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October 28-30, 2009 | Hyatt Regency Denver

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PROGRAM

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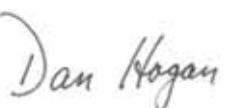
*Bringing the insights, strategies and personalities
of Chain Leader to life.*

Welcome.

We're glad you have joined us in Denver to help us bring the magazine to life at *Chain Leader LIVE!* We hope you take full advantage of the general sessions, roundtable discussions and networking opportunities by asking questions and sharing ideas with other restaurant industry executives. Your level of participation will determine the return on investment of your valuable time.

If we may be of any assistance in making this the best possible experience, please do not hesitate to ask a member of the *Chain Leader* team. We are honored to be your hosts.

Enjoy the event and your stay in Denver!



Dan Hogan
Publisher



Mary Boltz Chapman
Editor in Chief



P.S. Tweet live updates about this event using #cll

Chain Leader

The leading source of strategic insight and business analysis for chain restaurant executives in print, online and in person.

www.chainleader.com

*Chain Leader LIVE!***Wednesday, October 28**

- 3:00 **Welcome**
- 3:10-3:30 **Consumer Research:** *R&I Consumers' Choice in Chains*
Presented by Kate Leahy, Restaurants & Institutions Senior Associate Editor
- 3:30-4:15 **Emerging Chains:** Panel of hot, new chains focuses on how to grow a popular concept into a "chainable" one
Moderated by David Farkas, Chain Leader Senior Editor
 - Ron Lynch, Tilted Kilt
 - Richard Satnick, Laughing Planet Café
 - Dean Loring, Burger Lounge
 - Bill Post, Roti Mediterranean Grill
- 4:15-5:00 **Keynote Speaker:** Pete Coors, MillerCoors
- 5:30-7:30 **Local Heroes:** Denver-based concepts share their signature menu items

Thursday, October 29

- 7:30-8:30 **Breakfast**
- 8:30-9:30 **Marketing:** Case Studies and Panel Discussion—Re-branding/refreshing the brand
Moderated by Karen Brennan, Brandscapes LLC
 - Carl Howard, Fazoli's
 - John Ludwig, Push, agency for Smokey Bones
 - Tim Taft, Souper Salad
 - Terri Snyder, Checkers
- 9:30-9:45 **Technology:** Case Study—Promotion management
 - Mike Ochs, International Dairy Queen
- 9:45-10:10 **Networking break**
- 10:10-10:40 **Technology:** Panel discussion on customer-facing technology
Moderated by Mary Boltz Chapman, Chain Leader Editor-in-Chief
 - Mike Ochs, International Dairy Queen
 - Paul Carolan, Einstein Noah Restaurant Group
 - Al Newman, Hungry Howie's
- 10:40-11:00 **Cost Control:** Case Study—Cost savings without affecting the customer experience
 - Steve Wagenheim, Granite City Food & Brewery
- 11:00-12:00 **Breakout Sessions:** Highly interactive roundtable discussions:
 - Getting the most from social media
 - Measuring and growing leadership
 - Finance panel
- 12:00-2:00 **Sponsor Networking Lunch**

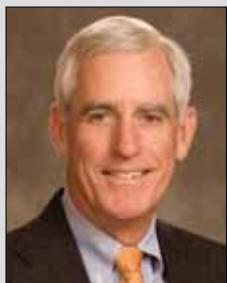
Thursday, October 29 continued

- 2:00-2:15 **Menu Development:** An executive chef describes how she used current ingredients and equipment to roll out new menu items
• Sylvia Matzke-Hill, Buffalo Wild Wings
- 2:15-3:00 **Panel Discussion:** Chain chefs describe how they balance costs and innovation, and work smarter with suppliers
Moderated by Kate Leahy, Restaurants & Institutions Senior Associate Editor
• Sylvia Matzke-Hill, Buffalo Wild Wings
• Jim Doak, Culver's
• Aric Nissen, Famous Dave's
• Ted Stoner, Qdoba Mexican Grill
- 3:00-3:30 **Exclusive Guest Speaker:** Denver Mayor John Hickenlooper
- 3:30-4:15 **Demonstration:** Popular local chef discusses flavor while attendees taste
• Elise Wiggins, Panzano
- 5:00-7:00 **Networking Cocktail Reception**

Friday, October 30

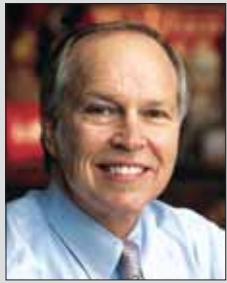
- 7:30-8:30 **Breakfast**
- 8:30-9:15 **People Panel:** Panel discussion of human resources executives
Moderated by Mary Boltz Chapman, Chain Leader Editor-in-Chief
• Debra Fox, Palm Restaurant Group
• Judy Irwin, Golden Corral
• Jim Lynde, Sagittarius Brands
• Rodney Morris, Raising Cane's
- 9:15-9:45 **Keynote Speaker:** Richard Snead, former president and CEO, Carlson Restaurants Worldwide
- 9:45-10:10 **Networking break**
- 10:10-10:55 **CEO Panel:** Closing discussion with chain leaders
Moderated by David Farkas, Chain Leader Senior Editor
• Mark Bartholomay, Kona Grill
• Greg Dollarhyde, Zoës Kitchen
• Jeffrey O'Neill, Einstein Noah Restaurant Group
- 11:00 **Adjourn**

KEYNOTE SPEAKERS

**Pete H. Coors**

CHAIRMAN, MILLERCOORS

Coors is chairman of the MillerCoors board of directors and a director of Energy Corporation of America. He joined Adolph Coors Company in 1971 where he held a number of executive and management positions. Coors served as chairman of the board of Adolph Coors Company from 2002 to 2005, and was CEO from May 2000 to July 2002. He served as a director of Coors Brewing Company, the company's U.S.-based subsidiary, beginning in 1973. In 2002, he was named executive chairman, and was CEO from 1992 to 2000. Coors' community involvement includes serving as president of the University of Colorado Hospital Foundation and as a trustee of Johnson & Wales Corporation. He holds a bachelor's degree in industrial engineering from Cornell University and an MBA from the University of Denver.

**Richard Snead**

FORMER PRESIDENT AND CEO, CARLSON RESTAURANTS WORLDWIDE

Snead received a bachelor's of science in industrial engineering from the University of Tennessee, Knoxville. He returned to his hometown of Miami to work as an engineer with a construction company. There, he worked his way up to project manager and one of his clients was Burger King. Burger King hired Snead as manager of its building program, and he moved into operations and marketing positions and finally became president of the chain's international division. He has also held executive positions at Casual Corner and Lenscrafters. Snead joined Carlson Restaurants Worldwide in 1997 as president of its international division. He rose to president and CEO, and retired in 2008. He is a past winner of *Nation's Restaurant News'* Operator of the Year, and is a member of the University of Tennessee College of Engineering's board of advisors.

EXCLUSIVE GUEST SPEAKER

**John Hickenlooper**

MAYOR OF DENVER

A geologist turned brewpub pioneer who had never run for political office, Hickenlooper was elected Mayor of Denver in 2003 and re-elected in 2007. In April 2005, less than two years into his first term, *Time* magazine named the political newcomer one of the top five "big-city" mayors in America. Hickenlooper brings creative leadership and innovative thinking to Denver's City Hall, drawing on his diverse background as an exploration geologist, real-estate developer and restaurateur. After the collapse of the oil industry in the mid-1980s, he spent two years developing the Wynkoop Brewing Co., the first brewpub in the Rocky Mountains and one of the largest in the world, and was sold in 2007. A respected entrepreneur, Hickenlooper was also involved with numerous downtown Denver renovation and development projects and is credited as one of the pioneers who helped revitalize Denver's Lower Downtown historic district. Since taking office, Hickenlooper has increased civic engagement and participation throughout the Denver metro region, building strong bonds and partnerships that transcend partisan and geographic lines.



Mark Bartholomay

CEO, KONA GRILL

Bartholomay has more than 20 years' experience in executive and board roles in various industries, the last eight years in the restaurant industry. He joined Kona Grill in 2007 as Sr. VP of Development, was promoted to COO in 2008 and recently took on the responsibilities of interim CEO. Bartholomay has been involved with equity financings that raised more than \$360 million through 40 private and public offerings. Prior to establishing his own consulting company, he held development and operations positions at Famous Dave's and Rainforest Cafe.



Karen Brennan

FOUNDER AND PRINCIPAL, BRANDSCAPES LLC

Brennan is a marketing executive with a broad knowledge of the restaurant industry and consumer behavior, the expertise of 25 years of restaurant-marketing leadership and a record of award-winning initiatives for more than 30 brands including the Bravo Brio Restaurant Group, Coco's Bakery Restaurants, and Max & Erma's. She holds an MBA from the Ohio State University and serves on the College of Business alumni board of directors and the NRA's Marketing Executives Group board.



Paul Carolan

SENIOR VICE PRESIDENT OF FRANCHISING AND LICENSING, EINSTEIN NOAH RESTAURANT GROUP

Carolan has served as senior vice president of franchising and licensing for the Einstein Noah Restaurant Group since March 2006. Prior to that, he held the position of vice president of franchising. Before joining Einstein Noah, he was a regional vice president for Aramark Corporation in Dallas for five years, and held prior positions over a 19-year career with HMSHost, Host Marriott and Marriott in finance and operations. He is a graduate of Virginia Tech and a CPA.



Jim Doak

DIRECTOR, RESEARCH AND MENU DEVELOPMENT, EXECUTIVE CHEF, CULVER'S

Doak is an American Culinary Federation certified chef de cuisine, is a graduate of the University of Houston with a BS in hotel and restaurant management and has completed the Menu Master Program at The Culinary Institute of America. He brings 32 years' industry experience with the last 17 in chain-restaurant research and menu development. Doak leads the menu strategy and development team at Culver's, has also led teams at several casual-dining chains and is a three-time Menu Masters award winner.



Greg Dollarhyde

CHAIRMAN AND CEO, ZOËS KITCHEN

Dollarhyde is chairman and CEO of Zoës Kitchen LLC as well as executive chairman of the board of directors of Pacific Island Restaurants, franchisee of 93 Pizza Hut and Taco Bell locations in Hawaii and Guam. Prior, Dollarhyde was president and CEO of Baja Fresh holding company Fresh Enterprises. Dollarhyde is a graduate of Cornell University's School of Hotel Administration and The Johnson School of Business.

Chain Leader LIVE!**Debra Fox**

VICE PRESIDENT OF TRAINING, PALM RESTAURANT GROUP

Fox has been with Palm Restaurant Group for more than 15 years. She began her career as a server in the Washington, D.C., Palm. In 2001, she joined the corporate office as a training specialist and has since moved up the ladder to her current position as vice president of training. Fox grew up in a restaurant family: Her grandfather opened his first restaurant in 1919, and her father ran the family business for more than 35 years.

**Carl Howard**

PRESIDENT AND CEO, FAZOLI'S RESTAURANTS INC.

Howard was recruited by Sun Capital Partners to be the president and CEO of Fazoli's Restaurants in June 2008 and is diligently working to rebrand and revitalize the Fazoli's "Fast Fresh Italian" concept. Prior to joining Fazoli's, Howard was president and CEO of Damon's International. During his tenure there, he repositioned the concept and guided Damon's through a complete shareholder sale. Howard was honored as one of Columbus, Ohio's Top 40 Business and Community Leaders Under the Age of 40 in 2005.

**Judy Irwin**

VICE PRESIDENT, HUMAN RESOURCES AND TRAINING, GOLDEN CORRAL CORPORATION

Irwin is responsible for ensuring that Golden Corral recruits, rewards, develops and retains the best people in the restaurant industry. She joined Golden Corral in 1991 as the director of compensation and benefits. Irwin is a past chair of the North Carolina Restaurant Association Hospitality Education Foundation. During her tenure, Golden Corral won the People and Performance Award from People Report and the Spirit Award from the NRA Education Foundation. She graduated from the executive management program at the University of North Carolina at Chapel Hill.

**J. Dean Loring**

PRESIDENT, BURGER LOUNGE RESTAURANTS

Loring grew up in the food business in Northern California and started cooking for friends while in middle school. He started his first "better burger" concept in 1987 at age 29 using grass-fed beef and handmade buns in Humboldt County in Northern California. In 1998 he founded and continues to operate Cody's La Jolla, which received the San Diego Zagat Guide 2008 "Best American" designation. He conceived and co-founded Burger Lounge in January 2007.

**John Ludwig**

CEO AND FOUNDING PARTNER, PUSH

Ludwig has more than 20 years of creative and brand-strategy experience. He is the architect of the agency's proprietary Brand Convergence Model, which puts the consumer at the center of all brand activities and ensures the integration of marketing disciplines. As CEO, Ludwig has provided thought leadership on numerous accounts, including The Walt Disney Company, AT&T Wireless, Scotiabank, Smokey Bones Bar & Fire Grill, The Melting Pot and Tijuana Flats. Ludwig earned his bachelor's degree from Southern Methodist University.

**Ron Lynch**

PRESIDENT, TILTED KILT FRANCHISE OPERATING LLC

Lynch's business and franchising experience spans four concepts and 25 years. He has been a multiunit operator, developer and franchisee. He and his team developed and opened more than 100 Schlotzsky's franchises. He also built a successful six-store sporting-goods chain. He began franchising the Tilted Kilt concept in 2006. There are 23 units open and 35 scheduled to be open by the end of the year. Lynch is a member of the Tempe Diablos, a civic organization focused on youth and education.

**Jim Lynde**

CHIEF PEOPLE OFFICER, SAGITTARIUS BRANDS

Prior to joining Del Taco and Captain D's parent company Sagittarius Brands, Lynde was senior vice president of human resources for Unisource Worldwide. From 1995 to 2004, he was senior vice president of people for Red Lobster, where he helped execute a vision based on keeping promises in all employee processes. Red Lobster was recognized twice by People Report for Best People Practices. He holds an MS in industrial and labor relations from the University of Oregon and a BA in political science from the University of California, Riverside.

**Sylvia Matzke-Hill**

DIRECTOR OF RESEARCH AND DEVELOPMENT, BUFFALO WILD WINGS GRILL & BAR

In her current role, Matzke-Hill is responsible for enhancing the Buffalo Wild Wings guest experience by developing and delivering new menu products, concepts and programs. Supporting company-owned and franchise partners in more than 620 locations in 41 states, Matzke-Hill also oversees the menu and product standards, quality assurance, and government compliance regulations. She has held positions at TW Services, Metromedia Restaurant Group and Mars Incorporated. Matzke-Hill earned a BS in food science and engineering from the University of Minnesota.

**Rodney Morris**

CHIEF PEOPLE OFFICER, FRY COOK AND CASHIER, RAISING CANE'S CHICKEN FINGERS

Morris manages recruitment, compensation, risk management, training, development, and the Cane's Love Crewmember respect, recognition and reward program. In his 20 years in the industry, Morris has held human resources positions at Fired Up Inc., Brinker, Pasta Pomodoro, World Wraps, Einstein Noah Bagel Corp. and more. He is a National Diversity Council board member and past president of the Council of Hotel and Restaurant Trainers. Morris holds a bachelor's degree in hotel and restaurant administration from Oklahoma State University.

**Al Newman**

DIRECTOR OF TRAINING, HUNGRY HOWIE'S

After watching his father work in the pizza industry for 30 years, Newman followed in his footsteps as a store manager at a Hungry Howie's Pizza in 1994 and has been with the brand ever since. He held positions as area supervisor, franchise trainer and area director before being promoted to his current position of director of training in 2004. Newman is responsible for ensuring that each new franchisee is trained in all aspects of store operations, and he has been intimately involved in the development of Hungry Howie's point-of-sale provider and online ordering application.

**Aric Nissen**

VICE PRESIDENT OF MARKETING AND RESEARCH AND DEVELOPMENT, FAMOUS DAVE'S OF AMERICA

Nissen joined Famous Dave's in January, bringing more than 15 years of brand management and marketing expertise to the company, where he leads a team of marketing professionals, creative agencies and culinary talent. Prior, Nissen was vice president of brand marketing for Dairy Queen. He has led marketing efforts for Country Kitchen and Leeann Chin. He serves on the board of the NRA's Marketing Executives Group. Nissen holds an Executive MBA from the Carlson School of Management and a bachelor's degree from the University of Minnesota.

**Mike Ochs**

VICE PRESIDENT, SUPPLY CHAIN SERVICES, INTERNATIONAL DAIRY QUEEN

Ochs, currently vice president of supply chain solutions for International Dairy Queen, has been with IDQ for 22 years. He has spent time in the operations division opening new restaurants and also conducting franchisee training. For the last 16 years Ochs has been in the supply chain group supporting nearly 5,000 Dairy Queens, Grill & Chill and Orange Julius concepts in the United States.

**Jeffrey O'Neill**

CEO, EINSTEIN NOAH RESTAURANT GROUP

O'Neill is a 20-year industry veteran with an extensive leadership background in brand marketing, strategic planning and operations. He joined Einstein Noah from Priszm Income Fund in Toronto, where he was CEO. Prior to joining Priszm, O'Neill held senior positions with some of the world's most recognized brand names including president of Pepsi Cola Canada and vice president of marketing at Quaker Oats USA. He holds an honors bachelor of commerce degree from the University of Ottawa.

**Bill Post**

CO-FOUNDER, PRESIDENT AND CEO, ROTI MEDITERRANEAN GRILL

Post has more than 25 years' experience in the foodservice industry in diverse operations including managing, supervising and leading the creation, development and opening of more than 150 different concepts. Post was a founding manager and senior executive at The Levy Restaurants in Chicago. In late 1999, Post joined Restaurant Associates as president of the restaurant division. Post has served on the board of the Illinois Restaurant Association and as a director for The Culinary Institute of America.

**Richard Satnick**

FOUNDER AND CHIEF BURRITO OFFICER, LAUGHING PLANET CAFÉ

Satnick began his career as an anthropologist, and also worked as a rugby coach, city plan commissioner and mountain-bike retailer. In 1995, he developed the Laughing Planet Café in Bloomington, Ind., as an experimental "healthy fast food" outlet, despite having no background in foodservice and no financing. After four years, he opened a second Laughing Planet in Portland, Ore. There are now seven locations in Portland. In 2008, Laughing Planet received an award for Sustainable Food Practices from the City of Portland Office of Sustainable Development.



Terri Snyder

EXECUTIVE VICE PRESIDENT AND CHIEF MARKETING OFFICER, CHECKERS DRIVE-IN RESTAURANTS

Snyder joined Checkers in April 2007 with 20 years of marketing leadership experience in the restaurant industry. She recently served as senior vice president and chief marketing officer of Carlson Restaurants Worldwide, overseeing all marketing, advertising, product development and brand management. Previously, Snyder served as the vice president of brand growth for Domino's Pizza. She held high-level positions with Metromedia Restaurant Group, Pizza Hut and Wendy's. Snyder earned her bachelor's degree in marketing from the University of Kansas.



Ted Stoner

DIRECTOR OF STRATEGIC PRODUCT DEVELOPMENT, QDOBA MEXICAN GRILL

Stoner has more than 20 years of experience in a variety of kitchens ranging from fine-dining independent restaurants to national fast-casual chains. He has spent the last 15 years working at the headquarters of a number of successful restaurant brands including Einstein Bros. Bagels, Old Chicago, Rock Bottom Restaurants and Bakers Square. Today, Stoner leads Qdoba's inventive culinary team, developing new recipes and innovative dishes. He earned his culinary degree at Johnson & Wales University.



Tim Taft

PRESIDENT AND CEO, SOUPER SALAD AND GRANDY'S

With more than 25 years of restaurant and hospitality experience, Taft was named president and CEO of Souper Salad and Grandy's in July 2008. Prior to joining Souper Salad, he served as president and CEO for Pizza Inn, where he reversed a six-year sales and traffic decline. Before Pizza Inn, Taft served as president and chief operating officer for Whataburger Inc. In his 12-year tenure at Whataburger, the chain experienced 47 consecutive quarters of same-store sales growth and doubled in size to more than 700 units.



Steve Wagenheim

PRESIDENT, CEO AND FOUNDER, GRANITE CITY FOOD & BREWERY

Wagenheim has more than 35 years of experience as an executive, owner/operator and consultant for hotels and restaurants. Wagenheim previously served as CEO and principal shareholder of Champps Americana New Brighton, was president of Champps Entertainment Inc., and spent 13 years with the Laventhal & Horwath CPA firm. He won the Ernst & Young 2007 Entrepreneur of the Year Award for Emerging Companies for Minnesota and the Dakotas. Wagenheim is a graduate of The School of Hospitality Business at MSU and The Culinary Institute of America.



Elise Wiggins

EXECUTIVE CHEF, PANZANO

Wiggins graduated with honors from the Colorado Institute of Arts School in Denver. She worked locally in several kitchen jobs before becoming chef of The Palio restaurant at the Westin Rio Mar Resort in San Juan, which earned a Mobil 4 Diamond award. She also worked the opening chef position for Capriccio in the Peabody Hotel in Memphis. She returned to Denver in 2004 to become chef at Panzano. *The Rocky Mountain News* named Panzano Top Italian, and Wiggins was named 2005 Colorado Chef of the Year by the American Culinary Federation.

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**Dan Hogan**

PUBLISHER

Hogan has spent the past 20 years with *HOTELS* magazine. He began as an advertising sales representative, moved up to sales manager, associate publisher, and in 1999 publisher of *HOTELS* and *HOTELS INVESTMENT OUTLOOK*. In 2009, Hogan was appointed publisher of the Reed Business Information Food and Hospitality Group, comprised of *HOTELS*, *Restaurants & Institutions*, *Chain Leader* and *Foodservice Equipment & Supplies*. Prior to joining *HOTELS*, he worked for Hyatt Hotels and Edward Don & Company. Hogan is a graduate of the University of Wisconsin.

**Joe Carbonara**

CONTENT DIRECTOR

Carbonara is editor-in-chief of *Foodservice Equipment & Supplies* magazine and content director of the Reed Business Information Foodservice and Hospitality Group. Prior to joining Reed Business, he was the marketing and communication manager for 11 years for the Smith-Bucklin Corporation. It was during that time that he got his first taste of the foodservice industry, working with the National Association of Foodservice Equipment Manufacturers.

**Mary Boltz Chapman**

EDITOR-IN-CHIEF

A foodservice journalist for 20 years, Chapman directs the staff and content, and writes and edits feature stories about strategy and industry trends affecting senior-level chain restaurant executives. She joined *Chain Leader* in 1997 as managing editor, and took on the role of editor-in-chief in 1999. Chapman authored a chapter on how editors marry content and design in the textbook *Best Practices of the Business Press*. Under her leadership, *Chain Leader* has won several editorial awards from the American Society of Business Publication Editors, *Folio*: magazine and American Business Media. Chapman holds a degree in journalism from the University of St. Francis.

**David Farkas**

SENIOR EDITOR

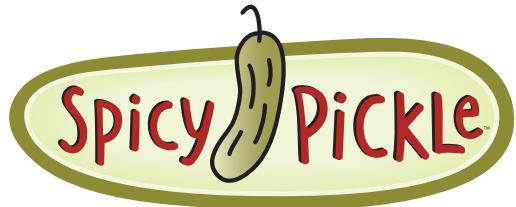
Farkas has worked for *Chain Leader* as a senior editor since 1998 and has been covering the restaurant industry since 1985. He has particular expertise covering full-service restaurants and has written extensively on emerging concepts. His work has earned him several awards from the American Society of Business Publication Editors and the attention of national media outlets such as NPR.

**Kate Leahy**

SENIOR ASSOCIATE EDITOR, RESTAURANTS & INSTITUTIONS

Prior to joining *R&I* in February 2006, Leahy received her master's degree from Northwestern's Medill School of Journalism. She spent five years as a line cook at restaurants such as A16 in San Francisco, Terra in St. Helena, Calif., and Radius in Boston, and has a certificate in Culinary Arts from The Napa Valley Cooking School. Leahy also is author of *A16 Food + Wine*.

Thank you to our featured Local Heroes



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