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Restaurants Canada

The voice of foodservice | La voix des services alimentaires

One of the most instinctive human acts is to tell a story. Tell us yours...

We all love stories, whether we're listening to a friend over coffee or binge-watching the latest Netflix show.

Restaurateurs often have amazing stories, and we want to share one with you:

Thai Khac Chuong was a photojournalist living in Vietnam with his wife Muoi Vuong. He won the 1975 Headliner Award for outstanding photography with a photo taken just before the fall of Saigon. Fearing for his safety, they fled the country, arriving in southwestern Ontario in 1980. The pair opened a restaurant—Saigon Flower—that is still open today.



Photo by Thai Khac Chuong, Vietnam 1975

What's your story? It doesn't have to be that dramatic to be captivating. In our spring Making Moments contest, many of you shared your restaurant stories with us. One of you told us how your catering business was inspired by a visit to Edmonton's Corso 32 restaurant. And the owners of Vancouver's Bauhaus wrote about running a busy restaurant while raising three children!

When you share your foodservice industry stories, it brings your restaurant experience to life. It entices your guests—and potential guests—to make your unique foodservice offering something they will seek out to experience. Sharing your story sets you up to be part of a larger community: the passionate people who make food and hospitality the centre of what they do, each and every day.

The Sept/Oct issue of MENU is dedicated to the Money-Makers—the people, products and processes that will help you thrive. We hear from experts like Hugh Johnston, CA and dietitian Rosie Schwartz. But we also feature money-making advice from insiders like chef Christie Peters (The Hollows), co-owner Doug Townsend (The Canteen) and CEO Michael Valiant (Boon Burger). Their suggestions on bumping up revenues and cutting expenses can help you make money!

In the meantime, keep sharing your stories. You can reach us at 1-800-387-5649 or members@restaurantscanada.org. Whether you're sharing your story with your customers or with us (or hopefully both!), make sure you know what your story is, and how it makes you unique.





Bill Allen
Chair of the Board

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Making Moments: When our members make magic together

Canadians create magical memories at restaurants every day, but we especially love to see our members making moments with each other. This is what happened when Richard White of Lesters Foods Limited went to Catch 22 Fresh Market Grill. (Both are members!)

"There is a great restaurant in Wasaga Beach called Catch 22. I was there with my fiancée this past winter, and I had the best appetizer ever! The owner came to the table to share with us that the chef was trying a recipe and he wanted us to test it. We agreed. The dish arrived. It was butter-poached lobster tail with handmade ravioli on top. The ravioli had a runny egg yolk inside. The owner cut the ravioli open with a knife to let the yolk run. Then he shaved some fresh winter truffle over the warm yolk, and the aroma was amazing. Best dish ever and an experience that will always remain with us."

Richard wins an autographed copy of Anita Stewart's *Canada: The Food, the Recipes, the Stories* for his delightful story.

The winning isn't over! Share your special restaurant moment through words, pictures or video, and you'll be entered in a draw to win an RC Show 2018 Culinary Experience and Canada Prize Pack! You could also win monthly prizes of Love My Local cheese boards, Blunt Roll aprons, Anita Stewart cookbooks and ChefWorks products.

Submit your moment at restaurantscanada.org/making-moments, and show the world why good things happen at our restaurants.

Thank you to our sponsors, Canada Bread, Saputo and Air North for helping us bring our Making Moments campaign to life.

Don't miss out! For Canada 150, we're offering first-time members a special one-year membership for $150. Join us! Visit restaurantscanada.org to learn more.

*Some restrictions apply.

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Managing Editor
Stacey Newman

Contributors
Beth Pollock
Will Dixon
Len Fragomeni
Hugh Johnston
Janine Windsor
Nancy Rooney
Karen Gold
Chris Spoyer
Chris Elliott
Rosie Schwartz
Stacey Newman

Creative Direction
Boomerang Art & Design Inc.
boomart.net

Circulation Inquiries, Changes and Updates
members@restaurantscanada.org
1-800-387-5649

Advertising Sales
Laurie Dawe
1-800-387-5649, ext. 4233
menu@restaurantscanada.org

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Mailing Address
Restaurants Canada
1155 Queen Street West
Toronto, ON M6J 1J4
T: 416-923-8416
Toll-free: 1-800-387-5649
F: 416-923-1450
info@restaurantscanada.org

Twitter
@RestaurantsCA
@Menu_mag

Instagram:
Restaurants Canada

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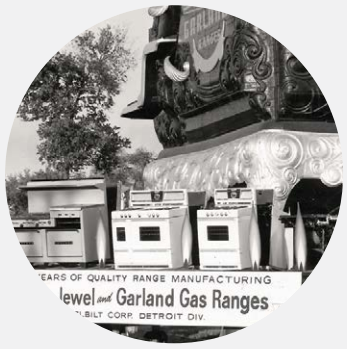


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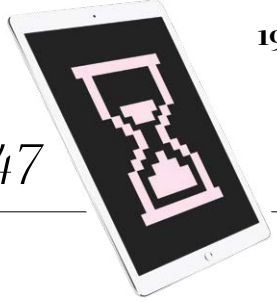
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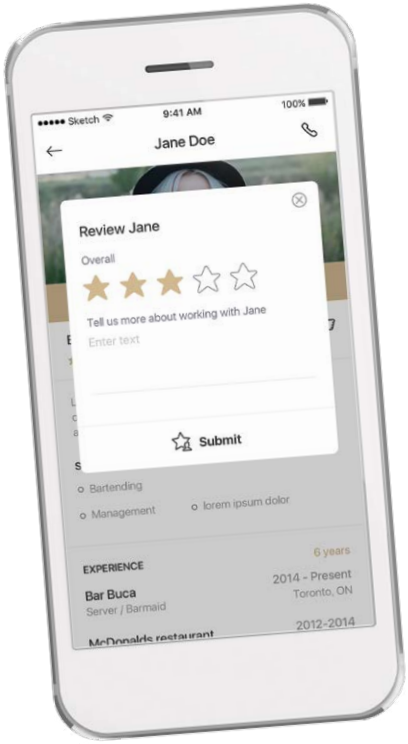
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GATHERINGS

*At MENU Magazine we get out and about to connect with you! If you have an event that you would like us to attend, please let us know at **members@restaurantscanada.org**.*



Chef Enrique Wilson at Halal Fest TO



Halal Fest TO



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Fairmont Royal York Executive **Chef Robert Mills** and **Chef Clinton Zhu**, Canadian Beef East Meets West event, August 2017

EVENTS

SEPT 24 -25 The Canadian Coffee & Tea Show
Toronto, ON

OCT 28-NOV 3 Terroir Budapest and Balaton Wine & Culinary Tour
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OCT 4 Gordon Food Service Show
Edmonton, AB

OCT 13-14 Rocky Mountain Wine & Food Festival
Calgary, AB

OCT 14-15 Indulge New Brunswick Food and Wine Festival
St. Andrews, NB

OCT 16-17 Alberta Liquor Industry Conference
Calgary, AB

OCT 17 Gordon Food Service Show
Vancouver, BC

OCT 17 Eat to the Beat
Toronto, ON

OCT 20-24 HostMilano
Milan, Italy

OCT 23 BC Liquor Conference
Vancouver, BC

OCT 23-24 Grocery Innovations Canada
Toronto, ON

OCT 24 MHA & MRFA Show
Winnipeg, MB

OCT 25 Rendez-vous Gourmet Québec à Toronto
Toronto, ON

OCT 25-29 Devour! The Food Film Fest
Wolfville, NS

OCT 26 NLC's Whiskies of the World
St. John's, NL

OCT 30 Taste Canada Awards Gala
Toronto, ON

NOV 1-30 Toronto Chocolate Festival
Toronto, ON

NOV 4 Canadian Hospitality Foundation's Annual Scholarship Gala
Toronto, ON

NOV 6-11 Eat! Vancouver, Food + Cooking Festival
Vancouver, BC

NOV 8 The Conference on Coffee
Coffee Association of Canada
Toronto, ON

NOV 10-11 Rocky Mountain Wine & Food Festival
Edmonton, AB

NOV 14-18 NB Spirits Festival
Fredericton, NB

NOV 16-18 NLC's Wine Show
St. John's, NL

NOV 16-19 Gourmet Food & Wine Expo
Toronto, ON

NOV 18 PEI Spirits Festival
Charlottetown, PEI

NOV 23 Friends of We Care Toronto Bowling Challenge
Toronto, ON

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"We hear about people driving across the country to visit Halifax and one of the things on their list is to try the donair."

NORMAN NAHAS

The King of Donair

BY WILL DIXON

The most famous dish in Halifax is an unlikely front-runner in a maritime city. The donair is a re-imagined Gyro—born in the 1970s—from the mind of cook Peter Gamoulakos, a Greek immigrant. Today, the King of Donair is still serving up one-of-a-kind experiences worth the wait. The chain of restaurants is dominating the East Coast and slowly expanding out West. The King of Donair was the first of its kind in Canada when it opened doors in 1973 in Halifax on Quinpool Road, and the original location is still operating. With a recipe that has taken the award for best donair over 16 consecutive years, the King of Donair is no longer allowed to compete.

SUSTAINED SUCCESS

Sticking to the same recipe that pioneered what is now the official food of Halifax, vice-president of the King of Donair, Norman Nahas is looking westward. With a sensationally popular pop-up in Calgary, the King of Donair had people lining up for over five hours and around city blocks just to try a taste of the East Coast. "People were lined up before we even landed," said Nahas. "We were almost shut down by the fire department because people were blocking exits." The crew raised close to $5,000 for charity within a handful of hours.

For Haligonians, there's a feverish pride surrounding the Halifax donair; seeing it paired with lettuce, or eaten with ketchup, is close to sacrilege for most. At its purest, the donair is a pita wrapped around tomato, onion and donair meat, covered in the sweet donair sauce crafted by Gamoulakos back in the 1970s. The spicy meat and sweet sauce mix together for a taste experience that Nahas loves to serve up.

While locals still haven't had their fill, Nahas is looking as far as British Columbia to open up new locations and bring this taste of the East to newcomers. "We have a bunch of great franchisees lined up and we're looking for others in key cities across the country." With a lot of demand in Alberta, Nahas is looking to be *the* supplier of donair.

It'll be some time until Ontario and Quebec see the King of Donair moving in. "You need to have all your ducks in a row before you get in that market," he says, feeling that they need more brand recognition in those areas. Expansion in Nova Scotia is still happening; the King of Donair has recently secured a vendor space in the Scotiabank Centre akin to Toronto's Rogers Centre. The rest of the East Coast is a burgeoning market. With foodies from New Brunswick, PEI and Newfoundland asking for a local chain, Nahas is looking in key areas for people to represent the brand.

Celebrity appearances are more common than one might think at the landmark restaurant. The King of Donair has served the Trailer Park Boys, comedian Jim Gaffigan, UFC fighter Elias Theodorou and many more. The store was used as a set during an episode of the Trailer Park Boys—a quick browse through their Instagram and Twitter accounts reveals all the love for this now famous food.



Halifax is unique as the only city in Canada that has an official food—the mighty donair. "You would think Montreal would have poutine or the smoked meat sandwich," said Nahas. "But this is actually voted in by the politicians." It's a move that benefits all of Nova Scotia, especially within the tourism sector. It's a big pull for the maritime province. "We hear about people driving across the country to visit Halifax and one of the things on their list is to try the donair," said Nahas. Guests from as far away as BC are a common occurrence.

Nahas attributes some of his success to the culture that has been grown up around the Halifax donair. "It's not just about filling a void in your stomach," he says. "Those that have had donair before, it'll bring them back to a memorable story." Selling the idea of an authentic donair experience and consistently meeting guests' expectations—this is how the King of Donair has been doing it right for over 40 years. M









FOOD CHAIN INGENUITY:

Irving Oil Big Stops are winning big with customers across Atlantic Canada

BY STACEY NEWMAN

Providing weary travellers on the road with home-cooked meals and memorable hospitality—it's a familiar foodservice notion that can be much more difficult to achieve than it is to imagine. But, Irving Oil Big Stops bring this notion to life, day in and day out, at locations across Canada. Not only are Irving Oil Big Stops a favourite for tourists and transportation professionals alike, but they serve as community hubs for locals too. How does the Atlantic Canada restaurant brand stay so healthy?

Irving Oil was founded in 1924 and is an international refining and marketing company with a history of long-term partnerships and relationships. Its recent Newfoundland and Labrador investments will reach $50 million, including a brand new, $8 million Big Stop in Goobies. Irving Oil has been renovating and modernizing its assets while continuing to provide guests with the service, quality and affordability they have come to know from the Big Stop Restaurant brand. The existing Goobies Big Stop location has been taken down to make way for the new location featuring a larger convenience store, additional fuelling stations, enhanced food offerings and improved professional driver amenities.

Not only are Irving Oil Big Stops a favourite for tourists and transportation professionals alike, but they serve as community hubs for locals too.

"We're going to continue to invest in Newfoundland and Labrador and make the investments necessary to continue as the retail destination of choice for the travelling public," says Darren Gillis, General Manager, Sales and Marketing Operations. "We appreciate our valued customers, and we hope they enjoy the attention to detail our team puts into each location."

The original Goobies Big Stop opened in 1970 and has served customers for over 47 years. The Goobies Big Stop revival will include eight fuelling positions, three diesel fuelling lanes and a 115-seat restaurant.

The Big Stop Recipe for Success

- Provide quality meals with good portions
- Price menu items to be affordable
- Foster a genuine family-friendly environment
- Expect customer service to be the beating heart of each operation
- Reinvent and modernize every so often
- Invest in good people, good equipment and good food

As the franchisee of the Aulac Big Stop in New Brunswick where his team regularly serves hundreds of guests per day, Bill Allen—through his long-standing partnership with Irving Oil—has worked with the Big Stop brand team to design and build an efficient and modern commercial kitchen. His advice for all types of Canadian restaurateurs:

- Foster and build longstanding relationships with equipment partners.
- Invest in equipment that is energy-saving, designed to last and dependable.
- Play the long game. Investing in robust quality equipment is better for your business and bottom line overall.
- Consistency means guest satisfaction and a positive environment, which means happy staff and customer retention. Don't underestimate the interconnected elements in your environment.
- Reduce and rethink. Aim for less food waste when choosing new equipment. This will have a significant impact on your overall food costs if built into your system. M



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PLANT-FORWARD

Plant-based eating: here to stay and it's big business

BY ROSIE SCHWARTZ

"Plant-based eating is not a trend. It's here to stay and it is big business," says Chef David Lee, co-owner of Planta, an upscale, plant-based eatery. His other restaurant, Nota Bene, does offer a variety of meat selections. At Nota Bene, along with perennial patron favourites such as the restaurant's Canadian Prime Striploin, choices such as Zucchini Lasagna and Cashew Ricotta, Pomodoro, and Olive Oil are also being featured on a regular basis.

The movement termed the plant-forward diet is gaining a lot of traction these days. Some are calling it *flexitarian*. No matter what you call it, plant-forward means the inclusion of more plant-based foods in everyday eating patterns. Chef Lee points out that at home when he was growing up, with his Asian background, there were four vegetable dishes for every one containing any meat. While vegetarians (those who may consume dairy products and or eggs) or vegans (those who eat no animal products at all) would be included in this eating style, plant-forward eating doesn't mean shunning meat. It's really about offering the option of meatless meals, and filling up plates with added whole plant foods such as whole grains; fruits and vegetables along with pulses, such as lentils and chick peas; and nuts and seeds.

Health Canada, in their revision of Canada's Food Guide, is moving in this direction. The agency has recently released their proposed recommendations. For the first time, under their Guiding Principles, the agency recommends regular intake of vegetables, fruit, whole grains and protein-rich foods, especially plant-based sources of protein, as part of the foundation for healthy eating.

Another first is for Health Canada to include consideration about the environment in their proposals. Choosing more plant-based options is not just for personal health. A plant-forward diet supplies benefits for planetary health as well, an issue that is getting more and more

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attention and affecting Canadian attitudes. Plants such as pulses, including lentils, and beans have a low carbon footprint and use just one-tenth to half of the water of other proteins. They also promote sustainability as they enrich the soil they're grown in.

Plant-Forward Global 50 is a recent initiative by both the Culinary Institute of America and the EAT Foundation—an international foundation linking food, health and sustainable development across science, business and policy—that is seeking to highlight the plant-forward movement.The group has compiled a global list of 50 chefs and restaurants who are advancing plant-forward food choices, each in their own way, and providing inspiration for change.





The list of innovators and leaders includes notables such as U.S. chefs José Andrés, Thomas Keller, Alice Waters and Ana Sortun and international chefs such as Paul Svensson (The Restaurant at Fotografiska in Sweden), René Redzepi (Noma in Denmark) and Yotam Ottolenghi (Ottolenghi in London).

Here in Canada, chefs are looking toward change as well. In 2017, on Restaurants Canada's eighth annual Canadian Chef Survey of more than 560 professional chefs, where respondents rated a variety of menu items and cooking methods as either a Hot Trend or an Up and Comer—veggie-centric cuisine and ancient grains made the Up and Comer list.

CHOOSING MORE PLANT-BASED OPTIONS IS NOT JUST FOR PERSONAL HEALTH. A PLANT-FORWARD DIET SUPPLIES BENEFITS FOR PLANETARY HEALTH AS WELL, AN ISSUE THAT IS GETTING MORE AND MORE ATTENTION AND AFFECTING CANADIAN ATTITUDES.



Not only upscale dining establishments are involved in these types of initiatives, but burger eateries are getting in on the action. The James Beard Foundation has partnered with the Mushroom Council to host the Blended Burger Project, which encourages chefs to create a healthier, more sustainable and flavourful burger; providing the tastes that consumers are looking for while informing diners about the many benefits of The Blend. Consumers and restaurateurs today are more aware concerning food choices and their effects both on our health and the environment. For the past few years, the project has hosted a contest for the best blended burger recipe.

The Blend calls for incorporating mushrooms as 25 per cent of the burger patty (at least). Mushrooms work well as they add umami—the Holy Grail of tastes—while at the same time decreasing the calories, fat and sodium of a burger while retaining the moisture. When you put that together with sustainability and cost factors, it's easy to see why some eateries have included blended burgers on the menu as regular items. In the US, where school lunches are the norm, many foodservice companies are now putting blended mushrooms on the menu in order to meet various requirements.

Chef Lee says, "We've come a long way from the [days when] the only vegetarian dish on a menu was Penne Arrabiata." In fact, at many dining establishments, the vegetarian choice was simply a plateful of unadorned vegetables. If you look at restaurant menus these days, the variety and appeal of plant-based options are just as tempting to carnivores. M

Rosie Schwartz is a Toronto-based consulting dietitian in private practice and is author of The Enlightened Eater's Whole Foods Guide (Viking Canada).



IN 2016, INDUSTRY EXPERTS SUCH AS TECHNOMIC FORECASTED A DRAMATIC INCREASE IN THE INCLUSION OF PLANT-BASED FOODS ON CANADIAN MENUS.

Plant-based comfort foods: Veggies are moving to the centre of the plate as people choose to avoid meat on more occasions, with some going vegetarian or vegan. These dining and diet trends, combined with environmental concerns, are fuelling growth of plant-based restaurants. Make no mistake: This won't result in rabbit food or a weight-loss fad. It's veggies, done tasty, creative and satisfying. Plant-based comfort food such as pizzas, burgers and burritos will drive the trend in 2017.

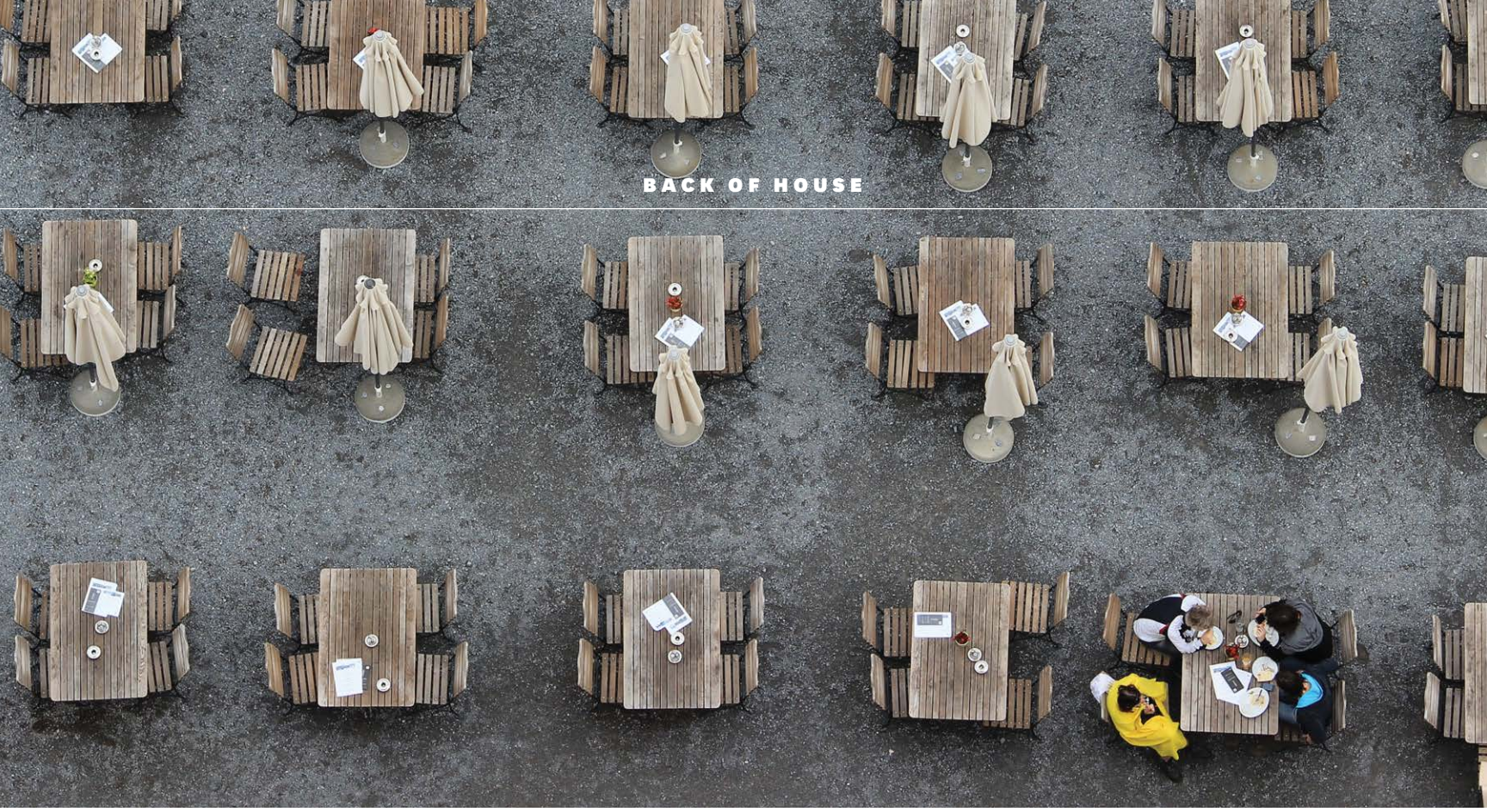
Source: Technomic Report: 5 ways Canadian Foodservice will change in 2017

Menus of Change

Menus of Change, The Business of Healthy, Sustainable, Delicious Food Choices, a joint collaboration from The Culinary Institute of America and Harvard T.H. Chan School of Public Health, is a long-term, practical vision integrating optimal nutrition and public health, environmental stewardship and restoration, and social responsibility concerns within the foodservice industry and the culinary profession.

It was at their fifth annual leadership summit that making plant-forward dining a mainstream concept in the culinary profession and foodservice industry was on the agenda and led to the Plant-Forward Global 50 initiative. The influential initiative has attracted thousands of leaders in the foodservice industry around this vision and more than 80 per cent of summit participants have changed their menus and dining formats as a result of their attendance at the program.


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CAN RESTAURATEURS AVOID THE "RETAIL APOCALYPSE"?

BY CHRIS ELLIOTT

While reading the newspaper can be depressing at the best of times, the business section now reads like the obituaries given the number of high-profile retail closures in Canada. Year after year, the body count is growing, resulting in thousands of lost jobs.

Sears has made headlines with the closing of nearly 60 stores by the iconic retailer. Also making news is the closure of other major chains, such as American Apparel, HMV and women's clothing seller Bebe. Several other stores have announced they are shrinking their footprints, such as Abercrombie & Fitch and Guess.

Much like foodservice, the retail industry operates on slim profit margins where only the strongest survive. Yet it's fascinating to watch the dramatic transformation of the retail landscape in the past few years, and what is to come. A study put out by Credit Suisse estimates that between 20 and 25 per cent of American malls will close within five years. Business Insider calls it the "Retail Apocalypse."

WHAT LED TO THE "RETAIL APOCALYPSE"?

With the advent of e-commerce, consumers have radically transformed how they shop. Eight in 10 Canadians are now shopping online and e-commerce sales are forecast to rise by 64 per cent by 2020. This shift from a bricks and mortar retailer to online shopping has led to the demise of many retailers. Some are moving all their storefronts to the digital world in a last-ditch effort to survive.

SUCCESSFUL OPERATORS ARE ALSO GOOD AT SOMETHING. THEY HAVE A UNIQUELY NICHE BRAND OR MENU ITEM THAT IS BETTER THAN THEIR COMPETITION.

Consumer tastes have also altered where people shop. There is the much-talked-about "death of the middle." This is where mid-tier retailers like Sears are losing market share to the extremes: from the high-end and luxury brand stores (Saks Fifth Avenue, Nordstrom), to the value-type stores (Walmart, Winners) and the extreme-value stores (Dollarama).

The growth in high-end luxury is perplexing since real median wages in Canada have been relatively flat, and Canadians are saddled with record debt. Yet, strong gains in the stock market and soaring housing prices are boosting luxury sales. Even the non-wealthy are opening their wallets to indulge in the luxury lifestyle.

↣ CONTINUED ON PAGE 20

Despite the changing landscape, what led to the demise of many retailers was their inability to provide quality (both real and perceived) at a reasonable price. Relative to their competitors, stores like Abercrombie & Fitch sold clothing that was overpriced for the quality. Sears tried to be all things to all people, and in the end, wasn't great at anything.

COULD SOMETHING SIMILAR HAPPEN IN FOODSERVICE?

Canada's restaurant industry has been on a bull run for the past few years. Sales were initially driven by strong gains in 2012 and 2013 due to robust economic growth in Alberta and Saskatchewan. Since then, foodservice spending received a boost by gains in British Columbia, Ontario and Quebec. In fact, spending has taken off and outpaced all retail spending in recent years. This pattern matches current trends in the United States. The chart shows that the spread in growth rates continues to widen.

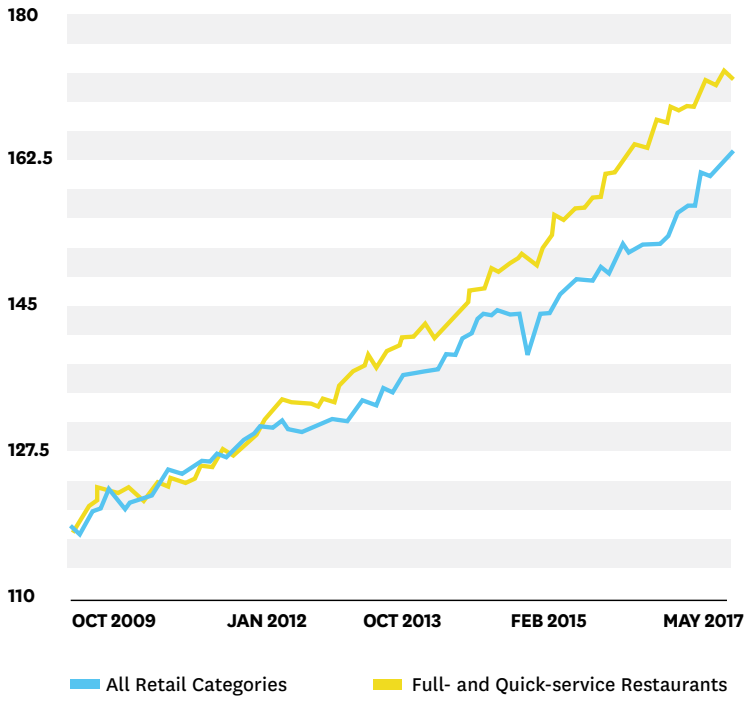
Yet restaurant operators shouldn't take this growth for granted. The rapidly changing retail landscape provides a warning for all foodservice operators. Over the years, a number of restaurants have fallen into the same trap as retailers. Many have closed or reduced their unit counts because they charged too high a price for the quality of food. Smart operators will always have something inexpensive on the menu that will bring in customers, even if that is the only item they buy.

Successful operators are also good at something. They have a uniquely niche brand or menu item that is better than their competition. For example, The Keg is a really good steakhouse that is less expensive than many fancy steakhouses.

Where operators need to worry is the growing competition from grocery stores. Just as retailers have lost to Amazon, foodservice could lose market share to the HMR segment at grocery stores. This is because grocery stores offer the convenience of quality prepared foods at a low price. Consider how the improved quality and low prices of frozen pizza eroded the market share of pizza restaurants.

SINCE 2012, RESTAURANT SALES HAVE OUTPACED RETAIL SALES

(seasonally adjusted monthly data, indexed to January 2005)



DIG IN

Learn more about creating sustainable business operations and avoiding pitfalls by visiting our Member Portal

VISIT THE MEMBER PORTAL
members.restaurantscanada.org

THE LESSON FOR RESTAURANT OPERATORS

Restaurateurs need to constantly reinvent themselves to be relevant to consumers. What is it about your restaurant that is compelling to draw in customers? Is your brand unique in the marketplace or are you trying to be all things to all people? Are you providing the highest level of customer service to attract and hold on to your customers? The most successful restaurants have loyal customers—what are you doing to keep them?

Offering a compelling value is key to being able to survive in this tough environment. The lessons recently learned from Sears and others should serve as a warning to others. Just because you were successful in the past is no guarantee that you will be successful in the future. For many, this lesson comes too late. ■

Chart source: Statistics Canada and Restaurants Canada

"If you are in restaurants...you know what matters most. Traffic [defined as the ratio of number of transactions to traffic] and basket [defined as the ratio of sales volume to number of transactions]. Find that right customer. Get them to come to your place of business, buy something and keep coming back. More importantly, turn them into raving fans... Loyalty isn't about the offers you put up. It is the why you are in business. What are you doing to enable that customer's life? When you get to that level of conversation...you will drive the kind of traffic and basket your business deserves. Loyalty must be told not sold."

TONY CHAPMAN, BUSINESS STRATEGIST
TONY CHAPMAN REACTIONS







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TOP WAYS TO MAKE MONEY NOW

THERE'S ALWAYS SOMETHING TO LEARN BY LISTENING TO ADVICE FROM THE INSIDERS.

BY BETH POLLOCK

Whether it comes to reining in expenses or bumping up revenues, there's always something to learn by listening to advice from the insiders. I spoke to three restaurateurs who shine at running their businesses:

DOUG TOWNSEND runs successful Dartmouth restaurant The Canteen with his wife, Chef Renée Lavallée. Townsend and Lavallée recently reinvented their popular lunch spot as a full-service 60-seat dinner restaurant.

CHRISTIE PETERS is chef and co-owner of Saskatoon's The Hollows, a restaurant that *Vogue* magazine recommended as a must-visit in its November 2016 issue. She's also co-owner of Primal Pasta.

MICHAEL VALIANT, CEO Boon Burger, is presiding over the Winnipeg restaurant's expansion into Ontario.



1 FOOD COSTS

Tackling your food costs should be your first step. Valiant says he focuses on the cost of his most expensive ingredients—not necessarily those with the highest price tag, but the ones he spends the most on every month, through a combination of volume and cost. "If you sort your ingredient list based on this criteria," says Valiant, "start with your most expensive items on top, and work your way down the list trying to find better rates for each item. Your first successes will have a huge impact on your bottom line."

He also looks for synergies on the menu. "Instead of using 75 ingredients, see if you can trim it down to 25 or 30 by building recipes that piggyback off the same base ingredient list. Not only will this simplify your storage system, it will drive up your per-ingredient volume, which gives you more bargaining power."

1 Instead of using 75 ingredients, see if you can trim it down to 25 or 30 by building recipes that piggyback off the same base ingredient list.

2 IDENTIFY YOUR SOURCES

Townsend says The Canteen focuses on local food, so they don't buy everything from one source (which would normally be a way to save money). To make up for it, they buy direct where they can—for example, they purchase lobster meat and snow crab directly from a fishing cooperative. Although this means more work, as he has to meet them halfway rather than having the product delivered, the cost savings more than make up for it.

3 One decision that was definitely worthwhile was hiring a horticulturist to grow all of our own vegetables...it may sound expensive, but it keeps us protected from market fluctuations and shortages.

3 GROW/MAKE YOUR OWN PRODUCTS

"One decision that was definitely worthwhile was hiring a horticulturist to grow all of our own vegetables," says Peters. "It may sound expensive, but it keeps us protected from market fluctuations and shortages." She says it also reinforces how important it is to use the whole vegetable, including composting whatever is inedible, so it goes back to the soil for nutrients for the following year's crop. The restaurant even saves excess animal fat and uses it to make their own hand soap.





4 **SCRUTINIZE EVERY EXPENSE**

Townsend analyzes the restaurant's costs line by line—"food, maintenance, supplies, services: every single line of expense budget." He says it's surprising how every bit can make a difference. Shaving a little off the cost of high-margin items can have a big impact on the bottom line.

5 **BUILD IN WORKFORCE FLEXIBILITY**

At both of Peters' restaurants, FOH employees participate in kitchen jobs when business slows down. This helps them understand the products and processes, and builds their appreciation for the work the kitchen staff does.

> Townsend recommends perusing your menu for the item that requires the most labour and removing it. "Doing that helped us eliminate one shift at lunch every day."

6 **EXAMINE YOUR MENU FOR LABOUR-INTENSIVE ITEMS**

Some menu items just take longer than others to make, either because there are many steps, or there's a lot of work in plating it. Townsend recommends perusing your menu for the item that requires the most labour and removing it. "Doing that helped us eliminate one shift at lunch every day," he says.

7 **GIVE YOUR CUSTOMERS WHAT THEY WANT**

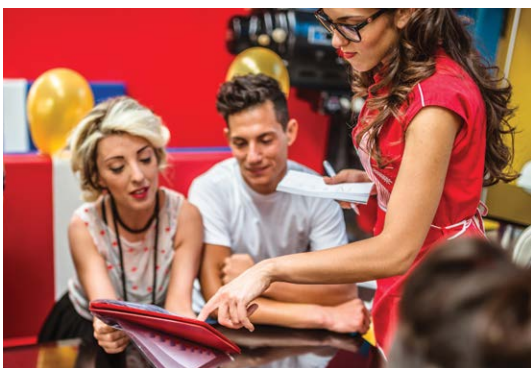
Knowing your customers, and what makes them happy, is key to delivering on a great experience. Valiant says, "We're in the fast-casual vertical. Our customers love loyalty programs and coupons, so we have robust programs to provide them."

> We took over the space next to the restaurant to take care of the takeout business... This gave us another revenue stream altogether.

8 **STREAMLINE YOUR OPERATIONS**

Townsend and Lavallée owned a sandwich shop for two and a half years before they closed it and opened The Canteen. But they almost became victims of their own success. Trying to satisfy their former takeout customers in the new space was actually overwhelming the new restaurant. "We took over the space next to the restaurant to take care of the takeout business," Townsend says. "This gave us another revenue stream altogether. It bumped up revenue, but our operating costs were only incrementally higher."

↣ CONTINUED ON PAGE 24





It's easy to get sidetracked trying to save money across the board. But if your customers feel they receive value for their coin, they'll be back.

9 MAKE A PLACE YOUR REGULARS WANT TO COME BACK TO

Valiant recommends you focus on providing value for your customers. "It's easy to get sidetracked trying to save money across the board. But if your customers feel they receive value for their coin, they'll be back."

Peters says her secret to encouraging repeat visitors is to create an overall ambience and experience for the guest. "From the moment they step through the door, they can see the entire staff busy working together: processing the garden harvest, blending wild foraged teas, or jarring house-made soap," she says. "By the time the food arrives, guests are already having a full experience, taking in the small details like the beeswax candles and vintage glassware."

BONUS TIP: NEW CUSTOMERS

The best way to attract new customers? Peters says Instagram, Twitter and Facebook can be great free tools to get your restaurant's name out. But she adds that The Hollows mostly relies on their reputation and word of mouth. "There is no real secret, except putting forth a great product with great service." M

Preventing tables from sitting idle very long can mean a 10-15% boost in revenues.

10 FILLING SEATS

The Canteen has an experienced general manager who is a wizard when it comes to filling seats. "Preventing tables from sitting idle very long can mean a 10-15 per cent boost to revenues," Townsend says. In addition, most of their tables are the same size, so there are endless combinations of rearranging tables (combining and taking apart to suit party size) to ensure no seats are left empty.



COUPONS AND DISCOUNTED MEALS ARE INCREASINGLY LIKELY TO DRIVE TRAFFIC

57% of consumers say that the use of sustainable foods creates good value at restaurants

48% of consumers ages 18-34 say they are seeking out higher-quality menu items than they were two years ago

31% of consumers say they use deal apps and websites—among these consumers, 43% do so on a weekly basis

(Source: Technomic)





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The Benefits of Going Green

COST SAVINGS IS A PRACTICAL BENEFIT THAT MAKES GOING GREEN A WISE DECISION FOR ANY FOODSERVICE OPERATION



BY JANINE WINDSOR

For most restaurateurs, the idea of having a more sustainable establishment comes with the preconceived notion of expense. With razor thin division between gross profit and being in the red, expense is the driving force behind decisions for many foodservice operators. There may be trepidation when embarking on any new project, including sustainability, rooted in assumptions that a major investment of time and money is required. None of the above is necessarily true.

On the broad spectrum of sustainability, the degree to which an operator can implement changes largely determines the required investment. There are many changes that are easy to implement, with little to no cost, and that provide a quick return on investment. While environmental sensitivity itself is a key driver for many operators, the business case for sustainability speaks to a whole other sector of the industry.

To understand the influence of sustainability on the bottom line, one just has to look at the environmental footprint. Restaurants have the largest environmental footprint of any type of commercial building. Restaurants use 2.5 to 3 times as much energy per square foot than other commercial businesses. From the first lights on before opening until well after close, there is the constant use of water and energy. The waste generated—primarily food derived—and recycling are associated with their own costs. Foodservice is an incredibly high-carbon footprint endeavour that

↣ CONTINUED ON PAGE 28





runs parallel with the cost of operating.

Take lighting, for instance. The up front investment to switch all bulbs to energy efficient LEDs might be in the hundreds or even thousands of dollars, depending on the size of the facility. Nothing to sneeze at. However, using longer-lasting, higher-efficiency bulbs creates a return on investment that diminishes the initial cost in the long run. ENERGY STAR rated bulbs will give you 70 to 90 per cent more efficiency and last 10 to 20 times longer than incandescent bulbs. If making any type of investment isn't in the cards at the present time, implementing a Lights Off policy and making sure your staff are following through can save hundreds of dollars per month in energy costs.

Something as simple as installing low-flow spray valves can save about $1,000 per year. What's more, low-flow spray valves hit dirty plates with a higher velocity than the high-flow valve, so the cleaning performance is as good or better than the high-flow units. If we extrapolate these benefits to other changes in areas throughout the establishment, we see long-term savings that drive the bottom line.

Beyond the cost savings is a positive by-product of sustainability: engagement, both with customers and staff. Customers are more likely to choose a restaurant if sustainability initiatives are known; there is a marked increase in consumer demand for more sustainable businesses. Staff get a sense of fulfillment and pride in their place of employment and are more bought into the mission.

Businesses that implement some of these ideas are seen as leaders in the industry and can receive valuable press and accolades. There are more opportunities for recognition for these initiatives, such as the LEAF Awards at the 2018 RC Show. Sustainability isn't static. What was seen as a novel idea a few years ago is now mainstream—local food, on-site gardens and composting—and so it will continue. But beyond the recognition, there are practical benefits to being an industry leader. Currently, many municipalities in the US are moving ahead with Styrofoam and plastic bans, and Canada may follow. Being a leader allows a restaurateur to have control over the timeline and execution of changes, rather than having changes imposed.

Leadership doesn't have to be daunting. In the US, 500 million straws are used and disposed of daily. We don't need plastic straws, however, at some point, they became the norm. Would you stop serving plastic straws or use paper or compostable straws by request? This simple change has the ability to greatly reduce the environmental impact of the foodservice industry.

One of the main pillars of sustainable foodservice is local food. Local sourcing results in a tremendous economic benefit for the surrounding community. Putting dollars back into the community by pur-

Customers are more likely to choose a restaurant if sustainability initiatives are known; there is a marked increase in consumer demand for more sustainable businesses.



Being a leader allows a restaurateur to have control over the timeline and execution of changes, rather than having changes imposed.

chasing from local producers ultimately results in more investment coming back to you in the form of paying customers.

There are many changes an operator can make to create a more sustainable industry. Big and small, these changes drive profitability, customer experience, staff engagement and public perception about your brand. If your aim is to be a profitable establishment where customers enjoy eating, and qualified staff want to stay, then the benefits are apparent. Add to this the knowledge that you have contributed to sustainability in a highly impactful industry, and you did it well.

Sustainability is not just an environmental concept, it's a fundamental business concept.

Janine Windsor is a registered dietitian and the founder and president of Leaders in Environmentally Accountable Foodservice (LEAF), a national non-profit organization that is dedicated to helping those in the foodservice industry reduce their environmental impact.

DIG IN

The RC Show 2018 (Feb 25-27) Eco Pavilion in conjunction with LEAF will have many ideas like this to get you started. Read about "going green" experiences and learn more about first steps.

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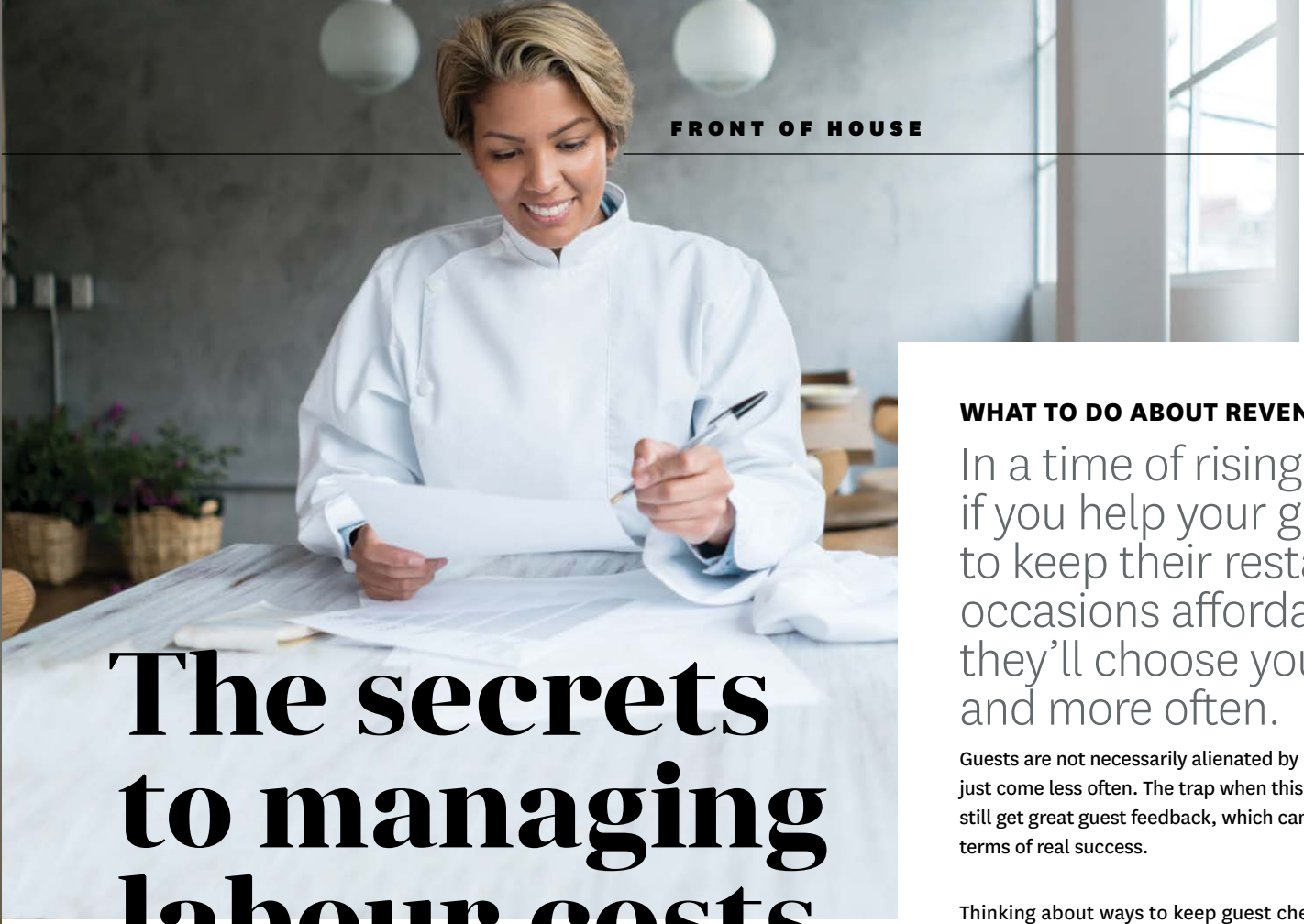
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Québec



The secrets to managing labour costs

How to react to likely increases

BY HUGH JOHNSTON

Labour costs look to be rising across the country. Ontario, Alberta and BC have already announced plans for a $15 minimum wage. Even for operators located in other provinces, costs may rise as your suppliers' labour costs increase, and they pass it along to you. So, no matter which province you operate in, it's a good time to step back and think about how to react to a likely increase in costs.

How can keep your profits healthy, and your customers happy? Thinking creatively can help you weather the storm. Here are a few ways you can respond to higher wages without pushback from your customers.

WHAT TO DO ABOUT REVENUE

In a time of rising costs, if you help your guests to keep their restaurant occasions affordable, they'll choose you first and more often.

Guests are not necessarily alienated by higher prices, they just come less often. The trap when this happens is that you still get great guest feedback, which can be misleading in terms of real success.

Thinking about ways to keep guest checks down is the opposite of what you might usually do, but it's one way to keep guests happy. When your prices are rising, help them appreciate the value you provide:

- Make sure the prices guests notice first, and prices on items they care about the most, are in line, visible and represent good value.
- If guests react to higher prices, be prepared to help them make choices they can afford...instead of focusing on increasing revenue on this one visit.
- Work hard to keep your guest counts up. This will serve you well, because when you lose a guest or they come less often, you lose 40 cents of bottom line on every dollar lost in sales.

Help your guests keep their restaurant occasions affordable or they will go somewhere else. Consider changing your offerings to keep portions attractive, offering compelling menu items with lower labour and food costs.

- Change what you highlight to let guests treat themselves if they want to, but also being sure to offer several affordable menu choices.
- Consider your guests and their wallets when setting prices, thinking not only about the menu price, but also what the total check is, tax and tip included. Your servers will be happier if you keep your guest counts up at a reasonable tip percentage, instead of making a few extra dollars per guest on a lot fewer guests.

↣ CONTINUED ON PAGE 32

WHAT TO DO ABOUT COSTS

Focus your efforts on lowering costs in a way that doesn't impact perception about the value you provide:

- The best way to lower your cost per guest is to get more guests. Do you have promotions and limited-time offers that allow guests to keep you affordable while building traffic to maximize the amount of time you are at peak volume?
- Instead of cutting hours, shift your menu mix to items that guests love and are good value, but use less labour both in the front and back of house.
- If you don't already use labour scheduling tools to manage guests per labour hour and if you don't have strong controls over your food usage and yield, now is the time to start.

You can also look deeper into the costs that make your guests happy and the ones they don't care about:

- Look at your hours of operation. If there's no lunch trade in your market, consider closing for lunch during the week.
- Look at your days of operation. If you lose money being open on Monday, consider closing that day.
- If you grew too quickly (and there's rarely a line because you have too many seats), think about how you can sublet out part of your space. If you can't, try closing the sections that are not needed to improve your service.

Making the adjustments
Now is the time to be proactive and think about how you'll respond to labour rate increases. The sooner you get started, the sooner you can reap the benefits. What actions—both big and small—will you take? What will you do to get a better result? Do you have a plan? It all starts January 1, 2018. Be ready and if you haven't started preparing, do so now.

RESTAURANTS CANADA IS TAKING ACTION IN ONTARIO

The Ontario government did an about-face on their minimum wage policy and announced a $14 minimum wage by January 2018, a $15 minimum wage by January 2019, along with 64 other costly, anti-business policies. Restaurants Canada has been working full-out since then to assess the impact of these policies on restaurant businesses and employees and to com-





municate the message of "too much too fast" to media, government and other stakeholders.

The impacts on our industry and the economy will be staggering. Findings from an independent economic impact analysis by the Canadian Centre for Economic Analysis (CANCEA) indicate:

- A $23 billion hit to business over two years
- 185,000 jobs at risk; 17,300 in food-service and accommodation alone—more than any other sector
- Increased deficits at all three levels of government with municipalities taking a half billion dollar hit—which will result in higher taxes
- A 50 per cent increase to inflation and a cost per household of $1,300 more for consumer goods and services

RESTAURANTS CANADA ACTIVITIES INCLUDE:

- A member impact survey
- Call-to-action
- Story collection
- Meetings and discussions with politicians and ministers, and the premier's top advisors
- Participation in all 10 days of hearings across the province. In fact, our industry had more representation than any other at the hearings

There is more to do, we need your help! Restaurants Canada is taking the lead, and funding up to 50 per cent of this campaign, but we need all members to kick in. We must sustain pressure on government and influence MPPs in targeted constituencies to negotiate mitigation that is in line with the labour-intensive nature of the industry, and the disproportional impact these increases will have on our membership. Ultimately, we want to send a strong message—to not only the government of Ontario, but to other jurisdictions also—that reckless minimum wage increases won't buy elections.

DIG IN

Be a part of the next steps. Together we must keep up the pressure. For more information or to take action, please contact JAMIE RILETT at 416-649-4241 or jrilett@restaurantscanada.org or JOYCE REYNOLDS at (416) 649-4219 or jreynolds@restaurantscanada.org.

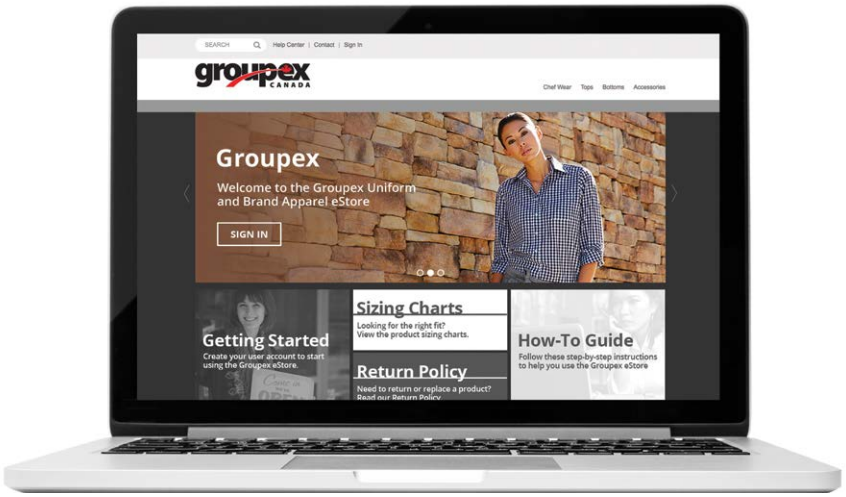




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"Groupex continues to help our members reduce their operating costs," says Kim Teichroeb, Director of Operations for Groupex. This is a significant suppliers move for Groupex—the Chase Paymentech program offers a strategic focus on foodservice, helping to provide the best total value to Restaurants Canada members. The new Chase program is rolling out across the country this month.

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THE EVOLUTION OF THE BAR

BY LEN FRAGOMENI



Good cocktails are more mainstream than ever

The evolution of the bar is being heavily influenced by the fact that good cocktails are more mainstream than ever. The way that I see it, it started out being a culinary focus in Canada, somewhere, back in the day. Perhaps it was a Wednesday. Better chefs brought us better wine, and then came better beer with the craft brew movement. What followed was what I call the second coming of the speakeasy, where moustached men uniformly dressed themselves in vests and ties to recreate and serve classic, pre-prohibition era cocktails to the few enthusiasts that barely knew of their existence.

Nowadays, you can belly up to the bar in a suburban Earls and get a proper Old Fashioned, made with quality whisky, root beer bitters and Demerara syrup to sweeten. It's even served over a large clear ice cube that looks as though it was hand cut, and garnished with an Amarena cherry.

That, folks, is mainstream. But let us compliment and not offend the early adopters over at Earls for jumping on the bandwagon. They listened to what their guests wanted and addressed it—the result is an Old Fashioned that can please the palates of many a true spirit-sugar-water-bitter aficionado.

Today, the trend is moving towards craft spirits and increasing the selection of quality and quantity of spirits offered on the bar overall. Craft distilling in Canada is following global trends, with an influx of small craft distillers popping up all over the country—family-run, local distillers like Willibald are a favourite for shaking up your cocktail offerings. Like craft beer did a decade ago, bespoke spirits are making their way into bars, and eventually both bartenders and consumers alike will follow as products continue to improve with increased competition and availability.

CONTINUED ON PAGE 36

THE EVOLUTION OF THE BAR

Gone are the days that people are drinking just one spirit brand for life, and the proof is in the most recent resurgence of whisky—it has taken over as today's trend-setting spirit of choice. And whisky is showing no signs of slowing down.

And it's the old faithful cocktails such as the Old Fashioned and the Manhattan that have been perfect vehicles for exploring all the wonderful bourbons and ryes that have recently come out of the United States and Canada.

Whiskey distillers such as Koval in Chicago are pushing the envelop even further, making whiskey from very different (and yes, more interesting) mash bills, using grains such as millet and oats, which is something the big boys from Kentucky have never brought to market. Now that's innovation!

Even Scotland is seeing new craft distilleries opening up shop, poising the age-old category to be upended and transformed so it too can keep up with the palate of today's discerning whisky drinker who wants one thing and one thing only: choice. Scotch and Millennial are now spoken of in the same sentence, so there are some interesting times ahead.

DON'T UNDERESTIMATE THE VALUE OF SHARING PHOTOS OF BEAUTIFUL COCKTAILS VIA SOCIAL MEDIA

We've come a long way from the sub-par cocktails seen in the 1970s, 80s and 90s or what I call "10 years BC (10 years before cranberry)." Today's young cocktail drinker doesn't know what poor cocktails are. If you're a 25-year-old professional working in the city, male or female, chances are you're asking for a Bourbon Old Fashioned or gin-based Cucumber Basil Smash as opposed to a whisky with Coke or a vodka with soda. And even though the Harvey Wallbangers and Bahama Mamas had their times and places in cocktail history, I don't think they'll be making a comeback anytime soon.

Operators need to adapt on the bar as they do in the kitchen and failing to do so will not only leave dollars on the table; this would result in losing business by having the next generation of drinkers go elsewhere to get their drink fix.

Beer companies are embracing the trend with the recent popularity of the Radler—beer that has added fruit juice meant to make it somewhat more cocktailesque. We want more flavour, our palates are more refined and we're more educated as to what's good. This is influencing the manner in which we imbibe in Canada today. Traditional spirits—like gin—are especially trending. Small and big brands are bringing



JUMPING JUNIPER! Do the math!

Gin, technically, is a flavoured vodka. Take neutral grain spirit, infuse with juniper and a selection of botanicals (generally based on the liking of the distiller), and voila, you have gin. The Gin and Tonic—a tried and true classic—doesn't have to be a Plain Jane on your menu. Put it in a proper bouquet glass, add flavour pairings using infusions and/or herbs, some edible flowers; use a premium tonic like Fever Tree or the newly landed to Canada, Franklin & Sons...and you've turned a $7 standard drink into a $12 profit centre.

It is about cost vs. contribution. Operators get stuck on cost thinking that a Gin and Tonic using infused gin with a premium tonic is going to carry a higher cost of 30 per cent or more on a $12 premium option, rather than 20 per cent or less on a $7 standard G and T.

What operators need to realize—the overall dollar amount going into the bank on a $12 premium Gin and Tonic is much higher than that of the standard options. It's all about the contribution, not the cost. Consumers won't drink less, they'll just drink better and have better overall guest experiences even though they're spending more. They see value as they are getting a better-quality, better-looking, better-tasting drink. Especially a drink that is social media-worthy (don't underestimate the value of your guests sharing photos of beautiful cocktails through social media).

Restaurateurs, bar managers and owners need to think beyond conventional ideas and bravely innovate to boost margins. As with food items, menu engineering is key. Don't just list the standard options that are expected by everyone. Instead, highlight the premium options, while still allowing off-menu standards to be poured and served to any guest, anytime.

Building out sections on your menu to include a variety of seasonal favourites like Sangria is a great way to direct your guest to drink better while adding margin!

Cocktail titles are super important as you need to catch people's attention; keep titles relatable and approachable. Give people what they want, but with your added touch through taste and presentation. It's not rocket science. If it was, we'd be building rockets. This is a fairly simple strategy to implement with but four ingredients: training, know-how, creativity and a little elbow grease. M

innovative flavours and mixologists are bringing the recipes and novel food pairings to life.

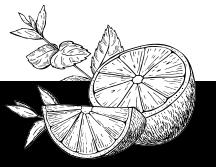
Gin is in and it's being championed by a somewhat unprecedented cohort—female drinkers. It seems that gin cocktails are perfectly pleasant in every way and purveyors of ingenious gin cocktails are enjoying an impressive market presence on menus across the country.

When properly mixed, gin delivers that extra layer of flavour to a cocktail that vodka (being the closest to neutral of any spirit) just can't bring. This is why you don't see vodka as a base in some of the more progressive cocktail lists. Even Caesars, which are predominately made with a vodka base, are being re-invented with gin, tequila, and even whisky; and popping up on menus everywhere.



Len Fragomeni is the president and CEO of H Group Inc. H Group owns, operates and manages various hospitality brands and venues including SpiritHouse Toronto, SpiritHouse Montreal, Toronto Institute of Bartending, Montreal Institute of Bartending Chicago Institute of Bartending, Toronto Cocktail Week Inc., and Whiskylicious.

Len Fragomeni will be introducing proven bar beverage programs at RC Show 2018! For more information, please go to restaurantscanada.org.



Craft spirits are disrupting with style.

"We are a first-generation farm distillery based in Ayr, Ontario. We try and complete as many steps of the gin (and whisky) production process as possible here on our 100-acre farm. We mash, ferment and distill all Ontario grains for all our spirits and also mature everything on site. Our first product—Willibald Gin—is a cask-aged gin that has been macerated and vapour-infused with six botanicals: juniper, coriander, angelica root, cardamom, caraway and grapefruit peel. We then cask-age the gin in American white oak casks. These casks are purchased new by us and each is used for only two maturation periods of three to six months. The mix of botanicals and oak gives you a spirit that is bold and robust with notes of juniper, liquorice, cardamom and citrus as well as hints of vanilla, caramel and marshmallow. Because of its bold aroma and flavour, it is very well suited to gin cocktails in addition to cocktails that typically rely on the bolder flavours associated with oak-aged spirits. It's a spirit that will definitely hold its own in whatever liquid battleground you place it in."

CAM FORMICA, CO-FOUNDER OF WILLIBALD FARM DISTILLERY

When two worlds come together

Earlier this year, The Macallan unveiled their Double Cask 12 Years Old to the Canadian market, and MENU was invited to take part in an exclusive tasting event. There we learned all about the exceptional wood management which defines every aspect of The Macallan whisky creations. From amber to gold, to the rich, creamy butterscotch hue of Double Cask, the range of colours and their respective flavour profiles are formed organically between the whisky and the wood of the casks, without any additions of flavour or colour.



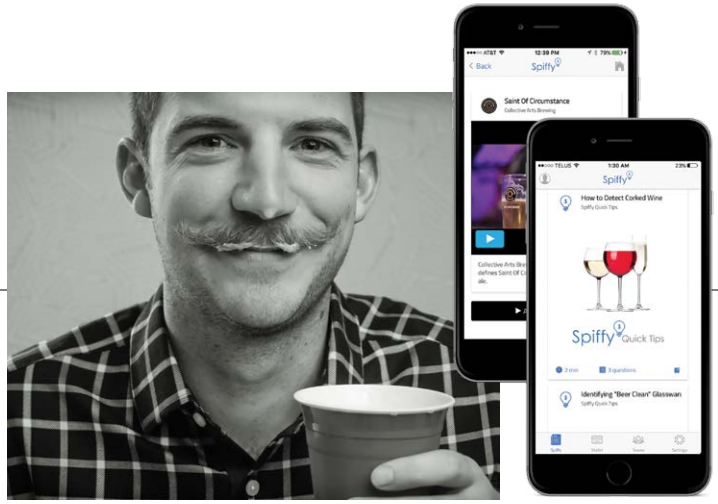
"The Macallan has built a reputation as one of the world's truly greatest single malt whiskies. It is an innovative brand whose foundation is built on and upheld by its defining six pillars: the spiritual home, the curiously small stills, the finest cut, the exceptional oak casks, the natural colour and the peerless spirits. These, in combination, contribute to the essential character of The Macallan and lead to the creation of marques like The Macallan Double Cask 12 Years Old.

This exquisite marque combines a perfect balance of whisky aged in American and European oak cask to reveal an exceptional liquid that is truly the best of both worlds."

Marc Laverdiere, The Macallan and Highland Park Emeritus Ambassador

Taste Profile of The Macallan Double Cask 12 Years Old

- A prominent, unmistakable American oak style with a backdrop of European oak
- The delicate flavour of American oak—vanilla, citrus and light oak—takes centre stage
- The traditional Macallan character of rich fruit, sherry and wood spice, credited to the European oak, affords a familiar backdrop



Liquid to Lips

How brands use technology to stand out amidst growing competition

We are living in a golden age of craft beer and spirits and wine lists are growing ever more complex. Consumers everywhere rejoice as more and more options arrive on the beverage menu and at the local liquor store. While restaurant-goers appreciate the added variety and increased quality of offerings, it can overwhelm guests and cause headaches for competing alcohol brands. There is only so much liquid hitting lips, so it becomes increasingly important for a brand to stand out to ensure that they're selling their fair share.

Having a quality product and intriguing brand story is always step one, but that won't do anything for you if a restaurant-goer doesn't KNOW that you have a quality product and cool brand (or worse, that you are even on the menu!). Unfortunately, you can't have your brand ambassadors sitting at every table, so you need to turn restaurant staff into advocates for your brand. With limited resources and busy operations, this is easier said than done.

Traditionally, brands have marketed themselves by building relationships with licensees, and through the use of physical items like glassware, signage and coasters. These tactics have an impact, but with growing competition and a more educated consumer, server recommendation will rise in the ranks of sales drivers. As this trend continues, it will be increasingly vital to educate the staff who represent your brand in front-line conversations with the consumer on the restaurant floor.

As rising wage costs make it more difficult to bring a group together, and shrinking attention spans reduce the impact of the sessions that DO happen, more brands are leaning towards technology to boost beverage sales. To extend the voice of a sales team and boost brand recognition, mobile apps like Spiffy can deliver product knowledge in video format, directly to the mobile phones of restaurant workers. For example, a video on an IPA may highlight the major flavours and aromas, food pairings and the story behind the brand which always makes for great table talk! To improve engagement, servers can even be rewarded for completing the training, directly within the app.

Training content is more likely to stick with a millennial workforce when delivered in short bursts of video, and each module has a quick quiz attached to ensure the message was absorbed. As GMs monitor team progress on the dashboard, and brands know the state of training in their accounts, we can take some of the guessing out of on-premise spend with measurable results.

We all know that "people sell what they know" and what they can confidently speak about, so let's arm servers and bartenders with the information they need to properly represent your brand on the front line, where that liquid hits the consumer's lips!



Ginger Gin and Tonic

BY SPIRITHOUSE

Fill a large red wine glass with ice

Pour in 1.5 ounces Ungava Gin

Top with Fever Tree Mediterranean Tonic

Garnish with a slice of ginger, a slice of grapefruit and a sprig of thyme.

Enjoy!

Len Fragomeni will be introducing proven bar beverage programs at RC Show 2018! For more information, please go to restaurantscanada.org.

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Restaurants Canada is expanding the largest foodservice trade event in Canada to include even more leadership, networking opportunities and culinary experiences. RC Show 2018 will focus on innovations from Canada and around the world: look for inspiration, advances in food and drink, and new ways to SHOP, TASTE, LEARN, CONNECT and GROW your business.





A TASTE OF WHAT WE'RE COOKING UP

A DEDICATED AREA to showcase innovative products and services across all categories including specialty food, bar and beverage, coffee and tea, technology, equipment and more. The Canadian Space Agency and the Canadian Agriculture and Food Museum's "Space to Spoon" exhibit will anchor the area and highlight Canada's world leadership in satellite technology while demonstrating how space technology benefits Canadian farmers, sustainable agriculture and impacts the food we serve and eat.

EIGHT PAVILIONS curated to bring brands to life: providing tasting experiences, live demos and competitions to equip owner/operators and buyers with new ways to save and make money. Attendees will be introduced to the technology that is advancing business today. Take part in proven bar and beverage programs; explore coffee, tea and dessert menu ideation; and see the benefits firsthand of going local or "greening your restaurant."

OVER 100 KEYNOTE presentations, panel discussions and culinary demos on the show floor with a leadership conference and breakfast event to inspire, and provide leadership and guidance on overcoming the biggest issues facing our industry. Canada's top brand leaders in the foodservice industry will share growth insights. Aaron Allen will deliver a keynote on global foodservice insights and growth strategy, and Dr. Irwin Adam will discuss the future of food while providing food lessons on creativity and innovation.

CULINARY EXPERIENCES will treat the taste buds, while networking events provide invaluable insights and opportunities to connect with industry leaders. Chef and Culinary Curator Charlotte Langley is back to oversee all food-related activities and events. Langley will create a destination on the show floor bringing together chefs, products and services to demonstrate front and back of house innovations. Owner and operators will learn how to increase revenue and overall profits beyond their walls!





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RESTAURANTS CANADA/MENU MAGAZINE: WE'LL SEE YOU THERE!

- 1,824 participating companies representing 55 different countries
- Canada, Germany, Spain, France, the USA and the United Kingdom top the list of the ten main foreign nations in attendance
- Over 1,500 buyers hailing from Europe (10%), the Mediterranean and South Africa (7%), the Middle East (15%), Northern America (23%), Central and Southern America (8%) Russia (18%), Asia and Oceania (19%).
- Hundreds of events including workshops, training opportunities, round tables and show-cooking spectacles

The countdown to the 40th edition of HostMilano has now begun. The trade show—taking place in Milan, Italy from Friday, October 20 to Tuesday, October 24—will see 55 different countries being represented on the opening day, with eight new entries—Belarus, Egypt, Lichtenstein, New Zealand, Serbia, South Africa, Sri Lanka and the Ukraine.

There will be over 1,500 hosted buyers arriving from all over the world. With hundreds of meetings and events in addition to business activities; the 40th edition of HostMilano is also a place where training and learning opportunities abound. In addition to professional meetings, there will be an extensive number of events, including workshops, training opportunities, round tables and show-cooking demonstrations. Visitors will be able to freely attend the hundreds of events.

DIG IN

Are you interested in attending HostMilano? Contact us today to and let us know if you wish to be to be part of the Restaurants Canada members delegation!

EMAIL membership@restaurantscanada.org

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Restaurants Canada
The voice of foodservice | La voix des services alimentaires

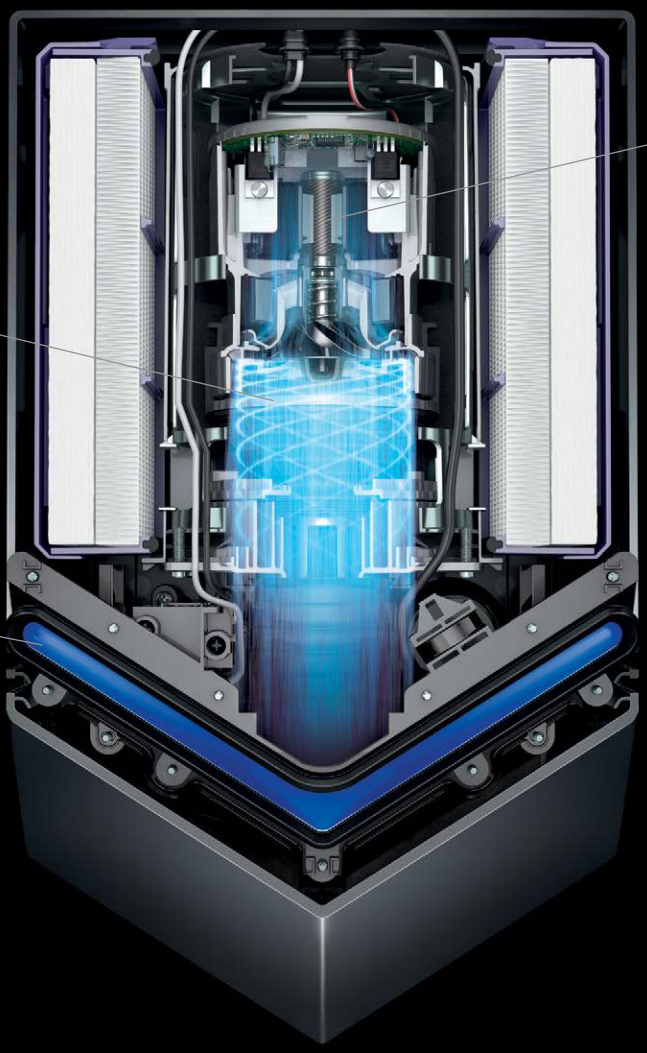
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*Loudness reduction compared to the original Dyson Airblade V hand dryer.



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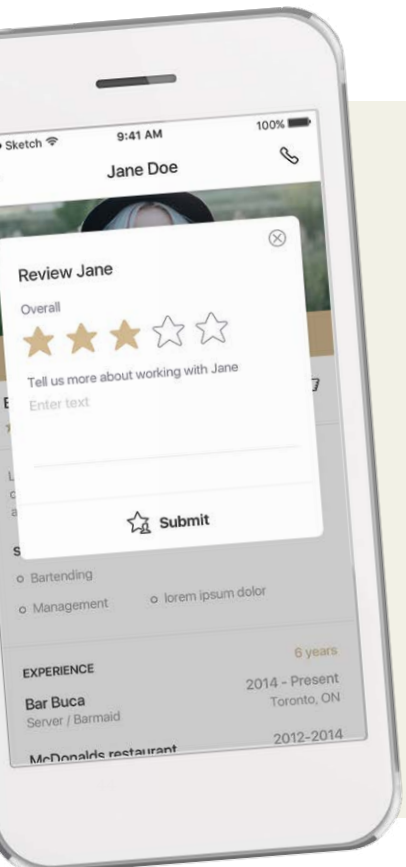
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THE HOSPITALITY INDUSTRY GETS A FRESH START WITH PINEAPPLE

New app promotes accountability while addressing pressing industry needs

Pineapple Hospitality is an app-based job marketplace for trusted professionals in the service and hospitality industry. From single shifts to long-term work, Pineapple helps both job seekers and providers find employment opportunities and qualified staff. Spearheaded by industry veterans Dejan Lazic and Jerrett Young, the easy-to-use app addresses issues from labour shortages to ghosting trends that negatively impact the industry.

Pineapple offers a wide range of valuable services, including some industry firsts:

- a verification process before the user can officially join the community and access the full functionality of the app
- the ability for job seekers to post preferred pay rates for temporary shifts
- guaranteed four-hour minimum payment for trial shifts
- an in-app invoicing system to ensure precise time tracking, secure payment, number of transactions and app usage
- a two-way star rating system that promotes accountability
- a rewards system to celebrate community members adhering to best practices for success
- an area to showcase and update job skills as you gain experience
- a time tracking system for temporary and single shifts

A Spiffy new app for restaurants

Mobile microlearning for your restaurant's front line

"Product knowledge iffy? Better get Spiffy!"



Spiffy is a free tool for restaurants to boost sales and customer experience through server education on beer, wine and spirits. When we visit restaurants, there are more wine, spirit and craft beer options than ever before. You won't hear complaints from the growing number of craft connoisseurs, but it can make it difficult for restaurant operators to keep their whole team up to speed. The good news? There's an app for that...

Spiffy boosts alcohol sales and improves guests experience by educating servers and bartenders on beer, wine, spirits and menu items. Understanding that product knowledge is key to an exceptional guest experience, restaurants have looked to Spiffy to deliver content in a manner that is more likely to be absorbed by a millennial workforce: Short bursts of video and quick quizzes. The brand also has the option to reward servers for completing training on the app, which is one more reason to keep their products top-of-mind.

Sean Seymour, GM of Grace O'Malley's in Toronto, loves that the app delivers content from multiple sources; "As we expand our tap list, more and more people come through our doors to try something new. If we can make a good recommendation, we're well on our way to delivering a great guest experience. It's nice to know that if we hire a new server, they don't need to wait until the next tasting or training seminar to be up-to-speed!"

(Source: DMS, digitalmainstreet.ca)

- direct booking of job seeker for specific jobs or temporary and single shifts
- instant messaging and scheduling for interviews and trial shifts eliminating the need for phone calls or emails
- incognito full-time job postings to ensure any sensitive positions can be posted without the company logo or name

The Pineapple Hospitality app is available as a free download on the IOS App Store and Google Play. Pineapple Hospitality will be expanding to markets across Canada throughout 2017.

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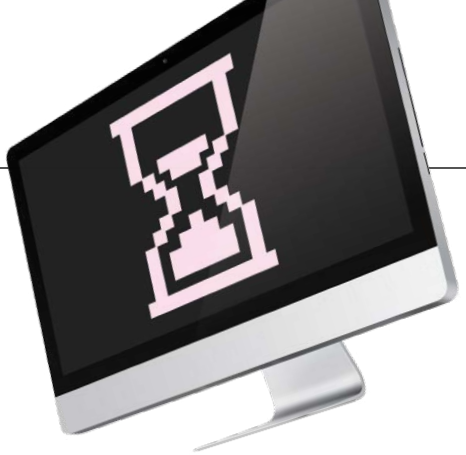




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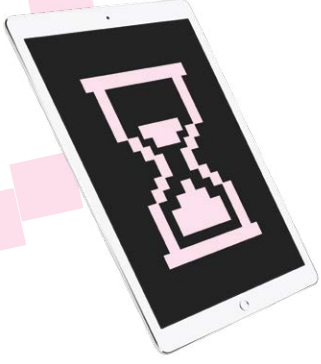
Demand Delivery: Your Consumer Expects It

PEPSICO'S NANCY ROONEY ON DRIVING LOYALTY AS THE PATH-TO-PURCHASE SHIFTS

BY NANCY ROONEY

Demand delivery is in the midst of a revolution. A ripple went through the food industry in early June when Amazon—the world's most successful online retailer—announced its purchase of Whole Foods. The strategic fit between these brands and the business model makes total sense and this move is sending a message to the industry to sharpen their strategic knives and get in the demand delivery game. As with any revolution, some will perish and others will seize the opportunity to thrive. **Here are a few ways to fall into the latter camp.**





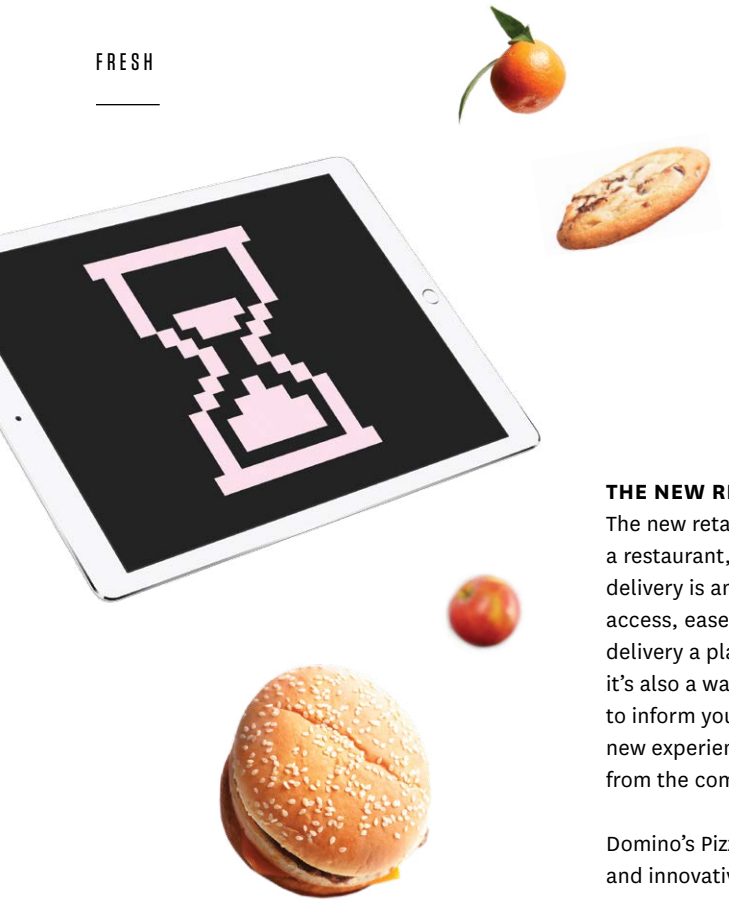
BETTER BRAND EXPERIENCE WILL DRIVE UNPARALLELED LOYALTY

Demand delivery presents a new opportunity to deliver a better brand experience and, with the right strategic partner, drive unparalleled loyalty. Walk in the shoes of your consumer. The majority of purchase decisions are now made via digital platforms, not through retail flyers or value meals. Online purchases are growing exponentially and there are scores of partners offering faster, better and more customized services that can be delivered by a driver, a robot or a drone. Within minutes? Yes, please. The shape of demand is rapidly changing.

BRICKS AND MORTAR CREATE WALLS BETWEEN YOU AND YOUR CONSUMER

Many marketers remain rooted in traditional models: a brick-and-mortar mindset, using innovation and value as their primary growth levers. The challenge here is that in an industry that has consolidated, growth is slow, price is the focus and there is a power shift between brand and retailer partnerships. Your consumer's needs can get buried under the rubble. Depending on if your future partner is clicks or bricks, you may find yourself on the other side of the wall and ultimately not owning your relationship with the consumer.

↣ CONTINUED ON PAGE 48



> It felt a little bit like breaking the law when you could tap a button and a yummy, gooey, cheesy meaty burger would arrive with a free brew. Now those are the moments that can bind you to a brand.

THE NEW RETAIL OUTLET IS A PHONE

The new retail outlet is not a grocery store or a restaurant, it's an iPhone or laptop. Demand delivery is answering a consumer demand for access, ease and speed. Not only is demand delivery a platform to drive future volume, but it's also a way to access new consumer data to inform your strategy. Your brand can create new experiences that can drive differentiation from the competition.

Domino's Pizza has been particularly disruptive and innovative in this space, making pizza delivery easier than ever before. You can text to order, tweet to order, mobile order, emoji order and even order through your TV or Xbox. Siri is their newest employee; just tell her you want pizza and it will arrive.

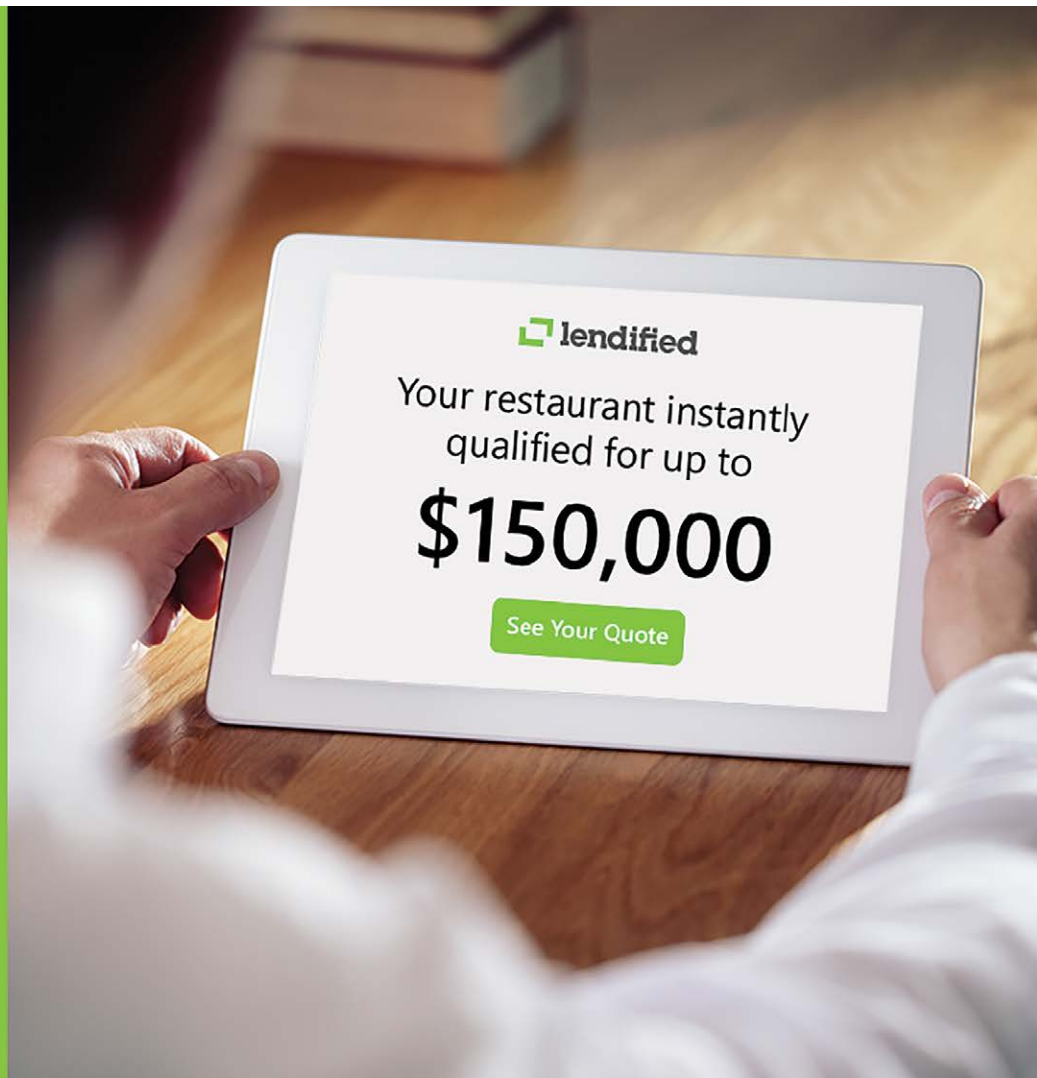
The disruptors are moving away from advertising relationships to building "selling partnerships," ranging from grocery delivery to meal ingredient delivery to fully-prepared, hot meals.

Budweiser partnered effectively with UberEats to celebrate Burger Week and drive trial on

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their Prohibition Brew. It felt a little bit like breaking the law when you could tap a button, and a yummy, gooey, cheesy, meaty burger would arrive with a free brew. Now those are moments that can bind you to a brand.

To build these critical relationships you'll have to decide who you're going to bet on to ensure that your strategic thought partners can move beyond social posts and video content to understand how to win more consumer visits, get a larger share of their wallets and create loyalty via demand delivery.

HOME IS WHERE THE FRIDGE IS, SO WHY DELIVERY ON DEMAND?

In the beverage industry, many brands are rethinking their shopper marketing approach to grow sales for "at-home consumption" occasions. This share of at-home occasions can be accessed through both retail and foodservice outlets as digital platforms are allowing them to compete more directly for share of stomach. The key is to drive a better experience with more relevant brands and products which ultimately drives increased sales.

Marketers need to understand the path to purchase as it radically changes. The space for "selling" is smaller and the value equation is intense. It's tough to compete against free tap water and other seemingly "free" drinks in the fridge. The time for rethinking the role that demand delivery plays in your growth strategy is now. After all, your consumers demand it.

Nancy Rooney is senior director of strategy and marketing for PepsiCo Canada.





HIGH LINER

Putting seafood on fall and winter plates



WARM YOUR HEART THIS WINTER WITH SMOKY APPLEWOOD SALMON CHOWDER

Fire Roasters Smoky Applewood Salmon

RECIPE BY HIGH LINER CULINARY CHEF KAREN GOLD

YIELD: SERVES 8

ingredients

FOR THE BROTH:

½ lb.	*bacon, diced*
1 c.	*red-skinned potatoes (although any type on hand will do)*
1 c.	*sliced leeks (whites only)*
1 c.	*sliced button or cremini mushrooms*
2	*cloves garlic, minced*
4	*portions Fire Roasters Smoky Applewood Salmon (approx. 3 pieces)*
1 c.	*dry white wine*
1	*can crushed tomatoes (14.5-ounce)*
2 c.	*fish broth*
1 c.	*vegetable stock*
1 c.	*half-and-half cream, plus 1 tablespoon for garnish*
1 c.	*fat-free plain Greek yogourt*
1/4 c.	*fresh parsley, chopped*
1 tbsp	*fresh dill, chopped*
+	*salt and freshly cracked pepper to taste*

FOR THE GARNISH:

1 tbsp	*vegetable oil*
1	*leek, sliced (white part only)*
1 lb.	*cremini mushrooms*
2	*Fire Roasters Smoky Applewood Salmon, baked*
¼ lb.	*baby red skin potatoes, halved*

Preparation

FOR THE SOUP

Heat a large pot over medium heat, add bacon and heat until cooked. Remove bacon and drain on a paper towel. Return the pot to the stove and heat the bacon fat until hot but not smoking. Add the potatoes, leeks and mushrooms and sauté until soft.

Add the garlic and continue to stir for about 1 minute.

Stir in the Fire Roasters Smoky Applewood Salmon, tomatoes, vegetable stock, and fish stock to the pot. Bring the soup to a boil, reduce the heat and simmer until potatoes are cooked (approx. 20 minutes).

Remove from stove and puree soup in a blender. Strain through a fine mesh strainer or chinois.

Return the strained broth to the stove and bring to a boil. Reduce heat and add in half and half, Greek yogourt, parsley and dill and bring to a low simmer. Keep soup hot for service.

Season with salt and pepper.

FOR THE GARNISH

Cut potatoes and place into a pot of cold water until the potatoes are covered by ½" of water. Place on the stove and bring to a boil. Reduce heat to simmer and simmer for 5-7 minutes (until potatoes are cooked through). Drain potatoes and allow the moisture to dissipate.

Heat a sauté pan over medium high heat and add vegetable oil. When oil is hot but not smoking add in the leeks and sauté for 3 minutes until translucent. Add in the potatoes and toss to coat well with the oil and mushrooms. Cook until potatoes are golden brown.

Add in the mushrooms and cook until mushrooms are golden brown. Remove from heat and cool.

FOR SERVICE

Divide the garnish amongst 4-6 bowls.

Pour soup over top until about ½ way up the garnish.

Asian creations

THAI® KITCHEN

FROM *Thailand* TO YOUR TABLES

Thai Kitchen has one simple goal — to help you bring the Thai experience to your diners. Our high quality, authentic, easy-to-use Thai ingredients will make it easy to satisfy even the most discerning palates.



Coconut Milk 400 mL

Made from the pressing of fresh, ripe coconut meat, Thai Kitchen coconut milk is naturally processed in Thailand without preservatives or additives.

Red Curry Paste 992 g

High on the heat scale (but generally more moderate than green curry), this red curry paste is a mix of fresh red chilis and aromatic spices, carefully blended to achieve layers of flavours perfect for Thai cuisine and more.

Green Curry Paste 992 g

Aromatic herbs such as lemongrass, galangal (Thai ginger) and fresh green chilis are harvested at their peak of freshness and carefully blended with fragrant spices for the perfect balance of flavours with a spicy kick.



clubhouseforchefs.ca

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