



RETAIL PROSPECT ANALYSIS

A. Marshall Hospitality

Puckett's Grocery & Restaurant

8 locations. 7 revenue streams. 1 platform.

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Candidate · Retail Account Executive · Toast

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SECTION ONE

The Prospect

A. Marshall Hospitality / Puckett's Grocery & Restaurant



Why Puckett's. Why now.

A. Marshall Hospitality runs eight locations across two states — and seven distinct revenue streams under one brand.

No legacy retail POS, pure-play grocery POS, or restaurant-only POS natively handles all seven. Toast Retail does.

This isn't a price competition. It's an only-platform-that-fits play — at the exact moment Puckett's is scaling out of state and the cost of running a fragmented stack is compounding.

HYBRID BY DESIGN

Restaurant + grocery + venue + wholesale + DTC. The exact intersection where Toast's restaurant DNA is uniquely defensible.

COMPOUNDING PAIN

152% three-year sales growth — without a unified operating system. Every new location, channel, and SKU multiplies the cost of fragmentation.

FOUNDER-LED DECISION

One champion (Andy Marshall) drives the buying decision. Family-owned, cash-positive, growth-mode — Toast's ideal buying profile.



A. Marshall Hospitality at a glance

8

LOCATIONS, 2 STATES

152%

THREE-YEAR SALES GROWTH

550

EMPLOYEES

200+

JOBS CREATED, LAST 3 YEARS

5×

INC. 5000 HONOREE

~26 yrs

MARSHALL OWNERSHIP

Founded as a country general store in Leiper's Fork, TN. Andy Marshall — a former multi-unit Piggly Wiggly operator — acquired the original location in 1998 and grew it into A. Marshall Hospitality: an eight-location, two-state hospitality and CPG group anchored by the Puckett's brand. Family-owned, family-operated, and one of the most beloved Tennessee hospitality stories of the past two decades.

FRANKLIN · NASHVILLE · PIGEON FORGE · COLUMBIA · CHATTANOOGA · MURFREESBORO · HENDERSONVILLE (Apr 2024) · CULLMAN, AL



One brand. Seven businesses.

How many vendors stitch this stack together today?

1 FULL-SERVICE RESTAURANTS

8 locations · breakfast, lunch, dinner · BBQ
+ Southern comfort

2 GROCERY / GENERAL STORE RETAIL

Original DNA · sauces, spices, on-site retail
at every location

3 LIVE MUSIC VENUES

Daily lineups · free + ticketed shows ("Live
on the Square," \$15)

4 PRIVATE EVENTS & WEDDINGS

Guitar & Cadillac Hall (Columbia) · seats
75-350

5 CATERING

Drop-off · full-service · weddings · 12-guest
minimum

6 WHOLESALE CPG

Sauces in Kroger, Publix, Walmart · Amazon
listing

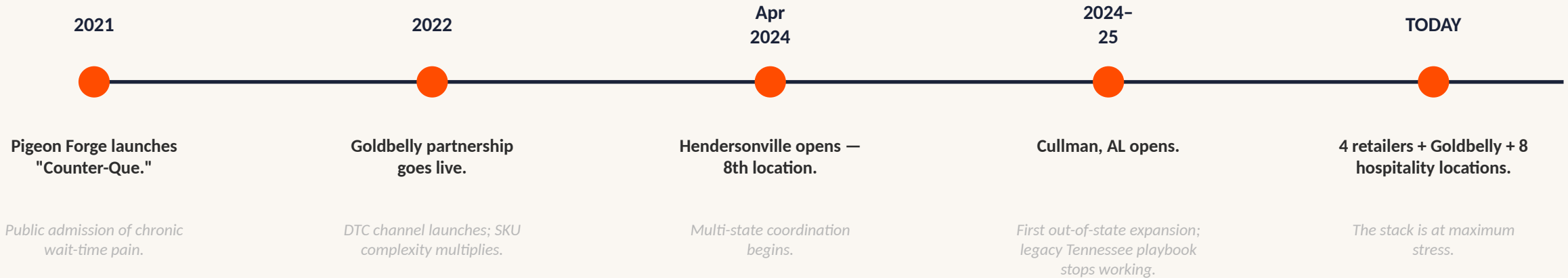
7 DTC E-COMMERCE

Goldbelly partnership · branded
merchandise · nationwide shipping

"Each of these revenue streams has its own software vendor today. Toast Retail consolidates them into one."



The pain is compounding now.



Every new location, channel, and SKU multiplies the cost of running a fragmented stack. Toast Retail unifies the math before it breaks.



Pain Hypothesis

What we believe is true — to be tested in discovery.

MULTI-LOCATION INVENTORY BLINDNESS

Eight locations. No single system reconciles inventory across the BBQ kitchen, the grocery shelf, and the merch counter.

Pain: shrink, stockouts, over-ordering · Gain: real-time inventory visibility from any phone

WAIT TIMES ERODING THE EXPERIENCE

Pigeon Forge built a separate "Counter-Que" model to fix this. Reviews flag 30-min reservation delays at Nashville, 35-min waits at Cullman.

Pain: lost revenue per cover, NPS damage · Gain: faster table turns, mobile order ahead

CATERING & EVENTS LIVE OUTSIDE THE DINING-ROOM POS

Guitar & Cadillac Hall hosts 75–350-guest weddings. The dining room runs separate POS. Two stacks for one operator.

Pain: double-entry, lost revenue visibility · Gain: one system, one customer record

WHOLESALE CPG OPERATES IN A SILO

Sauces in Kroger, Publix, Walmart, Goldbelly. Wholesale POs, DTC orders, and in-store retail almost certainly tracked in separate ledgers.

Pain: inventory drift, missed cross-sell · Gain: unified product catalog

MUSIC + TICKETING IS A SEPARATE VENDOR

Ticketed shows (\$15 cover) almost certainly run through a third party. The bar tab and merch sale at the same event are on the restaurant POS.

Pain: no single guest record · Gain: integrated guest profile and loyalty

FAMILY-BUSINESS SUCCESSION RISK

Claire Marshall (former COO) departed to run Hattie Jane's Creamery. Operational complexity is growing while the family bench is rotating.

Pain: institutional knowledge in spreadsheets · Gain: a unified operating system any new ops leader can step into



Who has to nod for this to happen.

ANDY MARSHALL

Founder & CEO, A. Marshall Hospitality

Economic buyer. Final say. Former multi-unit Piggly Wiggly operator.

JAN MARSHALL

Co-owner

Cultural champion. Family business; values alignment matters.

COO / OPS LEAD (TBD)

Operations

Likely champion or blocker. First call must verify who holds this seat.

DIRECTOR, CPG / WHOLESALE

Wholesale Ops

Owns the Kroger/Publix relationship. Cares deeply about catalog and inventory accuracy.

IT / TECH LEAD (TBD)

Technology

Likely small or outsourced. Migration risk owner.

LOCATION GMs (×8)

End Users

Their adoption pain is real. Essential for buy-in.

Strategy: Andy Marshall is the economic buyer and the operator. He decides. Build trust with him through Sandler discovery, then bring location GMs in for a buy-in moment. Skip the IT-led RFP — he won't run one.



The first call: what good looks like.

Up-Front Contract — first 30 minutes with Andy Marshall:

Time: 30 minutes.

Goal: Understand A. Marshall Hospitality's growth roadmap and the operational decisions standing between today and the next 8 locations.

What I'd like to learn: What's working in your current stack. What's breaking. What you wish someone would solve.

What you'll learn from me: Whether Toast is a fit, or whether I should point you at someone else.

Outcome: By end of the call we'll have a yes-let's-do-discovery, a no, or a not-yet — and we'll both know which.

- 1 Walk me through how a wedding at Guitar & Cadillac Hall actually books, gets paid, and shows up in your monthly P&L. Where does that flow break?
- 2 When you opened Cullman, what was the hardest thing about getting POS, inventory, and reporting to behave the same as your TN locations?
- 3 If you could see one number in real-time across all eight locations and your wholesale channel, what would it be?
- 4 Who at A. Marshall is on the hook today for reconciling the Goldbelly orders, the Kroger POs, and your in-store retail counts?
- 5 What does your team do today that you'd love them to stop doing?



Where Toast Retail fits.

Mapped to the seven businesses Puckett's actually runs.

Revenue Stream	Pain Today	Toast Capability
Restaurants (8 locations)	Wait times, kitchen coordination, multi-location reporting	Unified POS, KDS, multi-location reporting
Grocery / general store	Shrink, stockouts, manual count	Mobile-first inventory, real-time stock
Live music venues	Bar tab + merch + ticket on different systems	One guest profile across bar, retail, event sales
Private events / weddings	Separate booking + POS stack	Integrated catering + events + dining POS
Catering	Double-entry across catering form and POS	Toast catering module — one funnel
Wholesale CPG	Inventory drift across in-store, wholesale, DTC	Unified product catalog, one source of truth
DTC e-commerce	Goldbelly handles fulfillment but data lives outside POS	Toast online ordering; Goldbelly as channel partner

Toast Retail is the only platform whose DNA covers all seven. Square stops at simple. Clover stops at SMB. NCR and Lightspeed stop at retail-only. Toast meets you where Puckett's actually operates.



Investment parameters.

Order-of-magnitude. To be sharpened in scoping.

"Multiple studies show win rates are highest when sellers discuss pricing on the first call." — Sandler Selling System, How to Sell to the Modern Buyers

8

LOCATIONS

~50

TERMINALS (EST.)

6-figure

ARR AT FULL DEPLOYMENT

+ Payments

TRANSACTION REVENUE

Real numbers come from Toast pricing. The point of this slide is not the number — it's the posture. A Sandler-trained Retail AE earns the right to talk money on call one. That separates this conversation from the ten others Andy Marshall is ignoring.



Competitive landscape.

What Puckett's runs today. What could displace us. Why we win anyway.

TODAY'S STACK

Restaurant POS: Aloha · Square · Clover

Reservations: OpenTable

Shipping/DTC: Goldbelly

Wholesale: likely manual or NetSuite-light

Ticketing: Eventbrite or Ticketleap

Catering: spreadsheet + email

LIKELY CHALLENGERS

NCR Voyix: strong c-store/grocery, weak hospitality

Lightspeed Retail: strong retail, weak restaurant

Square (Restaurants + Retail): simple but multi-product

Clover: generic, no retail-specific muscle

TOAST'S WEDGE

Architecture, not features.

Only platform: restaurant + retail + events + wholesale + payments, one cloud.

Run by public company scaling to 100K+ food businesses.

Toast's restaurant DNA is every competitor's missing asset.



Sales cycle plan.

First contact to close. ~90-day cycle.



Salesforce mapping: Prospect → Discovery → Solution → Proposal → Closed-Won. Realistic close cycle for a multi-revenue-stream, founder-led account: ~90 days.



What could go wrong.

Naming the risks before the prospect does is how trust gets built.

INCUMBENT LOYALTY

Evidence:

Andy Marshall has run on whatever stack he runs for 26 years. People stay with what works.

Mitigation:

Don't ask him to abandon. Ask him to consolidate. Frame Toast as the one system replacing seven, not a replacement for any single tool he likes.

FAMILY-BUSINESS DECISION PACE

Evidence:

Multi-million-dollar tech decisions in family businesses move slowly.

Mitigation:

Phased pilot at one Tennessee location first. De-risk the decision. Show ROI before asking for the full conversion.

MIGRATION HEAVINESS

Evidence:

Moving 8 locations + wholesale + DTC is real work.

Mitigation:

Toast Implementation team owns the heavy lift. Build the migration plan into the proposal so it's a Toast problem, not a Puckett's problem.

CHAMPION ABSENCE

Evidence:

Claire Marshall (former COO) has departed. The new ops leader is unknown.

Mitigation:

Find or build a champion early. Ideally an existing GM ready for promotion. Invest in their success and Toast becomes the platform that elevates them.



The ask.

What I'd send to Andy Marshall in week one.

Andy —

I've been studying A. Marshall Hospitality. Eight locations, seven revenue streams, one brand — the kind of operation no off-the-shelf POS was built for. I have a hypothesis about which parts of your stack are costing you the most this year, and I think Toast Retail is the only platform built for what you're actually running.

Could I have 30 minutes? If by the end of it you feel I've earned more time, we'll set the next step. If not, I'll respect that — and I'll point you at the right competitor if Toast isn't the right fit.

— Alex Schreiner

This is how a Sandler-trained, founder-mindset Retail AE earns the first meeting.

Questions?

Thank You

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