



RESTAURANT RECOVERY PILOT PROJECT - R²P²

Sponsored by the Massachusetts Office of Business
Development and Massachusetts Growth Capital
Corporation

*Helping the small business
owner achieve new heights....*



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RESTAURANT

Overview

PROVIDING
MINORITY-OWNED
RESTAURANTS OPERATORS
AND OTHER
ENTREPRENEURS
ASSISTANCE TO
RECOVER FROM THE
PANDEMIC



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PROJECT



Challenges

- 1 Covid-19 has affected minority businesses requiring personal contact such as **restaurants, beauty/nail salons and retail shops**, especially those located in Gateway Cities.
- 2 Over 150,000 restaurants have permanently closed their doors across the country, in **Massachusetts over 20% (or 4,000 eateries)** have closed since start of the pandemic.
- 3 The recovery has been spotty with **holes in the supply chain** and difficulty in hiring employees, and uneven hitting underserved communities the most
- 4 State unemployment rate among Latino workers has reached all time highs (with a 15% average in Massachusetts).

Project Objectives

1. Bolster the revenue streams of restaurants to pre-Covid levels through innovation, digital marketing, training and education, best practices and knowledge sharing.
2. Leverage technology to obtain the long-term sustainability of minority-owned restaurants operating in Gateway Cities.
3. Sustain a robust ethnic restaurant presence in cities with large minority communities as an anchor for economic prosperity of their business districts.



Understanding the market

Market trends - Opportunities

- Increase in business start-ups across the State.
- Over 50,000 new entities have opened in 2021
- New entrepreneurs seeking opportunities
 - "With so many restaurants closing, we're going to be ready [to] take care of patrons returning to restaurants. I'm really betting on that's going to happen."
- Pivoting to new business offerings
- Access to capital becoming easier



Market trends - Technology Leverage

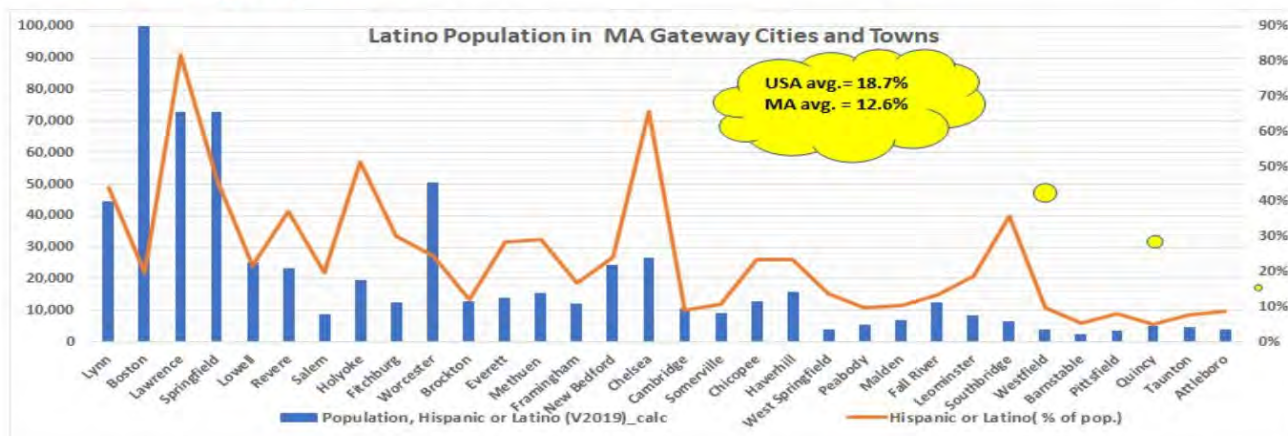
Leverage technology to increase revenues and achieve operational efficiencies.

- More flexibility from the minority community to Online ordering and delivery
- Easy-to-use Point-of-Sale systems
- Access to enterprise solutions
- Digital marketing



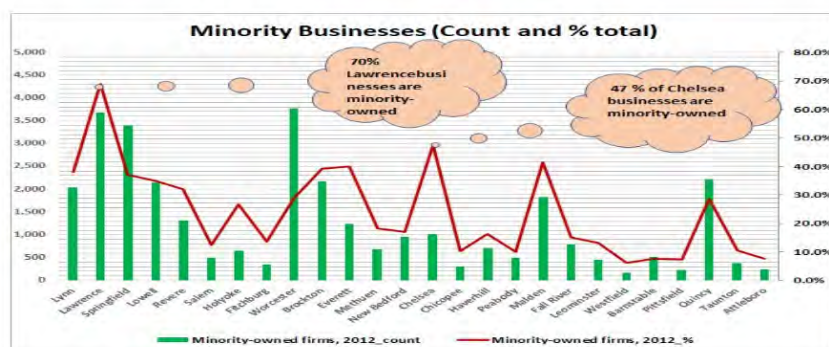
Trend analysis - Demographics

The population in MA would have decreased if it were not for the hispanic and minority population increases. State population increased to over 7 million (a 7.4% increase) where the Hispanic / Latino population increased by 41.4% to close to 900,000 in numbers. Growth came largely in Gateway Cities where the majority of latinos live.



Trend analysis - Business Demographics

**MA is becoming highly diverse
with small business startups
growing in Gateway Cities**



30%

MA population are minorities (Black, Asian and Hispanics / Latinos)

**40%
to
70%**

Of Chelsea, Malden and Lawrence businesses are minority-owned



Target market segment - Business segments most affected

Beauty salons and restaurants were most likely to report > 50%+ declines of gross income in the first half of 2020*

Q: Approximately what percent change in gross business revenue did the company experience in the first half of 2020 compared with the first half of 2019?

- Beauty salons: 70% drop in revenues
- Restaurants: 67%
- Health care outpatient: 57%
- Retail stores (non-food): 50%

*Parr, Richard, MassINC Polling Group, "MA small business recovery survey Massachusetts businesses with under 500 employees", MassINC, July 29, 2020



Target market segment - Restaurants in Gateway Cities

- Restaurants contribute to the cultural variety and vibrancy of these cities.
- Restaurants contribute to the periodic closures and occupancy limits, investment in oeconomic prosperity of downtown districts.
- Restaurants have suffered the most because of social distancing, outside dining, and public health safety measures
- Hardest to recover: Top the news on closures, revenue losses, difficulty in hiring and pivoting.
- Healthy restaurant business base contribute to a vibrant downtown district in Gateway Cities.

Target market segment - What restaurants need most*

How useful would each of the following types of financial and management / business planning / communications and marketing assistance be to the company in the next few months?

- | | |
|--|-----|
| • Using social media | 49% |
| • Access to low interest loans | 45% |
| • Digital marketing | 41% |
| • Revising financial plans | 36% |
| • Selling online | 35% |
| • Legal help dealing with creditors, landlords, etc. | 32% |

*Parr, Richard, MassINC Polling Group, "MA small business recovery survey Massachusetts businesses with under 500 employees", MassINC, July 29, 2020



Target market segment Headlines

Globe Correspondent, August 7, 2021 -
'This is not political': Boston restaurateurs devise their own public health measures amid absence of mandates

New York Times staff, April 20, 2021 -
Restaurants Fought for Covid Survival, With Some Tech Helpers Being "online" in the pandemic, many chefs learned, meant much more than having an Instagram account.

Boston Globe Staff May 8, 2021 - Amid restaurant closures in Boston, there is an opportunity to reshape the dining scene for years to come. The choices Boston makes now could affect the character of its dining scene for years to come.

March 6 – Independent - Restaurants and Bars Praise Congress For Sending Their \$28.6 Billion Grant Program to the White House

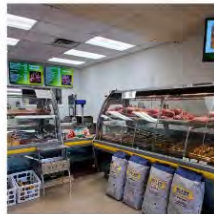
Globe Staff, June 19, 2020 - Baker says indoor dining can resume Restaurants Monday. Some owners and customers are wary.

New York Times Staff, May 25, 2021
How Food Trucks Endured and Succeeded During the Pandemic - Embracing technology, scaling down costs and general flexibility have helped them through a difficult time.

Proposed solution

Assisting restaurant and small business owners restore and sustain their enterprises thru:

- Technical Assistance
- Technology
- Training / Education



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Solution Execution



Technical Assistance

- Zoom Dialogues / Dialogos
- BHCC clinics and workshops
- Digital marketing

- In-take interviews
- One-on-One counseling by Subject Matter Experts (SMEs)
- Follow-up counseling



Training / Education



Technology

- Locay on-line ordering
- POS solutions
- Purchasing / Inventory
- Employee scheduling

LOCAY - an example

A low cost on-line ordering app

Capabilities

- On-Demand Delivery
- Online Ordering System
- Listed on Marketplace App
- Credit Card Processing
- Customer pays for delivery
- Keep 100% of All Sales revenues



Education and training

Hispanic-business workshops (Oct. 13 to Dec. 8)



Deliverables

100

Restaurant owners
outreached for participation
in the program

10

Restaurants receiving the
Locay On-line ordering system

50

Restaurant owners engaged in
one-on-one counseling and
receiving TA services

Our project focus is on assisting restaurants in Gateway Cities by leveraging technology, access to capital and efficient and safe operations. To that end we will conduct **outreach** to restaurant owners, will implement **Locay on-line ordering app** in receptive restaurants, and deliver technical assistance services to interested restaurant owners.

Table of Restaurants - Outreached

Update this table as you contact and engage the restaurants.

Status Legend: Prospect = Restaurants has been identified but have not been contacted yet
Engaged = Owner has agreed to participate in the pilot project
Declined = The owner decline to participate

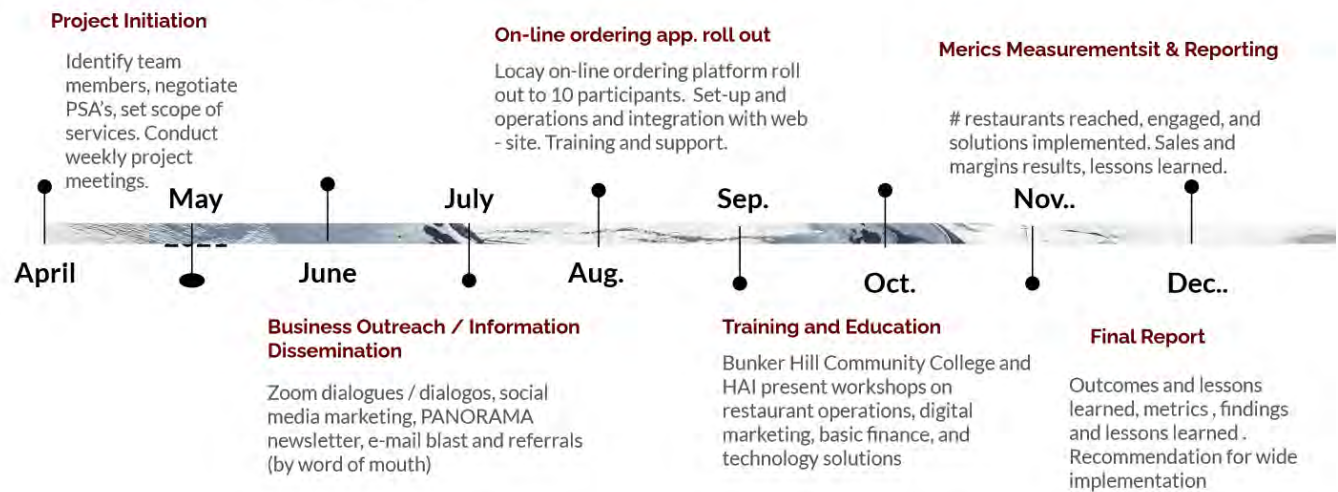
Restaurant Name	Location	Owner	Tel- E-mail	Lead Advisor	Status	Notes
Three Island Restaurant group	Boston (Dorchester / South End / Roxbury)	Hector and Nivia Pina		Nader Acevedo	Engaged	
La Esquina del Sabor	East Boston	Diego Preciado		Alberto Calvo/Alberto Luna	Engaged	
El Santaneco	Chelsea	Carlos Flores		Alberto Calvo	Prospect	
El Salvador Mexicano	Chelsea	Vladimir Chino		Alberto Calvo	Prospect	
El Penol restaurant	East Boston	TBD		Alberto Luna	Prospect	
El Paisa #2 Restaurante	East Boston	TBD		Alberto Luna	Engaged	
El Habana Café	Attleboro	Marisol Santillo (perez)		Pedro de Jesus	Engaged	
El Pez Dorado Bakery	Lawrence	TBD		Alberto Luna	Engaged	
Canta Gallo Food Truck	Springfield	Denise M. Reyes		John Perez, Sr	Engaged	
Latino's Cuisine	Holyoke	Eduardo Castillo		John Perez, Sr	Engaged	
El Pan de Bono	East Boston	TBD		Alberto Luna	Prospect	
Nosh Restaurant & Café	Springfield	Teri Skinner		John Perez, Sr	Prospect	
April's Restaurant	Lynn, Salem, Wakefield	Julio Garcia	781.704.3000	Alberto Calvo/ pedro	Prospect	
Catrachos International Rest	Chelsea	Daniel M Sosa	617.884.1141	Alberto Calvo/Alberto	Prospect	
Las Delicias Pupuseria INC	Chelsea	Oscar Crisosto	617.466.2623	Alberto Calvo/Alberto	Prospect	
Bella Isla Café	Chelsea	Rosa Ivette Baez		Alberto Calvo/Alberto	Prospect	
Broadway House of Pizza	Chelsea	Dimitris Meletidis	dmeletidis@yahoo	Alberto Calvo/Alberto	Prospect	
Antojitos Restaurante	Lynn	Jennifer Montana	781.584.6434	Alberto Luna	Prospect	
Trios Mexican Grill	Lynn	Jorge Romero	339.440.4661	Alberto Luna	Prospect	
Restaurant Guatemala	Lynn	William Sanchez	339.440.5516	Alberto Luna	Prospect	
Pollo Royal	Lynn	Paola Ortiz	781.780.9953	Alberto Luna	Prospect	
Bueno y Sano	Springfield	Rolando Saravia		John Perez, Sr	Prospect	
Palate Restaurant	Springfield	Jose R		John Perez, Sr	Prospect	
Frontera Grill	Springfield	Federico Mendiola		John Perez, Sr	Prospect	
Moctezuma's Authentic Mexi	Springfield	Luis Gonzalez		John Perez, Sr	Prospect	
El Huipil Restaurant	Maynard	Alma Moreno	cajenalma22@gmail	Rodolfo Palafox	Prospect	
El Huipil Acton	Acton	Alma Moreno	cajenalma22@gmail	Rodolfo Palafox	Prospect	
Azúcar Tapas Bar	Maynard	Alma Moreno	cajenalma22@gmail	Rodolfo Palafox	Prospect	
Acitron Cocina Mexicana	Arlington	Iraiz Valdez	acitronrestaurant	Rodolfo Palafox	Prospect	
Jose's Torta Mexicana	Arlington	Carlos Mendez	cmendez@josemex	Rodolfo Palafox	Prospect	
Jose's Mexican Restaurant	Cambridge	Carlos Mendez	cmendez@josemex	Rodolfo Palafox	Prospect	
Herradura Vieja	Chelmsford	Ramon Bravo	rmbravo9090@g	Rodolfo Palafox	Prospect	
Alex Chimis	Jamaica Plain	Alex Castillo / Clari	Clarar028@comcast	Rodolfo Palafox	Prospect	

Outcomes - Restaurants outreached

Gateway cities served:

- Lynn
- Chelsea
- Lawrence
- East Boston
- Springfield
- Holyoke
- Arlington
- Cambridge
- Jamaica Plain
- Salem

Project Timeline (2021)



Business Advisors

Skill Set

and

Coverage Region

KEY PERSONNEL	CAPABILITY / SKILL SET	REGION
Nader Acevedo	Financing, project management, budgeting	Boston metro area
Alberto Calvo	supply chain, strategic planning, operations management	Chelsea, Lynn
Eduardo Crespo	Marketing management and planning, digital marketing, public relations and management	Lawrence and Merrimack Valley
Pedro DeJesus	Forensic accountant, tax and financial analyst, small business management	Brockton and South Shore
Sergio Espinoza	Food safety, restaurant operations management, safe serve training	North Shore of Boston
Alberto Luna	Business finance, accounting and entrepreneurship, supply chain	East Boston, Revere, Everett
Alberto Vasallo III	Social Media, Social Impact Journalism, Communications	Gateway Cities in MA
Rodolfo Palafox	Finance and accounting, restaurant operations / technology applications	Boston,
John D. Perez	Revenue management, marketing, negotiation, and entrepreneurship	Springfield, Western MA
Sarah Perez	Insurance management, financial planning, business outreach	Lawrence, Methuen
Jorge Veloz	Digital solutions for small business and social media	Lawrence, East Boston



Project Leadership Team -

Experienced in

- Banking & Finance
- Relationship management
- Project management
- Supply Chain management
- Business Development
- Operations management
- Retail business
- Entrepreneurship
- Revenue management
- Marketing
- Negotiation



Nader Acevedo,
Project Director



Alberto Calvo,
Technical Advisor

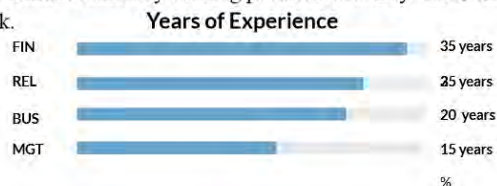


John Perez, Sr.,
Project Manager



Nader Acevedo - Project Director

Nader is the Executive Vice President of the Hispanic-American Institute (HAI) responsible for all Boston operations. Previously, he served as President of the Hispanic-American Chamber of Commerce for ten years and served as Director of Latino and Latin American Programs at the Massachusetts College of Pharmacy and Health Sciences, where he was responsible for local and international relationships with educational, government and financial institutions. Nader's banking career spans over 20 years serving as VP Community Development Manager at *Bank of America* and held senior community banking positions with Baybanks, Shawmut, and Fleet Bank.

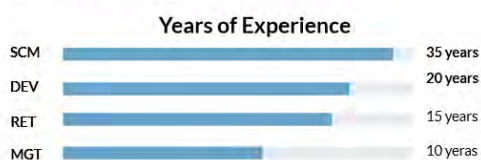


FIN - Banking & Finance | REL - Relationship management | MGT - Project Management | BUS - small business advisor



Alberto Calvo - Technical Advisor

Alberto Calvo is a seasoned engineering and business professional with over 35 years experience in logistics engineering and small business management. Alberto is the founder and co-owner of Stop and Compare markets catering to the growing latino / hispanic population in MA. Alberto is an engineering graduate of Northeastern University and M.I.T. and has an MBA from Boston University.

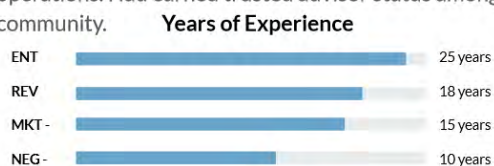


SCM - Supply Chain Management | DEV - Business Development | OPS - Operations management | RET - Retail business



John Perez, Sr. - Project Manager

A seasoned professional and effective leader with a proven ability to help organizations solve issues, create value, maximize growth and improve business performance. A serial entrepreneur started seven businesses in the last 22 years. Over two decades of providing objective advice and expertise assisting small businesses develop skills and improving operations. Had earned trusted advisor status among the minority business community.



ENT - Entrepreneurship | REV - revenue management | MKT - marketing | NEG - negotiation



Hispanic Business Workshop Series

Bunker Hill Community College & Hispanic-American Institute



Part 1: Workshops for Restaurant Owners

Workshop 1: Restaurant Recovery Pilot Project Overview

Wednesday October 13

6:00-7:30 PM

Presenter: *Alberto Calvo*, Founder and Owner of Stop and Compare Markets, Lynn (2 locations) and Chelsea, MA

Content: The Restaurant Recovery Pilot Project (R²P²) *provides minority- owned restaurants operators and other entrepreneurs assistance to recover from the pandemic.* The project provides financial and technical resources to business owners (free of charge) including:

- Technical assistance and counseling provided by business advisors,
- Technology applications to leverage operations, on-line ordering, and revenue management
- Training / Education through a series of workshops delivered by Bunker Hill Community College Enterprise Center

This introductory workshop will kick off the training and education piece by providing an overview of the project and the 8-week workshop series.



Workshop 2: Technology Solutions for Restaurants and Food Service Operations

Bilingual Clinic: **Wednesday October 20** **6:00-8:00 PM**

Length: 2.0 hours, recording available

Presenters: *Rodolfo Palafox* (Kountulara LLC), *John Perez, Sr.* (Consilium Opis LLC),

Content: Overview of technology solutions in the marketplace from Point-of-Sale to On-line ordering platforms. Costs and benefits for each solution. Examples of on-line ordering solutions in terms of cost and performance, including low-cost solutions will be shown. Long-term benefits of technology applications will be addressed.



Workshop 3: Business Strategic Planning

Bilingual Clinic: **Wednesday October 27** **6:30-8:00 PM**

Length; 1 ½ hours, w/ recording

Instructor: *Mauricio Ossa* (Bunker Hill Community College)

Content: What type of business are you? Cash only; limited digital transactions • What is your vision and how does your culture influence your food and way you serve your food?? Ex. Specialize in Empanadas and what to expand to deliver in a food truck? • Who are your customers? Older folks who come in or younger order online?



Workshop 4: Defining Restaurant Operations in a Post-Pandemic Era

Bilingual Clinic: **Tuesday, October 26** **6:00-7:30pm**

Length: 1.5 hours, one virtually w/ recording

Instructor: **Mauricio Ossa** (Bunker Hill Community College & restaurant owner)

Content: This Clinic will help small restaurant owners discuss their needs during this difficult time and define what areas of support for future consideration. It is open forum for discussion with a fellow small restaurant owner and to ask questions and get ideas to help prepare for future sessions to ask the right questions.



Workshop 5: Requirements for an Efficient and Healthy Operations

Bilingual Clinic: **Wednesday November 3** **6:30-8:00 PM**

Length: 1.5 hours, w/ recording

Instructors: **Mauricio Ossa** (BHCC) and **Sergio Espinosa** (We Serve Safely)

Content: Technology and Marketing and Delivery information for Restaurant owners - New Technologies for restaurants; what are the costs and implementation time? Serve Safe and Health Regulations in the Covid-19 world; what is best for you?



Part 2: Workshops Open to All Small Business Owners

Workshop 6: Basics of Accounting- Overview

Bilingual Clinic: Monday Nov. 1 and Thursday Nov. 4 6:00-8:00 PM

Length: 2.0 hours, w/ recording

Instructor: *Tendai Nyakurimwa* (BHCC)

Content: Optional for those owners that need a basic understanding of financial statements or need more exposure to accounting methods. - (The materials will be translated into Spanish but taught in English.

For those who want to continue for 6 more hours to understand accounting better, the following sessions will be held: **Nov 2- Nov 4, 2021, 2 hours each evening 6-8pm Tuesday- Thursday** (Other option: self-study curriculum with one- on-one tutoring sessions).



Workshop 7: Digital Marketing: Discover Your Ideal Customers and the Digital Platforms to Best Reach Them by RETHINKING Your Business Model Post-COVID

Bilingual Clinic: Wednesday November 10 6:00-8:00 PM

Length: 2.0 hours, w/ recording

Instructor: *Zanibel Melo, MBA* (Hispanic Market Solutions)

Content: Many small businesses know that digital marketing is important but have not defined their business model, their objectives, and ideal customer or how their customer engages online and on social media.

In this interactive workshop, you will learn:

- How to clarify your goals for digital marketing,
- How to define your ideal customer,
- Identify how your customer engages online,
- Learn the best social media and/or digital marketing channels to engage with those customers to increase sales.



Workshop 8: Social Media Content Tools That Work

Bilingual Clinic: **Wednesday November 17** **6:00-8:00 PM**

Length: 2.0 hours, one session virtually w/ recording

Instructor: *Zanibel Melo, MBA* (Hispanic Market Solutions)

Content: In this workshop, you will learn how to use the best free and low-cost tools to develop, publish, and manage social media content with the most popular tools in the industry how to develop attractive feeds, design like a pro without being an expert: digital flyer, an announcement, or a video using different applications create your own content using easy, low cost and free tools, how to protect yourself from copyright infringement.



Workshop 9: Radically Improve Your Organic Reach on Instagram and Google for Business

Bilingual Clinic: **Wednesday December 1** **6:00-8:00 PM**

Length: 2.0 hours, virtual session w/ recording

Instructor: *Zanibel Melo, MBA* (Hispanic Market Solutions)

Content: In this workshop, you will learn the strategies to position your business through organic search. You will gain an understanding of Instagram and Google for Business to create engagement without paid promotions. You will learn how to apply organic Instagram and Google for Business techniques that work.



Workshop 10: Paid Marketing Strategies to Increase your Sales

Bilingual Clinic: Wednesday December 8 6:00 – 8:00 PM

Length: 2.0 hours, one session virtually w/ recording

Instructors: *Zanibel Melo, MBA* (Hispanic Market Solutions)

Content: In this workshop, you will learn how to create a paid marketing campaign to attract your ideal client. Learn how to use Facebook, Instagram, and Google to target your customers to increase engagement and sales. You will also learn how to track your campaign results with reports that show reach, shares, views, site visits and purchases from your campaign. You will learn how to use paid promotions on Instagram, Facebook, and Google for Business.



General Information

Audience: Maximum 20 participants in each session

Registration: <https://www.bhcc.edu/workforce/smallbusinessandentrepreneurship/>

Location: Remote using Zoom with recording for future showing, **Links will be sent to registered participants**

Time: Most programs will start at 6:00 pm to 7:30 pm The full accounting workshops program will be held on Monday- Thursday from 6:00 pm to 8 pm., as well as the digital marketing workshops.



Q&A

Use the chat to post questions

