At Campbell’s, we looked closely at each of our chili recipes and carefully evaluated our ingredients. Then we built the recipe back up from scratch. We added in high-quality ingredients and removed artificial flavors, high fructose corn syrup, MSG, added preservatives and any colors that aren’t derived from natural ingredients. The result? Chili with a homemade look and feel you’ll be proud to serve as your own. Try our brag-worthy chili today.

campbellsfoodservice.com/chili

Go to FoodFanatics.com for more menu inspiration and new ideas.
COCKTAILS THAT COUNT

Amp up the drink menu and increase profits with these celebratory sparkling cocktails. Start experimenting with these recipes. You know that nut-based cheese is big when it lands on ingredient, achieve pantry status in modern times?

NUTS ABOUT CHEESE

You know that nut-based cheese is big when chefs start making their own for mainstream dishes. Start experimenting with these recipes.

EMBRACE TECHNOLOGY

Get more insights from our Q&A with restaurant tech insider Damian Mogavero and chefs start making their own for mainstream dishes. Start experimenting with these recipes.

POPULAR LIKE BALSAMIC?

Balsamic vinegar is a common digestive aid in Italy, but it’s an everyday item in American kitchens. Can garum, an ancient Roman ingredient, achieve pantry status in modern times?

BALSAMIC VINEGAR

Warm up with doenjang jjigae, a hot and spicy bean paste stew from Chef Deuki Hong’s bean paste stew from Chef Deuki Hong’s ebook, “Koreatown” (Clarkson Potter, 2016).

SOUP’S ON

NO TIME TO EAT?

But it’s all been worth it. It started with food but it’s bigger than that now. Your passion and your determination put you on a bumpy journey filled with fear and failure. And still had no time to eat?

It started with food but it’s bigger than that now. Your passion and your determination put you on a bumpy journey filled with fear and failure. And still had no time to eat?

Discover more at USFoods.com

We help you make it

Visit us at www.usfoods.com or contact us at 1-847-720-8000.

© 2016 US Foods, Inc. 10-2016
The Many-Faced Meatloaf

Loyalty to one type is the menu’s biggest problem.

By Laura Yee

Bison, beef and short rib, clockwise from top, all give meatloaf personality.

At Stock Yards®, we’ve been providing chefs with expertly cut and portioned steaks and chops for over 120 years. Our master butchers meticulously prepare every quality-aged cut so that when it arrives in your kitchen, it’s 100% prepped and ready for your next masterpiece. Let us cut something special for you. Contact your US Foods® sales representative or visit www.usfstockyards.com.

The Most Amazing Dishes Begin with the Finest Cuts of Meat.

© 2016 US Foods, Inc. 10-2016
FITTING RIGHT IN.

up the herbs and spices, and a new version
Switch out the starch or vegetable or change
er—braise a subprimal cut like short rib and
vor profile. Or bypass ground meat altogeth-
all lamb or add bison or veal for a different fla-
American classic. Change ground beef to
just a small glimpse into the breadth of this
laudable food costs.

Meatloaf gets the job done, typically with
able food costs.

These three takes on meatloaf provide
just a small glimpse into the breadth of this
American classic. Change ground beef to lamb or add bison or veal for a different fla-
vor profile. Or bypass ground meat altogether—braise a subprimal cut like short rib and press it into a loaf pan. Serve it across days.

And that's just the meat part of the dish.

Switch out the starch or vegetable or change
up the herbs and spices, and a new version surfaces. Exploring the possibilities of meatloaf is like a labyrinth. Each turn leads to another.

THE MOST LUXURIOUS OF ALL

TYPE: Braised short rib packed into a pan, sliced and seared

“Our version of meatloaf is a really surpris-
ing take on an American classic,” says
Chef Jeff McInnis at Root & Bone in New York City. “The meat is a very high-quality cut that is braised in red wine until it is perfectly ten-
der. The meat literally melts in your mouth

INSPIRATION: “Our mission is to take
Southern and American classics and elevate
the dishes with unique techniques and quality seasonal ingredients,” says Chef Janine Booth.

VARIATIONS: The meatloaf can be paired
with any starch and seasonal vegetable.

For dinner, it shares the plate with creamy
mashed potatoes, charred broccoli and
roasted root vegetables, or cauliflower mash with red-eye gravy and baby peas.

WHAT’S ON THE PLATE: An 8-ounce por-
tion with two local eggs any way, smashed
baby baby potatoes and tomato jam.

MENU PRICE: $26

FOOD COST: 23.5 percent

Braised Short Rib Meatloaf with Poached
Eggs and Tomato Jam

Chef Jeff McInnis
Root & Bone, New York City

4 cups onions, juliened
4 tablespoons olive oil, divided use
Kosher salt and freshly ground black pepper
5 pounds bone-in short rib
2 quarts chicken or veal stock
Rolled carrots, your recipe
Tomato jam, recipe follows
8 eggs for poaching
Mashed potatoes, your recipe
Carameлиз onions in 2 tablespoons oil. Cook
slowly until completely golden. Season with
salt and pepper; set aside.

Season meat with salt and pepper and sear in 2
Tablespoons oil in a large pan. Transfer to hotel
pan, add stock and onions, cover and braise in
a preheated 300 F oven until tender, about 5 hours.

Remove meat from bones, shred and include
some fat and any remaining onions. Stir
braising liquid and reduce by half. Add 1 cup to mixture.

Peck meat into an 8x8-inch pan, top with parch-
ment and weight it down. Refrigerate overnight or
48 hours for best results.

Pack meat from bones, shred and include
some fat and any remaining onions. Stir
braising liquid and reduce by half. Add 1 cup to mixture.

Remove meat from bones, shred and include
some fat and any remaining onions. Stir
braising liquid and reduce by half. Add 1 cup to mixture.

Meatloaf balls called “Nugs”

Many people tend to shy away from meat-
loaf, but our presentation makes the dish
a bit more approachable,” says Executive Chef
Tyson Peterson at Spoke & Steele in Indiana-
polis. The meatloaf balls are served as an
appetizer that guests love to share.

VARIATION: Sold as three or five in a serving
INSPIRATION: The recipe came from Pet-
erson’s mom. “I really like the challenge of
lifting dishes that are recognizable to many
people. Who doesn’t enjoy a good meatloaf,
especially in meatball form?” he says.

WHAT’S ON THE PLATE: Five meatloaf balls

FOOD COST:

FOOD FANATICS

7

Share your

foodfamapes.com | FOOD FANATICS

FOOD FANATICS

Watershed on Peachtree; Atlanta

Meatloaf with Poached Eggs

Spoke & Steele, Indianapolis

Ground beef, ground buffalo, nutmeg, cumin, cayenne, chili sauce,
garlic, breadcrumbs, eggs and
other seasonings

Jenny’s An American Restaurant & Bar, Aspen, Colorado

Ground beef and pork with additions
that change seasonally, such as wild
mushrooms in the spring and roasted
pimentos in the summer

Meatloaf Balls (Nugs) with Sweet Tomato Chili Glaze and
Smashed Frites

Executive Chef Tyson Peterson
Spoke & Steele, Indianapolis

½ cup onion, diced small
½ cup carrots, diced small
¼ cup celery, diced small
1 tablespoon garlic, minced
2 tablespoons oil
1 teaspoon rosemary, finely chopped
1 cup mashed red pepper, diced
1 teaspoon ground fennel seed
2 tablespoons ground beef
2 eggs, whisked
2 slices bread, torn
½ cup ketchup
1 teaspoon cayenne pepper
1 tablespoon kosher salt
1 teaspoon white pepper
Chili sauce, recipe follows
Small potatoes, scrubbed and baked

Shredded cheddar cheese, for garnish

Jalapenos, sliced for garnish

Smoked paprika and turmeric, for color

Smashed Frites

“Many people tend to shy away from meat-
loaf, but our presentation makes the dish
a bit more approachable,” says Executive Chef
Tyson Peterson at Spoke & Steele in Indian-
apolis. The meatloaf balls are served as an
appetizer that guests love to share.

VARIATION: Sold as three or five in a serving
INSPIRATION: The recipe came from Pet-
erson’s mom. “I really like the challenge of
lifting dishes that are recognizable to many
people. Who doesn’t enjoy a good meatloaf,
especially in meatball form?” he says.

WHAT’S ON THE PLATE: Five meatloaf balls

FOOD COST:

FOOD FANATICS

Watershed on Peachtree; Atlanta

Meatloaf with Poached Eggs

Spoke & Steele, Indianapolis

Ground beef, ground buffalo, nutmeg, cumin, cayenne, chili sauce,
garlic, breadcrumbs, eggs and
other seasonings

Jenny’s An American Restaurant & Bar, Aspen, Colorado

Ground beef and pork with additions
that change seasonally, such as wild
mushrooms in the spring and roasted
pimentos in the summer

Meatloaf Balls (Nugs) with Sweet Tomato Chili Glaze and
Smashed Frites

Executive Chef Tyson Peterson
Spoke & Steele, Indianapolis

½ cup onion, diced small
½ cup carrots, diced small
¼ cup celery, diced small
1 tablespoon garlic, minced
2 tablespoons oil
1 teaspoon rosemary, finely chopped
1 cup mashed red pepper, diced
1 teaspoon ground fennel seed
2 tablespoons ground beef
2 eggs, whisked
2 slices bread, torn
½ cup ketchup
1 teaspoon cayenne pepper
1 tablespoon kosher salt
1 teaspoon white pepper
Chili sauce, recipe follows
Small potatoes, scrubbed and baked

Shredded cheddar cheese, for garnish

Jalapenos, sliced for garnish

Smoked paprika and turmeric, for color

Smashed Frites

“Many people tend to shy away from meat-
loaf, but our presentation makes the dish
a bit more approachable,” says Executive Chef
Tyson Peterson at Spoke & Steele in Indiana-
polis. The meatloaf balls are served as an
appetizer that guests love to share.

VARIATION: Sold as three or five in a serving
INSPIRATION: The recipe came from Pet-
erson’s mom. “I really like the challenge of
lifting dishes that are recognizable to many
people. Who doesn’t enjoy a good meatloaf,
especially in meatball form?” he says.

WHAT’S ON THE PLATE: Five meatloaf balls

FOOD COST:

FOOD FANATICS

Watershed on Peachtree; Atlanta

Meatloaf with Poached Eggs

Spoke & Steele, Indianapolis

Ground beef, ground buffalo, nutmeg, cumin, cayenne, chili sauce,
garlic, breadcrumbs, eggs and
other seasonings

Jenny’s An American Restaurant & Bar, Aspen, Colorado

Ground beef and pork with additions
that change seasonally, such as wild
mushrooms in the spring and roasted
pimentos in the summer

Meatloaf Balls (Nugs) with Sweet Tomato Chili Glaze and
Smashed Frites

Executive Chef Tyson Peterson
Spoke & Steele, Indianapolis

½ cup onion, diced small
½ cup carrots, diced small
¼ cup celery, diced small
1 tablespoon garlic, minced
2 tablespoons oil
1 teaspoon rosemary, finely chopped
1 cup mashed red pepper, diced
1 teaspoon ground fennel seed
2 tablespoons ground beef
2 eggs, whisked
2 slices bread, torn
½ cup ketchup
1 teaspoon cayenne pepper
1 tablespoon kosher salt
1 teaspoon white pepper
Chili sauce, recipe follows
Small potatoes, scrubbed and baked

Shredded cheddar cheese, for garnish

Jalapenos, sliced for garnish

Smoked paprika and turmeric, for color

Smashed Frites

“Many people tend to shy away from meat-
loaf, but our presentation makes the dish
a bit more approachable,” says Executive Chef
Tyson Peterson at Spoke & Steele in Indiana-
polis. The meatloaf balls are served as an
appetizer that guests love to share.

VARIATION: Sold as three or five in a serving
INSPIRATION: The recipe came from Pet-
erson’s mom. “I really like the challenge of
lifting dishes that are recognizable to many
people. Who doesn’t enjoy a good meatloaf,
especially in meatball form?” he says.

WHAT’S ON THE PLATE: Five meatloaf balls

FOOD COST:

FOOD FANATICS

Watershed on Peachtree; Atlanta

Meatloaf with Poached Eggs

Spoke & Steele, Indianapolis

Ground beef, ground buffalo, nutmeg, cumin, cayenne, chili sauce,
garlic, breadcrumbs, eggs and
other seasonings

Jenny’s An American Restaurant & Bar, Aspen, Colorado

Ground beef and pork with additions
that change seasonally, such as wild
mushrooms in the spring and roasted
pimentos in the summer

Meatloaf Balls (Nugs) with Sweet Tomato Chili Glaze and
Smashed Frites

Executive Chef Tyson Peterson
Spoke & Steele, Indianapolis

½ cup onion, diced small
½ cup carrots, diced small
¼ cup celery, diced small
1 tablespoon garlic, minced
2 tablespoons oil
1 teaspoon rosemary, finely chopped
1 cup mashed red pepper, diced
1 teaspoon ground fennel seed
2 tablespoons ground beef
2 eggs, whisked
2 slices bread, torn
½ cup ketchup
1 teaspoon cayenne pepper
1 tablespoon kosher salt
1 teaspoon white pepper
Chili sauce, recipe follows
Small potatoes, scrubbed and baked

Shredded cheddar cheese, for garnish

Jalapenos, sliced for garnish

Smoked paprika and turmeric, for color

Smashed Frites

“Many people tend to shy away from meat-
loaf, but our presentation makes the dish
a bit more approachable,” says Executive Chef
Tyson Peterson at Spoke & Steele in Indiana-
polis. The meatloaf balls are served as an
appetizer that guests love to share.

VARIATION: Sold as three or five in a serving
INSPIRATION: The recipe came from Pet-
erson’s mom. “I really like the challenge of
lifting dishes that are recognizable to many
people. Who doesn’t enjoy a good meatloaf,
especially in meatball form?” he says.

WHAT’S ON THE PLATE: Five meatloaf balls

FOOD COST:
Chef Mike Johnson pairs meatloaf melted on garlic cheese bread at Sugarfire Smoke House in St. Louis.

A variation includes a half-cup of spaghetti tossed with marinara and sandwiched with the meatloaf between bread. It’s a customer favorite, he says.

**SERIOUSLY?**

**YES.**

Chef Mike Johnson pairs meatloaf melted on garlic cheese bread at Sugarfire Smoke House in St. Louis.

A variation includes a half-cup of spaghetti tossed with marinara and sandwiched with the meatloaf between bread. It’s a customer favorite, he says.
Garum, an umami-rich condiment similar to fish sauce, is made by curing fresh anchovies with salt.
BALSAMIC VINEGAR, FRESH ITALIAN OLIVE OIL AND BURRATA HAVE BECOME SO UBIQUITOUS THAT IT'S HARD TO RECALL WHEN THEY WERE LITTLE-KNOWN IMPORTS. Yet Italy's pantry remains resoundingly deep and underexposed. Maybe it's garum—the Roman answer to fish sauce—that's ready for prime time. Or caper leaves. What about fennel pollen, the less assertive by-product of the bulbous vegetable? Regardless of what becomes the next breakout ingredient, there's plenty to explore in a country with centuries of culinary tradition, much of which evolved out of necessity, says Matthew Accarrino, executive chef at SPQR in San Francisco. “It’s that Mediterranean process of harvesting an abundance and figuring out what to do to turn it into a palatable ingredient,” he says.

FISHING FOR CONDIMENTS Italy is no Asia when it comes to funky condiments, thought it comes closer than many think. Made from the liquid that seeps out of anchovies curing in salt, garum has been used since Roman times. It’s traditionally added to simple pasta sauces with garlic and chilies, but at Maybeck’s in San Francisco, Chef-partner Erik Lowe has found it gives his menu a modern edge. “You can put it on food straight, and it brings an anchovy essence,” he says. “Or, say you have a red sauce sugo and you add some garum to it. It adds umami saltiness, but you otherwise don’t know it’s there.”

Lowe puts a few drops of garum in place of anchovies in classics like Caesar dressing and works it into lemon-garlic vinaigrette for chicories or grilled broccoli. “It takes lemon and olive oil to a whole new level,” he says. The one drawback is price: A 100 milliliter bottle of garum runs in the double figures. Lowe has been experimenting with more affordable Vietnamese fish sauce, and so far, the difference has been negligible.

Price Check

FENNEL POLLEN: $32 per ounce
FENNEL SEED: 50 cents per ounce

Cured Smelts
Chef Brian Clevenger
Vendemmia and Raccolto, Seattle

1 pound small fillets or anchovy
1 teaspoon kosher salt
1 cup champagne vinegar
½ cup canola oil
1 ounce flat-leaf parsley, chopped
2 garlic cloves, finely chopped
1 tablespoon chili flakes

Scale and fillet fish and place them skin side up, side by side with no overlap, in a 2-inch deep pan. Season with salt.

Combine vinegar, oil, parsley, garlic and chili flakes and pour over fish; cover with plastic wrap directly on fish. Refrigerate 1 day. The flesh should be white and firm once cured. Store in solution; shelf life is a few weeks. Makes 1 pound.
How Do You Discover New Italian Ingredients?

Paulie O’Connor of Million Dollar Cowboy Steakhouse in Jackson Hole, Wyoming, credits his specialty Italian food importer for introducing him to Italian-made soy sauce. The importer has also acquainted him with burnt flour, giant risotto rice and many other niche ingredients. “Once she comes back from Italy, she will say, ‘These are the four things I tasted that are right up your alley with what you do,’” O’Connor says.

Duck with Fennel Pollen and Dried Cherries

Executive Chef Joe Tarasco
Marta, New York City

1 medium duck
Seasoned salt, recipe follows
1 cup white balsamic
1 cup white verjus
3 orange peels
3 bay leaves
1 cup dried sour cherries, plumped
2 cups Trevisan, torn
½ cup mint leaves
1 cup pistachios, toasted
Aged balsamic vinegar, as needed
Olive oil, as needed
Lemon juice, as needed

Remove wings and legs from the back; set aside for another use. Generously sprinkle seasoned salt on the crown and refrigerate overnight. Roast in preheated 375 F oven or smoke until internal temperature reaches 110 F. Cool and carve into 2-inch pieces.

Bring white balsamic, verjus, orange peels and bay leaves to a boil and remove from heat; cool and strain for dressing.

Toss cherries, Trevisan, mint and pistachios with enough dressing to coat. Divide duck on four plates and garnish with salad. Drizzle with aged balsamic, olive oil and lemon juice. Makes 4 servings.

For the seasoned salt: Combine 1 cup flaky salt, zest of an orange and lemon, 1 tablespoon fennel pollen or ground toasted fennel seed and 2 tablespoons thyme leaves. Grind with mortar and pestle. Makes 1¼ cup.
In Jackson Hole, Wyoming, Paulie O’Connor, executive chef of Million Dollar Cowboy Steakhouse, replaced Japanese soy sauce with Italian-made soy sauce. It’s added to braised pork belly that’s cubed and served as “croutons” on a salad. The advantage? A smoother flavor. “It’s not as salty,” O’Connor says. He can braise the pork in the soy sauce without diluting it with stock or adding extra sugar to balance the flavor.

ADVENTURES IN DIY

Many chefs are taking cues from Italy’s do-it-yourself ethos by making Italian staples. When he started farming a plot in Napa Valley, Accarrino wanted to harness the abundance of the land, which included a thriving caper bush, into ingredients for his menu. Picking enough capers to get even a small jar takes months, so Accarrino turned to the leaves. In a day, he harvests enough leaves to last a year. The leaves are soaked in a 10 percent salt solution overnight to reduce their natural bitterness. Then they’re ready to be brined like capers. Accarrino uses the leaves in applications that would benefit from caper flavor, such as a Mediterranean salad with olives and feta, or as a tempura-battered garnish for beef tartare.

Salted caper leaves are available for import, but the quality can vary, and they often require long stretches of soaking to minimize saltiness. Brian Clevenger, chef-owner of restaurants Vendemmia, Raccolto and East Anchor Seafood in Seattle, also turns to local abundance, in this case bycatch—namely smelts, anchovies and sardines—to make Italian pantry staples. Any of the three can be cured and used just like imported anchovies. Clevenger scales, fillets and cures the fish in a brine of vinegar, chili flakes, parsley and garlic. They’re ready in three days and keep for weeks in the brine. He works the cured fish into Caesar dressing, pasta and burrata.

“These lesser-known fish have a lot of flavor and a ton of value,” he says. Since local fish are more affordable than buying imported preserved fish, it helps with food costs. “You get to charge less,” he says.

SPICE IS RIGHT

Spices, from dried chili flakes to fennel seed and fennel pollen, contribute an unmistakable yet subtle Italian accent to food. At Marta, a Roman-style pizzeria in New York City, the anise-like fennel flavor permeates the menu. If price point weren’t an issue, Executive Chef Joe Tarasco would probably burn through fennel pollen. His solution: opt for ground fennel seeds.

For dry-aged duck breast served with Trevisan and sour cherries, Tarasco seasons the duck overnight in a rub comprising Maldon salt, toasted fennel seeds, orange and lemon zest and thyme. “It’s like a really savory, bright salt that wakes the duck up,” he says.

Garum Vinaigrette
Chef-partner Erik Luke Maybeck’s, San Francisco

2 large cloves of garlic
1 cup extra-virgin olive oil
1 teaspoon hot sauce or Calabrian chilies, finely chopped
1/2 cup lemon juice
1 tablespoon garum or fish sauce
1 teaspoon sugar

Grate garlic with microplane into the oil. Add chili and simmer 30 seconds, but do not allow garlic to color. Whisk in lemon juice, garum and sugar. Makes 1 1/2 cups.
Pan-Seared Tosella, Polenta, and Mushrooms Trifolati

Dolce Italian, Atlanta, Chicago and Miami

Executive Chef Paolo Dorigato

1 pound tosella cheese, cut in 4 slices
1 tablespoon Italian parsley, chopped
2 cloves garlic, crushed
3 ounces olive oil
2 pounds fresh porcini, chanterelle, or screamin' fanatics, Atlanta, Chicago, and Miami

Executive Chef Paolo Dorigato

1 pound tosella cheese, cut in 4 slices
1 tablespoon Italian parsley, chopped
2 cloves garlic, crushed
3 ounces olive oil

BETTER THAN BURRATA?

Italy’s regional diversity in fresh and aged cheeses—most of which are never seen in the U.S.—makes it second only perhaps to France when it comes to change its status. He’s also looking for a domestic cheesemaker to make it. “It’s going to be great for American customers, (who) love warm cheese,” he says.

Dorigato discovered the alpine cow’s milk cheese while growing up in Trento in Northern Italy. It’s similar to mozzarella but firmer and has less moisture.

“The cheese is not currently exported due to its short shelf life, though Dorigato is working to change its status. It’s also looking for a domestic cheesemaker to make it.”

It’s similar to mozzarella but firmer and has less moisture.

Dorigato discovered the alpine cow’s milk cheese while growing up in Trento in Northern Italy. It’s similar to mozzarella but firmer and has less moisture.

“The cheese is not currently exported due to its short shelf life, though Dorigato is working to change its status. It’s also looking for a domestic cheesemaker to make it.”

It’s similar to mozzarella but firmer and has less moisture.

Dorigato discovered the alpine cow’s milk cheese while growing up in Trento in Northern Italy. It’s similar to mozzarella but firmer and has less moisture.

“The cheese is not currently exported due to its short shelf life, though Dorigato is working to change its status. It’s also looking for a domestic cheesemaker to make it.”

It’s similar to mozzarella but firmer and has less moisture.

Dorigato discovered the alpine cow’s milk cheese while growing up in Trento in Northern Italy. It’s similar to mozzarella but firmer and has less moisture.

“The cheese is not currently exported due to its short shelf life, though Dorigato is working to change its status. It’s also looking for a domestic cheesemaker to make it.”

It’s similar to mozzarella but firmer and has less moisture.

Dorigato discovered the alpine cow’s milk cheese while growing up in Trento in Northern Italy. It’s similar to mozzarella but firmer and has less moisture.

“The cheese is not currently exported due to its short shelf life, though Dorigato is working to change its status. It’s also looking for a domestic cheesemaker to make it.”

It’s similar to mozzarella but firmer and has less moisture.
TAKE ON SOUP

ALL SIGNS SAY IT’S A SEASONAL WINNER

BY DAVID TAMARKIN

Check out our take onDeuki Hong’s bean paste stew (doenjang jjigae).

Only on FoodFanatics.com/extras
SOUP IS A FIXTURE ON MANY MENUS, AND WITH GOOD REASON: THE PROFIT MARGIN.

By using the odds, ends, bits and pieces from other dishes otherwise headed for the dumpster, soup often has the lowest food cost on the menu. “That’s the idea behind soups and stews,” says Shuan van Alphen, chef of The Bonnie in New York City. “It’s all about the products that you normally wouldn’t use: the meat that’s too tough, the cod bones.”

But at a restaurant that’s keeping up with the trends, the soup “needs to find the balance between rich and creamy textures and flavors, yet still have a light and healthful feel,” says Laurent Tourondel, chef-owner of L’Amico and The Vine in New York City.

And that’s in line with the moment soup is having across the country. More substantial soups are hitting the marks. The varieties of mushroom, according to market research firm Datassential. Gone are the divisions between rich and creamy textures and flavors, and every cuisine.

In the same city at Giant, David Chapman, chef-de cuisine at Green Zebra, refuses to think of soup as an afterthought. “We put our best foot forward when we make soups,” he says.

“The ethos of Green Zebra is vegetarian and ‘buck keeps a little lighter,’” Chapman notes. The restaurant’s offerings live in that middle space between light soup and hearty stew.

When Chapman decided to put a tomato rasum soup on the menu, he made a few tweaks to the classic Southern Indian dish. “Traditionally, it’s served as a light broth with some spices in it,” he says. But for the Green Zebra version, he uses lentils to give the soup more substance in two ways. First, he grinds dried lentils and adds the pulverized legumes to his spice mix. When stirred into the broth, the lentil powder serves as an earthly thickening agent. Second, just before serving, Chapman adds a generous scoop of lentils, turning the dish into a more substantive meal.

This approach works both ways. With heavier bowls like potato soup Chapman lightens things up. He eschews cream for his sweet potato soup, instead finishing it with black bean relish and bright tomatillo salsa. “It was heartier, but I was still keeping things light and fresh at the same time,” he says.

And his tactics are working. “We do sell quite a bit of soup,” he admits. “Even hot soups in the summer.”

GOOD FOR THE BOTTOM LINE

Many restaurants offer more than one soup, bucking the old-school trend of touting just one at a time.

In fact, soups sell so well at Green Zebra—and the margins are so favorable (usually 20 percent) that you normally wouldn’t use. “We put our best foot forward when we make soups,” he says. “People are looking for something comforting and warming,” Tourondel says.

HOW TO MAKE A TOMATO RASMU STEW

Serves 12

Potato purée, recipe follows

1 tablespoon garlic butter, your recipe

1 slice focaccia

¼ cup Tuscan kale, blanched

1 tablespoon extra-virgin olive oil

1 ounce cannellini beans, cooked

1 cup fennel sausage

2 teaspoons extra-virgin olive oil

1 ounce cannellini beans, cooked

2 cups leeks, diced

4 cups celery, diced

10 ounces bacon, chopped

4 cups onion, diced

1 cup garlic, minced

10 ounces fennel sausage

4 cups celery, diced

2 cups leaks, diced

12 quarts chicken stock

12 cups russet potatoes, pared and diced

Potato purée, recipe follows

Kosher salt as needed

1 slice focaccia

1 ounce Tuscan kale, blanched

1 tablespoon extra-virgin olive oil

1 ounce cannellini beans, cooked

2 cups leeks, diced

4 cups celery, diced

10 ounces fennel sausage

4 cups onion, diced

1 cup garlic, minced

12 quarts chicken stock

12 cups russet potatoes, peeled and diced

Potato purée, recipe follows

Kosher salt as needed

2 teaspoons extra-virgin olive oil

1 ounce cannellini beans, cooked

¾ cup Tuscan kale, blanched

1 slice focaccia

1 tablespoon garlic butter, your recipe

Render bacon over medium heat in a large saucepot until just crispy. Add onion and cook, about 5 minutes. Add garlic, 8 ounces sausage, celery and leeks. Saute while breaking up sausage until lightly browned and leeks are tender. Cover with stock; add diced potatoes. Simmer for 10 to 15 minutes until potatoes are tender. Remove from heat and while in potato purée to thicken. Season with salt, set aside.

Brown remaining sausage in a rib drain excess oil and liquid in 12 ounces soup; cannellini beans and kale. Bring to a simmer; hold. Brush focaccia with garlic butter, toad, and serve with soup. Makes 1 serving plus base for about 50 servings.

To make potato purée, simmer 10 peeled and diced potatoes with 2 quarts heavy cream until tender. Purée and season with salt.
percent, as opposed to the restaurant's 25 percent average—that two soups are always on the menu.

Soup has a regular spot at L'Amico, but Tourondel also features it as a special, allowing it to accommodate current inventory. Case in point: Zuppa Toscana, a traditional Tuscan soup featuring fennel sausage, cannellini beans, Tuscan kale and potato, often thickened with bread from the previous day.

But Tourondel keeps these soups extra special by pairing each one with focaccia or warm, just-baked pizza crust from the wood-burning oven.

Yet despite soup’s reputation as a big seller—especially the creamy variety—it caused VanAlphen some angst as he was gearing up to open The Bonnie. The chef usually leans on vegetables for his soups, noting that the approach satisfies vegetarians but also keeps soups at his preferred 14 percent food cost compared to the restaurant’s overall 22 percent. “Vegetables are really cheap, and you’re not using a large amount of product, so vegetarian soups are a pretty low cost for a restaurant,” he says.

But after living in Maine, he developed a love for seafood chowder. A classic version, though, would lead to a higher food cost and a rich and heavy soup.

The solution? He cuts the flour and butter and uses pureed squash to thicken his base of clam and shrimp stock. A garnish of fresh seafood is situated in the center of the bowl with pickled squash to round out the richness. “In the end, it’s a hearty soup that won’t make you want to fall asleep,” he says. The food cost came in higher at 20 percent but still a couple of points below the average.

“They are looking for something comforting and warming,” Laurent Tourondel, chef-owner of L’Amico and The Vine in New York City.

David Tamarkin is an editor at Epicurious.com and a big fan of soup, especially in the winter. Follow him on Twitter @DavidTamarkin.

**Tomato Rasam**

Chef de Cuisine David Chapman
Green Zebra, Chicago

1 cup yellow split lentils
10 ripe tomatoes
2 teaspoons turmeric
4 tablespoons vegetable oil
1 teaspoon cumin seed
1 teaspoon black mustard seed
2 curry leaves
2 tablespoons kosher salt
5 teaspoons rasam spice mix, recipe follows
3 sprigs cilantro, chopped
½ cup cooked brown basmati rice
¼ cup cooked yellow split lentils
¼ cup acorn or other squash, diced and cooked

Cook lentils in 3 cups salted water; strain and reserve water to thin the soup.

Mill tomatoes, place in a pot and add turmeric when hot. Simmer 15 minutes, add turmeric and simmer 30 more minutes, both times covered. Meanwhile, heat oil in a sauté pan, crack cumin seed, mustard seed, curry leaves and add to the oil. Add oil and spice mix to soup, taste, adjust seasoning and thin with lentil water if necessary.

Ladle into bowls and finish with cilantro, rice, lentils and seasonal vegetable.

To make spice mix, toast 1 cup coriander seed, ¼ cup black peppercorns, ¼ cup Spanish-style smoked paprika and ½ cup yellow split lentils until fragrant and grind. Makes 1¾ cups.
The culinary climate could not be more ideal for vegetarians and vegans. Once mocked by chefs and summarily dismissed by the industry, customers who say no to meat are enjoying newfound respect. They’ve also made some new friends. Hard-core carnivores and the mainstream are regularly opting out of eating meat at every meal. Whether they want to reduce their carbon footprint or eat healthier, one thing’s for sure: They’re fueling new demand and an opportunity for operators to cash in.

“Protein alternatives have the potential to help operators increase profit margins and also give consumers the opportunity to enjoy lower-cost, tasty and healthy options,” says Joe Garber of food market research firm Datassential. “There are also opportunities for operators to market healthy menu items that consumers would pay more for because they are locally grown, organic, hormone-free and antibiotic-free.”

Burgers of Another Kind

Dull, factory-formed, frozen veggie burgers that have long symbolized the clichéd joyless hippie diet have given way to innovative blends of seasoned grains, legumes, vegetables and nuts. Quinoa figures into many of the new-style veggie burgers because the seeds pack all the amino acids a body needs to power through the day.

At New York City’s VBurger, a plant-based vegan fast casual, more than half of owner Robert Cox’s customers aren’t vegans. Sales of his classic meatless burger are growing every month. Packed with protein, the burger is seasoned with onion and garlic powder, blended with quinoa and amaranth flour, and served with lettuce, tomato, onion and mustard Sriracha mayo sauce ($7.50).

At Green Bar & Kitchen in Fort Lauderdale, Florida, Chef-owner Charles Grippo’s GBK Deluxe Burger also features quinoa. It’s paired with brown rice and tamari-seasoned roasted vegetables, and bound with chickpeas and sunflower seeds. The burger is served on a gluten-free bun with lettuce, tomato, red onion and chipotle mayonnaise ($11.50).

Quinoa also shows up at Equinox Restaurant in Washington, D.C. Chef-owner Todd Gray’s daily plant-based lunch special has included a grain-based burger that combines quinoa, onions, garlic, carrot, bay leaf, chili flakes, toasted English walnuts, soy and black garlic shoyu. A slurry of potato starch, xanthan gum and water is brushed over the patties, which are rolled in panko and frozen. At service, the burger is pan-fried, then placed on a piece of multigrain bread with butter lettuce, heirloom tomatoes and herb aioli, alongside hand-cut potato chips and housemade pickles ($19). The food cost is only a quarter of the menu price. “It’s very profitable,” he says.

Fritter Away

Quinoa may be the main player in today’s new veggie burgers, but it’s also a key ingredient in a popular variant of another vegetarian standard.

For a Mexican spin on falafel, Mary Sue Milliken and Susan Feniger, co-owners of Border Grill in Los Angeles, mix white and black quinoa with chopped parsley, green onions and Cotija cheese before adding flour and eggs to bind the ingredients. Chilled, then formed into fritters and deep-fried to order, they’re served five to a plate with aji amarillo mayo ($8).

Policy Restaurant & Lounge in Washington, D.C., also serves a quinoa fritter but with a roasted corn emulsion. Executive Chef Lonnie Noelker cooks quinoa in vegetable stock with bay leaves and salt, then processes it with cilantro, mint, scallions and white onions before binding the mixture with eggs and oatmeal flour. Then he slowly blends in fresh housemade mozzarella and Cotija before forming the 1¼-ounce fritters, which are refrigerated before deep-frying. Each order comes with five fritters ($7).

Executive Chef Douglas Alexander at Art and Soul in Washington, D.C., puts a Southern spin on his fritters by mixing chickpeas and black beans with black-eyed peas, onions, cilantro, cayenne, white and black

Diner Preferences for Meatless Alternatives Create a New Revenue Stream

By Mike Sula

Protein alternatives such as chickpeas, top, cashews, hempseed, cashews, chia seeds, French lentils and spelt are becoming more prominent on menus.
**Spaghetti Squash Cacio e Peppe**

Executive Chef Scott Winegard
Plant Food + Wine, Venice, California

1 cup sunflower seeds, soaked
¾ cup filtered water
¼ cup lemon juice
2 teaspoons nutritional yeast
1 teaspoon black pepper
1 teaspoon sea salt, plus extra as needed
½ cup chopped dates, pitted
½ bunch flat-leaf parsley
½ cup olive brine
1 small spaghetti squash, roasted*
1 cup baby arugula
1½ cups black olives, dehydrated and chopped
1 cup sunflower sprout tops
Nasturtium flowers and leaves for garnish
Salt flakes

Blend sunflower seeds, water, lemon juice, yeast, peppers, and 1 teaspoon sea salt until smooth and creamy; set aside.

Combine olives, parsley and brine, and blend until smooth; set aside.

Sprinkle squash with salt and toss. Add arugula and toss with 1 cup black pepper mixture.

Splash green olive puree on four plates, top with squash and garnish with dehydrated olives, sunflower sprouts, nasturtium leaves and flowers. Sprinkle with salt flakes, and serve.

Makes 4 servings.

*Plant Food + Wine’s recipe calls for zucchini. Substitute with 4 cups zucchini, thinly sliced and cut into strands.

---

**Go Nuts!**

Check out these meat substitutes, their protein power and applications to win over diners

<table>
<thead>
<tr>
<th>Protein Source</th>
<th>Protein (grams)</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almonds</td>
<td>21 grams</td>
<td>Almond butter, almond milk, cheese and cereal</td>
</tr>
<tr>
<td>Lentils</td>
<td>9 grams</td>
<td>Burgers, bowls, salads and soups</td>
</tr>
<tr>
<td>Adzuki beans</td>
<td>75 grams</td>
<td>Salads, soup, stir-fry, bowls and burgers</td>
</tr>
<tr>
<td>Millet</td>
<td>3.5 grams</td>
<td>Porridge, trex, tigella, songs and bread</td>
</tr>
<tr>
<td>Black beans</td>
<td>9 grams</td>
<td>Burgers, bowls, salad and dressings</td>
</tr>
<tr>
<td>Oats</td>
<td>17 grams</td>
<td>Oatmeal, bread, crisps and salads</td>
</tr>
<tr>
<td>Chia</td>
<td>16.5 grams</td>
<td>Pudding, pancakes, jam, bread and salad dressing</td>
</tr>
<tr>
<td>Quinoa</td>
<td>4.5 grams</td>
<td>Burgers, bowls, salads and tigers</td>
</tr>
<tr>
<td>Chickpeas</td>
<td>9 grams</td>
<td>Hummus, burgers, bowls and salads</td>
</tr>
<tr>
<td>Seitan</td>
<td>75 grams</td>
<td>Salads, sandwiches, burritos, stir fry and chili</td>
</tr>
<tr>
<td>Hemp seeds</td>
<td>31.5 grams</td>
<td>Hemp butter, oil, salads and dressings</td>
</tr>
<tr>
<td>Tempeh</td>
<td>20 grams</td>
<td>Sandwiches, stir fry, salads and barbecue</td>
</tr>
</tbody>
</table>

*Approximate protein per 100 grams.

---

**TREND TRACKER**

**LAST SEEN**

April Bloomfield’s beet burger is bowling over doubters at Salvation Burger in New York City. In Madison, Wisconsin, Graze goes Greek with its beet and walnut patty, topped with cucumbers, red onion, arugula, feta, yogurt and oregano vinaigrette, all on a pepita brioche roll.

**PHOTO BY THINKSTOCK**
Grain Bowl
Chef Leonard Hollander
Arbor, Chicago

1 cup sorghum, see note below
1 cup beluga lentils, see note below
Roasted vegetables, recipe follows
8 soft-boiled eggs
15 to 20 sage leaves, fried
1 tablespoon parsley, chopped
1 tablespoon chili oil
Smoked flaky French salt, as needed
Zest of one lemon

Divide cooked grains and lentils among 8 bowls, top with roasted vegetables and an egg, fried sage and parsley. Finish egg with a few drops of chili oil and then smoked salt and lemon zest all around.

Makes 8 servings.

Note:
Soak sorghum overnight and cook with 4 cups water or stock and 1 tablespoon salt. Cook lentils with 1 ¾ cups water or stock and 2 teaspoons salt.

To roast vegetables:
Toss ½ pound each of diced kabocha (or other winter squash), carrots, cauliflower florets, Mutsu apple and 2 ounces maitake mushrooms cut into strings, 4 tablespoons olive oil, 2 teaspoons salt and ½ teaspoon each of chopped thyme, rosemary and sage. Roast in preheated 400 F oven 20 minutes.
Quinoa Fritters with Aji Amarillo Aioli
Mary Sue Milliken and Susan Feniger
Border Grill, Los Angeles

6 cups white or black quinoa, rinsed and cooked
1½ cups flour
3¼ cups Cotija cheese, divided use
2½ tablespoons kosher salt
Freshly ground black pepper to taste
3 cups green onion, white part only, finely chopped
9 eggs
9 egg yolks
2 cups flat-leaf parsley, chopped
Grapeseed oil for frying
12 cups pico de gallo
Aji amarillo aioli, recipe follows

Combine quinoa, flour, 2¼ cups cheese, salt and pepper. Add green onions, eggs, yolks and parsley. Stir thoroughly until mixture has the consistency of soft dough. Refrigerate, covered.

Heat ½-inch oil in a sauté pan over medium heat. Press ¼ cup batter into an egg-shaped fritter and fry about 1 minute or until bottoms are golden brown. Turn and fry another minute. Drain on paper towels.

Arrange 3 fritters on a plate per serving and top each with 1 teaspoon aji amarillo aioli. Sprinkle with 1 tablespoon cheese and serve with ½ cup salsa.

Makes 24 servings.

To make aji amarillo aioli, whisk together 1½ cups mayonnaise, 3 tablespoons lime juice, 1½ tablespoons chopped parsley, and ½ teaspoon salt. Stir in chopped aji amarillo and pepper to taste. Makes 1½ cups.

Breakfast foods for lunch or dinner can be a great way to take your culinary creativity to the next level. Meatless California Walnut Chorizo combined with eggs, peppers and spinach is a mouthwatering meal served any time. Make the most important meal of the day (or night) the tastiest, too, with California Walnuts.

For more, visit Walnuts.org

PROTEIN ALTERNATIVES HAVE THE POTENTIAL TO HELP OPERATORS INCREASE PROFIT MARGINS AND ALSO GIVE CONSUMERS THE OPPORTUNITY TO ENJOY LOWER-COST, TASTY AND HEALTHY OPTIONS.

— Jo Garber of Datassential
MEATY IN OTHER WAYS
PROTEIN ALTERNATIVES ARE GOOD FOR THE BOTTOM LINE, GENERALLY CLOCKING IN AROUND 20 PERCENT.

Superiority Burger
New York City
The appeal: Diners who don’t want a meat substitute. Former fine dining Chef Brooks Headley’s fast-casual meatless burger is ranked by critics as one of the best.
Menu price: $6

Green Garlic Falafel with Pickled Turnips and Romano
Equinox Restaurant, Washington, D.C.
The appeal: Coarse texture, contrasting flavors and textures.
Menu price: $7.50

Firecracker Bowl
Green Bar & Kitchen, Fort Lauderdale, Florida
The appeal: Contrasting temperatures and flavors from the brown and black rice, scallion, bell peppers, cabbage, chickpeas, carrots and firecracker dressing.
Menu price: $9.99

Blossom du Jour
New York City, several locations
The appeal: Easy grab-and-go nutritious wrap, with ginger and chilies and the other with yogurt, pureed lemon, mint and parsley), they come five to an order ($13).

Bowled Over
Grain bowls have evolved from a dependable hearty breakfast to an all-day option.
At New York City’s Blossom du Jour, the protein bowl is the top seller across all five locations. It brings together a lemon-seasoned protein and grains bowl at Dallas’ HG Sply Co., but here at McPherson’s food costs, which include high-priced all-natural meat. “Even though quinoa is a costly ingredient, you use one cup and it turns into four. The food cost is much lower than it is on any sort of quality meat,” she says. Executive Chef Danyele McPherson thinks that she used it. With a mix of baby spinach, chard and kale with wild rice, black and white quinoa, blueberries, dried cranberries, almonds and hemp seeds in a citrus-sherry vinaigrette, it’s already loaded with protein.
In fact, the greens and grains bowl is a relief to McPherson’s food costs, which include high-priced all-natural meat. “Even though quinoa is a costly ingredient, you use one cup and it turns into four. The food cost is much lower than it is on any sort of quality meat,” she says. Executive Chef Danyele McPherson thinks.

Meat alternatives are gaining for meatless burgers like the one at Superiority Burger.

Pepper, garlic powder and just enough flour to bind it. Served with two garlic sauces (one with ginger and chilies and the other with yogurt, pureed lemon, mint and parsley), they come five to an order ($13).

Bowled Over
Grain bowls have evolved from a dependable hearty breakfast to an all-day option.
At New York City’s Blossom du Jour, the protein bowl is the top seller across all five locations. It brings together a lemon-seasoned protein and grains bowl at Dallas’ HG Sply Co., but here at McPherson’s food costs, which include high-priced all-natural meat. “Even though quinoa is a costly ingredient, you use one cup and it turns into four. The food cost is much lower than it is on any sort of quality meat,” she says. Executive Chef Danyele McPherson thinks.

Meat alternatives are gaining for meatless burgers like the one at Superiority Burger.

Grains are a very open vessel for utilizing ingredients that you have,” Hollander says.

“Grains are a very open vessel for utilizing ingredients that you have,” Hollander says. “You might come in and have a grain bowl on Monday, and it will be different on Wednesday,” he says. “The nature of grains is that they expand when you cook them. When you take your cost margin into account, you get the joy of not calculating out a loss yield. It’s more of a gain yield. And we aren’t cooking them with stock or things that are taking a lot of process or time.”

Say Cheese
Scott Winegard, executive chef of Matthew Kenney Cuisine, makes a variety of cheeses from nuts for restaurants in the group, including cashew mozzarella and almond ricotta. Instead of a milk-based variety, the nut cheeses accommodate panna cotta at 00 + Co in New York City.

Almonds are soaked overnight to soften and break down enzymes, making them easier to digest. They’re then processed in a high-speed blender to make a thick almond cream, which is brought up to 90 degrees. Citric acid is added, curdling the cream, which is then strained and refrigerated. The acidic whey is reserved for cooking vegetables or salad dressing, while the curd, once seasoned with lemon zest and salt, is good to go.

Winegard also makes cheeses from cultured and seasoned nut creams for the cheese plate at Plant Food + Wine in Miami and Venice, California. A thick cashew and macadamia nut cream is inoculated with a probiotic, and then left in a dehydrator set at 85 degrees. After 36 to 42 hours, the mixture is flavored with truffle salt, herbs or peppercorns, poured into ring molds and frozen until set. Removed from the molds, the cheese dehydrates at 115 F for eight to 12 hours, which forms a rind and an interior texture like chevre. The low food cost of making these cheeses is offset by labor.

“A wheel of cheese will cost you a couple of dollars, but it takes you three to four days to make it,” Winegard says. Mike Sula is a Chicago-based award-winning food journalist and a committed carnivore who’s open to all great-tasting food. Follow him on Twitter @MikeSula.
Stop bashing chains.
Young guns can learn a thing or two about making bank from the big dogs, from reducing inventory to cutting labor costs. See page 58 for more intel.

Chinese street-food staple jianblings may just be the perfect hand-held breakfast food: an egg and fried dough-filled crepe wonder of crispiness, tenderness and spice.
LAST SEEN: In Berkeley, California, Jian Bing Johnny’s slings the best, making them to order on the back of a custom-made, totally tricked-out three-wheel bike. In New York City, The Flying Pig raises some eyebrows by adding lettuce, but you gotta get your greens somewhere.

When is bourbon not the best thing that’s ever happened to a cocktail? Lately, it’s fantastic straight up, too.
LAST SEEN: Between a Pawn Shop and a Chapel at Butchertown Grocery in Louisville, Kentucky, it’s as smooth as silk when bourbon meets house bitters, Demerara, orange oil and frankincense.

At San Francisco’s Hard Water, the Derby Cocktail Tropical shakes up bourbon with pressed pineapple, lemon and mint.

Sausage has always been a nose-to-tail player, and no one is honoring the tradition better than the Italian salume masters.
LAST SEEN: Lamb neck sausage shows up with orecchiette, broccoli rabe and ricotta salata at New York City’s Del Posto. Pork belly sausage partners with suckling porcelet loin at Chicago’s Osteria Langhe.

How many calories are in that mac and cheese? Figure it out, folks. The FDA menu labeling law is close enough to require action.

Don’t knock the sushi burrito until you’ve tried it.
LAST SEEN: The Pokewoks in Las Vegas piles yellowtail, salmon and avocado in its namesake seaweed-wrapped burrito. California-based chain Pokeworks has gone east to set up shop in Somerville, Massachusetts, with its version, called “pokirittos.”

Chinese street-food staple jianblings may just be the perfect hand-held breakfast food: an egg and fried dough-filled crepe wonder of crispiness, tenderness and spice.
LAST SEEN: In Berkeley, California, Jian Bing Johnny’s slings the best, making them to order on the back of a custom-made, totally tricked-out three-wheel bike. In New York City, The Flying Pig raises some eyebrows by adding lettuce, but you gotta get your greens somewhere.

Chinese street-food staple jianblings may just be the perfect hand-held breakfast food: an egg and fried dough-filled crepe wonder of crispiness, tenderness and spice.
LAST SEEN: In Berkeley, California, Jian Bing Johnny’s slings the best, making them to order on the back of a custom-made, totally tricked-out three-wheel bike. In New York City, The Flying Pig raises some eyebrows by adding lettuce, but you gotta get your greens somewhere.

How many calories are in that mac and cheese? Figure it out, folks. The FDA menu labeling law is close enough to require action.
LAST SEEN: Don’t even try to do the math yourself. Go with software or get a nutritionist to run the numbers.

Food truck owners are realizing that it’s tough keeping up like the postal service. Rain, snow and sleet put a fast halt to a line outside the window.
TRY THIS INSTEAD: Four walls beat four wheels. They’re known as restaurants.

Turn the beet around.
The rosy red root is bumping aside beef in burgers, winning over carnivores, omnivores and vegetarians alike.

Yes, poutine, you are loved, but you’re not going to set the world on fire.

Chinese street-food staple jianblings may just be the perfect hand-held breakfast food: an egg and fried dough-filled crepe wonder of crispiness, tenderness and spice.
LAST SEEN: In Berkeley, California, Jian Bing Johnny’s slings the best, making them to order on the back of a custom-made, totally tricked-out three-wheel bike. In New York City, The Flying Pig raises some eyebrows by adding lettuce, but you gotta get your greens somewhere.

The heat index on what’s happening
How many calories are in that mac and cheese? Figure it out, folks. The FDA menu labeling law is close enough to require action.

Don’t knock the sushi burrito until you’ve tried it.
LAST SEEN: The Pokewoks in Las Vegas piles yellowtail, salmon and avocado in its namesake seaweed-wrapped burrito. California-based chain Pokeworks has gone east to set up shop in Somerville, Massachusetts, with its version, called “pokirittos.”

Chinese street-food staple jianblings may just be the perfect hand-held breakfast food: an egg and fried dough-filled crepe wonder of crispiness, tenderness and spice.
LAST SEEN: In Berkeley, California, Jian Bing Johnny’s slings the best, making them to order on the back of a custom-made, totally tricked-out three-wheel bike. In New York City, The Flying Pig raises some eyebrows by adding lettuce, but you gotta get your greens somewhere.

Food truck owners are realizing that it’s tough keeping up like the postal service. Rain, snow and sleet put a fast halt to a line outside the window.
TRY THIS INSTEAD: Four walls beat four wheels. They’re known as restaurants.

How many calories are in that mac and cheese? Figure it out, folks. The FDA menu labeling law is close enough to require action.
LAST SEEN: Don’t even try to do the math yourself. Go with software or get a nutritionist to run the numbers.

Chinese street-food staple jianblings may just be the perfect hand-held breakfast food: an egg and fried dough-filled crepe wonder of crispiness, tenderness and spice.
LAST SEEN: In Berkeley, California, Jian Bing Johnny’s slings the best, making them to order on the back of a custom-made, totally tricked-out three-wheel bike. In New York City, The Flying Pig raises some eyebrows by adding lettuce, but you gotta get your greens somewhere.

Food truck owners are realizing that it’s tough keeping up like the postal service. Rain, snow and sleet put a fast halt to a line outside the window.
TRY THIS INSTEAD: Four walls beat four wheels. They’re known as restaurants.

The heat index on what’s happening
How many calories are in that mac and cheese? Figure it out, folks. The FDA menu labeling law is close enough to require action.

Don’t knock the sushi burrito until you’ve tried it.
LAST SEEN: The Pokewoks in Las Vegas piles yellowtail, salmon and avocado in its namesake seaweed-wrapped burrito. California-based chain Pokeworks has gone east to set up shop in Somerville, Massachusetts, with its version, called “pokirittos.”

Chinese street-food staple jianblings may just be the perfect hand-held breakfast food: an egg and fried dough-filled crepe wonder of crispiness, tenderness and spice.
LAST SEEN: In Berkeley, California, Jian Bing Johnny’s slings the best, making them to order on the back of a custom-made, totally tricked-out three-wheel bike. In New York City, The Flying Pig raises some eyebrows by adding lettuce, but you gotta get your greens somewhere.

Food truck owners are realizing that it’s tough keeping up like the postal service. Rain, snow and sleet put a fast halt to a line outside the window.
TRY THIS INSTEAD: Four walls beat four wheels. They’re known as restaurants.

How many calories are in that mac and cheese? Figure it out, folks. The FDA menu labeling law is close enough to require action.
LAST SEEN: Don’t even try to do the math yourself. Go with software or get a nutritionist to run the numbers.

Chinese street-food staple jianblings may just be the perfect hand-held breakfast food: an egg and fried dough-filled crepe wonder of crispiness, tenderness and spice.
LAST SEEN: In Berkeley, California, Jian Bing Johnny’s slings the best, making them to order on the back of a custom-made, totally tricked-out three-wheel bike. In New York City, The Flying Pig raises some eyebrows by adding lettuce, but you gotta get your greens somewhere.

Food truck owners are realizing that it’s tough keeping up like the postal service. Rain, snow and sleet put a fast halt to a line outside the window.
TRY THIS INSTEAD: Four walls beat four wheels. They’re known as restaurants.

How many calories are in that mac and cheese? Figure it out, folks. The FDA menu labeling law is close enough to require action.
LAST SEEN: Don’t even try to do the math yourself. Go with software or get a nutritionist to run the numbers.

Chinese street-food staple jianblings may just be the perfect hand-held breakfast food: an egg and fried dough-filled crepe wonder of crispiness, tenderness and spice.
LAST SEEN: In Berkeley, California, Jian Bing Johnny’s slings the best, making them to order on the back of a custom-made, totally tricked-out three-wheel bike. In New York City, The Flying Pig raises some eyebrows by adding lettuce, but you gotta get your greens somewhere.
Inspiration to warm up the winter

Winter is around the corner and our latest issue of Food Fanatics® arrives just in time, with robust and compelling ideas to help restaurants stay hot during the colder months.

To inspire menus, we offer insight into plant-based dishes, along with ways to leverage the growing trend of protein alternatives that appeal to meat eaters and non-meat eaters alike. Because few dishes satisfy better than meatloaf when temperatures plummet, you’ll find three innovative approaches to this classic dish, to excite and entice your customers. Also, be sure to check out the article on turning soup – a low food-cost item that can play a part in waste reduction – into a signature dish.

Restaurants tend to have incredibly high employee turnover, and we know that a great staff can make all the difference in a diner’s experience. Check out the ten commandments for recognizing and nurturing talent, on page 43, to see whether any can be incorporated into your business.

Finally, the picture on the cover of this issue is a common scene that shows how today technology is directly linked to dining. Technology and restaurant success are also undeniably linked. We interviewed Damian Mogavero, founder of Avero, who drives home a key point: If restaurants aren’t embracing technology, they’re falling behind and missing out on real solutions for saving time, managing costs and running more efficient, profitable businesses.

Enjoy the issue!

Until next time,

Pietro Satriano
President and Chief Executive Officer
US Foods

THANKS FOR A TERRIFIC 2016!
The 2017 Food Fanatics Live™ National Tour kicks off in Boston on 2.28.17!
Get the full schedule at FoodFanatics.com/events
It’s never just someone’s order that’s on the line.
It’s not just food or a meal.
It’s everything you put into making your place sing.
It’s jobs. It’s spreadsheets. And it’s your reputation that’s on the line every time an order comes flying through your kitchen.

That’s why we put together the Tyson Restaurant Team. We stacked our team with kitchen pros who love the heat and will take a stand for you.
From inventory to insights.
From forms to freezers.
From field to flame.
Talk to us about the hot topics burning in your kitchen and your mind.
We’ll help you find new ways to keep your cool.
We’re listening. And we want to know,

What’s on the line?™

Learn more: tysonfoodservice.com/restaurant
AN ALARM SOUNDED FOR LARS KOPPERUD AS HE REVIEWED EMPLOYEE PAPERWORK FOR MAFIAOZA’S IN NASHVILLE, TENNESSEE. Over the 18 months since opening in 2005, the Italian restaurant had hired and lost more than 200 employees. “Our turnover was incredibly high,” says Kopperud, the restaurant’s co-owner and operations manager. “I knew our employees were our most important asset, and we needed to establish practices that would keep people with the company.”

In an industry with chronic labor shortages and turnover at around 72 percent, retaining role and giving them—and their supervisor—opportunities to record progress, highlight successes and share information about their goals.

Get involved with employees at all levels of the restaurant.
10. Ask for feedback.

For some restaurants, good help isn’t hard to find. Operators known for running successful restaurants with low turnover share how they recognize and nurture talent. Here are the 10 rules they embrace.

1. Establish a culture that fosters loyalty.
2. Create an interview process that yields deeper insight.
3. Provide in-house training and development opportunities.
4. Invest in employee success by paying for external certifications and training programs.
5. Schedule regular reviews.
6. Reward hard work.
7. Encourage creativity.
8. Communicate regularly.

“It’s a real-time scorecard of where they are in their development,” Sanchez says. Freebirds also performs employee reviews every six months to gauge progress, evaluate skills and highlight opportunities for development.

Gillespie also believes it’s important to consistently offer employees feedback, both in casual conversations and formal reviews. “Giving direct feedback isn’t about criticizing (and) we tell employees, ‘We want you to work on this because we want you to stick around,’” he says. “Our whole approach to management is about retaining employees and growing our people, so we can provide them with new opportunities.”

Invest and Encourage Buy-in Mafiaoza’s incentivizes and demonstrates its commitment to employee development with its checklist. The restaurant has paid for employees to pursue sommelier and mixology certifications, attend management seminars and learn professional skills like QuickBooks. The partners have also paid tuition for one of their promising kitchen managers to attend culinary school.

“When our employees feel like we are invested in them, they feel invested in us,” Kopperud says. “The investment goes beyond dollars and cents.” Freebirds encourages employees to come to weekly meetings with ideas to improve food and operations. Over the summer, the assistant kitchen manager developed a lighter pizza option made with arugula, goat cheese and apricot, which is now featured on the full menu; a manager suggested dedicating two parking spaces for short-term-to-go order pickup; an idea the leadership team loved.

At Gillespie’s restaurants, managers handle formal reviews—but that doesn’t mean he’s cut off from the staff. He engages with all of his employees, from chopping vegetables alongside a prep cook to mentoring an executive chef who wants to own his own restaurant.

“People value it when you go to them after a long shift and say, ‘I appreciated your hard work and focus tonight.’ It shows that you were paying attention to them,” he says. “A few kind words go a long way.”

North Carolina-based freelance journalist Jodi Helmer writes about the intersection of food and business. Follow her on Twitter @helmerjodi.

10 COMMANDMENTS FOR RECOGNIZING AND NURTURING TALENT

1. Get involved with employees at all levels of the restaurant.
2. Reward hard work.
3. Encourage creativity.
5. Ask for feedback.

For some restaurants, good help isn’t hard to find. Operators known for running successful restaurants with low turnover share how they recognize and nurture talent. Here are the 10 rules they embrace.

1. Establish a culture that fosters loyalty.
2. Create an interview process that yields deeper insight.
3. Provide in-house training and development opportunities.
4. Invest in employee success by paying for external certifications and training programs.
5. Schedule regular reviews.
6. Reward hard work.
7. Encourage creativity.
8. Communicate regularly.
9. Get involved with employees at all levels of the restaurant.
10. Ask for feedback.

For some restaurants, good help isn’t hard to find. Operators known for running successful restaurants with low turnover share how they recognize and nurture talent. Here are the 10 rules they embrace.

1. Establish a culture that fosters loyalty.
2. Create an interview process that yields deeper insight.
3. Provide in-house training and development opportunities.
4. Invest in employee success by paying for external certifications and training programs.
5. Schedule regular reviews.
6. Reward hard work.
7. Encourage creativity.
8. Communicate regularly.
9. Get involved with employees at all levels of the restaurant.
10. Ask for feedback.

For some restaurants, good help isn’t hard to find. Operators known for running successful restaurants with low turnover share how they recognize and nurture talent. Here are the 10 rules they embrace.

1. Establish a culture that fosters loyalty.
2. Create an interview process that yields deeper insight.
3. Provide in-house training and development opportunities.
4. Invest in employee success by paying for external certifications and training programs.
5. Schedule regular reviews.
6. Reward hard work.
7. Encourage creativity.
8. Communicate regularly.
9. Get involved with employees at all levels of the restaurant.
10. Ask for feedback.
Crazy hours, no weekends off and no holiday breaks. It’s no wonder people in the biz date their own kind. Restaurant life is tough mentally, physically and emotionally, and all too often, the industry drives and then ruins people’s personal lives. In their own words, four industry vets share their stories about preventing the fallout and achieving work-life balance.

**THIERRY RAUTUREAU**
Chef-owner of Loulay Kitchen & Bar and Luc in Seattle

Backstory: The French-born chef earned global acclaim for his award-winning Seattle restaurant Rover’s (1987 to 2013) and also won a 1998 James Beard Award for Best Chef in the Pacific Northwest. Rautureau and his wife of 30 years raised two children, now in their early 20s.

**MAKE TIME EVEN IF IT’S NOT ON TIME**
“"My wife has always had to remind me to take time. She’s the calm one in the family, and I’m the nonstop one."

“Our first anniversary in Seattle was a week after Rover’s opened. We had to celebrate, but it didn’t happen until 11 that night. I took her to a late-night diner. We had a nice evening, and then I woke up early the next day, shopped at Pike Place Market and got back to the restaurant. Sometimes people get too hung up on the holiday rather than the actual celebration. When most people are having fun, we’re working. My wife and I have never had an actual Valentine’s Day together, and we’ve only spent one New Year’s Eve together. We’ve had many great vacations together but not necessarily over the summer or around Christmas."

“To make a relationship work, you have to know that it’s a lifetime commitment. Just like running a restaurant, marriage is work. To get, you have to give. If your wife says, ‘We need to spend more time together,’ you obviously need to work on it. And you both have to be reasonable. You can’t expect a chef who’s working 13 or 14 hours a day to be home every night at 5.”

**NANCY BATISTA-CASWELL**
Managing director and proprietor of Caswell Restaurant Group, Boston area

Backstory: Starting at age 28, Batista-Caswell opened three restaurants in four years. She won the StarChefs Rising Star Restauranter for Coastal New England in 2014 and the SmartCEO Boston Future 50 Award earlier this year.

**CHANNEL YOUR DRIVE—AND DITCH YOUR PHONE**
“I developed an unhealthy obsession with my work and the culture of my business. I felt guilty if I didn’t work the floor a couple hours every day. My obsession led to anxiety; any time I separated myself from the business, I was anxious and distracted. “A couple years ago, I blew out my knee. I remember my staff surrounding me, trying to help, and my executive chef telling me what had happened and getting me ice. “After getting medical care, I returned to work the next day on crutches and was told by everyone to go home. I joined a fitness studio with a competitive spirit. Every class felt challenging, even defeating, because of its intensity, but it strengthened my body and my mind. I started to realize I could do anything I put my mind to. I cold turkey ran my first 5K with one of my managers. Then I started to enjoy the run. I needed the escape. I couldn’t connect to my work world on my smartphone when I was running. As I ran more, I became healthier about my work-life balance. “Being the best at something is addictive and obsessive, and it can be unhealthy. Finding a balance may result in possibly failing at something along the way. It’s OK to fail—just fail fast and move on.”
RON SIEGEL  
Executive chef at Rancho Nicasio in Nicasio, California

Backstory: Siegel’s led some of the country’s most notable kitchens, including Michael Mina, and the now-closed Charles Rob Hill and Masa’s. After working in San Francisco for nearly two decades, he recently left the city for a shorter commute and a smaller restaurant, taking over the Western Room at Rancho Nicasio. He and his wife have four kids between the ages of 15 and 25.

CARVE YOUR OWN PATH
“It’s a very obsessive business. The best way to have it not screw up your personal relationships is to find a partner who’s understanding. There are many things I can’t go to or be a part of because they happen at night or on the weekends. My family accepts it.

“Before I left my job in San Francisco, I’d been in the city as a chef for 18 years, and I didn’t want to work for anyone else anymore. I wanted some type of ownership in the business. Also, I didn’t want to be at a business that was always extremely busy and relied on a staff of 80 or 90 people. Rancho Nicasio has a more casual atmosphere; my kids can work here, and it hopefully teaches them something. Being a small restaurant doesn’t necessarily make it easier—if I want to plan a vacation with my kids this year, we’ll likely have to close. “Everyone takes a different path. Some paths require less and give you more freedom. Catering is one for sure, as is the private chef business. Working in a hotel can give you a lot more freedom, too. It depends what you want to get out of this business and what drives you.”

DELEGATE, DELEGATE, DELEGATE
“The first 15 years of my and my wife’s relationship, I almost never took a weekend off. I missed weddings, family functions and parties. The joke among my wife’s friends was I was a ghost. As time went on, my schedule just wasn’t fair to my family. I wanted to be very present with my wife and my kids.

“The best thing that ever happened to my business partner, Kevin Boehm, and I was realizing the importance of delegating to find time for our families. Between 2010 and 2012, we opened seven concepts. Back then, he and I were just ma and pa. We were control freaks. We were young, and we were trying everything in our power to succeed. We had very little infrastructure, and we were losing our minds, breaking down physically, emotionally. There was one moment when I grabbed Kevin by his shoulders and said, ‘What the hell are we doing to ourselves?’ It was just too much. No amount of anything is worth that kind of stress. We immediately agreed we’d stop expansion until we had the proper infrastructure. It was this aha! moment—we needed a director of operations in each restaurant, an executive director, a vice president and assistants.

“Even if you don’t have the luxury of that kind of infrastructure, you have to learn to delegate. Whatever you can afford, bring people in so you can have a life outside of the restaurant. If you’re training people the correct way, you’ll have faith in their abilities. You have to work hard, but you have to find balance, and you need an outlet. It’s made us better leaders—more productive and more patient.”

ROB KATZ  
Co-founder of Boka Restaurant Group in Chicago

Backstory: Katz has opened more than 20 restaurants, including Stephanie Izard’s Girl & the Goat, Little Goat Diner and Duck Duck Goat, as well as recently opened steak restaurant GT Prime, led by Giuseppe Tentori. Katz has been married for 18 years and has two kids, ages 12 and 14.

DELEGATE, DELEGATE, DELEGATE
“The first 15 years of my and my wife’s relationship, I almost never took a weekend off. I missed weddings, family functions and parties. The joke among my wife’s friends was I was a ghost. As time went on, my schedule just wasn’t fair to my family. I wanted to be very present with my wife and my kids.

“The first 15 years of my and my wife’s relationship, I almost never took a weekend off. I missed weddings, family functions and parties. The joke among my wife’s friends was I was a ghost. As time went on, my schedule just wasn’t fair to my family. I wanted to be very present with my wife and my kids.

“The first 15 years of my and my wife’s relationship, I almost never took a weekend off. I missed weddings, family functions and parties. The joke among my wife’s friends was I was a ghost. As time went on, my schedule just wasn’t fair to my family. I wanted to be very present with my wife and my kids.

“Before I left my job in San Francisco, I’d been in the city as a chef for 18 years, and I didn’t want to work for anyone else anymore. I wanted some type of ownership in the business. Also, I didn’t want to be at a business that was always extremely busy and relied on a staff of 80 or 90 people. Rancho Nicasio has a more casual atmosphere; my kids can work here, and it hopefully teaches them something. Being a small restaurant doesn’t necessarily make it easier—if I want to plan a vacation with my kids this year, we’ll likely have to close. “Everyone takes a different path. Some paths require less and give you more freedom. Catering is one for sure, as is the private chef business. Working in a hotel can give you a lot more freedom, too. It depends what you want to get out of this business and what drives you.”

CREATE YOUR OWN PATH
“It’s a very obsessive business. The best way to have it not screw up your personal relationships is to find a partner who’s understanding. There are many things I can’t go to or be a part of because they happen at night or on the weekends. My family accepts it.

“Before I left my job in San Francisco, I’d been in the city as a chef for 18 years, and I didn’t want to work for anyone else anymore. I wanted some type of ownership in the business. Also, I didn’t want to be at a business that was always extremely busy and relied on a staff of 80 or 90 people. Rancho Nicasio has a more casual atmosphere; my kids can work here, and it hopefully teaches them something. Being a small restaurant doesn’t necessarily make it easier—if I want to plan a vacation with my kids this year, we’ll likely have to close. “Everyone takes a different path. Some paths require less and give you more freedom. Catering is one for sure, as is the private chef business. Working in a hotel can give you a lot more freedom, too. It depends what you want to get out of this business and what drives you.”
Get a mouthful from our resident expert

FOOD FANATIC ROAD TRIP!

Manny Haider is a Food Fanatics chef for US Foods based in San Francisco with a soft spot for kick-ass family-run restaurants.

FOOD FANATIC

San Francisco

IF NEW YORK IS THE TOP RESTAURANT CITY OUT EAST, SAN FRANCISCO AND ITS SURROUNDING AREA HAVE IT DOWN ON THE WEST COAST.

Home to Super Duper Burger, the Mission burrito and fermented everything, the Bay Area offers easy access to the Pacific Ocean, best-in-class winemakers and year-round produce. The result: a bounty of varied dining options including David Kinch’s three Michelin-star Manresa and the highly coveted baos from The Chairman food trucks.

You’ll be inspired by—and even willing to face—the hordes of tourists at the Ferry Building Marketplace, for example, where a taste of local specialty and artisanal foods will get you thinking about how you can work them into your own appetizers. Go early on Tuesday, Thursday or Saturday to experience the Ferry Plaza Farmers Market, where more than 300 Bay Area chefs shop.

A trip to San Francisco would be a failure without a stroll through Chinatown. Get classic dim sum off the paper menu (not from the typical cart) at Great Eastern, where the dining room is packed by 11 a.m. on weekends. Everyone seems to be into Asian flavors these days, so spend some time walking around this community—and wherever else the food leads you.

No question, San Francisco is one giant classroom to eat and learn. So bring a notebook and get ready to chow down.

Food Fanatics undergo rigorous culinary, communication and consulting training to help chefs and other foodservice professionals meet business goals.

Follow the Food Fanatic on Twitter @ChefManny

THE HIGHLIGHTS

The Progress (Lower Pacific Heights)
James Beard Award winners Stuart Brioza and Nicole Krasinski (also of State Bird Provisions) change the small plates menu daily. House-cured anchovies are a mainstay, however, and shouldn’t be missed. To get the most out of the menu, go for the $62 a person format: Choose four items to share with the option of adding small items, like pickled nori and desserts.

@thePROGRESS_sf

Hog’s Apothecary (Oakland, California)
Check out the huge rotating draft beer selections; stay for the house-butchered porcine fare at this German-beer-hall-inspired restaurant. Executive Chef John Streit serves dishes like a house-smoked cured pork belly and beef corn dog dipped in house-ground red heirloom cornmeal batter. Pay attention to the pairings for inspiration.

@HogsApothecary

Mourad (Financial District)
Chef-owner Mourad Lahlou’s ode to Moroccan cuisine earned a Michelin star within a year of opening. A menu of traditional meat, seafood and vegetable dishes complements the straightforward yet striking decor. Everyone talks about the chicken. Get it, and see if you can figure out what makes it the be-all-end-all of roasted birds.

@Mourad_SF

Vik’s Chaat (Berkeley, California)
This warehouse-turned-food-hall is a gold mine for Indian and Pakistani street food, especially if you want to adopt these flavors for your menu. Order at the counter, grab a seat in the huge hall, and wait for your name to be called. The family-run business lacks signage, so just look for the lines of people waiting to order dosa, biryani, cholle bhature and other authentic favorites, all made fresh, in-house.

Nopa (North of the Panhandle)
Wood-fired cooking couldn’t be hotter, and this brunch and late-night favorite gets it right with an organic menu that includes a killer burger served with pickled onions and thick-cut fries. The restaurant gets crowded—end-and-todownd, so book a reservation in advance if you don’t want to wait.

@nopa_restaurant

FOOD FANATIC

Manny Haider is a Food Fanatics chef for US Foods based in San Francisco with a soft spot for kick-ass family-run restaurants.

Follow the Food Fanatic on Twitter @ChefManny

Extracted Text: Get a mouthful from our resident expert

FOOD FANATIC ROAD TRIP!

Manny Haider is a Food Fanatics chef for US Foods based in San Francisco with a soft spot for kick-ass family-run restaurants.

FOOD FANATIC

San Francisco

IF NEW YORK IS THE TOP RESTAURANT CITY OUT EAST, SAN FRANCISCO AND ITS SURROUNDING AREA HAVE IT DOWN ON THE WEST COAST.

Home to Super Duper Burger, the Mission burrito and fermented everything, the Bay Area offers easy access to the Pacific Ocean, best-in-class winemakers and year-round produce. The result: a bounty of varied dining options including David Kinch’s three Michelin-star Manresa and the highly coveted baos from The Chairman food trucks.

You’ll be inspired by—and even willing to face—the hordes of tourists at the Ferry Building Marketplace, for example, where a taste of local specialty and artisanal foods will get you thinking about how you can work them into your own appetizers. Go early on Tuesday, Thursday or Saturday to experience the Ferry Plaza Farmers Market, where more than 300 Bay Area chefs shop.

A trip to San Francisco would be a failure without a stroll through Chinatown. Get classic dim sum off the paper menu (not from the typical cart) at Great Eastern, where the dining room is packed by 11 a.m. on weekends. Everyone seems to be into Asian flavors these days, so spend some time walking around this community—and wherever else the food leads you.

No question, San Francisco is one giant classroom to eat and learn. So bring a notebook and get ready to chow down.

Food Fanatics undergo rigorous culinary, communication and consulting training to help chefs and other foodservice professionals meet business goals.

Follow the Food Fanatic on Twitter @ChefManny

THE HIGHLIGHTS

The Progress (Lower Pacific Heights)
James Beard Award winners Stuart Brioza and Nicole Krasinski (also of State Bird Provisions) change the small plates menu daily. House-cured anchovies are a mainstay, however, and shouldn’t be missed. To get the most out of the menu, go for the $62 a person format: Choose four items to share with the option of adding small items, like pickled nori and desserts.

@thePROGRESS_sf

Hog’s Apothecary (Oakland, California)
Check out the huge rotating draft beer selections; stay for the house-butchered porcine fare at this German-beer-hall-inspired restaurant. Executive Chef John Streit serves dishes like a house-smoked cured pork belly and beef corn dog dipped in house-ground red heirloom cornmeal batter. Pay attention to the pairings for inspiration.

@HogsApothecary

Mourad (Financial District)
Chef-owner Mourad Lahlou’s ode to Moroccan cuisine earned a Michelin star within a year of opening. A menu of traditional meat, seafood and vegetable dishes complements the straightforward yet striking decor. Everyone talks about the chicken. Get it, and see if you can figure out what makes it the be-all-end-all of roasted birds.

@Mourad_SF

Vik’s Chaat (Berkeley, California)
This warehouse-turned-food-hall is a gold mine for Indian and Pakistani street food, especially if you want to adopt these flavors for your menu. Order at the counter, grab a seat in the huge hall, and wait for your name to be called. The family-run business lacks signage, so just look for the lines of people waiting to order dosa, biryani, cholle bhature and other authentic favorites, all made fresh, in-house.

Nopa (North of the Panhandle)
Wood-fired cooking couldn’t be hotter, and this brunch and late-night favorite gets it right with an organic menu that includes a killer burger served with pickled onions and thick-cut fries. The restaurant gets crowded—end-and-todownd, so book a reservation in advance if you don’t want to wait.

@nopa_restaurant

FOOD FANATIC

Manny Haider is a Food Fanatics chef for US Foods based in San Francisco with a soft spot for kick-ass family-run restaurants.

Follow the Food Fanatic on Twitter @ChefManny

THE HIGHLIGHTS

The Progress (Lower Pacific Heights)
James Beard Award winners Stuart Brioza and Nicole Krasinski (also of State Bird Provisions) change the small plates menu daily. House-cured anchovies are a mainstay, however, and shouldn’t be missed. To get the most out of the menu, go for the $62 a person format: Choose four items to share with the option of adding small items, like pickled nori and desserts.

@thePROGRESS_sf

Hog’s Apothecary (Oakland, California)
Check out the huge rotating draft beer selections; stay for the house-butchered porcine fare at this German-beer-hall-inspired restaurant. Executive Chef John Streit serves dishes like a house-smoked cured pork belly and beef corn dog dipped in house-ground red heirloom cornmeal batter. Pay attention to the pairings for inspiration.

@HogsApothecary

Mourad (Financial District)
Chef-owner Mourad Lahlou’s ode to Moroccan cuisine earned a Michelin star within a year of opening. A menu of traditional meat, seafood and vegetable dishes complements the straightforward yet striking decor. Everyone talks about the chicken. Get it, and see if you can figure out what makes it the be-all-end-all of roasted birds.

@Mourad_SF

Vik’s Chaat (Berkeley, California)
This warehouse-turned-food-hall is a gold mine for Indian and Pakistani street food, especially if you want to adopt these flavors for your menu. Order at the counter, grab a seat in the huge hall, and wait for your name to be called. The family-run business lacks signage, so just look for the lines of people waiting to order dosa, biryani, cholle bhature and other authentic favorites, all made fresh, in-house.

Nopa (North of the Panhandle)
Wood-fired cooking couldn’t be hotter, and this brunch and late-night favorite gets it right with an organic menu that includes a killer burger served with pickled onions and thick-cut fries. The restaurant gets crowded—end-and-todownd, so book a reservation in advance if you don’t want to wait.

@nopa_restaurant
Show them your sweet side.

Your patrons want to see more of what they love. So give them more! Lamb Weston® Sweet Things® are deliciously crispy and deliver true sweet potato flavor. And they make it easy to reimagine menu favorites in sweet new ways. Are you ready to show ’em what you got?

Get recipe ideas and see what’s possible with potatoes at LambWeston.com.
“It’s a challenge to what’s normal, but I like that dynamic,” says David Spatafore, principal of Blue Bridge Hospitality. “I went to Eataly three or four times at different times of day to watch the customer patterns—the tourists sitting at the wine bar or pasta bar, other people trying to get sundries to take home. It’s utter chaos, but no one seems to mind.”

So when Spatafore launched Liberty Public Market in San Diego earlier this year, he added his own brands to the mix of 20-plus vendors, including ice cream shop Scooped by Mootime, wine bar Grape Smuggler, Crafted Baked Goods and Mess Hall, a full-service restaurant featuring produce and ingredients available inside the market. The restaurant, which sits where the Navy Training Center’s mess hall once served sailors in the 1920s, has a menu primarily sourced from the vendors inside the market. “We try to use the market as our distributor and the vendors as the basis of our dishes, so we can continuously change what we’re serving,” he says. “Just like a mess hall in the Navy, diners never know what they’re going to get.”

And, in some ways, neither does Spatafore. He calls the mashup of a sit-down restaurant amid food stalls and grocery stations experimental. “There’s no textbook definition of what it means for this to be successful because there’s no precedent for it,” he says. But the group format and synergy among the concepts position them for success. They can share resources and talent while appealing to a wider audience. The approach is an

“THE ONLY QUESTION OF HAVING MULTIPLE CONCEPTS UNDER ONE ROOF THAT MATTERS IS: DOES IT WORK?”

—Brendan Sodikoff, Chicago restaurateur, on multiple restaurant groups
advanced form of the slashie, which typically features a full-service restaurant along with a smaller side operation, such as a bakery or fast-casual concept.

"With restaurant groups, the only question of having multiple concepts under one roof that matters is: Does it work?" says Brendan Sodikoff, a Chicago-based restaurateur. "Sometimes there's a reason it doesn't make sense, but oftentimes you can get economies of scale, with labor and staffing, and efficiencies in construction by combining things."

For Sodikoff, it's 3 Greens Market, launched earlier this year, featuring the greatest hits from his wildly popular restaurants. The 5,000-square-foot space is made up of burgers from Small Cheval, barbecue from Green Street Smoked Meats, doughnuts from Doughnut Vault, and an extensive selection of entrees, side dishes and salad ingredients.

**Extend the Rush—and the Revenue**

Rare is the butcher that's bustling at 9 p.m. or the full-service restaurant at 5 p.m. But by combining those two concepts along with a bar and party space in one building, Kensington Quarters in Philadelphia stays busy for a much wider window of the day. "We have a decent lunch crowd, when the butcher shop tends to be more quiet, and then the butcher shop gets busy during the week right before the dinner rush, when locals are shopping on their way home," says General Manager Tim Kweeder.

3 Greens Market does its briskest business in coffee and homemade pastries during the morning commuter rush. Later in the day, the heavy foot traffic shifts over to the massive salad bar and grab-and-go counters. "You've got to look for ways to stretch your appeal, to draw in a different demographic," says Sodikoff.

Bagels and coffee may not sound like giant moneymakers, but that sales bump can be enough to move your margin. "So much of what you're selling is to get your base costs, like rent and management, covered," he says. "Often, those last dollars are the most important. If you can add some concept that pulls in an extra $1,000 a day and you've already got your

**SLASHE KILLERS**

Avoid these pitfalls for launching a single-building multiconcept.

Self-competition: Separate concepts under one umbrella? Genius. Overlapping concepts yoked within one brand? Confusing. For example, don't serve a fried green tomato dish at one spot when there's already a separate Southern concept.

Standard Seating: Instead of a uniform setup that would appeal to every demographic, offer diverse seating options, with four-top tables in one section and comfy sofas in another.

Random Selections: Track best-sellers week to week, and consider all the possible factors, such as the day of the week and time of the year, to determine what customers like the most.

Including a market component to a restaurant creates a synergy and extends the brand.
Carluccio’s Italian Cafe and Market: With more than 100 locations worldwide, this Eataly competitor opened its first U.S. location in Alexandria, Virginia, last year. Diners can polish off their pancetta and egg sandwiches in the restaurant, then pick up imported staples, left, to cook at home.

Field Table: This Madison, Wisconsin, slashie has been slammed since it opened earlier this year. It includes a coffee bar, a cheese counter, a full-service restaurant and a produce market.

Summer House Santa Monica: Chicago’s Rich Melman is a multiconcept pioneer, launching Foodlife, an amalgam of unbranded concepts in Water Tower, 25 years ago. In recent years, the restaurants under his Lettuce Entertain You umbrella have launched first-wave slashies like M Burger inside of fine-dining temple Tru. Summer House is the latest, featuring a bakery and Stella Barra Pizzeria.

3 (MORE!) SLASHIES THAT ARE CRUSHING IT

Carluccio’s Italian Cafe and Market: With more than 100 locations worldwide, this Eataly competitor opened its first U.S. location in Alexandria, Virginia, last year. Diners can polish off their pancetta and egg sandwiches in the restaurant, then pick up imported staples, left, to cook at home.

Field Table: This Madison, Wisconsin, slashie has been slammed since it opened earlier this year. It includes a coffee bar, a cheese counter, a full-service restaurant and a produce market.

Summer House Santa Monica: Chicago’s Rich Melman is a multiconcept pioneer, launching Foodlife, an amalgam of unbranded concepts in Water Tower, 25 years ago. In recent years, the restaurants under his Lettuce Entertain You umbrella have launched first-wave slashies like M Burger inside of fine-dining temple Tru. Summer House is the latest, featuring a bakery and Stella Barra Pizzeria.

base covered, you might get to keep about 40 percent of that.”

Room for Risks

“In San Diego, a standalone restaurant that’s experimental would probably fail,” says Spatafore. But nestling 50 seats and an evolving menu inside a food hall, with more guaranteed sales from staples like ice cream and pastries? “It’s like an insurance policy to walk that line of experimental,” he says. “We don’t have to be as concerned with having something on the menu for everybody.” If Joe Everydinner doesn’t like the white bean prosciutto parfait or the cauliflower steak with zaatar, let him eat at any of the options vying for his attention.

Multiple concepts in one place generate more revenue than one when the options are diversified and balanced, Spatafore says.

Sell Beyond the Belly

Upselling dessert to a diner who’s sated can be challenging, but slashies have the advantage of selling food to take home. At Mess Hall, for instance, servers are trained to tell diners about the ingredients sourced from the surrounding vendors. “Whether it’s talking about the beer from the retail shop or the plated pasta dish sourced from the pasta stall, it all ties back to the take-home element,” says Spatafore.

In San Francisco, Local Kitchen and Wine Merchant is a slashie that houses a wine cellar with communal seating for tastings and a full-service restaurant. “You might think two concepts would make things more expensive, but it’s actually more streamlined into one fluid program,” says Dylan Peters, the beverage director. For example, diners are offered 50 percent off any bottle of wine to take home from the cellar.

In fact, giving diners easy access to produce and pantry items increases traffic, sales and the customer base, says Kweeder. Customers who dine at Kensington Quarters’ restaurant once a week or less shop multiple times a week for staples like ground beef, chicken stock and bacon.

“As the modern consumer has a greater appreciation of sustainably raised animals and organic produce, we are a great outlet for that customer,” Kweeder says.
**Cross-Train Employees**

Independent operators are prone to simply filling in blanks when it comes to scheduling (“I need three people at lunch and six at dinner”). A more systematic approach considers sales information to determine staffing. Let’s say that on Monday, a restaurant rings in $3,000 in sales. Figure out the number of front of the house workers needed to provide a consistently good experience to $3,000 worth of guests. Given their druthers, most diners prefer independent restaurants to chains. It’s a no-brainer. Independents cater to local tastes and fit comfortably into neighborhoods. Chains offer the same menus and decor regardless of their location. So it may seem counterintuitive for the big boys to offer the little guys words of wisdom. Yet independents should listen up. The systems that make chains efficient and profitable can yield the same results for independents.

**Schedule Shifts According to Projected Sales and Traffic**

Independent operators are prone to simply filling in blanks when it comes to scheduling (“I need three people at lunch and six at dinner”). A more systematic approach considers sales information to determine staffing. Let’s say that on Monday, a restaurant rings in $3,000 in sales. Figure out the number of front of the house workers needed to provide a consistently good experience to $3,000 worth of guests. Compare that figure against Wednesday’s $6,000 in sales and that day’s staffing. If it’s the same, you have to wonder if the guest experience suffers on Wednesdays. The process can be fine-tuned with point-of-sale software that uses data to provide insight from sales patterns, weather conditions and surrounding events. Many chains teach employees what it means to work at their restaurants. Unless you’ve created an environment where everyone understands their role is more than merely cooking and serving food you risk providing inconsistent service.

**Know the Real COGS**

Independent operators wear many hats, which often makes monitoring inventory a hit-and-miss activity, or worse, leads to tying up capital. For example, a standing order of 12 cases of beer arrives weekly even though four cases are chilling in the cooler. This means you’re paying for four unneeded cases. Fix the problem by checking inventory and adjusting the order for each drop. This process frees money for other needs. Also consider the cost benefit of searching for the best price of ingredients. Could that time be better spent elsewhere? The best solution can be found in your POS. Independent operators can copy the process by redefining the guest experience in relation to the restaurant’s culture and values. Do hosts, servers and managers take their cues from guests?

**Monitor the Guest Journey**

Chain bean counters may price that brisket sandwich at $12 only to discover diners don’t order it because it’s too pricey. Headquarters immediately re-portion the sandwich relative to its new price. An independent may not act as swiftly, counting on personable servers to sell the sandwich. To avoid that scenario and the loss of money, make pricing and portion size systematic. Meet regularly with managers and key hourlies for financial and operational reviews. In the case of the sandwich, ask the team what the restaurant should do based on customer acceptance and cost. Then you can determine if a lower price requires re-portioning or new ingredients and whether the kitchen can rebuild the sandwich as easily as the original.

Culture is an overused word in business, but it’s nonetheless critical to team building and instilling a sense of purpose in staff. Culture is an overused word in business, but it’s nonetheless critical to team building and instilling a sense of purpose in staff. Many chains teach employees what it means to work at their restaurants. Unless you’ve created an environment where everyone understands their role is more than merely cooking and serving food you risk providing inconsistent service.
The Net Net

No time to dig in? Here’s the gist.
Chain restaurants follow these practices to achieve consistency and profitability.

1. **Establish a Culture So Workers Know What Your Restaurant Stands For.**
2. **Cross-Train Staff to Avoid Missteps in Food and Service.**
3. **Know the Gap Between Ingredients Purchased and Those Actually Used.**
4. **Use Sales and Traffic Data to Strategically Staff Shifts.**
5. **Adjust Standing Orders to Avoid Paying for Inventory.**
6. **Get Smart Before Signing Rental Agreements, and Don’t Hesitate to Renegotiate Terms.**
7. **Track Customers’ Reactions to Major Aspects of Your Restaurant.**
8. **Re-portion Dishes and Adjust Prices to See If They Sell.**

David Farkas is a Cleveland-based writer who’s been covering the restaurant industry for nearly 30 years. Len Ghilani of Minneapolis is a former chain executive and 30-year industry veteran. Both are partners of the consulting group Results Through Strategy.

Let Your Food Take Center Stage
This Holiday Season!

Introducing Sterno’s Buffet Chafer

CONNECT WITH US | WWW.STERNOPRODUCTS.COM | (877) 526-7748
Damian Mogavero, right, explains the power of data to celebrity chef-owner Michael Chernow at his restaurant Seamore’s in New York.

DAMIAN MOGAVERO MAY BE THE MOST INFLUENTIAL INDUSTRY INSIDER YOU NEED TO KNOW BUT HAVE NEVER HEARD OF—UNTIL NOW.

As founder and CEO of Avero, a New York City-based restaurant software company, Mogavero has been quietly leading some of the most successful chefs and restaurateurs, like Danny Meyer and Daniel Boulud, out of primitive times.

They ditched their old-school ways of running a business—Excel spreadsheets, notes scribbled on coffee-stained legal pads and even guesswork—for software enabling a data-driven, problem-solving approach in all areas, from server training and social media initiatives to labor issues and inventory management.


With 34,000 customers in 68 countries, including Tom Colicchio’s Craft and ‘Wichcraft sandwich shops, Four Seasons Hotels and Resorts and Wynn Las Vegas, Mogavero has racked up plenty of praise and street cred for his in-the-trenches approach to working with operators.

Here he sizes up the state of the industry, the challenges restaurateurs face and what to watch out for in 2017. Unsurprisingly, all roads...
to making bank are paved by leveraging data through technology.

**FF:** People are eating out more than ever, but there are also more choices. With so many options, what will define the ideal dining experience in 2017?

**DM:** There’s a megatrend happening today. It’s highest-quality ingredients in the most casual setting. Today’s foodies don’t care where they are, whether it’s a fast-casual joint, at the airport or a Michelin star restaurant. They expect great-quality ingredients everywhere. Before, highest-quality ingredients were just for fine dining.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, it’s a real differentiator for guests.

The third thing is knowledgeable service. A server is a guide to your hospitality experience, and it’s a real differentiator for guests. The chef, the owner and managers spend so much time creating this experience, and a server who is not well-trained is a real problem. Who is not well-trained is a real problem.

**FF:** What’s so special about Damian Mogavero?

Mogavero created Avero, a New York-based technology company. Its software mines sales and labor data for insights that allow operators to increase efficiency, pinpoint problems and, ultimately, gain greater profitability.

The idea for Avero, which launched 14 years ago, came when he was CFO of a small restaurant group.

Earliest Avero adapters made up Zagat’s top-rated New York City restaurants when the wattage of chefs and restaurateurs could only go up. The food scene was also exploding in Las Vegas, giving Mogavero the benefit of being at the right place at the right time.

The food scene was also exploding in Las Vegas, giving Mogavero the benefit of being at the right place at the right time.

As the empires of these influential restaurateurs grew, so did Avero and Mogavero’s clout. In January, he will add editor to his credentials. “The Underground Culinary Tour: How the New Metrics of Today’s Top Restaurants Are Transforming How America Eats” (Crown Publishing) defines the “New Guard Restaurateur.” Find out how to be one at FoodFanatics.com.

**Editor’s note:** Full disclosure: US Foods, which backs Food Fanatics, recently partnered with Avero.

**What so special about Damian Mogavero?**

Mogavero created Avero, a New York-based technology company. Its software mines sales and labor data for insights that allow operators to increase efficiency, pinpoint problems and, ultimately, gain greater profitability.

Part of the company’s success lies in knowing firsthand the challenges restaurants face.

Mogavero got a taste of the restaurant business at 16 with his first job as a busser at a hotel restaurant in Cherry Hill, New Jersey. The general manager gave him the best advice ever: To be successful in this business, you have to do one thing—exceed expectations.

He earned a finance degree and worked for a private investment bank before graduating from Harvard Business School with an MBA.

The third thing is knowledgeable service. A server is a guide to your hospitality experience, and it’s a real differentiator for guests.

The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, it’s a real differentiator for guests.

The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, it’s a real differentiator for guests.

For chefs, their food not only has to taste great, but it has to look amazing. When the food looks great, restaurants have a better chance of being noticed on social media, driving more business to their restaurants. All it takes is one snap-worthy beautiful signature dish. On the other hand, if the food isn’t photogenic, people will be less compelled to visit. Equally important is for restaurateurs to understand not only their guests but also key influencers on social media platforms like Instagram and be ready to engage proactively. It’s not uncommon for restaurateurs to reach out to these foodies accounts and invite them in. If these influencers post one of their sexy dishes, it has a chance to go viral and bring in new guests.

**FF:** What do operators need to be wary of in light of the ever-present concerns around controlling food and labor costs, tracking inventory and repeat visits?

DM: It’s almost like a triple threat for the industry. Food costs are going up, part of which can be attributed to higher-quality ingredients that cost more. Labor costs are going up, and it’s harder to find great people. And there’s more competition than ever before in going used photos of food instead?

DM: People are obsessed with taking photos of their food and sharing it because it’s a part of their identity. This is a huge opportunity for restaurants, but it’s also a double-edged sword. There’s a megatrend happening today. It’s highest-quality ingredients in the most casual setting. Today’s foodies don’t care where they are, whether it’s a fast-casual joint, at the airport or a Michelin star restaurant. They expect great-quality ingredients everywhere. Before, highest-quality ingredients were just for fine dining.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The third thing is knowledgeable service. A server is a guide to your hospitality experience. A server is a guide to your hospitality experience, and it’s a real differentiator for guests. A server is a guide to your hospitality experience.

The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.

The second thing is a thoughtful beverage program. The chef, the sommelier, the owner and other beverage professionals work together on the beverage program. It’s not just a great wine, beer or a cocktail list but also nonalcoholic beverages. If effort goes into a beverage program, you know the restaurant will have killer food. Beverage is a great source of revenue, and it’s a real differentiator for guests.
after covers. This combination of competition and higher costs is squeezing the restaurant industry. There are a lot of ways to go about this, but make sure you’re collecting your own data and using analytics, industry trends, server productivity tools and food cost management to optimize every guest experience. Make sure you’re scheduling right and buying the right number of ingredients. In addition, make sure you’re providing servers personalized training in the menu categories where the data shows they need it the most.

**FF:** Food costs seem to be every operator’s Achilles’ heel. Thoughts?

**DM:** Up until now, restaurateurs have had limited options to really help them with food costs and inventory management because many of these solutions are expensive and difficult to use. As a result, people don’t adopt them. We now have the Avero Food Cost Management solution that integrates a restaurant’s point of sale system with inventory purchasing, receiving and more to give a seamless, digital look into food cost data and real-time inventory information. It also offers sales forecasts and purchase quantity suggestions that tell operators exactly what they need to order and when they need to order it. Let the technology do the hard work for you.

**FF:** How can data improve service?

**DM:** If you’re not delivering the best guest experience, how would you know? That’s the reason we developed Avero scorecards. The scorecard tracks sales by server and can show the strengths and weaknesses of the server, which then allows you to train accordingly. So if someone sells wine by the bottle 80 percent less than their peers, I’m able then to go to the server to figure out what’s going on. In one case, it turned out that the server was afraid of opening a cork and wasn’t comfortable with wine service. Training addressed that problem.

**FF:** What should a restaurateur always pay attention to when analyzing sales data?

**DM:** Server-controlled items are a huge challenge for our industry. Here’s an example: Every restaurant serves coffee and juice at breakfast. Let’s say the average server gets a coffee or a juice on the check for 80 percent of customers, but another server at the same restaurant gets a coffee or a juice on the check only 10 percent of the time. If that server sees 500 customers a month, and the price of a coffee or juice is $2.50, that server is shorting the sales by $875 every month, or over $10,000 a year.

With Avero, we basically make it easy to see your server-controlled items. Once you see the transparency, you have a talk with that server, who then all of a sudden goes from 10 to the average 80, and that’s all profit because you’ve already spent the money. Who doesn’t want 100 percent margin on what you’ve already sold?

**FF:** Here to stay or passing fad: fast casuals, nutritious concepts and trash cooking?

**DM:** People want to be more health-conscious, but they also want to be more environmentally conscious. Vegetables are moving from the side of the plate to the center of the plate. This is not about serving vegetarians or vegans anymore. It’s a bigger part of the higher-quality-ingredients-in-the-most-casual-setting trend.

Trash cooking is avant-garde. Will it go mainstream tomorrow? Probably not, but sustainability’s a good one.

Fast casuals are here to stay and serving the highest-quality ingredients in the most casual...
Comfort food is enjoying a major comeback across all menu dayparts, according to the National Restaurant Association. That’s why, whether you’re serving breakfast, lunch or dinner, you’ll want the confidence that comes from having Crisco Professional® shortening and oils in your kitchen.

3 Ways Data Can Increase Profits

1. Spot all stars: Some servers kill it with wine sales while others sell desserts like crazy. Avero software can identify these servers, and owners can implement training programs to increase their knowledge and confidence.

2. Identify slowdowns: Scheduling is more effective and labor costs decrease when data identifies slower customer counts through sales patterns that consider the day of the week, weather conditions and the effect of surrounding local events.

3. Catch low inventory: By using tools similar to those used to hone scheduling, software can prevent or at least decrease the likelihood of running out of a dish, a problem that frustrates diners and chips away at customer satisfaction.

FF: Let’s dig a little deeper into fast casuals. What are the watch-outs for this category?

DM: The bigger watch-out for this is to narrowly define it as a stand-alone restaurant. The questions for operators are, “Where are people going to be, and how do I develop a casual, small concept where people are?” Whether it’s a food hall, an airport, a hotel, a casino, a school, a hospital—just think of this more broadly. Even in New York City, there’s now a fast-casual unit in a traffic island across from Madison Square Park called Madison Square Eats.

On-demand services are popping up like crazy. How can restaurants make this work in their favor?

DM: The bigger trend here is that the upcoming generation is the on-demand generation. They want everything now. It’s a great challenge for a restaurateur and a great opportunity. It’s a challenge that you might have fewer people in restaurants during traditional meal periods, but they’re basically getting food delivered to the office or home. We see a growing group of our clients around the country embracing a variety of these on-demand services, whether it’s the original players, like GrubHub or Seamless (which have since merged), or newcomers like Caviar, UberEATS, Amazon Prime Now and Postmates.

The most important thing for restaurateurs is understanding who the players in their local market are. Test it, but also realize that it’s a different dining experience, and you need to make sure your menu adapts because these dishes have to travel well. It’s a great way to drive revenue even if the customer’s not coming in.

FF: What can operators do to continue their restaurant’s growth?

DM: Optimize every single person who comes in; using technology can help. But how do you make sure that you’re continuing to innovate your offerings? What do we see with successful operators is that they’re able to continue to innovate to stay relevant and current. I’m optimistic for the ones embracing technology (like analytics and social media), using the highest-quality ingredients, offering thoughtful beverage programs and committing to great service.

Successful operators innovate to stay relevant, Mogavero says.

Confidence in the performance. Comfort in the name.


*“Crisco Professional®” shortening and oils meet U.S. Food and Drug Administration (FDA) requirements for labeling as zero grams trans fat per serving. See Nutritional Facts panel for total fat and saturated fat content. Kosher Certification: Crisco Professional® shortening and oils are Kosher Certified by the Union of Orthodox Jewish Congregations of America (OU). Crisco Professional and the Crisco Professional logo are trademarks of The J.M. Smucker Company, used under license. ©2016 Cargill, Incorporated. All Rights Reserved.
THE OPEN KITCHEN IS MOVING ON TO ITS NEXT ITERATION, DRAWING DINERS CLOSER THAN EVER TO THE HEART OF THE RESTAURANT.

Instead of a voyeuristic peek into the kitchen, the latest designs reposition the action with diners up front and center, as if they’re sitting at the kitchen island in their favorite chef’s home. “The reason? For entertainment value, of course, but more importantly, to form a closer connection to the diner. “If you see the kitchen staff working … you get drawn into it as a participant and an audience,” says Todd Hawkesworth, chef de cuisine at Art Smith’s Blue Door Kitchen & Garden, which opened in Chicago over the summer. “Restaurants are very much a show—hopefully a very well-choreographed show between restaurant employees and diners,” says Hawkesworth, who believes the popularity of cooking shows has helped spawn this new generation of open kitchens. “It brings you that much closer to the show in a more comfortable, more approachable way.”

Restaurateurs Nick Kokonas and Chef Grant Achatz launched their vision of a dining room kitchen earlier this year, finessing the seemingly small but impactful details at Chicago’s Roister to convey a welcome-to-my-house feel. A dozen counter seats flank the prep side of the kitchen, which is wide open to the remaining 10-plus four-tops. Executive Chef Andrew Brochu runs orders to tables, music is crowdsourced, and products—from wood for the open-fire hearth to supplies—are stored in plain view.

At L’Atelier de Joel Robuchon in Las Vegas, diners are encouraged to interact with the chefs, who cook in a kitchen space surrounded by a rectangular, wrap-around bar. (The French word atelier translates to “workshop” or “studio.”) Teisui, which opened in New York City in March, is inspired by a Japanese Ryokan hotel where guests dine in their ocean-view rooms. “Compared to other restaurants, it’s very, very open,” says Yuko Hagiwara, the
The layout encourages interaction with the chefs at L’Atelier de Joel Robuchon in Las Vegas.

PHOTOGRAPHY COURTESY OF TEISUI AND L’ATELIER DE JOEL ROBUCHON

When it comes to keeping food fresh, MONOGRAM has you covered.

Carry-Out Bags, Pan Covers, Reclosable Food Storage Bags and more

Breaking Down the Open Kitchen

Panes of glass or a limited-view window no longer separate the kitchen crew from diners. Today, open kitchens steal the dining room spotlight. What makes an open kitchen a star attraction? Here’s a rundown of the considerations.

WIDE APERTURE

The new open kitchen is more of a dining stage. An extra-wide opening into the kitchen space—think of a theater or auditorium—makes for optimum viewing from multiple angles. In some open kitchens, chefs are generally positioned a step lower than guests, but at Teisui, all the activity can be seen by diners throughout the room.

DINER-FACING PREP AREA

The prep counter is positioned directly behind the diner’s countertop, which allows kitchen staff to be face-to-face with patrons as they work. The diner’s counter is positioned at the same level as the prep cook.

FOCAL POINT

Position the most important piece of cooking equipment in the visual center of the space, so it can be seen by the most people. At Teisui, a large grill is located in the center, so guests can watch chefs prepare yakitori.

OPEN FACADE

Draw diners in from outside with oversize windows, or a wide-open facade, a la L’Atelier de Joel Robuchon.

LIMITED TABLES

When the open kitchen is the selling point, too many tables positioned away from the action can make diners feel deprived. L’Atelier has more seats at the counter—13—compared to the restaurant’s two high-top and four low-top tables.

SEATS FACING THE ACTION

In addition to counter seating, Scratch Bar & Kitchen pairs high-top tables with chairs that all face the kitchen. The tables also put staff at eye level with diners when they deliver dishes, making the interaction easier and less jarring.

MINDFUL STORAGE

At Scratch, pots and pans line the top of the wall, and inset wells built into the countertop keep tools and squeeze bottles tucked away but still within reach. Cooking equipment can be hung or stored in an artful way.

CAREFUL POSITIONING

Keep equipment that could be intrusive to guests away from the kitchen’s perimeter. At Blue Door Kitchen & Garden, nothing separates the side of the open kitchen and the path that diners take to the restroom. Keep equipment that generates heat, such as a fryer, grill or salamander, away from customer traffic paths.

BALANCE AESTHETICS

Garbage isn’t pretty, but hiding things that kitchen staff needs to access—such as trash bins—is counterproductive. Empty trash frequently if it’s bothersome. Don’t choose aesthetics over function.

Lisa Arnett is a Chicago-based writer who would love a seat at a chef’s kitchen island. Follow her on Twitter @LisaMArnett.

For more information, talk to your US Foods® representative. usfoods.com

© 2016 US Foods, Inc. 10-2016
From Thanksgiving through New Year’s Eve, the holiday season is one big profitable blur of sold-out nights, company parties and higher check averages. But when the confetti settles, reservations start looking lighter. 

Well-timed, appealing promotions can boost business during an otherwise sluggish period. Buy-one-get-one offers, date-night deals and coupons for future visits are just the start—you’re limited only by your own creativity.

FIND A HOLIDAY AFTER THE HOLIDAY

You could call them faux holidays, but national fill-in-the-blank days have gained traction in recent years. “Social media has been the impetus behind the growth of those days. They’re kind of internet-created holidays,” says Michael Caldwell, marketing team leader for Margaritaville Mexican Restaurants, which has more than 25 locations in the Northeast.

Margaritaville Mexican Restaurant picks up traffic after the holidays with National Margaritas Mexican Restaurant picks up traffic after the holidays with National Margarita Day on Feb. 22. The group runs a week-long celebration that includes games, giveaways, $5 margaritas and a week-long celebration that includes games, giveaways, $5 margaritas and more. Members of the marketing team research online to find the most popular days of the year. 

“Some of these days are internet-created days. Social media has been important in creating awareness,” Caldwell says. “That translates into that positive experience for guests. The energy comes from the top.”

CATER TO RESOLUTIONS

In the weeks following Jan. 1, New Year’s resolutions to eat healthier can keep diners at home or lead them only to restaurants that serve lighter food. That presents a challenge for restaurants serving heavy cuisine, such as the rich Creole fare served at Ralph Brennan Restaurant Group’s seven New Orleans-area restaurants.

“To meet demand for healthy options, RBRG restaurants offer a spa plate promotion, which features dishes of lean protein, whole grains, vegetables and lighter sauces. For example, Cafe B in Metairie, Louisiana, offers golf shrimp with a light Creole tomato sauce and green onion quinoa, while Red Fish Grill in New Orleans serves wood-grilled lemon fish with roasted Roma tomatoes, grilled red onions, sauteed baby spinach and tarragon-Dijon vinaigrette.”

RBRG runs the promotion in tandem with a companywide weight loss competition for employees, Get Fit with Ralph, which Brennan launched in 2012.

MAKE PROFITABLE PARTNERSHIPS

In Las Vegas, wintertime is high season, while tourist traffic slows during the hot summer months and from Thanksgiving through New Year’s Eve. “This is your time to experiment and keep the staff inspired and involved,” says Chef-owner Rick Moonen of Rick Moonen’s RM Seafood and RX Boiler Room in the Mandalay Bay Resort & Casino.

During the busy months, wine dinners can be a pain, Moonen says. However, slow times are ideal for partnering with liquor companies with budgets to promote their products. He teamed up with Southern Wine & Spirits to host Skinny Summer Sip & Savoir, a health-focused networking dinner for women at RX Boiler Room in mid-June. New wines were paired with gluten-free, pescatarian and vegetarian courses. Southern brought in a large number of women, creating buzz about the restaurant and introducing it to a new audience, Moonen says.

Chefs can also serve as a source for inspiring partnerships. “Get together with other chefs to promote your core values, your causes,” Moonen says.


She teamed up with Southern Wine & Spirits to host Skinny Summer Sip & Savoir, a health-focused networking dinner for women at RX Boiler Room in mid-June. New wines were paired with gluten-free, pescatarian and vegetarian courses. Southern brought in a large number of women, creating buzz about the restaurant and introducing it to a new audience, Moonen says.

Chefs can also serve as a source for inspiring partnerships. “Get together with other chefs to promote your core values, your causes,” Moonen says. He’s planning a November dinner with Chef Ned Bell of Four Seasons Vancouver and nonprofit organization Chefs for Oceans to raise awareness about sustainable seafood. “You’re putting butts in seats, and we all know the most expensive thing in the restaurant is an empty seat.”

You don’t pay for plastic you don’t need

The Accufit® sizing won’t let bag fall into the can

Designed for the most common cans and applications

No wasted plastic—contributing to source reduction

Strategic national footprint

Industry experienced sales force/Regional customer service

State-of-the-art facilities and processes

Comprehensive customized selling and training tools

www.heritage-bag.com

HERITAGE BAG

A NOVOLEX BRAND

CAN LINERS AND UTILITY BAGS
THAT MEET MARKET DEMANDS.

A SNUG FIT FOR COMMON CANS

Now in High Density!

HERITAGE BAG® is a NOVOLEX® brand.
DEAR FOOD FANATIC

Every time I hear a wine glass shatter or a dessert plate crash, I cringe knowing how much money just hit the floor. Do you have any tips for reducing breakage before it breaks me?

LABEL YOUR SERVEWARE. As chefs and operators, we want to be as organized as possible, so it’s already in our nature to label the shelving for these items. However, if you label each shelf with the price per plate and glass, your staff—both from the back and front of the house—will immediately start to handle your products with more care. It always makes a difference when they see actual costs.

Q. I have a new restaurant and can’t decide whether to open for Christmas this year. Good or bad idea?
A. Over the last several years, more restaurants have been open for Thanksgiving and Christmas. Before deciding, consider your current and potential customers. Millennials, for example, want to create their own traditions. Many look for good food in a comfortable atmosphere that has hints of home. If you’re leaning toward opening on Christmas Eve or Day, think of how you want to brand service that day. Also, be sure your staff is behind you and you have enough people for service.

Q. As a restaurateur often away on business, I’m scared to death of the customer who never complains and never returns. Is there a way I can monitor my restaurant’s quality and service while I’m not on the floor?
A. You can monitor the quality and service of your restaurant in many ways. Survey cards can be helpful, but they don’t always provide quality information. Implementing a secret diner program through a service can monitor the heartbeat of your operation, too. The quickest and easiest way, however, is to enlist the help of regular patrons. Don’t ask friends and family because you need unbiased commentary. Also, check social media and review sites for comments, so you can bask in the positive and offset the sting from the negative.

Q. New Year’s Eve is one of our busiest nights of the year, and it’s also one of the longest days for my staff. How do I keep up the morale, so my crew doesn’t dread this shift?
A. Create a limited-time-only menu, which makes it easier on the kitchen staff. For servers, run a contest. Give out prizes, such as a choice shift, a free dinner with a friend or a gift card, to the person who rings up the highest sales from the bar. When the shift is over and everyone is cleaning up, order in pizza, turn up the music and unwind. If possible, close the restaurant the next day (or open for dinner only) to give everyone a break.

Q. There are so many buzzwords today, like “non-GMO,” “organic,” “gluten-free” and “compostable.” Are any of these terms worth my time and the expense?
A. These buzzwords do mean something to millennials, who are the largest demographic in the country right now. Waste is out of control, landfills are at capacity, climate change is fact, and health is a real concern. The landscape of foodservice is undergoing changes, many of which are driven by the millennial population. Give clients the service and products they deserve, and take care of our planet by doing your part to manage waste.

Joe Vargyas is a Food Fanatics chef for US Foods from Houston whose passion for food comes from his Italian and Austrian Hungarian ancestors.

For more tips, follow the Food Fanatic on Twitter @chefjoeusfoods.

Got a question for the Food Fanatics? Send your challenges, comments and suggestions to ask@FoodFanatics.com.

Catering Disposables Designed for Entertaining

Introducing hammered cutlery, by Monogram®. This new solution redefines craftsmanship in catering disposables and extends the complete line of Monogram® catering products, offering the perfect balance of style for any occasion.
Keep Costs in Check with Prosecco

By Matt Kirouac

When it comes to creating a wide range of cocktails, beverage managers must balance quality with cost. It can be a delicate act, but savvy operators rise above the bubbly fray with creative cocktails that are unique and profitable.

The best wines for sparkling cocktails are dry and crisp, leaving room to add sweetness through additional ingredients, such as syrups and shrubs, says Gen Longoria, lead bartender at The Outsider and Tre Bovini in Milwaukee. “I look for balance in sparkling cocktails. I want the tight bubbles from the wine to carry the other flavors across my palate,” she says.

By pairing affordable sparkling wines with standout ingredients, beverage pros can create memorable holiday cocktails with low food costs and high profit margins.

Keep Costs in Check with Prosecco

Prosecco can serve as the base for profitable holiday beverages. Knightbridge Restaurant Group in Washington, D.C., for example, swaps bubbly for gin in the Shogaito, a twist on the classic Negroni. “I’d love to use Champagne, but it’s cost-prohibitive, and the drink actually benefits from the sweetness of the prosecco,” says Group General Manager Michael King. “Using Champagne in a cocktail will almost triple the cost. Most guests don’t want to pay for a cocktail that costs more than $15.”

By adding crafted bitters, pomegranate juice and elderflower liqueur to vodka and prosecco, Montréal FineLake Grill House & Cocktail Bar elevates the typical wintry tipple prosecco, which in turn helps keep costs down while maintaining a softer and less yeasty flavor. The bar also reduces costs by adding splashes of expensive and less expensive ingredients (like julep) to form the body of its drinks.

Bolando Gomez Jr., head bartender for the MNA Group’s Bourbon Steak and Bourbon Pub at Levi’s Stadium in Santa Clara, California, also gets crafty with drinks, bitters and extracts to jazz up the fancy formulas of sparkling cocktails while keeping pricing reasonable with prosecco. His Rain, Sheets and Bubbly features the Rainier High West Midwinter Night’s Dream, St. Elizabeth Allspice Dram, pomegranate juice, old-fashioned bitters, peppermint extract, Do meana and prosecco. “We opt for prosecco because it’s made in the tank method, rendering bigger bubbles than if it were made using the Champagne method,” Gomez says. “This gives the cocktail more texture, along with delivering top-quality at a great value to our guests.”

Catch on to the Cava Kick

The Spanish sparkling wine is another popular, cost-effective alternative to Champagne. At Trinity in New Orleans, Beverage Director Adam Orzechowski creates his Borscht & Bubbles with a mid-range vodka, Suze, beet and lemon syrup, and an ounce or two of cava. He opts for cava over Champagne for its lower price point but he also prefers its softer flavor. “Along with most bubbly cocktails, it’s a great money-making drink,” Orzechowski says. “It returns a pretty nice profit margin—and guests love it.”

Jason Montero of Sabio on Main in Pleasanton, California, turns to NV Cava by Paul Cheneau to boost sales for the holidays. Made in the traditional method of Champagne, it sports all the flavorful bubbles without the accompanying sticker shock. The drink, which includes cranberry and pomegranate juices, cranberry garnishes and a lemon twist, costs $14 per glass and “pays for the bottle almost three times off of its first pour,” Montero says.

The Just the Two of Us cocktail available at Graze in Madison, Wisconsin, turns a profit without cutting corners on high-quality ingredients. The drink, which costs about $13.50 to make, features cognac, locally sourced apple brandy, Yellow Chartreuse, Benedictine, Peychaud’s bitters and cava, the spiderer of choice for its dry quality and clean finish. Bar Manager William Schaeffer says Graze also drives profitability by hedging the expensive nature of finer spirits and ensuring that drinks are fresh, effervescent and very drinkable, thus reducing waste.

Think Premium Ingredients

For operators set on Champagne over sparkling wines, creating an experience can spur interest. Sparkling cocktails are the bread and butter at Beliveau Champagne Lounge in the Loews Minneapolis Hotel. Capitalizing on the popularity of all things bubbly and custom cocktails, Beliveau offers a “Create Your Own Champagne Cocktail at the Bitter Bar,” which uses the traditional Champagne cocktail as the framework and allows guests to supplement and customize with the help of bartenders. A selection of more than 40 bitters, liquor, digestives and flavors ups the ante on sparkling sippers, says Executive Assistant Manager Geneya Suizo.

At Garde East in Vineyard Haven, Massachusetts, Beverage Manager Erica Doudna spins off classic cocktails with Death Under the Mistletoe, her riff on the classic Death in the Afternoon. “It’d do an absinthe rinse, bar spoon of cranberry syrup and top with Champagne, garnished with Brady hawerro and blueberries,” she says. Because absinthe and cranberries have strong flavor profiles, the wine selection and the base price make it a value-conscious option. Doudna would select one made using the classic method and aged long enough to give the wine a Champagne-like flavor profile.

“I love it. Seuqua Vindas can be a great low-cost replacement,” she says. “But if you’re selling at a higher price point, you’d better be using actual Champagne.”

Chicago-based food writer Matt Kirouac appreciates the virtues of all sparklers that appropriately light up cocktails.

Cash in on Champagne and sparkling wine cocktails this winter

By Matt Kirouac

For operators set on Champagne over sparkling wines, creating an experience can spur interest. Sparkling cocktails are the bread and butter at Beliveau Champagne Lounge in the Loews Minneapolis Hotel. Capitalizing on the popularity of all things bubbly and custom cocktails, Beliveau offers a “Create Your Own Champagne Cocktail at the Bitter Bar,” which uses the traditional Champagne cocktail as the framework and allows guests to supplement and customize with the help of bartenders. A selection of more than 40 bitters, liquor, digestives and flavors ups the ante on sparkling sippers, says Executive Assistant Manager Geneya Suizo.

At Garde East in Vineyard Haven, Massachusetts, Beverage Manager Erica Doudna spins off classic cocktails with Death Under the Mistletoe, her riff on the classic Death in the Afternoon. “It’d do an absinthe rinse, bar spoon of cranberry syrup and top with Champagne, garnished with Brady hawerro and blueberries,” she says. Because absinthe and cranberries have strong flavor profiles, the wine selection and the base price make it a value-conscious option. Doudna would select one made using the classic method and aged long enough to give the wine a Champagne-like flavor profile.

“I love it. Seuqua Vindas can be a great low-cost replacement,” she says. “But if you’re selling at a higher price point, you’d better be using actual Champagne.”

Chicago-based food writer Matt Kirouac appreciates the virtues of all sparklers that appropriately light up cocktails.

BRING ON THE Bubbles

Cash in on Champagne and sparkling wine cocktails this winter

BY MATT KIROUAC

Think Premium Ingredients

For operators set on Champagne over sparkling wines, creating an experience can spur interest. Sparkling cocktails are the bread and butter at Beliveau Champagne Lounge in the Loews Minneapolis Hotel. Capitalizing on the popularity of all things bubbly and custom cocktails, Beliveau offers a “Create Your Own Champagne Cocktail at the Bitter Bar,” which uses the traditional Champagne cocktail as the framework and allows guests to supplement and customize with the help of bartenders. A selection of more than 40 bitters, liquor, digestives and flavors ups the ante on sparkling sippers, says Executive Assistant Manager Geneya Suizo.

At Garde East in Vineyard Haven, Massachusetts, Beverage Manager Erica Doudna spins off classic cocktails with Death Under the Mistletoe, her riff on the classic Death in the Afternoon. “It’d do an absinthe rinse, bar spoon of cranberry syrup and top with Champagne, garnished with Brady hawerro and blueberries,” she says. Because absinthe and cranberries have strong flavor profiles, the wine selection and the base price make it a value-conscious option. Doudna would select one made using the classic method and aged long enough to give the wine a Champagne-like flavor profile.

“I love it. Seuqua Vindas can be a great low-cost replacement,” she says. “But if you’re selling at a higher price point, you’d better be using actual Champagne.”

Chicago-based food writer Matt Kirouac appreciates the virtues of all sparklers that appropriately light up cocktails.

Borsch & Bubbles

Beverage Director Adam Orzechowski, Trinity, New Orleans

1 ounce vodka
½ ounce fresh lemon juice
½ ounce simple syrup
½ ounce fresh beet juice
¼ ounce Suze (bitters)
Cava for topping

Mix first five ingredients and shake. Top with cava, garnish with a dill sprig.

Executive Assistant Manager Geneya Suizo

At Garde East in Vineyard Haven, Massachusetts, Beverage Manager Erica Doudna spins off classic cocktails with Death Under the Mistletoe, her riff on the classic Death in the Afternoon. “It’d do an absinthe rinse, bar spoon of cranberry syrup and top with Champagne, garnished with Brady hawerro and blueberries,” she says. Because absinthe and cranberries have strong flavor profiles, the wine selection and the base price make it a value-conscious option. Doudna would select one made using the classic method and aged long enough to give the wine a Champagne-like flavor profile.

“I love it. Seuqua Vindas can be a great low-cost replacement,” she says. “But if you’re selling at a higher price point, you’d better be using actual Champagne.”

Chicago-based food writer Matt Kirouac appreciates the virtues of all sparklers that appropriately light up cocktails.

Borsch & Bubbles

Beverage Director Adam Orzechowski, Trinity, New Orleans

1 ounce vodka
½ ounce fresh lemon juice
½ ounce simple syrup
½ ounce fresh beet juice
¼ ounce Suze (bitters)
Cava for topping

Mix first five ingredients and shake. Top with cava, garnish with a dill sprig.

Executive Assistant Manager Geneya Suizo

At Garde East in Vineyard Haven, Massachusetts, Beverage Manager Erica Doudna spins off classic cocktails with Death Under the Mistletoe, her riff on the classic Death in the Afternoon. “It’d do an absinthe rinse, bar spoon of cranberry syrup and top with Champagne, garnished with Brady hawerro and blueberries,” she says. Because absinthe and cranberries have strong flavor profiles, the wine selection and the base price make it a value-conscious option. Doudna would select one made using the classic method and aged long enough to give the wine a Champagne-like flavor profile.

“I love it. Seuqua Vindas can be a great low-cost replacement,” she says. “But if you’re selling at a higher price point, you’d better be using actual Champagne.”

Chicago-based food writer Matt Kirouac appreciates the virtues of all sparklers that appropriately light up cocktails.
BY THE NUMBERS

IMAGINE THE PASTABILITIES

Pasta entries may be down 4 to 9 percent—depending on the survey—but the noodles are far from out. Consumers say they’d order pasta as a side if offered. Listen up, savvy chefs and foodservice execs: These numbers can offer insight into how to sell the food cost-friendly menu item.

ON THE SIDE, PLEASE

Customers who want pasta as a dinner side:

54% full-service restaurants
36% limited-service restaurants

Who Wants Pasta?

57% Gen Z and millennials
51% Gen X and boomers

SHAPE UP: TRENDING PASTA SHAPES

Tagliolini:
UP 165%
On 4% of Italian menus

Cavatappi:
UP 136%
On 3% of Italian menus

Pappardelle:
UP 57%
On 1% of Italian menus

Cavatelli:
UP 36%
On 1% of Italian menus

Tagliatelle:
UP 33%
On 11% of Italian menus

VEGETABLES RULE

47% Vegetables’ share of ingredients in pasta in Q1 2016
10% Cheese’s share of ingredients in pasta in Q1 2015
6% Herb share of ingredients in pasta in Q1 2015

Sources: Business Wire; Mintel; The NPD Group; Technocraft; 2016 SmartAids; and Sevirolisi Foods, Inc. (Sevirolisi Foods, Inc. 2016 International Restaurant Trends report. Mintel. All records as of 2016)
Braised Kale with Chickpeas and Quinoa
Made with Campbell’s® Healthy Request®
50 oz. Tomato Soup

What will you make of it?

With Campbell’s® Healthy Request® soups, it’s easy to create dozens of better-for-everyone dishes – like an authentic Southeast Asian curry, or a hearty vegetarian braise. Now that’s something to feel good about. Find recipes and nutritional information at CampbellsFoodservice.com

PREPARE TO BE AMAZING™