

THE  
BRIAD  
GROUP

# VISION

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## Observations Looking Ahead...



**Rick Barbrick**  
President and  
Chief Operating Officer

**A**s a 13-year old, washing dishes in the diner where my mother worked as a waitress, I didn't realize it was the beginning of a life in the restaurant business that would lead me, some 40 years later, to becoming President and COO at The Briad Group. My focus will be on Briad's restaurants, and I am pleased to be part of a growing organization with outstanding people.

I believe you are Briad's most important asset, and I intend to give this business cliché significant meaning for all our team members.

In my short time here, I have met energetic, enthusiastic teammates, both managers and hourly, filled with a passion for offering outstanding food and beverages with skilled professional and friendly service. I'm a big believer in excellence. Not only do we want to be the best operated T.G.I. Friday's and Wendy's in the country, we want to be the best operated restaurants, period.

You want to work only with the best; therefore, our managers must have the tools to hire those with the best attitude and the highest aptitude for hospitality. We keep the best people by helping them grow their career, whether hourly or managers. Each must have a "map" of his/her potential path from hourly to manager, and

from MIT to GM and beyond. Effective and timely training programs at every level play an important part.

Briad has always recognized the importance of being the "employer of choice." I will be working closely with **Grant Schneider, Smokey Hughes, Tom McEvoy, Lou Meyer and Sam Scott** to strengthen and expand efforts to provide a work environment with opportunity, challenges and mentoring support for people of both sexes and all different cultures.

We have a terrific company with storied brands. Friday's is doing all the right things to stay relevant. Wendy's has tremendous presence.

Within my first two weeks at Briad I was "on the road" and I look forward to getting to all of our restaurants and to meeting many of you on the job and at various meetings throughout the year. I am passionate about making Briad a company that you are proud to work for. The success of the company is the success of the individual. So, each of us needs to drive top line sales every single day, and that's done by giving nothing less than an outstanding guest experience.

In this way, we all win together.

## **BRAVO!** T.G.I. Friday's Ontario, CA *"The team loves him and he loves Friday's!"*

**S**tanley Swieca is not someone you'd find in the gossip columns, but to the staff at Briad's T.G.I. Friday's Ontario, CA he's their very own superstar. For as long as many can remember, usually five days each week, Stan would arrive at the restaurant, commander *continued on p. 3*



Standing, left to right:  
**Jessica Colbath** (Server),  
**Marlene Becker** (Server),  
**Nora Mendoza** (Hostess),  
**Ramiro De La Garza**  
(Bar Manager), and  
**Michelle Deming** (GM).  
In front, left to right:  
**Audrie Ouellette** (CRWW  
Brand Standards  
Manager), **Linda Conrad**  
(Server), **Stanley Swieca**,  
his niece **Marilyn Ripka**  
and friend **Luana**.

## DEVELOPING THE BIG PICTURE – Briad is growing

### Restaurants:

**Wendy's** – Five remodels were completed in 2007. Briad Chief Executive Officer **Brad Honigfeld** says that Briad will continue at this yearly rate, “at a minimum,” while waiting for clarification on the position of Wendy's International with regard to further development.

**T.G.I. Friday's** – By the end of 2007, we had completed 14 remodels in the East and West. With only one remaining in the East, we'll be remodeling in the West in a big way now through 2010. We had three new restaurant openings in 2007: Chandler Crossroads, AZ; Corona, CA; and, most recently, Hamilton, NJ. Five to nine restaurants are slated to open in 2008/2009: one in the East at Linden, NJ; four in California at Menifee, Compton, Riverside (a new-build in this city), and Moreno Valley; and four casino hotels in Las Vegas, including the Gold Coast, Sam's Town, Suncoast and Alliant Station. Our Orleans Hotel Casino location, the first ever in a Las Vegas casino, is a smashing success, and a patio will be added on the casino floor. “Active negotiations with other Las Vegas casinos could make locations of this kind a significant platform for Briad's growth,” according to **Honigfeld**.

### Hotels:

Following the openings of the Marriott Residence Inn Neptune, NJ and Hilton Homewood Suites Bethlehem, PA, The Briad Group's hotel development effort continued to display its strength with the July 2007 opening of the 108-unit Marriott Residence Inn at Bishop's Gate Corporate Park in Mount Laurel, NJ. Mount Laurel is a strong hotel market and Briad has met the need for additional upscale rooms with this all-suite extended-stay hotel.

“Residence Inn hotels are the ideal place for travelers away from home or office who need benefits like a full kitchen, an executive business center and complimentary high-speed Internet access,” says **Steve Scharf**, Briad's Director of Development and Asset Management.

Briad worked with M&T Bank, which provided first-mortgage financing in conjunction with the recapitalization of three other Briad Group hotels, allowing for the refinance of the construction loans and partial equity recapture. “We value the strong relationship we have with M&T Bank going back to 2000,” says **Honigfeld**.



*The warm and inviting “Gatehouse” area of the Mount Laurel Residence Inn, pictured in a quiet pre-opening moment, is now a lively gathering place for guests. With 16 hotels opened and developed from the ground up and a pipeline of almost 30 hotels to be developed over the next few years, The Briad Group's Hotel Division is a key factor in Briad's continued success and growth.*

Currently under construction and targeted for late 2008 openings are the Residence Inn, Egg Harbor, NJ; Hilton Garden Inn, Milford, CT; and Hilton Homewood Suites, Dover, NJ. Other locations scheduled to begin construction this year include Marriott's Residence Inn, Branchburg, NJ and SpringHill Suites, Yaphank, NY;

Hilton's Homewood Suites, Easton, PA and Allentown, PA; and Hyatt's Summerfield Suites, Trumbull, CT.

“By the end of 2009,” says Brad, “We'll have a total of 12 hotels open and operating with more than 1200 rooms, representing in excess of \$250-million of real estate development.”

### Briad Builds Lifestyle Shopping Center in Clifton, NJ



Spring 2007: Construction begins at Clifton.

Briad's T.G.I. Friday's, Clifton, NJ, which opened on New Year's Eve 2005, was the seedling from which grew the \$100-million “Promenade Shops at Clifton,” a complex of approximately 40 stores currently being built by Briad. Briad's business partner in this project is Poag & Mc Ewen, which specializes in upscale open-air shopping complexes. “It won't be a typical strip shopping center,” says **Honigfeld**. When it opens, sometime between August and November this year, this 145,000-sq-ft lifestyle shopping center will be the city's third-largest retail center, boasting tenants such as Coldwater Creek, New York & Company, Victoria's Secret, Bath & Body Works, and anchored by an 11,000 sq-ft Stew Leonard's wine store.

### T.G.I. Friday's Opens in Hamilton, NJ!



Monday, December 10, 2007 marked the grand opening of Briad's Hamilton, New Jersey T.G.I. Friday's. From 11:00 a.m. until closing, the outstanding team, headed by GM **Nick Bowers** and RM **Joe Terrien**, made sure every guest left happy. **Andy Simpson**, Carlson Restaurants Worldwide Director of Franchise Operations, sent special thanks to **Megan Clarke**, **Cathy Gruschka**, and the rest of Briad's training team for the “fantastic looking restaurant and well trained staff.”



Briad Hotel Managers Volunteer team

# Wendy's Founder's Week Brings Out Our Best

On November 15, to mark Founder's Week, 100 Briad Wendy's managers and support staff gathered for a special event at the Ramada Inn, East Hanover, NJ. Regional Managers **Louis Meyer** (NY DMA) and **Sam Scott** (Phila. DMA) spoke about the unique Wendy's culture built on the legacies of founder Dave Thomas that is renewed and celebrated each year. **Bob Butterworth**, Franchise Area Director for Wendy's International, spoke about Wendy's 2008 Business Objectives and how they tie to the Legacies.

Briad Wendy's teams were recognized for outstanding work with awards presented for Halloween and Valentine's Book Sales, Proceeds Nights and for Safety Leaders. Six Dave's MBA awards were presented by **Lou Meyer** and **Sam Scott** (pictured below far left & right, respectively).



Receiving their Dave's MBA awards from **Lou** and **Sam**, left to right: **Roberta Drakes**, **Fred Cador**, **Betty Acosta-Florian**, **Tom Mahon**, **Annie Polk-Driver** and **Barbara Vodopija**.

*Do the Right Thing and Give Something Back*, two of "Dave's Legacies", were joyfully celebrated at the Founder's Week event as managers wrapped presents for children in foster care with Children's Aid and Family Services, Inc. Briad Wendy's restaurants collected over \$5,200 for the gifts, which made the "wish lists" of children in their care system a reality.

In a letter to Briad's **Holly Rotkowitz**, the Executive Vice President wrote: "Please accept my sincere thanks for your employees' heart-warming donation of such an abundance of holiday gifts and gift cards.... Your gifts are a wonderful demonstration of the compassion and generosity the children in our care so desperately need. Receiving such personal gifts lets them know that they are part of a community that really cares."



**Anthony Tidmore** wraps holiday gift for children in foster care.

## BRAVO!

continued from P.1

his favorite booth and request a Tanqueray martini and an order of chicken noodle soup.

Over the years, the staff found him to be a wonderful character and grew to love him...almost as much as he loves Friday's. Recently, Stan moved to a nursing home, but he still comes in once a month, and GM

**Michelle Deming** makes sure there's plenty of chicken noodle soup available. He may be Ontario's best known guest, but he's also a vivid example of how T.G.I. Friday's staff goes a long way to make every customer feel at home, welcomed and among friends.

"As long as I've been going to Ontario, I've heard of Stanley and seen his picture hanging next to his favorite booth,"

**CRWW Brand Standards Manager Audrie Ouellette** (left) said after meeting **Stanley Swieca** in November. Also pictured (center) is server **Linda Conrad**.



T.G.I. Friday's **Flemington, NJ** – brought together its community for an act of remembrance: a "Proceeds Night" for the Michael Pohle Scholarship Fund. The Fund is named for a young Flemingtonian who was killed in the tragic shooting at Virginia Tech last April. His friends remember Michael as a "smart, stand-up guy" who was "a huge part of the Hunterdon Central Community." The Proceeds Night was an emotional event, with people sharing stories about Michael and thinking about what an unbelievable young man he was. "It was truly amazing," said Friday's staffer **Wayne Janke**, "to see the community pull together in support of one of their own and, in four short hours, raise over \$1,400."



**Wendy's Roselle, NJ** – didn't wait to be asked "Trick or Treat?" this past Halloween by the kids at the Pediatric Medical Day Care of Children's Specialized Hospital. Attendees at the Halloween Party were treated to



Wendy's best burgers and fries and, as you can see from the photos, the children thoroughly enjoyed "goblin" it up.

**Patricia Jimenez** of Housekeeping, **Paul** at the Front Desk and the staff at the **Courtyard by Marriott in Wall Township, NJ** – put in championship performances during the October Wall Soccer Tournament. Their playing field was the hotel itself, as they aided guests with information regarding local restaurants and directions to the Wall soccer fields. (The Front Desk provided a shortcut to the field that one of teams used.) One guest wrote to tell her story: "My husband realized he had accidentally left his briefcase in the room, and at first it couldn't be found there. We subsequently learned that Patricia had found it and had it delivered to the Manager's office. We look forward to staying with you next year."

*Great score, Patricia, Paul and teammates!*

## To The Nines!

# Golf Outing Sets Record for Charity



**Mike Dell'Angelo** (far right), then Briad President and COO presents checks from the 9th Annual Charity Golf Outing to representatives of the Dave Thomas Foundation for Adoption, Wendy's Wonderful Kids, and Carlson Restaurants Have a Heart Foundation.

The Briad Group went "the whole nine yards" for attendees and the charities it supports at the Ninth Annual Charity Golf Outing on September 20th held at the Royce Brook Golf Club in Hillsborough, NJ. Not only did everyone have a wonderful time (on the front and back nines, not to mention "the 19th hole") competing and laughing all the way, but the event raised a record \$300,000 for the Dave Thomas Foundation for Adoption, Wendy's Wonderful Kids and Carlson Restaurants "Have a Heart" Foundation. As always, it all could not have happened without the generous participation and support of Briad's business associates and the preparation and hard work of our volunteers from the Corporate Offices, and managers from our Wendy's, T.G.I. Friday's, and Hotels. **THANK YOU!**

# Managers on the move

## New at...

### ...Wendy's

Brandi Fletcher... Aba Hamilton...  
Natacha Jean-Francois... Janet Nass...  
Abraham Oliveros... James Olson...  
Jonathan Polhill... Shanae Powell... Luis Toro...

### ...T.G.I. Friday's

Scott Baldwin... Jeremie Chetty... Ken Coulter...  
Xavier Easterlin... Robert Frazier... Brandon Furst...  
Francisco Garay... Hector Gonzales... Chris Harper...  
John Huber... Sean Humphrey... Eric Korpus...  
James Laude... Lisa Mattes... Jaime Montoya...  
Hakan Nalbantoglu... Nicholas Orr...  
Gaylen Pierce... Flavio Renteria... Jeffrey Ridley...  
John Scullin... Gregory Spencer... Jon Stone...  
Nelson Trjada... Jose Trejo... Basiliki Tsakarakis...  
Dennis Tugwell... Blake Usilton... Maybeline  
Westby Ricciardone

### ...Construction

Troy Harp... Richard Krumich... Frank Troiso

### ...Corporate Office

Jo Coutts, Director of Human Resources (West)  
Kim Gouch, Director of Marketing  
Tom McEvoy, VP Operations T.G.I. Friday's (East)

Nicole Armstrong... Anid Banuelos... Matt Butler...  
Polina Chelnitsky... Tom DiNardo...  
Stephanie Fischer... Brian Fitz... Chris Fitzpatrick...  
Dennis Hawkins... Daniel Krajewski...  
Sharon Lawrence-Mitchell... Angela Leyva...  
Donnett Morgan... Danise Standard...  
Victoriana Wertella

## Promotions at...

### ...Wendy's

to District Manager: **Colin Kelly**

to General Manager: **Eartha Coleman-Clark...**  
**Roberta Drakes... Frantz Jules... Derrick Little...**  
**Monique Molnar... John Qasem**

to Manager: **Silvia Munoz**

### ...T.G.I. Friday's

to General Manager: **Bruce Baker... Scott Baldwin...**  
**Ken Coulter... Zoe Davis... Anthony Raucci...**  
**Larry Rodriguez... Andy Rubin... Stephen Stoltz...**  
**Lauren Tudor**






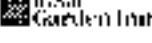


to Manager: **Andrea Borelli... Christina Carlucci...**  
**Kirsten Colannino... Chris Collins... Maria Coronel...**  
**Korina Demianew... Joseph Domlan...**  
**Robert Druckenmiller... Joshua Farrell...**  
**Andrea Hunter... Susan James... William Kenny...**  
**Brian MacKinnon... Paul McClellan... Efen Padilla...**  
**Angela Pekalski... Kelly Shiits... Jennifer Vance...**  
**Debra Wilkins... Kris Yopez**

### ...Corporate Office

to Sr. VP & Chief Concept Officer: **Smokey Hughes**

as of 1/15/08

## BOX SCORE

BRIAD Restaurants	Current	Under Construction	Pending
	43	0	0
	69	1	8
BRIAD Hotels			
	1	0	0
	0	0	1
	2	1	1
	0	1	0
	1	1	3
	0	0	1

## East and West, Human Resources is One Team – a resource for all The Briad Group

As Vice President of Human Resources for The Briad Group, **Grant Schneider** meets regularly with HR team members both in Livingston, NJ and Phoenix, AZ. "Our HR team promotes the Briad one-company concept. Our goals are integrated across all of our brands: T.G.I. Friday's and Wendy's restaurants, Marriott, Hilton and Hyatt hotels. And one individual, **Jeanne Sablan**, our Briad Benefits Administrator, functions for all brands and all locations from her office in Phoenix.

"In 2008, our HR initiatives will continue to be aimed at both the short-term goal of recruiting, developing and retaining the best hourly and management people as well as the longer-term goal of ensuring that The Briad Group culture is 'in sync' with the way business is conducted in the rapidly-changing marketplace.

"I want to take this opportunity to welcome our new Director of Human Resources in Phoenix, **Jo Coutts**, who joined us in January and send congratulations and best wishes to **Holly Rotkowitz**, Director of Human Resources (Livingston), and her husband Scott on the birth of their son Tyler in December."



Members of your HR Team in Arizona (left to right): **Grant Schneider**, VP, Human Resources; **Jo Coutts**, Director of Human Resources; **Jolie Truong**, Staffing Manager for Briad in CA, NV, AZ, NM; **Jeanne Sablan**, Benefits Administrator for Briad; **Shari Struk**, HR Coordinator; **Angela Leyva**, Receptionist/HR Assistant; **Julie Carpenter**, HR Manager.

## Exits and Entrances

**Mike Dell'Angelo** has retired from Briad after 11 years of service. Assuming his position as Briad's President and COO is **Rick Barbrick**. Brad Honigfeld noted: "I want to personally thank Mike for his instrumental and outstanding work during a period of dramatic growth and national transformation for The Briad Group. We wish him the best with his venture in Florida, running a group of Wendy's restaurants. I'm also very pleased to welcome Rick to the Briad team. I've known him through the industry for many years and he brings to Briad a wealth of restaurant knowledge and a track record of success. Rick will be working closely with **Smokey Hughes** and our new VP of T.G.I. Friday's Operations (East), **Tom McEvoy**, as well as with Briad Wendy's Regional Managers **Lou Meyer** (NY DMA) and **Sam Scott** (Phila. DMA)."

## VISION

is published quarterly by  
Human Resources  
The Briad Group  
78 Okner Parkway  
Livingston, NJ 07039

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