



June 22, 2009

Restaurant Industry Outlook Improves

The outlook for the restaurant industry grew more optimistic in recent months, as the National Restaurant Association's comprehensive index of restaurant activity registered its fourth consecutive monthly gain in April. The Association's Restaurant Performance Index, or RPI, is a monthly composite index that tracks the health of and outlook for the U.S. restaurant industry. It stood at 98.6 in April, up by 0.8 percent from March, its highest level in 11 months. Hudson Riehle, senior vice president of research and information services for the National Restaurant Association, said, "The recent growth in the RPI was driven by the 'expectations' component, which rose above 100 in April for the first time in 18 months, a level which indicates expansion. "Although the RPI's 'current situation' indicators are still in a period of contraction, the solid improvement in the forward-looking indicators suggests that the end of the industry's downturn may be in sight, Riehle said. The RPI is based on responses to the association's Restaurant Industry Tracking Survey, which is fielded monthly among restaurant operators nationwide on a variety of indicators, including sales, traffic, labor and capital expenditures. The index consists of two components — the Current Situation Index and the Expectations Index. The Current Situation Index, which measures current trends in four industry indicators (same-store sales, traffic, labor and capital expenditures), stood at 97.0 in April, up by 0.9 percent from March and its highest level since August 2008. However, April represented the 20th consecutive month below 100, which continues to signify contraction in the current situation indicators. Restaurant operators reported negative customer traffic levels for the 20th consecutive month in April. About 23 percent of restaurant operators reported an increase in customer traffic between April 2008 and April 2009, up from 20 percent who reported similarly in March. Also, 60 percent of operators reported a traffic decline in April, down from 63 percent who reported similarly in March. Restaurant operators also continue to grow more optimistic about the economy, with 37 percent saying they expect economic conditions to improve in six months, up from 30 percent who reported similarly last month and the highest level in three years. In comparison, only 16 percent of operators expect economic conditions to worsen in six months, down from 21 percent last month.

Source: Atlanta Business Chronicle

DineEquity Names Jean Birch President of IHOP Restaurants

DineEquity, Inc. announced recently that it has appointed Jean Birch as president of IHOP Restaurants, effective June 22, 2009. As president, Birch will lead the overall strategic direction for all functional areas of IHOP's predominantly franchised business and will be primarily responsible for providing leadership for the business and execution of its key growth strategies around brand building, operational excellence and franchise restaurant development.

Source: RTTNews.com, Inc.

Red Robin Approves For New Restaurants In 2010

Red Robin Gourmet Burgers has approved for new restaurant development during 2010, and announced the appointment of Marcus 'Marc' Zanner to the company's board of directors effective June, 2009. The company's Board of Directors has recently approved the development of 15 new company-owned Red Robin restaurants in 2010. The company said that it will maintain broad flexibility and strong capital deployment discipline in any new restaurant development decisions. Further company plans to continue funding new company-owned restaurant development in 2009 and 2010 with operating cash flow and use additional free cash flow to pay down debt and make opportunistic repurchases of the company's common stock. In fiscal 2009 the company plans to open 14 to 15 new company-owned restaurants, while franchisees are expected to open five to six new restaurants. Ten new company-owned Red Robin restaurants and three new franchised restaurants have already opened so far in 2009. Dennis Mullen, chairman and chief executive officer of Red Robin Gourmet Burgers, said: "On behalf of the entire board, I am delighted to welcome Marc Zanner to the board of directors of Red Robin. With his extensive restaurant and financial services experience, his strong leadership background and deep understanding of the Red Robin brand and culture, Marc will be an extremely valuable addition to our board."

Source: Food Business Review

Brinker Names Global Business COO

Brinker International Inc., the parent company of restaurant chains Chili's Grill & Bar, On The Border Mexican Grill & Cantina and Maggiano's Little Italy, has named Carin Stutz senior vice president and chief operating officer of global business development. Dallas-based Brinker said Stutz previously served Applebee's International as executive vice president of operations and held leadership positions within Wendy's International Inc., Sodexo USA and Nutri/System Inc. Stutz has been charged with overseeing 205 international Brinker locations and will work closely with franchisees. "Carin's extensive background in restaurant operations and franchise management will be instrumental in helping the Brinker global development team achieve our goal to establish 500 international restaurants by 2014," said John Reale, president of global business development for Brinker. "We are proud to add her talent and diverse restaurant industry experience to our strong team."

Source: Dallas Business Journal

Paul Avery, Chief Operating Officer of OSI Restaurant Partners, LLC, Announces Retirement

Paul Avery, Chief Operating Officer, announced his retirement yesterday after 20 years with OSI. Mr. Avery assumed his current role as Chief Operating Officer in 2005 with direct responsibility for the Outback Steakhouse, Carrabba's Italian Grill and Bonafish Grill brands. Prior to his promotion to Chief Operating Officer Mr. Avery served as President of the Outback Steakhouse brand. He began his career with Outback Steakhouse as the managing partner of the Palm Harbor location in 1990, with promotions to regional director and Vice President of Operations. In announcing his retirement Mr. Avery stated "This is one of the toughest decisions I have ever faced. I have been contemplating retirement for some time, but did not feel it appropriate to retire when the company was challenged by this difficult economy. Although the economy remains challenging, OSI is now on a firm footing and I can devote my full time to my family". Bill Allen, CEO of OSI, stated, "It is impossible to overstate the contributions Paul has made to OSI or what he means to the people of OSI. It is a testament to his character that he delayed his retirement in order to continue to provide leadership through a tough economy. Paul has been a mentor to many people at OSI and he will always be part of the OSI family." Chris Sullivan and Bob Basham, founders of OSI, stated, "OSI simply would not have become the company it is without Paul. He is a natural leader and has been a leader not only for OSI but for the entire restaurant industry. We have the utmost gratitude for all Paul has done for OSI and its people." OSI brands previously reporting to Mr. Avery will now report to Mr. Allen as the company evaluates its leadership structure.

Source: OSI Restaurant Partners

Taco Del Mar Announces New President and CEO

Taco Del Mar appoints Larry Destro as the new president and CEO of the company. Taco Del Mar, has more than 240 locations throughout the U.S. and Canada. Before joining Taco Del Mar, Destro served as President International of the Dunkin' Brands, including Baskin-Robbins and Dunkin' Donuts, where he led a successful turnaround for the company. He took International Baskin-Robbins and Dunkin' Donuts from record losses to record profits over a three year period. He also worked at Taco Bell for 13 years, serving for five years as Northwest Zone Vice President of Operations. In those five years, the company's same-store volumes doubled and profits tripled. Most recently, he served as the president of CB Manufacturing and Sales, growing revenues to record levels, and also worked as an executive adjunct professor at the University of Dayton, teaching franchising and small business management. Prior to this, Destro was the president and CEO of Moto Photo, Inc., where he restructured the company for the emerging digital market. A statement from the Board of Directors reads, "Larry's experience is a perfect match as we continue to create one of the most admired quick service Mexican restaurant chains in the country. We are thrilled to have him on board."

Source: Taco Del Mar

Quiznos Names New Company President. Veteran Quiznos Executive, Greg MacDonald, to Take on New Role

Quiznos recently named Greg MacDonald as president of the company. MacDonald will assume his new responsibilities in July. "With more than a decade of experience at Quiznos, Greg brings unparalleled brand knowledge to this new role, and we are pleased to have his expertise benefiting franchisees system-wide," said Rick Schaden, Quiznos chairman and CEO. "Greg has a solid, proven track record and a vision for carrying Quiznos into the future. He truly understands the brand at all levels, including marketing, operations and development." MacDonald began his career with Quiznos in 1998, holding senior positions in both marketing and development before being named president of Quiznos Canada in 2005. Under MacDonald's leadership, chain-wide sales in Canada increased by more than 20 percent in four years and franchise owner profitability among Canadian stores more than doubled. Further, the number of restaurants in Canada grew by more than 20 percent during that time. Since the latter part of 2008, MacDonald has also been heavily involved with the re-branding of the U.S. business, with the introduction of a "New Lower Prices Everyday" menu and the launch of Quiznos' \$4 Toasty Torpedoes. "Quiznos sets the standard for quick service food. In fact, you could argue that we set the quality and taste standards for fast casual as well," MacDonald said. "Moving forward, we will continue with our promise of offering the best tasting subs, salads and soups in the marketplace at a price that everyone in America can afford. By staying true to our core brand attributes and becoming more accessible to the average consumer, we can create the best run our franchise owners and business partners have ever seen."

Source: Quiznos

Bob Evans Farms Announces Addition of Gordon Gee to Board of Directors

Bob Evans Farms, Inc. announced that E. Gordon Gee will fill a newly created seat on its Board of Directors, effective July 1, serving a term that expires in 2010. Gee is currently the president of The Ohio State University, a position that he had previously held from 1990 to 1997. Prior to his return to Ohio State, he served as Chancellor of Vanderbilt for seven years and as president of Brown University from 1998 to 2000. Chairman and Chief Executive Officer Steve Davis said Gee is a welcome addition to the Company's Board of Directors. "Gordon Gee is among the most highly experienced and respected university presidents in the nation, and we are very happy to count him among our Directors," Davis said.

"He brings a wealth of impressive experience to our Board, including legal, strategic management and corporate governance expertise, and he has also served as a Board member for several other public companies."

Source: Bob Evans Farms, Inc.

Wendy's Again Tweaking Product Development. Wendy's Spent Months Asking Questions. Its Customers Had Answers.

One of the first tasks the new management of the Dublin-based fast-food chain undertook last fall was to survey more than 5,000 consumers. The results helped shape planning for all aspects of the business, owned by Atlanta-based Wendy's/Arby's Group Inc., including Wendy's once-heralded new-product development pipeline that had lost its pizzazz in recent years. "We didn't have a disciplined testing process," said Chief Marketing Officer Ken Calwell. "We've rebuilt it." The result is a company-record 14 products in testing. One of the first to make it through is boneless chicken wings, which are hitting the chain's more than 6,000 restaurants. Calwell, who was in charge of marketing and research and development for Domino's Pizza Inc. before returning to Wendy's, was the burger chain's vice president for new-product marketing, research and planning from 1998 to 2001. "I was involved in new products," he said. "We had great sales and outpaced our competitors, but the last few years have been challenging for Wendy's." His group expanded testing to include more operational measures to better ensure new products can be made efficiently and still be affordable. Wendy's is testing at franchised operations as well as its company-owned restaurants. Key to the new process is a 256-question survey for each item before it can hope to get a green light, he said. The questions cover all aspects of the product, from its taste to financial issues to operational features. The areas of emphasis will be premium and value products, based off Wendy's core burgers, chicken and dessert Frostys. The chain introduced two Frostys with coffee flavors this year. Calwell said consumer research showed Wendy's was well-regarded for its chicken, so an expansion of that line into boneless wings made sense. One of the wing sauces, a sweet and spicy Asian variety, will be featured in advertising. Calwell said the flavor in particular is popular in dishes at casual and Asian restaurants and Wendy's wanted to offer it.

Source: Business First of Columbus

Yum! Brands Announces Results of Cash Tender Offer To Purchase Up To \$150 Million of Its 7.700% Senior Notes due July 1, 2012

Yum! Brands, Inc. announced the results of its cash tender offer to purchase up to \$150 million of its 7.700% Senior Notes due July 1, 2012 (CUSIP No. 988498AA9/ISIN No. US988498AA94) (the "Notes"). The tender offer commenced on April 30, 2009 and expired at 11:59 p.m., New York City time, on May 28, 2009. Continental Stock Transfer & Trust Company, the depository for the tender offer, has informed Yum! Brands that holders tendered \$137,065,000.00 aggregate principal amount of the Notes. Goldman, Sachs & Co. and J.P. Morgan Securities Inc. served as the dealer managers for the tender offer.

Source: Yum! Brands, Inc.

Mistral Equity Partners Invests \$19.55 Million in Jamba Inc.

Mistral Equity Partners, a private equity firm focused on the consumer and media sectors, announced today that it has invested \$19.55 million in convertible preferred stock in Jamba, Inc., a leading restaurant retailer of healthy lifestyle food and beverage offerings. "We are very excited about Jamba and the potential growth opportunities available to the Company as it extends the brand through licensing and franchising opportunities. This transaction complements our focus exclusively on investing in consumer businesses with strong management teams that capitalize on emerging demographic or psychographic trends," commented Andrew Heyer, Managing Partner of Mistral Equity Partners. Mistral's general partners and top

tier management board members bring together complementary operational and financial experience in consumer-focused industries.

Source: Mistral Equity Partners/Jamba, Inc.

F. Lane Cardwell, Jr. Named New CEO of Boston Market. Chain Attracts Expert in Concept Development Brings Steep Experience in Positioning Fast-Casual Restaurant Chains to Boston Market

Boston Market Corporation announced that F. Lane Cardwell, Jr. has been appointed the Company's new Chief Executive Officer. Cardwell is a restaurant industry veteran, with more than 30 years of executive, marketing and strategic development experience. Simultaneously, the Company announced that Rick Arras, at the helm of the Company since 2007, has resigned to pursue other interests. Cardwell brings to Boston Market rich experience in concept development and a solid track record in rolling out focused marketing initiatives enhancing companies' competitive market positioning. Considered the industry's preeminent expert on home meal replacement, his vision and thought leadership in taking Boston Market's restaurant concept to the next level – and effectively leveraging strategic alliances – will help his goal of growing the business across all key segments. Over the past 30 years, Cardwell has made a lasting impact on growing restaurant businesses by providing leadership and vision. "I am enthusiastic about joining Boston Market and believe the Company has strong potential to expand its market position in the fast-casual category by offering our customers an even better experience," said Cardwell. "I look forward to working closely with Boston Market's management and associates to achieve this goal. "We are pleased to have Lane join the Company and welcome him to the team," said Chris Metz, a Managing Director at Sun Capital Partners, which owns Boston Market. "Lane is a highly accomplished professional with an impressive track record of moving the needle forward for growing restaurant businesses. His consummate experience and knowledge of the industry will be of great benefit to Boston Market, which has made good progress under Rick Arras' leadership and since its acquisition by Sun Capital in August of 2007."

Source: Boston Market Corporation

Panchero's Becomes Bi-Coastal

Panchero's Mexican Grill is busy. Over the past couple weeks, the Coralville, Iowa-based company opened its premier restaurants in California and Maryland on May 26th and June 1st in San Diego and Towson, respectively. The San Diego outpost is the first of nearly 30 Panchero's to be developed in San Diego County and the Towson restaurant marks the first of 10 locations planned for the Baltimore region. Spearheading the expansion in San Diego is Reagan Dahl and his son-in-law, Charles Riddle. Neither is a stranger to the restaurant business. Dahl climbed the ranks at Domino's Pizza from a delivery driver to a franchisee owning five locations as well as three Quiznos shops, which Riddle manages. After over 25 years with Domino's, however, Dahl was ready for a change and sold his restaurants to pursue a new venture. He wanted to find a concept that was not only original but would provide him an opportunity to grow in a completely untapped market. When he found Panchero's met both of those qualifications, Dahl signed on immediately. His involvement with Panchero's will be two fold, as he will be both a franchisee that owns and operates his own restaurants and an area developer that will find other qualified franchisees to open their own locations. Robin Kwon and Bob Lee are the men behind Panchero's debut in Maryland. Robin, a CPA for the past 15 years, had considered opening his own business for several years but wanted to find the right business associate and concept before doing so. When he began working with Bob regarding the finances of his two Quiznos stores in Frederick, Robin knew he had found the partner he'd been looking for. Following their June opening, Robin and Bob plan to continue exposing area residents to Panchero's unique flavor. The pair has signed a three-unit development agreement and hope to open their second and third restaurants in the Towson and Columbia regions within the next two years.

Source: QSR



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Arcapita to sell Church's Chicken to Friedman Fleischer & Lowe

Arcapita Bank B.S.C.(c), a leading international investment firm headquartered in Bahrain, has announced the signing of a definitive agreement for the sale of Church's Chicken to an affiliate of Friedman Fleischer & Lowe, a leading San Francisco-based private equity firm with approximately \$2.5 billion under management. The transaction was led out of Arcapita's U.S. office in Atlanta and is expected to close within 30 days, subject to normal closing conditions. Terms of the transaction were not disclosed. Arcapita's affiliates acquired Church's Chicken in December 2004 from AFC Enterprises, Inc., and financed the purchase through a mix of senior financing, common equity and a sale and leaseback of the company's real estate. In spite of the difficult market and economic conditions of the last 18 months, the completion of this exit generates an attractive return for Arcapita's investors. Church's Chicken is one of the world's largest quick-service chicken restaurant concepts, with over 1,600 outlets worldwide. Under Arcapita's ownership, the company has increased margins, expanded the store base, and added new markets in the U.S., Latin America, the Arabian Gulf, the U.K., Russia and India. It has also recorded earnings growth of almost 60 percent and now generates over \$1.2 billion of global system sales annually. Stockton Croft, Head of Arcapita's U.S. Corporate Investment Group, commented: "Considering that for almost a year markets have been shut to this scale of LBO transaction, this announcement is a significant achievement, and reflects the tremendous quality of the company we have built with management over the last four and a half years. At the time of acquisition, we brought in a new, highly experienced management team led by CEO and President, Harsha V. Agadi. This team has successfully increased same store sales every year, improved the quality and number of stores in the U.S., and accelerated international expansion. Maintaining earnings growth through the last 12 months is clear testimony to the robust nature of the company's business. Most importantly, we are very pleased to be able to reward our investors with an attractive return." Harsha V. Agadi, President and CEO of Church's Chicken added: "The Church's management team is excited at the prospect of working with FFL, which has an excellent track record and is committed to supporting the continued global growth of our brand. We are very pleased to work with a private equity firm that brings strong retail & food experience, which will result in a winning combination for both parties." The Church's Chicken management team will be rolling over significant equity in the transaction, highlighting its confidence in the long term growth opportunities for Church's Chicken.

Source: Church's Chicken

Papa John's Announces Changes to Senior Management Team. SVP Corporate Communications Chris Sternberg named General Counsel; Tim O'Hern returns as Senior Vice President of Development

Papa John's International, Inc. announced the appointment of Senior Vice President Corporate Communications Chris Sternberg to the additional position of General Counsel. Sternberg has been with Papa John's since 1994 holding positions of increasing responsibility with the company, including most recently Interim General Counsel since December 2008. Sternberg will report to Papa John's President and Chief Operating Officer, Jude Thompson. The company also announced the return of Tim O'Hern as Senior Vice President, Development, a position he previously held with Papa John's from 2005 to 2007.

From 1997 to 2002, O'Hern was Vice President, Development for Papa John's, during which time he oversaw the opening of approximately 1,400 company-owned and franchised Papa John's restaurants. O'Hern will report to Bill Mitchell, President, USA. Chuck Schnatter, formerly the company's General Counsel and most recently Chief Development Officer, is transitioning to a new role as Managing Director of Special Projects. In his new role, Schnatter will also report to Mitchell and focus his efforts on franchise transfers, workouts and restaurant portfolio management. Lance Tucker has been named Chief of Staff and Vice President of Strategic Planning, reporting to company President and Chief Operating Officer Jude Thompson. In this role, Tucker will oversee strategic planning for the company, as well as assist Thompson and company Founder and Chairman John Schnatter with projects. "I have the utmost confidence in Chris, Tim, Chuck and Lance," said Thompson. "Each executive's vast experience within the Papa John's system will be a tremendous asset to the company. I'm confident in their ability not only to help us deliver on our 'Better Ingredients, Better Pizza,' brand promise but also to lead our company to new heights."

Source: Papa John's

ARAMARK Realigns Business Leadership to Drive Future Growth Facilitates Enhanced Sharing of Resources and Best Practices

ARAMARK has realigned its leadership to share best practices and resources more effectively around the world, to develop new solutions to meet client needs and customer preferences, and to better identify opportunities for growth. As a result, the company has created a new Global Food, Hospitality and Facility Services Group, incorporating the existing ARAMARK North America Food, Hospitality and Facility Services and ARAMARK International into a single organization responsible for delivering services to clients and customers worldwide. This change follows the company's recent repositioning of its ARAMARK Uniform and Career Apparel business, in which the WearGuard unit is being integrated into ARAMARK Uniform Services, the company's rental business. This will further boost the company's ability to provide both direct sale and rental items seamlessly across its client base, and reduce direct sale operating costs. "ARAMARK has a long history of continually transforming itself to meet today's challenges, as well as to better position ourselves for the new opportunities of tomorrow," said Joseph Neubauer, Chairman and Chief Executive Officer, ARAMARK. "The entire management team has achieved solid results. Our profitability remains strong. Our global footprint has grown to 22 countries whose economies represent more than 70 percent of the world's GDP. I am confident that these changes will better position our business to develop leaders attuned to global requirements, expand sales and margins, enhance customer satisfaction, and provide our people with the tools they need to win in the marketplace." The following changes have been made within the ARAMARK management team: Andrew Kerin, formerly President, ARAMARK North America Food, Hospitality and Facility Services, has been named Group President, Global Food, Hospitality and Facility Services. Ravi Saligram, who continues in his current role as President, ARAMARK International, will assume the added responsibility of Chief Globalization Officer, reporting to Kerin. Fred Sutherland continues in his current role as ARAMARK's Chief Financial Officer, and he assumes the added responsibility of providing strategic direction and oversight to the uniform business as Group Executive, ARAMARK Uniform and Career Apparel. Thomas Vozzo will continue in his current role as President, ARAMARK Uniform and Career Apparel, reporting to Sutherland. All four remain Executive Vice Presidents of the corporation and members of the company's Management Committee.

Source: ARAMARK

Dallas Legend and Restaurant Icon Norman Brinker Passes Away, 1931 – 2009

A fun-loving husband; a compassionate father and an industry icon; an inspiration to all who knew and worked with him, Norman Brinker was a man whose character was illuminated by leadership, perseverance and generosity. Mr. Brinker passed away early on June 9 in Colorado Springs, Colorado where he was on vacation celebrating his 78th birthday. He died from aspiration pneumonia. With a smile on his face and an uncompromising commitment to giving and sharing, Norman Brinker's integrity, entrepreneurship and

competitive spirit made him a living legend. Born in Denver, Colorado on June 3, 1931, Mr. Brinker was the only child of Kathryn (Payne) and Eugene Brinker. He began his entrepreneurial career by raising rabbits and delivering newspapers while growing up in Roswell, New Mexico. He subsidized himself and paid his own way to attend the New Mexico Military Institute and San Diego State University where he was elected the first non-fraternity student body president and graduated with honors in 1957. In the midst of his college experience, Mr. Brinker joined the U.S. Navy in 1952 and served until 1954. In that same period he earned a berth on the 1952 U.S. Olympic Equestrian Team and later competed in the 1954 Modern Pentathlon World Championships in Budapest, Hungary. In June of 1955, Mr. Brinker married tennis legend Maureen "Little Mo" Connolly (she later died of ovarian cancer in 1969) and, in 1957, began working for Jack-In-The-Box Restaurants that, at the time, consisted of only five locations. He became a major partner and helped build Jack-In-The-Box into a national chain. In 1964, Mr. Brinker moved to Dallas and opened his first restaurant, Brink's Coffee Shop on Gaston Avenue. Two years later, he launched Steak & Ale, introducing the salad bar into the casual dining experience and grew the business into a network of 109 restaurants before going public in 1971. Steak & Ale merged with the Pillsbury Company in 1976. That year, Mr. Brinker opened the first Bennigan's Tavern and was also appointed executive vice president and a member of the board and in 1982 became president of Pillsbury Restaurant Group, by then, the second largest restaurant operation in the world. Passionately pursuing his vision, Mr. Brinker, in 1983, recognized an exciting opportunity to energize and grow a chain of 23 restaurants by the name of Chili's. Soon after making an investment and becoming chairman and CEO of Chili's Inc., the company went public in 1984 and in 1990 was renamed Brinker International. Today, as a recognized industry leader, the company owns three casual dining chains, Chili's Grill & Bar, Maggiano's Little Italy and On the Border Mexican Grill & Cantina; also a minority interest in Romano's Macaroni Grill together totaling more than 1,700 restaurants in 27 countries and two territories, with 125,000 service-minded employees. In 1996, Mr. Brinker, with Donald T. Phillips, released his autobiography, *On the Brink: The Life and Leadership of Norman Brinker*. In 1985, Mr. Brinker was nationally recognized with the Horatio Alger Award, awarded to outstanding Americans who have succeeded in spite of adversity. Mr. Brinker's affection for horses led him to polo as a young man. He opened the Willow Bend Polo & Hunt Club in Plano, Texas, in 1972. Four years later, he captured two of the grandest prizes in American polo competition, the USPA Gold Cup and U.S. Open. However, in 1993, Mr. Brinker was involved in a serious polo accident that left him in a coma for three weeks and partially paralyzed for three months. Although not expected to live, he returned to work at Brinker International headquarters within 100 days of the accident. Mr. Brinker retired from Brinker International in 2001, but continued to serve as chairman emeritus until his passing. He was former chairman of the United States Polo Association, a member of the Polo Hall of Fame, and an honored recipient of the Elliot Mentor Award from the Elliot Leadership Conference. He was also a recipient of the Augie Award from the Culinary Institute of America, and an inductee into the CIA Hall of Fame. Mr. Brinker was named Operator of the Year by Nation's Restaurant News before receiving their Pioneer Award. He was also awarded Entrepreneur of the Year by Southern Methodist University, and named Distinguished Alumni by San Diego State University, as well as becoming a member of the New Mexico Military Institute Hall of Fame. In 1990, he was inducted into the Texas Business Hall of Fame, and on May 15, 2009, The Methodist Health System Foundation in Dallas bestowed on Mr. Brinker its coveted Robert S. Folsom Leadership Award.

Source: Brinker International

Foodservice Yearbook International 2009 Global Buyer's Guide

For decades, FYI has been regarded worldwide as a "One-Stop Shop" for purchasing and specifying, the Foodservice Yearbook International reaches buyers at the very beginning of the decision-making process. FYI is the original and most widely used annual buyers' guide in global foodservice. It reaches close to 100,000 buyers, consultants, exporters and foodservice professionals around the world, and with more than six readers per copy. Also, the latest buying patterns survey showed that our readers refer to FYI eleven times per year, and these contacts have produced actual sales for the advertisers. The Foodservice Yearbook International contains the most comprehensive listing of exporting suppliers and manufacturers to the foodservice world with more than 1,300 manufacturers' listings and over 3,000 product listings. Bonus circulation at selected major global trade shows during 2009. The Foodservice Yearbook

International's targeted audience of 16,166 readers control over 80% of the world's \$1.5 trillion annual foodservice volume. The readers of FYI are buying-empowered professionals at global and regional headquarters of hotel and restaurant chains, major hotel and restaurant locations, consultants, contract caterers, cruise-hops/airline/rail/amusement caterers, supermarket and c-store chain headquarters and a global network of distributors, in over 140 countries worldwide. The targeted circulation of Foodservice Yearbook International allows you to consolidate your advertising budget into one magazine that reaches the entire foodservice world. For more information, please contact mschacher@globalfoodservice.com

IHG signs agreements for five new holiday inn and Holiday Inn Express Hotels throughout Brazil

Furthering its reach within Latin America's most populous country, IHG announced that it has signed agreements to develop four new Holiday Inn Express properties, as well as for the conversion of an existing independent full-service Holiday Inn, increasing IHG's presence in Brazil to 12 cities. The properties include new-build Holiday Inn Express hotels in Belem, Cuiaba, Maceio and Manaus, all expected to open by end of 2011. The Holiday Inn Sao Luis, a conversion of an independent hotel will be open later this year. These agreements prove IHG's commitment to expanding its brand portfolio throughout the country of Brazil, Latin America's single largest destination. "Brazil's bustling business and tourism industries continue to provide excellent opportunities for IHG to further our mid-scale brand presence," said Alvaro Diago, area president, IHG Latin America "IHG can trace our roots in Brazil to 1946, with an almost continuous presence for more than 60 years. We have a great understanding of how the region operates, as well as its potential for development and growth." The Holiday Inn Sao Luis will open in the Fall of 2009 as a newly renovated hotel that will meet Holiday Inn hotel brand standards. The hotel is owned by Sands Administradora de Hoteis, under a license agreement with a company in the InterContinental Hotels Group. The property is located on São Luís Island in São Marcos Bay, in a region rich in history, culture, and beautiful architecture. "We are delighted to not only be signing five new agreements, but to establish five new relationships for IHG within Brazil," added Diago. "These new partners are further proof of the success of IHG's value proposition and support our long-term commitment not only to Brazil, but also to Latin America as a whole." The hotels will all feature the new Holiday Inn signs, which will mark the seal of approval that they exemplify the standards of the \$1 billion Holiday Inn brand relaunch program. First announced in 2007, the program was established to create a more contemporary brand image as part of the drive to increase quality and consistency across the global portfolio. The program focuses on arrival and welcome services, guestroom, and guest bath comfort. The global estate of more than 3,200 Holiday Inn and Holiday Inn Express properties is expected to be relaunched by the end of 2010.

Source: InterContinental Hotels Group



O'Charley's Names Jeffrey D. Warne President and Chief Executive Officer. Philip J. Hickey Jr. Elected Chairman of the Board of Directors

O'Charley's Inc. announced that it has named Jeffrey D. Warne as its president and chief executive officer, effective immediately. Warne, who served as president of the O'Charley's concept, was also appointed to the board of directors, increasing the total number of the company's directors to eleven. The company also announced that Philip J. Hickey, a member of the board of directors since January 2009, has been elected chairman of the board. An executive with substantial experience in casual dining, Warne, age 48, joined the

Company as president of the O'Charley's concept in early 2006 after sixteen years with Carlson Companies, Inc. In his most recent assignment at Carlson, Warne was president and chief operating officer of Pick Up Stix. "After conducting a nationwide search, our board concluded that Jeff Warne is the best candidate to lead the company as its new chief executive officer," said Hickey. "He is a proven leader with a broad skill set, an impressive track record, and deep operational experience in the restaurant industry. Since he became president of the O'Charley's concept in 2006, he has strengthened its management team, accelerated the pace of food and beverage innovation, and brought a structured and analytical approach to managing all aspects of the business. We are confident that he will build on his recent success to drive improvements in the company's performance."

Source: O'Charley's Inc.

Dunkin' Brands Eyes Asian Expansion. In South Korea, 100 Stores Will Be Added; 12-Grain Lattes, Soy Doughnuts on the menu

Dunkin' Brands Inc. is betting more Asian consumers will acquire a taste for its coffee and doughnuts as it ramps up its expansion in South Korea, the company's top foreign growth market. Dunkin' has been in South Korea since 1992, but last year the Canton, Mass., company opened 191 stores there, and it plans to open an additional 100 by the end of this year. There are 663 Dunkin' Donuts outlets in South Korea now, and Dunkin' executives say they expect to double that number in the next decade. With their austere interiors, Dunkin' Donuts outlets in the U.S. cater to grab-and-go commuters seeking their morning caffeine fix. But in South Korea, breakfast is traditionally consumed at home, and most customers are young women and teenagers who go for a snack in the afternoon or evening. "I come to Dunkin' nearly every day after lunch to drink coffee," said Shin Min-hye, 25 years old, an office worker at a Seoul law firm who was sipping an iced coffee and eating cacao honey dip munchkins at a Dunkin' outlet. She was there studying English with a friend. "I like to hang out here because I can stay as long as I want to...I sometimes study here for hours." Dunkin' stores in Korea encourage that kind of lingering with plush orange and yellow chairs, Wi-Fi Internet access and plasma-screen televisions. But Dunkin's recently named chief executive, Nigel Travis, said he wants to get Koreans into the habit of picking up doughnuts and bagels on their way to work in the morning. "The trick we need to focus on is how we build a breakfast business," he said. The first challenge: creating a morning coffee habit in South Korea, where older generations favor tea. To do that, the company in April opened a coffee-roasting facility in Korea -- its first outside the U.S. -- so it no longer has to import coffee from America. To emphasize the coffee's freshness, Dunkin' has been airing television commercials and running print ads explaining how its coffee beans go from the roasting plant to the store in seven days. Dunkin' has also been offering free samples of coffee drinks in its stores, handing out discount coupons and offering loyalty cards to encourage repeat coffee purchases. Dunkin', owned by a consortium of private-equity companies, doesn't disclose precise information on its sales in Korea or by region. But in 2008, sales from Korea accounted for about 47% of the doughnut division's non-U.S. revenue. Dunkin' Brands also owns the Baskin-Robbins ice-cream chain. Revenue from international operations accounted for about 10% of the \$5.5 billion in sales from its doughnut outlets last year. Its U.S. doughnut stores are heavily concentrated in the Northeast. The company is also expanding in China, with plans to open 150 Dunkin' outlets over the next decade. It has just 11 locations there now. Dunkin' is targeting 18- to 29-year-olds in Korea because "they're more willing to try new products and to be different than their parents," said Will Kussell, Dunkin' Donuts' global president and chief brand officer. "Tea is not as much a part of their life as the older generations'." To appeal to those younger customers, Dunkin' has hired young Korean actor Lee Min-ho as pitchman for some of its ads. It seems to be working for Jane Lee, a 21-year-old college student who was having a cup of iced tea, a yogurt dessert cup and some doughnuts during a recent visit to a Seoul store. "The advertisements are fresh and young," Ms. Lee says. "The image is pretty good."

Source: The Wall Street Journal

Ruby Tuesday Continues Global Growth, Expands UAE Franchise Agreement to Include Abu Dhabi

Ruby Tuesday, Inc. announced that it is continuing its aggressive growth in the Middle East with the awarding of franchise development rights for restaurants in Abu Dhabi in the United Arab Emirates. After opening three Ruby Tuesday restaurants in Dubai in the past 12 months, franchisee Bin Hendi Hospitality, LLC plans to open six new restaurants in Abu Dhabi, the capital of the United Arab Emirates. The expanded franchise means a total of 18 Ruby Tuesdays are slated for development in the UAE by Bin Hendi. Last year the franchisee added five Emirate territories to its then-current agreement for restaurant openings in Dubai. There are now six Ruby Tuesday franchisees in the Middle East, with locations in Kuwait, Egypt, Saudi Arabia and Dubai. Other Ruby Tuesday restaurants are being developed in Qatar, Bahrain, Jordan, Lebanon and Oman by other franchisees. The Persian Gulf region is one of the fastest growing for casual dining brands, according to Mark Ingram, President of Global PartnerShips, Inc., who heads Ruby Tuesday's international franchise development efforts. "Abu Dhabi is a very important and exciting part of our expansion in the Middle East, and Bin Hendi Enterprises is a very successful and diversified retail company there," he said. "We are pleased to continue to partner with Bin Hendi for additional development throughout the Emirates. Adding this final territory to our agreements with Bin Hendi means we will have a single franchisee for the entire UAE." The Abu Dhabi restaurants will be developed and opened over the coming five years and will feature menu choices, service standards, and décor that are consistent with the Ruby Tuesday brand in the United States. "My goal is to have a diversified business to provide the people of my country with many more than just basic services," said Mohi-Din Abdalkadir Bin Hendi, founder and president of Bin Hendi Hospitality and its affiliate, Bin Hendi Enterprises. "We always try to do things with quality, taste, and style." Bin Hendi Enterprises owns and operates businesses in hospitality services, fashion, real estate development, oil field supplies, trading and distribution, and other categories.

Source: Ruby Tuesday

Chili's Opens First India Restaurant

Brinker International has opened its 200th restaurant outside the United States with the North Texas company opening its first Chili's Grill & Bar in Bangalore, India. Dallas-based Brinker (NYSE: EAT) said the opening is part of an ongoing plan to grow the restaurant's international operations by 500 restaurants within the next five years.

Brinker anticipates opening 50 international locations a year until 2014. Currently, Brinker has 200 international restaurants outside the U.S. and a total of 1700 restaurants worldwide.

Source: Dallas Business Journal



If you would like to have news about your company, please send all editorial contributions to Mario Schacher: mschacher@yahoo.com

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