

SUNSET GRILL AT BLUE

Jason Melhuish wrote this case under the supervision of Professors Dina Ribbink and John Haywood-Farmer solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors might have disguised certain names and other identifying information to protect confidentiality.

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On April 30, 2009, Bruce Melhuish, who, with a partner, owned the franchise for the Sunset Grill at Blue Mountain (Sunset-at-Blue) in the Village at Blue Mountain, Ontario, had very mixed emotions. On one hand, the restaurant had just finished its first year of operation and had broken even. In addition, it had been named as the Business of the Year in the counties of Simcoe and Grey. On the other hand, Melhuish knew that operations were still far from perfect.

It always seemed to take staff longer than the owner expected to learn the ropes, and queues were endemic in the restaurant's operations. On a recent busy weekend, Melhuish had been dismayed to discover that the queue of waiting customers stretched all the way around the street corner. He had darted outside and reassured customers that they would be seated within 15 minutes. Although many patrons groaned and decided to go elsewhere, many others stayed, because breakfast options in the vicinity were scarce and higher priced. Back inside, Melhuish saw that the kitchen had four meals waiting to be delivered to a table, with another six coming in the next 30 seconds. In the short time he spent contemplating this situation, three new orders came into the kitchen and were added to the pile of 25 waiting to be filled. Melhuish could not help but notice that the two servers he had recently hired were struggling, despite being experienced in the industry. Tensions were rising as the kitchen backed up — a customer's order had been incorrectly entered into the system — and the queues were building. He knew he had to do something to improve this situation.

BREAKFAST IN THE BEACHES

Sunset Grill, an all-day breakfast restaurant, began its operations in 1985 on one guiding principle: Fresh is Tastiest. This mantra was still prevalent today; all menu items were cooked fresh to order and were scrutinized to ensure they were as healthy as possible. Thus, all bacon was pat dried, potatoes were cooked fresh daily, and ordered items were grilled rather than deep-fried.

Sunset Grill's business model was similar to those of many local diners. The underlying philosophy was: create a friendly atmosphere, serve delicious food, and a loyal customer base will follow. However, unlike

most local diners, Sunset Grill operated only one shift per day, typically 7 a.m. to 4 p.m., 365 days a year, which helped reduce variability and kept labour costs below industry average.

The original Sunset Grill, located in the Beaches district of Toronto, Ontario, was such a success that the owners subsequently decided to franchise the concept. The expansion had been well measured and gradual; by 2002, Sunset Grill had added three locations in Toronto in addition to the original restaurant. Following the overwhelming success of these four locations, the franchise entered a period of more rapid growth. The organization expected that by mid-2010, it would have 24 restaurants in the province, with an additional 14 locations expected to be opening by December 2011. Since its inception, Sunset Grill had never terminated or cancelled a Sunset Grill franchise, an unusual statistic within the industry.

SECURING A FRANCHISE

In franchisees, Sunset Grill was looking for smart, outgoing people who were active in their community. The franchisor was much more concerned with having someone who fit the mould and would actively operate the franchise, rather than having an absentee franchisee with deep pockets looking to make a quick profit.

To obtain a franchise, the prospective franchisee engaged in various meetings with the head franchisor and completed the necessary paperwork. Upon completion of these steps, the potential franchisee prepared a business plan, including pro forma financial statements and an estimation of financial needs. Then, the franchisee and franchisor drafted a franchise agreement, which included an exclusivity clause so that franchises did not overlap geographically. Finally, the franchisee paid the upfront \$45,000 franchise fee (see **Exhibit 1**). With the franchise agreement in place, the franchisor and franchisee worked together to find a desired location.

Melhuish described his reasons for choosing Sunset Grill:

I have vacationed in the Collingwood area for years. One day it suddenly dawned on me that there wasn't a low-cost breakfast restaurant in the Village at Blue Mountain or Collingwood itself. I began to look at franchised breakfast restaurants, and the two that came to mind were Sunset Grill and Cora's. I eventually went with Sunset because I liked its one-kitchen, one-shift mentality, whereas Cora's operates on one and a half shifts, which increases overhead. I also wanted a small place, which would make it easier to break even per square foot, especially once you factor in depreciation.

I was interested in franchising because investing in a franchise reduces the burden of building a recognizable brand. Franchisees also receive access to desired trademarks, branding rights and co-operative marketing dollars. More importantly, I wanted a franchise with a strong network of suppliers who provided great volume discounts, which reduce overhead food costs on my end.

THE VILLAGE AT BLUE MOUNTAIN

The town of The Blue Mountains was located on the southernmost coast of Georgian Bay where the Niagara Escarpment met Lake Huron. The community, with 6,800 full-time and 6,200 part-time residents, comprised several villages and hamlets, which the Government of Ontario amalgamated in 1998 for administrative purposes. In 1941, Blue Mountain Resorts had begun development of what was to become Ontario's largest ski destination. The founders' dream was to build a world-class ski resort, complete with a village. By 1980, the area was the premier ski destination for residents of Southern Ontario, but, in spite of the fact that the founders' families had invested heavily to extend the skiing season and the skiing day and to attract summer visitors, the village remained largely a dream. After Intrawest ULC purchased a major interest in the resort in 1999, extensive development of real estate at the bottom of the ski hill created the Village at Blue Mountain (the Village), a family-friendly, four-season resort community approximately 115 kilometres north of Toronto, Ontario, and approximately seven kilometres west of Collingwood (population 17,000). The Village featured various shopping and dining locations, as well as world class lodgings. Intrawest had developed many vacation destinations worldwide, including similar village resorts in Whistler, British Columbia, and Mont Tremblant, Quebec. Sunset-at-Blue was located at the gateway entrance to the village, opposite from the ski resort and with direct access to the Mosaic at Blue Hotel (**Exhibit 2**). In this Exhibit, Sunset Grill at Blue was in position 44.

The Village experienced seasonal shifts in demand. Like most resorts, it experienced high occupancy rates during the summer and winter but suffered from reduced occupancy rates during the shoulder seasons.¹ Although it was billed as Ontario's top ski destination, the Village had higher occupancy rates in the summer than in the winter, thanks in large part to Intrawest's continuous commitment to developing real estate within the Village. Sunset-at-Blue shared this pattern; its sales were highly correlated with Village occupancy rates (**Exhibit 3**). Further, as a tourist destination, Sunset-at-Blue's demand was not heavily dependent on weather, whereas the Toronto locations were. The logic was that because patrons were based in the Village, they would be willing to partake in activities that would heighten their vacation experience with little regard to weather conditions. There was, however, one exception: inclement weather temporarily reduced the capacity at Sunset-at-Blue in the summertime, because the patio became inoperable.

Because Sunset-at-Blue was one of only two Sunset Grill franchises operating in tourist destinations, Melhuish faced an array of challenges unknown to Toronto-area locations. Melhuish had worked directly with the franchisor to design the layout for the restaurant. The franchisor elicited the help of an engineer and an architect to create the layout and reduce third-party costs. Melhuish also had to meet Intrawest's standards to ensure that the restaurant fit into the resort. Consequently, all technical drawings had to be re-approved and certain stipulations were put in place; for example, floor finishings had to be suitable for ski-boot traffic. Because it was in a highly touted tourist destination, Sunset-at-Blue featured top-tier furnishings, which added to the initial investment. Because of its geographic location, Sunset-at-Blue did not have the luxury of receiving daily inventory deliveries from Toronto, thereby putting a premium on effective inventory management.

Melhuish believed he had to satisfy a different crowd than did the franchises within the Toronto area. To accomplish this, he deviated (with approval from the franchisor) from the franchise model by adding personal touches. For example, each table featured a unique set of salt and pepper shakers, which guests frequently asked to buy. As well, Melhuish served a small selection of beer and wines and installed a gas fireplace within the restaurant to add to the ambience for those wanting to wind down and relax. Although

¹ At Blue Mountain, the shoulder seasons were the months of April, May, September, October and November.

the inclusion of alcoholic beverages on the menu represented a minimal income stream, it helped to create a vacation-like feel for Melhuish's guests.

SUNSET-AT-BLUE LOCATION

Sunset-at-Blue had 84 indoor seats and an additional 40 on its patio, which was open in June, July and August. **Exhibit 4** shows the layout. With 90 per cent of menu items priced under \$10 and an accompanying children's menu, the restaurant aimed to provide affordable meals that appealed to the entire family. Although all breakfast items were served throughout the day, the menu also included numerous lunch items (see **Exhibit 5**) to add variety and attract a larger clientele.

Like all Sunset Grill restaurants, Sunset-at-Blue featured an open-concept kitchen, which made it very easy to get an unobstructed view of the restaurant's operations, customer flow, queues and seating areas. Melhuish believed this open concept had helped contribute to the restaurant's early, albeit stressfully achieved success:

I get to see what's going on, especially the interaction between staff and customers. This isn't what I like to call the "appetizer world," where you can take your time to order and wait around. In the breakfast business, your main goal is to get the food out quickly and accurately

Currently, on weekdays, the restaurant operated with two servers, two cooks, one busser² and a dishwasher; on weekends, the staff more than doubled, with four servers, four cooks, two bussers, one dishwasher, a host and a cashier. The cashiers, hosts and bussers were all under 18 years of age.³ When the patio was in operation, Sunset-at-Blue had three servers, three cooks, two bussers, one dishwasher, a host and a cashier on weekdays, and six servers, four cooks, two bussers, one dishwasher, a host and a cashier on weekends.⁴ Unlike most Sunset Grill locations, whose hours ran from 7 a.m. to 4 p.m., Sunset-at-Blue seated customers from 7 a.m. to 3 p.m. daily.

THE ORDER PROCESS

On a Saturday morning in mid-March, Marty Beaton and his wife Gillian ate at Sunset-at-Blue. The couple arrived at the restaurant at about 10 a.m., by which time a queue of some 20 people had formed. After waiting patiently in line for about 20 minutes, at 10:20, the Beatons were finally seated at a table by the host. Queues were common on weekends and could add up to 25 minutes of wait time. Once seated, the Beatons examined the menu and made their selections. Marty decided to have bacon and eggs, and Gillian decided to have thick French toast; both also wanted orange juice and coffee. At 10:25, the Beatons' server took their orders and wrote them on pieces of paper (chits), one for each guest. The chits for the Beatons' orders were passed on to the kitchen at 10:26. At 10:30, the server prepared the orange juice and coffee and delivered it to the Beatons at 10:33.

² A busser assists serving staff. The duties typically include clearing dirty dishes from tables, taking dirty dishes to be washed, cleaning tables and setting tables.

³ In Ontario, the hourly minimum wage was as follows: General, \$9.50; students under 18 who worked up to 28 hours per week when school was in session or worked during the summer or school breaks, \$8.90; servers of liquor, \$8.25. After a decade of stability, the minimum wage had risen by almost 40 per cent since 2004 and was scheduled to rise again in 2010. See www.e-laws.gov.on.ca/html/regs/english/elaws_regs_010285_e.htm, accessed September 2010.

⁴ Sunset-at-Blue was known for paying above-average wages. It paid servers \$9.65 per hour, cashiers, hosts, dishwashers and bussers \$10, cooks \$15; servers could also earn tips.

When he placed his order, Marty asked the server for only two eggs fried hard instead of the three eggs fried sunny-side, over easy or scrambled, as offered on the menu. However, the server graciously reminded Marty of Sunset-at-Blue's no-substitution policy, so Marty decided on scrambled. The server's response to the request was consistent with Sunset Grill's corporate policy, which strictly prohibited substitutions in the belief that the increased variability caused by substitutions would lead to potential problems and order backlogs. Commenting on this policy, Melhuish stated:

When you walk in, there are often 40 to 50 chits in front of you waiting for the kitchen. This is daunting, in and of itself, and kind of crazy when you think about it. I believe the key to success in this business is to have the kitchen run smoothly, so my goal is not to allow anyone to talk to the kitchen staff. That means we have rules: exceptions are dealt with from the server's point of view, and servers are not allowed to talk to the kitchen staff, as it just slows them down. Essentially, bussers focus on bussing, servers focus on serving and cashiers focus on cashing people out, so why should the kitchen staff do anything but cook? Basically, if the rule is broken, the server has to take some extra time to solve the problem when really they should just be focusing on serving the customer.

At 10:52, the Beatons' orders had reached the top of the queue and were taken by the cook co-ordinator, who passed Marty's order to the egg cook and Gillian's order to the bread and waffle cook.⁵ The two entrées were completed at about 10:58. Once the entrées were ready, the cook co-ordinator put the food on the counter and put the chit above it, indicating the order was ready. At 11:03, the server picked up the food and delivered the completed orders to the Beatons' table. To reduce waiting time as much as possible, Sunset Grill encouraged its staff to deliver orders as they became available. While the Beatons were eating their breakfasts, their server returned to their table, asked them whether they wanted anything else and presented them with the bill. At 11:33, the Beatons finished their breakfasts, paid the bill and left the restaurant satisfied and ready for another day on the busy slopes of Blue Mountain. Afterwards, restaurant staff cleaned the table and readied it for new clientele, who were seated at 11:36. Sunset-at-Blue's records showed that the average turn, from the time patrons received their food order to the time they left the restaurant, was 32 minutes.

ALLEVIATING THE GROWING PAINS

As Melhuish walked down to his basement office to file the sales figures, he peered at the whiteboard to his left and added a few additional ideas to his growing list of possible approaches for reducing queues and getting operations fully on track.

Runners

Melhuish reflected on his data and found that the most burdensome queues were during the weekends. He found that because servers were too inundated with demand from their own tables, they were unable to deliver the ready food orders to other tables. To alleviate this problem, Melhuish pondered adding one runner to the staff; the runner's job would be to deliver food directly from the kitchen to the tables, thus allowing servers to serve customers more efficiently. Melhuish believed he could hire people part-time for \$10 per hour and schedule them to work the entire weekend shift. He expected that a runner would increase total daily table turns by five per cent to 10 per cent.

⁵ The cooks could usually start additional orders while earlier orders were still cooking.

Menu Boards

Melhuish was also considering adding a six-metre \times 2.5-metre menu board above the open concept kitchen. This location was chosen because it would be highly visible to patrons waiting in a queue near the restaurant's entrance. It was also possible to install electronic menu boards near the front entrance that would replicate the physical menu. The Sunset Grill franchisor believed that these menu boards would reduce the amount of time it took guests to place an order by up to 10 minutes. The franchisor would provide the physical menu board, thus reducing the cost to the franchisee. The electronic menu board would cost \$180 per month on a locked-in, three-year plan. Melhuish believed it was feasible to introduce either kind of menu board. More importantly, Melhuish thought that if he installed the electronic menu boards, he could use them to promote a few high-margin items, which he believed would raise total revenue by five per cent.

Substitution Effect

Melhuish wondered whether he should deviate from Sunset Grill's strict no-substitution policy. He had received complaints from customers in the past and thought the policy might be negatively affecting the restaurant's service concept. Although he did not want to alienate customers, he also did not want to burden the kitchen. However, before he could finalize a decision, he wanted to determine how much one substitution slowed down the kitchen. His data showed that, on average, the kitchen spent about five minutes cooking and preparing the order on each chit.⁶ Melhuish hypothesized that each substitution would slow down the kitchen by an additional minute. On the surface, this was not an insurmountable challenge, but he realized compounded substitutions would have an effect on total capacity and table turns (see **Exhibit 6**). Still, he wondered whether there were certain situations when a substitution should be allowed, for example, on certain menu items (cheddar vs. swiss) or during shoulder seasons.

Winter Capacity

To entice the ski crowd, Melhuish was considering converting 16 seats across four tables (numbers 12, 13, 21 and 22 in **Exhibit 4**) into five horizontal benches that would seat a total of 25 people. Melhuish believed this move would make it easier for the restaurant to accommodate larger parties, and he did not believe this slight increase in capacity would slow down operations. Renovations would take place after daily business hours and would cost about \$1,400 per bench for materials and labour. Melhuish also entertained the idea of purchasing heaters so that the patio could be used year round. Each heater would provide warmth to 10 seats and would cost \$700. Each would be fuelled by a propane tank, which would have to be refilled upwards of three times per month at a cost of \$40 per refill.

Reduce Menu Items

In past Sunset Grill startups, the franchisor had suggested putting in an insert that temporarily removed Sunset Burgers and Salads from the back flap of the menu, as these items took the longest to prepare (**Exhibit 5**). Melhuish was skeptical; he knew the back flap represented 15 per cent of all food sales, with margins of 50 per cent per item (versus an average margin of 70 per cent). He believed that removing these items would reduce the backup in the kitchen by three minutes per plate and would have a negligible effect on food costs. However, because the back flap contained several choices that would be considered

⁶ The cooking time increased to 12 minutes per chit if the order contained a burger, steak or chicken because these items were cooked from scratch.

lunch items, he feared this move would alienate certain patrons. He also realized that this was merely a temporary fix that would not solve any long-term problems.

PREPARING FOR SUMMER

Melhuish took a deep breath, rubbed his eyes and reflected on his previous career as an executive in technology and telecommunications. Although he had faced many challenges in the past, this one was somehow different. He had a sound business model, a strong supplier network and ongoing support from the franchisor. Also, his franchise had managed to break even, which was quite a feat for any restaurant in its first year of operation. However, he felt stuck in a rut and was the first to admit that he was struggling and leaving money on the table. At his initial meetings with Intrawest, he was warned that the first year would be a roller-coaster. Logic stated that roller-coasters were meant to be enjoyable. Sunset-at-Blue's first year had been anything but. Melhuish braced for a change in the next 30 days, but he knew it would not come easily.

Exhibit 1

START-UP AND ONGOING FRANCHISE COSTS¹

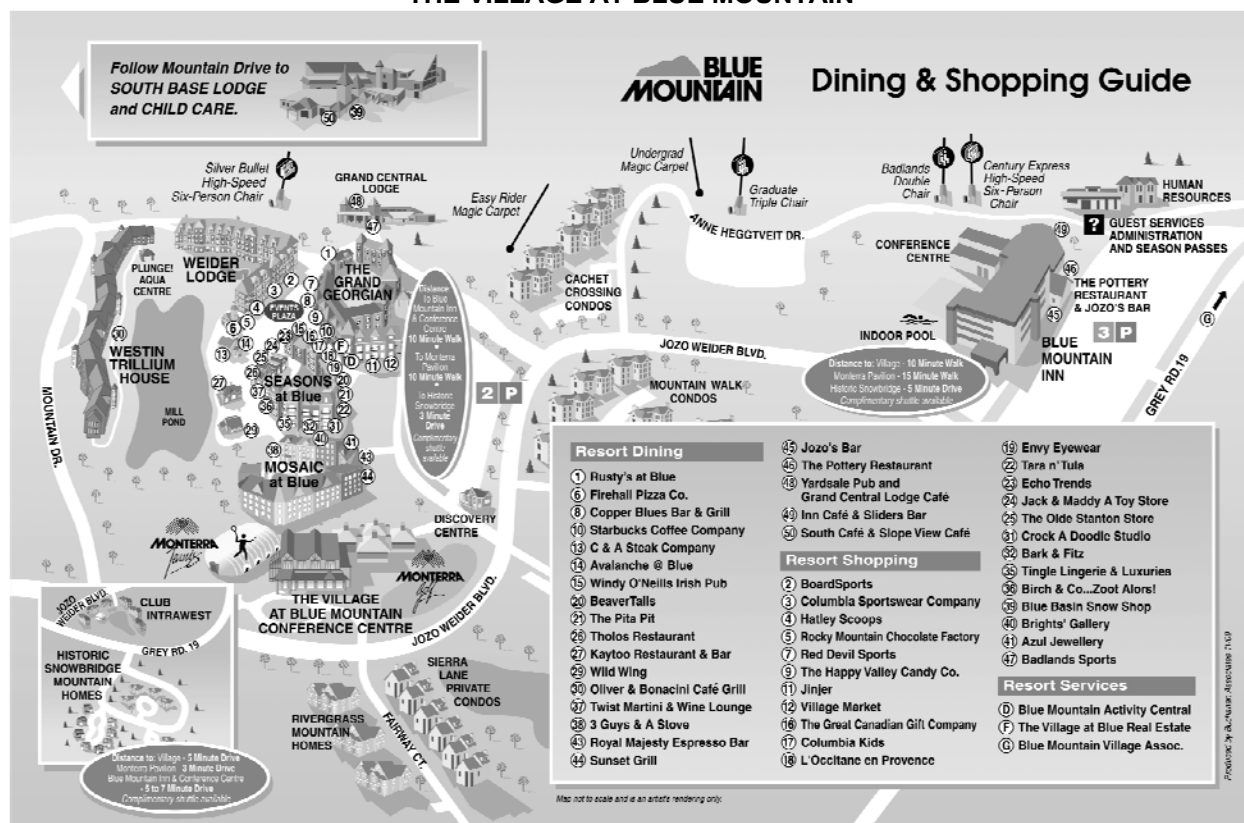
Franchise fee:	\$45,000 + HST
Royalties:	5% of revenue per location
Advertising:	1% of revenue per location
Average restaurant size:	2,200 sq. ft. or 100 seats
Estimated total capital cost (including franchise fee):	\$350,000 to \$450,000
Liquid assets required:	\$150,000 to \$200,000

Source: Company files.

¹ All denominations are given in Canadian dollars unless otherwise specified.

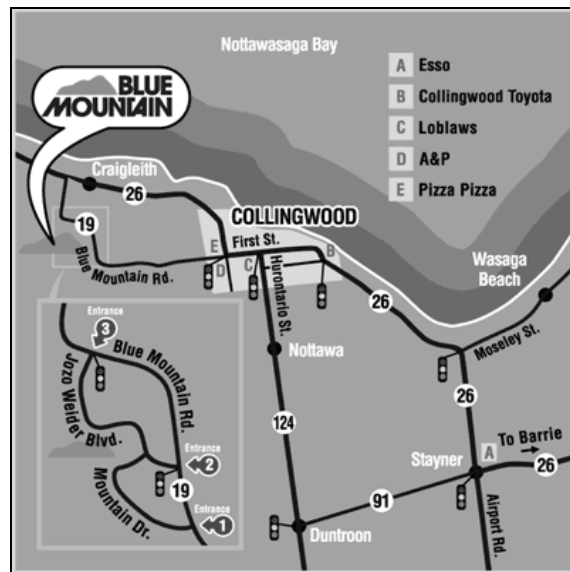
Exhibit 2

THE VILLAGE AT BLUE MOUNTAIN



Source: <http://www.bluemountain.ca/pdf/Winter/0910Blue-TrailMapNov20-6.pdf>, accessed September 10, 2010.

Exhibit 2 (continued)



Source: <http://www.sunsetgrillatblue.com/location>, accessed July 19, 2010.

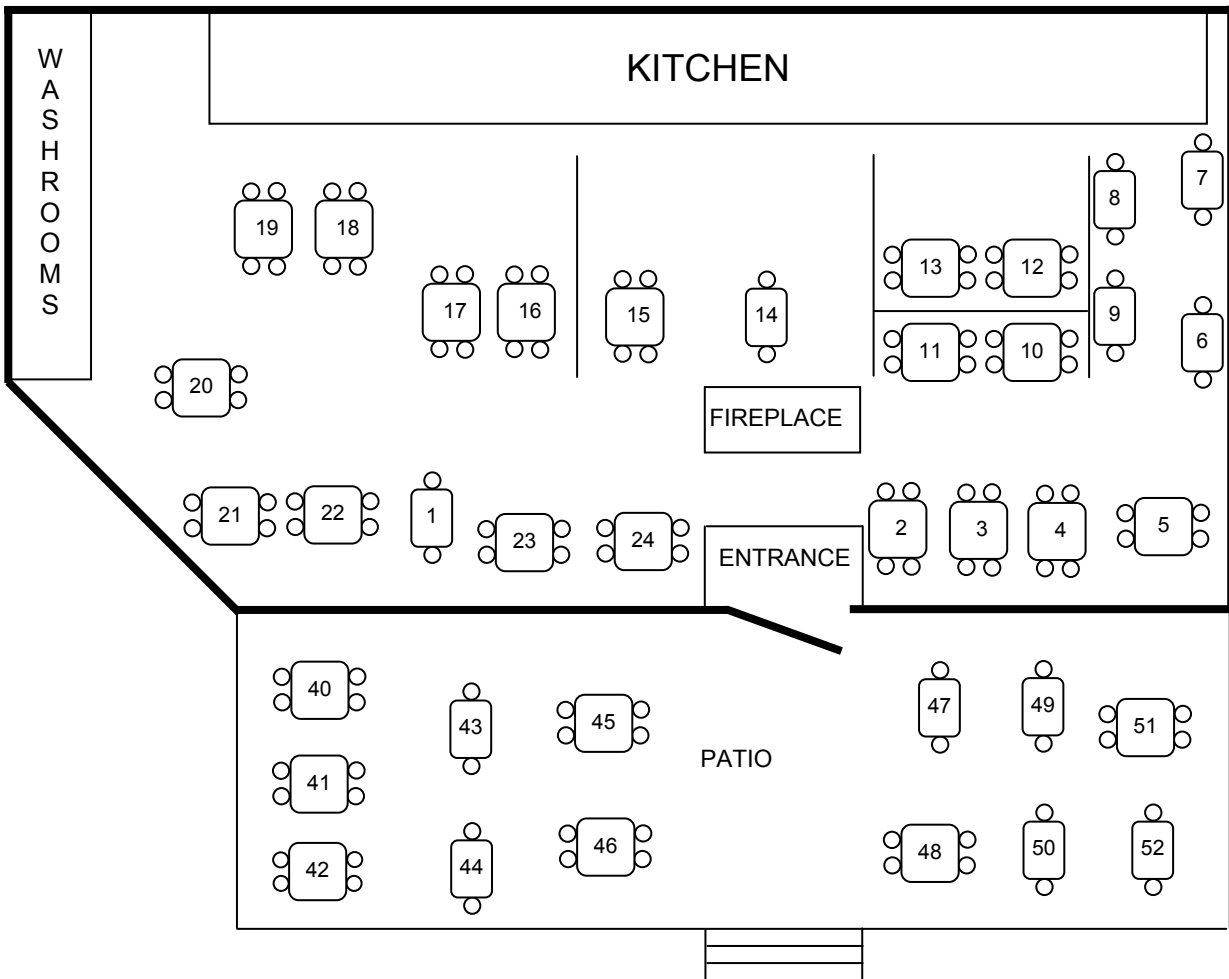
Exhibit 3

OCCUPANCY RATES IN THE VILLAGE AND SUNSET-AT-BLUE'S SALES FIGURES

Month	Village Occupancy Rate (monthly average)	Sunset-at-Blue Sales
May 2008	40.7%	\$48,902
June	41.2	59,052
July	73.3	92,267
August	90.5	110,210
September	55.4	55,278
October	36.6	49,263
November	30.9	33,540
December	67.3	55,805
January 2009	70.8	69,243
February	89.7	71,090
March	56.7	64,601
April	<u>33.5</u>	<u>40,511</u>
Average	57.2%	\$62,480

Source: Company files

Exhibit 4

FLOOR PLAN OF SUNSET-AT-BLUE^{1, 2}

Source: Company files

¹. This diagram is not drawn to scale.

². In addition to the area shown, the restaurant had storage space in the basement.

Exhibit 5

SUNSET-AT-BLUE MENU

Front Flap



Middle Left

All-Day Breakfasts

We Use Small Farm Fresh Eggs and Lotsa Love!
Served Scrambled, Sunnyside or Overeasy.

Three eggs	5.99	Sunset Super	9.99
Served with home fries and thick toast & jam		Three eggs, choice of bacon or sausages, two fluffy pancakes and home fries	
Bacon or Ham or Sausages & Three Eggs ☺	7.99	The French Connection	9.99
Served with home fries and thick toast & jam		Three eggs, choice of bacon or sausages, two slices of thick French toast and home fries	
Peameal Bacon & Three Eggs ☺	8.99	Eggs Sunset ☺	10.50
Served with home fries and thick toast & jam		Three eggs over easy served on peameal bacon and English muffins topped with Hollandaise sauce. Served with home fries	
Steak & Three Eggs	14.99	Grilled Chicken Breast with Three Eggs	9.99
Served with home fries and thick toast & jam		Served with home fries and thick toast & jam	
Protein Breakfast	14.99		
Steak and three eggs served with house salad			
Eggs Florentine	10.50		
Three eggs over easy served on sautéed spinach with melted Swiss on English muffins topped with Hollandaise sauce. Served with home fries			

Light Breakfasts

Fresh Fruit Salad sm 4.95 lg 6.95		Sunset Yogurt with The Works ☺	8.50
An assortment of fresh fruit topped with strawberries		Fresh fruit, fresh strawberries, strawberry preserves, granola and honey	
Sunset Yogurt 'n' Berries	6.50	Light Breakfast ☺	7.50
Yogurt with fresh strawberries, strawberry preserves, granola and honey		One egg any style and fresh fruit salad served with thick toast & jam	
Sunset Yogurt with Honey & Granola	4.50		

Classic Omelettes

Treat Yourself! Served with Home Fries and Thick Toast & Jam

Western ☺	9.50	Veggie Delight	9.99
Ham and onion		Green peppers, onions, mushrooms and tomatoes	
Great Canadian ☺	9.99	Sunset Omelette ☺	9.99
Bacon, mushrooms and cheddar		Swiss cheese, peameal bacon and tomatoes	
Greek Omelette	10.50	Meat Lovers Omelette	10.50
Greek feta, onion, tomato and green pepper		Peameal bacon, ham, bacon and cheddar	
Florentine Omelette	9.50		
Spinach and Swiss cheese			

Create Your Own Omelette 6.55 Each Ingredient 1.49
Ingredients: Swiss Cheese, Cheddar Cheese, Greek Feta, Ham, Bacon, Peameal Bacon, Mushrooms, Onions, Green Peppers, Tomato, Spinach, Broccoli



***This symbol indicates
a Sunset Grill Favourite***

Exhibit 5 (Continued)

Middle Right

Back Flap

Sunset Burgers

8 oz. Prime Beef – Made Fresh Daily • Served with Veggies and Dip

Classic Burger ☺	7.99	Bacon Burger	8.99
Cheeseburger	8.50	Banquet Burger ☺	9.50
Cheddar or Swiss		Bacon, cheddar or Swiss	
Steak on a Bun	11.99	Canadian Burger	9.99
		Peameal, cheddar or Swiss	

Salads

Made Fresh to Order

House Salad	sm 4.99	lg 7.99	Caesar Salad	sm 4.99	lg 7.99
Chicken House Salad ☺	9.99		Chicken Caesar Salad ☺	9.99	
Large house salad topped with sliced grilled chicken			Large caesar salad topped with sliced grilled chicken		
Greek Salad	sm 5.99	lg 8.50	White Tuna Salad Plate	9.99	
Chicken Greek Salad	9.99		Large house salad topped with tuna salad		

Freshly Squeezed Juices

100% Fresh Squeezed Juices – In Season

Orange Juice, Grapefruit Juice or Lemonade ☺ 9 oz. 2.75 12 oz. 3.50

Hot Drinks

Fresh Brewed Coffee	1.95	Specialty Tea	2.50
Tea	1.95	Hot Chocolate	2.50
		Topped with whipped cream	

Cold Drinks

Soft Drink	1.99	Bottled Juice	2.29
Iced Tea	2.50	Tomato Juice	2.29
Bottled Water	1.99	Cranberry Juice	2.29
Milk 2% or Chocolate	sm 1.99	Domestic Beer	5.25
	lg 2.75	Wine (6 oz. glass)	6.25

Fresh is Tastiest

- We always fresh grill our food items
- Our potatoes are boiled, peeled and cooked fresh every day
- We use only the healthiest cooking methods and we do not deep fry
- Our 100% fresh juices are flown in daily from Florida
- We ensure "ultimate freshness" by removing non-selling items off our menu

did you know...

- Eggs contain 14 essential nutrients, including vitamins A, D, E, and B12
- Eggs are high in protein and are an excellent choice for a healthy diet (only 50 calories each)

For Franchise Information and more locations, visit sunsetgrill.ca

We appreciate your comments!
Sunset Grill Restaurants Ltd.
 (905) 286-5833

comments@sunsetgrill.ca
 No Substitutions on Menu Items. Taxes Not Included.

Sunset Grill is proud to support our local community. Please ask if we can assist in making your next fundraiser a success. Please inform your server of any allergies. Items and prices subject to change without notice. All items and prices may vary by location. ©The Sunset Grill Logo is a Registered Trademark of Sunset Grill Restaurants Ltd.

Source: Company files.

Exhibit 6

BREAKDOWN OF AVERAGE NUMBER OF PLATES PER DAY SERVED AT SUNSET-AT-BLUE

Time	Summer Weekend	Summer Weekday	Winter Weekend	Winter Weekday	Shoulder Weekend	Shoulder Weekday
7:00 - 8:00	11	9	10	5	9	5
8:00 - 9:30	62	30	58	23	32	9
9:30 - 10:30	122	81	89	31	87	22
10:30 - 11:30	121	80	86	24	83	14
11:30 - 12:30	118	58	82	23	62	11
12:30 - 1:30	78	41	60	14	44	9
1:30 - 3:00	<u>54</u>	<u>40</u>	<u>45</u>	<u>10</u>	<u>42</u>	<u>7</u>
Total	566	339	430	130	359	77

Source: Company files.