

strategies + tactics for the hospitality industry

Bar & Restaurant Revival Guide



Hospitality 2.0

I Miss “Old Earth,”

as my fellow bartender friend Leo Degroff calls it. I miss the musical chime of silverware arrhythmically hitting ceramic plates and big, beautiful ice cubes cascading into cold glasses, destined to become refreshing Gin & Tonics or vividly bittersweet Negronis. I miss the relaxation that comes with a properly poured pint of Guinness or a slowly stirred Martini. I miss the rattle and hum of a room filled with laughter, chatter, and revelry. And like everyone else, I want it all back.

The truth is that absolutely nobody on this planet—not a scientist, virologist, politician, or statistician—knows exactly what the coming months and years hold for the hospitality industry. Maybe closing streets to usher in the “Al Fresco Age” will save us. Maybe permanent to-go liquor licensing is an answer. Nobody knows. Yet. Nor can we all agree on exactly when and with what protocols we should reopen full-tilt. But there is no escaping the fact that with

the razor-thin margins in our industry, to call this reopening phase “challenging” is an insulting understatement. For those who decide to attack this challenge, here is a collection of ideas and insights from around the bar and restaurant world that might just spark a thought or two for you. Ninety-plus pages that might inspire you to rebuild, refresh, redesign, and reopen your bar, restaurant, cafe, or eatery just a little better, a little differently. And a few pages mostly meant to get our industry thinking about how to remake itself much more “unbreakable,” as my friend Jackie Summers would call it.



Clare M. Ward, lead bartender at Hippo in Los Angeles. photo credit Karl Steuck



There is no bulletproof playbook yet that will account for what we should expect will be a dizzying and constantly evolving array of new health code protocols and post-COVID requirements. So that’s *not* what I’ve set out to put together for you. Instead see this as simply a temporary toolkit, relevant for perhaps just moment in time, maybe two, that hopefully helps create a return to bustling bars and stereophonic dining rooms—with a few more options than maze after maze of sneezeguards. If, after thumbing through these pages, you get even one tiny lightbulb that helps to put a handful of our hospitality family back to work and lets the world safely return to revelry, *then* you’ve expertly mined this guidebook to its fullest. Because we *will* come back; it’s just a matter of how and when. You get to pick the how and when for your joint. I hope this guide plays a small part.

What awaits you in the pages ahead is a curated collection of strategies and tactics from the field that are working that I wanted to put together after spending 18 years designing bars and restaurants and 30 years working (and playing) within them. A survival guide that represents a tiny slice of the best of who we can be and who we already are. Stay strong, find a way to make it fun, and keep the faith.

- Tobin Ellis

former bartender, hospitality designer, ops consultant
(but mostly bartender, at heart)

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On the Cover

The bar staff of AnonymouS Bar in Prague has been wearing masks since they opened (as part of their experience), perhaps serving as a model of creativity whereby venues can lean into the new post-COVID protocols and embed them into your culture temporarily or as long as need be.



photo credit AnonymouS Bar, Prague

Part 1

The To-Go Economy



Navy Strength Tiki Outpost co-owner Chris Elford of Seattle, WA, waits on a guest who arrived on his bicycle. photo credit Maddy Van Elzen

Unboxing To-Go Sales

Overnight, tens of thousands of restaurants and bars across America and around the world have become curbside caterers. For many, this came with zero training, preparation, experience, and definitely no playbook. So, you built the playbooks, overnight. In fact, the only thing that we didn't see as an industry overnight, was recovery of same-store sales. Some have likened curbside revenues to "life support" that is "just barely helping us get by," while others have discovered a veritable fire hydrant of untapped revenue that will likely remain (legislation willing) even when all the dining rooms and lounges reopen.

How long can our industry limp along on takeout alone? Even with 25-50 percent dining room occupancy allowances from the government, can takeout be the unsung hero of this disaster? Opinions are split, likely right down the same lines of individual success and failure with to-go sales. So rather than debate the merits of to-go and delivery models that so many seem to be trying, here are a collection of wins from the field: bars and restaurants that have pivoted, adapted, and found some small (and large) victories in boxing and bagging up their menus. I hope something in here helps you in your battle back into the black.

Note: this section is heavily geared towards curbside and to-go alcohol sales as this is a completely new channel for almost every operator in America, and to-go food sales are old hat for many. For even more stories of success and inspiration, check out these links:

[How These Bars Found Success with To-Go Cocktail Programs](#)
by Liquor.com

[The Pivot: How 4 Food and Drink Businesses Are Making It Work](#)
by Food & Wine



Restaurants all over the world have had to instantly pivot to curbside and delivery only, including this restaurant in Manhattan, NY. photo credit Photo 182660473 © Kit1nyc



Fierce in the face of a fearful tomorrow, the show must go on for many bars and restaurants. such as Black Hart in St Paul-Minneapolis. photo credit Black Hart St. Paul

Navy Stronger

Navy Strength, the award-winning Tiki outpost in Seattle began selling to-go cocktails as soon as the state eased its restrictions on to-go alcohol. After just a few weeks of throwing together a to-go program, partners Anu and Chris Elford shared their team's insights on how to increase both revenue and profit margins while lowering operational costs. Here are their findings:



Navy Strength cocktail kits' branding was produced by one of the bar's regulars, just to help out. The to-go program has boosted their Instagram following by 20 percent and helped them attract new customers. photo credit [sic] Half Cat Half Pizza.

"I know a lot of you are selling single bottled cocktails. We are selling kits that make ten drinks. We started out with a x5 kit and a x10 kit. x5 was more popular by far. The next week we took away the x5 and just did the x10, and our sales doubled. We include the garnishes, and a VERY detailed instructional guide with an illustration or picture of the drink.

We are also offering kits with the spirit on the side. We are currently just selling stock that's on our backbar. About 50 percent of people go for this option. In Seattle we have to sell food as well, so we are getting creative with how we jump through that hoop.

We are changing the drinks up a bit every week so people have a reason to come back. We are offering people bags of ice at no charge--not everyone has ice at home it turns out. We do curbside pickup. We have clear signage and everything is all bagged and ready to go. We have sanitizer out. We practice social distancing the whole way."

We used Eventbrite the first weekend, which was fine. The next weekend we used Toast's new to-go ordering, which was a little easier and cheaper for us and the guest.



Navy Strength co-owner Chris Elford of Seattle, WA, waits on a guest who arrived on his bicycle. photo credit Maddy Van Elzen

In the fight or flight of all of this, we had to relax some standards we would normally be dogmatic about. We have minimal spent (peeled) citrus these days so we are doing a blend of fresh squeezed and local flash pasteurized juice. Also the packaging is a challenge but I'm hopeful down the road we can find some solutions there. First we gotta keep the lights on.

We offer for everyone who picks up, if they tag us on Instagram, we will repost their drinks. We've gotten hundreds of new followers the last two weeks. It's been awesome. We also offer to be available online if people have questions, and of course they do. It's the closest thing we've had to normal guest interactions in three weeks and it feels awesome."

Navy Strength - Belltown, WA

Tales of the Cocktail 2018 winner of Best New American Cocktail Bar, Seattle-based Navy Strength co-owner Chris Elford reports: "We are now doing about 80 percent of what our normal weekend sales were like pre-COVID. We now have 500ml juice containers with labels designed by a friend in exchange for some bottles. We also have another regular who does marketing, and we reached out and asked if she would do some branding and marketing for our cocktail kits. She produced some really cool stuff. Anyway, we are continuing to move forward in this landscape, realizing that while it is true that we don't know what the industry is going to look like in a year, we aren't passive players: we can take an interest in our destiny, and have some hand in it, too. There is no time to sit and complain; our currency is action."

Raising the Steaks 575 percent

Texas Roadhouse might have cracked the code to surviving in this new landscape with how they are handling to-go orders. Rather than relying on selling their standard dine-in menu to-go, they are selling family value packs (both hot and cold) and ready-to-grill steaks. The additional keys to their success that have delivered a 575 percent increase in to-go sales and recovered a sizable chunk of their normal same-store sales seems to be two-fold. First, they have set up very visibly clean to-go “tents” manned by staff in full personal protective equipment (PPE) that handle one vehicle at a time. Second, they are messaging both their to-go/curbside menu offerings and their sanitation/social distancing protocols “very aggressively.” It seems people miss their food deeply and actually appreciate being able to prepare and serve it at home so much they are waiting in line to pick up raw steaks from the chain in addition to traditional hot menu items already prepared. While it may not be the sole solution to this chain’s problems, it certainly reveals that curbside can work and work very well as an additional channel—if you execute and market with savvy.

“Our employees don’t have to fear coming to work; we just threw our big arms around everybody—employees, partners, and guests. Our founder Kent told us, ‘This is how we are going to serve steaks,’ and so we moved quickly, empowering everyone to make decisions without red tape,” says Texas Roadhouse Beverage Director, Brian Lebrede. “Trusting and loving your people trickles down and that’s what made that 575 percent uptick possible for us.”

Texas Roadhouse

Cars pull up to individual to-go tents to receive their steak dinner kits that include everything to prepare a hot, grilled steak dinner at home.



all photos courtesy of Texas Roadhouse

Curbside Cocktail Experience

Dash of Fun

San Jose's very first cocktail outpost, Haberdasher, is another craft cocktail bar that immediately understood that more than just a push to curbside was needed to make it work. "This is supposed to be fun, even in times like these. Since the weather got warmer, we changed our curbside outfits to Aloha attire, and play Hawaiian music curbside, as one example" says Cache Bouren, Haberdasher partner and 2020 Icons of Whisky Global Bartender of the Year. "We all need an excuse to reconnect with a laugh or a smile, so make an effort to do that, for your crew *and* your guests."

Bouren has a four-page 'Covid Cocktail Survival Guide' on the next few pages, where he gets into great detail of how Haberdasher has recaptured nearly 70 percent of its pre-covid revenues through curbside alone, and at a lower prime cost: "We're purchasing very little and rotating through existing stock, some of which we had a lot." Bouren and his team live by an age-old ethos best summarized in his words, as "Guest Experience Above All Else."

Haberdasher's "Three Golden Rules of the Mobile Covid Cocktail World" by Cache Bouren

1. Make it fast: Design pickup strategies that let guests get in and get out with little-to-no wait.
2. Make it good: No unbalanced, over-sweetened garbage drinks posing as "craft." Deliver a drink worth coming back for. Or they won't.
3. Make it pretty/fun/cool: More than ever, your guests need a respite from the anxiety and stress of this pandemic; make sure you're giving that to them. Make them smile, laugh, or be moved.

Haberdasher - San Jose, CA

San Jose's very first cocktail bar has reclaimed nearly 70 percent of its pre-COVID revenue with a very proactive curbside cocktail initiative.

"You are now competing with liquor stores, who are doing 80 percent more business than usual, and they're *cheap*. No one is coming to your bar for Jack and Cokes unless they're in a fucking Viking helmet or something playful and on brand for your establishment."



Haberdasher "Aloha Crew" living and breathing their "Three Golden Rules": Make it Fast, Make it Good, Make it Fun. (Note: some gloves removed during this photo op.) photo credit Josh Kwok.

Covidproof Cocktail Survival Guide (pg. 1)



Cache Bouren (left), owner of Haberdasher in San Jose, CA and the real boss, Monte (right, without the beard), working late into the night.

Much of what made your bar/restaurant succeed pre-Covid is what will help it survive and even thrive during and after Covid, with a few new twists. The same mentalities/methodologies of greatness in our industry—hospitality, attention to detail, commitment to quality—offer a chance to come out of this in one piece. My mantra will set you apart during this pandemic:

1. Guest experience above all else.
2. Understand that your guests love you and will support you, but make it worth their effort, or you won't be able to sustain their support.

Ordering/Payment/Pickup:

- Go completely online for ordering and payment.
- There are countless benefits:
 - lowered risk of exposure for staff during service
 - streamlined guest experience, so they can browse and order at their leisure without phone conversations
 - allows for pre-orders, fulfilled when you do open
 - more detailed info about your offerings can be shared, so you can continue storytelling
 - no cash handling of any kind, making robbery less appealing and, again, less employee risk
- Easy and consistent 24/7 access to menu/offering from all medium (web/emails/FB/IG) is crucial, it widens your funnel/net.
- Online ordering means a *simple* URL is a must! It's \$12/yr (so avoid those really long URLs offered by some POS companies)
- Ensure consistent information across all mediums so guests don't have to be Sherlock Holmes to find your menu and ordering info.
- If you have a curbside, *use it!* Don't make your guests park and walk up, make it easier for them to pull up and drive away. The more convenient you make this for them, the fewer excuses they have to stay home.

- Pre-make and pre-batch everything you reasonably can, so all that you need to do when the guest arrives is put the order together *quickly*. Anything made a la minute is out if you want to be truly fast.
- Our average fulfillment time is 75 seconds per order. That or faster should be your goal, but staff so that you can also be accurate! We have two people staffed to double-check the orders, and we still make about 1.5 mistakes an hour (averaging approximately 25-30 orders an hour). It's so frustrating for your guests to get home and one of their cocktails is missing. There is no real service recovery that can negate that disappointment in the moment, so do your best to not make those mistakes!

Boxes/Bags/Branding:

- We have four different size boxes and three different sized brown bags, so we can package all of the varying order sizes and combinations in a way that looks tidy and stays safe for the ride home. Plus, we stamped all of the brown bags with our logo and social media tags. When guests share pictures of their haul all unpacked at home, we get tagged and we interact and share their posts to show others how good our drinks and packaging look. Basically, make sure they can get it home without breakage or spillage, and make it look appealing, but don't go broke sourcing the coolest bags out there, that sh*t gets expensive, and it's single-use.

Guest interaction/Recognition:

Many customers came to see the team's familiar faces (or half-covered faces) and to deliberately show extra support. They want you to know that they came to see you, so prepare your team to give and accept recognition now more than ever, your guests are hungry for it.

Our team has been exceptional with this, even though the customer interactions have now been condensed down to a minute or so.

Covidproof Cocktail Survival Guide (pg. 2)

Container/Vessel:

- Consider the containers you're serving in as an extension of your business. If it's a flimsy, cheap-o container, your guest will literally have that in their car, fridge, hands, and the perception of you and your business will transmit to them. Cheap is cheap, and we eat with our eyes. I'm not gifting the world's most delicious *anything* to a friend or loved one if it's in a sh*tty container. That's embarrassing for both of us.
- Make containers returnable with an offered refund. We charge \$.50 per container that goes out and offer a cash refund of a crisp dollar bill per container returned. In reality, it saves us some effort for going out to source and resupply these containers, and gives them a subtle nudge to come back and return them, 99 percent of the time with a new order. And it feels warm and fuzzy for them to get double the money back when in reality, we lose only cents on each transaction. That translates into that good feeling that is priceless.



Monte the Haberdogger says "Make it Fun." Also, "Give me bacon. Seriously." photo credit Cache Bouren

Fun:

- Find a way to make it fun for guests and staff. Costumes, music, themes, etc. This is supposed to be fun, even in times like these. Since the weather got warmer, we've changed our curbside outfits to "Aloha" attire, and play Hawaiian music curbside. We secretly "Ice" (Smirnoff Ice bottles hidden in a brown paper bag amongst their order) industry people when they come by, with a note that let them know they've been "iced" by the Haberdasher crew, asking them to share a video on social media and tag us to share their pain.
- We all need an excuse to reconnect with a laugh or a smile, so make an effort to do that, for your crew *and* your guests.

Menu/Offerings:

- Change/update your offerings often, but communicate the changes clearly. It gives you new content to share on socials, new excuses for them to leave the comfort of their Netflix couches, and keeps your offerings from seeming stagnant or lazy.
- For your own creative mind and team, it's not a bad idea to be constantly testing new things and trying to improve everything from menu items or procedures. You can come out of this with some new innovations in garnishing, packaging, or prep that can make you better in the long term.
- K.I.S.S. ("Keep It Simple, Stupid") Distill your brand (and whichever cocktails those speak to) and stick to these core ideals/drinks. Have enough variety to appeal to the general flavor profiles, but you don't need to roll it all out at once, serve it up in small courses, so to speak.
- We are known for our whiskey cocktails, so we started heavy on that, as well as a few popular classics. By listening to guest feedback and staying aware of the warming weather, we added niche flavor preferences and gained clientele that wasn't coming for the brown spirits.
- Recognizable drinks that people can wrap their head around or can glance at a page and 'get it'. If it's all your own whimsical shit, it's a little too niche and requires more explanation, and so many people just can't be bothered to read menus or descriptors. Don't be esoteric and whacky now, unless that's who you have always been.
- Single serving cocktails can still bring higher margins, but nothing made a la minute. Find a way to pre-batch with quality so there is virtually no wait at pick-up time.

Brands/Support:

- Connect with brand reps and feature their brands to spread the love. You might as well deepen relationships and sell some product together.
- Ask them to donate swag from their warehouses that can be included with drink kits.
- Have their educators host Zoom meetings wherein they guide tastings of product your guests pre-purchase from you.
- Have them help you identify sales and marketing strategies that fit your brand.
- Make sure you don't hit-and-run these folks; stand behind them and they can and will support you during and after these shutdowns and reopenings.

Covidproof Cocktail Survival Guide (pg. 3)



Community:

- Make neighborhood shout-outs, and partner with other good businesses who you can mutually benefit. Use locally-roasted coffee. Partner with food banks and collect donations from your guests.
- Have a brand-supported cocktail from which all funds go to a local charity or neighborhood organization.
- We're all suffering through this together, though to different degrees and in different ways. Still, it's smart to cross-promote and support each other.

Marketing/Messaging/Social Media & Staffing:

- One of our highest priorities at Haberdasher was keeping the team working and earning, and we shared that story without too much fanfare. Tell these stories through mailing lists and social media, so your guests and community may learn more about your business' core values!
- We focused on balanced scheduling for our crew so they could utilize unemployment benefits for their lost hours and wages while still helping us sustainably provide quality products and customer service, day in and day out. It's safe to say a lot of them are making as much as they were before the shutdown.
- It's vital to understand the "new" audience and adapt to their new COVID schedules and habits- when to post content that drives online sales, and learning what motivates them to buy from you.
- Social Media learning curve. Learn it and make it your new coolest skill.
- *Pictures, pictures, pictures.* They do speak a thousand words, and that has been very important for our online ordering and sales.
- Be consistent! Stay consistent and steady with everything you put out: your posting, responses, times, days open, etc. AND direct all touch points to the same channels.

No Excuses- Be exceptional, period.

- Find creative ways to be exceptional in every way.
- You are now competing with liquor stores, which are doing 80 percent more business than usual, and they're *cheap*. No one is coming to your bar for Jack and Cokes unless they're in a f*cking Viking helmet or something playful and on-brand for your establishment.



Don't Reinvent the Wheel, Build the Bike and Get Moving

“LTO-GO” Taco Tuesday

Flight West Wine & Whiskey Bar in Greece, New York (a suburb of Rochester) joins the ranks of one hundred thousand other bars and restaurants in America that pivoted literally overnight on March 17th. And while at first their playbook looks very similar to many others that have seen success during COVID-19, a closer look reveals they identified and doubled-down on a simple, proven Limited-Time-Only (LTO) strategy where everything lined up: Taco Tuesday. Rather than pour energy into educating their guests about a new promotion or special menu items, they leaned all-in to a promotion most of the world has known and love for decades. Perhaps the most powerful weekly promo in the business, Taco Tuesday isn't just fun, it taps into multiple need-states of an incredibly broad audience and can deliver top-tier profit margins if executed with precision.

Each week they began focusing their efforts largely on selling “Taco Flights” paired with a variety of fresh, fruity, fun margaritas and the results paid off fast. Flight West's gross revenues on Tuesdays went from around \$900 to an average of \$1800 - \$2000 once they dialed in their offering. It's been so successful for them, they're actually producing more revenue on Tuesdays with just To-Go Taco Flights and Margs than they used to with an open dining room and full menu!

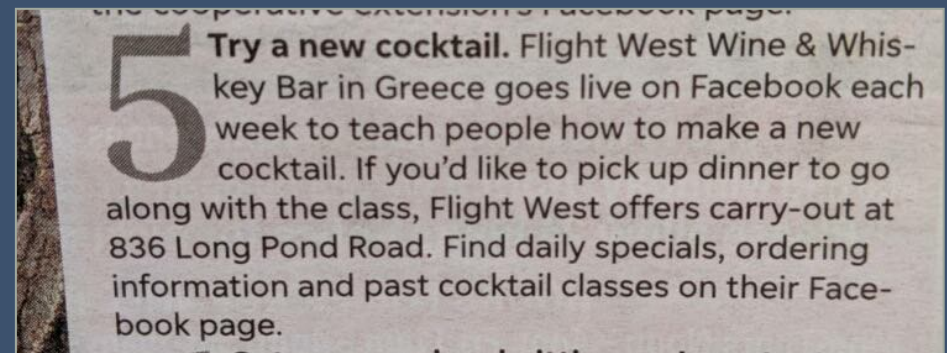
To get the word out fast but also consistently, they began doing a Facebook Live event with cocktail classes which quickly started to see several thousand views. Flight West wine director Kristy DeVincentis says “What worked best for us was mixing in some amazing food specials every week to keep people interested” along with their constantly rotating speciality Margarita. “People particularly love blood orange, dragonfruit, and watermelon.”

Taco Tuesdays as “LTO-GOs” won't save your business, but it could save at least one night a week, without all the consumer education.



L.T.O. Watermelon Margarita + Taco Flight = To-Go homerun. photo credit Flight West

Flight West - Greece, NY



A combination of a focused and fun LTO/to-go experience with some aggressive and experiential marketing (Facebook live events) helped Flight West gets picked up in the local Newspaper, at no cost.

Lo-Fi, Lo-Cost, Mo-Fun Alcohol Delivery

Eco-Friendly Booze Bike



*Jimmy's staffers Kayla and Oliver peddle booze and bike around downtown Aspen to keep the wheels of Jimmy's turning, albeit slowly. While Aspen may be a playground for the rich and privileged, the restaurant and bar workers are a lot like you: underpaid, overworked, and trying to figure out a way to keep the lights on while they watch the restaurant world crumble. And they're doing it with smiles on their faces and a sense of play. Because that's what defines our kind. Sh*t-eating grins, truly. photo credit Jimmy's of Aspen.*

Jimmy's in Aspen, Colorado is a local institution and the pioneering restaurant and bar that introduced craft cocktails and mezcal to the 'Après Ski' crowd. While it's easy to assume that everyone in Aspen is well-heeled and sitting on a mountain of cash, it's actually a town of two worlds that in fact play very well together—the wealthy vacationers and the nature-loving, down-to-earth locals who work there. Being highly dependent on tourism, when the lockdowns began and the bars and restaurants were shuttered, Jimmy Yeager and his staff, like millions of other small, independent restaurants, stood to lose it all. Yeager, a 30-plus-year-industry-veteran and his crew immediately figured out how to pivot. With relaxed liquor laws they very quickly took to Instagram to promote their “booze bike” and ice cream trailer, which bar staff takes turns riding around town.

“After we were forced to close, we saw on Google trends the huge increase in searches for alcohol delivery,” explains Jimmy's Aspen general manager and partner Jessica Lischka. “We saw an opportunity to fill that need with our bottled cocktails, wine, and beer in the way of a simple bike delivery system—and we've been lucky with great weather. It's been a fun way to keep our employees engaged with guests in a physically-distanced way, and it allows us to still bring the party to them, even when we can't have it here at our bar. We've been able to move previously dead inventory and create a profitable revenue stream.”

Jimmy's - Aspen, CO

One of the first bars in America to fall in love with Mezcal and a quiet favorite of the entire hospitality industry lucky enough to visit Aspen once or twice a year, Jimmy's is a labor of love for restaurateur and one-time Jersey boy, and bartender Jimmy Yeager, his partner Jessica Lischka, and their family of mountaintop heroes who live, eat, sleep, breath, and stigibeu hospitality each and every day in Aspen.

Cure in a Crisis

Cure, a restaurant/bar in the Rochester, NY, Public Market, was subject to shutting its doors briefly, then reopening them partially. Here's a quick guide to everything they've been doing to keep the place afloat before they return to whatever normalcy they can, as told by Cure general manager Donny Clutterbuck:

"The beverage program at Cure (in its open times) excels at making concise, well-balanced cocktails with only functional garnish, if any. We use a centrifuge, adjustable temp freezers, a carbonation system, and a variety of other tricks to accomplish this. We wanted to find a way to add as much of that value back into people's now very-at-home lives.

We started out compiling drink orders for a limited menu and delivering them two days a week to the greater Rochester area. This proved to be successful but a bit clunky, so we moved on to having a POS system and online ordering site with accurate counts and stocking large numbers of batches of more or less shelf-stable cocktails. We choose to do this in capped 750ml wine bottles, and we chose to make almost exclusively pre-diluted stirred drinks so that there would be zero prep at home. I know this seems a little strange, but hear me out:

The beauty of going to restaurants is not having to think about what you're doing. Rather, you don't have to do anything because it's done for you. Why should we, a venue so very used to doing everything for you, ask anything of you in your consumption process? This time, you do have to do your own dishes, but we've got the rest for you. Let's say a Manhattan is a 3oz build with 2oz whiskey and 1oz sweet vermouth. Notice how it comes right up to the top of a 5oz Nick & Nora glass after it's stirred?

This should alert us to two facts:

1. That's 2oz of water plus 3oz of Manhattan ingredients to get a 5oz yield.
 - a. 66 percent of the initial cocktail is 2oz, the amount of water added.
 - b. 40 percent of the final cocktail is water.
2. Water is a really f**king important ingredient.

You get a bottle of Manhattans and it contains about 5-6 servings (what even is a serving—like a bag of chips is never 20 individual chip sessions, right?). You pull the bottle out of your fridge and you drink it however you want. If you want the best drink



Cure restaurant caretaker/bartender, Donny Clutterbuck. photo credit Cure

Cure - Rochester, NY

ever, you'll pour the Manhattan into a glass and give it a vacation in the freezer before you crush it.

We've priced our batches below our typical per-drink pricing, since there's no one catering to you while you drink it (at least none of our staff, anyway). We're still way above wholesale/retail, since we do have to employ a Donny Clutterbuck to batch everything cleanly, carefully, and exactly. The person batching and fulfilling drinks orders is typically not the person running everything out to people's cars. The same goes for food: There is a kitchen worker, a bar worker, and a runner. The runner stands by the phone awaiting phone calls from cars pulling into the lot. We have service tickets with a minimum lead time of 30 minutes but the option to include a promise time of the guest's choosing. They can order on Monday for Friday at 6:30 p.m., and we know they're coming.

Closed-Loop Cocktail Takeout, by Clare M. Ward

Uncommon Hippopotamus

As many operators are learning at light-speed, moving the on-premise cocktail experience to take-out requires a “closed-loop” solution that accounts for everything in the guest journey from marketing, programming, ordering and payment processing to a revised pricing strategy and more. One restaurant and bar in Los Angeles, Hippo, has many lessons to share with others looking at making cocktails-to-go work.

“We looked at this as an exciting challenge to satisfy and comfort our regular clientele as well as to reach a new audience,” explains Hippo lead bartender Clare M. Ward. “We developed a creative menu that features techniques, ingredients, and recipes that are easily executable for the consumer, stable for up to two weeks in a refrigerator, and just as good as when you had them in the restaurant straight from our shakers. We searched for ways to connect with guests through packaging and social media. Through all of these steps, we’ve not only managed to maintain business but also to grow it.”

Here is Hippo’s detailed approach, in Ward’s words:

Packaging

Every cocktail comes clearly labeled with a corresponding card that lists ingredients and well as precise preparation instructions. Even if they are as simple as “Pour over Ice and Enjoy!” Taking this extra step makes the experience far less stressful and leaves less room for error for the guests. Each label also has our instagram handle to help spread the work of our cocktails-to-go on social media. If anyone tags us, we make sure to repost.

Building Regulars/Special Touches

It’s important to think of the people ordering cocktails as guests as opposed to customers. You want them to have an enjoyable experience, you want them to come back for more. Even though we can’t interact with them physically we want our guests to feel like they still connected with us. We sign each card with “Relax and Enjoy. Thank you!” It adds a personal touch. Each cocktail card also has an LA-themed coloring book cut out. We throw in extras when we can. We’ve started asking brands for swag as opposed to product whether it be pins or stickers or straws. Things the industry may look at as junk the home consumer gets super excited about. Not every bag gets on but if someone has a particularly large order or we notice “Colin orders cocktails every Thursday,” we’ll throw some surprises in. I’ve found that handwritten notes are as fun for me as they are the guests. If someone mentions it’s their birthday we’ll be sure to throw in candles and a hand written card. Often, I’ll write little notes like “This cocktail is my favorite! Cheers!” or “I can’t wait to see you across the bar soon.” Personally it helps me feel like I’m connecting with people, and it’s especially fun when someone posts it on Instagram and mentions how it made their day.



Hippo - Los Angeles, CA

Hippo lead bartender, Clare M. Ward. photo credit Karl Steuck

Closed-Loop Cocktail Takeout, by Clare M. Ward (pg. 2)

Uncommon Hippopotamus

Putting Together the Menu

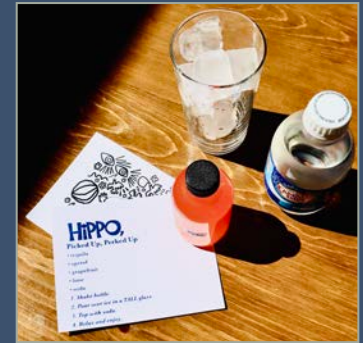
We wanted to make sure all cocktails last for at least a week in the fridge, so we turn all of our fresh juices into cordials or acidulate them. For stirred cocktails that usually require zest, we've worked oleos into the recipes. At first we offered all cocktails in single servings and then we switched to offering only 5 cocktails in single servings (4 oz.) and the rest in large formats (four servings at 16 oz.). We saw no dip in sales with this change, but we did notice our prep became more manageable because we were labeling and bottling less. We batch in 5-qt. quantities for cocktails with juice and 10-qt. for spirit-forward cocktails. We've changed the menu a couple of times to reflect seasonal changes and to keep things fresh and exciting.

In terms of writing the menu, one has to remember that there's no server or bartender to answer questions about terms that a guest may not know. We simplify how we list ingredients as much as possible so when a guest reads the menu they're not intimidated by the terminology used. When something reads familiar a guest is more likely to order that cocktail because they're not left wondering what the cocktail would taste like. They don't have the safety net of returning a cocktail that wasn't to their liking as they could in a traditional restaurant setting. Focus on simplicity; bold, bright flavors; and finding a balance that lasts. The cocktail should taste just as good four days after you make it. Keep in mind you that have no control over what glassware the guest uses or what type of ice they have available to them. We also make sure we sit and have a whole cocktail over about 15-20 minutes to see how it tastes after extended dilution.

We want to offer a full experience much like the kitchen so we offer a few cocktails "packages." We have a Cocktail Essentials package that comes with an Old Fashioned, Negroni, mango Margarita, a fruity-yet-refreshing vodka drink, and a low-ABV cocktail using sherry and vermouth. We've offered an "Italian Date Night" which comes with Negronis, a bottle of Italian red wine, and espresso martinis. We also offer a "Vacation Getaway" package that is all tropical-themed cocktails: a pineapple Daiquiri, a spicy mezcal-and-passionfruit cocktail, and a mango Margarita.

Thirsty Thursdays

Once a week, we do "Thirsty Thursday." We set up a Google Voice number so people can text us a custom cocktail order. We ask them to answer three prompts: "Spirit?"



Hippo has quickly throttled the branding, packaging, customer acquisition, and guest experience elements of their to-go program. photo credits Hippo

HIPPO, COCKTAILS,

Single Servings \$10

bottles & cans (everything included except glassware and ice)

- **back on our bulls#!t** (low abv) vermina vermouth, fino sherry, citrus, mint
- **lucy, i'm home!** vodka, apricot, ginger, citrus
- **patio paloma** tequila, aperol, grapefruit cordial, soda
- **some beach - somewhere** tequila, mango, citrus
- **santa barbara negroni** gin, campari, house vermouth, orange oil
- **hippo old fashioned** whiskey, spiced walnut, bitters, orange oil



brain freezers! (blender recommended, everything included except glassware)

- **mom's on instagram?** tequila, gin, cucumber, crème fraîche, lemon, herbs
- **skool's out, forever** tennessee whiskey, california cherries, mexican coke

Large Format Bottles (4 servings) \$29

lucy, i'm home!
vodka, apricot, ginger, citrus

patio paloma
tequila, aperol, grapefruit, soda

some beach, somewhere
tequila, mango, citrus

rum runner
rum, pineapple, citrus

dangerous animal
mezcal, passionfruit, chili, citrus

santa barbara negroni
gin, campari, house vermouth

hippo old fashioned
whiskey, spiced walnut, bitters, orange oil

Cocktail Packages

Cocktail Essentials (single serving of each) \$38

- santa barbara negroni
- hippo old fashioned
- back on our bulls#!t
- lucy, i'm home!
- some beach, somewhere

Vacation Get-Away (one large format of each, 12 servings total) \$75

- rum runner
- some beach, somewhere
- dangerous animal

Closed-Loop Cocktail Takeout, by Clare M. Ward (pg. 3)

Uncommon Hippopotamus

Shaken or Stirred? And One Word of Inspiration?" The one word of inspiration has been really fun for the guests and for us as bartenders!

We've had a huge range: aliens, chingonita, spring, Elvis, New Orleans, joy, hope.

It's a fun, creative challenge for us and allows us a special, personal interaction with each guest. We take orders for a couple of hours and then we go live on Instagram and talk through our process of making some of the cocktails. We've had a lot of social media interaction through this. It's also enabled some of our local brand ambassadors to support our bar and we allow them to request their particular brand. If possible, we take a picture of the cocktail with their bottles for them to share on social media.

Developing New Formats

We've been consistently looking for different ways to present cocktails that are fun for consumers. Currently, we're working on frozen and canned cocktails. The key to these is figuring out dilution rates and how to make flavors pop in a different formula than the traditional cocktail format. We're currently working on a frozen whiskey and cherry Coke. We've found multiple ways to include the cherry and cola flavor through combining liqueurs and fresh cherries.

Bottom-Line Results

Through all of these steps, we've not only managed to maintain business but also to grow it. We've dropped our prices but are consistently selling more cocktails on a weekly basis than some of our busiest weeks since our two years of being open. Last week alone, we sold more than 1,200 cocktails while only being open for 28 hours of total service.



Part 2: Redesigning the Guest Experience

Hospitality, Not Hospitals

Charting the New Map

For those in scaled hospitality, there has long been talk of elements of experience design that include the customer journey a.k.a. journey-mapping. Well, an invisible little parasite just torched the map. At each touchpoint in the customer journey, the rules just got thrown out the window, without warning.

With what could be fairly described as a combination of vague, contradictory, and confusing guidelines from many states restaurant, owners and operators of hotels, bars, restaurants, and cafes are scrambling to figure out how to reopen and provide the world with a shiny, happy return to the world of being waited on. But it's just exhaustingly complicated and dangerously uncharted for most of us. Figuring out how to take a truckload of COVID-specific SOPs, roll them out in the blink of an eye, and probably most importantly, try to make it all seamless and invisible to the guest is a herculean task. Hundred-plus-page playbooks are the hospitality industry's new normal. Just figuring out how to refill someone's coffee from six feet away could keep the Army Core of Engineers up all night ... needing coffee.

And yet, the industry that "makes it happen with a smile" is at it again. From drag queens in Minneapolis to robots in San Francisco our industry is mobilizing to figure out this crazy maze on behalf of all our guests, customers, patrons, and regulars. It's not always perfect, it's not even all that pretty sometimes. It's hard as hell, exhausting, and at times it seems like there just is no light at the end of the tunnel. But there is. We just have to keep digging the tunnel ourselves. The pages that follow celebrate some of the first to grab a pickaxe and lead the way. Perhaps these stories will make you smile again for a minute. And maybe give you a few ideas of your own.



Just a sampling of the numerous open-source reopening playbooks released in the last few weeks. image credit barmagic of las vegas

Masters of the Mask



Tucked away just off the touristy portion of Prague, protected by an unassuming courtyard you will find AnonymouS Bar, a cocktail bar with a panache for theatre. Since opening on November 5th of 2012, the staff has all chosen to wear the same mask, that of Guy Fawkes, protagonist in Alan Moore's *V is for Vendetta*. Recently I interviewed bar manager Filip "AnonymouS" to see if he had any insights about the intersection of masks and hospitality. Here are excerpts:

TE: How do you connect with guests when they cannot see your smiles, see your faces, or tell you apart (since you all wear the same mask)?

FA: Masks are something new on the scene for now and how, as you said, to bring the mask to life, is complicated. Perfecting the body language will let the customer forget that we are wearing the mask. And of course, the eyes, because eyes are the window to our soul. When a new customer arrives at AnonymouS Bar we just stand and slightly tilt our head down and bow. After that, we show our guests to their table. It is incredible because we don't say a word during this welcoming moment, which means that we fully use our whole body language to express welcome.

TE: What have you learned over the years to make masks work in hospitality?

FA: We had to adapt and create a new way to entertain our target/customers and, of course, never give up. When we are checking the tables and everything is satisfactory or if anyone has any questions we just show [the okay sign] with our fingers to ask if everything is okay or if they need anything else at all. Without the mask, you have to come to the table and ask, in this case, you skip the whole process—[you] save words, time, and energy and customers love the mystery behind the mask.

TE: Is there anything else about working in hospitality with a mask that you or your team thinks might be helpful or inspiring or comforting for other bartenders and bar operators?

FA: In the end, I just want to say that people, in general, wear some kind of mask until they feel comfortable and start showing the true colors. Mask is a mask, it's not rocket science, my point is that you can make your weakness your strength.

AnonymouS Bar - Prague, CZ

Filip "AnonymouS" and the bar team at AnonymouS Bar in Prague, Czech Republic, wears masks (the same mask for everyone) has been part of the concept since 2012. photo credit [AnonymouS Bar, Prague](#)

Where Takeout Meets Experience Design

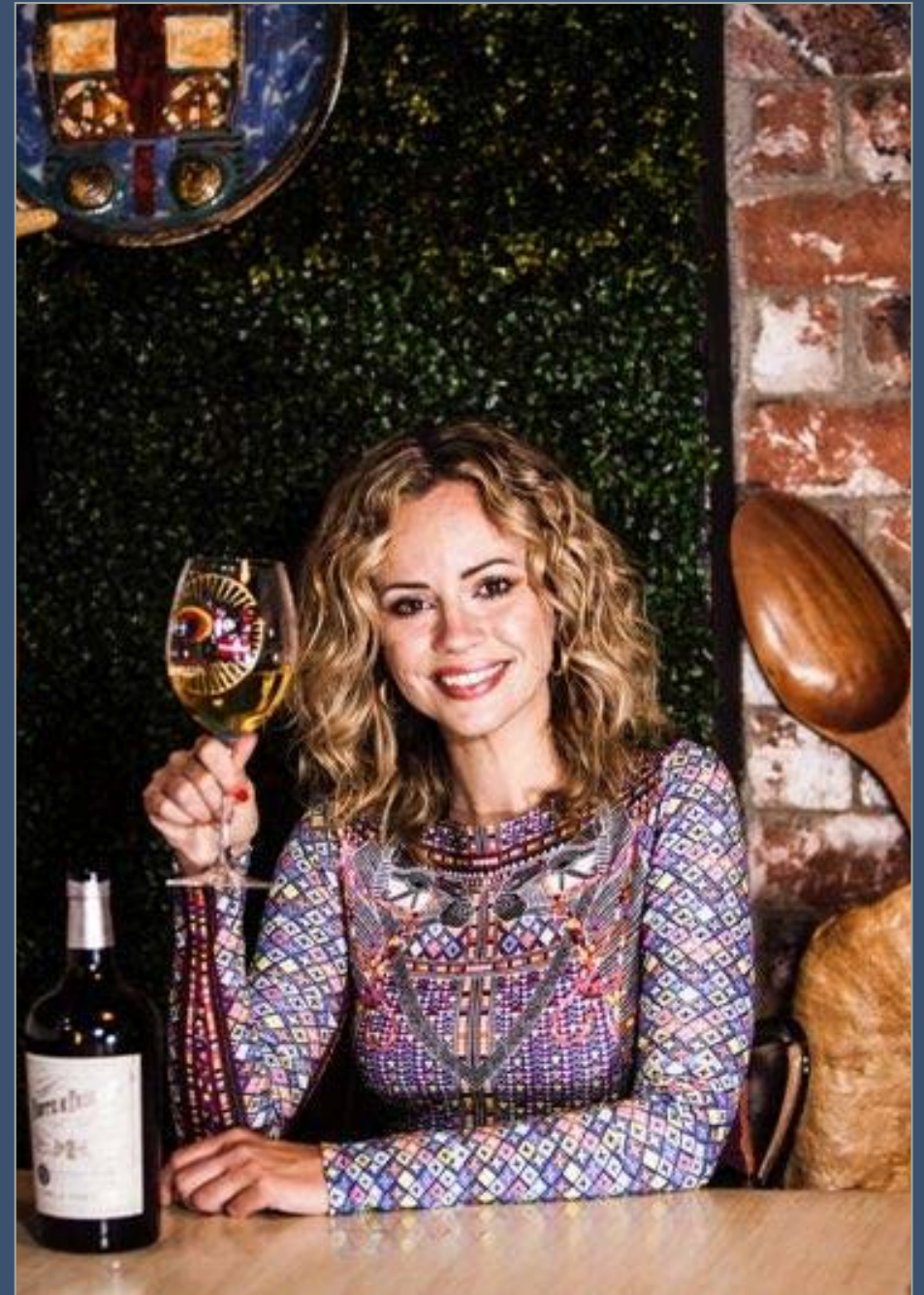
Kitchen Connections

Chef Nina Manchev opened her Bulgarian restaurant in Las Vegas at the age of 23, while she was still in college. Operating in Las Vegas is becoming easier but for pioneers such as Chef Nina, trying to attract locals away from the mothlight that is the Las Vegas Strip was a constant, uphill battle even with great reviews and a core of regulars. When Nevada Governor Steve Sisolak ordered the mandatory closing of all restaurants, like so many independent chef/restaurateurs, Nina's livelihood and dreams all teetered on the edge of extinction. That's when she reached out to Las Vegas culinary event and marketing impresario Jolene Mannina of [SecretBurger.com](https://www.secretburger.com). Manchev wanted to do more than just to-go kits with hand-written notes, and so she brought her vision to Mannina.

"I want to cook with people at home. Can we do that?" she asked Mannina. Do that they did. Forte packed up home cooking kits with all the ingredients for some of her most famous dishes which were delivered to guests who ordered online at [secretburger.com](https://www.secretburger.com). Then, Manchev taught quarantined customers stuck at home how to turn those kits into amazing culinary treats via Instagram Live. Nina sold just eight tickets the first week but knew she had tapped into something special that was reconnecting her with regulars and new customers alike. By week 4, Nina was selling more than 100 cooking at home kits and generating thousands of dollars of revenue for her restaurant.

The program has become so successful in Las Vegas that other chefs have quickly jumped aboard the [secretburger.com](https://www.secretburger.com) platform, including Chef James Trees of local favorite Italian spot Esther's Kitchen in Downtown Las Vegas who in one week sold more than 600 delivery kits for his version of cooking at home.

The lesson here is obvious: Find a way to connect people with food and rediscover the art of hospitality in a new channel that creates an extra revenue stream and brings in a new customer base when you reopen.



Chef Nina Manchev of Forte Tapas in Las Vegas has generated more than \$12,000 in just four Instagram Live sessions with her idea for "Cooking at Home" created by Secretburger.com. photo credit Nina Manchev

Forte Tapas - Las Vegas

A Virtual Bar Experience

Michael Neff is bartender/owner of The Cottonmouth Club in Houston, Texas who decided along with his team that they weren't going to throw in the towel. Hear about their pivot that deals directly with their journey of transitioning the guest experience from analog to digital (and back) in Neff's own words:

"When our shutdown happened, I got together with my staff and we pretty quickly decided that we wanted to remain bartenders, then set out to figure out how to tend bar for people when they couldn't come into our space.

The result has been interesting. We've basically developed a number of channels, all of which we've developed and grown concurrently, and all meant to feed into one another. The result has been a growing audience of 'regulars,' now from around the world, who have been coming into our live stream. They were engaging with our content and, more importantly, engaging with each other on a regular basis, just as they would if they had come into the bar.

It's no substitute, for sure, but we've spoken publicly about how to accomplish what we're going for and, in many ways, it's exceeded expectation. Our metrics aren't money, though there is some of that, both in a 'tip jar' for the staff and for the new online store we've created.

The more important metric is audience. We went from pretty stone-age digitally to full-blown engagement online and across social media. And I've been able to see the growth in how people are engaging, and we're using that to tune our content, and show people more of what it is that will give them the feelings they get in being in the bar.

We are in an analog business, but putting our minds to this has helped identify some things that I think haven't been addressed until something like this highlights them. One thing that is most obvious is that people's love for bars has very little to do with drinking, and what we sell has very little to do with booze."

photo credits Michael Neff

The Cottonmouth Club

LIVE STREAM "VIRTUAL BAR"
EVERY NIGHT
9PM CST/10PM EST/7PM PST

@thecottonmouthclub

MONDAY

COCKTAILS & COOKING
INSTANT POT TUTORIALS WITH
PAIRED COCKTAILS &
CONVERSATION

TUESDAY

"HOMETOWN CHECK-IN"
(IN WHICH WE INTERVIEW SOME
OF HOUSTON'S FINEST BARFOLK)

WEDNESDAY

NATIONAL COCKTAIL
CONVERSATION
(IN WHICH WE INTERVIEW SOME
OF THE REST OF THE WORLD'S
FINEST BARFOLK)

THURSDAY

QUARANTINE CONCERTS
(IN WHICH WE BRING IN MUSICAL
GUESTS 'LIVE')

FRIDAY

"COCKTAILS & KARAOKE"
W/ THE COTTONMOUTH STAFF
(REQUESTS ENCOURAGED)

SATURDAY

CUSTOM COCKTAILS
& PLEASANT CONVERSATION
(AKA "THE MUSIC GAME")

SUNDAY

"ASK ME ANYTHING" &
SPECIAL GUEST DJ

We're bringing our bar to you until you can come back here!



Turning a Big Negative into a Big Positive

Butts in Seats

We talk about it a lot in this business—butts in seats—is the name of the game. Well, just a few weeks ago, that bare-knuckle strategy took on a whole new meaning. As if the tangled-cord-mess of all the new guidelines wasn't challenging enough for operators to re-open their doors, there's a new dynamic to solve for: how do you recreate the energy people crave most about being in a room together, when 50-75% of it is required to be empty? Or rather, devoid of humans. You turn to the bears. Or other creative ideas to make people feel comfortable and happily back eating in what feels a busy room, instead of an eerily empty one. Here are some of the most interesting and adorable ways operators are once again putting "butts in seats."



Maison Saigon in Bangkok, Thailand has created a viral sensation by using stuffed panda bears to fill empty seats. Not only is it clever, but people are lining up to get a chance just to dine with the panda bears ... because who wouldn't? photo credit: [Masion Saigon's](#)



Well-heeled mannequins fill the empty chairs at the famous, Michelin-starred Inn at Little Washington in Washington, Virginia. What could be fairly seen as a little creepy might just turn out to be one of the most clever marketing moves of the crisis. photo credit [The Inn at Little Washington](#)



It's belly-up for the bears at Honey Salt in Summerlin, a suburb of Las Vegas, where dining rooms have reopened but bars are not yet allowed to seat humans. "The donated bears were simply meant to bring a smile in this otherwise totally surreal and depressing situation. Kindness and a smile is how we wanted to welcome back our guests at Honey Salt even when our masks and gloves might hide them," explains chef and owner Elizabeth Blau. photo credit [Honey Salt](#)

Making a Basement Experience “One Louder”

Lemmy Into Lemonade

Located in the Belltown neighborhood of Seattle is a 3-year-old neighborhood bar called *Screwdriver*. Faced with shutting down completely, owner Dave Flatman and his team received encouragement from other local spots such as Navy Strength and Canlis to lean into the new liquor laws allowing to-go cocktails. But how do you bottle the unique experience that centers mostly around the basement haunt’s loud rock-n-roll culture in a space that used to be a recording studio?

“We built a booth that we call the Lemonade Stand to go in our double door entryway. Being a basement bar, we have very little street presence, so this changed that dramatically. We’ve learned that people can sense authenticity and atmosphere, and we did a great job of bringing that upstairs to a location where passersby would see us. We’re selling merch, cocktail kits, and, as of a couple of weeks ago, pre-mixed cocktails. And people love it! We have a record player set up, we’re doing deliveries on my business partner’s Vespa, and we’re bringing the vibe of the bar into people’s homes,” explains *Screwdriver* owner Dave Flatman. “The response has been terrific. Our regulars have been stopping by, people who never knew we existed now know about us, we are managing to average just under 20 percent of our normal weekly revenue with significantly lower overhead, and we feel really good about what we’re doing. Of course, it’s not the same as having the bartop full and people milling about, but it’s what we have for now. A lot of places seem to have just set up a table outside and not put much effort into the new way we’re operating. But we’ve found that going the extra mile, continuing the experience of the bar, has really won people over and made it a huge success for us.”

Screwdriver - Belltown, WA

Sandwiched between some very well-established and beloved restaurants and cocktail bars, the young “unapologetically rock-n-roll” neighborhood bar Screwdriver almost said no to to-go cocktails. But they leaned in to create a strong street-level storefront on a budget, bringing their basement experience to the light of day, and it worked. Socially-distanced air-guitar contest in the near future? We hope so. Party on, Wayne. Party on, Garth. Party on, Lemmy.



Screwdriver saw an opportunity to quickly and inexpensively build-out their basement bar experience in the form of a “Lemonade Stand” at the front entrance. photo credit Dave Flatman

The Right Amount of Right

Nearly everything tells you that to regain consumer confidence, you need to make your sanitation and safety protocols very visible to the guest. Of course, consumer confidence will be a moving target; a new dynamic for most us. So, absolutely, for the first X days or weeks, most consumers will look for all the visual cues that you are keeping your restaurant, pub, or cafe sanitized constantly. But remember that one of the primary psychological drivers of people going out is escapism. They want to escape the stress and the pressure of the real world, which right now, everywhere on this planet, centers around COVID-19. And what are the most reminders that we are living with this pandemic?: *Face masks, gloves, and the unmistakable smell of bleach and other chemicals.*

The subconscious brain cannot parse the difference between “these things signal a danger outside but *in here* they mean “everything is okay.” At some point—and probably sooner than you might guess—guests will realize they don’t want or need chemical cleaners at every table or giant signage to feel safe. They will look for other, less alarming reassurances because they come to bars and restaurants to relax and forget their problems, not have them shoved in their faces.

Figuring out how to signal *this is a safe, clean environment* without triggering people’s fears will overtake the need for constant sanitization messaging very quickly. Because nobody wants to smell bleach when they sit down to enjoy a meal. Besides, it is only a matter of time before some organization creates an app-based certification program with window stickers and other ways for guests to discern the safe establishments from the rest. Food for thought...



Back to (Show) Business

We go out to eat and drink for many reasons, and as we've all learned over the past few months, as much so for the social and theatrical experience as the food and drink. Great restaurants and bars create a sense of discovery and immersion that lets you forget about the hard-cement-sidewalk-world outside and escape for an hour or two to unwind, have fun, and let loose. But how do our guests now safely escape the outside world of masks and imaginary six-foot bubbles if that's what they get when they walk in your front door? How do we return the joy and fun of going out for the guest when it's all medical face masks, gloves, and partitions everywhere, *and* still be responsible and safe? How do we put the smile back into the business of taking care of others from behind masks?

Most of the industry conversations right now eventually gravitate towards how to move forward with safe, responsible service in the post-covid era without completely killing the fun, the joy, the pleasure of the guest journey. Because what people require from hospitality businesses today from a health and safety messaging standpoint will not remain forever.

Sooner or later, people will fatigue from the never-ending stress and anxiety of being in fight-or-flight mode dealing with the COVID-19 crisis. At some point, a simple and more subtle series of visual indications that a restaurant or bar is doing its due diligence will become the norm. Be ready for that before you invest heavily in redesigning every aspect of your business to focus on what safety messaging looks like right now. Everything in this new normal is a fast-moving target. Consider making agility and adaptability a pillar of your reopening strategies in everything from service and safety playbooks to takeout and physical design.

This is a nuanced, complex problem that is going to take some nuanced, complex thinking followed by a lot of fast action and quick adjustments. Just the health and safety pieces alone are enough to make you want to hang up your cleats and call the game. But you won't because the show must go on. And so it will.



Kentucky student Ashley Lawrence made masks for the hearing impaired that might show what the future of hospitality masks look like—ones that show our smiles again. Especially if made with anti-fogging materials. photo credit Ashley Lawrence.

Part 3

Redesigning Spaces



Glass Case of Emotion

Restaurants from Hong Kong to the Italian Riviera are already reacting to the need for increased protection against COVID-19. Tables are being outfitted with custom plexiglass barriers that allow for solo or group dining in small spaces that traditionally put guests right next to one another. If accepted by local health authorities, this model allows operators to reopen without completely revamping floorplans or removing tables. It also taps into a very basic psychological need humans have which we have taken to calling “alone together,” the idea that humans, on a very biological level, need to be near other humans. Much of that need in dining comes from being able to see others— literally seeing and being seen. While this approach is not yet fully vetted and will not work in every part of the world, it does offer one solution for lower-cost, short-term sanitation considerations that do not require an entire revamping of your physical space, FF&E, budgets, labor plans, P&Ls, and more.



photo credit EPA



socialbarriers.net created mobile social distancing barriers for Frisco Tap House in Columbia, Maryland. photo credit [Frisco Tap house's facebook page](#).



photo credit Rex Features



photo credit China Daily



photo credit EPA

Private Dining Goes Public

No longer reserved for the wealthy and privileged, completely enclosed booths and tables allow for dining rooms and lounges to reopen and for people to experience a new version of “alone together” moments of visual socialization. At Mediamatic Art Gallery and Restaurant in Amsterdam, Netherlands, they have already built “greenhouses” around their outdoor tables in an effort to reopen responsibly and without losing either the ‘alone together’ dynamic or the gallery’s waterfront draw. While just a reopening plan that, as of today, has yet to be approved (or disapproved) by city health officials, it does provide a possible blueprint for a return to safe and responsible al fresco dining.

Just a few years before this pandemic, dining “igloos,” as pictured from the Coppa Club in London (Page 23) and the Boston Envoy’s rooftop bar (below) were becoming increasingly popular to extend the outdoor/rooftop dining and drinking season. Now, these same pods and igloos represent possible long-term solutions to the social distancing and protective needs of bars, restaurants, and lounges.



photo credit Willem Velthoven Mediamatic, Amsterdam



photo credit Willem Velthoven Mediamatic, Amsterdam



Igloos at the Lookout Rooftop at the Envoy in Boston, MA. photo credit Boston Envoy Hotel



photo credit Willem Velthoven Mediamatic, Amsterdam

Igloos: Possible Nightlife Solution?



230 Fifth, Manhattan's largest rooftop garden bar and one of their igloos.

How all of this crisis shakes out and lands long-term on our global industry is simply unknown. One suggested “responsible but realistic” solution for nightlife venues in congested metropolitan areas, (where you simply could never separate enough tables two meters [six feet] apart to make the business viable) are to contain the areas where people congregate and then manage guest traffic to and from their tables, exits, and bathrooms. The igloo provides a lower-cost alternative that can fully prevent droplet spread while still providing all of the scenery, liveliness, and the full food and beverage experience many venues offer.

Because they are already in the market, these solutions were designed with seasonality in mind, so that they are quick to set up and easy to move around. Most igloos can be heated, which not only solves for many coronavirus concerns but also solves for the otherwise limited seasonality of many rooftops and other outdoor spaces. This is a potential big win-win that has a lot of short-term upside and easily can prove to be a long-term solution. Best of all, you're looking at a straight-forward purchase, not a complete reconstruction of your outdoor (or even indoor) spaces.



An outdoor Igloo at Blake's Tasting Room, Detroit. photo credit Blake's

The Irish Snug

The Snug—an enclosed table or booth—first popped up in pubs in Ireland back in the 1800s and early 1900s as places that allowed for women to drink inside pubs since, until the early 1960s, it wasn't widely accept by society for women to be in such places. Referred to locally as “confession boxes” (*Dublin Pub Life & Lore, K. Kearns*), snugs allowed not only women, but police officers, politicians, and anyone who wanted to step into the pub for a pint, but discreetly so to enjoy the same charm and atmosphere, albeit with a fair dose of privacy.

Snugs are still quite popular still in British and Irish pubs, both in the United Kingdom as well as in other countries around the world. The snug is a central fixture on the hit BBC show *Peaky Blinders* where the Shelby gang regularly meets in the fictional Garrison's Pub snug to conduct business.

Perhaps the most powerful feature of the snug as it applies to redesigning hospitality spaces post-COVID is that snugs allow for a cohesive, compelling design narrative that doesn't signal crisis, medicine, disease, or other triggering thoughts in guests' minds. They simply appear as intimate, private spaces within larger public ones that allow for the same revelry, just with the added value of privacy and, these days, safety. Now you can provide social distancing in any configuration you like, and have it be a positive instead of a negative. For more on the history of Irish Snugs, visit Shaunacy Ferro's 2017 article on *Mental Floss*, entitled [A Brief History of the Irish Snug](#).

The Crown Bar, Belfast, Northern Ireland

Artfully decorated private rooms have long been a part of Irish and British pub culture. Separating spaces does not have to be sterile nor obtrusive as the historic Crown Bar in Belfast, Northern Ireland (pictured, left) shows.



photo credit Crown Bar, Belfast, Northern Ireland



photo credit Olde Blind Dog Irish Pub, Atlanta, Georgia

An “American Snug”

In 2014, my company, [Barmagic of Las Vegas](#) designed these “American Snugs” as part of a small plates tavern concept in Bismarck, North Dakota called Humpback Sally’s. Humpback Sally’s would go on to be listed in the Daily Meal’s 2020 Best Cocktail Bars in Every State and place third nationally in the 2014 PCDA Design Awards for commercial interiors.

Part of the design are these two-top highboys that allow guests to be around the social environment of the bar while remaining tucked away from it, at the same time. Each snug has a window into the bar so that they also receive their own personal service from the bar staff.

Snugs are not difficult to design and the concept is very powerful because again, we only *think* humans all desperately want to be elbow to elbow with strangers when they go out. In reality, what many people want psychologically is to be “alone together” whereby we crave being *around* a group, but not necessarily crowded *into* one.

The snug harnesses this need and gives it an exciting spin that makes people covet specific seats at the bar. Add a reservations-only piece to the snug and you’ve just made your spaced-out bar seats the most desired real estate in the building. With plexiglass partitions added to the bar window, these designs quickly become COVID-19 ready.

Design Tip

Partitions, pony walls, and other dividing structures actually take up less space than not having them because without separation, you need to put at least 3 feet—often 4-6 feet—between two chairs to create close to the same sense of privatized space around them. It always stuns people to see how many seats I can design into a bar or lounge using privatization because people often overlook the impact of personal space zones as well as functional space requirements.



American Snugs at the end of the bar at Humpback Sally’s in Bismarck, North Dakota, were designed by Tobin Ellis. photo credit Barmagic of Las Vegas

Part 4

Covid-Resilient Business Models

Milk & Honey - NYC

In 1999 bartender Sasha Petraske opened Milk & Honey, a quiet, unmarked 20-seat bar that quite literally changed the bar business forever. While over at Pegu Club, Audrey Saunders and her team were ushering in the concept of the upscale cocktail bar; Petraske's dimly lit, small, hidden bar at 136 Eldridge Street in the Lower East Side of Manhattan was bringing back the original Speakeasy concept that embraced many unorthodox practices which turned out to be pure genius. Reservations were required, only 20 people were allowed in the building, there was no wandering around the room (stay at your table), and the focus was on bespoke cocktails and conversation with a small group of friends. Sound familiar?

While copied many, many times—many glazed over M&H's ethos that put the focus on carefully curating perfect drinks and focusing on small, intimate experiences. And that is what your guests miss just as much as your menu: the experience you created at your bar or restaurant. Unless that experience revolves solely around tons of people ordering mass-produced food and beverage. Then you can bring that experience back and make it more intimate for the guests who choose to revisit. It will not be surprising at all, if history looks back on this time today as the "Second Golden Age of Hospitality." Perhaps there is a lesson in leaning into that idea instead of focusing solely on sales volume.

Horror Vaccui

Designers and retailers have known for decades the inverse effect on perceived value and therefore pricing strategy that spacing has on human behavior. Crowded things look cheaper; more expensive, luxurious items are often spaced further apart. Horror Vaccui quite literally means "Fear of Empty Spaces" in Latin historically refers to not leaving empty spaces in art and design. Rather than accepting this idea, advertisers more than a century ago turned this idea on its head by leveraging the idea that negative space equals luxury. Just as in real estate, more space equals more value which is why luxury retail store fronts often have very minimalist window and shelving displays. Again, scarcity can drive demand.



Sam Ross, one-time bartender at the original Milk & Honey, now owner of Attaboy in the same location. photo credit Sam Ross

Scarcity and Quality Driving Demand

Rao's - Harlem

Originally opened in Harlem in 1896, the famous Italian restaurant with just four tables and six booths became the toughest reservation in the country in 1977 when Mimi Sheraton awarded it three stars in the *New York Times*. Up until 2019, the Rao's Homemade brand of products was generating \$28.5 million dollars a year. There are many lessons to be learned from the Pellegrino family that build the Rao's empire— and it starts with the simple idea that special is valuable. Think of how difficult making every guest feel truly special was when you were doing 350 covers a night.

You can choose to mourn those days or you can embrace the change that now gives you that chance to make each guest feel like the most important person who ever walked through your doors. These protocols won't last forever, so maximize this time to focus on the things that are in your control, such as the guest experience.

And take a page out of Frank "Frankie No" Pellegrino Sr. and son's playbook by working your room (from a distance, as needed) like you've never done before and not being afraid to tell people, "I'm sorry, we're all full tonight and the rest of the month. May we make you a reservation for next month?" Find the silver lining, and write new rules for how you run your business.

Velvet Rope Theory

It's the nightlife industry's answer to demand-side economics: People want what they cannot have. Instead of looking at the table distancing and occupancy percentage protocols as a negative, realize the power this model has by creating scarcity. If you didn't operate under a reservation system before, now is the time. Reservations allow for smarter ordering, staffing, and controls on prime costs, so you can maximize both the guest experience and profit margins. There is absolutely no reason you cannot increase pricing to make up for some of the table-turn losses. Dining out is now indeed a luxury, so treat it as such in your business model. Focus on quality, not quantity, and build your reputation and your customer base at the same time.



Rao's in Harlem, NY during the COVID-19 crisis. photo credit George Pappas.

Telephone Bars



A woman answers a call from another table at Resi, famous Berlin hotspot that was known for being a telephone bar.



Two American GI's enjoying a bottle of wine and some conversation from an adjacent table, somewhere inside the iconic Resi Telephone Bar in Berlin.

Enjoy The Fun!
unique dial tone lounge

80 telephones to call any table & bar stool

ENTERTAINMENT
MON. Thru SAT.
9 pm to 1 am

Luncheon served daily
sandwiches till closing

Advertisement for The Dial Tone Lounge in Connecticut.

Resi-casino
BERLIN Blumenstr. 10

Jeder einmal in Berlin; jeder einmal im „Resi“!

An advertisement for Resi, one of the most famous "telephone bars" of the 1940s and 1950s.

get on the party line with
BEN ALTSCHULER'S
extension 21

where you'll never be alone and
strangers meet by phone

Cocktails from 4:30 p.m. 124 Geary St.

An advertisement for Extension 21 telephone bar in Chicago.

Another Model That Didn't Break

Hyperfocused Hospitality

Jill Cockson is all business, and business is good. The black belt in Taekwondo seems to also have a black belt in hospitality operations—she has owned and operated two successful bars that have both pulled down more than a 30 percent profit margin. That's 30. The key?

“A very low overhead, sustainable business model. Hyper-focus, which leads to the ability to curate a clientele with word-of-mouth (zero marketing dollars spent), and a smaller space (low rent) in secondary and tertiary markets (low competition). The creation of secondary income streams: Clinebell ice sales, merch., and a service fee on our ATM (we are cash only, so we gain the ATM fee; we don't give any money to credit card processors, and zero POS expenses).”

So what about during the city's lockdown? “We are fine. We are actually using the time to make some aesthetic improvements. We are not allowed to sell curbside cocktails, as we do not sell food. Regardless, it would be off-brand for us. We don't sell cocktails, we sell hospitality.”

“We have always operated at half fire capacity to ensure our guests a value-added experience. We can charge a premium price, because [guests] have room/social distance and are not treated like cattle. We operate on two people per shift and split tips down the middle. We pay well, offer a stipend for health insurance at 33 hours, and do a 5 percent profit share with non-owner employees.”

“My only agenda is to help people see at least one alternative model that puts entrepreneurship in reach. Everything from choosing partners to developing the plan, managing a budget, etc. You don't need 1M to open a bar. And don't get me started on awards.” Reach Jill [here](#).

Swordfish Tom's - Kansas City, MO



Jill Cockson, owner of Swordfish Tom's. photo credit Zach Bauman

Soup for You

One of the most celebrated ramen shops in Tokyo, Ichiran Ramen opened in Bushwick, NY, in 2016 and then Midtown Manhattan in 2018, both to rave reviews and long lines. The business model is unusual to many at first, but is well suited to the current restaurant crisis. At Ichiran, guests are admitted just a few at a time and are walked to private, individual “Ramen focus booths.” The service comes from behind screens, which open just long enough to deliver menu items and beverages to the guest. While obviously amplified by the combination of authentic Japanese ramen culture (where you eat quickly, by yourself, and then leave so others may enjoy), and their reputation—the model can be tweaked for many quick-service-restaurants (QSR) and bar/beverage

operations, provided the quality of food and/or beverage is superior. Which, if we’re delivering honesty in these pages, is what every operator should be striving for. If you have the most craveable burger, omelet, slice of pie, bowl of soup, hand-shaken daiquiri, or rootbeer float in town—think about economical but aesthetically pleasing ways you can temporarily convert your counters and bars into private dining booths. These moves should minimize guest and staff interaction and maximize throughput but focusing on what (should always) matter as much as service and hospitality; truly remarkable food and beverage. With a few tweaks to the design, this model might provide a short-term solution to get back to business quickly.



Ichiran Ramen (Tokyo, New York)

Designed for a more traditional Japanese ramen experience, where the food is nearly the totality of the experience, and guests know the etiquette is to order, eat, and leave so others can enjoy. This model could unintentionally provide a rough blueprint for temporary or longer-term design strategies to allow for safe dining at closer distances. By extending the partitions and adding other small tweaks, this model might be one more solution.

Part 5

Pivots with Heart



Managers Joe Jo Jennings and Demitian Gilbert of Chef Ed Lee's Succotash in Washington, D.C., a venue that immediately pivoted to become a hospitality relief center, feeding out-of-work restaurant employees every day. The program caught on quickly and became known as The LEE Initiative in conjunction with Marker's Mark and now feeds displaced worker in cities across America. photo credit Michael Reynolds.

Pivot Fast, Pivot Big

The day this crisis gripped America, Chef Edward Lee and Director Lindsey Ofcacek of the LEE Initiative, transformed their Louisville, Kentucky restaurant into a relief kitchen to offer meals and essential supplies to their peers in the restaurant industry who were suddenly in need. When the team at Maker's Mark learned about the relief kitchen and understood the depth of the problem, they quickly moved into action, providing The LEE Initiative (founded in 2017) the seed money to expand relief kitchens into 19 cities across America. Small independent restaurants were recruited to serve hundreds of relief meals a day as well as distribute thousands of pounds of supplies and shelf stable foods. The Restaurant Workers Relief Program which came out of The LEE Initiative, became a beacon of hope and a shining model for others to emulate. Collectively, the 19 relief kitchens have served over 200,000 meals. The three-year-old LEE Initiative has a vision for the future of altruism in the hospitality industry, and it has grown to encompass a number of programs:

- The LEE Initiative's Restaurant Reboot Relief Program has committed at least \$1 million to purchase food from sustainable farms in 16 regions and give that food directly to restaurants in those areas.
- The Women Chefs Program hopes to address the lack of female inequality in leadership in the culinary arts through its eight-month program that shines a spotlight on unsung women in the restaurant industry.
- The Youth Hospitality Program is a culinary internship program that was established in 2015 by Chef Lee. The goal of this program is to provide real-world restaurant experience in office administration, customer service, marketing, accounting, and food preparation.

The Lee Initiative

Sponsored by Maker's Mark Whisky, the LEE Initiative is a combination of a hospitality worker relief fund, a series of relief kitchens, and other initiatives for the hospitality industry



The LEE Initiative co-founders, director Lindsey Ofcacek and Chef Edward Lee, in Kentucky. photo credit The LEE Initiative

Feeding Heroes

Like a number of independent restaurants in America, one Seattle restaurant decided to quickly pivot and start feeding the front-line first-responders in this crisis. Ba Bar, a Vietnamese street food spot joined forces with the Seattle Science Foundation to feed 100 hospital workers per day for 60 days.

"As Vietnamese immigrants and business owners, we have been through so many ups and downs, and now that we are in a position to help others, nothing makes me happier," said Eric Banh, co-owner of Ba Bar.

Ba Bar is also taking good care of the hospitality family offering \$5 'family meals' from 1 to 5 p.m. each day for others who work in the foodservice/hospitality industry — including people currently employed and those who have been laid off. "They seem to be bringing in business and managing to also help our local community" furloughed server (and local voice helping people get fed) Melissa Lehuta quietly celebrates their efforts.

People can donate to the effort on the Seattle Science Foundation website where \$5 pays for one meal, \$500 pays for a full day, and \$3,500 pays for a week.

No surprise, Seattle has become of one the leaders in the Undocumented Workers movement in Hospitality. Bravo, everyone who has done the same. The hospitality industry would come crashing down without its uncelebrated backbone— the undocumented labor force that most restaurant guests never even see. As an industry, we are obligated without question to look after those who do not have the power to do the same for themselves. The next time you tell someone 'We're all in this together' stop and ask yourself: what did I do this week to prove it? What voiceless victim of this tragedy have I lifted up?....



Ba Bar - Seattle, WA

The Capitol hill Vietnamese hotspot along with a group of local Seattle sponsors and the Seattle Science Foundation have been feeding hospitality workers and will continue for a total of at least 60 days as well as provide meals for fellow hospitality workers, employed or furloughed. photos courtesy of Ba Bar.

The Whole Family

Rodney Scott started working in a BBQ joint called Scott's Bar-B-Que in Hemingway, S.C. nearly 30 year ago at the age of 17. Every day, he cut and split the firewood for the pit and then came back and worked it late at night until the early morning. Where does that kind of work ethic come from? The restaurant was his parents, Roosevelt and Ella Scott. They would be very proud of their son these days.

Scott is the first African-American to win the James Beard Foundation Award for "Best Chef Southeast" and only the second bbq pitmaster to win a James Beard Award. Family has always been at the heart of his cooking at his celebrated restaurants including the The Whole Hog. "The menu basically came from my childhood," Scott said in his earlier interview with AL.com. "My mom would cook banana pudding on Sunday. Baked beans, that was usually on a Wednesday night. I made this long list of things that I loved to eat and even the one or two things that I wouldn't eat, like collards," he added. "We put them on the menu anyway."

Since coronavirus took the world over, Scott has also pivoted to curbside service—offering affordably priced family meals that feed families of six to 12. Roscoe Hall, pitmaster and culinary director of Rodney Scott's Birmingham, says the majority of their clientele has been first responders, and they've been giving them a 50 percent off discount.

"It's great to see how innovative chefs, bartenders, industry people as a whole are being right now across the country, across the globe to still get their menu and concept out," says Hall. "And also doing it basically for free. This is not for money; this is all straight community-based. That's a beautiful thing and people care about their staff so much that they're willing to do this."

The Whole Hog - Birmingham, AL



Local BBQ legend Rodney Scott cooking his famous BBQ ribs for locals and first responders, who receive 50 percent off, no questions asked. with excerpts from AL.com. photo credit Angie Moser



It's no wonder first responders flock to the BBQ of Rodney Scott, one of thousands of chefs around the world who pivoted immediately to feeding those in need. photo credit Angie Mosier.

Keep on Truckin’



The Mac Truck outside Woodhull Hospital in Brooklyn. (photo courtesy of Dom Tesoreiro)

Anyone who knows the real New York City knows the people who call it home have heart. And a hell of a lot of it. It didn’t take a New York Minute for the food trucks of the Big Apple to start dishing out big lunches for hospital workers and first responders all over the five boroughs— free of charge.

“When things kind of go south, the food truck business is always one of the first to help out the community because we’re mobile, we’re versatile,” Dom Tesoreiro, 36, told the New York Daily News. Tesoreiro’s Mac Truck NYC — branded the city’s “first mac and cheese truck” — was parked outside Woodhull Hospital in Bedford-Stuyvesant to serve hospital staff. The Brooklyn hospital has become one of his regular stops, along with North Central Bronx Hospital in Norwood and the Jacob Javits Center in Manhattan, which was turned into a 2,500-bed facility to house the sick.



Josh Gatewood (left) owner of the Yankee Doodle Dandy food truck. (photo credit Josh Gatewood)

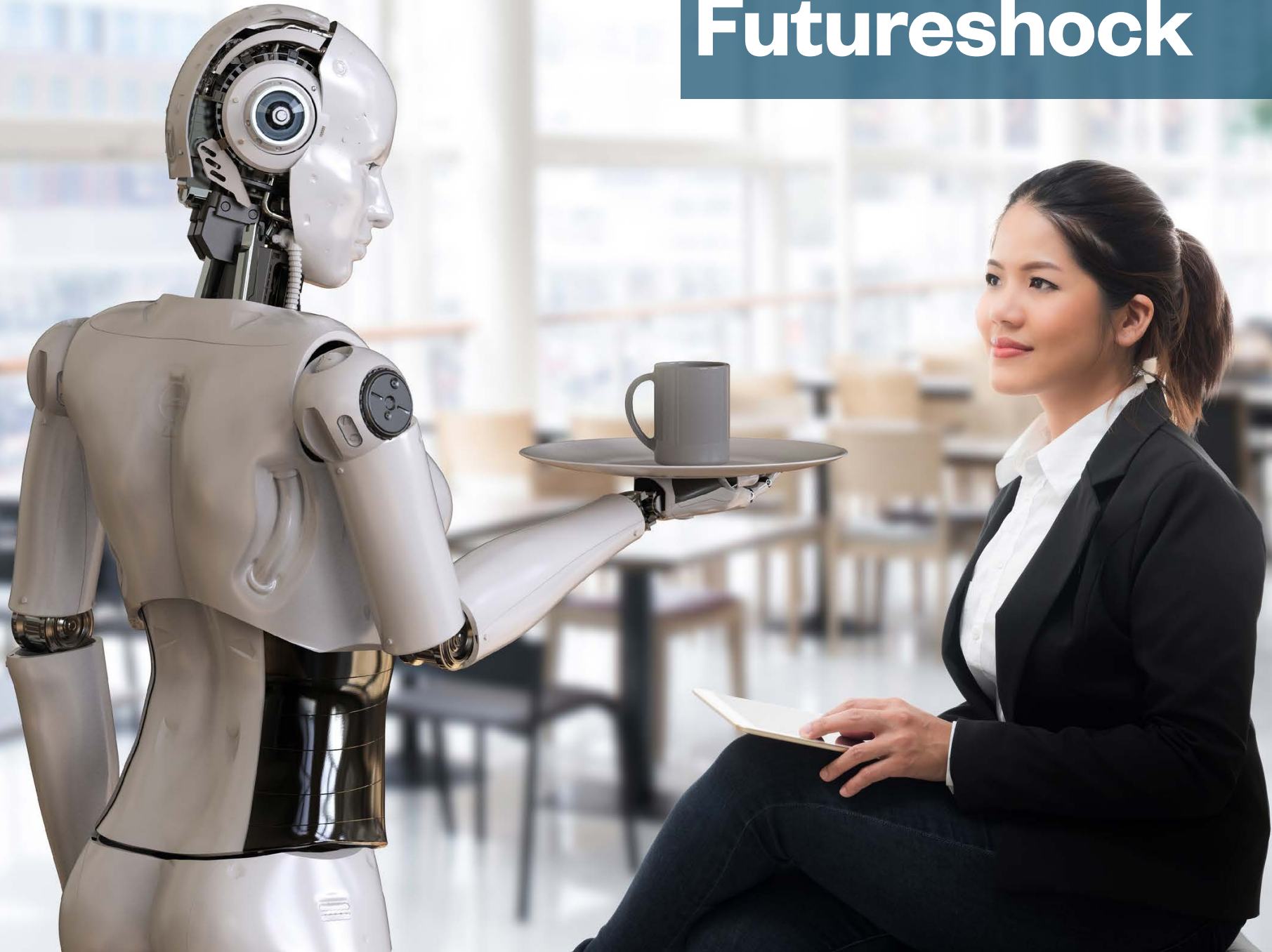
Eva Lokaj, who runs the Old Traditional Polish Cuisine truck with her husband and his business partner, said when they’re not out working, Lokaj and her husband keep tabs on their elderly neighbors in Forest Hills, helping out with household tasks or stopping by with plates of Polish food. These days, with seniors more susceptible to the virus, the husband-and-wife team have become the de facto deliverers for old folks across their Queens neighborhood who can’t leave their homes, according to the *New York Daily News*.

Josh Gatewood, who owns the Yankee Doodle Dandy food truck serving fried chicken and all-American fare, shut down operations in early March just as the virus was beginning to spread in the city.

“On a nice Friday, we have huge lines. But after that weekend we decided to shut it down. It just wasn’t profitable and people weren’t in the city,” Gatewood, 35, said, according to the NY Daily News. Several weeks later, he got a call from FEMA looking for a food truck to feed EMTs and medics that were converging in Red Hook from across the country.

“Everyone is calling me asking, ‘When are we getting back to work, what can we do here?’” Gatewood said. “I live in Queens. I got my son here, my wife is here. We’re New Yorkers. I feel like we all have a role to play.”

Futureshock



Weapons of War

Sanitation and sterilization standards for hotels, restaurants, bars, gyms, and most public shared spaces have raised dramatically and likely for the long term. In the war against an invisible enemy, new weapons are needed. Here are a few to look into for your business.

First is the wide-scale adoption of electrostatic disinfectant guns and wands by companies like United Airlines, Marriott, Hilton, and Hyatt have created a huge demand for these devices that positively charge the disinfectant so that it attaches to every surface it hits (which are almost all negatively charged) and creates a bond that reaches more surfaces more effectively. A cordless, commercial electrostatic sprayer costs about US \$1,000 currently and are mostly back-ordered through the end of May.

Next, there are currently 100+ disinfectants both EPA-approved and recommended by the Center for Biocide Chemistries that are effective in killing the SARS-CoV-2 (aka COVID-19) virus. Only a handful are foodsafe including MAPS-1-RTU which also kills SARS, Norovirus, Hepatitis B and C, E. coli, and salmonella. One company in Washington DC (PMSI) has begun spraying a number of restaurants as often as nightly.

Third, the use of autonomous robots equipped with Ultraviolet (UV) disinfecting lamps has become another tactic in the fight against SARS-CoV-2 in hospitality businesses and medical facilities. Though very effective the price tag on these robots hovers around U.S. \$125,000 each which puts them out of reach (other than via rental services) for the average restaurant or bar operator— but with the zero labor cost, makes them a smart investment for scaled businesses like hotels, hospitals, grocery stores, stadiums, and more.



A medical employee using a cordless, commercial electrostatic disinfecting gun which runs about US \$1,000 each. photo credit Market Lab



An employee of a Washington DC pest extermination program fogging a DC restaurant with MAPS-1-RTU an FDA-registered, food safe disinfectant that kills COVID-19. photo credit The Washingtonian



An autonomous UV-equipped disinfecting robot cleaning a grocery store aisle. Average price per robot is around U.S. \$125,000. photo credit: Silicon Canals

Science to the Rescue

As expected, technology companies have been producing new technologies at an astounding rate to combat the SARS-CoV-2 virus. Expect to see more and more devices and technologies rolling out very quickly for civil, commercial, and residential applications. Here is a quick overview of some of the most interesting and promising pieces of technology in the war against this latest coronavirus.

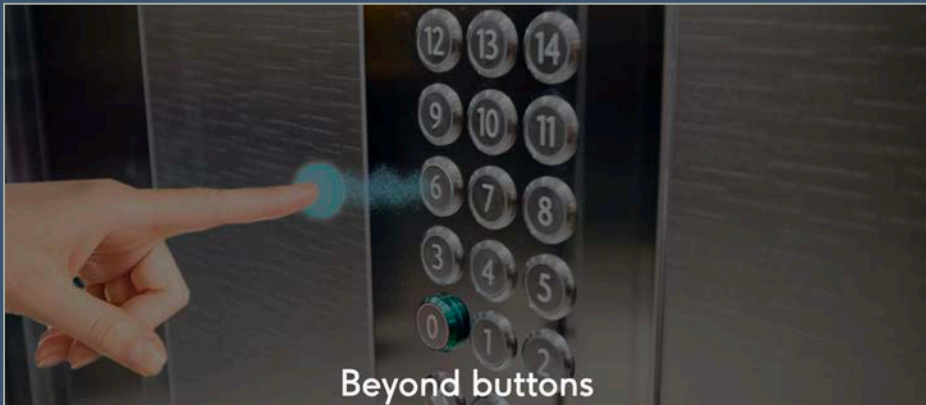
Top left is the Virustatic Shield, a 'snood' made from a more breathable fabric than cotton that has glycoproteins attached to carbon cloth that in tests traps up to 96 percent of airborne viruses. The Manchester company sells them right now for £20 each plus shipping.

The firm Ultraleap is just one company producing gesture-controlled fully-touchless interfaces for residential and commercial appliances and control panels like elevators. No-contact technology like this is already in use in Amazon's Go stores that offer a completely fluid grocery shopping experience that minimizes the need for person-to-person contact, particularly at check-out (which Amazon Go stores have eliminated by design).

On the other end of the spectrum is the very lo-fi but intelligent invention from Belgium-based Materialise who created a free, downloadable 3D-printable hands-free door opener. Door handles are one of the germiest surfaces in public life; this simple device reduces the transmission of germs and viruses. The company also produces 3D printable Oxygen PEEP Masks to address the Ventilator shortage.



A Manchester, UK company is producing a 'snood' with a germ-trapping technology that in testing has been effective at trapping 96 percent of airborne viruses. photo credit Virustatic



Ultraleap is a company producing gesture-controlled, touchless interfaces for elevators, digital kiosks, automotive and much more. Users simply gesture close to a button to operate it, without ever actually touching it. photo credit Ultraleap



Belgium company Materialise created a free, downloadable design for 3D printing that is a touches door handle adapter that greatly reduces germ transmissions via door handles. photo credit Materialise

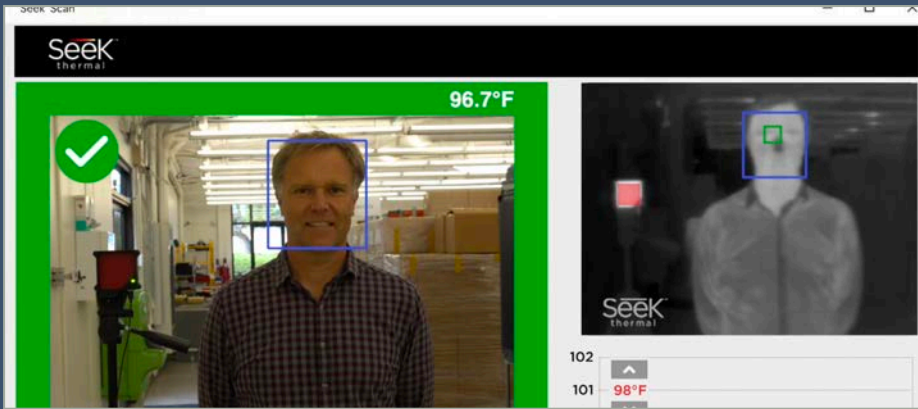
Gadget Fever

As expected, technology companies have been producing new technologies at an astounding rate to combat the SARS-CoV-2 virus. Expect to see more and more devices and technologies rolling out very quickly for civil, commercial, and residential applications. Here is a quick overview of some of the most interesting and promising pieces of technology in the war against this latest coronavirus.

Top left is Seek Thermal's Seek Scan which allows businesses to set up a mobile or stationary temperature checkpoint that quickly identifies people who are above or below a preset threshold. It also allows the user to record each person's temperature and over time (for employees, for example) via software paired to the hardware.

Chinese company KC Wearable has created perhaps the most sci-fi looking wearable, the N901 Smart Helmet which can thermal scan 13 people simultaneously and display their body temperature. It can also scan up to 200 people per minute, includes a camera to scan QR codes (which are used nationwide in China to monitor COVID-19 in the population), as well as an augmented reality visor. It is equipped with 5G, Wifi, and Bluetooth to transmit data and include facial recognition to instantly display the name of the person being monitored along with their medical history. This futuristic helmet is in wide use by the Shenzhen Police Department already. The application for military and police are obvious but also relevant for security departments for hospitals, casinos, resorts, stadiums, and others, perhaps not with the invasive facial recognition aspect.

On the other end of the spectrum are some very portable and relatively inexpensive touchless handheld thermometers offered by a number of manufacturers including CDN for around US \$90. Most require the user to be within just a few inches of the person being checked, however.



Seek Thermal has introduced 'Seek Scan' which allows for fast, touchless temperature verification for employees or guests that includes daily tracking that stores via a USB plug-in to your computer.



Chinese company KC Wearable's N901 Smart Helmets have been deployed by police in Shenzhen, China and feature a number of high-tech features related to COVID-19. photo credit KC Wearable.



A number of companies have put a touchless infrared thermometer on the market for around US \$90 that takes an almost instant temperature from varying distances for daily monitoring of employees and more.

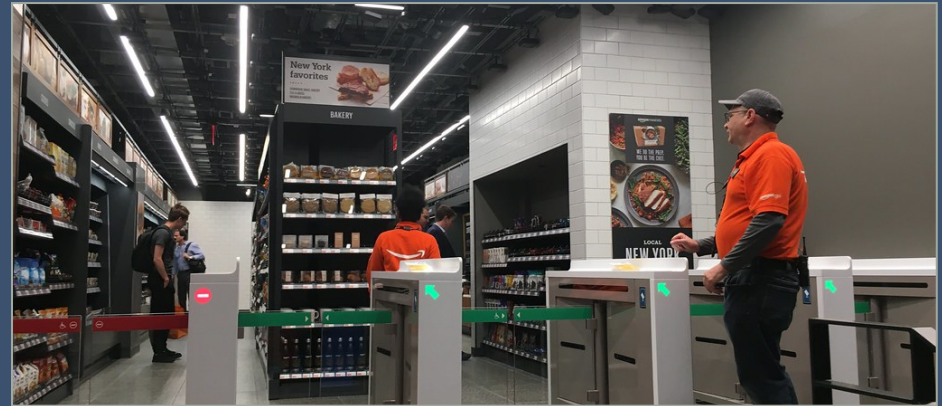
Touchless Tomorrow

Touchless is a term that's been around for more than a decade when it comes to hospitality businesses and in fact, many decades if you consider automated airport, hotel, and grocery store doors. But touchless takes on a whole new level of importance in today's world. While many hotel companies already have smartphone enabled virtual room keys and touchless check-in—the no-contact channel of foodservice and hospitality technology is quickly booming into a major industry. Almost overnight every delivery company including FedEx, UPS, Instacart, GrubHub and more went immediately to touchless delivery. New technologies are already on the market to help operators provide zero-contact commerce with their guests. Here are a handful of the most promising touchless technologies that can help you reopen and accelerate both consumer confidence and speed of service.

Top right, Amazon Go stores introduced cashier-less checkout January 22, 2018 and perhaps unknowingly revealed the future model of retail. Shoppers simply scan a QR code upon entry to the store and from that point forward, you are instantly charged for anything you put in your basket and walk out the door without ever having to wait in a line or have a cashier touching every single item you buy.

Middle right is a new technology in Japan from NEC that allows for facial recognition with a mask on, just from the exposed portion of a person's face. This allows for touchless security at places like airport gates, customs, entry to public or private buildings that require identification for entry.

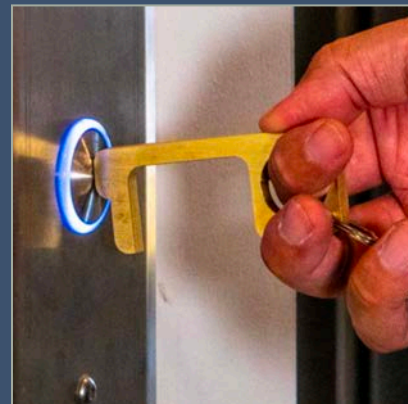
Finally, Hygiene Hooks allow people a small tool to open doors and push buttons without ever making contact with your hand and are relatively inexpensive. There are pricier versions made with antimicrobial copper and more affordable ones made from recycled plastics, both pictured right.



Shoppers at Amazon Go stores check in with a QR code and then shop without ever having to enter a check out line.



Japan's NEC is developing security checkpoints that can authenticate one's identity based on the exposed part of their face. photo credit NEC

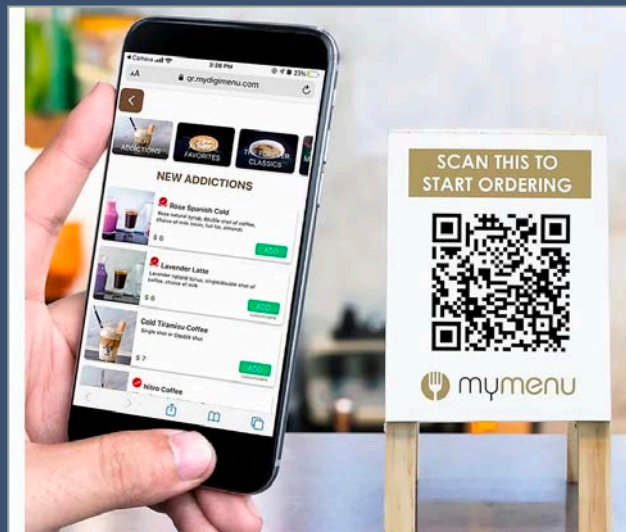


The brass antimicrobial Hygiene Hand keychain (US \$21) and the more affordable, eco-friendly "GoKey" available at shopwhatsgood.com for US \$5. photo credit Hygiene Hand and What's Good!

The Touchless Revolution in FoodService



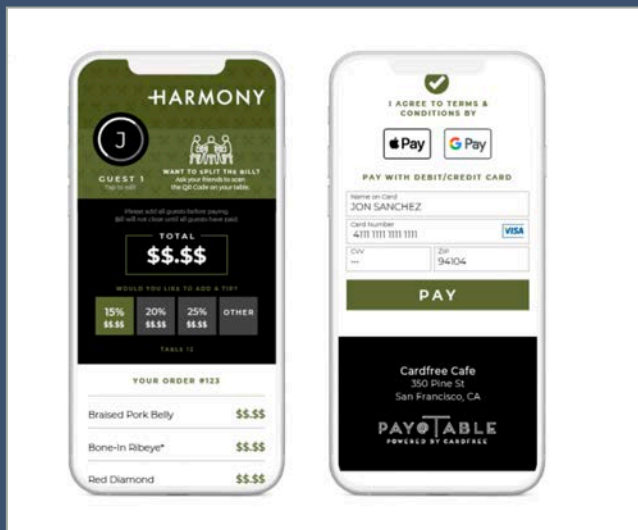
OneDine has introduced a closed-loop touchless system for restaurants that turns a parking spot into a touchless curbside experience that includes instant ordering and mobile pay without an app download. photo credit OneDine



MyMenu allows for instant digital and touchless menu ordering— guests simply scan a QR code and without downloading any apps, have a complete menu with photos, pricing, and ordering capabilities. Currently, the service is free for restaurants. photo credit: MyMenu



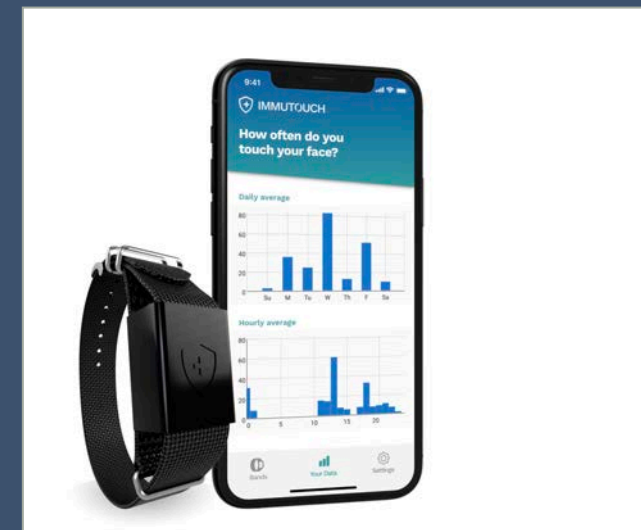
SimpleHumans sensor-activated soap pump allows for touchless soap-dispensing in residential and smaller commercial settings that might not be able to afford more expensive commercial versions. US \$60



PayTable by CardFree allows guests to pay checks securely with their credit card via a QR code that works with most POS systems and requires no downloads or registrations. photo credit CardFree



Amazon filed for a patent for a biometric scanning of human palms that are rumored to be touchless and connected to major credit card companies, likely for Amazon Go stores. photo credit techspot.com

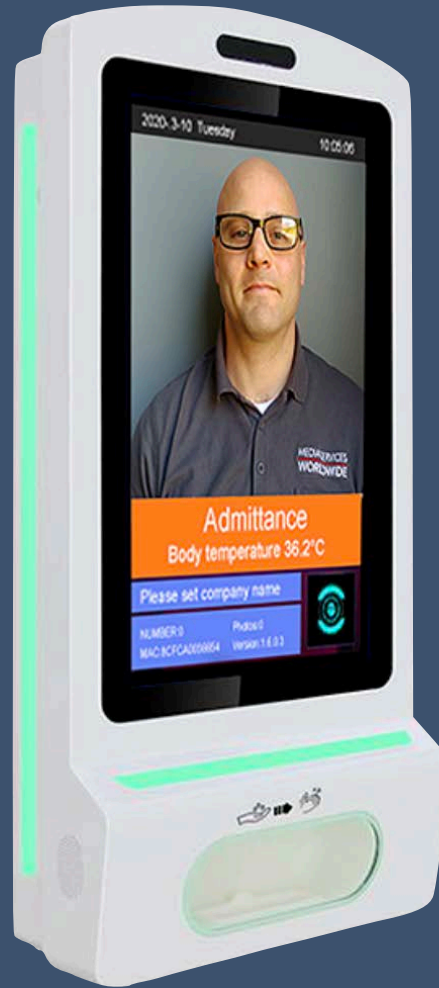


Immutouch is a wearable smart bracelet paired with an app that vibrates when you try to touch your face to help you retrain yourself not to and includes the ability to track your progress. US \$50.

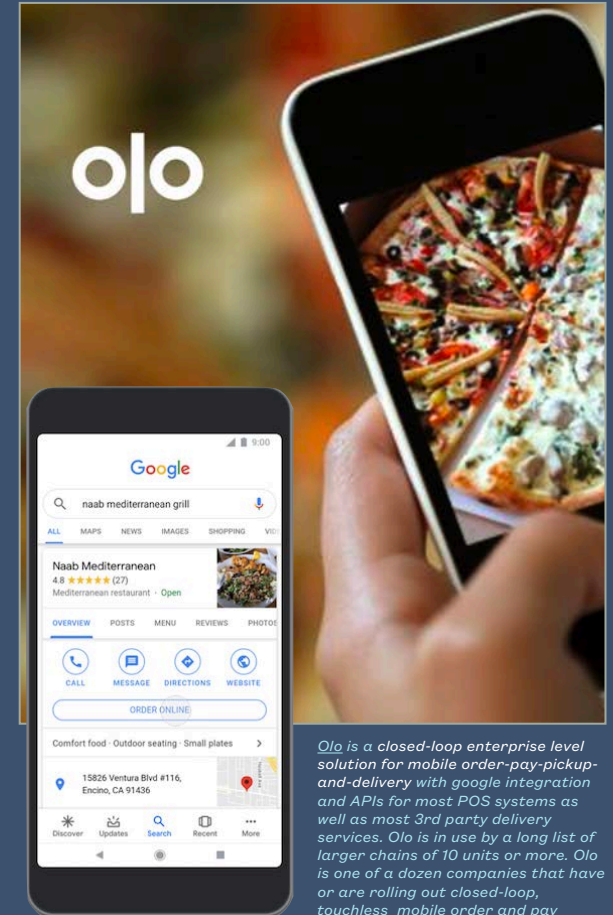
More Touchless Innovation



Chinese tech company Hanwang Technology Ltd, which also goes by the English name Hanvon, said it has come up technology that can successfully recognize people even when they are wearing masks.



SafeTemp Kiosk Fever-Sensor 21.5" Display Kiosk/Hand Sanitizer Combo comes in wall-mountable (pictured) and freestanding versions and range between about US \$2,200 - \$3,300.



Olo is a closed-loop enterprise level solution for mobile order-pay-pickup-and-delivery with google integration and APIs for most POS systems as well as most 3rd party delivery services. Olo is in use by a long list of larger chains of 10 units or more. Olo is one of a dozen companies that have or are rolling out closed-loop, touchless mobile order and pay

Rise of the Robots

Love them, fear them, or hate them the glaring reality is that automation has been and will only continue to be a large part of the future of all industries, including hospitality. While it is true that there are no forms of artificial intelligence yet that can match the speed, charm, or even basic nuance of engaging in a warm and genuine hospitality interaction it is also true that many robots are able to outperform their human counterparts for more mundane, repetitive tasks without days off, sick days, or any other of the business liabilities human present.

Already widely accepted in Asia, expect to see more and more robots entering the picture in the North American hospitality landscape. From robot concierges to robot services and automated drink-making machines — many major U.S. companies have already started to invest in these devices.

With that said, the need for human interaction will always be wired into our DNA and so rather than fearing that technology will lead to replacing humans for jobs, realize that robots will more realistically be replacing jobs humans don't want to do in the first place or don't do nearly as well. From BOH presswork to cleaning and disinfecting all the way to delivering items in QSR food concepts—robots present an interesting shift in the hospitality workforce and overall landscape.

Just as iPads and Kiosks have not replaced servers, neither will your favorite waitress or bartender be replaced by a robot any time soon. Certainly not with the pricey cost—an average restaurant robot will cost you upwards of US \$100,000. Instead, see robots as another tool to enhance the hospitality experience and allow operators to streamline service by augmenting and aiding the human staff of smiling faces. Take a look at some of the robots on the rise.



"Penny" the Runner Robot by Bear Robotics is designed to assist servers, not replace them. With models that have up to 3-tiers of serving trays and their inherent touches service capabilities, robots like Penny are getting much closer looks from hospitality operators during this crisis. photo credit Bear Robotics.



Alibaba's Freshippo restaurant concept is a modern spin on the 'automat' where food was placed in 'lockers' that patrons opened and took their food from. This full-service, robotic version includes a 'runway' that small, wheel robots deliver hot and cold dishes to tables. photo credit: alizila.com

More Robots on the Rise



"Connie" is Hilton Hotel's robotic concierge, powered by IBM. Hilton intends to deploy Connie at properties to help solve for pain points including asking common questions and to surprise and delight guests.



A number of companies make small, agile, AI-equipped temperature controlled delivery robots for beverages and food which can also communicate with hotel front desks to assist in greeting arriving guests and helping with wayfinding.



Big Bang Pizza in Brookhaven, Georgia uses 'Pepper' the Robot Greeter (\$42,000) and robot servers (\$15,000) to both serve and entertain guests. photo credit Big Bang Pizza.



A robotic 'bartender' (system) in use on Carnival Cruise Line ships as well as retail outlets including in Las Vegas promise speed and vast recipe knowledge but so far fall pretty flat on delivering much more than novelty for tourists. photo credit Carnival Cruise Lines



Sidewalk delivery robots are already being tested in cities including San Francisco. Companies making these bots include Marble, Segway, Anybotics, Starship, KiwiBot, Boxbot, and Nuro.



The Huis Ten Bosch theme park in Nagasaki, Japan has created a restaurant with an okonomiyaki flipping robot. photo credit Fun! Japan

How China Is Responding

Normally there is precedence to deal with just about any adversity in any industry. Until now. But there is a very short runway of precedence that offers valuable insight— ground zero. China's curve is ahead of North America's and the methods they are using to try and return life and the restaurant and bar business to 'normal' are well documented in a detailed article by General Manager of Proof & Company (a China-based cocktail and restaurant group), Chris Lowder.

Essentially, the Chinese government put a series of controls in place for the entire population of each province. The way it operates is in three specific stages:

1. Everyone downloads an app that the use to record their own body temperature for 14 days. If your recorded temp stays below the threshold, you receive a Green Light QR Code that is scanned so you can move about the city freely. There is also a yellow and red and this allows for constant updating and controls as neighborhoods and situations change.
2. The government spot checks citizens temperatures and QR codes, preventing falsification of data. Since China has a long history of monitoring its population, this is not seen as invasive as it likely would be in the United States. Still there is something here we can adapt.
3. Restaurants and other businesses engage in transparency by posting the QR colored badged of employees on the windows of their establishments.

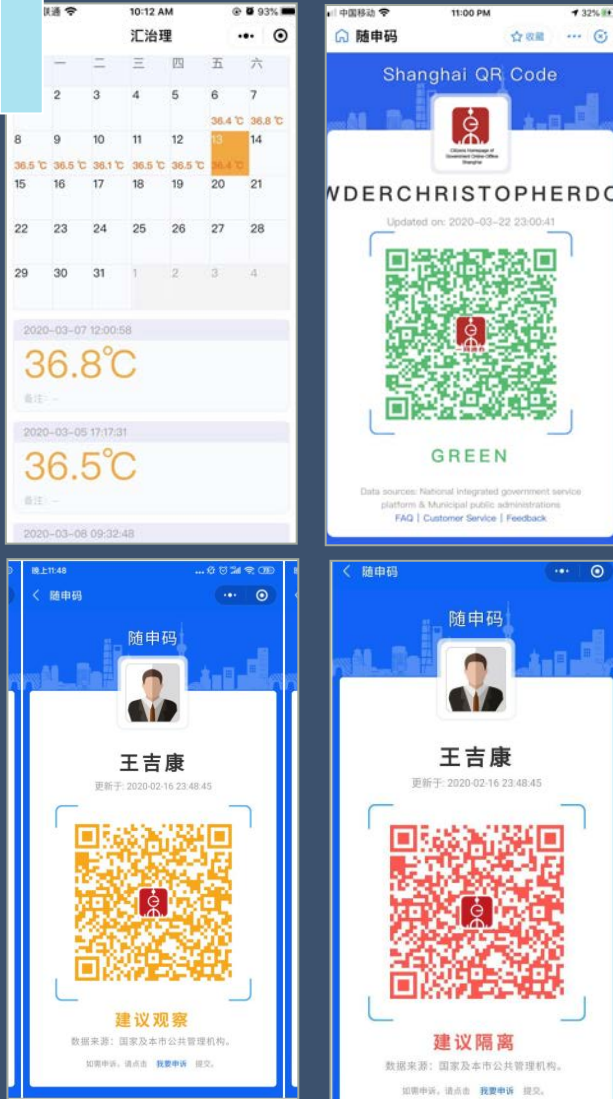
Read the full article by Chris Lowder [here](#).



China's QR system is helping with real-time contact tracing, though not everyone is thrilled about the possible implications of this level of government data-tracking.

Digital Contact Tracing in China

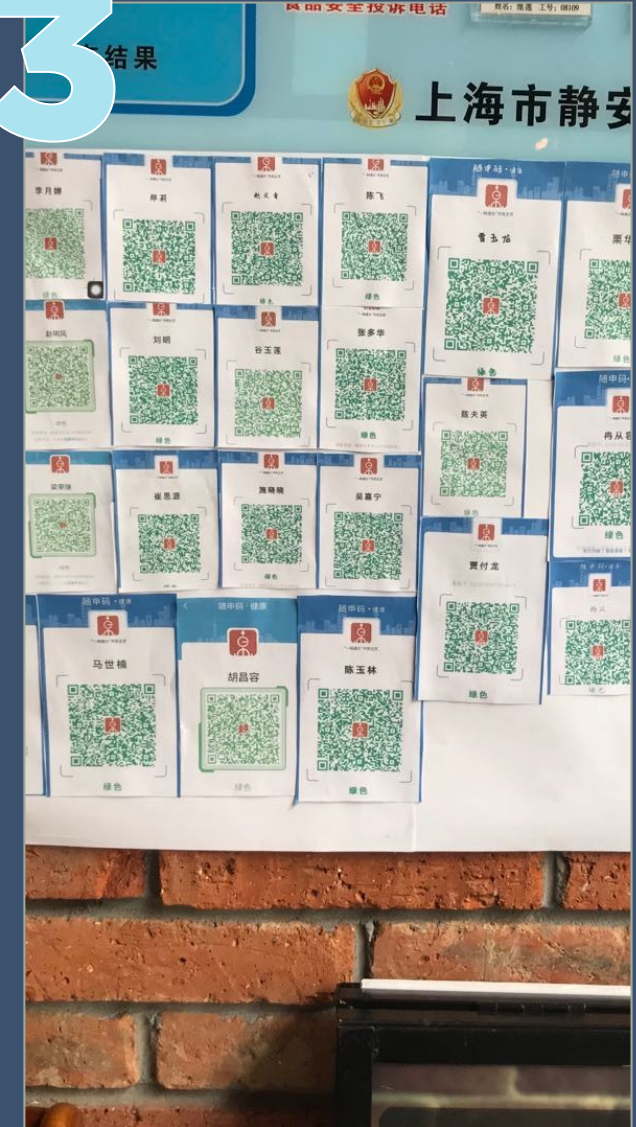
1



2



3



Step 1: an app for logging in your daily temperature during quarantine. Every day, you log in your temperature, and at the end of 14 days, you get your "Green Light" QRC.

Step two is regular temperature checks throughout the city by Chinese military and geographic containment by both QR code and current body temperature.

Step 3: Restaurants and bars regain consumer confidence by posting the QR badges of their staff each day in the windows of their shops. photo credits Chris Lowder.

Part 7

The Sobering Truth



Should You Reopen?

Let the Numbers Inform You

Some suggest the idea that “every little bit helps” is a lie we’ve been telling ourselves in order to try to survive a few months of stay-at-home orders, that it is not a long-term strategy. Many operators who are trying this approach are quickly learning that opening to low occupancies creates more debt than keeping the doors closed until medical science (vaccines) and technology (non-invasive UV and foodsafe chemical sterilization) catch up with this crisis. Others have pivoted and remodeled their businesses and are doing far better than just “limping along.”

As bar operator [Michael Maione](#) of Seattle’s [Some Random Bar](#) shows in a simple, [compelling Facebook video](#)—the math doesn’t add up for his business (and likely others) because the graph that shows the correlation between restaurant revenues and restaurant profits does not start at zero. It starts in the negative. In essence, every business has a break-even that must be met before one dollar of profit is realized, and for many, that break-even becomes almost mathematically impossible with 25-50 percent occupancy restrictions and the almost total erosion of consumer confidence to dine out. You can ring \$3,000 in sales in a day and still lose money, and a lot of it. For some, waiting to reopen is a safer gamble than reopening to low and/or inconsistent occupancy and sales.

Nobody can tell you what choice to make. Nobody understands your business model, constraints, and obstacles like you. But one thing it is fair to suggest to every single operator remains: *Run the numbers first.* If they don’t add up, perhaps it is time to “sharpen the saw” and come up with a new business model. Before you make a life-altering decision for both you

and your staff, in either direction, spend some time to get informed about projections, budgets, new guidelines, and strategies. Seek out new business models that other operators are using to try and turn this ship around. And start to accept that there is no going back. Embrace the truth that the thinking that got us all here to this point cannot be the thinking that moves us past it. We need new ideas, new strategies, new models, and probably, above all else, new legislation to protect the 15 million hospitality workers (in America alone) to ensure this never happens again. The model we’ve all been using for the last 50 years broke far too fast and far too easily. We need to rebuild a much more “unbreakable” model, to yet again paraphrase Jackie Summers, Brooklyn industry veteran and thought leader.

The good news is that there are a lot of people right now working very hard to help you; you just have to know how to find them. On the final page of this guide, I’ve collected a handful of resources from these people that aims solely to help hospitality operators and employees find the data, strategies, relief sources, and much more that can help us find our way through this disaster so that we can rebuild a more prosperous, stable hospitality business model.



Michael Maione, owner of [Some Random Bar](#) in Belltown, Washington (photo credit: Facebook)

The tough news is that not everybody will reopen. Not everybody will have a comeback story. If there’s a commonality to the businesses that are surviving I have seen in researching all of this, it is that they are willing their way to recovery. As operator [Chris Elford](#) put it “this is no time to sit and complain; our currency is action.” All I hope for you is that before you come out swinging, read the landscape. Take the time to run scenarios to see what the numbers look like if you try to reopen with your old model. And open yourself to the idea of building a new, stronger, better model.

The Two Pandemics

by Keith Sarasin

Chef Keith Sarasin began his culinary career at the age of 15 working at a locally owned sub shop washing dishes and making subs. After years in the restaurant industry he founded The Farmers Dinner which has hosted over 83 farm to table events across New England and fed more than 17,000 customers raising over \$125,000 for local farms.

Sarasin, also a published author, started the Facebook group, *Industry United*, a hospitality group of over 26,000 members dedicated to providing information and support through the COVID-19 crisis. Sarasin on his inspiration to write this piece: "I hoped to unite people and remind each other that though we battle our own demons with different faces, we are all broken and beautiful in different ways."

The restaurant industry is riddled with misfits. The addicts who can't seem to shake their demons, the narcissist who needs constant validation, the brokenhearted who seek comfort in caring for others. Then there are the poor, who try to work their way out of poverty and of course, the hungry, who are eager to prove that they are the best chef around. We all enter this industry because we need it, it satisfies a craving that eats away at our souls. In the industry we find family, albeit a broken one but through hard work and sacrifice we forge the pieces back together to find acceptance.

When I was in 4th grade we had an assignment to write a short story about something that happened to us. Most of the class wrote about funny things

or the times they had an amazing vacation at Disney World. I wrote about sleeping in a hallway outside the apartment where we were evicted from.

We were poor. My mother was a single mom who worked to provide me with food and the best life she could. I turned to food as both a drug and a cure to my misery. As soon as I could get a job, I was working as a dishwasher at a local sub shop. I saved enough money to help out with bills but also buy the mountain bike I wanted. As the years went on, the restaurant industry became my drug dealer. It gave me just enough of a payoff to keep coming back. From my days as a dishwasher to earning my first chef jacket and going on to open my first restaurant, I have been blessed to call the restaurant business, which we simply call, "The Industry," my profession.

In the industry, we discover that chaos lies in us all. We learn to wield this chaos, or it consumes us, ironically, with the very things that we consume. Our vices turn into virtues or we end up never achieving our goals. We drown these sorrows in shift beers at the end of another double shift looking around at the newbies whose ambitions are chalked up to inexperience. War stories of nights in the weeds become our legends and the ghosts of our former selves haunts the old houses in which we've worked.

We are the industry, an island of misfit toys doomed to wander various houses, servants of the public overlooking our own needs. We are the full-time wanderers and part-time therapists who lend you an ear while we



Keith Sarasin, founder of *The Farmers Dinner* and *Industry United*, a Facebook group with 26,000 members. photo credit Keith Sarasin

pour another round. We are the immigrants, hidden behind walls to protect you from the truth: we are in crisis.

Our way of life has been shattered by an invisible enemy who left us paralyzed from the onset. When the COVID-19 pandemic infected the industry, its symptoms left many businesses on life support overnight.

Now, as the nation grips a new reality, we find ourselves in a vicious cycle of emotions that few want to talk about. Welcome to the Industry, where emotions are signs of weakness and we shame rather than share.

COVID-19 is a very real crisis for the restaurant industry but our first pandemic started long before you stopped coming to our restaurants.

The virus that has slowly infected our industry is called silence. It started by not hearing the voice of those struggling with mental health issues. The symptoms multiplied as voices that needed to cry out in objection to the blatant abuses that transpired but went silent over fear of repercussion. In the industry, when we encounter adversity we work harder or face ridicule. This pattern is engrained from the moment we don our first non-slip shoes till the time we button up our first chef coat.

We are the workers, abuse disguised as hazing because the pattern is all we knew. We sacrifice our mental and physical health for a dream that was sold to us of one day running our own restaurant draped in awards.

As we battled our own pandemic, the vaccine never came. Chefs' obsessions with perfection led many down the road of isolation only to be met with a darkness that cost them their lives. We mourned the losses of the icons while we vowed to never forget their legacies forged in the kitchens that haunted their minds.

From depression to suicide, abuse to overdose, our industry gave us misfits a place to belong. Despite the millions of us who remain uninsured, we put our health at risk to serve you.

The truth is that our industry was on life support before COVID-19. The pandemic pulled the plug.

Now, as we are faced with closing down our restaurants and letting our staff go, another virus is reviled: grief. Grief is a scathing expose into the depths of depravity we bury under our addictions. Working in an industry that is ill equipped and often chastising of mental health issues sets us up for a perfect storm of inescapable grief. As many of us often do, we turn to our addictions to quiet the profound fears and loss we cannot shake. We sleep less, drink more, work harder and find our only solace in the minuscule things we have left to control.

Our band of misfit family is shattered by the uncertainty of our futures. Our minds continue to spiral and we continue to self-medicate. Emotions are like playing the wack-a-mole game at an arcade. As you hammer one down, they resurface in other locations. For the grief stricken, repression leads to depression.

Our industry has battled a pandemic of silence for far too long. It has claimed the lives of our friends, our colleagues and our heroes. This silence has deafened the voices that needed to be heard. We have silenced the abuse, the addiction and the emotions by working harder. Our pandemic is killing our loved ones and the symptoms are obvious.

Silence kills and the vaccine is in giving a voice to the voiceless. It is listening to our staff and caring about their well-being both physically and mentally. It is in putting people before profits. We will reopen our doors to the public one day soon, but our industry's virus will continue to rage, infecting a new generation of hosts unless we decide to make a change. We must find strength in asking for help. We must rise up as an industry and socially distance ourselves from the culture of bravado that caused so many to remain quiet in their desperate times of need.

We are the Industry, broken yet beautiful, and silent no longer.

- Keith Sarasin, chef, author, advocate

The Road to Unbreakable

Soft Openings to a Harsh Reality

As the world starts reopening its cafes, pubs, bistros, and dining rooms, I see an industry divided, not just on the moral seesaw of economic-versus-medical-health but perhaps more alarmingly on what this new normal looks like. On one side of the pendulum are voices like that of Tunde Wey, the New Orleans cook and activist who is in the spotlight right now related to [his article](#) “Don’t Bail Out the Restaurant Industry” posted in several installments on his Instagram. The piece advocates for a more equitable industry that does not allow for a return to the previous system that is systemically biased against the people who drive it: the undocumented workers, the black community, and the millions of others Wey refers to as only able to hold “precarious jobs” that keep them living on the edge of poverty.

On the far other side are those who want to dismiss the whole notion of any kind of real crisis, and that this whole pandemic is a series of politicized and over-hyped attempts to control the population and keep us all distracted and

consuming because of fear. And that we should just take off the masks and move on, back to business as usual.

I wouldn’t say I fall in the middle, but certainly, I can’t advocate for either extreme, and here is why. Somewhere in all the important discourse and self-important platitudes lies the reality that we do not have a system that allows for a true “clean slate” reboot of the hospitality business model. So, while I am an advocate for looking to rebuild a different model that does not put all the



Estimates put the number of restaurants and bars that may permanently close because of coronavirus between 40-75 percent according to leading industry data sources including Blackbox, MarginEdge, and the NRA.

power in the hands of the overfed oligarchs and entitled investors who have (mostly) demonstrated that they do not care about the labor force of the our industry; I understand and share the view that we cannot just wipe out half of the world’s known restaurants and bars and “start over” in a few years with a whole new crew in order to present this pristine, more “unbreakable” model. There has to be a path forward—as thick and treacherous as it may be—that allows some of both. We need to be able to reopen responsibly and also legislate to prevent a future collapse. This is a not a problem for social duct tape nor fiduciary napalm. Both are relatively easy, effortless, and short-sided approaches to a nuanced, systemic problem. I hope we find a path in the middle, together, that deals with true rebuilding, real critical thinking, and tangible protections for our entire hospitality family, right down to the dishwasher, the role that launched so many of our careers. Including mine.

Critical Resources

If you’d like to get involved, many resources and groups are working on these very issues such as the [Independent Restaurant Coalition](#) and the [H.E.A.R.D. Cooperative](#), as well as many, many others. Some of them are linked at the end of this guidebook and can also be found at North America’s largest collection of more than 700 hospitality relief resources on the [Barmagic Hospitality Relief Dashboard](#)



Image by Gerd Altmann from Pixabay

Data & Resources

Consumer Confidence

Data provided by DATASSENTIAL. Sample size = 1,000 consumers or 400 operators, depending on questions.

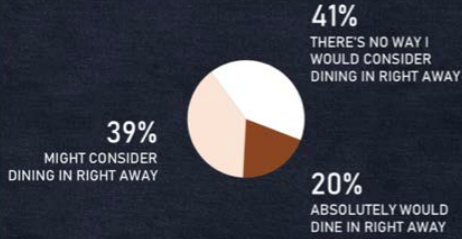
Restaurants will be a light in the darkness.

Familiar comforts will help consumers unwind when they return to their favorite establishments. For many, dining out will provide a well-needed boost once things move more toward a state of normalcy, so operators and their team members can focus service on eliciting relaxation, joy, satisfaction, and a sense of indulgence — all while maintaining cues about the safety of the environment in the dining room.



Which are you most looking forward to regarding the emotional benefit you get from eating at restaurants?

When restaurants reopen, America will consider dining in. Millennials and households with kids are more likely to be ready as soon as they open.



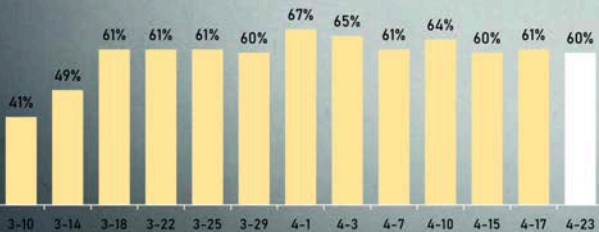
	Gen Z	Millennials	Gen X	Boomers
Absolutely	25%	31%	18%	10%
Might	46%	35%	37%	42%
No way	30%	34%	44%	48%

Coronavirus concern has plateaued.

With cases still growing in some places and no big breakthroughs on the testing front, almost two-thirds of Americans are very worried about their own personal health.

very concerned with Coronavirus

	3-10	3-14	3-18	3-22	3-25	3-29	4-1	4-3	4-7	4-10	4-15	4-17	4-23
Very concerned	41%	49%	61%	61%	61%	60%	67%	65%	61%	64%	60%	61%	60%
Somewhat concerned	49%	42%	34%	35%	34%	33%	28%	28%	34%	31%	35%	33%	34%
Not concerned	10%	8%	5%	4%	5%	7%	5%	7%	6%	5%	5%	6%	6%



DATASSENTIAL

how do you feel about Americans going to the following "non-essential" places right away?

% who agree visiting such places is APPROPRIATE	Total	among those more concerned with...	
		The HEALTH CRISIS	The ECONOMIC CRISIS
Public parks/playgrounds/libraries/beaches	51%	42%	67%
Retail stores/shopping malls	42%	32%	59%
Hair and nail salons	37%	26%	56%
Hotels/hotel restaurants and bars	35%	24%	55%
Restaurant dining rooms	34%	22%	55%
Cafeterias	34%	26%	48%
Food courts/food halls	27%	18%	43%
Gyms/fitness centers	26%	17%	44%
Movie theaters/stadiums/concert halls	18%	11%	32%
Bars/nightclubs/lounges	16%	10%	28%

What has been most annoying about eating/getting food?

Good news for operators, consumers do not seem as bothered by issues related to restaurants and the desire to socialize, take a break from cooking, variety and crave could bring us back to restaurants.

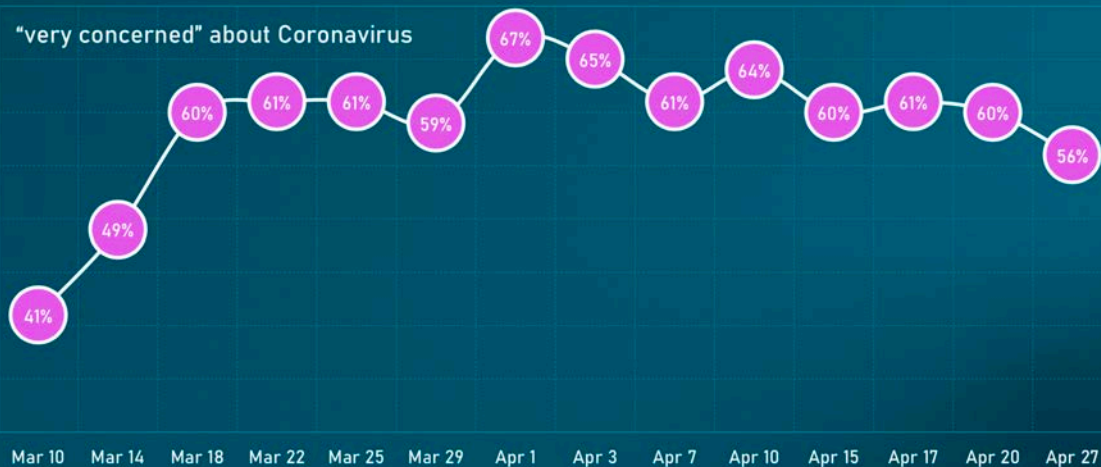


Consumer Confidence

Data provided by DATASSENTIAL. Sample size = 1,000 consumers or 400 operators, depending on questions.

once social distancing is eased, what would PREVENT you from sitting down for a restaurant meal?

Health risk of getting infected or spreading to others	43%
Risk of contact / distance to other people	42%
Risk of contact with staff	34%
Economic uncertainty / wanting to save money	33%
I've come to prefer cooking and eating at home since coronavirus	23%
My favorite restaurants closed permanently during social distancing	21%
Risk of food safety	17%
Wanting to eat healthy / lose weight	16%
I've come to prefer getting restaurant meals to-go or delivered	13%



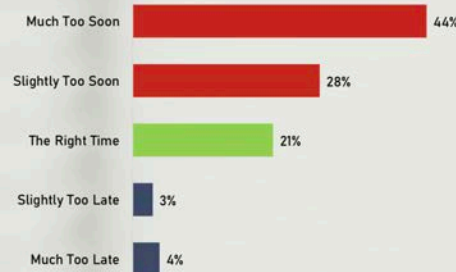
Social distancing and sanitation.

(% of total consumers who SUPPORT restaurants requiring the following)

		I WOULD dine in right away	NO WAY I'D dine in right away
6 feet or more distance required	85%	68%	92%
Customers sanitize hands upon entering	81%	66%	88%
Customers at bar must have a seat	81%	69%	88%
Must wait outside if waiting for a table	73%	58%	82%
Seating by reservation only	69%	58%	78%
No physical menus	65%	57%	75%
Customers temperature taken upon entering	61%	56%	66%
Customers required to show proof of wellness	41%	44%	44%



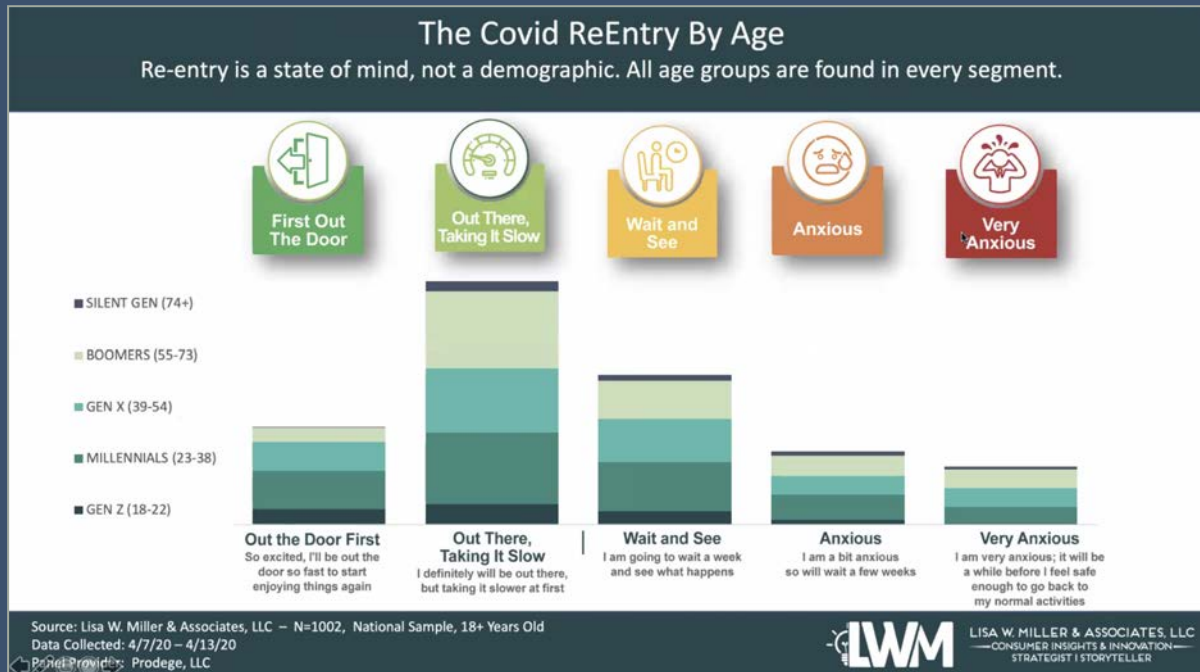
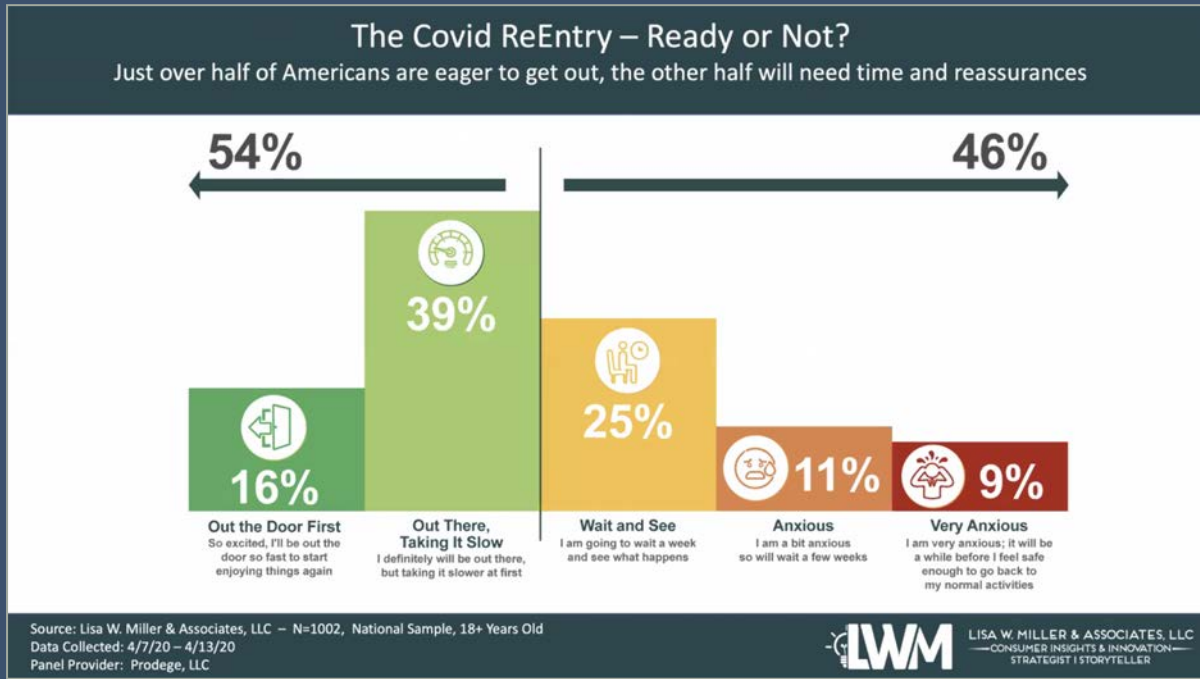
May 1st is too soon for some people.



what do you think about May 1 as the date to start reopening places that have been closed in response to COVID-19?

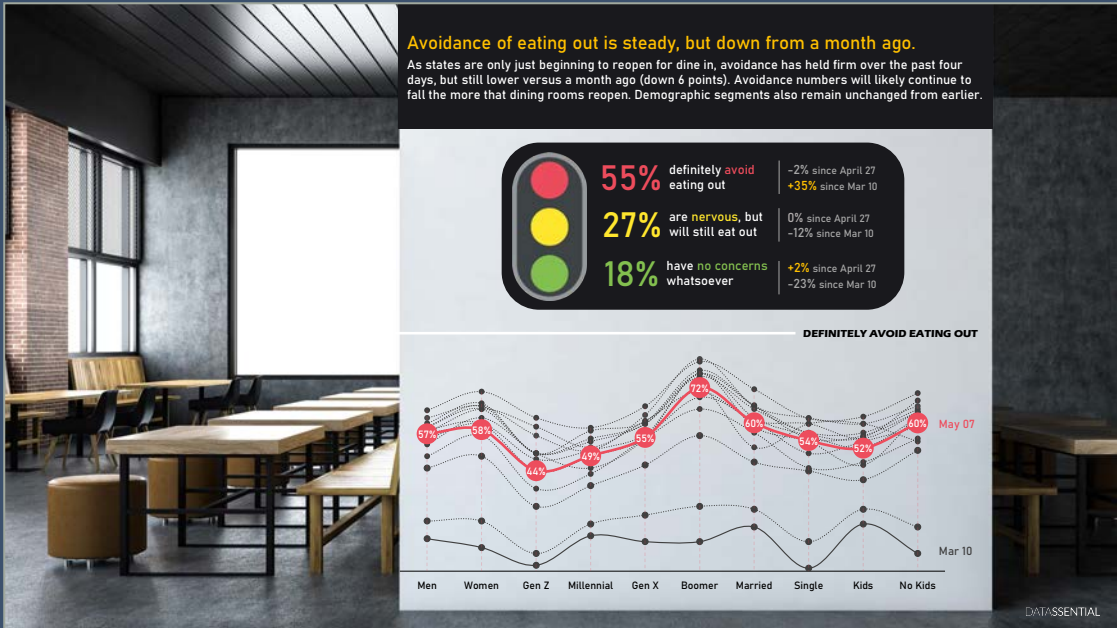
Consumer Confidence

Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over.



Consumer Confidence

Data provided by DATASSENTIAL. Sample size = 1,000 U.S. consumers, 18 and over.



Americans want out of their homes and can't wait to get into restaurants.

Not much has changed in the past month. America is still at home and still longing to get back out. People are most excited to get back to activities like dinner and a movie, or lunch and shopping at the mall. What does look to be changing is a possible move away from anything that resembles what we've been doing for the past few months. People are happy to meet friends and family, but not in their homes. While still stable, we might see further slippage in grocery store prepared foods and visiting convenience stores.



which of the following food & drink places or activities are you most excited to get back to?

	April 27	March 29	CHANGE
Dining at my favorite sit-down restaurants	45%	41%	+4%
Visiting recreational places (movies, malls, museums)	42%	40%	+2%
Meeting family / friends at restaurants	39%	38%	+1%
Meeting family / friends at someone's house	29%	35%	-6%
Visiting favorite fast food or counter-service restaurant	23%	22%	+1%
Attending events at stadiums or arenas	21%	23%	-2%
Going to coffee shops	20%	17%	+3%
Drinking at bars	19%	18%	+1%
Getting self-serve food	13%	10%	+3%
Watching the game at sports bars	11%	12%	-1%
Splurging on fancy meals at upscale restaurants	11%	10%	+1%
Going to food courts / food halls	10%	10%	-
Going to nightclubs, lounges, music venues, etc.	10%	9%	+1%
Having supermarket deli / prepared foods	10%	12%	-2%
Visiting convenience stores	8%	11%	-3%
Visiting cafeterias	5%	5%	-
None	10%	11%	-1%

DATASENTIAL

Supporting restaurants is a growing factor when choosing where to get a meal.

While earlier drivers of restaurant choice remain top considerations, like cleanliness, taste and location, Americans are starting to give more weight to the idea of supporting local restaurants they have seen feeling the brunt of social distancing.

what are your top considerations when choosing a restaurant during this time of coronavirus?

	Apr 27	Mar 18	CHANGE
Clean & sanitary	42%	45%	-3%
Value	31%	34%	-3%
Great taste	30%	36%	-6%
Nearby	27%	36%	-9%
Supporting restaurants that need help	23%	18%	+5%
Good service / staff	20%	14%	+6%
Health	19%	22%	-3%
Locally / independently-owned	18%	13%	+5%
Speed	14%	23%	-9%
Variety	11%	19%	-8%



DATASENTIAL

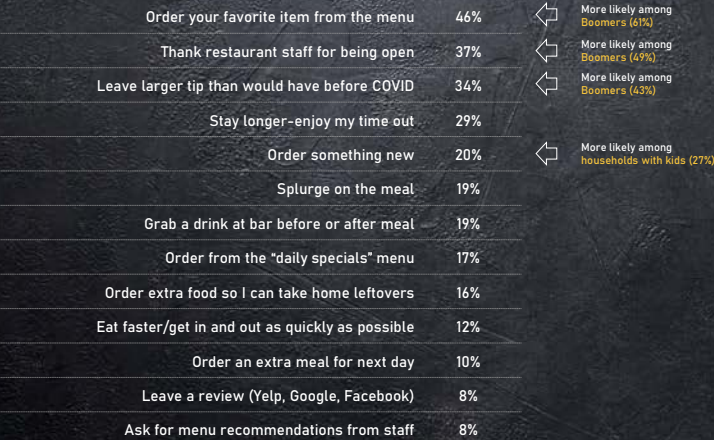
People are most excited to reconnect over food.



Diners already know what they want.

On their first trip back for dining in, people won't be mulling over menus for something new or asking their server for recommendations. Americans will stick to the menu favorites they've missed while sheltering in place. Boomers are most likely to stick with the tried and true, while households with kids are more up for something new. One in three will express their gratitude to restaurant staff with larger than normal tips and "thank yous" for being open.

which of the following are you likely to do the first time you go back out and dine in at a restaurant?



Guests want what only restaurants can provide.

After months of the “same old, same old,” Americans are excited for the variety and signature types of dishes that only restaurants can provide. Millennials are craving fresh ingredients and indulgences while Boomers more than other groups, are excited for variety.

what are you most looking forward to from restaurant food that you haven't been able to get from home since the pandemic began?

Craving specific dish from certain restaurant	33%	
Variety: more options than I have at home	32%	← More likely among Boomers (39%)
Craving dishes that are hard to make at home	30%	
Being able to order my own dish	22%	
Ethnic foods & flavors	21%	
Craving indulgent foods	20%	← More likely among Millennials (28%)
Craving dishes that don't taste good for delivery	20%	
Chef-quality/professionally prepared foods	19%	
Restaurant foods just taste better	18%	← More likely among Gen Z (31%)
Foods made with lots of fresh ingredients	18%	← More likely among Millennials (23%)
Craving splurge-worthy (surf & turf, caviar)	13%	
Beautiful presentation/plating	8%	
None	15%	

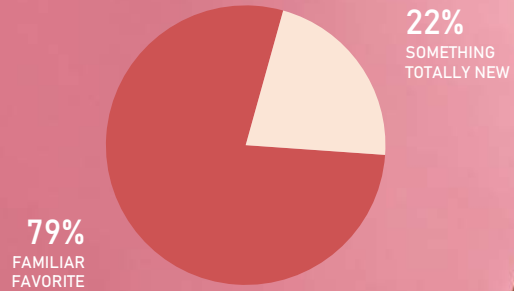


DATASSENTIAL

Diners will go for what they know and love.

Operators opening with limited menus should consider selections that were previous best sellers.

what are you most likely going to choose from the menu the first time you go back to a dine-in restaurant?

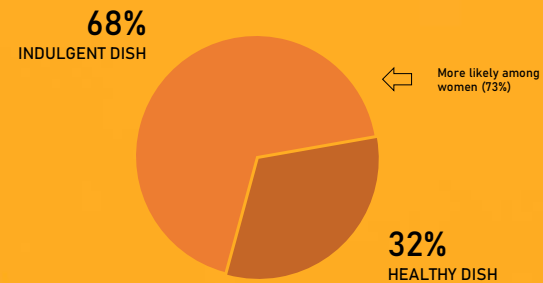


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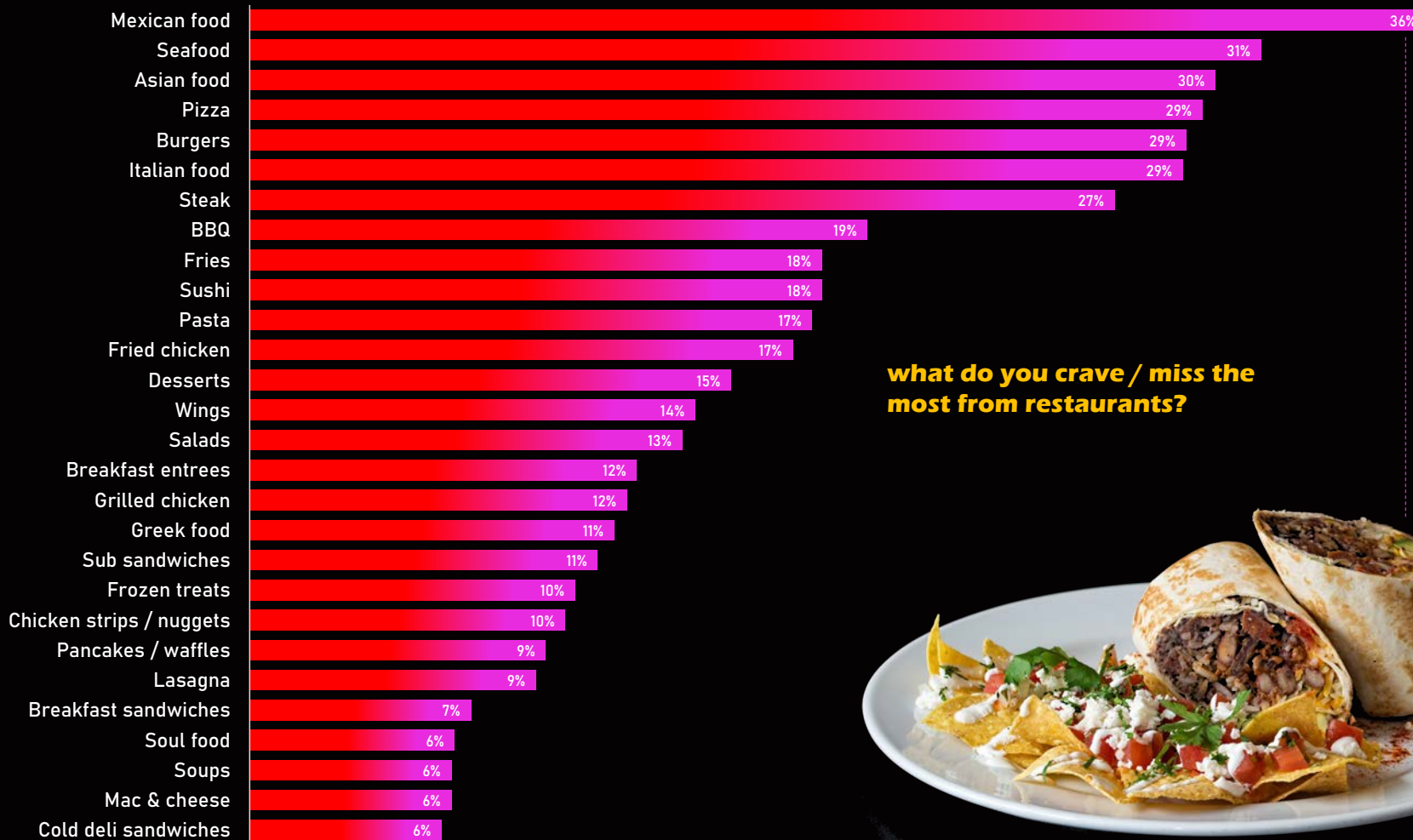
They'll eat their first meal like it's their last meal.

While our "new normal" will require continued vigilance, when it comes to restaurants, America is ready to throw caution to the wind. On their first trip back into dining rooms, people will choose indulgent dishes over healthful items. Women, who are most often the calorie counters, are the most likely to indulge.

what are you most likely going to choose from the menu the first time you go back to a dine-in restaurant?



DATASSENTIAL



what do you crave / miss the most from restaurants?



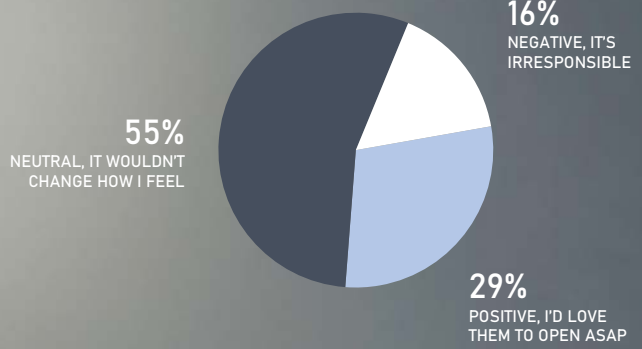
DATASSENTIAL



Chains have support to open based on local guidance.

The vast majority of Americans are either neutral or positive toward the idea of their favorite chains reopening for dine-in service on the first day allowed. Males and households with kids are most welcoming to the idea.

how would you feel if your favorite CHAIN restaurant opened up for dine-in service the first day it was allowed?



DATAESSENTIAL

Americans would rather proceed with caution.

which do you agree with most?

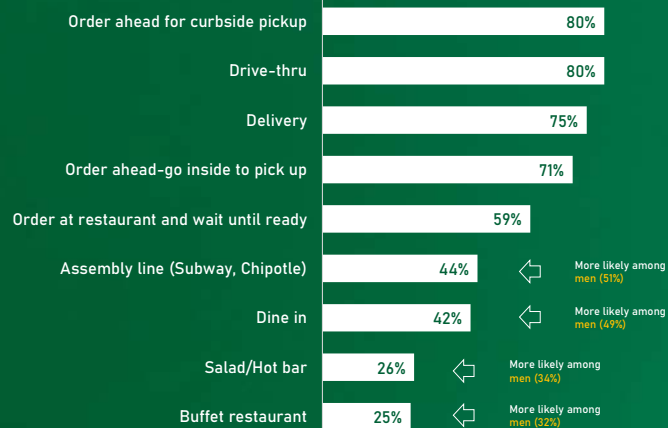
Agreement	Percentage
We should take more time to reopen	62%
Business should be allowed to reopen	38%

DATAESSENTIAL

Diners are inching their way back in.

Although options that allow for social distancing are still considered the safest, diners seem to be getting more comfortable with the notion of going inside restaurants. Most feel comfortable going in to pick up their orders or even waiting inside while it is prepared. Just under half are ready for a full dine-in experience. Open and shared food options like salad bars and buffets will take more time to feel safe.

which of the following do you feel truly comfortable/safe doing?



DATASSENTIAL

It's no longer just about what restaurants can do for us.

As the COVID crisis took off, people were looking forward to the emotional relief that restaurants provide, whether a sense of normalcy, a change of scenery or simply the chance to socialize. While this still holds true, one significant change since social distancing began is diners' desire to give back. America has seen the impact on the industry firsthand, and there is now a growing momentum behind supporting local eateries.

once social distancing is eased, what are your top reasons for wanting to visit restaurants and bars again?

	April 27	March 29	CHANGE
Needing to feel normal again	41%	45%	-4%
Supporting restaurants in my community	41%	33%	+8%
Change of scenery	37%	35%	+2%
Cabin fever	35%	38%	-3%
Getting foods I can't make at home or easily get delivered	33%	30%	+3%
Needing to socialize in person and be around other people	32%	34%	-2%
I'm tired of cooking at home	28%	26%	+2%
For special occasions I wouldn't want to celebrate at home	22%	25%	-3%
Need a date night / romantic night out	19%	20%	-1%
Need a night out away from the kids	9%	9%	-
None of these - still nervous about restaurants and bars	16%	13%	+3%



DATASSENTIAL

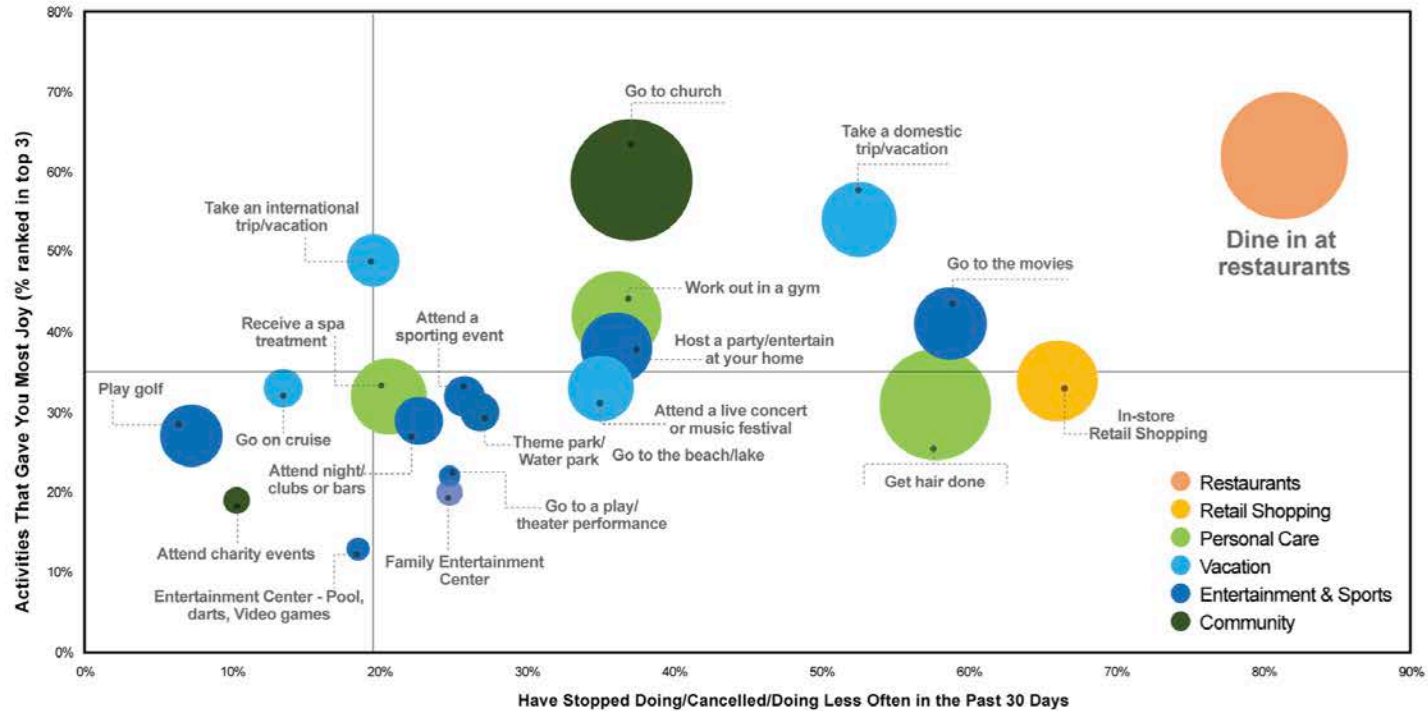
The Journey Back to Joy

Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over

Finding the Journey Back To Joy Post-Covid

As America re-opens, business are anxious to re-open. Our thesis is that consumers will seek joy as restrictions are lifted. Re-entry occurs with the intersection between three variables – pent up demand (horizontal axis), activities that give consumers joy (vertical axis) and what consumers will do first (size of bubble).

Dining out, retail shopping, getting hair done and going to the movies top this list, followed by taking a vacation.



Source: N=1002 Nationwide survey, 18+ years old
 Data collected: 5/04/20 – 5/11/20
 Panel provider Prodege MR

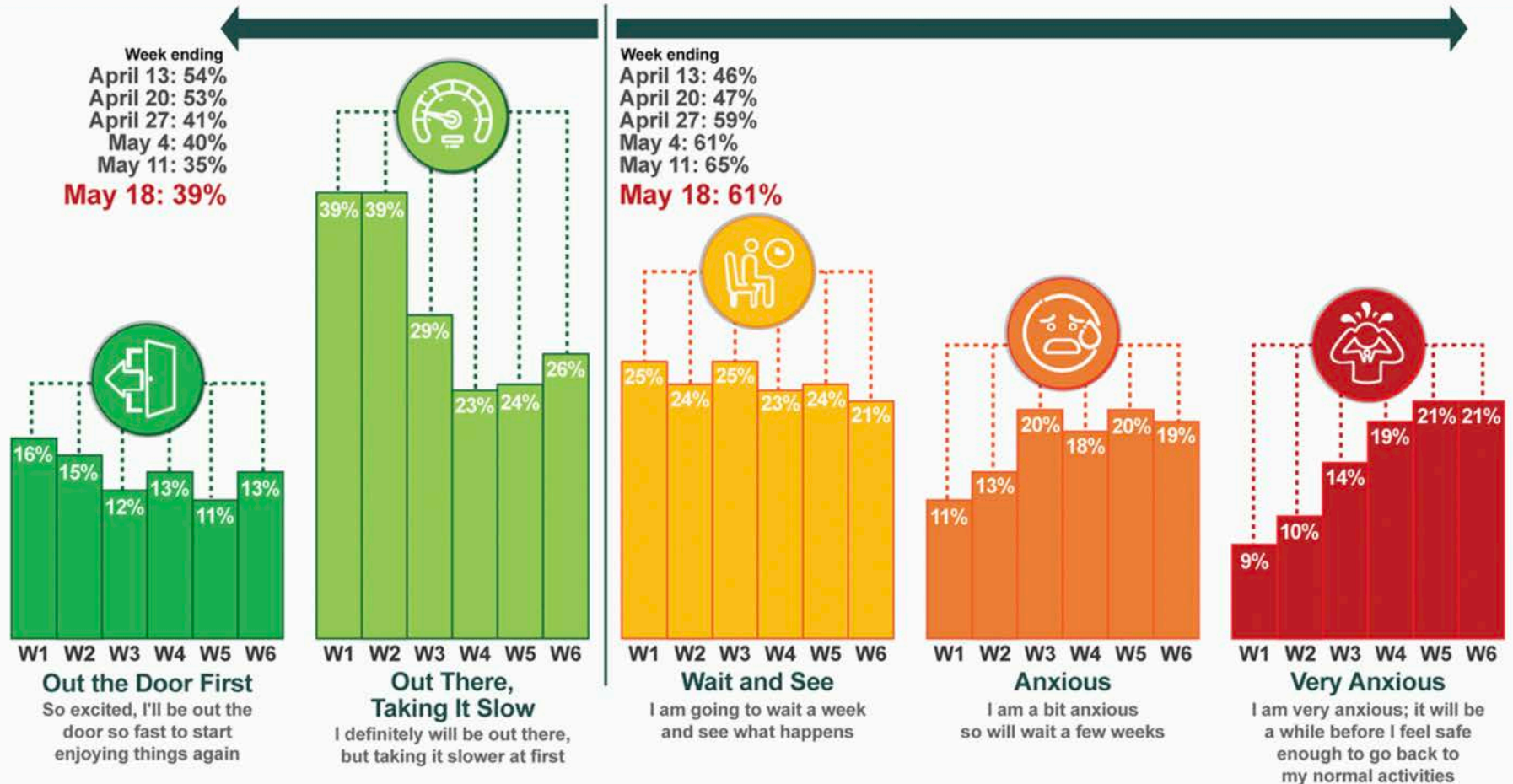


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The Journey Back to Joy

Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over

The Covid Re-Entry Consumer Segmentation



Source: Lisa W. Miller & Associates, LLC - N=1,000 per wave National Sample, 18+ Years Old
 Wave 1: 4/7/20 – 4/13/20, Wave 2 4.13-4/20 Wave 4: 4/27-5/4 Wave 5: 5/4 -5/11 Wave 6: 5/11-5/18
 Panel Provider: Prodege, LLC



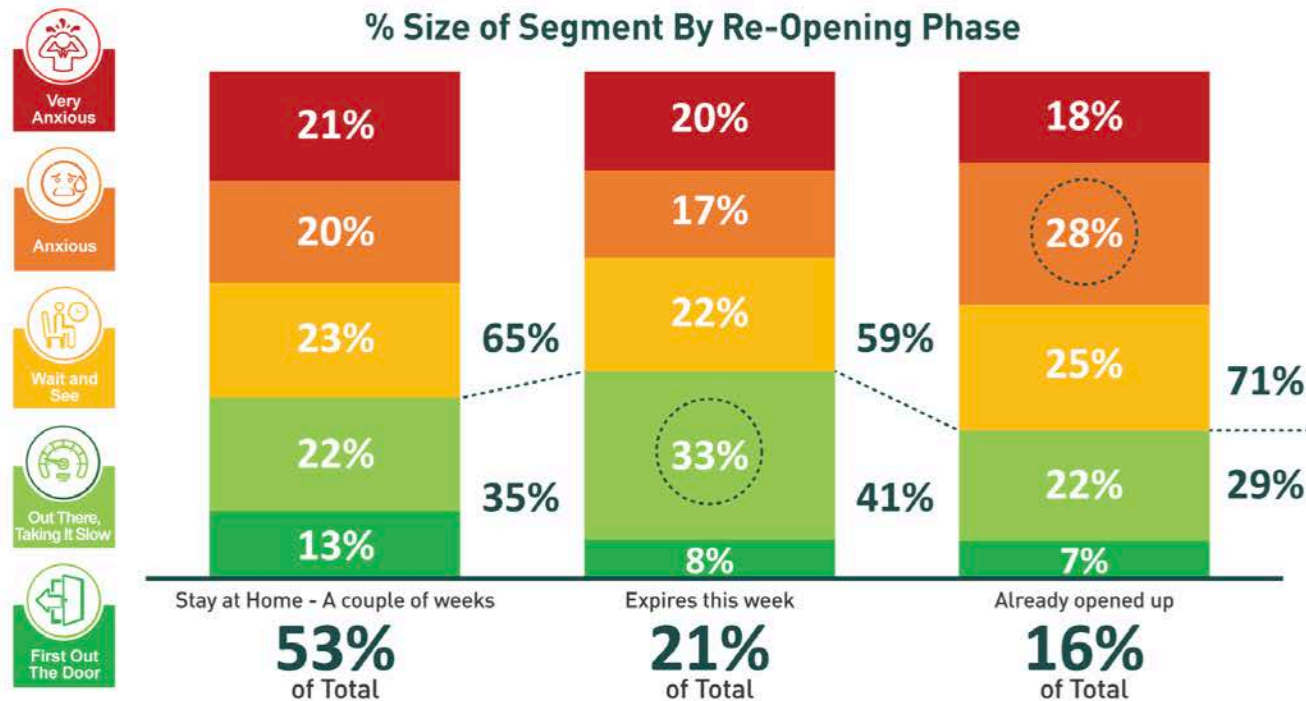
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 STRATEGIST | STORYTELLER

The Journey Back to Joy

Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over

Anticipation & Excitement Peaks Before Opening

With restriction lifting, consumers are excited, yet the reality of opening makes consumers pause.



Source: N=1002 Nationwide survey, 18+ years old
 Data collected: 4/27/20 - 5/04/20
 Panel provider Prodege MR



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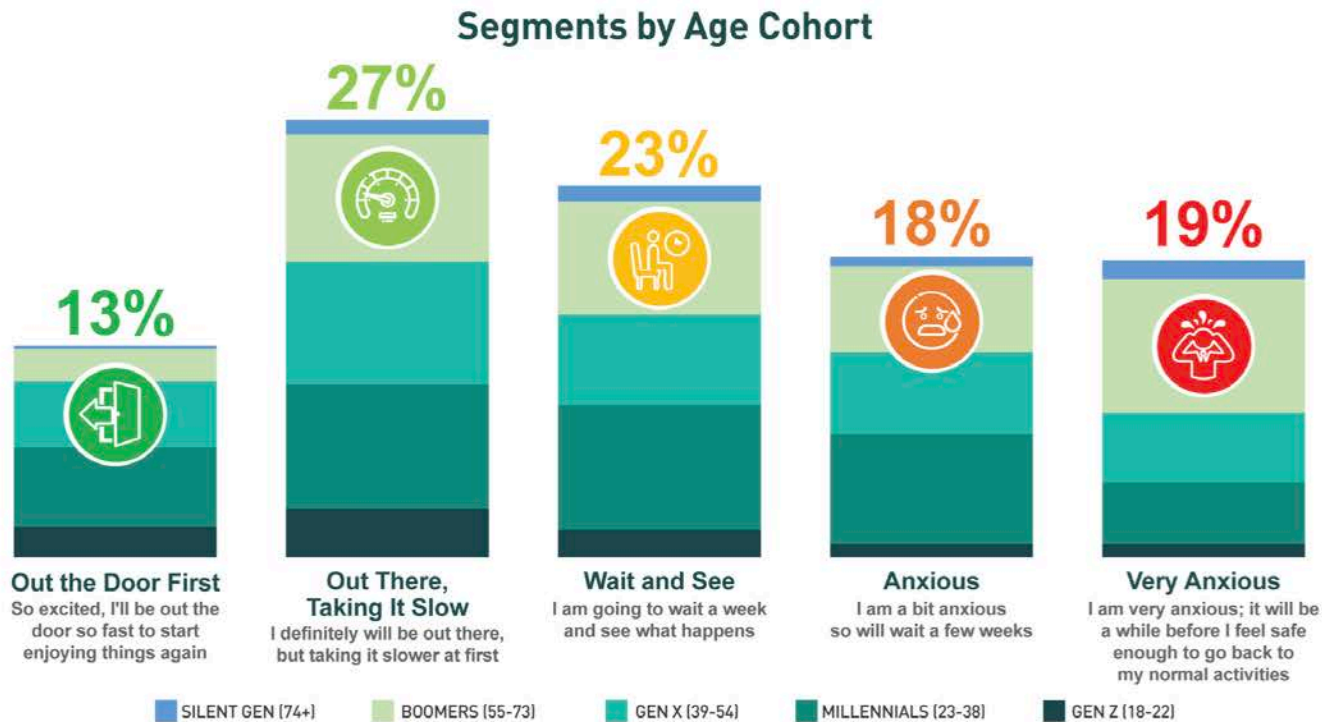
The Journey Back to Joy

Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over

Covid Re-Entry Is Mindset Not An Age Cohort

Many believe that younger consumers are more likely to get out the door first; however, that is not the case. All age groups are found in every segment.

WHY IT MATTERS: Market to the mindset not an age cohort



Source: N=1002 Nationwide survey, 18+ years old
 Data collected: 4/27/20 - 5/04/20
 Panel provider Prodege MR



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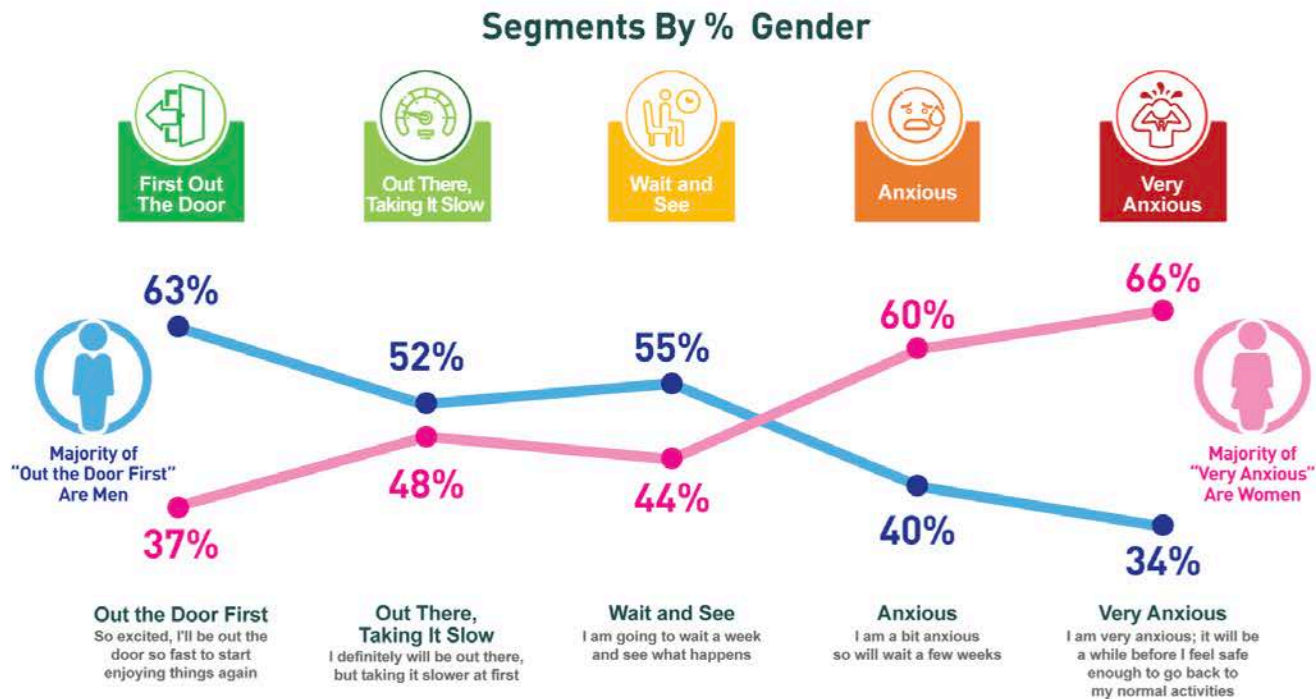
The Journey Back to Joy

Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over

The Gender Divide In The Covid Re-Entry

Men are significantly more likely to be out the door first, while women are much more anxious.

WHY IT MATTERS: Women will need more reassurances to venture out



Source: N=1002 Nationwide survey, 18+ years old
 Data collected: 4/27/20 - 5/04/20
 Panel provider Prodege MR



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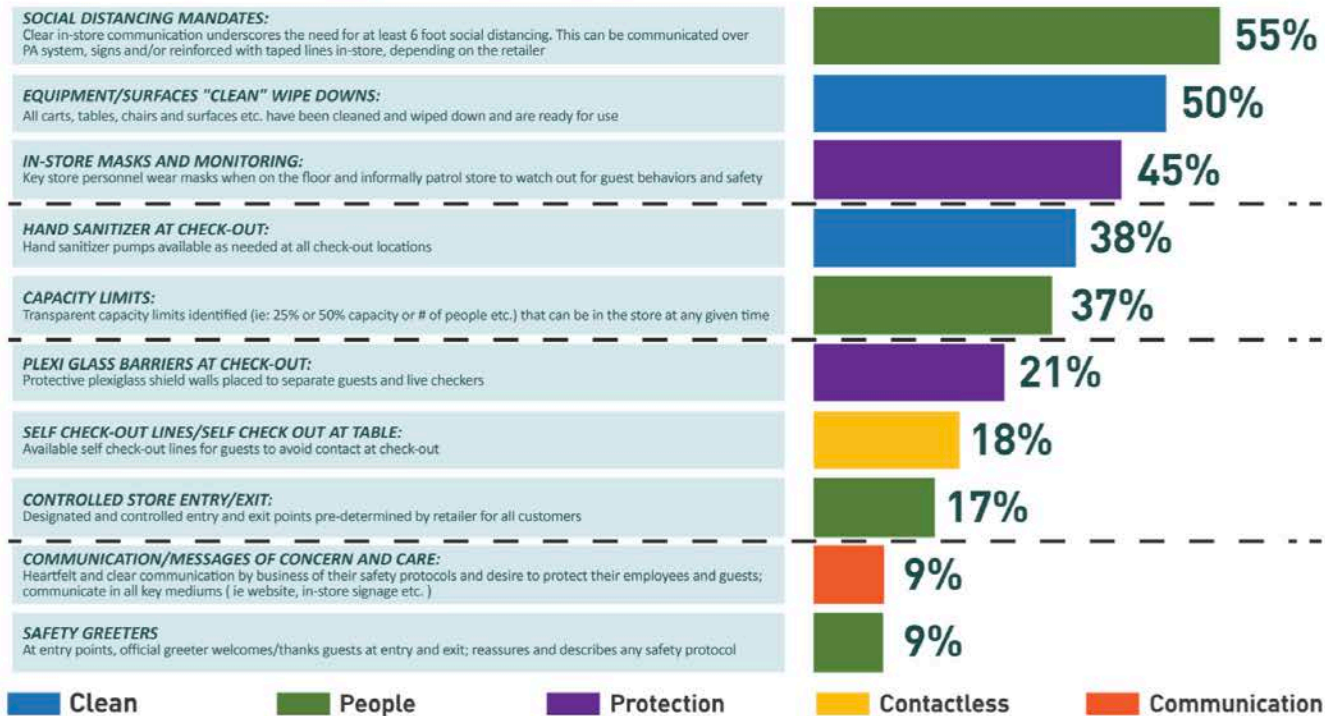
The Journey Back to Joy

Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over

How To Make Consumers Feel Safe Again

Top 3 visible signals consumers want to see in Restaurants and Retail are social distancing, clean surfaces and in-store masks and monitoring.

Top 3 Ranked Most Important Business Tactics To Feel Safe Making you more comfortable/safe to return to your normal activities.



Source: N=1002 Nationwide survey, 18+ years old
Data collected: 4/27/20 - 5/04/20
Panel provider Prodege MR



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The Journey Back to Joy

Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over

Women Need More Reassurances

Women need to see employees cleaning surfaces as well as staff wear masks and monitoring the store

Top 3 Ranked Most Important Business Tactics To Feel Safe

Making you more comfortable/safe to return to your normal activities.

	Female	Male
SOCIAL DISTANCING MANDATES: Clear in-store communication underscores the need for at least 6 foot social distancing. This can be communicated over PA system, signs and/or reinforced with taped lines in-store, depending on the retailer	57%	54%
EQUIPMENT/SURFACES "CLEAN" WIPE DOWNS: All carts, tables, chairs and surfaces etc. have been cleaned and wiped down and are ready for use	56%	45%
IN-STORE MASKS AND MONITORING: Key store personnel wear masks when on the floor and informally patrol store to watch out for guest behaviors and safety	50%	41%
CAPACITY LIMITS: Transparent capacity limits identified (ie: 25% or 50% capacity or # of people etc.) that can be in the store at any given time	37%	37%
HAND SANITIZER AT CHECK-OUT: Hand sanitizer pumps available as needed at all check-out locations	36%	39%
PLEXI GLASS BARRIERS AT CHECK-OUT: Protective plexiglass shield walls placed to separate guests and live checkers	23%	20%
CONTROLLED STORE ENTRY/EXIT: Designated and controlled entry and exit points pre-determined by retailer for all customers	15%	19%
SELF CHECK-OUT LINES/SELF CHECK OUT AT TABLE: Available self check-out lines for guests to avoid contact at check-out	13%	23%
COMMUNICATION/MESSAGES OF CONCERN AND CARE: Heartfelt and clear communication by business of their safety protocols and desire to protect their employees and guests; communicate in all key mediums (ie website, in-store signage etc.)	7%	11%
SAFETY GREETERS: At entry points, official greeter welcomes/thanks guests at entry and exit; reassures and describes any safety protocol	6%	10%

Source: N=1002 Nationwide survey, 18+ years old
 Data collected: 4/27/20 - 5/04/20
 Panel provider Prodege MR



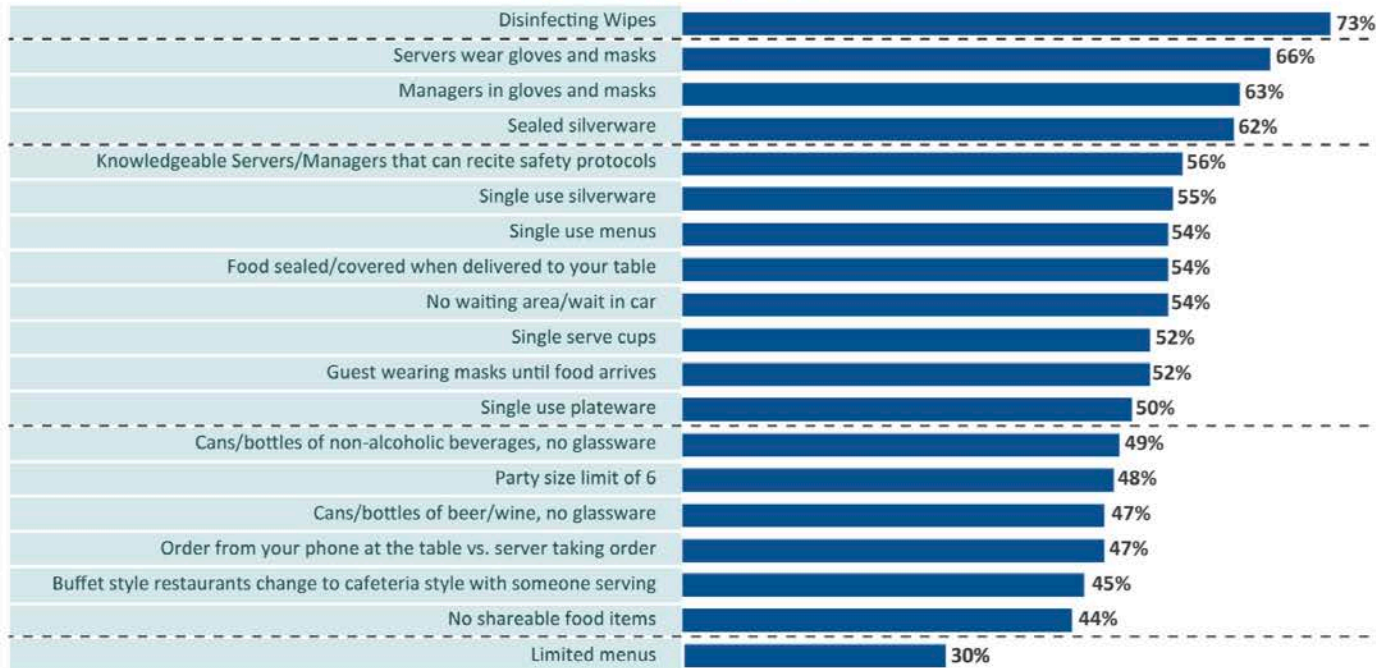
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Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over

Re-Opening Restaurants – Steps to Drive Traffic

Consumers need to see visible safety signal in the dining out experience. Those that adapt quickly will be able to win back diners.

**% Likelihood to visit a restaurant that offers
(Much more likely - Top 2 Box)**



Source: N=1002 Nationwide survey, 18+ years old
Data collected: 5/04/20 – 5/11/20
Panel provider Prodege MR



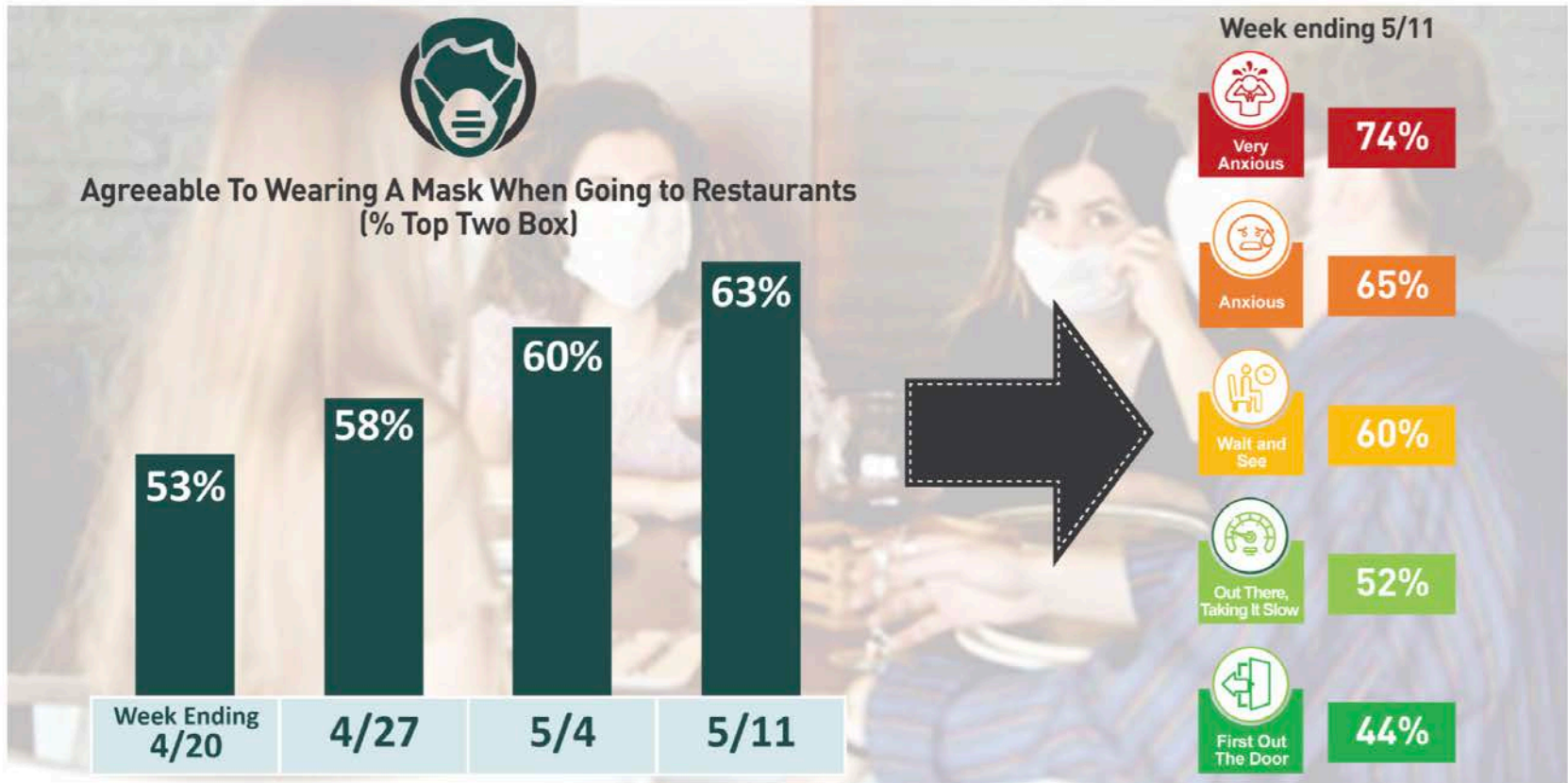
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The Journey Back to Joy

Data provided by Lisa W. Miller & Associates. Sample size = 1002 Americans, 18+ years and over

Acceptance of Wearing Masks Is Increasing

Overall, 6 in 10 are agreeable to wearing masks at restaurants, yet varies dramatically varies by Covid Re-Entry Consumer Segment



Source: N=1002 each week, Nationwide survey, 18+ years old
 Data collected: 4/13/20 – 5/11/20
 Panel provider Prodege MR



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Women Need More Reassurances

Women need to see employees cleaning surfaces as well as staff wear masks and monitoring the store

Top 3 Ranked Most Important Business Tactics To Feel Safe

Making you more comfortable/safe to return to your normal activities.

	Female	Male
SOCIAL DISTANCING MANDATES: Clear in-store communication underscores the need for at least 6 foot social distancing. This can be communicated over PA system, signs and/or reinforced with taped lines in-store, depending on the retailer	57%	54%
EQUIPMENT/SURFACES "CLEAN" WIPE DOWNS: All carts, tables, chairs and surfaces etc. have been cleaned and wiped down and are ready for use	56%	45%
IN-STORE MASKS AND MONITORING: Key store personnel wear masks when on the floor and informally patrol store to watch out for guest behaviors and safety	50%	41%
CAPACITY LIMITS: Transparent capacity limits identified (ie: 25% or 50% capacity or # of people etc.) that can be in the store at any given time	37%	37%
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SELF CHECK-OUT LINES/SELF CHECK OUT AT TABLE: Available self check-out lines for guests to avoid contact at check-out	13%	23%
COMMUNICATION/MESSAGES OF CONCERN AND CARE: Heartfelt and clear communication by business of their safety protocols and desire to protect their employees and guests; communicate in all key mediums (ie website, in-store signage etc.)	7%	11%
SAFETY GREETERS: At entry points, official greeter welcomes/thanks guests at entry and exit; reassures and describes any safety protocol	6%	10%

Source: N=1002 Nationwide survey, 18+ years old
 Data collected: 4/27/20 - 5/04/20
 Panel provider Prodege MR



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Restaurant Traffic Brief

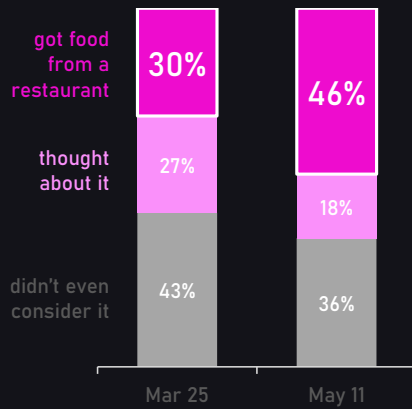
Data provided by DATASSENTIAL

CORONAVIRUS TRAFFIC BRIEF // each survey conducted with n=1,000 consumers

contact Mark Brandau to dive deeper:
mark.brandau@datassential.com / 847.505.9460

Almost half of consumers purchased food from a restaurant the prior day.

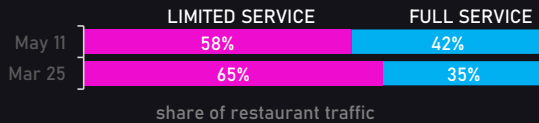
(versus a pre-Coronavirus average of ~50%)



The majority of those who thought about getting restaurant food went on to do so. We do view these stats as mostly encouraging, showing that restaurants are in the consideration set for most Americans.

LSRs capture over half of restaurant traffic.

Even with mandatory closings of dining rooms, FSRs are down, but not out. Buoyed by delivery and creative approaches to pickup, FSRs have a sizable share of restaurant traffic.



Dinner is now the top restaurant daypart.

(before Coronavirus, lunch had always been #1)

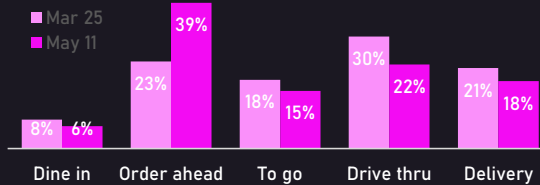
	Mar 25	May 11
Breakfast	6%	8%
Lunch	12%	19%
Dinner	16%	29%
Snack	3%	4%

% of consumers who ordered from a restaurant yesterday

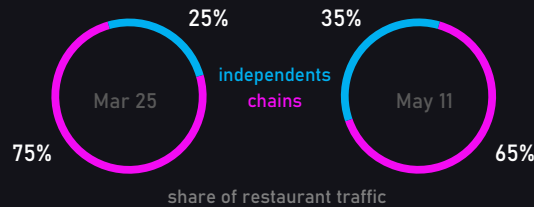
Restaurants should consider optimizing their menu for dinner traffic, including a focus on family meals or packages that provide the consumer additional meals for tomorrow.

Almost all traffic is outside the dining room.

In addition to delivery and drive-thru, many Americans are also ordering ahead to reduce their potential exposure. Restaurants that offer this option should promote it heavily.

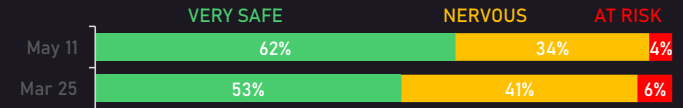


People are heading more often to chains.



The experience is beginning to feel safer, but...

Among those getting food from a restaurant, unease is still fairly high, so continue to go the extra mile, even if it's extreme, to make patrons feel safe.



Americans remain optimistic... **56%** believe it'll be safe to dine inside of restaurants within 3 months.

	Mar 25	May 11
it's already that safe today	10%	17%
1 to 2 weeks	9%	8%
1 month	18%	11%
2 to 3 months	29%	20%
4 to 6 months	15%	15%
longer than 6 months	10%	19%
it'll never be as safe as before	9%	9%

when do you feel it will be safe again to dine at a restaurant?

NOTE: Prior day consumption data for May 11 is in reference to Mother's Day. As such, it is too soon to know if the uptick in traffic is a singular event or indicative of a continuous trend.

We update these stats every few days. We're also publishing 2 new topical COVID-19 reports each week, provided free of charge to support the food industry.

Download the latest at datassential.com.

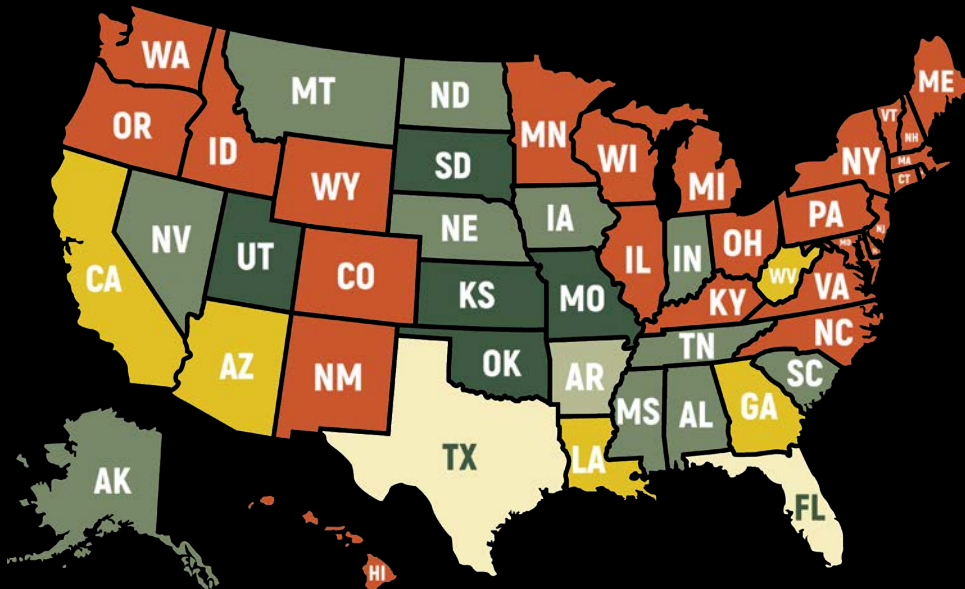
DATASSENTIAL

Reopening Map (pg. 1)

Data provided by DATASSENTIAL

RESTAURANT RE-OPENING – U.S. STATES

contact Mark Brandau to dive deeper:
mark.brandau@datassential.com / 847.505.9460



- | | |
|--|------------------------------------|
| RESTAURANTS OPEN; NO DIRECT CAPACITY LIMIT | RESTAURANTS OPEN; MAX 50% CAPACITY |
| RESTAURANTS OPEN; MISCELLANEOUS GUIDELINES | RESTAURANTS OPEN; MAX 33% CAPACITY |
| RESTAURANTS CLOSED | RESTAURANTS OPEN; MAX 25% CAPACITY |

COVID-19 UPDATE (05/12/20):

More states prepare for re-opening.

Updated guidelines from states this week: **Alabama** governor Kay Ivey amended its “Safer at Home” orders to allow for partially re-opened restaurants; **Alaska** increased its capacity ceiling to 50%; **Arizona** officially re-opened with “reduced capacity based on the size of the restaurant,” while **California** restaurants are only open in counties that meet state standards for testing; both **Mississippi** and **Nevada** re-opened at 50% maximum capacity; and **South Carolina** outlined its Phase Two recommendations, allowing restaurants to open for both outdoor and indoor dining.

ALABAMA:

Effective 05/11, restaurants, bars, breweries, or similar establishments were permitted to resume dine-in services but must operate at 50% capacity; some other limitations include: maintaining at least 6 feet between tables, use menus that are disposable or can be sanitized between each use, and consider a reservations-only business model.

ALASKA:

Effective 05/08, restaurants may expand maximum capacity to 50% but must continue to follow previously established health & safety guidelines. Restaurants with bar areas may reopen the bar sections while only utilizing 25% of the bar seating, with total bar and restaurant seating not to exceed 50%. Establishments with outdoor seating can open but with no more than 20 tables, each 10 feet apart.

ARIZONA:

Effective 05/11, restaurants & coffee shops may resume dine-in services following strict guidelines which include: limiting parties to no more than 10 people, maintain at least 6 feet between each table, operate at a reduced occupancy based on the size of the restaurant, and avoid using shared items such as menus and condiments.

ARKANSAS:

Effective 05/11; restaurants were permitted to resume dine-in services but must operate at 33% capacity and follow strict health and safety guidelines, including: parties limited to no more than 10, each table must be 10 feet apart, employees who directly interact with patrons must wear a mask, and self-service features will remain closed.

state-specific policies

Reopening Map (pg. 2)

Data provided by DATASSENTIAL

RESTAURANT RE-OPENING – U.S. STATES

contact Mark Brandau to dive deeper:
mark.brandau@datassential.com / 847.505.9460

CALIFORNIA:

Effective 05/12; restaurants may begin re-opening for dine-in operations only in specific counties that meet state standards for testing and success at reducing COVID-19 cases. All businesses will have to abide by strict guidelines for distancing and sanitation. Brewpubs, breweries, and bars can only open if they offer sit-down, dine-in meals or if they contract another vendor to do so.

FLORIDA:

Effective 05/04; restaurants and dining services outside of Miami-Dade, Broward, and Palm Beach counties may resume dine-in for outdoor seating and at 25% of indoor seating capacity.

GEORGIA:

Effective 04/27; restaurants were permitted to reopen at a capacity limit of ten patrons per 500 sq. feet in any dining room, waiting area, or bar area. In addition, the state has released a list of 39 "minimum basic operations," detailing the safety precautions restaurants must adopt for continued approval.

INDIANA:

Effective 05/04; restaurants and bars outside of Cass, Lake, and Marion counties were permitted to resume dine-in services but must operate at 50% capacity.

IOWA:

Effective 05/01; restaurants in 77 Iowa counties were permitted to resume limited on-premise service with the following restrictions: indoor and outdoor seating limited to 50% capacity, maximum group size limited to 6 people, bar seating eliminated to the extent possible.

KANSAS:

Effective 05/04; restaurant dine-in services were permitted to resume service, though, all tables must be limited to parties of maximum 10 people and each table must remain 6ft. apart.

LOUISIANA:

Effective 05/01; restaurant outside New Orleans and any other area prohibited by local jurisdiction, may open for outdoor dining without table service and must operate at 25% capacity.

MISSISSIPPI:

Effective 05/07; restaurants and bars were permitted to resume in-house dining, indoor and/or outdoor, while following strict restrictions; all establishments must set hours of operations to close no later than 10pm and must operate at 50% capacity.

MISSOURI:

Effective 05/04; restaurant dine-in services were permitted to reopen indoor and outdoor if seating options comply with appropriate social distancing guidelines; additionally, menus must be disposable or cleanable and no self-serve food options, drink options, or condiments will be allowed.

MONTANA:

Effective 05/04; restaurant dine-in services were permitted to resume but must operate at 50% capacity and have all patrons out by 11:30pm; all tables must be at least 6ft. apart, drink refills are not allowed, and self-serve buffets, drinks, and condiments should remain closed or eliminated.

NEBRASKA:

Effective 05/11; restaurant dine-in services were permitted to resume in 3 additional Nebraskan regions (Lincoln/Lancaster, County, West Central, Three Rivers) and must operate at 50% capacity; some additional restrictions include: party sizes restricted to 6 people per group, parties must be sat at least 6ft apart, bar seating is not permitted, and self-serve buffets and salad bars are not permitted unless restaurant staff serves food directly to customer.

NEVADA:

Effective 05/09; restaurants and bars (that serve food) were permitted to open for dine-in and must operate at 50% capacity; additional restrictions include: no seating in bar areas, consider a reservations-only business model, and tables must be at least 6 feet apart. Pubs, wineries, bars, and breweries that serve food are permitted to open if they serve food and keep the bar areas closed.

NORTH DAKOTA:

Effective 05/01; restaurant dine-in services were permitted to resume and must operate at 50% capacity; some additional restrictions include: no more than 10 people seated at one table, each group must be 6ft. Apart. Standing bars not allowed but bar stool seating allowed for 1-2 guests with 6ft. between each person.

Reopening Map (pg. 3)

Data provided by DATASSENTIAL

RESTAURANT RE-OPENING – U.S. STATES

contact Mark Brandau to dive deeper:
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OKLAHOMA:

Effective **05/01**; restaurant dine-in services resumed statewide, following the recommended social distancing and sanitation protocols by the CDC; bars remain closed.

SOUTH CAROLINA:

Effective **05/11**; restaurant dine-in services were permitted to resume for indoor dining and must operate at **50% capacity**; some additional restrictions include: groups are limited to 8 people, tables should be spaced 6-8 feet apart, and enhanced cleaning and sanitization procedures must be followed.

SOUTH DAKOTA:

While South Dakota was the lone state to never have fully shut-down, Governor Kristy Noem did share a "Back To Normal" plan that encourages operators to "consider restricting occupancy and continue innovating in this uncertain time."

TENNESSEE:

Effective **04/27**; restaurant dine-in services were permitted to resume in **89 counties** and must operate at **50% capacity**; some additional guidelines restaurants are to follow include employees wearing face coverings, limit tables to no more than 6 guests per table, each party must maintain at least a 6ft distance at all times, and bar areas remain closed.

TEXAS:

Effective **05/01**; restaurant dine-in services were permitted to resume but must operate at **25% capacity**. Other limitations include maximum 6 people per party, each party must maintain at least 6ft. distance at all times, and disposable menus should be used providing a new one for each patron.

UTAH:

Effective **05/01**; restaurant dine-in services permitted; takeout, curbside, and delivery options continue to be more highly encouraged.

WEST VIRGINIA:

Effective **05/04**; restaurant dine-in services were permitted for **outdoor dining only**; party sizes were limited to maximum 6 people, and seating arrangements had to be redesigned to allow 6ft. spacing. Digital and/or one-time-use printed menus are strongly recommended.

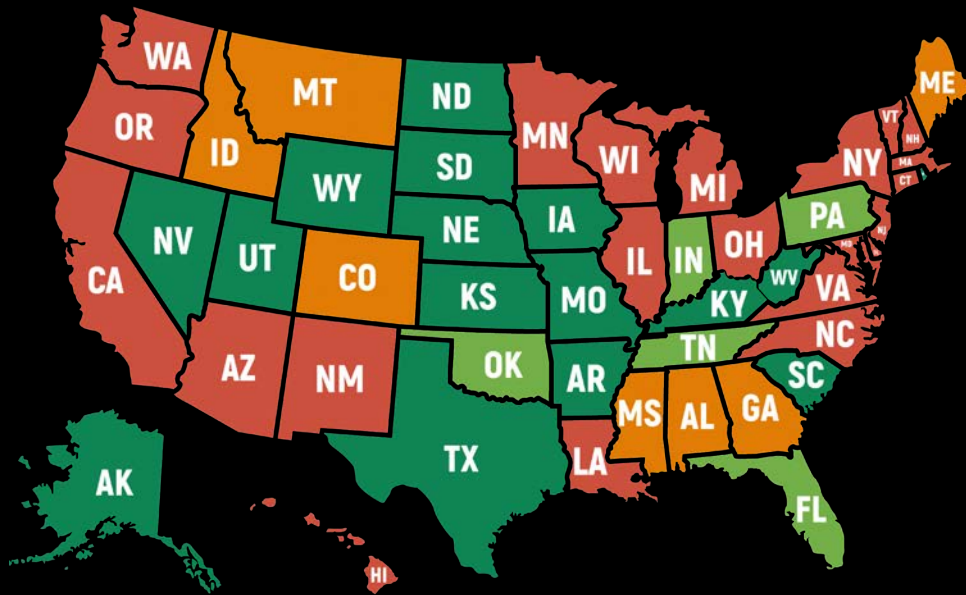


Reopening Map (pg. 4)

Data provided by DATASSENTIAL

STAY-AT-HOME MANDATES – U.S. STATES

contact Mark Brandau to dive deeper:
mark.brandau@datassential.com / 847.505.9460



COVID-19 UPDATE (05/12/20):

More than half of the country has lifted official stay-at-home orders.

As of 05/12:

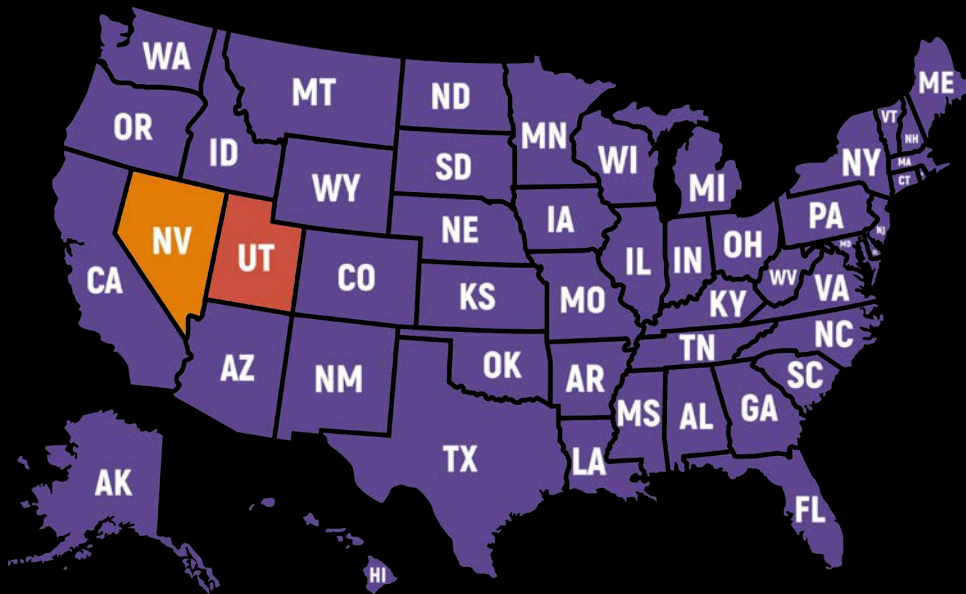
- With the recent addition of Kentucky, Nevada, and Rhode Island, 16 states have chosen **not to extend this mandate** in favor of a softer “Safer at Home” guideline, which recommends citizens to “exercise personal responsibility” and avoid too much non-essential travel or personal contact.
- With the recent addition of Pennsylvania, 5 states have also chosen **not to extend stay-at-home for the majority of the state** but have placed specific limitations for certain high-risk counties.
- 6 states have also lifted their stay-at-home orders, but have **specifically instructed vulnerable populations** (the elderly, the immunocompromised, those at high-risk of being exposed to COVID-19) **to remain at home**.
- The remaining 23 states **still have active stay-at-home orders**.

Reopening Map (pg. 5)

Data provided by DATASSENTIAL

OFF-SITE ALCOHOL SALE RESTRICTIONS – U.S. STATES

contact Mark Brandau to dive deeper:
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- PERMITS ALCOHOL SALE FOR RESTAURANTS AND/OR BARS, IN SOME CAPACITY.
- ALCOHOL SALE LIMITED TO CERTAIN COUNTIES & CITIES
- OFF-PREMISE ALCOHOL SALE PROHIBITED

COVID-19 UPDATE (05/12/20):

Not much has changed just yet for off-premise alcohol sale.

Little has changed this week for off-premise alcohol sale guidelines. **Utah** continues to be the only state to have reversed its shut-down policy, although many states are set to re-evaluate their guidelines by middle or end of May.

state-specific policies

ALABAMA:

Curbside pick-up & takeout allowed for spirits, wine and beer.

ARKANSAS:

Delivery, drive-through & takeout allowed for wine and beer only.

CONNECTICUT:

Curbside pick-up & takeout allowed for spirits, wine and beer.

ALASKA:

Delivery, drive-through, walk-up, window service & takeout allowed for spirits, wine and beer through August 13, 2020.

CALIFORNIA:

Delivery & takeout allowed for spirits, wine and beer.

D.C.:

Delivery & takeout allowed for spirits, wine and beer.

COLORADO:

Delivery & takeout allowed for spirits (including cocktails), wine and beer; regulations will be reviewed every 30 days.

DELAWARE:

Takeout & drive-through allowed for spirits, wine and beer.

ARIZONA:

Delivery, curbside-pickup & takeout allowed for spirits, wine and beer.

Reopening Map (pg. 6)

Data provided by DATASSENTIAL

OFF-SITE ALCOHOL SALE RESTRICTIONS – U.S. STATES

contact Mark Brandau to dive deeper:
mark.brandau@datassential.com / 847.505.9460

state-specific policies (cont.)

FLORIDA:

Delivery & takeout allowed for spirits, wine and beer.

GEORGIA:

Curbside pick-up & takeout allowed for spirits (including cocktails), wine and beer.

HAWAII:

Delivery & takeout allowed for spirits, wine and beer.

IDAHO:

Delivery & takeout allowed for wine and beer; spirits (including cocktails) limited to takeout.

ILLINOIS:

Delivery, drive-through, curbside-pickup & takeout allowed for spirits, wine and beer.

INDIANA:

Curbside pick-up & takeout allowed for spirits, wine and beer.

IOWA:

Delivery, curbside-pickup & takeout allowed for spirits (including cocktails), wine and beer; cocktails only available for takeout through May 27, 2020.

KANSAS:

Curbside pick-up available for wine and beer.

KENTUCKY:

Delivery, curbside-pickup & takeout allowed for spirits, wine and beer.

LOUISIANA:

Curbside pick-up, drive-through & takeout allowed for wine and beer.

MAINE:

Delivery, drive-through & takeout allowed for wine and beer.

MARYLAND:

Delivery & takeout allowed for spirits, wine and beer.

MASSACHUSETTS:

Delivery & takeout allowed for wine and beer.

MICHIGAN:

Delivery & takeout allowed for spirits, wine and beer.

MINNESOTA:

Delivery & takeout allowed for wine and beer.

MISSISSIPPI:

If a restaurant is located within a designated Leisure and Recreation District (LRD), it may provide spirits (including cocktails), wine and beer with takeout orders for curbside pick-up.

MISSOURI:

Curbside pick-up, drive-through & takeout allowed for spirits (including cocktails), wine and beer through May 15, 2020.

MONTANA:

Curbside pick-up, delivery, drive-through & takeout allowed for wine and beer; spirits (including cocktails) only available for takeout.

NEBRASKA:

Delivery & takeout allowed for spirits, wine and beer.

NEVADA:

Curbside pick-up & delivery allowed for spirits, wine and beer in specific cities; Clark County extended pick-up & delivery of spirits, wine & beer of <17 ABV, through September 30, 2020.

NEW HAMPSHIRE:

Delivery & takeout allowed for wine and beer through May 15, 2020.

NEW JERSEY:

Delivery & takeout allowed for spirits, wine and beer.

NEW MEXICO:

Takeout allowed for spirits, wine and beer from breweries and craft distillers.

NEW YORK:

Delivery & takeout allowed for spirits (including cocktails), wine and beer.

NORTH CAROLINA:

Takeout allowed for wine and beer.

NORTH DAKOTA:

Delivery & takeout allowed for spirits, wine, and beer.

OHIO:

Delivery & takeout allowed for spirits (including cocktails), wine and beer.

OKLAHOMA:

Curbside pick-up, delivery & drive-through allowed for beer and wine through May 15, 2020.

OREGON:

Curbside pick-up & delivery allowed for wine and beer.

PENNSYLVANIA:

Delivery, drive-through & takeout allowed for spirits, wine and beer.

RHODE ISLAND:

Takeout allowed for wine and beer, through May 22, 2020.

SOUTH CAROLINA:

Curbside pick-up & takeout allowed for wine and beer.

SOUTH DAKOTA:

Dining rooms still officially open, alcohol delivery permissible only for operators with valid licenses.

TENNESSEE:

Delivery & takeout allowed for spirits (including cocktails), wine and beer; this service has been extended through May 29, 2020.

TEXAS:

Delivery & takeout allowed for spirits, wine and beer.

UTAH:

As of May 1, curbside pick-up & takeout for beer is no longer allowed.

VERMONT:

Delivery, curbside-pickup & takeout allowed for spirits, wine and beer through May 15, 2020.

VIRGINIA:

Curbside pick-up, drive-through & takeout allowed for wine and beer.

WASHINGTON:

Delivery, curbside-pickup & takeout allowed for spirits, wine and beer.

WEST VIRGINIA:

Delivery & takeout allowed for wine and beer.

WISCONSIN:

Takeout allowed for spirits, wine and beer.

WYOMING:

Curbside pick-up & takeout allowed for wine and beer through May 15, 2020.

Snapshot of the Industry's Health

Below is a sampling of more than 650 hospitality resources for both operators and workers available on the Barmagic Hospitality Relief Dashboard, updated daily.

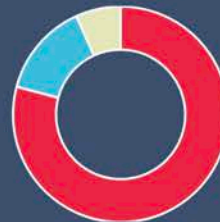
CORONAVIRUS DAMAGE TO THE INDUSTRY BY THE NUMBERS

U.S. RESTAURANTS CLOSURE %



data: MarginEdge

2019 U.S. REVENUE BY INDUSTRY (BILLIONS)



data: MarketWatch, Natl Restaurant Assoc.

U.S. RESTAURANT SALES %



data: MarginEdge

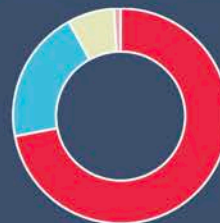
U.S. RESTAURANT INDUSTRY LANDSCAPE

RESTAURANT LANDSCAPE (U.S.) BY PERCENTAGE



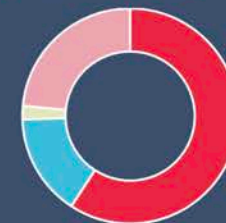
data: chd expert, dec 2019

INDEPENDENT FULL SERVICE RESTAURANT SEGMENTS (U.S.)



data: chd expert, dec 2019

INDEPENDENT LIMITED SERVICE RESTAURANT SEGMENTS (U.S.)



data: chd expert, dec 2019

Reopening Resources & Support

Below is a sampling of more than 650 hospitality resources for both operators and workers available on the Barmagic Hospitality Relief Dashboard, updated daily.

REOPENING RESOURCES

[Back from the Brink: A Roadmap for Recovery for the Hotel Industry](#)

[Barmagic Bar & Restaurant Revival Guide](#)

[Black Sheep Restaurants Reopening Playbook](#)

[CDC's Decision Tree on Reopening Restaurants & Bar](#)

[CDC's Interim Guidance for Businesses and Employers to Plan and Respond to Coronavirus Disease 2019 \(COVID-19\)](#)

[Coronavirus Guide for the F&B Industry \(avail in 8 languages\)](#)

[FDA's Best Practices for Retail Food Stores, Restaurants, and Pick-Up/Delivery](#)

[NRA's Reopening Guidance](#)

[Opening Up America Again \(White House/CDC\)](#)

[OSHA's Preparing Workplaces for COVID19](#)

[OSHA's Ten Steps for All Workplaces](#)

[Reopening: Guidance for the Restaurant Industry](#)

[Restaurants Canada COVID-19 Reopening Best Practices](#)

[Restaurants: Envisioning Safe Reopening \(Core Architectural Firm\)](#)

[Safety First: Serving Food and Protecting People During Covid-19 Guide](#)

[Streetsense Pandemic Relaunch Toolkit for Restaurants + Bars](#)

[Sunday Oyster's Reopening Critical Path for Independent Restaurants + Bars](#)

[Technomics - Post-Pandemic Playbook](#)

[ThinkFood Group's Reopening Playbook \(José Andrés\)](#)

[Wynn Las Vegas Health & Safety Plan](#)

SUPPORT GROUPS + MENTAL HEALTH

[Bar & Restaurant Revival \(Facebook Group\)](#)

[CDC's Managing Stress and Anxiety During the Coronavirus](#)

[Food & Wine's Mental Health and Sobriety Resources](#)

[Hospitality Industry Alliance \(Facebook Group\)](#)

[Hospitality Industry COVID-19 Support \(Facebook Group\)](#)

[Industry United \(Facebook Q&A Group\)](#)

[Restaurant After Hours](#)

SMALL BUSINESS RELIEF

[55 Federal, State and Nonprofit Relief Efforts and Funds](#)

[Bar & Restaurant C.P.R. \(by Nightclub & Bar\)](#)

[Business COVID Tools by SixFifty](#)

[Coronavirus Resources for the Business Events Industry](#)

[Ecolab COVID-19 Resource Page](#)

[Hospitality Employees' Active Research Development Cooperative](#)

[Nat'l Assoc Catering & Events Coronavirus Resources](#)

[RESTAURANTS Act of 2020 \(I.R.C./Congressman Earl Blumenauer\)](#)

[Restaurants & Bars: How to Apply for Federal Relief Loans](#)

[Smart Asset's Coronavirus Relief for Businesses](#)

[SBA Loan and Tax Relief Eligibility Tool](#)

[Technomics - Coronavirus Foodservice View \(data report\)](#)

Relief Resources for Workers

Below is a sampling of more than 650 hospitality resources for both operators and workers available on the Barmagic Hospitality Relief Dashboard, updated daily.

RELIEF FUNDS

[Above and Beyond's Helping Hospitality Fund](#)

[Another Round Another Rally](#)

[Golden Rule Grant Application](#)

[James Beard Food & Beverage Relief Fund](#)

[Lee Initiative's Restaurant Workers Relief Fund](#)

[One Fair Wage Emergency Fund](#)

[ONEHOPE: Mothers in Hospitality](#)

[Restaurant Employee Relief Fund \(NRA\)](#)

[Restaurant Opportunities Center United](#)

[Restaurant Strong \(Greg Hill/Sam Adams\)](#)

[Restaurant Workers Community Foundation](#)

[Support Our Sommeliers \(S.O.S.\) Wine Influencer Program](#)

[United Sommelier Fund](#)

[USBG Bartender Emergency Assistance Program](#)

[Wine Industry Launches Scholarships, Funding Efforts](#)

DONATE HERE TO HELP WORKERS

[Go Tip 'Em](#)

[Lee Initiative's Restaurant Workers Relief Fund](#)

[Service Industry.Tips](#)

[PUNCH's Tip Your Bartender](#)

PETITIONS

[America's Table - Hospitality Relief](#)

[Cancel Rent and Mortgage Payments in Canada](#)

[Restaurant Recovery \(NRA\)](#)

[Save America's Restaurants](#)

[Save Hospitality Canada](#)

[Save Restaurants! with Tom Colicchio, Naomi Pomeroy, & Kwame Onwuachi](#)

[Spirits United](#)

[Stop the Spread](#)

PERSONAL FINANCE FOR HOSPITALITY WORKERS

[A Financial Plan of Action for Out-of-Work Bar Staff](#)

[Budgeting for the Bartender](#)

[Dave Ramsey: Finding Hope in the Coronavirus Chaos](#)

[How To Budget When You Work for Tips](#)

[Money Management For Tipped Employees](#)

[Saving for Retirement as a Bartender: Why, When and How](#)

Acknowledgments



Many times throughout this crisis, I have been reminded how much we are all alike despite also being very divided. Wherever you stand on reopening, rebuilding, and the rest of all of this, I hope you share the simple sentiment that the only way out will be together. That was the point of this project—to share the best of who we are while acknowledging how deeply damaged our industry has become. How we come together is everything. It's the only thing. photo credit me. In my kitchen. Ice cubes

Thank you to all the venues contained in this guide who contributed stories, ideas, photographs, and bits of their secret sauce for everyone to share, especially Chris and Anu Elford, Cache Bouren, Clare M. Ward, Michael Neff, Jessica Lischka, Jimmy Yeager, Nina Manchev, Jolene Mannina, Elizabeth Blau, Jill Coxson, Lindsey Ofcacek, Angie Mosier, Keith Sarasin, and Donny Clutterbuck.

Thank you to Lisa W. Miller, as well as Colleen McClellan, Ian O'Neil, and Jack Li at Datassential for providing the rich, detailed data aimed at helping everyone better understand the consumer landscape. Thank you to Filip AnonymouS and the team at AnonymouS Bar in Prague for not only allowing the use of their fantastic photos for the cover and throughout but also for the time to talk about the world of masked hospitality.

Thank you to Jen Robinson of The Hospitality Executive Exchange for more small, but meaningful, things related to this project than there is time to list. Thank you to Michelle Parsons for her legal advice.

Thank you to Sean Finter of Barmatrix for graciously allowing me to share the name "Revival" and for embodying the spirit of "we are in this together" as much as anyone I have seen during this crisis.

Thank you to Adam Zucker, the other man behind the curtain (with Tony Maguire), for dropping everything to help get this guide up on the galactic interwebs. Next time let's try not to bring an entire ISPs servers down with a single PDF, shall we?

Finally, thank you to Xania V. Woodman for the painstaking work of copyediting this beast of a free document and also for all the writing coaching that went with it. The one thing I will say about Xania's expertise in this area—she's simply the best. (Let's see you try to edit that em-dash out. Muahahaha.)

About the Author

Tobin Ellis has logged 31 years in hospitality, filling every role from dishwasher to 6-time international bartending champion and director of operations. To, most notably, hospitality experience designer specializing in bar experience design. The work of his company includes a 2019 mention in *Esquire Magazine's* Top 27 Bars in America and a 2015 Good



Design Award for his line of underbar equipment manufactured by Perlick. His clients include Marriott, MGM Resorts, Starbucks, Panasonic, Toyota, and dozens of independent restaurants, bars, and hotels throughout the world. Ellis was born in Silicon Valley, CA; raised in Rochester, NY; and makes his home in Las Vegas, NV.

Since March 19, 2020, Ellis has been curating the [Barmagic Hospitality Relief Dashboard](#) which sees an average of 5000 unique visitors a week. For more information, [barmagic.com](#).

Barmagic Hospitality Relief Dashboard



The site is an online portal for everything related to hospitality and foodservice relief and support for North America. Created by Tobin Ellis and updated daily, [barmagic.com/relief](#) contains nearly 700 resource links for hospitality relief including relief funds, small business resources, health and wellness, how-to videos, reopening playbooks, unemployment navigation, and much more. photo credits Tobin Ellis

UPDATED: TUE MAY 26 11:37AM PST
Hospitality Relief Resources for North America

HOSPITALITY RELIEF DASHBOARD BY BARMAGIC

LEARN LAUGH LISTEN

NATIONAL RELIEF FUNDS, RELIEF CENTERS, RESOURCES, SUPPORT GROUPS for the culinary, hospitality, foodservice, restaurant and bar industries

3 million RESTAURANT JOBS LOST SO FAR
15 million HOSPITALITY WORKERS AT RISK
300,000 RESTAURANTS CLOSED

CORONAVIRUS DAMAGE TO THE INDUSTRY BY THE NUMBERS

U.S. RESTAURANT INDUSTRY LANDSCAPE

VIRUS SPREAD AT A GLANCE

HOSPITALITY RELIEF IN THE NEWS