



CREATING A VISION OF GREATNESS



Presented by Tabitha Mason for



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current state of *Zingerman's*®

2024-2025 Fiscal Year | Sales Forecast: \$81.7M | Total Staff: 730

Est: 1982

Zingerman's
DELICATESSEN

Zingerman's
Catering
and
Events

GREYLINE
ZINGERMAN'S EVENT SPACE

Managing Partners: Rodger Bowser,
Grace Singleton, & Rick Strutz
Sales Forecast: \$17.8M | Staff: 183

Est: 1992

Zingerman's
BAKEHOUSE

BAKE!
Zingerman's BAKEHOUSE

Managing Partners: Amy Emberling & Jaison Restrick
Sales Forecast: \$16.5M | Staff: 159

Est: 1994

*Zing*TRAIN

Managing Partner: Katie Frank
Sales Forecast: \$1.8M | Staff: 12

Est: 2001

Zingerman's
creamery

Est: 1995
Zingerman's
mail order

Managing Partners: Mo Frechette,
Toni Morell, & Tom Root
Sales Forecast: \$21.7M | Staff: 93

Managing Partner: (Arend Elston)
Sales Forecast: \$2.5M | Staff: 16

Est: 2003

Zingerman's
roadhouse

Managing Partner: Lisa Schultz
Sales Forecast: \$10.6M | Staff: 156

Est: 2004

Zingerman's
COFFEE
COMPANY

Zingerman's
CANDY
manufactory

Managing Partner: Steve Mangigian
Sales Forecast: \$4.4M | Staff: 37

Est: 2015

MISS KIM™

Managing Partner: Ji Hye Kim
Sales Forecast: \$ 2.7M | Staff: 30

Est: 2014

ZINGERMAN'S
Cornman farms®

Managing Partners: Kieron Hales & Tabitha Mason
Sales Forecast: \$2.2M | Staff: 6

Est: 2018

Zingerman's
FOOD TOURS™

Managing Partner: Kristie Brablec
Sales Forecast: \$1.4M | Staff: 1

Zingerman's
Service
NETWORK

Includes: Creative Services, Department
for People, Donations, Finance, Intentional
Technology, Operations Support, Payroll, &
Zingerman's Press

Co-Founding Partners: Paul Saginaw & Ari Weinzwieg
CAO: Rohit Bery | Staff: 34

Staff Partners: Hazim Tugun, Jenny Tubbs, Liliana Grueber, & Zach Milner

(Staff Partners are employees from the ZCoB who are an active part of the Partner's Group & included in the Partner's Group consensus decision making.)

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ZINGERMAN'S HISTORY OF VISIONING

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

- ◇ Unique model of growth
- ◇ Community of Businesses
- ◇ Managing Partners in each business

2007-2020

- ◇ Continue along same path
- ◇ Strengthen and diversify culture
- ◇ Employee Ownership
- ◇ Focus on Fun on a professional level
- ◇ Commitment to Diversity in the Org.

2020-2032

- ◇ Deli turns 50
- ◇ Transition beyond Founders
- ◇ Begin opening non-food businesses
- ◇ Stay in the Ann Arbor area
- ◇ Work in harmony with nature
- ◇ Teach Leadership to kids
- ◇ Love



ZINGERMAN'S APPROACH TO VISIONING

ELEMENTS OF AN EFFECTIVE VISION

1. Inspiring

2. Strategically sound

3. Documented

4. Communicated

A VISION IS NOT...

USING VISIONING AS A TOOL

VISION EXAMPLE - CHANGE VISION

Vision for a smooth transition when Gauri leaves ZingTrain

It is the last week of July and we're saying our good-byes at the end of Gauri's going away party. We're all sad to know that we will no longer have the benefit of her cyborg mind and hearty laugh in the ZingTrain office, but we are excited for the future that awaits her (and Prince Aadi) in India. And we know that we'll see her again, either when she comes back to visit or we go there to visit her. And, hey, there's Skype, right?

On a professional level we're feeling very good about how we all pulled together over the past few months to figure out how best to make the transition from Gauri to the new Community Builder successful for everyone involved. We thought carefully about how marketing fits with our 2020 vision and redesigned the Community Builder job description accordingly. We also realized that some things that Gauri was doing had just evolved over time and were a better fit with other positions. By the time we posted the job, we were very clear about the essential job functions and the specific skills and experience we were looking for. Her replacement was on board in time for Gauri to help with the training, but not so long that Gauri felt like a lame duck. While our new Community Builder knows there's still a lot to learn, s/he feels like a welcome part of the team, with the support needed to come up to speed quickly and the rest of the ZingTrain team is excited about our new co-worker. All of that means that Gauri can bask in the satisfaction of her successful Zingerman's and ZingTrain tenure, knowing that she is leaving an organization that is so much the better for her having been part of it.

VISION EXAMPLE - PROJECT VISION

Westside Farmer's Market Vision

It's the longest day of the year; the sun is at its pinnacle of warmth and light. Throngs of people are milling around the Roadhouse parking lot on this Thursday afternoon, amazed and excited at the abundance of locally produced goods and services ranging from several gorgeous varieties of tomatoes to handmade soap and artisan crafts, to herbs and plants, plus a very strong synergy of Zingerman's items—cheese from the Creamery, breads from the Bakehouse, and the ever-energetic Roadshow crew caffeinating all the vendors and customers. Every vendor is selling the best of what there is to offer, growing or producing themselves what they sell. There's a tangible truth patrons have come to trust—that all these products have a story and none of them traveled very far to get here. Tents and awnings cover the stalls, creating a colorful and festive mood. There are 15–20 vendors at the Market, so it's accessible and maintains variety but remains magnetic and welcoming.

6 INSIDER TIPS FOR A GREAT VISION

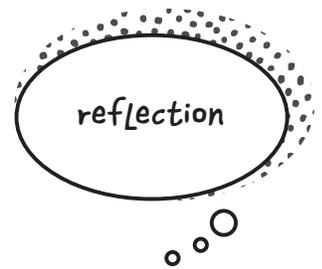
1. Write in present tense
2. Describe rich details
3. Include emotion
4. Build in a sensory component
5. Incorporate tangible outcomes
6. Acknowledge reality

8-STEP VISION RECIPE

1. Choose your topic: _____
2. Pick your time frame: _____
3. Put together a list of "prouds"
4. Write the first draft
5. Review and re-draft
6. (Optional) More re-drafts
7. Get input from ACES (Advisory Content Experts)
8. Start sharing the vision

PROUDS LISTING

List anything and everything you're proud of below.



A VISION OF YOUR TIME AT CATERSOURCE



PURPOSE: To practice writing a vision of success.

AGENDA: Think about what you have going on for the rest of the day today and the weekend ahead. What would it look like for you, as you're about to lay your head on the pillow on Sunday night, to feel like you had a successful Catersource experience?

On the next page, begin writing a short vision of a great weekend, starting with:

"It's the end of the day on Sunday, March 1, 2025, and I'm pleased with ..."

What is going on currently that gives you evidence of success? What happened that contributed to you feeling that way?

LIMIT: 6-8 minutes

DRAFT VISION



A series of horizontal dotted lines for writing.

