

WHITE SPOT HOSPITALITY

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CELEBRATING 80 YEARS

WHO KNOWS WHITE SPOT?

- Canada's oldest restaurant chain!
- Served 17 million guests last year!
- Over 4,000 employees
- Union & non-union workforce
- Over 100 locations in BC, Alberta & Asia!
(84 franchise and 31 corporate)



RECOGNITION





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6 GUIDING PRINCIPALS

- Market Focused
- Passion for Growth
- Flawless Execution
- Succession Planning
- Leadership
- CULTURE



CULTURE CAN EAT STRATEGY FOR BREAKFAST!



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DISCUSSION POINTS

- Teaching Dinosaurs to Dance!
- Legendary Service
 - White Spot Orientation
 - Vision & Values
 - White Spot Promise
- It's all about People !!!!!
- Recruitment & Retention
- Lessons Learned
- Questions ??????



STAYING RELEVANT IN TODAY'S RESTAURANT INDUSTRY



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YOUR PAST SUCCESS DOESN'T GUARANTEE FUTURE SUCCESS

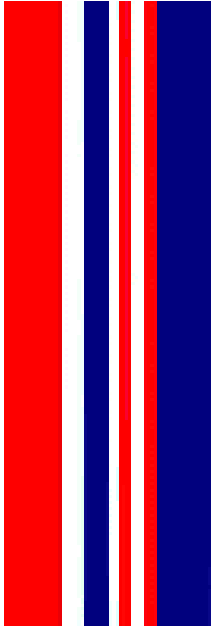


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Canadian Airlines

EATON'S



Music World

WELCOME TO WHITE SPOT! LEGENDARY SERVICE



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SOME PAST ROADSHOWS

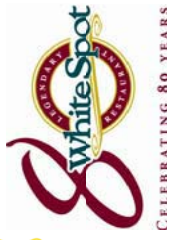
- Raving Fans
- Legendary Service
- Gung Ho
- Who Moved My Cheese?
- Give them the Pickle
- Fish
- Love 'Em & Lose 'Em



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THE CONCEPT OF RAVING FANS

- What are they?
- Why create them?



RAVING FANS...A FEW EXAMPLES

- Prince George – only flat on the bottom
- 110% Bill
- I'm going HOME
- Tim Horton's – tough break
- Auf Wiedersehen
- Hopen for table 53
- Retaining our guests



WHY DO COMPANIES EXIST?



VISION ELEMENTS

- Purpose
- Mission
- Values
- Credo
- Vivid Description



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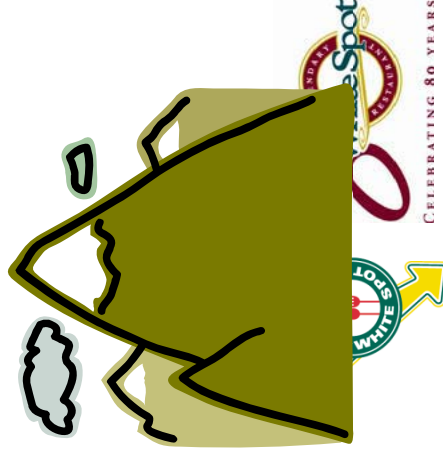
VISION

- What is a Purpose?
- Raison d'être
- Star on the horizon, guiding light



VISION

- What is a Mission Statement?
- The mountain to be climbed – where you are heading in the next 5 years



LET'S PLAY SCRUPLES



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SCRUPLES SCENARIO

You are currently the food manager of your restaurant and your food cost is running high and your boss is wondering what is going on. The Sysco deliver truck drops of an extra case of chicken breasts in error with your most recent order. Do you advise Sysco?

YES

NO

DEPENDS



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SCRUPLES SCENARIO

You promised one of your employees you would train him\her to be your in charge. A new hire of yours turns out to be a much better qualified candidate with far more potential. Assuming you only need one in charge, do you train the employee to whom you made the original commitment?

YES

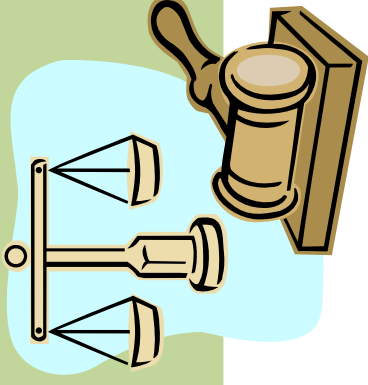
NO

DEPENDS



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VALUES



- What are Values?
- Used to judge decision making – never changing.
Usually 3-5
- A company should not change its core values in response to market changes; rather, it should change its markets, if necessary to remain true to its values



VALUES

INTEGRITY

INNOVATION

INVOLVEMENT



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INTEGRITY

- There is always the opportunity to make a choice.
- Integrity is making the right decision.



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INNOVATION

Continuous improvement in:

- Triple O's
- Guest feedback – mystery shop
- Business Planning Process – guest, staff, management and other stakeholder feedback



INVOLVEMENT

- All of us is stronger than 1 of us.
- Together we reach the best ideas and create buy in.



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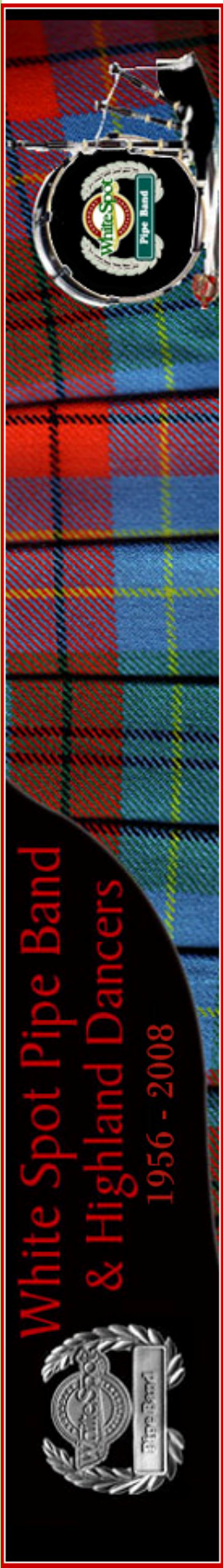
INVOLVEMENT

- Business planning process
- Food Team, Marketing Team, SMART Team
- Promotion Team
- Staff, Management, Franchisees and Home Office staff surveys



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COMMUNITY INVOLVEMENT



VISION



- What is a Credo?
- Do whatever it takes.
- Make a difference.
- Keep the promise



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WHITE SPOT PROMISE

Our Guests are White Spot

We are an organization that operates with an uncompromising guest focus. In all we do, we create legendary experiences that touch people's lives.

Our guests are our reason for being.



WHITE SPOT PROMISE

Our pride and passion

At the heart of our business is an incredible passion for serving the highest quality, unique tasting food. The pride of our people demonstrates to all of our guests,

“We’re glad you’re here.”

We believe that happy people create happy guests



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WHITE SPOT PROMISE

Our shared responsibility

*We have a shared responsibility to continually
build upon this wonderful thing called White
Spot.*



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WHITE SPOT PROMISE

Our need for profitability

We build on the success of our legendary brand by demonstrating a sense of urgency and continually improving in all we do. We will dominate our markets and expand our business every year. Profitability allows us to keep our promises to our guests, and to seize opportunities to grow both our business and our people.



WHITE SPOT PROMISE

Our people are the best

*We will accomplish this by hiring the best,
training the best, expecting the best, then
creating an environment where individuals
can make a difference.*



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WHITE SPOT PROMISE



Nat Would Be Proud!



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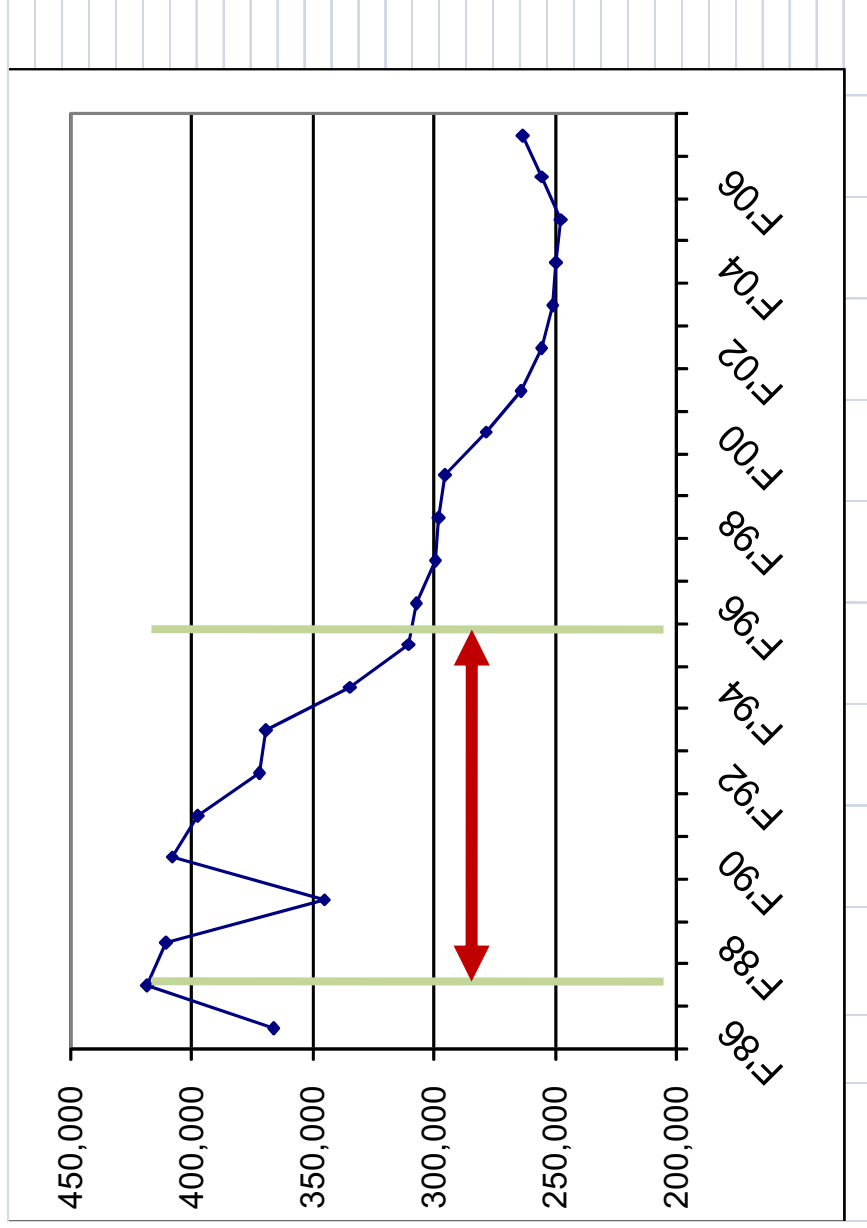
WHERE HAVE WE COME FROM AND WHERE ARE WE NOW?

The White Spot Chronicles – 80 Years and Counting



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GUEST COUNTS



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DOOMSDAY CLOCK



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THE 4 PILLARS OF OUR BUSINESS

- Sales
- Controls
- Standards
- People





63



52



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CELEBRITY CHEF COMMERCIALS



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THE WHITE SPOT STORY IS A PEOPLE STORY!



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RED SEAL

- Interprovincial program, nationally recognized standards for many trades
- Recognized symbol of quality, granted by ITA
- 2 ways to achieve Red Seal chef designation
- Both require years of practice and intense study



RED SEAL 2 WAYS

- 8,100 (4 yrs) documented cooking hours covering wide spectrum of skills
- +Red Seals Skills upgrading
- +Successful exam challenge

OR

Indentured apprenticeship (3yrs) +Month per year at technical school, exams at each level



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www.red-seal.ca



RED SEAL EVOLUTION

- A consumer proposition
- An employee proposition



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THE FEW. THE PROUD.



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RED SEAL NEXT STEPS

- We currently have 48 employees preparing to write their Red Seal exams
- In September we were the first restaurant to have a fully indentured program



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MANAGEMENT ACCREDITATION



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WS ACCREDITATION

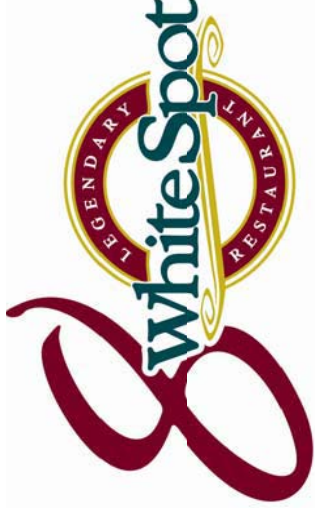
- **3 levels – 15 classes**
 - Legendary Service
 - Food Safe
 - Supervisory Skills
 - Risk Mgmt & Guest Relations
 - White Spot Systems
 - Recruitment & Selection
 - Management Performance
 - Training Skills
 - Collective Agreement
 - Profit Forecasting
 - Shape Uppp
 - Inventory Management
 - Scheduling & Labour
 - Local Store Marketing
 - Advanced Financial Systems

- **4 tests to achieve Approved Operator Status**



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THOMPSON RIVER UNIVERSITY CREDITS



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CREDIT AWARD OVERVIEW

Level 1

- 3 credits (Applied Studies)

Level 2A and 2B

- 6 credits (Applied Studies)
- 6 credits (Business Management)

Level 3

- 6 credits (Applied Studies)
- 3 credits (Business Management)

IT ADDS UP!

Bachelor of Commerce*
(120 Credits)

Diploma in Management
Studies (60 credits)

Certificate in Management
Studies (30 credits)

Certificate in Business
Skills (15 credits)



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**SUPPOSE YOU SPEND ALL
YOUR MONEY TRAINING
PEOPLE AND THEY QUIT...**

**SUPPOSE YOU DON'T AND
THEY STAY**

#1 RECRUITMENT & RETENTION TIP

Don't think of recruitment and retention as separate.



BE AWARE!

Trespassers will
~~be prosecuted~~
recruited

5 RECRUITMENT TIPS

1. Look at what makes you distinct and how you can market that.
2. Integrate recruitment into all aspects of your business.
3. Raise your conversion rate.
4. Let go of the past.
5. Stay in touch with ex-employees.



RETENTION

- Not unlike marketing it's easier to look after the guest you have than to try to attract a new one.



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TENURE AT WHITE SPOT

- 10+ years = 282
- 20+ years = 120
- 30+ years = 33
- 40 years = 1



5 RETENTION TIPS

1. Don't waste all the recruitment work.
2. Check in with your employees regularly.
3. Don't let the quiet ones slip off your radar.
4. Don't let jerks manage your people.
5. Leave a good taste in the mouth of those who choose to leave.



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MORE RETENTION THOUGHTS

- Provide learning & growth opportunities (Red Seal and College Credits)
- Get people involved & communicate
- Continue Nat's philosophy of treating employees like family
- Momentum – everyone wants to work for a market leader
- Being a part of a Legend



CORPORATE SOCIAL RESPONSIBILITY

- Green Table Initiatives
- Pirate Pak Day for Children's Hospital
- Celebrity Golf Tournament for Zajac Ranch



CELEBRITY GOLF TOURNAMENT



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SOFTBALL TOURNAMENT

July 15th & 16th



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THINGS WE DO...

- “What will you do today to make a difference?”
- “Did you give it your best shot?”
- Major Anniversaries
- Christmas Gift/draw
- Christmas Day Openings
- “The Bell” named Larry
- Monthly Home Office Breakfast Meetings
- Lunch and Learns



LESSONS LEARNED

- Past success doesn't guarantee future success
- Be market focused – research, observe & listen
- Communicate, communicate, communicate – or people will fill in the blanks
- Remember...everyone is “Boss watching”

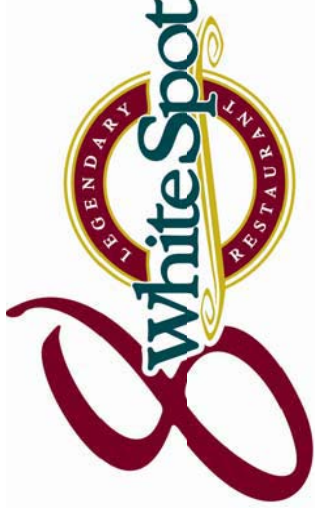


LESSONS LEARNED

- Get involved
 - CFA
 - CRFA
 - CTHRC
 - Great resources are available
- Measure your results and take action
- Live by your values – for us it's the 3 “I’s”



WHAT OUR PEOPLE ARE SAYING ABOUT US.



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**“WE ARE WHAT WE
REPEATEDLY DO.
EXCELLENCE, THEN, IS
NOT AN ACT,
BUT A HABIT”**

- Aristotle

QUESTIONS?



THANK YOU!

