



## Keio Business School

### **Sushi Zushi Inc. 2010 (A)**

Alfonso (Al) Tomita couldn't contain his excitement. In a month, just before Christmas, he planned to open a new bar, Ziquid, targeting the over-30 crowd in his hometown of San Antonio, Texas. He was teaming with a longtime friend who worked as a producer at a Spanish-language TV station. Ziquid would be a completely new style of bar for adults. With the launch of a new business, Al was once again feeling like an entrepreneur.

But amid his excitement, Al also felt some anxiety. He couldn't forget the warning of a university professor: "Most businesses don't fail because of a lack of opportunity. They fail because they are dazzled by all the opportunities they see and can't digest them." Actually, Al was overwhelmed by a range of problems, big and small, involving the operation of Sushi Zushi, his chain of seven sushi restaurants which boasted total annual revenues of \$19 million as of 2010. In the previous year, Al had hired experienced professionals to handle operations, human resources, and accounting and establish an organizational system, but he still felt as though the company was stuck in transition. He was aiming to expand the chain to 40 restaurants by 2020, but wondered whether he could do that by continuing the separation between the front-end operations (servers\*) and back-end operations (kitchen staff). Sushi restaurants maintained a tradition of splitting customer tips between the servers and the sushi chefs. Professional servers from conventional restaurants, however, disliked the idea of getting only a small percent of the total tip. There were a host of other issues he was uncertain about in expanding his chain, among them the amount of data he would need to collect, and the frequency and timing of managing each restaurant in the chain.

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\*called "waiters" in Japan

Katsuhiko Shimizu (Professor, Graduate School of Business Administration, Keio University) prepared this case as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

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Amid the diversification of his business, Al also wanted to study the establishment of central kitchens to enhance quality consistency between restaurants and raise efficiency. In expanding the chain to 40 restaurants, what would be the best fund raising method, and would he really be the right person for CEO given that he had no experience in managing a large organization?

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## Alfonso (Al) Tomita

Al Tomita, the founder and CEO of Sushi Zushi, was born in Mexico City in 1962 to Shinzo and Kikue Tomita. After graduating from Waseda University in Japan, Shinzo studied abroad in Mexico City, where he met Kikue, a second-generation Japanese-Mexican. Shinzo opened stationery and sundries shops in Mexico City and expanded to wholesale. After 30 years, Shinzo had built the business to 40 retail shops and a workforce of about 1,000 employees.

Al managed the finance department of his father's company for 10 years after graduating from university (1986~1995). Reflecting on his experience, Al commented:

“My father's company grew rapidly from the 1960s to the 1980s, along with the growth in demand for educational supplies in Mexico, and I later realized that it had become a leading Mexican company.

“My father owned and operated the company with my mother's siblings. By the mid-1990s, the corporate group had become large and the shareholders fought over the management, so the group was dissolved.”

Al had thought about getting an MBA while working for his father, and after leaving the company, he enrolled at University of Texas, San Antonio in 1995. Having experienced the failure of his father's company, Al threw himself into the study of business with renewed drive.

In 1997, Al became a consultant for Britannica in Japan through a friend who advised on the company's acquisition. He was then recruited by Britannica Japan and became the company's web manager in 2000. Britannica Japan closed in April 2001 after the bursting of the Internet bubble, forcing Al to reevaluate his career.

## The Origin of Sushi Zushi

Al and his wife Christine had had a dream of opening a small bistro in Spain after retirement. When Britannica Japan closed, they decided to speed up their dreams, and at the end of 2000, they began thinking of returning to the familiar city of San Antonio to open a restaurant.

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At first, Al considered opening a Mexican restaurant as part of a franchise chain operated by a friend in Mexico City. He consulted his family, and found his older son, 10-year-old Rick, had different ideas. San Antonio has countless Mexican restaurant, Rick argued. Why not open a sushi restaurant, one of his favorites?

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Al thought that Rick's idea made some sense. He had gathered information to help open a sushi restaurant in San Antonio, accordingly he worked part-time for a full month without break at Ajigin sushi restaurant near his house in Japan to gain some know-how. But as is common in Japan, he did mostly dishwashing for the first four weeks, and then only in his final week did he have a chance to experience some other duties. He searched out sushi chains with franchise opportunities, but could not find any chains with a stomach for overseas expansion amid a business slump in Japan. Al also attended restaurant equipment exhibitions and spoke to three or four companies selling sushi robots. With this information, Al gradually began to develop a concept for a sushi restaurant in San Antonio. In May, using the Internet from Japan, he established Sushi Zushi Inc. in Delaware for its tax benefits and continued to develop the business plan. While moving back from Japan to San Antonio, Al visited sushi restaurants in Los Angeles, Dallas, and San Antonio to gather ideas and develop his own concept for Sushi Zushi.

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During the summer of 2001, Christine and their three children visited relatives in Mexico City, where they ate at a sushi restaurant with an original, eclectic menu (for example, sushi tempura), not to mention good-tasting meals. Christine decided to consult with one of the chefs and learn their way of making sushi. The chef even visited her parents' home to show her how to make sushi. During their conversations, she discovered the chef's younger brother worked as a sushi chef in Dallas, Texas. Christine and Al contacted the brother and though he initially showed an interested in joining the venture, he received a raise from his current employer and ended up declining their offer.

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Al's basic concept for Sushi Zushi was an operational flow similar to Subway sandwich shop. Customers would line up at a counter, pick out what they wanted, have the sushi made by a chef and helper robot, and return to their seat with their meal and drink. The restaurant would have the comfortable, relaxed atmosphere of a Starbucks coffee shop, and to appeal to a broad clientele, it would offer both conventional sushi ("Sushi") and creative new items ("Zushi") like the items Christine experienced in Mexico City. The basic plan was as follows:

- Operates like a Subway
- With the Personality of a Starbucks
- And the food display and service concept of a Corner Bakery or La Madeleine

Based on this concept, Al developed an ambitious plan to create a franchise of 1,000 sushi restaurants in 10 years. The original plan for the franchise expansion is shown in **Appendix 1**.

Having returned to San Antonio in July 2001, Al took two units of courses to complete his MBA while developing his business plan and looking for potential store sites. As Al was not a U.S. citizen, these preparations were taken during the one year of practical training allowed under student visas after the completion of an MBA program. Few property owners were willing to take a chance on Sushi Zushi, which had no track record and was not a franchise. Al did manage to find three potential sites, and although they were not ideal, he settled on a site which had been vacant for three years and had previously been a bagel shop. Al felt the site could save a significant amount of remodeling investment, as much of the needed plumbing work for the kitchen equipment had already been done by the bagel shop. The funds for opening the restaurant came from savings, credit card loans, and friends.

## **September 11 and the Aftermath**

The September 11 terrorist attacks occurred just as Al's plans to open Sushi Zushi were coming together (he had yet to find a sushi chef). The business environment was already feeling recessionary with the bursting of the Internet bubble, and now the attacks suddenly dampened the consumer mindset further. Al was beset by daily doubts over the wisdom of opening a new restaurant in this environment. He visited the University of Texas business support center for advice, and was asked why exactly he was thinking of opening a sushi restaurant in San Antonio, and advised to abandon his plans because the poor location.

Al's friends also worried about his prospects. One friend introduced him to the owner of a restaurant on San Antonio's famous Riverwalk in an attempt to have Al understand just how difficult the business was and persuade him to quit his plan now. But the meeting with the owner had the opposite effect the friend intended. The owner was excited to hear Al's plan and actively encouraged him to continue. According to the owner, during economic downturns, it was easier to rent space on good terms for restaurants and other businesses. Additionally, a food wholesaler he had met through a robot manufacturer told him there had been a large increase in sushi-related orders in San Antonio over the past several years, and now was a good time. But maybe the biggest support came from his family. Al fondly recalls the poignant advice from his younger son, 6 years old at the time, who told him to "ask the San Antonio Mayor for help." Although the number of people opposing his plan greatly outweighed the number of supporters, Al put his faith in opinions of the fewer number of friends and family he could rely on, and decided to continue working to open Sushi Zushi.

Al signed his lease on November 14, and decided to open just a month later, on December 12. Asked why someone with no experience in the business would open that quickly, Al answered that he wanted to save the lease payments. Even if he didn't open, he would still have to pay the lease. Al and Christine were also saving on upfront investment as much as possible by painting the interior and doing other odd jobs themselves. They had the restaurant floor fixed by the same contractor a friend had introduced to fix the kitchen.

Just two weeks before the opening, Al had still not found a sushi chef and was resigned to making sushi himself with the help of a robot. That's when he received a call from Luis Ramirez, another younger brother of the Dallas sushi chef he had spoken to previously but who had declined his offer. Luis said that since September 11, sales at his sushi restaurant in Dallas had plummeted, and on top of that a fire had broken out. He was having trouble finding chef work in Dallas, so he was willing to move to San Antonio to work for Sushi Zushi. Al told him he could start tomorrow. Luis arrived two days after the call, and recalled how surprised he was in first meeting Al. He had come looking for a Mexican man speaking Spanish and instead found a man with a Japanese face.

The night they met, Al took Luis to a nearby La Madeleine restaurant and explained how he planned to operate the sushi chain. Luis immediately rejected the plan. The atmosphere of San Antonio would make it possible to succeed well enough with a normal sushi restaurant operation. A normal restaurant

would actually be better. Al agreed. This is how Al commented on his decision to give up a business plan he had spent months passionately developing, in just a day after talking to one person.

5 “First, I wasn’t an expert in the sushi business, and I wanted to get input from someone who was. Second, I had planned to install a sushi robot, but the cost would be about \$12,000. With his plan, that cost disappeared. I wanted to shout, ‘Thank you, Luis!’”

10 The next day, Al and Luis drove to Houston to purchase necessary cooking gear. By the time Sushi Zushi opened, two more sushi chefs joined through introductions from Luis.

## Sushi Zushi’s Operations

15 From its start, Sushi Zushi offered deliveries, which is rare among restaurants in America. Sales at each of the Sushi Zushi restaurants have three sales streams: dine-in, bar, and delivery/to-go. Dine-in accounts for about 65% of sales, bar and alcohol sales for 10%, and to-go for about 25%. The sales ratio between lunch and dinner is about 1:2.

20 Each restaurant has back-end operations led by kitchen chefs, and front-end operations. See **Appendix 2** for an explanation of the responsibilities of staff in each department and their rankings.

25 In the front-end operations, the servers are responsible for bringing food to customers and providing service. In America, it’s common for servers to receive minimum wage plus tips as their remuneration. Although the minimum wage in Texas was \$2.13 per hour, Sushi Zushi offered \$4 per hour to attract high-quality staff. Sushi restaurants are known to have different customs than most conventional restaurants in that 50% of the tips typically go to the sushi chefs. At Sushi Zushi, of the tips received from the customers, 5% of the sales amount goes to the chefs, 1% to the bartender, and 1% to the bussers who clean the tables. As servers’ ranks rise from C to B and then A,, the percentage of tips given to the chefs falls from 5% to 4% and to 3%. Tips are usually about 15-20% of the meal charge, so about half the tips of a C-rank server ( $7\%=5+1+1$ ) go to other restaurant staff.

30 In the front-end operations, the server positions were popular because of the high tip income, but servers had to have enough knowledge to explain Sushi Zushi’s extensive menu and educate the

customers. Employees typically started as hosts/hostesses or bussers and then moved up to server after training. The chain also made changes to its hiring and promotion systems to attract experienced, high-quality servers.

## **Sushi Zushi's Trial & Error and Growth**

As Luis has predicted, Sushi Zushi got off to a smooth start with positive cash flow from its first month. Just six months after the opening of the first restaurant, the company opened its second at the end of June 2002 in downtown San Antonio. On the opening of the second restaurant, Al commented:

“In my head, I was planning a system where Sushi Zushi could operate smoothly without depending on me. I could manage everything with only one restaurant, but I couldn't manage everything if I opened a second restaurant. For that reason, I intentionally opened a second restaurant rather soon after the first.

The site of the second restaurant was also previously a bagel shop. I thought half-seriously that this was a sign from God.”

Six months later, in December 2002, the company doubled the floor size of the first restaurant. A year later, in December 2003, the company opened its third restaurant in Stone Oak, a newly developed, affluent residential section of San Antonio with many hospitals. Sushi Zushi became an anchor tenant of a new mall in the area. This was the first site the company could plan from scratch, and a professional design company was hired to design the interior. This would become a prototype for future restaurants.

Trial and error in various areas of operation had helped the company achieve steady success. One operational outcome that was completely different from their expectations was the first restaurant's self-service drink bar, which had been left over by the previous bagel shop tenant. Customers didn't use the drink bar at all, and instead expected servers to take their drink order after sitting down. As Luis had noted, customers expected a traditional-style restaurant.

Six months after the opening of the second restaurant, the company outsourced payroll functions to

improve efficiency. A mistake by the payroll company caused the sushi chefs at the first restaurant to be paid several percent less than they should have been paid. The chefs said nothing about the problem, and then suddenly walked off the job one day. Al asked the Downtown restaurant for help and headed towards Luis's apartment. There he met a group of roaring-drunk sushi chefs who thought they had been double-crossed.

In 2005, the company opened its fourth restaurant in Dallas. A business partner had initially proposed the Dallas restaurant as a joint venture. The partner scouted locations in Dallas but was eventually unable to finance the venture due to various reasons. Al consulted his chefs, many of whom had worked in Dallas restaurants at one time or another. They saw the new restaurant as a kind of successful homecoming, and with this momentum, Al was determined to continue with the opening of the new site.

Given that a world-famous Japanese restaurant, Nobu, was in Dallas, Al worried that customers would not be impressed with the image of "a sushi restaurant from San Antonio." He addressed the image problem by using completely different restaurant opening and operation plans from the three existing restaurants. First, he used more sophisticated menus than those of the San Antonio restaurants and hired a PR company to issue a press release on the restaurant's opening. Also, for the restaurant manager, he decided to hire the manager of another Dallas sushi restaurant (the restaurant Luis worked at and where a fire had occurred), instead of a Sushi Zushi veteran. New uniforms were also designed specially for the Dallas restaurant.

The plan backfired completely and sales were poor. It turned out that customers actually had a favorable view of a sushi restaurant from San Antonio, and all the schemes designed to burnish the image had no impact, and instead just added costs. The biggest problem was the restaurant manager. Though Al thought the manager had a strong track record, he spent his time chatting with a few special customers and completely neglected his managerial duties. Restaurant staff and customers complained. Al dispatched a few staff from the San Antonio restaurants to verify the situation. Afterwards, a security camera captured a fistfight between the manager and one of his staff. After heated arguments with the manager, Al decided to fire him six months later. He also decided to revert to the operations style of the San Antonio restaurants, and business rebounded shortly after.

Besides the operational problems, there were also various mistakes caused by Al's insistence on doing



things himself to save costs, such as trademark registrations and fund-raising for chain expansion.

As the owner and CEO of Sushi Zushi, Al was considered a great success by the community. But looking back on this period in the business, Al commented:

“In the first couple of years after opening the restaurant, I worked everyday from 9 a.m. to closing, about 14-15 hours a day. I only took a few days off a year. I was a jack-of-all-trades for the business, doing work that no one else was assigned, miscellaneous tasks, hiring, document writing, and creating various systems for the restaurants. I worked a lot more than I do now, but there was a lot of excitement, and I never felt it was tough.

“Much of my work didn’t need to be done at the restaurants, and even though I knew that it wasn’t necessary for me to always be there, I was always thinking about the restaurants. The first office I rented was in a location where I could see the restaurant from the window. The restaurants were like my children. I wanted them to be independent, but I also couldn’t help worrying.

“Being an entrepreneur is attractive because you can do what you like. But it’s also difficult because you are responsible for everything. In the restaurant business, you work Saturdays and Sundays, and the busiest times are Thanksgiving, Christmas, and other holidays when everyone else is enjoying themselves. People who can’t accept this lifestyle can’t get into the restaurant business. Before you start a restaurant, you really have to ask yourself if this is what you want.”

For both Sushi Zushi, which had steadily grown through some trial and error, and for Al, the biggest blow since the founding of the business was the sudden passing of Christine in 2006 due to illness. Al had also lost his mother earlier in the year to cancer. Al and Christine had worked hand in hand as partners to build the business, and her loss was a devastating blow to Sushi Zushi’s management and to Al’s motivation to continue operating the chain.

In December 2006, the company opened its fifth restaurant in San Antonio. Al then took time to recharge. The next restaurant opened more than two and half years later, in August 2009 in Austin.

Having recovered from the passing of Christine, Al remarried in 2009 and began managing the business together with his new wife. In March 2010, the company opened its second restaurant in Austin and seventh overall, this time without Al's involvement, and preparations started for the opening of the eighth restaurant in Dallas at the start of 2011. See **Appendix 3** for additional data on Sushi Zushi's growth history, number of restaurants, sales, and number of employees.

## Sushi Zushi Management

### Basic Strategy

On the advice of Luis, the format of the restaurants had changed, but the basic management principle behind Sushi Zushi had remained "relax and enjoy delicious sushi in a good atmosphere" (Joy of Sushi). The name Sushi Zushi was derived from the concept of combining traditional sushi (Sushi) with creative sushi (Zushi).

Al worked with Luis and the other chefs to create a large menu which could satisfy customers wanting traditional sushi, customers wanting creative sushi, and general customers who had an interest in Japanese food but not much experience with it. See **Appendix 5** for the Sushi Zushi menu (as of November 2010).

The core competency of Sushi Zushi was therefore its sushi and the chefs who made the sushi. Because of their appearance, it was common for Mexican sushi chefs at general Japanese restaurants and sushi restaurants to be considered a rank lower than Japanese or other Asian chefs (Korean, etc.). At Sushi Zushi, generally all of the sushi chefs are Mexican, and because there is no inferiority complex, the motivation level is high. Luis had hired superior chefs through his connections, and consequently the turnover rate was low. Though there were some months of high turnover, generally the turnover rate was between 10-20% a year. This lowered the risk of competitors emerging and using former Sushi Zushi chefs to duplicate its menu.

Because of this structure, the manager of Sushi Zushi restaurants were generally in charge of only the front-end operations (servers, bartenders, bussers), and the back-end (chefs in the kitchen) were managed separately. The chefs were in charge of both food quality and food costs. Though the typical

cost of sales in the restaurant industry is 35%, Sushi Zushi was able to lower it to 28~30%. Al put tremendous trust in his chefs and Luis's overall management. One chef said with a smile that Sushi Zushi was successful because Al didn't get involved with the kitchen operations.

## **Marketing**

Sushi Zushi does not use promotions or advertisements like most conventional restaurants. The company aims to transform its customers into "evangelists" who can attract new customers through word-of-mouth. It's therefore important for servers and other staff to provide a higher level of service as well as to increase customer loyalty by incorporating customer food proposals into the menu.

## **Human Resources Management**

Sushi Zushi does not have a clear hiring policy for new restaurant openings. The company has hired almost 100% of the people who ask to be hired. Actually, the first employee the company hired was a young person under 20 years of age who saw the restaurant ready to open and knocked on the door with a skateboard in one hand (he still works there today).

The hiring of sushi chefs is left to Luis.

At American sushi restaurants, it's common for 50% of the tip to be given to the sushi chefs. At other types of restaurant chains, only a very small percentage of tips are given to the kitchen staff, or they get nothing at all.

## **Hiring a New Executive Team**

In Al's mind, he needed to create a system in which Sushi Zushi could operate as an organization without his involvement. He was aware of this issue even from the opening of the first restaurant. He therefore felt it critical to hire management executives with expertise in each of the areas of the business. This approach was strongly influenced by Al's experience with his father's company, which hired friends and family instead of people with necessary skills and ended up being dissolved. Sushi Zushi had made progress creating manuals for servers and cashiers to support restaurant operations, while setting up operational

training systems. But the company had not been able to set up training systems for management-level work. That's why he felt it necessary to hire experienced people from outside the company.

5 When Sushi Zushi was just a small chain without a name, hiring good, experienced staff was very difficult. Even after recharging his batteries following Christine's passing, and returning to the front-line of the business, the situation had not changed very much. One reason was that Al still did not have a clear understanding of the type of management personnel he should hire for Sushi Zushi. He also struggled to decide whether he should hire an operations manager or human resources manager first. He had thought about hiring a CFO, but found that what he really needed was a controller (accounting manager) instead.

10 To hire these management personnel, Al tried a number of external personnel companies. There were experienced managers from famous restaurant chains who asked for exorbitant salaries, convincing Al to stay away from these types of candidates.

15 By 2009, Al's hard search began to come to fruition, and he hired a few managers of his choice. In March 2009, he hired Howard Johnson as his vice president of construction and facilities. He had known Howard since the opening of the Stone Oak restaurant in 2003. In December 2009, Al hired Teri Harrison, who had experience managing restaurants for several large chains, as a consultant after meeting her through chance. He promoted her to operations vice president in 2010. In March 2010, he hired David Stites as vice president of human resources, and then in July he hired certified public accountant Rita Gonzales as controller. Bryan Potts, who had recommended Rita, also joined as a part-time finance vice-president. With the hiring of the new executives and turnover, nearly all the members who had worked with Al since the founding of the company had left. As of October 2010, the only people familiar with the company's start among the executive team were Al, purchasing manager Koji Kubo, and Luis in charge of the chefs. All the others had joined after 2009. Koji Kubo left the company at the end of November 2010. See **Appendix 4** for an organizational scheme as of October 2010.

25 With the new hires, Al had created his long-desired executive team with experience and expertise. But despite the members' expertise in specific areas of the business, none possessed experience in the management of an entire business, leaving a certain amount of unknowns.

Additionally, there were concerns among employees about whether or not the corporate culture Sushi Zushi had developed since its founding could be continued or would change with the departure of founding members and the addition of new executive team members from other restaurants. For example, Sushi Zushi's tip system, where a part of the tips were paid to kitchen staff, was considered natural among employees until a new manager claimed, without much thought to the culture, that it was unfair. After that, front-end employees could often be heard raising doubts about the system. As for Teri Harrison, AI settled on her after more than a year's search, having become fed up with the previous vice-president who showed little commitment to on-site management. For the hiring of David Stites, AI did not conduct an interview. Although the results worked out, AI couldn't say that the hiring of the executives was systematic.

### **Comments from Teri Harrison (Vice President of Operations)**

I have 26 years of experience in the restaurant industry. I saw Sushi Zushi as a company with future potential, and I feel very lucky to have met AI.

One of the things that surprised me when I joined Sushi Zushi was the complete division between the front-end and back-end operations. I'm in charge of front-end operations, but I don't have any idea of the back-end operations. I don't think the back-end operations even have a mission statement. It's natural that for Sushi Zushi to grow, the front- and back-end operations have to go in the same direction, but I don't know if that's the case here. I don't think that the back-end staff receive management training. Actually, there was some carelessness in the kitchen's hygiene management. Of course, the kitchens have done great work for us, and we trust them. But these problems will only get worse as the chain expands. I think we need to have more communication.

Another area I was surprised at was the lack of a management system based on standardized data. There are different data for each of the seven restaurants, and we cannot really trust any of the multiple systems we are using. HR and accounting use slightly different data. If you really wanted standard data, you would have to tabulate the data by hand. Because of this, there have been many losses for which we don't know the reason. Moving forward, we need to deploy a POS (point of sales) system and manage data centrally. This was discussed once before, but the IT manager quit and nothing was ever decided. The initial investment is costly, so we have to think hard about its value, but eventually

we have to make the investment.

Another issue is the current tip system. We can't hire or retain good servers with this system. Too much of the tips are paid to the kitchen staff. Servers have quit the recently opened second Austin restaurant because of this system. We have to do something about this.

In the future, we will have to hire servers from outside the company, and one issue will be the balance between internal promotions and external hiring.

#### **Comments from Rita Gonzales (Controller)**

The thing I was most surprised at when I joined Sushi Zushi was that I couldn't get any accurate data. I couldn't understand how AI made decisions without accurate data, and I was amazed that the company hadn't failed as a result.

There wasn't even a budget. For expenditures, we didn't know who was spending how much and for what. The controls were very lax. From next year, it looks like we will finally be able to create a budget. After I entered the company, I did everything I could to sort out the accounting mess I had found.

Another thing that surprised me was the large number of staff. I couldn't understand why there were so many people. I had never seen this before at other companies.

I think AI went about creating a corporate culture using the "7 Habits." I wonder about opening a new bar at such a critical time for our company. It's even difficult making internal investments at Sushi Zushi. I don't really understand how entrepreneurs think, but if we made a system where we could get accurate data, AI could see this and rethink some of his ideas.

#### **Comments from David Stites (Vice-president of Human Resources)**

I've been a human resources (HR) specialist for more than 20 years. From my experience, I have to say that Sushi Zushi's HR was very rudimentary. There was insufficient legal compliance, and there was no proper evaluation system for the restaurant managers. Also, there were no proper standards for hiring.

I think that we have to resolve these problems and create a total performance management system which links evaluations and goals. To do that, we must create a quantitative system that makes it possible to set clear targets and give evaluations. We also have to think about a training system that develops professional managers. We have training systems, but if we are to become a larger company, we need to have an appropriate level of training quality.

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In relation to that, in order to share a common set of values and a corporate culture throughout Sushi Zushi, we need a system to instill the values and culture into employees on a frequent basis and confirm the impact. Right now, we give employees an explanation when they're hired, but don't follow up after that. That's not enough.

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I think we need to use technology, for example video training series, to raise the efficiency of overall training systems and then monitor the results of the training.

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#### **Comments from Luis Ramirez (Executive Chef)**

I've focused on food and hiring. For chefs, we look for people who work hard, don't complain, and have strong skills. We don't depend on any one person, but rather divide the responsibilities among teams. I think we need to consider establishing highly efficient central kitchens. If we can do that, then hiring new chefs and training them won't become a big problem as Sushi Zushi grows in the future.

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Actually, Sushi Zushi has a good reputation among sushi chefs. One reason is that the wages are good, but the other is that the working environment is good. The turnover rate is actually low.

In the future, I think we need to have the head chefs not only prepare food, but do a better job managing the staff beneath them. We probably need to have some manager training to do this.

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If the number of restaurants grows, I won't be able to manage the back-end operations of all the restaurants myself. Just as with the front-end operations, I think we will need district managers. Of course, we could also have a system where there is one chief manager for the restaurant who oversees both the front- and back-end operations. In that case, then the front- and back-end staff must develop closer communication.

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## Issues for Sushi Zushi

In the past two years, Al has gone to great lengths to transform Sushi Zushi from a family-run entrepreneurial company into a systematically run company. From 2009 to 2010, he hired experts to take charge of the company's main functions, and has succeeded in building a foundation. Al expected his vice presidents to use their expertise and experience to run ahead of him, make new proposals, and take responsibility for executing business. Some of the ideas, however, have focused on spending more money to make the restaurants larger or nicer or better in some other way. A legal adviser well-versed in the restaurant industry warned Al that initial success often leads to over-investment. Al expected his vice presidents to use their business acumen to think deeper about their proposals. Until now, the main goal had been to raise the top line (sales), but now the company was transitioning to a stage where it had to use efficiency and cost controls to raise the bottom line (profits).

On November 1, 2010, Al held his first meeting with his new executive team. Until then, since most of the vice presidents were relatively new, he had held meetings in which several people from each department participated, resulting in meetings of more than 20 people. That made it difficult to discuss each strategic proposal in depth.

The first meeting started with a discussion of the September sales results. Unfortunately, the data definitions varied by department, and since the meaning of the data was different, most of the two-hour meeting was spent on defining words and data. Still, Al was thrilled with taking that first step.

The sales were good, but Sushi Zushi faced a host of different problems. It appeared possible to set the company's first-ever budget beginning the following spring, but there were many other serious issues which had not been adequately discussed.

First, the issue of how to manage the front- and back-end operations had not been addressed at all.

One option was to continue the complete separation of the two functions. But Al was not confident this was the right direction if the number of restaurants continued to grow. In relation to this, the percentage of tip the front-end was proposing to pay the back-end needed to be discussed in more depth. Al thought that the split percentage was fine as it was, but the number of people being hired



from restaurants that did not pay tips to the kitchen was increasing. Additionally, the tip system was hindering the hiring of front-end staff or causing them to quit, so Al felt it was not an issue he could ignore. There was also the problem of how much data the company needed to collect and manage, and how much to invest in IT systems. Data were important, but IT investment could also become a bottomless pit. There were some chains that could track restaurant sales in real-time and the managers could respond by providing instructions to the restaurants in real-time, but Al had doubts about whether this kind of micro-management was good. 5

In the medium-term, the company also needed to consider the use of central kitchens. With central kitchens, the company could standardize food quality across the restaurants, reduce the burden on the chefs, and create a system to manage a large number of outlets. 10

In the long-term, he aimed to have 40 restaurants by 2020. Al felt that at some point, he should pass the post of CEO to a person with professional business management experience. Also, to grow to 40 restaurants, he would need to have a good plan for raising funds. Al wanted to closely analyze and study Chinese bistro chain PF Chang (a chain of two distinct restaurants, the high-end PF Chang and the casual Pei Wei, with a total of more than 360 outlets across America) which targeted the same upper-middle-class clientele and had already listed on a stock market. 15

Besides enlarging the Sushi Zushi chain, Al had become involved in various other projects. Al's basic philosophy was to avoid saying "no" to people, and he typically would listen to proposals. There was a proposal for a Dallas restaurant joint venture and other proposed outlets for Miami and San Diego. There was also a proposal for Japanese-style pubs. Although he had his hands full with Sushi Zushi, Al had decided to open a new bar, Ziquid, targeting adults. Through this experience, Al has become aware that he was suited to being an entrepreneur. There was also an idea to commercialize the sauce used at the restaurants under the name "Joy Sauce" and sell it through supermarkets and other outlets. 20 25

With all these opportunities, he couldn't forget the warning of a university professor: "Most businesses don't fail because of a lack of opportunity. They fail because they are dazzled by all the opportunities they see and can't digest them." While he feared he was losing his focus, he also felt strongly that he should not waste his chances. 30

Appendix 1

Restaurant Expansion Plan under the Original Business Plan

		Total:
•2001:	1 restaurant	1
•2002:	5 restaurants	6
•2003:	20 restaurants	26
•2004:	30 restaurants	56
•2005:	50 restaurants	106
•2006:	100 restaurants	206
•2007:	150 restaurants	356
•2008:	150 restaurants	506
•2009:	200 restaurants	706
•2010:	300 restaurants	1,006

## Appendix 2

### Operational Structure of Sushi Zushi Restaurant

#### **Back-end operations (kitchen): totaling about 15 employees**

Head chef  
Sushi chef  
Hot kitchen  
Preparation  
Dishwasher

#### **Front-end operations: totaling about 40 employees (including part-timers)**

Manager

#### **Dine-in**

Hostess  
Server (A, B, C: Promotions based on skill and knowledge, and remuneration changes)  
Busser (table cleaning)  
Expediter (arranges food in the kitchen so the server can easily present it to customers)

#### **Bar**

Bartender  
Bar back (support)

#### **To-go**

Cashier  
Driver

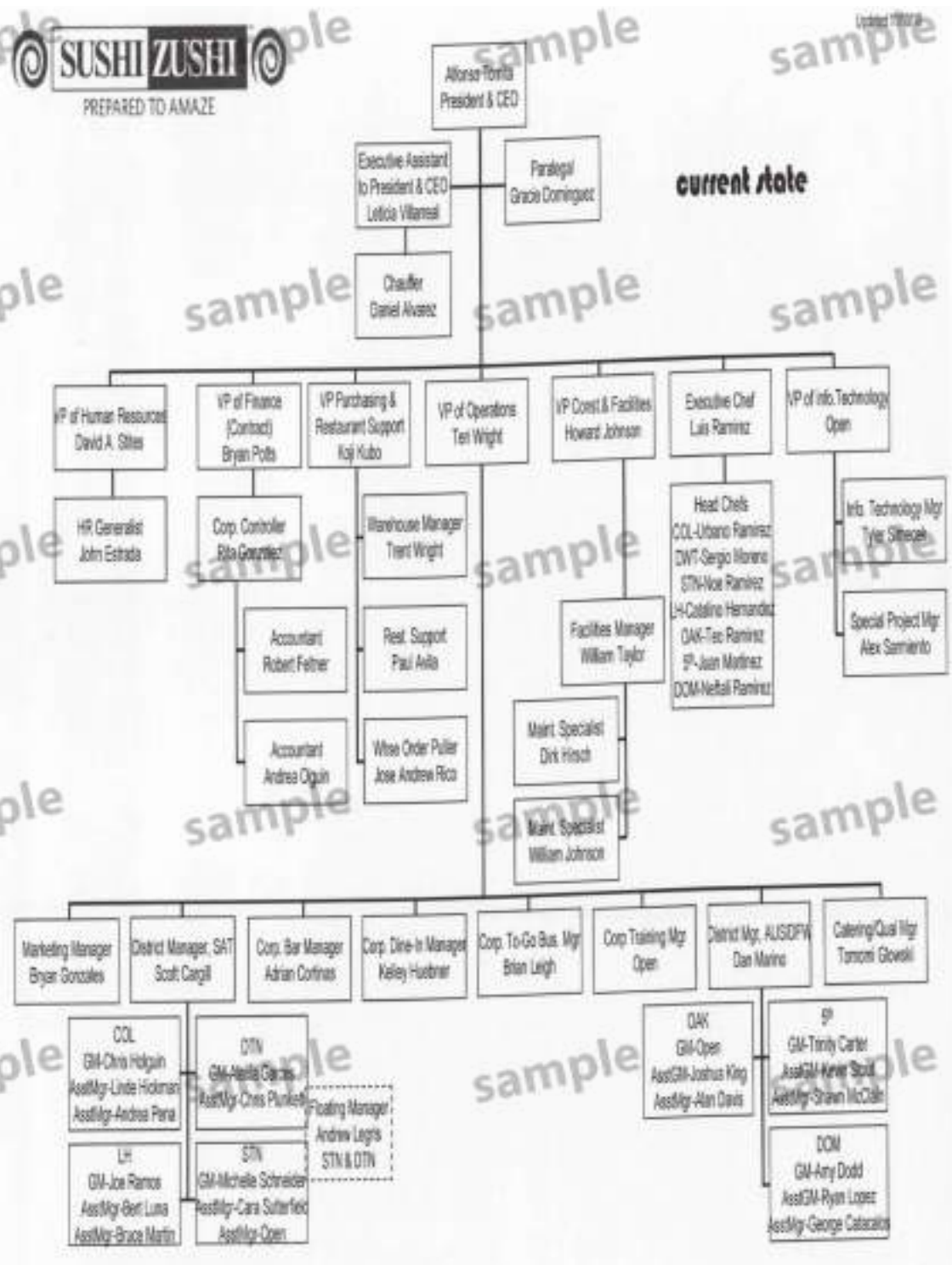
**Appendix 3**  
**Sushi Zushi's Growth**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
<b>Number of restaurants</b>	1	2	2	3	4	5	5	5	6	7
<b>Sales</b>	0.0	1.0	1.6	3.5	5.9	8.7	12.7	13.8	14.7	19.1
<b>Per-restaurant sales</b>	0.0	0.5	0.8	1.2	1.5	1.7	2.5	2.8	2.4	2.7
<b>Number of employees (including part-timers)</b>	5	58	81	160	163	220	251	260	317	441

Source: Sushi Zushi

Appendix 4

Sushi Zushi Organizational Chart (as of November 2010)



## Appendix 5-1

### Sushi Zushi Menu (as of November 2010)



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#### Appetizers

<b>Agedashi Tofu</b>	5.50
Deep-fried tofu topped with a touch of ginger and dried bonito, flavored with light sweet soy broth	
<b>All Shrimp Tempura Appetizer</b>	12.00
Tempura battered and deep-fried shrimp	
<b>All Veggies Tempura Appetizer</b>	5.50
Tempura battered and deep fried veggies	
<b>Beef Negimaki</b>	7.00
Thin sliced beef rolled with scallions, drizzled with teriyaki sauce, and then grilled on skewers	
<b>Beef Sashimi</b>	10.00
Seared beef, raw on the inside and served with special joy sauce and chives	
<b>Blackened and Seared Pepper Escolar</b>	14.00
Served with two types of spicy sauces	
<b>Blackened and Seared Pepper Salmon</b>	14.00
Served with two types of spicy sauces	
<b>Blackened and Seared Pepper Tuna</b>	12.00
Served with two types of spicy sauces	
<b>Blackened and Seared Pepper Yellow Tail</b>	14.00
Served with two types of spicy sauces	
<b>Crab Sunomono</b>	4.00
Crab, wakame, and a touch of ginger-flavored light, sweet vinegar sesame seeds	
<b>Crawfish Dynamite</b>	6.50
Baked crawfish topped with spicy mayonnaise, chives and masago caviar	
<b>Cucumber Only Sunomono</b>	2.50
Cucumber and a touch of sweet vinegar dressing topped with sesame seeds	
<b>Edamame</b>	3.50
Boiled soybeans in salted pods	
<b>Escolar Razor</b>	12.00
Thinly sliced escolar topped with cilantro, serrano chiles and sriracha sauce, finished with yuzu sauce	
<b>Green Mussels Dynamite</b>	6.50
Baked green mussels topped with spicy mayonnaise, eel sauce, and chives	
<b>Gyoza</b>	5.50
Japanese pot-sticker dumplings (5 pieces)	
<b>Hamachi Kama</b>	12.00
Grilled yellowtail cheek served with special joy sauce.	
<b>Hiyayakko</b>	4.00
Block of cold tofu topped with dried bonito shavings and chives, lightly seasoned with low sodium soy sauce	
<b>Octopus Razor</b>	12.00
Thinly sliced octopus topped with cilantro, serrano chiles and sriracha sauce, finished with yuzu sauce	
<b>Octopus Sunomono</b>	4.00
Octopus, cucumber, wakame seaweed, and a touch of sweet vinegar dressing topped with sesame seeds	
<b>Plain Sunomono</b>	3.00
Cucumber, wakame seaweed, and a touch of sweet vinegar dressing topped with sesame seeds	
<b>Salmon Razor</b>	12.00
Thinly sliced salmon topped with cilantro, serrano chiles, and sriracha sauce finished yuzu sauce	
<b>Salmon Tar Tar</b>	14.00
Spicy salmon topped with sliced avocado, habanero masago, tobiko, and wasabi tobiko	
<b>Salmon Tower</b>	14.00
Foundation of rice topped with sliced avocado, spicy salmon, habanero masago, sprinkled with sesame and furikake dressed with creamy wasabi sauce. Garnished with tobiko, wasabi tobiko and black tobiko	

<b>Samon Skin Sunomono</b>	5.00
<b>Sea Garden Squid Appetizer Salad</b>	4.50
A small serving of mixed seaweed and Squid prepared with sesame oil	
<b>Shrimp Shumai</b>	5.50
Japanese style Dim Sum w/ shrimp filling (7 pieces)	
<b>Shrimp Sunomono</b>	4.00
Shrimp, cucumber, wakame seaweed, and a touch of ginger-flavored light, sweet vinegar dressing topped with sesame seeds	
<b>Snow Crab Sunomono</b>	7.00
Snow Crab, cucumber, wakame seaweed, and a touch of sweet vinegar dressing topped with sesame seeds	
<b>Soft Shell Crab Kara-agge</b>	7.00
Crunchy on the outside and tender on the inside. Dip into our tasty special joy sauce with chives	
<b>Special Sunomono</b>	5.50
Shrimp, octopus, kanikama, cucumber, wakame seaweed, and a touch of ginger flavored light sweet vinegar dressing topped with sesame seeds	
<b>Spicy Tuna Sunomono</b>	6.00
Spicy tuna topping on a cucumber and wakame seafeed, and a touch of sweet vinegar dressing topped with sesame seeds	
<b>Tempura Appetizer</b>	9.00
Shrimp (2) and Vegetables (6), battered and deep-fried tempura style	
<b>Tiger Eye</b>	10.00
Baked squid, smoked salmon & asparagus rolled together and sliced to make it look like a tigers eye and seasoned with eel sauce	
<b>Tuna Razor</b>	12.00
Seared tuna, topped with cilantro, serrano chilies, sriracha sauce finished with yuzu sauce	
<b>Tuna Tar Tar</b>	14.00
Spicy tuna topped with sliced avocado, habanero masago, tobiko, and wasabi tobiko	
<b>Tuna Tataki</b>	12.00
Seared tuna, raw on the inside and served with special joy sauce and chives.	
<b>Tuna Tower</b>	14.00
Foundation of rice topped with sliced avocado, spicy tuna, habanero masago, sprinkled with sesame and furikake dressed with creamy wasabi sauce. Garnished with tobiko, wasabi tobiko and black tobiko	
<b>Yellowtail Razor</b>	13.00
Thinly sliced yellowtail tuna topped with cilantro, serrano chiles, and sriracha sauce finished with yuzu sauce	
<b>Salads</b>	
<b>Japanese Garden Salad</b>	4.50
Mixed garden lettuce, asparagus, cucumber, and tomatoes. Served with your choice of sweet miso sesame dressing or ginger dressing	
<b>Shabu-Shabu Salad</b>	11.00
Mixed garden lettuce, asparagus, cucumber and tomatoes topped with strips of very thinly sliced beef. Served with your choice of sweet miso sesame dressing or ginger dressing	
<b>Spicy Sashimi Salad</b>	14.00
Mixed mesclun and iceberg lettuce with assorted sashimi and spicy dressing	
<b>Tofu Salad</b>	8.00
Mixed garden lettuce, asparagus, cucumber and tomatoes topped with tofu squares. Served with your choice of sweet miso sesame dressing or ginger dressing	
<b>Soups</b>	
<b>House Seafood Bowl</b>	9.00
Special combination of seafood mix and fine spices	
<b>House Seafood Bowl w/Udon</b>	10.00
Special combination of seafood mix and fine spices with udon noodles	

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## Appendix 5-2

### Sushi Zushi Menu (as of November 2010)



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<b>Miso Shiru</b> The traditional miso soup with tofu cubes, sakame seaweed, and chives	2.50	<b>Shrimp Yakitori</b> Broiled shrimp skewered on bamboo and topped with a thick rich house special sauce	8.00
<b>Tori Zosui</b> Chicken, mushrooms, wakame seaweed, egg drop & green onions in a light fish broth sprinkled with rice	9.50	<b>Kushi-Agge</b>	
<b>Yakimeshi (Rice)</b>		<b>Asparagus</b> Breaded and deep-fried nuggets of asparagus served with a rich dipping sauce	3.00
<b>Beef Yakimeshi Rice</b> Teppan-fried Japanese rice with beef, eggs and vegetables	4.00	<b>Asparagus, Beef Wrapped</b> Breaded and deep-fried nuggets of asparagus and beef served with a rich dipping sauce	5.00
<b>Chicken Yakimeshi Rice</b> Teppan-fried Japanese rice with chicken, eggs, and vegetables	4.00	<b>Cheese</b> Breaded and deep-fried nuggets of cheese served with a rich dipping sauce	3.00
<b>Gohan</b> White Japanese Steamed Rice	1.50	<b>Chicken &amp; Onion</b> Breaded and deep-fried nuggets of chicken with onion served with a rich dipping sauce	4.00
<b>Shrimp Yakimeshi Rice</b> Teppan-fried Japanese rice with shrimp, eggs, and vegetables	7.00	<b>Chicken &amp; Pepper</b> Breaded and deep-fried nuggets of chicken with peppers served with a rich dipping sauce	4.00
<b>Special Yakimeshi Rice</b> Teppan-fried Japanese rice with beef, chicken, eggs and vegetables	5.00	<b>Ebi Prawn &amp; Cream Cheese</b> Breaded and deep-fried nuggets of ebi prawn and cream cheese served with a rich dipping sauce	5.50
<b>Sushi rice</b> A serving of sushi rice	3.00	<b>Mushroom</b> Breaded and deep-fried nuggets of mushrooms served with a rich dipping sauce	3.00
<b>Tampa Bay Sauce</b> Special Kanikama Crab salad, perfect combination for Yakimeshi or Gohan	1.50	<b>Onion</b> Breaded and deep-fried onions served with a rich dipping sauce	3.00
<b>Vegetable Yakimeshi Rice</b> Teppan-fried Japanese rice with an assortment of vegetables and eggs	3.00	<b>Plantain</b> Breaded and deep-fried plantain served with a rich dipping sauce	3.00
<b>Yakimeshi Combo</b> Teppan-fried Japanese rice with beef, chicken, shrimp, eggs and vegetables	7.00	<b>Plantain &amp; Cheese Balls</b> Breaded and deep-fried nuggets of plantain and cheese served with a rich dipping sauce	3.00
<b>Yakisoba (Noodles)</b>		<b>Salmon</b> Breaded and deep-fried nuggets of salmon served with a rich dipping sauce	4.00
<b>Beef Yakisoba Noodles</b> Stir-fried soba noodles (buckwheat) with beef and vegetables	5.50	<b>Teppan Yaki</b>	
<b>Chicken Yakisoba Noodles</b> Stir-fried soba noodles (buckwheat) with chicken and vegetables	5.00	<b>Beef Teppan Yaki</b> Teppan-grilled beef with an assortment of vegetables (asparagus, zucchini, mushrooms, onions, soybean sprouts, and bell peppers)	16.50
<b>House Special Yakisoba Noodles</b> Stir-fried soba noodles (buckwheat) with beef, chicken and vegetables	6.50	<b>Chicken Breast Teppan Yaki</b> Teppan-grilled chicken breast (white meat) with an assortment of vegetables (asparagus, zucchini, mushrooms, onions, soybean sprouts, and bell peppers)	16.50
<b>Shrimp Yakisoba Noodles</b> Stir-fried soba noodles (buckwheat) with shrimp and vegetables	7.50	<b>Chicken Teppan Yaki</b> Teppan-grilled chicken (dark meat) with an assortment of vegetables (asparagus, zucchini, mushrooms, onions, soybean sprouts, and bell peppers)	14.50
<b>Vegetarian Yakisoba</b> Stir-fried soba noodles (buckwheat) with vegetables	4.00	<b>Combination Teppan Yaki</b> Teppan-grilled beef, chicken and shrimp with an assortment of vegetables (asparagus, zucchini, mushrooms, onions, soybean sprouts, and bell peppers)	20.50
<b>Yakitori (Skewers)</b>		<b>Ribeye Teppan Yaki</b> Teppan-grilled salmon with an assortment of vegetables (asparagus, zucchini, mushrooms, onions, soybean sprouts, and bell peppers)	19.00
<b>Beef and Asparagus Yakitori</b> Broiled beef and asparagus skewered on bamboo and topped with a thick rich house special sauce	6.00	<b>Salmon Teppan Yaki</b> Teppan-grilled salmon with an assortment of vegetables (asparagus, zucchini, mushrooms, onions, soybean sprouts, and bell peppers)	19.00
<b>Beef Yakitori</b> Broiled beef skewered on bamboo and topped with a thick rich house special sauce	6.00	<b>Scallops Teppan Yaki</b> Teppan-grilled scallops with an assortment of vegetables (asparagus, zucchini, mushrooms, onions, soybean sprouts, and bell peppers)	18.50
<b>Chicken Breast Yakitori</b> Broiled chicken breast (white meat) skewered on bamboo and topped with a thick rich house special sauce	6.00	<b>Shrimp Teppan Yaki</b> Teppan-grilled shrimp with an assortment of vegetables (asparagus, zucchini, mushrooms, onions, soybean sprouts, and bell peppers)	18.50
<b>Chicken Yakitori</b> Broiled chicken (dark meat) skewered on bamboo and topped with a thick rich house special sauce	5.00	<b>Vegetarian Teppan Yaki</b> An assortment of teppan-grilled vegetables (asparagus, zucchini, mushrooms, onions, soybean sprouts, and bell peppers)	8.50
<b>Escolar (Super White Tuna) Yakitori</b> Broiled escolar skewered on bamboo and topped with a thick rich house special sauce	8.00		
<b>Mushrooms Yakitori</b> Broiled mushrooms skewered on bamboo and topped with a thick rich house special sauce	5.00		
<b>Scallop Yakitori</b> Broiled scallops skewered on bamboo and topped with a thick rich house special sauce	8.00		

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## Appendix 5-3

### Sushi Zushi Menu (as of November 2010)



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<b>Battera-Zushi</b>			
<b>Independence</b>	12.50		
Pressed sushi with eel with cream cheese, masago & avocado topped with eel sauce			
<b>Mackerel (Saba)</b>	9.00		
Pressed sushi with mackerel topped with chives			
<b>Salt Water Eel (Anago)</b>	14.00		
5 slices			
<b>Spicy Tuna</b>	10.00		
Single hand rolled cone shape roll with tuna, spicy mayonnaise, kaiware sprouts and chives			
<b>Unagi Eel Kabayaki</b>	10.00		
Pressed sushi with eel topped with eel sauce			
<b>Japanese Comfort Food</b>			
<b>Chicken Katsu Curry</b>	12.00		
Curry rice with tender-breaded chicken breast cutlet			
<b>Curry Rice</b>	7.00		
Steamed rice with curry sauce, which contains many kinds of spices, vegetables and fruits essences. Accompanied by Japanese pickled vegetables.			
<b>Katsu Curry</b>	12.00		
Curry rice with tender-breaded pork cutlet.			
<b>Mini Curry Rice</b>	4.50		
Mini order of curry rice			
<b>Mini Katsu Curry</b>	7.50		
Mini curry rice with tender-breaded pork cutlet			
<b>Mini Katsu Curry</b>	7.50		
Mini curry rice with tender-breaded pork cutlet			
<b>Special Tempura Dinner</b>	17.00		
Shrimp and Vegetables			
<b>Sukiyaki Udon</b>	14.00		
Tasty Beef Sukiyaki based dish with udon noodles and vegetables			
<b>Tempura Udon</b>	9.50		
Shrimp (3), Kamaboko (boiled fish paste) and green onion in a bonito broth, with udon noodles and shredded bonito on the top			
<b>Ton Katsu</b>	8.50		
Tender breaded pork cutlet, comes with rice and sliced cabbage, carrots, and tomato			
<b>Zaru Soba</b>	7.00		
Cold buckwheat noodles topped with shredded nori seaweed on a bamboo tray. Accompanied by a cold soy sauce base dipping sauce.			
<b>Zaru Udon</b>	7.00		
Cold udon noodles topped with shredded nori seaweed on a bamboo tray. Served with your choice of goma (sesame) base or soy sauce base dipping sauce.			
<b>Musubi-Zushi</b>			
<b>Japanese Pickles Musubi</b>	3.50		
Rice mixed with Japanese pickles, shaped like a triangle, lightly baked with a touch of sesame oil			
<b>Salmon Musubi</b>	3.50		
Rice mixed with grilled smoked salmon, shaped like a triangle, lightly baked with a touch of sesame oil			
<b>Tampa Bay Musubi</b>	4.00		
Rice misted with Tampa Bay sauce			
<b>Umeboshi (Salted Japanese Plum) Musubi</b>	4.00		
Rice mixed with umeboshi and shaped like a triangle			
<b>Nigiri-Zushi</b>			
<b>Albacore (Bin-toro)</b>	5.00		
2 slices			
<b>Black Tobiko</b>	4.50		
Oblong of vinegared rice covered with Black Tobiko			
<b>Bonito (Katsuo no Tataki)</b>	4.00		
2 slices			
<b>Crab* (Kani-Kama)</b>	4.00		
2 slices			
<b>Eel* (Unagi)</b>	5.00		
2 slices			
<b>Egg Omelet* (Tamago)</b>	3.00		
Oblong of vinegared rice covered with sweet egg omelet			
<b>Escolar</b>	5.00		
2 slices			
<b>Fatty Tuna (O-Toro)</b>	15.00		
Oblong of vinegared rice covered with Fatty Tuna			
<b>Flying Fish Caviar (Tobiko)</b>	4.50		
Oblong of vinegared rice covered with Flying Fish Caviar			
<b>Habanero Masago</b>	4.50		
Oblong vineared rice covered with smelt Habanero Caviar			
<b>Inari* (Sweet Fried Tofu)</b>	3.00		
Small pouch of sweet fried tofu filled with sushi rice			
<b>Japanese tai</b>	6.00		
2 slices			
<b>Mackerel* (Saba)</b>	4.00		
2 slices			
<b>Octopus* (Tako)</b>	4.00		
2 slices			
<b>Red Snapper (Tai)</b>	4.00		
2 slices			
<b>Salmon (Shake)</b>	4.50		
2 slices			
<b>Salmon Caviar (Ikura)</b>	5.00		
Oblong of vinegared rice covered with Salmon Caviar			
<b>Salmon, Smoked</b>	5.00		
2 slices			
<b>Salt Water Eel (Anago)</b>	5.00		
2 slices			
<b>Scallop* (Hotate)</b>	4.00		
2 slices			
<b>Sea Urchin (Uni)</b>	7.00		
2 slices			
<b>Shrimp* (Ebi)</b>	4.00		
2 slices			
<b>Smelt Caviar (Masago)</b>	4.50		
Oblong of vinegared rice covered with Masago Caviar			
<b>Snow Crab* (Kani)</b>	6.50		
2 slices			
<b>Squid (Ika)</b>	4.00		
2 slices			
<b>Sweet Shrimp (AmaEbi)</b>	7.00		
4 pieces of raw sweet shrimp with fried heads of shrimp			
<b>Tuna (Maguro)</b>	4.50		
2 slices			
<b>Wasabi Tobiko</b>	5.00		
Oblong of vinegared rice covered with Wasabi Tobiko			
<b>Yellow Tail (Hamachi)</b>	5.00		
2 slices			
<b>Chirashi-Zushi &amp; Donburi (bowls)</b>			
<b>Chirashi</b>	15.50		
Bowl filled with sushi rice and then scattered with tuna, yellowtail, salmon, shrimp, octopus, albacore, mackerel, kanikama crab, bonito, ikura, tamago, shiitake mushrooms, kampyo, daikon and shiso leaf			
<b>Hamachi Don</b>	17.00		
Bowl filled with sushi rice and yellowtail tuna			
<b>Katsu Don</b>	10.00		
Breaded pork cutlet, egg, onion, and shiitake mushrooms on top of rice			

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## Appendix 5-4

### Sushi Zushi Menu (as of November 2010)



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<b>Mini Chirashi</b>	10.00	<b>Combination Platters</b>	
Mini bowl filled with sushi rice and then scattered with tuna, shrimp, octopus, izumi tai, salmon, albacore, bonito, tamago, masago, shiitake mushrooms, kampyo, daikon and shiso leaf		<b>Sashimi Sampler</b>	15.00
<b>Mini Hamachi Don</b>	12.00	Delicious assortment of sashimi that includes tuna, salmon, yellowtail, and octopus (no substitutions)	
Mini bowl filled with sushi rice and yellowtail tuna		<b>Sashimi Sampler (Thin Sliced)</b>	20.00
<b>Mini Salmon Don</b>	12.00	Delicious assortment of sashimi that includes tuna, salmon, yellowtail, and octopus. Thinly sliced (no substitutions)	
Mini bowl filled with sushi rice and salmon		<b>Sushi Sampler</b>	14.00
<b>Mini Tekka Don</b>	9.00	Delicious assortment of nigiri and maki-zushi that includes tuna, salmon, yellowtail, octopus, and shrimp and your choice of California, Philadelphia, Spicy Tuna or Spicy Salmon Roll. (no substitutions)	
Mini bowl filled with sushi rice and tuna		<b>Te-Maki-Zushi (Hand Rolls)</b>	
<b>Mini Una Don</b>	11.00	<b>California Kani-Kama</b>	4.00
Mini bowl filled with eel		Single hand rolled cone shape roll with avocado, cucumber and kanikama	
<b>Salmon Don</b>	17.00	<b>California Shrimp</b>	4.00
Bowl filled with sushi rice and salmon		Single hand rolled cone shape roll with avocado, cucumber and shrimp	
<b>Tekka Don</b>	14.50	<b>California Snow Crab</b>	5.00
Bowl filled with sushi rice and tuna		Single hand rolled cone shape roll with avocado, cucumber and snow crab	
<b>Una Don</b>	16.00	<b>Favorite</b>	5.00
Bowl filled with sushi rice and eel		Single hand rolled cone shape roll with shrimp, cream cheese, avocado and kanikama	
<b>Sashimi</b>		<b>Negihama</b>	6.00
<b>Albacore (Bin-toro)</b>	9.00	Single hand rolled cone shape roll with yellowtail and chives	
5 slices		<b>Philadelphia</b>	4.00
<b>Bonito (Katsuo no Tataki)</b>	8.00	Single hand rolled cone shape roll with smoked salmon, avocado and cream cheese	
5 slices		<b>Q</b>	7.50
<b>Crab* (Kani-Kama)</b>	8.00	Rolled in a fine sheet of cucumber with smoked salmon, kanikama, avocado, Tampa Bay sauce and cream cheese	
5 slices		<b>Salmon Skin</b>	4.00
<b>Eel* (Unagi)</b>	10.00	Crunchy salmon skin, yamagobo (pickled burdock), cucumber & kaiware sprouts	
5 slices		<b>Spicy Salmon</b>	4.00
<b>Escolar</b>	10.00	Single hand rolled cone shape roll with salmon, spicy mayonnaise, kaiware sprouts and chives	
5 slices		<b>Spicy Scallop</b>	4.50
<b>Fatty Tuna (O-Toro) Sashimi</b>	30.00	Single hand rolled cone shape roll with scallops, spicy mayonnaise, kaiware sprouts and chives	
5 slices		<b>Spicy Tuna</b>	4.00
<b>Japanese tai</b>	11.00	Single hand rolled cone shape roll with tuna, spicy mayonnaise, kaiware sprouts and chives	
5 slices		<b>Spider</b>	5.00
<b>Mackerel* (Saba)</b>	8.00	Single hand rolled cone shape roll with soft shell crab, cucumber, and avocado topped with masago caviar and spicy chipotle may	
5 slices		<b>Tampa Bay</b>	4.50
<b>Octopus* (Tako)</b>	9.00	Single hand rolled cone shape roll with Tampa bay sauce (mayonnaise based crab salad)	
5 slices		<b>Unagi (Eel)</b>	5.00
<b>Red Snapper (Tai)</b>	8.00	Single hand rolled cone shape roll with Unagi eel, cucumber, avocado topped with eel sauce	
5 slices		<b>Maki-Zushi House Specials</b>	
<b>Salmon (Shake)</b>	9.00	<b>Bora Bora Roll</b>	13.50
5 slices		Shrimp tempura, avocado, cucumber and cream cheese on the inside wrapped with chopped snow crab, mayonnaise and masago caviar. Rolled uramaki style and topped with wasabi honey dressing, eel sauce, srirasha sauce and a special spicy mayonnaise.	
<b>Salmon, Smoked</b>	9.00	<b>Cayman Roll</b>	12.00
5 slices		Kanikama, habanero masago, seaweed salad, cream cheese, pickled jalapenos, and avocado topped with fresh jalapeno and honey wasabi sauce	
<b>Salt Water Eel (Anago)</b>	10.00		
5 slices			
<b>Scallop* (Hotate)</b>	9.00		
5 slices			
<b>Sea Urchin (Uni)</b>	13.00		
5 slices			
<b>Shrimp* (Ebi)</b>	8.00		
5 slices			
<b>Snow Crab* (Kani)</b>	12.00		
5 slices			
<b>Squid (Ika)</b>	9.00		
5 slices			
<b>Sweet Shrimp (AmaEbi)</b>	13.00		
4 pieces of raw sweet shrimp with fried heads of shrimp			
<b>Tuna (Maguro)</b>	9.00		
5 slices			
<b>Yellow Tail (Hamachi)</b>	11.00		
5 slices			

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## Appendix 5-5

### Sushi Zushi Menu (as of November 2010)



<b>Champion Roll</b>	12.00	<b>Saturday Roll</b>	12.00
Kanikama crab, crunchy julienne carrot kaki-agge tempura, avocado, cream cheese & serrano chiles rolled uramaki and covered with Tampa Bay sauce. The Champion of all Rolls (Spicy)		Fried shrimp with cream cheese and Tampa Bay sauce rolled uramaki style, wrapped in avocado and topped with kushi-agge sauce	
<b>Cosimo Roll</b>	13.50	<b>Spicy Escolor Roll</b>	8.00
Fried shrimp, avocado & cream cheese rolled uramaki with a tempura finish topped with Tampa Bay sauce, eel sauce, and sprinkled with furikake seasoning (10 pieces)		Escolor with spicy mayonnaise, kaiware sprouts and chives rolled uramaki style	
<b>Cristina Roll</b>	16.00	<b>Spicy Octopus Roll</b>	7.00
Spicy yellowtail and cilantro rolled uramaki style, topped with escolor, jalapeno and sriracha drizzled in yuzu sauce		Octopus with spicy mayonnaise, kaiware sprouts and chives rolled uramaki style	
<b>Dallas Roll</b>	13.00	<b>Spicy Yellowtail Roll</b>	9.00
Tuna, yellowtail, fresh salmon, snow crab, wasabi tobiko, and avocado wrapped in a fine sheet of daikon radish		Yellowtail with spicy mayonnaise, kaiware sprouts, and chives rolled uramaki style	
<b>Delicato Roll</b>	12.50	<b>Spy Roll</b>	13.00
Breaded shrimp & avocado rolled uramaki style with cream cheese, deep-fried for a crunchy tasty finish with Tampa Bay sauce; topping on each slice (10 pieces)		Spicy scallops and avocado inside with salmon and escolor on the outside and topped with spicy sauce	
<b>Diamond Roll</b>	16.00	<b>Stone Oak Roll</b>	10.00
Spicy shrimp, avocado and cilantro inside wrapped with yellowtail and habanero masago with spicy sashimi salad sauce		Eel, Kanikama crab, avocado & cream cheese rolled uramaki and tempura-fried topped with eel sauce (6 pieces)	
<b>Dynamite Roll</b>	12.00	<b>Summer Roll</b>	12.00
Crunchy salmon skin, cream cheese and cucumber rolled uramaki style with an avocado wrap and topped with Tampa Bay sauce and masago caviar		Tuna, salmon, yellowtail and avocado rolled with nori on the outside and topped with Ikura caviar (6 pieces)	
<b>Flores Roll</b>	12.00	<b>Sushi Zushi Roll (Riceless)</b>	12.00
Kanikama crab, avocado, cream cheese & fried julienne carrots, rolled uramaki and topped with Tampa Bay sauce		Rolled in a fine sheet of cucumber & seaweed with smoked salmon, chopped kanikama crab, asparagus, yamagobo, avocado, and cream cheese topped with eel sauce	
<b>J Roll</b>	13.00	<b>Teo Roll</b>	11.00
Kanikama crab, masago, avocado, tempura crumbs and cream cheese inside topped with red snapper and chives.		Kanikama crab, avocado & cream cheese rolled uramaki with a wrapping of julienne carrots deep-fried tempura style, and eel sauce on top (8 pieces)	
<b>Jalapeno Roll</b>	9.00	<b>The B&amp;G Roll</b>	15.00
Crab Kani-Kama, Ika squid salad & finely chopped Jalapeño; Rolled Uramaki Style with Masago Caviar.		Spicy octopus, fresh jalapeno, avocado, cilantro and scallions inside and wasabi tobiko, escolor tuna and habanero masago on the outside	
<b>Kapalua Roll</b>	12.00	<b>The Favorite Roll</b>	12.00
Eel, cream cheese and avocado wrapped with rice and topped with pineapple and eel sauce. (No Seaweed)		Shrimp, Cream Cheese & Avocado, Rolled Uramaki with Crab Kani-Kama.	
<b>Las Vegas Roll</b>	9.00	<b>The Jack Roll</b>	15.00
Shrimp tempura and avocado rolled uramaki style, wrapped with kanikama style and topped with special spicy mayonnaise (6 pieces)		Soft shell crab and avocado inside, topped with a blend of snow crab and mayonnaise, tempura fried with eel sauce and ragin cajun sauce	
<b>LIR Roll</b>	12.00	<b>The Jen Roll</b>	12.00
Spicy tuna and avocado on the inside, fresh salmon on the outside drizzled with a sweet and spicy sauce		Spicy crab and sprouts on the inside with tuna, salmon, and escolor on outside drizzled in creamy wasabi sauce	
<b>Monterey Roll</b>	10.00	<b>The Urban Roll</b>	10.50
Melted Monterey cheese on the outside, breaded kanikama crab and avocado rolled inside with chives, chipotle sauce and serrano pepper		Yellowtail, cream cheese & jalapeño rolled uramaki style with a tempura battered finish (10 pieces)	
<b>My Mavericks Roll</b>	12.00	<b>Toreado Crawfish Roll</b>	12.00
Shrimp tempura and cucumber wrapped with salmon and escolor		Toreado serrano peppers, kanikama crab, avocado, topped with fried or broiled crawfish in spicy mayonnaise	
<b>My Spurs Roll</b>	10.00	<b>Toreado Roll</b>	11.00
Yellowtail, cilantro, avocado, tomato, chives, serrano chiles (Spicy)		Toreado serrano peppers, kanikama crab, avocado topped with baked scallop in spicy mayonnaise	
<b>Q Roll</b>	10.50	<b>Tropical Roll</b>	12.00
Rolled in a fine sheet of cucumber with smoked salmon, kanikama crab, avocado, Tampa Bay sauce, cream cheese		Asparagus, avocado, cucumber, carrots, sprouts and cream cheese rolled uramaki style with mango on the outside and topped with a spicy sriracha sauce	
<b>Rainbow Roll</b>	12.00	<b>Valentine's Roll</b>	12.00
Kanikama crab, cucumber & avocado rolled uramaki with colorful combinations of tuna, salmon, yellowtail, shrimp & avocado		Avocado and soft shell crab, rolled uramaki style, and wrapped with salmon and tuna	
<b>RMH Roll</b>	12.00	<b>Yummy Yummy Roll</b>	15.00
Snow crab, mayonnaise, cucumber, avocado inside and anago outside topped with eel sauce and sesame seeds		Eel on top, shrimp tempura, snow crab and avocado inside rolled uramaki style	
<b>Rooster Roll</b>	10.00	<b>Maki-Zushi Shrimp, Etc.</b>	
Kara-agge fried chicken breast, Monterey cheese, jalapeno chiles rolled uramaki style with sesame seeds and topped with sriracha sauce		<b>California Roll (KaniKama)</b>	
<b>San Antonio Roll (Riceless)</b>	12.00	Kanikama crab, avocado & cucumber, uramaki style with sesame seeds	
Rolled in a fine sheet of cucumber & fresh salmon with spicy kanikama crab, kaiware sprouts and chives			

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## Appendix 5-6

### Sushi Zushi Menu (as of November 2010)



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<b>California Roll (Shrimp)</b> Shrimp, avocado & cucumber, uramaki style with sesame seeds	<b>6.00</b>	<b>Crunchy Salmon Skin Roll</b> Crunchy salmon skin, yamagobo (pickled burdock), cucumber & kaiware sprouts rolled uramaki style	<b>6.00</b>
<b>California Roll (Snow Crab)</b> Snow crab, avocado & cucumber, uramaki style with sesame seeds	<b>8.00</b>	<b>Green Bay Roll, Salmon</b> Asparagus, cucumber & kampyo rolled uramaki style with a salmon and avocado wrap	<b>11.00</b>
<b>California Roll (SP) KaniKama</b> Kanikama crab, avocado & cucumber, uramaki style with sesame seeds and masago caviar on the outside	<b>7.00</b>	<b>Green Bay Roll, Tuna</b> Asparagus, cucumber & kampyo rolled uramaki style with a tuna and avocado wrap	<b>11.00</b>
<b>California Roll (SP) Shrimp</b> Shrimp, avocado & cucumber, uramaki style with sesame seeds and masago caviar on the outside	<b>7.00</b>	<b>Inari Roll</b> Smoked salmon, cream cheese and avocado rolled uramaki style with a lightly sweet Inari fried tofu wrap	<b>9.00</b>
<b>California Roll (SP) Snow Crab</b> Snow crab, avocado & cucumber, uramaki style with sesame seeds and masago caviar on the outside	<b>9.00</b>	<b>Philadelphia Roll</b> Smoked salmon, avocado, cream cheese & cucumber rolled uramaki style	<b>7.00</b>
<b>Colonnade Roll</b> Shrimp tempura, asparagus, cream cheese and avocado topped with plantain and chipotle sauce.	<b>12.00</b>	<b>Philadelphia Roll Special</b> Smoked salmon, avocado, cream cheese & cucumber rolled uramaki style with masago caviar on the outside	<b>8.00</b>
<b>Italian Special Roll</b> Tri-colored rope pattern of red, green & white (sun dried tomatoes, avocado and cream cheese) with an inside of marinated mackerel and shrimp	<b>9.00</b>	<b>Scandinavia Special Roll</b> Smoked salmon, kanikama crab, cream cheese & avocado rolled uramaki style	<b>8.00</b>
<b>Key West Roll</b> Shrimp tempura, avocado, cucumber topped with tasty eel sauce (6 pieces)	<b>6.50</b>	<b>Spicy Salmon Roll</b> Salmon with spicy mayo, kaiware sprouts and chives rolled uramaki style	<b>6.50</b>
<b>Oahu Roll</b> Fried shrimp, masago caviar & avocado rolled uramaki style with a crunchy breaded finish (10 pieces)	<b>11.00</b>	<b>Spicy Tuna Roll</b> Tuna with spicy mayo, kaiware sprouts and chives rolled uramaki style	<b>6.50</b>
<b>Spicy Scallop Roll</b> Scallops with spicy mayo, kaiware sprouts and chives rolled uramaki style	<b>6.00</b>	<b>Maki-Zushi Unagi Eel</b>	
<b>Tempura Roll</b> Shrimp tempura, lettuce & mayonnaise (6 pieces)	<b>6.00</b>	<b>Caterpillar Roll</b> Eel, cucumber, cream cheese & sesame seeds wrapped in avocado and topped with tasty eel sauce	<b>11.00</b>
<b>Maki-Zushi Crab, Crawfish, Etc.</b>		<b>Dragon Roll</b> Eel, cucumber rolled uramaki style and wrapped with avocado, masago caviar & sesame seeds	<b>11.00</b>
<b>Alaskan Roll</b> Kanikama crab, avocado, Tampa Bay sauce & masago caviar (6 pieces)	<b>8.00</b>	<b>FBI Roll</b> Kanikama crab, cream cheese, avocado & sesame seeds wrapped with eel and topped with eel sauce	<b>13.00</b>
<b>Boston Roll</b> Kanikama tempura, avocado & cream cheese rolled uramaki style with a crunchy breaded finish topped with eel sauce (10 pieces)	<b>12.00</b>	<b>Janie Roll</b> Eel, shrimp tempura and cucumber rolled uramaki style wrapped with avocado, masago caviar, and sesame seeds	<b>13.00</b>
<b>Cajun Roll</b> Fried crawfish & spicy mayonnaise rolled uramaki style	<b>6.00</b>	<b>New York Roll</b> Eel, avocado & cream cheese rolled uramaki style with chunks of Kanikama tempura on the outside and covered with eel sauce	<b>12.00</b>
<b>Galindo Roll</b> Kanikama crab, avocado, serrano pepper, julienne carrots, and cream cheese with spicy mayo and eel sauce (6 pieces)	<b>10.50</b>	<b>Maki-Zushi Vegetarian, Etc</b>	
<b>Godzilla Roll</b> Fried crawfish, cream cheese, serrano chiles, chives wrapped in avocado and topped with sriracha sauce (Spicy)	<b>12.00</b>	<b>Spicy Vegetable Tempura Roll</b> Tempura fried onion, sweet potato, zucchini, and asparagus with spicy may rolled maki style	<b>6.00</b>
<b>Oaklawn Roll</b> Fried crawfish, avocado and spicy tuna or spicy salmon rolled uramaki style, topped with colorful tobiko and honey wasabi sauce	<b>16.00</b>	<b>Tuscany Roll</b> Sun dried tomatoes, takuan radish pickles & cream cheese rolled uramaki style with sesame seeds	<b>6.00</b>
<b>Ragin Cajun Roll</b> Fried crawfish with cream cheese topped with Monterey cheese and special spicy sauce	<b>8.00</b>	<b>Ume Shiso Roll</b> Pickled plum and shiso leaf, maki style (sour)	<b>5.00</b>
<b>Spicy Kani Kama Roll</b> Crab with spicy mayo, Kaiware sprouts and chives, Rolled Uramaki Style	<b>6.00</b>	<b>Vegetable Roll</b> Avocado, cucumber, asparagus & julienne carrots rolled uramaki style with sesame seeds	<b>6.00</b>
<b>Spider Roll</b> Soft shell crab, avocado, cucumber, and masago caviar topped with spicy chipotle mayonnaise	<b>7.00</b>	<b>Yama Gobo Roll</b> Pickled mountain burdock root, maki style	<b>4.00</b>
<b>St. Petersburg Roll</b> Kanikama crab tempura, salmon & avocado rolled uramaki style with masago caviar	<b>8.50</b>	<b>Maki-Zushi Beef</b>	
<b>Maki-Zushi Salmon, Tuna, Etc.</b>		<b>Texas Roll</b> Roast beef, cream cheese, avocado, asparagus with a crunchy breaded finish	<b>12.00</b>
<b>Acapulco Roll</b> Tuna and cucumber rolled uramaki style with a tempura fried finish and topped with chipotle sauce (10 pieces)	<b>10.00</b>		

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## Appendix 5-7

### Sushi Zushi Menu (as of November 2010)



#### Japanese Traditionals

<b>Futo Maki Roll</b>	4.00
Fat sushi wrap of shiitake mushroom, cucumber, tamago, kampyo, sakura dembu (5 pieces)	
<b>Kappa Maki Roll</b>	4.00
Cucumber roll	
<b>Negihama Roll</b>	9.00
Yellowtail and chives	
<b>Negitoro Roll</b>	13.00
Fatty tuna and chives	
<b>Oshinko Maki Roll</b>	4.00
Pickled yellow radish	
<b>Tekka Maki Roll</b>	4.00
Tuna roll	

#### Desserts

<b>Banana Tempura Ice Cream</b>	7.00
Flavorful tempura fried bananas with your choice of vanilla or green tea ice cream topped with strawberry or chocolate sauce	
<b>Camelot Dessert</b>	6.50
Squares of rich coffee gelatin immersed in a luscious Kahlua caramel sauce and topped with vanilla ice cream	
<b>Ice Cream Tempura</b>	7.00
Deep fried vanilla or green tea ice cream topped with your choice of strawberry or chocolate sauce	
<b>Key Lime Calypso</b>	8.00
Key Lime mousse with chocolate weave texture, drizzled with sweet kiwi lime sauce	
<b>Krakatoa Chocolate Melt</b>	8.00
Unbelievably delicious warmed chocolate cake that will melt in your mouth. Sided with vanilla ice cream	
<b>Macha Ice Cream</b>	4.50
This rich green tea flavor ice cream is a favorite for those who prefer a not-too-sweet ending	
<b>Mango Sherbet</b>	5.50
This dessert is bursting with the refreshing taste of cool, smooth mango. Nothing better to clean the palate	
<b>Mochi Filled with Ice Cream</b>	4.00
Delicate and chewy light sweet flavored mochi rice dough filled with ice cream. 6 delicious flavors: Vanilla, Green Tea, Chocolate, Mango Strawberry, and Azuki (Red Bean) (3 pieces per order)	
<b>New York Cheesecake</b>	8.00
Decadent richness in this traditional dessert. Topped with pecans and ribbons of caramel and chocolate sauce.	
<b>Raspberry Mont Blanc</b>	8.00
White chocolate mousse surrounded by a white and red pyramid shell and fresh raspberries, drizzled with raspberry sauce.	
<b>Vanilla Ice Cream</b>	4.00
A traditional favorite	

#### Soft Drinks

<b>Coke</b>	1.75
<b>Colombian Coffee (Reg.)</b>	1.50
<b>Diet Coke</b>	1.75
<b>Dr. Pepper</b>	1.75
<b>Green Iced Tea</b>	1.75
<b>Iced Tea</b>	1.75
<b>Lemonade</b>	1.75
<b>Republic Of Tea (Passion Fruit)</b>	3.50
<b>Republic Of Tea (Ginger Peach)</b>	3.50
<b>Republic Of Tea (Mango)</b>	3.50
<b>Republic Of Tea (Raspberry)</b>	3.50
<b>Sprite</b>	1.75

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