

# KitchenBiz

Lifestyle Publication for Culinary Professionals

Issue 1, 2019

**LIVING THE LIFE STORIES OF  
FOODSERVICE PROFESSIONALS**

**FINDING AND KEEPING THE  
BEST EMPLOYEES  
FOR YOUR OPERATION**

**TAKE A PERSONALITY TEST  
IDENTIFY PERSONALITY STYLES IN  
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*Industry experts sharing labor saving, kitchen efficiency, profit generating, and food safety information and tips.*

*A Personality Test to help you improve communications with your team and your customers by recognizing their personal style and how they best respond.*

*Equipment and supplies that provide solutions and new opportunities.*

*And much more.*

We'd like to express our thanks to the many fine foodservice professionals that trust in our partnership.

Please let us know what you think of our first KitchenBiz publication. We would love to hear from you.



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## WHO WE ARE

**Harbour Food Service Equipment** has a strong, long-standing relationship with business owners in the greater Boston area. Founded in 1929 in Boston's historic North End, Harbour began as a woodworking shop fashioning booths, tables, and counters for local eateries. Although the company has developed into a widely recognized equipment and supply dealer for independent restaurants, local chains, and a variety of corporate, educational, and government institutions, we remain loyal to our roots: continuing the tradition of family ownership and operation.



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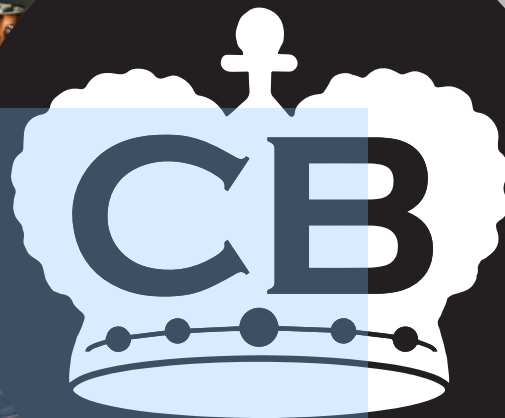
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## Finding and Hiring the Right People and Keeping Them



Having the right team in place can make all the difference in the world for your operation.

Everyone at your restaurant contributes to the overall experience that your customers receive. The first step in hiring is to think about and write a description of your perfect employee for the position you are seeking to fill. After you define the ideal candidate, rank your preferred characteristics from most important to least important. It may be that the candidate has food safety certifications, a certain level of experience, a willingness to learn, etc. Refer to this list to find candidates that offer your top qualifications.

### Find Applicants

Networking and recommendations are one of the best ways to find potential candidates. Get the word out to everyone that you are looking for a candidate for your team. Post your career opportunity online through recruiting websites. Recognize team members on your social channels regularly and post career opportunities to those same channels.

Employee referrals are one of the best ways to find good people, which is why top companies find 50% of their new hires from this single source. Employee referrals deliver the highest quality candidate, the shortest duration of search time, and the lowest cost per hire.

### Qualify Your Candidates

Be sure to clearly define the concept of your foodservice operation. Be open about your goals, your customers, and the experience you want your guests to walk away talking about the most. Offer a role, not a job. Notice their social skills and strengths while talking to you and when they meet other team members.



## Once You Have Found Ideal Employees, How Do You Keep Them On Your Team?

First let's look at the top 3 reasons why employees might leave their job for another.

- Compensation and hours. Either the base pay or the ability to make enough tips is a factor. Hours that are longer or shorter than desired or originally communicated when hired.
- Internal conflicts with management or fellow employees. Employees that can't seem to resolve issues with management or other team members will eventually leave rather than have the stress of conflicts.
- Lack of opportunity or perceived value in what they contribute. If they feel under-valued or skipped over for new opportunities, they will look elsewhere.

**Good News! These three things can be controlled with attention from managers and owners.**

Give your team ownership in what they bring to the table. Let each person on your team define what their personal brand will be and how they will impact the overall experience your customers receive. Encourage feedback and ideas from everyone on your team on how the restaurant can be more successful. You may get some great ideas on how to bring more customers in the door or enhance customer experiences. Semi-regularly, recognize each person and their message to your customers on social media, improving employee morale and customer confidence.

Keep an open-door policy with attention to conflict resolutions. Make sure you are utilizing all the strengths among your team members? Does everyone on your team know about new concepts and goals? Is everyone familiar with the menu items? Have they had an opportunity to taste and review new recipes? Do you empower them to take ownership in their role? Consider offering additional industry training opportunities like ServSafe, for increased professional knowledge to enhance their career path. Discuss and map their future.

## Communication and Personality Styles

Would you like to be an effective communicator?

There's one thing you can do immediately .

Spend more time actively trying to understand others so you can communicate on their level.

What?

We can call communication effective when the listener understands our message as intended. Clearly that means our words, tonality, and body language all play an important role. However, one factor we don't always consider is the person with whom we're speaking—how they're unique listeners and how they might interpret our communication differently.

Therefore, effective communication isn't just what we say or how well we articulate things, but also how we frame things for the listener. After all, the meaning of any communication is the response or reaction it generates. So, if we want to produce the intended response, we must know and appreciate the type of person with whom we're communicating and frame things accordingly – in a way they appreciate and value.

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One way to do this is by understanding others’ personality styles. Recognizing these styles allows us to consider what people value most in the conversation and how we can tailor our message accordingly. It’s not an exact science and this won’t make you into Sigmund Freud; but it may help you be more observant and considerate of the listener by catering your message to them. We’ll explore these personality styles on the next few pages.



**Take the Personality Test & Determine your Personality Style**

Instructions: There are 17 lines below, each line with 4 words. For EACH LINE (1 through 17), check ONE of the 4 words that best describes your preference, your attitude, or your general focus.

#	Column A	Column B	Column C	Column D
1	<input type="checkbox"/> Analytical	<input type="checkbox"/> Interactive	<input type="checkbox"/> Decisive	<input type="checkbox"/> Curious
2	<input type="checkbox"/> What & Why	<input type="checkbox"/> What & Who	<input type="checkbox"/> What, When, Where	<input type="checkbox"/> What & How
3	<input type="checkbox"/> Logical	<input type="checkbox"/> Encouraging	<input type="checkbox"/> Directing	<input type="checkbox"/> Creative
4	<input type="checkbox"/> Consistent	<input type="checkbox"/> Spontaneous	<input type="checkbox"/> Determined	<input type="checkbox"/> Insightful
5	<input type="checkbox"/> Ordered	<input type="checkbox"/> Cooperation	<input type="checkbox"/> Results	<input type="checkbox"/> Concepts
6	<input type="checkbox"/> Researching Data	<input type="checkbox"/> Promoting People	<input type="checkbox"/> Following Rules	<input type="checkbox"/> New ideas
7	<input type="checkbox"/> Methodical	<input type="checkbox"/> Personable	<input type="checkbox"/> Resolute	<input type="checkbox"/> Inventive
8	<input type="checkbox"/> Composed	<input type="checkbox"/> Empathic	<input type="checkbox"/> Quick	<input type="checkbox"/> Intellectual
9	<input type="checkbox"/> Cautious	<input type="checkbox"/> Enthusiastic	<input type="checkbox"/> Sensible	<input type="checkbox"/> Original
10	<input type="checkbox"/> Guidelines	<input type="checkbox"/> Consensus	<input type="checkbox"/> Outcomes	<input type="checkbox"/> Innovations
11	<input type="checkbox"/> Empirically-backed	<input type="checkbox"/> Authentic self	<input type="checkbox"/> Process-driven	<input type="checkbox"/> Unique developer
12	<input type="checkbox"/> Careful	<input type="checkbox"/> Understanding	<input type="checkbox"/> Go-getter	<input type="checkbox"/> Builder
13	<input type="checkbox"/> Calculating	<input type="checkbox"/> Perceptive	<input type="checkbox"/> Practicality	<input type="checkbox"/> Possibility
14	<input type="checkbox"/> Smart	<input type="checkbox"/> Loving	<input type="checkbox"/> Strong	<input type="checkbox"/> Clever
15	<input type="checkbox"/> Truthful	<input type="checkbox"/> Harmonious	<input type="checkbox"/> Reality	<input type="checkbox"/> Progress
16	<input type="checkbox"/> Precise	<input type="checkbox"/> Tactful	<input type="checkbox"/> Clear	<input type="checkbox"/> Profound
17	<input type="checkbox"/> Scientist	<input type="checkbox"/> Therapist	<input type="checkbox"/> CEO	<input type="checkbox"/> Movie Director
18	Add up each column above (A, B, C, and D). If any of the columns have an equal number of answers, choose one of the following pairs and add 2 points to that column. If you have a column with 9 or more answers, skip this.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Creative Problem Solving	Helping People Practicality	Practical Problem Solving	Creatively Helping People
19	Mark the column with most answers, including the two points awarded for #18. This is your dominant communication style.			
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Thoughtful	Empathic	Focused	Visionary

# Personality Styles

Style	Style Description	What I Value in a Conversation	My Descriptors
Thoughtful	Logical, data-driven, and analytical. Open to creative and original ideas. More careful thinkers than anything else.	<i>"Give me the cold, hard truth. Follow the objective, empirical data, even if it's inconvenient or time-consuming."</i>	Deliberative Prudent Objective Rational Analytical
Empathic	Empathic; responds to emotion. Skilled at building relationships and cultivating rapport. More concerned about the human cost of things.	<i>"Be considerate of others. Gain buy-in, lead by example, show people you really care, and they'll want to follow you."</i>	Persuasive Empathic Introspective Loyal Spontaneous
Focused	Pragmatic and deadline driven. Goal-oriented. More sensible than anything else.	<i>"Get things done in the quickest, easiest, and most cost-effective means possible. Follow the process. Don't reinvent the wheel."</i>	Pragmatic Assertive Confident Objective Results-oriented
Visionary	Creatively inclined. Can be charismatic. More idealistic and original than anything else.	<i>"Entertain creative, novel, or exciting solutions to problems. Think outside the box, even if it takes a little longer. Progress requires taking risks."</i>	Original Creative Charismatic Idealistic Intellectual

It's important to note that no style is better than another. Each one has its strengths and each one has unique disadvantages.

It's also important to note that no one is exclusively one style; an "operator" can exhibit the qualities of an "empath". People are complex. Priorities can change depending on the context or information received. Therefore, it's important that we do not oversimplify people or stereotype them exclusively as belonging to one style.

You can loosely identify the personality styles of others to tailor your communication approach. In the matrix above, notice that each personality style has a characteristic on the horizontal axis as well as a characteristic on the vertical axis.



So, to get an idea of how to cater your communication, ask yourself 2 basic questions:

1. Is this person more concerned with people OR problem solving?
2. Is this person more inclined toward a creative OR practical approach?

You'll find the following to be true more often than not:

- Creative people-persons tend to be the "Visionary" style
- Practical people-persons tend to be the "Empathic" style
- Creative problem-solvers tend to be the "Thoughtful" style
- Practical problem-solvers tend to be the "Focused" style

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# Tailoring Your Communication

We've discussed what each personality style values in a conversation and how to identify the styles of others. But, we know effective communication is not simply *what* you say but *how* you say it. Therefore, how might we further refine our communication so that when we interact with a certain style, that style is receptive to our message?

You'll want to consider whether to take a *directive* or a *supportive* approach to the conversation. Let's define these:

Directive Communication	Supportive Communication
<p>Directive communication <i>instructs</i> others, telling them what to do, how, and when to do it. An example of directive communication is <i>"Let's get that done before Friday. I want to make sure it's ready to present to the board."</i></p> <p>Being directive doesn't mean you're being rude or short. It simply means you're being <i>clear and concise</i> with those who appreciate it.</p>	<p>Supportive communication looks to have a discussion to gain buy-in as to why someone should do something. An example of supportive communication would be, <i>"What do you think about having this done before Friday so we can present your work to the board?"</i></p> <p>Being supportive doesn't mean you're complacent or excuse poor behavior. It simply means you are trying to help the listener understand the reason "why" or gain their buy-in.</p>
<p><b>Overall Directive Communication Tips:</b></p> <ul style="list-style-type: none"> <li>• Be straightforward; tell them what you want or ask them what they want</li> <li>• Conversations should follow a CLEAR agenda</li> <li>• Don't bother discussing the past, who gets blamed for what, or what "can't be done."</li> <li>• Be concise and organized in your conversations</li> <li>• Frame the conversation around goals, expectations, due dates, or timelines (<i>"What is the outcome if..."</i>)</li> <li>• Stick to the topic at hand and the time allowed</li> </ul>	<p><b>Overall Supportive Communication Tips:</b></p> <ul style="list-style-type: none"> <li>• Pose ideas as questions (<i>"What would happen if..."</i>) and let them come to the conclusion rather than you imposing it upon them</li> <li>• Go with the flow in the conversation; build rapport early-on</li> <li>• Allow them to speak to their emotional state or the emotions of others, even if it is not an agenda item (<i>"How would you feel if..."</i>)</li> <li>• Be patient and let them try to articulate what they mean; focus on what they mean to say more than the words themselves</li> </ul>
<p><b>Be DIRECTIVE with these styles:</b></p> <p><b>The Thoughtful Style</b></p> <ul style="list-style-type: none"> <li>• Thoughtful styles are the most well-informed people you have. Ask them for the facts and data behind their rationale. Give them direction that aligns with the data. If following the data is not an option, explain why with clear rationale. For Thoughtful styles, things need to "add-up," so plan to provide concise reasoning.</li> </ul> <p><b>The Focused Style</b></p> <ul style="list-style-type: none"> <li>• The Focused style is one that likes to get things done. Frame the conversation around what objectively needs to happen next, keeping it short, succinct, and concise. Don't bother discussing hypotheticals, interpersonal gossip, or forced small-talk. Give them action-items at the end (or ask for them).</li> </ul>	<p><b>Be SUPPORTIVE with these styles:</b></p> <p><b>The Visionary Style</b></p> <ul style="list-style-type: none"> <li>• Visionaries are the most talented individuals you have. They can be "game-changers" – that is, if you give them enough creative freedom to do what they do best. Entertain creative, innovative, and even unusual ideas; don't dismiss ideas that seem far-fetched or scary. If an idea is impossible, help them understand why in a supportive way (<i>"The only concern I have is X...Do you think there's a way around it?"</i>).</li> </ul> <p><b>The Empathic Style</b></p> <ul style="list-style-type: none"> <li>• Empaths understand people and perceptions better than anyone. They are natural leaders who inspire loyalty. Always try to see things from their perspective, even when it is difficult or inconvenient to do so.</li> </ul>

## Example Scenarios

Here are some examples of how you might apply these concepts in real-world scenarios:

*Janet is a no-nonsense kind of worker. Her manager identified her as a "Focused style." When Janet ran into a problem she couldn't solve, her manager brought her in to discuss the issue. They pinpointed the problem and the manager directed her toward self-directed trainings. The manager set the expectation that Janet complete the trainings before the end of the week and report back once she'd solved the issue. For Janet, it was cut and dry. She appreciated the direct approach.*

*Kevin is known as a creative type. He's also a natural people-person. His manager identified him as a "Visionary style." When Kevin struggled to meet his monthly expectations, he and his manager discussed the issue. The manager asked Kevin open-ended questions (*"Where do you feel you're struggling?" "How can we help get you where you want to be?"*). The manager shared the benefit of training resources available to support him. The manager also allowed Kevin to present his own ideas for professional improvement. Over the weeks that followed, Kevin applied his ideas as well as the concepts learned in training to improve his skills.*

# Faster, Smarter, More Delicious

## Improving Restaurant Efficiency

Restaurant operators now have unprecedented visibility into the inner workings of their business. Powerful, mobile management software puts every bit of data at your fingertips, including payroll, reservations, inventory, accounting and scheduling. But in this tide of data, an important question sometimes gets overlooked: Is your restaurant running efficiently?

Efficiency is more than a word; it's actually an equation. When you put energy, time and money into a restaurant, how much production do you get out? However you measure productivity — in customers served per hour, food costs per customer, sales per server, etc. — it comes down to your bottom line. Increased efficiency means higher profits.

Improving efficiency is an incremental process that requires time and attention. Look for products that maximize your kitchen and bar output, with powerful performance, foolproof controls and waste-preventing features. Here are five ways to approach — and improve — restaurant efficiency.

### Energy Efficiency

If we could visualize the energy leaking from buildings, every restaurant would be aglow. Per square foot, restaurants use about 2.5 times the energy of other commercial buildings. Food preparation accounts for the largest portion of that electricity use — 35 percent.

The next biggest piece is HVAC systems, which consume 28 percent. And these two are intertwined: less efficient appliances generate more heat when they're used, requiring a restaurant's cooling systems to work harder.

Around 80 percent of the \$10 billion spent annually on energy by the commercial foodservice industry is expended by inefficient food cooking, holding and storage equipment. While energy costs are often overlooked by operators, they can account for 3 to 8 percent of a foodservice operation's total operating expenses, according to the Edison Electric Institute. Reduce those costs by 10 percent, and net profit margins can expand by 4 percent.

Long story short, even a small improvement in energy efficiency can improve profits — and sustainability. When purchasing equipment, look for efficient motors and effective cooling systems.

### Food Use Efficiency

Restaurants (both full-service and quick-service) account for 37 percent of the staggering 80 billion pounds of food that are discarded in U.S. landfills each year. On a macro level, the ethical and environmental costs

of that waste are unsustainable. On a micro level, restaurant operators are losing a lot of money from kitchen food waste. Between 4 and 10 percent of the food an operator purchases is wasted before it ever lands on a customer's plate, according to Andrew Shakman, co-founder and CEO of Lean-Path, a company that helps restaurants track and reduce food waste. Most of this is due to over-production, spoilage, expiration or trimmings.

Shakman's advice: Train staff in efficient trimming techniques, analyze purchasing habits and pay attention to "sneaky waste." Most chefs keep a close eye on meat and fish waste because of the cost, but cheaper sides and starches are often thrown out unnecessarily. While these cast-off sides and starches are lower-cost food items, they add up to huge waste.

### Labor Efficiency

With labor costs rising, restaurants can't afford idle hands. On average, restaurants see \$84,000 in sales per worker; that's a fraction of the \$304,000 grocery stores get, and less than a tenth of the \$855,000 in sales per gas station worker. Yet service really matters to restaurant customers, and under staffing can lead to lost profits.

Foodservice operators, then, have two challenges: how to ensure every staff member is productive, and how to reduce labor costs, when possible, without sacrificing service. Efficient kitchen and bar equipment can help solve both problems.

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What does this mean for efficiency? To make cleaning processes more efficient — i.e. to reduce time spent — another factor must be increased. Hamilton Beach Commercial helps operators by making components easy to remove and wash thoroughly (increasing physical cleaning action) and resistant to high heat and sanitizing chemicals. Drink mixers also include splash shields that prevent messes in the first place.

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The EXPEDITOR™ 1100S Culinary Blender enables efficient food prep with its one gallon jar capacity that delivers more servings from every blend. Its precision variable speed controls allow staff to blend any mixture to a precise consistency, every time, while the temperature gauge prevents overheating.

The PrimaVac™ line of in-chamber vacuum sealers is the secret to dramatically improved shelf life and huge cuts in food waste. Because vacuum sealing excludes oxygen and retains moisture, vacuum-packed food — when stored at proper temperatures — keeps significantly longer than food that's conventionally packaged. This allows chefs to buy inventory less frequently, as well as portion and prepare more food in advance.

The SmartServe™ Blend-in-Cup completely eliminates the blender jar by blending right in the cup that is served to customers. This potentially saves 10 percent in product waste compared with using the traditional jar. It features hands-free operation and automatic rinsing/sanitizing, which improves speed of service and team member efficiency during peak times. Operators reported that they found it especially valuable during slow periods. It enables a single team member to keep up with beverage production, reducing staffing at those times.

The Quantum 950™ High-Performance Blender runs on the next generation of blender technology: The brushless Endura motor is up to 50 percent more efficient and lasts 2.5 times longer than conventional motors. The Quantum generates less heat, allowing it to safely be placed in tight corners, and delivers consistent, high-powered blends with less horsepower than energy-hog rivals. Its cooling fan only comes on as needed, saving energy and prolonging its life.

The Container Rinser is a low-cost but invaluable addition to any commercial kitchen. Placed in a sink, it enables kitchen staff to efficiently clean blender jars and other containers. A gentle push activates a powerful water spray, thoroughly cleaning crevices in a flash.

## Bar Service Efficiency

The craft-cocktail revolution has changed customers' expectations, perhaps permanently. They want their drinks to be creatively concocted and lovingly made, with only the freshest ingredients. That's great — but it also has resulted in overly ambitious bar programs and overworked bartenders.

Operators who are losing money on inefficient beverage operations should focus on executability, advises celebrity chef, expert mixologist, and menu consultant Kathy Casey. Reduce the complexity and increase consistency. Create drinks that are amazing and easy to execute, because the cocktail with four ingredients can taste just as good as the one with 11. A thoughtful refresh of a cocktail program with simplicity in mind often raises beverage sales by 20 percent, Casey says.

## Cleaning Efficiency

Cleaning procedures are an often-overlooked, but absolutely crucial, factor in foodservice efficiency. When it comes to sanitation, there are no shortcuts — but there are ways to make the process smarter.

Have you ever heard of Sinner's Circle? (Yes, it sounds like a fun bar in Hell's Kitchen.) It's a scientific model, developed by Dr. Herbert Sinner, that outlines the four variables in the cleaning process: detergent/concentration, time, temperature and physical action. Reducing one factor can be offset by increasing another.





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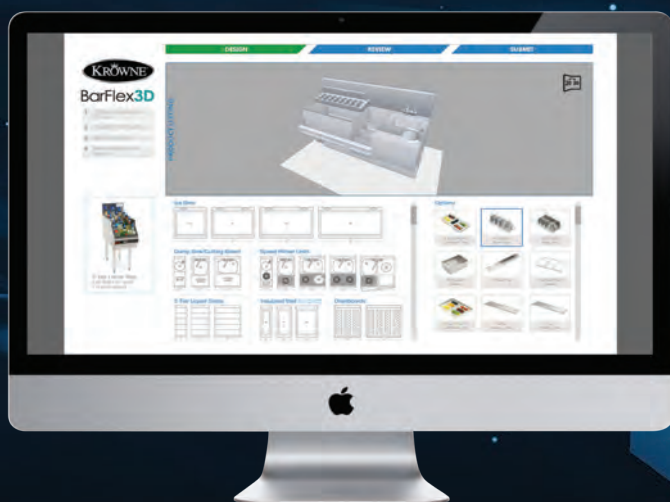


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## A Tailored Approach to Bar Design

**The art of producing quality craft cocktails stem from hundreds of years of trial and error.**

Efficiency plays a key role in this process as these drinks tend to tip towards the complex side of the scale. Higher complexity drinks require specialty mixology setups to streamline efficiency, reduce excess movement and increase storage capabilities.

Every bar should be designed with a clear goal in mind. If that goal is to have a top-notch craft cocktail bar – then specific locations for fruit, garnishes, fresh juices, tools, cutting boards, glass rinsers and more must be incorporated in the design phase. Each one of these key components are required in an efficient craft cocktail bar to reduce downtime and increase output.

As 2020 approaches, so does the full realization that bartenders are the new “chefs”. As another generation is ushered into the craft cocktail scene, the demand for specialty drinks that blend fresh ingredients, creativity, and flair increases. The driving force of this shift is caused by a growing disinterest in standard pre-mixed drinks and a surge in popularity of creative and fresh cocktails. A drink can be more than just a refreshment; a drink can be an experience.

Experienced staff members of a successful craft cocktail bar understand that little details make all the difference. From frosted glasses and smoked drinks, to custom stamped ice and signature garnishes, this expanding world of drink curating allows for limitless opportunities to innovate.

This rapid growth is leading to complete re-engineering in the bar equipment world. Creativity increasingly plays an instrumental role in bar equipment design to increase storage and durability of specialty pieces and improve efficiency for bartenders. Speed rinsers and new specialty items, like built-in CO2 glass frosters, are quickly becoming staples within the industry.

The rapid expansion of equipment options has created a demand for something more intuitive and visual than traditional 2D CAD. To proactively address this, Krowne created BarFlex3D, a design software that allows clients to fully configure their workstation in 3D. This software has over 2,000 different configurations that users can choose from to create the perfect workstation for their application. It is very important for restaurateurs and bartenders to have a clear understanding of their

bar layout before proceeding to the production stage. 2D CAD can be difficult for end users to comprehend layout and configuration prior to signing off on drawings. Krowne’s BarFlex3D software allows users to fully visualize and choose from thousands of configurations to create a more efficient workspace for their application.

With 2020 rapidly approaching, Krowne continues to spearhead innovation to improve design, workflow, space management and above all efficiency for the new “chefs” of the 21st century.

*By Kyle Forman,  
Vice President of Marketing and Sales  
Krowne*



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# 3 Questions

## To Ask about Your Restaurant's Storage Space

In your business, space is about so much more than storage. Treating it as a means to an end will cost you valuable opportunities for growth and efficiency. Well-designed storage solutions should offer everything your workflow needs, all at a glance. Each component of your shelving should have a defined purpose; your staff shouldn't be haphazardly loading up shelves when inventory comes in and later struggling to fit necessary overstock. If this sounds familiar, it's time to ask yourself a few tough questions.

### Is My Space Working for Me?

While standard shelving units might get the job done, they will fall short of realizing your space's potential. Your storage solutions should smoothly integrate into your workflow needs in order to build operational support. Processing and storing prep tools directly out of a dish machine creates the potential for "wet nested" bowls or pans, creating kitchen health concerns. Specialty racks built for separating and draining freshly-washed items will keep them dry and sanitary for their next use. Storing dry goods or ingredients on an open shelf can be time-consuming when an employee needs to quickly locate a box or bag. Bins with labeling options will give your team the power to quickly and accurately locate exactly what they need. Static storage setups can become obsolete or even an obstacle if your workspace needs to move or change. Modular storage units can grow and change alongside your business needs, preventing disruptions to your workflow.

Consider selecting a storage solution provider who can provide the knowledge and expertise to help optimize not only your storage space, but your workflow and productivity as well. A well-trained space productivity expert can identify the red flags in your storage space and has the know-how to administer improvements and develop a solution that can increase storage capacities, reduce overall cost of use, improve processes and workflow, and maximize productivity and profitability.

### Is My Space Safe For My Employees?

Despite ample warnings and cautionary tales, workplace accidents still continue to occur every day. With the right shelving, you can at least be sure they won't stem from your storage solutions. When shelving is overstocked and items protrude, the risk of injuries from employees or materials getting "caught" increases. For fast food establishments working with limited floor plans, this creates an even bigger issue as employees move around one another.

While minor accidents are an obstacle to efficient performance, serious incidents - such as a stack of heavy materials or even an entire rack falling on an employee, comes with considerable liability. If upper shelves aren't well-secured or easy to access, employee injuries can also occur due to a tipping or falling unit. When the shelves below the top are tall and wide enough to accommodate larger boxes, your employees won't need to stretch to store them, they can stick to a manageable middle, instead. Smart, safe storage design comes from knowing your needs and implementing solutions accordingly - as well as adapting with the right accessories during your storage optimization.

### Can My Space Be Easily Standardized for Optimal Efficiency?

For restaurant chains with multiple locations, particularly those without a consistent built-to-spec floor plan, keeping storage consistent is vital. A standardized plan optimizes your space and provides safe, regulation-approved storage procedures for perishables, giving each location the necessary guidance to pass inspections and operate efficiently. When deciding on a standardized storage solution for your franchisees, you'll need a dependable storage solution manufacturer to provide them. A number of successful nationwide fast food and fast casual chains utilize Metro ESP Pro (Enhanced Space Productivity) specialists to develop complete storage solutions, standardizing their approach from store to store.



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Creating a standard storage solution “package” cuts down on the need for oversight during initial restaurant setup, and cuts back on the need to address potential regulation violations. When employees’ practices are guided by the actual storage pieces they use every day, there is less room for error and indecision. They won’t need to hunt for a step-ladder to stock heavy boxes - the shelves will be the perfect size to hold bulky items below eye height. They won’t need to stop processing clean prep dishes to account for drainage - the rack they’ll be using is purpose-built to handle the task. Not only does this approach keep you in compliance with health department regulations regardless of location, it also helps your operational workflow run smoothly. This helps your management team spot and correct problems before they become disruptive to the rest of the team. Your store and your staff are working in harmony, ultimately helping your brand to provide a better experience to your customers.

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## MOVIE LINE CHALLENGE CAN YOU NAME THE MOVIE?

“LIFE IS NOT THE AMOUNT OF BREATHS YOU TAKE. IT'S THE MOMENTS THAT TAKE YOUR BREATH AWAY.”

“STRANGE, ISN'T IT? EACH MAN'S LIFE TOUCHES SO MANY OTHER LIVES. WHEN HE ISN'T AROUND HE LEAVES AN AWFUL HOLE, DOESN'T HE?”

“LIFE MOVES PRETTY FAST. IF YOU DON'T STOP AND LOOK AROUND ONCE IN A WHILE, YOU COULD MISS IT.”

“DO, OR DO NOT. THERE IS NO TRY.”

“I AM SERIOUS, AND DON'T CALL ME SHIRLEY.”

“NOBODY PUTS BABY IN A CORNER.”

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## How About A Date Night Contest?



## DINNER AND A MOVIE

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Invite your guests to enter by posting photos and a creative description of their most favorite dinner or experience at your restaurant.

Give your contest a time frame, maybe a week or two. You can choose the winner or the winner could be determined by the most votes and likes.

Have fun with it and get to know your customers.



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# PROFILE

## Sandra Rupp, Owner of Rupp's Downtown, Sheboygan, WI

Rupp's is a traditional Wisconsin supper club featuring a large bar area offering beer, wine, and cocktails. The legendary Old Fashioned is a favorite at the supper club. The building has been a restaurant since 1939, with Rupp's occupying the space since 1979.



**Q:** *How did you come up with your restaurant concept?*

**A:** My husband, Richard, worked in restaurants since we were in high school. He started as a dishwasher at a local country club and then when they needed an extra hand, he helped the cooks. They realized he had a knack for it and he liked it, so they started scheduling him full time as a cook. He grew in the business, learning from everyone and eventually was the head chef running the kitchen. He always wanted his own place, so in 1979, we looked at a few places and decided this was the one and we purchased the building we are in today. So I guess you would say, we just liked the supper club business. They were very popular at the time so we just decided to continue in that style.

**Q:** *What are your most popular menu items?*

**A:** Richard also worked in a butcher shop when he was young and he learned how to break down halves, quarters, or any size of meat. He took great pride in knowing what made a great steak. This is part of the reason steaks are our most popular item; we cut everything on premise including T-Bones and chops.

**Q:** *What's your favorite menu item?*

**A:** I would have to say the steaks and the ribs would be my personal favorites. I don't eat them often, but when I do, I really enjoy them. The ribs have been a customer favorite since the beginning and no one does a steak better than we do. It's the combination of a great piece of meat, the seasoning blend that we developed, and the chef's skill at getting it just right. Lastly, we are in Wisconsin so a good portion of butter right on top of every steak finishes everything off.

**Q:** *How did you get started?*

**A:** We were fortunate, as we had lots of help from

friends and family getting the place we purchased open. It had been closed for a few years and needed a good cleaning and some updates. We worked every night for roughly 6 months to get ready to open. From there, honestly we just jumped in and worked hard to make it work. We knew failure was not an option, so we were going to do whatever it took. Seven-day work weeks were our norm for roughly 9 months. It was somewhere around 18 months before we finally took a vacation and left the business for more than a day. Looking back on it now, brings back some great memories but I remember at the time we were pretty burnt out from working so much and really needed a break!

**Q:** *How would you describe your customers?*

**A:** Here again, we have been very lucky. We have some of the best customers anywhere. A lot of them I call my friends and we have often socialized outside of the restaurant with many of them. They are very loyal and I sincerely appreciate every one of them.



**Q:** *Can you think of a funny story?*

**A:** We hired a young man named Hue Lee as a dishwasher. He pronounced his first name and it sounded like "Who" so that's what we called him. It was a busy Saturday night and I was curious who was scheduled to wash dishes. The dishwashing and large prep areas are in the basement and we have an intercom system to communicate. So I picked up the intercom phone and asked "Who's working tonight?" The cooks were in the prep area downstairs and replied back over the overhead system, "YES". I thought they must not have heard my question so I again said, "Who is working tonight?" and again they said, "YES!" I'm now thinking there is something wrong with our intercom system. So, I said in a very loud voice, "I'm trying to find out who is washing dishes tonight?" The cooks this time replied "WHO!" I said yes, that's what I'm asking. They replied, "Yes, HUE IS WASHING DISHES!" We finally figured out what was happening and we had a long laugh over how this played out almost exactly like the famous Abbott and Costello skit.



**Q:** *What has been the biggest change in the industry since you started?*

**A:** Probably, the growth of fast casual and even the more upscale chain restaurants. When we started, there were chains, but not nearly as many as there are today. There used to be many supper clubs like ours in the Sheboygan area. Now, there seems to be only a few. People have become more educated about food and are looking for different types of cuisine.

**Q:** *What do you find to be the most rewarding part of your business?*

**A:** Without a doubt, it's the relationships that we have enjoyed over the last 40 years because of the restaurant. Of course, we have met many people who were customers, but we also met so many great people from around the state. My husband was on the Wisconsin State Board of Directors of the Wisconsin Restaurant Association and we traveled the entire state attending meetings and met so many great people as a result.



**Q:** *What is your biggest challenge?*

**A:** It's definitely a shortage of labor. There are just not as many people who want to work the hours. The programs on TV with famous chefs don't talk about the nights and weekends that you work. Some people think all chefs get to be like Gordon Ramsey. That's just not the case.

**Q:** *What did you learn that you wish you had known much earlier?*

**A:** I would never have thought that the restaurant business would become a way of life. It kind of takes over and you have to do what's needed. You never punch out or don't have it in the back of your mind. It just kind of happens and one day you realize that it has become something that really dictates what you do and when. Had I known that, I might have been better at guarding against it. We learned to disconnect somewhat and take our time away, but it never really leaves your mind.

**Q:** *Everyone has a different idea of success. What does it mean to you?*

**A:** Money was never the goal. I say that very honestly. Richard always told me it wasn't at all about money, he really just wanted to run a good restaurant and bar that people enjoyed. Success came from that philosophy and we made a good living. We met many friends along the way and really enjoyed being in the restaurant business.

"Richard passed away on May 1st of this year. May 23 was our 40 year anniversary of owning the restaurant. I know Richard would have been very proud to celebrate that day. He set out to run a restaurant that people enjoyed and that's just how it worked out. I'd say we were very successful. With everything that I know, and everything that's happened over the past 40 years, would I do it all again? "Yes, in a heartbeat," says Sandra.

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## Break Time Answer Key

### Movie Line Challenge

On page 14

1. Hitch
2. It's A Wonderful Life
3. Ferris Bueller's Day Off
4. The Empire Strikes Back (Yoda)
5. Airplane
6. Dirty Dancing
7. Dead Poets Society
8. Jaws



### Food Trivia Challenge

On page 30

1. From its original recipe, which called for a pound each of butter, eggs, sugar, and flour.
2. Honey
3. Pears
4. Ketchup was considered a medicine around 1835 and was sold as tomato pills
5. True
6. Bananas
7. Ginger



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# Getting Customers in Your Door and Back For More

Make sure your social media presence is strong. Reach your customers with a targeted focus on them by catering to their likes. It's really important to get to know your customers. Help your customers get to know you. Introduce your chef and team members. How would you like your customers and potential customers to describe you? Do you purchase food locally, concentrate on healthy food, provide a specific atmosphere? The more your potential customers know before they come to your restaurant for the first time, the more comfortable and excited they will be to get there.

Yelp is a strong force in the restaurant business. Make sure your Yelp account is complete and paints a good picture of your restaurant. Include your menu, lots of photos, your location, and a vision of the experience they will have at your restaurant. Customers will re-view you on Yelp, so make sure you watch the reviews and keep customers happy. Good Yelp reviews can do wonders for you. If you get bad reviews, be sure to answer them in a polite and professional manner.

Partner with delivery services. Make sure your menu is available when customers are searching out a nice meal to be delivered to them at home.

Provide loyalty programs for your customers. Let them know you appreciate them with special discounts and perks. Offer to get them involved in tastings of new menu items. Consider having contests and feature winners on your social media channels.

Get involved with your community. Offer gift certificates for church and school raffles. Set up a stand at local events. Offer local businesses a free sample of catered menu items and leave your information with preferred customer discounts.

Start a blog for your restaurant. Share successes, struggles, and funny stories.

Host events for your customers that they can easily sign up for in your restaurant or online.

Most importantly, sincerely connect with your customers. Get to know them and consistently create the dining experience they have come to enjoy. If fitting for your operation, walk around and get to know everyone. What is it that keeps them there for another round of cocktails or coffees? Is it the music, food, atmosphere, your staff? When they're thinking about going out for dinner, what is it that makes them choose you? Find out what that is and enjoy loyal customers forever.



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# PROFILE

## Jimmy Antonopoulos Owner of Run-A-Way Restaurant, North Aurora, IL

Run-A-Way Restaurant is a local neighborhood bar and grill that serves American food.

From the very beginning, Jimmy was destined for the restaurant business. As a young boy in Montreal, he worked in his father's restaurant. "When I was finally old enough to get into the restaurant business, I moved to Chicago and managed a fine dining steakhouse for ten years. Eventually, I grew out of that and opened my first breakfast restaurant. I ran the breakfast restaurant successfully for a few years, but it didn't fit my personality, so I sold it. To make a very long story short, I opened this neighborhood bar and grill and am happy to say, I see myself being here for a very long time," says Jimmy.

Run-A-Way has a very welcoming, fun atmosphere. Jimmy has a solid team of people who are genuinely happy to be there and are intent on providing great experiences for customers. So, the atmosphere is ideal, how about the food? The food at Run-A-Way is great. Their most popular menu items are gyros with homemade tzatziki sauce, the 12 oz. hand-packed sirloin steak burger, and their very popular ribs with homemade BBQ sauce. One of Run-A-Way's talented cooks has been on Jimmy's team for over fifteen years. He worked at the steakhouse Jimmy managed years ago and was hired at every location following. You will often see Jimmy working the grill when things get really busy.

Many restaurants today would name one of their biggest challenges to be finding good people and keeping them. Jimmy said, "That's never been a problem for me. I found good people a long time ago and they have been with me ever since. Even though I know everything that's going on, I don't have to get involved with every little challenge. Everyone that works here knows that they can take care of anything that comes up. Delegate, but don't dictate. Work as a team, act like a family, and respect each other and everything that needs to be done. We try to make it a fun atmosphere. I feel with all the hours and hard work everyone invests, they should enjoy their time while they are here," says Jimmy.

When your customers and employees become your friends, you know you're doing something right. "My customers, I love them. They're not only customers, they're also friends and I look forward to chatting with every single one of them while they're here. That's not something I could do running a fine dining restaurant. It's exactly what I mean when I say this place meets my



personality. I can be myself. The most rewarding part of my business is the people. Run-A-Way supports the great people that work here, and we enjoy providing customers with a place to come and meet their neighbors, unwind, have a great meal, and enjoy some downtime."

His biggest challenge turned into a great learning experience. "I wish I had been aware of all of the planning that goes into opening a business early on. When I opened my first restaurant, I didn't know what I was doing. I was winging it. I had a little bit of money and no plan. I overcame that by learning over the years how to properly plan and open another restaurant. I learned from my mistakes and finally created what I have today."

"The best advice I would give someone who is looking to get into the industry is to surround yourself with people already in the business. You can join an industry meet-up group. Go to Meetup.com and look for the industry meeting near you. I have attended several of the industry meet-up events over the years. There are servers, bartenders, managers, and restaurant owners in attendance. We compare stories about challenges, what works, and what doesn't work. It really provides a lot of insight.

I highly recommend going to as many industry events as possible. The knowledge gained and the networking achieved is invaluable.



Hearing complaints and praises from servers and bartenders about their management has been very informative. I would never want my employees to feel the frustration that some of the foodservice professionals at networking events express about their restaurant positions. It's a great opportunity to hear every perspective and share industry experiences.

food spoiling too quickly?  
increase your bottom line  
with proper food storage.

Food needs to look fresh when it's served.  
If it doesn't pass inspection in the kitchen,  
it's going to get tossed before it ever hits a plate.



According to a University of Arizona study

**4–10%**

of food purchased by restaurants,  
an estimated

**49**  
MILLION LBS.

per day in all full service restaurants, gets thrown out.



- INGREDIENTS
- LABOR
- OVERHEAD

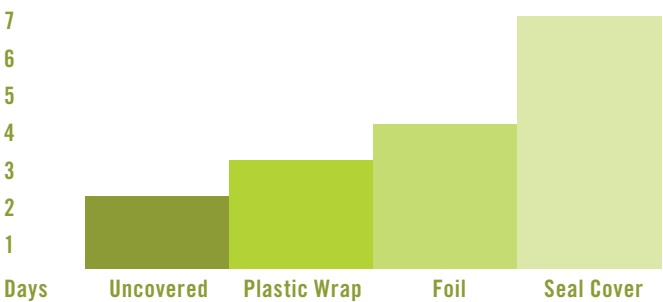
NRA statistics show that food  
makes up about 1/3 of the typical,  
profitable restaurant's costs.  
So, what does that mean to you?

# HOW MUCH IS FOOD WASTE COSTING YOU?

**Your Total Budget x 33% x 5% = Cost of Food Waste**

Food spoilage is caused by a combination of air and oxygen, moisture, light, microbial growth, and temperature. What can you do? Control the food's environment as much as possible by keeping out air, additional moisture and microbial cross-contamination with a lid that seals onto a storage container, one such as the Cambro Seal Cover.

**Strawberry Shelf Life** (in days)



According to third party laboratory testing,  
the Seal Cover and a Cambro Food Pan  
can extend the shelf life of produce by

**2–3 days**

beyond storage with disposable wraps,  
foils or no cover at all.



## Ensure freshness with a quick check



To ensure that your produce will be at its peak of freshness and flavor when you're ready to serve it... do a **QUICK CHECK**

- ☐ Inspect produce when you receive it.
- ☐ Remove any produce that doesn't have a fresh appearance.
- ☐ Place refrigerated items into the recommended areas in your cooler.
- ☐ Separate produce that should be stored outside the cooler.
- ☐ Separate ethylene gas producing produce from gas sensitive items.
- ☐ Place ethylene gas producing items away from the cooler blower.
- ☐ Cover all items or produce that absorb odors from strongly scented fruit and vegetables.
- ☐ Cover all items that are prone to dehydration.

*Information about keeping food fresher longer, found on pages 26-27 provided by Cambro*







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## Where you store produce has a major impact on preserving freshness

Temperature is the most important factor in the location equation. See below for a quick guide.

Store these in the warmest section of your cooler (nearest the door), 40°–45°F (4°–7°C).

- Cucumber
- Eggplant
- Peppers
- Avocados
- Red potatoes

These will fare the best in the midsection of your cooler, 35°–39°F (2°–4°C).

- Green onions
- Squash
- Sprouts
- Herbs

These go in the back of your cooler. These items need to be stored at the coolest temperature around 33°–35°F (1°–2°C).

- Broccoli
- Cabbage
- Apples
- Celery
- Lettuce
- Asparagus

# Food safety should be at the top of the list for every kitchen manager in every restaurant

The last thing you want is a visit from the health inspector because someone has become ill from food you served. The Center for Disease Control (CDC) estimates that 48 million people get ill from foodborne illnesses every year.

Here is the good news - Most foodborne illnesses are preventable with adequate training and education combined with enforcement of procedures and appropriate equipment.

## Safety Starts the Moment Food is Delivered.

Time/Temperature Controlled for Safety (TCS) foods need to be stored at temperatures below 41° and must be used or discarded before they spoil. It's a relatively straight-forward procedure to keep TCS foods at the proper temperature. Make sure it's at the right temperature when it's delivered and place it in the cooler immediately after inspection. Using TCS food before it spoils isn't so easy. Employees may leave cooler doors open longer than necessary, use containers that don't seal tight, or unwittingly use newer food before food that has already been stored for some time. This creates unnecessary waste by increasing the risk food will spoil. An easy way to avoid this is to use a method called first-in-first-out (FIFO).

## Using Color-Coded Containers helps you Avoid Cross-Contamination

One of the easiest ways to prevent cross-contamination is to use a color-coding system that dedicates specific colors of containers and utensils for use in prepping certain TCS foods. For example, use red for raw red meat, yellow for raw poultry, white for dairy, blue for seafood, green for veggies and produce, tan for cooked meat, and purple for foods that contain allergens.

### FOOD ALLERGEN ICONS



## Color-Coded Storage Solutions

Color-coded storage boxes come in a wide range of sizes and generally up to five different colors. Safely store all your raw meats in red containers on the bottom shelf to prevent contamination from dripping juices, while using green and white containers to store veggies and dairy safely on the shelves above. Transparent polycarbonate material allows for easy identification to reduce spoilage from constant opening.

There are color-coded waste containers that are available in sizes from 10 to 55 gallons. But they're not just for waste. If they are NSF 21 and NSF 2 certified, they're also safe to use for food prep and storage. They are available in nine colors to fit into your color-coding system. These round waste bins are made from extra-thick, durable plastic and have convenient features such as double-reinforced drag skids, comfort grip handles, and snap-tight lids. They are great low cost alternatives to somewhat expensive storage bins with the flexibility to making color-coding easy and effective.

## Air Tight Containers and Sealing Lids Help Keep Food Fresh Longer

One of the best ways to ensure food stays fresh as long as possible is to store it in an airtight container that locks moisture out. This slows bacteria growth and prevents spills that create waste. Use a food pan and a sealing lid to create a color-coded airtight combination to keep food fresh longer and enhance your bottom line by reducing waste.

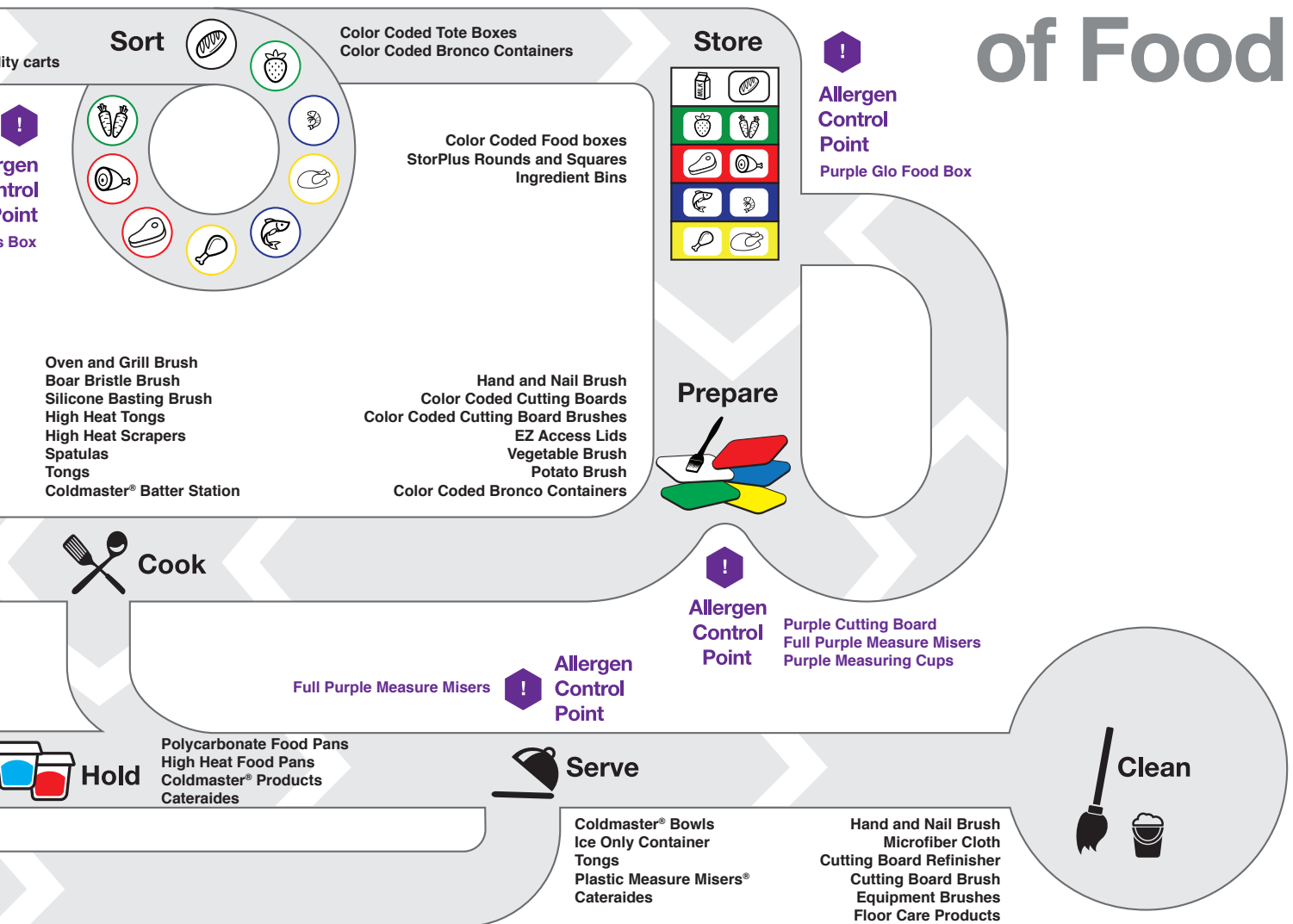
## Color-Coded Utensils

A common mistake that causes cross-contamination in the kitchen is accidentally using a knife or cutting board that was used to prepare TCS food (such as steak or chicken) to prepare ready to eat food such as lettuce or other vegetables that don't need to be cooked. Color-coded knives, cutting boards, and other utensils are an excellent complement to your color-coding system.





# The Flow of Food



## Cutting Boards and Utensils

A common trick prep cooks use to stop their cutting boards from sliding around is to place a damp towel under the cutting board. This is an unsanitary practice as these towels are havens for bacteria. Use self-gripping cutting boards that feature anti-slip grip corners to hold the cutting board firmly in place.

Color-coded cutting boards used alongside color-coded cutting board brushes are also great tools to prevent cross-contamination during food prep and cleaning.

Using a proper knife storage station also helps keep these tools sanitary.

Wrap stations are great integrated solutions for foil, film, and date label dispensing. Use stations with suction cup feet to hold them securely in place to reduce the risk of cuts while using.

## Allergen Control is Important

Allergen mats help identify a designated prep area for allergen-containing food. Some even print the eight most popular food allergens (responsible for 90% of serious allergic reactions) on them and can easily be placed in the server window to identify an allergen-free plate.

Make sure you have an allergen specified kit in place to use when needed. Most allergen systems include a purple cutting board, purple tongs, a purple turner, and a 10" purple chef's knife. All these products can be stored in a purple bin to help protect and store all the components. When preparing an allergen-safe meal, it's a good idea to have everything stored in one convenient place.

## Proper Handling of Ready to Eat Food

Ready to eat food is food that can be consumed raw and doesn't need to be cooked or food that is already cooked and ready to serve. It is important to ensure ready to eat foods aren't handled with bare hands and are protected from contamination by storing them in a covered container. Hinged lids are a perfect accessory for standard pans that are used to store ready to eat foods.

There are a wide range of products to help you control cross-contamination and cross-contact in your restaurant and ensure that we all serve safe food to our customers.

*Provided by Chef Jon Biegel  
Director of Culinary and Training at CFS Brands*

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## FOOD TRIVIA CHALLENGE

How did pound cake get its name?

What is the only food that has an eternal  
shelf life?

What fruit ripens from the inside out?

Which condiment was used as medicine in  
the early days?

True or False. An ear of corn always has  
an even number of rows.

Which fruit can help fight depression?

What spice can help reduce exercise  
induced pain by 25%

*Answers on page 19*



## Small Restaurant Kitchen Solutions To Maximize Your Space

A restaurant kitchen is command central. Everything a restaurant does, the food it serves, the morale of its staff, and the smoothness of its overall operations, depends on what's happening in the kitchen. It follows that setting up your kitchen in the most effective, efficient way is a critical imperative for any foodservice business.

While designing a restaurant kitchen can be challenging under any circumstances, these challenges are multiplied for restaurants with small kitchens. Luckily, there are some things you can do to make the most of your commercial kitchen — even when space is limited.

*Here are four tips for maximizing your restaurant kitchen space.*

### Lead With Your Layout

While there's no precise formula for designing a restaurant kitchen. Below are three examples of basic commercial kitchen layouts.

Island-style, which puts all major pieces of kitchen equipment in one shared, central space, aka “the island,” and other kitchen sections placed along the perimeter walls; Zone-style, which organizes the kitchen into blocks with principle pieces of equipment placed along the walls in an order that optimizes flow; and Assembly line, which is organized in a linear fashion progressing from food preparation to service areas.

Many experts agree that the assembly line layout best suits smaller kitchens. It keeps areas like cleaning/washing, and storage/receiving, behind the assembly line so they're out of the way. However, the right design for any foodservice operation relies on a number of factors, including the type of restaurant and number of seats.

### Design A Mindful Menu

In its report *Small Wonder: The Case for Smaller Restaurants and How to Maximize Them*, the Cornell University School of Hotel Administration instructs, “Design your menu to require only a few, flexible pieces of equipment. A well-crafted menu not only pleases your guests and generates good contribution margins, but also makes effective use of the equipment you have in your kitchen. Consider eliminating any item on the menu that is the only dish that uses a particular piece of equipment.



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Think about equipment that inherently offers flexibility: sauté ranges, griddles, combi ovens or convection ovens. In other words, the food you serve is a factor of the space you have available to you, and the space that you have available to you is largely reliant on the equipment you use.

### Choose The Right Equipment

All kitchen equipment is not created equal. Just because you have to think small in terms of square footage doesn't mean you have to think small in terms of power and the performance of your equipment.

Equipment like Vulcan's modular V Series Range Line, Versatile Chef Station (VCS) and compact, but mighty, Mini Combi ovens are perfect for smaller spaces.

Let's not forget about equipment that utilizes countertop space, freeing up premium floor space without sacrificing convenience, practicality, or output. Examples include hand tilting counter kettles and countertop fryers.

Be sure to talk to your equipment consultant about the options available when it comes to efficiently cooking multiple menu items in a small footprint.

*Provided by Vulcan*  
[www.vulcanequipment.com](http://www.vulcanequipment.com)

The other thing I would say to someone opening a restaurant is, don't get discouraged. There are times when you have to deal with building codes, permits, inspections, and other challenges that feel like walls. Just stay positive and tackle it. Always be positive, friendly, and overly compliant with inspectors. The challenges are worth the rewards," says Jimmy.

Changes in the industry, there have been a few. The two notable changes that Jimmy references include the need for more healthy options on the menu, not all healthy, but more than prior years. He states that he doesn't consider this to be a bad thing, but definitely a notable change. The other big change is online ordering and delivery services. "I am impartial



to online food delivery services. I don't participate in them because they are not needed for my business model. My restaurant is more about the experience and atmosphere. My customers enjoy coming in and hanging out," says Jimmy.

Jimmy describes what success means to him, "Success to me is waking up every day looking forward to my day, to going to the restaurant, to seeing my customers and team, and to hearing what everyone has to say. And then being excited to go home after a long day to see and be with my family."

Jimmy is married and has a beautiful daughter. "I am married to the most amazing wife, seriously, she is the only person for me and the only one that would

put up with my schedule and my craziness. We have a beautiful daughter, Catherine, that my heart beats for," says Jimmy. In his free time, he enjoys sports, vacations, and spending time with his family.

Jimmy enjoys networking with industry professionals, sharing what he has learned over the years, and hearing about experiences from fellow restaurant owners.

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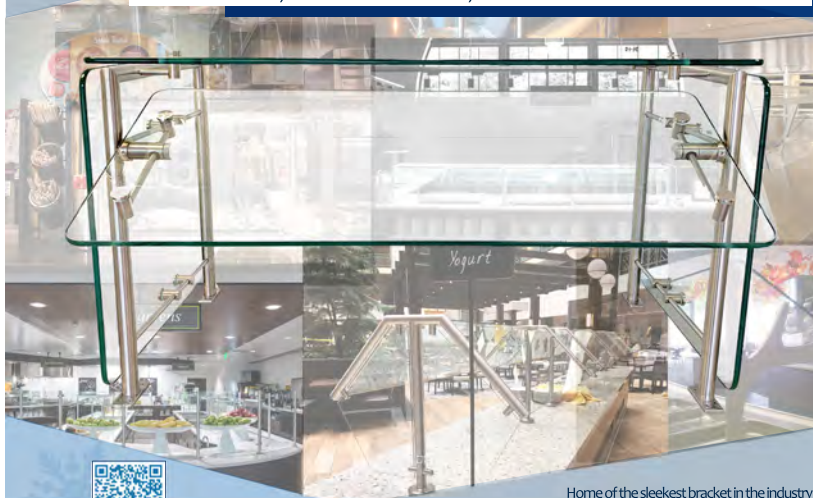
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