



Q2 2025 Report

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Summary



18

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How have you cultivated a productive relationship with your franchisor? Any tips for effective communication and negotiation?

By: Kevin Behan | 461 Reads | 1 Shares



Owning a franchise business is a joint venture with shared success. What is good for the franchisee is good for the franchisor. While franchisees have a certain amount of independence to run their business on a daily basis, it is also important they communicate and collaborate with the corporate office.

Franchise Update asked several multi-unit restaurant owners for their advice on how to cultivate relationships with the franchisor. Most emphasized having clear lines of communication and taking steps to share in the mutual success for both parties. That often involves following a proven operating system, utilizing the provided resources, and relying on the support from the franchisor.

Some of the most successful people in business also realize they don't have all the answers and are always looking to improve. We asked several multi-unit restaurant operators about what they are trying to do better. The question received a wide range of responses from improving operations, to managing employees, to utilizing social media to enhance their business. Read below to see how a few multi-unit franchisees across the restaurant industry are trying to improve each day.

Jamie Stanston



Multi-Unit Restaurant Franchisee Paths to Success

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APR 07, 2025

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PATHS TO SUCCESS

How have you cultivated a productive relationship with your franchisor? Any tips for effective communication and negotiation?

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Ascent Hospitality Welcomes Blain Shortreed as COO

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Ascent Hospitality Welcomes Blain Shortreed as COO

Author: Addison Perry Updated: 04-09-2025 02:41 PM

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Ascent Hospitality Management Welcomes New COO

Ascent Hospitality Management, the franchisor for well-known family dining brands such as Huddle House and Perkins American Food Co., has recently appointed Blain Shortreed as its new Chief Operating Officer. In this pivotal role, Shortreed will be responsible for the operations of both brands, driving efforts in strategic growth, operational excellence, and the success of franchisees.



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Ascent Hospitality promotes Blain Shortreed to COO

Shortreed, who joined the company in 2023 as Huddle House president, will focus on strategic growth, operations and franchise relations in his new role.

Published April 10, 2025

Julie Littman
Senior Reporter

[in](#) [f](#) [X](#) [p](#) [e](#) [a](#)



Blain Shortreed, previously Huddle House brand president, was promoted to COO of parent company Ascent Hospitality Management in April 2025. *Permission granted by Huddle House*

Listen to the article 2 min

Name: Blain Shortreed

New title: Chief operating officer, Ascent Hospitality Management

Previous title: Brand president, Huddle House

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Ascent Hospitality names Blain Shortreed as COO

Shortreed was previously CEO of fast-food restaurant company Long John Silver's.

April 11, 2025

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His strategy aims to boost Huddle House's average sales per unit to \$1m and grow to 500 outlets. Credit: Billy F Blume Jr / Shutterstock.com.

Ascent Hospitality Management, parent company of family dining brands Huddle House and Perkins American Food, has appointed Blain Shortreed as its new chief operating officer (COO).

Shortreed will be responsible for overseeing operations, strategic growth and franchisee success for both dining brands.

Shortreed brings leadership experience in the restaurant industry, having previously

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Ascent Hospitality promotes Blain Shortreed to COO

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Julie Littman

Thu, April 10, 2025 at 6:23 AM EDT • 2 min read

This story was originally published on [Restaurant Dive](#). To receive daily news and insights, subscribe to our free daily [Restaurant Dive newsletter](#).

Name: Blain Shortreed

New title: Chief operating officer, Ascent Hospitality Management

Previous title: Brand president, Huddle House

Shortreed has [been with Ascent Hospitality](#), parent company of Perkins and Huddle House, since he was hired as Huddle House president in 2023. As COO, he will

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US	Europe	Asia	Rates
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Crude Oil 62.63 +1.30 (+2.12%)	Gold 3,326.00 +85.60 (+2.64%)		

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UEC	5.09
Uranium Energy ...	+0.48 (+10.53%)
IAG	8.16
IAMGOLD Corpor...	+0.72 (+9.68%)
ALV	89.31
Autoliv, Inc.	+7.07 (+8.58%)

Top losers

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Bunzl plc	-5.44 (-26.61%)
KC	11.11
Kingsoft Cloud H...	-2.09 (-15.83%)
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Can you share some financial strategies or practices that have been instrumental in the profitability of your units?

By: Kevin Behan | 188 Reads | 1 Shares



All businesses are run differently, and each owner has their own approach to what makes their operation profitable. However, there are certain commonalities across different brands and industries that lead to operational success.

Franchise Update asked several multi-unit restaurant franchisees about the financial practices that have played an important role in creating profitability for their locations. Each was willing to share some of the secrets to their success and provide helpful information for other franchisees looking to maximize the profitability of their restaurants.

Several franchisees stressed the importance of tracking operating expenses, including labor costs and inventory, while making smart purchasing decisions and eliminating unnecessary spending. Others recommended having strong programs in place for team member training and development as well as administrative systems for HR and employee health benefits. See their answers below for some of the top takeaways of ensuring restaurant profitability.

Switching to a lighter topic, we also asked some multi-unit franchisees about their favorite movie. Whether the film provides a laugh and much-needed distraction from the long hours of restaurant operations or an inspirational message for their business, movies are still a way to escape and find another source of enjoyment for several hours. Take a look at the Franchisee Bytes and see if you find any of your favorites.



Multi-Unit Restaurant Franchisee Paths to Success

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How do you maintain consistency in employee training, culture, and service quality across different locations?

By: Kevin Behan | 412 Reads | 1 Shares



Happy Cinco de Mayo to all multi-unit Mexican restaurant operators.

Consistency is one of the hallmarks of a franchise business. Whether you dine at a franchise restaurant in Bangor, Maine, Topeka, Kansas, or La Jolla, California, the menu, branding, and general layout should all be the same. Having a standard appearance, products, and services that ensure customer familiarity is one of the benefits that attract entrepreneurs to franchises.

That consistency also extends to how each restaurant operates. It starts on a new employee's first day during training to learn about the job. But it goes beyond being able to cook, serve, answer the phone, or work the register. Team members need to know about the overall system, its culture, and why it is unique. What is the best way the brand believes it can connect with and serve its customers? While that is important in any industry, having employees who know and understand this is essential for service-based businesses like restaurants.

Franchise Update spoke with several multi-unit restaurant franchisees about how they maintain consistency in training, culture, and service across all their locations. Many said the process begins with having good managers in place to lead the employee training, increasingly with comprehensive Learning Management Software (LMS) programs. Establishing a strong culture is developed over time through providing ongoing support, leadership, respect, personal interaction, and team-building activities. It is also important to take the same approach at each location, establishing the consistency that comes with franchising.



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Sometimes in life we wish we could have a do-over. Decisions we make may be an outright mistake, or with the benefit of hindsight, we can later see how we could have approached a situation differently.

When it comes to the many decisions that come with restaurant ownership, nobody is going to bat 1.000. We asked several experienced restaurant franchisees to think about one decision they regret and any lessons they learned as a result of running multiple locations. Perhaps more important than minimizing the number of mistakes we make is recognizing and learning from those missteps.

The most common regret shared by these franchisees was in how they scaled their restaurant brands. Some of the challenges they faced came with site selection, local market demographics, and increased management and employee staffing and training. Over time, these franchisees can see how they would have made different decisions to positively impact their restaurant operations. These franchisees are looking back and



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Looking back, what's one decision you regret, and what did it teach you about running multiple franchise locations?

By: Kevin Behan | 362 Reads | 1 Shares



Sometimes in life we wish we could have a do-over. Decisions we make may be an outright mistake, or with the benefit of hindsight, we can later see how we could have approached a situation differently.

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Just as these franchisees are providing advice for our readers, we asked other multi-unit restaurant operators to tell us about the best advice they have received. While some important words of wisdom are about business, many of the responses are core philosophies that can be applied to life in general. See below for valuable suggestions from several successful multi-unit restaurant franchisees.



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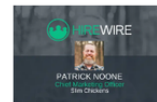
June 2, 2025 3:30 pm



The Franchise Pro has 25-Plus Years of Restaurant Retail Marketing and Operations Experience

Ascent Hospitality Management, the parent company of Huddle House and Perkins American Food Co., has named Stephanie Mattingly vice president of marketing for Huddle House. Mattingly, who has more than 25 years of experience in restaurant operations and franchise relations, now spearheads

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POSTED JUNE 12, 2025

Ascent Hospitality Management Grows Leadership Team with Appointment of Brian Wallunas as Chief Technology Officer

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Atlanta, GA (June 11, 2025) – Ascent Hospitality Management ("Ascent"), franchisor to leading family dining brands Huddle House and Perkins American Food Co., announced today the appointment of Brian Wallunas as Chief Technology Officer. In this role, Wallunas will lead the company's digital strategy, with a focus on implementing customer-centric technology solutions that drive operational efficiency, elevate the guest experience, and fuel brand growth.

Wallunas brings more than two decades of experience in hospitality and technology, having successfully led digital transformation efforts across some of the industry's most recognized brands. Most recently, he served as Chief Technology Officer at Smokey Bones, where he spearheaded a comprehensive overhaul of the brand's technology infrastructure and eCommerce platform. Under his leadership, online sales tripled, and the brand's guest engagement capabilities were significantly enhanced.

"Brian is a forward-thinking technology leader with a deep understanding of how to leverage digital innovation to advance brand performance and guest loyalty," said James O'Reilly, Chief Executive Officer of Ascent Hospitality Management. "His proven track record and strategic vision will be invaluable as we continue to modernize our operations and accelerate the digital evolution of both Huddle House and Perkins."

As Chief Technology Officer, Wallunas will lead the development of brand-specific technology strategies across the Ascent portfolio. He will

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Investors Hangout

Author: Addison Perry Updated: 06-11-2025 10:40 AM

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Ascent Hospitality Management Expands Leadership with New CTO

Ascent Hospitality Management has recently announced a significant enhancement to its leadership team with the addition of Brian Wallunas as Chief Technology Officer. With a deep commitment to elevating the digital landscape, Wallunas will be instrumental in driving the company's technology initiatives, focusing on customer-centric solutions that bolster operational efficiency and enrich the overall experience.



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Ascent Hospitality Management Appoints Brian Wallunas as Chief Technology Officer

Staff Report From Georgia CEO

Thursday, June 12th, 2025

Ascent Hospitality Management ("Ascent"), franchisor to leading family dining brands Huddle House and Perkins American Food Co., announced today the appointment of Brian Wallunas as Chief Technology Officer. In this role, Wallunas will lead the company's digital strategy, with a focus on implementing customer-centric technology solutions that drive operational efficiency, elevate the guest experience, and fuel brand growth.

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As Chief Technology Officer, Wallunas will lead the development of brand-specific technology strategies across the Ascent portfolio. He will oversee the implementation of scalable digital solutions tailored to each concept, with a focus on enhancing guest engagement, streamlining operations, and supporting franchisee growth. By aligning technology investments with brand goals, Wallunas will play a critical role in strengthening the digital foundation and long-term success of both restaurant systems.

"I'm eager to join Ascent at such a pivotal time and help build a best-in-class digital ecosystem that supports our guests, franchisees, and teams," said Wallunas. "There's incredible potential in the Huddle House and Perkins brands, and I look forward to working with the leadership team to create frictionless, rewarding experiences that keep our guests coming back."

To learn more about franchising with Huddle House visit www.ascenthm.com/franchising.

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Ascent Hospitality Management Appoints Chief Technology Officer

June 13, 2025



Atlanta — Ascent Hospitality Management, franchisor to family dining brands Huddle House and Perkins American Food Co., has named Brian Wallunas as chief technology officer. In this role, Wallunas will lead the company's digital strategy, with a focus on implementing customer-centric technology solutions that drive operational efficiency, elevate the guest experience and fuel brand growth.



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"Brian is a forward-thinking technology leader with a deep understanding of how to leverage digital innovation to advance brand performance and guest loyalty," says James O'Reilly, chief executive officer

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Ascent Hospitality appoints technology chief

Brian Wallunas has more than 20 years of experience in hospitality and technology. He has overseen digital transformations at brands such as Domino's and Arby's.

Published June 12, 2025

Julie Littman
Senior Reporter

in f X P M

Ascent Hospitality Management, parent of Perkins and Huddle House, hired Brian Wallunas as chief technology officer in June 2025. *Permission granted by Ascent Hospitality Management*

Listen to the article 3 min

Name: Brian Wallunas

New title: Chief technology officer, Ascent Hospitality Management

Previous title: Chief technology officer, Smokey Bones

TRENDLINE

How top restaurants invest in back-of-house technology

From AI-enhanced POS systems and analytics to robot-powered kitchen equipment, restaurants are investing in technology solutions to optimize kitchen operations and reduce employee turnover.

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