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Salads are ideal vessels for food waste, be it breadcrumbs from stale bread or vinaigrettes from citrus peels.



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Food Fanatics is the go-to source for the foodservice industry and anyone truly passionate about food, the people behind it and improving the bottom line. Issued quarterly since 2012 and hand-delivered to readers, the print and online magazine is a US Foods publication produced by Bite This Media.

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WASTE NOT, WANT MORE

Welcome to the spring edition of Food Fanatics Magazine!

Spring presents the perfect time to plant new habits for future growth — for both business and environmental progress. By bettering your management of energy and resources, you can reduce unnecessary spending, decrease your carbon footprint and see your demand blossom. Here we share groundbreaking stories and helpful tips to prepare your team for this next phase of responsibility — and the subsequent pleasure of seeing how much more you can achieve by simply cutting back.

In **Menu Must-haves**, we feature the tradition of Banchan — Korean small plates — and how operations can artfully tie together a dish with these tasty accoutrements. We then venture into the artful nuances of the wine menu, identifying how prioritizing this offering can make or break a customer's experience—and your bottom line. Plus, we share pro tips on smart ways to reuse ingredients, compost materials and help reduce waste overall.

In **Money Moves**, we take a closer look at the purpose of the pop-up — to ensure there is no waste, while knowing this goal will continue when the concept becomes a brick-and-mortar. We also share tried and true ways to overcome unexpected (literal) obstacles and prevent losses, as well as how to position yourself on Tik Tok and other social media to boom business.

Lastly, in **Meeting the Moment**, we present a focus on service — revealing that if service is done correctly, there's less waste overall. This includes old-school ways of making customers' experiences memorable, as well as expanding service outdoors, and taking tips from who's who in Kansas City.

As always, please enjoy our carefully curated stories, beautiful photography and insightful advice, to grow your business for seasons to come.

Thanks for reading,

Jay Kvasnicka
Executive Vice President, Field Operations
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MENU
MUST-
HAVES

PREP MATTERS

Landing the
ultimate fish
and chips

By Amber Gibson
Photography by Matt Armendariz
Food styling by Adam Pearson
Prop styling by Amy Paliwoda





Paired with french fries, spicy remoulade, pickled lemon and coleslaw, the freshest haddock makes for the best fish and chips, says Harbor Bistro.

→ Spurred by a recent spate of British pub openings

across the country, fish and chips are having a moment. Look no further than Gordon Ramsay, who's growing a concept dedicated to the dish with locations in Washington, D.C., and New York. Like the chicken sandwich, fried fish and fries are inherently simple but can be sublime depending on the type of fish and batter. Seven chefs across the country share their secret to the perfectly crunchy fish and chips.

LOCAL AND THICK

› **Ken Lingle**, corporate chef at Harbor Bistro + Terrace in Portland, Maine

› **The fish:** wild caught haddock from Casco Bay

"The key to a great fish and chips is utilizing the freshest local fish," Lingle says. He uses paprika, Old Bay seasoning, salt and white pepper in the batter, along with a local lager. "Thick portions are important, so the fish retains moisture and doesn't lose its integrity and shape." Lingle fries the haddock at 350 F and serves it with hand-cut french fries, spicy remoulade, pickled lemon and housemade coleslaw.

FLAKY AND RICHER

› **Ed Szymanski**, co-owner/chef at Dame in New York's West Village

› **The fish:** local hake

"Hake is flakier and richer than cod," Szymanski says, adding that it holds up better. Refrain from an oily fish and go for a leaner, flakier white fish for better texture. Szymanski uses Heston Blumenthal's batter recipe with equal parts flour and rice flour, whipping up a frothy, bubbly batter that he describes as souffle-like. Battered fish is fried at 385 F, so the fish steams inside the crispy batter like Japanese tempura. "You don't want to cook your ingredient, but cook the batter and the fish will poach gently inside."

Fish and Chips

Co-owner/chef Ed Szymanski
Dame, New York City

- 200 grams flour
- 200 grams white rice flour, plus extra for dusting
- 1 teaspoon baking powder
- 1 tablespoon honey
- 300 mL vodka
- 300 mL lager
- Oil for frying, as needed
- 4 large turbot or other firm fish fillets
- Salt and freshly ground black pepper, as needed
- French fries, your choice
- Lemon for garnish
- Curry tartar sauce, your recipe

Combine flours and baking powder; set aside. Whisk together honey and vodka and add to the flour to create a batter. Stir the lager into the batter until just combined.

Transfer the batter to a jug, then pour it into a siphon. Charge the siphon with 3 CO₂ charges and refrigerate for a minimum of 30 minutes. Add enough oil to cover the fish in a large pan and heat to 428 F.

Rinse and pat dry fillets. Season well with salt and pepper; dust with rice flour.

Shake the siphon vigorously, then squirt the batter into a medium-sized bowl, enough to cover a fillet. Dip the fillet into the foamy batter to completely coat and lower into the oil.

As the fish fries, drizzle a little extra batter over it to create a crusty exterior. Fry until light golden brown, turn over and drizzle more batter on top. Drain; place a fillet on top of fries. Garnish with salt, lemon and tartar sauce. Makes 2 servings.

PHOTOGRAPHY COURTESY OF COLWEN HOTELS



Ed Szymanski dispenses batter from a syphon to create a souffle-like result.



LIKE SCHNITZEL

› **Andrew Brady**, chef/partner at Field & Vine in Somerville, Massachusetts

› **The fish:** monkfish

"I think of this monkfish as fish and chips turned into a schnitzel," Brady says. The fish is pounded thin, seasoned and dredged in seasoned flour, egg and panko." Brady fries his monkfish in canola oil at 375 F, then serves it with fermented garlic tartar sauce, tender pea greens, sour cucumbers and half a grilled lemon.

Fried Monkfish with Pea Greens, Pickles and Fermented Garlic Tartar Sauce

*Chef/partner Andrew Brady
Field & Vine, Somerville, Massachusetts*

- 2 3- to 4-ounces monkfish fillets
- Kosher salt as needed
- 100 grams aioli
- 100 grams Dijon mustard
- 300 grams flour
- 15 grams Old Bay seasoning
- 5 grams garlic powder
- 5 grams smoked paprika
- 300 grams panko
- 4 eggs, well beaten
- Canola oil, as needed
- Tender pea greens
- Dill pickles, sliced
- Tartar sauce, recipe follows
- 1 half lemon, grilled

Pound monkfish into ½-inch thick fillets and season with salt. Combine aioli and mustard and gently rub all over the fish. In a mixing bowl, combine flour, Old Bay, garlic powder and paprika. In another mixing bowl, combine panko and 6 grams salt.

Dredge 1 fillet in the seasoned flour, shake off excess and dip into egg mixture, followed by the seasoned panko, pushing panko firmly against the fish to adhere. Repeat with the other pieces.

Fill a large heavy-bottomed pot with 2 inches oil. Heat to 375 F and fry fish 1 fillet at a time until golden brown and crisp, 3 to 4 minutes. Season with kosher salt.

Serve with pea greens, sliced sour dills, tartar sauce and grilled lemon. Makes 1 serving.

To make tartar sauce: Combine half bulb fermented garlic with 1 cup mayonnaise, 2 tablespoons each chopped cucumber and chopped dill pickles and 1 tablespoon chives.

PHOTOGRAPHY BY SHANNON PATRICK



Smaller pieces allow for more crunch factor, says Danielle Van Steen of Ironside Fish & Oyster.

GO SMALL

› **Danielle Van Steen**, executive chef at Ironside Fish & Oyster in San Diego

› **The fish:** wild Pacific cod or rockfish

Van Steen recently switched up her fish-to-batter ratio, moving from a large, coated fillet to several smaller ones. "This new preparation gives a better crunch factor to every bite and is more user-friendly in that it's much easier to eat as a shared entree," she says. She keeps her batter simple with Old Bay, sea salt and soda water, which creates a crispier texture. "Frying in a lower temperature (350 F) will make a heavy, saturated batter that will become soggy by the second as it cools."

ADD VODKA

› **Kieron Hales**, executive chef and co-founding partner at Cornman Farms near Ann Arbor, Michigan

› **The fish:** cod

"I grew up eating fish and chips at least once a week," Hales says of his childhood in England.

"I think the best addition to my batter was vodka. It's definitely not traditional but when the batter hits the hot oil, it instantly evaporates and creates a very light crispy batter." Hales sous vides his cod for an hour with salt and lemon, then cools it in the fridge to firm up the flesh before covering the cod fillets with a flour and cornstarch batter. Since the fish is already fully cooked, a quick of couple minutes in the fryer is all he needs to achieve a hearty golden-brown crunch.

PARTIAL TO BEER

› **Sam Sherman**, chef/partner at Milady's in New York

› **The fish:** pollock

"We really wanted to get that seafood shack flavor, which is how we landed on our simple beer batter recipe using Miller High Life," Sherman says. "The only spice we use in the batter is turmeric, which gives the batter a nice earthy aroma and gives the final product the correct color."

ALL ABOUT QUALITY

› **Aaron Cuschieri**, chef at The Dearborn in Chicago

› **The fish:** Icelandic cod

Cuschieri beat Bobby Flay with his fish and chips recipe on the Food Network show by the same name, and it's a bestseller at The Dearborn. "We use a tempura batter with baking soda, egg, flour, salt and soda water, which is lighter and crispier than traditional beer batter," Cuschieri says. He foregoes any special spices, seasoning with just salt and pepper, and makes his own tartar sauce. "The glory of fish and chips should be in its simplicity and quality of ingredients." ■



Chef Aaron Cuschieri preps fish with a tempura batter.



PHOTOGRAPHY BY SEAN T. MCGILL

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Squeezed lemon, meat scraps, skin from produce and shrimp shells, below, can have a second life as a way to reduce waste.



Chefs are finding more treasure in the trash than ever before.

Over the past decade, awareness of food waste and its impact on the bottom line and the environment has grown. As a result, chefs have become more creative upcycling trim, scraps and other prep waste, especially of late with rising food prices. So much flavor often remains in these bits and pieces that can amp up the menu in big and small but meaningful ways. Go beyond making pistou with carrot tops and meringue from aquafaba by considering leftover orange juice, vegetable scraps and coffee grounds.

INFUSED OILS

The oil from frying shallots as a garnish can give dressings and sautes a deeper flavor. The same concept applies to citrus peels. Chef Andrew Court infuses oil with peels to brighten dishes, such as tartars as well as a sea trout with fava pesto at the InterContinental Chicago Magnificent Mile.

CREATIVE COFFEE GROUNDS

Chef Matt Kammerer of The Harbor House in Elk, California, has a Michelin green star in addition to his two Michelin stars for his commitment to sustainability in the kitchen. He saves coffee grounds from breakfast to use as a bacon cure and to infuse into sunflower oil, which he then drizzles over a kombu ice cream at dinner service. Remarkably, it tastes like a honey lavender latte.

DRY-AGED DUCK

Executive chef Akshay Bhardwaj at Indian fine dining restaurant Junoon in New York City uses aged duck breast for an entree, confits and shreds the legs for a khichdi lentil dish, and the carcass for stock. Think of a similar approach for other birds.

LEEK THREE WAYS

For a spring appetizer, Kammerer steams the bottom third of the leek to bring out its sweetness, infuses dashi with the middle portion and blends the top greens into an oil.

Leek Three Ways

*Chef Matt Kammerer
The Harbor House Inn, Elk, California*

5 leeks

600 grams kombu dashi

20 grams shiro shoyu

10 grams dark soy sauce

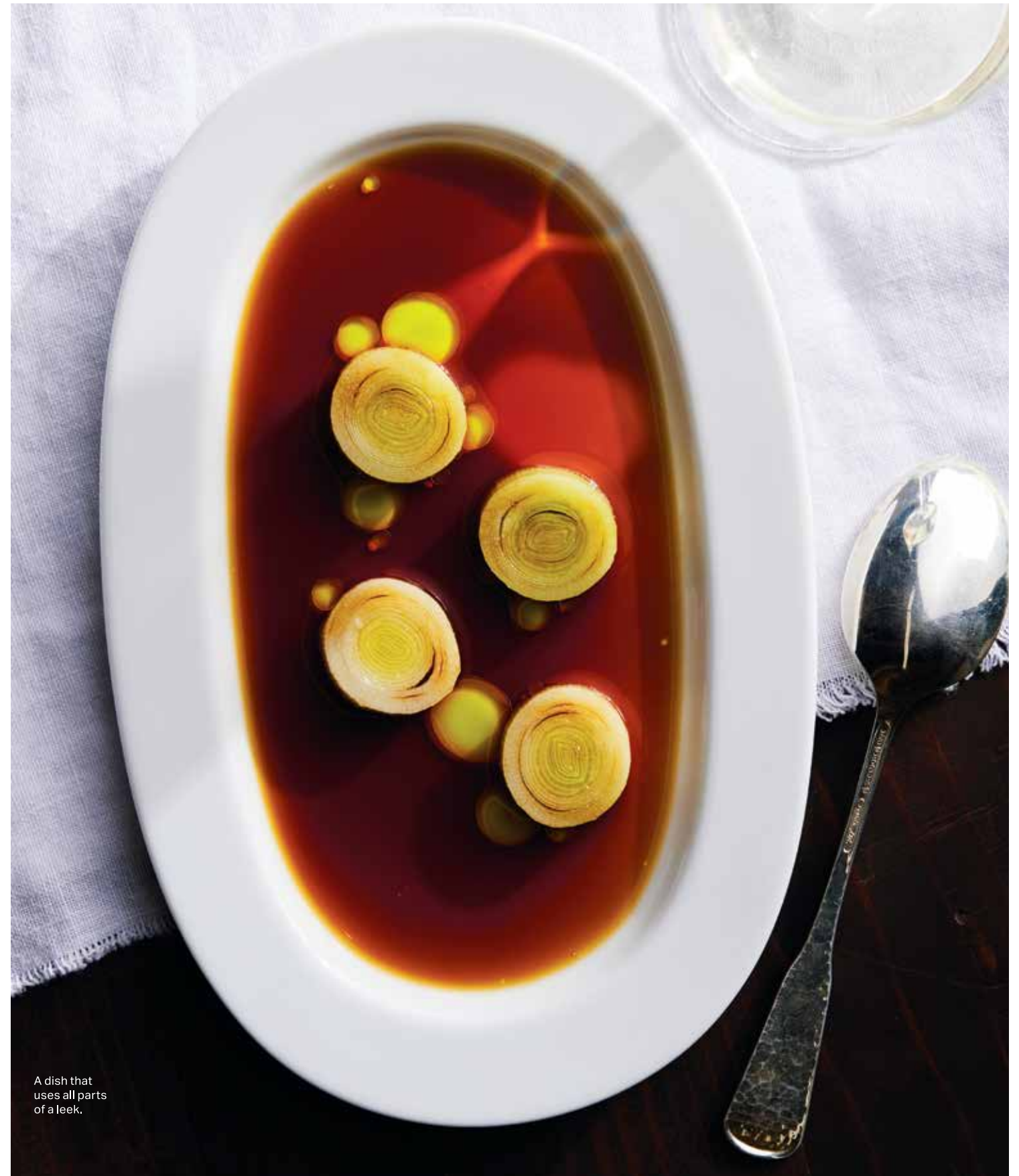
Kosher salt to taste

Leek oil, recipe follows

Remove the outside layer each leek and slice the bottom third into 1-inch rounds. Steam for 4 minutes in a bamboo steamer. Season with sea salt. Slice the middle portion of each leek into 2 millimeter rounds and rinse; drain. Heat the dashi and add the seasonings but do not boil. Add middle portion leeks for 1 minute; strain.

To serve, add some steamed leek to a bowl, 1 tablespoon of oil and 200 grams hot broth. Makes 3 servings.

To make leek oil: In a mixer, blend 200 grams leek tops with 100 grams sunflower oil until bright green. Strain through a coffee filter.



A dish that uses all parts of a leek.



BEET ON BEETS

Raw beets are spiralized to make noodles at Pharm Table in San Antonio, while the ends are reserved for making a pink beet crema with cashew cream. The beet noodles are massaged with ginger, turmeric and lemon juice, then garnished with a cilantro coconut chutney. Leftover cilantro stems are reused for tea and stock.

Beet Noodle Salad

*Chef Nikita Villastrigo
Pharm Table, San Antonio, Texas*

- 2 large beets, peeled, tops reserved**
- 2 tablespoons lemon juice**
- 1 tablespoon ginger, finely minced**
- Pink salt to taste**
- Mixed salad greens, as needed**
- ¼ pound thin asparagus**
- Beet crema, recipe follows**
- Spearmint, for garnish**
- Thai basil, for garnish**
- Cilantro coconut chutney, recipe follows**

Spiralize beets with a spiralizer and set aside the greens for beet crema.

Combine lemon juice, ginger, turmeric and salt in a large bowl, and massage the noodles until fully incorporated. Set aside to allow noodles to marinate. Slice asparagus at an angle; blanch.

Toss onion skins into stock along with stems from herbs that can also be used for tea, pesto and infusing oils.



To assemble, layer 1 cup of salad greens with 2 cups of beet noodles, and a few asparagus spears. Drizzle with beet crema. Garnish with herbs and cilantro coconut chutney.

To make beet crema: Steam beet trimmings in a pressure cooker for 10 minutes. Trim unusable parts; set aside. Soak 2 cups raw cashews in boiling water for 30 minutes; drain and discard water. Transfer cashews to a blender and blend with 1½ cups water to form a creamy puree. Add ½ cup cashew cream to a blender with the greens; 1 tablespoon lemon juice; 1 teaspoon gochugaru; ½ tablespoon each of cinnamon, nutmeg and minced ginger; ½ teaspoon each cardamom powder; and pink salt. Add ½ cup water and process until smooth.

To make cilantro coconut chutney: Blend 1 cup coconut in a food processor for 1 minute; transfer to a bowl. Add ½ cup lemon juice, ½ teaspoon each honey, and minced ginger and generous pinch of salt and blend for 1 minute. Add 3 bunches cilantro leaves and process for another minute. Stir in coconut.



FAMILY MEAL

The California-based Eureka Restaurant Group repurposes scraps for family meal that go far beyond soups and salads, says Joe Bejos, vice president of kitchen operations. These meals consist of repurposing food in creative ways including off-menu items and are cooked by the kitchen members and/or other team members. Bejos says challenging staff to create meals fosters teamwork and teaches the importance of sustainability and controlling waste.

FERMENT VEGGIE SCRAPS

At Field & Vine, chef/partner Andrew Brady ferments all kinds of vegetable scraps at his Somerville, Massachusetts, restaurant. He dehydrates them, turning the waste into a shelf-stable powder, or purees the ferment to add to a sauce. His honeynut-squash dish features both techniques. “We scoop out all of the seeds and pulp and ferment them for a few weeks,” he says. “Some of the guts get dried out, ground into powder and mixed with a little paprika and citric acid before being sprinkled all over the dish as it makes its way to the guest.” Brady purees the rest of the ferment and folds it into hollandaise, to make a version of sauce Choron with squash puree instead of tomato.

Chef Marc Forgione also ferments cauliflower stems to make sauerkraut or kimchi from cabbage, then serves them alongside seared scallops with creamy cauliflower puree.



ALMOND PULP FOR DESSERT

The housemade almond milk at Cafe Gratitude is a customer favorite but results in a lot of almond pulp. The Southern California plant-based cafe upcycles this pulp into a variety of desserts, from raw tiramisu to mixing the pulp with date paste, chopped cherries, cacao powder and coconut oil for this chocolate cherry black forest cake. Check out the recipe on page 20.

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Chocolate Cherry Black Forest Cake

Executive Chef Seizan Dreux Ellis
Cafe Gratitude, Southern California,
multiple locations

1 cup date paste
⅓ cup coconut oil, plus more for the pan
3 tablespoons water
¼ teaspoon Himalayan sea salt
⅓ teaspoon vanilla extract
4½ cups almond pulp, recipe follows
¾ cup raw cacao powder
¼ cup almond milk
2 tablespoons agave nectar
3 cups pitted and chopped cherries
Cherry frosting, recipe follows
Vegan whipped cream, your recipe
Vegan chocolate shavings, as needed
Whole cherries to garnish, as needed

Lightly grease a 9-inch springform pan with coconut oil and set aside.

In the bowl of a stand mixer fitted with the paddle attachment, combine date paste, coconut oil, water, salt and vanilla. Beat on low and slowly increase to medium speed until very smooth and creamy, about 3 minutes.

Add almond pulp, cacao powder, almond milk and agave. Beat at low speed, 5 minutes. Fold in 2 cups cherries.

Add half of the cake batter to the prepared pan and scatter 1 cup chopped cherries over the top, followed by half of the cherry frosting. Place the cake in the freezer to set for about 2 hours, or until the frosting feels firm.

Gently pour the remainder of the cake batter over the set frosting. Scatter the remaining cup of chopped cherries over top and finish with the remaining frosting mixture. Place the cake in the refrigerator to set for 2 more hours, or until frosting is firm.

To serve, remove the outer ring from the springform pan. Using an offset spatula, spread ¾ of the whipped cream over the top. Decorate the top of the cake with more piped whipped cream (if desired), chocolate shavings and a whole cherry per slice.

To make almond milk and pulp: In a blender, combine 6 cups water, 2 cups raw almonds, 2 Medjool dates and ¼ teaspoon Himalayan sea salt. Blend 2 to 3 minutes, until the almonds are very finely ground. Pass the milk through a nut milk bag set over a large bowl. Squeeze the pulp well to extract all the liquid. Refrigerate 2 to 3 days. The pulp can be frozen until ready to use.

To make cherry frosting: Combine 1½ cups pitted cherries, ¾ cup cashews (soaked 8 hours), ¼ cup agave nectar, 2 tablespoons lemon juice, 1 tablespoon beet juice, ¼ teaspoon Himalayan sea salt and ⅓ teaspoon vanilla and blend until smooth and creamy, adding more water if needed. Add ¼ cup coconut oil and 1½ tablespoons soy or sunflower lecithin and blend again until smooth.



Almond pulp, left, can be used to make a chocolate cherry black forest cake while citrus peels offer plenty of uses at the bar.



JUICY COCKTAILS

Gracias Madre in Los Angeles and Newport Beach, California, reduces its carbon footprint behind the bar by upcycling leftover grapefruit and orange juice from brunch in palomas and micheladas. Bonus: These cocktails all have extended shelf lives and are sold to-go.

Paloma Cocktail

Gracias Madre Beverage Team
Gracias Madre, Los Angeles

5 ounces grapefruit liquor
1½ ounces Tequila Blanco
1 ounce housemade grapefruit cordial, recipe follows
Sparkling soda, as needed

Combine liquor, tequila and cordial; pour into a tall glass. Top with soda. Makes 1 drink.

To make grapefruit cordial: Clarify fresh grapefruit using a centrifuge. Add grapefruit peels, sugar to taste, dash of pea blossom powder and sous vide for 2 hours; strain, bottle and refrigerate. ■

Kitchens team up with the bar, supplying excess produce to make kombucha and shrubs as well as citrus peel, including grapefruit for this Paloma cocktail.




Dig deeper into reducing waste and the new sustainability on page 30.

Little
Dishes
**BIG
FLAVOR**

Take a cue from Korean banchan

By Amber Gibson
Photography by Matt Armendariz
Food styling by Adam Pearson
Prop styling by Amy Paliwoda





Kale Moochim

- 1 bunch kale, preferably Tuscan, stemmed and rinsed**
- 4 tablespoons gochujang**
- 2 tablespoons scallions, chopped**
- 2 tablespoons rice wine vinegar**
- 2 tablespoons sesame seeds**
- 1½ tablespoons soy sauce**
- 1 tablespoon garlic, minced**
- 1 tablespoon sesame oil**

Blanch kale in salted water and then shock. Squeeze water from kale, shaping it into a ball; slice into 1-inch cubes. Set aside.

Combine all the seasonings and add the kale; mix well with hands. Refrigerate until ready to serve.



Dried black beans stewed in soy sauce, sugar and sesame oil offers a flavorful savoriness to rice and any main entree.

➔ Banchan are Korean small plates

of punchy flavors meant to top bowls of rice and often served with a main protein. Served hot or cold, they're designed to enliven your taste buds, much like an amuse-bouche but in a simple, casual way. They range from sweet to super savory, providing piquant, funky, acidic or bitter accents to a meal. In restaurants, these flavorful side dishes can be a useful way to cross-utilize ingredients, minimize food waste and batch cook.

"Every Korean family has a whole bunch of banchan in their refrigerator," says chef Hooni Kim, owner of Little Banchan Shop in Queens, New York where he has more than 80 banchan recipes on rotation. "That's what

makes a Korean meal easy, in a sense, because you have cold banchan in the fridge and all you need is a bowl of rice. When you have guests over, the more banchan, the better the meal is for your guests. Flavor combinations are very subjective and individual." Bright, acidic and crisp cucumber banchan might be used to cut through a fatty cut of meat, whereas a sweeter banchan might contrast and bring balance to a hot and spicy stew.

Kimchi is the most ubiquitous, which Kim calls "Beyoncé of banchan." Fermentation plays an important role in many banchan recipes, adding probiotic health benefits. Many banchan, whether pickled, braised or stewed, can be refrigerated for a week or more, like Kim's childhood favorite stewed sweet dried black beans cooked with soy sauce, sugar and sesame oil, then served cold over hot rice.

"Substituting canned beans will not work because they will overcook and turn to mush," he warns. "It's important to add the sugar at

the end after the beans are tender because adding the sugar in the beginning will cause the beans to harden when refrigerated." Another favorite sweeter banchan is stir-fry fish cakes. Kim used to make labor-intensive fish cakes from scratch at his former restaurant Hanjan, but he suggests purchasing frozen fish cakes as a shortcut to achieve the same flavors.

"Most commercial brands of fish cakes contain quite a bit of MSG," he says. "If you're sensitive to it, as I am, an easy way to get rid of some of the MSG is to boil the fish cakes in water for a couple of minutes." Kim then re-seasons the springy fish cakes with soy, sugar, minced garlic and sesame oil, adding thinly sliced green bell peppers and onions into the mix. These fish cakes reheat easily in the microwave and can be served hot or cold.

In Chicago, chef Dave Park serves a contemporary Korean tasting menu at Jeong, but incorporates the idea of banchan into garnishes and accouterments. "Our scallop



APPLY HERE

Explosions of flavor for any cuisine

The concept of banchan—colorful side dishes or small plates—can be found in many other cuisines from Mediterranean mezze to Ethiopian stews and compotes eaten with injera bread instead of rice. But it can be applied to any cuisine.

“These little bites are explosions of flavor—spicy, sour, funky—that make you more interested in eating,” says Dave Park of Jeong in Chicago. “You won’t get palate fatigue or be burdened by something heavy.”

—Amber Gibson

course is served with spinach *namul*, a classic Korean side dish that we lay right next to the scallop on the same plate,” he explains. One of Park’s popular banchan is lightly fried slices of kabocha squash drizzled with gochugaru honey and sprinkled with toasted black sesame seeds.

“Banchan help tie a meal together,” says chef Ji Hye Kim. She lists banchan on her menu at Miss Kim as either “snacks” or “appetizers” since some diners in Ann Arbor, Michigan, aren’t familiar with the term. Her *gyeran jang*, or soy and hot pepper marinated soft-boiled eggs, are especially versatile banchan that can be served over noodles, rice, toast or a green salad. “You can put it anywhere you would put a fried egg,” she says. Zucchini or squash jeon is another popular banchan that she likens to a reverse omelet. “An omelet is mostly egg with a little bit of vegetables. Jeon is a mostly squash dish and egg plays a supporting role. You can eat it as a side or breakfast.”

“Banchan tend to be very well seasoned—whether salty, spicy or sweet,” says Kim. “From a young age, we controlled how salty and spicy things are in our mouths. So, we are used to seasoning ingredients because we’ve been doing it all our lives with every meal.”

Zucchini Jeon

2 to 3 small zucchini, sliced into ¼-inch round pieces

¼ cup jeon mix, recipe follows

3 large eggs

½ teaspoon saewoojut (Korean salted fermented baby shrimp)

1 tablespoon scallions, finely chopped

1 pinch freshly ground black pepper

Neutral cooking oil, as needed

Kosher salt, as needed

Dust the zucchini in the jeon mix; set aside.

Whisk together eggs, saewoojut, scallions and black pepper; set aside.

Dust zucchini with jeon mix to cover, dust off excess and dip in egg mixture.

Heat oil in saute pan over medium heat. In a single layer, cook until golden brown on both sides.

Place the zucchini jeon onto a paper towel-lined cooling rack. Sprinkle with salt if desired.

To make jeon mix: Combine 1 cup flour, ½ cup rice flour, 1 teaspoon baking powder and 1 teaspoon kosher salt.

Chive and Hot Pepper Squid Pancake

1 cup garlic chives, cut into 1-inch pieces

⅓ cup Narragansett squid or calamari, chopped

1 Lady Choi chili, thinly sliced

1 Jimmy Nardellos chili, thinly sliced

1 Fresno or jalapeno chili, thinly sliced

½ cup jeon mix, recipe follows

½ cup cold water

Neutral cooking oil, as needed

Kosher salt, to taste

Place the garlic chives, squid and hot peppers in a mixing bowl. Add jeon mix and cold water and mix gently by hand.

Heat oil in saute pan and add a tablespoon of batter. Flip the pancake when edges are golden brown.

Transfer to a paper towel-lined wire rack. Season with salt if desired.

To make jeon mix: Combine 1 cup flour, ½ cup rice flour, 1 teaspoon baking powder and 1 teaspoon kosher salt.

All banchan recipes courtesy of chef/owner Ji Hye Kim of Miss Kim in Ann Arbor, Michigan.



Zucchini Jeon, top, followed by Chive and Hot Pepper Squid Pancake are banchan but also work as bar snacks.



Gyeran Jang (Soy and Hot Pepper Marinated Soft-Boiled Eggs)

2½ teaspoons kosher salt
2½ teaspoons rice wine vinegar
6 large eggs
½ cup soy sauce
½ cup water
6 large eggs
2 tablespoons sugar
½ cup scallions, finely chopped
1 jalapeno, finely chopped
1 Fresno chile, finely chopped
2½ teaspoons garlic, minced
1 tablespoon sesame seeds

Add salt and vinegar in a pot that can hold 6 eggs, and water to cover. Bring to a boil and cook 6 to 7 minutes. Transfer to a bowl with ice. Cool.

Combine remaining ingredients, stirring to dissolve sugar. Peel eggs and add to the sauce. Refrigerate overnight. Halve eggs to serve. ■



Always use quality rice for banchan, like these soy and hot pepper marinated soft-boiled eggs.



Perfect Salad with Roasted Strawberries, Goat Cheese and Pecans.



COVER STORY

ZERO IS A PLUS

A no-waste approach from concept to compost bin

By Kate Bernot
Photography by Matt Armendariz
Food styling by Adam Pearson
Prop styling by Amy Paliwoda

→ Restaurants are a small slice of the food system's contributions to damaging the environment, but they can play a large role in developing solutions to climate change.

It begins by reducing waste so it doesn't end up in landfills, further contributing to greenhouse gas emissions, chefs say. Call it sustainability 2.0 or a zero-waste restaurant.

"I have altruistic intentions, but I also don't want to spend money on food to impress a customer that they're going to throw in the trash," says Rob Connoley, chef-owner of Bulrush in St. Louis. "I want to maximize everything I spend."

U.S. restaurants are responsible for 18% of total food waste, according to ReFED, a nonprofit that develops solutions for reducing these losses. That translates into billions of gallons of unused produce, meat and grains that restaurants purchase each year.

A zero-waste restaurant generates no garbage—a lofty goal for most operators. (Bulrush generates, on average, 5 gallons of food waste per week, and all of it is composted.) But chefs committed to zero-waste principles say perfect should not be the enemy of good: Waste-reducing changes to menu design and ingredient ordering can yield financial savings, higher employee morale and more exciting dishes.

"This is not something limited by knowledge or skill. It's truly limited by intention and commitment," Connoley says. "The mindset isn't a burden. It's me watching the trash can and when I see food in it, saying 'Why is this here?'"



Old bread gets a second life as croutons and then breadcrumbs.

Perfect Salad with Roasted Strawberries, Pecans and Goat Cheese

*Chef Abra Berens
Granor Farm, Three Oaks, Michigan*

- 4 ounces super greens or butter lettuce mix
- 4 ounces arugula
- ¼ cup sherry, apple or red wine vinegar
- ¼ cup olive oil
- Kosher salt and freshly ground black pepper, to taste
- Roasted strawberries, recipe follows
- 6 ounces goat cheese
- 1 cup pecans
- ½ cup garlic breadcrumbs
- Edible flowers, if desired

Combine greens; set aside. Make vinaigrette by whisking together vinegar, olive oil and seasonings. Toss greens with strawberries, goat cheese and pecans.

To plate, transfer greens to a bowl and garnish with breadcrumbs and edible flowers. Drizzle with vinaigrette.

To roast strawberries: Add neutral oil to a smoking saute pan and add 1 pound cored strawberries in a single layer. Roast in 400 F oven until caramelized and juice is reduced.

Israeli Nachos

*Chef-owner Naama Tamir
Lighthouse, Brooklyn, New York*

- 1 teaspoon sumac
- 1 teaspoon za'atar
- 1 teaspoon cumin
- ½ teaspoon chili powder
- 1 cup olive oil, plus extra for drizzling
- 3 pita pockets, opened
- Kosher salt and freshly ground black pepper, as needed
- Tahini drizzle, recipe follows
- ¼ cup pickles, diced
- ¼ cup pickled peppers, diced
- 2 ounces sugar snap peas
- 2 ounces watermelon radishes, julienned
- 2 ounces chickpeas
- Lemon juice, as needed

Whisk together spices and oil, brush onto both sides of the pita, cut into triangles and toast in a preheated 350 F oven until crispy and lightly toasted like a tortilla chip. Sprinkle with salt.

Layer the bowl with pita chips, pickles, peppers, snap peas, radish and chickpeas, and drizzle with tahini. Season with olive oil and lemon juice. Garnish with cilantro.

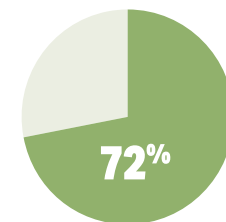
To make tahini drizzle: Blend together 1 cup raw tahini, 1 minced garlic clove, 1 tablespoon each chopped parsley and cilantro (leaves only), lemon juice, salt and pepper to taste. Thin with cold water.

PHOTOGRAPHY BY MATT ARMENDARIZ, FOOD STYLING BY ADAM PEARSON, PROP STYLING BY TAMASIN REID

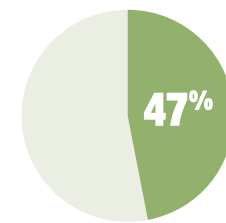


A take on nachos uses kitchen surplus, such as pita, snap peas and watermelon radishes.

Lighthouse restaurant recycles oyster shells through the Billion Oyster Project to improve the ecosystem.



Diners in the U.S. care about how restaurants handle food waste



Customers willing to spend more at restaurants with an active food recovery program

Source: Unilever

Start with portion size.

In the 80-seat restaurant where Connoley worked before Bulrush, large portion sizes meant the kitchen tossed about 40 gallons of food per night just from plates that servers cleared. Restaurants often err on the side of oversized portions, he says, because they think they must, but most diners merely expect a fair meal at a fair price.

If plates are consistently coming back to the kitchen with food remaining, that's a sign that a kitchen can begin reducing portion sizes while incorporating more textures, colors and flavors.

Design for the whole ingredient.

At Lighthouse restaurant in Brooklyn, New York, a zero-waste goal means every dish begins with a consideration of whole, in-season ingredients. This spurs creativity in using "bits and pieces," as co-owner Naama Tamir calls them, or it necessitates partnerships with organizations that can use certain types of Lighthouse's food waste. Its oyster shells, for example, go to the Billion Oyster Project, which collects shells weekly and uses them to rebuild reef sites across New York's five boroughs. Some vegetable scraps go to local artists who dye textiles with them.

Avoid the short shelf life.

Some ingredients just aren't worth buying. For example, Lighthouse tends not to purchase certain ingredients because they spoil too quickly, and some portion is likely to be wasted.

"We don't work with microgreens," Tamir says. "That's part of the design—a thoughtful menu by elimination. We don't work with things that might end up in the trash."

But if a food is nearing its final days as a fresh ingredient, have a plan to freeze, dry or ferment to create another dish.

Use technology.

Anticipating demand is one of the best tools to reduce food waste and save on costs. Many point-of-sales systems offer predictive sales technology, which aims to give operators better visibility into future traffic.

The Jimmy John's location in Nahonet, Illinois, has been using ClearCOGS to generate predictive PAR levels for two years. General manager Kyle Roadl calls the software "a game changer. It breaks down hour-by-hour how much bread we should have. It's almost dummy-proofed to where, if we follow this game plan, we should not run out of bread but we're not going to waste multiple trays at the end of the night either," Roadl says.

With reports on sales, Roadl can make more precise decisions on ordering, bread in particular, but also on staffing levels. Both have led to savings. "It's pretty crazy how its sales projections are right on the money, within a few hundred bucks," Roadl says.

Flex your prix fixe.

But when technology isn't available to help with forecasting, chefs can find other ways to limit menu waste.

Abra Berens, chef at Granor Farm in Three Oaks, Michigan, says prix-fixe/special menus and chef's tasting menus can give chefs greater control over ordering. They allow

for anticipating what diners will order and repurposing ingredients that need to be used. Berens says she's noticed diners are more enthusiastic about this type of experiential dining.

"I think about places like Farm Club in Traverse City, which does a 'shepherd's tent' for six to eight people. You rent the whole tent, and the kitchen sets the menu for you," Berens says. "It's really nice for their offseason, and they're able to create customer excitement."

The same thinking can be applied to just about any theme, from an ingredient or seasonal focus to local and national holidays.

Give food a second life.

When Vermont became the first state with a recycling law that essentially banned disposal of food waste, the state saw a 40% increase in food donations. At least six states—from California to Massachusetts—have laws restricting the amount of food waste allowed at landfills, which has drastically reduced food waste tonnage. These kinds of actions, along with greater awareness of climate change, have led to more options for donating surplus food to the underserved, selling remaining dishes at the end of the day, and composting.



Abra Berens' recipes are adapted from her cookbook, "Ruffage: A Practical Guide to Vegetables."



← SCAN THIS for waste reduction resources.

Ramp Pesto with Seared Chicken Thighs, Radish and Bread Salad

*Chef Abra Berens
Granor Farm, Three Oaks, Michigan*

- 4 bunches ramps, about 2 pounds
- ½ cup neutral oil, plus more for searing
- ¼ cup Parmesan, grated
- 2 tablespoons sunflower seeds, toasted
- 2 garlic cloves
- 1 teaspoon kosher salt
- 6 chicken thighs, bone in and skin on
- Salt and freshly ground black pepper
- ½ cup white wine
- ½ loaf sourdough bread, torn into 1-inch chunks
- 1 cup chicken stock
- ½ cup heavy cream
- 1 bunch radishes, thinly sliced

Roughly chop ramp leaves and the bulbs separately. Process the oil, cheese, sunflower seeds, garlic and salt in a blender. Add ramp leaves and process until smooth, adjusting ingredients for desired consistency.

Season the chicken thighs liberally with salt and pepper. For each order of 2 to 3 thighs, heat oil in a saute pan and sear until golden brown; transfer to a plate.

Add the ramp bulbs to the pan, saute for a minute and add the wine, season with salt and scrape up any brown bits in the pan. Allow the wine to reduce and add bread, stock and cream and return the thighs (skin-side up) to the pan, resting on top of the bread.

Transfer pan to a preheated 350 F oven and roast for 20 minutes or until cooked through. Transfer chicken to a plate to rest; toss bread with ¼ cup pesto and some radishes.

To plate, place bread onto a plate, top with chicken and garnish with pesto. Makes 2 servings. ■

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MAKE A SPLASH

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PHOTOGRAPHY BY MATT ARMENDARIZ, FOOD STYLING BY ADAM PEARSON, PROP STYLING BY TAMASIN REID

Inventory control, preshift training, the right stemware, and regular food and wine tastings for staff are paramount to maximizing wine sales.

PHOTOGRAPHY BY MATT ARMENDARIZ, FOOD STYLING BY ADAM PEARSON, PROP STYLING BY AMY PALIWODA



→ A two top arrives

ready to take in the full experience of the restaurant. Menus in hand, they peruse dinner options and eagerly inquire about the wine list. They look it over, sigh and stick with cocktails. What happened?

Nothing inspired them to order wine, and no one was around or trained to suggest anything. And that's a missed financial opportunity.

"No matter what you do, if you focus on the wine program, you will see an increase in sales," says Richard Hanauer, wine director and partner of Chicago-based RPM Restaurants.

As a part of Lettuce Entertain You Enterprises sommelier team since 2008, Hanauer has worked in all types of restaurants, selecting bottles from every price point. He knows what works and what doesn't, and says that with a little effort, from wine selection to training staff, any restaurant can create profit-making opportunities via a well-curated wine list. Here are a few of his tips to wake up a wine list.

It Starts at Stemware

Wine is too often served in inappropriate stemware and at the wrong temperature, says Hanauer. It can be a big investment to ensure proper glasses for whites and reds, glass

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decanters for bottles that need it, and that bottles are properly chilled and stored. But that attention to detail goes a long way.

“You want guests who order wine to feel like they’re getting their money’s worth,” he says. “Proper glasses and a good mise en place for wine service is a good starting point.”

Train Your Staff

“You can’t operate or sell a product if you’re unfamiliar with it,” says Hanauer.

If a designated sommelier doesn’t exist, delegate responsibility to someone who’s willing to learn or has knowledge on pairing selections with the menu and can share that knowledge with the staff. If that’s a budget stretch, lean on sales reps, the distributor or even the winemakers to train your staff.

“It’s simply about knowing how each bottle fits into your restaurant’s library of wines,” says Hanauer. “Wine can enhance the meal. If no one can confidently relay that to a guest, then it’s lost.”

Taking Stock

Perhaps the individual who’s taken on the role of learning more about wine can oversee inventory. This ensures someone is making sure

vintages are correct, and that wines listed on the menu are available. Customers could easily be turned off if they sense the list is an afterthought, and it could cost more than just one sale. “No one will trust a restaurant if they’re told their first two wine picks aren’t available,” says Hanauer. “Proper inventory control costs zero dollars and makes an immediate improvement.”

Mix and Match Wine Cases

Cash-strapped restaurants can diversify their wine lists without breaking the bank by ordering customized cross-portfolio cases. Try your distributor and consider coveted wines like 13th Vineyard by CADE and Odette without doubling down on full cases from a single producer.

Stay True to Your Concept

The most obvious solution to dusting off a wine program is making sure it matches the cuisine. Even wine professionals like Hanauer know that not all restaurants require a wine list or full program.

“When you go to an Italian restaurant that serves a beautiful Bolognese, and they don’t have a Sangiovese to pair with that, that’s

not hitting the mark. If you’re serving French food, have the right wines from the Rhone and Burgundy, not random wines but regionally-focused,” he adds.

Be Wary of Trends

Unless it’s the crux of your business plan, stray from overly promoting something new. “Fads are always popping up and dying down in our industry, but you still need to know what works for you,” says Hanauer.

For instance, just because natural wine is trending across the nation, it doesn’t mean it’s a fit for every restaurant. If it goes great with your menu, serve it. Just make sure someone is knowledgeable and that they and well-trained staff can deliver the proper messaging to the customer.

Broadcast Your Efforts

Let the world know what you’re doing. For Hanauer, social media is the best way to share new wines, wine-focused staffing, great food matches and specials.

“It’s almost frustrating to think about an operator losing their grip on a wine program,” says Hanauer. “It’s the easiest way to make money.” ■

TOP LEFT PHOTOGRAPHY BY MATT ARMENDARIZ. FOOD STYLING BY ADAM PEARSON. PROP STYLING BY TAMASIN REID



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TREND TRACKER

ON THE RADAR



Boozy Affogatos.

The sweet spot between dessert, coffee and dessert cocktail lies in a spiked affogato. Partner with a local ice cream maker and/or coffee roaster for a bigger impact, like Drip Affogato Bar in New Orleans.



Classics Comeback.

Traditional lobster thermidor—a 20th century luxe favorite—is getting a modern makeover. At The Vasper in New York, chef Nick Koustefanou poaches lobster meat in bechamel, grilled corn seasoned with chili powder, lime zest and lime juice, then finishes the esquite-inspired French classic with gochujang tableside.



Pearls of the Ocean.

Oysters are getting serious cred beyond flavor and variety. When the shells are returned to the ocean, they provide ecological support for future oysters and the environment. For more zero waste ideas, see page 30.



Bistro Boom.

Diners can't seem to get enough French food judging by the spate of recent openings across the country. Steak frites, s'il vous plait.

HIGH ALERT



Clubbing.

Restaurants that turn into night clubs are real, from DJ booths perched above diners in Chicago to ceilings turning purple as servers break out in a dance routine in Las Vegas at Villa Azur.



Inflation Fallout?

With more than 3.2 million app users and 12,000 partners in the U.S. (and growing), Too Good To Go, which sells surplus food from restaurants at a discount, is saving more than 300,000 meals daily.



PHOTOGRAPHY BY KIMBERLY MOTOS

A Different Tea Totaler.

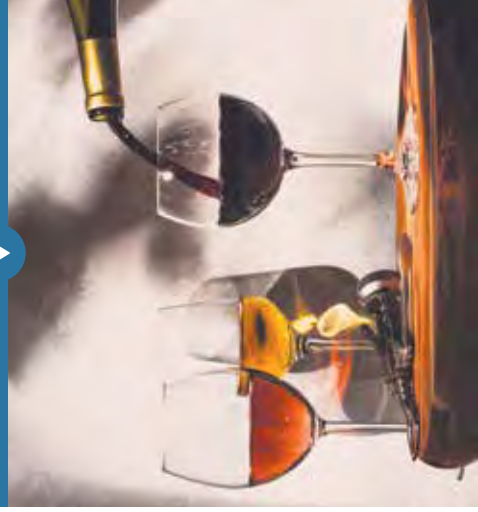
Cocktails are going hard with tea for depth and tannins. Anna May Bar & Lounge in Beverly Hills envelops a high tea penicillin cocktail with a black tea and lavender cloud. Cannonball in San Diego serves a hot toddy twist from a teapot with Japanese whiskey and green tea honey syrup.



In Reel Time.

Fish & chips are having a moment. See page 4 for renditions claimed as the best of the best.

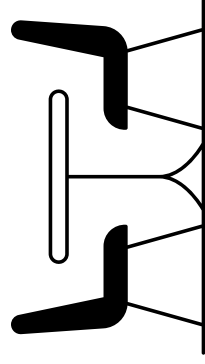
FADING OUT



No More Natty Wines.

Just because a wine is natural doesn't mean it's good or right for your concept.

Try this instead: Instead of jumping on a trend without knowledge, wake up your wine list so it can make money for you. See story on page 38.



Off The Table.

No one likes a cramped space or a table within arm's reach of the service station.

Try this instead: Pull the table and devote more time to upselling to make up or revenue or if you can't do without it, acknowledge to the guests it's not the best and compensate with a free appetizer or dessert.



Anyone For Hire.

Desperation shows up in the food and service when standards are lowered.

Try this instead: Dedicate time to new hires, such as having them trail a seasoned employee before allowing them to cook or interact with guests.



Truffled Out.

It's overused, overpowering and most oils aren't even made with real truffles.

Try this instead: Make in-house oils with scraps that might otherwise go to waste. See page 12 for more.

Turkish Cigars at Shuka in New York City feature ricotta, feta, mozzarella and herbs balanced by a green chili shatta.

WRAP & ROLL

Global takes on a classic



PHOTOGRAPHY BY MATT ARMENDARIZ. FOOD STYLING BY ADAM PEARSON. PROP STYLING BY TAMASIN REID



Lay down a pastry wrapper and a world of flavors unfold. Whether a Mexican taquito or Indian samosa, a wrapper encasing a filling is a staple in a variety of cuisines that's making headway on menus.

Wrappers and the way they're shaped post filling vary. From paper-thin phyllo, thicker-skinned wonton skins or even buttery puff pastry, the wrapper can be shaped in many ways, including squares, triangles, half-moons or cigars. Chefs say it's personal preference, but all agree it's about shareability and crunchiness, made even better with a dipping sauce.

The least labor-intensive and most economical riffs, chefs say, are versions that consider cross-utilization of ingredients with an eye toward reducing kitchen waste. Decide on the wrapper and, from there, the possible fillings are truly endless.

○ Make it local

Last year, Baltimore-based H3irloom Food Group launched a pop-up, King of Eggrolls. It enjoyed success in part by combining global flavors and favorite local ingredients encased in a wonton wrapper, like a lump crab egg roll with aioli and hot sauce. A Caribbean vibe comes through in the jerk chicken egg roll with fried cabbage and jerk barbecue sauce.

○ Riff on a sandwich

Ball & Chain in Miami has a long history as an entertainment venue in the Little Havana neighborhood. The menu has familiar favorites, such as jerk-roasted wings and camerones enchilada, but the Cuban spring rolls have become a signature. Described as the classic Cuban morsel with a twist, the dish aims to provide the usual flavors of a Cuban sandwich in a new form. Sliced ham, pulled pork,



The Cuban sandwich reimaged as a spring roll along with a mustard aioli at Ball & Chain in Miami.



SPECIAL ADVERTORIAL SECTION

Chef Einat Admony's baked Moroccan Meat Cigars at Israel-inspired Balaboosta in Manhattan includes a tahini sauce for dipping.

Swap in and out

The beauty of a wrap, fill and roll starter lies in its versatility and ability to adapt any cuisine just by changing up the filling. Funky Fresh Spring Rolls in Milwaukee serves four standard egg rolls including a meatless rendition stuffed with sweet potato, black beans, cilantro and Southwestern spices. For a Central American twist, swap in plantains for the sweet potatoes and cumin and coriander for spices.

Take a cue

At K'Far in Philadelphia, a section of the menu is dedicated to bourekas, an Israeli-Jewish bakery mainstay. The three choices include enriched dough filled with potato; cream cheese and olives; and artichokes and brown butter. The dough is cut into squares, filled and folded to form a triangle before it's brushed with an egg wash and sprinkled with sesame and nigella seeds. In San Francisco, Latin-American Cavana serves pastel de carne, Brazilian flaky pastry filled with braised beef and served with rocoto aioli. The bourekas and the pastel de carne can easily be rolled into cylinders or folded into squares or half circles.

Fill with the familiar

O'Shaughnessy's in Chicago serves two versions: Irish egg rolls stuffed with corned beef, cabbage and Swiss cheese accompanied by mustard aioli and spicy mustard, and Shepherd's Rolls stuffed with Shepherd's pie and served with mashed potatoes and onion gravy.

At Flanigan's in South Florida, an egg roll has become so popular that it's become a signature dish. Baby back ribs, pulled pork, cheddar cheese, onions and barbecue sauce are rolled in a wonton wrapper and deep-fried. While such an appetizer would have overall appeal, those who want a lighter choice might go for the Southwest Egg Roll at Hilton Head Health, a wellness resort in South Carolina. Chicken, cheese, black beans, corn, onion and red bell peppers are wrapped in phyllo, rolled and baked instead of fried. ■

PHOTOGRAPHY BY MATT ARMENDARIZ. FOOD STYLING BY ADAM PEARSON. PROP STYLING BY TAMASIN REID

Swiss cheese and pickles are wrapped in spring roll and lightly brushed with egg wash to seal. The roll is then lightly fried for about 3 to 4 minutes to get everything warmed and crispy and served with a side of mustard sauce.

Bask in the Mediterranean

Ayesha Nurdjaja, chef/partner at Manhattan's Shuka and spinoff Shukette, has made a splash with her Soho gems featuring market-driven Mediterranean fare. Items such as samboosa—baharat-spiced

lamb and saltanas wrapped in phyllo—and Turkish cigars can be found on her menu. They're popular, she says, in part because of their shareability and crunch factor.

The same can be said of Greek-rooted spanakopita. As Greek cuisine experiences a moment, the classic dish is branching out beyond its expected preparation. Feta and spinach are wrapped in phyllo and folded into triangles at Lyra in Chicago and purses at Nerai in New York City, but they also can be cylindrical—just by rolling them differently.



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POWER OF A POP-UP

Test the concept and build a following first

By Bret Thorn

A pop-up approach led to Hana and Nile Dreiling's successful doughnut concept.

PHOTOGRAPHY BY JACOB DWIENS

Chef Tatiana Rosana, below, started a taco pop-up that helped shape her culinary vision.



Para Maria
Executive chef *Tatiana Rosana*
The Envoy Hotel, Boston

How it started: Via brainstorming to work within the confines of a limited staff when restaurants reopened after the COVID shutdown. “I wanted to do it in a way that really sang to who I was as a chef and as a person,” says Rosana, a first-generation American with Cuban parents. In spring of 2021, she opened Para Maria, which means “for Maria,” after her grandmother. “Initially we started as a pop-up outside on the patio, and it was just tacos,” she said, adding that tacos seemed logical because people could enjoy them individually while practicing social distancing or share them in groups while socializing with family and friends.



How it helped: Helped her understand what customers were looking for. “Starting as a pop-up, we were able to see what worked and what didn’t work and really kind of test it out before we went all-in on an actual concept,” she says. It also helped manage guest expectations. “If something ran out for the day, people understood because it was a pop-up.” Her customers responded well and started standing in line waiting for a chance to try the food at the pop-up. “People seemed to really enjoy not just the taco scene, but what Para Maria stood for ... a way of bringing people together.”

PHOTOGRAPHY BY THE ENVOY HOTEL/PARA MARIA

PHOTOGRAPHY (CLOCKWISE FROM TOP) BY HOLEY GRAIL DONUTS, LIZ BARCLAY AND KENNA REED



The challenges of running a restaurant

are real, which is why entrepreneurs for years have been testing the waters with temporary venues. Pop-ups, as they have come to be called, might be in someone else’s restaurant, in an event space as an added amenity, a bar aiming to offer better food than its staff can handle, or even in people’s homes. But when COVID brought more uncertainties, pop-ups became part of new business models. While the National Restaurant Association does not track pop-ups, it’s clear that the pandemic launched a tidal wave resurgence. Add the reach of social media, FOMO and younger diners seeking the next big thing, it’s evident that a pop-up approach for testing a concept has become useful not just for limited budgets. Just ask these operators:



A slow and steady approach as well as word-of-mouth helped siblings Hana and Nile Dreiling, below, with their pop-up that led to permanent locations and food trucks.



Holey Grail Donuts
Owners *Nile and Hana Dreiling*
Kauai, Hawaii

How it started: As a burger food truck launched by brother-and-sister duo Nile and Hana Dreiling. Burgers provided a way to earn income while conceptualizing the doughnuts—a cross between a cake doughnut and a raised one. Using taro, a culturally important crop in Hawaii, and other local ingredients such as finger limes and locally grown chocolate, the Dreilings started selling them to order out of their burger truck on weekend mornings.

How it helped: They built a community movement driven by a word-of-mouth loyal following. With a strong foundation, the Dreilings withstood a devastating flood, which inundated the Kauai community and taro fields. They rebuilt, remaking the truck as the Holey Grail, which led to a second truck on Oahu. COVID hit, but again they used the same approach, starting on weekends, spreading by word of mouth and working with new local farmers to create new flavors such as a doughnut rolled in lemon sugar and topped with Tahitian lime curd, Hawaiian-grown finger lime and local begonias priced at \$4 apiece. A happenstance encounter with a private equity firm has led to growth. Two brick-and-mortar stores opened last year in Honolulu and Santa Monica, California, respectively. A Holey Grail truck operates in Los Angeles and a permanent location in the city’s Larchmont neighborhood was slated to open in February.



PHOTOGRAPHY © FONZIE'S PIZZA



Fonzie's Pizza
 Chef/owner Ed Cotton
 New York City

How it started: Pizza at lunch only on Thursdays in the back of his high-end restaurant, Jack & Charlie's No. 118, in New York City.

How it helped: "It brings people in the door (as they pass Fonzie's) and they get to see the decor and everything," Cotton says. "It's all open so people can see me making the pizzas and throwing the wood in the oven and all that. I make a limited amount of dough, and if I'm out, I'm out."

Cotton calls the pizza style "Metro-politan," a hybrid of New York and Neapolitan style, with options including a margherita with charred basil, and a Broken Meatball, a recipe from his grandmother. Cotton's not sure whether Fonzie's will be a permanent option. But the pop-up will remain at least until he runs out of pizza boxes, of which he placed the minimum order of 1,000. "That will probably take us into the spring," he says. ■

POPULAR POP-UPS

A permanent location to call home may be the intent but not always the end goal.

Sandoitchi: Dallas-based roving pop-up that moves its way through the state with visits to Oklahoma partners with established restaurants. The Japanese-inspired sandwiches sell out via pre-order at each pop-up.



PHOTOGRAPHY BY @HANGRY_PANDA

Gotham Bagels: Started in Madison, Wisconsin, by native New Yorker Joe Gaglio but when he decided to expand, he sold to-go bagels out of other restaurants in Chicago. The pop-up has expanded to four Chicago restaurants.



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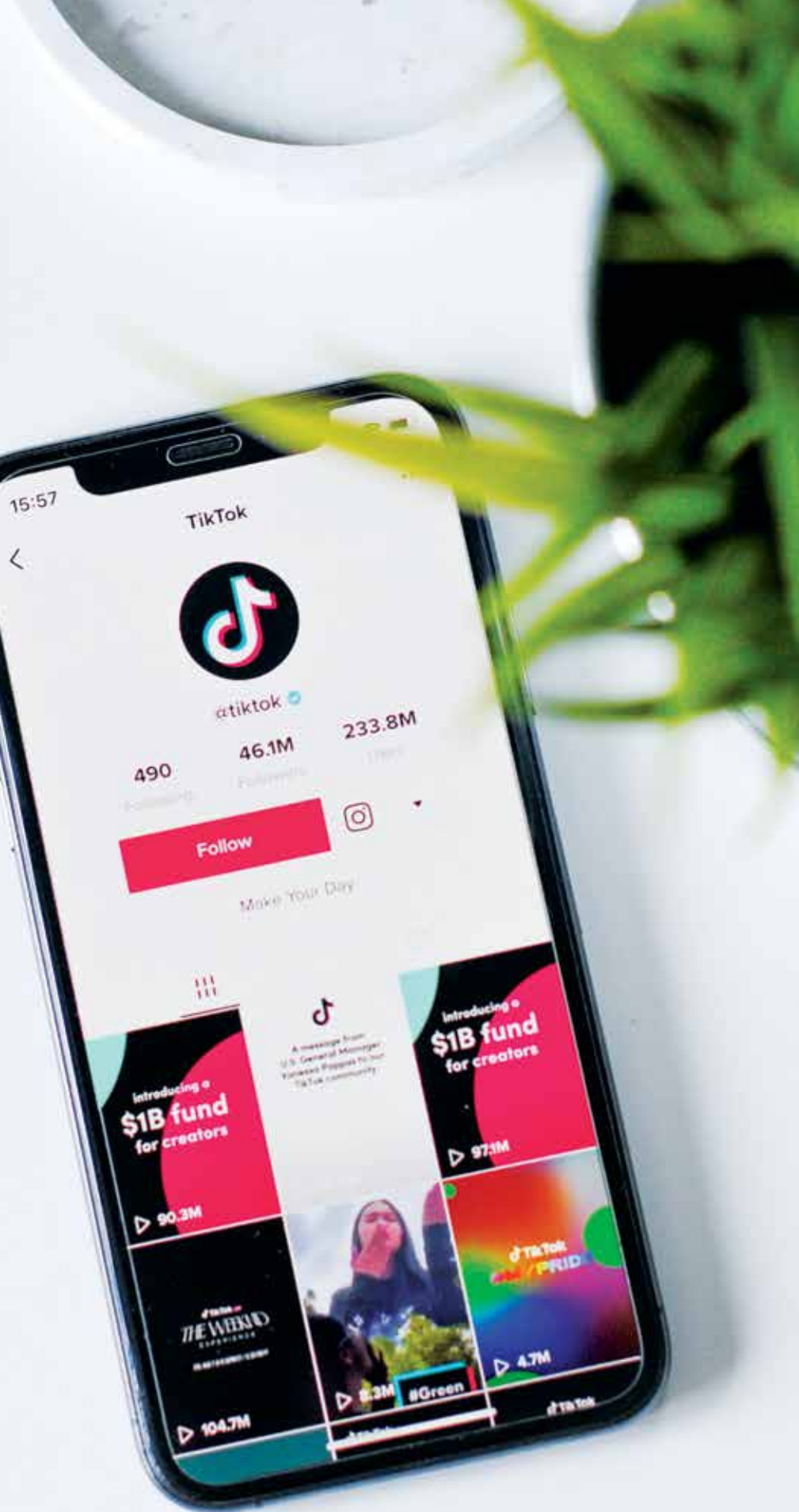


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² Custom Culinary Cutting, 2021 ³ Morning Consult Apr. 17 - Jan 23'



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GIVING CULINARY CRED TO TIKTOK

Your next big thing?

→ Chefs watching inexperienced

cooks on TikTok may get a laugh, but no pro wants misinformation to go viral. Whether enticed by the importance of spreading solid techniques or not, some trained chefs are using the world's most influential social media platform to transition from restaurants to their own brand and upping personal clout in a space sorely lacking in trained foodservice professionals.

Consider Brandon Skier, former sous chef at Auburn, the celebrated Los Angeles restaurant that fell during the pandemic. He launched @sad_papi on TikTok out of boredom and curiosity, which has led to nearly 2 million followers and an income that far exceeds a cook's salary. Others have found similar success, such as Jonathan Kung, @jonkung; Bruce D. Herring, @Bdthechef; Nick DiGiovanni, @nick.digiovanni, and Joanne L. Molinaro, @thekoreanvegan. Some advice on getting started:



PHOTOGRAPHY © SONNY HURRELL



Sonny Hurrell
@thatdudecancook

Followers: 4.3 million
Posts: 4 to 5 videos a week

Background: Put out his first plate at 16 in California's Sonoma County and has since worked in a dozen restaurants all over the world, from the Netherlands to Aspen. While in the latter, Hurrell's private cooking business lost steam during the pandemic, which spurred a quick transition into TikTok.

How long did it take? After four months, he began

earning enough through ads on videos, sponsorships, affiliate marketing and selling his own merchandise to pursue it full time.

Advice: "You have to stand out in one way or another. Consistency is also key to growing a following." Hurrell maintains his audience by posting regularly. Accessibility matters as well. Recipes are down to earth, like his versatile rosemary salt recipe, which he promotes as a kitchen staple. He wants recipes to be as

attainable to as many people as possible.

Style: "Be your authentic self. I'm a regular guy who loves to cook. I try to keep it laid back with a fun and non-serious vibe," he says.

What's next? "My time is now 100% dedicated to it." Despite this, all that glitters is not gold; Hurrell says YouTube has been of interest to him because TikTok has been doing a poor job of supporting and fairly paying its creators.

Shereen Pavlides
@cookingwithshereen

Followers: 4.7 million
Posts: 2 to 3 weekly

Background: After watching cooking shows since she was a teen, graduating from culinary school and working in restaurants, including The Fountain Restaurant at the Four Seasons Hotel in Philadelphia, Pavlides has become an international chef influencer on TikTok (with her most popular video hitting 28.8 million views and 4.5 million likes).

How long did it take: While working on-air for QVC, showing off cookware,

bakeware and kitchen appliances, viewers would ask about her recipes. To share her recipes and love of cooking, she made a YouTube channel and later a TikTok, where her fifth cooking video went viral. After months developing a following, she started receiving brand deals and quit her on-air position at QVC.

Advice: "Do what you love and do it well. Truth is, there's no formula or strategy. Be good at what you love doing. It's a crap shoot. I've been sharing cooking videos for over 8 years online and one day, it just caught on."

Style: She considers herself everyone's Italian mom with simple, to-the-point recipes. "I cook from scratch, incorporating my own twist and style to all different cuisines." She believes in the something for everyone approach.

What's next: After publishing her first bestselling cookbook, she is onto the next: "Cooking with Shereen—RockStar Dinners" is now available for pre-order. "I wrote this book to help my followers cook restaurant-quality dishes from scratch, making them feel like a rock star in their own kitchen." ■



PHOTOGRAPHY BY SUE MCDAID



WINNING AT ROADBLOCKS

Collect your wits and pass over obstacles

By Kristin Eddy

→ Sometimes business is nothing but roadblocks,

whether from a strangled supply chain or economic seesaws that make budget projections pure guesswork. And, sometimes, the road to your door is truly, literally blocked.

Sachi Nakato Takahara, of Nakato Japanese Restaurant in Atlanta, knows all about it—and came out ahead. She took over the family business, now entering its 51st year, and found herself stranded when a trash fire under an aging bridge in 2021 led the city to deem it unsafe and then close the main intersection and route to her door. It led initially to a 60% drop in sales, made deliveries extra challenging and created smaller but impactful inconveniences, such as adding 20 minutes to staff commutes.

“When it first happened, we were in limbo,” Takahara says. “And this was also trying to come back from COVID.” But the business recovered before the bridge, thanks to strategies she and other business owners have employed during brutal, natural and people-made setbacks.

Communicate ASAP: Customers need to know what’s going on and how to deal with upcoming frustrations. Try social media blasts, newsletters and phone calls. “You have to tell them, “There is a detour, and this is exactly how to get there,” Takahara says. “And let them know there will be extra time they need to build in to make it to the reservation.” If you make them find out on their own, be prepared for angry customers who won’t be back again.

Engage the media: Orchestrate Hospitality, a Des Moines-based company that manages multiple restaurants, hotels and food markets around the state, has three restaurants adjacent to a city park where a string of yearly festivals creates road closures that can almost completely cut off road access for up to four days. Paul Rottenberg, Orchestrate Hospitality’s president, suggests working with local media to get away from just reporting the “alarming” aspect of terrible

PHOTOGRAPHY © NAKATO JAPANESE RESTAURANT



“If you’re not getting answers or action, let yourself be heard.”

—Sachi Nakato Takahara



Nakato Japanese Restaurant celebrated its 51st year in part by being smart about obstacles.

traffic, which discourages restaurant goers, by providing those same useful tips on navigating obstructions to support local businesses.

Make some noise: “There had to be regular pressure on the city for construction accountability and cross-checks,” says Takahara. “If it was left to them, it would take three years.” If you’re not getting answers or action, let yourself be heard at city council meetings and the offices of your state and local politicians.

Gather multiple voices: “I found strength in numbers by being part of the local business alliance,” says Takahara. “It’s not just you, right?”

Laurie Thomas, general partner of Nice Ventures, which operates San Francisco’s Terzo and Rose’s Cafe restaurants, is also the executive director of the Golden Gate Restaurant Association, supporting businesses



“Make building a local support network a priority ...”

—Laurie Thomas, general partner of Nice Ventures

in all kinds of crises, such as the severe rains and flooding that caused havoc for parking and pedestrians this past winter. She counsels members to lean on every possible resource.

Restaurants suffering losses need to reach out to a broad range of civic and business groups for help in recovery, not just rely on insurance companies to come through. “There are all these different coalition groups,” Thomas says, citing not just merchant organizations, but city workforce and economic development agencies; the small business office; the mayor’s office; and travel and tourism departments.

Expect the worst right now: It’s natural to live in nothing but the moment when managing a restaurant can seem like a daily crisis. But the pain that you didn’t plan for can happen any time. Make building a local support network a priority in your business plan from the start. “People in our industry really support each other,” says Thomas. “It’s not a weakness to ask for help.” And that help can extend to loyal customers.

For example, Will Meeker, a self-proclaimed “big fan and friend of Rintaro” restaurant in San Francisco started a GoFundMe page that raised more than \$185,000 after unprecedented torrential rain flooded the restaurant, closed service on New Year’s Eve and washed away its outdoor dining.

“Until this disaster, I don’t think I realized the strength of the community surrounding Rintaro,” chef/owner Sylvan Mishima Brackett wrote on the page. “And honestly, as terrible and taxing as this disaster has been, with everyone’s support, I’m more determined than ever to reopen the restaurant refreshed and more beautiful than ever.”

If you can, keep faith in the future: “To be honest, I knew we would make it through because we were able to make it through COVID,” Takahara says. “Our customers supported us then and we knew they would make their way to us. After 50 years of many ups and downs, we have to have some confidence.” ■

rintaro photography by aya brackett



Help from the community has helped Rintaro recover from flooding caused by the past winter’s storms.



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KANSAS CITY- its time is now

By Calais Sullivan-Wysong with Peter Ganovsky





Kansas City and the surrounding communities have been hidden gems while larger cities rule the culinary stage.

That's changing as forward-thinking operators embrace emerging food trends, technology and smart business practices while staying true to themselves. These operators say they've kept it simple; Kansas City restaurants don't have to be flashy or reinvent themselves to stay relevant. Quality and consistency are everything.

They're also putting employees first by creating positive work cultures to maintain high staff retention—crucial to the survival of any business. Good employee morale will show through, from the tenor of the restaurant straight to the customers.

It's the area's turn for a moment in the sun, to take the spotlight and shine.



PHOTOGRAPHY BY JENNY WHEAT

Billie's Grocery
Kansas City, Missouri

When nutritional therapy practitioner and restorative wellness gut specialist Robin Krause opened her concept, she wanted to put health first. An all-dietary lifestyle approach, from nutrient-dense menu offerings to dishes sensitive to allergens and meatless diets, drives Billie's Grocery, a fast casual restaurant that features a bakery and cooking classes. A second location is in the works.

Corvino Supper Club & Tasting Room
Kansas City, Missouri

Helmed by James Beard Award finalist Michael Corvino, the menu features modern American cuisine and shareable plates. The Tasting Room offers a multi-course meal with an open kitchen to view the staff, making it a part of the dining experience along with live music.

Golden Ox
Kansas City, Missouri

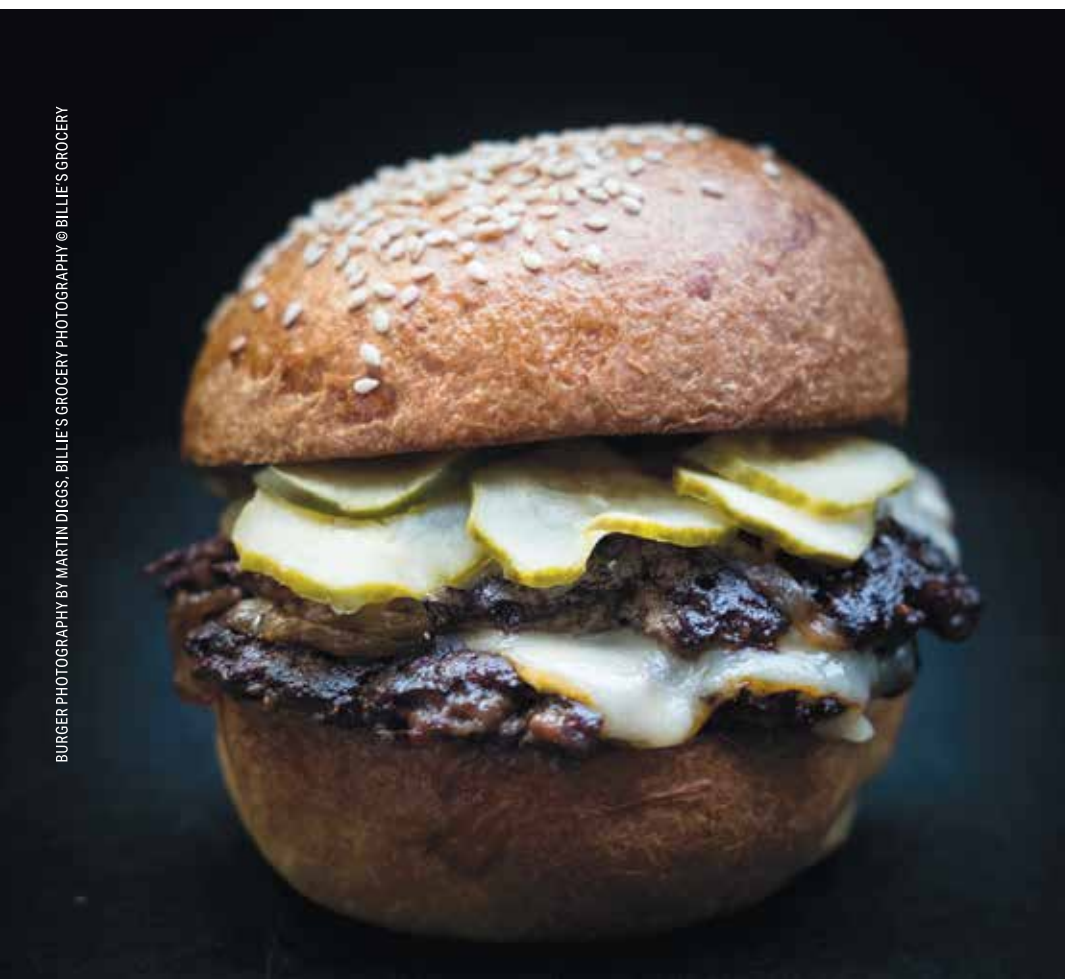
Opened in 1949, this long-timer calls the first floor of the Kansas City Live Stock Exchange its home. Old-school still prevails as the wood-fire steak house integrated itself into the space through renovations that focused on preserving the building's historic past. The restaurant now offers a chef counter and a chef table dining experience.

Char Bar
Kansas City, Missouri

Char Bar is known for its award-winning sauces and barbecue, like smoked chicken nuggets, smokehouse sandwiches and a smoked pork shank with sage butter. Chef-driven with a fun atmosphere fit with field games and an outdoor bar, Char Bar has become a place to gather and connect.



Mini pavlovas and a cooking school at Billie's Grocery, above, followed by a burger with aioli, Muenster cheese, charred onions and pickles, left, and seaweed doughnuts with trout cream, opposite page, from Corvino Supper Club.



BURGER PHOTOGRAPHY BY MARTIN DIGGS, BILLIE'S GROCERY PHOTOGRAPHY © BILLIE'S GROCERY



“Burnt Heaven,” from Char Bar, left, followed by a spread of American favorites, such as dips and roast chicken at Red Door Grill.



Red Door Grill
Overland Park, Kansas

With six locations and counting from Leawood to Overland Park to Lee’s Summit, this cozy spot knows that quality and consistency rule. The American menu is ever-changing and seasonal, but its relevance and established connections in the community keep the locations a neighborhood favorite.

Iron Horse Bar & Grill
Lee’s Summit, Missouri

Although new to the business, owner Jeff Dietrich is standing out from competitors. Wildly popular, technologically savvy, outfitted with original cocktails on tap and a scratch kitchen that boasts chef-inspired food, this dual-location concept with restaurants in Leawood, Kansas and Lee’s Summit, Missouri is well-rounded and focused on creating a positive environment. Dietrich retains his employees in a highly competitive and tight labor pool through fully integrating himself into the community, uniforming his staff with “I am essential” T-shirts, leaving positive customer feedback notes throughout the kitchen and putting workers first.

Viva Tacos and Tequila
Leawood, Kansas

This concept offers a new take on Mexican food with a focus on quality ingredients in a vibrant, fun atmosphere. The restaurant’s taquito flights, housemade soups, custom nachos (think black beans, chicken tinga and steak), quesadilla/birria tacos hybrids and vast offerings of chef-driven specials stand out, among diners.

Strang Hall / SERV
Overland Park, Kansas

Strang Hall, a multi-concept, chef-driven experience featuring cuisines from all over the world, with a sister location in Kansas City, Missouri, called Strang Chef Collective at Lightwell, succeeds based on the “something for everyone formula.”

Similarly, SERV is a newly developed multi-concept food and entertainment project all run out of repurposed shipping containers. Both are worth visiting to spur inspiration. ■

PHOTOGRAPHY © STRANG HALL



At Strang Hall, Anousone offers Southeast Asian stir-fry noodles, above, while brunch items at Fénix include a short rib breakfast burrito, near right, and chilaquiles, top, followed by Norcini’s breakfast pizza and Solstice’s steak and eggs.

PHOTOGRAPHY © RED DOOR GRILL



UN REASON ABLE HOSPI TALITY

5 takeaways from an award-winning restaurateur's latest book

By Bret Thorn

→ In
"Unreasonable Hospitality:

The Remarkable Power of Giving People More Than They Expect," Will Guidara traces his path from a thoughtful young boy, the son of Frank Guidara—a top restaurateur in his own right—to the business partner of chef Daniel Humm at Eleven Madison Park in New York City.

That restaurant was originally a brasserie within Danny Meyer's Union Square Hospitality Group (USHG), and they turned it into one of the top-rated restaurants in the world.

Guidara attributes his success to the wisdom of his father and Meyer, both important mentors who helped him develop his own philosophy around hospitality. The recently published book offers many takeaways for both the front and back of the house and others in the foodservice world.



Will Guidara, center, during his time at Eleven Madison Park.



RESTAURATEUR WILL GUIDARA

From the front of the house to the front of the camera

- › Formed Made Nice, a company with chef David Humm (partnership dissolved in 2019) that included other restaurants including the namesake fast casual, Eleven Madison Park and NoMad
- › World's 50 Best Restaurants, Eleven Madison Park, according to San Pellegrino
- › New York Times, four-star review, Eleven Madison Park
- › James Beard Award for outstanding service, Eleven Madison Park
- › Judge, HBO's "The Big Brunch" competition

1 Allow positivity to set the tone for your relationships.

That observation comes from Guidara working for Randy Garutti, the CEO of Shake Shack, but at the time was general manager of Tabla, an Indian-French restaurant in USHG by the late chef Floyd Cardoz.

"Ask him how his day was going, and he'd say, 'You know, man, I'm trying to make today the very best day of my life,'" Guidara writes. "I might have rolled my eyes, but that kind of unwavering positivity turned out to be impossible to resist, largely because Randy believed every bit of what he was saying—and before long, so did we."

2 Be corporate smart and restaurant smart.

Meyer just had four restaurants when Guidara started working for him. Customers loved them and they were good places to work, but they didn't have much corporate infrastructure yet. Guidara said they were restaurant smart, but he learned the importance of being corporate smart when he worked for multi-concept company Restaurant Associates, where his dad was an executive. There, controller Hani Ichkhan kept such

meticulous records that he could tell by the numbers that lobster prices had spiked, and he moved to have them taken off menus—something that only someone with power at the center could notice and act on. Guidara says being corporate smart and restaurant smart are often contradictory, but you need both to be successful (and USHG went on to become one of the most corporate-smart restaurant groups in the country, too).

3 The 95/5 rule.

Be hard-nosed and fastidious about 95% of your expenses, but splash out on something exorbitant where it can have significant impact. Among Guidara's examples were the insanely expensive Italian plastic spoons he bought for the gelato cart outside of The Modern when he was that fine-dining restaurant's general manager. It seemed ridiculous, but they were so beautiful that he insists that people came back to the cart to use them again and again.

4 Give people ownership of their responsibilities.

At Eleven Madison Park, Guidara let staff run with what they loved. One guy was

obsessed with coffee, so he put him in charge of the coffee program. An aspiring mixologist was put in charge of the cocktail program. All of that resulted in a better wine program because the sommelier was freed up from other beverages he didn't necessarily know or care about.

5 Create "Legends."

Eleven Madison Park's staff would go above and beyond to create unique and memorable experiences for their guests. When the children of a family visiting from Spain had never seen snow, Guidara and his team bought sleds and took them via limo to Central Park for a few hours of fun before they returned to Europe. Another was a European four-top on their way to the airport after their meal, who lamented that, despite their great gastronomic experiences in the city, they had not tried a hot dog. So Guidara bought one from a cart nearby and Humm divided it precisely into four pieces and plated it with a swoosh of mustard. As Guidara put it, "they went nuts." Small but highly personalized efforts like that will win people over for life, and exemplify what Guidara means by "unreasonable hospitality." ■

PHOTOGRAPHY BY CHRISTOPHER VILLANO

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FOR PATIO'S SAKE

Come out ahead when your outdoor dining is threatened

By Monica Eng

→ Outdoor dining spaces

that ballooned over the last two years and became a lifeline for innumerable restaurants during COVID are in danger of retracting.

Whether they were called streeteries, parklets, expanded outdoor dining or open restaurant programs, these measures with their flexible dining rules in cities and suburbs across the country let many try a fresco in areas and during months they never would have considered. Some used the new opportunities to survive. Others thrived.

But as COVID has slowed and become manageable, many municipalities are ending, amending or re-evaluating these programs with final decisions expected to come down this spring. In some areas, the negotiations are sparking fights between businesses, generating complaints from citizens and requiring some creative cooperation between restaurateurs and lawmakers.

"It's happening in New York, Chicago, Boston, Seattle, pretty much every one of the major markets," says Mike Whatley, the National Restaurant Association's vice president for state affairs and grassroots advocacy.

While restaurant advocates know they can't keep entire streets closed forever, Whatley says they're working to retain some of the

COVID-era flexibility "while streamlining the permitting process" for permanent outdoor dining programs.

While every municipality has its unique factors, some of the most common issues include fees, design, licenses, parking spaces, length of the season, traffic and infrastructure.

And some restaurant communities face more opposition than others. In New York, for example, a group of 35 citizens last year sued to shut down the Open Restaurants program, citing vermin, noise, garbage, and blocked sidewalks and streets. Last fall, however, the New York Supreme Court struck down the suit, to the delight of Mayor Eric Adams and Department of Planning officials, who tweeted: "It's now full-speed ahead for putting into place permanent design rules to keep this great program thriving for New Yorkers. The future of outdoor dining is looking bright."

Mayor Adams called the ruling "great news for New York City's comeback," but he's been quick to crack down on abandoned outdoor dining sheds, too.

Al fresco dining also found an ally in Chicago Mayor Lori Lightfoot, who last fall proposed a permanent Expanded Outdoor Dining program. It would allow restaurants to "operate in curb lanes where the adjacent

Makeshift patios across the country are coming under fire because other businesses want their space back.



To keep outdoor dining spaces that popped up during COVID, restaurants will need to work with local officials to hammer out agreements that benefit all.

sidewalk is not wide enough to accommodate a sidewalk cafe. Full street closures would continue to be allowed for groups of three or more businesses.”

In early January the proposal was still stuck in the City Council’s transportation committee, where some members expressed concerns about fairness to other businesses on the barricaded blocks, bike lane blockage and accessibility for strollers and people with disabilities.

Outside Chicago in suburban Elmhurst, Illinois, the issue of extending its COVID-era “parket” program, allowing tables in parking spots in front of the restaurant, got heated. On a local Facebook page, jewelry business owner Kurt Hill said, “The city cannot keep doing things that benefit certain businesses and is

detrimental to so many more.”

In the end, Elmhurst officials struck a compromise, reducing the “parklet” season to just Memorial Day through Labor Day and boosting fees to use two parking spaces for dining from \$1,000 to \$2,500.

“We were trying to find a balance between the different types of businesses in our downtown,” says Elmhurst Assistant City manager Mike Kopp. While the parklet program brings more people to the central district, it also blocks parking spots all day, even at times the restaurants aren’t open, which irks nearby retailers.

“Both sides would have liked more, but when it was all said and done, I think both were pleased with the compromise,” Kopp said.

In Dallas, the city is still gathering comments

on its two-and-half-year pilot called Dallas Street Seats, scheduled to run through July 2023, allowing restaurants to use two parking spots in front of their establishment. So far, special events officials in the city say it’s working.

In Boston last summer, restaurants in the North End had to pay a controversial \$7,500 fee or secure a hardship waiver to continue serving on the closed streets of the North End. Meanwhile those with a patio license can continue to serve until March while city officials are “still evaluating the permanent program process and taking steps to streamline it.”

While most rules are getting hammered out on a municipal level, last year the Connecticut Restaurant Association lobbied state lawmakers to extend their program statewide through spring 2023 as well.

“Relaxing the rules on outdoor dining has enabled many restaurants across Connecticut to safely serve their customers and support their continued operations during the pandemic,” Connecticut Governor Ned Lamont said. “So many restaurants are locally-owned small businesses, and this is one way we can help in their economic recovery.”

After years of viewing outdoor dining as an unnecessarily complicated option, many restaurants now see it as a nice addition and even an essential tool for unpredictable times. Whatley hopes those gains are not lost after the pandemic recedes.

“Let’s not go back to a situation where it was so cumbersome to do outdoor dining that no one wanted to do it or it took years and attorneys and all sorts of fun things to figure it out,” Whatley says. “Let’s keep it flexible and make sure (officials are) permitting in a way that makes sense for everyone.” ■

HOW TO SAVE YOUR SPACE

Because so many communities are hammering out the new rules this spring and every municipality has its own concerns on expanded outdoor dining, Mike Whatley of the National Restaurant Association recommends studying the local landscape and then following these three suggestions:

1

Work with your state Restaurant Association to understand the current state of play when it comes to regulation.

2

Talk to local lawmakers and the public about why outdoor dining has been so important.

3

Manage outdoor dining in a responsible and well-maintained way. Nobody wants to have structures that aren’t well maintained or cause a rodent issue. “It has to be done cleanly and in a way that is safe and works for everyone in restaurants because we want to be a part of that conversation in terms of what does that look like going forward,” Whatley says.

—Monica Eng

“Let’s not go back to a situation where it was so cumbersome to do outdoor dining that no one wanted to do it.”

—Mike Whatley, National Restaurant Association’s vice president for state affairs and grassroots advocacy



BY THE NUMBERS

PLEDGE OF ALLEGIANCE

Loyal customers can sustain a restaurant in the worst of times and can keep growth strong in the best of times.

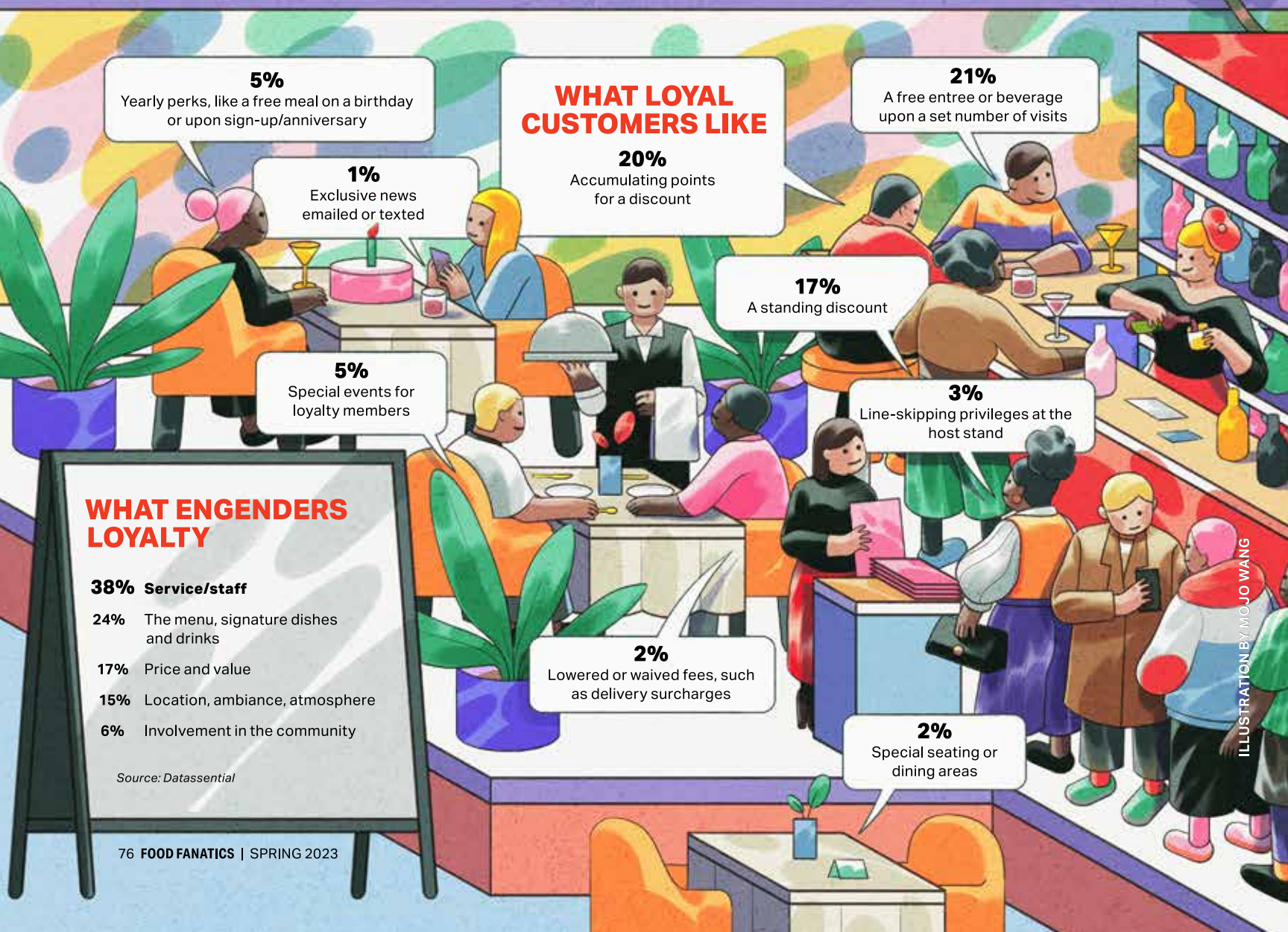
86% Consumers want to join a loyalty program
Source: TouchBistro

POWER OF LOYALTY

92% Consumers who trust recommendations from friends or family
Source: Nielsen

55% Percentage of restaurant loyalty customers whose check average increased by more than the increased cost of menu items
Source: Patronix

93% Customers who are likely to make repeat purchases with companies who offer excellent customer service
Source: Salesforce



5% Yearly perks, like a free meal on a birthday or upon sign-up/anniversary

1% Exclusive news emailed or texted

WHAT LOYAL CUSTOMERS LIKE
20% Accumulating points for a discount

21% A free entree or beverage upon a set number of visits

17% A standing discount

5% Special events for loyalty members

3% Line-skipping privileges at the host stand

2% Lowered or waived fees, such as delivery surcharges

2% Special seating or dining areas

WHAT ENGENDERS LOYALTY

- 38%** Service/staff
- 24%** The menu, signature dishes and drinks
- 17%** Price and value
- 15%** Location, ambiance, atmosphere
- 6%** Involvement in the community

Source: Datassential



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These refrigerated potatoes come ready to heat – so there’s no need to worry about the time and labor it takes to prepare the homestyle flavor diners love. Just heat and serve.

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