

# 28TH ANNUAL RESTAURANT TRENDS

**BOUNCE. BACK. BETTER.**

**MONDAY, SEPTEMBER 13, 2021 | 2:00 PM**  
**City Winery, Boston**

**PRESENTED BY:**



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ACCOUNTANTS & ADVISORS



# AGENDA

**2:00 - 2:30 PM Check-In**

**2:30 - 2:40 PM Welcoming Remarks**

**Michael Dorf**, *Founder & CEO, City Winery*

**Bob Luz**, *President of the Massachusetts Restaurant Association*

**2:40 - 3:30 PM Operator Panel**

**Scott Kearnan**, *Food & Entertainment Editor, Boston Magazine*,  
*Moderator*

**Eric Papachristos**, *Co-Owner of Trade, Porto, and Saloniki Greek*

**Peter Ungár**, *Chef and Owner of Tasting Counter*

**Rebecca Kean**, *CFO/Operations Manager, Brassica Kitchen*

**3:30 - 3:40 PM Questions and Answers**

**3:40 - 4:00 PM Current Trends in the Boston Restaurant Industry**

**Charlie Perkins**, *Founder, Boston Restaurant Group*

**4:00 - 4:10 PM Macroeconomic Trends Which Impact the Restaurant Sector**

**Chris Shaker**, *Partner, Retail & Restaurant, RSM*

**4:10 - 4:50 PM Government Panel**

**Joe Piantedosi**, *Radio Talk Show Host "Breaking Bread" on NorthShore*

*104.9FM. WBOQ, and Executive Vice President & Co-Owner, Piantedosi*

*Baking Company Inc., Moderator*

**Dr. Yvonne M. Spicer**, *Mayor, City of Framingham*

**Kimberley Driscoll**, *Mayor, City of Salem*

**Jean M. Lorizio, Esq.**, *Chair, Alcoholic Beverages Control Commission*

**4:50 - 5:00 PM Questions and Answers**

**5:00 PM Networking, Cocktails, Hors d'oeuvres, and live Jazz**

Net Proceeds to:



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## WELCOMING REMARKS



### **Michael Dorf, *Founder & CEO, City Winery***

City Winery was founded in New York City in 2008 by Michael Dorf to deliver a unique combined culinary and cultural experience to urban wine enthusiasts. Each City Winery offers intimate concerts, food and wine seminars, private event spaces, upscale dining, and a fully functioning winery. Today, City Winery has physical locations in New York, Chicago, Nashville, Atlanta, Boston, Washington DC, Philadelphia, and Hudson Valley. There are also four other concepts run by the company: City Vineyard at Pier 26, City Winery at Rockefeller Center, City Winery Chicago at the Riverwalk, and City Winery Greenway in Boston.

City Winery's Founder and CEO Michael Dorf got his start in the entertainment industry by creating New York City's go-to venue for independent music, the Knitting Factory, in 1986. In 2002, he left his operating responsibilities and sold his equity position to pursue other endeavors, including a Carnegie Hall concert fundraiser series, founding a Hebrew school, winemaking and brainstorming the concept of City Winery.



### **Bob Luz, *President, Massachusetts Restaurant Association***

A graduate of UMass Amherst with a degree in Hospitality Management, Bob Luz started his career in restaurant operations for The Rusty Scupper in 1983, before leading HR & Training for the Back Bay Restaurant Group and subsequently Applebee's International, Inc. Bob then served as Chief Human Resource Officer for several organizations which, through acquisitions, eventually

became American Blue Ribbon Holdings, parent company of 7 brands with 800 restaurants, 34,000 employees, and \$1.4B in sales.

Since 2013, he has been President & CEO of the Massachusetts Restaurant Association, representing the interests of the food-and-beverage industry across the state. Within Massachusetts alone, the industry has 15,350 locations and directly employs over 300,000 workers.

## Moderator

## OPERATOR PANEL



**Scott Kearnan, *Food & Entertainment Editor, Boston Magazine***

A veteran Boston-based writer and editor focusing on lifestyle, food, travel, and A&E, Scott Kearnan is food and entertainment editor at Boston magazine. He is also the lifestyle editor of Boston Spirit magazine, a bimonthly publication for New England's LGBTQ community. He formerly served as editor of ZAGAT Boston and as food editor of the Boston Herald newspaper. Prior to these roles, he was the editorial director of Stuff, a bimonthly city magazine published by the Boston Phoenix.

Scott is a Leo with Gemini rising, and his interests include midnight movies, buffalo wings, patchouli-scented everything, and Madonna. Find him on Instagram at @thewritestuffsk.



**Eric Papachristos, *Co-Owner of Trade, Porto, and Saloniki Greek***

Eric Papachristos is a self-made restaurateur whose interest in the hospitality industry formed at an early age. Although born in Boston, he spent the first nine years of his life in Thessaloniki,

Greece—a formative experience that fostered his affinity for Mediterranean cuisine and his desire to bring people together over a good meal.

In 1998, he graduated from Suffolk University with a Bachelor's degree in Business and, in 1999, with a Master's in Business Administration. He also earned an M.S. in Finance at Northeastern University in 2003. Since then, his career trajectory has been notable for its depth and diversity, with work experience ranging from Food & Beverage Manager at The Standard Hotel in Los Angeles to Financial Business Manager at Harvard University's IT department.

In 2011, Papachristos partnered with chef Jody Adams and operations manager Sean Griffing to open Boston's award-winning restaurant Trade, located at Atlantic Wharf. In 2016, the same energetic team opened Porto Boston, an upscale, casual, Mediterranean-inspired space with a fresh and relaxing energy in the heart of Back Bay.

Most recently, Papachristos and Adams partnered with COO Jon Mendez to open Saloniki—a fun, energetic sandwich shop with a focus on sharing with Boston natives their expertise in Greek food and culture. There are currently three Saloniki locations: in Boston's Fenway, at Central Square in Cambridge, and at

Harvard Square—with more are on the way. Driven by his culinary roots, Papachristos takes annual trips back to Greece to explore the food culture that inspired Saloniki.



**Peter Ungár, Chef and Owner, Tasting Counter**

Chef Peter Ungár grew up in Fort Worth, Texas, where he decided in high school that he wanted to seek a career as a chef. At 17 he jumped into the industry with an apprenticeship at Le

Chardonnay, followed by a position as garde manger at Saint-Emilion, both acclaimed French restaurants in his hometown.

In 1994, Peter moved to Boston to pursue a degree at Boston University's School of Hospitality Administration. He soon landed an internship at Restaurant Aujourd'hui in the Four Seasons Hotel Boston, a AAA Five-Diamond and Mobil Four-Star property, where he gained experience throughout the entire kitchen. For the next six years, Peter held various positions, including garde manger, chef de partie, entremétier, and saucier.

Motivated by the private dinners he cooked toward the end of his time at Aujourd'hui, Peter was eager to pursue a project that granted him a higher level of creativity. Thus, in 2003 he founded The Dining Alternative, a private dining service that created a fine dining experience in the comfort of one's home.

A move to Paris for a year presented Peter with the opportunity to hold positions at two Michelin-starred restaurants, working as poissonnier at Le Grand Véfour and as chef de partie at Le Céladon, before returning to Boston to continue The Dining Alternative. Determined to parlay his experience back into a restaurant setting, he founded Tasting Counter in 2014. Peter's innovative tasting menu-only concept is a multi-sensory dining experience that unfolds directly in front of the guests as they watch each course come together.

Operating under the “0 carbon, 50 local, 100 natural” philosophy, Tasting Counter strives toward a zero-carbon footprint, sources a minimum of 50% of its products from within Massachusetts, and offers only all-natural foods and wines.



## **Rebecca Kean, CFO/Operations Manager, Brassica Kitchen**

Becca partnered with the Brassica Kitchen and Café team as the general and financial manager—their first brick-and-mortar restaurant after a series of experimental pop-ups. Becca has been in the industry for 20+ years, and her current responsibilities read like a quirky management textbook: HR, accounting and finance, open-book training, and hands-on supervision of FOH service and catering. She’s not the creative talent; rather, her mission encompasses everything that the chefs don’t do.

The early years of Brassica threw Becca into the whirlwind of managing personal and professional life, including a marriage, a baby daughter, and increasing business demands. When the pandemic hit with a host of new challenges, she helped Brassica to pivot to all-takeout, sustained employees on the payroll, coordinated the process of government loans, and kept alive a trusting relationship with Brassica’s loyal patrons.

Since then, Becca’s passion is to lead the way for Brassica, and for the industry overall. She has steered the restaurant’s official practice of the principles of One Fair Wage to ensure equal pay and opportunity for all 20+ staff members. Further developing the “open-book” management style, she informs the employees routinely about the financial performance of the business, so that the entire team can fully understand the numbers and succeed together.

“These are tough times,” she says, “and they demand an even greater responsibility when it comes to providing safety, quality,



comfort, and fun.” To that end, Becca and Brassica Kitchen continue to bring love, light, and great food to their people!

## Speakers

### CURRENT TRENDS IN THE BOSTON RESTAURANT INDUSTRY



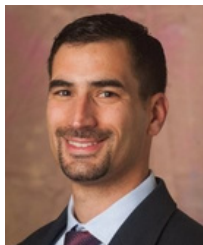
#### **Charlie Perkins, *Founder, Boston Restaurant Group***

Charlie Perkins is the owner of The Boston Restaurant Group, Inc., a commercial real estate firm that specializes in selling restaurants, leasing restaurant space, and making restaurant appraisals. Previously, Mr. Perkins was a regional manager with Friendly Ice Cream Corporation and a multi-unit franchise owner with Dunkin’ Donuts.

In 1990, he founded The Boston Restaurant Group. Since that time, the company has negotiated the sale and lease of over 700 restaurants and performed over 400 restaurant business appraisals.

A qualified expert witness, Mr. Perkins is a frequent speaker on the subjects of selling restaurants, appraising restaurants, and restaurant industry trends.

### MACROECONOMIC TRENDS WHICH IMPACT THE RESTAURANT SECTOR



#### **Chris Shaker, *Partner, Retail & Restaurant, RSM***

A member of RSM’s national retail and restaurant team, Chris has over 18 years’ experience providing accounting and auditing services, primarily in the consumer products industry with a

focus in retail and restaurant. Chris has served clients with varying ownership structures, ranging from SEC registrants and private equity-backed companies to generational family-owned business.

Chris is a graduate of RSM's Industry Eminence Program, which is designed to assist RSM professionals with the analysis and interpretation of economic and industry trends and data. In this role, Chris explores how data analytics, trend analysis, artificial intelligence, and machine learning can be uniquely tailored to the needs of RSM's clients and the industries the firm serves.

Chris has helped his clients through complex accounting and business issues, including public market transactions, business combinations, challenges with international operations, complex equity transactions, and complex revenue recognition. He enjoys his role as both a technical resource and business advisor to his clients.

## Moderator

## GOVERNMENT PANEL



**Joe Piantedosi**, *Radio Talk Show Host "Breaking Bread" on NorthShore 104.9FM. WBOQ, and Executive Vice President & Co-Owner, Piantedosi Baking Company, Inc.*

A 1983 graduate of Boston College with a degree in Marketing, Joe Piantedosi, Jr. subsequently attended Harvard Business School, where he received a Master's degree in Business Marketing Strategy.

Joe started working at the bakery at the age of 10 alongside his grandfather, Salvatore, who started the company over a 100 years ago with a horse and buggy. Today, Piantedosi Baking Company ships product all over the world.

It is a testament to Joe's charisma, drive and perseverance that this regional enterprise has become a major player within the baking industry.

Joe has been a long-time Massachusetts Restaurant Association Board Member and, for many years, has served as Chairman of the New England Food Show—the largest food-related trade show in the region. He has also been a member of numerous other committees for the Association. In addition, Joe dedicates his time to many other local organizations and nationally known charities.

His Breaking Bread with Joe Piantedosi is a light, lively radio talk show covering a variety of topics, including food, restaurants, entertainment, sports, and politics.

Joe has been inducted into the National Restaurant Association Hall of Fame (2006) and The Massachusetts Food Industry Hall of Fame (2008).

## Panelists

## GOVERNMENT PANEL



### **Dr. Yvonne M. Spicer, Mayor, City of Framingham**

Mayor Spicer grew up in Brooklyn, New York, and attended Brooklyn Technical High School, where she developed a passion for architecture and building structures from drawings. She accepted a scholarship to the State University of New York–Oswego, graduating with a B.S. in industrial arts and technology and an M.S. in technology education. She earned her doctorate in Educational Leadership at University of Massachusetts, Boston.

An educator and long-time resident of Framingham, Massachusetts, Mayor Spicer was previously the Vice President for Advocacy and Educational Partnerships at Boston's Museum of Science. While there, Mayor Spicer was known for building partnerships in STEM education with policymakers, school districts, municipalities, businesses, and various non-profit organizations.

Prior to that, she was an administrator in both the Framingham and Newton public schools, after beginning her career as a teacher in Framingham.

On January 1, 2018—the same day Framingham officially became a city—she was sworn into office as the first Mayor of the city. Committed to sustainable economic growth, the Mayor has served on numerous committees, councils, and boards, and has been a consultant to numerous states on technology and engineering standards, strategic leadership development, and business engagement.



### **Kimberley Driscoll, Mayor, City of Salem**

The daughter of a native of Trinidad and a Navy officer, Kim Driscoll came to Salem as a college student in 1986. An internship in Salem's Planning Department opened her eyes to the ways in which local government could have a profoundly positive impact on people's daily lives. She fell in love with Salem and made it her home after graduation, pursuing a career in municipal government.

After college, Kim took a position as Beverly's Community Development Director and went on to earn her law degree from the Massachusetts School of Law. After a few years in private practice, in 1998 Kim was tapped by the Chelsea City Manager to serve as the city's Chief Legal Counsel, playing an integral role in turning the city around by professionalizing how City Hall worked for the people.

In 1999 Kim ran for and won a seat on the Salem City Council. Finally, in 2005, she ran for Mayor, campaigning on a platform of inclusive and transparent government. Though considered an

underdog, Kim topped the ticket in a three-way preliminary election against a sitting City Councilor-at-Large and the incumbent Mayor. She then went on to win the final election by a large margin, becoming Salem's first woman Mayor.

With record deficits, poor financial management, and a bond rating that tied the city's hands, Salem was in rough shape when Kim took office. Since then, her leadership has helped transform Salem into what Boston Magazine called in 2013 one of the "Best Places to Live" in Massachusetts. Under Mayor Driscoll, Salem has been about including and welcoming everyone. As a result, in 2017 she was elected to her fourth term as Salem's Mayor; and she remains just as optimistic and hopeful about Salem's future—and just as committed to leading this great city forward.



**Jean M. Lorizio, Esq., *Chair, Alcoholic Beverages Control Commission***

Jean Lorizio is the Chair of the Alcoholic Beverages Control Commission (ABCC). Prior to her appointment to the Commission, she served as Executive Secretary and Counsel to the Licensing Board for the City of Boston.

Jean is a graduate of Suffolk University Law School and Regis College.



Attorneys in RIW's Hospitality Practice Group have provided legal services to industry clients for over 30 years. Our attorneys organize seminars, lecture, write articles, participate in trade associations, and serve on Boards of Advisors for food and hospitality industry companies.

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