

# Zingerman's®

## 12 natural Laws of business



Presented by Ari Weinzweig  
for Pontis Foundation  
20 November 2014



**Zing**TRAIN  
Zingerman's Training Incorporated



ZingTRAIN

# 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  
COFFEE  
COMPANY

Zingerman's  
Creamery

Zingerman's  
Cornman  
FARMS

Zingerman's  
Candy  
MANUFACTORY

Zingerman's  
roadhouse

Zingerman's  
mail order

Zingerman's  
BAKEHOUSE

# current state of *Zingerman's*<sup>®</sup> community of businesses

Fiscal Year 2014 - 2015	Managing Partner(s)	Staff	Annual Plan Sales	Q1-4 Forecast Sales
 1982	Grace Singleton Rick Strutz Rodger Bowser	202	\$ 15.4 million	\$ 15.4 million
 1992	Frank Carollo Amy Emberling	158	\$ 10.4 million	\$ 10.4 million
 1994	Maggie Bayless	11	\$ 1.9 million	\$ 1.9 million
 1996	Mo Frechette Toni Morell Tom Root	79 (Q2 400+)	\$ 13 million	\$ 13 million
 2001	John Loomis Aubrey Thomason	16	\$ 1.5 million	\$ 1.5 million
 2003	Alex Young	166	\$ 8.9 million	\$ 9.0 million
 2004	Steve Mangigian	19	\$ 2 million	\$ 2 million
 2009	Charlie Frank	5	\$ 459,000	\$ 459,000
 2014	Kieron Hales	13	\$ 1.1 million	\$ 1.0 million
 Department for People, Donations, Finance, Intentional Technology, Marketing & Graphics, Payroll, Service Steward, Zingerman's Press	Ari Weinzweig Paul Saginaw - Co-Founding Partners Ron Maurer, VPA	40	0	0
<b>TOTAL ZCoB</b>		<b>762</b>	<b>\$ 54.6 million</b>	<b>\$ 54.8 million</b>



# energy crisis

Environment \_\_\_\_\_

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for doodles ONLY!

Organic vs. Commercial Farming \_\_\_\_\_

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\_\_\_\_\_

Workplace \_\_\_\_\_

\_\_\_\_\_

## *Power of Purpose - Dean Tucker*

37 \_\_\_\_\_

20 \_\_\_\_\_

20 \_\_\_\_\_

15 \_\_\_\_\_

20 \_\_\_\_\_

## Football Analogy

4 \_\_\_\_\_

2 \_\_\_\_\_

2 \_\_\_\_\_

2 \_\_\_\_\_

2 \_\_\_\_\_

Bad Work  $\longleftrightarrow$  Good Jobs  $\longleftrightarrow$  Good Work



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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. \_\_\_\_\_  
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\_\_\_\_\_
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. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



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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. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## ari weinzweig

### Zingerman's Co-Owner & Founding Partner

Ari Weinzwieg 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 over 750 employees and annual sales of almost \$55,000,000—the source of great food and great experiences for over 500,000 visitors every year.

The **Zingerman's Community of Businesses** (ZCoB) currently includes nine 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.

**Zingerman's Events at Cornman Farms** is the newest ZCoB business – opening in the spring of 2014.

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](#), [Zingerman's Guide to Good Leading, Part 2: A Lapsed Anarchist's Approach to Being a Better Leader](#), and [Zingerman's Guide to Good Leading Part 3: A Lapsed Anarchist's Approach to Managing Ourselves](#).

**notes**