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August 2007

INSIGHT FOR RESTAURANT EXECUTIVES

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Pal's ads show how
it delivers with
its eyes closed.

PAGE 24

Raw ingredients
make up Sweet
Tomatoes' decor.

PAGE 26

The Softer Side

The Palm refreshes its image to
draw a younger clientele.

PAGE 44

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Wally Ganzi, CEO, Palm Management



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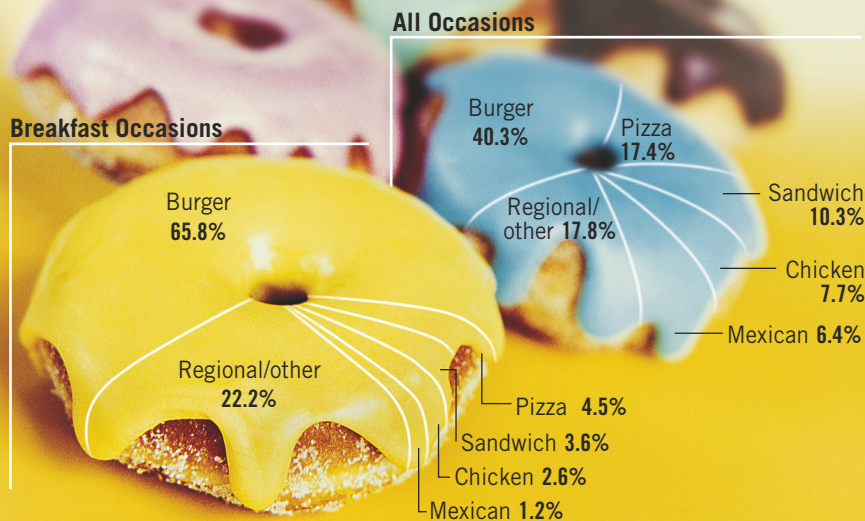
Try Bush's Best Baked Beans and see why they're #1. Contact your sales representative or call Bush direct.

■ traffic trends

In the morning, fast-food customers tend to use the drive-thru at burger chains.

Chain Breakfast

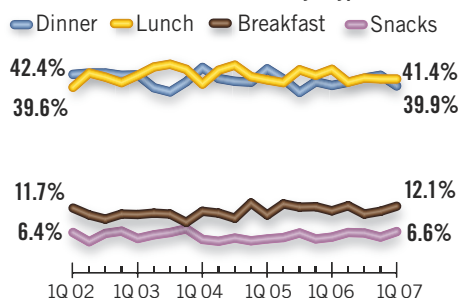
Share of past-month purchase occasions, 21-quarter average



Breakfast BASICS

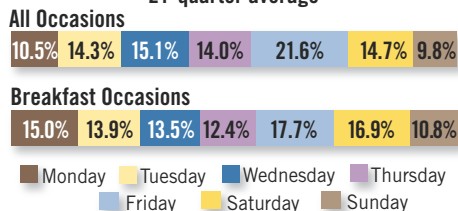
Slow Morning

Share of all QSR occasions by daypart



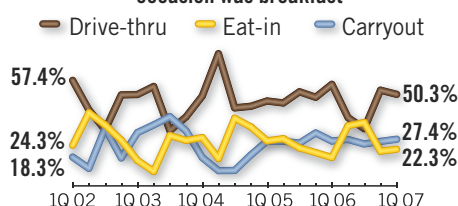
Busy Work Week

All QSR users' past-month purchases, 21-quarter average



Drive Time

All QSR users whose last purchase occasion was breakfast



By Mary Boltz Chapman

The morning rush at quick-service chains keeps the drive-thru busy. Fully 47 percent of QSR customers whose most recent occasion was breakfast used the drive-thru vs. 30.2 percent of all QSR users, according to the quarterly Quick-Track survey by Sandelman & Associates, a San Clemente, Calif.-based research firm. At breakfast, 26.6 percent ate in the restaurant and 24.8 percent used carryout on their last occasion, a 21-quarter average reveals. Of all users' last visits, 27.3 percent were eat-in and 31.3 percent were carryout.

- Burger chains see the greatest share of all-day QSR traffic (40.3 percent, according to a 21-quarter average), but at breakfast their portion grows to 65.8 percent.
- The typical burger-chain meal isn't unusual in the morning: 11.5 per-

cent of fast-food customers who had breakfast on their last visit ate a hamburger, 13.0 percent had french fries, and 27.3 percent had cola or diet cola, a 21-quarter average shows.

- The average party size for those having breakfast on their last occasion was 2.1 vs. 2.8 for all fast-food customers, according to a 21-quarter average.
- 48.1 percent of customers having breakfast on their most recent occasion were alone. 27.0 percent of all QSR users were alone on their last occasion.
- A 21-quarter average shows QSR customers having breakfast on their last occasion spent \$4.29 per person, while all fast-food users spent \$4.91.
- Fast-food breakfast customers were less apt to use a special deal or promotion: 10.4 percent vs. 20.8 percent of all QSR users. ■

Methodology Customer trend data is based on the quarterly Quick-Track survey by Sandelman & Associates, a San Clemente, Calif.-based research firm. Quick-Track queries a nationally representative sample of 600 fast-food customers on a host of demographic and usage questions. The firm defines "QSR breakfast users" as those who have purchased breakfast from a QSR at least once in the past month. Most-recent purchase data is based on all QSR users whose QSR purchase was at breakfast.

A kitchen scene with a white subway tile wall. On the left, a metal pot rack holds several pots. On the right, a round black clock is mounted on the wall, with a large kitchen knife stuck into its center. In the foreground, a white bowl is filled with a dish of risotto, garnished with a piece of grilled chicken, diced red and yellow bell peppers, red onions, and fresh basil leaves.

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INSIGHT FOR RESTAURANT EXECUTIVES

Vol. 12, No. 8/August 2007



■ cover story

The Softer Side 44

CEO Wally Ganzi is shaking up The Palm's image as a traditionally male bastion. To woo a younger clientele and more women, the 28-unit steak-house chain is rolling out a new bar and beverage menu, rehabbing bars and private dining rooms, and reviving plans for a smaller prototype.

By David Farkas

■ storyboard

Blind Faith 24

Pal's Sudden Service has launched its first TV commercials in more than a decade to emphasize its speed of service and value. One spot features employees building burgers blindfolded, while another shows them working with one hand tied behind their backs.

By Margaret Littman

■ restauratour

Raw Ingredients 26

The prototype for Sweet Tomatoes and its sibling concept, Souplantation, uses materials that create a farmlike feel, like wooden ceiling joists, stained concrete and rough-looking plywood. The main design objective was to make the food-bar areas more visible and easier to navigate and stress the menu's fresh-food approach.

By Lisa Bertagnoli





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■ liquid measure

Making History 39

McCormick & Schmick's first systemwide cocktail menu celebrates high points in American libation history. Starting with the late 1700s mint julep, the menu clusters classics by decade, telling tales about legendary bartenders and the ingredients they combined to make the drinks.

By Monica Rogers

■ human assets

Loop Ministry 50

The Loop Pizza Grill places chaplains in its restaurants to work alongside employees and counsel them. The company says its chaplaincy program has helped improve morale, turnover and customer service.

By Mary Boltz Chapman

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- Small urban Chicago concepts test the suburban market of Lombard, Ill.
- Kincaid's, Grand Lux Cafe and The Cheesecake Factory update classic egg dishes
- CEO David Rutkauskas talks about Beautiful Brands' new concepts and the creative process
- Steve Romaniello talks about plans for Focus Brands' latest acquisition
- Mr. Goodcents Subs & Pasta is using its updated POS system to streamline the menu

Cover Society Podcasts

- CEO Julia Stewart works to keep IHOP's turnaround spirit alive
- Rubicon Enterprises CEO Dick Rivera gives his views on immigration reform
- Frank Day discusses challenges for Rock Bottom and its segment

How to Grow to 100 Units

- Veteran franchisor Tom Wilscam explains how to develop the credibility needed to sell your franchise
- How to determine if you're ready for franchising
- Web-exclusive content and related articles on growing concepts
- Video coverage of *Chain Leader's* "How to Grow to 100 Units" roundtable

Plus

- Senior Editor David Farkas muses about the restaurant industry in his blog, Dave's Dispatch
- Daily news
- Franchise opportunities
- Topic-specific pages on marketing, expansion, operations and more

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Mary Boltz Chapman
Editor-In-Chief

I've always been fascinated by urban legends. I was both scared and entranced when my older brothers and sisters would tell horror stories about how spiders would lay their eggs in girls' teased hairdos and what would happen to your stomach if you ate Pop Rocks and drank soda at the same time. Even as I got old enough to be cynical of such tales, I would not challenge the storyteller and certainly not test the story.

A few years ago, I discovered the online Urban Legends Reference Pages, which analyzes such stories and debunks new ones. What I like about the site is that it doesn't just say, "that's ridiculous." It gives research citations and explores why we want to believe the story and pass it on. But mostly it challenges things we are sure are true—like Al Gore's claim that

he invented the Internet and that plastic water bottles emit toxic chemicals if they are reused.

Question Everything

It's tough to challenge an assumption, especially when you're sure you're right, almost everybody agrees that you're right, and it works. In my interview with CEO Mike Schneider of The Loop Pizza Grill, he told me about thorough research the 29-unit Southeastern fast-casual chain has been doing to fill the gaps that might hinder its growth. He's challenging everything from franchisee training to marketing—and the notion that spirituality doesn't have a place in business.

Howard Schultz thought people might be willing to pay \$2.50 for a cup of coffee. T.G.I. Friday's thinks customers will welcome smaller portions. Jon Luther asked whether Dunkin' Donuts should still have Donuts in its name. Cereality believes it can sustain a chain selling only cereal, milk and toppings, and Kahala-Cold Stone seems to agree with what to me is counter-intuitive.

But counter-intuitive is the point. Be the person who dares to ask the tough questions.

Look at the situation, concept or strategy through a different lens. At first it might look distorted or even ugly. But you have to be able to see it to do anything about it.

What We Thought We Knew

We are challenging what we know at *Chain Leader*. For example, as we've been developing www.chainleader.com, we began with the assumption that its users would be the same as our readers—if not the same people, the same type of people. We were wrong. While we're delighted that many of our magazine subscribers also visit our Web site—and you should because there's more there than just magazine stories—there are more visitors that don't get the print publication. Thanks to the almost-instant metrics we can get now, we can learn about these users and develop content just for them. How cool is that?

We're also evaluating our brand, talking to readers, advertisers and other stakeholders to make sure we're giving them what they want. We've always asked for feedback from our customers and tried to offer the most compelling products based on that. But this is our largest, most challenging effort to date, making us question what we thought we knew for sure.

Watch for the results of our soul searching in upcoming issues, at our events and on our Web site.

And in the meantime, confront your assumptions head-on. Because even if they work for you now, they might not work for the long term. ■

I welcome your feedback. Contact me at
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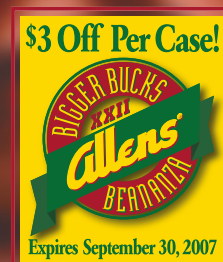
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Performance Review



Wally Butkus tells how franchise lenders are evaluating the casual-dining segment.

By David Farkas

Wally Butkus, a principal of Redding, Conn.-based Restaurant Research, gathers financial intelligence for lenders who invest in quick-service and casual-dining franchises. Given the shaky state of the casual-dining segment, we grilled him about what kinds of information his clients now seek.

Which financial metrics are most important to your lender clients these days?

The fixed-charge coverage ratio and funded debt-to-EBITDA continue to be the most important financial metrics. Although the standard minimum ratio of 1.25 times FCCR remains intact, lenders seem to be paying more attention to the trend of these ratios when looking at a particular transaction.

How do lenders feel about Applebee's, Chili's and T.G.I. Friday's, chains you've recently studied?

All three chains have great brand equity, which is an attribute lenders like to see. Most lenders prefer large brands such as these even if they are underperforming because they are proven concepts and typically have a seasoned and well-capitalized franchisee base.

Which one has the strongest unit economics?

Unit economics comes down to sales volume and cash-flow margin. Although T.G.I. Friday's and Chili's are a close call, I would give the edge to Friday's because of its higher sales volumes and improving margins. Applebee's is the weakest, with sales volumes approximately 20 percent below Chili's and

30 percent below Friday's and a slightly lower cash-flow margin.

What's pressuring margins at these chains?

Obviously, margins are adversely impacted by the ongoing sales slump. In addition, ingredient costs are beginning to rise—in some cases significantly, as is the case with chicken and beef—after being favorable for the last several years. The continuing rise in oil prices is also placing upward pressure on utilities and product-delivery costs.

What do lenders want to see franchisees do to deal with such pressures?

Given current conditions, lenders are looking for more conservative capitalizations for new borrowers. Also, lenders may look to see if borrowers could take a salary cut if needed. Of course, lenders are looking for strong operators with proven track records who can manage in good times and bad.

How have weakening traffic trends affected lender confidence?

Lenders are a little more cautious with enterprise-only transactions and are factoring in more realistic assumptions. For example, some lenders are annualizing the current weak '07 results to make sure the deal would still work if the current negative trends persist.

Does it mean there isn't an earnings-growth story among franchisees of these chains?

No, not at this point. The restaurant industry is cyclical and a zero-sum game. The proliferation of fast casual and strength of the QSR segment has taken its toll on casual dining over the last four years. However, these cycles are also fairly predictable, and I anticipate an uptrend in casual over the next few years. ■

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C.o.jones offers more than 90 premium tequilas.

The Grilled Steak Burrito, stuffed with marinated steak, Monterey Jack cheese, black beans and Mexican rice, is one of the best-selling items on the menu.

SNAPSHOT

Concept c.o.jones

Headquarters
New Haven, Conn.

Units 1

2006 Unit Sales
\$560,000

2007 Systemwide Sales
\$1.5 million
(company estimate)

Average Check
\$15 without alcohol,
\$22 with alcohol

Expansion Plans
5 in 2007

Despite a tongue-in-cheek name, c.o.jones is all business when it comes to expansion. After all, founder Bob Potter has spent the last eight years sharpening and simplifying the full-service concept. “I wanted to make it simple on myself, so I thought this was something you could eventually replicate,” says Potter, a former general manager at two-unit Saybrook Fish House in Connecticut and former floor manager at the Colonial Inn, a fine-dining restaurant on Martha’s Vineyard.

Grown-Up Standards

Opened in 1999 in New Haven, Conn., near Yale University, c.o.jones features California-Mexican fare such as burritos and tacos. While the \$8.50 chicken burrito and \$8.75 steak burrito are best sellers, the menu also includes items such as Sweet Potato Tacos, \$6.50, caramelized sweet potatoes and onions, black beans, lettuce and Monterey Jack cheese in two flour tortillas.

However, c.o.jones’ extensive tequila and margarita menu is what differentiates the concept, Potter says. It offers 25 margaritas, more than 90 premium tequilas and eight tequila samplers, which feature three types of tequila and a vegetable-juice chaser.

Alcohol makes up 60 percent of sales and helps push the check average up to \$22 vs. \$15 without alcohol. “There’s no way I would have done this if alcohol—if tequila—wasn’t really going to be a major component because trying to make money nowadays on just food is very hard,” Potter says.

“This is like a Baja Fresh or Chipotle except it’s for grown-ups because of the

tequila component,” says Tom Coyle, executive director of restaurant and retail development at MZD, an Indianapolis-based marketing, advertising and public-relations agency that is working with c.o.jones on expansion.

Growing Pains

C.o.jones has evolved since it debuted eight years ago. Initially open for lunch and dinner, the company decided to focus on dinner only when the lack of street parking prevented nearby business workers from stopping in for lunch. That’s when Potter started to increase the tequila offerings to 90 from 30. “When you add the alcohol part of the equation, it extends your hours,” he says. “You’re busy from 5 p.m. right through to 11:30 to 12.”

C.o.jones then eliminated labor-intensive chicken and seafood entrees. It also got rid of coffee and dessert to prevent customers from lingering in the restaurant, thereby improving table turns—essential for a 1,600-square-foot unit with only 16 tables.

Food costs have since decreased 4 percent, to 33 percent, and labor costs went down 4 percent, to 23 percent.

Planning Ahead

Although the New Haven unit generates \$560,000, Potter expects future units to post about \$750,000 because they will be open for lunch. And once operators are comfortable running the units, they will operate burrito carts on nearby college campuses to build brand awareness and offer “Drive by Dining,” in which orders are delivered to customers in their cars. Potter expects those initiatives to boost sales 10 to 20 percent.

C.o.jones is partnering with experienced operators in joint ventures to open three units in Indiana, two in North Carolina and one in Missouri. Potter plans to start franchising in 2008, hoping some of his joint-venture partners will also serve as master franchisees. He expects 30 new units to open in the Midwest and South in five years. ■



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Think outside the tortilla.®

Bennigan's leaps into the crowded sports-bar marketplace to defend against shrinking sales. **By David Farkas**



New GAME PLAN



Bennigan's officials spent \$400,000 to convert a Bennigan's Grill & Tavern in Addison, Texas, to a sleek sports bar that includes 20 beers on tap.

Where's the remote? Comfortable couches and chairs maintain the relaxed tavern feel Bennigan's is known for.

SNAPSHOT

Concept Bennigan's Sport
Parent Company Metromedia Restaurant Group, Dallas
Units 1
Average Unit Volume \$2 million (company estimate)
Average Check \$14
Expansion Plans 1 converted unit in 2007, 2 to 4 conversions in 2008

To smoke, or not to smoke? That was one question for Clay Dover as he pondered a site last year for Bennigan's Sport, a brand extension of Bennigan's Grill & Tavern that opened May 20 after the conversion of one of the chain's oldest units in Addison, Texas, a suburb of Dallas.

Flagging sales at the 27-year-old unit were also an important consideration. "The restaurant was in the bottom quartile [of the 20 units in Greater Dallas]," says the executive vice president and chief concept officer for Metromedia Restaurant Group.

The sports-bar segment is an increasingly competitive field, spurred partly by the rapid growth of 442-unit Buffalo Wild Wings, which rings up an average of \$2.7 million per unit.

"The local and corporate-run sport-theme bars are doing well," says Rick Pastorek, a Baton Rouge, La.-based Bennigan's franchisee who is thinking about opening a Bennigan's Sport in Louisiana. "From what I have heard, [Bennigan's Sport is] doubling the sales in that unit," he adds.

Dover won't disclose Bennigan's Sport's weekly sales. He allows the company initially set a sales goal of \$2 million, or \$62,500 a week, for the eight months it would be open

in 2007, but now believes the sports-bar concept will finish 2007 ahead of budget. Bennigan's units average about \$3 million in annual sales. "We feel we have a winner on our hands," Dover says.

Sales Dip

Bennigan's could use one. Same-store sales are flat to slightly down over the prior year among the 160 company units. Franchisees here and abroad operate the remaining 150.

MRG spent \$400,000 to convert the aging unit, which hadn't had a facelift in seven-plus years. Dover predicts franchisee conversions should cost less and expects the company or a franchisee to open another Bennigan's Sport later this year.

The sum the company spent includes about \$60,000 worth of technology including 26 large-screen high-definition TVs, a new sound system and satellite hook up that broadcast European soccer and rugby games.

Dover says keeping "core values" but creating something that "wowed" guests was a challenge.

A new signature dish, Irish Ale Queso, \$4.99, is a best seller. Ten-inch pizzas, \$9.99, baked in a new wood-fired grill are also popular, Dover claims. Several original items remain on the menu, including the popular Monte Cristo sandwich, \$8.49.

On Tap

Bennigan's Sport offers 20 tap beers instead of three. Beer accounts for 50 percent of beverage sales; spirits make up 40 percent. Beverages account for roughly 40 percent of total sales, Dover says, about 20 points higher than Bennigan's.

Still, former MRG executive Frank Steed, now a consultant in Dallas, contends it's going to be hard to create a point of difference in a marketplace crowded with sports bars: "No matter how well they execute, I'm not sure this is a great answer."

CEO Vince Runco concedes Dallas is a crowded sports-bar market. "But there are plenty of other markets for Bennigan's Sport that have no sports bars at all," he says. ■



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FERTILE Ground

Known for its lilacs, Lombard, Ill., is gaining a reputation as a flowering restaurant community. **By Lisa Bertagnoli**

For most of the 20th century, Lombard, a village located 20 miles west of Chicago, enjoyed a reputation as the place to see lilacs. The village played it up, hosting a three-week Lilac Festival, complete with a parade and lilac queen.

Nowadays, Chicagoans are more likely to visit Lombard to shop—and eat. The village is home to Yorktown Center, an established, 180-store mall. And its dining scene continues to grow with development of The Shops on Butterfield, a new, 200,000-square-foot retail and dining complex adjacent to Yorktown Center.

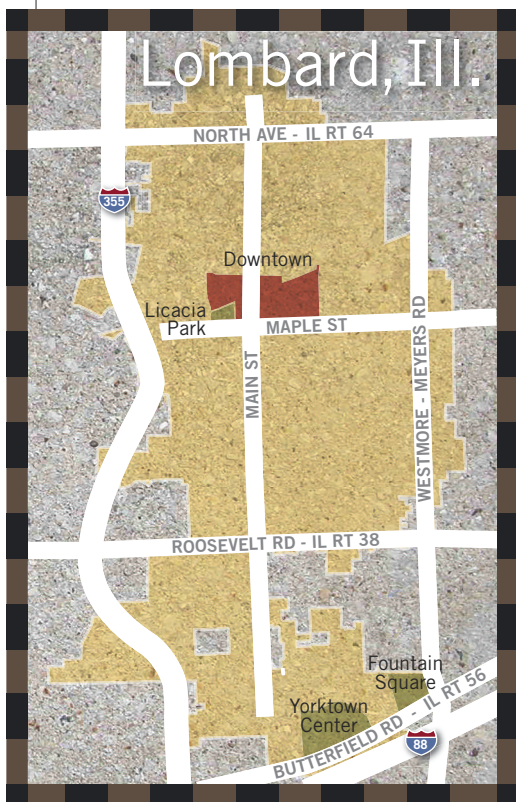
Claim Jumper, Rock Bottom Brewery, RA Sushi Bar Restaurant and The Capital Grille are among the early settlers at The Shops, which should be complete later this year. The new development will include a 500-room Westin hotel and conference center, plus a Lucky Strike bowling alley, which will add a touch of night life to the area.

Balancing Act

But there's more to the village than the malls. The historic downtown is enjoying a renaissance as well.

Lombard's downtown remains fairly independent. "We don't have a Starbucks or the big-name restaurants downtown," says Monica Brown, executive director of the Lombard Area Chamber of Commerce and Industry. A nonprofit organization, Lombard Town Centre, is dedicated to developing the downtown area, while at the same time preserving historic structures.

Overall, Brown says, the city is pro-business. "Lombard President Bill Mueller has a saying: 'Lombard is good for business and business is good for Lombard,'" she adds. ■



FROM THE STREET

AREA Lombard, Ill.

POPULATION 53,087

AVERAGE HOUSEHOLD

INCOME \$83,948

AVERAGE HOME VALUE

\$262,674

COMMERCIAL REAL-ESTATE

RENTS \$30 to \$50 (net)

per square foot

NOTABLE DEVELOPMENTS

NEARBY Yorktown Center mall, The Shops on Butterfield, Westin Lombard Yorktown Center (hotel and conference center, scheduled to open in August)

OPERATOR PERSPECTIVE

Rock Bottom Brewery opened the second of its new prototype at The Shops on Butterfield last fall. Sales at the 290-seat unit are 20 percent higher than the system average, says Buck Warfield, senior vice president of development at the Louisville, Colo.-based company.

"It's a very good trade area," he says. "The consumer profile for Lombard is just terrific."

One drawback, however, was high construction costs in the Chicago area. Warfield expected costs 20 percent higher than in Colorado, but it was actually 35 percent higher, he says.

But he expects to offset that cost with another leap in sales when The Shops project is finished. Currently, construction sites confuse diners, and parking is somewhat difficult.

on the web: Small urban concepts in Chicago are using Lombard to test the suburban waters. Visit www.chainleader.com.



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A Superior Degree of Reliability



Pal's first TV campaign in a decade shows how it delivers **SPEED AND VALUE** with its eyes closed.

BLIND FAITH

By Margaret Littman

Watching employees of Kingsport, Tenn.-based Pal's Sudden Service build burgers while blindfolded is the first clue that it is not business as usual at this 20-unit QSR.

Pal's 650-plus employees don't work with their eyes covered on a regular basis. But when the company's ad agency, Johnson City, Tenn.-based Creative Energy, held auditions to find workers who could accomplish the task, it was surprised to find that every one of them could.

Their performance was so flawless that the agency couldn't compile a blooper reel for internal amusement. "There were no mis-cues," says Tony Treadway, president of Creative Energy, Pal's ad agency since 1992.

The blindfolding exercise was part of the conceit for Pal's first TV campaign in more

than a decade. As a drive-thru-only concept with no sit-down space, Pal's wanted its commercials to stress its speed of service—Pal's workers can deliver a burger in 18 seconds. The blindfolds were just one way to illustrate the concept's employee training and commitment to fast, accurate order delivery. In another spot, employees work with one hand tied behind their backs.

"I want to really push the brand. I want to set a standard to represent Pal's and do it in a way that no other chains can," says Thom Crosby, Pal's CEO, of the thinking behind the stunt.

Fast-Food Pace

Pal's stopped making TV ads about the time cable TV options exploded in the late 1990s, Crosby says. The company felt it was harder to target its TV ads to the right audience. Pal's target demographic is 16- to 54-year-olds, but the most frequent customer is 36- to 42-

"Blindfold Car" *Length: 30 seconds*



1. Voice-over:
At Pal's Sudden Service...



2. We're often asked why we put so much time and effort into training.



3. It's because we know that delivering your food hot, fresh and right...



4. In the shortest possible time is no small order.

year-old women with two or three children, Crosby says. Lunch is the chain's strongest daypart.

Over the last 10 years, instead of using cable TV, Pal's opted for radio and billboards within a mile of stores to accomplish the same marketing objectives, albeit significantly less expensively. While the QSR has never competed on price—nor has it discounted its menu—delivering value is a core mission of the organization. Current average check is \$4.05.

"We have been out of TV so long, but [Creative Energy] convinced me that it was now easier to take a look at the channels and our target demographics and pick the right mix," Crosby says. "Our presence [as an advertiser] with other fast food makes it the right place to sell our message."

To move back into TV, Crosby increased Pal's ad budget 20 percent—to \$1 million—for 2007 and estimates a similar increase in 2008.

Pal's will air seven versions of the spots over a seven-month period in 2007 on channels including Lifetime, Fox News, FX, Spike, CNN and TLC, as well as local CBS and NBC affiliates. Each spot features founder Pal Barger and Crosby, although neither is identified by name or title in the spots.

"We purposefully did not put names in. We wanted to create some buzz factor," Treadway says. In one of the spots, Barger contemplates driving a car blindfolded, while employees build the burgers. Each spot ends with the tagline, "Great food. In a flash."

Workplace Humor

In addition to attracting new customers as the Southeastern chain opens two or three company units annually in Tennessee and Virginia, Crosby and his team wanted a TV campaign that would help the chain recruit new employees in a tight labor market. "The underlying thing we want to come across for prospective employees is our fun culture," he says. While Crosby does not have firm numbers, he says the number of employment applications has increased since the ads began airing in June.

By using real Pal's employees rather than actors, the company wanted to underscore that Pal's employees are well-trained and have fun.

The commercials were shot on location between 11 p.m. and 5 a.m. so that they would not disrupt any regular customers. Creative Energy brought in large lights to mimic daylight.

Despite the switch in medium and the dual goals of attracting both customers and employees, Treadway says the standard look and feel of Pal's advertising has not changed in the last five years. As a result, customers recognize the yellow signature color as part of a Pal's ad.

At press time figures were not available, but Crosby says sales have increased since the ads began airing. He adds: "I don't care how cute it is, it has to make the cash register ring." ■

on the web: To watch Pal's Sudden Service's new commercial, visit www.chainleader.com.

SNAPSHOT

Concept

Pal's Sudden Service

Headquarters

Kingsport, Tenn.

Units

20
2006 Systemwide Sales
\$34 million

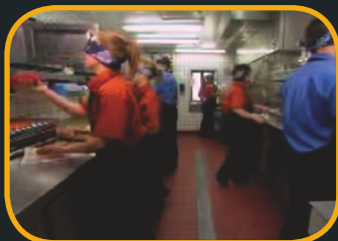
2007 Systemwide Sales
\$38 million
(company estimate)

Average Check \$4.05

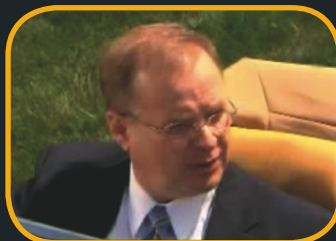
Ad Agency Creative
Energy, Johnson City, Tenn.

Ad Budget \$1 million

Expansion Plans
2 or 3 annually



5. You could even say we're fascinated with perfection.



6. Thom Crosby: What are you doing?



7. Pal Barger: Leading by example.



8. Voice-over: Pal's Sudden Service. Great food. In a flash.



RAW

Ingredients

Unfinished wood, concrete and metal give **SWEET TOMATOES'** new interior a farmlike feeling. **By Lisa Bertagnoli**

Of a barn, but not in it: That's the feeling that comes across in the new prototype for Sweet Tomatoes and its sibling concept, Souplantation.

The narrow, story-and-a-half entryway and 55-foot-long salad bar that follows it empty into a vast, bright dining room with a vaulted ceiling, exposed beams and gleaming metal duct work. Sky-high, rectangular

windows let in light and a view of the sky. Where the walls aren't paneled in plywood, they're covered with corn-yellow, tomato-red and lettuce-green paint.

Decorative touches are limited to an arrangement of silk wildflowers clustered in galvanized tin buckets; extreme close-up photography of an orange segment, mint leaves, a tomato and other garden offerings; and sayings painted on the wall, among them "From Nature, To Us, To You" and "Create Indulge Enjoy."



1. The narrow salad bar line “explodes” into a vast, 220-seat dining space, complete with unfinished ceilings and high windows.
 2. Newer iterations of Sweet Tomatoes have more tables and fewer booths.
- The new prototype in Desert Ridge, Ariz., was designed to create a farmlike feel.

All this differs quite drastically from the concepts’ former look, a drop-ceilinged, carpeted affair outfitted with Corian counters, wood paneling, plenty of hanging plants and maple-hued Windsor chairs. “It was grandma’s kitchen,” says Lyle Beecher, AIA, principal in charge and project designer at Beecher Walker Architects, the Salt Lake City firm involved with the project.

Farmlike, Not Barnlike

The quest for a new design dates to 2004, after Fairmont Capital acquired parent company Garden Fresh in 2003. “As we transitioned out of being publicly held, we took a very careful look at how guests could have the best experience,” says Garden Fresh CEO Michael Mack.

The company’s main design objectives, Mack says, were to make the food-bar areas more visible and easier to navigate, add more merchandising touches, and stress the menu’s fresh-food approach. “We wanted to

give people a stronger sense of the freshness of the product,” Mack says.

Before launching the design project, Beecher and the in-house design team met for several days at Garden Fresh headquarters in San Diego for a charrette, a meeting at which they nailed down design objectives. During the design and construction process, the team stayed true to the charrette, “which is rare,” Beecher says.

The team’s aesthetic objective was to create a space that conveyed a farmlike feel, but not overly so. “You don’t walk in and say, ‘This feels like a farm,’” Mack says. “But the materials are more earthy and natural, less what I’d call slick.”

The design team chose materials and colors that present a finished look, but with an unfinished cast. The concrete floors are stained ochre in the dining area and sage green in the food-serving stations. Where the walls aren’t painted, they’re paneled with rough-looking plywood, a touch that accom-

SNAPSHOT

Concept Sweet Tomatoes
Parent Company Garden Fresh Restaurant Corp., San Diego
Location Desert Ridge, Ariz.
Architect Lyle Beecher, AIA, Beecher Walker Architects, Salt Lake City
Opening Day Feb. 26
Area 6,535 square feet
Seats 220
Average Check \$8.25
Unit Volume \$2.85 million
Expansion Plans 8 to 10 a year



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*"17 of the top 20" claim based on comparison of Restaurants & Institutions 2006 Top 400 Restaurant Chains to DIRECTV Commercial Customers. Availability of DIRECTV service may vary by location. **Based on a 2007 nationwide independent survey of bar/restaurant management, conducted by Alliance Consulting Group. **PROGRAMMING OFFERS:** Some restrictions apply. Call for more details. **HARDWARE OFFER:** Programming commitment, as defined by customer's commercial programming rate card, required. Offer available to new commercial customers in commercial structures no more than two stories high. One free system offer per commercial location. Custom installation and installation of additional receivers available for a charge. Offer void where prohibited or restricted. May not be combined

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Vegetable wall colors, signage and photography keep Sweet Tomatoes' interior from feeling too industrial.

3. The entryway leads directly to Sweet Tomatoes' salad bar lines to ensure no confusion for first-time customers.

4. One holdover from the previous design: marketing in the form of sage sayings plastered on the walls and tabletops.

5. Concrete floors and metal-framed chairs add an industrial, but not uncomfortable, edge to the space.

6. The double 55-foot-long salad bar has three lines: one regular, one express and one for takeout.

plishes the design objective but also saves money. The ceiling is crossed with wooden supports; all duct work and insulation is visible. High, rectangular windows let in light and draw the eye to the dining room's dramatic ceiling height.

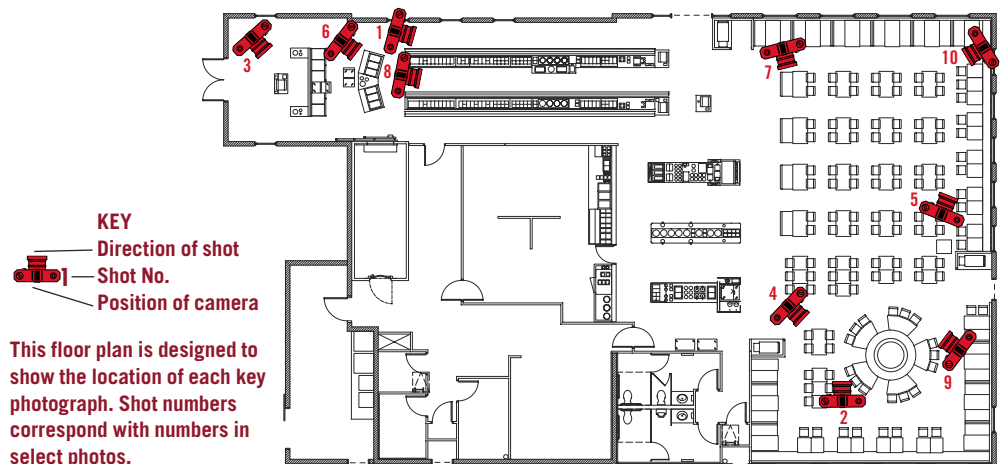
The food stations—soup, hot food, dessert and breads in addition to the salad bar—are grouped together and set apart from the dining room, making them more easily navigable. Large circular signs hanging above each station make the food bars easy to locate from any spot in the dining room.

More Seats, Less Noise

The company has made several design adjustments since the first prototype opened in Chula Vista, Calif., last fall. It added more booths, customers' favorite seating option, and wall paint to bring more color to the space.

Future adjustments will include removing the round banquette topped with the flower buckets. The round piece, which Mack says disrupts the dining area's layout, replaced another design notion: a fire pit that would add color and theater to the space. Cost and liability issues nixed that idea, Mack says.

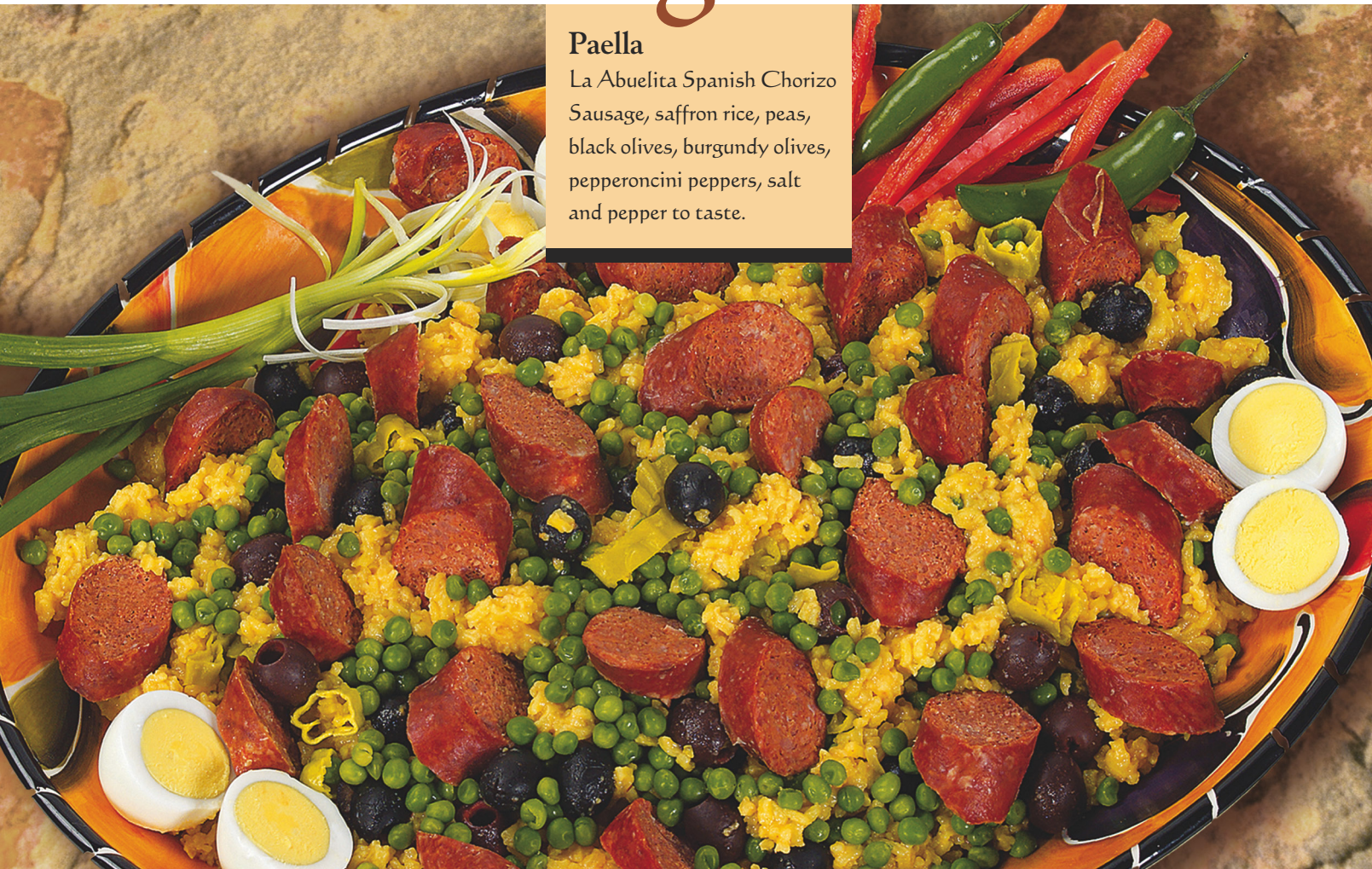
The restaurants will also get more seats. The Desert Ridge,



Who would have thought?

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More booths create a more private-dining experience, rather than a herd mentality, at Sweet Tomatoes.

7. Up high, unfinished lumber and exposed duct work lend an industrial feeling to the space.

8. The express lane lets customers familiar with the concept move through faster.

9. A round booth topped with flowers provides a focal point, but one that will be eliminated from the prototype to create a more unified dining area.

10. Grouping the soup, bread and dessert stations together makes the restaurant easier for guests to navigate.



Wonton Chicken Happiness is one of the prepared salads available on the salad bar.

Ariz., location, near Phoenix, has 220 seats, but can fit 240 to 250.

And acoustic issues must be addressed as well. The sharp concrete and metal surfaces create an ambience that mottles some sounds but sends others, for instance a baby's cry, ricocheting around the room.

Garden Fresh plans to add eight to 10 new units a year, expanding to markets such as Chicago and Dallas. Older stores will be repainted and refixed as needed, but perhaps not gutted. "That needs more evaluation," Mack says.

While he won't divulge a price tag, Mack says the current design costs less to build than the older model. He also declines to estimate the new design's effect on unit volumes.

It remains to be seen, he adds, whether the new design accomplishes its objectives of being more workable and user friendly. Focus groups, however, reveal that some customers like the older, grandma's-kitchen look better. "It's what they're familiar with," Mack says.

But he still believes that the new building is better for both customers and the bottom line. "We got what we wanted," Mack says. "We're very proud of what we accomplished." ■



MENU SAMPLER

Unlimited soup, salad, bread, potato, hot-food and dessert bar: **\$8.99 for adults, \$4.49 for children 6-12, \$1.49 for children 3-5. Kids 2 and under eat free; 10 percent discount for seniors age 60 and over**

SAMPLING OF SALAD-BAR INGREDIENTS:

green and red cabbage, radishes, celery, broccoli, tomatoes, blue, feta and cheddar cheeses, eggs

SALAD-BAR PREPARED

SALADS: Honey-Minted Fruit, Wonton Chicken Happiness, Broccoli Madness with Bacon, Southern Dill Potato Salad

SOUPS: Sweet Tomato Onion, Vegetable Medley, Irish Potato Leek, Deep Kettle House Chili

DESSERTS: chocolate mousse, chunked melon and pineapple, soft-serve ice cream, chocolate brownie muffins

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It's time to start making plans for NAFEM, the industry's premier equipment and supplies showcase, sponsored by the North American Association of Food Equipment Manufacturers.

Atlanta plays host to this year's show, a biennial event that kicks off Oct. 11 and runs through Oct. 13 at the Georgia World Congress Center (GWCC). More than 600 North American manufacturers will display products for food preparation, cooking, storage and tabletop.

This guide will be invaluable for advance planning, allowing you to get the most out of the show's exhibits and educational opportunities—as well as Atlanta's hotels and restaurants.



Show dates: Oct. 11-13, 2007

Registration: Visit www.thenafemshow.org to register online with a credit card (through Sept. 14, 2007) or to download a PDF version of the registration form.

Fees: Show admission fee is \$30 if purchased by midnight EST on Sept. 7, and \$60 after Sept. 7.

Cancellation Policy: Show admission is non-refundable. Event-ticket fees will be refunded if written cancellation is received on or before Sept. 28, 2007.

Exhibitors: Register online for exhibitor badges at www.exhibitorresources.net/NAFEM0710 by Fri., Oct. 5, 2007. All registration after this date must be done on site at the Georgia World Congress Center. Each exhibiting company receives three complimentary badges per 150 sq. ft. of exhibit space purchased. Additional badges are \$30 each.

Transportation: The NAFEM Show will provide complimentary shuttle-bus service between all hotels in the NAFEM block and the Georgia World Congress Center during show hours. This service is provided between hotels and both the Global Networking Event and the All-Industry Celebration.

Questions: For questions regarding the show or the status of your registration, e-mail thenafemshow@nafem.org or call (312) 245-1054.

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Enodis®

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To see more about all the new products, service, culinary expertise and future trends highlighted in this special supplement, visit the Enodis Booth, 2001, at The NAFEM Show.

Takeout Drives Need for Space-Saving Equipment

Guests enjoy the convenience of Macaroni Grill's Curbside To Go service featuring delicious, chef-prepared meals delivered right to their cars. Romano's Macaroni Grill is among leading restaurant concepts profiting from this forward-looking service model.

Emerging about five years ago, curbside-takeout service at full-service restaurants is still in growth mode. According to the National Restaurant Association, 37 percent of consumers have sampled curbside-takeout service, and 38 percent of table-service-restaurant operators anticipate that takeout will represent a larger proportion of their total sales in 2007. More than 20 percent of adults order more takeout from table-service restaurants than they did two years ago, according to the association.

In the Fast Lane

Indeed, curbside takeout has become one of the fastest growing areas of the \$537 billion restaurant industry. Largely because of the new service, takeout sales at casual-dining chains have grown about 10 percent annually over the last three years—double the annual rate of their overall growth, according to Technomic, a research firm based in Chicago.

The service model is valued by consumers who like to feed their families or entertain at home without cooking. And that number is on the rise. In 2005, 58 percent of all main dinner dishes were made from scratch, down from 65 percent in 1995, according to NPD Group, which tracks consumer trends.

Virtually any full-service restaurant can take advantage of the curbside-takeout trend regardless of space constraints. Many operators have retrofitted portions of their kitchens to accommodate the increased volume of orders.

Smaller Equipment Footprint

Whether you offer all or select items on your menu for curbside takeout, smaller



equipment footprints maximize efficiency and service. Enodis delivers a portfolio of smaller, space-saving, high-performance models of fryers, grills, warmers and more.

Industry leader Frymaster, for example, recently introduced the E⁴ Fryer-and-a-Half Electric Fryer. This unique electric fryer is specifically designed for space-constrained operations offering menu items with different frying needs. The Fryer-and-a-Half combines a full frypot and a half-size frypot together with Frymaster's patented Footprint® Filtration System in one unit to provide a powerhouse of frying versatility in a small footprint. Additionally, it can be used under a ventless hood, offering a frying solution to non-traditional restaurant operators.

Smaller operations that have checked out Garland's new Xpress Grill discovered they could replace their existing grills, in some cases as much as 6 feet of griddle plate,

with one compact Xpress Grill thanks to Garland's Accelerated Cooking Technology. With that smaller footprint, operators are able to reconfigure their kitchens for improved productivity using less space, ventilation, HVAC, labor and energy.

The new Versa Drawer™ by Delfield combines four separate refrigeration units, each with individually controlled functions, in a single piece of equipment with multiple configuration options. Operators can appoint different drawer units to freeze, refrigerate, chill and thaw foods based on needs per menu or daypart while maximizing space and labor efficiency.

For more information on these and many other space-saving, solution-providing products that will allow you to introduce or maximize curbside-takeout service—and realize greater profits—visit www.enodisusa.com.

Nobody looks at steam cooking quite like we do.



At Cleveland, we're always looking for new and better ways to do steam cooking. No other steam equipment manufacturer offers you so many options, so many models, so many ways to delight your guests with juicy, flavorful foods prepared with the power of steam.

Whether you need a convection steamer, a **Convotherm® by Cleveland** combi-oven steamer, braising pan, or steam jacketed kettle, look to Cleveland...named Best in Class for Steamers by industry professionals for the sixth consecutive year.

To learn more, call 1-800-338-2204 or visit www.clevelandrange.com.



For more details on kitchen solutions from our leading Enodis brands, low-rate financing or for installation and start-up assistance from our STAR service network, consult your dealer or visit www.enodisusa.com.

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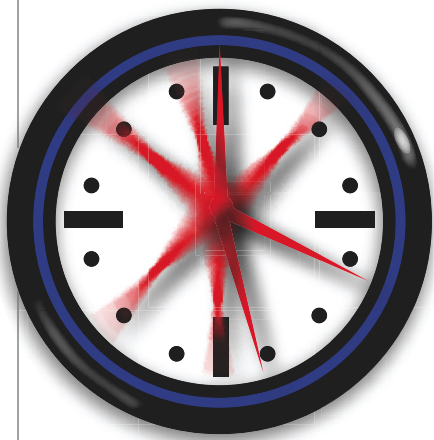
Enodis®

Enodis Explores What Consumers Really Want

What are the key trends that matter most to customers as they go about their day-to-day business? To stay ahead of trends in the kitchen, Enodis starts by studying consumer trends on the street.

Through its insight partner, CultureWaves, Enodis has identified four cultural shifts, and ways its equipment fits these changing lifestyles.

Clockless Lifestyle. For a fast-growing number of Americans, the hands are falling off the clock, says Andy Ford, Wave Master with CultureWaves. Consumers no longer limit themselves to three meals a day, nor



do they all eat at traditional mealtimes. A spreading "hyperlife" mentality is stretching the standard day earlier and later. For some, this means a lunch of buffalo wings at 2:15, and maybe a "fourth meal" at 3 a.m.

"Allow me to eat what and when I want," Ford says of this lifestyle. Enodis' Accelerated Cooking Technology enables operators to stay open longer and offer more variety any time while delivering great food to the patron fast.

Green Hot. This trend speaks to consumers' emerging desire to have an impact on the planet. Enodis' EnerLogic™ initiative is



answering that call by offering a wide range of energy-efficient and water-savings equipment, increasing operation efficiencies with both utility and resource savings adding to operator profits. "This is quickly becoming an expectation of more and more consumers, and Enodis is blazing a trail among manufacturers to satisfy that expectation," Ford says.

Convenience Lifestyle. Consumers are demanding more products, more locations and accessibility at extended hours. Enodis took action by offering operators reduced-footprint equipment solutions for smaller kitchens. Colleges and universities capitalize on cooking platforms that execute several functions well, in non-traditional spaces and with fewer personnel. Hotels, too, accommodate guests quickly in the wee hours of the night with select room-service items



prepared on higher floors in ventless space. Curbside takeout at full-service restaurants allows guests to bring home an experience that's a step up from that of traditional drive-thru. Even posh restaurants are experimenting with remote kiosks offering flavorful, upscale items on the fly.

More operations are redefining the locations where food is prepared and served. "We're ready for new food experiences everywhere," Ford says. "Enodis convenience platforms put food in the customer's path."

Sensory Appeal. Tired of the mundane and common, consumers want their everyday products pushed up a few notches to take full advantage of the five senses. Consider the rise of exhibition kitchens and the "theater of fresh" preparation in quick-serve restaurants. Enodis delivers equipment and systems that make it easy to delight the senses of the dining public.



"CultureWaves empowers Enodis to innovate from the bottom up to look at real life and then apply it to the customer's operation," Ford says.

For more trends and information on how Enodis trend-tracking leads to kitchen innovations, visit www.enodisusa.com/trends.

Take food from ordinary to extraordinary in nothing flat. Merrychef® 402S ovens allow you to program as many as 500 cook-to-order menu items. So with the touch of a button, you're serving hot, delicious food 15 times faster than with conventional ovens. To find out more, or to place your order, call 727-375-1944 or visit www.merrychef.com.

 **Merrychef**



Done Fast.



Fast, Done Right.

For more details on kitchen solutions from our leading Enodis brands, low-rate financing or for installation and start-up assistance from our STAR service network, consult your dealer or visit www.enodisusa.com.



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Innovation Is More Than a Buzz Word



“When I talk about innovation and technology, equipment on its own does nothing,” McCulloch says. “If you don’t design the system around the people who use it and the food that they’re producing with it, you’ll get the wrong results.”

—Dave McCulloch, CEO, Enodis PLC

Ask Dave McCulloch to identify the single greatest challenge facing today’s foodservice industry, and he won’t skip a beat. Simply, it’s change.

“The marketplace is changing rapidly,” says McCulloch, chief executive officer of Enodis. “By 2015, 33 percent of the population will be under 25. The younger generation thinks differently. They don’t cook, because they don’t have time. They eat at odd hours. What they want today isn’t what they’ll want tomorrow. They want to experiment. So all of our customers have to move very rapidly if they want an advantage over their competition. That creates the need for speed of response from companies such as Enodis.”

Creating Solutions

McCulloch understands and embraces change. He’s stood at the forefront of advances in foodservice equipment for more than 20 years.

“We’ve dramatically changed the company from one that supplies products to one that supplies solutions to customers,” he says. “Four years ago, we decided that we need to be even more innovative. But innovation is an easy word that everybody uses. If we don’t really understand where the consumer is going, we could be innovating the wrong things.”

Not long ago, McDonald’s looked over its shoulder and saw only Burger King and Wendy’s, McCulloch notes. Today the quick-service giant competes with the likes of Starbucks, Subway, 7-Eleven, Chili’s, even Wal-Mart. “All of these players—supermarkets, convenience stores, hotels, casual dining, fine dining and QSRs—are competing with each other for consumers who want food 24 hours

a day, who want it faster, better, take-out, eat-in and in the middle of the night. That creates a huge need for kitchen-equipment solutions that can meet those dynamics. So we committed to leading the industry with technology, by constantly refreshing our individual brands so they define state of the art.

“We also needed to be innovative with service, not only after the sale, but before the sale,” McCulloch adds. Such commitment includes developing equipment that conserves energy and protects the environment; helping customers devise marketable and profitable menu items through culinary support; and committing to immediate response to equipment repairs through the Enodis STAR Service Program.

Staying Ahead of the Curve

Enodis’ strategy recognizes the critical intersection of three core elements: equipment, people and food.

Indeed, McDonald’s recently recognized Enodis with its Partnership of the Year Award, citing contributions to new product development, support of company innovation and supplier initiatives, and global field support.

“We have a new mindset that’s different from everybody else’s, and we call it ‘Enovation,’ to enable our customers to make more money selling more food and beverages,” McCulloch says. “We work with our customers on their challenges, whether it’s kitchen design, capitalizing on new and better technologies, or helping them develop their menus around our equipment or our equipment around their menus. It’s a very exciting industry, and Enodis is well positioned to serve operators’ needs, not only today, but tomorrow.”



Frymaster® is about to advance frying, again. Now you can achieve consistently great-tasting fried foods while reducing your oil usage and labor. It's the most economical, consistent, and intuitive way to fry. See it unveiled for the first time at NAFEM, booth #2001.



**CLEARLY
CLEARLY
AHEAD OF
ITS TIME**



For more details on kitchen solutions from our leading Enodis brands, low-rate financing or installation and start-up assistance from our STAR service network, consult your dealer or visit www.enodisusa.com.

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Enodis®

Energy Savings: Good for the Environment and the Bottom Line

Foodservice operators and the industry face growing energy challenges that threaten sales, profitability and basic operation.

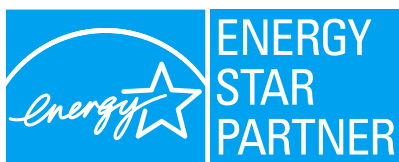
Across the country, higher energy prices have hit restaurants from both sides: reduced restaurant traffic from high gas prices and increased operating costs for facilities that already use two-and-a-half times more energy than other commercial operations, according to the Consortium for Energy Efficiency.

Enodis is dedicated to delivering energy-saving solutions to operators via a four-step mission: Communicating the benefits and availability of resource-efficient equipment; developing and producing more energy-efficient equipment using existing and advanced technology; collaborating with customer, trade and other groups to develop voluntary national standards in more categories; and setting more aggressive internal targets.

Energy Savings = Greater Profits

One way to cope with higher energy costs is to utilize energy-efficient equipment, which can reduce operating costs. Nearly three-fourths of operators surveyed by *Foodservice Equipment & Supplies'* "2007 Operator Industry Forecast" said energy efficiency is a factor when purchasing a new piece of equipment, and nearly one-third said it's a major factor.

"There's a great potential for restaurateurs to improve restaurant efficiency and profitability," says Kate Lewis, marketing manager for ENERGY STAR®, a joint program of the Environmental Protection



Operators can increase profits by as much as one-third if they save 20 percent on energy costs, according to ENERGY STAR®.

Agency and the U.S. Department of Energy. Indeed, a recent ENERGY STAR® study showed that operators can increase profits by as much as one-third if they save 20 percent on energy costs. "Operators also need energy-efficient equipment to meet needs such as durability, ease of use and quick cooking times," states Lewis. Whether you use electric or gas cooking units, improved heat transfer, burner technologies and control capabilities make cooking more efficient.

Energy reduction is where the world is going, says Richard Young, an engineer and director of education at Food Service Technology Center, which benchmarks energy performance of foodservice equip-

ment under the auspices of the California Public Utilities Commission. "Amid Americans' growing concerns about global warming, competition will drive all operators toward energy conservation. Also, more states will take California's lead in imposing minimum standards. Besides, in the emerging "greening" movement, restaurants that lower energy usage can take the lead in promoting their environmental responsibility."

Third-Party Standards: The Force Behind EnerLogic™

When it comes to conserving electric and gas energy, no company offers a broader portfolio of products than Enodis. Enodis pioneered the EnerLogic™ program to help operators maximize energy savings and profit by identifying the most energy-efficient and environmentally responsible equipment. Only equipment meeting stringent standards may qualify for the EnerLogic™ seal.



This year, water-conservation standards were added to EnerLogic's energy requirements in concert with third-party standards recognized by the U.S. Green Building Council. Now, more than 600 Enodis products qualify for the EnerLogic™ seal.

To learn more about EnerLogic™ and Enodis' ongoing commitment to promoting resource-efficient facilities and equipment and its continued development of new third-party energy standards, visit www.enodisusa.com/energy.

Versa Drawer™

Adds Versatility to Any Operation



We aren't going to make any exaggerated claims about our new Versa Drawer being revolutionary or even that it is the best thing since sliced bread. Instead, we will say that Versa Drawer's ability to function as a refrigerator, a freezer, a thaw cabinet or a convenience chill cabinet offers you the chance to gain new efficiencies in your operation. Versa Drawer puts **The Right Food, At the Right Place, At the Right Time, At the Right Temperature, In the Right Space.** The Kitchen Innovation Award winning Versa Drawer helps control food, labor and utility costs and provide safe, high quality menu items -- all while conserving precious space and time in your kitchen. To learn more about Versa Drawer or Delfield's integrated kitchen optimization solutions, please call 800-733-8948 or visit www.delfield.com.



For more details on kitchen solutions from leading Enodis brands, low rate financing or for installation and startup assistance from our STAR service network, consult your dealer or visit www.enodisusa.com

Enodis®

Enodis Gives “Service” New Meaning

To Enodis, action speaks louder than words. As an industry leader in product innovation, manufacturing and service, Enodis understands the importance that service excellence brings to customer satisfaction, not only in the critical area of equipment repair and parts replacement, but before the sale via access to experts dedicated to culinary and operational support.

Enodis' proprietary Enovation process originates at the Enodis Technology Center in New Port Richey, Fla., near Tampa. Here, customers work on prototype equipment with Enodis culinary, engineering and support teams, testing each menu item for cooking time, quality, holding characteristics and more.

To Alison Cullin-Woodcock, corporate executive chef, service can embrace everything from recommending or customizing the right piece of equipment for a particular food to predicting flavor and service trends to helping plan a five-year menu. For example, she built a healthier muffin that could bake in a variety of different ovens for one recent customer; for a food manufacturer, she helped re-engineer a popular line of convenience appetizers, expanding flexibility of delivery at the unit level.

A Holistic Approach

“We take a holistic approach to looking at customer requirements,” says Cullin-Woodcock, who oversees a global network of Enodis chefs representing all Enodis brands. “It’s not about selling you a piece of equipment; it’s about looking at the customer’s entire operation. We can give you an oven that delivers a fantastic pizza in one minute and 30 seconds, but if you don’t have the staff to deliver that pizza to the guest and it sits under the Merco heat lamps for too long, that’s not the best solution.”

Working side by side at the Enodis Technology Center—as well as in customers’ own facilities—customers and members of Enodis’ culinary team put ideas and



innovation to work, leading to more insights that are integrated into the kitchen. These insights are retested, then proven, resulting in optimum cook-time efficiencies and quality menu items.

“In many cases, the best customer solutions blend improved kitchen workflow and streamlined processes with existing technology,” Cullin-Woodcock says. “Our customers are delighted that they can greatly improve their kitchen efficiency through workflow changes and kitchen-equipment integration that uses proven, familiar technology.”

Enhancements to STAR Service

The desire to lead in service led Enodis to create the STAR Service Network, a program that establishes best-in-class standards for service agents nationwide. In its ongoing efforts to improve service delivered to end-users, Enodis recently introduced several enhancements to its STAR Service Program:

- online zip-code search engine to find the closest authorized STAR service provider for any Enodis brand;
- online statistics and information, to help select the right service provider, including key performance data;
- a Reliable Install & Start-up by Enodis (RISE) program that includes standardized pricing for equipment-replacement installations and required site surveys by an Accredited Service Agent (ASA) prior to initiating work;
- an Authorized Training Instructor (ATI) program that includes factory-authorized

training—more than 600 training classes each year with more than 3,000 ASA trained; and

- marketing programs to help ASA locations communicate services within local markets.

The STAR program’s service-excellence criteria exceed those established by accrediting and certification bodies and industry standards. They include training and continuing education with certification for agents servicing Enodis leading brands; an Original Equipment Manufacturer (OEM) stock policy that means service partners maintain key OEM parts; and maintaining a network of accessible service centers across the country.

More than 500 Enodis service locations are strategically located nationwide so that most restaurants in the continental United States are within 50 miles of one. Many of the more than 1,500 factory-trained service technicians are certified as Master Technicians by the Commercial Food



Equipment Service Association. Agents in the Enodis STAR Network agree to guarantee work for a minimum of three months, and many offer extended warranty periods for parts and service.

“Our customer commitment is multifaceted,” says Michael Buelow, vice president of service for Enodis. “It’s important for end-users to know we’re as strongly committed to excellence in service as we are to manufacturing.”

The new Garland Restaurant Range was inspired by chefs to empower your unlimited culinary creativity. Through unmatched durability and performance, this range continues our 120-year commitment to building reliable, innovative designs that allow your mind to roam and your menu to follow. To explore your full range of possibilities, visit our booth at NAFEM #2001.

 **Garland**



Explore your range
with ours.



For more details on kitchen solutions from our leading Enodis brands, low-rate financing or installation and start-up assistance from our STAR service network, consult your dealer or visit www.enodisusa.com.

Enodis
©2007 Garland

Enodis Wins Four Kitchen Innovations Awards

For the third consecutive year, Enodis was recognized by the National Restaurant Association as a global leader among foodservice-equipment manufacturers, winning four 2007 Kitchen Innovations Awards—the most earned by any foodservice company.

The competition, judged by an independent panel of industry experts, recognizes trend-setting kitchen equipment deemed among the most innovative in the world.

A Combi for Small Spaces

Embraced by operators in Europe for its space-saving versatility, the Convotherm® by Cleveland Mini-Combi Oven Steamer is now available in the United States. This countertop unit, at 22¼ inches wide by 26 inches deep, utilizes quarter- and half-size standard sheet pans to bring maximum combi-cooking flexibility to tight spaces.

The Mini-Combi offers features valued in the larger unit, including the "Advanced Closed System" that automatically maintains ideal humidity levels of foods, and the "Crisp & Tasty" feature that preserves moisture inside foods while yielding uniformly browned exteriors. The Mini can be programmed with 250 recipes.

Four Essential Functions, One Versatile Drawer Unit

The Versa Drawer™ by Delfield combines four separate refrigeration units, each with individually controlled functions, allowing operators to freeze, refrigerate, chill and thaw—or any combination of these—in a single unit. Need two refrigerator drawers and two freezer drawers? Merely select the



Prodigy™ Cube Ice Machine
by Scotsman



Convotherm® by Cleveland
Mini-Combi Oven Steamer



Delfield's Versa Drawer™

modes desired.

All drawers operate independently of the others in any of the four functions, each in a dedicated compartment to prevent cross-contamination, and each with built-in service diagnostics. Combining the drawers into one unit improves space, labor and energy efficiencies, and the Versa Drawer™ lineup's multiple-configuration options make it adaptable to any menu and daypart.

Perfect Pizza, Every Time

The accelerated cooking technology developed by Lincoln Foodservice Products for the FastBake™ conveyor oven reduces baking times for items such as pizza by up to 30 percent thanks to patent-pending airflow advancement. FastBake™ Impinger Ovens use a combination of hot air under pressure to surround food, providing a higher level of heat transfer and reducing cook time while revolutionizing the way pizza tastes on a conveyor belt. The result? A greater variety

of products perfectly baked. To pizza and other operators, FastBake™ delivers high-volume, high-quality, consistent production.

Fresher Ice: Just the Tip of the 'Berg

The Prodigy™ Cube Ice Machine by Scotsman is one of the smartest, most foolproof icemakers on the market. The Prodigy's state-of-the-art SmartBoard™ self-monitoring diagnostic system provides up-to-the-minute reporting on performance and maintenance needs. The machine's energy exceeds both the 2008 California Energy Commission and 2010 Federal Energy

Efficiency regulations by up to 22 percent. Additionally, the Prodigy™ features a patented WaterSense™ adaptive purge control, which automatically adapts to varying water conditions by constantly measuring water quality and adjusting to minimize scale buildup, resulting in fewer cleanings and fresher-tasting ice.

Since the inception of the National Restaurant Association Kitchen Innovation Awards in 2005, Enodis has received 10 Awards.

- 2006 awards for the Convotherm® by Cleveland Combi Oven Steamer and the Lincoln Conveyor Toaster.

- 2005 awards for the Merrychef Accelerated Cooking Oven, Dual Technology Finishers from Lincoln Foodservice Products, Delfield Refrigeration with Liquitec™ Technology and the Vent Master® Ventilated Ceiling.

For more information on Enodis award winning products, visit www.enodisusacom.

Today, the U.S. Tomorrow, the World.



Brynne Humphreys is a forward thinker, always looking for an edge. Even after Avalanche Pizza won the Best USA Pizza award, she wasn't about to rest on her laurels. "We'd never settle for making a lesser product just for the sake of speed," she says. "When we put in a Lincoln FastBake™ oven, the quality improved tremendously—and we get faster cook times. We can turn out 40 more pizzas per hour!" Now *that's* forward thinking. At Lincoln, we're forward thinkers too. Delivering the oven you need today, creating the one you'll need tomorrow.

To learn more about FastBake visit www.lincolnfp.com.



Awarded *Best Pizza in USA* at world championships in Italy.

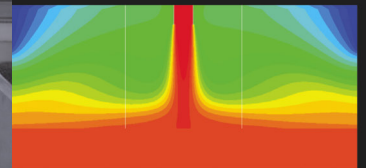
Gearing up for the International Pizza Challenge with a FastBake™ oven.



Brynne Humphreys, Director of Operations Avalanche Pizza Athens, Ohio



FastBake™ technology reduces cook times by up to 30%. Making the 4-minute pizza possible.



Transfers heat more efficiently, creating a faster, better-quality bake.



Saves minutes off cook time—minutes that matter to pizza-craving customers.

For more details on Lincoln operational solutions or for STAR Service for installation and start-up assistance, visit www.lincolnfp.com or www.enodisusa.com.

Enodis®

New Products at NAFEM

A great range should let you explore yours.

For more than 120 years, Garland has built durable ranges that help professional chefs create with confidence. And today, our new restaurant range continues our commitment to reliable, inspired designs that allow your mind to roam and your menu to follow.

To explore your full range of possibilities, visit www.garland-group.com/exploreyourrange.

Balanced Burner

Industry's first surface burners to combine speed and evenness with safer cleaning

Expanded Cooktop

Large usable cooktop surface lets you cook multiple items comfortably

Flexible Oven

Meets all your baking and finishing needs with a full-range thermostat

Garland Commercial, www.garland-group.com, (570) 636-1000



Frymaster

Holding Power in the Palm of Your Hand

Industry leader Frymaster introduces the new HoldMaster™ HCP that maintains food quality while holding foods safely. Specifically designed for versatility, the HoldMaster™ HCP holds a wide range of menu items from all dayparts, keeping them as fresh as the minute they were made. Specific products are programmed for precise temperature and hold times, ensuring food safety and optimal quality with a Palm® accessory. The four-shelf design houses up to 12 independently time-controlled slots for maximum holding flexibility. The unique dual-sided design allows for two-sided prep work, or may be used as a pass-through holding cabinet for loading on the cook side and pulling from the prep side—guaranteeing freshness with product rotation.

Frymaster, LLC, www.frymaster.com, (800) 221-4583

Ice-O-Matic® Introduces Pearl ICE™

The new Pearl ICE™ line of commercial icemakers produces high volumes of soft, chewable ice crystals designed specifically to enhance drink programs and ice displays. Pearl ICE™ is a small, compressed ice crystal that, when used in drinks, will cool the beverage extremely fast while adopting some of the drink's flavor, which makes it ideal for people who like to chew the ice when their beverage is gone. The new Pearl ICE™ is more energy-efficient and uses less water than traditional cube ice-makers, which is a critical step to improving profitable beverage programs. ICE-O-Matic® also provides water-filtration systems designed to improve water quality and ice-machine performance in virtually any environment. **Ice-O-Matic**, www.iceomatic.com, (866) PURE-ICE



Ice-O-Matic

When you're ranked as one of America's top ten resorts offering award-winning food and wine, attention to detail is key in preserving a reputation. That's why the Hotel del Coronado in San Diego has relied on the Jackson Flight machine. In fact, when recent renovations prompted hotel staff to replace some existing kitchen equipment, they decided to add to their Jackson line-up—and go from one Flight Machine to two. Big enough to handle the dishwashing needs of the resort's five restaurants and effective enough to satisfy the Hotel del Coronado standards of quality, both of their Jackson Flight Machines are a perfect fit.

For performance that sets the standard for warewashers in the U.S.A., visit Jackson at www.jacksonmsc.com or call 1-888-800-5672.

 **Jackson**



First-Class Hotel, First-Class Dishwashing Performance.



For more details on kitchen solutions from our leading Enodis brands, low-rate financing or for installation and start-up assistance from our STAR service network, consult your dealer or visit www.enodisusa.com

Enodis

New Products at NAFEM

Avenger™ Dishmachine Saves Valuable Space

Jackson MSC introduces Avenger™ undercounter dishmachines, available in both high-temp and low-temp models. Both models feature a push-button start, automatic fill and an above-water scrap tray for easy operation and maintenance, and a manual override for extended wash cycles and deliming. A self-draining, stainless-steel pump eliminates soil and detergent carryover between the wash and rinse cycles.

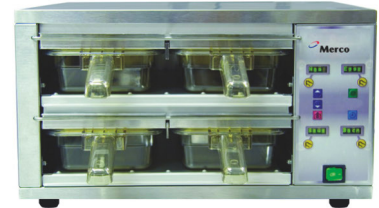
The Avenger LT features space-saving, built-in chemical pumps that ensure proper chemical usage. The Avenger HT includes Jackson's exclusive Sani-Sure™ feature that ensures proper rinse-water temperature before going into the final rinse cycle, as well as space-saving, built-in detergent and rinse pumps. Both models are resource-efficient, using no more than 1.2 gallons of water per rack. **Jackson MSC**, www.jacksonmsc.com, (888) 800-5672



Jackson

Keep Food Hot, Fresh and Ready

The Merco Holding Cabinet (MHC) from Merco Savory keeps food hot, fresh and ready for easy assembly, allowing more flexibility in holding options for greater menu variety. The easy-to-maintain design and simple operation result in reduced employee time spent on cleaning and training, increasing customer satisfaction by providing higher product quality in a shorter amount of time. Each cavity holds two one-third-size polycarbonate bins (four bins total). Exciting new MHC features include conduction heat, independent upper and lower heating system with individual heat zones for each bin; cool touch; small footprint; stainless-steel construction; digital display for each bin; six-hour timer with alarm; and programmable menu. **Lincoln Foodservice Products, Inc.**, www.mercosavory.com, (888) 417-5462



Merco

ConvoChill Enables Fast Chilling, Freezing

Increase productivity, decrease waste, improve food quality and ensure safe food-handling with a new line of blast chillers/shock freezers from The Delfield Company. Capacities range from five- to 40-pan units, and each model is capable of performing one of three functions: soft-chilling, hard-chilling and shock-freezing foods. Chill food from 180°F. to 38°F. in 90 minutes or less; shock-freeze food to 0°F. in less than 240 minutes.

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Enodis

Schedule of Events

Wednesday, Oct. 10

8 a.m.–1 p.m.	ServSafe® Food Safety Training Program*
8 a.m.–5 p.m.	NAFEM Equipment & Supplies Overview
8 a.m.–5 p.m.	Exhibitor Registration Open
8 a.m.–6 p.m.	Exhibitor Move-In
12 p.m.–5 p.m.	Attendee Registration Open
7 p.m.–9 p.m.	Global Networking Event**
7 p.m.–9:30 p.m.	StarChefs.com Rising Stars Chef Awards and tasting gala at the Georgia Aquarium

* Cost: \$120 for the two-day program. Course size is limited to the first 35 registrants.

** Location: Georgia Aquarium. Cost: \$95 per person (\$75 for NAFEM attendees)

Thursday, Oct. 11

7 a.m.–5 p.m.	Registration Open
8 a.m.–10 a.m.	CFSP Exam
8 a.m.–9 a.m.	Educational Sessions
8 a.m.–1 p.m.	ServSafe® Food Safety Training Program*
10 a.m.–5 p.m.	Exhibit Hall Open
11 a.m.–12:15 p.m.	Educational Sessions

* Cost: \$120 for the two-day program. Course size is limited to the first 35 registrants.

Friday, Oct. 12

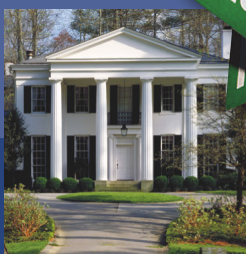
7 a.m.–5 p.m.	Registration Open
8 a.m.–10:30 a.m.	CFSP Exam
8 a.m.–9:15 a.m.	Educational Sessions
9:30 a.m.–10:45 a.m.	Spotlight Presentation
10 a.m.–5 p.m.	Exhibit Hall Open
11 a.m.–12:15 a.m.	Educational Sessions
6:30 p.m.–10:30 p.m.	All-Industry Celebration (AIC)* with musical entertainment by John Fogerty

*Location: Thomas Murphy Ballroom, Georgia World Congress Center.
Cost: \$150 per person or \$1,500 for a table of 10.

Saturday, Oct. 13

7 a.m.–3 p.m.	Registration Open
8 a.m.–9:15 a.m.	Educational Sessions
9:30 a.m.–10:45 a.m.	Spotlight Presentation
10 a.m.–5 p.m.	Exhibit Hall Open
11 a.m.–12:15 p.m.	Educational Sessions

Mansion in
Buckhead area



Georgia World Congress Center

Registration and Housing

Eleven hotels offer discounted rates for NAFEM. Visit www.thenafemshow.org for registration and hotel information.



South City Kitchen's
Buttermilk Fried Chicken

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Atlanta Hotels

Reservations at NAFEM discounted rates below (single/double rates) are only available through Travel Planners, the official NAFEM housing coordinator. All reservation information must be mailed, phoned, faxed or submitted online to Travel Planners before Oct. 3, 2007.

To book a room visit
www.thenafemshow.org.

1 Omni at CNN Center
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www.omnihotels.com

2 Embassy Suites Atlanta-Centennial Olympic Park
267 Marietta St., 0.66 miles from GWCC, \$189/\$199
www.embassysuites.hilton.com

3 Atlanta Marriott Downtown
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4 Atlanta Marriott Marquis
265 Peachtree Center Ave NE, 1.17 miles from GWCC, \$164
www.marriott.com

5 Westin Peachtree Plaza Atlanta
210 Peachtree Street NW, 1.07 miles from GWCC, \$169/\$189
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6 Hyatt Regency Atlanta
265 Peachtree St. NE, 1.09 miles from GWCC, \$169/\$189
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7 Renaissance Atlanta Hotel Downtown
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8 Hilton Atlanta
255 Courtland Street NE, 1.84 miles from GWCC, \$155
www1.hilton.com

9 Sheraton Atlanta
165 Courtland Street NE, 1.35 miles from GWCC, \$159
www.sheratonatlantahotel.com

10 Wyndham Garden Hotel-Atlanta Downtown
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11 Baymont Inn & Suites-Atlanta Downtown
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Atlanta Dining

Tasty highlights from the city's restaurant scene

Fast-growing Atlanta has a thriving and increasingly sophisticated dining scene, with a dazzling array of dining options concentrated in Buckhead and bustling Midtown, as well as gems in the neighborhoods just beyond. Here's a sampling of area eateries from local favorites to new hot spots.

SEAFOOD

Atlanta Fish Market, 265 Pharr Rd. NE, Buckhead, (404) 262-3165. As suggested by the 30-foot copper sculpture of a leaping fish out in front, this restaurant is a tribute to the sea's bounty. Chef Robert Holley works with the freshest seafood, which is flown in twice daily. Diners can match favorite fish with preparation styles, including charbroiled or meunière, or choose from specials such as Carolina Salmon Trout.

GREEK

Kyma, 3085 Piedmont Rd. NE, Buckhead, (404) 262-0702. Kyma is Greek for "wave," and this upscale, contemporary Greek tavern (and welcoming outdoor patio) has been making waves since its 2001 opening. One food writer called it "the best Greek restaurant in America." The menu offers Greek wine and a selection of mezze such as oven-roasted baby beets with skordalia and crabcake kefte with saffron yogurt. The menu includes family recipes that Executive



Trois

Chef Pano Karatassos learned in Greece while living with his aunts, after training with culinary luminaries such as Thomas Keller and Jean-George Vongerichten. A Greek band entertains on Thursday nights—oopah!

FRENCH

Trois, 1180 Peachtree St., Midtown, (404) 815-3337. This chic newcomer (which recently made *Bon Appetit's* list of the "10 Hottest New Restaurants in America") unfolds in three levels, each with its own kitchen, bar and menu. A sophisticated cocktail lounge is topped by a main dining room with 30-foot glass walls and a plush interior; which in turn is topped by an intimate event space. Executive Chef Jeremy Lieb's modern French cuisine has touches of brasserie style, with dishes such as buckwheat crêpes with duck and chestnut honey; lobster salad with truffle vinaigrette; and a duo of veal, both roasted and braised.

AMERICAN

Bacchanalia/Quinones, 1198 Howell Mill Rd. NW, West Midtown, (404) 365-0410. Elegant yet easygoing—and

often cited by locals as Atlanta's best restaurant—Bacchanalia features contemporary American cuisine that shines with fresh local flavors. Chef/owners Anne Quatrano and Clifford Harrison have jointly won many awards, including James Beard's "Best Chef in the Southeast." The four-course, prix-fixe seasonal menu relies entirely on organic ingredients, many sourced from the owners' farm. Inside is Bacchanalia's sister restaurant, Quinones, a lavish prix-fixe, multi-course restaurant with a tasting menu that changes nightly.

Rathbun's/Krog Bar/Kevin Rathbun Steak, 112 Krog St., Inman Park, (404) 524-8280. Nationally acclaimed Chef Kevin Rathbun now has three restaurants in Inman Park, just 2½ miles east of downtown. Rathbun's, his signature restaurant, features creative and tempting takes on "modern American" cuisine, with its menu divided into Small Plates, Raw Plates, Soup Bowls, Big Plates and "Second Mortgage Plates." Across the parking lot is Krog Bar, a Mediterranean wine bar with an excellent selection of cold tapas, and one block north is the newly opened Kevin Rathbun Steak.



SOUTHERN

South City Kitchen, 1144 Crescent Ave., Midtown, (404) 873-7358. Get a taste of the New South with Executive Chef Dean Dupuis' contemporary Southern cuisine at this up-and-coming local favorite. Menu highlights include Charleston she-crab soup made with fresh cream and sherry; "low & slow" smoked pork shoulder with jalapeño-corn griddle cakes and a trio of signature barbecue sauces; and pan-roasted Georgia mountain trout with buttermilk mashed potatoes.

Saga, 1100 Crescent Ave., Midtown, (404) 872-0999. Serving modern American fare that's sprinkled with Southern touches, Saga restaurant features locally grown produce, sustainable farm products and seasonal menu offerings from Executive Chef Drew Van Leuvan. Menu highlights include cornmeal-crusted fiddlehead ferns with gorgonzola, and pork tenderloin with black-eyed peas. A patio with bustling views of Midtown paves the way for great people-watching.

MEXICAN

Sala Sabor de Mexico, 1186 N. Highland Ave. NE, Virginia Highland, (404) 872-7203. With new Executive Chef Jeff Smedstad in charge, offerings have been deliciously revamped with fresh ingredients, house-made salsas and authentic regional dishes.

Noteworthy Newcomers

Fune, Spire Building, 860 Peachtree St. NE, Midtown, (404) 541-9322. This sleekly futuristic sushi bar jets in fresh seafood daily and combines it with Nishiki rice (considered by many to be the best sushi rice) for Executive Chef Yasukuni Watanabe's sushi creations, plus a selection of yakitori and Asian-fusion tapas. A state-of-the-art 110-foot conveyor belt keeps sushi fresh using timing control systems and radio-frequency tags. All-you-can-eat sushi lunch is \$12.

French American Brasserie 30 Ivan Allen Jr. Blvd., Downtown, (404) 266-1440. Chef/owner Fabrice Vergez has opened a roomier reincarnation of his former restaurant, Brasserie Le Coze. A series of dining rooms and terraces features Parisian-style décor. The expanded menu includes classics such as white-bean soup with truffle oil and roasted monkfish with brandade, plus a selection of steak and chops.

Specialties include wood-grilled shrimp with fire-roasted peppers and tomatillo/pumpkin-seed mole; orange and jicama salad with red chile-lime vinaigrette; and adobado-rubbed, slow-roasted duck taquitos—not to mention a large selection of tequilas, margaritas and house-made sangria. Live Latin music enlivens the scene on Thursdays and Sundays.

MEDITERRANEAN

Ecco, 40 7th St. NE, Midtown, (404) 347-9555. Ecco has a big reputation in Atlanta's small-plate scene with Executive Chef Micah Willix's seasonally inspired Mediterranean cuisine, with sharable tapas, pastas, wood-fired pizzas and panini. Diners can mix and match cured meats and cheeses, then try dishes such as fig-glazed lamb loin, wood-fired gorgonzola pizza, roasted mussels with saffron and ricotta fritters with raspberry-lambic sauce.

ITALIAN

Sotto Sotto, 313 N. Highland Ave. NE, Inman Park, (404) 523-6678. This lively, noisy eatery is a favorite with locals, so make reservations and don't expect a hushed atmosphere. What you will find is plenty of authentic Northern Italian dishes bursting with fresh ingredients from Italian-born, Georgia-raised Chef/owner Riccardo Ullio. Highlights include asparagus salad with hazelnuts, arugula and lemon; house-made pastas; oak-roasted veal chop with wild mushrooms; and an array of risotto preparations.

DESSERT

Café Intermezzo, 1845 Peachtree Rd., Buckhead/Brookhaven, (404) 355-0411. More than 100 tortes, tarts, cakes, pies and cheesecakes make this European-style coffeehouse a favored destination of dessert aficionados. The café was designed by co-owners Brian and Renate Olson to evoke a 19th-century Viennese kaffeehaus (with the recent additional of WiFi).



Saga's Fava Bean and Edamame Salad

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DEVIL in the details

Saucy seafood fillings give **KINCAID'S DEVILED EGGS** a contemporary spin.

By Monica Rogers

Fifties-era cookbooks are chock full of retro delights. Some, like the somewhat dubious-sounding mashed sardine canapés, may never enjoy a revival at home or commercially. But other old favorites such as deviled eggs with deluxe fillings are restaurant-renaissance ready.

Dolled-up deviled eggs are making a comeback. Menued at hot New York concepts such as Resto and the East Village Yacht Club, the saucy morsels are also a hit at 14-unit Kincaid's Fish, Chop & Steak House, growth concept for Seattle-based Restaurants Unlimited.

Kincaid's Seafood Deviled Egg Trio, \$8 for six pieces, is the best-selling new small plate on a revitalized menu that the company launched in May. Deviled three ways—with crème fraîche and smoked salmon, Chilean bay shrimp and wasabi cocktail sauce, and Dungeness crab Louis—the eggs are being gobbled up at the bar as a snack and in the dining room as an appetizer.

Two weeks after launch, the Egg Trio was garnering 10 percent of

section sales, making it the No. 3-selling appetizer on the menu, behind the Hot King Crab and Artichoke Dip, \$14, with Parmesan, sliced onions and herb ciabatta; and Teriyaki Tenderloin, \$10, filet mignon slices with pickled ginger and sushi rice, \$10.

Special Occasion Comforts

"Deviled eggs just have the ability to say 'special occasion' and 'home comfort' at the same time," explains Senior Director of Food and Beverage James Miller. "They're a little adventurous, but don't take guests too far out of their comfort zone."

They also have just the sort of contemporary Americana style Kincaid's hopes will bring younger customers in for before-dinner sharing at the bar as well as late-night noshing. "Shoulder hours," says Senior Director for Marketing Will Powers.

"Kincaid's has long been viewed as a place where parents and grandparents celebrate over dinner," Powers says. "We're working to expand that perception."

SNAPSHOT

Concept Kincaid's Fish, Chop & Steak House

Parent Company Restaurants Unlimited, Seattle

Units 14

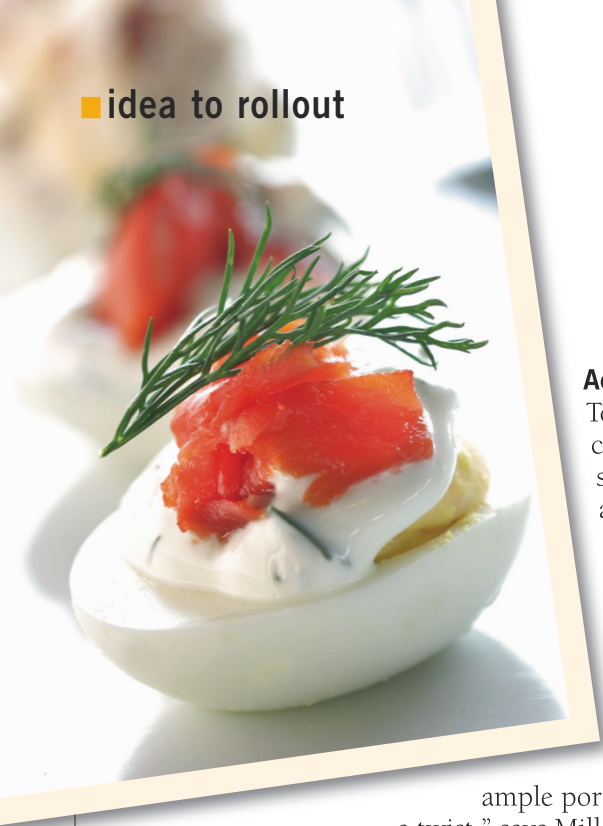
2007 Systemwide Sales \$77 million (company estimate)

Average Unit Volume \$5.5 million

Average Check Lunch \$23, dinner \$43

Expansion Plans 2 to 4 in '08, 4 to 6 in '09, 6 to 8 in '10

Kincaid's Seafood Deviled Egg Trio, \$8 for six pieces, is deviled three ways: with crème fraîche and smoked salmon, Dungeness crab Louis, and Chilean bay shrimp and wasabi cocktail sauce.



Kincaid's Seafood Deviled Egg Trio is garnering 10 percent of section sales, making it the No. 3-selling appetizer on the menu.

Across the Spectrum

Toward that end, Kincaid's contemporized its 10,000-square-foot store design with a new open look last year and developed a 7,500-square-foot prototype. Miller then revitalized the menu with appetizers and entrees that are a little more flexible, contemporary and shareable.

"Clean presentations, ample portions and classics—but with a twist," says Miller.

Dishes such as the scallop, shrimp and lobster sausage Seafood Corndogs in butter-milk-cornmeal batter, \$12.50, exemplify this in the appetizer section. In the entree section, it's Lobster Mac 'n' Cheese, \$24, with gruyere, cheddar, fontina, lobster and truffle oil.

But among the new offerings, the Seafood Deviled Eggs Trio is selling best.

"The pendulum swung to both extremes" when shaping the deviled eggs, says Miller. "On the high end of the spectrum, I had a caviar and cognac-cured house-smoked salmon version. On the other, a variety that was so simple it was one step from the paprika-sprinkled version your aunt might bring to a potluck." Miller found the sweet spot with three guest favorites: the cocktail sauce, the crab Louis and the smoked salmon.

One month into market, quantifiable info linking new menus to increased traffic during happy hour and late-night was not available. However, "The snapshot we're getting from each market suggests that guests are thrilled with the new items," says Powers. ■

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Making HISTORY

MCCORMICK & SCHMICK'S

first national cocktail menu celebrates the history of the American cocktail.

By Monica Rogers

SNAPSHOT

Concept

McCormick & Schmick's Seafood Restaurant

Units

67
2006 Systemwide Sales
\$308.3 million

2007 Systemwide Sales
\$330 million*

Average Unit Volume
\$4.4 million

Average Check
Lunch \$21, dinner \$48

Expansion Plans
9 in 2007

*Chain Leader estimate

It's a good bet most Americans don't know a Sazerac from a sidecar. But McCormick & Schmick's hopes to change that. The 67-unit chain's first systemwide cocktail menu celebrates high points in American libation history, one drink at a time.

Starting with the late 1700s mint julep and finishing with the 1945 Moscow mule, the menu clusters classics by decade, telling tales about legendary bartenders and the ingredients they combined to make the 20 drinks. Tested in 2006, the cocktail menu is rolling nationally now.

The theme is a good fit for McCormick & Schmick's "classic American style," says Director of Operations Jeff Skeelee. "Looking around the industry, we saw so many people

drinking nothing but neon-colored vodka cocktails, which didn't fit us and seemed a shame when you realize that the cocktail is a truly American creation with so much history and variety."

Prior to the new menu, each unit made its own cocktail menu, offering standard drinks and preparing guest requests. "Which meant a lot of vodka drinks," says Skeelee.

Beyond Vodka

While vodka drinks are included in the new menu's Modern Cocktail Creations section, most of the classic cocktails are made with whiskey, rum, brandy or gin.

For example, the Jamaican Daisy, a recipe published in Professor Jerry Thomas' bar-

■ liquid measure

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tending guide in 1862, is a mix of rum with orange curacao, fresh-squeezed lemon and orange juices, pasteurized egg white and a dash of bitters.

While it's too soon to give percentages, Skeele says the chain has achieved its goal of increasing sales of cocktails made with spirits other than vodka. Alcoholic drinks represent 31 percent of overall sales. Spirits account for 43 percent of bar sales, wine makes up 42 percent, and beer generates the remaining 15 percent.

Providing Guidance

Promoting this variety, bartenders stand ready to tempt guests to try something new. "Something a bit more spirit forward and sophisticated than the candied-alcohol sweet bombs that typify many beverage programs," says Ryan Magarian, a Portland, Ore.-based spirits and cocktail consultant who shaped the program with McCormick & Schmick's.

"Say, for example, somebody always orders a lemondrop because they like that zippy sweet lemon in a pretty glass," says Magarian. "Then it's a natural step for the bartender to say, 'Hey, since you like lemondrops, I've got this lovely drink I do called the white lady that you've got to try.'" While mixing, the bartender tells the story of the drink, a soft, frothy concoction of gin, orange-flavored liqueur, fresh lemon and pasteurized egg white that bartender Harry MacElhone invented in 1919 at Ciro's Club in London.

"We empower the bartenders to say, 'If you don't like the drink, we'll pay for it,'" Magarian says.

But usually, says Magarian, guests appreciate the bartender guiding them to try something new that fits their taste but has a story, history and more complexity. "I tell the bartenders when somebody sits at the bar rather than at a table, they're looking for input," he says. "It's like the

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■ liquid measure

Alcoholic drinks represent 31 percent of McCormick & Schmick's sales.



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With this program, McCormick and Schmick's isn't just reviving classic drinks, it's reviving bartending the way it was during the late 1800s and early 1920s when it was a revered profession. So the training program infuses McCormick & Schmick's with the culture of precision cocktails.

Magarian split training between teaching managers, corporate trainers and bartenders to "learn the history, tell the story and be passionate about it," and refining bartending skills. "There's got to be absolute precision with a great cocktail," he says, "which means you bring back the jigger, not as a cost tool but to get the right balance in the drink between the spirits and modifying sweet and sour ingredients."

It also meant the chain switched to house-made simple syrups, rather than sugar cubes, for a more evenly mixed drink.

Training took longer than Skeele anticipated. "My goal was to go faster with the rollout," he says. "But to familiarize the bartenders in the system with 30 drinks took weeks of training. We really want to own this thing, so there's no rushing that." ■

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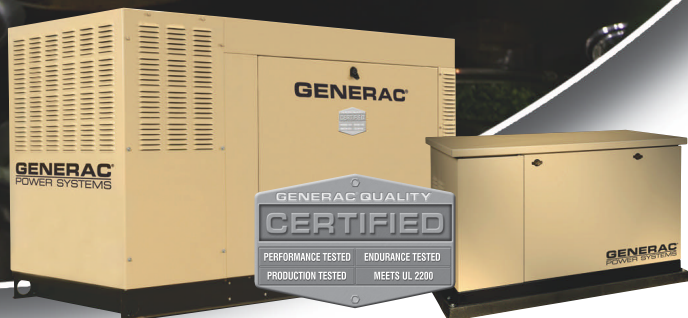
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QT045	45 kW	\$12,687
QT060	60 kW	\$14,532
QT070	70 kW	\$18,524
QT080	80 kW	\$17,862
QT100	100 kW	\$20,708
QT130	130 kW	\$26,995
QT150	150 kW	\$28,686

The families of Executive Vice President Bruce Bozzi Jr. (l.) and CEO Wally Ganzi have owned The Palm since Ganzi's grandfather, John, and Bozzi's great-grandfather, Pio, opened the first Palm in New York. Bozzi Jr. will likely succeed the 64-year-old Ganzi upon his retirement.

LEWIS
WIENER

The Palm **REFRESHES ITS IMAGE** to draw a younger clientele and more women.

THE Softer SIDE

By David Farkas

Wally Ganzi concedes he has never hired a designer to create a uniform for waiters at The Palm. What for? The formless butcher jackets both sexes have been donning in the dining room for 80 years are emblematic of a classic steakhouse, known more for what's on the plate than who's bringing it.

"Bruce and I never changed what our fathers and grandfathers made," Ganzi says proudly, referring to retired co-owner and partner Bruce Bozzi Sr. "But we kept up with the times." The CEO cites a time in the 1960s when he and Bozzi allowed men into The Palm (there was only one at the time) without sports coats, to the chagrin of their fathers.

The times are changing, again. The company, which traces its roots to Italian immigrants Pio Bozzi and John Ganzi, who opened the first Palm in New York City in 1926, will debut a designer-made butcher coat tailored for the female figure later this year. Bartender uniforms are already cut separately for men and women.

"We don't want to veer too far away, but we're going with the times a little," explains Executive Vice President Bruce Bozzi Jr., 41. Bozzi, a likely successor to 64-year-old Ganzi (who has yet to announce his retirement), adds that the modifications were prompted by a changing work force and customer base.

Ganzi, who had been overseeing The Palms' real-estate holdings, returned full time to The Palm in 2004 to work more closely with longtime president and COO Fred Thimm, Bozzi Sr.'s son-in-law. The two eventually clashed over the direction in which to take the chain. Thimm, who joined The Palm in 1991, resigned in May 2006 to become president of Martini Park, a Bethesda, Md.-based bar concept he has since left.

Breaking with Tradition

The new uniform is one of several steps management is taking to refresh the image and increase the customer base at the 28-unit chain, the first white-tablecloth concept to achieve a national posture, Ganzi boasts. Others include rolling out a new bar and beverage menu, rehabbing bars and private dining rooms, and reviving plans for a smaller prototype.

Ganzi, meanwhile, has given the go-ahead for a new Palm—the first one in two years—that's scheduled to open later this year in New York's financial district. He's also eager to open restaurants in Europe and China.

Yet boosting customer counts at existing restaurants—a less expensive way to



Giant crustaceans, like the 5-pounder above, remain among The Palm's best-known dishes. But lobster's high cost and relative scarcity has compelled the 28-unit chain to promote other kinds of seafood like seared ahi tuna.

grow revenues than opening new units—means steakhouses like The Palm must make themselves attractive to younger, affluent customers, particularly women.

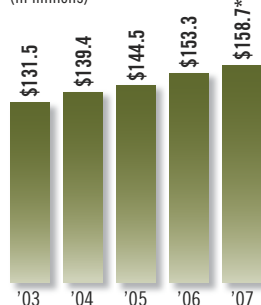
"The steakhouse segment is traditionally a male bastion," says Bozzi Jr.

There's the rub. Traditional steakhouse chains, with their dark woods, stiff drinks and beef-heavy menus, traditionally appeal to older males. The Palm, for instance, likes to brag that regulars include CNN's Wolf Blitzer and Southwest Airlines founder Herb Kelleher, scarcely trendsetters. The walls of its restaurants are lined with caricatures of mostly male celebrities, politicians and favored patrons, many of whom appear to be over 40.

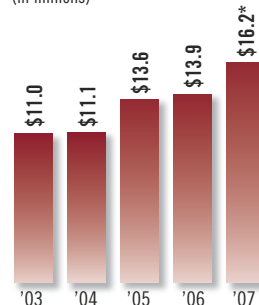
Former Palm Senior Vice President of Marketing Andrea Von Utter, now president of Fishbowl Marketing in Washington, D.C., thinks steakhouses will have to replace older male customers sooner rather than later. "With a demographic of aging expense-account customers set to retire, any marketer's job is looking for opportunities to put together programs for younger customers," she offers.

The Palm Tightens Up to Grow Margins

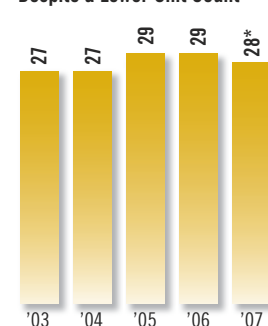
Sales Are Strong...
(in millions)



And Earnings Should Rise...
(in millions)



Despite a Lower Unit Count



*company estimate



Management keeps a handful of Italian dishes on The Palm's menu, which dates back to the Italian immigrant founders. The dishes help keep food costs low while offering variety.

The Palm is the first white-tablecloth concept to achieve a national posture, CEO Wally Ganzi boasts.



"It's time to change, within the framework of what's old and new."

—Executive Vice President Bruce Bozzi Jr.

"We started that conversation this year, to open our doors to a younger and more diversified clientele," Bozzi Jr. explains.

Don't expect steakhouses like The Palm to toss aside red meat, which typically accounts for more than a third of their sales. Americans, after all, ate more red meat (117 pounds per capita) last year than poultry (105 pounds), according to the U.S. Department of Agriculture.

Seafood Lovers

But do expect to see an emphasis on fish—less expensive than beef dishes and with better margins. The Palm, which has always offered fresh fish, recently began highlighting its offerings by boxing them in the upper right-hand corner of the menu. "We decided we should give as much attention to fish as we do to beef," says COO Walter McClure.

Prominently displaying fish, which averages \$30 a dish, gives the impression of a more reasonably priced menu. Steaks at The Palm are in the \$40 range. "With this re-engineering of the mix," Ganzi explains, "we have been able to lower our food cost and thereby maintain a reasonable price for beef."

It has also helped fatten the company's bottom line, along with several price hikes. Although the sums cannot be checked independently, officials claim pre-bonus EBITDA will climb 14 percent this year, to \$16.2 million, on revenues of \$158.7 million. Last year, it grew 2 percent.

Feminine Virtues

Fish is only a part of The Palm's attempt to cultivate its feminine side. This year, the company became a sponsor of Dress for Success, a non-profit organization that helps disadvantaged women achieve career goals. In September, The Palm's Washington, D.C., outpost will donate 10 percent of the sales of five new salads to the New York-based group.

Then there's the bar. Palm bartenders have been whipping up Watermelon Mojitos, White Cosmopolitans and Strawberry Mint Lemonades (\$12 each) as part of a summer drinks menu. This fall, the chain follows up with the systemwide rollout of a bar menu, for the first time. Alcoholic beverages account for 37 percent of unit sales.

The Palm is also making its bars more attractive to drinkers by enlarging them, in contrast to the "holding tank" feel that traditional steakhouses have. The Philadelphia Palm got rid of its small bar after it underwent a \$2 million refurbishment, which also increased the size of the private dining room. So far, bars in 11 restaurants have been modified. They now include communal tables, a trend that appears to be taking hold in bar areas of upscale restaurants.

The Washington, D.C., unit, which opened in 1972, is currently undergoing a major renovation that will increase the size of its small bar and the private dining room. Officials estimate that private dining, with its higher check average, will ring up about \$24 million in '07, or roughly 16 percent of a projected \$158.7 million in sales.

"That's generally our plan going forward," Ganzi says of the effort to increase both highly profitable businesses.

Travel Plans

Emphasis on "generally." Ganzi, who has negotiated many of The Palm's sites, will expand the concept to China and Europe. He believes restaurants in both parts of the world could be up and running by the end of next year.

The company will license The Palm name to Chinese operators who will open a steakhouse in Shanghai, Beijing or Macau, a gambling center that attracted about 25 million tourists last year.

SNAPSHOT

Company
Palm Management Group
Headquarters
Washington, D.C.
Units 28
2007 Revenues
\$157.8 million
(company estimate)
Average Unit Volume
\$6.5 million
Average Check \$77
Expansion Plans
1 in 2007, 3 in 2008



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These days, food costs for USDA Prime cuts are steep and likely to go higher as the price of corn—the main ingredient in cattle feed—rises. Instead of simply raising prices, The Palm is employing a beverage strategy to lure a new customer in: typically young people who come to drink and nibble in The Palm's remodeled bars.

The Palm Grille's smaller footprint and lower check average means it can enter nontraditional locations like airports.

Pricey Hunks

The most expensive, single-serving cuts among luxury steakhouse chains.

Concept	Cut	Size	Aging	USDA Grade	Menu Price
The Capital Grille	Porterhouse	24 oz.	Dry	Prime	\$40.00
Fleming's Prime	New York strip	20 oz.	Wet	Prime	\$37.95
Morton's	Rib eye	20 oz.	Dry	Prime	\$45.00
The Palm	New York strip	20 oz.	Dry	Prime	\$52.00
Ruth's Chris	T-bone	22 oz.	Dry	Prime	\$44.95
Smith & Wollensky	T-bone	26 oz.	Dry	Prime	\$45.00

Ganzi sounds considerably more excited when he talks about a potential European deal, worth about \$75 million, that could result in a dozen Palms throughout Western Europe by 2013. He mentions London, Milan, Rome, Paris, Madrid and Barcelona as possible sites, though he won't identify the investor group he's dealing with.

The Palm, he explains, will receive a \$5 million management fee up front, with investors recouping their stake before splitting the profits with The Palm. The first unit opens in London's Mayfair district, a popular tourist area of lavish shops and museums.

"I need [the restaurant] to be in a flashy place and have a phenomenal opening. I want the Queen there!" he declares. Ganzi estimates sales will reach \$8 million in the 8,000-

square-foot restaurant. He'd like to open the second Palm in Canary Wharf, another spot popular with tourists.

Ganzi also suggests that, possibly, key employees will become shareholders of the restaurants in Europe. "Nothing is certain," he says, "but we have discussed allowing ownership of this European deal." To date,

Small Packages

Her Royal Highness isn't likely to show up for the opening of The Palm's other new venture: a small prototype called Palm Grille. "Planning for it started several years ago, but the real serious work began about two months ago," McClure says of the 3,500-square-foot restaurant. The first is likely to open in Bethesda, Md., or Manhattan in '08.

McClure declines to estimate a check average but allows that it will be "significantly lower" than The Palm's current \$77. The menu will be smaller, too, with about half of the 60 items available.

"We're The Palm, so we will have beef and our sides, like Creamed Spinach. Seafood will be huge," he explains. In a major departure, the prototype won't use tablecloths or put caricatures on its walls.

Ganzi isn't even sure it makes sense to menu USDA Prime beef, used exclusively in Palm restaurants. "I'm not sure what the beef will be. It could be Angus," he says. He is certain the smaller footprint will provide opportunities for a new type of location.

"This is a great concept to go into airports," Ganzi says, "especially with the airlines not serving food." Given The Palm's reputation—and changing image—something like this just might fly. ■

LOCATION, LOCATION, LOCATION

The Palm has made its reputation (and considerable money) by opening restaurants where expense-account diners gather. When the 28-unit chain has strayed from that model, things have gotten tougher than a \$10 steak.

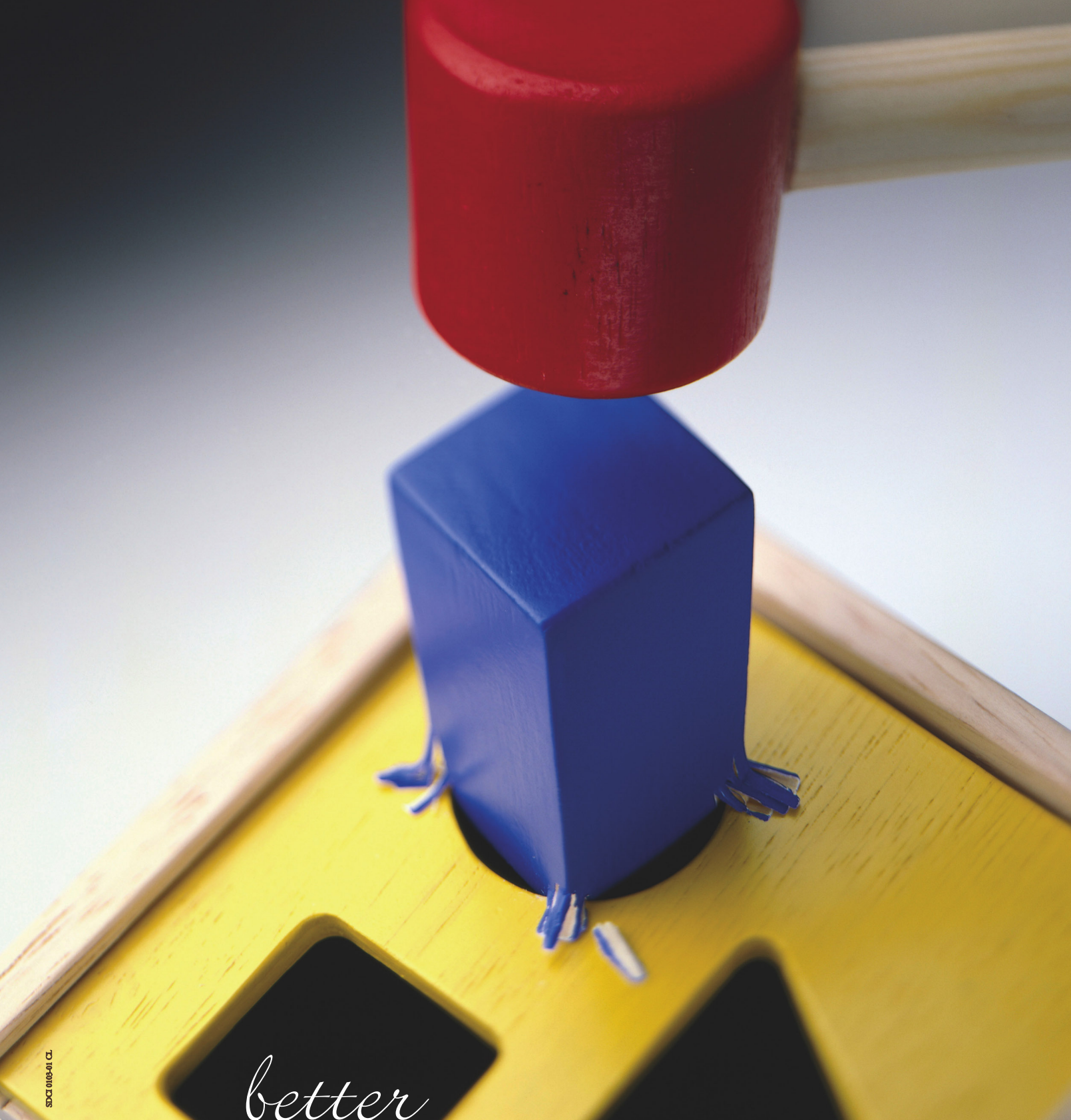
For instance, The Palm closed its suburban Troy, Mich., location late last year, after a promised highway that would have brought customers closer was never finished, maintains CEO Wally Ganzi. "We were about 2 miles off the beaten track. We were not doing business," he adds. The restaurant was opened in early 2001.

Then again, competition is stiff. The Capital Grille, Ruth's Chris, Morton's and Shula's operate restaurants in the general vicinity of the former Palm unit.

Sales at The Palm in Northbrook, Ill., an affluent Chicago suburb, are flagging due to low customer turnout on weekdays and Sundays. The company recently began enticing diners with a \$62 "family dinner" menu for four featuring meatloaf, chicken fingers, vegetables and mashed potatoes.

Apparently it hasn't been working. Asked how many Palms he would rebuild if all burned down, Ganzi says all but one: Northbrook.

on the web: For more about how The Palm is changing with the times, visit www.chainleader.com.



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While chaplains spend quiet breaks with workers, employees know they can reach them outside of work as well.

LOOP MINISTRY

The Loop Pizza Grill's **IN-STORE CHAPLAINS** help raise morale, benefiting both the company and its customers. **By Mary Boltz Chapman**

We're not exactly living in Mayberry," says Mike Schneider, co-founder and CEO of The Loop Pizza Grill, explaining the need for a chaplaincy program.

Introduced eight years ago as part of the Jacksonville, Fla.-based fast-casual chain's employee-assistance program, the program places chaplains in the restaurants to work with staff and counsel them.

Loop plans to have 75 units operating and another 50 in development by 2011.

Credit serendipity or divine intervention, but at the time, Schneider came across an article about corporate chaplaincy. The seed was firmly planted.

A friend from the Fellowship of Christian Athletes, on whose local board Schneider sat, helped create a program for The Loop. Eight years ago, it started putting chaplains in the units, first in the company stores. Today, Schneider says, seven of the 29 stores have chaplains, and four more are exploring the idea or actively searching for a chaplain.

The chaplain is an employee of the restaurant and treated administratively as any other part-time worker. They generally work only four to six hours a week in the units, but business cards, fliers and posters tell employees how to reach them 24/7.

Most are youth pastors affiliated with a local Christian church, but they don't preach or recruit. They work alongside employees, doing tasks that don't require special training like busing tables or cutting pizzas. They then can get to know and earn the trust of the young workers.

In the Beginning

Schneider became a man of faith about 15 years ago and struggled with balancing his faith with his work. Other businessmen suggested that perhaps his work was his ministry, so he began looking for ways to be a better steward to his employees.

"When I was working in the restaurants on a daily basis, it was easy to be aware of what's going on in their lives. So I would naturally try to be a problem solver, a friend, a father figure," he says. "But as we grew, it became more unlikely that I was going to have face time with the employees." The

SNAPSHOT

Concept

The Loop Pizza Grill

Headquarters

Jacksonville, Fla.

Units

29

2006 Systemwide Sales

\$38 million

2007 Systemwide Sales

\$39.5 million*

Average Check

\$9.50

Expansion Plans

75 units open by 2011

*Chain Leader estimate



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Becci Curtis, chaplain at The Loop Pizza Grill in Orange Park, Fla., works alongside employees to earn their respect and be available on their terms.

The Loop believes its chaplaincy program helps develop an appreciation of servitude in its restaurant employees.

The Loop says its chaplaincy program improves morale, employee retention and customer service.

Business Benefits

Depending on the franchisee, Schneider says he presents the program within a spiritual context or a business perspective. He ticks off “hard” benefits such as improved productivity, reduced absenteeism and employee retention.

The Loop can’t quantify changes in turnover figures linked directly to the chaplaincy program; the current 12-month rolling average is 177 percent for company restaurants. “But when I talk to my managers who do have a chaplain that is an additional resource for them, they all feel that it’s a positive thing,” Schneider claims. He says he also gets thanks from employees and their parents.

Rob Zeigler, co-owner of The Loop Pizza

Grill in Mount Pleasant, S.C., didn’t need to see a balance sheet to decide to hire a chaplain. He’s glad Schneider is encouraging franchisees to implement the program. “I’m a firm believer in the fact that, as employers, we owe more to our employees than a paycheck,” he says. Though he also notes the high cost of turnover, inconsistency and poor customer service.

As he began to recruit a chaplain, Zeigler had his decision reinforced by the death of the unit’s general manager in March. “I had 40 employees looking to me for answers when I needed help myself,” he says. A pastor from his church was able to help in the crisis, but it stressed the need for an in-store chaplain. Zeigler has been talking to a few potentials, who are trying to fit the job within their current pastoral positions.

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At the Unit Level

After interviewing managers and employees who are already part of the program, The Loop Director of Training Sandy Friend put together a training manual for franchisees who want to implement the voluntary program. “I thought I would find more information that people would be uncomfortable, thinking that they were pushing religion on people,” she says. “I was surprised to find out that there’s been virtually no complaints about this being in the workplace.”

The guide offers suggestions for finding a chaplain within an owners’ own faith community or through a corporate chaplaincy organization. It also gives chaplains standards of conduct and ideas for getting involved in the store and with managers and employees.

Schneider believes the program has an impact on customer service as well: “If we demonstrate that we’re about serving them, they will be more likely to catch the whole concept of servitude, and they’re going to feel better about serving the guest.” ■

on the web: What motivates, inspires and bothers young restaurant employees? Loop chaplain Becci Curtis responds in a Q&A on www.chainleader.com.

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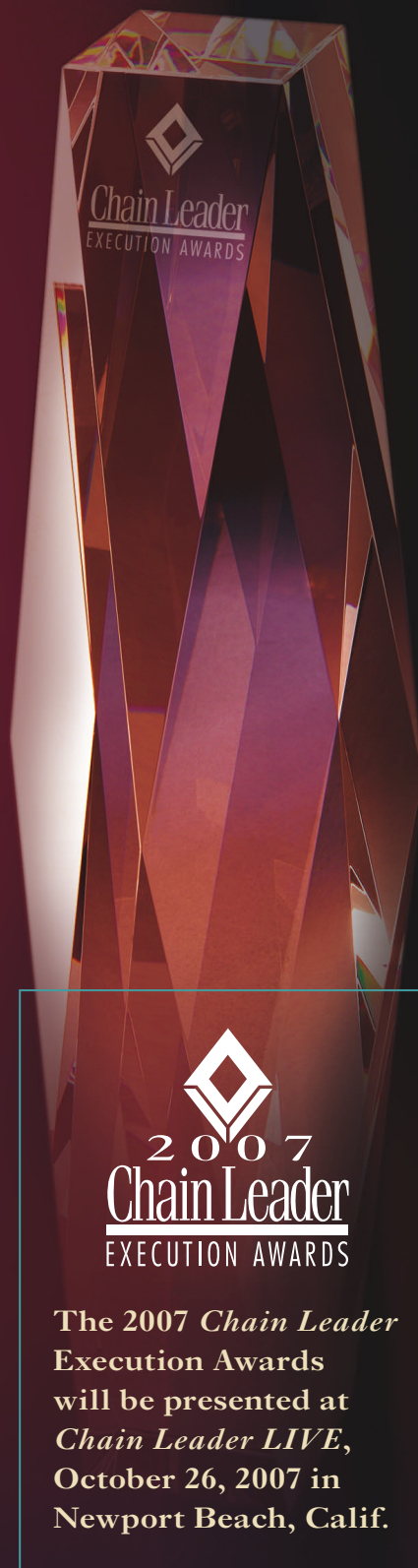


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Right on Target

Low-cost marketing strategies that send the right message to the right customer build visibility and deliver significant return on your investment. Tom Koenigsberg, chief marketing officer of Coppell, Texas-based CiCi's Pizza, offers these suggestions for multi-unit franchisees and area developers to bolster what headquarters is already spending:

● **Market for the cost of a handshake.** Some consultants estimate restaurateurs devote 80 percent to 90 percent of their marketing budgets to reaching first-time customers. Koenigsberg says a back-to-basics approach is not only cheaper, but more effective. He advises area developers to make their restaurants "celebrities" in the local community. Catering for school nights and sponsorship of local teams can lead to single-digit sales increases, Koenigsberg says.

● **Tap into cable.** Local cable television is a good option for developers in small markets. Cable networks also offer solutions for developers in expensive media markets. "You couldn't afford to buy all of Chicago, for example. Nor would you want to," says Koenigsberg. "Unless you've saturated the entire city, you'd have a lot of waste. But you can buy time on one, two or six systems



CiCi's Pizza found that catering for school nights and other basic marketing can help attract first-time customers.

to trim out your area. Yes, it's a little more expensive to trim in this way, but it's a lot cheaper than buying the city."

● **Target newspaper advertising.** With newspaper readership moving down the economic ladder and toward older adults, ads for restaurants seeking a young, family market

"don't have good return on investment," says Koenigsberg. The smarter move is a four-color ad with coupons in the Sunday edition—again, not the lowest cost but less expensive than a direct-mail campaign. Another option is a free-standing insert that can run by market if the newspaper sells different zones.

● **Reward loyalty.** If you have a concentration of restaurants in and around a city, consider a loyalty program that rewards guests for visits to several different locations—those near their home, work and recreation.

"You have to find a way to gain trial," Koenigsberg says. Not surprisingly, the richer the offer, the better the response. "You have to find the point of balance between the acquisition cost and the value that customer will bring to your business over the long term," he says. Five dollars off at a casual-dining restaurant that serves \$7 margaritas probably won't have people standing in line.

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Carter & Burgess p. 22. Architecture, engineering and planning firm whose services include site development, refrigeration and environmental graphics. Call (800) 624-7959 or visit www.c-b.com.

DIRECTV/Hughes Communications Inc. p. 28-29. Television and audio programming. Call (310) 964-5311 or visit www.directv.com/business.

Franklin Machine Products Co. p. 42. Supplies a full line of replacement machine parts and accessories. Call (800) 257-7737 or visit the Web site at www.fmponline.com.

Wal-Mart Stores Inc. p. 52. Real-estate opportunities for restaurants. Call (479) 204-2020 or visit the Web site at www.wal-martrealty.com.

Wasserstrom Co. p. 12. Distributes a variety of restaurant supplies such as tableware. Call (800) 999-9277 or visit www.wasserstrom.com.

Wilbur Curtis Company Inc. p. 34. A complete line of coffee and tea brewers, dispensers and accessories. Call (800) 421-6150 or visit www.wilburcurtis.com.

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Franchise Developer p. 54. News, advice and opportunities for multiunit franchise developers. Call (630) 288-8467 or visit the Web site at www.chainleader.com.

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NRA Educational Foundation p. 37. ServSafe food-safety training and certification for restaurant chains of all sizes. Call (800) ServSafe or visit www.servsafe.com/foodsafety.

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Thrill of the HUNT

Hunting lets Mr. Goodcents' Joe Bisogno bond with family, friends and colleagues in the great outdoors. **By Maya Norris**

Joe Bisogno recently arranged for football players from the Kansas City Chiefs to join him and franchisees on a hunting trip in Kansas, where they hunted for doves and pheasants.

Bisogno (l.) and business associate Rick Jones shot a 2,000 pound buffalo on a hunting trip in 2005 in South Dakota. Bisogno had the prey stuffed and mounted and donated the meat to the local community.

Hunting is one of those hobbies that allows Joe Bisogno to mix business and pleasure. The founder and CEO of 120-unit Mr. Goodcents Subs & Pastas gets to share his love of hunting with family and friends as well as business associates while catching some exotic prey along the way.

During hunting season, from September to March, Bisogno hunts once a week on one of his five farms in Eastern Kansas or at hunting grounds in the Midwest with his family including his sons, Joe, 25, and Nick, 18; his daughter, Melissa, 27; and grandson, Dominic, 11. They hunt for a variety of game, from doves and pheasants to deer and elk.

Call of the Wild

Bisogno is so passionate about hunting that he has not only taught his own family about it, but he also teaches children. "I actually

encourage moms and dads to go take the kids hunting on the farms so we can keep the tradition of hunting alive."

When he and his son Nick teach kids about hunting, they emphasize safety. They take the kids to a hunting safety course, which is required by the state, before they

handle a rifle. As they're hunting for rabbits, squirrels and deer on his farms, Bisogno constantly reminds them to make sure the safety is on their weapons and point their guns either up or down, not sideways.

Bisogno also hunts with colleagues. For example, he recently surprised a group of franchisees who came to company headquarters in DeSoto, Kan., for a meeting. He had some football players from the Kansas City Chiefs join them on their hunting trip. "They'll talk about that the rest of their life," he says. "So for me that's the reward I get. I get to give back to the folks that work real hard."

After-School Special

Bisogno traces his love of hunting back to his childhood in Metuchen, N.J. His next-door neighbor, Frank White, taught his own sons and the 9-year-old Bisogno how to scout, track, shoot, trap and skin small and big game.

They often hunted for rabbits, pheasants, quail, deer and bears, but it was their trapping skills that proved profitable. After school, the boys trapped muskrats and raccoons and then sold the fur and leather at auction for \$1.50 to \$3 a pelt. But when Revlon opened in nearby Edison, the boys started selling their muskrats to the cosmetics company for \$5 each. "Muskrats have a special oil in them that really allowed the cosmetics that you ladies use to spread and help maintain your youthfulness," Bisogno says.

Great Rewards

Bisogno no longer traps muskrats, preferring to hunt for more exotic big game. His most prized catch is a red stag he shot with a bow and arrow in New Zealand in 2005. He hopes to snag a rare antelope in September in New Mexico. The locals refer to the antelope as Flat Top because its horns stretch horizontally as opposed to the vertical horns of most antelopes.

But hunting is more than just about the prey Bisogno catches. "For me it's the camaraderie and getting in the outdoors," he explains. "I think that you really get to know people well." ■





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