

HOWARD CANNON

Restaurant, Bar, and Hospitality Industry Expert

Author, Speaker, Analyst, Consultant, Expert Witness, Mediator, CEO
Restaurant Operations Institute (ROI), Inc.
Corporate Headquarters
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PROFESSIONAL BUSINESS EXPERIENCE

07/1987 to Present

Restaurant Operations Institute (ROI), Inc. – *Restaurant, Bar, and Hospitality Industry*
Author, Speaker, Analyst, Consultant, Expert Witness, Mediator, CEO

ROI, in conjunction with its associated brands, is one of America's most highly-visible and highly-recognizable restaurant, bar, and hospitality industry consulting, expert witness, and advisory firms - providing restaurant, bar, and hospitality industry analysis, consultation, expertise, opinions, advice, management, mediation, content, and expert witness services to clients of all types and sizes, and in markets across the country and around the globe.

ROI has served dozens of the world's largest restaurant brands since its inception and has worked in virtually every type and style of restaurant, bar, and hospitality industry environment, from convenience food and fast food to fine dining, and on behalf of nearly every type, size, and style of company, from Fortune 500 international companies to independent "mom-and-pop" operations.

ROI was founded by and is solely-owned by Howard Cannon. Mr. Cannon's expertise in the restaurant, bar, and hospitality industry is derived from his unique and broad-based industry experience during the length of his career. He has held positions ranging from hourly staff to executive-level; employee to employer; consultant to analyst; industry speaker to trade magazine publisher; and author to expert witness. It is this unique scope of expertise across the restaurant, bar, and hospitality industry that makes Mr. Cannon uniquely qualified to provide his opinion as an expert witness in restaurant, bar, and hospitality industry-related matters.

ROI and/or Howard Cannon either owns or has previously owned the following companies, brands, and/or intellectual properties including but not limited to: Restaurant Consultants of America; Restaurant Expert Witness; Restaurant Profitability Magazine©; 1 Smart Duck Management Group; Four Star Pizza; Restaurant Rhino; The Complete Idiot's Guide to Starting Your Own Restaurant©; The Complete Idiot's Guide to Starting a Restaurant©- second edition; Stretch Yourself – Getting Promoted©; 24 Minutes of Motivation©; 4,383 Days©

AUTHORED BOOKS

To date, restaurant-industry books authored by Howard Cannon have been available in seventy-six countries around the world and have been published by the following reputable publishing firms:

- Penguin Group (USA) Inc., 375 Hudson Street, New York, New York 10014, USA
- Penguin Group (Canada), 90 Eglinton Avenue East, Suite 700, Toronto, Ontario M4P 2Y3, Canada - a division of Pearson Penguin Canada Inc.
- Penguin Books Ltd., 80 Strand, London WC2R 0RL, England
- Penguin Ireland, 25 St. Stephen's Green, Dublin 2, Ireland - a division of Penguin Books Ltd
- Penguin Group (Australia), 250 Camberwell Road, Camberwell, Victoria 3124, Australia - a division of Pearson Australia Group Pty. Ltd

- Penguin Books India Pvt. Ltd., 11 Community Centre, Panchsheel Park, New Delhi – 110 017, India
- Penguin Group (NZ), 67 Apollo Drive, Rosedale, North Shore, Auckland 1311, New Zealand - a division of Pearson New Zealand Ltd
- Penguin Books (South Africa) (Pty.) Ltd., 24 Sturdee Avenue, Rosebank, Johannesburg 2196, South Africa
- Penguin Books Ltd., Registered Offices: 80 Strand, London WC2R ORL, England
- Alpha Books, 375 Hudson Street, New York, New York 10014, USA
- Pearson Education, Inc., 75 Arlington Street, Suite 300, Boston, MA 02116

Book Titles Include –

- *The Complete Idiot's Guide to Starting Your Own Restaurant*© (2001; Alpha Books) ISBN 0-02-864168-X; Library of Congress Catalog Card Number: 2001095862
- *Stretch Yourself – Getting Promoted*© (2003; Pearson Books) – ISBN 0-536-72823-2
- *The Complete Idiot's Guide to Starting a Restaurant*©- *Second Edition* (2005; Alpha Books) ISBN 978-1-59257-416-2; Library of Congress Catalog Card Number: 2005930931
- *We Are a For Profit Restaurant – Any Questions?* © (projected 2013 release date); portions of this content are currently being released through articles, speeches, and videos

INDUSTRY EXPERIENCE AND POSITIONS HELD

Howard Cannon started his restaurant industry career washing dishes and bussing tables in Boaz, Wisconsin in 1978 and has since held the following restaurant industry positions. It is this unique experience across the entirety of the restaurant, bar and hospitality industry that makes Mr. Cannon's expertise reliable. To date, and during this more-than thirty-four year restaurant, bar, and hospitality industry career he has held the following positions:

- Dishwasher; busboy; host; waiter; line-cook; fry cook; prep cook; bar back; bar tender; bouncer; Shift Manager; Assistant Manager; General Manager; Delivery Manager; Catering Manager; Multi-Unit Manager; District Manger; Marketing Manager; Human Resources Manager; Special Projects Manager; Director of Operations; Regional Vice President; Vice President; Chief Operating Officer; President; Chief Executive Officer; Board Member; Chairman of the Board; Operations Executive Committee Member; Restaurant Consultant; Restaurant Expert Witness; Restaurant Mediator; Restaurant Trade Magazine Publisher; Author

CORE INDUSTRY EXPERTISE – Operations; Surveillance Videos; Marketing; Human Resources; Industry Trends; Private Investigations; Start-ups; Turnarounds; Branding; Concept Design; Franchising; Systems Development; Purchasing; Construction; Site Selection; Training; Safety; Security; Risk Management; Point of Sale; Furnishings; Fixtures; Equipment; Facilities; Management; Leadership; Business Planning; Funding; Intellectual Property; Forensic Analysis; Food Safety; OSHA; FACTA; ADA Compliance; Contract Management; Alcohol Management; Finance; Accounting; Premises Liability; Valuation; Food and Beverage Contamination; Entertainment, Travel, and Unique Venue Food and Beverage Concept Creation, Development, Assessment and Performance Improvement.

CLIENTS, PROJECTS AND RECOGNIZABLE BRANDS SERVED – [client and work confidentiality required – partial listing]

- Types of Clients served – Entrepreneurs; Corporate Chains; Franchisees; Franchisors; Investors; Bankers; Lawyers; Insurance Companies; Developers; City and County Government Agencies

- Types of Restaurants served – Fast Food; Quick Casual; Casual Dining; Fine Dining; Kiosk’s; Food Courts; Corporate Dining; Sports Venues; Arenas; Casinos; Buffets; Delivery; Catering; Cafeteria Dining; Contract Foodservice; Convenience Foods; Bars; Lounges; Clubs; Prisons; Schools; Hotels
- Size of Restaurant Companies served – Independent Operators; Regional Chains; National Chains; International Chains
- Geographic Areas served – Every State of the United States; Canada; Mexico; England; France; India; Asia; Jamaica; the Philippines; Haiti; Egypt.
- Scope of Work served – Operational and Financial Improvement; Private Investigations; Video Surveillance; Bench Marking; Region and Unit Turnarounds; Logo Design; Marketing; Branding Design; Site Selection; Strategy; Concept Development; Point of Sale; Equipment; Facilities; Building Design; Funding Strategy; Human Resources; Business Planning; International Brand Penetration; US Brand Penetration; Merger and Acquisition; Valuations; Capital Acquisition; Contract Negotiation; Menu Design; Exit Strategy; Food & Beverage Purchasing; Vendor Selection; Cost Controls; Investor Evaluation; Recruiting; Training; Franchise Development; Franchise Sales; Industry Trend Analysis; Employee Productivity Improvement; Buying and Selling Processes; Industry Assessment; Leadership Assessment; Concept Compliance; Premises Liability; Food and Beverage Liability; Mediation; Expert Witness

CLIENTS & RECOGNIZABLE BRANDS (partial listing) – Pizza Hut; Taco Bell; Arby’s; PepsiCo; Compass Group; Aramark; Wall Street Deli; TCBY; IBM; Otis Elevator; Swarovski Helicopter; The Hartford; Carrier; The Houston Astrodome; ENRON Field; Harrah’s Horseshoe Casino; KFC; RTM Restaurant Group; Sodexo; Seattle’s Best Coffee; Starbuck’s; Mrs. Fields; Papa John’s; Hot-n-Now; Lone Star Steakhouse; Subway; Wendy’s; Burger King; Dominoes; Little Caesars; Chow King; Greenwich Pizza; AmSouth Bank; Jollibee Corporation; Lamppost Pizza; Wachovia Bank; Sbarro Pizza; Shari’s Restaurants; The Mill Restaurant; Quiznos; American Food Distributors; Apple Lane Farms; On Tap Sports Bar & Grill; Caney Fork Restaurants; Fat Burger; Swift Pork; Harrah’s Casinos; Healthy Taco Corp.; Chicken King Corporation; Frontier Bank; Applebee’s; Atlanta Bread Company; Harvey’s Casino; ConAgra Foods; Perkins Coie Law; Cochran & Edwards Law; Cici’s Pizza; Outback Steakhouse; Gator’s Dockside Restaurants; Paradise Restaurant & Bar; Plush Bar; The Cole Law Firm; Golden Corral Restaurants; Semmes, Bowen & Semmes Law; Phillip’s Seafood Restaurants; Lattimore, Black, Morgan, & Cain, P.C.; Waffle House Restaurants; Hard Rock Café; Wing It; Denny’s Restaurants; Barton Warren Law; O’ Charley’s Restaurants; Niagra Bottling; Buckhorn Grill; Solomon & Collins, P.A.; Selective Insurance Company; Gammon, Anderson & McFall; Page, Eichenblatt, Burnbaum, Bennett; Oregon Mutual Insurance; Caruso Excavating; Wilson Mutual Insurance; Amco Insurance; Nationwide Mutual Insurance; Liberty Mutual Insurance; The Wynn Hotel & Casino; The Plaza Hotel & Casino; Old Town Buffet; PlayLV Gaming Operations; Weingarten Realty; Buffalo Wild Wings; World of Beer; Fireman’s Fund Insurance; Expert Witness case list provided under separate cover.

CORPORATE INDUSTRY EXPERIENCE

Howard Cannon has held several corporate industry positions over the length of his career, including, but not limited to:

Restaurant Operations Institute (ROI), Inc – CEO; 1987 to present; founder and sole owner of ROI – the company was founded and began operation on July 14, 1987 as a part-time venture and, after several business relocations and plan revisions, the company progressed to what it is today.

Pizza Hut – District Manager; Multi-Unit Manager; Delivery Manager; General Manager; 1987 to 1991 – responsible for 7 restaurants doing approximately \$6.3 million in annual sales and managing approximately 250 employees for multiple franchisees of Pizza Hut, Inc.

Taco Bell Inc. – Multi-Unit TMU Manager, Marketing Manager, Human Resources Manager, Special Projects Manager; 1991 to 1993 – responsible for 7 restaurants directly and 17 restaurants indirectly, doing approximately \$9 million and \$19 million, respectively, in annual sales and managing 300 and 750 employees, respectively, for Taco Bell Corporate and the franchisor of the Taco Bell brand.

Arby's – Regional Vice President; Director of Operations; Co-op Marketing Manager; District Manager; Area Supervisor; 1995 to 1999 – responsible for 73 restaurants doing approximately \$59 million in annual sales and managing approximately 2,400 employees for a franchisee of Arby's Inc.

Compass Group PLC– Regional Vice President; 1999 – responsible for 70 corporate dining and subsidized dining locations, and several hundred contract employees for the world's largest food-service company - doing business in sports venues, corporate dining, prisons, manufacturing plants and educational facilities.

Wall Street Deli, Inc. – Chief Operating Officer; 2000 – responsible for 121 corporate restaurants and several franchisees, offering several different brands across 21 different states - doing approximately \$65 million in annual sales and managing approximately 1,800 employees for this publically-held restaurant company.

Restaurant Profitability Magazine – Publisher/CEO; 2004 to 2008 – the founder and publisher of this restaurant-industry trade magazine with content targeted at independent restaurant owners and operators, with print publications being licensed and distributed in 20 different states and several different countries around the world, and supported by restaurant industry product and service providers of varying types.

ARTICLES, SPEECHES, INTERVIEWS, MEDIA & SEMINARS

Howard Cannon has had dozens of restaurant-industry articles published and has produced more than one hundred restaurant-industry interviews, speeches, articles, workshops, and seminars during the length of his career. This content has been distributed in trade magazines, newspapers, newsletters, non-industry publications, television, radio, high-schools, universities, trade shows, corporate events, annual meetings, training classes, internet distribution and company functions in markets across the United States and in countries around the world.

The following is a partial listing of content authored, presented, or contributed to over the last ten years:

- *Dirty Little Restaurant Secrets –Anderson Cooper Live*
- *We are a For-Profit Franchisor! –Any Questions? Using Experts to Drive Real Results seminar–International Franchise Association*
- *13+ Things You Shouldn't Eat at a Restaurants –Readers' Digest*
- *With Food Service Equipment Cheap Can Be Costly –Convenience Store Decisions*
- *Profit and Loss Closed King George Inn –The Morning Call*
- *Dirty Restaurant Secrets the Kitchen Crew Won't Tell You –Reader's Digest*

- *Does Becoming a Franchisor Make \$\$\$? –National Restaurant Association Show*
- *You Have to Make Green to Be Green – The Independent Restaurateur Magazine*
- *The Marketing Hot Stove Theory I and II – Bar and Nightclub Magazine*
- *The State of the Restaurant Industry – Canadian Public Radio*
- *Executive/Entrepreneur Interview – Fox TV News*
- *Building Green Restaurants – Fox TV News, 303 the Magazine, QSR Magazine*
- *5 Secrets to Pocketing More Profits – My Food Service News*
- *Restaurant Purchasing – The Birmingham News*
- *Restaurant Industry Analysis – Blue Shift Research Reports*
- *6 Prescriptions for Restaurant Failure – My Food Service News*
- *Spring Cleaning Starting with Your Bad Habits – Independent Restaurateur Magazine*
- *Restaurant Start-up, Turnaround & Profit Improvement Boot Camps*
- *We Are a FOR-PROFIT Restaurant! – Any Questions seminars*
- *The Mouse Training Theory seminars*
- *Hoosiers Training seminars*
- *Stretch Yourself – How to get Promoted in the Restaurant Business*
- *Shake the Money Tree*
- *An Apple Made You Fat – Not a Big Mac*
- *10 Obvious Ways to Control Food Cost*
- *Restaurant Best Practices*
- *Angel Investors Have Money for Restaurants*
- *Why is Hands-On Floor Management Important to Profit Ability?*
- *6 Management Basics for Restaurants*
- *Servers Leave Money On The Table*
- *Fast Start Tips for New Hires*
- *Stolen Profit Preventing Theft*
- *Are You Promoting Failure?*
- *The Workplace Generation Gap*
- *Recruiting & Keeping Key Employees*
- *Impact –speeches, seminars, and videos*
- *Start-Up –speeches, seminars, and videos*
- *Shake the Money Tree – speeches, seminars, and videos*
- *Site Selection – speeches, seminars, and videos*
- *Restaurant Boost – speeches, seminars, and videos*
- *Don't Go Sit On a Mountain – speeches, seminars, and videos*

EDUCATION, TRAINING & ACADEMIC ACHIEVEMENTS [partial listing]

University of Wisconsin
 B.S., Business Administration – Hamilton
 Masters in Business Administration – Hamilton
 Professional Commercial Mediation and Conflict Resolution Certification (PCM)
 Occupational Safety and Health Administration Act – Federal Certification # 2301944 (OSHA)
 American College of Forensic Examiners International – Certified Forensic Consultant (CFC)
 Hazard Analysis & Critical Control Points Manager Certification (HACCP)
 The National Environmental Health Association Certification
 Occupational Safety and Health Administration Act – Federal Certification with 29 CFR 1910
 OSHA – Inspections, Citations, and Penalties
 OSHA – Walking and Working Surfaces

OSHA – Means of Egress and Fire Protection
OSHA – Flammable and Combustible Liquids
OSHA – Fire Prevention and Protection
OSHA – Machine Guarding and Material Handling
OSHA – Hazard Communication
OSHA – Industrial Hygiene and Blood-borne Pathogens
OSHA –Health and Safety Programs
Washington State University Hotel Restaurant Division seminars
University of Nevada Las Vegas Hotel Restaurant Division seminars
University of Kentucky; industry surveys
Anthony Robbins – Awaken the Giant from Within; seminars
Dale Carnegie – How to Win Friends and Influence People; seminars
Dale Carnegie – Leadership and Communication; seminars
ServSafe and Food Safety Training
TIPS On-premise Alcohol Training 2.0
National Restaurant Association Member
American College of Forensic Examiners International Member

NOTABLE OPINION

At ROI, we feel it is imperative that we maintain the absolute highest level of credibility, reliability, and integrity as it pertains to the restaurant, bar, and hospitality industry related matters. We believe that the best way to accomplish this is to be in the trenches of restaurants, bars, and foodservice establishments on a consistent and ongoing basis and by putting forth the necessary time and effort to talk with and listen to owners, operators, managers, employees, customers, executives, vendors, educators, and media members. It is this real life, hands-on experience that allows us to provide opinions that are based on what is reasonable and customary across the industry, so that others can rely on our opinions and understand our basis for them. The opinions provided by Howard Cannon of ROI, Inc. are based on what is reasonable and customary across the restaurant, bar, and hospitality industry using what are considered to be restaurant, bar, and hospitality industry standard policies, procedures, and practices. All opinions provided are completely unbiased as Howard Cannon and ROI, Inc. has no vested interest in the outcome pertaining to the matter.