

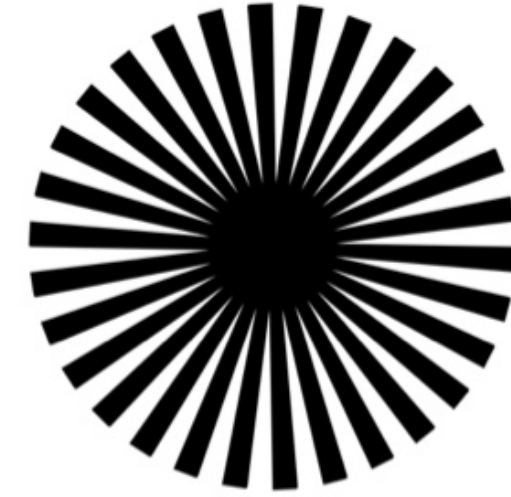


BUFFALO WILD WINGS

WILD HOSPITALITY

Values that are the catalyst for the perfect hang

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Thirty
Percent

TOP 4 REASONS PEOPLE QUIT

1

2

3

4

TOP 4 REASONS PEOPLE QUIT

- 1 LEADERSHIP
- 2
- 3
- 4

TOP 4 REASONS PEOPLE QUIT

- 1 LEADERSHIP
- 2 POOR TRAINING
- 3
- 4

TOP 4 REASONS PEOPLE QUIT

- 1 LEADERSHIP
- 2 POOR TRAINING
- 3 LACK OF GROWTH
- 4

TOP 4 REASONS PEOPLE QUIT

- 1 LEADERSHIP
- 2 POOR TRAINING
- 3 LACK OF GROWTH
- 4 PAY

Knowledge is **NOT** power.



Knowledge WITH action = REAL power



Don't let your past dictate your future.



WILD HOSPITALITY

Values that are the catalyst for the perfect hang



01 GIVE A SAUCE

We take pride in every moment — caring about the guest, the team, and the details in every experience.

02 BRING THE SPIRIT OF THE GAME

We are team players who celebrate the wins, own the misses and compete together.

03 SET THE VIBE

We are social drivers making everyone feel part of the action and free to hang their way at our place or theirs.

04 NEVER LET THE HANG STALL

We keep the energy up by anticipating what's next and moving with purpose.

05 MAKE IT MEMORABLE

We challenge boring, bring flavor and find opportunities to make things a little more wild.



the30rule

March 18, 2025

**I've helped open 25
restaurants from the
ground up and pulled-the
data from all of them.**

**Here was the biggest
profit killer:**

“Start with what you want to achieve, instead of limiting yourself to what’s realistic or sustainable.”

-Will Guidara



THE DATA

80% of companies believe they deliver a superior customer experience. Only 8% of their customers agree.

Source: Bain & Company, "Closing the Delivery Gap"
(survey of 362 companies) Bain

THE DATA

70% of restaurant customers visit
only once and never return

THE DATA

4 out of 5 “repeat” customers
disappearing every year

THE DATA

60% of total sales come from repeat
customers

THE DATA

Increasing your retention by 5% will
increase **PROFITS** by up to 25%

This needs to be our **obsession**







20% YoY
for 25 yrs

The IN-N-OUT BURGER logo, featuring a yellow arrow pointing down and to the right, with the brand name in white text on a red background.

IN-N-OUT
BURGER

\$2.6B YRLY
ONLY 431
LOCATIONS



\$7M PER UNIT

The DIN TAI FUNG logo, featuring the Chinese characters "鼎泰豐" in white above the brand name in a white, serif font, all on a red background.

DIN TAI FUNG

\$27M PER UNIT

The CARBONE FINE FOOD logo, featuring the brand name in a bold, black, sans-serif font above "FINE FOOD" in a smaller, black, sans-serif font, all on a white background.

CARBONE™
FINE FOOD

\$100M SALES
PASTA SAUCE



\$175K AVERAGE
WEEKLY SALES /
755 LOCATIONS



LEADERSHIP

IN-N-OUT
BURGER

LEADERSHIP



LEADERSHIP

鼎泰豐
DIN TAI FUNG

LEADERSHIP

CARBONETM
FINE FOOD

LEADERSHIP

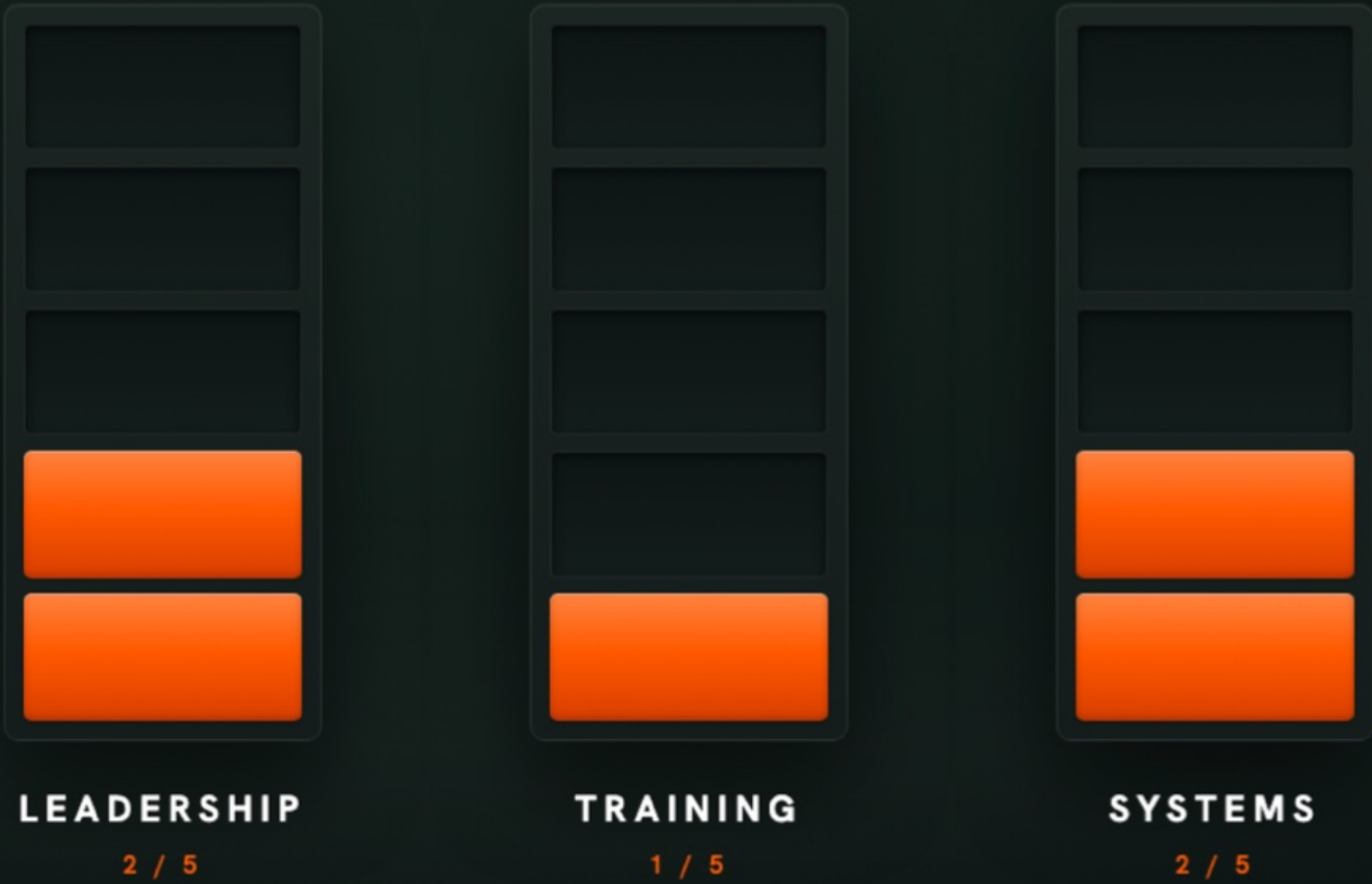


LEADERSHIP

Your inputs set **your ceiling.**

Leadership, training and systems decide how high every other bar in the business is allowed to climb.

01 THE INPUTS What you control



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01 THE INPUTS

What you control.



LEADERSHIP

3 / 5

TRAINING

3 / 5

SYSTEMS

3 / 5

DETERMINES

02 THE ASSETS

What they compound into



RETENTION

4 / 5

BRAND VALUE

4 / 5

SCALABILITY

4 / 5

DETERMINES

03 THE OUTCOME

What you keep



REVENUE

5 / 5

PROFIT

5 / 5



NEVER LET THE HANG STALL

We keep the energy up by anticipating what's next and moving with purpose.

I can't

How can I?



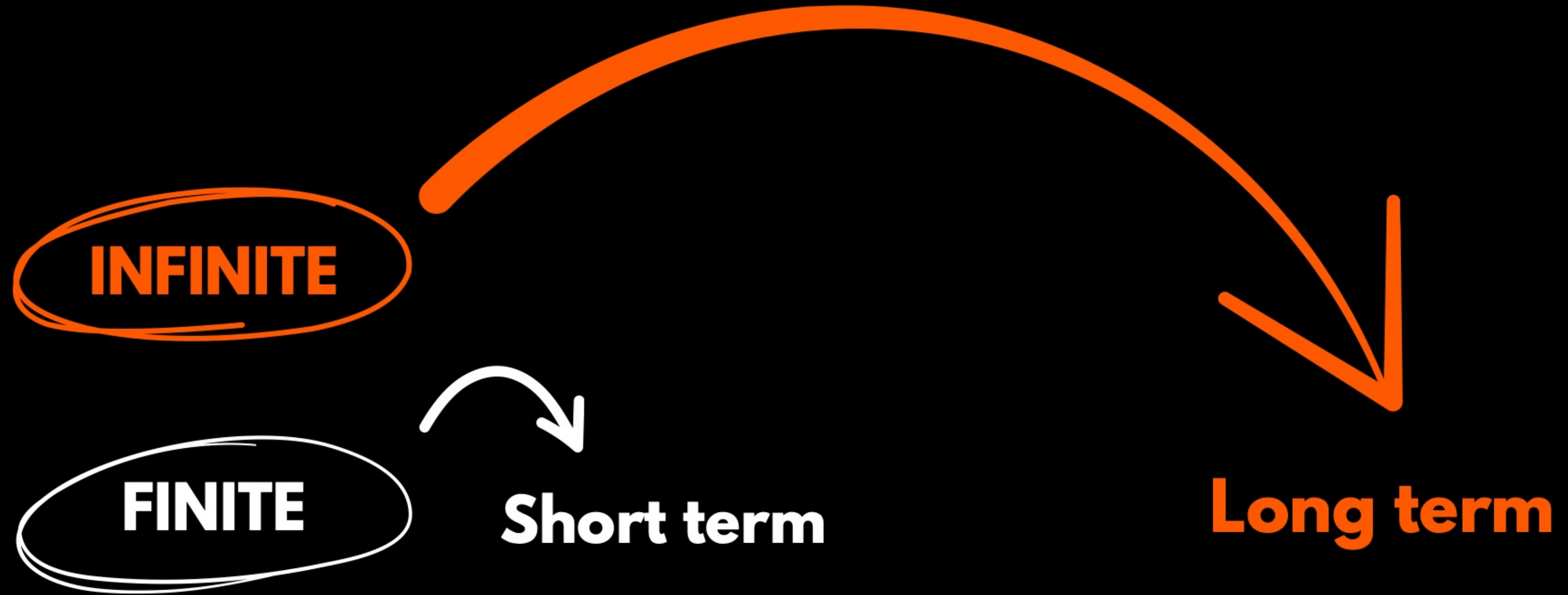
Focus + Clarity + Innovation

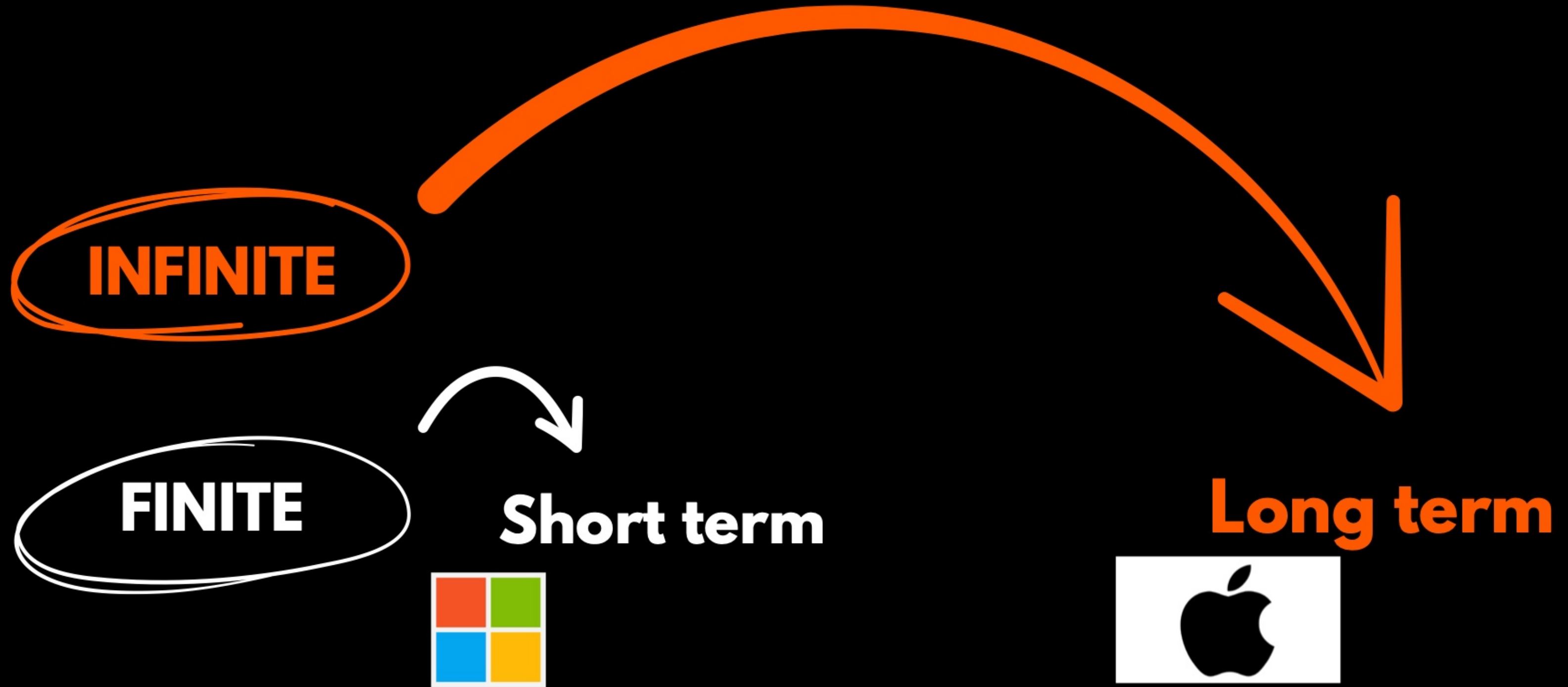


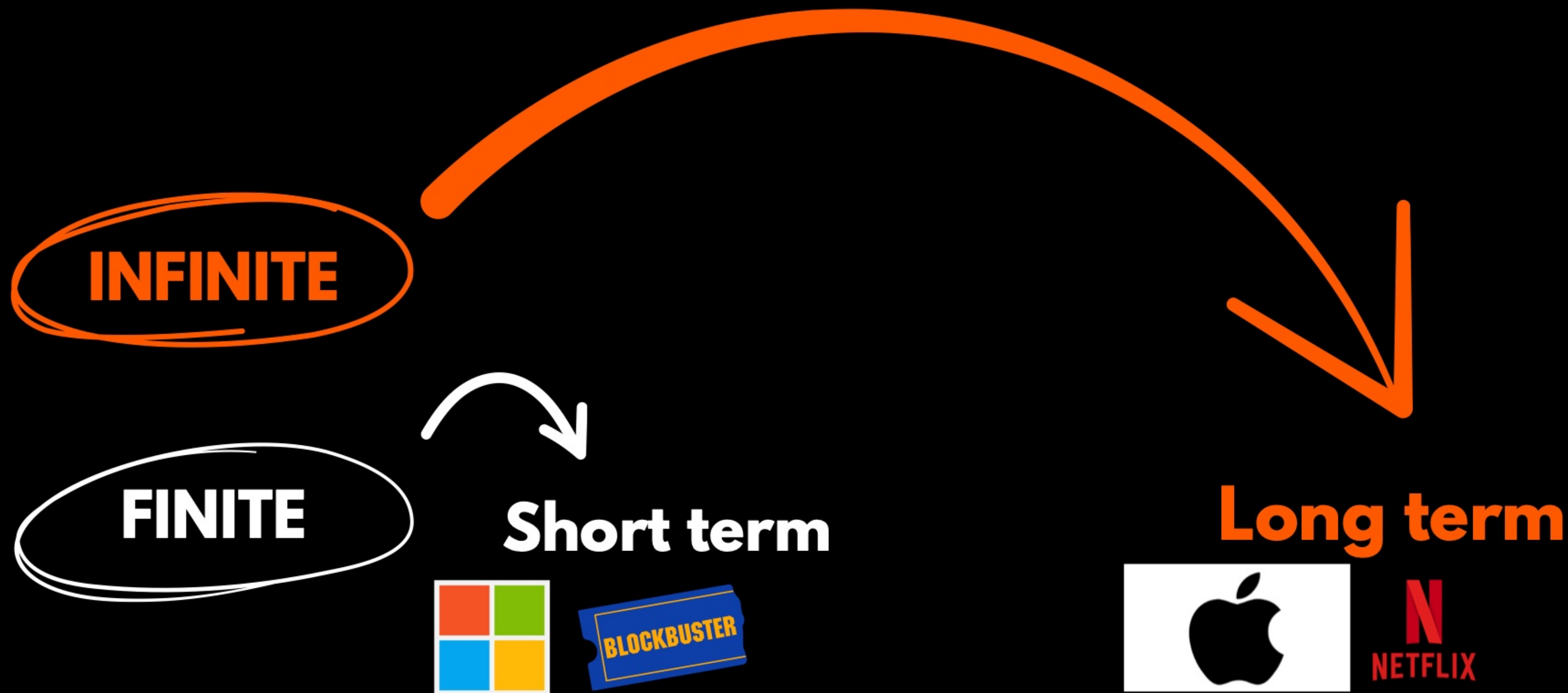
CORE TRUTHS

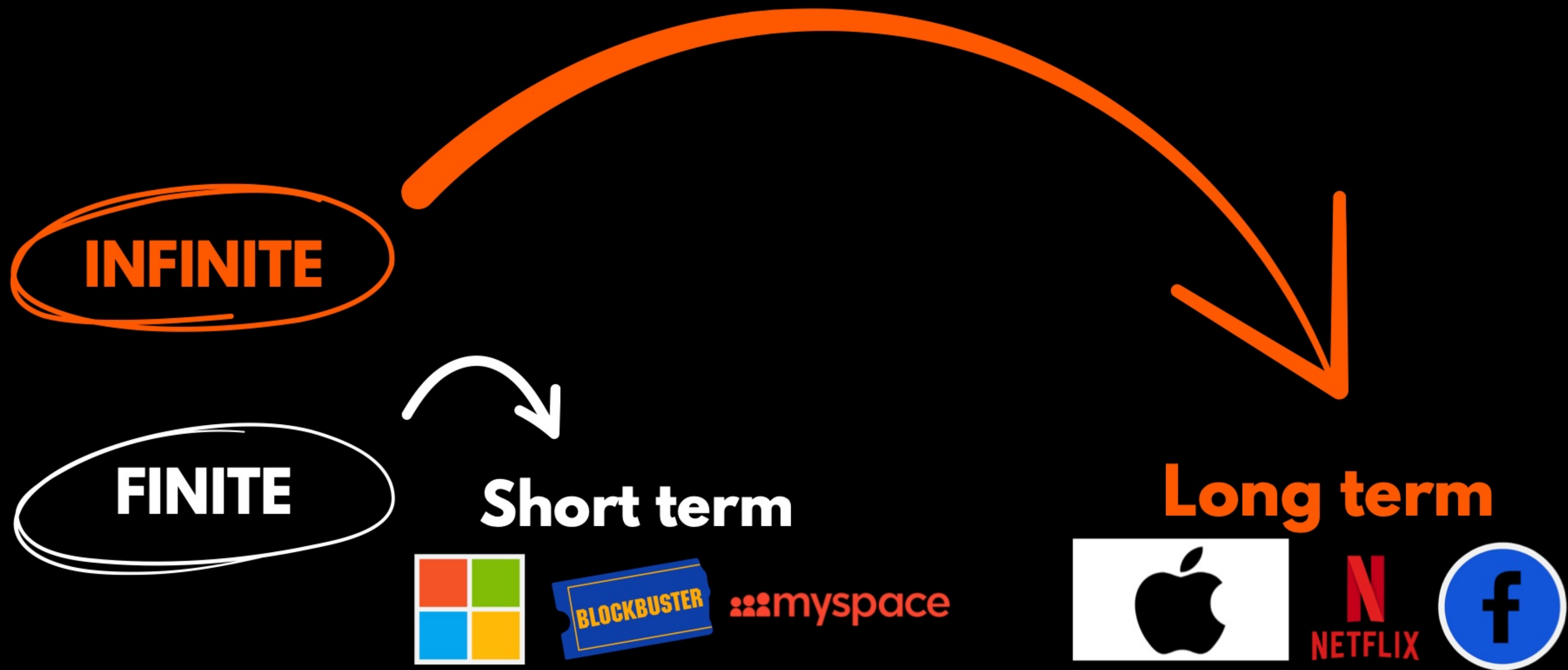
Thinking like everyone else = average results -
It's time to change everything:

Paradigm Shift: Finite vs Infinite Mindset









THE #1 METRIC: EXPERIENCE



It all starts with a **GUEST FIRST** mindset



what have we innovated lately?



Focus + Clarity + Innovation



What is a successful business model?



Is the demand in good food or good
hospitality -

This is how you separate yourself.



2001



SALES: \$1 Billion



THE RITZ-CARLTON

2001:

Chick-fil-a consults with The Ritz
Carlton to develop their customer
experience and training.





2025 The Chick-fil-A logo, featuring a red chicken head silhouette with a comb and wattle, followed by the brand name "Chick-fil-A" in a red, cursive script font with a registered trademark symbol.

SALES: \$25 Billion



2025 SALES



\$6.8
Billion



4,173
LOCATIONS



\$33.9
Billion



2,500
LOCATIONS



\$25
Billion



2,000
LOCATIONS

THE CRAZY PART →



2025 SALES



\$6.8
Billion



4,178
LOCATIONS



\$33.9
Billion



29,900
LOCATIONS



\$25
Billion



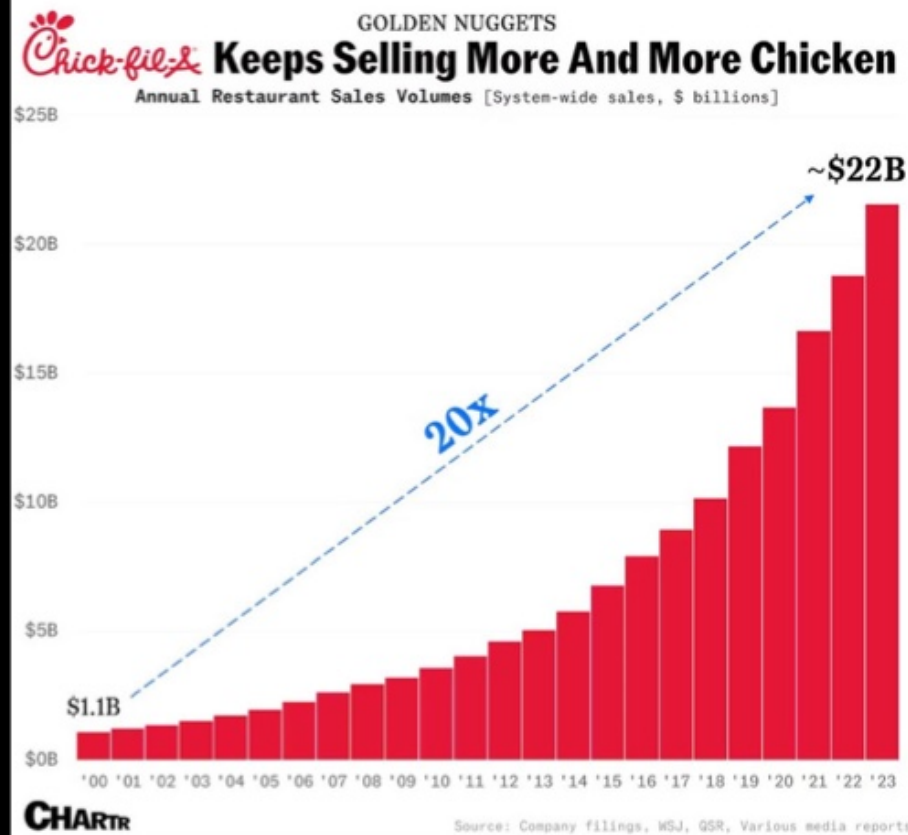
2,964
LOCATIONS

THE EVEN CRAZIER PART 

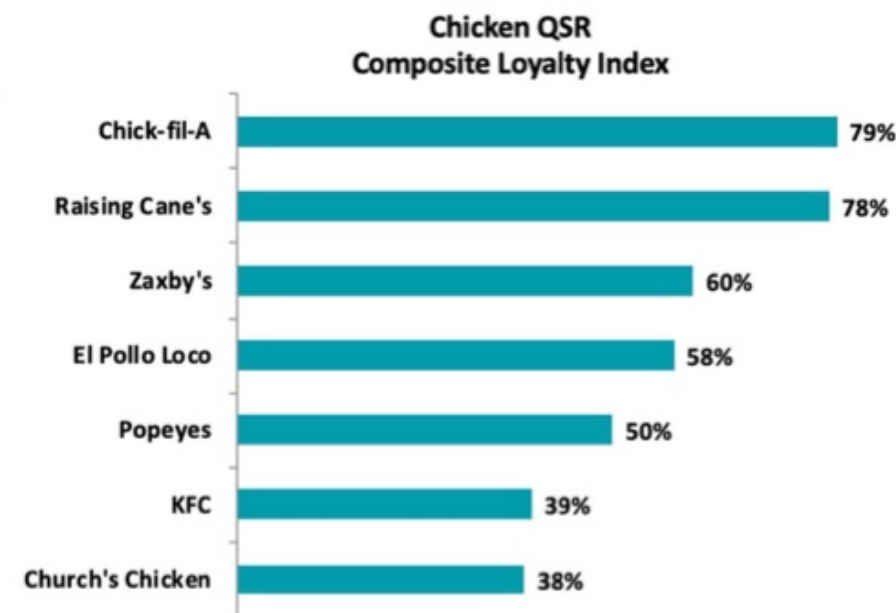


CLOSED ON
SUNDAYS!

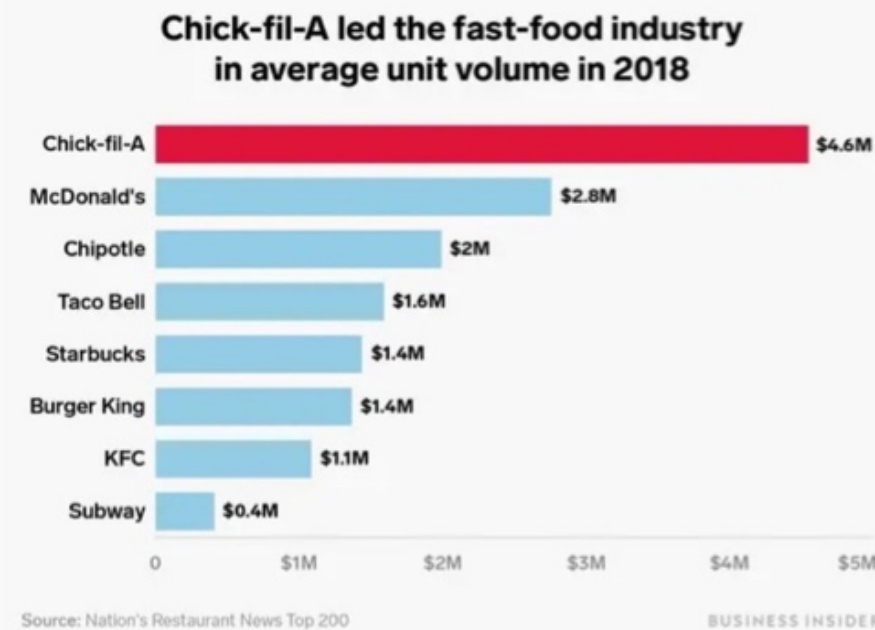
Hmmm... I wonder why 🤔



Hmmm... I wonder why 🤔



Hmmm... I wonder why 🤔



Ohhh that's right.

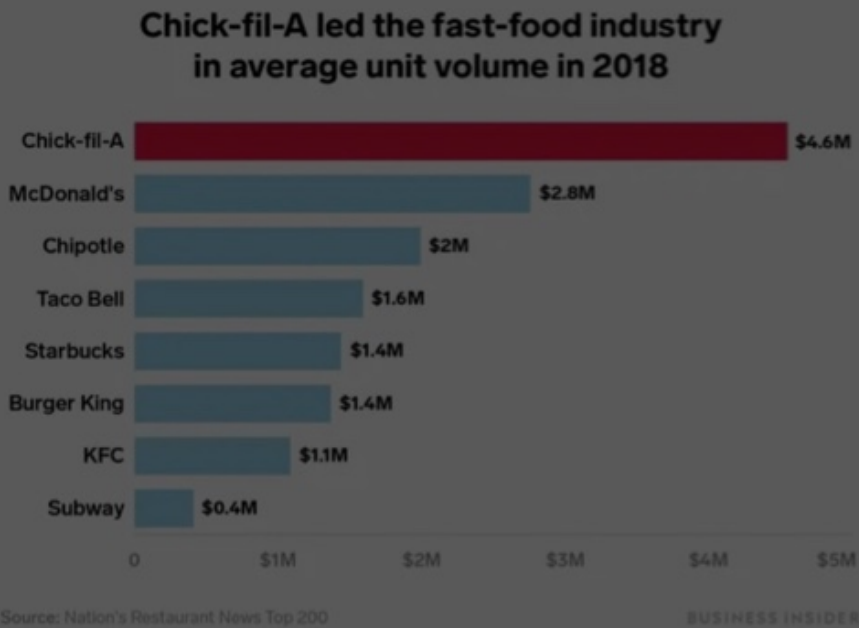
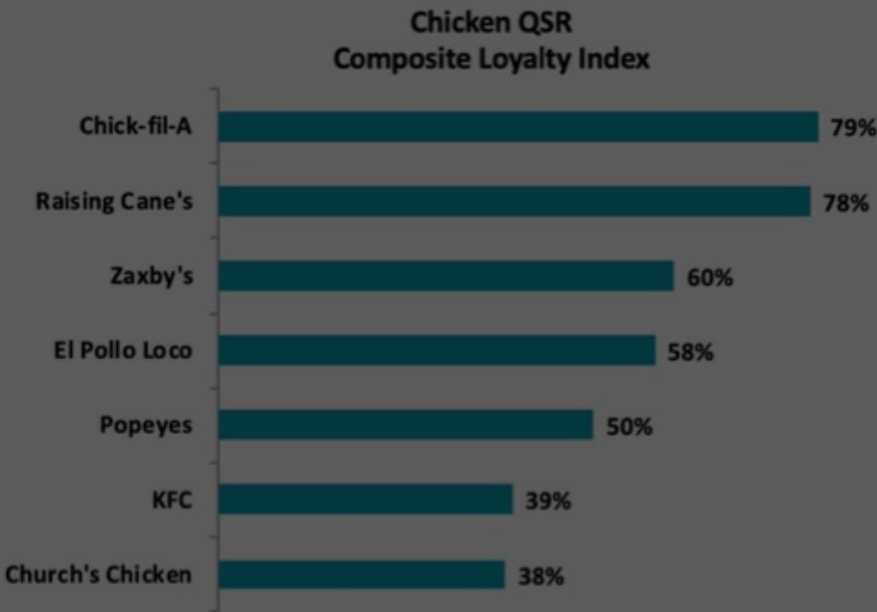
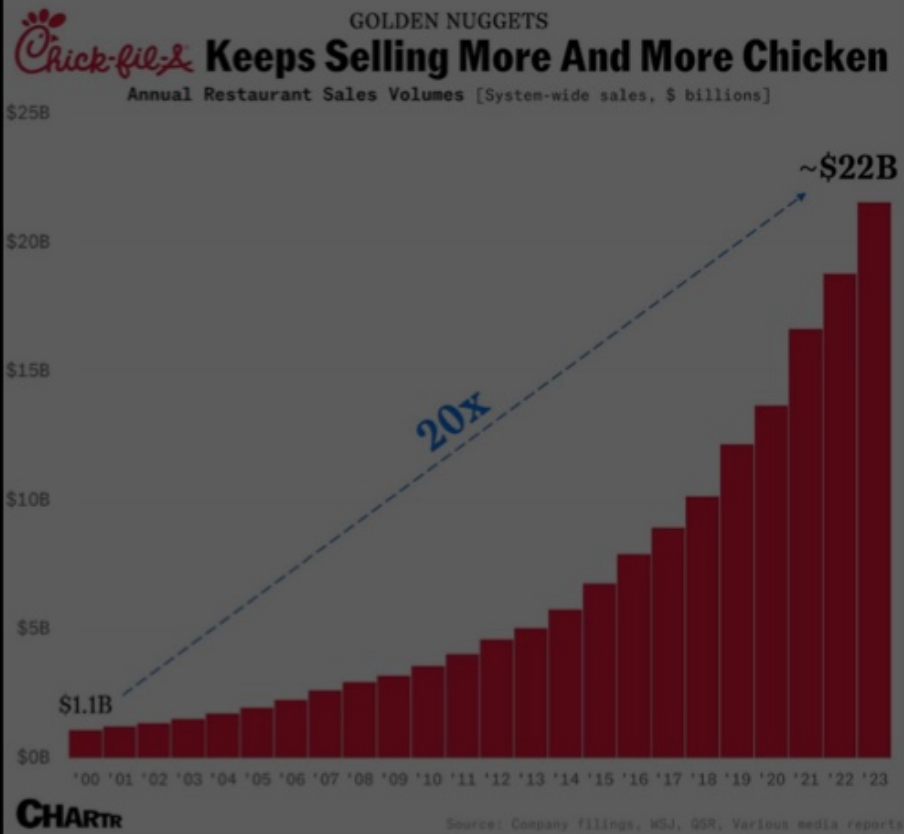


They built their business model around hospitality.

Hmmm... I wonder why 🤔

Hmmm... I wonder why 🤔

Hmmm... I wonder why 🤔



Ohhh that's right.



They built their business model around hospitality.

How?

culture

WHAT IS culture?

CULTURE (OF YOUR BUSINESS)

NOUN

- CULTURE IS THE WAY PEOPLE THINK, BEHAVE, AND WORK TOGETHER WITHIN AN ORGANIZATION.
- INFORMALLY, “THE WAY THINGS ARE DONE” IN A COMPANY.

How do you create culture?

Training - Systems - Leadership

Training - Systems - Leadership



It's not a whole generation.



It's not a whole generation.
It's us.



Focus + Clarity + Innovation



Service vs hospitality

(TIME AND MONEY)



MAKE IT MEMORABLE

We challenge boring, bring flavor and find opportunities to make things a little more wild.

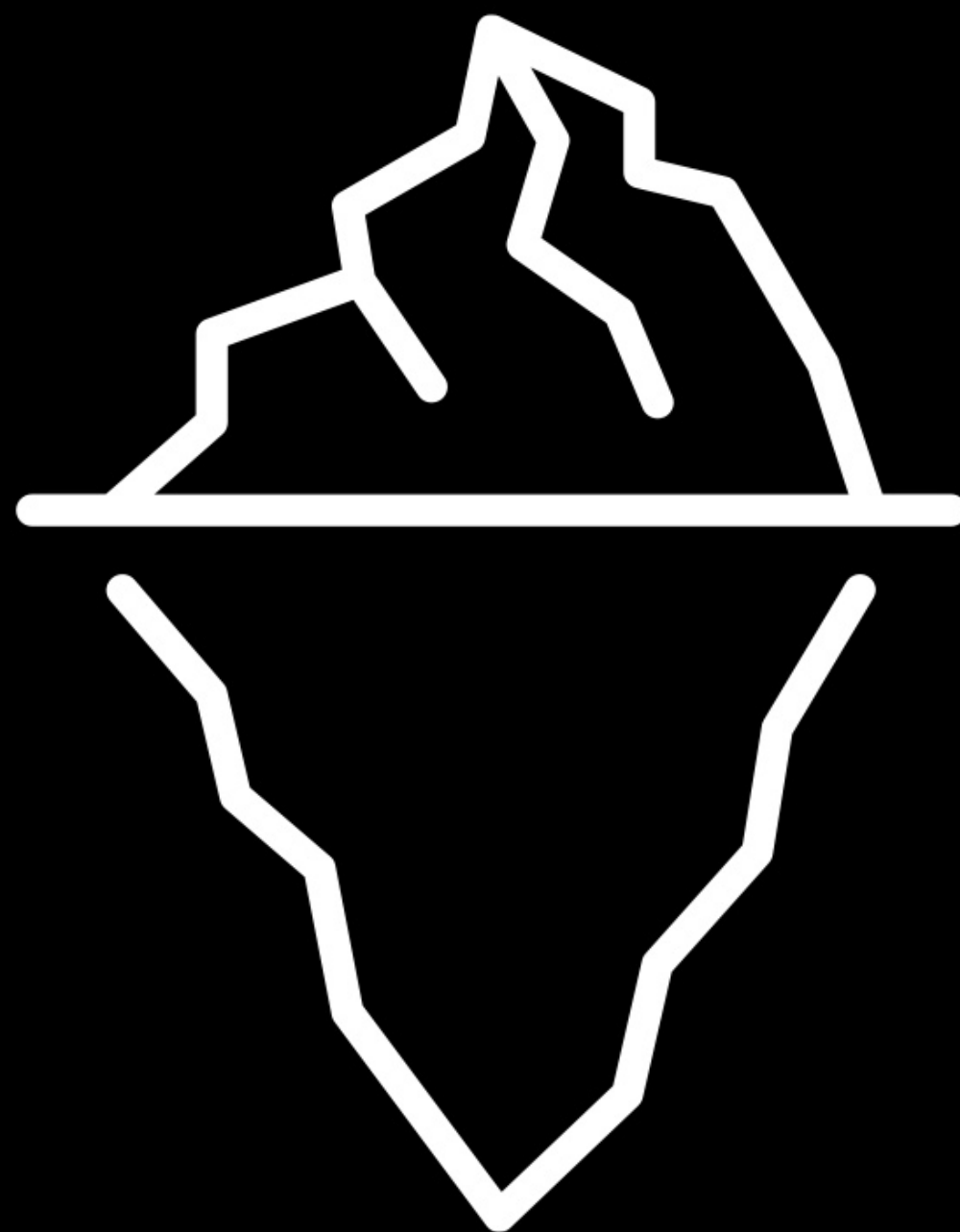
Unconditional hospitality



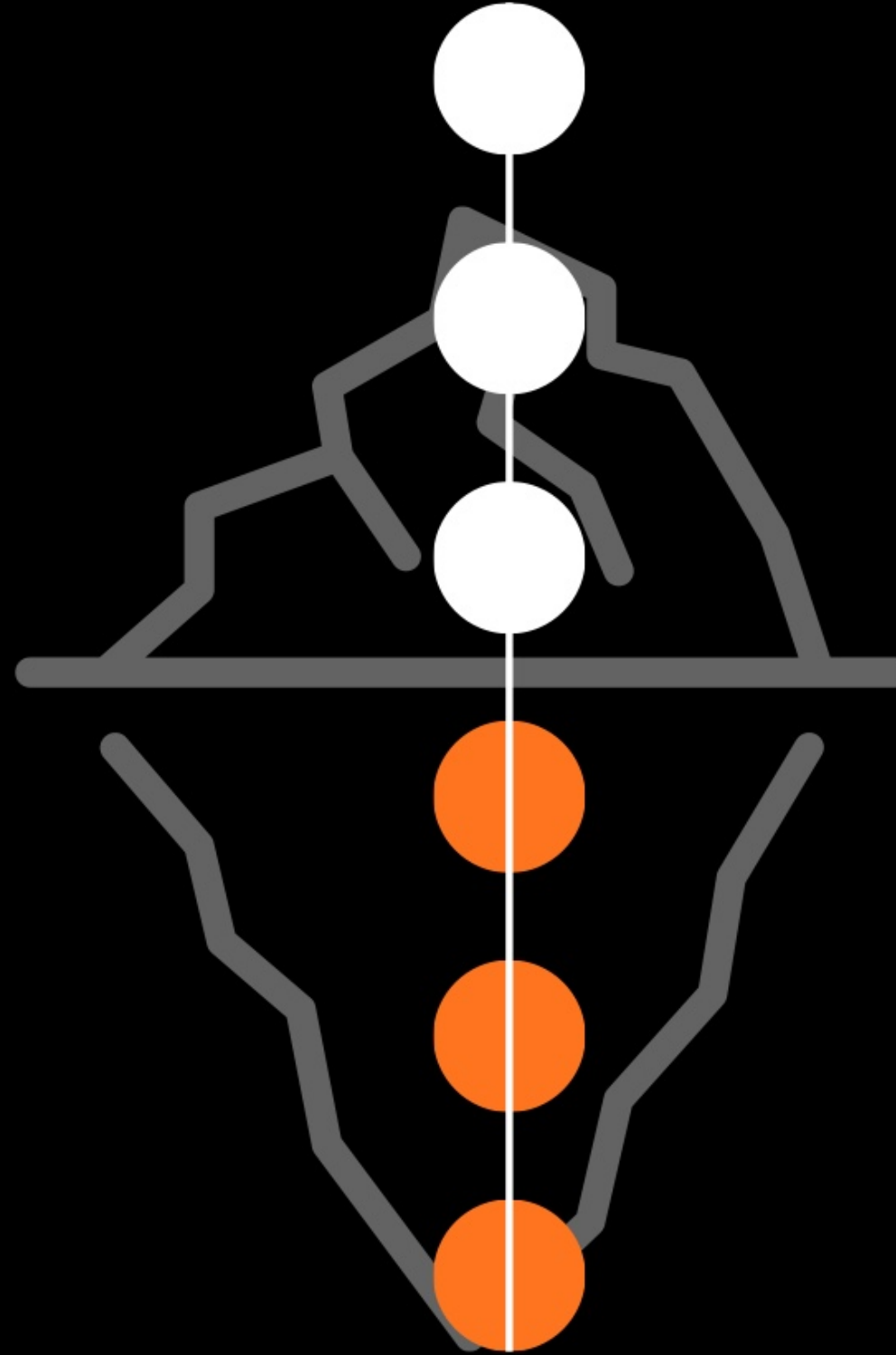
SET THE VIBE

We are social drivers making everyone feel part of the action and free to hang their way at our place or theirs.

rewiring mindsets



Mindset



What.

First dinner analogy



Why?

new york



motivation = effort
Why = Buy-in

“The man who does more than he is paid for will
soon be paid for more than he does”

-Napoleon Hill



THE 4 CORNER STONES OF ADVANCED LEADERSHIP

**EMOTIONAL
INTELLIGENCE**



GUEST RECOVERY



INSPIRATIONAL



**ACCOUNTABILITY
MASTERY**



THE 4 CORNER STONES OF ADVANCED LEADERSHIP

**EMOTIONAL
INTELLIGENCE**



GUEST RECOVERY



INSPIRATIONAL



**ACCOUNTABILITY
MASTERY**



Guest recovery: Make a list of scenarios



THE 4 CORNER STONES OF ADVANCED LEADERSHIP

EMOTIONAL
INTELLIGENCE



GUEST RECOVERY

INSPIRATIONAL



ACCOUNTABILITY
MASTERY

Leading by example: the Dan Cathy Story



STANDARDS

“Every standard you let slip is the NEW standard”

THE 4 CORNER STONES OF ADVANCED LEADERSHIP

EMOTIONAL
INTELLIGENCE



GUEST RECOVERY



INSPIRATIONAL



ACCOUNTABILITY
MASTERY





GREATER PROFITABILITY

Highly engaged teams experience 21% greater profitability than disengaged teams. They are also 17% more productive and have 41% lower absenteeism.

THIS ALSO DRIVES EMPLOYEE RETENTION

A/B/C PLAYERS

PROTECT YOUR STRONG



THE BAD APPLE EFFECT.



30-40%

WORSE PERFORMANCE

Teams with just one negative member performed **30% to 40%** worse than teams without one.



CONTAGIOUS NEGATIVITY

The negativity was **contagious**: teammates unconsciously began to mimic the bad behavior (slacking off, arguing, or withdrawing) to protect themselves.



KEY INSIGHT

The “**bad apple**” did not just sink their own boat; they caused the other high-performers to **stop rowing**.



Accountability

If you don't have
consistent accountability...
you don't have **ANYTHING.**



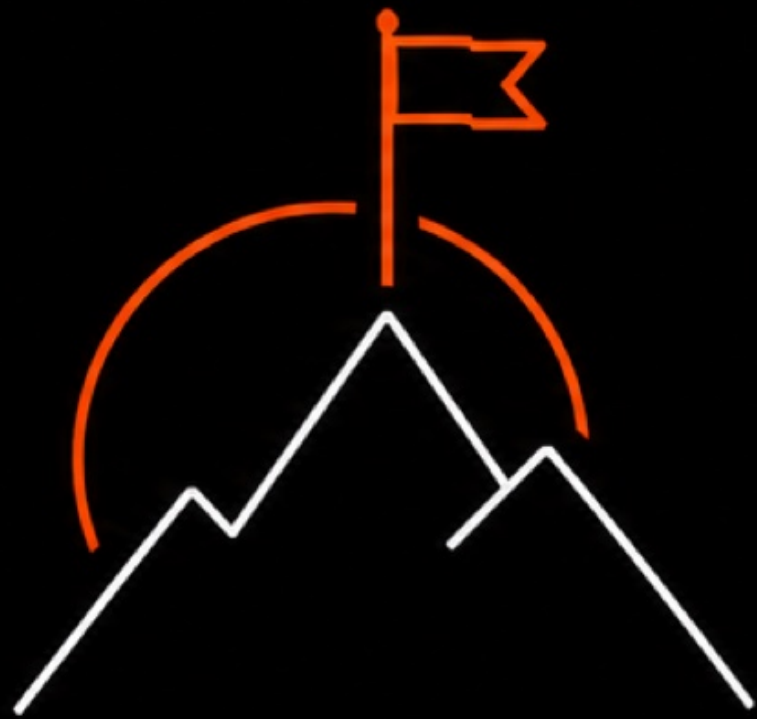
A culture of accountability
is a culture of excellence.

(accountability is a good thing)

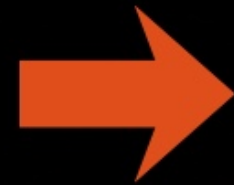


Structured Environment + Confident Clarity

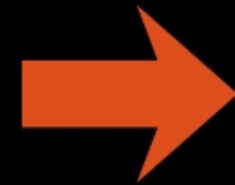
The 3-Phases Consistency



EXPECTATIONS



COMMITMENT

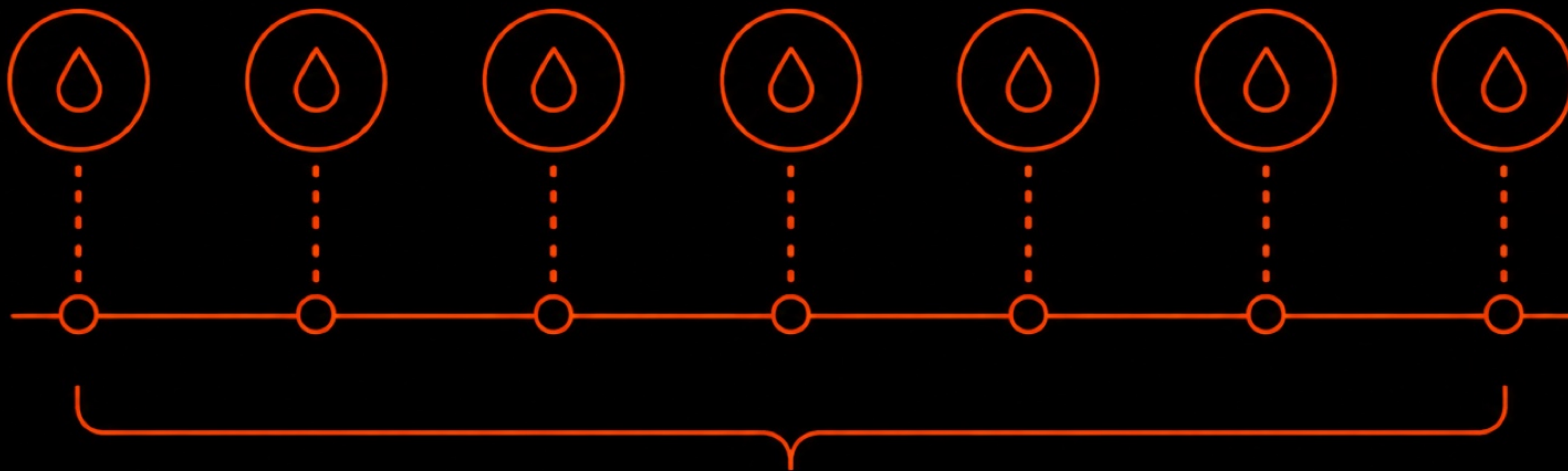


IMPLEMENTATION



CULTURE FLIP

DRIP training



"A bad system will beat a good person every
time."

— W. Edwards Deming

TRAIN.
NURTURE.
COACH.



Guest Awareness
&
Guest Right Away

THE ABC'S OF CONNECTION

A

SMILE

B

EYE CONTACT

C

GENUINELY ENGAGE



Thirty
Percent

How much of your time are you coaching,
training, leading hospitality?



How much of your time are you coaching,
training, leading hospitality?

CFA CCTV



VALUE 01 — OF FIVE



GIVE A SAUCE

We take pride in every moment — caring about the guest, the team, and the details in every experience.

IS THAT A
10/10?

KEEP.

START.

STOP.



THE NOT WORTHLESS PRE-SHIFT

Focus + clarity + energy + interaction



BRING THE SPIRIT OF THE GAME

We are team players who celebrate the wins, own the misses and compete together.

(FOCUS)

WIN.

**EXCEEDING THEIR EXPECTATIONS
WHEN THEY LEAST EXPECT IT**



Trader Joes



Trader Joes

Will Guidara hotel story



7



2



9



4



1



6



3



8



5



הכלכלה

7



2



9



4



1



6



3



8



5





7



2



9



4



1



6



3



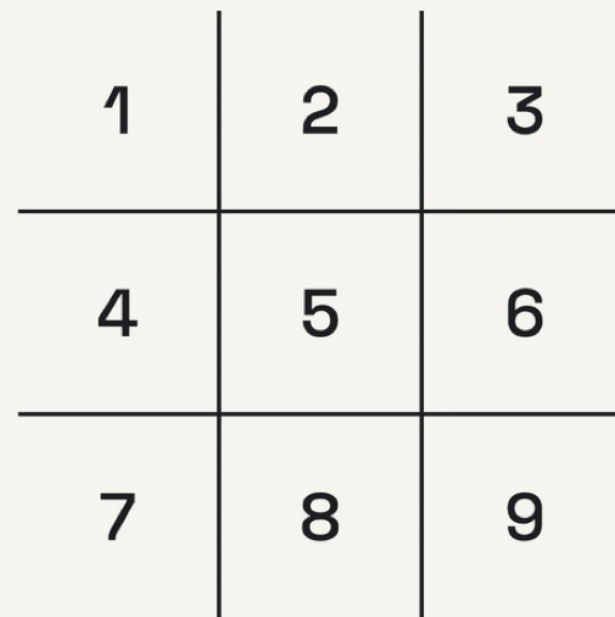
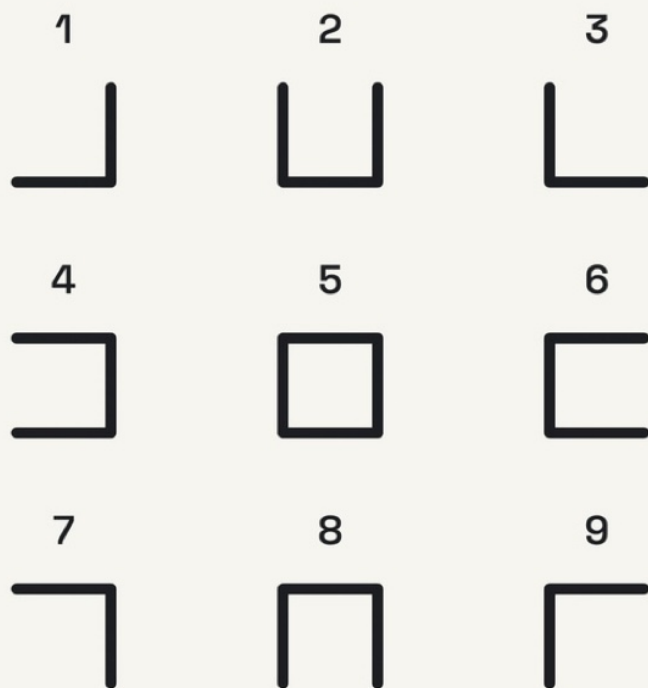
8



5



1	2	3
4	5	6
7	8	9





1



5



8



how do I make **time**?

80/20

18 MINUTES

THE MORE TIME YOU SPEND. THE MORE YOU WIN.

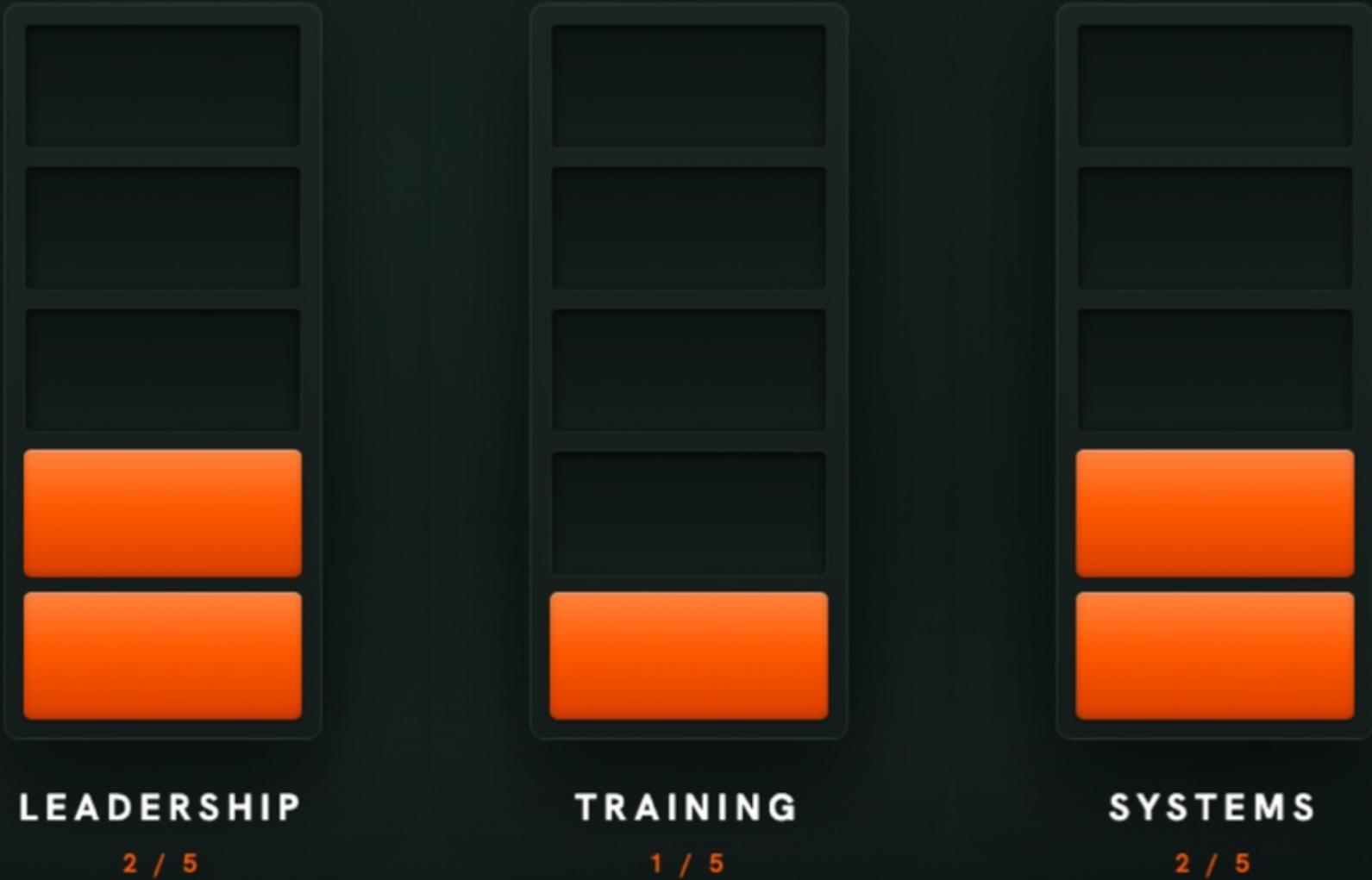
THE WILL GUIDARA STORY



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01 THE INPUTS What you control



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01 THE INPUTS What you control



LEADERSHIP
5 / 5



TRAINING
5 / 5



SYSTEMS
5 / 5



"Everything rises and falls on leadership."

-John C. Maxwell





@THE30RULE

FAVOR?



Rewiring Hospitality