



Howard Cannon

Restaurant Expert Witness

**412 1st Ave. SE, Suite #200
Cullman, AL 35055
800.300.5764**

Curriculum Vitae

With List of Publications

A handwritten signature in black ink, appearing to read 'Howard Cannon', with a stylized circular flourish at the end.

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HOWARD CANNON
Restaurant Expert Witness
Restaurant Operations Institute (ROI), Inc.
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Summary of Qualifications

I have been involved in more than 350+ forensic expert witness cases and more than 300+ restaurant and bar industry consulting projects of various types, sizes, and kinds in states across the country and in several markets around the globe. I have worked with both plaintiffs and defendants.

I am the author of several books including:

- *The Complete Idiot's Guide to Starting a Restaurant*® – first and second editions – which, since their writing by me in 1999 and 2000 and their initial publishing in 2001 and subsequent revisions in 2005, have been published and distributed in dozens of countries around the globe and read and referenced by tens of thousands of restaurant industry employers and employees worldwide.
- *Restaurant OSHA Safety and Security: The Book of Restaurant Industry Standards & Best Practices*® - 2016
- *Restaurant OSHA Safety and Security: workbooks and tests*® - 2018 for both management-level and employee-level students.
- *Restaurant Ridiculous – Slip and Fall: Negligent Acts, Management Fails & Industry Solutions*® - 2025.
- *Restaurant Ridiculous – DRAM Shop & Alcohol Liability: Negligent Acts, Management Fails & 99 Signs of Visible Intoxication*® - 2025

My hands-on knowledge, skill, training, education, and experience in restaurant, bar, food, and beverage industry establishments at the employee-level date back to 1978; at the management-level date back to 1983; at the multi-unit management-level date back to 1985; and, at the corporate-level date back to 1987. Furthermore, these positions, responsibilities, training, learnings, and experiences continue to be an integral and active part of my everyday consulting, advisory, training, writing, and expert witness company and practice.

I have been an expert guest on national television and radio shows of various kinds; including The Doctor OZ Show, Anderson Cooper Live, The Travel Channel, Hotel Impossible, Inside Edition, Canadian Public Radio, Fox News, CBS and many others.

I have been published in several national print publications; including Reader's Digest, The Wall Street Journal, Bar and Nightclub Magazine, My Foodservice News, Independent Restaurateur Magazine, QSR, and many others.

I have provided industry analysis for Blue-Shift Reports, and been a guest speaker at Washington State University, The Community College of Philadelphia, the National Restaurant Association, the International Franchise Association, and many others.

My areas of experience and field of expertise relate directly to day-to-day operations, human resources, risk management, safety, security, food and beverage safety and contaminations, furniture, fixtures and equipment, alcohol sales, service and distribution, management oversight, the industry standard of care, the reasonable and customary operating systems used, and general industry compliance, among other things related strictly to restaurant, bar, food and beverage industry establishments; and, the policies, procedures, practices, systems, standards of care, and management oversight that coincides with them.

I have authored articles; given speeches; conducted training classes, seminars, and workshops on a variety of restaurant and bar industry-related subject matters.

I have several years of experience as a restaurant trade magazine owner, publisher, and writer.

Restaurant Operations Institute (ROI), Inc., and its associated brands have offered a wide variety of restaurant and bar industry consulting, coaching, expert witness, training, and advisory services to clients of various types and sizes in markets across the country and around the globe.

I have served dozens of the world's largest restaurant brands, as well as countless mom-and-pop independent owners and operators since the business inception on July 14, 1987.

I have studied, served, tested, and surveyed virtually every type, style, and size of restaurant, bar, food and beverage industry establishment, as well as those who rely on them – customers, employees, and vendors.

ROI was founded by and is solely owned by me, and is, or has been, in direct association with Restaurant Expert Witness, Restaurant Consultants of America, Restaurant Profitability Magazine, Restaurant OSHA Safety and Security Institute, and more than one-hundred restaurant-industry websites and social media platforms.

I have Federal Certification with 29 CFR 1910 from the Occupational Safety and Health Administration. I am a Certified Forensic Consultant (CFC) from the American College of Forensic Examiners. I have Hazard Analysis & Critical Control Points Manager Certification (HACCP) and National Environmental Health Association Certification. I have been trained in Food Safety and On-premises Alcohol by SERV Safe and TIPS 2.0, and RAMP, and others respectively.

I have attended, completed, and been certified in several Train-The-Trainer workshops and classes including Dale Carnegie Train-The-Trainer, Taco Bell I.M.P.A.C.T. Train-The-Trainer, Pizza Hut B.E.S.T. Train-The-Trainer and Arby's Inc. Train-The-Trainer, AMA Train-The-Trainer, and The Pacific Institute Train-The-Trainer.

I attended the University of Wisconsin system and have an MBA from Hamilton University and have been a Masters-Level Advisory Member for Culinary Management at Stratford University.

I believe it is my broad industry knowledge, skill, education, training, experience, and perspective that I have developed from more than forty-years of working almost exclusively in the restaurant and bar industry that makes me uniquely qualified in a wide variety of subject matters pertaining specifically to restaurants and bars.

AUTHORED BOOKS

- *The Complete Idiot's Guide to Starting Your Own Restaurant*© (2001; Alpha Books) ISBN 0-02-864168-X; Library of Congress Catalog Card Number: 2001095862
- *Stretch Yourself – Getting Promoted*© (2003; Pearson Books) – ISBN 0-536-72823-2
- *The Complete Idiot's Guide to Starting a Restaurant*©- *Second Edition* (2005; Alpha Books) ISBN 978-1-59257-416-2; Library of Congress Catalog Card Number: 2005930931
- *Restaurant OSHA Safety and Security: The Book of Restaurant Industry Standards & Best Practices*© (2016; ROSSI) ISBN 978-1-945614-00-2 and 978-1-945614-07-1
- *Restaurant OSHA Safety and Security: Workbook and Test– Management-Level*© (2018)
- *Restaurant OSHA Safety and Security: Workbook and Test – Employee-Level*© (2018)
- *Restaurant Ridiculous – Slip and Fall: Negligent Acts, Management Fails & Industry Solutions*© - 2025 (ISBN 978-1-945614-05-7).

- Restaurant Ridiculous – DRAM Shop & Alcohol Liability: Negligent Acts, Management Fails & 99 Signs of Visible Intoxication© - 2025

Books authored by Howard Cannon have been available in many countries around the globe and have been published and distributed by the following reputable publishing firms:

- Penguin Group (USA) Inc., 375 Hudson Street, New York, New York 10014, USA
- Penguin Group (Canada), 90 Eglinton Avenue East, Suite 700, Toronto, Ontario M4P 2Y3, Canada - a division of Pearson Penguin Canada Inc.
- Penguin Books Ltd., 80 Strand, London WC2R ORL, England
- Penguin Ireland, 25 St. Stephen's Green, Dublin 2, Ireland - a division of Penguin Books Ltd
- Penguin Group (Australia), 250 Camberwell Road, Camberwell, Victoria 3124, Australia - a division of Pearson Australia Group Pty. Ltd
- Penguin Books India Pvt. Ltd., 11 Community Ctr, Panchsheel Pk, New Delhi, 110 017, India
- Penguin Group (NZ), 67 Apollo Drive, Rosedale, North Shore, Auckland 1311, New Zealand - a division of Pearson New Zealand Ltd
- Penguin Books (SA) (Pty.) Ltd., 24 Sturdee Ave, Rosebank, Johannesburg 2196, South Africa
- Penguin Books Ltd., Registered Offices: 80 Strand, London WC2R ORL, England
- Alpha Books, 375 Hudson Street, New York, New York 10014, USA
- Pearson Education, Inc., 75 Arlington Street, Suite 300, Boston, MA 02116

INDUSTRY EXPERIENCE AND POSITIONS

Howard Cannon started his restaurant industry career washing dishes and bussing tables in Boaz, Wisconsin in 1978, and has since held the following restaurant and bar industry positions:

- Positions Held – dishwasher, busboy, host, waiter, line-cook, fry cook, prep cook, bar-back, bartender, bouncer, security, shift supervisor, shift manager, Assistant Manager, Manager, General Manager, Delivery Manager, Catering Manager, Multi-Unit Manager, District Manager, Marketing Manager, Human Resources Manager, Purchasing Manager, Special Projects Manager, Director of Operations, Regional Vice President, Vice President, Chief Operating Officer, President, and Risk and Operations Executive Committee Member.

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

CLIENTS, PROJECTS AND RECOGNIZABLE BRANDS – [partial listing]

- Types of Clients – Entrepreneurs, Corporate Chains, Franchisees, Franchisors, Investors, Bankers, Lawyers, Insurance Companies, Developers, City and County Government Agencies, and Creditors
- Types of Establishments – Fast Food, Quick Casual, Casual Dining, Fine Dining, Kiosks, Food Courts, Food Trucks, Corporate Dining, Sports Venues, Arenas, Casinos, Buffets, Delivery, Catering, Cafeteria Dining, Contract Foodservice, Convenience Foods, Bars, Lounges, Clubs, Prisons, Schools, and Hotels
- Size of Companies – Independent Operators, Regional Chains, National Chains, and International Chains – from one to several thousand locations
- Geographic Areas – Every State of the United States, Canada, Mexico, England, France, India, Asia, Jamaica, the Philippines, and Haiti
- Scope of Work – Operations, Private Investigations, Video Surveillance, Safety Training, Bench Marking, Region and Unit Turnarounds, Logo Design, Marketing, Branding Design, Site Selection, Strategy, Concept Development, Point of Sale, Equipment, Facilities, Building Design, Funding Strategy, Human Resources, Business Planning, International Brand Penetration, US Brand Penetration, Merger and Acquisition, Valuations, Capital Acquisition, Contract Negotiation, Menu Design, Exit Strategy, Food & Beverage Purchasing, Vendor Selection, Cost Controls, Investor Evaluation, Recruiting, Training, Franchise Development, Franchise Sales, Industry Trend Analysis, Employee Productivity Improvement, Buying and Selling Processes, Industry Assessment, Leadership Assessment, Concept Compliance, Premises Liability, Food and Beverage Liability, Mediation, and Expert Witness

- Recognizable Brands that I have worked with in some capacity (partial listing) – Pizza Hut, Taco Bell, Arby's, PepsiCo, Compass Group, Aramark, Wall Street Deli, TCBY, IBM, Otis Elevator, Swarovski Helicopter, The Hartford, Carrier, The Houston Astrodome, ENRON Field, Harrah's Horseshoe Casino, RTM Restaurant Group, Sodexo, Seattle's Best Coffee, Starbuck's, Mrs. Fields, Papa John's, Hot-n-Now, Lone Star Steakhouse, Subway, Wendy's, Burger King, Domino's, Little Caesars, Chow King, Greenwich Pizza, AmSouth Bank, Jollibee Corporation, Lamppost Pizza, Wachovia Bank, Sbarro Pizza, Shari's Restaurants, The Mill Restaurant, Quiznos, American Food Distributors, Apple Lane Farms, On Tap Sports Bar & Grill, Caney Fork Restaurants, Fat Burger, Swift Pork, Harrah's Casinos, Healthy Taco Corp., Kenosha Beef International, Ltd., Brinker Chili's Texas, Inc., Chicken King Corporation, Frontier Bank, Applebee's, Atlanta Bread Company, Harvey's Casino, ConAgra Foods, Cochran & Edwards, Cici's Pizza, Outback Steakhouse, Gator's Dockside Restaurants, Paradise Restaurant & Bar, Plush Bar, Golden Corral Restaurants, Phillip's Seafood Restaurants, Waffle House Restaurants, Hard Rock Café, Wing It, Denny's Restaurants, O' Charley's Restaurants, Niagara Bottling, Buckhorn Grill, Selective Insurance Company, Oregon Mutual Insurance, Caruso Exc., Wilson Mutual Insurance, Amco Insurance, Nationwide Mutual Insurance, Liberty Mutual Insurance, The Wynn Hotel & Casino, The Plaza Hotel & Casino, Old Town Buffet, PlayLV Gaming Operations, Weingarten Realty, Buffalo Wild Wings, World of Beer, Fireman's Fund Insurance, Panera Bread, Dignity Health, Cracker Barrel, TGI Friday's, PF Chang's, Marriott Corporation, Kwik Trip Corporation, Culinary Academy of New York, Sun Trust Park, Kentucky Fried Chicken, Fuddruckers, Texas Roadhouse, Church's Fried Chicken, Wyndham Hotels, Chick-Fil-A, Sheraton Hotels, H. J. Heinz, Golden Corral, Chili's, Kenosha Beef International, O' Charley's, Birchwood Foods, Outback Steakhouse, K & W Cafeterias, and many more.

CORPORATE INDUSTRY EXPERIENCE

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

07/1987 to Present: Restaurant Operations Institute (ROI), Inc. – *Restaurant, Bar, Food, and Beverage Industry Author, Speaker, Consultant, Expert Witness, Mediator, CEO* – founder and sole owner of ROI –the company was founded and began operation on July 14, 1987, as a part-time venture and after several business relocations and plan revisions the company progressed to what it is today

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

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

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

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

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

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

Please call 1-800-300-5764 to receive a Full and Complete CV and Case List and a free, no obligation consultation.