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November/December 2023

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餐 飲 家

The Restaurateur

20P

重磅年度数据报告

美国
中餐
黄皮书

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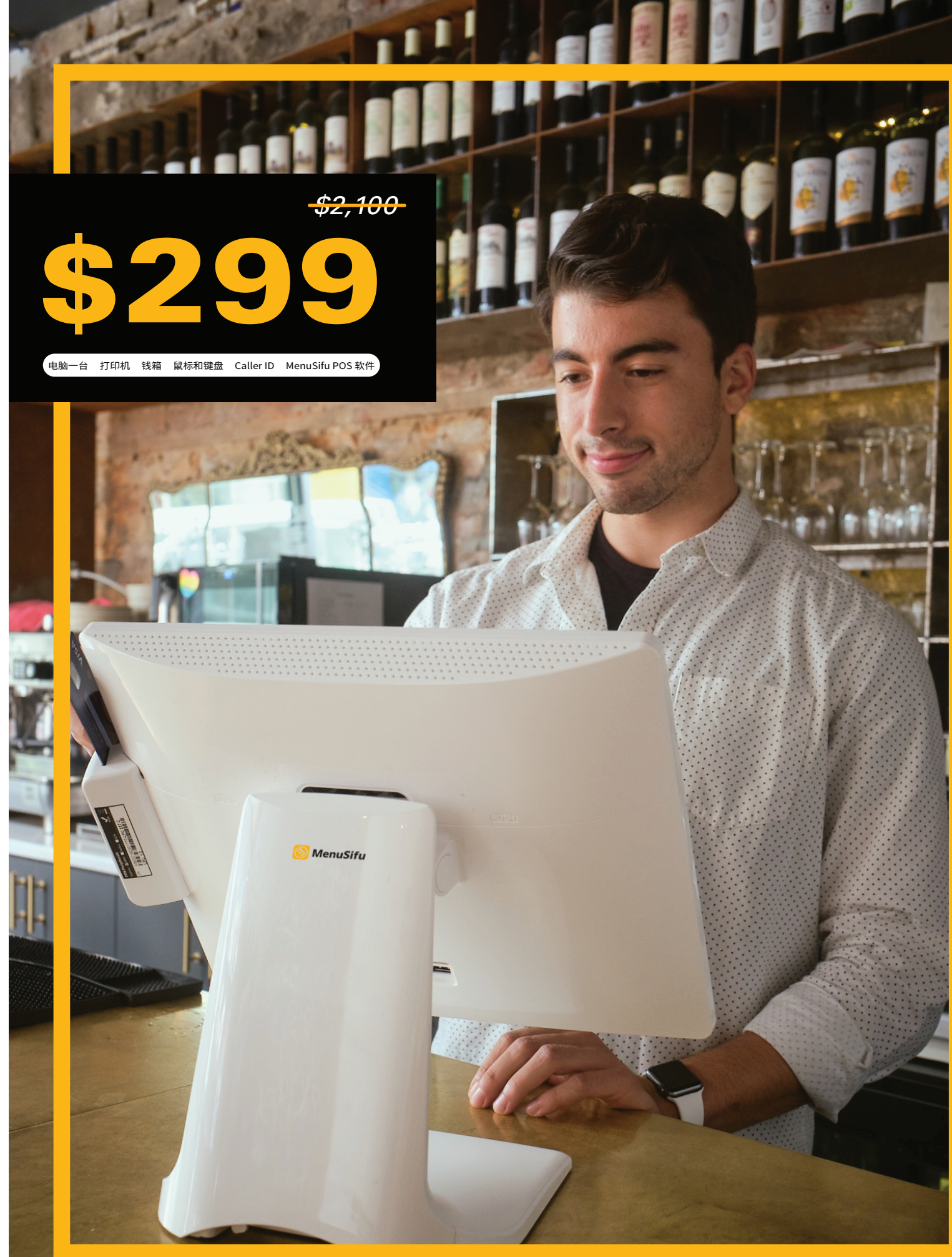
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The Restaurateur

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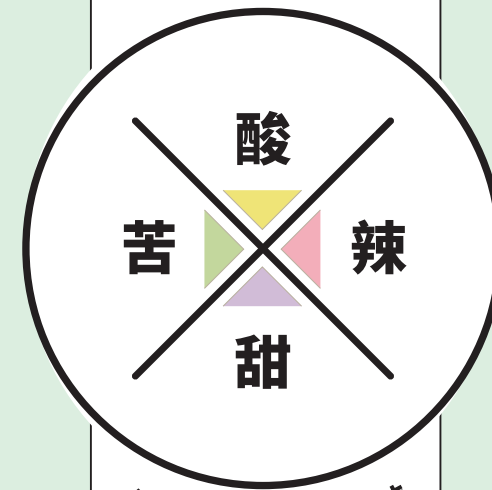
Peter Chang

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婷 NiHao

Peter Chang 欢迎您



分享你的酸甜苦辣

《酸甜苦辣》栏目是《餐饮家》为广大中餐人开辟的一方自由表达，吐露心声的园地。

欢迎您来信向我们讲述自己在餐饮人生中所经历的各种酸甜苦辣……我们愿意做一个倾听者和传播者，因为这里是咱们餐饮人的精神家园。

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Yao Huang (Tempe, AZ)

我在亚裔只有 3% 的州，开了一家奶茶店，大获好评

我是 Yao Huang，在美国出生长大，今年 41 岁，现在在亚利桑那州 (Arizona) 的坦佩市 (Tempe) 经营着一家名为 Fusion Tea Lounge 的餐饮店。

上世纪 70 年代末，我的父母从台湾移民到美国，在新泽西州 (New Jersey) 开了一家中餐馆，我的童年岁月就是在那里度过的。由于从小耳濡目染，加上自己对美食的热爱，我 15 岁就开始在家里的餐馆里帮忙，学做寿司。八年级时，我还在一家意大利餐馆打过工，积累了许多经验。

我在大学学的是商务管理，毕业后进入了美国服装连锁店 Express，在那里卖了 8 年的衣服。直到 2012 年，我开始思考，一辈子替别人打工还不如为自己工作，于是辞职在新泽西开了一家寿司店，那年我正好 30 岁。

1990 年，我的表哥在台湾创办了绿盖茶公司 lattea。在他的启发下，我对奶茶店产生了浓厚的兴趣。加上自己也想离开待了几十年的地方出去闯一闯，于是在寿司店生意最火的时候卖掉了店铺，转而开了现在这家 Fusion Tea Lounge。

或许有人好奇，为什么选择在亚利桑那州，一个亚裔只占总人口 3.6% 的地方开店呢？主要因为亚利桑那以炎热的夏天和温暖宜人的冬天著称，是开奶茶店的理想之地。考虑到坦佩又是两所大学包括亚利桑那州立大学在内的所在地，最终我们把店址选在了这里。

2019 年 6 月开业后不久，我们像其他的餐饮业者一样，遭到疫情的重创。我不得不将原本的广告费挪到人工费上，减少营业时间，并专注于外卖，从一开始的 5 名员工，到后来只剩我自己，就这样坚持



Fusion Tea Lounge

1806 East Southern Avenue Tempe, AZ 85282

亮相

应读者要求，我们在《酸甜苦辣》里新增了这个小栏目，欢迎广大餐饮业者们前来秀出自己的风采。



了一年半，熬过了最艰难的时期，后来慢慢获得了顾客的认可。

开店四年来，Fusion Tea Lounge 收获到了近 200 人的五星好评。

我们的奶茶特别之处在于，所有茶叶都是自家种植的，由台湾的母公司 Lattea 提供，经过精挑细选以确保最佳的质量。此外，菜单上 90% 的饮品甜度都可以自由选择，迎合大多数老外的口味。

近来，我们将焦点逐渐转向食物，提供各种融合东西方口味的小吃，包括寿司、印度饼包的鸭卷、墨西哥披萨、炸鸡、牛肉面等，立志在当地社区建立对亚洲混合美食的喜爱，同时挑战传统奶茶店的局限。

在此，我也想分享一下自己的经验：菜品一定要稳定，口味和甜度要保持一致；合理定价，衡量顾客对每道菜的支付意愿非常重要；与顾客建立友好关系，像朋友一样相处。特别是从去年年底开始，我们承接了很多生日派对和婚礼的餐饮供应，为顾客量身定制菜单，以诚挚的服务赢得了良好的口碑。

开店其实是一项非常辛苦的工作，需要亲力亲为。我很感激在大学学到的专业知识以及从小到在餐馆积累的经验，帮助我一步步走到今天。我始终认为做餐饮要返璞归真，越是能还原小时候家乡的味道，越能取得成功。☺

田勇 (Temple City, CA)

疫情后的菜品研发

疫情给我们带来了很大的伤害，这三年来我们承受了很大压力，但是我感觉这也并非坏事，给我们又多了几个课题。使我们在今后的菜品研发过程中考虑问题更全面性了，我就讲讲我的心德。

1、菜品的创新与品质的保证：研发的菜品和其他餐饮店要有差异化，出盘形式要新颖，味道不失传统，要讲究组合和搭配，要让客人感受到是精心制作的。同时要保证食材的新鲜度，要让客人从视觉、闻味觉、品味觉、品味过后有心情愉悦的感觉。比如我提出的蟹粉烩花胶，之前只是传统的蟹粉和花胶一起烧制，现在升级版就加入了瑶柱、虾籽、和牛龙虾籽等食材和广东菜的烹调手法相结合，口感就更丰富了，视觉感更加

饱满。

2、本地域和季节性食材：在研发菜品时尽量选择应季食材，菜品也会根据季节性进行调整，与打造本地文化和氛围相融合的菜，一是能够保障食材的新鲜度，二是能使用当季最优质的食材。如大豆苗，只有在 3 月份到 6 月份又便宜又鲜嫩，其他时间段的都会老或者贵，所以要适应的季节用应季的菜。

3、可持续性与健康：我们与本地的两家有机农场合作他们的有机果蔬，今年 5 月从芝加哥展会发现素食的流行趋势，低碳，免麸麸群体逐步增多。我就针对此类研发了几道菜品。合作农场的菜比如牛角胜瓜（广东丝瓜）最佳的时间是每年的 8 月到 10 月中，这个时间的胜瓜只

是清炒就有一股奶香味，口感清脆。

4、菜单的多样性：我们坚持一菜一味每到菜的味型与配料都不同，这样的确给工作造成了复杂化，但是在差异化经营和营养搭配上给客人提供了更好的选择。这样也增加了客人的满意度和忠诚度。

5、编辑故事让菜品更有趣味：我们主推的菜品都会有一个针对它的故事，这样方便客人记忆，客人在吃完这道菜后还能够讲给他的朋友听。这样也能够增加这道菜的吸引力，激发客人的好奇心和兴趣。

我觉得最重要的还是要关注餐饮的流行趋势，要多走出自己的餐厅去其他好的餐厅品鉴学习，好的菜品先复刻出来，再思考用中餐的模式怎么融合。让一些优质客户体验在总结在改进，不要怕失败只要坚持在潮流中跟着走，坚守执着不固执，同时保持灵活性和开放性。☺

(本文为 Bistro Na's 那家小馆行政总厨田涛先生在 2023 “Taste of Asia 吃货盛典”上的发言)



张鹏亮专栏 (Peter Chang, Bethesda, MD)

麻婆豆腐的启示



一次接受美食评论家的采访时，他问我：“在美国你最喜欢做的一道菜，以及你感觉美国吃客最熟知的一道川菜是什么菜？”我毫不犹豫地回答：麻婆豆腐。

2004年7月，我在美国的第一家中餐厅“百川味”打工的时候，第一次接受《华盛顿邮报》美食专栏作者todd kliman的采访，他说非常喜欢我烧的麻婆豆腐，每次必点，一定要介绍给他的粉丝。当8月中旬报纸出来的时候，慕名而来的吃客几乎必点麻婆豆腐，不管是否适合他们的口味。

由此，从麻婆豆腐、山城辣子鸡、关公牛、剁椒鲜鱼等辣菜演绎出来的“会做辣的大厨”妥妥地被美国吃客贴成了我的标签。

虽然我曾经在厨师学校里学过麻婆豆腐的做法，但真正让我对它有所领悟的是著名的川菜大师尹登祥师傅。

1985年夏天，我工作的单位邀请当时在北京前门饭店主厨的尹登祥师傅来传授技艺。这位老前辈在烹饪界可是名声不小，新中国刚刚成立的时候，百业待兴。在政务院总理周恩来的关怀下，从各省抽调了一大批优秀厨师，在党中央、政务院机关和北京市各大饭店工作，尹师傅就是从当时的武汉江汉饭店抽调到北京的。

1959年7月从六千多名厨师中选出五十位厨师进行技术比赛，这其中就有尹登祥师傅，1960年他获得了餐饮业国家第一批烹饪技师称号。他当时给我们表演的菜

是“麻婆豆腐”和“宫爆鸡丁”，从此我才知道“麻婆豆腐”对于厨师的意义就是在浓郁的麻辣咸香中去琢磨“烫”的厚度。

在异国他乡事厨多年，见识了令我感慨万分的“麻婆豆腐”。

经营美式中餐的中餐厅，几乎每家的菜谱上都有“麻婆豆腐”这道菜，并注明有辣或不辣两种选择，老豆腐加上青红豆瓣，大多用白汤烧制而成；如果要加辣，就放一小勺辣椒酱掺合一下即可。

无法考证这种做法的“麻婆豆腐”在100多年的美式中餐中存在着多少年，现实的层面是让麻婆豆腐的名字深深地扎根在了美国吃客的脑海中，成为了他们最熟悉

的中国菜之一（与是否正宗无关），倍受他们的青睐。

有一年的冬天，我们去科罗拉多的雪场滑雪，寻访当地的名店美食自然成为我这个职业厨师的首选。

从网上搜索到了一家评级很高的餐厅，进入餐厅翻开菜谱，对于我这个只认识几个单词的人来说，Mapo DouFu的菜名特别的亲切、动情，毫不犹豫地点了这道菜。

端上来的菜品，用类似于微波炉的杯子装的，明显是从烤箱里烤出来的：老豆腐用盐水煮过，与香菇粒、炸蒜头一起用辣椒粉拌匀，上面放了几粒花椒。吃口咸辣温润，略微的迷迭香味，醇和适口，没有麻味。

坦率地说，如果忽略菜名，这道菜真还有美国厨师的中国菜味。

通过与老板（美国人）的聊天，才知道他的台湾老婆的父亲是个厨师，他的中国味灵感就是来自于他的岳父。

这道似是而非的“麻婆豆腐”每份\$22，老板说是他餐厅一直排名前五的菜品。

要知道这是在偏远的雪场小镇，“麻婆豆腐”竟然还有如此的穿透力度……

在美国吃货的心里，有五个

韩国籍大厨特别会做中国菜，名气比正统的中国厨师大得多。其中，有一个叫丹尼尔的大厨就是以做“麻婆豆腐”而名声大噪的；

当中国餐厅把“麻婆豆腐”定位在每份\$10至\$15的时候，他的餐厅定位是\$20，几乎是全美国卖得最贵的“麻婆豆腐”。

2017年6月，我应邀与著名美食节目主持人andrew zimmern、韩国籍名厨丹尼尔一起主理詹姆斯比尔德基金会的一场慈善晚宴，丹尼尔做的菜品就是“麻婆豆

腐”，做得真的很有特色。

后来我才知道他专门到过成都，拜名师余波学会了这道菜。在中国人眼里上不了大雅之堂家常菜，竟然在美国厨艺界的殿堂级场合表演，而且受到了当天晚上来宾们的好评，能说明点什么呢？

前段时间，我有幸与一位人类学专家兼美食家就海外中餐的传承和发展的话题寻求她的见解，她说了几个关键词：尽量用海外食客最熟悉的方式、最接地气儿的定位、最有味道的家常味，讲他们

听得懂的故事……千万不要在“正宗”的圈子里打转转。

我们这些做厨师的听懂了吗？

这不就是“麻婆豆腐”给我们的启示吗？

专栏作者介绍

张鹏亮 (Peter Chang), 首届餐饮家金像奖杰出厨师 (Outstanding Chef) 获得者。其旗下餐厅 Mama Chang 获 2023 年度杰出餐厅 (Outstanding Restaurant), Chang Chang 获 2023 年度最佳新餐厅 (Best New Restaurant)。



視覺元素

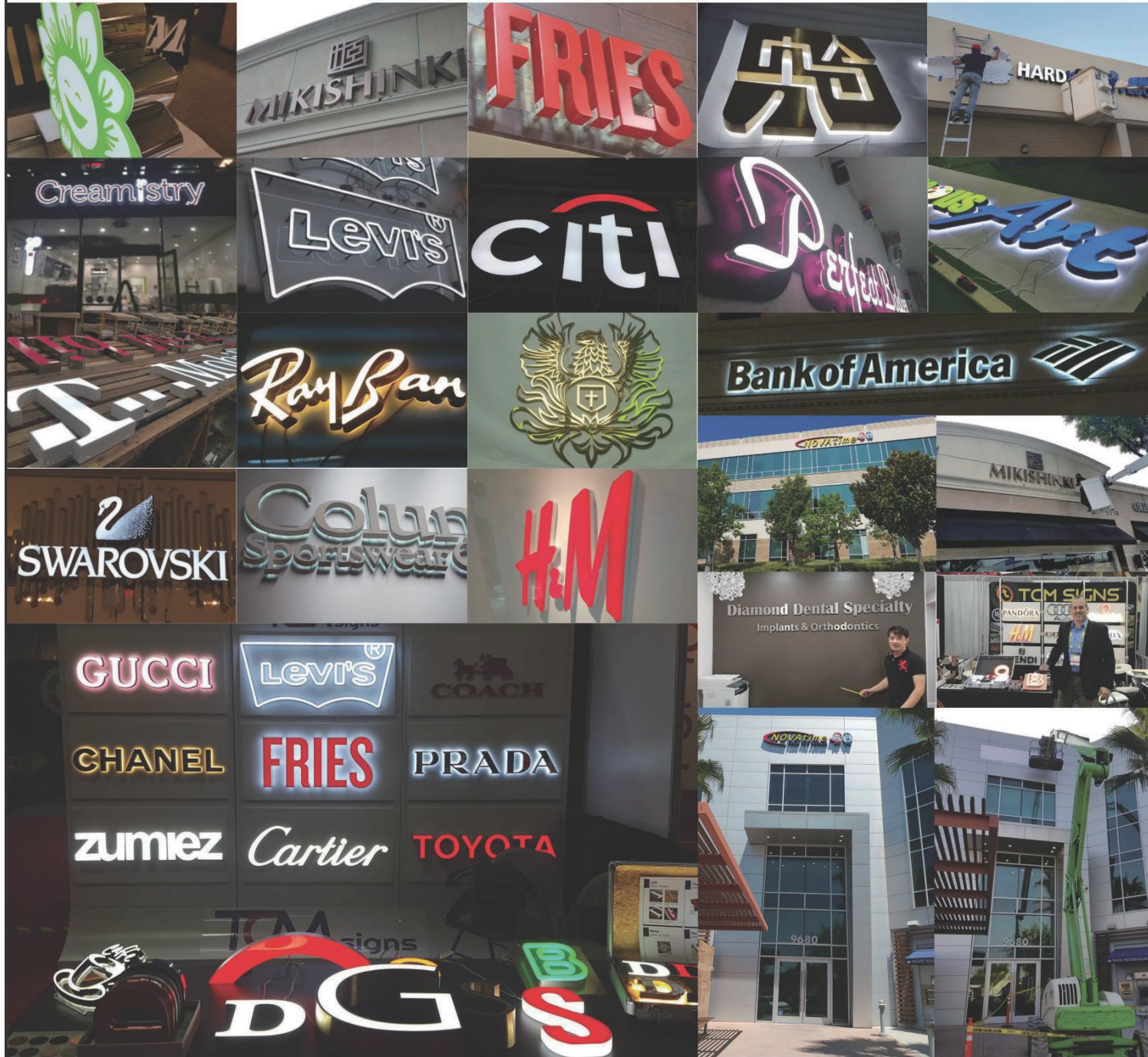
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餐飲要聞

Chinese Restaurant News

吃货盛典疫情后重返线下 经济复苏中就业机会涌现

文、图 | Ivan Liu



2023年8月底，知名美食生活平台“Chihuo Inc”、跨文化传播品牌营销公司 Asia Creative，以及 NAAFIA 北美亚洲饮食文化协会共同举办的第5届吃货盛典 (Taste of Asia) 在

旧金山湾区圣何塞 (San Jose) 回归线下。

500余餐饮业人士齐聚一堂，共同聚焦疫情后北美餐饮行业现状，并对未来发展趋势进行了深入探讨。他们

中有北美连锁餐厅、精品餐厅和食品供应链的代表，有外卖平台、管理软件和机器人代理商，还有行业协会和学术界的专家。多场圆桌会议囊括行业发展、政府关系、品牌营销、团队建设、

科技创新和跨界合作等多个话题，还有数个北美新生亚裔餐饮品牌和创业团队借助这个舞台，与在场的潜在投资人和合作伙伴建立起了链接，热火朝天的会议室和展厅让人们亲身感受到了士气

的提振。

全美餐饮协会 (NRA) 销售经理珍妮弗·波尼利亚 (Jennifer Bonilla) 为活动现场的人们带来好消息：美国的餐饮业已经连续三个月实现稳健的增长。据美国人口普查局初步数据显示，经季节性调整后，7月份餐饮场所总销售额达到911亿美元。与经过修正的6月销售额相比，7月销售额强劲增长了1.4%，这一增长数据延续了夏季月份的明显上升趋势。此外，5月和6月的餐厅销售额分别增

长了1.6%和0.8%，显示出消费者持续的消费意愿不仅惠及餐饮业。非餐饮零售领域的总销售额在7月也增长了0.6%，为自1月以来的最强月度增幅。

但也有一些数据让业内人士倍感压力，比如说餐厅行业的就业增长依旧缓慢，增幅甚至低于年初的水平。比起2020年2月美国疫情爆发之前，现在的美国餐饮业依然少了6万4千个职位。

精品餐厅老板愁找大厨，

连锁店愁找店长，人力资源已经成为了制约餐饮品牌尤其是亚餐品牌做大做强的一大瓶颈。

所以，NRA 旗下的教育基金会已经获得了1220万美元的合同，用以发展餐饮业的学徒制项目。该项目特别关注弱勢族群和他们面临的障碍，计划在未来五年内每年在整个酒店行业招收1000名新学徒。学徒将接受实际工作培训，并获得全国认可的证书，以帮助他们提升职位、增加收入，并最终建立长期的职业生涯。这个

项目由美国劳工部就业和培训管理局设立，旨在通过学徒制为当前和未来的行业工作者提供晋升途径。

除了政府的投入之外，一些头部企业也在努力为行业培养后备人才。

内华达大学拉斯维加斯分校 (UNLV) 的老师李志杰 (Cervantes Lee) 是全美第一个快餐连锁店专业本科项目的授课教师。这个项目由熊猫快餐 (Panda Express) 的创始人程正昌 (Andrew



李志杰是全美第一个快餐连锁店专业本科项目的授课教师。



全美餐饮协会销售经理珍妮弗·波尼利亚为活动现场的人们带来好消息。



Cherng) 和蒋佩琪 (Peggy Cherng) 夫妇捐资500万美元设立，成为全美首个为连锁餐厅培养店长人才的学术项目。三年来，熊猫餐饮集团已经将数十名拉斯维加斯大学的学生和毕业生安置到管理、监督和一线员工职位。通过提供一系列首创的快餐餐饮专业化课程，熊猫将帮助美国的大学培

养领导这一新兴餐饮部门的专业人才队伍，帮助更多品牌实现长足的发展。

在本次盛典上，第5届2023 Taste of Asia Awards 亚洲赏味榜的奖项也纷纷名花有主，评选出了10大品牌和10大人物。火锅连锁品牌刘一手、纽约面点/小笼包品牌“南翔小

笼包”、芝加哥新兴茶饮品牌 TE'AMO Boba Bar、新兴菲律宾味道酱料品牌 Fila Manila 等榜上有名，荣幸颁发的10大人物中，则有名厨兼 Bollywood Bites 的创始人 Sanjay Patel、Sanzo Sparkling Water 的创始人 Sandro Roco、Empower Delivery 的 Meredith Sandland

等。这是一个致力于表彰和促进北美亚裔餐饮文化的颁奖仪式，旨在展示和支持北美亚裔品牌的蓬勃发展。这些优秀餐饮企业家和品牌，在业界中通过巨大的努力获得了卓越的表现，这一奖项的使命是认同、表彰和赞赏，并希望以此为动力，来共同持续传承北美亚裔餐饮的蓬勃发展。

当 AI 也学会了割韭菜……

文 / 图 Ivan Liu

疫情之后的通货膨胀和利率飙升把整个世界都压得喘不过气来。无论是一个银行的行长，还是一个餐馆的老板，都能明显感受到钱的流动性降低带来的寒意，或许还会不幸遭遇到困境中生出的一些恶意。

大批初创企业烧光了钱默默入土了，有随着加密货币市场崩溃而倒下的新银行；有被“失足”的硅谷银行“拖下水”消失不见的银行即服务（Baas）公司；还有核心业务崩溃的贷款公司和被监管机构发现反复撒谎之后被踢出局的信贷公司。

有人在绝望中放弃了底线，也有人在诱惑中丢失了智商——失信、欺诈和杀猪盘以肉眼可见的速度倍增，眼见着春天也一时半会儿不会来，如何灵巧地度过这个漫长的冬天成了大家都关心的问题。

随着 AI 技术的迅猛发展，人工智能不仅在各个领域取得了巨大的成就，还开始渗透到了金融领域。然而，随之而来的是一个不容忽视的问题：当 AI 也学



会了割韭菜，企业投融资更需三思了。

在过去的几年里，AI 技术已经在金融领域找到了广泛的应用，尤其是在信贷领域。AI 可以通过分析大量的数据，识别借款人的信用风险，从而帮助金融机构做出更准确的信贷决策。然而，正是这种精确性和效率，也让 AI 成为了欺诈分子的有力工具。

随着 AI 技术的不断进步，欺诈行为也变得更加智能化和产业化。欺诈者可以利用 AI 生成虚假的信用信息，模拟正常的借款行为，甚至通过深度学习算法来规避传统的风险检测方法。这使得金融机构在防范欺诈方面面临着前所未有的挑战。

许多原有的信贷公司因此破产倒闭，不得不重新审视其风险管理和信贷决策策略。企业在投融资方面需要更加谨慎，不仅要依赖于技术，还需要注重人的判断和经验。同时，监管机构也需要不断升级其监管措施，以适应这个新时代的金融环境。

10月22日至25日，在纸醉金迷的赌城拉斯维加斯，金融科技行业的全球峰会 Money20/20 如期举行。尽管会议的主题和基调都是在试图提振士气，为大小企业搭建促进合作平台，并建立机制提携新的创业者，但从第一场讨论会开始，不管是什么主题，发言者们都会反复提起“风险”“欺诈”以及如何发现

“警示信号”等关键词。

“比起去年的 money 20/20，今年的展台和讲台都发生了明显的变化，一个是提供贷款服务的展商大幅减少了，一个是关于如何应对欺诈的讨论明显增多了——尤其是 AI 辅助的欺诈，让业界感到很头疼，因为迷惑性更强，更难被发现了。”

金融服务公司如意财（EZ Capital）的项目经理李晔斐告诉记者。她认为放款方的大幅减少跟美联储一直加息有很大的关系。借贷产品变贵了，需求虽然还在，但原本贷得起的客户现在贷不起了。与此相应的是，违约的风险也就大幅增加了。所以几乎所有的放款方都会收紧审

批政策，提高了要求。比如如意财某一合作伙伴的商业信贷额度产品，以前对餐馆老板的月收入最低要求是2万即可，现在却可能需要月收入到4万才行。

一大批小微商家可能被拦在门槛之外，生意变冷清外加坏账增加，放款方也就得勒紧裤带过日子了。

但是新常态也会产生新机遇，比如说来自硅谷的反欺诈软件服务商就受到了重点关注，还有那些积极看待 AI 技术前景的乐观者，他们笃信技术的发展最终能够“用魔法打败魔法”。

Money20/20 的内容总监扎克·安德森·佩特（Zach Anderson Pettet）对新形势下行业的变化感到兴奋，因为他觉得这意味着技术的复兴和行业的转型升级。他强调说，随着人工智能的飞速进步，“新的市场和机遇正在以惊人的速度出现。”

负责为投资者、技术人员、银行和支付机构设定议程的伊恩·霍恩（Ian Horne）是 Money 20/20 的欧洲内容负责人，对区块链技术和数字货币有长期的观察研究。他在峰会上发布了揭示全球金融业大变局的专著《为什么金融去中心化如此重要》（Why DeFi Matters）。伊恩告诉记者，在人们不

太关注得到的地方，金融去中心化帮助被传统金融体系排斥或不公平对待的群体建立起了新的世界，也让各行各业的人能用货币做更多事情——你可以为支付编程，也可以做流式支付（资金可以像电流一样按秒计算和传输，而不是传统的一次性交易形式），还可以建立起分布式的基于代码的金融系统，新技术带来了全新的系统升级和游戏规则，也带来了不同以往的经济增长点 and 行业新风险。

“金融最终是为了解决人类的问题而存在的，但人们总是忘记这一点，转而被技术本身所吸引。”伊恩说，就像是 NFT 的热潮或是加密货币的热潮。各类庞氏骗局也容易借着新名词出现，在人们云里雾里附庸风雅的时候猛割一把韭菜。

“所以我的建议是搞清楚你的需求，警惕一切高回报率的说辞，以及不要轻易投资你不懂的东西。”

伊恩认为，新技术带来的全新体系之所以让人看到希望，就是因为传统的金融体系是不公平的，并不是所有人都能享受现代金融的福利，尤其是在金融危机、次贷危机的时候，少数族裔和弱势群体总是首当其冲地受到伤害。

理想的基于数字的新体系也还有很多问题需要解

决，不能一蹴而就，但新的技术和新的思维确实已经在融化冰山，为人们提供更多可能性，也让更多人能搭上信息化的快车，享受到更多福利。对广大自力更生的小企业而言，需要的不是锦上添花，而是雪中送炭。

“如意财就是在做这样的事，”李晔斐说：“在过去的一年内，我们已经为成千上万个普通餐馆老板提供了更智能的商业信贷方案，其中很多老板在需要资金时被银行拒之门外，甚至一度绝望，是如意财帮助他们解决了燃眉之急，甚至帮助一些陷入困境的中餐厅实现了起死回生。”

李晔斐告诉记者，在各经济部门的从业者中，亚裔的小商业主是绝对的弱势群体，语言障碍、信息隔离、人微言轻。很多商家都需要钱来维持经营，帮助周转，但他们却是被传统的大金融机构严苛对待甚至拒之门外的对象，尤其是金融风险陡增的环境下，他们的借贷成本更高。

但是根植多元化少数族裔社区的金融服务公司如意财，却能凭借专业信息优势和前沿人工智能科技力量，为更多人搭建起快速通道，让小企业在付出尽可能少代价的情况下获得资金支持。

“我们的咨询服务，包括

中英文咨询，都是免费的。其他语种的团队也在迅速建立中。”李晔斐特别强调说：“我们会根据客户提供的资料，帮助他们货比三家，找到最适合也是信得过的信贷方案。为他们省下很多时间和避免走很多弯路，高效率地帮老板们解决燃眉之急。如意财有用强大的合作伙伴资源，与资质最优秀的银行、科技金融公司、商业信贷公司等合作，力争让每一位客户都平等的享受的优质的金融资源。”

她还介绍说，商业贷款的放款方都会收取处理费，常见的在1%到6%之间，但如意财为了让老板们用尽可能低的成本平等地享受金融资源，也推出了一系列优惠项目。比如：如意财与 MenuSifu 的合作项目，餐馆业主如果是 MenuSifu 的合作商家，比如使用 MenuSifu 的 POS 系统、信用卡处理服务、在线点餐服务等，有 MenuSifu 等公司的信誉背书，指定信贷产品可以为享受免除3%处理费的优惠。比如成功申请10万美元的贷款，可以为商家免去3000美元的处理费，最大化地实现互惠互利。

“我们致力于让普惠金融惠及每一个辛苦打拼的人，创造一个更公平的世界。”

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利文顿酒店的小利文

埃德利拉·库卡 (Edlira Kuka) 是一个活力四射的女孩，她待人热情，性格爽朗，总是积极乐观地迎接每一天的工作。

她是纽约曼哈顿下东区利文顿酒店 (Hotel on Rivington) 的运营总监。这家装修风格年轻且时尚的精

品酒店靠近纽约大学和几个繁华商业区，在 22 层的楼顶平台上可以俯瞰曼哈顿、布鲁克林和新泽西，传统和现代交织的繁华尽收眼底。

这样的美景能让埃德利拉心情舒畅，她喜欢这座城市的历史和当下，也常常脑洞大开憧憬着由日新月异的新技

术所创造的未来。

最近一年来，她的酒店服务团队中增加了一位特别的成员，人见人爱的小利文 (Rivi)。2023 年 10 月，我们在利文顿酒店采访了这个年轻的团队，见证了新技术为他们带来的惊喜。

眼见为实 机器人有真本事

小利文是个机器人女孩，她是来自中国的擎朗 (Keenon) W3 型酒店机器人。她大大的屏幕上眨巴着顽皮的眼睛，圆滚滚的身躯，金属炫光的皮肤。她跟酒店的计算机管理系统相连，可以在接受指令后，帮助管理

员将住在每一层楼每一间房客人需要的物品准确地送到他们的房间。

她可以通过 wifi 的连接，自己打开电梯，自己“按下”要去的楼层，自己带着食物、饮料或者生活用品去“敲门”。见到客人后，她也会自动打开肚子上的柜门，让客人取走被自己保护得很好的物品。

埃德利拉一边给记者解释，一边快速在小利文宽阔的屏幕上“下单”，只是轻轻点击了几下，就将为 15 楼的客人送两瓶矿泉水的任务交给了她。记者跟随机器人一起上楼，从遥控开电梯到精确地走到客人门口送水，小利文只用了两分钟。

“小利文真的帮到很多忙，她是完美的！”埃德利拉说：“她可以不知疲倦地帮酒店服务业干很多简单重复的跑腿的活，让服务员们可以更加从容地提升服务品质，去细致地解决一些更复杂的问题。除了有效地帮助酒店减少人工成本之外，她的灵巧和智慧也为客人提供了情绪价值，有

不少客人打电话专门要求让机器人来给他们服务。”

小利文也是全能的，在酒店顶层的宴会厅里，她能自由穿梭于客人之间，为大家递送酒水饮料，化身伶俐的女招待；在酒店大堂里，她也能帮忙迎接宾客，友好地与人互动，化身亭亭玉立的礼仪小姐。

擎朗机器人可以在任何场景当好人类的小助手

小利文是她所属的擎朗家族中的佼佼者，她的兄弟姐妹形态各异，各有各的“绝活”，在很多人都没注意到的时候，早已遍及五湖四海——酒店绝不是唯一的应用场景，大凡需要服务人手的地方都能看到他们的身影——中餐厅、西餐厅、自助餐厅、医院、商场、健身房、学校、公司……

而根据不同的应用场景，各型号的机器人也装备了差异化的“特长”以满足人们不同的需要。有的小巧灵活，有的容量特别大，有的可以

最大程度保护客人隐私，有的还能为客人净化空气……

去年，利文顿酒店之所以毫不犹豫地选择了擎朗机器人，不仅是因为擎朗机器人本身的强大，还有一个重要原因是：上海擎朗智能科技有限公司近来在美东地区建立了技术服务团队，随时提供全面的售后服务和技术支持，能让他们完全没有任何后顾之忧地“雇用”小利文。他们还在寻找着和他们一样对机器人充满着兴趣的经销商团队——他们也很愿意为有志于此的合作伙伴们提供专业的培训服务，尽一切努力让技术带来的便捷与快乐惠及更多人。

用了才知道，她代表着未来

“除了高效和丝滑，她能让我想到的关键词是——未来。”埃德利拉认为，也许很多人觉得，机器人还是个花哨的噱头，但他们没有发现人工智能正在飞速进步，正在覆盖我们生活的方方面面，成为不可逆的趋势，未来已来。

而且不可逆——就像从煤油灯到电灯的转换，但凡适应了，习惯了，就再也回不去。

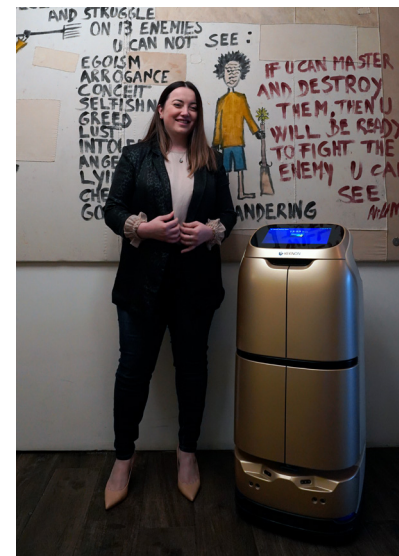
据埃德利拉回忆，从去年年底到现在，成百上千的客人都很喜欢小利文，对她赞不绝口，就只有一个客人表示不喜欢，有些谨慎和畏惧。

但是，绝大多数被服务的客人，以及真正使用机器人的员工们，都能体会到新技术给人们带来的便捷和舒适。

“每个人都有自己的观点，这世上确实存在一些对新生事物保持警惕，甚至对人工智能化的未来感到担忧与害怕的人。”

“那你会担心吗？会不会有一天，机器人更加全能了，他们就会抢走你们的工作？”

“我不担心，”埃德利拉说：“与其害怕，不如打开思路，创造更好的工具来帮助人类把一切做得更好。人的竞争力就在于我们生生不息的创造力。”



小利文邀请她的兄弟——“网红款”餐厅机器人擎朗 T5(左一)一起参加利文顿酒店 Penthouse 的聚会

(左图) 德利拉带着小利文接受记者采访

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欢迎垂询

Meet Rivi

Adorable Helper of Hotel on Rivington



Edlira Kuka is an energetic girl. She is welcoming, cheerful, and works with a positive and optimistic attitude every day.

She is the Operations Director with Hotel on Rivington, located in the Lower East Side of Manhattan. This chic and trendy boutique hotel is close to

NYU and a few busy business districts, with a panoramic view on the 22nd rooftop to overlook Manhattan, Brooklyn, and New Jersey, in which the tradition and modernity are intertwined.

Edlira is comforted by this beautiful landscape. She loves every bit of this city's past and present, and in the meantime dreams about the future that ever-

changing dynamic techniques might create.

A special new member joins her hotel service team in the past year, the adorable and winning Rivi. In October 2023, we interviewed the young team at Hotel on Rivington, where we witnessed the pleasant surprise that new techniques bring along.

Seeing is Believing: Robots with real skills

Rivi is a robot girl from China's Keenon W3 type hotel robot. With playful eyes flashing on her large screen and a shiny metallic body, she's hard to miss. She's integrated with the hotel's computer system and, upon command, delivers guests' needs right to their doorsteps.

Whether it's food, drinks, or supplies, Rivi uses wifi to navigate elevators and hallways, ensuring timely and accurate deliveries. When seeing the customer, she will automatically open the cabinet door on her belly and let the customer take away the items that she has well protected.

As Edlira demonstrated Rivi's functionalities to us, we were simply amazed. A few clicks and off Rivi went to deliver two bottles of water to a guest on the 15th floor - all within two minutes!

"Rivi is truly a game-changer. She effortlessly handles repetitive tasks, allowing our staff to focus on enhancing guest experiences. And let's be honest, who doesn't love having a robot serve them?" Edlira said.

Rivi is also versatile. In the banquet hall on the top floor of the hotel, she can transform into a smart waitress, freely shuttle among the guests, deliver drinks to everyone, and; in the hotel lobby, she can transform into a graceful etiquette lady, help greet guests and interact with others in a friendly manner.

Keenon Robots:

A competent assistant to humans in all scenarios

Rivi is the best in her category in Keenon's world of robotics. Their family of robots is diverse, each having its unique talent. They are seen bustling in places ranging from restaurants, buffets, nursing homes, cinemas, hospitals, factories, and more. With varied capacities and features tailored to specific needs, there's a Keenon robot for every occasion.

According to different application scenarios, various types of robots are also equipped with differentiated "specialties" to meet people's different needs. Some are small and flexible, some have extremely large capacity, some can protect guests' privacy to the greatest extent, and some can also purify the air for guests...

Besides from the competitive functions that Keenon Robots have, one of the pivotal reasons that Hotel on Rivington gravitated towards Keenon Robots was the comprehensive after-sales service and technical support offered by Shanghai Keenon Intelligent Technology Co., Ltd. They've established a technical service team right in the East US, ensuring

smooth operations for all Keenon robots, including our dear Rivi.

They are still looking for a team of dealers who are as interested in robots as they are - they are also willing to provide professional training services to partners who are interested in this and make every effort to make the convenience and happiness brought by technology benefit more people.

Experience the Future with Rivi

"The terms that come to mind. Efficient, smooth, and futuristic," said Edlira. While some may view robots as fancy gadgets, the reality is that AI is rapidly integrating into our lives.

And it's irreversible - just like the switch from kerosene lamps to electric lamps, once you adapt and get used to it, you can never go back.

Edlira shared that most guests adore Rivi, with only one guest expressing caution and fear.

However, the vast majority of guests being served, as well as

employees who actually use robots, can appreciate the convenience and comfort that new technologies bring to people.

Every individual has their perspective. While some are wary of emerging technologies, the majority experience the comfort and convenience they bring," she remarked.

When asked about the fear of robots taking over jobs, Edlira responded confidently, "I'm not worried. Our strength lies in our relentless creativity. Instead of fearing change, we should embrace it and harness it for the greater good."

Keenon is sincerely recruiting agents in the US East. Please contact:

**949-659-9282
Angie chen**

Email : Angie.chen@keenon.com



COVER
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我的自由国度

钟锦昌

文、图 | Ivan Liu

前言

这是一位逃离战火的少年在新世界的逆袭之旅。

钟锦昌的前半生与很多布满历史伤痕的关键词有关——越战、排华、红色高棉、华侨农场、劳改营、大逃港……

成年后，他如愿来到母亲口中的“自由世界”，从此发奋图强，一刻也不曾懈怠。曾给他带来灾难的“资本家”的基因，却在这里助他白手起家，干出一番事业。

他从难民营里走出来，先自食其力，再寻找商机——从

洗碗工、电缆工、药厂工人，到面厂投资人、餐馆老板、连锁店老板，再到进军供应链的创业者，他的每一步都交织着意想不到的艰难和曙光般的希望。

年过花甲，他依然没有停止思考和尝试，他想要为中餐行业做些力所能及的事情，为那些和他一样辛劳的餐馆老板提供一些简化的解决方案，推动这个与他血脉相连又承载了他半生希望的行业进一步细化分工，转型升级。



抄家与逃亡

1975年4月30日，北越军队攻入西贡，结束了近20年的越南战争。这一标志性的事件在一些叙事中被称为“南越解放”，在另一些记载中则是“西贡陷落”，但对16岁的钟锦昌而言，这却是意味着他平静的生活即将结束。

“此生最难忘的一幕，就是越共抄我家。”2023年秋天，已经两鬓斑白的钟锦昌在加州圣何塞的亚洲食坊（Ginger Cafe）里对记者娓娓道来。

钟锦昌是祖籍潮汕的越南华侨，从爷爷那一辈起下南洋闯荡，定居越南东南部最繁华的中心城市西贡。那时候的越南还是深受中国传统文化影响的法属殖民地，在中西交汇融合的重要枢纽上，聪明勤劳的先辈很快开创家业，到越战爆发前夕，家族已经在当地建起了纺织工厂，成为近代东南亚产业发展最早的一批受益者。

1959年，也就是钟锦昌出生的那一年，割据北越的越共政权决定武装解放南越，赶走在那里“援越抗共”的美国，实现国家的统一。从那以后，冲突、起义和游击战不断加剧，但在美军驻扎的西贡，自由经济还在茁壮发展着，钟锦昌度过了他此生最快乐的一段时光。他衣食无忧，在田野里、山坡上，到处写生，兴趣盎然地画画。

“那时候当地的人还并不排斥华侨，他们很尊重我们。”钟锦昌说。

“那场战争相当惨烈，被送上战场的大部分人都死了，所以我知道我必须跑了。”

但是，当历史的车轮从1975年碾到1976年，西贡被解放又被改名为胡志明市之后，社会主义改造也随之而来，他们也成为了人民的敌人，被仇恨和被排斥的对象。

最让他胆战心惊的是，凌晨三点，抄家者还在审问他的大伯——你的钱究竟藏在哪里了？他们不被允许睡觉，精神和意志都濒临崩溃。

后来，抄家者搜出了很多金片，伯父也被判了有罪，被抓去劳动改造。钟锦昌虽然还是个十几岁的初中生，也因为成分不好，被送下乡去改造。

当时，越南和红色高棉时期的柬埔寨也正在发生战争，“资产阶级家庭”出来的少年首当其冲就要被送去打仗，出发前夜，他义无反顾地逃跑了。

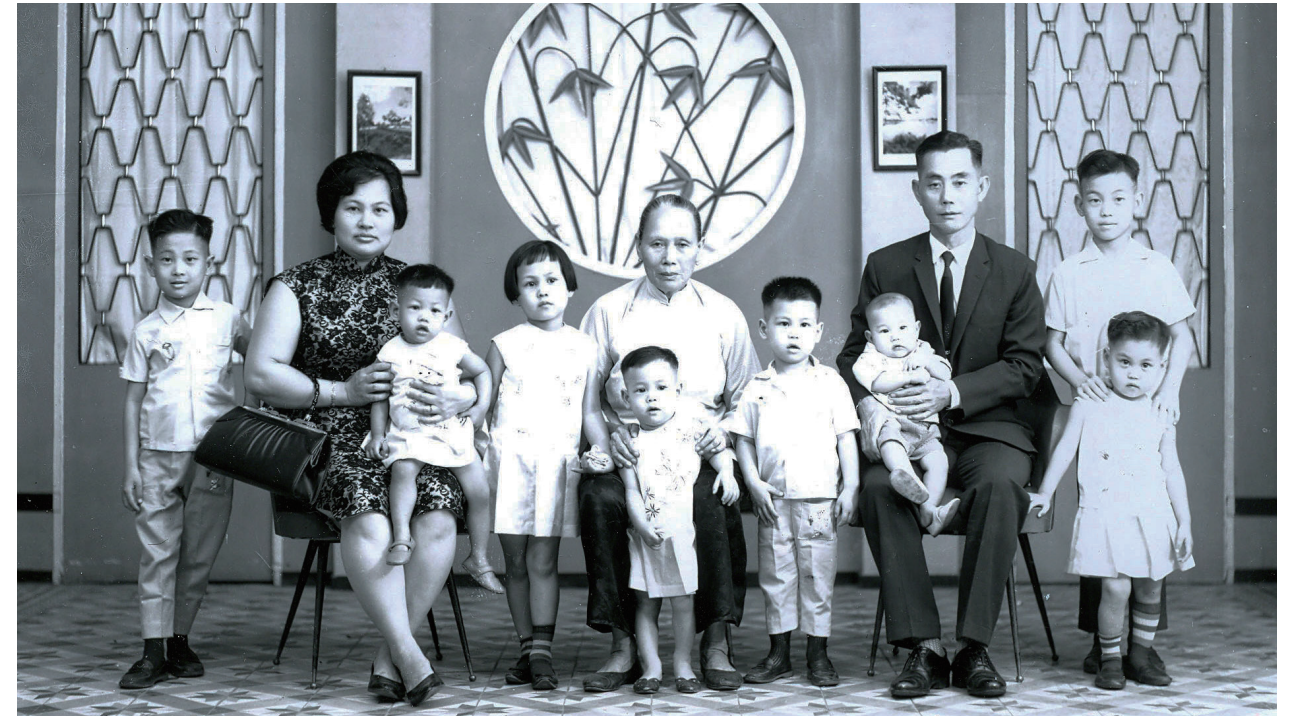
“那场战争相当惨烈，被送上战场的大部分人都死了，所以我知道我必须跑了。”

钟锦昌的母亲是一个很有主见的人，她眼见形势不对，早早就策划了“全家分批逃难”的计划。9个孩子都要送出去，有的已经成年，有的还是幼儿。而当自己17岁的三儿子必须得先行一步时，她果断帮他安排了经北越到云南老街的逃跑路线。

到自由的世界去团圆

一路辗转，孤身一人的钟锦昌回到了中国，他素未谋面的广东老家。他从小饮食一直没有脱离那里的羁绊，直到现在为止，他最爱的依然是潮汕的粥。

当时的中国已经结束了十年内乱，开始改革开放。钟锦昌打心眼儿里觉得中国对他们这批逃难回去的华侨很不错，他们被安置在陆丰华侨农场，呆在那里的几个月又刚好是农闲的时候，不用太辛苦，一个月就有29块钱人民币的工资——这在当时算是很不错的待遇，还能买到别人买不到的特供商品。





1980年，21岁的钟锦昌（后排右一）和母亲（后排左二）等家人在萨利拉斯合影。（钟锦昌提供图片）

然而，乡音乡情，却也不是他最终的归处。因为他心里始终记着临行时母亲的嘱咐——一定要去美国，一定要到自由的世界去，全家人要在那里团圆。

虽然那时候他的妈妈并没有去过美国，关于那片土地的一切溢美之词都还只是一些概念，但美军占领时期，南越人对美国文化的耳濡目染，对美国的向往却是很真实的。

那时候，刚刚从十年浩劫中走出来的很多中国人也是和他怀有同样的憧憬，他们对外面的世界充满向往，钟锦昌结识了不少知青，还认识了一些从印尼逃难来的华侨，知青给

他们讲自己下乡的故事，他们也给知青讲自己逃难的故事。

那几年正值“大逃港”时期，社会躁动不安，虚虚实实的传言也满天飞。

1978年底到1979年初，“边境开放”的谣言越传越烈，广东各县盛传“花20元港币就能去香港”，成千上万群众拖家带口涌向广州火车站，但到了那里才发现不是那么回事。于是不少人就在那里示威，不明就里的钟锦昌也被人拉去参加示威。

至于为什么示威他都不记得了，只记得当时公安来了人，把他抓走，关进去劳改了两三个月。后来听说有很多船民在广西北海接客帮人偷渡，他又去了北海，最终顺利搭上越南的船，去到了香港。

1979年，香港对于各地涌入的难民还算宽容，他们建起了难民营，并帮助他们获得其他国家的人道主义援助。

“当时如果我要去丹麦，很快就可以走，因为有名额，但我还是拒绝了，因为我妈妈说我们都要去美国。”

一定要去美国，一定要到自由的世界去，全家人要在那里团圆。





于是，钟锦昌又多等了几个月，终于顺利排上了号，在1979年底坐上了飞往加州的航班。

80年代初，正如他母亲所计划的那样，全家人陆续到达美国，在加州萨利纳斯 (Salinas) 团圆了。

在新世界站稳脚跟

萨利纳斯是加州中部的一个海滨小城，人烟稀少，风光秀丽，仿佛世外桃源。不过初来乍到的钟锦昌没有太多闲情逸致欣赏美景，他要让自己在新世界站稳脚跟而努力工作。

因为战乱的原因，他初中都没有上完就辍学了，英文也不好，找工作的起点本身就比较低，但好在他年轻力壮且有祖传的智慧和勤勉，先养活自己不是问题。

当地一位台山华侨给他提供了第一份工作：洗碗工。

在上世纪80年代初，台山人是加州中餐业的主力军，以左宗鸡和芥兰牛等菜式为代表的美式中餐尤其是外卖店已遍布城乡。

中餐馆的洗碗工是很多一代移民登陆美国后的第一份工，拿着最低时薪，一天可能干十几个小时，全年无休。容易上手，但十分辛苦。

很多人在经历了后厨的杂工阶段后，就会开始学厨，帮厨帮到一定阶段又可以独当一面做大厨，最后是自己开店。

不过这条路钟锦昌“绕”了一下，他在做了一年洗碗工后，开始为自己的前途探索更多的可能性，尝试做了一段时间电缆工，后来又到硅谷的强生公司做生产试剂的工人。

他在观察和思考中，逐渐熟悉了北加的环境，也认识了一些想要一起创业的朋友。他发现硅谷一带有很多越南华侨开的餐厅，但是都没有能吃到他在越南时吃到的那种很有弹性的鸡蛋

面。

几人一合计，如果自己能做出正宗的面线来卖给那些餐厅，生意一定能很好，于是一起凑了3000块钱从台湾买了一台小型制面机，建了个小厂开始做面，取名叫“维欣面厂”。

那段时间里，钟锦昌白天在强生公司打工，晚上就去做面，再有空余的时间就去跑销售，一家餐厅一家餐厅的推销自己的面。

面确实是能卖出去，但做了两年后，他们发现这生意并不划算。因为机器太小，一天生产个两三百磅的面去卖，毛收入一天最多也就两三百美元，原材料要花钱，跑销售要花钱，到最后净利润趋近于零，不划算。但好在市场已经打开，钟锦昌盘算了一下，只要换个大机器，产量搞上去，利润就能提上来。

但这就意味着更大的一次性投入，合伙的年轻人里面有人打了退堂鼓，也有人准备要结婚去了，于是就散了伙。钟锦昌一个人把厂接了过来，毅然换了大机器，面线地产量顿时上去了十倍，利润也很快提高了。只用了一年时间，他就把开厂的欠账全还完了。在八十年代末期，在餐厅或者工厂打工只能赚到一两千块钱一个月的时候，他的小工厂就能让他每月收入增加七千多美元。

三十而立后，钟锦昌也在加州站稳了脚跟，在自己也准备结婚的时候，他把维欣面厂卖了，准备自己开餐厅。

新美国人

1995年，在大女儿出生前，钟锦昌的第一家“富琦”餐厅在南圣何塞开业了。从一开始，钟锦昌就想要跳出主导市场的美式中餐，做融合东南亚风味的新中餐厅——就像他自己一样，生命的底色是华人，在东南亚暖湿空气的熏陶下长成一个越南人，在栉风沐雨的旅程中，他又穿过几重世界，尝尽人间百味，成为一个新美国人。

富琦的菜单里就记录着他先辈的故事——数世纪以来，中国人将他们的食物带到了南中国海地区。传统的烹饪方法与新的香料和多种多样的食材相结合，创造出独特的传统与创新的中餐风格。

尽管煎炒炖蒸的烹饪方法是很传统很粤式的，但九层塔等香叶的应用和多种热带水果的加入让他端出来的菜总是活色生香，即便在吃惯了中餐的人看来，也是充满了创意。

比如中国香肠木瓜沙拉和罗望子海鲜火锅，那股香味能让人回到广州的夜市，一口酸甜鲜嫩的口感又顿时能带你去到西贡。

1995年到1999年，也正是硅谷经济高速发展的阶段，初创的科技公司如雨后春笋般出现，大量高科技人才鱼贯而入，当地一片繁荣景象，科技金融高歌猛进之下，潜藏的危机也在暗自膨胀。

1999年，在互联网泡沫的顶点时期，富琦在硅谷开了第二家分店。他当时的理想是要做P.F. Chang那种高档中餐的连锁店，所以更多更好的餐馆计划已经在他心里筹谋。

谁知一过千禧年，许多曾经被高估的初创公司和互联网公司在泡沫破灭后迅速破产或关闭。即使是一些较大的、被认为更为稳健的技术公司也进行了大规模的裁员，社会经济

在栉风沐雨的旅程中，他又穿过几重世界，尝尽人间百味，成为一个新美国人。

由浮华转向萧条几乎就是一夜之间。餐馆的经营无论是客流，还是资金，都受到了很大的影响。

钟锦昌的扩张计划也被迫暂缓，先韬光养晦，度过难关。

一直到2004年，他精心打造的亚洲食府(Ginger Cafe)终于开业，这个品牌从一开始就是想要走精品店路线。2007年，又迅速开了第二家——从装修风格到菜单食谱，无一不是千挑万选定下来的方案。窗棂和木雕，古董和壁画，无一不透着遥远东方神秘的色彩。吧台琳琅满目的酒和蒸笼里晶莹剔透的点心，这些元素又是能让老外食客感到特别熟悉和喜爱的。

新的亚洲食府融合东南亚风格的中餐菜式比富琦更多更豪华了，新鲜优质的海鲜也更提升了餐厅的品质定位，一开业就赢得满堂彩，食客络绎不绝。

然而好景不长，2008年，次贷危机凶猛来袭，钟锦昌背负着开第二家亚洲食府欠下的80万美元迎来了新一轮的暴风骤雨。

“那时候生意不好，所有的店生意都没了，但这时候要是倒闭的话就可能几家店一起倒了，所以我就这样硬撑了两年多，亏了两年多。”

2010年，当钟锦昌年过半百之后，暴风雨也过去了，富琦和亚洲食府所有店都活了下来，跟硅谷的经济一样又恢复了生机。

更多的可能性

在开到四家餐厅之后，钟锦昌发现了中餐经营的巨大瓶颈——开所有的店，所有的流程和千头万绪的事情都要重新走一遍，经营的每一个环节，从行政审批、原料采购、库存管理、人事、营销和财务……每一件琐碎的事情，都要餐厅经营者日复一日地去应付和解决。



中年时的钟锦昌与妻子儿女合影（钟锦昌提供图片）

他很想做高品质的中餐连锁，但无论上游供应链还是下游服务业，中餐业都还比较前现代。整体低端和粗放只是结果，在整个行业缺乏精细化分工的人才和资源的情况下，任何胸怀野心的品牌想要茁壮成长都得凭一些运气。

最近十多年来，钟锦昌看着一群福建人来加州“淘金”，一阵风式地开起了很多 buffet 店，一阵风似地关门走人。每过一段时间，都会有一种类型的中餐成为投资热点，然后过一段时间又换成另一种。花无百日红，一些口碑很好的老店也逐渐后继无人。

“从全行业看，中餐业还是比较低端的。”钟锦昌说：“一个餐馆老板开一家店，就能耗费几乎所有的时间精力在很多简单重复的事情上，这是很难发挥出创造力和塑造起有价值的品牌的。”

他觉得比较理想的情况是，从产业链的上游到下游，每一个细化的环节都有专门的人来提供专业的服务，开餐馆的人用更少的成本就能买到优质的服务，从而把自己的主要精力用在自己特长的领域上，无论是更有个



疫情后的 2022 年，钟锦昌与妻子儿女在佛州旅游。（钟锦昌提供图片）



性的餐厅设计，更有文化的品牌塑造，更高品质的服务，还是更有特色的招牌菜品开发……也只有这样，中餐业也才能真正摆脱同质化的恶性竞争。

开第五家店的时候，疫情又刚好来了。见惯了风雨的他这次更加沉着，他已经不急着去打造连锁品牌，扩张实体店，而是潜心研究餐馆级面食和手工点心的集中供应——区别于规模化量产的预制菜和超市冷冻产品，也区别于为复杂菜式备料的中央厨房。

他的思路又回到了二十多岁时开面厂的时候，但比那时候考虑得更成熟。在第五家餐厅“食街”的后厨，他开辟了两千多平尺的空间，从亚洲地区买来三台制作包子、烧卖等点心的机器，花了两年的时间打通技术关节，开始机器辅助量产多达数十种点心。

与超市售卖的“工业化”点心不同的是，他的配料、制作和冷链储运完全是按照餐馆标准来的，不加任何“科技与狠活”，也没有长达一两年的保质期，机器的作用，完全是在“包”的环节上极大地提高速度。

他算了一笔账，餐馆卖的点心主要的成本都在点心师傅身上了，一个餐厅一个月卖两万块钱的点心，至少得请两个点心师傅，一个熟手师傅的劳动力成本能达到 7000 美元，很多三四线城市和广大农村地区还请不到师傅。而一台机器一个小时能做出一千粒小笼包，就算一笼只卖 6 块 5，纯利润也能达到 60%。这不仅解放了招不到点心师的餐厅，也能为更多餐馆增加又省力，又好卖，又赚钱的产品。就在周边的餐厅自然是近水楼台先得月，但即便是距离远一些，就算加上冷链运输的运费，比起点心师傅的工资来也是少的，一家千里之外的餐厅也能赚到至少 30% 的利润。

疫情结束后，他开始在北加州地区的餐厅推销自己生产的“美亚”点心，不到一年的时间内，就有四十多家餐厅成了他的忠实客户。

“我想要为这个行业做一些事情，想让人们看到更多可能性，推动更多的改变。”他说。®



ASK A RESTAURATEUR

《餐饮家》问餐饮家

姓名：钟锦昌 (Tuyen Chung)
性别：男
年龄：64 岁
你来自哪里：越南
从事餐饮行业多少年：
从餐厅打工算起 43 年



- **目前的心境怎样？**
很平静，安心做自己能做的事情。
- **如果能选择的话，你希望让什么重现？**
少年时代无忧无虑画画的那段时光。
- **最难忘的时刻是什么时候？**
越共抄我家的时候。
- **你最喜欢的食物是什么？**
潮汕粥，从小喝到大。
- **最恐惧的是什么？**
没有自由。
- **认为程度最浅的痛苦是什么？**
压力，承受压力久了就习惯了。
- **最喜欢做的事是什么？**
画画，学画画的那段日子是最快乐的，无论是水彩，油画还是写生都好。
- **最后悔的事情是什么？**
做了就做了，不会后悔。
- **如果可以选择的话，你希望让什么重现？**
少年时代无忧无虑画画的那段时光。
- **最伤痛的事是什么？**
2007 年 8 月 17 日那天，妈妈过世的时候。
- **何时何地让你感觉到最快乐？**
就是无忧无虑画画的时候。
- **自己最伟大的成就是什么？**
去做 catering 服务，客人认可我的菜，新郎新娘给我一个大大的拥抱表示感谢……那个时候我就觉得最有成就感。
- **这一生中最爱的人（或物）是什么？**
我太太。
- **座右铭是什么？**
要么就不做，要做就要认真做好，即便是不喜欢。

Tuyen Chung : My Land of Freedom

By Ivan Liu

Confiscation and Escape

On April 30, 1975, the North Vietnamese Army attacked Saigon, putting an end to the nearly 20-year-long Vietnam War. This iconic event is referred to as the "liberation of South Vietnam" in some narratives, while in others, it is described as the "fall of Saigon." But for 16-year-old Chung, it signified the end of his peaceful life.

"The most unforgettable scene in my life was when the Vietnam Communists raided my home." In the autumn of 2023, Chung, with grey hair on the temple, recounted to the reporter in Ginger Cafe, San Jose, California.

Chung was a Chinese Vietnamese whose ancestral home is Chaozhou. His grandpa traveled to Southeast Asia, and settled in Saigon, the bustling central city in the southeastern region of Vietnam. At that time, Vietnam was still a French colony deeply influenced by Chinese culture. In this important hub of East-West fusion, his diligent and intelligent forefathers quickly established family businesses. By the eve of the Vietnam War, the family had built textile factories, becoming some of the earliest beneficiaries of modern Southeast Asian industrial and economic development.

In 1959, the same year Chung was born, the Viet Cong regime in North Vietnam decided to arm themselves and liberate South Vietnam, expelling the Americans who were there to "support Vietnam against communism" and achieving national reunification. Since then, conflicts, uprisings, and guerrilla warfare intensified. However, in Saigon, where the American

Foreword

This is the story of a young boy who escaped from war, embarking a counterattack journey in the new world.

The first half of Tuyen Chung's life is intertwined with many keywords marked by historical scars—Vietnam War, anti-Chinese sentiment, Khmer Rouge, overseas Chinese farms, labor camps, and the great escape to Hong Kong...

He came into adult life along with finally arriving in the "free world" his mother had spoken of, and from then on, he worked tirelessly, never slackening for a moment. The genes of the "capitalists" who once brought him disaster, however, helped him start from scratch and build a successful career.

Escaping from the refugee camp, he first earned his own living and then sought business opportunities—from a dishwasher, cable worker, and pharmaceutical factory worker to a noodle factory investor, restaurant owner, and chain store owner. He then ventured into the supply chain, with each step intertwining unexpected hardships and dawning hopes.

He never stopped thinking and trying over his sixtieth. He wanted to do something meaningful for the Chinese cuisine industry, to provide simplified solutions for hardworking restaurant owners like himself, and to further refine and transform this industry that was connected to his bloodline and carried half a lifetime of hope.

His story is a chronicle of the struggles of overseas Chinese restaurateurs in California.

military was stationed, the free-market economy continued to flourish. Chung enjoyed the happiest period of his life during that time. He lived a carefree life, sketching and painting with great interest in the fields and on the hillsides.

"At that time, the locals didn't reject overseas Chinese. They respected us," Chung said.

However, when the wheels of history rolled from 1975 to 1976, after Saigon was liberated and renamed Ho Chi Minh City, socialist transformation followed, and they became enemies of the people, objects of hatred and exclusion.

What terrified him the most was when the raiders interrogated his uncle at 3 a.m. in the early morning, asking, "Where did you hide your money?" They were not allowed to sleep, and their spirits and wills were on the verge of collapse.

Later, the raiders found many gold wafers, and his uncle was sentenced and sent to a labor camp. Although Chung was just a teenager in junior high school, he was sent to the countryside for "reeducation" due to his unfavorable background.

At that time, Vietnam was also in war with Cambodia during the period of the Khmer Rouge. Young people from

"bourgeois families" were the first to be sent to the frontlines. The night before departure, he escaped without hesitation.

"That war was extremely brutal. Most of the people sent to the battlefield died, so I knew I had to run away."

Chung's mother was a decisive woman. Seeing the situation



deteriorating, she had already planned a "family evacuation" plan. All nine children had to be sent away, some were already adults, and some were still toddlers. When her 17-year-old third son had to leave first, she arranged a route for him to escape through North Vietnam to Yunnan's Laojie.

Reuniting in the Land of Freedom

After a long and winding journey, Tuyen Chung returned to his hometown in Guangdong, for the first time in his life. He remains persistent bond to the local cuisine, and to this day, his favorite is still the Chaoshan Congee.

At that time, China had just ended a decade of turmoil and embarked on a path of reform and opening up. Chung genuinely felt that China treated the overseas Chinese who had fled back home, including himself, quite well. They were settled in the

Lu'feng Overseas Chinese Farm, where they stayed for a few months during the agricultural off-season. It wasn't too strenuous, and they received a monthly salary of 29 RMB, which was considered decent at the time. They could even purchase special products that others couldn't.

However, the sense of belonging to his hometown didn't dominate his ultimate destination. Deep in his heart, he held onto his mother's ask before he left—to go to the United States, to the land of freedom, and reunite with the family there.

Although his mother had never been to the United States, the glowing descriptions of that land were just abstract concepts. However, during the period of American military occupation, the exposure of the South Vietnamese people to American culture and their genuine longing for the United States were real.

During that time, many Chinese who had just emerged from the ten years of turmoil shared the same aspirations. They were filled with yearning for the outside world. Chung met many "educated urban youth" and even got to know some overseas Chinese who had fled from Indonesia. The educated urban youth shared their stories of going and working in the countryside, while the overseas Chinese shared their stories of escape.

Those years coincided with the period of "The Great Escape to Hong Kong," and society was restless with countless rumors swirling around.

By the end of 1978 and the beginning of 1979, rumors of "border openings" grew stronger. It was widely rumored in various counties in Guangdong that one could go to Hong Kong for just 20 Hong Kong dollars. Thousands of people flocked to Guangzhou train station with their families, only to discover that things were not as they assumed. Many people started demonstrating there, and Chung, who was unaware of the situation, was pulled into the protest.

He doesn't remember why he was protesting, only that the police came and arrested him, sending him to a labor camp for two to three months. Later, he heard that many boat people were helping people smuggle across the border in Beihai, Guangxi. He went to Beihai and eventually managed to catch a boat to Vietnam and then to Hong Kong.

In 1979, Hong Kong was relatively tolerant of the influx of refugees from various places. They established refugee camps and helped them receive humanitarian assistance from other countries.

"At that time, if I wanted to go to Denmark, I could have gone quickly because there were quotas. But I refused because my mother said we all had to go to the United States."

So Chung waited a few more months and finally secured a spot. At the end of 1979, he boarded a flight to California.

In the early 1980s, just as his mother had planned, the whole family gradually arrived in the United States and reunited in Salinas, California.

Gain a foothold in the New World

Salinas is a small coastal city in Central California, sparsely populated and picturesque, like a paradise. However, Chung, who had just arrived, didn't have much leisure to appreciate the beautiful scenery. He had to work hard to establish himself in the new world.

Due to the turmoil caused by war, he dropped out of junior high school without completing his education. His English was also poor, so finding a job was initially challenging for him. However, he was young, strong, and possessed inherent intelligence and diligence passed down from his ancestors, so he had no problem supporting himself.

A local overseas Chinese from Taishan offered him his first job as a dishwasher. In the early 1980s, Taishanese people were the backbone of the Chinese food industry in California. American-style Chinese cuisine, represented by dishes like General Tso's Chicken and Beef with Broccoli, had become ubiquitous in urban and rural areas, particularly in the Chinese take-out restaurant.

Working as a dishwasher in a Chinese restaurant was the first job for many first-generation immigrants upon arriving in the United States. They earned minimum wage, worked long hours – sometimes up to more than ten hours a day, and had no days off throughout the year. Although the job was easy to pick up, it was extremely demanding.

After working as a dishwasher for a year, many people would start learning to cook in the kitchen. They would progress from being an assistant to becoming a chef in charge, and eventually open

their own restaurants.

However, Chung took a slightly different path. After a year of washing dishes, he began exploring more possibilities for his future. He tried working as a cable technician for a while and later became a production worker at Johnson & Johnson in Silicon Valley.

Through observation and contemplation, he gradually became familiar with the environment in Northern California and made friends who wanted to start a business together. He noticed that there were many Vietnamese-owned restaurants in the Silicon Valley area, but none of them served the kind of elastic egg noodles he had enjoyed in Vietnam.

After discussing with his friends, they realized that if they could produce authentic noodles to sell to those restaurants, the business would thrive. So, they pooled together \$3,000 and purchased a small noodle-making machine from Taiwan, and established a small factory called "Weixin Noodle Factory."

During that period, Chung worked at Johnson & Johnson during the day, made noodles in the evenings, and spent any free time running sales, promoting their noodles to various restaurants.

Indeed, the noodles sold well, but after two years, they realized that the business wasn't profitable. The machine was too small, producing only a few hundred pounds of noodles per day, and the gross income was at most a few hundred dollars a day. They had to spend money on raw materials and sales, and in the end, the net profit was close to zero. However, the market had already been opened up. Chung calculated that as long as they switched to a larger machine to increase production, the profits would rise.



In 1980, 21-year-old Tuyen Chung (back row, on the far right) and his mother (back row, second from the left) and other family members took a group photo in Salinas.

Image courtesy of Tuyen Chung



Middle-aged Tuyen with his wife and children. Image courtesy of Tuyen Chung

But this meant a larger one-time investment. Some of the young partners became hesitant, while others were getting ready to get married. As a result, the partnership dissolved. Chung took over the factory on his own and bravely switched to a larger machine. The production of noodles increased tenfold, and profits quickly improved. Within a year, he had paid off all the debts incurred from starting the factory. In the late 1980s, when working in a restaurant or factory could only earn one or two thousand dollars a month, his small factory allowed him to increase his monthly income by more than \$7,000.

By the age of thirty, Chung had firmly established himself in California. When he was preparing to get married, he sold Weixin Noodle Factory and decided to open his own restaurant.

New Americans

In 1995, before the birth of his eldest daughter, Chung opened his first "Fu Kee Restaurant" restaurant in San Jose. From the beginning, he wanted to break away from the dominant market of American-style Chinese cuisine and create a new Chinese restaurant that fused Southeast Asian flavors. Just like himself, his life background was Chinese, but he grew up as a Vietnamese under the influence of the warm and humid air of Southeast Asia. In his journey through all kinds of hardships and difficulties, he passed through experiences in the intensity of multiple lifetimes, tasted all kinds of flavors in the world, and became a new American.

The menu at Fu Kee Restaurant recorded the stories of his ancestors throughout the centuries. Chinese people had brought their food to the South China Sea region. Combined with traditional cooking methods, new spices and a variety of ingredients, a unique Chinese cuisine blend of tradition and innovation is created.

Though in Fuqi, Chung followed traditional Cantonese cooking methods including stir-frying, stew and steaming, the use of ingredients like basil and the addition of various tropical fruits made his dishes compelling vibrant. Even customers familiar with the Chinese cuisine were amazed by the creativity of those dishes.

For example, the flavors of dishes like Chinese sausage and papaya salad or Tamarind seafood hot pot could refresh people's memory back to the night markets of Guangzhou. The combination of sweet, sour, fresh, and tender tastes could instantly take your feeling to Saigon.

From 1995 to 1999, which was also the period of rapid economic development in Silicon Valley. Start-up technology companies are springing up like mushrooms after a rain, and many high-tech talents are pouring in. The local area is prosperous. Under the rapid development of technology and



The left most is Tuyen's father having lunch with his coworkers. Image courtesy of Tuyen Chung

finance, hidden crises are also secretly expanding.

In 1999, at the height of the dot-com bubble era, a time of rapid economic growth in Silicon Valley, Chung saw an opportunity and opened the second branch of Fu Kee Restaurant in Silicon Valley. His ideal at that time was to build a high-end Chinese restaurant chain like P.F. Chang, so he was already planning more and better restaurant plans in his mind.

Who would have thought that once the millennium passes, many overvalued startup companies and internet companies quickly went bankrupt or closed as the bubble burst. Even some larger and supposedly more stable technology companies had to carry out massive layoffs, and the socio-economic landscape shifted from prosperity to depression almost overnight. The restaurant business was greatly affected, both in terms of customer flow and finances.

Chung's expansion plans were forced to be put on hold, and he had to bide his time and weather the storm.

It wasn't until 2004 that his carefully crafted Asian restaurant, Ginger Cafe, finally opened. From the beginning, this brand aimed to be a boutique establishment. In 2007, a second

location was quickly opened, with every detail meticulously selected, from the decor to the menu. The window frames and wood carvings, the antiques, and murals, all exuded the mystical colors of the Far East. The bar displayed an array of wines, while the steaming dim sum in the bamboo steamers was something that foreign customers found familiar and loved.

The new Asian restaurant incorporated more Southeast Asian-style Chinese dishes than Fu Qi, and the inclusion of fresh and high-quality seafood further elevated the restaurant's positioning. It received a warm reception from customers and enjoyed a constant stream of diners from the moment it opened.

However, the good times didn't last long. In 2008, the subprime mortgage crisis struck with full force, and Chung found himself shouldering the burden of \$800,000 in debt from opening the second Asian restaurant, facing another storm.

"At that time, business was bad, and all the restaurants were struggling. But if we closed down, it could have led to the closure of several restaurants together. So, I persevered like that for over two years, losing money for over two years," Chung recounted.

By 2010, when Chung was in his fifties, the storm had passed, and both Fu Qi and the Asian restaurant had survived, just like the economy of Silicon Valley, which had regained its vitality.

More Possibilities

After opening four restaurants, Tuyen Chung discovered the significant bottleneck in Chinese restaurant operations. Opening each new restaurant meant going through all the processes, from administrative approvals to ingredient procurement, inventory management, staffing, marketing, and finance. The restaurant operator must deal and resolve every trivial matter



《The Restaurateur》 asks the restaurateur

Name: Tuyen Chung
Gender: Male
Age: 64
Country of origin: Vietnam
Years in the catering industry: 43 years, counting from working in restaurants.



1. How are you feeling right now?

I feel very calm and content, focusing on doing what I can.

2. What was the most unforgettable moment for you?

When my home was confiscated by the Communist Party of Vietnam.

3. What is your favorite food?

Chaozhou Congee, I have been eating it since I was a child.

4. What do you fear the most?

Lack of freedom.

5. What do you consider the least intense form of pain?

Stress. I have become accustomed to enduring stress over time.

6. What is your favorite thing to do?

Drawing. The time I spent learning and practicing drawing was the happiest, whether it was watercolor, oil painting, or sketching.

7. What is your biggest regret?

I believe in living without regrets. Once something is done, it's done.

8. If you could choose, what would you want to experience again?

The carefree days of my youth when I could draw without worries.

9. What was the most painful experience for you?

The day my mother passed away on August 17, 2007.

10. When and where do you feel the happiest?

When I am drawing without any worries.

11. What is your greatest achievement in life?

Providing catering services where guests appreciate my dishes, and receiving a big hug of gratitude from a bride and groom... That's when I feel the most accomplished.

12. Who or what do you love the most in your life?

My wife.

13. What is your motto?

Either don't do it, or do it seriously and do it well, even if you don't like it.



In the 1970s, before fleeing due to the chaos of war, Mrs. Chung and her children took a group photo together.

day after day. He wanted to create a high-quality Chinese restaurant chain, but both the upstream supply chain and the downstream service industry in the Chinese food industry were relatively outdated. The overall low-end and roughness are just the result. It requires a bit of luck for ambitious brand to thrive when the entire industry lacks talents and resources for fine division of labor.

Over the past decade, Chung had observed a wave of Fujianese people coming to California to "dig for gold," opening buffet-style restaurants and then quickly closing them. Every period of time, a particular type of Chinese cuisine became an investment hotspot, only to be replaced by another type later on. Nothing lasts forever, and even some well-regarded old restaurants gradually faded away.

" Looking at the entire industry, the Chinese restaurant industry is still relatively low-end," said Chung. "A restaurant owner opening a new establishment would have to expend almost all their time and energy on many simple and repetitive tasks, making it difficult to unleash creativity and build a valuable brand."

He believed that the ideal situation would be to have specialized professionals providing professional services at every stage of the industry chain, from upstream to downstream. Restaurant owners would be able to access high-quality services at lower costs, allowing them to focus their main energy on their areas of expertise, whether it be creating more personalized restaurant designs, shaping a cultural brand, providing higher-quality services, or developing unique signature dishes. Only in this way can the Chinese restaurant industry truly get rid of the vicious competition of homogeneity.

Just as he was preparing to open his fifth restaurant, the pandemic struck. Having experienced many storms before, he remained calm this time. Instead of rushing to build a chain brand and expand physical stores, he devoted himself to studying the centralized production of restaurant-grade noodles and handmade dim sum. This was different from mass-produced pre-

packaged meals or frozen products found in supermarkets, as well as different from central kitchens that prepared ingredients for complex dishes.

His thinking returned to when he started a noodle factory in his twenties but was now more mature. In the kitchen of the fifth restaurant, Asian Street Eatery, he set up a space of over 2,000 square feet. He imported three machines from Asia for making dumplings, Shumai and other dim sum and spent two years overcoming technological hurdles to begin machine-assisted production of dozens of types of dim sum.

Unlike the "industrialized" dim sum sold in supermarkets, his ingredients, production, and cold chain storage and transportation were all done to restaurant standards, without adding any "technological or shortcuts", and without a shelf life of one or two years, the role of the machine is to greatly increase the speed of the "packaging" process.

He did some calculations and found that the main cost of dim sum sold in restaurants lies with the dim sum chefs. A restaurant selling dim sum for \$20,000 a month would have to hire at least two dim sum chefs. The labor cost of a skilled chef can reach \$7,000. US dollars, many third- and fourth-tier cities and vast rural areas still cannot hire masters. A machine can make 1,000 xiaolongbao in an hour. Even if one box is only sold for \$6.5, the net profit can reach 60%. This not only frees up restaurants that cannot recruit pastry chefs, but also allows more restaurants to add products that are labor-saving, easy to sell, and profitable. Restaurants in the surrounding area are naturally on a first-come-first-serve basis, but even if they are farther away, even with the cost of cold chain transportation, it is still less than the salary of a pastry chef. A restaurant thousands of miles away can still earn at least 30% profit.

After the epidemic ended, he began to promote his Cuisine Made Easy dim sum in restaurants in Northern California. In less than a year, more than 40 restaurants became his loyal customers.

"I want to do something for this industry, to make people see more possibilities and promote more changes," he said. ☺

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KRIS KOMORI 不只是厨师

文 | Daisy Shao
图 | KIN

小森克利斯 (Kris Komori) 曾经 5 次被詹姆斯·比尔德奖 (James Beard Awards) 提名, 终于在 39 岁时赢得了这个有着“餐饮奥斯卡”之称的美国餐饮业最高荣誉, 成为 2023 年度美国山地地区 (Mountain States, 包括爱达荷州、蒙大拿州、怀俄明州以及亚利桑那州、科罗拉多州、内华达州、新墨西哥州和犹他州) 最佳厨师。

由小森主理的 KIN, 是爱达荷州 (Idaho) 第一个拿下詹姆斯·比尔德奖的餐厅, 像宝藏一般藏在博伊西 (Boise City in) 的繁华区。客人需要通过一道隐形的门进入餐厅, 而后各种主题的艺术画作一一映入眼帘。幽暗、现代、艺术、优雅的装修风格, 很容易让食客沉迷在这狭小的空间里。

以下是小森告诉《餐饮家》的:

- 詹姆斯·比尔德最佳厨师的奖项不是我的, 而是整个厨师团队努力的结果。
- 我在爱达荷大学就读生物专业本科时, 就开始在餐厅做兼职。先做洗碗工, 后来慢慢去做了服务生, 又做了带位员, 算是把餐厅

的各个工种都体验了一遍。

- 我很喜欢在餐厅工作的感觉, 所以我本科毕业后我就又去佛蒙特读了新英格兰厨师学校, 算是正式开启了我的餐饮职业生涯。
- 别人就读厨师学校, 都是以实地演练为主来学习。但我不一样。我读厨师学校的时候, 胳膊骨折了, 所以很长一段时间我都拿不住锅, 也就不能进行实地演练和练习。于是我就自己另辟蹊径, 通过拍视频看视频, 记笔记的方式进行学习。这个方法看起来非常学术, 但是确实让我从不同的角度去了解食物之间的联系, 做菜技巧, 和理解餐饮本身。
- KIN 和其他餐厅一样, 有一个鸡尾酒吧, 也会供应简单的面条和汉堡这些基础类食物。而让我引以为傲的是我们的 5-9 道菜的 tasting menu。
- KIN 的 tasting menu 每隔四五周就会换一个主题, 这个主题是大家一起头脑风暴的结果。这些主题, 包括大家最喜欢的童年记忆, 当地艺术家的艺术品, 或者一些当前比较热门的话题。

Tasting menu 里的每一道菜都有它背后的故事, 而我们也会根据 tasting menu 的主题来选择食材。



- 这些年来，我记忆最深刻的一道菜是 Popcorn Consommé（爆米花法式清汤）。这道菜的灵感来自我妻子，她怀孕时最喜欢吃的东西就是干玉米麦片，所以我就根据玉米改造了这道菜，将玉米和奶融合，为妻子奉上了一道充满爱意的菜品。

- 我现在每周工作 80 小时，甚至 90 小时。

- 我花很多时间研究食物之间的联系，创作菜单，以及和当地的农场主们选取最好的食材。

- 食材是随时都会变化的。在爱达荷，我们有一个完整的一年四季，很多食材只会当下的一段时间是最新鲜的。我们就得保证在这个食材的黄金期来用它烹饪美食，所以我们必须要对食材和季节性很敏感，也要加快菜单的创新速度。

- 有时我们不得不因为食材换一些主题。如果一个主题需要大量使用西红柿，我们就不会在冬天的时候推出这份菜单，因为冬天不是西红柿最好的季节。

- KIN 的每一位厨师在设计菜单的时候都能

解释为什么要用此类食材，这个食材与其他食材之间的关系，它们相互搭配的口感，以及这个食材在这道菜里起到的作用。

- 如果他们不能解释以上几个问题，那这个食材就不应该出现在这道菜品里。

- 我也希望通过这种讨论可以让 KIN 的厨师们不仅对食材有更深刻的理解，也希望他们明白这些食材的成本以及每类食材会有多少部分会被浪费。他们未来都有可能去创立自己的餐厅，早一些和金融数字打交道，培养经营概念，可以让他们对设计菜品更加专注，对他们也是一件好事。

- 直到现在，我依旧热爱根据食材设计菜品这项工作。但后厨也有很多其他厨师可以设计出来很酷的菜肴，我愿意把机会留给年轻人，也愿意毫不保留的向他们传授自己的经验。

- 我和我的团队愿意去创造一个环境，让食客放松下来去感受 KIN 每一道菜背后的故事和所用的每一种食材。我们想让食客感受他们和我们之间的连结。讲好食物背后的故事很重要，让顾客和食物之间有一段完美的体

验也很重要。

- KIN 餐厅的内部挂着很多艺术家的作品，在室外用餐区还有一片为当地艺术家表演而打造的舞台。在这里，食物仿佛是艺术的殿堂，而整个艺术之旅可以持续几个小时。

- 我非常喜欢和艺术家们合作，我们甚至会坐下来和艺术家们做采访。在采访的过程中我们去学习他们的灵感来源，然后我们把这些灵感来源和故事融合到我们的食物里，用恰当的食材来讲述他们经历的艺术历程，把这个历程再用 tasting menu 展现给食客。比如有一期的艺术主题是油画家，我们就会去研究各种油的密度，以及如何将不同的油和不同的食材完美结合，让顾客有流连忘返的体验。

- 我们会每 3 个月就换一次餐厅里的艺术展品，这样可以保证更多的当地艺术家的作品可以得到曝光和支持。

- KIN 开业不久就遇到了疫情。因为社交距离，无法让食客在室内就餐。那段时间，我尽量利用室外的场地，搞了很多艺术类活动，包括音乐会。

- 与 KIN 合作的艺术家们大多来自我的合伙人雷米·麦克马纳斯（Remy McManus）的社交网络。他是博伊西本地人。

- 很多艺术家都为自己的艺术品能成为 KIN 的当季 tasting menu 而感到骄傲，也认为是对自己作品的一种认可。久而久之，现在越来越多的艺术家会主动联系我们，希望自己的作品可以和 KIN 合作，无论是挂在室内做装饰还是成为 tasting menu 的一部分。

- 除了艺术家之外，我还与当地很多非盈利机构进行合作，支持当地的农场和农场主们。

- 我在十几年前移居博伊西，那时很多农场主也刚刚开始经营农场。我经常到农场买一些卖相不太好但不影响味道的食材。

- 我们既不想浪费食材，也想帮助农场主

卖出产品，也正是这种双向奔赴的信任让我们和很多农场主都保持着很亲近的关系。后来又有一些新的农场主来，他们大多文化程度不高，不知道怎么样去卖自己的产品，我们就一点一点教他们怎么把蔬菜水果卖给餐厅，怎么做营销增加曝光。

- 我觉得 KIN 不只是一家餐厅，更是我们建造的一个连接人和人的空间场所。很多时候，食材本身是不能讲好一个故事的，他需要很多想象和创造的空间去赋予食材一些意义。

- 我们还与当地的大学进行非盈利合作，深入到学校里给农业及食品相关专业的同学讲解餐饮行业，回答他们对此行业的问题，帮助他们更深刻的理解一些农业产品。

- 很多厨师都技高于我，但我觉得自己的与众不同之处在于我理解餐饮及食物不仅仅是商业，它是一种体验。

- 建立人与人之间的关系，食客与艺术与这个社区之间的关系，以及每道菜背后的故事，这才是 KIN 的灵魂。

- 如果你是一位新厨师，你要有自己对食物的信仰，这个信仰会影响你对餐饮的理解，也会在关键时刻让你更坚定地在这个行业里深耕。

- 食物就只是食物而已，除去它表面上的色香味，作为一个优秀的厨师你更需要知道自己为什么要用这道食材，为什么要做这道菜。你的真诚会被食客感受到。当你对食物和食客更加虔诚，你就会对自己的厨艺以及作品更加自信，而这个时候，餐厅就不仅仅是一个物理空间，它对你产生了真正的意义。

- 下一季，KIN 的 tasting menu 的主题是“改变”，但我们还没有最终确定 Menu 的菜品。我们还在头脑风暴中，这种主题的改变可以关注家庭关系，也可以关注气候变化。🌱

Kris: Beyond a chef

By Daisy Shao

Image courtesy of KIN

Kris Komori, a five-time James Beard Awards nominee, finally secured this prestigious honor in the American culinary industry, often referred to as the "Oscars of the Food World," at the age of 39 in 2023. He was named the Best Chef in the Mountain States region, which includes Idaho, Montana, Wyoming, as well as Arizona, Colorado, Nevada, New Mexico, and Utah.

Under Komori's leadership, KIN became the first restaurant in Idaho to win a James Beard Award. Tucked away in the bustling city of Boise, patrons enter the restaurant through a discreet doorway, greeted by various themed artworks. The dim, modern, and elegant décor creates an ambiance that easily captivates diners within this intimate space.

Here's what Kris Komori told "the Restaurateur":

· The James Beard Best Chef award is not mine; it's the result of the collective efforts of the entire kitchen team.

· I began working in restaurants part-time while studying biology as an undergraduate at the University of Idaho. I started as a dishwasher, gradually worked my way up to serving, and eventually took on hosting duties. This allowed me to experience various aspects of restaurant work.

· I enjoyed the feeling of working in a restaurant, so after completing my undergraduate degree, I attended the New England Culinary Institute in Vermont, officially beginning my culinary career.

· Unlike many who attend culinary school and focus on hands-on practice, I took a different path. During my time in culinary school, I broke my arm and couldn't handle pots and pans for a long time, limiting my ability to practice. So, I developed my own approach, studying through videos, taking notes, and learning academically. This method may seem scholarly, but it truly allowed me to understand the connections between foods from different angles, cooking techniques, and the culinary world itself.

· Like many other restaurants, KIN has a cocktail bar and serves basic items like pasta



and burgers. However, what I'm most proud of is our 5-9 course tasting menu.

· The theme for KIN's tasting menu changes every four to five weeks, a result of collective brainstorming. Themes include our favorite childhood memories, artwork from local artists, or current hot topics.

· Each dish in the tasting menu has a story behind it, and we select ingredients based on the menu's theme.

· One of the most memorable dishes over the years was the Popcorn Consommé, inspired by my wife's pregnancy cravings for dry corn cereal. I transformed corn into a dish that blended corn and milk, offering a loving creation for my wife.

· At this moment, I work around 80 to 90 hours per week.

· Much of my time is devoted to researching the connections between ingredients, menu creation, and selecting the best local produce.

· Ingredients constantly change. In Idaho, we have four distinct seasons, with many ingredients being freshest during a particular time of the year. This requires us to be highly attuned to ingredients and seasonality and to innovate our menu quickly.

· There are times when we must change our themes due to ingredient availability. For instance, if a theme heavily relies on tomatoes, we won't offer it in the winter since tomatoes aren't at their best during that season.

· Every chef at KIN must explain their choice of ingredients, the relationships between ingredients, the textures they create when combined, and the role each ingredient plays in a dish when designing a menu.

· If they can't answer these questions, the ingredient doesn't belong in the dish.

· I hope to deepen the chefs' understanding of ingredients and make them aware of ingredient costs and potential waste

throughout all the discussions. They may go on to start their own restaurants, so having exposure to financial aspects and business concepts is a valuable asset, allowing them to focus on menu design.

· I still love designing dishes based on ingredients. However, there are many other chefs who can create amazing dishes, so I'm willing to provide opportunities for younger chefs and share my experience without reservation. My team and I aim to create an environment where guests can relax and experience the stories behind each of KIN's dishes and the use of each ingredient. We want to forge a connection between the diners and us. Telling the story behind the food is crucial, and providing a perfect experience for the customers is equally important.

· The interior of KIN features artwork from many artists, and there is an outdoor dining area with a stage for local artists' performances. Here, food is an art, and the entire artistic journey can last for hours.

· I enjoy collaborating with artists and often conduct interviews with them to learn about their sources of inspiration. We then integrate these sources and stories into our food, using appropriate ingredients to showcase their artistic journey in the tasting menu. For example, one art theme was inspired by painters, leading us to research various oil densities and how to perfectly combine different oils and ingredients. We want to create an unforgettable experience for our guests.

· We change the restaurant's art every three months, ensuring that more local artists get exposure and support.

· KIN faced the challenge of the pandemic shortly after opening. Due to social distancing restrictions, indoor dining was not feasible. During that time, I made use of outdoor spaces for various art-related events, including concerts.

· Most of the artists collaborating with KIN come from my partner Remy McManus's local network in Boise.

· Many artists take pride in their artwork being featured in KIN's seasonal tasting menus, viewing it as recognition of their work. As a result, more artists now reach out to us, hoping their work can be part of KIN, whether for decoration or as a component of the tasting menu.

· In addition to working with artists, I also collaborate with numerous local non-profit organizations to support local farms and farmers. When I moved to Boise over a decade ago, many farmers were just starting out. I would frequently visit farms to purchase produce that didn't meet visual standards but tasted excellent.

· We aimed to minimize food waste and help farmers sell their products. This mutual trust formed the foundation of our close relationships with many local farmers. As new farmers joined, many had limited education and



weren't sure how to sell their products. We coached them on selling vegetables and fruits to restaurants and provided marketing tips to increase exposure.

· I believe that KIN is more than just a restaurant; it's a space we've built to connect people. Often, ingredients alone can't tell a complete story; they need imagination and creative space to imbue them with meaning.

· We also collaborate with local universities in non-profit partnerships, going into schools to educate agriculture and food-related students about the restaurant industry, answer their questions, and help them gain a deeper understanding of agricultural products.

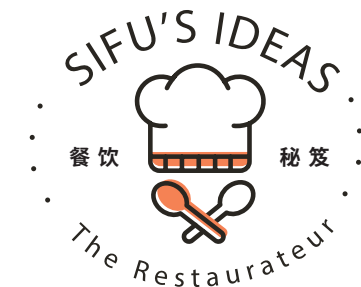
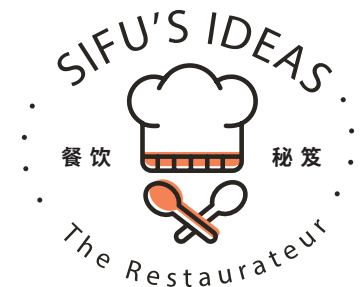
· Many chefs may surpass my skills, but what sets me apart is my understanding that food and dining are not just business; they're an experience.

· Building relationships between people, the connection between diners, art, and the community, and the story behind each dish—this is the soul of KIN.

· If you are a new chef, you must have your own faith in food. This belief will influence your understanding of the culinary industry and will fortify you to dig deeper into this profession when it matters.

· Food is more than just food; beyond its surface appearance, as an excellent chef, you need to understand why you're using this ingredient and why you're creating this dish. Your sincerity will be felt by the diners. When you're more devoted to food and your guests, you'll become more confident in your culinary skills and creations. At that point, the restaurant becomes more than just a physical space; it holds genuine significance for you.

· In the next season, KIN's tasting menu has the theme of "Change," but we haven't finalized the menu yet. We are still brainstorming, and this theme of change can focus on family relationships or climate change. 🌱



餐谋长
北美老吴

本周值班餐谋长在中美餐饮行业都有多年的成功经验，目前在餐饮投资、培训领域颇有建树。应《餐饮家》之邀，他化名“北美老吴”为我们回答今天的提问。

什么?! 我用自己服务收到的小费给员工过节竟然违法?!

【问】餐谋长您好:

有时候，我在店里忙碌或人手不足的时候接待几桌客人，也会得到一些小费。一年下来，这笔钱也不少。我准备把这些钱存起来，到时候用来为员工举办圣诞派对和购买礼物。这个主意怎么样?

【答】千万不要这样做!因为这是不合法的。

根据《公平劳动标准法》(Fair Labor Standards Act, FLSA) 的规定，雇主不能在任何情况下保留小费。

不光是老板，这个规定也适用于经理和主管，他们也不能留小费。



给管理层的小费应该放入小费池，并按照其他汇总小费的方式进行分配。

为员工举办节日派对和提供礼物是个很好的想法。但这些费用应由经营活动的支出

来承担。派对和礼物可以对员工的留任、士气和招聘产生积极影响，但不应由本应给员工的小费来补贴。

你可能会不理解凭什么你不能收小费。关于在什么情况下经理和老板可以收小费的问题，我也听到过各种看上去有道理的解释来证明为什么管理层应该收小费。比如，服务员收入可能超过经理，接待客人是公平的，成本很高，薪资很低，管理层必须介入来帮助服务员，等等等等。

但是 ——

尽管规则可能不太合理，系统可能存在缺陷，但这并不改变管理层不可以收小费的法规。

最后，我在这里提供的只是一般性的“参谋”。建议你咨询你的律师和餐厅协会，以获取你所在地区最新的指导和任何适用的规定。📍

节日季员工突然走人，我能追究其法律责任吗?

【问】餐谋长您好:

我们的餐厅在假日特别忙，所有节日都开门。我们规定员工可以选一个节日不上班，比如感恩节、平安夜、圣诞节、新年前夜或元旦。但其他时间得全员到岗。有个服务员不高兴，因为她感恩节已经休息了，但节日还得上班。我再次跟她说明了规定后，她直接走人了，连提前两周通知都没有，这让我们节日季节很难过。我能不能从法律上追究她责任?

【答】虽然顾客可能觉得节假日很美好，但假日期间餐厅和员工压力山大。

有时候就是这么讽刺，最需要人手的时候，员工可能因

为想和家人一起过节、找到更好的工作或者累坏了而辞职。

餐厅里一般都希望员工提前两周告知辞职。但如果你的员工并没有签具体说明这些的合同，他们可能很随意，想走就走。

虽然在忙碌的节日不打招呼就走可能会影响他们的名声，也许将来回不了这家店，但你真的没啥办法，你不能从法律上追究他们的责任，因为你们的合同没有规定这些。

要避免以后再出这种事，雇主可以在给员工的录用信里面写上需要提前通知。

餐厅也得确保休假政策对所

有人都公平。如果有的员工总是选不到假期或者总是只能休那些不受欢迎的假日，这可能就涉嫌歧视了。

最后，为了减少损失影响和避免类似的情况再次发生，建议采取以下步骤来处理:

减轻影响:

你的首要任务是减少她的离职对餐厅运营的影响，可能包括在现有员工中重新分配工作或快速找到临时替代人员来覆盖她的班次。

评估与调整:

利用这个机会审视你的当前政策，并考虑是否有必要做出改变，减少这种情况再次发生的可能性。确

保你的政策对所有员工都是公平和清晰的，以预防潜在问题和不满。

沟通:

确保与你的团队沟通这一变化。这可以帮助管理其他员工的士气，确保每个人都明白并能接受工作量和他们责任的任何暂时性变化。

未来规划:

适当时，考虑提出反馈以留住员工队伍，并讨论未来的计划以防止此类情况发生。如果反馈不可行或员工仍选择离开，相应地计划过渡期。📍



餐谋长
Yanran Chu

餐饮科技人，天天都在琢磨如何更好地服务餐馆，因此有些心得和经验，希望能帮到大家

开奶茶店没你想得那么简单

当考虑创业时，许多人，特别是年轻的上班族或留学生，会首先想到开一家奶茶店。相较于传统餐饮业，奶茶店貌似开店成本较低，无需太多心力，非常适合新手。但在着手开设奶茶店之前，您对其中的情况是否有充分了解呢？

首先，开设奶茶店的成本可能并不像您所想象的那般低廉。

虽然初期投入在装修、店铺租金和设备等方面相对较少，但奶茶店的人力成本不容忽视。仔细观察每次光顾奶茶店时，您会发现至少有4至5名员工在店内忙碌。生意兴隆的奶茶店甚至可能有8至9名员工不断忙碌着。

员工的薪酬因地理位置、员工经验和职位而有所不同。例如店员、调制师、清洁工等不同职位的员工可能拥有不同的薪酬水平。

店主可以选择采用自助点餐机代替人工，以降低成本。自助点餐机是个不错的选择。自助点餐机每月可帮助店主节省人工费用，并极大程度地降低人工点餐的错误率，提高效率。很多社交恐惧症的顾客也更愿意选择自助点餐机来下单。

其次，奶茶店真的只提供奶茶吗？当然不是！

爱喝奶茶的顾客多数也喜欢烘焙食品。如今，许多奶茶店还会设立一个烘焙品区域。

您可以选择售卖一些制作简便、出餐迅速的烘焙食品，例如鸡蛋仔。

随着人们对健康生活方式的关注增加，提供更健康、低糖或无糖的饮品选项已成为许多奶茶店的趋势。例如，可以考虑提供果茶、酸奶饮品、新鲜水果沙拉或甜品、素食或无麸质点心等更多元化的选择，以迎合不同顾客的口味偏好和饮食需求。

最后，选址对所有餐厅都至关重要，但对奶茶店尤为关键。

首先，您需要清楚地思考，您的奶茶店的目标消费群体是谁？当前市场上的奶茶店大致可分为两类：主流市场和年轻的亚洲市场。如果

您的目标消费群体是主流市场，可以选择位于繁忙的商业区或购物中心的位置，以确保高度曝光和客流量。

主流市场可能更注重便利性，因此可以选择交通便利的地点，例如靠近公共交通站点或拥有足够停车位的地方。

如果您的目标是亚洲市场，选择在大学附近开店是个不错的选择！当然，靠近亚洲社区的位置可能更具吸引力。您可以考虑将奶茶店开设在亚洲餐馆或亚洲超市附近。

在考虑开设奶茶店之前，充分了解和考虑这些因素至关重要。开店并非一蹴而就，需要深入思考和规划。祝您生意兴隆！



2023
Annual
Special
年度特辑

这是我们在 These are our favorite restaurants in **2023** 最爱吃的 中餐馆

文 | April Chen

又到了餐饮家一年一度的年终特辑!去年,我们走访了小红书美食博主、YouTube 大V、华人社区领袖,甚至路人,横跨东西海岸,深度探寻了美食圈的风向标。今年,我们将延续这一传统,来看看美食界 KOL 们“最爱吃的中餐”有何新的变化吧!

在本篇文章中被提及的餐馆

The restaurants mentioned in this article

局气 Juqi

133-36 37th Ave G17,Queens, NY 11354

客栈 Hakka Cuisine

11 Division St, New York, NY 10002

西关肠粉王 West Rice Roll King

124 Hester St, New York NY 10002

小串店 Xiao Chuan Dian Mini Lamb Skewers House

8 Henry Ave, Palisades Park, NJ 07650

皇椰鸡 Coco Hotpot

37-20 Prince St, Queens, NY 11354

富瑶 August Gatherings

266 Canal St, New York, NY 10013

那家小馆 Bistro Na's

9055 Las Tunas Dr #105, Temple City, CA 91780

海港大酒楼 Sea Harbour

3939 Rosemead Blvd, Rosemead, CA 91770

19 Town

18065 Gale Ave, City of Industry, CA 91748

随便生活馆 Yumi Time

15261 Gale Ave, City of Industry,CA 91745

厨艺 Henry' s Cuisine

301 E Valley Blvd, Alhambra, CA 91801

吉荣 Ji Rong Peking Duck

8450 E Valley Blvd, Rosemead,CA 91770

颐中福 Eat Joy Food

18888 Labin Ct #C113, Rowland Heights, CA 91748

新城海鲜酒家 Fortune Seafood Restaurant

23719 104th Ave SE,Kent, WA 98031

皮特·威尔斯



在《纽约时报》担任餐馆评论家已11年的皮特·威尔斯 (Pete Wells)，今年给两家中餐馆打了两星 (非常出色)。

其中一家是位于法拉盛 Tangram 购物中心的“局气” (Juqi, 133-36 37th Ave G17, Queens, NY 11354)。这是这家在北京拥有约20家分店的餐馆在美国开设的第一家分店。威尔斯评价说，“局气”的出现帮助纽约摆脱了缺少正宗烤鸭的困境 (在疫情爆发之前，位于中城的北京烤鸭连锁店“大董”已宣告破产)。

“悬挂的灯笼、木雕屏风以及贯穿餐厅的砖墙……让人想起北京历史悠久的胡同、小巷和庭院，唤起了人们对中国古老文化的记忆。”威尔斯说道，“当然，最令人难忘的还是北京烤鸭，看厨师手持锋利长刀，娴熟地将鸭子拆解——切、削、划，就像观赏一场精彩的魔术表演。薄薄的饼皮包裹着鸭肉、葱丝和黄瓜条，再蘸上香浓的酱汁，简直完美！”除了烤鸭，他还极力推荐炸酱面、饺子 (佐以传统酱油和蒜醋蘸料)、孜然羊肉和蟹味鱼。

另一家获评的两星是位于曼哈顿唐人街的家客菜——“客棧” (Hakka Cuisine, 11 Division St, New York, NY 10002)。这家餐馆大约一年前才开业，主打粤式宴席菜。老板成长在广东惠州的一个客家人家庭，领导着一支经验丰富的客家厨师团队。

威尔斯特别推荐的是冰镇糖醋里脊，肉经过冰镇处理保护了肉外香脆的炸面糊，增强了酥脆感；客家花鸡则以虾末和软芋头填充，外酥内嫩，据说在餐馆开业的头几个月必须提前一天预订；客家酿豆腐也很有代表性：猪肉馅巧妙地嵌入豆腐块中，再淋上清淡美味的酱汁；还有在唐人街已经很难找到的经典粤菜五香脆乳鸽、以及客家菜系的中流砥柱梅菜红烧肉。



吃饭是件正经事 (大纽约)



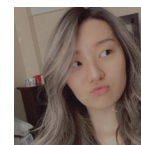
博主“吃饭是件正经事 (大纽约)”一直认为美食是她长久以来的快乐源泉，可以带来扎实的幸福。在她看来，今年最值得一去的餐馆是曼哈顿唐人街的“西关肠粉王” (124 Hester St, New York NY 10002)。

“我每次喝早茶必点肠粉。记得银记刚开张时我就去了，所以今年新开的‘西关肠粉王’自然也不会错过。”她兴奋地谈到，作为第一批顾客，她一进去就被这家店所吸引。“小巧的店面有着手艺高超的老师傅和充满活力的年轻团队，让我又多了一个前往唐人街的理由。”据她介绍，这家店的厨师还曾被誉为“广州第一代老师傅”。“他家是地道道的抽屉肠粉，一推一拉之间，冒着热气的肠粉就完成了。皮薄如蝉翼，晶莹剔透，包裹着内馅，再配以咸中带甜的酱汁，入口就是幸福！”她特别推荐的是鸡蛋肠粉，“香葱和芝麻完美地突显了鸡蛋的香味，再淋上酱汁，美味至极”。



最令人惊喜的是，一份鸡蛋肠粉只要 \$3.95，这个价格在纽约来说相当亲民。

除了“西关肠粉王”，她还对新泽西的“小串店” (8 Henry Ave, Palisades Park, NJ 07650) 赞不绝口。“他家的特色小串我每次都能一口气点上30串，干香四溢，沾料超下饭。”此外，她还推荐干豆腐丝 (搭配一碟醋)、麻辣牛肉丝 (味道像灯影牛肉丝)、喷香蛋炒饭、羊汤、锅包肉和地三鲜。她提醒吃货们，去之前一定要打电话预订！



佑佑 TV 在纽约



来自台湾的美食博主“佑佑 TV 在纽约”去年推荐了新泽西爱迪生的“廿四味 Spice 24”，今年，她最喜欢的餐馆是位于法拉盛的“皇椰鸡” (Coco Hotpot, 37-20 Prince St, Queens, NY 11354)。

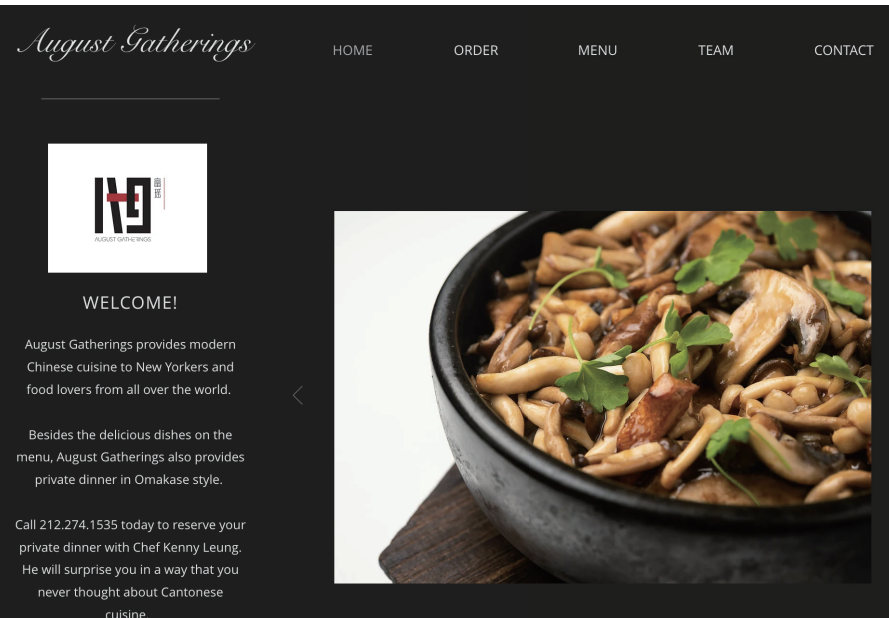
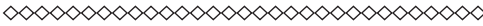
“你一定不要错过椰子鸡火锅 (有骨)！他们会直接在你面前倒入三颗椰子进汤底，汤底



超级鲜甜，融合了椰子的清甜和鸡汤的鲜美。鸡肉非常嫩滑，再搭配特调的酱油和青柠，堪称冬日绝佳享受！”她强调，这家餐馆最大的特色在于用料简单，正因为真材实料，才更显食材的原汁原味，是她定期会去光顾的。“虽然我也吃过别家的椰子鸡，但‘皇椰鸡’毫无疑问是我的最爱！”



XXX 封闭货车



去年向大家推荐“富瑶”（266 Canal St, New York, NY 10013）的“XXX 封闭货车”，今年再次分享了对这家餐馆的喜爱。“由于我本人偏爱粤菜，吃来吃去还是最钟爱富瑶。”她特别推荐鹅油香烤安格斯牛小排、古法盐焗鸡和菌菇石锅焗饭。

这位来自杭州的美食爱好者也向大家推荐了一些杭帮菜馆，高档的如“金沙厅”、“解香楼”和“兰轩”，平价的如“福缘居”和“聚乐饭”。



一口阿维奥



在过去的一年里，“一口阿维奥”探访了大约 50 到 60 家中餐馆，其中她最心仪的还是“那家小馆”（9055 Las Tunas Dr #105, Temple City, CA 91780）。

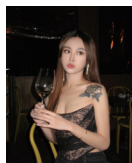
“它提供了一个干净、舒适的用餐环境，而且食物非常符合我的胃口。”作为这家餐馆的忠实顾客，她表示主厨多年来一直在不断追求进步和保持着高水准。“‘那家小馆’始终坚持传统的烹饪方式，绝不使用味精，而是以鸡高汤来提鲜——这一点对我尤为重要，因为我对味精过敏。”她表示，每次吃完都感觉

很舒服，身体没有过多的负担。

今年，“那家小馆”推出了全新的菜单，其中“手拆蟹烩花胶”深受她的喜爱。“一口阿维奥”介绍说，这道菜精选了高品质食材，其烹制方式与传统粤菜有着相似之处。厚实的花胶切成条状，与蟹黄和蟹肉一同烩制，再撒上炸过的瑶柱和蟹籽，鲜味十足，口感层次丰富。她喜欢将余下的浓汁与一小碗白米饭拌在一起，“真的要吃到一滴汁都不剩才对得起这道菜，想起来都流口水了。”

作为土生土长的香港人，她最爱的还是茶餐厅、碟头饭、大排档、点心、炒菜等，如果有朋友想吃点心和饮茶，她推荐位于 Rosemead 的“海港大酒楼”（3939 Rosemead Blvd, Rosemead, CA 91770），因为这家餐馆一直以来都保持着高品质，其烹饪方式和口味都比较贴近自己以前在香港吃到的味道。





陈二桃



在美国生活了十年、现居尔湾的“陈二桃”分享了自己在洛杉矶发现的一家独特中餐——**“19 Town” (18065 Gale Ave, City of Industry, CA 91748)**。她介绍说，这家以独特的中式融合菜而闻名，是洛杉矶比较少有的氛围和口味并存的中餐馆。

“他家装修采用简约的暗色调，菜肴摆盘也十分精致，是一个理想的约会场所或与朋友小酌的好去处。”“陈二桃”热情地推荐了两道菜给肉食爱好者：牛排骨烤菠萝和梅干菜烧牛尾。“牛排骨肉质鲜嫩，烤菠萝的酸酸甜甜画龙点睛，带来了独特的口感而且解腻；梅干菜烧牛尾则经过慢炖，软烂入味，鲜嫩多汁，浓郁的汤汁很是下饭。”

“不仅如此，他家的鸡尾酒也极具特色，其中包括融入中式元素的 Sichuan Margarita 和以酸梅汤调味的 Foggy Plum Grove。”“陈二桃”表示，无论你是喜欢美食还是钟情独特氛围，“19 Town”都将给你带来愉悦的用餐体验。”



小浣熊



曾担任北美多家美食、旅游和生活杂志主编，拥有12年南加州探店经验的博主“美食一姐小浣熊”说，许多人认为洛杉矶的中餐已经失去了往日的辉煌，日渐落寞，她对这种看法有一半认同，因为疫情、通货膨胀以及劳工费用上涨等因素，中餐馆的品质下降、价格上涨，经营者也经历了几轮更替，“林林总总的确让人汗颜”。

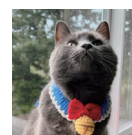
她举例说，曾经品质不俗的“眉州东坡”现在缺乏创新好似强弩之末；“川山甲”从纽约开到洛杉矶后重装饰轻菜品，明显水土不服；“Pine and Crane”虽深受老美欢迎，但很难与亚裔口味匹配；而曾经以海鲜和点心著称的“凯悦”也全然变味，形象蒙尘；甚至一些有锅气的地道小店如“太平沙财记”也默默关闭……但是，她问道，“难道洛杉



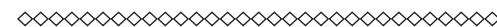
矶的中餐就没有灵魂了吗？”

事实并非如此。她表示，幸好有一些小餐馆仍在坚持为我们服务，比如她吃了十多年的台式小馆**“随便生活馆” (Yumi Time, 15261 Gale Ave, City of Industry, CA 91745)**；从早餐到团餐都好吃的**“厨藝” (Henry's Cuisine, 301 E Valley Blvd, Alhambra, CA 91801)**；从午餐开市就要排队的**“吉荣” (Ji Rong Peking Duck, 8450 E Valley Blvd, Rosemead, CA 91770)**，以及代表着传统台菜的**“颐中福” (Eat Joy Food, 18888 Labin Ct #C113, Rowland Heights, CA 91748)**。

她补充说，“再如开了数十年依然是华人餐馆代表的‘锦城里’ (Sichuan Impression)，回国学厨归来后惊艳我和朋友们的‘一瓢红油’ (SPICY IMPRESSION)，份量大、选择多的茶餐厅 Alice's Kitchen，被米其林推荐上榜的‘鸿德品味’ (如果他们认真做)，以及‘潤豐元饺子店’ (Luscious Dumplings) ……无一不代表着洛杉矶中餐蓬勃的生命力。”



Sherry 在西雅图



“Sherry 在西雅图”最想要推荐的是**“新城海鲜酒家” (Fortune Seafood Restaurant, 23719 104th Ave SE, Kent, WA 98031)**。“海鲜都是老板娘当天亲自去市场采购的，季节性海产品还得打电话提前预定。无论是生蚝、象拔蚌、刀蚬、鲈鱼、螃蟹还是龙虾，不仅新鲜，而且价格亲民。”

她最喜欢的是“象拔蚌两吃”，一种白灼，



另一种拿来煮粥；黄鳝饭是放鳝血的正宗做法，加上锅巴香气四溢；清蒸鲈鱼、蒜蓉生蚝和蒜蓉刀蚬也都是她的心头好。“身处美食荒漠的西雅图，我非常推荐这家餐馆，就没有踩雷过。”

她表示，虽然“新城海鲜酒家”位于 Kent，距离西雅图市区有一段距离，但因其食材新鲜、味道鲜美、价格便宜，还有很多大圆桌适合多人聚餐，仍然吸引了不少食客开车前往。

YELLOW PAPER 2023



ASIAN CUISINE IN THE UNITED STATES

美国中餐黄皮书

BY Shuhang
鸣谢: MenuSifu 提供数据支持

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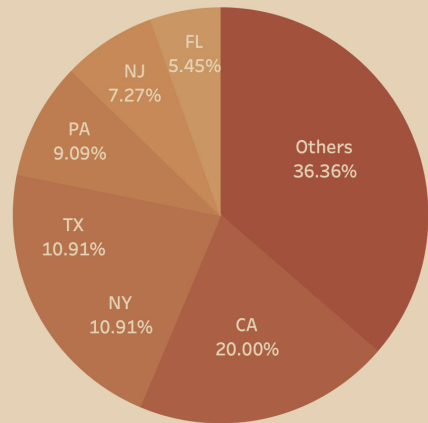
An Insight into Employment Recruitment in Chinese Restaurants in 2023



DATA 数据

2023 年中餐行业乐观度调查

时至今日，仍有 50% 的餐厅生意还没有恢复到疫情前的水平
 外卖占餐厅总营业额的比例降了下来
 40% 的餐厅面临人力资源不足
 53% 的餐厅提高了菜单价来应对通胀
 56% 的餐厅对 2024 年持以较为乐观的态度
 20% 的经营者计划开新店
 ……



调研餐厅所在地分布

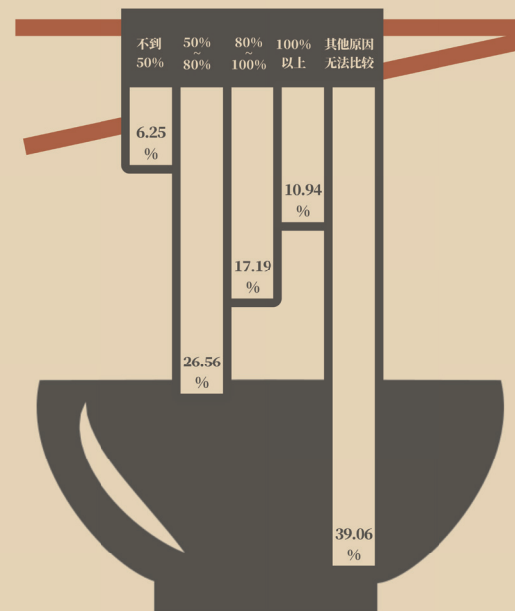
过去的这一年

在 2023 年，餐饮业依然将技术创新和服务体验的提升作为核心竞争力。面对消费者餐饮习惯的持续演变，我们目睹了众多新趋势的兴起：午餐小费的显著提高，堂食晚餐高峰时段整体提前，高端餐饮受到更多关注度，餐厅自有点餐网站愈加普及，数字化点餐如扫码点餐和电子菜单已成常态，送餐机器人在大型餐馆中平稳穿梭。另外关于小费、预制菜品和自动化炒锅的讨论也日益激烈……

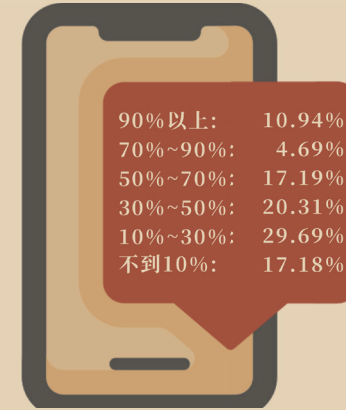
这些变化为餐饮行业带来的既有机遇也有挑战，餐厅老板们能做到的就是敏锐捕捉趋势，紧跟时代，为目标顾客们提供最佳的便利、更好的服务。这也是《餐饮家》杂志社数据报告板块的初衷，将行业的最新动态以图表的形式快速传达给大家。

关于报告

《2023 年中餐行业乐观度调查》在今年 10 月份发放了近千份的调查问卷，收集了来自全美各地的华人餐饮家们对当前热门趋势的看法和对未来的预期。通过把大家所面对的、所思考的凝聚在一起，我们旨在构建餐饮人的“精神家园”。



调研餐厅生意恢复程度



调研餐厅外卖收入占总营业额百分比分布

在过去一年中，您的餐厅生意大概是疫情前的多少？

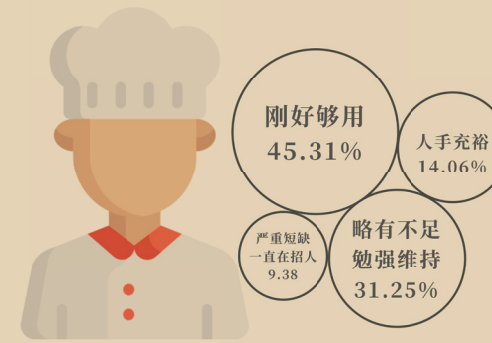
有 39.06% 的受访者也许是因为新近才开业，或其他原因，选择了无法比较。仅有 10.94% 的受访者认为自己的餐厅在 2023 年比疫情前生意还要好。半数餐厅还没有恢复到正常的水平，有 6.25% 的餐厅甚至生意不到疫情前的一半。

在过去一年中，您的餐厅外卖收入占总营业额的百分比？

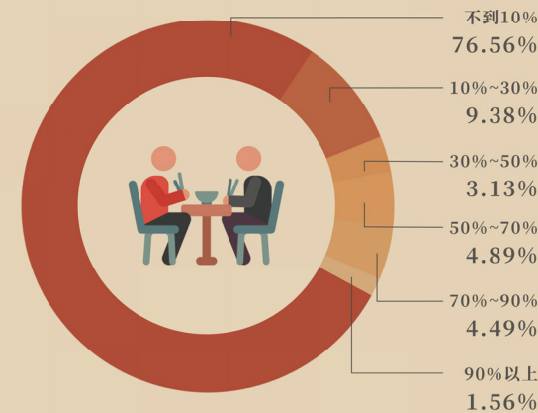
有 32.82% 的中餐厅的外卖收入占到了营业额的 50% 以上，这一数字低于去年的 54.3%。可以看出堂食的恢复程度是迅速的。即便如此，外卖已经在普通人的饮食中占据了相当大的比重，且逐渐趋于稳定。外卖经营的好坏与餐厅——尤其是中餐、快餐的关联度越来越高。

在过去一年中，您的餐厅人力资源状况如何？

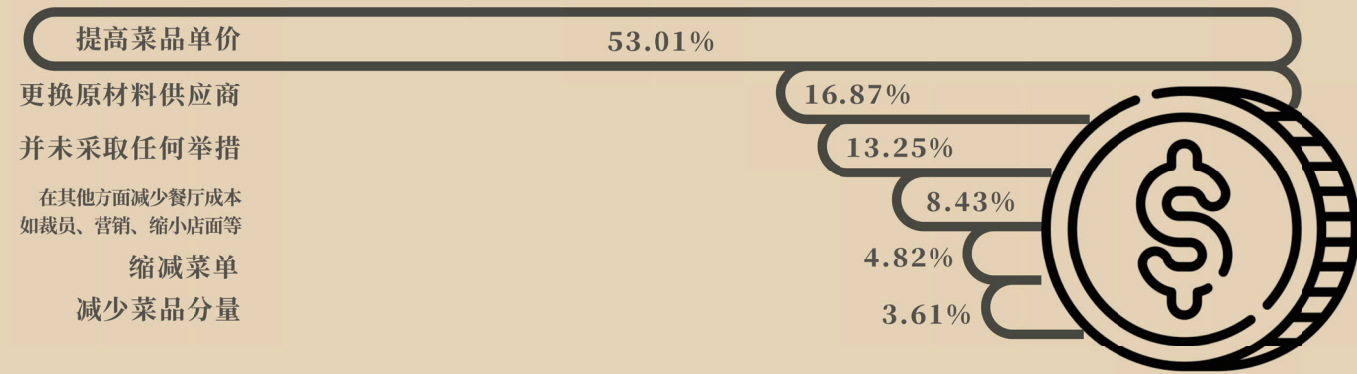
由此看来，对绝大多数餐厅来说，人力并非最大的困扰。人手刚好够用的餐厅占比 45.31%，远超 2022 年的 32.7%。还有 14.06% 的餐厅人手充裕，也远超过 2022 年的 3.7%。



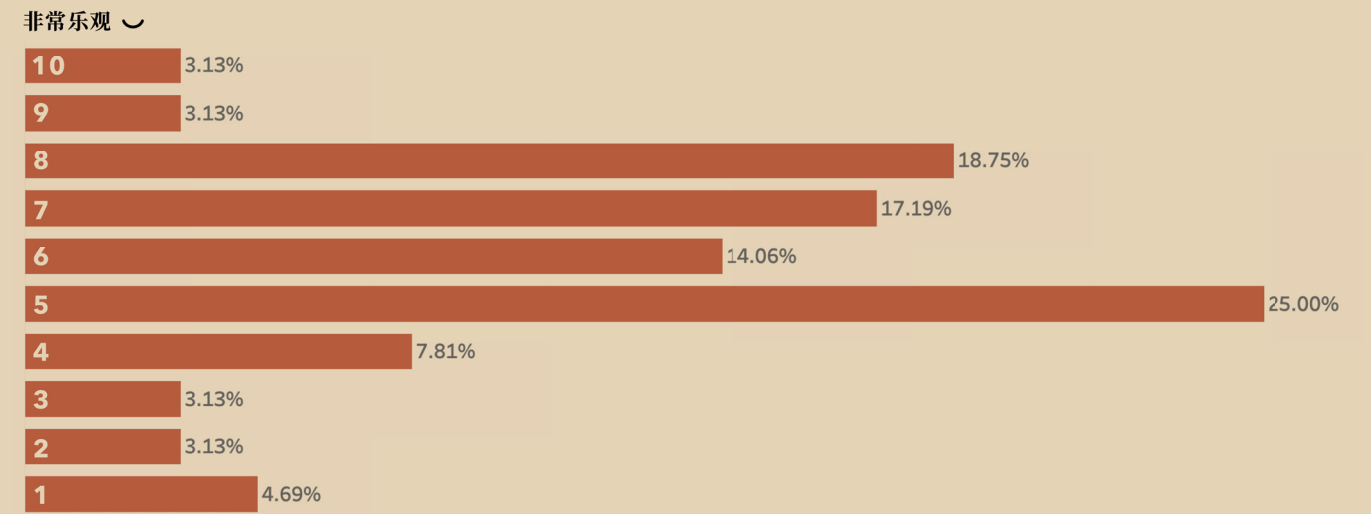
调研餐厅人力状况



调研餐厅华人客户占比



调研餐厅业主如何应对原材料价格上涨



调研餐厅业主对 2024 的持有态度

而有 31.25% 的餐厅虽然人手略有不足，但还是可以勉强维持。9.38% 的餐厅则经受着人手严重短缺的困扰，持续招人中，2022 年的这一数字还是 18.7%。总体而言餐厅人力情况好过去年很多。

2023 年，在您餐厅就餐的食客中，华人占比多少？

在我们调研的餐厅中，绝大多数面向的食客还是以非华人为主。仅有 11% 的餐厅华人食客占比超过了 50%，主要还是集中在纽约和加州地区。

在过去一年中，您的餐厅是怎样应对原材料价格上涨的？

在应对通胀方面，提高菜品单价为最常见的举措，有超过一半的店都选择了这一种方式。排在第二位的是更换原材料供应商，占到了 17%

左右。而被认为在控制成本方面十分有效的缩减菜单项仅获得了 5% 左右的投票。

您对您的餐厅 2024 年的前景持怎样一种态度？（打分题，十分制）

多数中餐业主都对自己的餐厅持乐观态度，给出 6 分及以上的占到了 56%。另外还有 25% 的人给出了中等程度的 5 分。

2024 年您有什么规划？

绝大多数餐厅业主都选择

维持现状，选择保持不变的人数占到 62.50%，和去年的 71% 比较还是少了很多。而计划新开业的占到了 20.31%，与去年的 10.3% 比几乎翻倍。打算关门的更少了，去年为 2.8%，今年仅占到了不足 1%。这一组数据反映出了人们持以更加乐观的态度来面对 2024 的

经济形势。

未来如果您有足够的资金去尝试开一家新店，您会首选哪种？

中餐、日餐、和奶茶店是很多业主的下一步目标。而火锅店的占比由去年的 12.6% 降到了今年的 6.25%。也许

是由于今年全美范围内火锅店势头很猛，新增数量众多，明年似乎有“降温”的趋势。自助品类则由去年的 3% 增长到了今年的 10.94%——明年我们也许会在身边看到更多的自助餐厅。

在“其他”的品类里，我们也收集了大家的一些想法，



DATA 数据

2023 年中餐行业乐观度调查

保持不变 62.50%



新开店 20.31%

更换经营种类 10.94%

扩大现有店规模 5.42%

打算关门 0.83%

调研餐厅业主 2024 年规划

其中比较热门的有烧烤和外卖店。炸鸡 & 冰淇淋混合店也是个颇受年轻食客欢迎的选择，还有的老板在考虑加油站 / 服务区的中餐厅等。

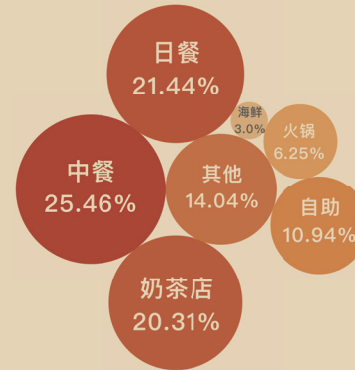
2023 年的堂食小费情况如何？

从这个图表中我们可以看到，近一半的餐厅的小费情况处于正常水平，似乎并没有受到网上的相关话题的讨论所影响。但是还是有 12.12% 的受访者表示全年的小费都不是理想。虽然根据各种网上信息来看，食客们似乎对过高的的小费颇有怨词，但是反映到以快餐为

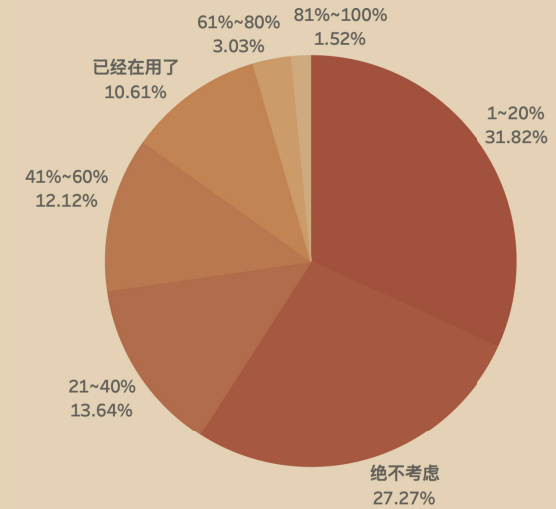
主、客单价普遍不高的中餐厅身上，真实的小费水平其实低于食客们的认知。根据我们的另一项调查，晚餐堂食小费给 15%~17% 的食客占到了 35%，给 18~20% 的占到 34%，也许这才是中餐厅的整体现状。

2024 您有多大概率会考虑预制菜？

预制菜是 2023 年美国中餐的一大热点，所谓预制菜，是经过生产、加工、冷冻、运输等步骤抵达餐厅的半成品，再由简单的烹煮后，便可以送上餐桌。如图表所示，27.27% 的受



调研餐厅业主新开店选择



餐厅在 2024 年考虑使用预制菜的概率

访者坚定表示不考虑使用预制菜。还有 10.61% 的受访者表示已经在或多或少的在餐厅中使用预制菜。

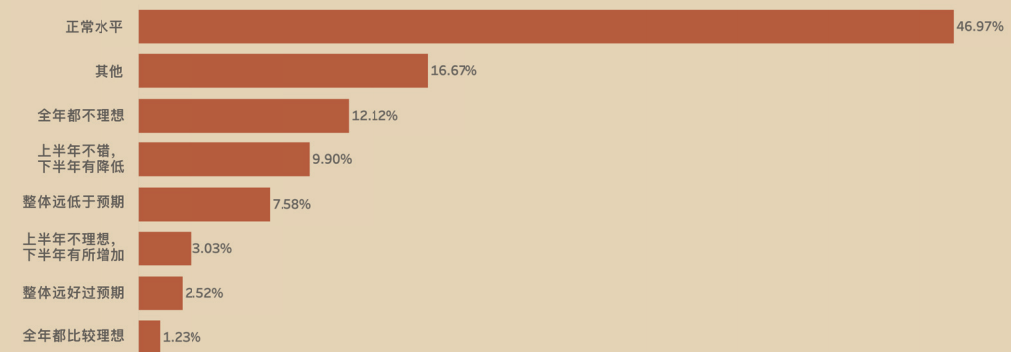
其他的受访者对预制菜还存在着一定的犹豫态度。随着美国人工成本、食材成本的增加，如果预制菜目前存在的问题得到缓解，不难预见会被越来越多的餐厅采用。等明年这个时候，《餐饮家》再问出同样的问题，也许就会看到更清晰的趋势。

最后

与往期所有的数据分析工作一样，我们在努力提供一个业界动态的快照，而且也身为在美国的餐饮家们建立了一个信息共享的平台。这些真实的数据将帮助业内同仁们更好地适应市场变化，预见未来趋势，并为自己的事业作出明智的战略决策。

希望这份报告可以成为从业者在不断变化的市场环境中稳健前行的灯塔，并激励整个华人餐饮行业共同向前，迎接更加繁荣的 2024。

本报告数据由北美餐饮 SaaS 公司 MenuSifu 提供，具有可信度、中立性和准确性。📍



调研餐厅 2023 年小费情况



DATA 数据

2023 Survey on Optimism within the Chinese Restaurant Industry

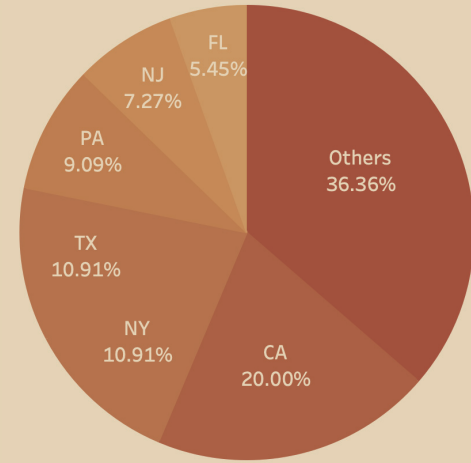
A Look Back at the Previous Year

In 2023, the food service industry has strongly emphasized technological innovation and enhancing the overall dining experience as essential competitive strengths. Consequently, this has resulted in several noteworthy trends in response to changing consumer dining habits. These trends encompass a substantial surge in lunchtime gratuities, advancing peak hours for dine-in dinners, an intensified emphasis on high-end dining experiences, widespread integration of restaurant-owned ordering websites, the mainstream acceptance of digital ordering methods like QR code scanning and electronic menus, and the effective utilization of delivery robots in larger restaurants. Furthermore, discussions regarding tipping, pre-made dishes, and automated frying pans have gained significant prominence.

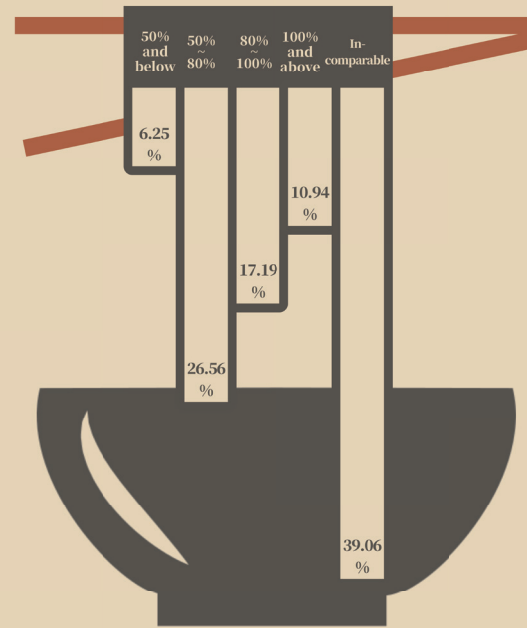
These changes present both opportunities and challenges to the food service industry, requiring restaurant owners to remain vigilant in capturing trends, staying current, and providing the utmost convenience and services to their target customers. This aligns with the original intention of the "Data" section of "The Restaurateur" magazine, which aims to efficiently deliver the latest industry updates to all readers through the use of visual charts.

About the Report

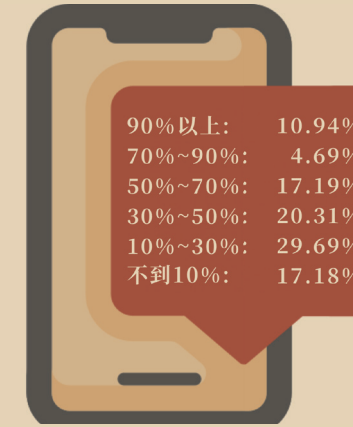
The "2023 Survey on Optimism within the Chinese Restaurant Industry" distributed nearly a thousand questionnaires in October of this year, collecting the views and expectations of Chinese restaurant owners throughout the United States regarding current trends and the future of the industry. By consolidating everyone's experiences and thoughts, we aim to establish a "spiritual haven" for catering professionals.



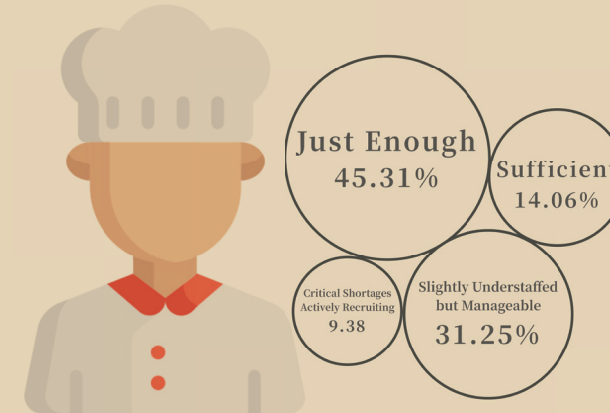
Distribution of Surveyed Restaurants by Locations



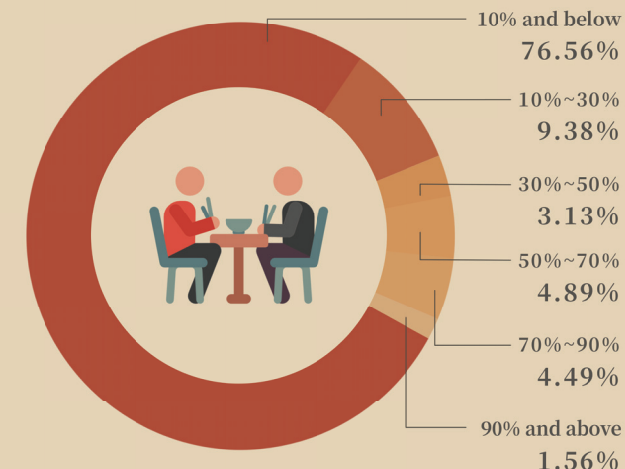
Business Recovery Level at the Surveyed Restaurant



Percentage Distribution of Takeout Revenue to Total Business Turnover at the Surveyed Restaurants



The staffing situation at the surveyed restaurants.



Percentage of Chinese customers at the surveyed restaurants

In the past year, what percentage of your restaurant's business was compared to before the pandemic?

39.06% of respondents indicated that they were unable to make a comparison, possibly due to recently opening or other reasons. Only 10.94% of respondents believed that their restaurant's business in 2023 was better than before the pandemic. Half of the restaurants have not yet fully returned to normal levels, and 6.25% of restaurants are even operating at less than half of their pre-pandemic business.

In the past year, what percentage of your restaurant's total revenue came from takeout?

32.82% of the surveyed Chinese restaurants had takeout revenue accounting for more than 50% of their total revenue, which is lower than last year's figure of 54.3%. This indicates a rapid recovery in dine-in business. Nonetheless, takeout still holds a significant share in the average person's dining habits and is gradually stabilizing. The correlation between the profitability of food delivery and the operation of restaurants, especially Chinese and fast-food establishments, is becoming increasingly evident.

How has your restaurant's staffing been in the past year?

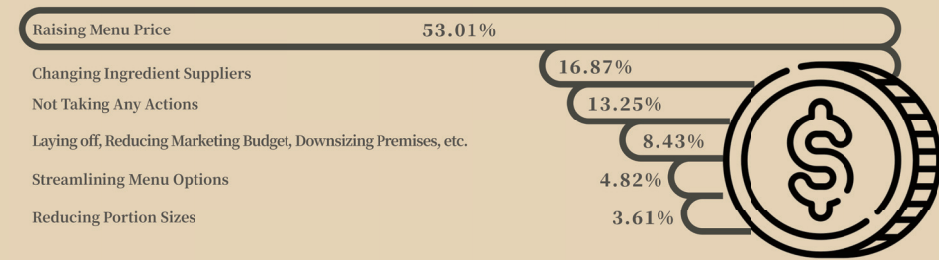
For the majority of restaurants, manpower is not the primary concern. 45.31% of restaurants have just enough staff, surpassing last year's figure of 32.7%. Another 14.06% of restaurants have a sufficient manpower, significantly higher than last year's 3.7%.

31.25% of restaurants are slightly understaffed but manageable, and 9.38%

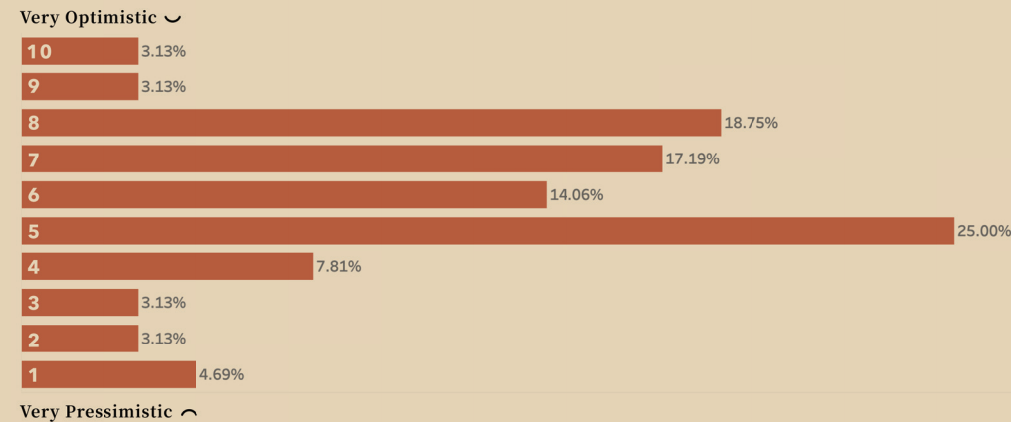


DATA 数据

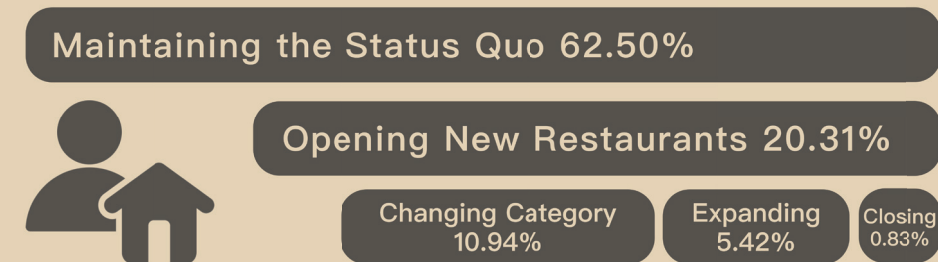
2023 Survey on Optimism within the Chinese Restaurant Industry



How restaurant owners managed the rising costs of raw materials at surveyed restaurants



Surveyed restaurant owner's outlook on the restaurant's prospects in 2024



2024 Business Owner's Plan for the Surveyed Restaurants

of restaurants are facing critical staff shortages and actively recruiting albeit lower than the 18.7% recorded in 2022. In general, there has been an improvement in the availability of manpower in restaurants compared to last year.

In 2023, what percentage of your restaurant's dining customers were Chinese?

Among the surveyed restaurants, the majority still cater to non-Chinese customers. Only 11% of restaurants have Chinese customers accounting for more than 50% of their clientele, primarily concentrated in the New York and California areas.

How has your restaurant navigated the challenges

posed by the escalating ingredient prices in the past year?

In response to inflation, the most common measure taken by over half of the surveyed restaurants was to raise menu prices. The second most popular option was to change ingredient suppliers, accounting for approximately 17% of responses. The cost-saving strategy of streamlining menu options, widely recognized for its effectiveness in managing expenses, garnered a mere 5% of the votes.

What is your outlook for your restaurant in 2024? (Rating question on a scale of ten)

The majority of Chinese restaurant owners hold an optimistic outlook for their establishments, with 56% Additionally, approximately 25% of

respondents indicated a moderate rating of 5 out of 10.

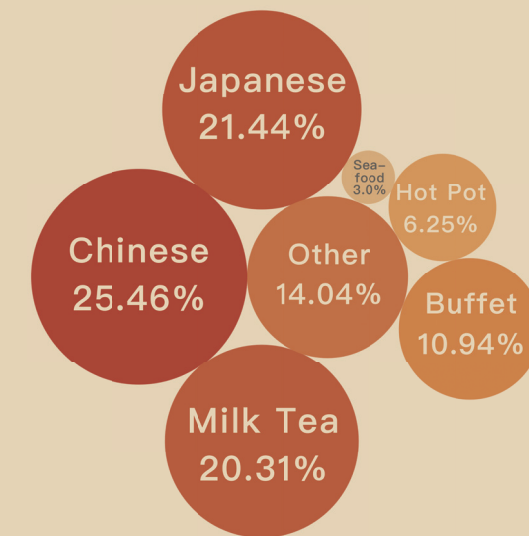
What are your plans for 2024?

The majority of restaurant owners have chosen to maintain the status quo, with 62.50% opting for no changes, which is a significant decrease from last year's 71%. On the other hand, the percentage of owners planning to open new restaurants has risen to 20.31%, nearly doubling last year's 10.3%. The number of owners planning to close their establishments has decreased even further, with less than 1% this year compared to 2.8% last year. These figures reflect a more optimistic outlook among individuals facing the economic landscape of 2024.

If you had sufficient funds to open a new restaurant in the future, what type of cuisine would you prefer?

Chinese cuisine, Japanese cuisine, and bubble tea shops are the top choices for many owners. The percentage of hot pot restaurants has decreased from 12.6% last year to 6.25% this year, possibly indicating a cooling trend due to the significant increase in the number of hot pot establishments throughout the United States this year. The self-serve category has grown from 3% last year to 10.94% this year, suggesting that we may see more self-serve restaurants in our vicinity next year.

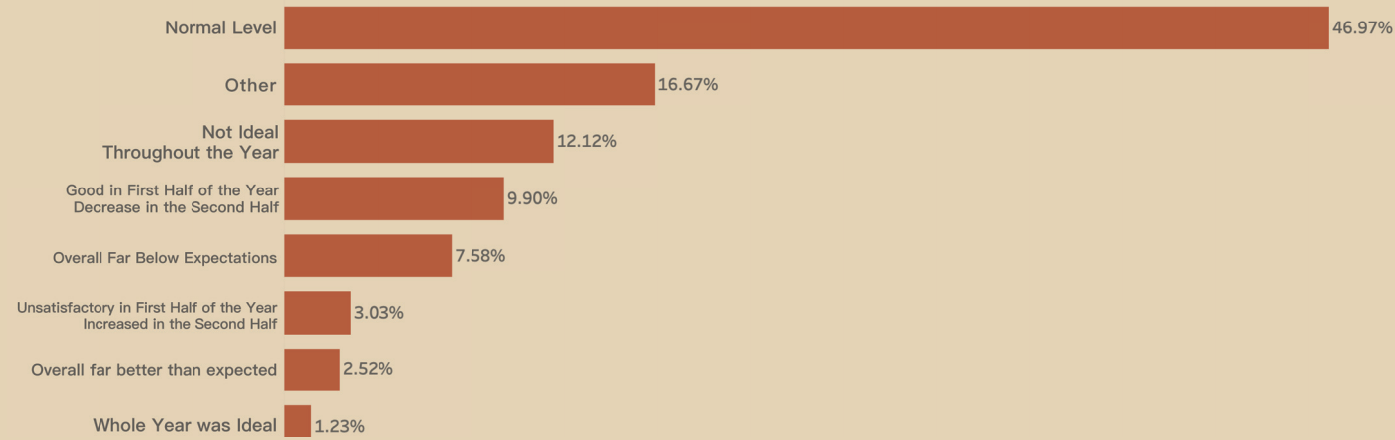
In the "other" category, we collected some popular ideas, including barbecue and takeout restaurants. A combination of fried chicken and ice cream shops is also a popular



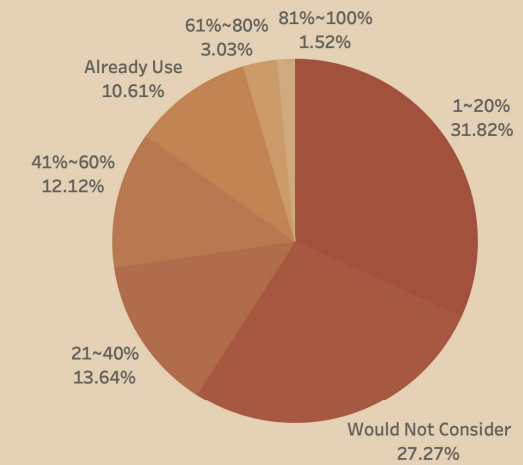
Surveyed restaurant owners' preferences for new restaurant openings



2023 Survey on Optimism within the Chinese Restaurant Industry



Tipping practices at the surveyed restaurants in 2023



The probability of restaurants considering using pre-made ingredients in 2024

choice among younger diners, and some owners are considering opening Chinese restaurants at gas stations/ service areas.

How was the tipping situation for dine-in service in 2023?

Based on the chart, it is evident that approximately half of the restaurants

maintained a normal level of tipping, seemingly unaffected by online discussions surrounding the matter. However, 12.12% of respondents indicated that tips throughout the year were not ideal. While online information suggests that diners have complaints about excessive tipping, the actual tipping level in Chinese restaurants, which primarily focus on fast-casual dining and generally have lower average check amounts, is lower

than diners' perceptions. According to another survey we conducted, 35% of diners gave tips in the range of 15% to 17%, while 34% gave tips between 18% and 20%, which may reflect the overall tipping practices in Chinese restaurants.

What is the likelihood of considering using pre-made ingredients in 2024?

As shown in the chart, 27.27% of respondents firmly stated that they would not consider using pre-made ingredients. Additionally, 10.61% of

respondents indicated that they already use pre-made ingredients to some extent in their restaurants.

Other respondents expressed reservations about pre-made ingredients. With the increase in labor and ingredient costs in the United States, if the existing issues with pre-made ingredients are addressed, it is foreseeable that more and more restaurants will adopt this approach.

When we revisit this question next year, "The Restaurateur" may reveal a clearer trend.

In Conclusion
Consistent with all previous data analyses, we strive to provide an industry snapshot of the latest trends and developments and establish an information-sharing platform for

Chinese restaurant owners in the United States. This authentic data will assist industry colleagues in adapting to market changes, anticipating future trends, and making informed strategic decisions for their businesses.

In Conclusion

We hope this report illuminates the path for practitioners to navigate the dynamic market landscape and inspires the entire Chinese restaurant industry to progress collectively, embracing a

more prosperous 2024. This report's data is provided by MenuSifu, a North American restaurant SaaS company, ensuring credibility, neutrality, and accuracy.



DATA 数据

2023 美国亚餐趋势报告

在今年的《餐饮家》九月刊中，我们详细探讨了2023年上半年美国亚餐市场的趋势，揭示了从1月到6月的这段时间，美国亚餐业的显著发展。尤其是东北部，以纽约为首，展现了自疫情爆发以来的最为迅速的复苏；南部地区，以德州为主，也展示了其旺盛的生命力，持续且较快地增长；西岸的加州，作为美国最大的市场，也稳步上升中……至今，尽管有众多餐厅仍面临着各种各样的挑战，但经过不断的发展与创新，整个行业正以全新的姿态为消费者提供服务。

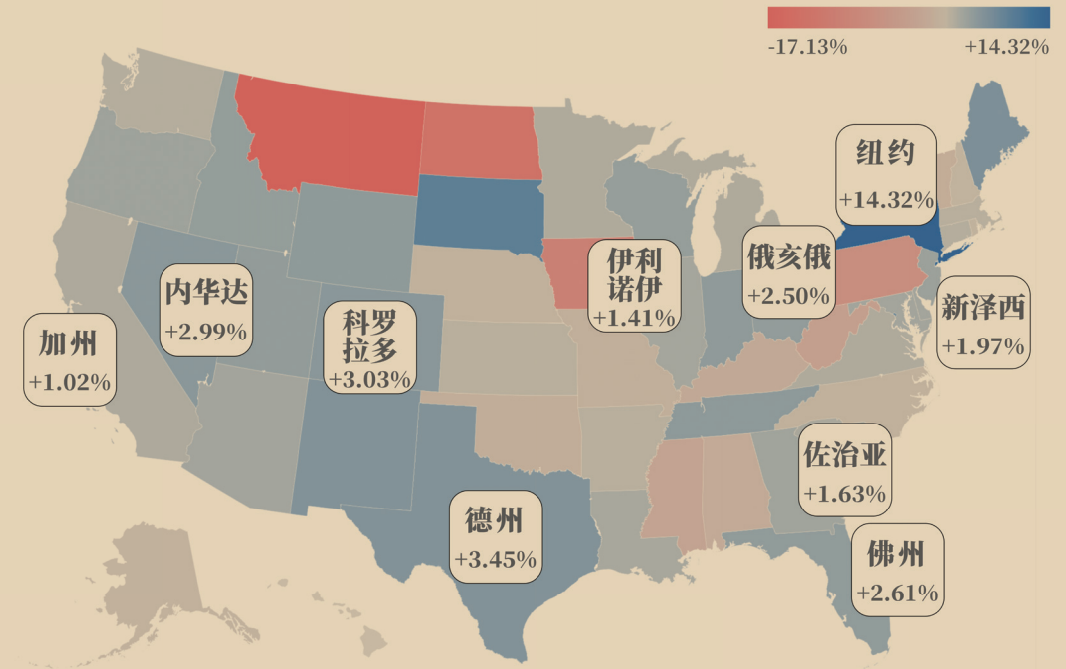
本期报告中，我们将深入观察2023年1月至10月的美国餐饮业数据，旨在为从业者提供最新的市场动态，以做出更明确、明智的决策。

亚餐发展势头超过整体市场 东北部为亚餐 & 中餐热点区域

根据餐饮科技公司 MenuSifu 提供的2023年1月与10月的北美餐厅数据，我们进行整理、对比、并绘制了在这10个月期间，美国五大板块的餐饮变动情况。

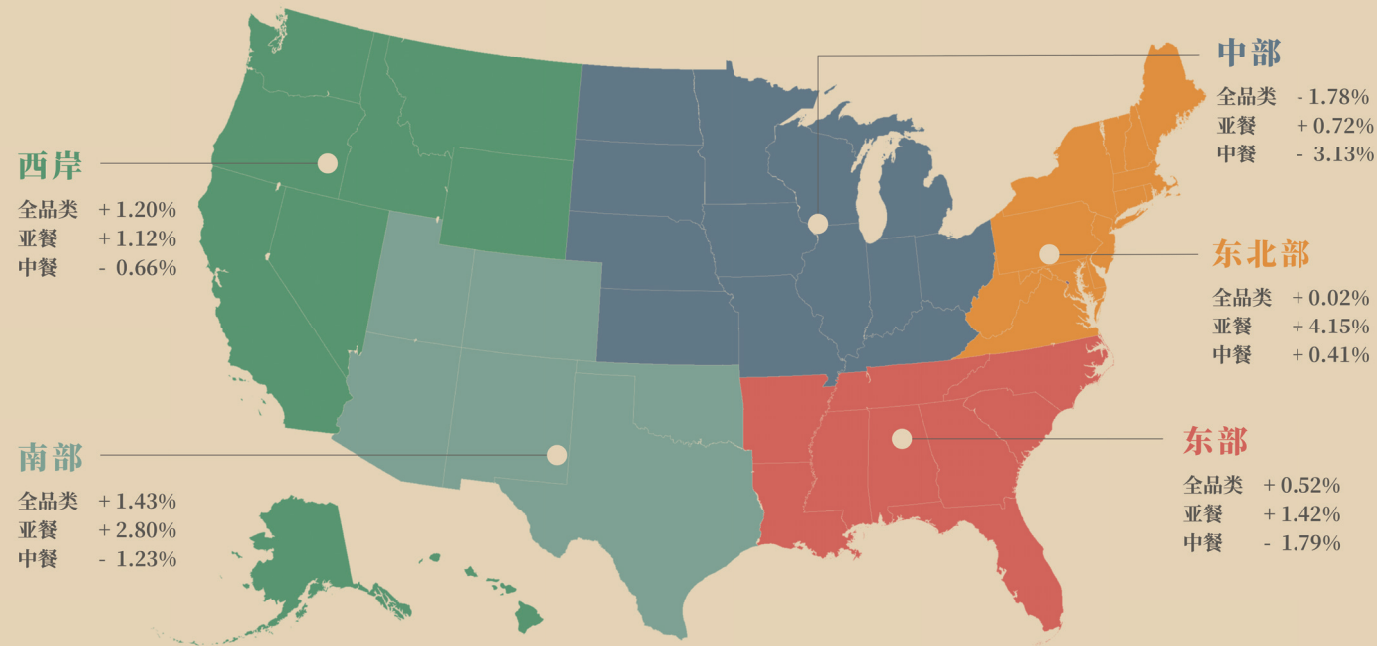
我们可以看到，整体餐饮市场中，中部是唯一存在餐饮场所数量减少（-1.78%）的地区，东北部没有太大的变化，东部也表现一般，南部和西岸则发展迅速。

如果细分到亚餐品类，我们可以看到东北部餐饮场所数量有着远超其他地区的增长速度，达到了4.15%。南部排在第二位为2.80%，东部排在第三位



亚餐厅基数大且增长较高的十个州

北美五大板块餐饮市场变动



为1.42%。与此同时，五大板块均实现了亚餐品类的增长。

亚餐在美国依靠其独特的风味、品类多元，以及深厚的文化内涵吸引了大量的食客。随着文化交流的加深，这个市场展现出前所未有的发展潜力和机会。无论是传统的地道美食还是现代的创意融合菜，都在美国蓬勃发展，为餐饮业注入着新的活力和想象力。

如果我们再进一步看中餐的数据，则没有那么乐观。东北部是唯一实现了中餐数量增长的地区，但是也仅仅为0.41%的增长。西岸损失了0.66%的中餐、南部损失了1.23%的中餐、东部损失了1.79%的中餐、中部损失了3.13%的中餐。

无可否认，尽管市场很“卷”，竞争激烈，但以纽约为首的东北部和以加州为首的西岸仍旧是亚餐和中餐经营者首选之地。在华人聚集的社区，

新开张的中餐厅永远是热点所在，只要味道足够好，社交平台上的华人“美食家”们定会一传十、十传百，为您的店铺打开口碑之路，流量瞬间引入。甚至一些出海品牌或知名连锁店在开业前就已赚足观众们的关注。

纽约亚餐增速一骑绝尘 德州佛州稳健增长

而当我们把数据进一步具体到各州的亚餐增长情况，如

上图，蓝色越深代表增长率越高。我们同时会看到一些人口大州，在亚餐厅基数本就很大的情况下，依然取得了不错的成绩：

随着新移民的不断涌入，德州和佛州近年来成为稳健增长的亚餐市场。在本年度的前10个月分别实现了3.45%和2.61%的亚餐增长，显示出两地的投资活力与吸引力。

与之情况近似的还有科罗拉多州和内华达州，两大旅



2023 美国亚餐趋势报告

游胜地也分别以 3.03% 和 2.99% 的亚餐增长率展示出强进的市场表现。米其林指南更是于不久前亮相科罗拉多，展现出该州不俗的餐饮实力。

1.02%，由于其庞大的市场基础，增长数量依然显著。

奶茶店引领亚餐增长 中日餐占亚餐三分之二

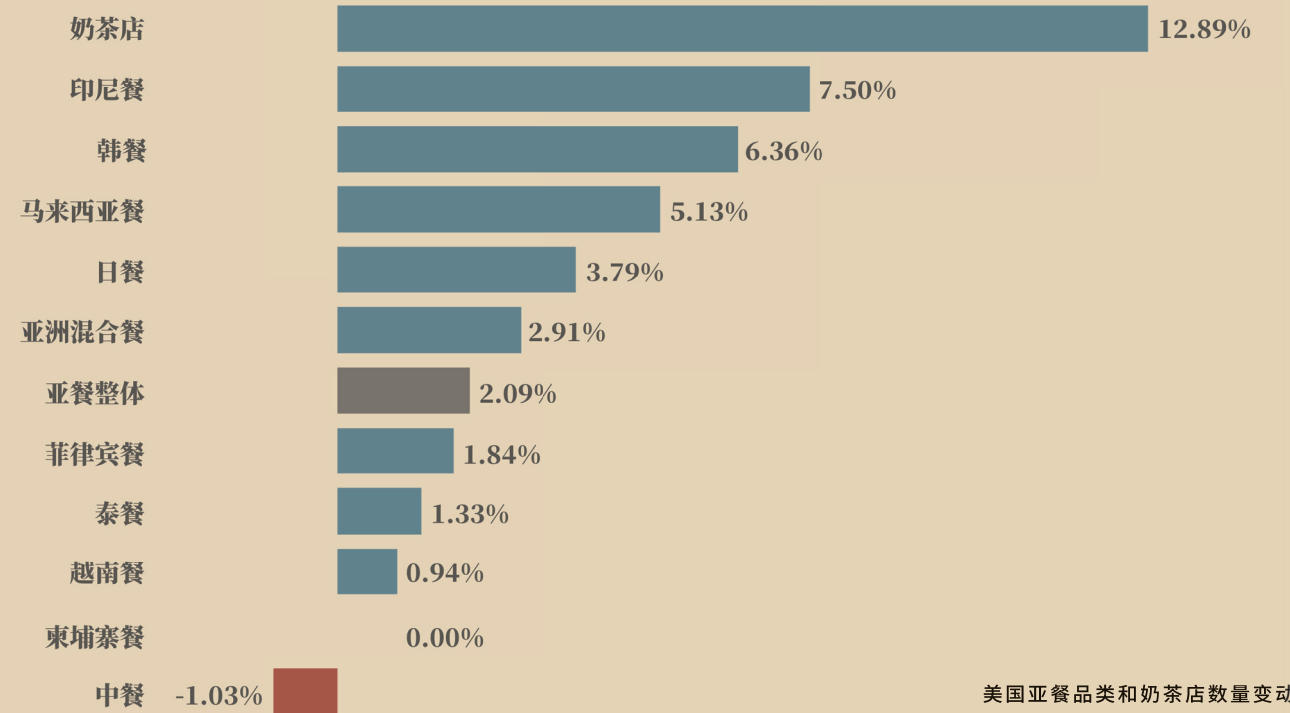
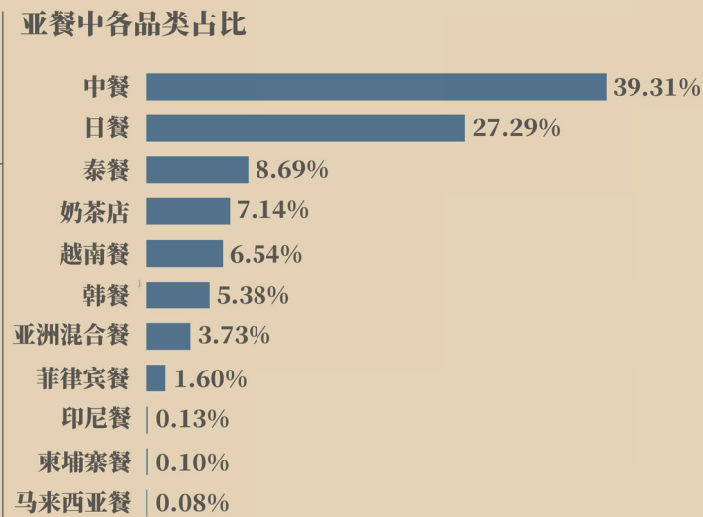
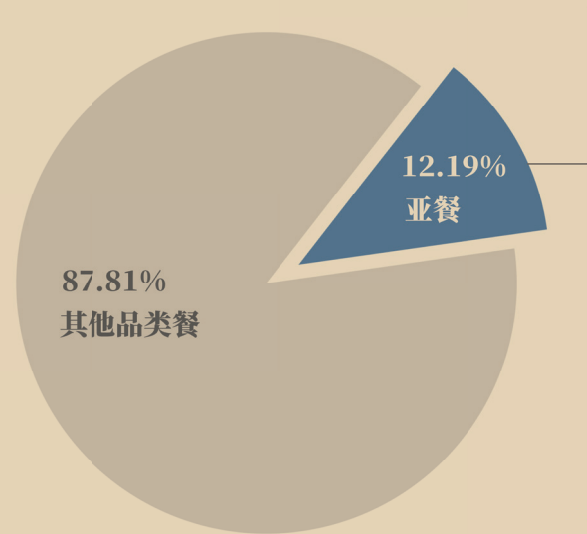
作为美国最大餐饮市场的加州，虽然亚餐厅增长率仅有

同时，我们看到在过去 10 个月的数据观察中，亚餐在

美国餐饮市场中的份额呈现微妙的上升，由 1 月份的 11.97% 小幅增长到了 10 月份的 12.19%。中餐和日餐作为亚餐的两大支柱，共同占据了 67% 的市场份额。

从亚餐细分品类上看，如下图，2023 年 1 月到 10 月期

间，美国的亚餐场所数量增长了 2.09%。在这些细分市场中，奶茶店以其低廉的启动资金、较少的人力资源需求以及快速的开店速度，获得了众多华人经营者的青睐，增长率高达 12.89%。



亚餐中各品类的占比情况

美国亚餐品类和奶茶店数量变动

排在第二的印尼餐和第四的马来西亚餐基数并不大，因此实际增长数量并不多。

基数较大的韩餐和基数更大的日餐分别实现了 6.36% 和 3.79% 的增长。近年来，许多亚洲菜系，如日餐、韩餐、泰餐和越南餐，越来越受到美国消费者的欢迎。它们的流行也为中餐的竞争环境带

来了新的挑战。我们注意到，尽管中餐是亚餐中的领头羊，但在这个时期内，中餐的数量却有了 1.03% 的下滑。

而根据我们的后台数据，多数州的中餐数量都呈缓慢减少趋势。其中减少较多的州是宾州，一些传统中餐大州如加州、伊利诺伊、马萨诸塞、佐治亚等也都存在着 20-30

家不等的减少。只有纽约的中餐数量突飞猛进，成为眼下美国中餐市场最为活跃的地区。

结语

随着美国民众对亚洲文化和食物的了解加深，人们对其他亚餐品类的喜好也逐渐增

加。这些菜系被赋予了健康和时尚等属性，尤其受到年轻人的喜欢。

同时日餐、韩餐等在美国往往定位为中高端市场，消费价格相对较高，潜在的经济回报更好。种种因素都在吸引很多华人入局其他亚餐品类。👁️



Trends in Asian restaurants within the U.S.

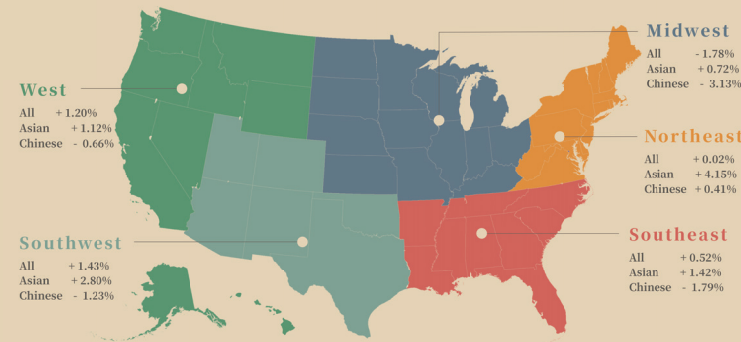
The September edition of Restaurateur noted in its survey of trends from the first half of 2023 that recent development and innovation have brought a fresh breath of life to Asian establishments across the U.S. food service industry. We noted that despite many remaining challenges, individual state markets including New York, Texas and California powered significant growth in their respective areas of the country, with the Northeast in particular displaying the fastest recovery of any single region since the beginning of the pandemic.

This month's report will focus on analyzing, comparing, and visualizing the growth rate of various Asian cuisines during January to October this year, based on data covering the entire U.S. market provided by the catering tech firm MenuSifu. We hope this information will help current restaurateurs and entrepreneurs alike grow more confident in building plans for their establishments' future.

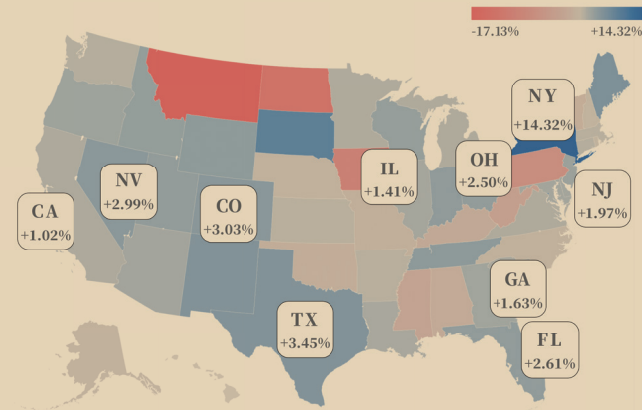
Asian restaurants' eclipse total industry growth as the Northeast remains the national hotspot.

Asian restaurants in all five areas of the country made substantial gains during the period, with the rapid growth of establishments in the Northeast (4.15%) considerably outpacing the still very impressive Southwest (2.80%) and Southeast (1.42%).

Both traditional authentic cuisines and modern creative fusion dishes are thriving in the U.S., injecting new energy and imagination into the restaurant industry. Encouragingly, these numbers far outstripped the industry as a whole. Even though total establishments



Change in restaurants across the U.S. from January - October 2023.



The ten states marked above all have large pre-existing bases of Asian restaurants and registered higher than average gains in the number of new establishments.

in the Southwest (1.43%) and West (1.20%) experienced decent growth during the period, gains in the Northeast (0.02%) and Southeast (0.52%) ranged from slim to moderate, while the Midwest (-1.78%) actually witnessed a decline.

Asian cuisine's promising performance can be attributed to U.S. consumers' appreciation of the region's unique flavors and diverse cultures, with expected increases in trade and cultural exchange between these two areas of the world guaranteeing future growth in this submarket.

While the results for Asian cuisine were quite promising, the picture for Chinese cuisine is somewhat less optimistic, with the Northeast being the sole region to witness even a slight increase (0.41%) in the total number of establishments. The rest of the country suffered losses, with the West (-0.66%) and Southwest (-1.23%) faring marginally better than the Southeast (-1.79%) and Midwest (-3.13%).

The Northeast and the West remain the preferred regions for Asian and Chinese restaurateurs in the current competitive

market, led by the two predictably strong performing states of California and New York. Even so, Chinese restaurants remain reliable hotspots of any Chinese community, with foodies always eager to recommend a tasty new startup or a local branch of a highly regarded overseas chain. As always, the golden rule remains the same: if it tastes good, they'll come.

Even as growth skyrockets in New York, Texas and Florida register solid gains.

Noticeable growth in the number of new Asian establishments occurred in several states, with a close examination of per state growth revealing that higher gains (marked in dark blue below) correlated strongly with both larger overall populations and larger bases of pre-existing Asian restaurants.

Other factors also played a significant role. A recent influx of Asian immigrants firmly cemented Texas (3.45%) and Florida (2.61%) as dynamic and attractive markets for future investment, while an increase in post-pandemic tourists helped traditionally popular destinations such as Colorado (3.03%) and Nevada (2.99%) turn in strong performances. Colorado's inaugural inclusion in the Michelin Guide also further highlighted several choice Asian establishments already operating within its borders.

Despite only registering a rate change of slightly over one percent, California's total number of new restaurants was also significant given its role as the largest individual state market in the country.

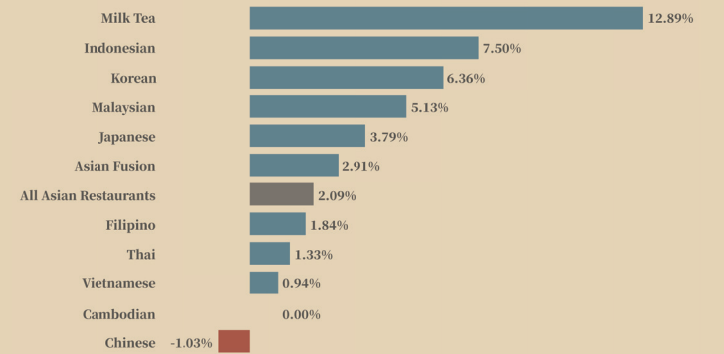
While milk tea leads in growth, Chinese and Japanese restaurants still account for two-thirds of all Asian establishments.

Asian restaurants' total industry share also rose slightly from January (11.97%) to October (12.19%), with the two pillars of Chinese and Japanese food still accounting for over three-fifths of the submarket.

The growth rate for all Asian establishments hit just over two percent, with a large increase in milk tea shops (12.89%) driven in particular by a growing popularity for the beverage amongst Chinese restaurateurs due to their low start-up costs, negligible personnel requirements and quick opening timeframes.

Despite their respective rankings of second and fourth, the relatively small total number of Indonesian and Malaysian restaurants translated to marginal real gains; in contrast both Korean (6.36%) and Japanese (3.79%) registered significant real increases, coupled with slightly more subdued growth for Thai (1.33%) and Vietnamese (0.94%).

Taken together, these cuisines are increasingly popular and beginning to seriously challenge the traditional role of Chinese food as the most popular Asian cuisine for U.S. consumers. Tellingly, despite still leading in total number of establishments by a comfortable margin, Chinese was the



Total market change for various Asian cuisines and milk tea stores.

only cuisine listed which witnessed a decline over the period.

Our own in-house data also shows a slow but clear drop in the number of Chinese restaurants per state during this period as well. While closures in Pennsylvania were particularly pronounced, even traditionally large and stable markets such as California, Illinois, Massachusetts, and Georgia each saw anywhere from 20 to 30 establishments close. A surge of new establishments in New York was the biggest outlier in this general trend, ensuring that it will remain the

most dynamic state market for Chinese restaurateurs throughout the foreseeable future.

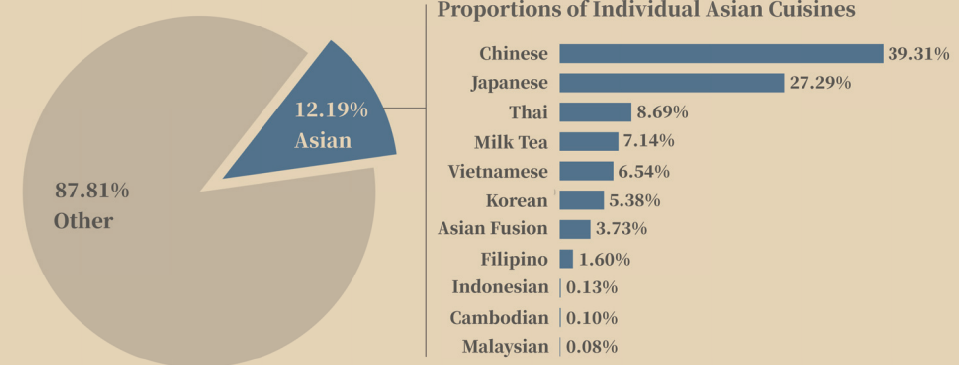
In Conclusion

U.S. consumers' tastes have broadened as their understanding of Asian cultures have grown, with youth in particular appreciating the health benefits and style associated with Asian cuisine.

Likewise, many Chinese industry professionals are attracted by the potentially lucrative returns of other Asian cuisines traditionally targeted at a slightly more upscale clientele base such as Japanese and Korean.

We hope the report serves as a useful reference, but if there's any questions you still might have about specific restaurants or overall industry trends, go ahead and send us an email (info@littlelaba.com). Our data analysts will do their best to find the right answers for you! 🍵

Proportion of specific regional cuisines and milk tea shops amongst the total market share of Asian restaurants.





10 万条小费数据背后的消费观演变

最近一段时间，美国民众对小费文化的态度似乎正在发生转变。网络上广泛流传着关于“小费疲劳”的讨论，尤其是针对商家设置的较高的默认小费建议，以及在本不应涉及小费的场合依然询问顾客是否愿意支付小费的做法。这些现象激发了一些消费者的反感和讨论。

在疫情期间，每个就餐的食客都会变得更加慷慨，以帮助喜欢的餐厅度过那段艰难的时光。时至今日，很多人开始感觉到，小费趋势上升到了很多人都无法开心接受的新的标准，似乎高于标准线的小费已经不再是人们对良好服务的奖励，而是一种义务。并且延伸到了更广泛的场所。

本报告旨在探索 2022 年至 2023 年间美国中餐厅堂食小费的具体数据，分析是否存在小费变动的明显趋势，并揭示数字背后可能隐藏的信息。

“小费疲劳”未带来实际性转变 午餐小费百分比接近晚餐水平

首先我们随机抽取了 2022 年全年的 5 万条堂食小费数据，以及 2023 年 1 月至 10 月的 5 万条堂食小费数据。并且确保这 10 万条数据的客单价均在 \$10 及以上。同时，我们特地选取的是中午 12 点以及晚间 7 点左右两个时间点的数据，以帮助我们更好的观察“午餐”和“晚餐”之间

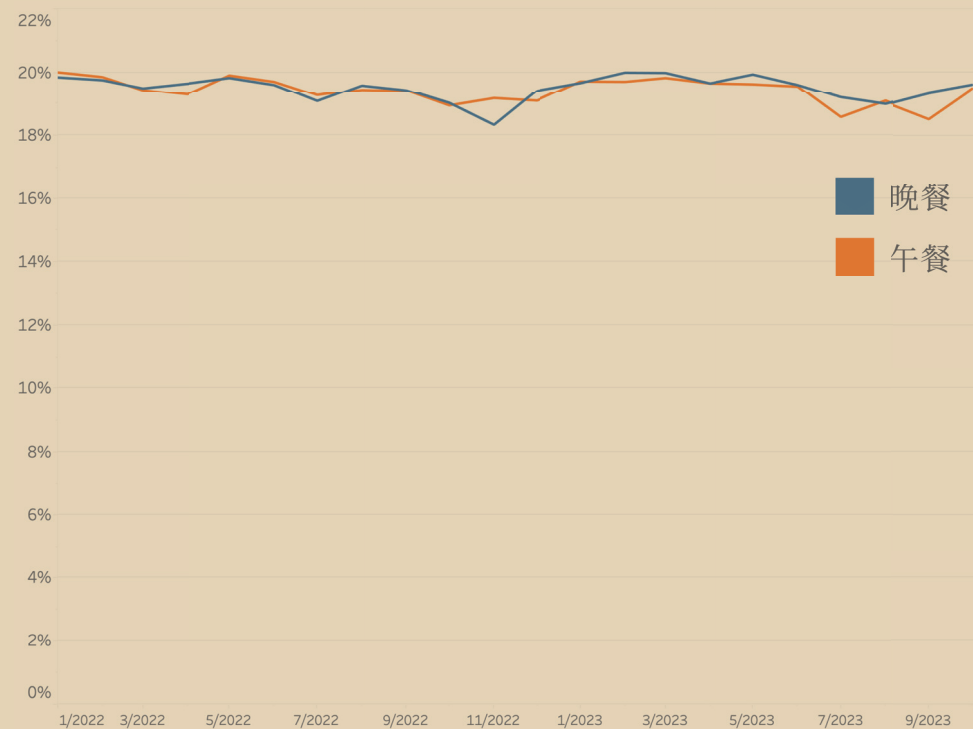
的小费差距。

从下图我们可见，从 2022 年 1 月起至今，小费的百分比中位数并未呈现明显的上升或下降趋势。值得注意的是，午餐时段的小费中位数（黄线）与晚餐的小费中位数（蓝线）几乎相同，均达到了接近 20% 的水平。

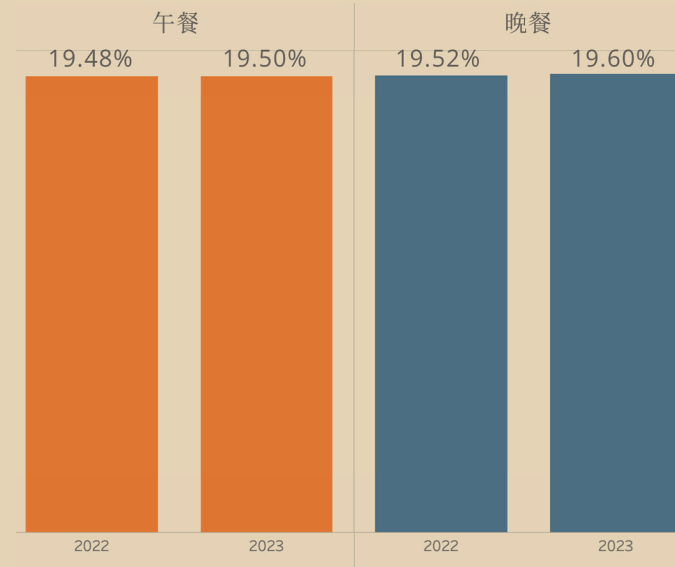
根据个人经验，这可能是受到了移动数字支付方式的影响——有的服务生会拿着移动刷卡机直接来到食客身边，在旁边等待食客当场做出小费决定，对食客产生了某种心理压力；加上很多商家将建议的小费百分比提高至至少 18%；同时，午餐的客单价通常不会太高，不同档位的小费差不到 2 到 3 美金；综合以上三点，食客普遍倾向于直接选择屏幕上显示的最低 18% 或中档 20% 的小费选项。

食客消费习惯保持稳定 堂食小费新标准接近 20%

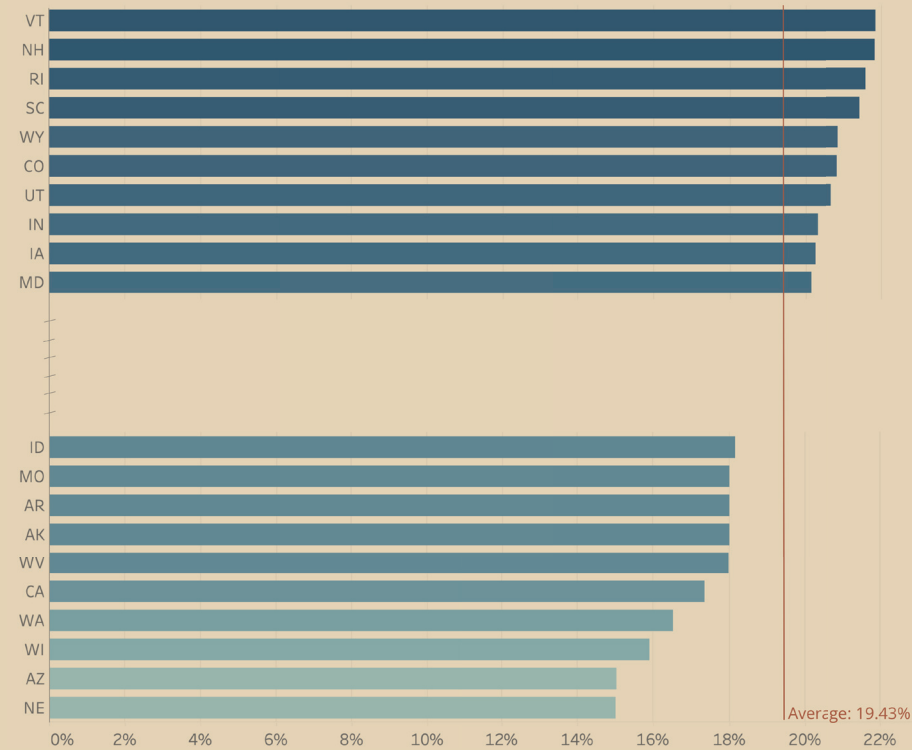
从下页图中我们也可以看到，尽管消费者对当下的小费文化存在或多或少的不满，但是并没有看到小费下降的趋势。2023 年的午餐时段小费百分比（19.50%）几乎持平于 2022 年的午餐时段小费百分



近两年午餐和晚餐小费百分比中位数趋势



2022 年与 2023 年午晚餐小费百分比中位数比较



小费百分比最高的 10 个州和最低的 10 个州

比（19.48%）。2023 年的晚餐时段小费百分比（19.60%）稍高于 2022 年的晚餐时段小费百分比（19.52%）。

由此我们推测，也许那些真正对小费增长有着很大意见的消费者，更多会选择转向外带或者点外卖。但是到了真正堂食的时候，往往还是选择遵循这一小费习惯。

另外，后台数据显示，2023 年的客单价中位数，无论是午餐还是晚餐，也与 2022 年基本持平。再加上食客愿意支付的小费百分比的浮动也没有明显变化，这可能说明餐饮成本、消费者消费能力和就餐习惯在这一时期内没有显著变化。

东北部小费普遍高于西部 移动数字支付影响小费水平

接下来我们将数据按照州分类：从图中我们可以看到，小费百分比最高的州主要集中在美国的东北部，如佛蒙特州、新罕布什尔州、罗德岛州和马里兰州等；而西部州如加州、华盛顿州、亚利桑那和内华达等，排在小费百分比最低的几位。这些趋势可能与区域内的消费习惯、收入水平和文化差异有关。同时不排除东北部区域有着更普及的移动数字支付以及更高的餐厅小费建议设定。



The Changing Landscape of Consumer Attitudes: Insights from 100,000 Tipping Transactions

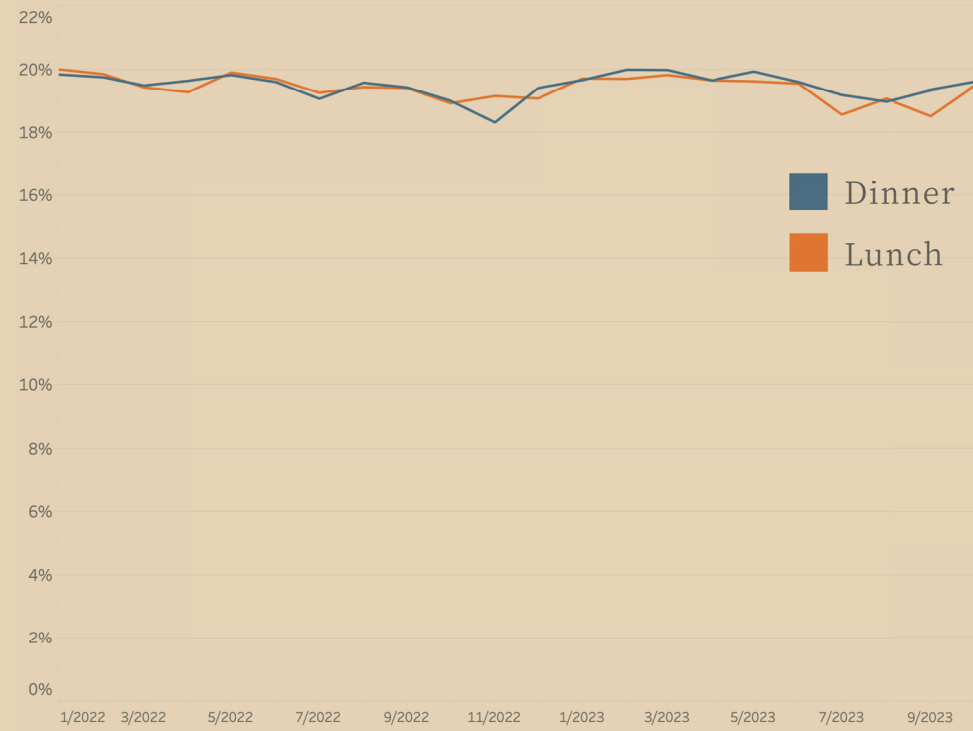
In recent times, there has been a discernible shift in attitudes towards tipping culture among the American population. The phenomenon of "tip fatigue" has gained significant traction online, especially concerning higher suggested default tip amounts implemented by businesses and the practice of soliciting tips in unconventional situations. These trends have sparked resentment and prompted discussions among consumers.

During the pandemic, diners displayed greater generosity to support their favorite restaurants during challenging times. However, many individuals now feel that tipping has reached a new standard that is challenging to embrace. It appears that tipping has transformed from a reward for exceptional service to an expected obligation that extends beyond its traditional boundaries.

The purpose of this report is to explore specific data on dine-in tipping in Chinese restaurants in the United States between 2022 and 2023. It analyzes whether significant trends in tipping behavior exist and reveals potential insights hidden within the data.

Negligible Impact of 'Tip Fatigue' Lunch Tipping Percentages Approaching Dinner Rates

To begin, we randomly sampled 50,000 dine-in tipping data records from the entire year of 2022 and an additional 50,000 data records from January to October 2023. We ensured that all 100,000 data points had check amounts of \$10 or more. Additionally, we specifically selected data from around 12:00 PM for lunch and around 7:00 PM for dinner to better discern the disparity



Trends in median tipping percentages for lunch and dinner over the past two years

in tipping between these two periods.

Based on the graph above, we can observe that from January 2022 to the present, the median tipping percentages have not exhibited significant upward or downward trends. Notably, the median tipping percentage for lunch (represented by the yellow line) closely resembles the median tipping percentage for dinner (represented by the blue line), both

approximately hovering around 20%.

Based on personal observations, this could be influenced by the prevalence of mobile digital payment methods. Some servers bring mobile card machines directly to diners and remain nearby while they make their tipping decision, creating a certain level of psychological pressure. Moreover, many establishments have raised their suggested tipping percentages

to at least 18%. Additionally, lunch bills tend to be lower, resulting in minimal variations in tipping amounts across different price ranges. As a result, diners often choose the lowest displayed option of 18% or the mid-range option of 20% directly from the screen.

Consumer spending habits remain stable

Dine-in tipping standard approaches 20%

Based on the graph, we can also observe that despite some consumer dissatisfaction with the current tipping culture, there is no discernible trend of decreasing tips. The tipping percentage for lunch in 2023 (19.50%) closely aligns with the tipping percentage for lunch in 2022 (19.48%). The tipping percentage for dinner in 2023 (19.60%) slightly exceeds the tipping percentage for dinner in 2022 (19.52%).

This suggests that consumers who strongly oppose increasing tips may be more inclined to switch to takeout or delivery. However, when dining in, they tend to conform to the prevailing tipping norms.

Furthermore, backend data reveals that the median check amount in 2023, for both lunch and dinner, remains relatively stable compared to 2022. Combined with the absence of significant fluctuations in the tipping percentages that consumers are willing to pay, this indicates that restaurant costs, consumer purchasing power, and dining habits have not undergone significant changes during this period.

Higher tipping in the Northeast compared to the West Impact of mobile digital payments on tipping levels

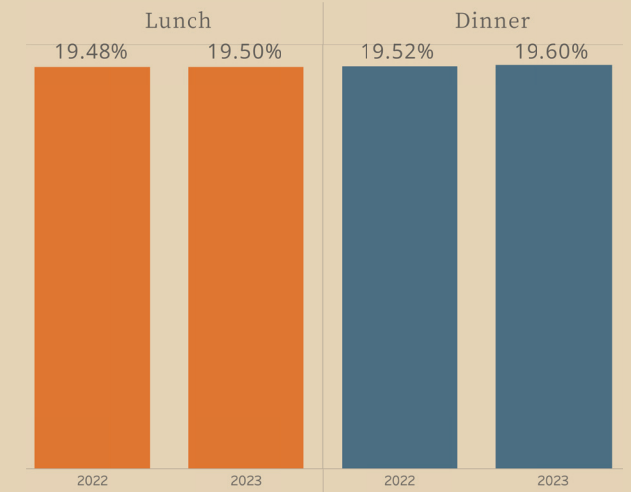
Next, we categorized the data by state: Based on the graph, we can observe that states with the highest tipping percentages are primarily concentrated in the Northeast, such as Vermont, New Hampshire, Rhode Island, and Maryland. Conversely, states in the West, such as California, Washington, Arizona, and Nevada, rank among the lowest in tipping percentages. These trends may be attributed to regional

consumption habits, income levels, and cultural differences. Additionally, it cannot be ruled out that the prevalence of mobile digital payments and higher suggested tipping amounts by restaurants are more common in the Northeast.

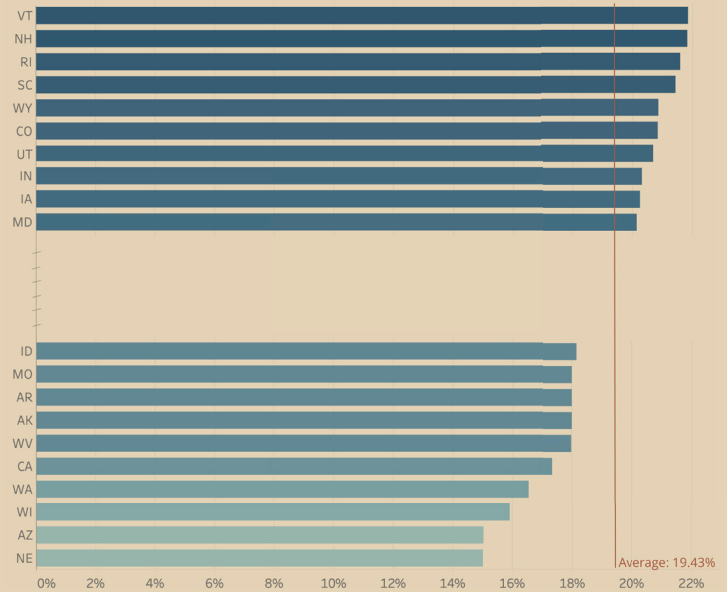
Conclusion

Despite ongoing discussions regarding "tip fatigue" on the internet, dine-in tipping percentages in Chinese restaurants in the United States have not exhibited significant fluctuations between 2022 and 2023. The median tipping percentage for lunch remains close to that for dinner. From changes in consumer behavior, we can infer a certain level of adaptation and acceptance of the current tipping culture. This may indicate a broader socio-economic phenomenon, where tipping has gradually evolved from a voluntary additional reward to an expected standard, driven by new payment methods and suggested tipping amounts by businesses. Despite the perceived "tip pressure," consumers still tend to provide higher tipping percentages.

This concludes the report on Dine-in Tipping in Chinese Restaurants in the United States. We hope the report serves as a useful reference, but if there's any questions you still might have about specific restaurants or overall industry trends, go ahead and send us an email (info@litlelaba.com). Our data analysts will take care of the rest! 📧



Comparison of median tipping percentages for lunch and dinner in 2022 and 2023



Top 10 and bottom 10 states with the highest tipping percentages.



2023 华人餐馆招工观察

在如今美国的餐饮业，尽管技术创新正在引领部分餐馆向自动化和智能化转型，但我们知道，人才是服务业最宝贵的资源。正是餐饮人的双手与创造力推动了这个行业的发展。

消费者对美食的热爱和追求始终在不断提升，从他们踏入餐厅的第一刻起，员工的服务就显得至关重要，这直接影响着消费者的用餐体验。拥有一支优秀的人力资源队伍，是保证餐厅稳定运行和持续发展的基石。

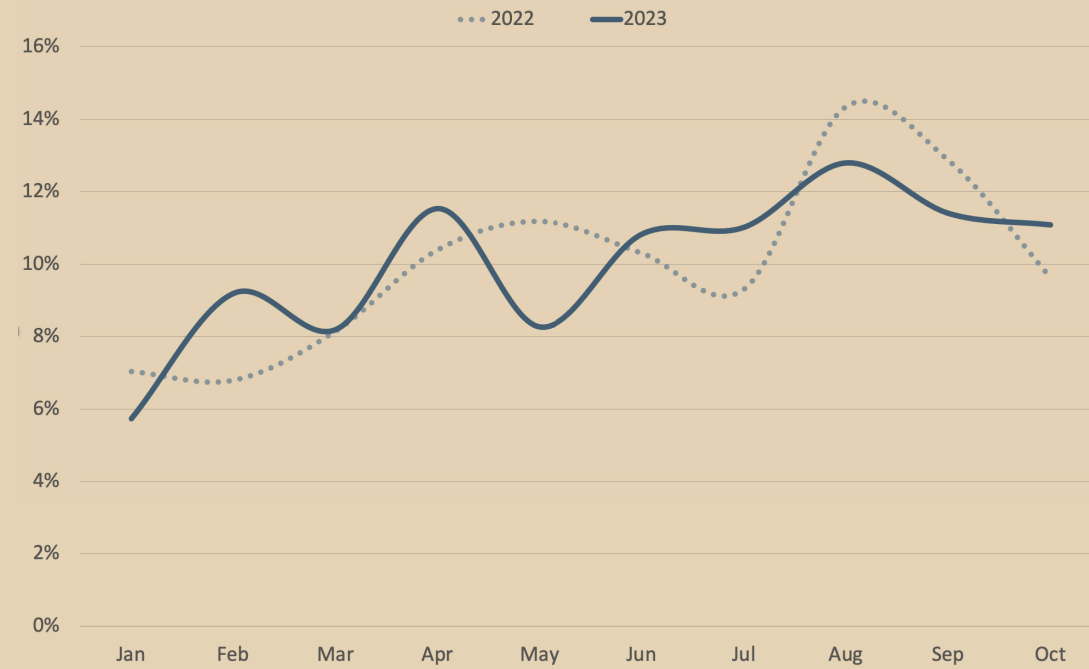
2022年，不少餐厅面临着招聘困难，频繁传出缺工的信息。一些知名连锁餐厅为了吸引和留住员工，除了提高薪水还附加了更多的福利。现在，让我们将目光瞄向2023年，看看在美国的中文社区，华人餐厅的招聘情况如何。

餐厅招工需求较去年稳定 每年8月为招工高峰

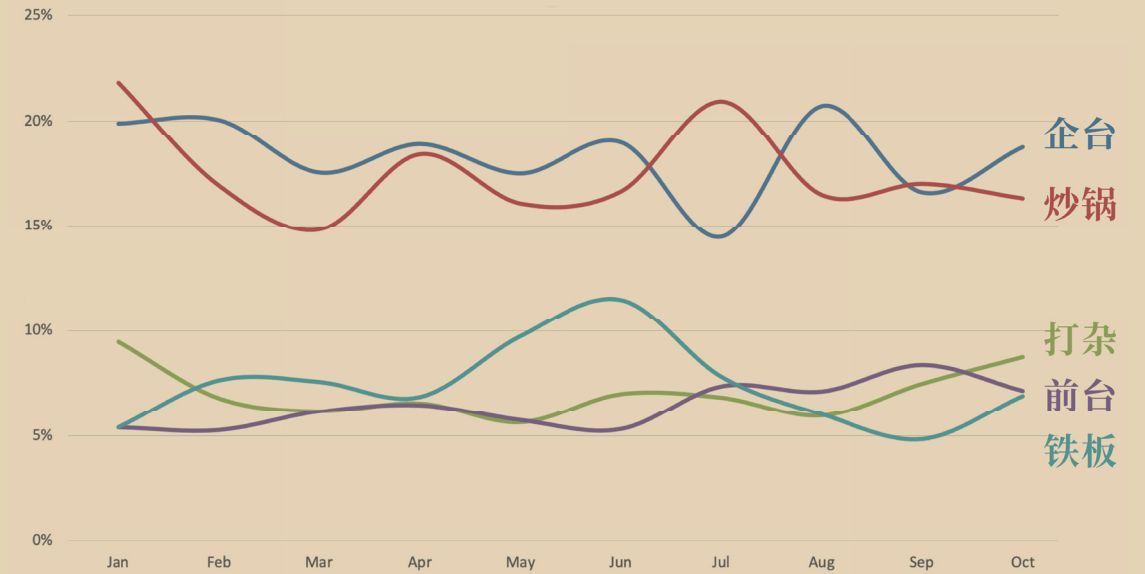
首先，我们在网络平台上随机收集了10,000条中文餐馆招工启事，时间范围为从2023年1月1日到10月31日。将它们按照月份来整理，标记出每个月份的招工数量占这10,000条的百分比。并与2022年同期的10,000条招工启事进行对比，可以得出下面这样一幅招工趋势图：

从图中可见，整个市场上的招工需求总体上是逐月上涨的，下半年普遍高于上半年。2022年需求最低的三个月为1月、2月和3月。在2023年则为1月、3月和5月。

2022年和2023年的需求均在8月份达到顶峰，招工数量分别占总体的14.35%和12.79%。之后开始下降。整体而言2023年的需求变动较前一年平稳。



2023年与2022年，前十个月的招工启事占比趋势



2023年前十个月需求最旺盛的五个餐饮岗位占比趋势

炒锅和企台需求稳定且旺盛 铁板师傅年中需求较高

接下来让我们看看哪些餐厅岗位最为紧缺，今年的变化趋势如何。由于选择众多，在这里仅选取需求最多的前五个岗位进行展示：

2023年前十个月需求最高

的五个岗位分别为企台、炒锅、打杂、前台和铁板。这与2022年的前五个岗位保持一致。

企台岗位在1月份需求占比高达20%，之后虽有波动，但到了10月份仅小幅下降至19%。

炒锅岗位在年初占据了22%

的需求份额，在7月份经历了一次显著的增长，但随后有所下降，在10月份降至16%。

打杂、前台和铁板这三个职位虽位列第三至第五，但相较于企台和炒锅，它们的市场需求明显较低，除了铁板师傅年中时有一波快速增长，浮动普遍不大。

以上数据呈现了2023年前10个月中文餐饮招工平台上显示的人力需求概况。在餐饮业的原材料成本和劳动力成本不断上升的当下，运营一家餐馆的挑战不容小觑。希望这份分析能为您的人力规划或未来的餐厅经营战略提供实质性的参考和帮助。



An Insight into Employment Recruitment in Chinese Restaurants in 2023

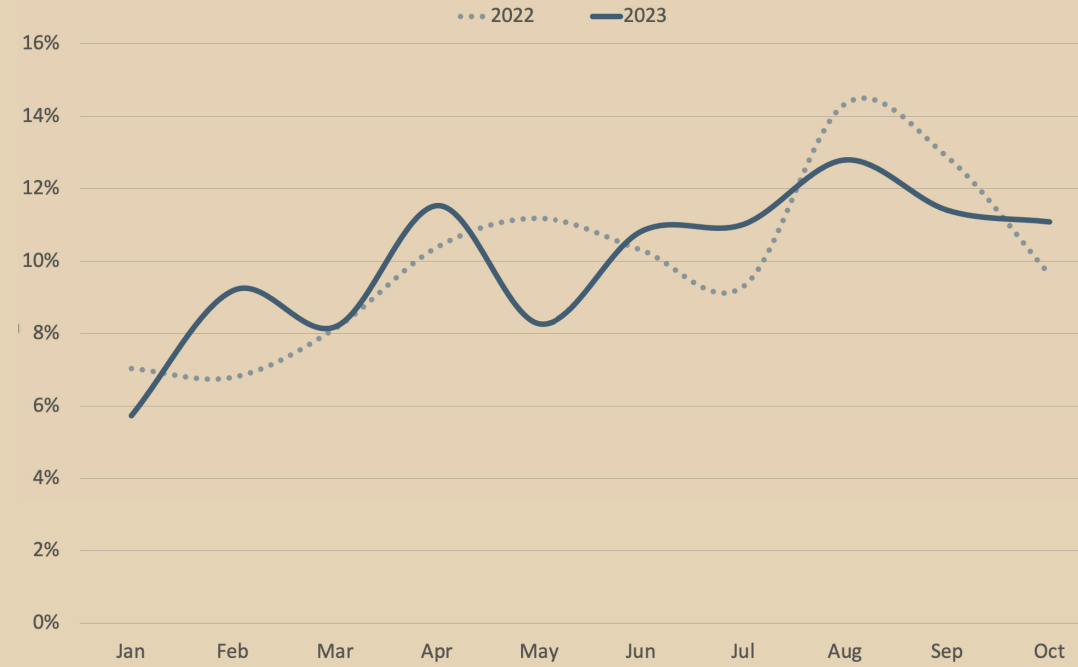
In the current landscape of the U.S. food service industry, while technological innovation is driving automation and digitization in some restaurants, it is widely acknowledged that talent remains the most valuable resource in the service sector. It is the skilled hands and creative minds of restaurant professionals that drive the progress of this industry.

Consumer passion and pursuit for gastronomy continue to grow, and from the very moment they step foot into a restaurant, the service provided by the staff assumes paramount significance, directly influencing the diners' overall dining experience. Cultivating an exceptional workforce is crucial for ensuring the stable operation and sustained growth of a restaurant.

In 2022, a significant number of restaurants encountered difficulties in the recruitment process, with frequent reports indicating prevalent labor shortages. In order to attract and retain employees, some renowned chain restaurants have implemented not only increased wages but also additional benefits. Now, let us shift our focus to 2023 and see how the recruitment situation is in Chinese restaurants within the Chinese community in the United States.

Stable demand for restaurant employment compared to the previous year
August is the peak month for recruitment.

Firstly, we randomly collected 10,000 job postings for Chinese restaurants from online platforms, covering the period from January 1, 2023, to October 31, 2023. These postings were categorized by month, and the



Trend in monthly job posting percentages from January to October 2022 and 2023.

percentage of job postings for each month was calculated based on the total count of 10,000. By comparing these figures with the 10,000 job postings during the same period in 2022, we can observe the following recruitment trends:

The graph clearly indicates a gradual increase in overall recruitment demand throughout the year, with the latter half generally surpassing the former in 2022, the lowest demand was observed

in January, February, and March, while in 2023, it was observed in January, March, and May.

The demand in both 2022 and 2023 reached its peak in August, accounting for 14.35% and 12.79% of the total advertisement, respectively, followed by a subsequent decline. Overall, the recruitment demand in 2023 has remained relatively stable compared to the previous year.

Stable and strong demand for positions such as stir-fry cook and server
Higher demand for teppanyaki chefs in the middle of the year.

Next, let us examine the most sought-after positions and their respective trends for this year. Due to the wide range of options available, we will only showcase the top five positions in

terms of demand:

The top five positions with the highest demand in the first ten months of 2023 are servers, line cooks, general helpers, front desk staff, and teppanyaki chefs. This is consistent with the top five positions in 2022.

The server position experienced high demand of 20% in January and

exhibited some fluctuations throughout the year, with a slight decrease to 19% in October.

The line cook position held a 22% demand share at the beginning of the year, experienced a significant growth in July, but subsequently declined to 16% in October.

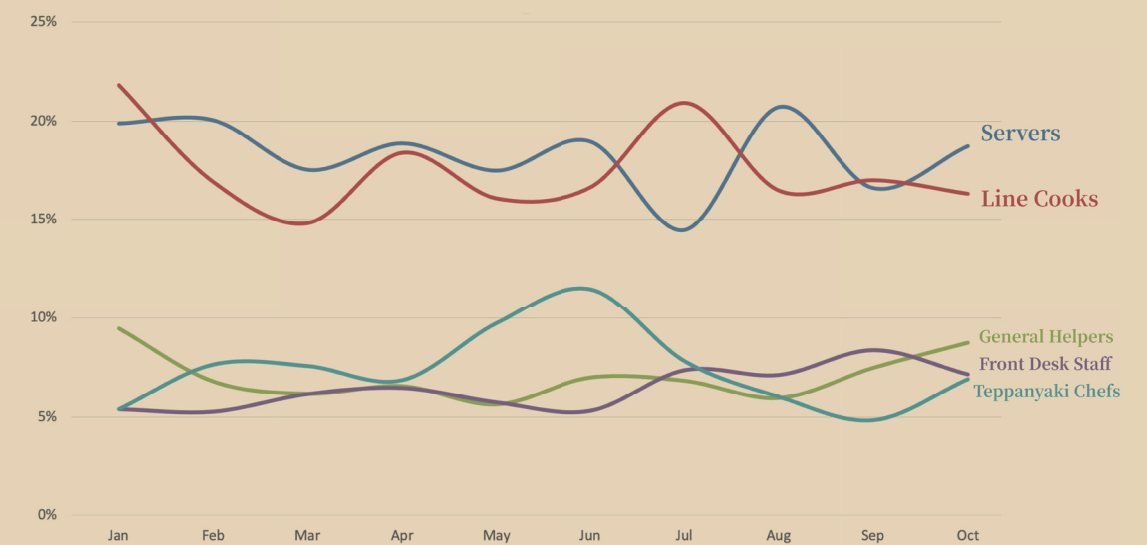
Although general helpers, front desk

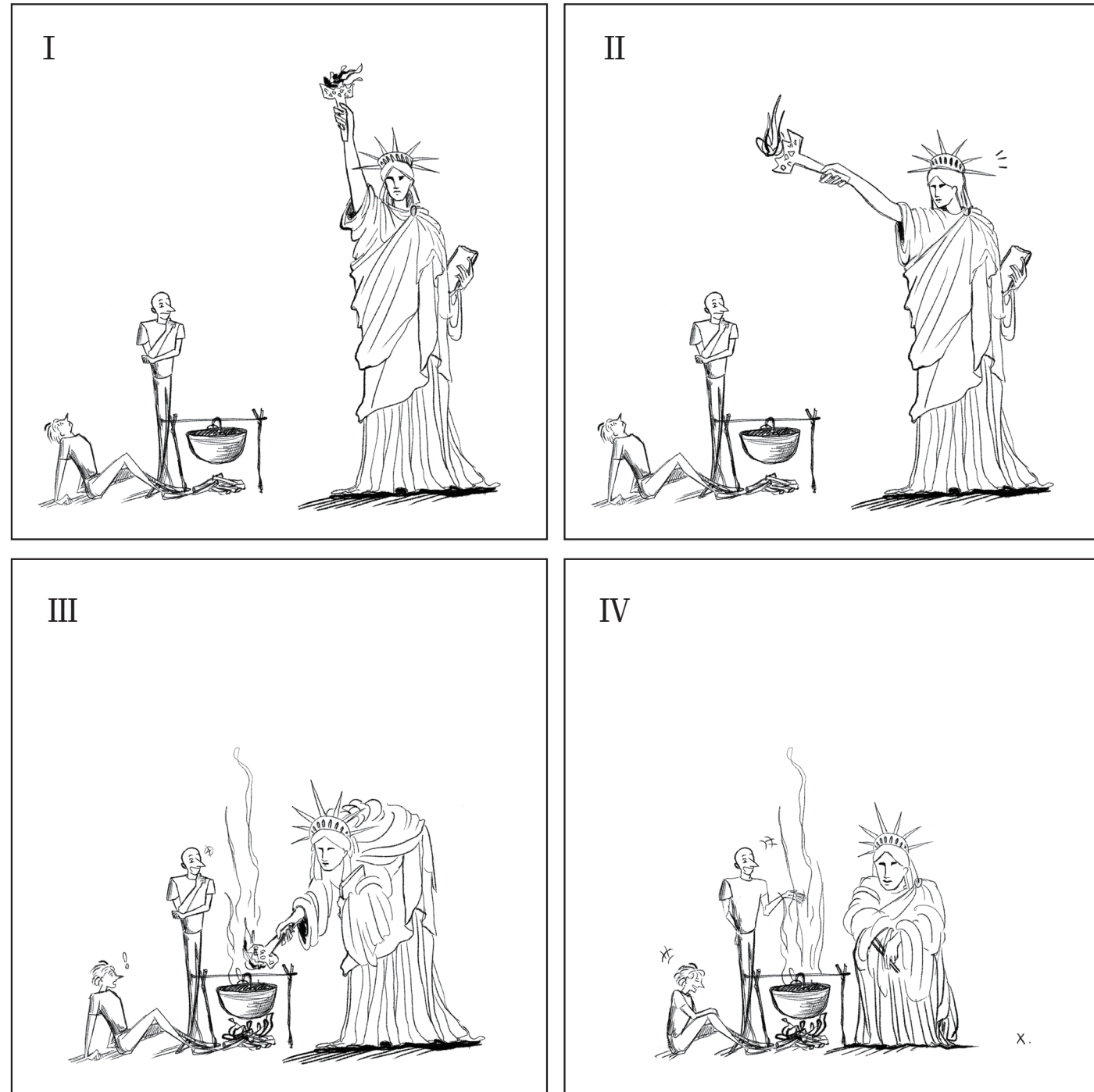
staff, and teppanyaki chefs rank third to fifth, their market demand is notably lower compared to that of servers and line cooks. Except for a rapid growth period for teppanyaki chefs in the middle of the year, the fluctuations in demand for these positions have been relatively small.

The above data presents an overview of the manpower demand displayed

on Chinese restaurant recruitment platforms in the first ten months of 2023. In the current landscape of rising raw material and labor costs in the food service industry, the challenges of operating a restaurant should not be underestimated. We hope that this analysis provides substantial reference and assistance for your workforce planning or future restaurant business strategies. 📌

Trend in the proportion of the top five sought-after positions from January to October 2023





ACERA 乾唐軒

自1986年創立以來，乾唐軒致力於將藝術與設計融入陶瓷中。我們相信陶瓷是優雅實用的材料，為人們的日常生活增添美感。1996年，我們推出活瓷品牌，採用獨特的陶瓷內膽專利技術“遠紅外線放射效果之塗佈基材組成法”，成功打造出的活瓷隨身杯系列。其獨特的陶瓷內膽能提高水質和口感，讓水更為清新、純淨。我們的產品不僅僅是飲水容器，更是一種健康環保生活方式的體現。



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封二 (封二对页) Front-Cover-Inside (Front P3)	\$13,500	\$54,000	\$94,500
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关于我们 ABOUT US

《餐饮家》杂志为 LITTLELABA MEDIA LLC 旗下印刷媒体, 创刊于 2022 年 1 月, 是全美发行量最大的线下餐饮媒体。

"The Restaurateur", a magazine under Littlelaba Media LLC, was launched in January 2022 and has the largest circulation in the United States for offline dining media.

杂志覆盖全美各地超过 10 万家华人餐厅上百万华人餐饮从业人员。

The magazine covers more than 100,000 Chinese restaurants and millions of Chinese dining practitioners across the United States.

有华人餐饮处, 皆有《餐饮家》。《餐饮家》已经成为全美华人餐饮业上下游企业推广的优势平台。

Every Chinese restaurant has a copy of "The Restaurateur", and it has become an advantageous platform for the promotion of both upstream and downstream enterprises within the American Chinese dining industry.

LITTLELABA MEDIA LLC 创立于 2021 年 12 月, 致力于服务全球华裔餐饮从业人员, 向世界传播中餐文化, 助力华人餐饮突破文化界限, 兼容并蓄, 拓展视野, 呈现精彩于世界。

Littlelaba Media LLC was founded in December of 2021 and is committed to serving global Chinese restaurateurs, spreading Chinese food culture to the world and helping Chinese catering break through cultural boundaries, be inclusive, expand their horizons, and present all the wonderful things they have to offer to the world.

目前, LITTLELABA MEDIA LLC 已经发展成为一家拥有印刷媒体、数字媒体和社交媒体的全媒体公司, 未来将建成华裔餐饮业界互通有无、分享经验, 共同成长与发展的交流平台。

Currently, Littlelaba Media LLC has developed into a multi-media company offering print, digital and social media. In the future, Littlelaba Media is aiming to build a communication platform for the Chinese dining industry in order to exchange knowledge, share experiences and grow and develop together.



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第 2 届 餐饮家金像奖 2024 Restaurateur Awards



使命 MISSION

“餐饮家金像奖”的使命是：表彰华裔在餐饮业的杰出人才和成就；促进华裔餐饮与美国主流社会的交流和对话；推动种族和性别平等；激励华裔餐饮与社区的良好互动；以及社区的可持续发展的蓬勃发展。

Recognize outstanding talents and achievements of Chinese Americans in the catering industry;
Facilitate connections and communication between Chinese American cuisine and mainstream American society;

Promote racial and gender equality;

Encourage positive interaction between Chinese American catering businesses and their communities

Foster sustainable and thriving community development

奖项 AWARDS

《餐饮家》金像奖拟设置以下奖项：

终身成就奖 (Lifetime Achievement Award)

终身成就奖表彰那些通过毕生的努力对北美中餐在饮食、烹饪和饮食哲学上产生了积极而持久影响的个人。

社区英雄奖 (Community Hero of the Year)

社区英雄奖表彰在评选年度对社区形成重大积极影响的个人、组织或餐厅。

经典餐厅 (Chinese's Classics)

经典餐厅奖表彰长期向所在社区贡献正宗优质中餐的餐厅。

餐饮家金像奖的餐厅和厨师奖项旨在表彰北美在各自领域表现出色的中餐从业人员。包括：

杰出厨师 (Outstanding Chef)

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杰出餐厅 (Outstanding Restaurant)

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杰出餐厅奖表彰那些提供优质中餐美食，享有盛誉的餐厅；最佳新餐厅表彰新近开张的优秀新餐厅；

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杰出餐饮家奖表彰那些提供优质中餐美食，享有盛誉的餐厅的拥有者和经营者，他们在餐厅经营方面表现出杰出的领导能力。

敬请期待我们对于餐饮家金像奖其他事项的进一步发布。

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