

Santé

eKnowledge for Restaurant Professionals

06

HOTEL RESTAURANTS are a

HOT COMMODITY

Trade Show Edition
May 2018
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Plus

- 10** Wines on Tap
- 15** America's Oldest Restaurant
- 18** Bayonne Ham
and more



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Santé

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First Word



Nothing beats going to shows and meeting people face to face.

Beyond networking, trade events are the best way to see new products in action as well as to taste foods and ingredients to expand your knowledge and keep up-to-date on emerging trends.

This special trade show edition compiles a few of our favorite stories of the past year as well as new features with appeal across the hospitality industry. For first-time readers, you'll find Santé covers a broad range of business-related topics of interest to restaurateurs. You won't find the typical chef profile here. Instead,

we'll ask the chefs why they expanded their concept to another location instead of trying something new. Instead of an informational story of wine from a particular region, we'll inform you of bar trends that will help your bottom line as in this issue's story "Wines on Tap."

There are many outlets to get information about the restaurant business. Santé is the only place to find stories tailored to up-market and fast-casual restaurants that educate, entertain and are focused on improving your bottom line.

See you at a trade show soon!

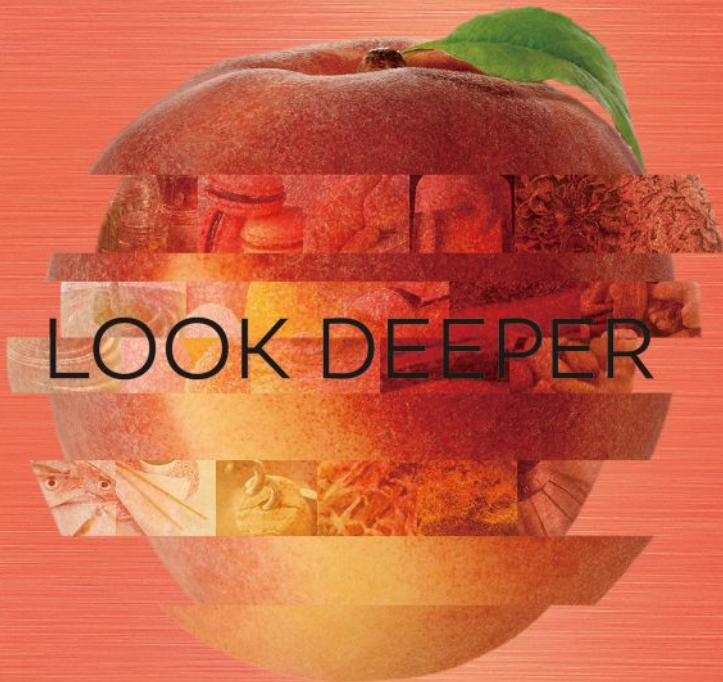
A votre santé!

Deborah Norkin

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Santé is on the look out for industry professionals to contribute features.

Do you have a story to tell? Do you dabble with writing about food and beverage? **Share it with Santé.** If we like your pitch, we'll help you develop it for publication. For our Santé Exposé column, we want in-the-trenches stories from cooks, bartenders, managers, and waitstaff.

Tell us the best of your worst. *The stories that are hard to believe are always the most fun to read!*

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Hotel Restaurants are a **HOT COMMODITY**

Hotel groups turn to independent restaurateurs for street and local flavors

By **Amber Gibson**

For too long, hotel restaurants have been thought of as a convenient amenity for tired, jet-lagged guests with an uninspired menu of safe comfort food, and half-hearted breakfast buffets. Burned-out chefs exchanged the stress of running their own restaurants for a stable salary with benefits even though they lost the freedom to create their own dishes. Locals wouldn't be caught dead in these sterile dining rooms.

Over the past decade, however, this has begun to change. Increasingly, large hotel brands are turning to popular local chefs and restaurant groups to run their food and beverage operations, particularly for boutique lifestyle and luxury properties. They see food and beverage as a big opportunity to elevate their brands and increase profits. Done well, these partnerships are win-win situations that allow chefs and restaurateurs the

financial wherewithal to open new concepts without as much financial stress.

The Fifty/50 Group in Chicago started a decade ago with a neighborhood sports bar and today have fourteen outlets across the city. Strategic hotel partnerships in the River North and Downtown Loop neighborhoods have allowed the group to expand from their West Town stomping grounds and pursue new concepts more quickly and with greater budgets and less risk.

The results - Berkshire Room and West Town Bakery in the ACME Hotel, Steadfast in the Kimpton Gray Hotel and Portsmouth, Leviathan and Apogee in the Dana Hotel - have increased the group's visibility across town, expanded their customer base and allowed them an opportunity to open high-end seafood and steak concepts in neighborhoods with a demand for fine dining.



LOCATION, LOCATION

Co-owner Scott Weiner remembers his first hotel deal, The Berkshire Room, and his reservations about the location. “My concern was that it wasn’t on the street, you have to walk through the hotel, so there was a risk that it would just be a hotel bar.” However, with a strong bartending team and complex cocktails like the Weston, made with wheated bourbon, Dark Matter coffee essence and pipe tobacco, they have received national acclaim. “The most amazing thing about Berkshire is that it draws people from all over the city and even the suburbs,” he says. “It could’ve been a big flop though.”



“The most amazing thing about Berkshire is that it draws people from all over the city and even the suburbs.”



More recently, Steadfast was also a risky proposition on paper. Weiner opened the ambitious steakhouse concept in a restaurant dead zone. “At that stage in the game, if we had failed, people would have been like ‘These guys aren’t for real.’” he says. “One failure like that would have stopped my progress. Other hotels wouldn’t want to work with me.”

Now, with successful restaurants in multiple hotels and multiple neighborhoods across Chicago, The Fifty/50 Group have proved themselves as operators. Weiner also notes that his loyalty program has much more value when he has restaurants all over the city. Loyal diners venture to new neighborhoods to try his other concepts.





Chef Cathal Armstrong

WIN-WIN PARTNERSHIPS

Chef Cathal Armstrong owns five restaurant concepts in Alexandria, Va. operating under the Eat Good Food Group. Last June, he opened his first hotel restaurant in the new Hotel Indigo.

“We weren’t actively looking for a new space,” Armstrong says. “But it was very appealing for many reasons – the proximity to our other restaurants, the location near the water, and the brand of the hotel.” Both Hotel Indigo and Hummingbird target the upscale leisure traveler and Armstrong says he’s very happy with the partnership thus far. “In fact, we’d be interested in creating another in the right area.” Dishes like the clambake, seafood tower and lobster linguine appeal

to guests looking for fresh coastal seafood and Hummingbird creates a strong sense of place for Hotel Indigo, a brand within the IHG portfolio that prides itself on its culturally diverse boutique properties.

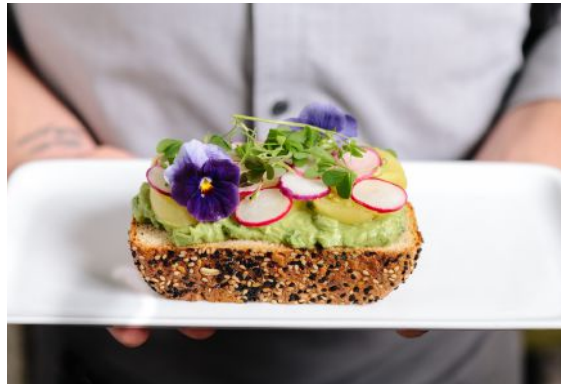
Tourism season in Alexandria ebbs and flows, and a restaurant is not guaranteed to be successful simply because it is in a hotel, but a built-in base of customers is certainly beneficial, along with the infrastructure a hotel can afford. “A standalone restaurant in a good location is going to require high rent plus triple net, in addition to your other costs that can determine profitability,” Armstrong explains. “Usually the hotel is going to offer a much better rent structure and that can dictate your success.”



COMMON CHALLENGES

There are unique challenges that come with operating a hotel restaurant. "Running a restaurant in a hotel is another ball game," Chef Vitaly Paley says. The James Beard Award-winning chef opened seafood-centric Headwaters in 2016, bringing a much-needed modern touch to the historic landmark Heathman Hotel in downtown Portland. "You're not just running a restaurant, you're running a food and beverage department with multiple facets and moving parts at all hours."

Headwaters is responsible for serving three meals a day, every day of the week - no exceptions. Just six weeks after they opened, winter storms and protests after the 2016 presidential election triggered street closures and riot police blocked street entrances to the restaurant. "I spent several nights at the hotel to make sure there was someone to cook breakfast in the morning for hotel guests," Paley says. Unlike at an independent restaurant, he didn't have the luxury of closing for a few days.




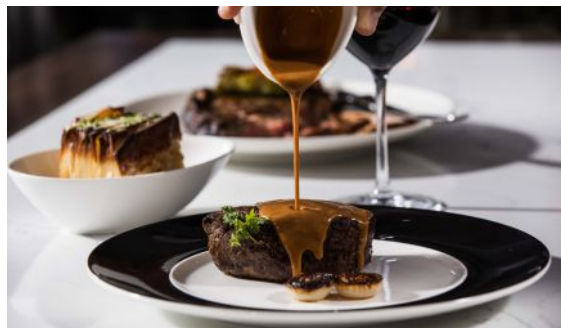


“Running a restaurant in a hotel is another ball game.”



Weiner recommends negotiating a contract where you operate all of the food and beverage for the hotel if that's something you feel you can handle. "Try to get the banquet business," he says. "If you're one of multiple operators in a hotel it'll be hard to make it without banquets. Most hotels restaurants don't make money; they're an amenity. Banquets make money." These help offset less

profitable obligations like hotel lunch and room service. At the Kimpton Gray Hotel, Weiner's group does not operate banquets, the second floor bar or rooftop restaurant. "When we did Portsmouth [at Dana Hotel], I made sure I had everything," Weiner says. "That includes the rooftops, the banquets and it's easier to justify having a meal period that's not profitable." 





Break the Glass (Bottle) Ceiling

WITH WINES ON TAP

By Shana Clarke

Nora O'Malley, owner of Lois Bar in New York City, first became enamored with wines on tap during a post-college stint in Italy. Vini all spina allowed her to try “a million different things” and expand her burgeoning palate while avoiding the cheap plonk that most budget-minded graduates subsist on their first few years out of school. Upon returning to New York, she was dismayed

at the lack of wines on tap options - nearly nonexistent - so she set out to bring this tradition stateside at her East Village wine bar. O'Malley is not the only one who recognizes the appeal of wines on tap; restaurateurs across the country see how these keg wines create a profitable, not to mention environmentally sound, beverage pro-gram.

FRESHNESS GUARANTEED

As wine is pushed through the barrels, inert gas blankets the remaining liquid, allowing the beverage to remain stable for 3 months, according to the Free Flow Wines website, one of the original suppliers of kegging and logistics services. From a service perspective, the technology creates a better overall customer experience. While most bartenders can identify a corked wine, it's harder to pinpoint "a wine that's been open for a day too long, which can really be detrimental," says O'Malley. "I've seen people not like wine because of that."

SIZE DOESN'T MATTER

Tap wines aren't constrained by 4oz pours or 750ml bottles, which allows venues flexibility in service and pricing. "We'll do 750ml pour of keg wines," says Adam Jed, co-owner of Bluestem Brasserie in San Francisco. "We have these beautiful bottles that look like high school chemistry beakers (they're sexier than that, don't worry). They go up with ml marks, up to a liter. So theoretically you could tell me you want 800ml. Done. You only want 300ml? You got it. We'll sell it by the 50ml."





Joe Baumgardner

CREATING UNIQUE BEVERAGE PROGRAMS

Over the past decade, winemakers have caught on to the benefits of wines on tap. Offerings have expanded exponentially allowing restaurants to rotate selections with the seasons, with menu changes, or just for the fun of it. For Joe Baumgardner, Sommelier and Cellar Master at AVANT in San Diego, wines on tap are an opportunity to introduce guests to new wines. “What made the idea of wines on tap cool for us is the idea of being able to showcase some interesting varieties from around the world,” or wines that may have niche appeal, “that you might not normally serve by the glass,” he says. His tap program,

called “Wines of The World” offers 3 whites, 3 reds, and one rosé to supplement his standard by-the-glass offerings. “Since they’re on tap you can easily give someone a taste, or you can do flights, without opening full bottles,” and thus avoiding potential waste if you don’t move through a bottle fast enough.

Baumgardner also experiments with wines on tap in cocktails. “Using wine as an ingredient is an advantage when we’re developing new cocktails, and [allows us to use] the right amount rather than opening full bottles.” For restaurants with beer-and-wine-only licenses, wines on tap may solve the cocktail conundrum.

COST BENEFITS

“Our costs of goods are far lower.” says O’Malley. There are, however, monthly maintenance costs. “We pay a couple hundred bucks every month to make sure our lines are clean and there’s gas. You’re maintaining a system that a regular bottle bar wouldn’t have to worry about, but then again, we don’t have to have a whole temperature controlled room in which to store our bottles.”

Kegs hold the equivalent of 26 bottles which means the cost of 26 corks, labels, and containers are taken out of the pricing equation. O’Malley notes, “Glass by glass it’s cheaper because you don’t have to charge a glass pour as the same wholesale cost of the bottle,” a standard pricing strategy. Again, there’s almost no waste due to corked or unconsumed open bottles. She passes these savings onto her customers and in turn, the lower glass price makes customers happy.

AN ECO-FRIENDLY CHOICE

Kegs are one of the most sustainable options in the wine industry these days and both customers and restaurant proprietors appreciate the diminished environmental footprint. Once a steel keg is kicked, it is picked up by a contracted vendor,



brought back to the facility, cleaned, and refilled. No glass to recycle, no corks to dispose of; keg use is completely cyclical. Because there are fewer bottles to ship and recycle, carbon emissions are also reduced.

THINKING ABOUT A SYSTEM?

Heather Clauss, VP of Marketing and Customer Success at Free Flow Wines, says installing a wines on





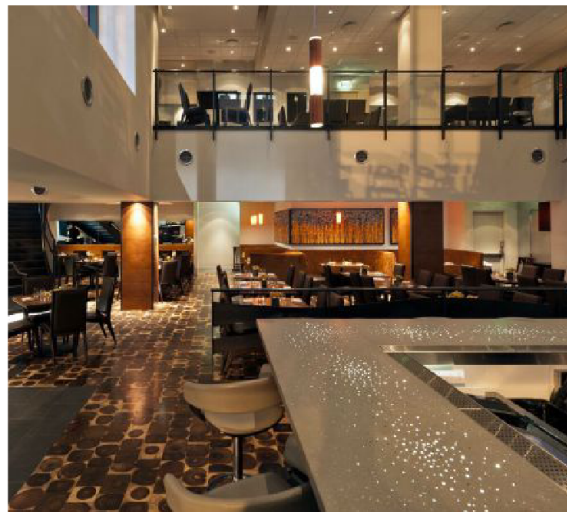
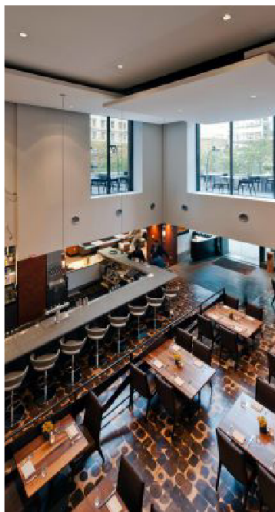
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The International Bulk Wine and Spirits Show (IBWSS) is an annual trade show and conference, open to trade professionals only, which takes place in San Francisco and London. IBWSS exhibitors are wineries and distilleries looking to sell bulk wine and spirits, producers and negociants who offer contract manufacturing, private label programs and wineries, distilleries, importers who have one time excess stock to clear.

In addition to a wide range of programs running throughout the fair, the trade show will also feature a business conference dedicated to the private label and bulk wine and spirit business.

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tap program isn't nearly as labor-intensive or costly as one might think. Existing beer taps can be retrofit to serve wine. "The system structurally is the same," she says. "However, all of the materials, the steel and the tube lining that touch the wine need to be updated to a higher grade. Standard beer parts are generally 303 grade, which is nickel-plated brass, and wine-grade steel would be 304 grade." She also recommends, "flavor-locked tubing, which is basically a wine-certified tubing that allows wine to stay fresh if it sits in those lines for a few weeks." As for gas, "you switch out the [beer] gas to a blended gas that is 75% nitrogen and 25% CO2. It's also known as Guinness gas - the same gas you use to push Guinness. And it's really good at preserving wine for a number of months." For new buildouts, custom options abound and she recommends connecting with a contractor to determine what will work best.

While selection was named as a drawback - "personally, I don't get to drink a lot of Brunello," jokes O'Malley, noting how wines that require aging don't work with kegs - overall, restaurateurs find themselves tapping into new revenue streams with keg wines. **S**

AMERICA'S OLDEST RESTAURANT CELEBRATES 180 YEARS

By **Marian Betancourt**

The New York Stock Exchange lit up its facade to commemorate Delmonico's 180th anniversary on September 13, 2017 and New York City presented an official proclamation recognizing it as Delmonico's Day.

When it opened in 1837 Delmonico's in New York's financial district was the nation's first white tablecloth restaurant, the first to seat guests at their own separate tables and to provide printed menus. It is also the origin of classic American dishes such as Lobster Newburg, Eggs Benedict, Baked Alaska and, of course, the boneless rib eye steak that bears its name. Until then, most dining was done in taverns on long communal tables, where people quickly ate whatever was available that day and took their leave. Dining out was not a pleasurable social experience until Delmonico's opened. There were many other firsts, such as the first celebrity chef, the first farm-to-table cuisine and the first restaurant to allow women to dine unescorted.

After many years of changing hands and even temporary closures during the latter part of the 20th century, Delmonico's was purchased in 1998 by a partnership led by Milan Licul and Dennis Turcinovic who have restored the luster of America's first grand restaurant. While retaining its classic 19th century steakhouse interior décor with chandeliers, wainscoting and walls adorned with genre paintings, today's kitchen, under the direction of Executive Chef Billy Oliva, has modernized the classics and added new dishes with locally sourced ingredients, changing the menu four or five times a year.

More than 500 people attended the anniversary celebration, including New York City controller Scott Springer, and Paul Freedman, historian and author of *Ten Restaurants That Changed the World*, published in 2016 featuring Delmonico's on its cover (see *Readings* in this issue for a review). Several long-dead celebrity diners, portrayed by Chezzam





(left) Executive Chef Billy Oliva in front of Delmonico's
(below) Charles Ranhofer, the nation's first celebrity chef.
(below right) Gulf Prawn and Meyer lemon soufflé with beurre Montpellier appetizer provided by Thomas Keller (Photo: Brogan and Braddock).



Events Performers, showed up, too: Abraham Lincoln, Mark Twain and Diamond Jim Brady. Also attending were Harry Thaw and Stanford White, the principals in a famed 19th century murder over a woman. Shaw went to jail and while awaiting trial, ordered his meals from Delmonico's.

The guests also honored the nation's original celebrity chef, Charles Ranhofer, who presided over Delmonico's kitchen from 1862 to 1896 and also wrote the first restaurant cookbook, *The Epicurean* published in 1894. He was portrayed by an actor who looked remarkably like him, sitting at a desk happily

writing out his menus for the day as the party went on around him.

A special 180th Anniversary Tribute Menu featured dishes from an elite chef lineup, which the restaurant made available for a month following the party. Daniel Boulud, who also attended the celebration, presented his recipe for Nine Herb Ravioli. Lidia Bastianich contributed an appetizer of eggs poached in tomato sauce. Michael White created a sea bass with caviar entree, and Danny Meyer a lobster shepherd's pie appetizer. Michael Lomonaco's entree was a chile-rubbed ribeye with white corn pudding. Thomas Keller, who often dines at Delmonico's when he is in New York, provided gulf prawn and Meyer lemon soufflé with beurre Montpellier appetizer.

The piece de resistance was Chef Oliva's prime 180-day aged bone-in Delmonico ribeye entree for \$380. Of course, with this you were given the special anniversary plate designed by the "All the Restaurants" illustrator and former New Yorker editor and cartoonist John Donohue. Oliva, who lovingly nurtured the

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(left) 180th anniversary commemorative plate designed by former New Yorker cartoonist John Donohue.

(below) Guests enjoy the celebration in Delmonico's main dining room. (below left) Mark Twain, left and Diamond Jim Brady, right.

steak's progress, "It has a buttery flavor from the air drying. It's like blue cheese." He said steak houses sometimes pack them too close together. "You need air to circulate around the steaks."

In 2012, to honor their 175th anniversary, Delmonico's opened a smaller and more casual outlet in midtown called Delmonico's Kitchen—affectionately known as DK. Continuing the 1834 legacy of serving America's first hamburger steak at Delmonico's, although without the bun, today's juicy DK Double Burger is well-stacked with tomato, onion, cheese, and more. In addition to its fine cuisine and

ambiance, Delmonico's is one of the city's most popular settings for television and movie shoots. Not long ago, Tom Selleck in his role as Police Commissioner Regan in TV's *Blue Bloods*, got shot as he left the restaurant after dining with friends.

When asked what was planned for the 190th anniversary, Dennis Turcinovic thought perhaps they would get traffic detoured and make it more of a street festival. This landmark restaurant is going strong and there's no reason to think it won't thrive for another 180 years.

Delmonico's is indeed a New York state of mind! **S**



America's Oldest Restaurant Celebrates 180 Years

Santé

NEW PRODUCT SPOTLIGHT!

BAYONNE HAM

The Artisanal Crafted Cured Ham
From France Comes To America

By David Spencer

Until recently, the crown jewel of French cured ham, and the first product of its kind to earn the Protected Geographical indication (PGI) in France, has been unavailable in the US.

Having cleared all necessary regulatory hurdles, Americans now, for the first time, can enjoy the memorable flavor of Bayonne Ham on their own tables.



Bayonne PGI ham is produced from pigs born and raised in a small area that includes just 22 departments of France, all located in the regions of Aquitaine, Midi-Pyrénées and Poitou-Charentes. This qualifies just 950 pig farms, 39 livestock producers, 23 cutting plants, and 30 curing units. The curing process uses locally sourced salt from a natural source of

spring water in the Salies-de-Béarn region that has a salination ten times higher than seawater and has been trapped deep beneath the Pyrenees for millions of years. This salt is key to the unique flavor characteristic of Bayonne Ham.

Richard Kessler of Specialties, Inc., a leading importer of Bayonne Ham

BAYONNE HAM PERSONIFIES ARTISAN PRODUCTION:

- Bayonne Ham can only be produced in the Southwest of France, in a region called the Adour Basin.
- To qualify for production, pigs must have been born and bred in 22 departments in France, all located in the regions of Aquitaine, Midi-Pyrénées and Poitou-Charentes.
- The pure white salt used to cure the ham can only be sourced at a saline spring located in Salies-de-Béarn, a small commune in the region. Naturally protected by mountain ranges, it is not contaminated by pollution.
- The Piment d'Espelette (Espelette pepper) applied in some variants of the ham has to be sourced in the region.
- Livestock is kept below a certain number to promote sustainable farming practices.
- The pigs' diet respects the environment; they are exclusively fed natural ingredients, based on a minimum of 60% cereals (maize).
- Southwest France has the smallest rate of animal loss and veterinary expenses. Health programs are implemented to ensure the best rearing conditions for the pigs, such as preventing the use of antibiotics.
- There are 950 pig farms, 39 livestock producers, 23 cutting plants and 30 curing units, all located in Southwest France.
- The European PGI label guarantees the product's quality, origin and transparency. The PGI status makes Bayonne Ham production process extremely regulated and traceable.

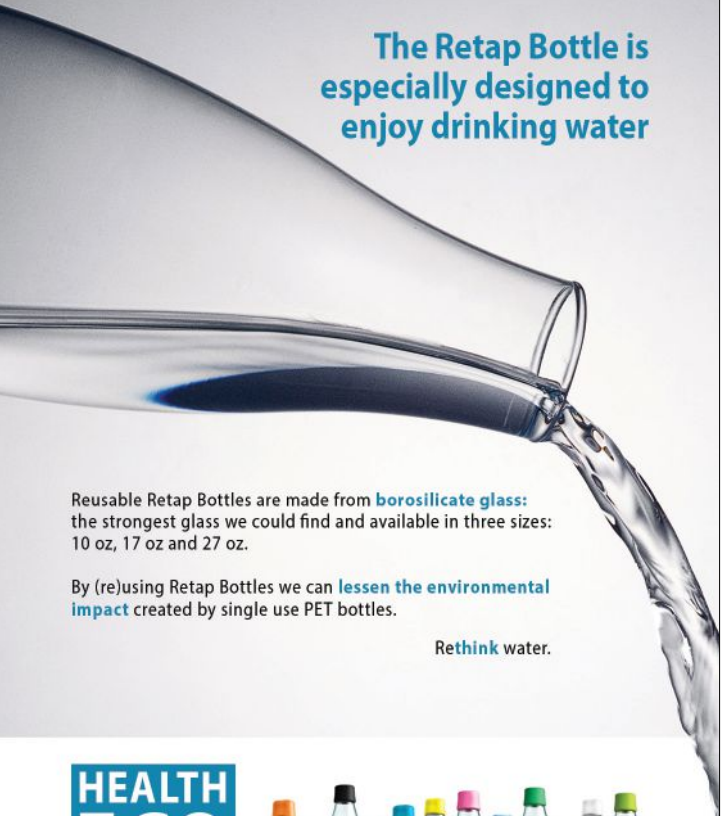
THERE ARE APPROXIMATELY 100 BAYONNE HAM BRANDS PRODUCED IN SOUTHWEST FRANCE. FOR NOW, FIVE (5) OF THESE ARE AVAILABLE IN THE UNITED STATES:

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2. **Delpeyrat** (importer: Specialties Inc)
3. **Mayte** (importer: 3 Petits Cochons)
4. **Salaisons de l'Adour** (importer: Fromi)
5. **Pierre Oteiza** (directly from producer, San Francisco)





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in the USA market says, "Our experience to date with the Bayonne Ham has been very positive. The unique salt used by Bayonne Ham during the curing process results in a flavor that is less salty than other cured hams, with a slightly sweet and creamy finish - remarkably different than an Italian Prosciutto or Spanish Serrano Ham. Once discovered by consumers, this unique flavor profile of the Bayonne Ham results in increasing sales."



After the salting, the hams are suspended in a room where they are dried in artificially created winter conditions, including low temperatures and high humidity. Then it's on to the dryer rooms where a long period of maturation begins, during which flavors and aromas start to develop. Bayonne Hams dry for a period of at least nine months. Once the hams have achieved the target moisture level, they are exposed to natural

temperatures for several weeks. It is during this maturation period that the ham acquires its distinctive qualities: melting texture, mild flavor, balanced saltiness, and delicate aromas. All together the process of curing the hams takes 9-12 months. This carefully crafted product personifies what makes French foods so renowned around the world, and has led to the reputation of France being a bastion of food culture. **S**



BAYONNE HAM ON THE MENU

Chef Bernard Guilles, the Executive Chef of the La Jolla Beach and Tennis Club and a native of France, features Bayonne Ham on the specials menu in the Marine Room restaurant. Chef Guilles prefers the less salt forward flavor profile of the Bayonne Ham with dishes that have more delicate flavors all around.

BAKED OYSTERS IN BAYONNE HAM COAT FENNEL CHILE BUTTER

Serves 4

24	oysters in half shell
12	paper thin slices Bayonne ham
¼ cup	finely diced shallots
½ cup	finely diced fennel
½ cup	finely diced zucchini, green part only
¼ teaspoon	chile flakes
½ teaspoon	orange zest
1 teaspoon	oregano leaves, chopped
¾ cup	unsalted butter, room temperature
to taste	freshly ground white pepper
½ tsp.	sea salt
¼ cup	toasted Marcona almonds, chopped
2 ounces	parmesan cheese

Preheat oven to 375. Combine shallots, fennel, zucchini, chile flakes, orange zest, oregano and butter in mixing bowl. Season with salt and pepper. Set aside. Shuck oysters, discarding top shell. Discard shell fragments from meat. Detach oyster from shell. Cut Bayonne ham slices in half lengthwise. Wrap each oyster in ham. Return to shell. Transfer oysters to baking sheet. Divide butter mixture between oysters. Sprinkle with almonds. Bake 5 minutes or until hot in center. Shave parmesan atop oysters. Transfer to serving platter lined with rock salt.

Bon Appetit...Executive Chef Bernard Guillas
The Marine Room, La Jolla
www.marineroom.comwww.chefbernard.com
www.twochefswoneworld.com

BAYONNE HAM MELI MELO CELERY ROOT AND APRICOT SALAD

Serves 4

2 cups	thinly sliced celery root, cut into
matchsticks	
1/2 cup	Bosch, pear, diced
1/2 cup	thinly sliced fennel bulb
2 sprigs	mint, minced
2 tablespoons	lemon juice
4 tablespoons	hazelnut oil
**	sea salt and freshly ground black pepper
4	mission figs, trimmed, quartered
1	ripe heirloom melon, peeled, seeded, diced
1 ½ lb	Bayonne ham, thinly sliced
1	4 ounces block of petit basque cheese
1 cup	packed watercress leaves

Toss celery root, pears, fennel, mint, lemon juice and 2 tablespoon of hazelnut oil in mixing bowl. Season with salt and pepper. For each serving, place melon in center of large serving plate. Top with celery root mixture, followed by Bayonne ham, watercress and fig quarters. Shave petit basque cheese atop of salad. Drizzle remaining hazelnut oil.



SEASONED to perfection

By **Tony Abou-Ganim**

Why create a seasonal bar menu?

My answer is simply why not! We disciples of the bar need to practice our craft much as chefs approach their profession. A huge part of this effort involves the cocktail menu — switching it up, keeping it fresh, and taking advantage of wonderful, seasonal produce.

Getting Started

Where do you start? First divide the year into quarters. Start your spring menu on March 1, kick off your summer menu on Memorial Day weekend, move into fall on Labor Day weekend, and finish with your winter menu on December 1. Ask yourself if it is truly feasible to switch your menu every three months. If this seems too daunting, start by splitting the year in half, implementing spring and fall menus. Next, take a long, hard look at your

bar concept and feature cocktails that fit your particular theme. For example, if you operate a Mexican restaurant, you probably don't want six whiskey cocktails on your menu; an Italian-themed bar would surely want to feature some Campari-based libations, and if you fancy your establishment a "martini bar," be sure to stock more than three kinds of gin.

Choosing Components

Now it's time to lay out the seasonal menu. I like to break a menu down into two parts, classics and specialties of the house, and I believe in one simple rule: quality over quantity. Do you really need 200 drinks on your menu or to feature the same old, same old that everyone has on their drink menus? Do you need to make a great cosmopolitan, and must it be listed



Feature five to seven cocktails that are classics (no, not the Sour Apple Martini!) and five to seven that are specialties of the house. Here are some basic guidelines:

- Search for a balance with regard to the base spirit and the style of drinks being featured
- Research lost and forgotten classics that complement your bar's theme.
- Call on the kitchen to source fresh fruit, make purees, prepare juices, and track down unique produce.





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on the menu? If yes, then add a twist. Use blood orange juice and serve it on your spring menu when oranges are in season.

Engaging the Staff

Developing original specialties of the house should involve your entire bar staff. Supply your bar with the available seasonal ingredients and let your bartenders experiment. Include your regular customers in the process — after all, they will be consuming these drinks for the next three months. When you decide on your new menu selections, invite your entire staff for a tasting. Write out precise recipes and preparation techniques and have all of your bartenders make the drinks for your staff to sample. Your staff needs to understand the menu, be familiar with how the drinks taste, and know that they are being made properly and consistently.

Finishing Touches

Design a cocktail menu that fits your concept. I am not a big fan of drink photography on a menu, but if you choose to use photos, make sure the drinks look like the pictures.

Use your menus! Recently, I consulted on a cocktail menu for a particular establishment. I went into the bar three months later, scanned the bar for a menu, and saw none. I asked the bartender for a menu and she told me she couldn’t find one. Ladies and gentlemen: You can’t sell them if you don’t tell them. The cocktail menu is a great tool, and is one of the things that makes your going special

To put your seasonal program in motion, start adding the cocktails, by name, to your POS system two or three days prior to the launch. Set reasonable prices —you want your guests to be able to experience the new creations! Stock your bar with the necessary products for the new cocktails: spirits, juices, mixes, garnishes,

glassware, and so forth. It is hard to build momentum when a bartender’s reply to a request for a new cocktail is, “I don’t have the ingredients.”

Make a commitment to providing your guests with new experiences, and remember: To everything there is a season.

*Tony Abou-Ganim has been honing his craft as a barman since 1980. After stints in top San Francisco and New York City bars, he joined the Bellagio Resort in Las Vegas in 1998 to design its cocktails and spirits program. Abou-Ganim operates his own beverage consulting firm specializing in gin bar staff training, product education, and cocktail development. **S***



As the Health Alarm Bell Rings,
Chefs Heed the Wake-up call

TO WELLNESS

Three Inspiring Stories of
Recovery and Renewal

By **Melanie Young**

Working in a kitchen is demanding. The idea of “pressing forward,” even when your body says, “I need a break,” has long been the norm in the restaurant business. Early in a chef’s career, this do-or-die attitude is exhilarating but long hours standing over a hot stove in a fast-paced setting where every minute counts will eventually take its toll.

Jean-Christian Jury, Seamus Mullen, and Steve McHugh are three chefs that learned wellness is a lifelong commitment and how they treated their bodies mattered. Don’t wait for a major health setback to make healthy changes to provide energy and drive to move forward and thrive.





Jean-Christian Jury

Jean-Christian Jury was running three restaurants in London when he experienced two consecutive heart failures in 2005. He says, “My eating habits, like those of many chefs, were erratic. After years of working 16-hour days, with no holidays, a poor diet, and very little sleep, I had my first heart failure, and just a few months later, a second one.” The experience made him rethink his diet. “I stopped work for six months and progressively changed my carnivore diet to a plant-based diet. I started to study nutrition and to create plant-based recipes.”

These days Jean-Christian focuses his time teaching vegan cooking classes and lecturing at food conferences around the world. In 2017 he published “VEGAN: The Cookbook” (Phaidon), an expansive collection of plant-based recipes.

“Today, I consider food and nutrients in a very different way. I know health should remain my priority and that the food I eat is providing me energy and has an important impact on the aging process. I don’t want to age in pain and I know that fresh plant-based food {helps} keep me away from the doctor. Now, I feel better than ever with more energy.”

Jean-Christian’s advice to chefs: “Study plant-based food. Propose more fresh plant-based items on your menu. Source fresh ingredients at local markets and local farms. Don’t go for the best bargain; go for the best quality and organic whenever possible.”

www.jeanchristianjury.com





Seamus Mullen

After opening his popular West Village Spanish restaurant, Tertulia, in 2011, Chef Seamus Mullen was exhausted. He says, “I felt worse than ever, burnt out and worn down. But I assumed these were the normal side effects of being a cook for the past decade and for someone who works long hours and late nights.”

Keeping his health in check while running his successful restaurant was paramount for Seamus.

In 2007 he’d been diagnosed with the autoimmune disease rheumatoid arthritis (RA). He says, “After my diagnosis I was continuously prescribed medicines with each being stronger than the next, but none helped. I was constantly aching and in pain with little to no energy. I hit a severe breaking point in 2012 when my disease caused a near-death experience. I was in the ICU with a 106-degree fever after the immunosuppressant medication meant my body couldn’t fight off infection. When I was finally released I made the decision to completely rethink my relationship with food.

“Before my stay in the ICU, I’d tried various small diet changes like reducing sugars and not eating nightshades, but these on their own gave little effect. When I made the decision to fully revamp my diet, I slowly but finally began to see changes. My first steps were to avoid all processed foods, to cook whole foods and to focus on things like omega-3s, as well as eating fresh, seasonal vegetables.”

Seamus says the changes have helped keep his RA in check. “Previously I felt severe pain in my joints every morning with fingers so swollen I couldn’t tie my shoes,

but after about six months of my new diet I began to see real changes. Things as simple as being able to walk from my bed to the kitchen in the morning without pain were huge signifiers to me that this new diet was having real effects. Within a year, I was entirely off medication and symptom-free.” He adds, “Having little to no pain and feeling more and more energy meant I could put my best self forward in both work and in my personal life. I even began to ride my bike again, something I hadn’t done for years because it was simply too painful. Now, I bike every day.”

The experience changed Seamus’ approach to his menu planning. “Over the past several years, I have been subtly incorporating my culinary philosophy and dietary changes into Tertulia. We use all pasture-raised meats and swapped industrial oils, such as canola or corn oil, for healthier alternatives like lard, ghee, avocado oil and coconut oil. Most importantly we have reengineered our plates so that vegetables are getting equal play with proteins, or are even the centerpiece of a meal.” He’s also written two cookbooks, “Real Food Heals” and “Seamus Mullen’s Hero Food.”

“Cooking and eating are about pleasure and joy, but being health conscious doesn’t mean you have to sacrifice these things. We can still create delicious, exciting and inspired dishes. Rethinking main ingredients has proven to be a game changer for me because with all the flavorful and nutrient-dense vegetables out there, we can let meat take the passenger seat.”

www.seamusmullen.com



Steve McHugh

Chef Steve McHugh was preparing to move from New Orleans to San Antonio with his wife, Sylvia, to open a new restaurant for the company he worked for when cancer came calling. He says, "I had a constant internal feeling of sickness. I was lethargic, tired all the time. I would have to leave work early, and my face was swollen every morning when I woke up. After seeing many doctors, an allergist suggested I get a CT scan. Three days later she called me into her office and told me I had a tumor in my chest. Judging by the tumor and my symptoms, the ER doctors decided I had a blood cancer called Non-Hodgkin's Lymphoma." Anyone who has been diagnosed with cancer will tell you what Steve reiterated, "Nothing kicks you into gear to change your life than a diagnosis that threatens it."

"I went on a chemotherapy regimen that knocked me on my ass every 10 days with insomnia, dizzy spells, and constipation. If you put that much poison into your body, you're going to have to make some changes to try to repair yourself...In addition to the drugs I had to take, I adopted an unadulterated and natural diet where I only put in food where I understood its source. That did good for my body rather than destroy it."


During his healing process Steve learned to value the concept of 'you are what you eat.' "When we eat we are ingesting hormones, emotions, and chemicals that the pigs, chickens, ingest and the vegetables absorb in the farming process."

One thing Steve underscores is that a health setback can be a detour but not a dead end. "What I did NOT change was my internal drive to work - I kept my life as normal as I could and didn't let cancer take control. Despite battling cancer, I

successfully opened, as planned, the restaurant in San Antonio." Today, Steve is in remission. "Non-Hodgkin's Lymphoma does not have a high recurrence rate, and now, six years later, I'm at less than a 1% rate of recurrence. Battling cancer made me realize that life is fleeting. I only have one chance to follow my dreams."

With that said, in 2013 Steve and his wife and opened their restaurant, Cured, in San Antonio. He says, "The driving philosophy of the restaurant is appreciation, gratitude, and celebration of life. My culinary foundation relies on the purity of natural regional ingredients and the hands-on, unadulterated methods that enhanced my own healing process. At Cured, we stick to the philosophy of knowing where things come from and where things are raised - whether it's pig, cauliflower, or a grapefruit, I want to know who's raising it or farming it, and what they're feeding it."

Steve advises other chefs to "incorporate more fermented food in your diet! Fermented foods, such as pickles, are shown to increase our body's ability to absorb nutrients. Raw fermented foods are rich in healthy enzymes and flavor. These enzymes help the body properly balance healthy bacteria for improved digestion!" www.curedatpearl.com

The author: After working nonstop running her culinary events agency and prioritizing her business over her health, a breast cancer diagnosis in 2009 inspired Melanie Young to make her own healthy changes. Today she writes about food, wine and health and hosts two national radio shows, The Connected Table Live and Fearless Fabulous You. www.melanieyoung.com, www.theconnectedtable.com 



A CASE STUDY ON GROWTH & PROFIT

By **Rudy Miick, CMC, FCSI**

The most important word in the phrase, “restaurant business,” is, business. Regardless of concept, industry segment, or organizational structure, and whether a restaurant is a start-up, in a growth phase, or in need of a turn-around, the bottom line can be improved.

Use Explicit Goals, Measurement Systems and Clear Communication as well as Action Steps 1, 2 and 3 (see sidebars). These concrete actions will shift a relatively good performance into great performance!

Our Case Study:

Jerry's Northern Italian Cuisine* had been open nine years and was,

Jerry said, successful. His father, also a restaurateur, had trained him in the business but Jerry felt there were gaps in his knowledge and that there was room for improvement.

According to Jerry, the business had around a hundred thousand dollars in the bank. He estimated his profit at around 9%, with food cost of around 26%, and beverage cost of around 24%. Having worked with over 1600 restaurateurs, I knew generality was a red flag. On the surface, things looked great, but I knew there were ways to improve his top and bottom line.

Performance specifics weren't being tracked or he'd have known to the penny what he had in the bank, and to a .10% where he was in performance.

I needed to gather data.

The restaurant seated 284 people and was open seven days a week for lunch and dinner. The average check was \$10.95. The restaurant did one (1) turn at lunch (284 meals) during the business week, and two (2) turns or more at dinner (568) each night. The weekends, Friday and Saturday, saw three turns or more, let's call that (852) each day.

The restaurant was known and loved for three things:

1. The quality and fun of the dining experience. Kids loved it and it was common to see three generations of family at a table.
2. The staff made a lot of money in shared tips from "great" service. And,
3. There's pride there! The kitchen team produced long-held family recipes at high volume and the kitchen was full of esprit de corps. Jerry was a good guy to work for.

As I suspected there were many areas of concern.

Here are the highlights of what I discovered. The full account can be read online.

BEFORE	AFTER
Two sets of books. Far more common with mom and pop's than I care to acknowledge. Clean it up.	Stop 2 Sets, clean up the books. Be smart with line item entry to cut taxes; at same time, pay taxes owed. Use restaurant accounting norms; run the restaurant on "cash" instead of accrual.
Inventory taken monthly if at all. Inventory sits at: food: \$ 28,450; beverage: \$ 15,695, 85% in liquor & beer (liq, beer, wine, n. alch.)	Food: Daily costing, purchases against sales; food inventory reduced to \$ 7,200 within 1 month and maintained as % against sales = dollar budget; beverage "breakage" put in place with perpetual inventory completed daily. Bev inventory reduced to \$ 7,500 total. Wine list is still limited, with "higher quality" by the glass program. Cash flow freed up by \$ 29,445 US.
Inventories taken and extended: Food Cost: 26.4%; Overall Beverage Cost: 24.3%	Overall food cost reduced and maintained at: 19.2%; Overall beverage cost reduced to: 21.1% (blended, liq, beer, wine, n. alch)
Staff turnover close to industry average of 187% per annum	Within 2 quarters with Purpose and Values defined, performance criterion defined, managers shift attitude from cops to coaches catching people doing right things right, staff turnover drops to 22% and stays there consistently. maintains there.
Nice guy founder/leader... and, benevolent in giving on a whim. Keeps team in "employee" mode, wait to be told what to do. Values or any sense of purpose other than making money is at the whim of the owner	Defined Purpose, defined Values, definitions of excellence in every stage of the company. Team takes action based on values and definitions of excellence. "Common sense" occurs because of definitions are shared. Team Retention goes up, turnover drops.
Sales \$ 3.273M and bottom line of 9.7% in one restaurant	Guest counts up, multiple turns daily, Sales increased to \$4.12M; bottom line of 16.5%, second unit under construction



Action Step 1: The trick with both goals and measurement is to have the discipline to track daily, accrue to the week, accrue to the period or month and through the fiscal year.

Action Step 2: Have the discipline to integrate A., B. and C. daily. That is, hold pre and post shift meetings each day and talk about status on measurement as relates to our shared definitive goal: "we're up, we're down by x.1% or +/- \$1.01. Pennies and 10ths of percent DO matter!"

Action Step 3: Coach to the positive rather than scold or harass. Make sure body language, tone of voice and word choice guide in ways that translate to "Yes you can!", instead of, "You idiot, you suck!"

Get rid of sarcasm, get rid of name calling, and say what needs to be said. What does respect for one another and being a consummate professional look and sound like? Speak from that position! Data allows this, we're .2% off mark. What actions can (you, we, our team) take to make up the difference?

Make sure you have:

A. Explicit Goals that are shared. These should be relatively simple to create.

B. Measurement Systems tied to goals tracked daily against a budget. Also pretty simple to define, implement and track.

C. Clear Communication that is, data-based, goals and measurement focused, and positive whether celebrating or course correcting.



Long story short: performance went up, team retention and sales went up, costs went down. Leadership-decision making became a team activity. Team training certifications led to incentive-based pay increases 25% above our industry averages.

Jerry had the intuition to know there was and is a better way to run his restaurant. He chose to clean up his personal performance, shift from old habits to new ones and from a benevolent owner to a dynamic leader. **S**



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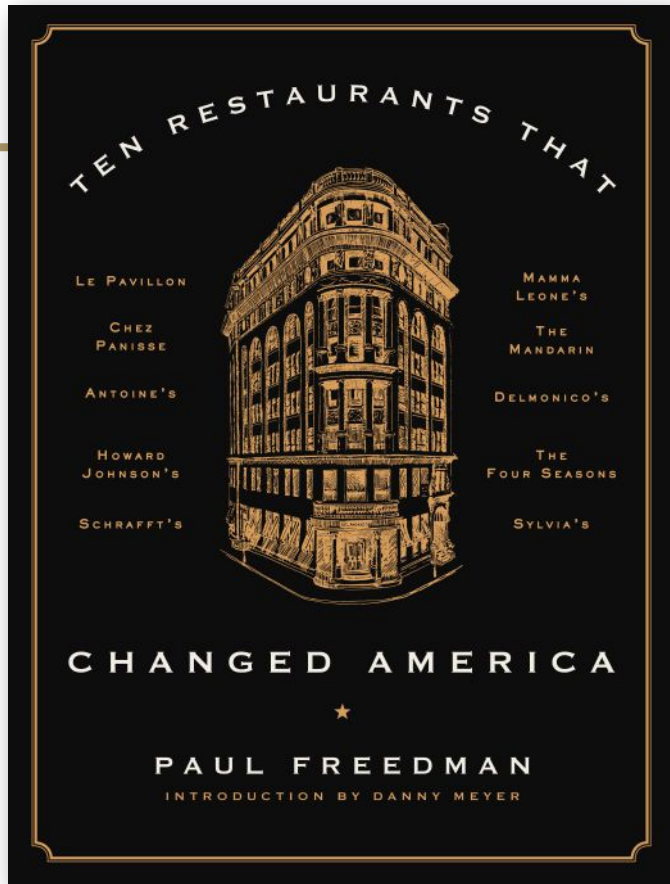
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Readings

By **Marian Betancourt**



Ten Restaurants That Changed America
By Paul Freedman

Paul Freedman's book, *Ten Restaurants That Changed America*, is a fascinating look at the foundation of the restaurant business in the United States. As restaurateur Danny Meyer explains in the Introduction, "This is a completely new kind of American history, as well as a revelation about restaurants and society." This 527-page well-illustrated book is chock full of history and personalities and fun to read.

Until Delmonico's opened in New York's financial district in 1837, dining out was not a pleasurable social experience. People went to taverns or hotels, sat at long communal tables and quickly ate whatever was available. At Delmonico's guests were seated at their own white clothed table and presented with printed menus featuring French fare. Antoine's, which opened a few years later in New Orleans, also featured a French menu and is still operated by the same family.

Early in the 20th century the national chains Schrafft's and Howard Johnson grew out of two related restaurant trends: marketing to female customers unescorted by men and the automobile age. Schrafft's offered a midday refuge where women could dine and relax in an alcohol-free environment. Howard Johnson with its orange-roofed white buildings became known as "Host of the Highways" to families with children. Like Schrafft's, they provided bland dishes at moderate prices becoming famous for their fried clams and 28 flavors of ice cream.

Until The Mandarin opened in 1961 in San Francisco, inexpensive Americanized versions of chop suey and chow mein were widely available in neighborhood restaurants. At the Mandarin, however, Peking duck, sweet and sour dishes, and dumplings were prepared with flavor and style, setting the example of high-end elegant ethnic cuisine.

Mama Leone's pioneered the Italian restaurant for non-Italians from 1906 to 1994 in New York's theater district. With strolling musicians and large portions of food it was called a shrine to Italian kitsch and loved by tourists. Another pioneer, Sylvia Woods, opened her restaurant in 1962 in Harlem and became known as the Queen of Soul Food, attracting celebrities along with neighborhood residents.

Le Pavillon, operated by Henri Soule was the epitome of high-end dining on elegant French cuisine in New York, and a place where future chefs such as Pierre Franey and Jacques Pepin learned their craft. (You'll find out how Howard Johnson lured both chefs away from Soule.) The Four Seasons, with its iconic Pool Room, was an immediate sensation among the literati when it opened in New York in 1959, a time when luxury dining meant defying the seasons; thus the "four seasons" were available year round. Truly seasonal and local food did not become the norm until Alice Waters opened Chez Panisse in Berkeley, California in 1971, establishing what we now consider New American cuisine. **S**



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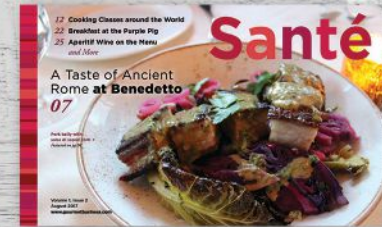
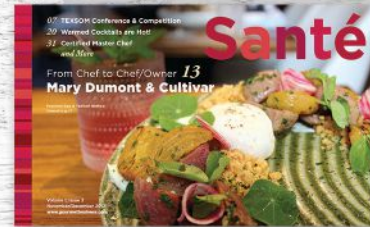


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