

**Top 20 Full-Service Chains***(Source: R&I Top 400 2009)*

Top 400 Rank	Chain	2008 Sales (\$ Millions)
11	Applebee's	\$4,700.0
12	Chilli's Grill & Bar	\$4,200.0
16	Olive Garden	\$3,070.0
18	Outback Steakhouse	\$2,935.0
19	T.G.I. Fridays	\$2,700.0
20	Red Lobster	\$2,630.0
24	Denny's	\$2,400.0
25	Cracker Barrel	\$2,384.0
27	IHOP	\$2,200.0
32	Carl's Jr.	\$1,519.7
33	Golden Coral	\$1,518.0
35	The Cheesecake Factory	\$1,400.0
36	Chipotle Mexican Grill	\$1,332.0
38	Buffalo Wild Wings	\$1,229.0
43	Texas Roadhouse	\$1,148.6
44	Bob Evans	\$1,020.0
45	Hooters	\$1,010.0
46	P.F. Chang's	\$920.0
47	LongHorn Steakhouse	\$884.5
48	Waffle House	\$850.0

Cochon and Herbsaint restaurants added a storefront called Butcher earlier this year, where they sell artisanal meats, house-made salami, sausages and fresh steaks, many of the same ingredients used in their restaurants. Stephen Stryjewski, chef and co-owner of Cochon, stated that he and his partner, Donald Link, decided to open Butcher in January 2009 in a separate space next door. "It was a natural progression to [produce specialty meat] and sell it retail," Mr. Stryjewski stated. Butcher is not only a retail space, but also has seating for about 35 guests should they chose to eat-in. Most of the shop's dishes retail for less than \$10, and wine and beer are available by the glass. Mr. Stryjewski claims that Butcher alone has the potential for reaching \$1 million in sales by the end of 2009.

At Greenlawn, NY-based Ruvo Restaurant, co-owner Jimmy DeNicola and his brothers decided to open a market next door about four years ago when the space became available. Minor renovations were made to connect the restaurant and shop. The retail space offers freshly butchered meats as well as pastas, desserts, takeout options and basics such as milk, eggs and butter. The shop also offers the same sauces, raviolis, breads and meats served in the restaurant. "People have found it convenient. Now, with this economy, when people aren't going out as much, they can come here and pick up some chicken and some mashed potatoes, and it's like a home-cooked meal," stated Mr. DeNicola.

The Scottsdale, AZ-based restaurant Olive & Ivy has a small marketplace where customers can pick up the concept's signature flatbreads, pastries or gelato. The retail space was part of the original design because the concept is located in a mixed-use retail and residential area of the Scottsdale waterfront. The retail space makes up about 1,200-sq. ft. of the 9,000-sq. ft. space, and both the marketplace and restaurant have separate entrances. At the marketplace, customers may purchase breakfast or lunch, and gelato and coffee is served until 10 p.m. The retail space also incorporates a dine-in space. "We believe the retail side adds a lot of more interesting aspects to the restaurant, more dayparts and creative stuff," stated Sam Fox, president and CEO of Fox Restaurants Concepts, operator of the Olive & Ivy eatery. However, he adds, "people can get a little confused and they ask: 'Are you a restaurant? Are you retail? Are you a market? Are you a morning component?' We have gelato and coffee and re-

**Top 20 Limited-Service Chains***(Source: R&I Top 400 2009)*

Top 400 Rank	Chain	2008 Sales (\$ Millions)
1	McDonald's	\$70,693.0
2	KFC	\$17,800.0
3	Burger King	\$14,800.0
4	Starbucks	\$13,500.0
5	Subway	\$12,900.0
6	Pizza Hut	\$10,400.0
7	Wendy's	\$9,200.0
8	Taco Bell	\$6,900.0
9	Domino's Pizza	\$5,513.0
10	Dunkin' Donuts	\$5,500.0
13	Sonic	\$3,811.1
14	Arby's	\$3,200.0
15	Jack in the Box	\$3,070.0
17	Chick-fil-A	\$2,962.0
21	Dairy Queen	\$2,500.0
22	Panera Bread	\$2,500.0
23	7-Eleven	\$2,500.0
26	Papa John's	\$2,262.4
28	Quiznos	\$2,000.0
29	Hardee's	\$1,820.5