

Today's Restaurant

THE FOODSERVICE INDUSTRY AUTHORITY

VOLUME 26



Appetizers

Under the toque with Chef Paul Watters



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The labor shortage and restaurant operations

By Greg Staley
Synergy Suite

Virtually every restaurant is struggling to find enough employees to staff full shifts right now. Some are working skeleton crews, while other are cutting hours off their day or days off the week to make sure the hours they are open are fully staffed. Whatever the situation, coming back into full operations but then being unable to find enough employees is a frustrating dilemma that's unlikely to be resolved for months.

The labor shortage is complex and has a number of causes, including:

- ◆ Every restaurant is trying to re-hire at the same time. This rush on hiring has created a squeeze on the employees still in the industry and has allowed employees to be selective about which position best fits their scheduling or salary needs.
- ◆ Unemployment insurance extensions make it possible for employees to take a break from the industry or wait until they're vaccinated to return to work.
- ◆ During the worst of COVID-19, many restaurant employees left for jobs that had more hours available or where they could interact with the public less.
- ◆ Industry-wide burnout was already an issue on the rise pre-



Greg Staley, Synergy Suite

Be honest with your employees about the labor shortage and let them know you value them.

pandemic, but it accelerated for those who stayed in the industry.

No individual operator can control these variables, so part of making it through the labor crunch will simply involve the time needed before labor normalizes. However, there are things in your control that will help you both recruit and retain talent to stay competitive in a difficult labor market.

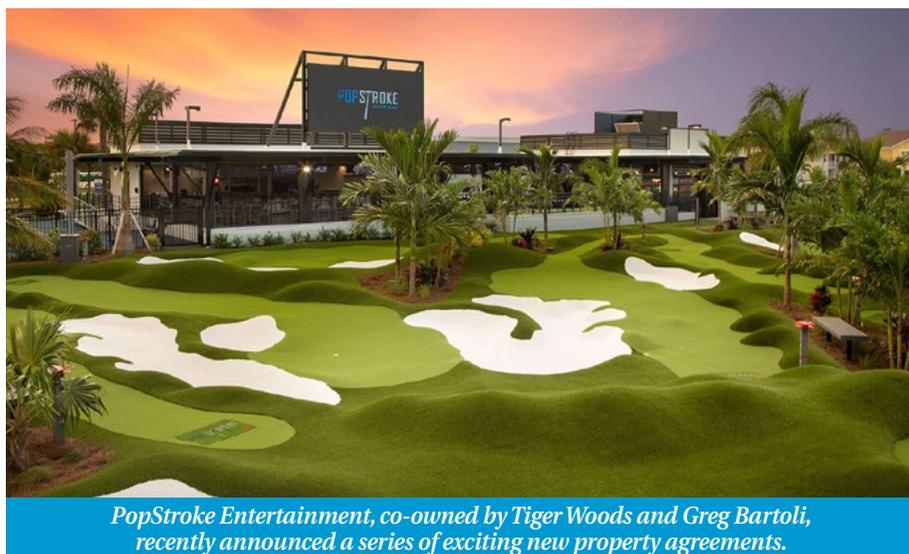
1. Offer Interview, Hiring, and/or Referral Bonuses

Unusual labor markets call for different tactics. Be honest with your employees about the labor shortage and let them know you value them. Offer a referral bonus for any employee hired that they brought in to you. This shows you not only appreciate them but are looking for the kind of people they bring in to work for you. You can also incentivize the prospective employee with a bonus for coming to the interview, upon hiring, or after a specific amount of time to improve retention.

Be sure to highlight what makes you stand out as an employer during this process. Talk about benefits, culture, opportunities for advancement, flexible scheduling, and anything else

See **LABOR SHORTAGE** page 11

Popstroke announces expansion planned for Florida, Texas & Arizona



PopStroke Entertainment, co-owned by Tiger Woods and Greg Bartoli, recently announced a series of exciting new property agreements.

Jupiter, FL- PopStroke Entertainment, co-owned by Tiger Woods and Greg Bartoli, recently announced a series of exciting new property agreements.

Agreements have been signed with seven properties across three states with Katy Grand (NewQuest) in **Houston / Katy, Texas**, University Town Center (Benderson Development) in **Sarasota, Florida**, Waterford Lakes (Washington Prime) in **Orlando, Florida**, Cypress Creek Town Center (Sierra Properties),

Tampa, Florida, Delray Beach, Florida, The Pavilions at Talking Stick (DeRito) in Scottsdale, Arizona, and Westgate Entertainment District (YAM Properties) in **Glendale, Arizona.**

"These are dynamic, high-growth markets supported by excellent ownership groups," said Greg Bartoli. "We are very excited to expand our unique golf entertainment experience across the United States, particularly in markets supported by surging population

growth and great climates."

"Over the next 12 to 18 months, you will see PopStroke locations opening up across the South and Southwest," said Bartoli. "The feedback from our guests has been extraordinary, with great reviews about the golf experience, our technology, and our elevated food and drink offerings. We look forward to introducing the PopStroke brand to these exciting new markets."

Tiger Woods and TGR Design, his award-winning design team, will build two unique 18-hole putting courses for each property. These are synthetic turfs, incorporating fairways, bunkers, and rough like traditional golf courses.

"I am very excited about our expansion plans," said Tiger Woods. "Putting is a universal part of golf that can be enjoyed by people of all ages and skill levels. It has been rewarding to see the broad and diverse group of guests enjoying their experience at PopStroke, and I look forward to seeing players make those long putts in locations throughout the South and Southwest. Each new location will have a different

See **POPSTROKE** page 12

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Appell Pie

We're coming back?

Howard Appell ♦ Today's Restaurant Publisher

The month of May 2021 seemed to be the start of the recovery from the COVID-19 induced shut down and businesses all over the country began to open and all found the same problem, no labor supply.

The best way to explain the present business environment is the following. Let's say there was a major traffic accident on (pick one) I-95 in Washington DC and the roadway was closed down completely. Traffic was at a complete standstill for one year and you were going south from New York and were caught in the traffic jam. Finally the wreck is cleared and the roadway is repaired. The traffic begins to move away slowly but the clear road will take some time to reach you. That's where most businesses are today still stuck in "New York".

Any business and specifically restaurants are working feverishly to get back to the conditions needed to run a restaurant successfully and that needs staff. Some restaurants who have been ready to open since the beginning of May have had to postpone opening due to the lack of labor supply.

Take politics out of the equation. If you pay people more than they make working to not work the choice is obvious and the results are no workers to fill the jobs.

According the U.S. Department of Labor in a June 4th report, *the economy added 559,000 new jobs in May, and the unemployment rate declined to 5.8%, the first time the unemployment rate dropped below 6% since the pandemic started. The number of long-term unemployed dropped by 431,000, the biggest monthly decline since 2011.*

The traffic is easing a little further from our traffic accident example but far from reaching the restaurant/hospitality industry. I have been hearing stories of restaurants paying signing bonuses for waiters, bartenders, hostesses

and more. I even heard of a restaurant offering \$21.00 per hour salary for a dishwasher but no takers.

Some states realizing the root cause of the problem are beginning to refuse the Federal Government money that allows the states to pay extended unemployment benefits until September. The loss of state tax income will far exceed the Federal government funds over time. The Century Foundation published a report which stated, *On May 4, 2021, Montana Governor Greg Gianforte announced that his state was backing out of federal pandemic unemployment benefits, including the \$300 per week supplement (PUC), Pandemic Unemployment Assistance (PUA) for gig workers and others not eligible for UI, and Pandemic Emergency Unemployment Compensation (PEUC) for the long-term unemployed. Governors from South Carolina, Alabama, Alaska, Arizona, Iowa, Indiana, Idaho, Georgia, Missouri, Ohio, Wyoming, Mississippi, Arkansas, South Dakota, Tennessee, Utah, West Virginia and North Dakota quickly followed suit and more states could follow.*

Once these funds are withheld it will force workers back into the labor pool but the pool will have tidal waves. Will workers return to the same industry or jobs they left? Will the jobs they left still be available? According the National Restaurant Association over 110,000 restaurants have closed in the United States during the pandemic.

What happens to our industry will run parallel to the rest of society. Methods and technology will be developed to allow business to run with less staff and be more efficient. Artificial Intelligence and self-order entering will become more prevalent but remember we are all under the Hospitality industry umbrella and therefore we still need people to maintain the "service" in foodservice. 

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What's Going On

Important new products, corporate news and industry events

The 2021 Florida Restaurant & Lodging Show to be held again this year in Orlando, will from Sept 19 – 20th. There will be live culinary performances and awards ceremonies and listen in on roundtables. Emerging trends abound on the show floor with 350+ exhibitors.

Vineland Pointe will welcome the opening of ALDI, Chick-fil-A, Shake Shack and Walk-On's. The total project includes 69.41 acres and 447,500-square-foot of retail space. Completion is expected for 2021. For more information visit their website at vinelandpointeorlando.com.



Throughout its 90-year history, Gold Medal Products Co. has pioneered many innovations in the concession industry. Now, the company is paving the way for contactless concessions by introducing its latest addition to the self-serve popcorn machine line, the ReadyPop® Jr. ReadyPop Jr. combines the power of an 8-oz popper with the convenience of a self-serve dispenser in one compact unit. Operators can pop multiple batches then hold the popcorn in the warmed cabinet until it is dispensed. Customers will enjoy filling their cups or bags with fresh popcorn at the push of a button. This popper/dispenser makes self-serve popcorn accessible for nearly any location. President of Gold Medal, Adam Browning affirms the value stating, "ReadyPop Jr. makes fresh popcorn possible across a wide variety of locations. It allows vendors to provide both a grab-and-go snack and a fresh experience at the same time. Guests will enjoy the novelty of dispensing their own popcorn while operators will appreciate the ease of use. ReadyPop Jr. is a great fit for the needs of today's marketplace."

Rising ocean temperatures are leading to rising levels the harmful neurotoxicant methylmercury in popular seafood, according to research completed by Harvard scientists. Safe Catch has created a proprietary testing technology that allows the company to



rapid-test fish for mercury levels ensuring that the fish meet strict mercury standards below what the FDA recommends. For the first time, Safe Catch is now offering its mercury tested tuna and salmon in 43-ounce pouches designed for catering, restaurant and food service use. Each 43-ounce food

service pouch would make about 12 sandwiches, or 12.5 servings of 3.5 oz tuna salad. Safe Catch also uses sustainable catch methods.

Mercer Culinary® continues its tradition of foodservice innovation and its mission of promoting kitchen safety by introducing its raised Santoprene® texture on Millennia® knife handles. Integrating the new handle onto Mercer's workhorse knife

series takes performance and safety to new levels. The new raised Santoprene® textured handle, along with the protective finger guard and textured finger points are all features that create a safer environment in busy kitchens. "The textured handle provides chefs with a vastly improved grip making it much less likely to slip out of one's hands while reducing fatigue," said Joe Flaherty, Mercer Culinary Senior Vice President. "We took what was already an exceptional culinary tool and made it even better. Mercer is a predominant supplier to culinary education with a strong presence in commercial food-service spanning more than 30 years. Visit mercerculinary.com.

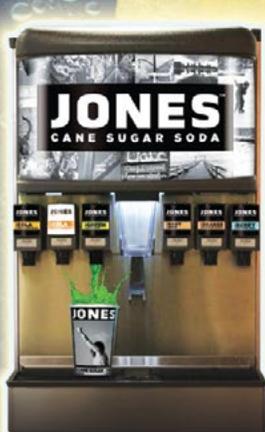


I Heart Mac & Cheese, a fast-casual concept specializing in customizable, made-to-order macaroni and cheese bowls and grilled cheese sandwiches, announced it signed 12 franchise agreements with seven new franchisees throughout the first quarter of 2021. In addition, the brand has opened three restaurants in Indiana, Georgia and

See WHAT'S GOING ON page 6

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Chef Michael Mina's MINA Group among world's first Sharecare Health Security VERIFIED™ restaurants

Atlanta and San Francisco – As we venture out again, we are eager to safely enjoy restaurant dining experiences in our hometowns and in our travels. **Andiago**, the innovative service that recommends trending restaurants and hidden gems in any city, is rolling out in 56 countries in partnership with Forbes Travel Guide. Andiago is a one-of-a-kind restaurant recommendation and booking service with a mission to connect people to joyful experiences worth sharing in the post-COVID era.

“Like a good friend who knows the best a city has to offer, Andiago recommends restaurants based on real experiences – not reviews. Our artificial intelligence analyzes every restaurant to recommend where to go in your city and around the world,” said Carlos Garcia, founder and CEO of Andiago. “Our community curates the recommendations at the local level. That combination of AI and community-driven curation assures our members that if Andiago recommends it, it is trending among locals.”

In addition to its recommendation service, Andiago is the first platform to help users find and book restaurants that are **Sharecare Health Security VERIFIED™** with **Forbes Travel Guide**, which signals to customers that a restaurant adheres to more than 60 expert-validated standards to promote public health and safety. To date, more than 2,100 restaurants worldwide have been VERIFIED™ by Sharecare and Forbes Travel Guide through the organizations' health security initiatives at hotels and resorts.

Among the first restaurant groups to achieve Sharecare's health security verification and adopt Andiago's booking feature is **MINA Group**, the San Francisco-based restaurant leader with more than 40 upscale and innovative concepts around the world.

“Together, Andiago, Forbes Travel Guide and Sharecare are bringing much needed innovation and trust to the way new guests discover us,” said MINA Group's founder and award-winning chef Michael Mina. “Andiago's platform offers a refreshing and one-of-a-kind avenue to connect consumers and restaurants, and the added benefit of health security verification will provide our guests with additional assurance that their safety is a priority when they choose to dine with us.”

Developed in response to the impact of COVID-19, Sharecare's health security verification has enabled hotels and resorts – and now, restaurants on Andiago – to mitigate the operational and health safety challenges intro-

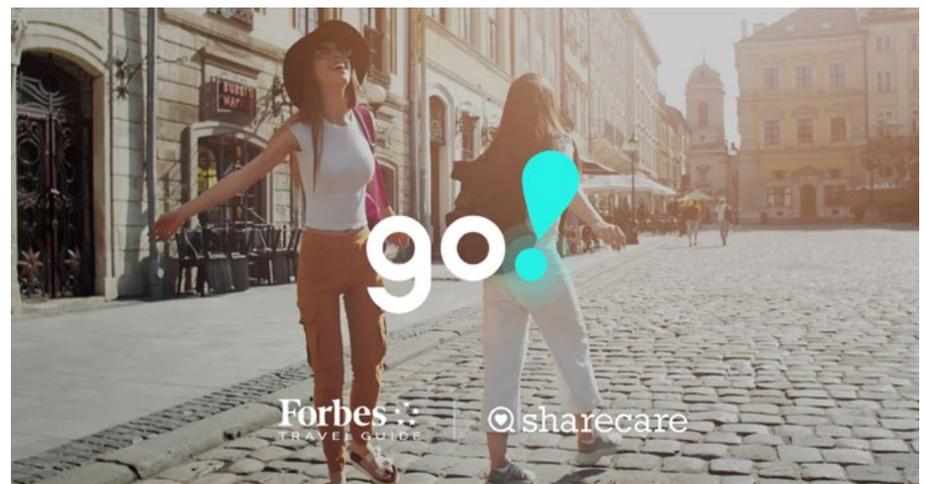
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Andiago partners with Forbes Travel Guide to expand digital dining recommendations and booking service, brings Sharecare Health Security Verification to restaurants in 56 countries.

duced by the pandemic and restore confidence among customers. In partnership with leading digital health company Sharecare and Forbes Travel Guide, the global authority on luxury hospitality, Andiago is the first organization to offer the Sharecare Health Security VERIFIED™ solution directly to restaurants owners and operators.

“Today's public health landscape has redefined not only consumers' expectations of the restaurant experience, but also their standards of excellence,” said Hermann Elger, executive vice president of travel, entertainment, and health security at Sharecare. “With VERIFIED™ for restaurants, we're proud to join Andiago to help restaurateurs deliver on a critical promise of health safety and security, while also building brand preference among the most discerning diners.”

“Restaurants are integral to the travel and hospitality experience and to our daily lives,” said Filip Boyen, CEO of Forbes Travel Guide. “The restaurant industry was reset by the global pandemic. Today more than ever, we need more authentic ways to decide where to go.”

Whether in one's hometown or traveling abroad, any diner can visit Andiago.com to find their next great dining experience. To get Sharecare Health Security VERIFIED™ and learn more about the restaurant booking service available from Andiago, restaurant owners can visit ForbesTravelGuide.com/Andiago.

About Andiago: Andiago is an innovative restaurant recommendation and booking service that helps people decide where to go. Like a good friend, Andiago recommends restaurants based on real experiences - not reviews. Our AI analyzes

See MINA GROUP page 11

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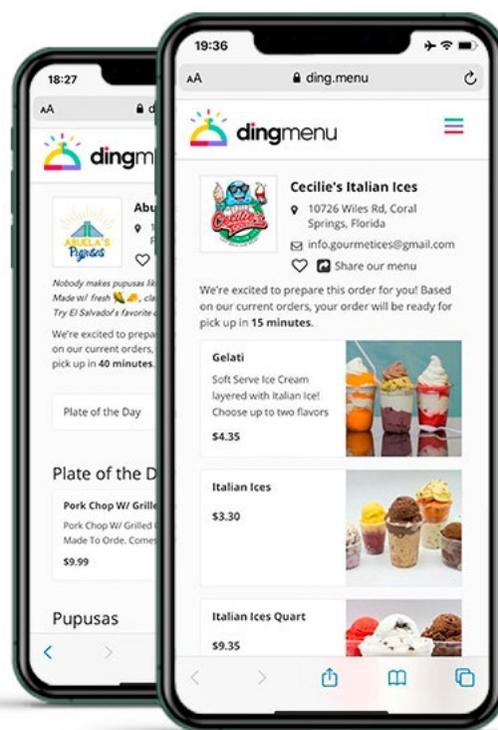
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What's Going On from page 3

New York, with **30 additional openings planned by the end of the year.** "I Heart Mac & Cheese is a unique and attractive franchise concept that is really resonating with aspiring entrepreneurs – including those from many diverse backgrounds but in particular, hospitality industry professionals looking to create a fun, profitable post-pandemic career for themselves," said Stephen Giordanella, I Heart Mac & Cheese CEO and Chairman. Visit iheartmacandcheese.com.



The newly launched **QuestDirect™ Small Business COVID-19 Testing Program** is designed to help small businesses foster safer environments for their employees and customers using insights from easy, fast and convenient COVID-19 molecular diagnostic and/or antibody testing services. Available through our QuestDirect consumer-initiated testing platform, the offering is well-suited for small businesses that require in-person interactions, such as restaurants, small retail stores, construction companies, auto



mechanics and small offices. The new offering extends our "Return to Work" services for mid-size and large employers, which we announced in May 2020. These services build on our expertise as the leader in employer population health services, which feature award-winning health screenings and evidence-based intervention programs to improve physical and mental health. Visit them online at QuestDiagnostics.com.



efficiency and reduce refrigerant emissions — protecting consumers and combating climate change. Previously, Manik co-founded the Governance Lab (GovLab), an innovation center at NYU that develops technology solutions to improve government. He is a former Affiliate of Harvard's Berkman Center for Internet & Society and has held positions at global investment firm D. E. Shaw & Company and the White House National Economic Council.

Doherty Enterprises, owner and operator of more than 135 restaurants throughout New Jersey, Long Island, Florida and Georgia, including Applebee's Neighborhood Grill & Bar, Panera Bread, Chevys Fresh Mex and its own concepts, The Shannon Rose Irish Pub and Spuntino Wine Bar & Italian Tapas, announced it has donated a total of \$696,444 to its employees through its WOW A Friend Foundation, a fund created through voluntary employee contributions and a company match which provides emergency assistance for team members in financial need. In just this past year, 1,260 employees and their families received support from the foundation.

Manik Suri is the Founder and CEO of Therma, a technology startup whose mission is to help protect our food and our planet. Therma builds safety and sustainability tools to eliminate food waste, improve energy efficiency and reduce refrigerant emissions — protecting consumers and combating climate change. Eliminates Waste/ Saves Money: In restaurants that are currently using Therma, Therma has prevented \$495 of food spoilage per month per full-service restaurant location and \$228 of food spoilage per month per quick service restaurant location.



Manik Suri

Therma is deployed across thousands of restaurants, retailers, manufacturers, and government agencies worldwide, with leading brands including McDonalds, Starbucks, Burger King, NOW Foods, 7-Eleven and Wyndham Hotels. Therma – hellotherma.com - builds safety and sustainability tools to eliminate food waste, improve energy

Waddington™ North America (WNA), a Novolex® brand, has announced that it has introduced new options for **Cutlerease®**, an innovative dispenser that offers customers one disposable utensil at a time. Recognizing the need for an even more compact footprint, Cutlerease is now offered with single-, double- or triple-tower bases to hold forks, knives or spoons. This allows customers to choose dispensers holding one, two or three utensil types depending on their need. The tower base also can now be customized with logos, branding or advertising. A patented dispensing system, Cutlerease reduces the spread of germs, curtails waste, saves space and makes it simple for customers to get their utensils. The dispensing system features refill packs to make restocking easy and sanitary because they do not require an employee to touch the cutlery. By now offering custom adhesive stickers, customers can showcase their brand directly on the sides of the dispenser. Each side of the tower can be easily customized with logos, branding, advertising or promotions. WNA has an in-house creative team for design needs.

Xcluder®, the world's preeminent designer of rodent-proofing solutions, is once again raising the bar with the launch of new Rodent-Proof Door Sweeps. Following extensive research and product development, Xcluder's Rodent-Proof Door Sweeps feature not only increased protection against rodents and insects, but also an easier-to-install design and enhanced weathersealing and thermal properties. Designed for superior compliance with

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

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Under the Toque

Chef Paul Watters

Author of **Simple Tasty Healthy by PW**



Chef Paul Watters and his Roast Stuffed Chicken Breast — stuffed chicken with chestnut mushrooms stuffing cream cheese baby spinach and a celeriac and potato mash.

I grew up in Belfast, Northern Ireland, and looking back, it really amazes me to say that I have been involved in the Chef's industry for nearly 30 years now. Cooking has always been the biggest passion of mine, and having discovered it at the age of 16 I've never really considered any other professional path for myself.

Needless to say, I have been incredibly fortunate to have worked in most desirable places such as the Savoy in London and Sydney Opera House in Australia. It's also a true gift to be able to have gathered so much irreplaceable knowledge and precious experience during these years, since being a Chef also allowed me to travel the world, discover new exciting cultures and meet a whole bunch of fantastic individuals. Therefore I sincerely hope that you will get to appreciate the food and all the aspects connected to it the way I do.

Stuffing

250g chestnut mushrooms (cut up small)
400g baby spinach
200g cream cheese

Chicken filets x4

200g prosciutto ham
Black pepper to season

Celeriac and potato mash

1 celeriac (cut into bite size chunks)
8 large potatoes (cut into bite size chunks)
2 tablespoons of butter
4 tablespoons of semi skimmed milk
1/2 Handful of chopped flat leaf parsley
Salt and white pepper to taste

Vegetables

400g asparagus
400g baby carrots
400g tender stem broccoli

Gravy

1 small onion diced
1 clove of garlic crushed
1 tablespoon of tomato puree
1 1/2 pints of chicken stock
2 sprigs of garlic picked

Method

First of all preheat the oven to 180. Then move onto the stuffing this can be also done the day before to save time. In a large pan fry off the spinach in a little oil and water and season with

salt and pepper. Allow to wilt and withdraw from the frying pan into a small bowl.

Bring back to the heat add a knob of butter and a little oil to fry the mushrooms season with salt and pepper. Cook for 2 - 3 minutes and allow to cool.

For the chicken cut down the middle and butterfly and gently pat out, Smear 2 tablespoons of cream cheese to each filet. Add 2 tablespoons of spinach and mushrooms at the start of the chicken. Place 3 rasher of prosciutto ham on a board or large plate and roll (chefs tip add 3 cocktail sticks into the chicken top middle bottom this will help keep its shape)

Once completed heat a large pan add a drizzle of oil to the pan add the chicken season with black pepper cook for 5 minutes each side and transfer to a oven proof dish and cook for a further 10.

The Gravy

In the same frying pan add diced onion and garlic and rosemary and tomato puree add chicken stock bring to the boil and thicken with preferred gravy mix

Vegetables

In a sauce pan bring 1 pint of salted water to the boil add carrot and cook for 3 mins, add broccoli and cook for a further 2 minutes, add asparagus and cook for a further 2 minutes strain bring back to the heat to keep warm. Once the potatoes are cooked add a little milk and butter and for extra colour add the chopped parsley.

The chicken will be ready when everything else is and it will leak some juice add to the gravy for extra flavour. Transfer to a chopping board and allow to rest for a few minutes.

The Presentation

Add the mash onto the plate. Arrange the vegetables on the plate. Slice the chicken to your liking and place on top of the mash drizzle the gravy as required and garnish with some picked parsley and fresh rosemary Enjoy Simple tasty healthy by PW. 

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Pamela

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Message



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Breakthru unveils ASPECT fine wine strategy

Dedicated team to focus on education, specialty services for growing segment

“Consumers today are more educated on wine varietals and profiles and are demanding more variety and quality.”

New York NY – Breakthru Beverage Group, a leading North American beverage distributor with operations across the United States and Canada, today announced the launch of Aspect, a uniform, cohesive portfolio solution for the rapidly growing fine wine space. Aspect will employ an enhanced go-to-market approach with a heightened focus on education, account segmentation, data and insights to better service Breakthru’s supplier and customer partners.

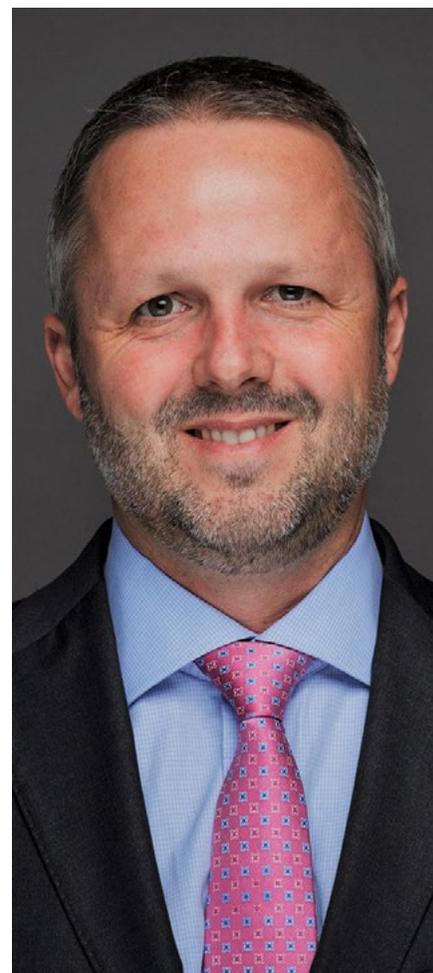
“Wine has long been an area of expertise for Breakthru and with the launch of Aspect, we’re looking to expand to even greater influence in this space. Fine wine has seen incredible energy over the past few years and by taking a more specialized approach with our portfolio, we’re able to offer deeper, more consultative services for our customers and brand partners,” said Greg Baird, Breakthru Beverage Group President and CEO. “We have always taken great pride in our agility and ability to leverage consumer demands to guide our investments, and Aspect is a result of that mindset. We have been successful in applying this focused approach with our Trident and Yama portfolios, and believe Aspect will meet and exceed the needs of customers as they serve today’s consumer.”

Aspect – a name derived from the angle at which the vineyard is planted and the role it plays in producing quality wine – will provide customers with the same passion, in-depth training and product knowledge of a specialty distributor while leveraging Breakthru’s commercial technology, logistics and operational capabilities. To meet the brand-building expectations, the Aspect team will be required to maintain advanced accreditations through regular training and education, and work closely with customers to engage and train staff, support events and drive engagement.

“Our data demonstrates that fine wine trends are accelerating due to consumer premiumization, at a growth trajectory that signals building interest in both retail and on-premise environments. Our fine wine growth this past year outpaced even the elevated growth seen across the segment – and we intend to significantly grow our fine wine business,” Baird added.

Overseeing Breakthru’s Aspect Fine Wine strategy as Senior Director is Daren Cliff. Cliff, a certified Specialist of Wine and 20-year veteran of the fine wine space, joins Breakthru from Young’s Market Company where he was Vice President, Portfolio Management at the Estates Group.

“Consumers today are more educated on wine varietals and profiles and



Senior Director Daren Cliff of Aspect Fine Wine

are demanding more variety and quality. Aspect will provide our customers with concierge-level service that will assist them in building wine programs to satisfy this demand,” noted Daren Cliff, Breakthru Senior Director, Aspect portfolio. “The excitement and energy surrounding Breakthru’s Aspect launch is unmatched. I am confident that Aspect will catapult Breakthru to the next level where we will be recognized as the preeminent fine wine distributor in the country.” 

About Breakthru Beverage Group: Breakthru Beverage Group BreakthruBev.com - is one of the leading alcohol wholesalers in the United States and the largest broker in Canada representing a full total beverage alcohol portfolio of spirits, wine and beer. Breakthru is committed to diversity, equity and inclusion and supports a wide range of notable organizations as well as local charitable initiatives across its North American footprint. Across all markets, Breakthru aligns a nimble and insightful approach to sales, marketing and operations. Family ownership is active in the business and committed to being stewards of heritage and champions of innovation.

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How to be the boss of your restaurant's numbers

David Scott Peters ♦ Today's Restaurant Contributor



A lot of restaurant owners are afraid of their numbers. They struggle to know what goes into each line item on their profit and loss statement. They get their reports from their accountant each month promptly file them without really consulting them. A lot of restaurant owners join my coaching program because they want to understand their numbers and use them to make better decisions. And this is valid because when you can read, understand and use your financial reports, it's a big step toward creating your plan for financial freedom.

If this is familiar to you, maybe you think you're not naturally a numbers person. In fact, I wasn't a numbers

person either. Then I unlocked the secret to understanding my restaurant financials when I was the operations manager for a multiunit brewpub and cafe in Phoenix, Arizona, decades ago. The magic happened when the owner of the restaurant sent me to a one-day seminar on simplifying accounting, using a lemonade stand as the example. Here's what they taught me when it came to understanding my financial reports.

♦ It starts with your balance sheet and the balance sheet literally is a balance. It basically says here are my assets, here are my liabilities, and they should equal or balance. But what does it really mean? It's a snapshot or

Polaroid showing you a picture in time of the health of your business. That's all that is. You're simply taking a "snapshot" at the end of your accounting period (12 or 13). Then you take another one at the end of the next period.

♦ Your profit and loss statement is the story of what happened between those two snapshots. (It is also known as your financial statement or income statement.) It is the movie of what happened between the beginning and end snapshots. It tells you inventory level changes, cash level changes, assets and liabilities changes. The movie starts with that Sysco truck pulling up to the back dock, dropping off \$3,000 in product and your employees putting it away, prep happening, customers walking out the door. And this happens day after day after day for 30 days. That movie shows us how we end up where we are. So, your profit and loss statement tells you how much money you made or lost in between those two Polaroid snapshots.

♦ Last but not least is the general ledger, which is the script for the movie. It goes line by line to show you what came in and how much of it went to your different categories like draft beer, bottled beer, food, janitorial, paper and so on, all categorized in the right buckets on your profit and loss statement. It

tells you everything that happened.

And that's how you look at your financials. When you see something wrong in your profit and loss statement, where do you go? You go to your general ledger, the script, and you see what was said. Maybe it was misspoken and belongs in another place.

Those are the top three things I learned that really changed my perspective on numbers. But there was one more thing I had to learn the hard way: you tell your accountant what your chart of accounts should look like and what expenses go into each line item. That way, everything you look at when it comes to your numbers makes sense to you.

If you want to have freedom from your restaurant and financial freedom in your life, it's time to embrace your restaurant's numbers. Dig in and understand your financial reports. Make sure you know where everything went into each bucket. Then you're on your path to that which you measure improves, taking your budget and putting your actions next to it because you know where all the numbers came from. When you know and trust your numbers, you can make proactive decisions to change your life. 

About David Scott Peters: Visit his website online at DavidScottPeters.com.



Fred Singer, President and CEO of Singer Equipment, recently announced the acquisition of Thompson & Little, located in Fayetteville, North Carolina.

Singer Equipment acquires Thompson & Little

Acquisition expands company reach across Southeast

Fred Singer, President and CEO of Singer Equipment, recently announced the acquisition of the business of Thompson & Little. Located in Fayetteville, North Carolina, Thompson & Little is one of the largest foodservice equipment and supplies dealers in the Southeastern United States. Drew O'Quinn, the current leader of Thompson & Little, will continue to run the new division as its President, reporting directly to Fred Singer. The new division will operate under the name Singer T&L.

Fred Singer says, "I am excited about the opportunities that this acquisition will bring to our company and the employees and customers of Thompson & Little. Drew and his team have a reputation for performing high quality work and managing technical and complex projects. Most importantly, they share our passion for building long-term customer relationships. We look forward to supporting the growth of Singer T&L and building on the great team that is already in place."

Drew O'Quinn says, "I am delighted to be joining the Singer team. Our companies are both family businesses that care deeply about our

customers and team members. By joining with Singer we gain scale, expertise, and access to resources that support our next stage of growth. I could not be more excited for the opportunities this acquisition brings to our customers and associates."

"Our entire leadership team is looking forward to working closely with Drew and all of Singer T&L to grow our business throughout the Southeast" notes CFO of Singer, Seth Feldman. "Drew has a track record of success, as well as a history of industry leadership. We look forward to welcoming Drew and his team to Singer." 

About Singer Equipment Company: The fifth largest foodservice equipment and supply dealer in the United States, Singer Equipment Company remains privately owned and operated in its third generation of family leadership. Headquartered in Elverson, Pennsylvania, Singer also maintains offices throughout the Mid-Atlantic and Southeast, as well as 5 distribution centers totaling over 450,000 square feet. Singer builds commercial kitchens nationwide for chain restaurants, higher education, healthcare, and other hospitality clients, and distributes operating supplies to foodservice establishments throughout the east coast. "Singer will continue to look for other strategic acquisitions that enhance our ability to service key markets and customers," says Fred Singer. Singerequipment.com.

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Cargill and Frontline partner in automated cooking oil management system

Minneapolis, MN - The foodservice industry is under intense pressure to deliver consistent, quality food on razor-thin profit margins. Recognizing that proper cooking oil management plays a critical role in achieving both objectives, Cargill has joined with Frontline International to develop the Kitchen Controller™ end-to-end, automated oil management system.

The state-of-the-art solution leverages Cargill's foodservice experience and oil quality knowledge with Frontline International's Smart Oil Management® equipment expertise and customer relationships, providing foodservice operators with an integrated, intelligent approach to oil management.

"Proper oil management can have a huge impact on product quality and production costs. Identifying the best times to safely filter and replace oil has significant benefits, yet too often, kitchen staff end up guessing when to do these critical tasks," said Mike Christensen, foodservice category leader for Cargill's global edible oils business. "The Kitchen Controller system will be the first of several solutions we're working on to address industry challenges and help shape foodservice kitchens of the future."

The Kitchen Controller system simplifies cooking oil management by automating the oil filtering and replacement



New Kitchen Controller™ oil management system uses real-time data to more consistently and profitably cook fried foods.

process. At the heart of the system, a fry vat sensor gathers oil quality data. The data is then analyzed by the Kitchen Controller proprietary software and fed to a touchscreen pad. Kitchen staff use the green, yellow and red on-screen indicators on the touchpad to take action with the oil. This helps to ensure consistency and quality of fried foods and improves profitability.

The Kitchen Controller system simplifies cooking oil management by automating the oil filtering and replacement process.

"The collaboration between Frontline International and Cargill is a critical component of a multiyear strategic plan for business growth driven by our ongoing investment in emerging technology in commercial foodservice," said John Palazzo, president and CEO, Frontline International. "Value is achieved when cooking oil is viewed as more than a commodity, but a key driver of brand value and bottom-line

benefit. The Kitchen Controller system literally puts operators in control of their investment in cooking oil."

Kitchen Controller oil management system, developed in partnership with Frontline International, is the first digital solution offered to foodservice operators under the new Cargill Serve™ umbrella, an initiative to help customers streamline kitchen management. Other Cargill Serve tools are already in development, including the Kitchen Trainer™ oil management training program designed for foodservice employees and the Kitchen Advisor™ app that recommends prescriptive oil management actions to kitchen staff. Both of these solutions will be available to foodservice customers later this year. **TR**

About Cargill: Cargill's - Cargill.com - 155,000 employees across 70 countries work to achieve our purpose of nourishing the world in a safe, responsible and sustainable way. Every day, they connect farmers with markets, customers with ingredients, and people and animals with the food they need to thrive. They combine 155 years of experience with new technologies and insights to serve as a trusted partner for food, agriculture, financial and industrial customers in more than 125 countries.

About Frontline International: Frontline International, Inc. - frontlineii.com - designs, manufactures, and distributes highly engineered commercial foodservice equipment for the storage, handling, and disposal of cooking oil. Frontline and its Smart Oil Management® systems offer users more freedom and more control over their processes and their profits.

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Labor shortage from page 1

that makes your restaurant a great place to work.

2. Make Employees Your Advocates

In the restaurant industry, everybody talks. Just like you would look at reviews before a new purchase, your prospective employees will be talking to people they know who currently work or have worked for you. The best way to make sure you'll be getting 5-star reviews is by focusing on a culture that values employees as much as customers.

Provide tools that help employees do their jobs more efficiently, like digital inventory, purchasing and checklists. This shows employees you are invested in them and want to make your restaurant a good place to work. That kind of investment pays off as employees are your biggest advocates and tell others about their experience.

3. Optimize Scheduling

If you're paying one and a half or double your hourly wage to retain employees, controlling your labor costs is more important than ever. Overscheduling a shift now has an exponentially larger impact when your labor costs are that high.

Tap into modern labor management tools that can optimize your schedule based off sales forecasts. This helps avoid unbalanced allocation of resources that can kill your profitability and will not only help as

this labor crunch goes on but will be an ongoing benefit into the future.

Most modern labor systems will also make managing schedules easier for managers and employees by putting the whole process into an app. Employees can set availability, request time off, and swap or pick up shifts without a single group text. This convenience and familiarity for employees - who are already used to managing their lives from their phones - is just one more benefit on your side in a market where every differentiator matters.

Getting the restaurant industry back to normal after the COVID-19 pandemic has been dealt yet another setback with the current labor shortage. Because there is little we can do to immediately bring employment back to normal, you must control what you can. Make your restaurant stand out as an employer by providing employees the tools they need to do their jobs well. Harness good relationships with current employees to advocate for your business. Optimize everywhere possible so wage increases don't have such a dramatic effect on your bottom line. **TR**

About Greg Staley: Greg is the CEO of SynergySuite, a back-of-house restaurant management platform. Greg focuses on facilitating better visibility and increased profitability for restaurant chains through the use of intelligent, integrated back-of-house technology. For more information, please contact Greg by email at greg@synergysuite.com.

Auntie Anne's opens first drive-thru with Jamba

Co-brand location in Dallas suburb focuses on consumer accessibility

Atlanta, GA – Focus Brands, the parent company of iconic brands Auntie Anne's, Jamba, Cinnabon, Carvel, Moe's Southwest Grill, McAlister's Deli and Schlotzsky's, announced the new opening of a Jamba and Auntie Anne's co-brand location, featuring the first Auntie Anne's drive-thru in brand history. The location in Wylie, Texas is owned and operated by franchise industry veterans, Shawn and Crystal Bowling.

The arrival of Auntie Anne's first-ever drive-thru location is a significant step in the brand's commitment to move to real estate beyond the traditional mall location and is a direct response to consumer desire for greater brand accessibility. Strategically paired together in a co-brand location, Jamba's menu complements the fan-favorite pretzels and snacks offered at Auntie Anne's. Elements of both brands, including design and menu boards, will be fully and seamlessly integrated at the newest 1,200 square foot location.

"Consumer research shows that our guests want access to Auntie Anne's outside of the mall. While we were already underway with identifying ways to enhance our brands' accessibility, the study results confirmed our strategy to co-brand this location with Jamba," said Brian Krause, Chief Development Officer of Focus Brands. "Considering how the pandemic has changed consumer preferences, we recognize the importance of building our off-premise offerings and evolving our development capabilities to provide franchisees with additional opportunities, including co-brand locations that have potential for enhanced revenue. We're pleased to have an excited franchisee on-board to open the Wylie Jamba and Auntie Anne's co-brand location and look forward to adding more to our pipeline."

Currently, more than a quarter of Jamba's locations have a drive-thru and the brand is aggressively looking to add drive-thrus to 50 percent of new locations. Auntie Anne's continues to explore locations out of the mall,



The location in Wylie, Texas is owned and operated by franchise industry veterans, Shawn and Crystal Bowling.

including drive-thru locations, co-brand locations, locations near colleges and universities as well as mobile food trucks. In addition, further acknowledging the power of co-brand locations, Jamba is already receiving interest from franchisees looking to add Auntie Anne's to their existing stores.

"Auntie Anne's has become synonymous with malls and airports, but for some time we've been looking for opportunities to grow outside of those traditional locations to give our guests greater access to a brand they love," said Kristen Hartman, Specialty Category President of Focus Brands. "Today, we have a number of Auntie Anne's streetside locations paired with Cinnabon and Carvel. The opportunities that become available when we leverage the power of our full portfolio are endless. I'm incredibly excited to see that through co-branding we are able to add the drive-thru experience to the Auntie Anne's portfolio and can't wait to see how guests respond to this enhanced accessibility."

Jamba and Auntie Anne's are aggressively seeking franchisees to open co-brand locations in target cities across the country. To learn more about all

franchising opportunities with Focus Brands, visit <https://www.focusbrands.com/franchising>.

About Focus Brands: Atlanta-based Focus Brands is a leading developer of global multi-channel foodservice brands. Focus Brands, through its affiliate brands, is the franchisor and operator of more than 6,000 restaurants, cafes, ice cream shoppes, and bakeries in the United States, the District of Columbia, Puerto Rico and over 50 foreign countries under the brand names Auntie Anne's, Carvel, Cinnabon, Jamba, Moe's Southwest Grill, McAlister's Deli and Schlotzsky's, as well as Seattle's Best Coffee on certain military bases and in certain international markets.

About Jamba: Jamba is the global lifestyle brand leader serving on-the-go freshly blended fruit and vegetable smoothies, made-to-order

bowls, fresh-squeezed juices and shots, boosts and bites. Jamba has more than 850 locations operating in 36 U.S. states, as well as the Philippines, Taiwan, South Korea, Thailand and Japan. For more information and to stay connected, follow @JambaJuice on Twitter and Instagram or visit the website at jamba.com.

About Auntie Anne's: With locations in 49 states and more than 25 countries, Auntie Anne's mixes, twists and bakes pretzels to golden brown perfection all day long in full view of guests. Auntie Anne's stores can be found in malls and outlet centers, as well as in non-traditional spaces including universities, airports, Walmart's, travel plazas, military bases, and food trucks. Fans can now also order their favorite pretzel snacks for delivery, pick-up and catering in the Pretzel Perks app. For more information, visit AuntieAnnes.com, or follow on Facebook, Twitter and Instagram.

MINA Group from page 4

every restaurant to recommend where to go in your city and around the world. If Andiago recommends it, it is trending among locals. We are driven by our mission of connecting people to joyful experiences worth sharing. We also aim to activate the restaurant industry in the post-COVID era. For more information, visit the website at www.andiago.com.

About Forbes Travel Guide: Forbes Travel Guide is the only independent, global rating system for luxury hotels, restaurants and spas. Started as Mobil Travel Guide in 1958, the company created the first Five-Star rating system in the United States. Today, Forbes Travel Guide's incognito inspectors travel the world, evaluating properties based on up to 900 rigorous, objective standards. Forbes Travel Guide also supports the hospitality industry and other service-oriented businesses such as luxury residential, healthcare and private clubs with bespoke training solutions, evaluation services and the creation of custom service standards. For more information, please visit them online at partner.forbestravelguide.com.

About Sharecare: Sharecare is the leading digital health company that helps people – no matter where they are in their health journey – unify and manage all their health in one place.

Our comprehensive and data-driven virtual health platform is designed to help people, providers, employers, health plans, government organizations, and communities optimize individual and population-wide well-being by driving positive behavior change. Driven by our philosophy that we are all together better, at Sharecare, we are committed to supporting each individual through the lens of their personal health and making high-quality care more accessible and affordable for everyone. To learn more, visit www.sharecare.com.

About Sharecare Health Security VERIFIED™: Developed by Sharecare and Forbes Travel Guide, Sharecare VERIFIED™ is a comprehensive verification process that assures guests and travel planners have appropriate safety procedures in place. The platform has been revolutionary in creating a global standard of health, instilling confidence to travel dine, and explore safely again, and playing an instrumental role in restoring the travel and hospitality industries. Over the past few months, more than 500 hotels, resorts, and venues in 50 countries have achieved this health security verification – and now, Andiago and Mina Group are the first in the restaurant space to receive the health security verification.

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What's Going On from page 6

food safety audit standards, the new line of sweeps is guaranteed to be impene- trable to mice and rats for the lifetime of any properly installed product. Today's rodents are more tenacious than ever, as Covid-19 shelter-in-place efforts have removed many of their traditional food sources. Damaged or missing door sweeps remain one of the most common rodent entry points, making specialized rodent-proof door sweeps the single most important tool in protecting homes and businesses from rodent infestation. Standard rubber or brush door sweeps are not designed to withstand the gnawing power of rodents, many of whom can gnaw through a basic door sweep in the course of one night.



Steeped Coffee, a Certified B Corp, has announced the addition of La Colombe Coffee Roasters to its lineup of top brands available in its revolutionary single-serve Steeped Brewing Method. La Colombe, a pioneer of third wave and fourth-wave coffee, now offers its signature cafe blends in fully compostable Steeped Packs. The proprietary brewing method is changing the way people view single-serve coffee, delivering all the benefits with none of the barriers. The partnership brings quality touch-free coffee and a sought-after green business solution to hotels, offices, wholesale purchasers, and others nationwide. Visit them at steepedcoffee.com.

industry with the widest variety of innovative touch-less peripherals as well as reliable, affordable and simple out-of-the-box industrial-grade 4K digital signage interactive media players, looping DVD players and directional sound speakers, today announced that its new Hands-Free Screen Control, will work with its VP90 Digital Signage media player. Lisa Schneider, Videotel Digital's EVP of Marketing and Sales said, "Once the viewer takes a picture of the QR code with their phone, screen control automatically transfers to their smartphone allowing them to fully navigate, interact, mirror and control the display without touching it."

Firewalla Gold is a next-generation, multi-gigabit smart firewall built to make online security easier.



Usually, businesses do not find out they've been the victim of a cybercrime until it's too late. Weeks or months later they realize a cyber thief has stolen data and compromised networks. Now there is an easy way for businesses of all types to detect and block these attacks. It protects devices connected to restaurants and small business networks from cyberattacks, provides deeper insights into network activity, with dynamic filtering, ad-blocker, built-in VPN server and VPN client, network segmentation and three gigabits of deep packet inspection hardware. Jerry Chen is the CEO of Firewalla has over 20 years of experience in cyber security. Visit firewall.com/gold for all the details.

Videotel Digital, according to the company they are the only manufacturer serving the digital signage



Popstroke from page 1

course design and layout giving players unique putting challenges as they travel across the country."

Founded in 2018, PopStroke is a technology-infused golf-entertainment concept featuring Tiger Woods and his TGR Design team's 36-hole putting facility, coupled with an outdoor dining area with a full menu, expansive variety of craft beer, wine, signature cocktails, ice cream, outdoor games, and a playground.

PopStroke's customized mobile app allows customers to order drinks and food to be delivered directly to them anywhere on the course, showcase their scores on a digital scoreboard, and save with the PopBucks loyalty rewards program. **TR**

About PopStroke Entertainment Group: PopStroke is experiential golf and casual dining concept merging a dynamic, technologically advanced competitive golf environment with food and beverage. Headquartered in

Jupiter, Florida, PopStroke has a dedicated team of experienced professionals in the food, beverage, and hospitality fields. PopStroke offers a wide variety of craft beer, wine, ice cream, and food at every location while delivering an interactive and competitive golf experience for all players.

About TGR, Tiger Woods Ventures: TGR unites Tiger's entrepreneurial and philanthropic endeavors off the course under a singular parent brand. Headquartered in Jupiter, Florida, TGR is guided by Tiger's vision and driven by the qualities that have made him a champion: a focused mindset, a precise method, and a relentless pursuit of mastery. Our team is comprised of leaders from diverse backgrounds across education, technology, business, and sport, united in a shared mission to help others define, embody, and experience excellence in their own unique ways.

About TGR Design: At the core of each TGR Design project is the desire to create enjoyable, extraordinary golf experiences that bring people together. TGR Design courses are crafted in a thoughtful and deliberate manner to create fun, yet challenging tests of golf. Our design approach emphasizes playability and providing a multitude of options for players of all abilities.

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NEW NETWORKING GROUPS COMING SOON!

100% plant-based compostable fiber tableware

Rohnert Park, CA - World Centric® has created Leaf+, the first all-natural, 100% plant-based, fully compostable, innovative alternative solution to fluorinated chemicals such as polyfluoroalkyl substances (PFAS) in disposable fiber tableware. Combining cutting-edge technology with an all-natural, proprietary application, the World Centric Leaf+ solution is PFAS free, oil-resistant, food-grade, and suitable for hot and cold use, an industry first.

“World Centric has been committed to removing PFAS from our products. Creating a solution that doesn't compromise the performance and excellence of compostable fiber products has been a challenge for the industry,” explains Mark Stephany, World Centric Senior Vice President of Sales. “We're excited to announce Leaf+, a much-needed foodservice and retail packaging solution that is PFAS free and not only meets but exceeds expectations for the industry.”

Oil resistance in molded fiber plates, bowls, and containers has traditionally been provided by chemicals called Per- and Polyfluoroalkyl Substances commonly referred to as PFAS. The foodservice industry as a whole has used short-chain PFAS chemicals to provide oil resistance. World Centric began replacing short-chain PFAS in its molded fiber products with plant-based PLA linings as a barrier in its Leaf molded fiber products released in 2020.



World Centric® announces Leaf+, the groundbreaking, all-natural, 100% plant-based compostable solution for oil resistance in disposable fiber tableware

World Centric is now releasing its ground-breaking Leaf+ solution with a select group of products, and will expand the line over the coming months. Composed of all-natural and 100% plant-based ingredients, Leaf+ provides an alternative that doesn't require PFAS or PLA to achieve high-temperature oil resistance. World Centric Leaf+ products will provide oil and grease resistance for many types of foods with temperatures up to 200° Fahrenheit (93° Celsius).

All of World Centric's molded fiber retail products, including 6", 9", 10", and 10" 3-compartment plates and 11.5 oz bowls, will incorporate the Leaf+ solution. They will become

available across North America later this year. Select foodservice items will also be produced using the Leaf+ solution during the coming year.

The new Leaf+ solution has passed all compostability tests under ASTM standards and is under review for third-party certification.

“Molded fiber products with Leaf+ join the complete range of compostable solutions offered by World Centric, and build on our dedication to creating alternatives in disposable foodservice ware that is better for the planet,” added Stephany. “Given the increased awareness of consumers to the environmental issues with PFAS and an increased number of

ordinances banning their use, operators and consumers are seeking ways to reduce their environmental impact and meet local, state, or regional requirements. Leaf+, along with all of our other compostable products, help make that possible.”

In addition to its innovative, market-leading solutions, World Centric is a leading mission-driven company. The company annually gives 25% of its net profits to fund global grassroots social and environmental projects that provide basic needs and economic development opportunities for communities experiencing extreme poverty, while beneficially impacting the environment. In 2020 World Centric gave over \$1,700,000 in cash and product donations, providing assistance, and helping to create systems change at the root of many social and environmental issues. Visit www.worldcentric.com/leafplus.

About World Centric: Founded in 2004 and headquartered in Rohnert Park, CA, World Centric provides compostable products for the foodservice industry and to consumers through retail channels to reduce environmental impact. By innovating in plant-based materials and product design, World Centric - worldcentric.com - has developed over 350 foodservice and retail products across tableware, cutlery, and food packaging. All of World Centric's products are designed to turn to soil once composted in commercial composting facilities where available. As a Certified B Corporation and California Benefit Corporation, World Centric upholds rigorous standards of social and environmental responsibility and donates 25% of net profits to organizations addressing social and environmental issues, with \$1.7M allocated for donations in 2020.

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