).

The quick service restaurant with all compostable food serveware performed well — meaning they captured most of their food scraps with very little contamination — as did the quick service restaurant using all durable food serveware, suggesting both of these approaches can be used successfully to capture food scraps for composting, the study found.

Bailey said restaurants have been reluctant to collect food scraps from customer-facing bins because of the perception that it would be more packaging than food scraps, and the potential for contamination in both recycling and composting bins. But the new study shows that composting can be done right in every sector, and that restaurants that do not offer customers the chance to compost are missing out on a real opportunity to cut down on food waste.

"This report is first of its kind to demonstrate this can be done well and is worth doing," Bailey said. "Food establishments are capable of very high diversion rates, making them a key partner in moving toward Zero Waste, reducing our carbon

See WASTE page 12

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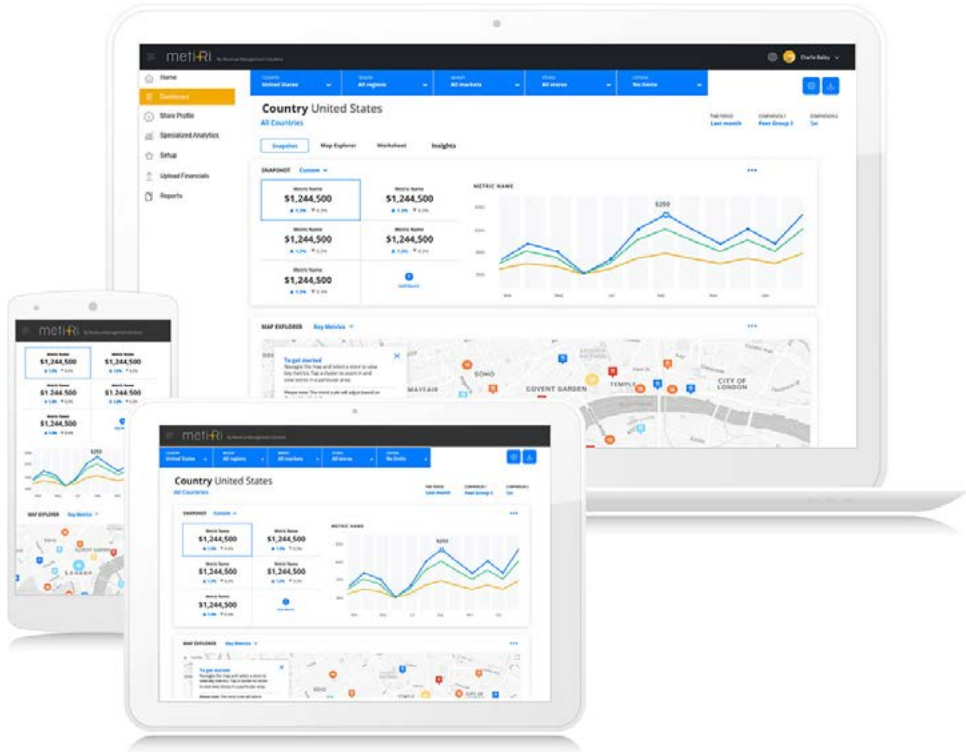
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Revenue Management Solutions launches metiRi

Franchisors and franchisees benefit from powerful SaaS solution that assesses global financial health

Tampa, FL - Revenue Management Solutions, a global enterprise providing patented, data-driven solutions that drive sales and profitability for over 100,000 restaurants in more than 40 countries, has launched metiRi, a new financial solution. The secure, fast and easy SaaS application gathers, consolidates, standardizes and verifies financial data from all points in a franchised system. User-friendly, interactive reports and dashboards deliver critical insights and promote collaboration across the entire organization.

metiRi (Latin for “measure”) is the first cloud-based financial solution designed to serve multi-unit and international brands in multiple languages and currencies. It is already being rolled out in more than 15,000 locations in 80+ countries.

“After analyzing data for hundreds of thousands of franchised locations,” said RMS CEO John Oakes, “we uncovered a common challenge: Even the most sophisticated franchise brands need more financial transparency. metiRi is the automated answer, with an easy-to-use solution for aggregating, benchmarking and evaluating financial information across the organization.”

RMS called on expert consultants with ties to some of the largest franchise operations in the world to build metiRi. It is the first financial solution designed both for franchised operations and by experienced franchise professionals.

As a result, metiRi delivers a solution franchisors and franchisees can use, with easy setup and data integration. Franchisees upload financial statements every month from nearly any accounting source at a click of a button, and metiRi aggregates and standardizes the data into user-friendly and tailored dashboards.


Through interactive and powerful analytics, brands get instant access to the system’s financial condition, along with peer benchmarking, trends, potential risks, opportunities and KPIs at a glance. These deep

insights empower brands to make faster, more informed financial decisions, optimize profitability, mitigate risk, make calculated expansion decisions and enable collaboration among franchisors and franchisees to achieve sustainable growth.

RMS called on expert consultants with ties to some of the largest franchise operations in the world to build metiRi.

“It’s simple,” said Oakes. “Businesses that know their numbers are more successful than those who don’t. metiRi offers the financial transparency needed to identify short-term action and establish the foundation for long-term planning for the brand and franchisees to be successful together.”

RMS started developing pricing and menu engineering strategies 25 years ago, helping restaurant brands increase profits through data-driven menu design and price optimization. It has expanded its solutions to include customer segmentation, growth and investor solutions, and now financial solutions.

Data is the core of all RMS’ work, specifically the analytics that come from carefully collected, streamlined and transparent data. The launch of metiRi allows the company to grow in its strategy to become the undisputed leader in the retail and restaurant decision sciences market. 

About Revenue Management Solutions:
RMS – revenuemanage.com – provides numerous data-driven solutions and services to the restaurant industry, all designed to help brands drive sales and profitability while maintaining traffic and enhancing brand value long-term. RMS works with more than 50 major brands in more than 40 countries, with its patented processes of revenue management used in more than 100,000 restaurant locations globally.

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Saltworks opens all natural smoked salts facility

Woodinville, WA - Following a more than \$2 million investment and years of research and development, SaltWorks® announced it is launching a singular and innovative process for creating the highest quality and most flavorful all-natural smoked sea salts on the market.

SaltWorks' Perfect Smoke™ technology uses real wood hand-selected for superior flavor and aroma profiles, premium salts harvested from the world's cleanest oceans, and proprietary ultra-clean cold smoking techniques to produce exceptional smoked salts.

"Our state-of-the-art smoking process is a game-changer," said SaltWorks Founder & CEO Mark Zoske. "Most consumers have never tasted real wood smoke. Our technology allows anyone to bring authentic smoke to food."

SaltWorks' commitment to creating higher quality smoked salts began 15 years ago, when the company started to smoke its own salts using only bark-free wood. Quickly, SaltWorks became the food industry's most trusted source for all-natural smoked salts.

Never quite content with the process, SaltWorks formed a dedicated research and development team in 2017 to reinvent smoking technology. One breakthrough after another led to an entirely unique and inventive way to produce one of the safest, cleanest, and most environmentally friendly all-natural smoked salts available. The result of this tireless dedication is SaltWorks' revolutionary Perfect Smoke Technology.

This groundbreaking smoking process leverages precision manufacturing techniques that allow for unprecedented consistency, even caramelization of complex sugars, and only premium thin blue smoke—essential for crafting the best smoked salts possible.

SaltWorks' dedication to perfection is evident down to the fundamentals of the wood sources, using only all-natural wood that is lot-coded, food-grade, and free of pesticides. The wood is debarked and custom-cut at a dedicated sawmill before it arrives at SaltWorks' in-house smoking facility in Woodinville, Wash., where it is kiln-dried and stored in a humidifier set to the perfect humidity level.

Finally, there is nothing artificial about SaltWorks smoked salts. To create a quality smoke flavor, the company doesn't use liquid smoke or other chemicals. Inexpensive and inferior materials such as bark, chips, pellets, or sawdust are never used in its smoking process.

Using its Perfect Smoke Technology, SaltWorks has re-launched its entire line of all-natural smoked salts, including the company's most popular varieties:

- ◆ **Salish® Alderwood Smoked Sea Salt** — Centuries of Pacific Northwest tradition inspire this top-selling smoked salt, ideal for grilled salmon, steak, and vegetables.

- ◆ **Yakima® Applewood Smoked Sea Salt** — Applewood produces a mild, slightly sweet, and fragrant smoked salt that pairs well with grilled vegetables, or as a finishing salt on salads.

- ◆ **Durango® Hickory Smoked Sea Salt** — Real hickory smoke delivers a Southern and aromatic twist to this flake sea salt suitable for BBQ, glazes, and sauces.

- ◆ **El Dorado® Mesquite Smoked Sea Salt** — Authentic mesquite smoke creates the bold taste of Southwest Tex-Mex cuisine, perfect for brisket, ribs, and jerky seasoning.

- ◆ **Fumée de Sel® Chardonnay Oak Smoked Sea Salt** — Crunchy crystals absorb the essence of Chardonnay oak for a smoked flavor ideal for French cuisine, whitefish, crab, and lobster.

"We're so excited to bring our new process and authentic smoked wood flavors to the forefront of the industry," Zoske said. "Our goal was to reinvent smoked salt. Inadvertently, we developed a whole new way to bring clean label smoke to food."

About SaltWorks®: Founded in 2001, SaltWorks® - seasalt.com - is a leader in the natural salt industry with steadfast dedication to innovation, product integrity, and world-class customer service. Ranging from traditional, flavored, and smoked salts, to therapeutic bath salts, all SaltWorks products are meticulously perfected using the company's proprietary Optically Clean® Technology, guaranteed for quality and purity. With an inventory of more than six million pounds ready to ship worldwide, the company serves manufacturers, processors, and wholesale and retail customers who can order by the pound, pallet, or truckload. SaltWorks is SQF certified with an excellent rating, adheres to the highest food safety certifications, and is fully HACCP and GMP accredited by NSF International.

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January 2020

9-19 ♦ Uncorked Key Largo and Islamorada Food and Wine Festival

Duck Key, FL ♦ Contact: Sue Finney ♦ 305.394.3736

March

6-7 ♦ Boca Bacchanal

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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

16-19 ♦ National Restaurant Association Show

McCormick Place ♦ Chicago, IL ♦ Nationalrestaurantshow.com

September

22-23 ♦ The Florida Restaurant & Lodging Show

OCCC ♦ Orlando, FL ♦ 850.224.2250 ♦ Frla.org

Feb 2021

4-6 ♦ The NAFEM Show

Ernest N. Morial Convention Center ♦ New Orleans, LA
thenafemshow.org

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What's Going On from page 6

temperature of the steam mixes and heats foods significantly faster than traditional methods — from scrambled eggs in 12 seconds to tortellini in 45 seconds. Additionally, the user-friendly touchscreen interface enables operators to preprogram cooking times for a variety of fresh menu items. A blank-sheet rethink of countertop steaming: the Jet Steamer injects high-velocity steam into controlled bursts in a closed pitcher for complete penetration throughout the food within the pitcher, allowing for significantly faster cook times. The steam also mixes ingredients, saving operators time when preparing items such as soups, eggs, and chili. Visit antunes.com for all ordering information.

Co-developed with Little Caesars, the **AXCESS™ 2000.H Pick-Up Station** is the industry's first heated, self-serve order pick-up station. Order pick-up is hotter than ever. And now an operator can turn it into the fast, fun experience customers want with Apex self-serve Order Pick-Up Solutions. They feature a smart, two-sided design that lets customers skip the line and pick up their orders in seconds, while associates behind the scenes max out productivity. As orders are placed inside the device, an app notifies customers. Customers skip the line, input their pick-up code, opening the customers' secured compartment containing their order. Customers grab their order and leave the store in seconds. Apex is based in Mason, Ohio.

Lancer's TwinPour Beverage Dispenser offers lots of unique features in this dispenser. In a 44" counterspace, TwinPour offers two dispense points and 266 flavors, allowing two customers to be served simultaneously. Each side accepts any style of ice and offers two choices. TwinPour dispenses all ice types and can be configured to dispense two types at the same time. Additional chilled water lines serve as cooling system for ancillary pieces of equipment. lancercorp.com has all information.

Hoshizaki has found a way to dispense four kinds of water—chilled, hot, alkaline, and sparkling in the smallest footprint ever with its **MODwater machine**. Patented technology chills and carbonates water on demand without a carbonator tank. No tank, no pressurizing pump needed. It all saves space and maintenance. For this and all information on their food-service products visit their website above. Visit hoshizakiamerica.com.

The **TM-105 Ventura Flex PL Tabletop Corn Tortilla Machine** is now available from **Tortilla Masters**

Equipment. Filling a huge hole in the U.S. market, Tortilla Masters introduces Ventura Flex, the first electric tabletop corn tortilla machine. At just 2' x 2', with a small high-torque motor, Ventura Flex produces up to 840 corn tortillas per hour. Molds and settings produce different sizes and thicknesses. Tortilla is headquartered in Katy, TX and can be reached at 281.994.7010.

Rockless Table announced they recently showcased their revolutionary self-stabilizing restaurant table bases at the Fast Casual Executive Summit in Austin, Texas. The wobble-free, self-stabilizing, and hydraulic-free table base solves a top complaint of customers in the hospitality industry, leading to better experiences and increased profits. With smart, uncomplicated technology, the patented pendulum base consists of two pieces of steel and a bolt, which reduces the cost for consumers by 50% when compared to some of the other self-stabilizing tables. Using hydraulic-free technology, Rockless Table bases automatically adjust and stabilize to any surface with up to half-an-inch variation. The table bases come ready to serve every establishment — from casual fast food to high-end craft bar — with bar, counter, and dining heights available. With a simple-yet-innovative patented pendulum technology, Rockless Table eliminates one of the hospitality industry's largest complaints — wobbly tables — in a cost-effective and efficient way.

These days, the majority or restaurants, bars, cafes and hotel eateries have public WiFi access available to customers. Countless laptops and cell phones are connecting to the network daily. Along with the connected appliances and electronics that are becoming more commonplace in the business world. From WiFi connected security systems to temperature gauges in refrigerators, the food service industry is going high tech, but the conveniences could be creating potentially high-cost security risks. While computers have firewalls and software that can help protect them from viruses and hackers, the same is not true for a WiFi connected appliance, refrigerator or security system. There's a risk that the device could get hacked or that a hacker could use the device to infiltrate the network. There is a new technology called Firewalla that can protect WiFi connected devices and the networks at restaurants, bars, coffee shops, grocery store cafes and hotel eateries so hackers can't infiltrate these devices and use them to steal customer credit cards, business financials and other sensitive data. For all details visit firewalla.com.



Paying attention to service pays off

John Tschohl ♦ Today's Restaurant Contributor



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. Northwest Delta Dental excels in the Customer Experience and enjoys an impressive annual profit. *They've known for years that customer service doesn't cost....it pays!*

All my research shows that a firm that builds a brand around the customer experience will increase their value by over 100%.

Each year I interview Northeast Delta Dental. They are the region's most trusted name in dental insurance for companies of all sizes, individuals, and families in Maine, New Hampshire, and Vermont, administering dental benefits for more than 920,000 people and is led by President & CEO, Tom Raffio. For 26 years, Raffio has pursued the customer service strategy. Most firms become bored with customer service after a few years, move on to another strategy, and give up the market share and market dominance they had achieved.

This company has a set of practices that helps them manage customer

experiences in a proactive and disciplined way. They got rid of stupid rules and practices. It helps keep bad experiences from getting out the door and helps employees assist in creating innovative approaches that will have a profound impact on the customer experience.

All my research shows that a firm that builds a brand around the customer experience will increase their value by over 100%. When you lose your focus, (maybe you just got tired of the focus), you will lose the value just as fast. Most top executives have no idea of the financial power of driving a service culture.

There are a number of principles and practices I believe in and preach:

Principles:

♦ **You are in the customer service business.** This is a mindset and paradigm switch. Very few firms realize they are in the service business.

♦ **Use technology** to increase speed and keep prices very low.

♦ **Value your employees.** This is rare for most firms but a must for service leaders.

♦ **Use price to drive business but build it around service.**

♦ **Be a great place to work.**

♦ **Attract high-performance employees** the cream of the market. Don't settle for adequate, look for that 1 out of 50 or 100 that excels.

♦ **Recognition,** not money, drives performance.

♦ **The marketplace values a service leader.**

Practices:

♦ **Know your customer** — knowing your customer's purchase and support history can help you solve problems and identify opportunities. Technology has provided companies with the ability to sell their products and services to millions of people throughout the world, but it is the human touch that improves the customer experience. And it is that experience that will build loyalty and drive your business.

♦ **Speed** — taking too much time to assist your customers can lead to... frustrated customers. The shorter the time to purchase and satisfaction, the happier the customer.

♦ **Personalize the experience** — customers love convenient and personalized responses to their problems and questions. If they are getting generic information they are more likely to become frustrated ex-customers. It takes seconds for a customer to tell if you care. Frankly, it does not take additional time to be nice. Too many firms believe this is customer service. Everyone has the right to expect courtesy from you. On the job practices of courtesy are an important part of everyone's role to signal respect. The more you give the more you care.

♦ **If you say you'll do it—Do it!** By not delivering what you said you would at the time you said you could, can cost your organization long-term business. Customers have the right to demand performance. They aren't interested in our problems and excuses. We constantly need to ask ourselves "Is our performance resulting in satisfied customers?" "Don't promise what you can't deliver, and deliver what you promise" is a good guideline.

If you want to succeed, roll up your sleeves and do the work of building your customer experience. Don't become irrelevant to your customers. I suspect that in companies with comprehensive, highly professional service strategies, service adds more to their bottom-line results than research and development, capital improvements, or any other strategy.

Again... customer service doesn't cost, it pays — 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, 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.

4 trends from page 1

issue to address. And the trial and error required to make major changes can be expensive. Consider a working capital loan that can offer flexible financing so you can tweak your menu and advance your restaurant without as much risk.

3. Service Expansion

Approximately 38% of dining trips somehow involve the use of a mobile device, a Windstream Enterprise study found. Digital opportunities are changing how people interact with restaurants. This is giving restaurants an opportunity to change how they attract and engage customers. For example, 20% of guests pre-order food before entering a restaurant.

Investing in technology, staff, or new operational tactics can play a key part in helping you offer new services. And doing so can fuel the process of growing your restaurant business. Small, short-term loans make these kinds of changes much easier to address.

4. Equipment Upgrades

Making a technology change to keep pace with the rest of the sector isn't always simple. The Windstream study found that lacking resources for technology equipment upgrades is the top challenge restaurants are facing in dealing with digital demands.

Beyond tech issues, restaurants must also handle constant wear and tear on kitchen equipment. As such, they can benefit from modern solutions that reduce energy use and allow for greater operational efficiency. Alternative loans for equipment financing can be key in facing these challenges. **TR**

Ben Gold is president of QuickBridge, a privately-held financial services firm providing "small business loans" and short-term working capital funding solutions for small-to medium-sized businesses nationwide. Based on its growth, QuickBridge has ranked two consecutive years on the Inc. 500 Fastest Growing American Companies list. Ben is a thought leader in the financial tech. industry and a contributing member of the Forbes Finance Council.

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Virgil and NRA partner to build a stronger restaurant community


Virgil, an AI-driven human capital solution, has announced a partnership with the National Restaurant Association through the launch of ServSuccess — a new educational resource for restaurant employees and employers. The launch of ServSuccess represents Virgil's contin Virgil and the National Restaurant Association Partner to Build a Stronger Restaurant Community

Virgil, an AI-driven human capital solution, has announced a partnership with the National Restaurant Association through the launch of ServSuccess — a new educational resource for restaurant employees and employers. The launch of ServSuccess represents Virgil's continued focus on partnerships that will help strengthen and grow the careers of today's job seekers.

Through the ServSuccess website, those interested in advancing their careers in the restaurant industry can use tools powered by Virgil to take a self-assessment to see how their skillset applies to their career path and how competitive they are for their ideal role. Restaurant employees can identify training and certification opportunities to assist in their professional growth.

"As a company, Virgil believes that the path to a stronger workforce is through education and building careers — not just jobs," says Ron Mitchell, CEO and Founder of Virgil. "Partnering with the National Restaurant Association on ServSuccess is a natural path for Virgil and the next step in creating careers that matter to this hard-working workforce. It is our goal to continue partnering with organizations that value career growth amongst their industry and employees."

"The National Restaurant Association is a true champion for employees in the restaurant workforce," says Dan Ray, Senior Project Manager of the National Restaurant Association. "As we continue to assist workers in planning for a successful and lasting career in the restaurant industry, we look forward to continuing our partnership with Virgil — a truly like-minded organization."

ServSuccess is available to any employee hoping to grow their career in the restaurant industry. Users can take a free skills assessment, powered by Virgil, and receive recommendations on courses and needed education to advance a career on the individual's intended path. More info on ServSuccess at www.servsuccess.com. 

About Virgil: Virgil designs and delivers transformational human capital solutions that give individuals and organizations the insight needed to make better employment decisions. Virgil begins by collecting data across its far-reaching ecosystem of job seekers, employers, educational providers and local marketplaces. Utilizing a proprietary, AI-driven intelligence engine, Virgil converts that data into insights that deliver the outcomes that job seekers and employers want: better jobs, better candidates and more of both.

About the National Restaurant Association: Founded in 1919, the National Restaurant Association is the leading business association for the restaurant industry, which comprises 1 million restaurant and foodservice outlets and a workforce of more than 15.3 million employees. We represent the industry in Washington, D.C. and advocate on its behalf. They operate the industry's largest trade show, The National Restaurant Association Show, held each year in Chicago. Also the Leading food safety training and certification program (ServSafe); unique career-building high school program (the NRAEF's ProStart); first-class hospitality training and professional certification program (American Hotel & Lodging Educational Institute); and long-term provider of certification solutions for grocery stores (National Registry of Food Safety Professionals). For more information, visit Restaurant.org and they are on Twitter @WeRRestaurants, Facebook and YouTube.

Waste from page 7

emissions and building healthy soils through composting."

The study focused on Boulder, Colo., where all businesses are required to provide recycling and composting collections for both front- and back-of-house operations. The study was designed to learn how bin set-up, signage and packaging can influence how much food waste is collected through front-of-house systems.


Waste audits were conducted at 18 businesses that included corporate cafeterias, grocery store delis, quick-service restaurants, coffee shops and full-service restaurants. Improvements were then made to the collection bins and signage at 10 of the 18 locations and a second round of waste audits was conducted.

The study demonstrated that if the right efforts are made, every kind of foodservice establishment can successfully divert food scraps with little contamination.

"The study demonstrates that food establishments of all types

can achieve very high diversion rates and capture significant amounts of food scraps through front-of-house collections," the report said, noting that front-of-house collections "could be a valuable new source of food scraps for composting facilities."

The study, written by Bailey and Dale Ekart of Eco-Cycle, was supported by a grant from Eco-Products. To read the full study online, visit www.ecocycle.org/special-reports/restaurant-composting.

"This report is the first of its kind, and we encourage other cities to perform similar studies so we can compare results and build a better suite of best practices for communities and food establishments of all types," Bailey said. 

About Eco-Cycle: Eco-Cycle is one of the nation's oldest and largest nonprofit recyclers. The organization's mission is to identify, explore, and demonstrate the emerging frontiers of sustainable resource management through the concepts and practices of Zero Waste. For more information visit www.ecocycle.org.

How much does it cost to open a restaurant?

David Scott Peters ♦ Today's Restaurant Contributor



The big question when looking to open any new business is, "How much is this going to cost me?" Which is also the question of, "Do I have enough money to make my dream come true?" Unfortunately, it's difficult to give you a straight answer because of so many variables such as location, décor, style of food, types of equipment, quality of your furniture, etc. What I can tell you is how to get to the number for the restaurant you have in mind. Following what I teach, you will be able to answer, "How much does it cost to open a restaurant I want to own?"

Here are things you must have in place so you know where you need to be.

The first is a capital budget. What is the money you need to open your restaurant? For example, you have to figure out what equipment you need, what kind of kitchen arrangement you need. But to really determine this budget, you should have your menu figured out and have recipe costing cards. This will tell you how to design your restaurant. Are you going to have more grilled, or more fried items? This answer tells you what kind of equipment you'll need. What's the style of

your restaurant? What's the price point? Is it a fast-casual concept that can be built out pretty inexpensively or will you have a higher-end restaurant that has real oak on the walls? What kind of tables and chairs are you going to have? High quality or value-engineered? Your area will play a big role as well. Are you buying a building or renting space?

The second thing is to develop an operating budget. This is how much does it cost to operate and what will your sales be like? What is your sales mix, or how much food are you going to sell vs how much alcohol? Are you 85 percent food, are you a bar and only selling 50 percent food? That answer affects your budget.

You also need to determine your cost of goods sold target. Break it down into food, bottle beer, draft beer, wine and liquor. Each category will have its own target cost of goods sold.

Next is your labor. Break out your labor by position. If you're full service, you'll have servers, hosts, food runners, bartenders, bar backs, cooks, prep cooks, dishwashers. List out all your positions including your

management team and categorize them by hourly or salary. If they're hourly, what percentage of sales is their target?

If your prime cost is 55 percent or lower, you're well on your way to running a profitable restaurant, no matter what it costs you to open.


In this operations budget, you're aiming for a 55 percent prime cost. (The prime cost formula is the grand total of your total cost of goods sold, which includes both food cost and liquor or pour cost, and total labor cost.)

Prime cost covers your variable expenses for your operations budget, but you also need to include your fixed expenses, such as rent/mortgage, loan payment, paper supplies, linens, etc.

This builds your targets and tells you where you need to be to make

money. Then you can put a plan in place to make sure you hit those targets.

With your budget you can also plan for extra cash to deplete that covers the loss during training and opening. Your operating budget will tell you when you can expect to turn the corner and start making money.

These two budgets will help you get money from the bank. They are going to be looking for a ratio of 1:1.25. If you borrow \$1 million to open the restaurant, you should make \$1.25 million for them to feel good about your loan. That's not what I would use to determine your potential for success, but it's what the bank will use. If your prime cost is 55 percent or lower, you're well on your way to running a profitable restaurant, no matter what it costs you to open. 

David Scott Peters is a restaurant coach and speaker who teaches restaurant operators how to use his trademark Restaurant Prosperity Formula to cut costs and increase profits. Known as THE expert in the restaurant industry, he uses a no-BS style to teach and motivate restaurant owners to take control of their businesses and finally realize their full potential. Thousands of restaurants have used his formula to transform their businesses. To learn more about David Scott Peters, his formula for restaurant success, or his online courses, visit davidscottpeters.com.

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MANAGER & CHEF OPPORTUNITIES! RESTAURANT PLACEMENT GROUP has ongoing openings for Restaurant & Hotel professionals! Managers, Chefs, F&B Directors, Catering & Events Managers, etc. E-mail resume in WORD (.doc) format to: Resume@RestaurantPlacement.com. www.RestaurantPlacement.com. Strict Confidentiality assured.

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Join the Today's Restaurant networking group for vendors in the restaurant industry serving South Florida. One company per category. Call 561-620-8888 for your invitation.

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Warehouse 40ft. x 80ft. with plus 4 horse stalls for rent north of Orlando. Close to Volusia Towncenter along I-4 exit 101B Sanford, Florida. Call Jaime 561.774.4437 for details.

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Are you building a restaurant? Are you looking for a new vendors? Call Howard at 561-620-8888 ask to be invited to the Today's Restaurant networking group and meet our professional members.

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Foodservice distribution plays vital role in U.S. economy & culture

Report is 360-degree study of physical and economic footprints of U.S. foodservice distribution industry

McLean, VA - The foodservice distribution industry's vast economic footprint contributes significantly to local, state and federal economies and delivers the goods to sustain America's appetite for dining out, according to a report by the International Foodservice Distributors Association (IFDA). With annual foodservice distribution industry sales at \$280 billion in 2017—about the size of Louisiana's total state GDP—the foodservice distribution industry operates 153,000 total vehicles and employs 131,000 drivers. In fact, the industry's total employment impact is more than 1 million jobs nationwide, more than the number of people who live in the state of Delaware.

"Americans love to dine out, and the foodservice distribution industry makes trips to our favorite restaurants possible, while also contributing to local and state economies and providing high-quality jobs," said Mark S. Allen, President and CEO of the International Foodservice Distributors Association.

Key study findings show that annually, U.S. foodservice distributors:

- ◆ Employ a workforce of 350,000 people and support an additional 700,000 jobs in the nation's economy, for a total employment impact of more than 1 million jobs.

- ◆ Generate industry sales of \$280 billion and supports an additional \$51 billion in economic output throughout the economy, for a total economic impact of more than \$331 billion.
- ◆ Donate 2.9 million cases of food and beverage products to charity and volunteer 368,000 hours, adding up to an estimated value of charitable contributions at more than \$550 million.
- ◆ Operate 15,000 distribution center locations and deliver 8.7 billion cases annually – nearly 24 million cases per day.
- ◆ Operate a vehicular fleet of 153,000 power units, trailers and trucks that are driven 3.2 billion miles by 131,000 drivers.
- ◆ IFDA engaged FTI Consulting to produce the study by conducting primary research, include multiple public sources, and apply industry-leading economic modeling.

About the International Foodservice Distributors Association (IFDA): IFDA is the premier trade organization representing the foodservice distribution industry. IFDA member companies operate more than 800 facilities in all 50 states, the District of Columbia, and around the world. For more information visit: <http://www.ifdaonline.org/>

Advantage from page 4

◆ Get employee buy-in on your brand. If your employees don't buy it (and live it) – neither will your customers. Customers can quickly tell if employees love working for someone and this is especially apparent in restaurants. If your employees aren't happy to work in your restaurant, your customers won't leave with a smile on their faces.

◆ Create restaurant policies that will support the branding choices you've made. For example, consider the dress code, how you want your employees to talk/interact with customers, etc. Plan your customer's experience to reflect your brand identity.

◆ And, attack any changes in your brand at all levels of your business. Take a holistic view of your brand and make holistic actions to affect real change. Use colors in consistent ways in your

restaurant, on your social profiles, in your advertising, and in your marketing materials. Otherwise, you'll confuse customers and prospects.

Be proactive about managing your brand, curating your menu, and developing a multi-channel approach that keeps your restaurant in front of your customers. Doing these things will also encourage people to give your restaurant great reviews on Yelp and similar sites, and that will surely help.

Ross Kimbarovsky is founder and CEO at crowdSPRING and Startup Foundry. Following a 13 year career as a successful trial attorney, Ross founded (in 2007) and leads crowdspring. Ross mentors entrepreneurs through TechStars and Founder Institute, is a member of the Executive Advisory Board for TechWeek, and was honored as one of Techweek100's top technology leaders and business visionaries. Ross has also founded numerous other startups, including Startup Foundry, Quickly Legal, and Respect.

Access Point Hospitality moves to Ft. Lauderdale

Fort Lauderdale, FL — With decades of operational, culinary and marketing expertise, industry veteran Tom Kelley announces the relocation to South Florida of Access Point Hospitality Group. The firm provides local consulting services to independent restaurants, owners looking to open new restaurants or expand current locations as well as works with current operators on assessments to sharpen guest satisfaction leading to lowered costs and improved customer counts.

“On behalf of our entire team of restaurant industry veterans, I’m thrilled to now call Fort Lauderdale and South Florida our home base,” said Tom Kelley, President and Founder. “We’ve been helping restaurants launch and succeed for over 30 years and look forward to providing service to South Florida operators. Our expertise extends to hotel ownership and management to improve outlet performance through menu revamps and better guest experiences.”

Tom Kelley and Access Point Hospitality Group offers services for restaurants and hotel operators across South Florida.

A former senior staff member and member of the Board of Directors of the National Restaurant Association, Tom Kelley has contacts throughout the hospitality industry nationwide. The restaurant consulting firm previously operated in California before the move to South Florida. Kelley has written extensively on challenges faced by restaurant and hotel operators in both local and national publications and has appeared on CNN. Tom Kelley can be reached at the firm’s website at www.accesspointgroup.com.

2020 trends from page 1

and, as adoption builds, we may begin to see special CBD-themed nights or even cannabis-focused concepts that deliver, not only great food, but also CBD’s anti-anxiety, anti-inflammatory benefits to restaurant guests.

The fight for good, reliable help at a decent wage is a constant struggle in the restaurant industry.

Wages and taxes will continue to be a concern. The fight for good, reliable help at a decent wage is a constant struggle in the restaurant industry. Add to it the negative image that the industry has in light of the MeToo movement, and it gets harder and harder to find and keep good help. Workers are leaving the restaurant industry for more lucrative and/or flexible industries like construction or the gig economy (Uber/Door Dash). If restaurants are going to have to pay higher wages, they’re going to have to find savings

elsewhere. Which is why many are resorting to outside consultants to see if there are other efficiencies that can be taken advantage of (i.e. ordering pre-trimmed chicken breasts rather than spend time and money on a sous chef to trim whole chicken breasts)

An increased reliance on tech-enabled group purchasing organizations, price auditing, and verification systems. The restaurant industry has been historically slow to adopt new technology. Right now, kiosks for ordering and payment and mobile apps have gotten a lot of the attention. But we believe there is tremendous opportunity for technology to make a major impact on the operations side as well. A growing number of restaurants are joining group purchasing organizations to pool together their purchasing power.

Davie also says concerns over wages and taxes will force more restaurants to get creative to handle labor shortages and cost increases.

Buyers Edge Platform helps 45,000 different restaurant locations save money by pooling together their purchasing power, and by providing technology and expertise that helps them run their operations more profitably. **TR**

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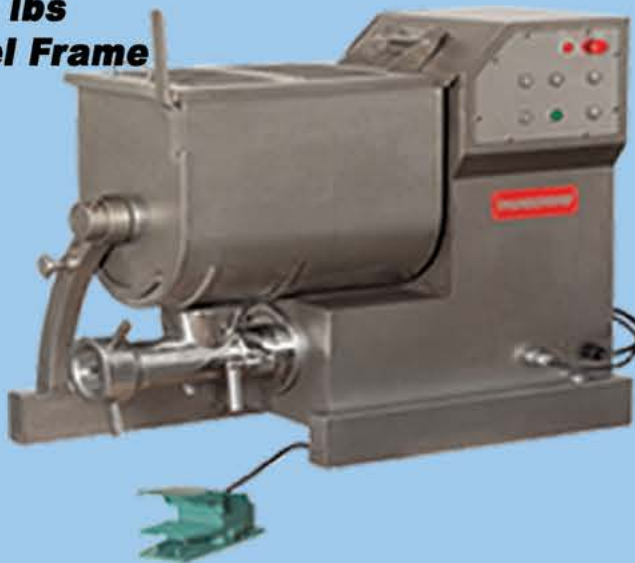
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