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# FOODSERVICE DIGEST

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## AS I SEE IT...



## Healthy Eating: Niche or Mainstream Trend?

*By Ron Paul, President*

This is the spring of the “Under \_\_\_ Calories” menu. Kona Grill rolled out a Slim Chance menu systemwide, featuring four new under-500-calorie entrées; BJ’s Restaurant & Brewhouse unveiled a line of six Enlightened Entrées featuring less than 575 calories each; Applebee’s expanded its Under 550 Calories Menu and added new Weight Watchers-endorsed items; and those two notorious health-food burger restaurants, Carl’s Jr. and Hardee’s, launched a line of Charbroiled Turkey Burgers with less than 500 calories each. The trend to delicious but calorie-controlled items not only caters to increasing consumer demand, but also helps restaurants prepare for the implementation of pending legislation that will require any brand operating 20 or more units to display nutritional information for all permanent menu items.

Meanwhile, under the radar of the big chains, more and more concepts positioned as “healthy” are sprouting up. Limited-service contenders include salad spots like Chop’t, sandwich shops like Freshii and The Veggie Grill, specialty concepts like YaYa’s Flame Broiled Chicken or Zpizza (organic ingredients on whole-grain and gluten-free crusts), and ethnic eateries like Zoës Kitchen (which touts the health benefits of the Mediterranean diet). On the full-service side are Darden Restaurants’ Seasons 52, specializing in seasonal menus of under-475-calorie items, and True Food Kitchen, a partnership between Fox Restaurant Concepts and nutrition guru Andrew Weil that has secured trophy locations in Arizona and California.

Who’s winning? We’ve seen this show before. In 1981, D’Lites made its debut as a “healthy fast food” chain offering a salad bar, baked potatoes and multigrain buns. It grew to almost 100 units before filing bankruptcy in 1986 and subsequently dissolving. What happened? Mainstream fast-food restaurants began offering healthier items; McDonald’s introduced salads and Wendy’s installed a salad bar.

**AS I SEE IT**, some of the new “healthy” contenders will be successful, but their niche will remain a small one. Mainstream restaurants will always adjust their menus to respond to changing consumer desires, since it’s in their interest to cancel out the “veto vote” of dining-party members with particular needs.

For mainstream restaurants, the key to pleasing a wide range of consumers will always be flexibility—including choices in menu items, portions, preparation, sauces and sides. Operators of niche concepts might also consider whether more menu flexibility would broaden their potential customer base; dining parties at health-food restaurants involve “veto votes,” too.

To stand out from the pack, operators of both health-focused concepts and mainstream restaurants looking to please health-conscious customers must offer fare that is delicious, innovative and craveable as well as healthful. As always, they will need help from their suppliers to hone their menu and message.



Ron Paul is president of Technomic, Inc., a leading marketing and management consulting firm that has been serving the food industry since 1966.

## Restaurant Chains

**Big Game Brands, the new restaurant company launched by former Raving Brands head Martin Sprock, has acquired The Original Italian Pie.** The casual-dining concept, which specializes in pizzas, salads, sandwiches and calzones, currently has about a dozen locations in Louisiana and Texas. Big Game Brands plans to grow the brand to 25 locations by the end of next year, with a primary focus on expansion in the Southeast. Big Game Brands' other restaurant concepts include **Monkey Joe's**, **The Flying Biscuit Café**, **Cowlicks** and **The Penguin**. *(Marketwire 4/20/11; Charlotte Business Journal Online 4/22/11)*

**BJ's Restaurants launched a new line of Enlightened Entrées, each containing 575 calories or fewer.** The lower-calorie entrées are Chicken a la Fresca, Creole Tilapia, Grilled Maui Glazed Pork Chop, Mediterranean Vegetable Pasta, Vegetarian Mini Pizza, and Garden Medley Salad with optional grilled chicken, Cajun shrimp, or flame-broiled or blackened salmon. Complementing the entrées are three new 130-calorie-or-less Enlightened Cocktails: Skinny Rita, Guilt-Free Cosmo and Mojito Lite. *(Nation's Restaurant News Online 5/9/11; Company Release 5/10/11)*

**Buffalo Wild Wings rolled out a redesigned menu that features new items and enhanced customization options.** Entrée additions include Asian Zing Chicken Salad, Pepper Jack Steak Wrap, Screamin' Nacho Burger, Juicy Steak Burger and Fish Tacos. New starters and small bites, developed for sharing and group ordering, include Southwest Bites, Soft Pretzels, Spinach Artichoke Chicken Flatbread, Mini Chili Cheese Dogs and Veggie Boat. Buffalo Wild Wings also renamed and expanded the section of its menu that lists its 14 sauces and four seasoning rubs. The Customize Your Grub section encourages guests to customize any menu item by adding or substituting any sauce or seasoning. The chain also plans to add two new sauces in June. *(Nation's Restaurant News Online 4/12/11)*

**Buffets Inc. is exploring strategic alternatives, including a possible sale of the company.** The privately held company, which has retained Moelis & Co. as its financial advisor, currently operates some 500 buffet restaurants in 39 states, five of which are franchised. Buffets Inc.'s primary brands include **Old Country Buffet**, **HomeTown Buffet**, **Ryan's** and **Fire Mountain**. *(Restaurant News Online 5/9/11)*

**California Pizza Kitchen announced a number of planned store closings, remodels and openings for the coming year.** In the current quarter, the company plans to close one **LA Food Show** in Beverly Hills, CA, and two CPK units in California and Illinois. The closure of the LA Food Show will leave the

company with one restaurant operating under that banner. CPK also plans to eliminate its **CPK ASAP** fast-casual concept in non-airport locations by remodeling two of its last four units operating under that format to full-service CPKs and closing the other two. Expansion plans for the remainder of 2011 call for the addition of three full-service CPK units domestically along with seven more international locations. *(Nation's Restaurant News Online 5/5/11)*

**California Pizza Kitchen plans to launch a new menu that puts more emphasis on healthful dishes.**

Slated to launch June 29, the new menu will offer nine new options, balancing better-for-you choices that leverage the chain's California-dining halo with indulgent options for which the brand is also known. The menu will call out items such as natural chicken, turkey, pork and sausage, along with a new gluten-free pizza crust and 600-calorie-or-less salads. CPK has also worked to reduce levels of sodium and calories across the menu. To make room for the new items, CPK recently eliminated 14 underperforming dishes and plans to cut seven more this summer. The new menu will also include a 0.7% price increase. *(Nation's Restaurant News Online 5/5/11)*

**Caribou Coffee is looking to expand its food menu following the successful launch of breakfast sandwiches earlier this year.**

The coffee chain currently offers breakfast and snack items such as oatmeal and baked goods. Sandwiches are now available at about 80% of stores. Caribou Coffee is currently testing a line of hot grilled-cheese lunch sandwiches at about 30 units in Minnesota and Chicago, the first stage of what could be an expansion of the afternoon daypart. The chain also plans to focus on snacking occasions, with new indulgent baked goods slated to roll out this fall. *(Nation's Restaurant News Online 5/6/11)*

**Carl's Jr. and Hardee's launched a new ad campaign celebrating their key points of differentiation.**

The new campaign, called "Anthem," aims to reaffirm the twin chains' brand positioning. With a tagline declaring "That's just the way it is," the new ads celebrate Carl's Jr.'s and Hardee's indulgent burgers, irreverent attitude and penchant for using "hot models" in TV spots. The campaign includes TV spots and digital efforts. *(Business Wire 4/27/11)*

**China Grill Management (CGM) has agreed to exit its joint-venture food and beverage partnership with Morgans Hotel Group and will acquire full control of the Asia de Cuba brand.**

CGM is selling the 50% interests it owns in food and beverage joint ventures with Morgans Hotel Group for approximately \$20 million. CGM will obtain full ownership of the Asia de Cuba brand, buying out Morgans Hotel Group's interest for an undisclosed sum. The deal is expected to close in the second quarter of this year. Going forward, CGM plans to focus on growing Asia de Cuba in markets across the globe. The company also operates its flagship **China Grill** chain along with several standalone concepts. *(Business Wire 5/9/11)*

**Chipotle Mexican Grill has bolstered its procedures for verifying applicants' work eligibility during the hiring process in response to an ongoing investigation by U.S. Immigration and Customs Enforcement (ICE).**

The chain expanded its participation in the federal government's E-Verify system to include new hires at all U.S. units. Chipotle is now using an electronic version of the U.S. Citizenship and Immigration Services' Employment Eligibility Verification I-9 form for new hires. It has appointed an I-9 specialist at its Denver headquarters to screen the documents. *(Nation's Restaurant News Online 4/21/11 & 5/5/11)*

**Darden Restaurants Inc. plans to grow its LongHorn Steakhouse chain to 600–800 units within the next 10 years.**

The effort would roughly double the size of the nearly 350-unit steakhouse chain, making it about the same size as **Olive Garden**. Darden says that those two chains, along with its emerging **Seasons 52** brand, will drive company growth in the coming years. In addition to unit expansion, Darden is also moving forward with the remodeling of some 100 existing LongHorn Steakhouse units.

*(Nation's Restaurant News Online 4/26/11)*

**Donatos Pizza rolled out a new Everyday Values Menu at its restaurants in the Cleveland and Columbus, OH, areas.**

The tiered value menu offers entrées priced as low as \$4 apiece; pizza, salad, sub and stromboli

combo meals priced at \$5 each; and a junior-sized version of the chain's extra-large Bakery Pizza for \$6 each. *(Columbus Business First Online 5/3/11)*

**Dunkin' Brands Inc. announced plans to file for a \$400 million initial public offering.** The Dunkin' Donuts and Baskin-Robbins operator has not disclosed how many shares it plans to offer or any per-share price. Dunkin' Brands is currently owned by private equity firms Bain Capital, The Carlyle Group and Thomas H. Lee Partners. As of the end of 2010, Dunkin' Brands had some 9,760 Dunkin' Donuts units and 6,430 Baskin-Robbins units, nearly all of which are franchised. *(PR Newswire 5/4/11)*

**Dunkin' Donuts rolled out new menu items for the spring and summer.** The chain's new Blueberry Waffle Breakfast Sandwich, priced at a suggested \$2.99, features egg, maple sausage and American cheese between two toasted waffles flavored with a hint of blueberry. Beverage additions include the new Mountain Dew Coolatta, a frozen slush beverage that combines Mountain Dew with a Dunkin' Donuts Coolatta, and the return of the Blue Raspberry Coolatta. The limited-time offerings are available at participating locations. *(PR Newswire 5/2/11; 5/3/11)*

**Famous Recipe Company Operations LLC has put Mrs. Winner's Chicken & Biscuits up for sale in a bankruptcy auction.** The company retained Arlington Capital Advisors LLC of Birmingham, AL, to conduct an auction for all assets of Famous Recipe Company Operations and the related intellectual property and franchise operations of **Winners International Restaurant Franchise Services Inc.** The auction is scheduled for June 27. Arlington Capital says that the Mrs. Winner's brand is well positioned for future growth. Mrs. Winner's, which currently has about 30 locations, filed for bankruptcy late last year. *(Restaurant News Online 5/9/11)*

**Firebirds Wood Fired Grill has been acquired by Angelo, Gordon & Co.** The private equity division of New York-based Angelo, Gordon & Co. partnered with Firebirds founders Dennis Thompson and Doug Glendenning to acquire operating company **Firebirds International LLC** for an undisclosed sum. Thompson and Glendenning will continue with the company as directors and shareholders. Current CEO Mark Eason will continue to head the chain. Firebirds, headquartered in Charlotte, NC, currently has 18 units in eight states nationwide. *(PEHub.com 4/25/11)*

**Fox and Hound Restaurant Group unveiled a scaled-down restaurant prototype along with an updated menu.** The 7,000-square-foot prototype unit in Harrisburg, PA, is about 2,000 square feet smaller than the chain's traditional restaurants. Interior updates include décor enhancements and lighter colors along with a sports ticker and added TVs. New menu items include upgraded pizzas as well as pot-roast sliders and pretzel dunkers. Fox and Hound Restaurant Group currently operates restaurants under the **Fox and Hound, Bailey's Sports Grille** and **Champps** banners. *(Nation's Restaurant News Online 4/20/11)*

**Global Franchise Group LLC (GFG) announced plans to fold its Maggie Moo's Ice Cream & Treatery brand into its Marble Slab Creamery chain.** The multiconcept franchisor says it will integrate Maggie Moo's into Marble Slab in the near future, but has not said when it plans to complete the initiative. As part of the effort, GFG says that the new Marble Slab will bring together the best elements of both brands. GFG acquired its portfolio of quick-service chains from the now-defunct **NexCen Brands** about a year ago. The company's other chains include **Great American Cookies** and **Pretzelmaker**. *(QSRWeb Online 5/9/11)*

**Jamba Juice announced that it has completed the refranchising initiative it launched about two years ago.** The recent sale of 41 units in the Chicago and Minneapolis markets to franchisee **J J Maa Inc.** brings the total number of stores refranchised under the initiative to 173. The smoothie chain's original goal was to sell 150 units. Many of the refranchising transactions also included deals to open new stores and remodel existing units. Going forward, Jamba Juice plans to focus its restaurant operations on company-owned units in California and New York. The chain has about 745 locations nationwide, roughly 435 of which are now franchised. *(Business Wire 4/18/11)*

**Jamba Juice is expanding into new markets on the East Coast.** The chain recently announced plans to form a joint-venture partnership with tennis great Venus Williams to develop five units in the Washington, DC, and Maryland area over the next two years. The first location is expected to open this summer. Jamba Juice franchisee **Five Star Equity Partners LLC** recently opened the chain's first store in Connecticut. Five Star Equity is headed by David Katz, who is also a franchisee of **Bruegger's Bagel Bakery**. (*Business Wire 4/20/11; Yahoo! Finance 5/2/11*)

**Legal Sea Foods has opened its flagship Legal Harborside restaurant at Boston's Liberty Wharf development.** The new eatery, which took over the longstanding **Jimmy's Harborside** location, offers three levels of dining in about 20,000 square feet of space, making it one of Boston's largest restaurants. The first level offers casual dining with options such as sandwiches, sushi, pizzas and small plates. The ground floor also features a catch-and-release trout pond for children. The second floor offers a more formal high-end dining room with upscale fare such as seafood and steaks. The third floor houses a deck with a retractable roof, an oyster bar and fireplace. Décor elements inside the 600-seat restaurant include nautical touches such as a spiral staircase and a wall made of metal "fish scales." (*Boston Globe Online 4/14/11*)

**Mama Fu's Asian House is rolling out a smaller-format prototype designed to increase takeout, delivery and catering business.** The new prototype comprises about 2,500 square feet with seating for 82 diners. That compares to the chain's traditional model, which comprises about 3,000 square feet with seating for 94. Mama Fu's says that the new prototype's redesigned point-of-sale area is better suited to handle both dine-in and takeaway orders compared to the older store model, and that the new design has a more efficient back-of-house space as well. The smaller footprint also reduces start-up and operating costs for franchisees. Mama Fu's says that sales from off-premises dining have grown to more than 40% of its systemwide sales. (*Franchising.com 4/20/11*)

**McCormick & Schmick's Seafood Restaurants Inc. is exploring strategic alternatives, including a possible sale of the company.** Piper Jaffray & Co. will serve as the company's financial advisor during the process. McCormick & Schmick's announced the possible sale shortly after rejecting an unsolicited buyout offer from **Landry's Restaurants Inc.** (*Company Release 5/2/11*)

**McDonald's is working on a number of menu upgrades and limited-time offers.** The chain is launching an upgraded Premium Chicken Sandwich that features grilled chicken with a new flavor profile, served on a round whole-grain bun topped with cracked wheat. The reformulated chicken is also being featured as part of an Asian salad limited-time offering. McDonald's is also testing Chicken McBites, a popcorn-chicken-style snack sold by weight, at units in the Detroit area. New beverages for the summer include a recently added frozen strawberry lemonade and a soon-to-debut mango-pineapple smoothie. McDonald's is also adding new sauces for its chicken nuggets, including a reformulated ranch dressing as well as new sauces in hot Buffalo and sweet chile flavors. (*Meatingplace.com 4/28/11; Nation's Restaurant News Online 5/12/11*)

**McDonald's plans to periodically increase prices this year as it looks to offset rising commodity costs and maintain healthy margins.** In March, the company took a 1% menu price increase in the U.S. market; additional small increases are expected over the coming months. However, McDonald's says it will not raise prices above the inflation rate for food away from home. The chain anticipates that its annual domestic commodity costs for this year will increase by 4% to 4.5% over last year. (*Nation's Restaurant News Online 4/21/11*)

**Mountain Mudd Espresso inked a long-term development deal to open up to 40 units in Connecticut over the next five years.** The deal calls for franchisee **PJP Coffee Enterprises Inc.** to open two drive-thru kiosks this year in Hartford and Litchfield, and 38 additional locations in the state by 2016. PJP Coffee Enterprises is headed by Phillip J. Penn. Mountain Mudd Espresso is a division of **CHS Inc.**, a diversified energy, grains and foods company that also operates the **Cenex** network of c-stores. (*Franchising.com 4/19/11*)



**Pinkberry outlined its domestic and international expansion plans for this year.** In the U.S., Pinkberry plans to expand its national footprint to include locations in 19 states coast to coast. The chain, which currently operates in 13 states, also plans to launch its first units on college campuses this year through a partnership with **Compass Group**. Other domestic growth plans call for additional airport locations. Internationally, Pinkberry is looking to ramp up expansion in new and existing markets, with up to 30 new units this year. Markets targeted for growth include Canada, the Middle East, Morocco, Peru, the Philippines, Russia and Turkey. *(Nation's Restaurant News Online 4/28/11)*

**Red Robin Gourmet Burgers announced the official launch of its Red Royalty loyalty-card program at participating locations nationwide.** The new program, an extension of the chain's e-club, allows cardholders to earn rewards based on dining frequency. Members also get periodic "Surprise & Delight" rewards throughout the year and receive e-mails with special offers and promotions. Customers can sign up for the free program at any participating location or through the chain's website. Red Robin says that some 1.2 million people have signed up for the loyalty program since it launched earlier this year. *(Company Release 4/25/11)*

**Sizzler announced plans to open a handful of new restaurants in the coming months, which would mark the chain's first openings in about three years.** The return to unit growth follows months of restaurant enhancements and menu upgrades at the steak, seafood and salad chain. **Sizzling Platter**, one of Sizzler's largest and oldest franchisees, plans to open a new restaurant in suburban Salt Lake City in June. Other expansion plans for this year call for the remodeling and reopening of two closed locations in Southern California and the development of a new unit in Puerto Rico. Sizzler and its franchise partners have also transitioned 14 locations to the chain's new Americana-themed setting in the past 18 months. Seven additional units are currently slated for remodeling. *(Business Wire 4/19/11)*

**Smashburger announced the opening of its 100<sup>th</sup> restaurant.** The milestone unit opened April 27 in Schaumburg, IL. The Denver-based chain plans to open about 85 locations this year, bringing its unit total to 185 restaurants in 20 states nationwide. The company currently has about a 50-50 mix of company-owned and franchised stores. Smashburger expects to surpass the 500-unit mark and to expand to markets beyond the U.S. within the next few years. *(PR Newswire 4/26/11)*

**Subway is working to reduce sodium levels in the food it serves.** The chain recently announced that it has already reduced sodium levels by 28% in all Fresh Fit sandwiches, and by 15% for every other sandwich on its core menu. Subway worked with its vendors and scientists to lower sodium levels in ingredients such as breads and proteins without significantly affecting the taste of the sandwiches. Subway plans to announce additional sodium reductions within the next year. *(QSR Magazine Online 4/28/11)*

**Taco Bell is testing a new crunchy taco that features a shell made of nacho-cheese-flavored Doritos.** Dubbed the Doritos Locos Taco, the offering is currently available at select units in Toledo, OH. Taco Bell has been testing the item in other markets in the Midwest since last summer. The chain has not disclosed any plans to make the tacos available on a wider basis. *(Time Online 4/14/11; Facebook 4/14/11)*

**Taco Bell launched a new round of ads celebrating the withdrawal of a lawsuit questioning the quality of its seasoned taco beef.** In the national ad campaign, Taco Bell reaffirmed the quality of its taco meat while asking attorneys from law firm Beasley Allen to set the record straight after voluntarily dropping their class-action suit against the chain. The ads included the tagline, "Would it kill you to say you're sorry?" In a suit filed in January, Alabama-based Beasley Allen alleged that what Taco Bell advertises as seasoned beef does not contain enough beef to meet federal requirements to be labeled beef. *(Yahoo! Finance 4/19/11 & 4/20/11)*

**Ted's Montana Grill is looking to return to expansion mode starting next year.** The chain, which recently launched an internal marketing campaign to refocus its brand vision and prepare for growth, is eyeing unit expansion next year in its top four markets of Denver, Atlanta, Washington, DC, and Florida. Ted's

internal campaign is dubbed “Living the Big Sky Spirit.” It aims to convey to company team members the nostalgia and spirit of the Old West, as well as to emphasize delivering authentic food and genuine hospitality to guests. The campaign also includes an updated menu layout that aims to convey an Old West feel. *(Company Release 4/25/11; Nation's Restaurant News Online 4/26/11)*

**T.G.I. Friday's is showcasing the flavors of craft beer with a new menu promotion for summer.** The new menu features a variety of dishes flavored with regional craft beers, which the chain is adding for the first time. The craft beers, which may vary by location, include Harpoon IPA, Magic Hat #9, New Belgium Fat Tire Amber Ale, Goose Island Honkers Ale, Abita Amber, Alaskan IPA, Boulevard Wheat and Uinta Cutthroat Ale. Beer-inspired dishes include Black Angus Brew House Steak, Ale House Baby Back Ribs, Dijon-Crusted Beer Chicken and Ale House Shrimp and Chips. Dessert offerings include a Guinness beer float, a Mandarin Dreamsicle shake spiked with Cointreau, and ice-cream strawberry shortcake.

*(Company Release 5/9/11)*

**Tilted Kilt hopes to have 300 units opened within the next five years.** The chain currently has more than 50 locations across about 18 states, with another 25 units in development. Included in the growth plan will be Tilted Kilt's first restaurant in Canada, slated to open in Vancouver, British Columbia, next year.

*(Chicago Tribune 5/5/11)*

**Tropical Smoothie Café has reached the 300-unit mark with a new restaurant that opened in Fort Myers, FL.** The drive-thru restaurant was opened by a multi-unit franchisees Andrew and Terri Jessen, who operate eight locations in Florida. Tropical Smoothie Café is ramping up expansion efforts, with plans to open about 40 units this year, up from 24 opened last year. In addition to continued expansion in the U.S., the chain is eyeing international markets such as Canada and India for future growth.

*(Franchising.com 4/28/11; Fast Casual Online 4/28/11; Nation's Restaurant News Online 5/2/11)*

**Wendy's has a number of new product offerings on tap, including upgraded chicken sandwiches and new burgers, salads and drinks.** The chain is currently testing three premium chicken sandwiches in the Columbus, OH, market, each available with homestyle, grilled or spicy chicken. Choices are Bruschetta Chicken, Bistro Cheddar Chicken and Asiago Club. Wendy's is also readying its Dave's Hot 'N Juicy Cheeseburgers for a national launch later this year. Other new products include berry-almond-chicken salad and wild-berry tea slated to launch in June, and a berry-flavored Frosty to roll out in July. The chain is also continuing to expand its breakfast program, and expects to have it in place at some 1,000 locations by the end of the year. *(Columbus Business First Online 4/28/11; Nation's Restaurant News Online 5/10/11)*

**W.G. Grinders is rolling out a smaller-format prototype as it ramps up expansion efforts.** The chain's new-prototype stores will range from 1,250 to 1,800 square feet, compared to as much as 3,200 square feet required by its traditional format. The prototype also calls for a less-expensive oven system and fewer deli cases compared to traditional units, which will help to trim development costs by about \$150,000 per store. W.G. Grinders, which currently has about 20 units, plans to open three restaurants this year and up to 10 in 2012. *(Columbus Business First Online 4/15/11)*

**White Castle rolled out a trio of bacon-topped offerings for the summer.** The new offerings, available through July 2, are Bacon and Cheddar Slider, Bacon and Ranch Slider, and Loaded Fries. Each is topped with thick-cut bacon crumbles. White Castle is offering printable coupons for savings on the new items via its official Facebook page. *(QSRWeb Online 5/12/11)*

**Wingstop, the fast-casual chain known for made-to-order chicken wings, launched a new line of mini chicken sandwiches.** The limited-edition Gliders sandwiches, a first for Wingstop, start with a 3-ounce boneless chicken breast that is breaded, fried, and served plain or tossed in one of nine sauces. The chicken is served with pickles on a yeast roll. Gliders sell for a suggested \$4.99 for two, \$9.89 for four or \$13.99 for six. A two-sandwich combo with fries and a drink is priced at \$6.99. Wingstop developed the sandwiches as part of an effort to boost lunch business and increase its appeal to women and children.

The sandwiches are slated to be available for about three months; depending on sales, they could become a permanent offering. *(Facebook 4/12/11; Nation's Restaurant News Online 4/13/11)*

## Co-Branding

**Burger King franchisee Georgetowne Ventures LLC plans to launch a new variant on the Friendly's concept as a co-brand for two of its new Burger King units.** The franchisee, which operates 14 Burger King units, is developing the two dual-branded restaurants in Jackson, NJ. The eateries will feature one counter for Burger King and one for a new concept called **Friendly's Scoop**, offering a selection of the family-dining chain's signature ice-cream desserts. Georgetowne Ventures, a new franchisee of the Friendly's brand, also plans to open two full-format Friendly's restaurants in the coming months. Friendly's new ice-cream-only format joins the full-service and express variations of its concept. Friendly's plans to grow Friendly's Scoop in strip malls and lifestyle centers. *(Nation's Restaurant News Online 5/11/11)*

## Nontraditional

**Denny's is ramping up growth in nontraditional venues such as college campuses and travel centers.** The casual-dining chain opened two more express-format units on college campuses during the first quarter of this year, bringing its total count for universities to eight. Another eight units could open on campuses by the end of the year. Denny's also opened five more restaurant conversions in **Pilot Flying J** travel centers in the first quarter. The chain, which became the full-service restaurant of choice for **Pilot** and **Flying J** travel centers last year, plans to open 20 more conversions this year. *(Nation's Restaurant News Online 5/4/11)*

**The Habit Burger Grill is planning to roll out its own branded food truck in the coming months.** A first for the growing better-burger chain, the 22-foot-long truck will be equipped with a kitchen and prep area large enough to prepare most menu items. The Habit plans to offer the truck on a reservations-only basis for catering special events. Customers will be able to rent the truck at different price points; a limited menu could include burgers, fries and sodas, and an expanded menu could include sandwiches, burgers, fries, shakes and sodas. Irvine, CA-based The Habit does not plan to announce the truck's whereabouts via social media, as is commonplace with independent food trucks in Southern California. *(Fast Food Maven Online 4/25/11)*

**Subway launched a new effort to expand in nontraditional locations such as churches, community centers, halfway houses, shelters, career centers, disaster-relief sites and similar facilities.** The effort, launched in part to help provide job skills and training to those challenged with finding employment, is part of Subway's Community Development Program. Subway will waive the standard \$15,000 franchise fee to groups that qualify to participate in the program. The chain's nontraditional units can operate in spaces as small as 100 square feet. *(Meatingplace.com 4/28/11)*

## International

**Beautiful Brands International (BBI) announced that it has opened branch offices in Canada, India and Kuwait.** The openings come as the multiconcept franchisor looks to bolster infrastructure and build its presence in international markets. BBI has locations in the U.S. and 27 other countries worldwide. The company's varied portfolio of brands includes **Camille's**, **FreshBerry**, **Dixie Cream Donut Co.**, **Blazing Onion Burger Co.**, **Rex's Chicken** and **Top That! Pizza**. *(Fast Casual Online 4/28/11)*

**Charley's Grilled Subs is expanding into Brazil with plans to open 10 units over the next five years.** Franchisee and regional developer Flavio Carvalho is scheduled to open the chain's first restaurant in the country in May at the Brasilia Shopping Mall in Brasilia. Additional stores are expected to open in Brasilia and other parts of Brazil in the coming years. Charley's Grilled Subs has more than 400 locations in 16 countries. *(Franchising.com 4/19/11)*

**CKE Restaurants Inc. announced the opening of its first Carl's Jr. restaurant in Turkey.** The new unit at Cevahir Shopping Mall in central Istanbul was opened by franchise partner **FET Restoran**



**Isletmeleri A.S.**, which plans to develop at least 25 Carl's Jr. locations in Turkey over the next six years. *(Business Wire 4/12/11)*

**Domino's Pizza's long-term expansion plans call for stepping up growth overseas.** The chain plans to open about 300 new units per year for the next several years, with most of the growth coming in markets outside the U.S. Domino's estimates that its international presence will eclipse its domestic unit count within about 18 months. The chain currently has about 4,900 units in the U.S. and some 4,400 abroad. *(Bloomberg Online 5/5/11)*

**Jamba Juice inked a development deal to open 40 units in the Philippines.** The deal calls for master developer **Max's Group of Cos.** to open the units over the next 10 years, with the first slated to debut later this year. Max's Group of Cos. is an established operator in the Philippines, with a system of some 120 restaurants operating under the **Max's Restaurant**, **Max's Corner Bakery** and **Krispy Kreme** banners. The Philippines will be the second international market for Jamba Juice; the smoothie chain entered South Korea earlier this year. *(Yahoo! Finance 4/25/11)*

**Johnny Rockets announced the opening of its 14<sup>th</sup> unit in Mexico and its first in the state of Sinaloa.** The new restaurant is located in the Isla Musala area of Culiacan. Johnny Rockets made its debut in Mexico in 1993 and has since expanded into airports, coastal resort destinations and Six Flags theme parks in the country. The chain plans to open several more restaurants in Mexico over the next few years. *(PR Newswire 4/21/11)*

**Panda Restaurant Group plans to debut its flagship Panda Express chain in international markets beginning this summer.** The company recently signed a development agreement for Mexico with franchise partner **Grupo Gigante**, which is slated to open its first unit in August in Mexico City. Grupo Gigante, which will operate in Mexico through subsidiary **Chinese Fast Food**, has not disclosed how many units it intends to launch. Panda Restaurant Group is also mulling the expansion of Panda Express into China, the birthplace of company chairman Andrew Cherng, along with other unspecified international markets. *(Nation's Restaurant News Online 4/14/11)*

**Pollo Tropical is looking to expand into the U.K.** The fast-casual chicken chain is currently searching for a multi-unit development partner to help it establish a presence in the market. No specific expansion goals have been disclosed. *(M&C Report Online 4/26/11)*

**Starbucks is looking to expand into traditional locations in the Netherlands.** The coffee chain recently opened its first traditional-format store in the country at 101 Leidsestraat in Amsterdam. It marks the chain's first Netherlands location outside of a transportation hub and its first company-owned location there. Starbucks plans to launch several more company stores in high street venues in the coming months, including a unit in Beethovenstraat this summer. The coffee giant has had a retail presence in the Netherlands since 2007, when its first licensed outlet opened at Schiphol Airport, and has since opened a total of 11 units at the airport and in railway stations with licensees **HMSHost** and **Servex**. Amsterdam is home to Starbucks' support center and roasting facility for the Europe, Middle East and Africa division. *(MyStarbucksIdea.com 4/22/11; Food Ingredients First Online 4/26/11)*

**Sunny Street Café signed a 40-unit development deal to expand into Canada—the breakfast-and-lunch chain's first market outside the U.S.** The deal calls for area developer Percy Johnson to open at least 40 units across western Canada over the next 10 years. The first unit is slated to open in Edmonton, Alberta, by early fall. Sunny Street Café currently has more than a dozen locations in Missouri, Ohio and Texas. *(PR Newswire 4/20/11)*

**Wendy's/Arby's International is expanding into Russia with new outlets scheduled to open in May.** Franchise partner **Wenrus Restaurant Group Ltd. (WRG)** is opening two new units in Moscow, one at a mall food court and one in the city's Arbat district. The openings are part of a franchise

agreement that calls for WRG to develop some 180 Wendy's and Arby's restaurants in Russia over the next 10 years. *(Company Release 5/10/11)*

**Yum! Brands Inc. has offered to purchase a majority stake in Little Sheep in a going-private deal that values the Chinese hot-pot chain at \$863.5 million (U.S.).** Yum! Brands' offer is for about 83¢ (U.S.) per share for nearly all shares of **Little Sheep Group Ltd.** that it does not already own. The offer represents a 32% premium over the stock's per-share closing price the day before the offer was made public. Yum! Brands currently owns about 27% of the chain. The deal would leave Little Sheep's founders with a 6.8% stake in the business. *(Yahoo! Finance 5/13/11)*

**Yum! Restaurants International (YRI) opened a new KFC unit in Jakarta, marking its 400<sup>th</sup> KFC restaurant in Indonesia.** Franchise partner **PT Fastfood Indonesia** opened the milestone unit. KFC made its debut in Indonesia in 1979. YRI now has some 600 KFC and **Pizza Hut** restaurants operating in Indonesia and plans to surpass the 1,000-unit mark with the two brands by 2015. *(Yahoo! Finance 4/18/11)*

## Restaurant Concepts

**Cool de Sac, the family entertainment concept with two units in south Florida, announced that it is now looking to open franchised locations in 25 states nationwide.** Cool de Sac offers family dining as well as an entertainment experience geared toward educational, interactive and creative play. Kids' play stations include art, computers, building blocks, a dress-up salon, and recreation and discovery zones. A large space with a play area allows parents to dine and keep an eye on smaller children. Kids' party packages are available. Cool de Sac has two new locations slated to open this year, in Fairfax, VA, and Mexico City. *(PR Newswire 4/26/11)*

**Greg Dollarhyde, former CEO of Baja Fresh and Zoës Kitchen, has joined the fast-casual Veggie Grill chain as an investor and CEO.** Dollarhyde plans to help founders Kevin Boylan and T.K. Pillan expand on the concept's six units in Southern California. Veggie Grill is an eco-friendly concept focused on serving plant-based American comfort foods in a modern and upbeat setting. *(PR Newswire 4/20/11)*

**Meritage Hospitality Group opened its second Twisted Rooster location.** The first original restaurant concept from Meritage Hospitality, Twisted Rooster offers a menu of updated comfort food with an emphasis on locally sourced ingredients. Dishes include spiced-caramel bacon bites, tater tots with blue-cheese sauce, and barbecue chicken and Gouda quesadilla. The concept offers a full bar with wine, beer and cocktails sourced mostly from Michigan. Meritage Hospitality is growing Twisted Rooster by converting its **O'Charley's** restaurants to the new concept. *(Detroit Free Press 5/5/11)*

**Nick Vojnovic, former president of Beef 'O' Brady's parent Family Sports Concepts Inc., is looking to grow the Little Greek chain.** Vojnovic acquired a majority stake in the fast-casual Little Greek concept from founder Sigrid Bratic. Vojnovic and Bratic plan to expand Little Greek, which currently has three locations in Florida and Texas, by opening at least three additional units in Florida in the near term. Little Greek offers Mediterranean fare such as gyros, wraps and Greek salads. Prices range from about \$5.99 to \$8.99. *(Tampa Bay Online 5/3/11)*

**Oberweis Dairy plans to launch a new restaurant concept that adds a quick-service menu to its traditional ice-cream-parlor format.** The new eatery, slated to open next spring in Skokie, IL, is expected to comprise about 4,000 square feet to accommodate the expanded menu. It will also feature a drive-thru. A typical Oberweis Dairy store comprises about 2,800 square feet. Quick-service offerings will include made-to-order hamburgers, chicken sandwiches, french fries and other favorites. Founded in 1951, Oberweis Dairy currently has about 45 locations in four Midwestern states. *(Skokie-Review.com 4/21/11)*

**PAUL USA, the U.S. arm of the France-based bakery café chain, is expanding into the Washington, DC, market.** The chain recently opened a flagship unit on Pennsylvania Avenue near the United States Navy Memorial and the National Archives Building. The 3,220-square-foot café, opened

with joint-venture partner **Capital Restaurant Concepts**, offers seating for 50 guests at booths and tables inside, with additional seats on the terrace. A second DC unit is slated to open in Georgetown later this year. PAUL launched in the U.S. about five years ago, when it entered Florida through a partnership with the **Apety Group**. Globally, PAUL has some 500 cafés in more than 20 countries. (*M&C Report Online 4/13/11; Georgetown Dish Online 4/26/11*)

**Sid Fanarof, founder of the Irvine, CA-based ZPizza chain, plans to launch a spinoff concept called ZCafe.**

The casual-dining concept, slated to open this summer in a former **CPK ASAP** at South Coast Plaza in Costa Mesa, CA, will focus on healthy fare prepared with locally sourced ingredients. Menu highlights include salads, sandwiches, soups, pizzas and desserts. Beverages include organic coffee as well as tea, beer and wine. The 2,000-square-foot-eatery will offer seating for about 120 inside and on the patio. Amenities will include free Wi-Fi and phone-charging stations. (*Fast Food Maven Online 5/4/11*)

## Independents

**The Culinary Edge, a San Francisco-based consulting group, announced the opening of a new fast-casual restaurant specializing in bánh mì sandwiches.**

**Bun Mee**, located in San Francisco's Pacific Heights neighborhood, was developed by owner Denise Tran in partnership with The Culinary Edge. The restaurant offers nine varieties of made-to-order bánh mì, including such options as five-spice chicken, classic pâté, pork belly and smoky eggplant. Other items include appetizers, rice bowls, salads, sides and desserts. Beverages include Vietnamese coffee, limeades and aguas frescas. The Culinary Edge has helped launch San Francisco-area independents such as **Roam Artisan Burger**, **Fraiche** and the **Chairman Bao** food truck, and has worked with chains such as **El Pollo Loco**, **Jamba Juice** and **Pei Wei Asian Diner**. (*Business Wire 4/26/11*)

## Hotel/Lodging

**Caesars Entertainment Corp. has formed a new operating division to develop branded luxury hotels, restaurants and other lifestyle amenities in resort destinations worldwide.**

**Caesars Global Life** is tasked with developing non-gaming venues that leverage Caesars Entertainment's portfolio of brands, primarily through licensing, franchising and management agreements. The division is currently focused on international development in Asia and Latin America. Caesars Global Life is also launching boutique and lifestyle brands on Caesars Entertainment properties in Las Vegas and Atlantic City, NJ. The company is currently working with **B.R. Guest Hospitality** to open four restaurants at its Atlantic City property, and with restaurateur Nobu Matsuhisa to develop a **Nobu** hotel and restaurant at Caesars Palace in Las Vegas. (*PR Newswire 5/9/11*)

## Supermarkets/C-Stores

**7-Eleven agreed to acquire c-store chain Wilson Farms Neighborhood Stores from the WFI Group.**

The deal is expected to close in the second quarter. Terms were not disclosed. Wilson Farms currently has more than 185 locations in New York State. The acquisition would bolster 7-Eleven's presence in western New York, where it currently has about 20 locations. After the deal closes, 7-Eleven plans to rebrand the acquired stores and introduce its signature foods, beverages and private-label products. Most of the units are expected to be refranchised. Private equity firm Bruckmann, Rosser, Sherrill & Co. partnered with the Nanula family to form WFI Group in 2005. (*BuffaloNews.com 4/27/11*)

**Publix Super Markets Inc. agreed to sell the Crispers fast-casual restaurant chain to Healthy Food Concepts LLC.**

Terms for the deal were not disclosed. Healthy Food Concepts, an affiliate of Miami-based Boyne Capital, plans to retain Crispers' management and employees. Founded in 1989, Crispers currently has 36 locations in Florida. Publix began investing in the chain in 2002 and acquired it in 2007. The grocer says that the sale will allow it to concentrate on its core retail business. (*Business Wire 5/10/11; Orlando Sentinel Online 5/10/11*)

## Retail/Drugstores

**IHOP launched a new line of frozen breakfast fare under the IHOP at HOME label.** Currently available at more than 3,000 **Walmart** locations nationwide, the line of IHOP-inspired fare includes French Toast Stuffed Pastries, Omelet Crispers and Griddle 'n Sausage Wraps. Each dish can be prepared in a microwave or conventional oven. IHOP plans to make the products available at additional retail and grocery outlets in the coming months. Customers can find more information about the new line at IHOPatHOME.com. *(Marketwire 5/9/11)*

**Jamba Juice announced that it has introduced nine licensed product lines for the retail market since launching consumer packaged goods several months ago.** The chain's retail products include Jamba Smoothie Kits, Jamba Frozen Novelty Bars, Nestlé Jamba All-Natural Energy Beverages, Jamba Daily Superfruit Shots, Jamba Fruit Cups and Jamba Fruit-Infused Coconut Water. Collectively, the licensed products are available at some 20,000 points of retail distribution nationwide. Jamba Juice plans to launch additional branded products over the coming months. *(Business Wire 5/11/11)*

## Schools

**Kent Denver School, a college-preparatory day school in Englewood, CO, and Sodexo Inc. announced the opening of the world's first freestanding LEED Platinum-certified dining facility.** The new dining facility was constructed from the ground up using eco-friendly, sustainably produced and/or locally sourced materials wherever possible. The building is expected to use about 50% of the energy used by a typical building. The dining program takes an eco-friendly, sustainable approach as well. The dining hall serves locally sourced fruits, vegetables from the school's outdoor garden and herbs from an onsite living herb wall, as well as all-natural meats and dairy products free from artificial growth hormones. Kent Denver and Sodexo are also partnering to educate children about the environment during mealtimes. *(Environmental News Resource Online 4/13/11)*

## Colleges/Universities

**Massachusetts Institute of Technology (MIT) in Cambridge has tapped Bon Appétit Management Co. to provide foodservice for its new House Dining program.** As official vendor for the new program, Bon Appétit will provide all-you-care-to-eat breakfast and dinner for five residence halls, and breakfast, lunch and dinner at a sixth residence hall. Bon Appétit is tasked with developing menus that put a premium on student choice. It is expected to provide food options that maximize nutrition, sustainability and creativity. Bon Appétit's on-campus chef will update menu offerings based on student feedback and students' special dietary needs, taking into consideration the availability of seasonal products. Bon Appétit already handles MIT's House Dining operations. *(MIT News Online 4/14/11)*

**The University of Kentucky in Lexington is home to Kentucky's first Panda Express outpost.** The 1,600-square-foot eatery inside the university's Student Center was opened by **UK Dining Services**. Panda Express, which currently has more than 1,300 stores in nearly 40 states nationwide, is actively scouting for additional Kentucky locations in Lexington, Louisville and Bowling Green. *(Kentucky.com 4/21/11)*

**University of Notre Dame in Indiana has named Centerplate as its new hospitality provider for athletic facilities.** Under the long-term contract, Centerplate will provide food and beverage services for all of the university's sports venues, including Notre Dame Stadium, the Purcell Pavilion and the Compton Family Center. Centerplate plans to upgrade service areas and introduce new menu concepts at the facilities. The company currently provides hospitality services for 24 colleges and universities. *(PR Newswire 5/3/11)*

## Recreation

**Delaware North Cos. completed its \$180 million acquisition of Jumer's Casino & Hotel in Rock Island, IL.** Opened in 2008, the venue had been owned by D. James Jumer Trust and operated by the **Rock Island Boatworks Inc.** Gaming attractions include slot machines, table games, a poker room and a VIP

lounge. The 205-room hotel features four restaurants, a nightclub, a sports bar, a salon and a spa, among other amenities. **Delaware North Cos. Gaming & Entertainment** currently owns or manages seven regional gaming and entertainment venues in the U.S. *(Buffalo Business First Online 4/27/11)*

**Indiana State Museum in Indianapolis has named Centerplate as its new hospitality partner.** Going forward, Centerplate will handle catering for the museum and operate the venue's restaurants, **Canal Cafe and Terrace** and **L.S. Ayres Tea Room**. Centerplate previously handled hospitality at the museum, but has been absent for about a year. Terms for the new contract were not disclosed. *(PR Newswire 5/11/11)*

## Government

**Army & Air Force Exchange Service (AAFES) and Arby's Restaurant Group Inc. opened a new Arby's outpost at Fort Stewart in Georgia.** The new unit is the second in a series of Arby's locations that AAFES intends to open on U.S. military installations over the coming months. A third unit is slated to open at Fort Carson in Colorado later this year. Arby's and AAFES signed a development agreement in 2010. *(Company Release 4/13/11)*

**Army & Air Force Exchange Service (AAFES) has expanded its contract with UFood Grill to include the development of a third unit at Aberdeen Proving Ground in Maryland.** In March, AAFES signed UFood Grill to open two units at Aberdeen. The three eateries, slated to open this summer, will be UFood Grill's first locations on a military facility. *(Yahoo! Finance 5/16/11)*

## Transportation

**Charlotte Douglas International Airport in North Carolina opened its first Papa John's outlet.** The new unit, operated by franchisee **P.J.J.D. Enterprises Inc.**, offers Papa's Pizza for One, an 8-inch pizza made with the chain's traditional fresh dough. The unit is the first Papa John's in an airport to serve the chain's traditional fresh-dough product. *(Company Release 5/3/11)*

**HMSHost and Shula's Steak Houses announced the launch of Shula's Bar & Grill—a new dining concept developed for airport venues—at Miami International Airport.** The new eatery, located in the North Terminal on Concourse D, offers breakfast, lunch and dinner options in a modern, energetic bar environment. Menu highlights include Shula's favorites such as Angus burgers, appetizers, charcuterie, salads, sides and desserts. Cocktails and wine are served. *(Business Wire 5/5/11)*

**HMSHost is testing a new iPhone app that allows travelers to place and pay for food orders at John F. Kennedy International Airport.** The B4YouBoard app, available free from Apple's App Store, allows guests traveling through JFK's Delta Terminal 3 to order and pay for a meal from **Balducci's Food Lover's Market** or **Chili's Too**. Once the order is placed, customers may have their food delivered directly to their gate or may pick it up at a dedicated kiosk. HMSHost plans to make the app available for Android users in June and expects to expand the B4YouBoard program to additional airports throughout the year. HMSHost partnered with technology developer Airside Mobile of Arlington, VA, to launch the program. The app is for in-airport use only. *(Business Wire 5/4/11)*

**Tocumen International Airport in Panama City is home to the first Carl's Jr. restaurant in Panama.** The new restaurant is operated by **International Meal Company Caribbean and Central America**, a wholly owned subsidiary of Brazil-based concessionaire **International Meal Corporation S.A.** Panama represents the 20<sup>th</sup> international market for Carl's Jr. parent CKE Enterprises, which has some 365 international locations of its Carl's Jr. and **Hardee's** brands. *(Business Wire 4/25/11)*

## Distributors

**Buckhead Beef, an Atlanta-based subsidiary of Sysco Corp., plans to open a new distribution facility in Charlotte, NC.** The \$8 million, 24,000-square-foot meat-carving facility will be located just south of Charlotte Douglas International Airport. Buckhead Beef intends to distribute meats, poultry,



seafood and other items to upscale restaurants and supermarkets across the Carolinas. The specialty meat company currently operates out of Atlanta; Auburndale, FL; and South Plainfield, NJ. *(Charlotte Business Journal Online 5/6/11; Company Website 5/6/11)*

**Performance Foodservice/Roma Food, a unit of Performance Food Group, announced the launch of its new Roma “Serve & Store” pizza box.** The multifunctional box holds a pizza for carryout or delivery, then breaks down into plates and a smaller container for leftovers. Roma “Serve & Store” pizza boxes are currently available to chains and independents across the U.S. exclusively through Performance Foodservice/Roma Food. The packaging was developed by Ecovention LLC in partnership with Pratt Industries Inc. and Smurfit-Stone Container Corp. *(PR Newswire 4/26/11)*

**U.S. Foodservice acquired Cerniglia Products of Middleton, WI, for an undisclosed sum.** Cerniglia Products is a distributor of Italian specialty foods to the southern Wisconsin market. The company will become part of U.S. Foodservice’s Milwaukee division. Former owner Vito Cerniglia will continue with the company as a consultant. Going forward, customers of U.S. Foodservice’s Milwaukee division will have access to Cerniglia Products items, and existing Cerniglia Products clients will have access to U.S. Foodservice products. *(Marketwire 5/3/11)*

**U.S. Foodservice acquired Ritter Food Service from The Pennfield Corp. for an undisclosed sum.** Mount Joy, PA-based Ritter Food Service is a specialty distributor of poultry, meats and seafood, including Pennfield Farms-brand products. Ritter Food Service serves more than 1,000 customers, including restaurants and retailers, in Maryland, New Jersey and Pennsylvania. The company’s operations will become part of U.S. Foodservice’s Allentown, PA, division. Going forward, customers of U.S. Foodservice’s Allentown division will have access to products of Ritter Food Service, and existing Ritter Food Service clients will have access to U.S. Foodservice products. *(Refrigerated Transporter Online 4/25/11)*

## Ecommerce/Technology

**Applebee’s Neighborhood Grill & Bar is looking to draw more female guests with a Facebook app called Girls’ Night Out.** Available through June 5, the app allows fans of the chain’s official page to schedule a get-together by sending invitations to their friends complete with the date, time, Applebee’s location and a personalized message. In addition, Applebee’s is inviting “girls’ night out” attendees to post photos of their event to its official Facebook page for the chance to win a \$50 gift card. Applebee’s had about 740,000 Facebook fan “likes” when it launched the app. *(Marketwire 5/9/11)*

**Dunkin’ Donuts launched a revamped website that features a new look and expanded content.** The revamped DunkinDonuts.com features new graphics and a more user-friendly layout with an emphasis on store-level content and social interaction. New features include an improved restaurant locator with a trip-planner feature; an enhanced menu section that allows visitors to find detailed, customizable nutrition information; and live feeds from the chain’s Twitter, Facebook and YouTube profiles. The site is also home to Behind the Beans, Dunkin’ Donuts’ first-ever company blog, where customers can find behind-the-scenes information about new menu items, content from executive leaders and examples of franchisee initiatives. *(Franchising.com 4/12/11)*

**McDonald’s launched a Twitter contest in support of its new frozen strawberry lemonade.** The chain’s Perfect Pair Contest invited groups of two people to visit @McDonaldsTwitter and send tweets about why they are the perfect pair for the chance to win a prize package valued at \$10,000. The tweets had to include the hashtag #McDFSLPairs, a link to the contest rules and the Twitter handle of the other person. Ten finalists were then asked to create and submit a video to determine the grand prize winner, to be announced in June. McDonald’s official Twitter page had some 126,610 followers when the contest launched. *(Marketwire 5/9/11)*

# RESTAURANT INDUSTRY & ECONOMIC TREND DATA

**12-Month Moving Average (Foodservice & Drinking Places Real Sales)**



**Foodservice & Drinking Places Real Growth**



**CPI: Food-Away-From-Home Monthly % Change**



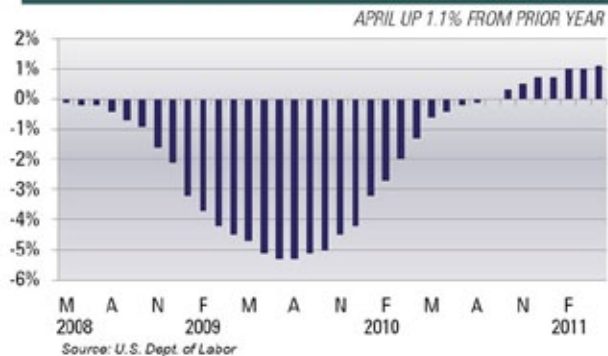
**Consumer Confidence Index (Base 1985=100)**



**Real Disposable Personal Income Growth**



**Employment Growth: Total Non-Farm**



## Additional Market Data

Lodging: Rooms Sold <sup>1</sup>	% Change vs. Year Ago
Year-to-Date (4 months)	6.4%
April 2011	5.8%
<b>Domestic Airline Passenger Miles<sup>2</sup></b>	
Year-to-Date (2 months)	2.8%
February 2011	3.5%
<b>Vehicle Miles Traveled, All Systems<sup>3</sup></b>	
Year-to-Date (2 months)	0.6%
February 2011	0.9%

<sup>1</sup> Smith Travel Research

<sup>2</sup> Bureau of Transportation Statistics

<sup>3</sup> U.S. Department of Transportation

## Same-Store Sales-Quarterly Data

### Weighted Average Change, Excluding McDonald's\* (Compared to same period year earlier)



Source: Company releases; Technomic, Inc.

\*Representing all chains reporting at time of publication

## Names Making Foodservice News

### OPERATORS

AFC Enterprises Inc.  
Brinker International Inc.  
Captain D's Seafood Kitchen  
Donatos Pizza  
Dunkin' Brands Inc.  
FOCUS Brands Inc.  
Global Franchise Group LLC  
Huddle House Inc.

Luby's Inc.

Rubio's Restaurants Inc.  
Ted's Montana Grill

Twin Peaks Restaurants

### DISTRIBUTORS

PRO\*ACT

### MANUFACTURERS

Aladdin Temp-Rite

LYNNE ZAPPONE  
DAVID PARSLEY  
MONTE JUMP  
ALAN HOOVER  
NEAL YANOFKY  
JOHN REALE  
BOB CROSS  
KEN KEYMER  
CLAUDIA LEVITAS  
PETER TROPOLI  
BENJAMIN "TODD" COUTEE  
MARC SIMON  
KRISTI NYHOF  
MICHELLE ZAVOLTA  
RICK AKAM

GABE ROMERO

MARTY ROTHSCHILD

Chief Talent Officer  
Senior VP, Supply Chain Management  
Executive VP, Marketing  
General Manager, Jane's Dough Foods  
President, International  
Chief Operating Officer, FOCUS Brands International  
VP, Plant Operations for GFG Management  
CEO  
Chief Administrative Officer  
Chief Operating Officer  
Senior VP, Operations  
President and CEO  
President and Chief Operating Officer  
VP, Human Resources and Training  
Chief Operating Officer

Procurement Manager

President

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