

WINTER 2022

KITCHENTELLIGENCE

MAGAZINE

A View to 2022

Maximizing Delivery Margins

Creating a Winning
Restaurant Culture

Managing Your Menu Through
Supply Chain Uncertainty

It's a Wrap: Packaging
for Takeout & Delivery



Shamrock Foods
DELIVERING SATISFACTION[®]

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MAGAZINE

3

WELCOME LETTER

4

TRENDING NOW

BUILDING SALES WITH SNACKS AND FROZEN DESSERTS

Tasty and on-trend, these items are flavorful additions to menus.

7

COVER STORY

A VIEW TO 2022

Our look at what's trending now and what will likely stick in the coming year.

20

INDUSTRY INTEL

IT'S A WRAP: PACKAGING FOR TAKEOUT & DELIVERY

Takeout and delivery packaging options open up opportunity.



23

OPERATOR INSIGHTS

MAXIMIZING DELIVERY MARGINS

The Shamrock Foods Profitability Calculator tells operators what they need to know about delivery and the bottom line.

30

EMPLOYEE ENGAGEMENT

CREATING A WINNING RESTAURANT CULTURE

A strong, unified brand culture can strengthen employee retention.

33

CULINARY INSIGHTS

MANAGING YOUR MENU THROUGH SUPPLY CHAIN UNCERTAINTY

Be menu-ready to thrive, even in the face of supply chain fluctuations.

40

GET THE WORD OUT

COMMUNICATING A CULTURE OF SAFETY

Being overt about your efforts assures customers and staff.

SUCCESS STORIES

12

CALIFORNIA

THE GOAT & VINE

16

NEW MEXICO

SAWMILL MARKET

26

ARIZONA

AUGIE'S & ROCK SPRINGS CAFE

36

IDAHO

GODSILL COMPANY

42

COLORADO

DC OAKES BREWHOUSE AND EATERY & PENROSE TAPHOUSE AND EATERY

46

AD INDEX

What's Ahead

Foodservice operators have done a remarkable job of adapting to the rapidly changing environment. They're flexing their creativity, reimagining their businesses and expanding the ways they serve customers. Always forward thinking, restaurant operators are already identifying what's next on the horizon. Of course, no one can predict the future with absolute certainty, but in this issue, we examine what's working now and the impactful practices that will likely carry over to 2022.

Not surprisingly, culinary innovation is high on the list, and we review delectable ways to update menus and new strategies to satisfy customers with comfort foods, global flavors and evolving dayparts. Operationally, we look at several ways to bolster business: how fostering deeper connections with staff can enhance employee retention; the ongoing importance of communicating safety practices; and how to maximize the delivery opportunity.

As always, you'll also find inspiring stories about how your fellow restaurant operators are embracing new opportunities and thriving. We know you always hunger for more tales of real-world foodservice experience, as well as up-to-date resources and tools to help you navigate the industry. So be sure to visit our website at shamrockfoodservice.com or on Facebook, Instagram and YouTube where we're sharing strategies to create flexible menus, interviewing industry experts and your peers about keys to hiring and retention success, and introducing new on-trend product offerings your customers are craving.

Sincerely,

Ann Ocaña, Shamrock Foods Company
Chief Marketing Officer



Ann Ocaña

"Always forward-thinking, restaurant operators are already identifying what's next on the horizon."

Contact:

kitchentelligence@shamrockfoods.com

3900 E. Camelback Road, Suite 300
Phoenix, AZ 85018

BUILDING SALES WITH SNACKS & FROZEN DESSERTS

Build snack and dessert sales with innovative, re-fab approaches that utilize inventory staples in new, low-labor ways.



APPETIZER & DESSERT CONSUMPTION IS PREDICTED TO GROW THROUGH 2022.

Dessert sales overall rose by 17 percent over the past year. **Frozen desserts** (ice cream, sorbet and gelato) are a natural canvas for multiple flavor profiles and are a hot opportunity.



FROZEN DESSERTS ON MENUS



As lines between categories blur, operators are menuing **appetizers** and “mini-bites” of entrees as snacks to build incremental sales, introduce customers to more of their menu and satisfy flex-diners.

SNACKS ON MENUS



THEY'RE EVERYWHERE.

Egg rolls, poppers, sliders, fried seafood, fried cheese, onion rings, garlic/cheese bread, platters/boards, meatballs.



INCIDENCE IS RAPIDLY GROWING

Edamame, fried pickles, pretzel bites, sweet-potato fries, pot stickers, tots, seafood dip, bacon-wrapped dates, pickled vegetables.



CATCHING ON

Pierogi, pimiento cheese, falafel, croquettes, arancini, poutine, empanadas, deviled eggs, cheese curds, crudites.



EMERGING

Scotch eggs, baba ghanoush, bao buns, samosas.



THEY'RE EVERYWHERE.

Oreo, pistachio, candies, chocolate, mint, mocha.



INCIDENCE IS RAPIDLY GROWING

Dark chocolate, pretzel, pumpkin, red velvet, salted caramel, eggnog, birthday cake, cotton candy.



CATCHING ON

Graham cracker, Nutella, Madagascar vanilla, espresso, snickerdoodle, pomegranate, Thai tea/green tea/matcha.



EMERGING

Guava, saffron, rosewater, Irish cream, lychee, black pepper, chai, basil, black sesame, cardamom, rosemary.

MAXIMIZING OPPORTUNITIES

Promote sharing as a way to experience more of your menu.

Market snacks for both in-house dining and takeout.

Base snacks on ingredients that can be cross-utilized.

Promote add-on sales of snacks as “something for later,” “brain-boosters” or energy boosters.

Innovate by giving global flavor profiles to snacks.

Menu platters/boards with charcuterie, deli meats, cheeses, veggies, dips.

Blend slightly softened ice cream with spices and bits of crumbled cookies from Brickfire Bakery®. Pair ice cream with Brickfire Bakery® fancy desserts like decadent chocolate peanut butter mousse cake or divine chocolate lava cakes.

Talk them up to customers at the beginning and the end of the meal. Suggest specialty-coffee pairings from Four Leaf Roasters™.





Four Leaf

• R O A S T E R S •

A MASTERPIECE OF FLAVORS

At Four Leaf Roasters, we understand the sensorial science of aroma and flavor and are obsessed with the endless possibilities that come from crafting and creating an exceptional taste experience. So, while the perfect cup of coffee can taste like magic, it's actually born from a dedication to the art and science of roasting.

Contact your Shamrock Foods Sales Representative for more information about our newest exclusive brand of coffee.

A VIEW TO 2022

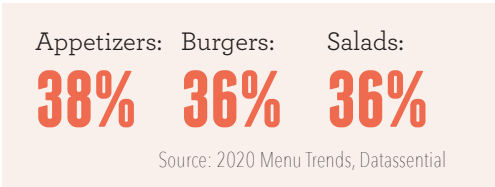
As operators review key learnings of the past year, they're also considering what has traction for the remainder of this year and what's likely to carry over in 2022. Here's what foodservice experts predict. ►



Innovation

“One of the biggest creative innovations is going to come from taking traditional items and reimagining the product, techniques, ingredients, presentation and menu placement,” says Bo Bryant, Shamrock Foods Restaurant Consultant. “This strategy is poised to take center stage into 2022. We’ll see more operators doing less, better — and finding continued efficiencies through cross-utilization and repurposing strategies.”

What kind of innovation do consumers want?



“Guests are more forgiving than ever and, frankly, they’re sick and tired of eating from a box,” says Jeff Pivin, Shamrock Foods Business Review Specialist, AZ. “Create dishes that entice all the senses and create a dynamic experience that customers crave, post-takeout.”



OUTDOOR SEATING

“I expect outdoor dining to continue to be a draw into 2022 and even beyond,” says Ryan Elmore, Shamrock Foods Business Review Specialist, NM.

“This will be a guest want going forward,” Hargrove adds.

“We’ll see more operators doing less, better.”

– Bo Bryant, Shamrock Foods Restaurant Consultant

Menu simplification

While over half of operators have narrowed or limited menus coming out of 2020, the big question is where to go — or grow — from there.

“Edited menus continue to make sense to boost margins and efficiency,” says Jim Hargrove, Shamrock Foods Restaurant Consultant. “But what’s lost in variety and choice has to be made up for in ‘Wow!’ factor.”

“Guests are looking to be led on a journey,” Pivin says. “They’re not looking for a list of all of the things you can do. Evolve dishes and create a point of differentiation.”

Off-premise dining

“Dining habits are permanently changed,” Hargrove says, noting that ordering apps, online payment, curbside pickup, delivery and grab-and-go are accelerating ahead by about a decade.



Safety protocols expand and evolve

Cleanliness still trumps all considerations when picking a restaurant — and a majority of operators have updated their food-safety procedures.



FOODS PERCEIVED TO BOOST ENERGY AND MOOD WILL CONTINUE TO THRIVE.



Demand for clean-label options

“Gen Z leans towards a healthy version of comfort food,” says Mary McVoy, Shamrock Foods Business Review Specialist, CA. “Foods that boost energy/moods and offer health benefits will continue to trend and thrive over the next several years. Use of grains and protein alternatives will continue through 2022.”

On-site experience design

“New build-outs, depending on the brand, service style and product, will be called for,” Hargrove says. “Operators will have to consider a second cook line for takeout; an area for grab-and-go customers to pick up their order seamlessly and touch-free; and parking spots for curbside and delivery.”

Frictionless/digital-tech solutions

Operators and consumers alike have adopted technology for many types of foodservice transactions. Contactless payment, for example, is a new expectation.

Operators are reaching customers and offering them convenience more effectively, thanks to their increased comfort with touchless payment options, QR codes, table tablets, and maintaining a presence and managing their loyalty programs online.

Increased technology use will continue to grow in foodservice, Hargrove predicts. “Imbalanced labor demand is going to force more operators toward AI, robotics and automation.”

85%

of consumers

Use (or want to use) mobile apps for food purchases

52%

of operators

Are exploring automation to increase sales & traffic

35%

of consumers

Use contactless cards, up 22% from 2019

Source: Datassential, 2021

“Dining habits are permanently changed.”

– Jim Hargrove, Shamrock Foods Restaurant Consultant

THE USE OF DIGITAL COMMUNICATIONS AND PLATFORMS WILL CONTINUE TO BE IMPORTANT.



AUTHENTICITY YOU CAN TASTE

IN A CONVENIENT PACK TYPE FOR ANY KITCHEN

Trifoglio Olive Oils perfectly complement every aspect of your menu – from the appetizer to the final course. Our innovative 10 LT bag in box package keeps oil fresh longer by locking out air and light. Plus, you can dispense just the right amount with the convenient, built-in spout. Available in Extra Virgin Olive Oil and a 50/50 Extra Virgin Olive Oil/Canola Oil Blend, these oils are essential to bringing your most memorable dishes to life.



Contact your Shamrock Foods Sales Representative for more information.

CA: THE GOAT & VINE

FOOD IS OUR LOVE LANGUAGE



Visitors to California's wine country often wax poetic about the time they've spent there. For those visitors who dine at **THE GOAT & VINE**, a full-service restaurant in Old Town Temecula, the food's a memorable part of the experience.

"The Goat & Vine exists to fulfill our love of food and our love of people," says Managing Owner **NATHAN RIVERA**.

The Goat & Vine is devoted to the art of scratch-cooking. Breads rise from a 120-year-old sourdough starter. Pizza doughs, sauces, dressings and protein-based dishes are handcrafted with assiduous attention to detail.

"Food should be honest, healthy and created with the utmost integrity," Rivera says. "Our culinary perspective is shaped by our commitment to offer food that creates lasting memories and unites people. Food is our love language and we welcome all to our table." ▶



PRODUCT STAR

"Shamrock Foods has been able to provide us with the best and freshest ingredients, even hard-to-procure items."

SIGNATURE DISHES:

- Jalapeño Lime Carnitas Pizza
- Mother's Meatballs
- The Saloon Steak Mushroom Melt Sandwich

"FOCUS ON THE PEOPLE AND THE FOOD, AND THE MONEY WILL FOLLOW."

WHAT SHAMROCK FOODS BRINGS TO THE TABLE

“Shamrock Foods is so transparent, you always know they have your best interest in mind.”



WHAT SETS YOU APART FROM YOUR COMPETITORS?

NR: Our unwavering commitment to offer food that’s made by our own hands only.

WHAT INSPIRES YOU?

NR: Our business is primarily a business of people and relationships. Those relationships bring me inspiration.

WHAT MOTIVATES YOUR STAFF?

NR: Working with like-minded people who want to pursue excellence. The team’s real motivation comes from within. They believe in our mission and the culture we’ve created. They’re motivated to maintain what we’ve built together.

HOW DO YOU ENSURE A HIGH LEVEL OF HOSPITALITY?

NR: Hospitalitarians aren’t made but are born with a servant’s heart and perspective. We hire people with this kind of heart, with this kind of perspective.

HOW DO YOU KEEP PROFITABILITY HIGH?

NR: By spending more — on product, tools and the team. Never cut corners. Don’t focus on the money. Focus on the people and the food, and the money will follow.

ANY CHANGES TO HOW YOU DO BUSINESS?

NR: We re-examined our business model and automated several of our internal processes to better meet growing demand for to-go, online ordering and touchless delivery.

HAVE YOU CHANGED YOUR MENU?

NR: We pretty much haven’t changed our menu since we opened over six years ago. The hallmark of The Goat & Vine is consistency. Dine with us, and one month or even one year later that Jalapeño Lime Carnitas Pizza will taste exactly the same.

HOW DO YOU ATTRACT NEW CUSTOMERS AND FOSTER LOYALTY?

NR: We’ve never spent a dime on advertising. We’ve always believed that all your money should be spent on getting the best possible product and paying your team industry-leading wages. We gain customers who hear from friends or family about The Goat & Vine. Ultimately, the guests are more loyal to our brand than if they’d seen an ad.

WHAT NEW CUSTOMER BEHAVIORS ARE YOU SEEING?

NR: An uptick in online ordering and demand for to-go services. I suspect this will continue for some time.

HOW DO YOU MANAGE TAKEOUT SERVICES?

NR: We’ve found that managing all our own takeout services is much more beneficial to our operations and, ultimately, to meeting guests’ expectations.

thegoatandvine.com



PERFECTING THE CRAFT OF DAIRY

At Shamrock Farms®, we know that better dishes start with better dairy. From our Signature Heavy Whipping Cream that can double its volume, be whipped faster and hold its peak longer to our Extra Hold Sour Cream that performs better under severe heat – our products are crafted for superior performance. Find out what 100 years of experience can do for you.

See the difference. Visit shamrockfoodservice.com





NM: SAWMILL MARKET A HUB OF CULINARY CREATIVITY

Albuquerque's **SAWMILL MARKET** is the go-to place for lovers of regional food and history.

Housed in the renovated historic Paxton Lumber Co. building, **SAWMILL MARKET** is New Mexico's largest urban food hall with 17 food merchants and an outdoor dining/play space. Drawing on Southwest Native-American, Mexican, Spanish and Western culture and historical influences, it provides memorable food and cultural experiences. It's a big draw that's helping restore the vibrancy for which the area was known a century ago.

"Sawmill Market is a friendly neighborhood hub where locals and visitors are always welcome," says **MOLLY RYCKMAN**, Sawmill Market VP of Sales and Marketing.



WHAT SETS YOU APART FROM YOUR COMPETITORS?

MR: Thanks to Sawmill Market's 25,000 square feet of space, the variety of dining options under one roof is unmatched in the state.

HOW DO YOU MOTIVATE YOUR STAFF?

MR: By providing an environment that recognizes excellence, provides advancement opportunities and surrounds each employee with talented team members who are passionate about their work.

WHAT OPPORTUNITIES HAVE YOU EMBRACED LATELY?

MR: Re-envisioning how we do everything – ordering, pricing, menu details and more.

WHAT INSPIRES YOU?

MR: Day-to-day interactions with people that can open up some wonderful conversation and collaboration. Taking the time to really slow down enough to see and acknowledge the unique and beautiful people and places you come across in everyday life.

WHAT NEW CUSTOMER BEHAVIORS ARE YOU SEEING?

MR: The current customer prefers options. Dine-in for when there's time to sit down to relax and socialize. To-go and curbside options when time is of the essence.

HOW DO YOU ENSURE A HIGH LEVEL OF HOSPITALITY?

MR: It comes down to our amazing team members. When you care about what you do and love doing it, it shows, whether it's packing a to-go order or plating a beautiful dish meant to be savored. Taking the time – each and every time – makes this possible. ▶

SIGNATURE DISHES:

- Bee Sting Pizza (Hawt Pizza)
- Frito Pie (Red & Green)
- Fresas Mi Amor (XO Waffle)
- Elevated Avocado Toast (Mercantile)



PRODUCT STAR

“Shamrock Foods’ fresh Markon® produce is unmatched. The quality and freshness are always consistent.”

WHAT SHAMROCK FOODS BRINGS TO THE TABLE

“Our business relationship helps us source the high-quality services and products our customers expect.”

HOW DO YOU MANAGE ANY TAKEOUT/CURBSIDE/DELIVERY SERVICES?

MR: Our website provides information about ordering for pickup and delivery.

HOW DO YOU KEEP PROFITABILITY HIGH?

MR: Sourcing the very best ingredients makes it possible to provide the highest-quality finished product. This keeps profitability high by ensuring that customers see the value in what they purchased and keeps them returning.

HAVE YOU CHANGED YOUR MENU?

MR: We evaluated our menus and are providing numerous healthy options as well as bringing back some tried-and-true favorites.

HOW DO YOU ATTRACT NEW CUSTOMERS?

MR: Our lineup of new vendors and new offerings is ever changing. There’s always something new and exciting to try.



HOW DO YOU FOSTER CUSTOMER LOYALTY?

MR: Consistent quality, exceptional variety of local offerings and down-to earth hospitality.

HAVE YOU MADE CHANGES YOU EXPECT WILL CARRY OVER IN 2022?

MR: We added online ordering that allows ordering from all vendors.

sawmillmarket.com



SALMON TO SAVOR

Pier 22 Premium Icelandic Salmon, from the cold, pure waters off the coast of Eastern Iceland, is sushi-grade and raised on an all-marine diet that contains no antibiotics, hormones, or animal proteins. Plus, it’s non-GMO and free from synthetic color resulting in a naturally clean, ocean-fresh flavor and color superior to other salmon.



Pier 22 Seafood CO.® delivers your fresh catch the next day. We are uniquely focused on Foodservice operators, and our team has extensive experience with the products, cuts and packaging that work best for the most innovative seafood menus.

Contact your Shamrock Foods Sales Representative for more information.



IT'S A WRAP: Packaging for TAKEOUT & DELIVERY



TAKEOUT AND DELIVERY ARE SUBSTANTIAL FOODSERVICE OPPORTUNITIES THAT EXTEND ACROSS DAYPARTS AND SEGMENTS. FOODSERVICE PACKAGING EXPERTS PREDICT DEMAND FOR BEAUTIFUL TAKEOUT PACKAGING TO REMAIN STRONG. GIVEN THAT CONSUMERS ARE MORE ATTENTIVE THAN EVER TO THE QUALITY OF THE PACKAGING, IT CAN BE A COMPETITIVE DIFFERENTIATOR.



SUSTAINABLE OPTIONS EXPAND

New developments in sustainable packaging have brought increased supply and decreased prices that have opened up options for operators who provide takeout and delivery. Packaging material innovation is on the upswing, such as compostable molded fiber and mineral filled polypropylene containers available under ProPak® IMPACT Responsibly Sourced Goods™.

Taking a minimalist approach to packaging — e.g., maximizing container space and asking before you add extras like condiments — boosts sustainability efforts, as does using tree-free and compostable paper cups, bowls, liners and labels.



Consumer asks: recyclable packaging; compostable packaging; lidded-plastic foam alternatives; less waste.

PRESERVING FOOD QUALITY & APPEARANCE

Compartmentalized, bento-box style individual packaging carries higher perceived value, prevents foods from mashing into one another and keeps portion control on track — which helps hold down food costs. Match the packaging quality to food quality and your brand.



Consumer asks: food kept at the correct temperature; food with its quality intact (i.e., crispy food stays crispy, hot food stays hot and cold food stays cold).



KEEPING FOOD SECURE

Sealed wrapping and tamper-evident packaging send a message that food is safe and secure. ProPak® tamper evident seals, for example, make it immediately apparent that containers haven't been violated en route. Load-and-seal bags send the message for the whole order.



Consumer asks: tamper evident seals; doubled-bagged containers; individually wrapped utensils; single-serve condiment packets; canned/bottled beverages.

LEARN MORE

Deliver on top consumer demands with ProPak® IMPACT Responsibly Sourced Goods™ carryout cups & containers and ProPak® tamper evident seals.



Maximizing Delivery Margins

One thing is certain: While customers are eagerly returning to dining out, they'll continue to embrace the convenience of delivery when they're craving their favorite menu items but want to stay in. ▶

“Create a dedicated strategy around delivery.”

— Chef Angel Morales, Shamrock Foods Corporate Chef, AZ

Once primarily the provenance of pizza and Chinese food, delivery sustained restaurants when their dining rooms were closed, and it kept them connected to their customers. As consumers became increasingly comfortable with ordering apps and contactless payment/order fulfillment, delivery evolved into a new necessity. Here's how to optimize your program.

Enhancing profitability

Take the delivery opportunity to the next level with some detailed number crunching.

“Make the Shamrock Foods Profitability Calculator part of your operation’s financial tools,” advises Chef Angel Morales, Shamrock Foods Corporate Chef, AZ.

“Create an actual strategy around delivery. It’s all a math problem.”

How can you get the most out of this essential tool?

“It’s very simple if you have accurate data and not guesses,” says Tim Maness, Shamrock Foods Business Review Specialist, CO. “We have a year of data behind us now, so it’s easier to determine habits and trends.”

“THIS TOOL CREATES AWARENESS, AND AWARENESS IS THE CATALYST FOR CHANGE, BY UNDERSTANDING WHAT THE CURRENT GUEST-CHECK AVERAGE IS AND LOOKING AT HOW IT’S AFFECTED BY INCREMENTAL INCREASES THROUGH UPSELLING, ADD-ONS, RECOMMENDATIONS, STRATEGIC PLACEMENT, ETC., YOU CAN MOVE THAT PROFIT LINE DRAMATICALLY,”

says Bo Bryant, Shamrock Foods Restaurant Consultant.



The Shamrock Foods Profitability Calculator walks you through calculations step by step for factors such as:

- ONE: ESTIMATED REVENUE**
Including deliveries per day, average delivery ticket and total daily delivery sales.
- TWO: ESTIMATED EXPENSES**
Including auto insurance, technology, labor hours/total costs, packaging, order-error totals, service costs and fees.
- THREE: DELIVERY-DRIVER COMPENSATION**
Including daily fee share per driver, hourly wages, tips and average driver earnings per shift/hour.

For each of the above, the Shamrock Foods Profitability Calculator offers clear explanations and prompts. Assumptions and rationales are spelled out, and placeholder financial figures make it easy to see why each consideration is essential.

As you evaluate delivery’s profitability potential, factor into the equation what’s realistic for your operation.

One caveat: You may discover that delivery isn’t the right option for your operation.

“This tool was created to determine feasibility, not deliver false promises,” Bryant says. “Delivery is not for every operation. Be honest. Delivery takes time to build. Do you have the patience to grow this channel? Look before you leap.”

ACCESS THE PROFITABILITY CALCULATOR HERE:
shamrockfoodservice.com/business-insights/shamrock-foods-break-even-calculator

128%

increase in use of **FOOD-DELIVERY SERVICES** for the restaurant and food categories over the last year

Source: Yelp, 2021

Delivery by the Numbers



52%

increase of consumers who order delivery more than once a month

40%

increase of consumers who order delivery at least once a week

19%

increase of consumers who order delivery several times a week

~42%

increase of consumers who upped their food delivery frequency in the past year

70%

increase of consumers who prefer to order digitally for off-premise delivery

Sources: Deloitte 2021; Datassential, November 2020

AZ: AUGIE'S & ROCK SPRINGS CAFE

THE FUTURE AUGURS WELL FOR AUGIE'S & ROCK SPRINGS CAFE

AUGIE PERRY loves history. And pie. And Arizona's beauty.



SIGNATURE DISHES:

- Rock Springs Café:
- JD Pecan Pie
 - Pulled-Pork Reuben
 - Chicken-Fried Steak
- Augie's:
- Grilled Artichoke
 - Town Burger
 - Wonton Nachos
 - Pot Roast

“There’s a heightened emphasis on ensuring prompt and courteous customer service to maintain guest loyalty.”

He’ll tell you how his **ROCK SPRINGS CAFE**, founded in 1918 – and operating continuously ever since – “has a singular place in Arizona history that’s a draw for domestic and international travelers.” And how its Sonoran Desert location is where the U.S. Cavalry discovered the Rock Creek spring in 1864. And how the Café’s been famous for its pies since 1930.

“Rock Springs Café has a longstanding tradition for great home-cooked comfort food served in our intimate, historic dining rooms,” says Perry, whose personal history in foodservice goes back more than 40 years.

At **AUGIE’S**, his upscale-casual restaurant in Prescott, dine-in and patio seats showcase Granite Mountain, Thumb Butte and the Yavapai Reservation lands. Those views and top-quality food make it a highly successful wedding and large-event venue. ▶





WHAT SHAMROCK FOODS BRINGS TO THE TABLE

“Sincere support and service for any area of our operations, including menu development. Shamrock Foods recognizes our account as a form of enterprise-partnership to ensure our mutual success and prosperity.”

WHAT INSPIRES YOU?

AP: The desire to improve on all traditions, pursuing sales growth, watching staff achieve personal goals and observing guests’ satisfaction as they experience our brand.

HOW DO YOU MOTIVATE YOUR STAFF?

AP: Primarily through open, personal conversations that allow each employee to understand ownership’s mission — taking care of our guests as we wish to be treated. Also, regular team meetings by department, plus frequent financial-performance incentives. More importantly, by empowering individuals to contribute ideas and recommendations and to become engaged in the operations in a self-directed manner.

HOW DO YOU STAY PROFITABLE?

AP: Daily adherence to our systems and protocols for managing all expenses. Weekly food inventories. Staff scheduling two weeks forward. Reviewing operating expenses weekly against sales forecasts.

HOW DO YOU CHANGE UP YOUR MENU?

AP: Overall, we make menu revisions quarterly with few additions and deletions. While preserving menu favorites, we introduce new items to add something refreshing to maintain consumer interest.

More recently, menu pricing requires constant attention to anticipate trends without having to increase prices too frequently in the face of rising commodity costs.

HOW DO YOU ATTRACT NEW CUSTOMERS?

AP: Limited advertising — billboards, targeted radio and TV ads but, mostly, word-of-mouth. Community sponsorships generate awareness for the restaurants’ consistent efforts. Weekly email blasts to the customers in our growing database of email addresses gathered via comment cards announce upcoming promotions and events.

WHAT OPPORTUNITIES HAVE YOU EMBRACED LATELY?

AP: We’ve continued to focus on our mission of guest service through improved staff product knowledge, guest services and managing self-direction.

HOW DO YOU FOSTER CUSTOMER LOYALTY?

AP: Rock Springs Café launched a Pie-Club loyalty card. Augie’s recognizes customer loyalty with a personal brass nameplate that sparks attention from all new visitors. Our customer-service culture of friendly greetings and recognition reminds guests of our deep appreciation for their regular and frequent visits.

HAVE YOU OBSERVED ANY NEW CUSTOMER BEHAVIORS?

AP: We’re seeing larger groups of family and friends in parties of six or eight-plus. People are gathering now and celebrating.

ANY CHANGES HEADING INTO 2022?

AP: There’s a heightened emphasis on ensuring prompt and courteous customer service to maintain guest loyalty and avoid staff complacency.

augiesprescott.com
rocksprings.cafe

CREATE DROOL-WORTHY BURGERS



GOLD CANYON PREMIUM ANGUS® CHUCK BURGERS

It all starts with USDA upper 2/3 Choice ground angus chuck selected from a superior supply of Angus cattle that meet our ten quality specifications to deliver perfectly juicy and flavorful burgers. We make them available in the traditional style, or gently roll them to size so they arrive with a homestyle, hand-made appearance and tender bite that customers crave. You can top them with your signature style, but always start with USDA G-114 Gold Canyon Premium Angus beef.

Contact your Shamrock Foods Sales Representative for more information.



CREATING A WINNING RESTAURANT CULTURE

Employee retention is an ongoing priority in foodservice. It reduces labor costs and keeps food and service standards consistently high. One way to achieve this is via a strong operational culture of support, mentoring and interconnectedness.

“Understanding brand culture and knowing how to build a strong one is key to the success of staff retention,” says Mary McVoy, Shamrock Foods Business Review Specialist, CA. “A ‘people culture’ should be a focus for all operators. The strongest concepts with proven success have positive and happy employees.”

HERE'S HOW.



“Build a culture of transparency, communication and inclusiveness, and you’ll attract and keep more people.”

—Jim Hargrove, Shamrock Foods Restaurant Consultant

1 Accentuate the positive. “Tell potential hires ‘this is why it’s awesome to work here,’ not ‘this is what I expect you to do and be to work here,’” advises Jim Hargrove, Shamrock Foods Restaurant Consultant.

2 Be direct. “Offer positive and consistent feedback with clear expectations,” McVoy suggests.

3 Lead. Think leadership versus management. “Leaders lead people,” McVoy says. “Managers manage things.”



4 Build teams. “When employees feel they’re in it alone, they’re more likely to leave,” McVoy observes. “By cross-training and taking a teamwork approach, you’re likely to get more out of each member.”

5 Train. Offer exceptional on-boarding and continuing education. “Conduct strong training programs that don’t rush the process,” McVoy advises, noting that confidence in doing the job yields better performance and more satisfied employees.

6 Mentor. “Mentoring has to be understood and intentional,” says Bo Bryant, Shamrock Foods Restaurant Consultant. “Leaders need to be taught how, whom and when to mentor. Address that and we can build stronger cultures, have better retention and more engagement.”

7 Foster connections. “Everyone needs someone to look up to and learn from,” McVoy says. “From lead cook to prep cook or assistant manager to the general manager, when one cares about the growth and development of the other, you’ll achieve a ‘stickiness’ that’s unlike anything else.”

“If you want to show employees that you’re really all about ‘we’re in this together,’ get in the trenches,” adds Jeff Pivin, Shamrock Foods Business Review Specialist, AZ. “Use empathy to really connect with your employees. They can trust you mean what you say because you did what you said you’d do.”

Noting that Gen Z workers value a sense of community more than teamwork, Hargrove advises, “Build a culture of transparency, communication and inclusiveness, and you’ll attract and keep more people.”

8 Create a support system. “Provide employee emergency funds and career-path programs,” suggests Ryan Elmore, Shamrock Foods Business Review Specialist, NM.

9 Give employees what they need and want. “What’s in it for them?” poses Bryant. “It’s got to be more than a paycheck. What type of transferable skill will you give them? How can they grow? What kind of work-flex program do you offer? How are they treated, compensated, recognized, rewarded, etc.?”



10 Provide recognition. Implement employee-of-the-month programs, performance-based rewards and attendance-based rewards.

“Individual consideration, recognition, treatment, etc., is going to be even more critical to the culture than how the whole team connects,” Bryant says.



“Pay attention to the needs of your employees.”

— Jeff Pivin, Shamrock Foods Business Review Specialist, AZ

11 Be attuned. “The key is listening,” says Pivin. “Pay attention to the needs of your employees. Get to know them on a personal basis so you can better understand their behaviors.”

12 Accommodate. “Offer flexible schedules and shift trades that allow workers to live lives outside of work,” McVoy suggests.

MANAGING YOUR MENU THROUGH SUPPLY CHAIN UNCERTAINTY

No one knows how long the supply chain disruptions affecting every industry will last. But one thing is certain: Foodservice operators who prepare to be agile and can pivot will continue to satisfy customers.

HERE'S HOW:

Assess your menu.

Chart out which items depend on specific ingredients in case you need to remove them temporarily.

Cross-utilize ingredients.

Plan for everything in your inventory to be a workhorse that can stand in for others if you need to make a swap.

Train.

Teach staff about substitutes and how to talk to customers about them.

Reimagine and reinvent.

Make over popular entrees into appetizers that use a smaller portion of an ingredient. Or, suggests Shamrock Foods Restaurant Consultant, Bo Bryant, change up the ratio of ingredients. If your popular Cuban sandwich has equal amounts of ham that's in short supply and house-made pulled pork, change the ratio to 60/40 or 70/30 pulled pork to ham. Other appealing reinventions: Brussels sprouts arrabbiata; portobello-mushroom piccata; barbecue sundae.

Enhance flavor and the experience.

Reducing portion size or swapping out ingredients? Add a luxurious sauce and ramp up presentation. "You're going to add more value and profitability to that plate," notes Jeff Pivin, Shamrock Foods Business Review Specialist, AZ.

Turn the tables.

Use LTOs to create demand. Guests already know that LTOs are "limited." So set guests' expectations and build excitement.

"Limited-time offers will be a thing to pay attention to," says Chef Angel Morales, Shamrock Foods Corporate Chef, AZ.

Accentuate the positive.

Use social media to promote what's on your menu. Be sure, Bryant stresses, to emphasize your POD: the Point of Distinction that sets you apart from the competition.

Keep current.

"Get real-time updates from Shamrock Foods on which ingredients will be easier to get and what will be harder to get," says Shamrock Foods Restaurant Consultant, Jim Hargrove. ▶

"It's not about the ingredient itself but the application and cooking method put behind it," says Chef Justin Woodard, Shamrock Foods Chef, AZ. "By changing the application, menus can offer a wide variety of flavors using only minimal ingredients. The best example is salsa. You can make salsa using a wide variety of flavor profiles."



DOWNLOAD OUR SUPPLY CHAIN GUIDE

This handy checklist shows, at a glance, what you need to know and do in the face of supply chain fluctuations.



MANAGING YOUR MENU THROUGH SUPPLY CHAIN UNCERTAINTY

Supply chain irregularities due to labor demand, transportation challenges, material shortages and unpredictable consumer demand are affecting restaurant operators across the globe. It's never been more important for operators to shore-up inventory and menus to navigate product availability challenges. This quick guide helps outline strategies you can take to lessen the impact of the supply chain and put the control back into your kitchen.

YOUR CHECKLIST:

- ☐ **Define Your Dish:** What are the non-negotiables of your plate and how do you protect that element?
- ☐ **Create An ABC List:** Outline your hard specs as A = Absolute, B = Basic Need & C = Commodity Level
- ☐ **Search for Swaps:** Identify 2-3 alternative ingredients for your core product list.
- ☐ **Build Your Alternative Order Guide:** A substitutions order guide with pre-vetted alternatives will help smoothly navigate a supply chain issue.
- ☐ **Check Your Inventory:** It's never been more important to have an accurate up-to-date inventory of your kitchen.
- ☐ **Stock Up:** What nonperishables can you stock up on, and what perishable items need to be ordered as needed?
- ☐ **Tap Into Our Insights:** Share your plan for your key items as well as alternatives with your Shamrock Foods team. We have access to new and innovative ways to work around the same problems everyone else is having – why not tap them for their insights?

MENU BUILDING:

- ☐ **Keep It Simple, Still:** A smaller, easy to execute menu will reduce waste and labor needs.
- ☐ **Less Is More:** Look for ways to consolidate your ingredients or use them in multiple ways across your menu.
- ☐ **Shift Your Labor:** Precut vegetables means more prep time for meaningful labor, like breaking down a single protein source.
- ☐ **Join The Family:** Shamrock Foods exclusive brands are sourced and delivered with consistency in availability and pricing.
- ☐ **The LTO:** AKA the "Limited Time Offer", take some of the pressure off of the current high demand items. Talk to your rep about abundantly available products to try.
- ☐ **Advocate For Change:** Build a promotion around change, like a seasonal menu centered around available products.
- ☐ **Reinvent The Wheel:** Look at food trends and turn them on their head with available products. Our team can help you think outside the box.

TOOLS:

- ☐ **Market Outlook:** Keep track of the market with our reports published weekly in My Shamrock
- ☐ **Suggested Alternatives:** Find helpful swaps in ShamrockORDERS
- ☐ **Back In Stock Notifications:** Turn on notifications for your must have products in ShamrockORDERS

With flexibility and innovation, restaurants can flourish in this time. Your Shamrock Foods Sales Representative, Shamrock Foods consultants and specialists are ready to help you navigate supply chain issues and collaborate on your menus to find what works best for you.



“By changing the application, menus can offer a wide variety of flavors using only minimal ingredients.”

– Chef Justin Woodard,
Shamrock Foods Chef, AZ

GET ALL THE SUPPORT YOU DESERVE



Labor savings and efficiency.

In “The Knife & The Whisk” video, Bryant reviews how to reduce labor costs and enhance profitability.

Find it here:

youtube.com/watch?v=vOcRbZ8mHao

Touchless pay.

Learn about what most consumers now consider to be an essential safety measure and standard convenience.

Find information here:

shamrockfoodservice.com/business-insights/touchless-pay

Kitchen Conversations.

The engaging and in-depth interviews that Pivin conducts with industry experts and operators offer essential business insights.

Find them at:

shamrockfoodservice.com/kitchen-conversations

Customer stories.

Be inspired by the success of your fellow operators.

Find their stories on Instagram:

@shamrockfoods



Market outlook trends.

Access MyShamrock through our mobile app to track your delivery and view key market updates.

Find it here:

myshamrock.com

Menu profitability.

Explore Shamrock Foods' tools and resources.

Find them at:

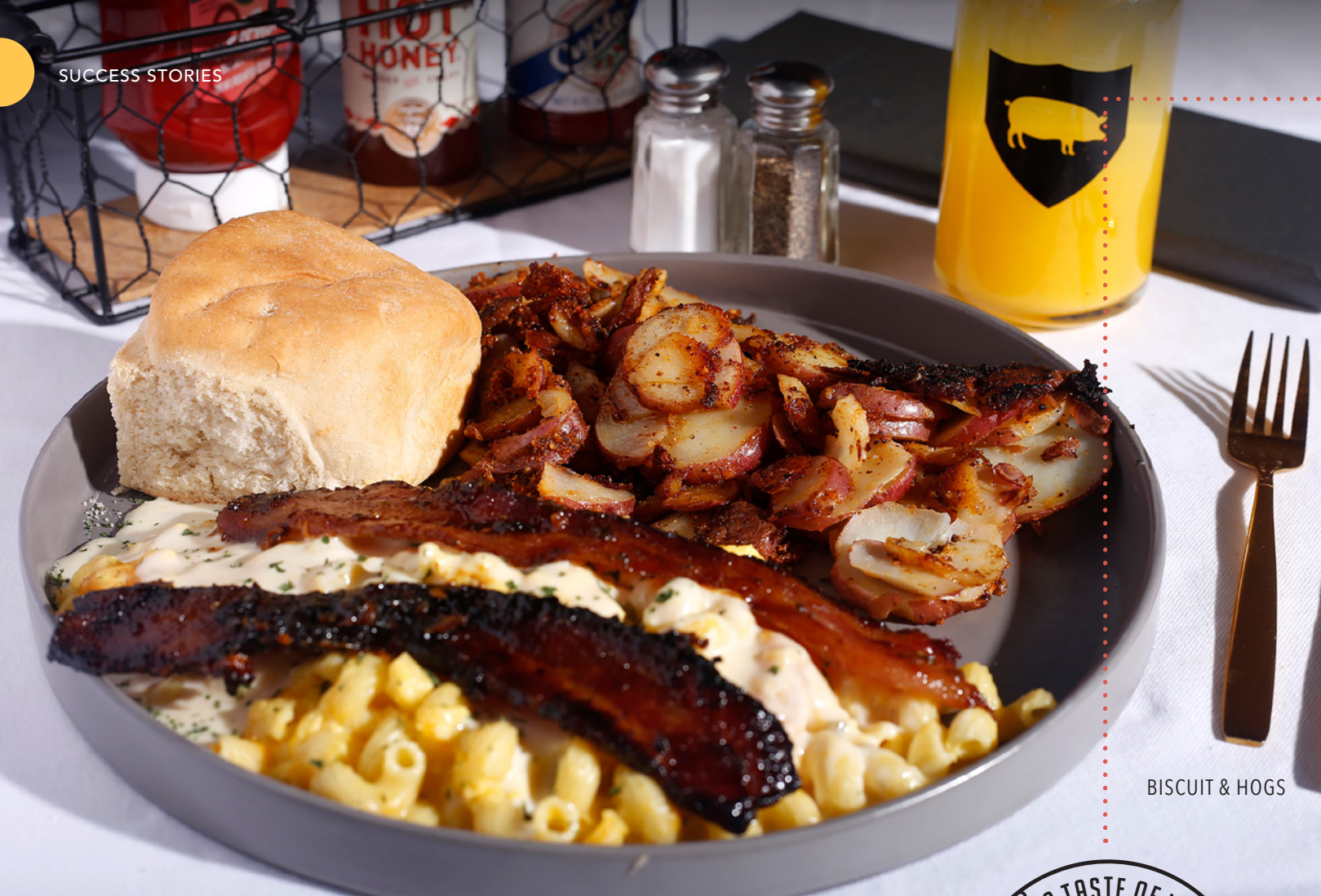
shamrockfoodservice.com/resources/menu-resources

Events and news.

Stay connected with the latest news & exclusive Shamrock Foods events.

Find us on Facebook:

@shamrockfoods



BISCUIT & HOGS



ID: GODSILL COMPANY

NEW ROADS to Revenue

ROBERT “BOOMER” GODSILL’S plate is definitely full. Still, even with three highly successful Idaho restaurant brands – **SUNRISE CAFE, BISCUIT & HOGS AND BRUNCHETTE** – and seven restaurants, Godsill hungered for extra helpings of entrepreneurship. So he restructured his business to allow for more.

“Godsill Company consolidates all my businesses and brands,” Godsill explains. “I was able to create new avenues of revenue using the services, products and brands we already had.”

Those new avenues include a commissary kitchen; coordinated catering; a food truck; fresh-eats vending machines; and a virtual store selling local foods and products not available in stores.

“The Godsill Company’s goal is to create opportunities for our brands and our people.” Godsill explains. “It makes it easier to expand our restaurant brands out of state while we create businesses that piggyback off our current operations.”

“I was able to create new avenues of revenue using the services, products and brands we already had.”

WHAT SETS YOU APART FROM YOUR COMPETITORS?

RG: 1) Valuing our employees much more than an average restaurant does. 2) Basing goals on what our restaurants need, not competitors’ moves. 3) Having confidence in our product, ideas and staff. 4) Accepting that it takes time for an idea or brand to stick. 5) Knowing that you can’t be too over-the-top about having your brand make an impression. 6) Taking time to learn why the big boys are so successful. 7) Ensuring that every customer is 100% satisfied. ▶



SERVICE STAR

“The service and resources to help grow my brands and better understand our industry are the best things about Shamrock Foods.”



BISCUIT & HOGS



WHAT SHAMROCK FOODS BRINGS TO THE TABLE

“This is a partnership. I truly believe Shamrock Foods wants to see us succeed and is willing to put in the time and effort to help create opportunities.”

HOW DO YOU MOTIVATE YOUR STAFF?

RG: Everything from impromptu ticket-turn-time cash bonuses during busy days to server contests. Our Leadership Program is for management-aspiring employees to prove themselves. Our multi-tiered Level-Up-To-Success program rewards skill- and knowledge-building. Employees know that staffers wearing an embroidered black hat — the top level, kind of like a karate black belt — can help them.



WHAT INSPIRES YOU?

RG: Success and challenges.

ARE YOU SEEING ANY NEW CUSTOMER BEHAVIORS THAT YOU EXPECT WILL LAST INTO THE FUTURE?

RG: Customers would rather order what sounds good to them than to stay under a certain price point. They’re also looking for uniqueness.

HOW DO YOU ENSURE A HIGH LEVEL OF HOSPITALITY?

RG: Secret shoppers, clear expectations and adjusting to meet customers’ needs.

HOW DO YOU MANAGE TAKEOUT/ CURBSIDE/DELIVERY SERVICES?

RG: With designated staff who understand our platforms and know what to do when we’re busy with in-house service. We know the limits of our staff and kitchen. We don’t expect anything that’s not truly doable.

HOW DO YOU KEEP PROFITABILITY HIGH?

RG: Finding unique ways to stand out and charging for atmosphere. Food’s not the only thing customers pay for; they’re paying for the experience. We factor all the little things we do into our per-plate cost.

HAVE YOU CHANGED YOUR MENU AT ALL?

RG: No.

HOW DO YOU ATTRACT NEW CUSTOMERS?

RG: We try to get customers to do our marketing for us. With everything we do, we ask ourselves, “Is this Instagram-worthy? Is it different?” No amount of money spent on marketing will bring the same ROI as customer-driven, customer-created content.

HOW DO YOU FOSTER CUSTOMER LOYALTY?

RG: Consistency and intimacy.

CONFIDENCE DELIVERED

NO PRODUCT IS FASTER

KILLS SARS-CoV-2
The Virus That Causes COVID-19
IN 15 SECONDS¹

NEW ProClean 2-in-1 Surface Cleaner Sanitizer RTU

is a simplified solution that cleans and sanitizes hard, non-porous, food-contact surfaces with a single product, eliminates the rinse step, and equips your staff to clean more efficiently.

EPA-Reg No. 1677-259.



Helps Reduce Risk:

- Kills SARS-CoV-2 in 15 seconds¹
- Kills Norovirus, the common cold and flu viruses in 30 seconds²

Simplifies Procedures:

- Streamlined procedures to simplify FDA food code compliance
- Eliminates need for multiple products

Helps Ensure Compliance:

- Effective for use on food contact surfaces without the need to rinse
- Robust chemistry allows for the use of any towel without impacting product effectiveness

PROCLEAN

Contact your Shamrock Foods Sales Representative for more information.

¹ Refer to label for complete use instructions. Claim approved by EPA, state approval is in progress.
² When used according to directions.

COMMUNICATING a Culture of Safety

Operators are keeping customers and employees safer than ever with ramped-up food safety and sanitation practices.

FOR AS MUCH AS THAT'S BEEN
REPORTED OVER THE LAST YEAR,
IT BEARS REPEATING.

ProClean from
Shamrock Foods has the
product solutions you need
to create safe and spotless
environments.

Even as dining rooms fill again, overtly communicating safety practices offers a level of assurance that can keep guests coming back to your establishment and retain the employees who serve them.

When choosing a restaurant, cleanliness is top of mind for 58% of consumers*. In addition, 80% of those surveyed said that knowing about a restaurant's cleanliness and food or guest safety would entice them to eat out more often.

*Datassential, 2020

Here's how to demonstrate your commitment to safety.

Integrate and communicate. "Continue to be transparent about safety protocols," says Mary McVoy, Shamrock Foods Business Review Specialist, CA. "Offer clear and consistent messaging about food safety and sanitation practices as part your brand culture."

Draft a "Sanitation Mission Statement." Outline your vision, commitment and practices. Post this statement prominently in your restaurant: in customer-facing areas; the back of the house and employee break rooms; on table tents, menus and your social media pages.

Give sanitation visibility. "Find the ways to show and tell guests that the space and the food are safe, using sanitation as hospitality, as a warm blanket and not a hammer," advises Hargrove.

Make sure someone is cleaning within sight of customers. Post checklists that show routine cleaning has taken place. Those activities send a message that is a form of communication in itself. Write about your efforts in your newsletter, email marketing, social media and website.

Communicate the connection between safety and hospitality. Get the word out that keeping everyone safe is more than just cleaning, it's about looking out for everyone. Include information about your culture of safety in your recruiting materials. Safety messages attract prospects.

Be engaging. Use fun, relatable content in the language of your brand that shows your commitment to safety.

Win back customers. Include your sanitation mission statement in marketing materials to reach those diners who are still timid about coming back.

"Cleanliness of facilities will be more important than ever."

— Jim Hargrove, Shamrock Foods Restaurant Consultant



"Operators will continue to put thought and preparation into the execution and optics of sanitation, people will spend money where they feel safe. There's nothing more important than getting staffed, staying staffed and showing your employees that you care about their health and safety."

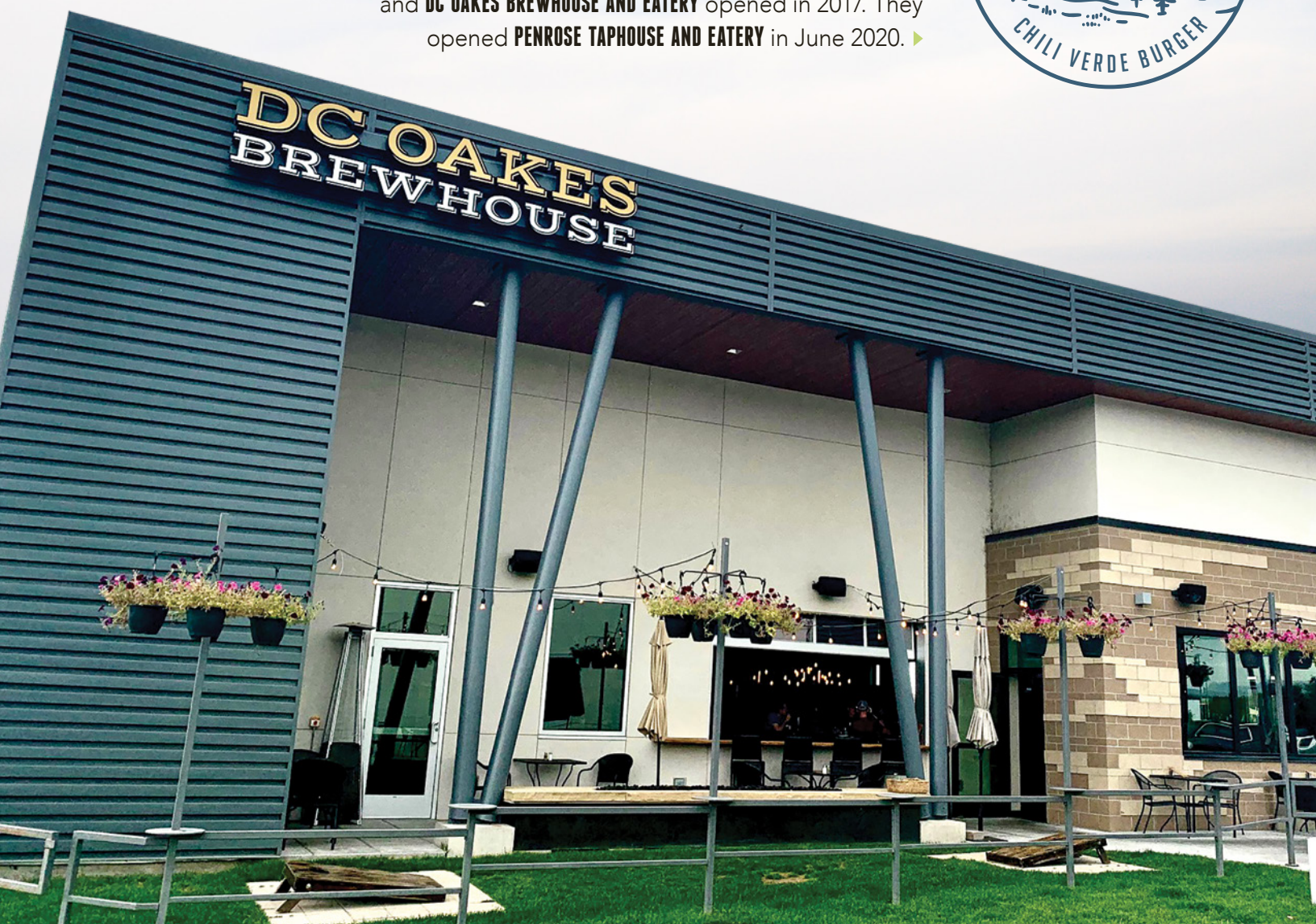
— Ryan Elmore, Shamrock Foods Business Review Specialist, NM

CO: DC OAKES BREWHOUSE AND EATERY & PENROSE TAPHOUSE AND EATERY

THE DECISION-MAKING PROCESS THAT STRENGTHENS AN OPERATION

Working side by side for years, then spending time apart, convinced four Fort Collins, Colorado, foodservice colleagues they belonged together.

So **GERARD BOYLE, STEVE BOOTHE, ANTHONY GRAY, AND TJ COMPTON** joined forces. **HENRY FANG** came on as business strategist, and **DC OAKES BREWHOUSE AND EATERY** opened in 2017. They opened **PENROSE TAPHOUSE AND EATERY** in June 2020. ▶



"When we make decisions," says general manager Boyle, "We ask ourselves three questions: 'Is it good for the business? Our guests? Our staff?' Answering those affirmatively has kept us on track and true to the experience we want to deliver. These are our top priorities. We try not to worry so much about anything that can take our attention from them."

WHAT SETS YOU APART FROM THE COMPETITION?

GB: We avoid discounts, coupons and off-price specials. Our menu is already designed to be a value statement.

Our "Beer It Forward" beer wall also sets us apart. Guests buy a beer for someone who's not there. Recipients' names go on the board. They redeem their beer when they come in. We donate \$1 to a specified nonprofit for each beer purchased. Currently the board has several celebratory beers, beers of thanks and beers for military personnel and public servants.

WHAT INSPIRES YOU?

GB: Working in the community we all live in.

HOW DO YOU MOTIVATE YOUR STAFF?

GB: Our restaurants are vibrant, fun workplaces. We celebrate team members' work anniversaries.

HOW DO YOU ENSURE HOSPITALITY?

GB: Our core group of staff takes great pride in their work. We lead by example.

HOW DO YOU STAY PROFITABLE?

GB: By keeping the focus on what made us successful and delivering on what brings guests back. We raise prices selectively, never across the board.

SIGNATURE DISHES:

- Bacon Marmalade Burger
- Marmalade Steak Sandwich
- Crispy Brussels Sprouts
- Salmon Salad

HAVE YOU CHANGED YOUR MENU?

GB: With some supply-chain shortages, we've adjusted recipes or removed menu items until product is back in stock, but, overall, those shortages aren't affecting us too negatively. Shamrock Foods has done a great job of staying ahead of out-of-stock items and providing substitution options.

HOW DO YOU ATTRACT NEW CUSTOMERS?

GB: We engage new guests through our "Eat, Drink, and Beer It Forward" program. Every Monday, we donate 10% of sales from it to a local organization that's contacted us wanting to raise funds. So far, we've donated almost \$75,000.

WHAT OPPORTUNITIES HAVE YOU EMBRACED LATELY?

GB: We saw a tremendous increase in carryout sales. Packaging is more time consuming than plating a meal, but we've

streamlined the process so that it flows more efficiently. Now that we're at full capacity, we no longer offer delivery at DC Oakes but still welcome all carryout orders. We've engaged a third-party local delivery company for Penrose, as delivery fits that location's demographic very well.

Colorado approved off-premises alcohol sales, and we found packaging for cocktails that made it easy on our staff and guests. This will continue for the next few years.

ANY CHANGES HEADING INTO 2022?

GB: We anticipate more folks dining outside throughout the winter. We received a grant from the Colorado Restaurant Association to help make our patios more comfortable.

www.dcoakesbrewhouse.com
www.penrosetaphouse.com

★ PRODUCT STAR

"Gold Canyon Premium® Beef is a great quality, and always fresh."

WHAT SHAMROCK FOODS BRINGS TO THE TABLE

"Shamrock Foods' people are good friends and business partners who genuinely care about the well-being of our business."

**VILLA
FRIZZONI®**

The Essence of Italian Fare™

Pizza Perfect Flour

With 13.5% protein, Villa Frizzoni® pizza flour is the perfect flour for making New York-style pizza. It's high-gluten protein content makes the crisp-on-the-outside and chewy-on-the-inside crust traditional NY-style pizza operators are known for.

Milled to tight specifications, customers can rely on the consistent performance of Villa Frizzoni pizza flour each time they make their recipe. Not just for pizza crusts, this high-gluten flour is also ideal for chewy baked goods like bagels, hand-formed hearth breads and rolls. Always crusty on the outside and tender on the inside.

Villa Frizzoni pizza flour provides a solution for a full variety of baking with a high-quality and consistent end result. Contact your Shamrock Foods Sales Representative for more information.



SHAMROCK REWARDS

TACKLE PLAYOFF SEASON

AD INDEX

Advertiser	Page
Four Leaf Roasters	06
Trifoglio	11
Shamrock Farms	15
Pier 22 Seafood CO.	19
Gold Canyon Premium Angus	29
ProClean	39
Villa Frizzoni	45
Shamrock Rewards	46

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EDITORIAL DIRECTION	SHAMROCK FOODS MARKETING
ART DIRECTION/LAYOUT	NEWHALL KLEIN, INC.
SHAMROCK HOME OFFICE	3900 E. Camelback Road, Suite 300 Phoenix, Arizona 85018 602.477.2500
ARIZONA FOODS BRANCH	2540 N. 29th Avenue Phoenix, Arizona 85009 800.289.3663
CALIFORNIA FOODS BRANCH	12400 Riverside Drive Eastvale, California 91752 855.664.5166
COLORADO FOODS BRANCH	5199 Ivy Street Commerce City, Colorado 80022 800.289.3595
NEW MEXICO FOODS BRANCH	2 Shamrock Way NW Albuquerque, New Mexico 87120 800.326.5571

We welcome your suggestions and comments.
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Please direct all correspondence to:

Shamrock Foods Company
KITCHENTELLIGENCE MAGAZINE – Reader Feedback
3900 E. Camelback Road, Suite 300
Phoenix, AZ 85018
kitchentelligence@shamrockfoods.com

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