

Zingerman's®

creating creativity

zingerman's approach to building organizational culture



Presented by Ari Weinzweig
for ACS 2013 Conference

Zing TRAIN

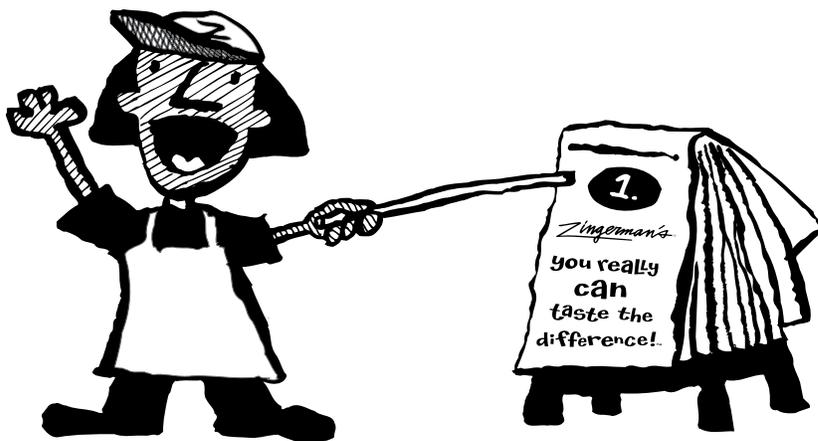
Zingerman's Training Incorporated



workshop objectives

By the end of this workshop, you will be able to:

1. Explain what we mean by a "culture of creativity."
2. Describe what Zingerman's does to encourage a creative culture.
3. Begin using new tools and techniques to enhance creativity in your own organization.
4. Expand your creative network by connecting with other workshop participants.



Zingerman's®

Training Compact

Trainer agrees to:

- a) Document clear performance expectations.
- b) Provide training resources.
- c) Recognize performance.
- d) Reward performance.

Trainees agree to:

Take responsibility for the effectiveness of their training at Zingerman's.



Zingerman's

mission statement

We share the Zingerman's Experience
Selling food that makes you happy
Giving service that makes you smile
In passionate pursuit of our mission
Showing love and care in all our actions
To enrich as many lives as we possibly can.

Zingerman's[®]
DELICATESSEN



ZingTRAIN
Zingerman's Training Incorporated

Zingerman's[®]
mail order

Zingerman's[®]
creamery

Zingerman's[®]
CANDY
MANUFACTORY

Zingerman's[®]
COFFEE
COMPANY

Zingerman's[®]
roadhouse

Zingerman's[®]
BAKEHOUSE

current state of *Zingerman's*[®] community of businesses

Fiscal Year 2012 - 2013	Managing Partner(s)	Staff	Annual Plan Sales	Q1-Q3 Actual + Q4 Forecast
 1982	Grace Singleton Rick Strutz Rodger Bowser	198	\$ 13.13 million	\$ 12.87 million
 1992	Frank Carollo Amy Emberling	122	\$ 8.80 million	\$ 9.10 million
 1994	Maggie Bayless Stas' Kazmierski	8	\$ 1.5 million	\$ 1.54 million
 1996	Mo Frechette Toni Morell Tom Root	52 (Q2 300+)	\$ 10.57 million	\$ 11.34 million
 2001	John Loomis Aubrey Thomason	10	\$ 1.24 million	\$ 1.21 million
 2003	Alex Young	139	\$ 7.53 million	\$ 7.68 million
 2004	Allen Leibowitz Steve Mangigian	15	\$ 1.68 million	\$ 1.58 million
 2009	Charlie Frank	4	\$ 440,000	\$ 347,000
 Department for People Finance Intentional Technology Marketing & Graphics Service Steward Donations Payroll Zingerman's Press	Ari Weinzweig Paul Saginaw - Co-Founding Partners Ron Maurer, VPA	31	0	0
TOTAL ZCoB		579	\$ 44.88 million	\$ 45.31 million



the Zingerman's story



1982

- Unique delicatessen
- An exceptional corned beef sandwich
- Exceptional service
- Great place to work
- Down-to-earth (great food for everyone)
- Only one store

1994 → 2009

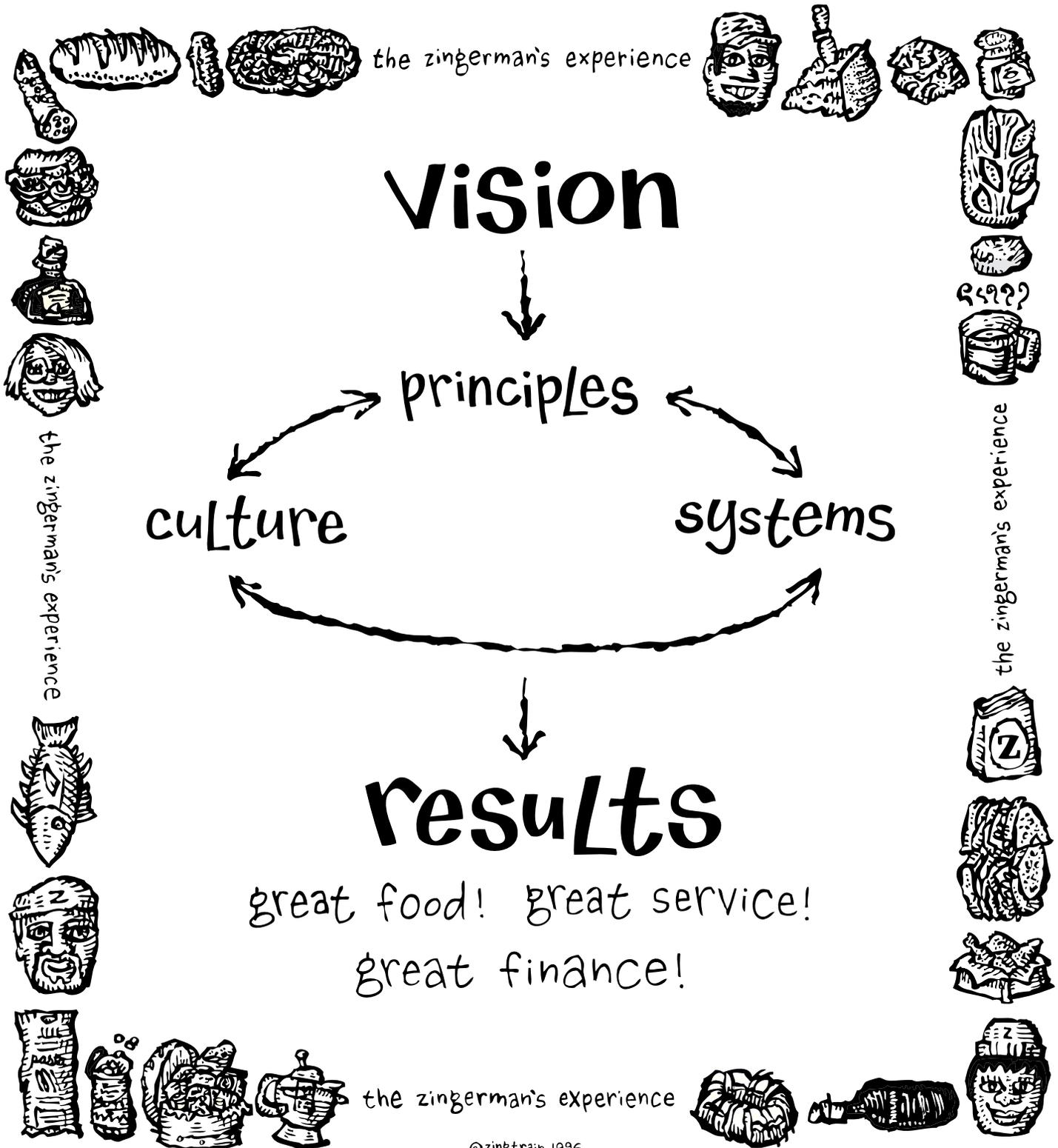
- 12-15 businesses in Ann Arbor
- Each Zingerman's, but each unique
- Passionate Managing Partners
- Better food, better service
- Opportunity
- Synergy

2007 → 2020

- Better tomorrow than today: changing our world
- Growing locally: 12-18 vibrant businesses
- Radically better food
- Radically better service
- Radically better finance
- Intentional technology
- Putting the FU back in fun
- Education destination
- Opportunity and responsibility for everyone

Zingerman's®

business perspective





what is a "culture of creativity?"

for doodles ONLY!

the "crisis" of creativity

4C → CC

everyone is creative



keys to creating a culture of creativity

for doodles ONLY!

1. Get around creative people

2. Live the 12 Natural Laws of Business

3. Share lots of info within your organization

4. Bring lots of info in from the outside

5. Systemically and culturally support connection



Zingerman's®

12 natural laws of business

For doodles ONLY!

1. An inspiring, strategically sound vision leads to greatness.
2. You need to give your customers some really compelling reasons to buy from you.
3. Without good finance, you fail.
4. People do their best work when they're part of a really great organization.
5. If you want staff to give great service, give great service to staff.
6. To get great performance, you need to give clear expectations and training tools.
7. Successful businesses do things others know they should do, but generally don't.
8. To get to greatness you've got to keep getting better. All the time!
9. Success means you get better problems.
10. Strengths lead to weaknesses.
11. It takes longer to make something great happen than you think.
12. Great organizations are appreciative and the people in them have more fun.



why zingerman's didn't have a recipe for creativity

1. _____
2. _____

why we don't want a recipe for creativity

releasing your inner anarchist



creating creativity reflection



1. What is the most useful/interesting thing I learned?

2. What will I do differently when I get home?



ari weinzweig

Zingerman's Co-Owner & Founding Partner

Zingerman's
community of businesses

Ari Weinzweig moved to Ann Arbor from his hometown of Chicago to attend the University of Michigan. After graduating with a degree in Russian history, he went to work washing dishes in a local restaurant and soon discovered that he loved the food business. Along with his partner Paul Saginaw, Ari started **Zingerman's Delicatessen** in 1982 with a \$20,000 bank loan, a staff of two, a small selection of great-tasting specialty foods and a relatively short sandwich menu. Today, Zingerman's is an Ann Arbor institution: Ari and Paul have built Zingerman's into an organization with almost 600 employees and annual sales of over \$45,000,000—the source of great food and great experiences for over 500,000 visitors every year.

The **Zingerman's Community of Businesses** (ZCoB) currently includes eight businesses:

Zingerman's Deli, the flagship business, serves up thousands of made-to-order sandwiches with ingredients like corned beef and pastrami, homemade chopped liver and chicken salad. The Deli stocks an array of farmhouse cheeses, smoked fish, salamis, estate-bottled olive oils, vintage vinegars, whole bean coffees, loose leaf teas and much more. Through **Zingerman's Catering & Events**, the Deli takes "The Zingerman's Experience" off-site to deliver everything from elegant entrees to bodacious barbecue.

Zingerman's Bakehouse (est. 1992) produces a flavorful array of traditional, hearth-baked breads and scrumptious, buttery pastries. Through **BAKE!**, a teaching kitchen designed for home bakers of different skill levels, the Bakehouse shares techniques and recipes in fun, hands-on classes for all ages.

Zingerman's Mail Order (est. 1994) delivers wonderful traditionally-made foods to customers across the country and around the globe. Ed Behr, in *The International Wine Cellar*, referred to the catalog as, "... the most discriminating mail order selection of foods that I am aware of ..."

Zingerman's Training Inc., aka ZingTrain, (est. 1994) shares Zingerman's expertise in training, service, merchandising, leadership, visioning, and open book finance with forward-thinking organizations from around the world through seminars and customized workshops.

Zingerman's Creamery (est. 2001) is dedicated to making fabulous tasting hand-crafted fresh cow and goat milk cheeses, traditional Sicilian gelato and more and sharing it with dairy lovers in Ann Arbor and all across the country.

Zingerman's Roadhouse (est. 2003) serves up really good American food for breakfast, lunch and dinner, along with a full selection of American-made beer, bourbon, and wine, seven days a week.

Zingerman's Coffee Company (est. 2004) has a simple goal: to source and roast the great coffees of the world. They focus on roasting small batches of single-estate beans, supplying cafés, restaurants and businesses with great coffees and also serving single estate, small batch coffees at their on-site coffee bar in Ann Arbor.

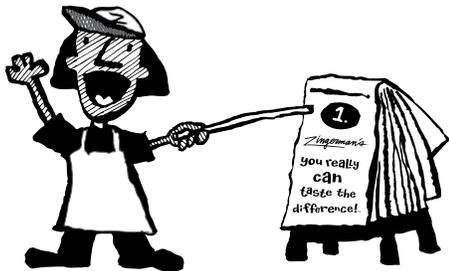
Zingerman's Candy Manufactory joined the ZCoB in 2009 to make candy the way it was made 100 years ago - choosing the best ingredients available and transforming them, in small batches using traditional cooking techniques, creating old-fashioned American sweets loved by all.

Ari is involved in many educational activities. He has served as a board member and president of The American Cheese Society and as a board member of the Retail Division of the National Association for the Specialty Food Trade. He is a frequent guest speaker in business classes at the University of Michigan and Eastern Michigan University, as well as at various food and business conferences in this country and abroad including American Institute of Wine and Food, Inc 500, Gathering of Games, and the NASFT Fancy Food Show.

In 1988 Zingerman's was instrumental in the founding of Food Gatherers, a perishable food rescue program, and continues to be a major supporter of the organization. Every year Food Gatherers delivers over five million pounds of food to people in need. Ari has also served on the board of The Ark, the longest continuously operating folk music venue in America. In April of 1995, Ari and Paul received the Jewish Federation of Washtenaw County's first Humanitarian Award for their community contributions. Most recently Ari was recognized as one of the "Who's Who of Food & Beverage in America" by the 2006 James Beard Foundation. In 2007, Ari and Paul were presented with the Lifetime Achievement Award from *Bon Appetit* magazine for their work in the food industry.

Ari has written over 225 issues of Zingerman's newsletter, "Zingerman's News," and has contributed to such magazines as Fine Cooking, Specialty Foods, Gourmet Retailer, Food and Wine and Inc.. He has received praise for his books: Zingerman's Guide to Good Olive Oil, Zingerman's Guide to Good Vinegar, Zingerman's Guide to Good Parmigiano-Reggiano, Zingerman's Guide to Giving Great Service, Zingerman's Guide to Good Eating and Zingerman's Guide to Better Bacon. His latest books are Zingerman's Guide to Good Leading, Part 1: A Lapsed Anarchist's Approach to Building a Great Business and Zingerman's Guide to Good Leading, Part 2: A Lapsed Anarchist's Approach to Being a Better Leader.

what is *Zing* TRAIN?



Zingerman's Training, Inc., a.k.a. ZingTrain, is the training business within Zingerman's Community of Businesses. Founded in 1994, ZingTrain shares Zingerman's approach to training, customer service, merchandising, open book finance, leadership, visioning and more with other organizations through seminars and customized training.

We teach seminars and workshops here in Ann Arbor, MI and we send our trainers to client locations around the globe. Clients we've worked with include:

- National Co-op Grocers' Association (NCGA)
- Gourmet Retailer
- University of Michigan Ross School of Business
- Aramark at Grand Valley State University
- Prairie Berry Winery
- University of Michigan Transplant Center
- Wheatsville Co-op
- Blue Plate Catering
- Inc. Small Giants Community
- MIT Sloan School
- Celebration! Cinemas
- National Association for the Specialty Food Trade (NASFT)
- Lemon Tree Grocer
- The Great Game of Business
- Domaine Carneros Winery
- Natural Products Expo East
- Anthony Wilder Design Build
- The Compass Group

Call us to discuss your specific training needs!



hungry for more information on zingtrain?
check out our offerings at www.zingtrain.com
or give us a call at 734-930-1919!



notes



ZingTRAIN

EVALUATION

creating creativity

Thank you for taking a few minutes to complete this form. Your thoughtful and honest feedback will help us improve our service (and services)!

Based on this ZingTrain experience, how likely are you to recommend ZingTrain to a co-worker or colleague?



0

1

2

3

4

5

6

7

8

9

10



Not a chance

In a heartbeat

What did you like best? _____

What could ZingTrain do to improve your experience? _____

Name (optional) _____

ACS 2013 Conference - August 3, 2013

Yes!

May we please use your comments in our promotional materials? (website, brochure, blimp ad, etc.)