

# ERRATA

The following is a list of footnotes and one quote that was omitted from the article, "A Profile of Norman Brinker" by Clayton W. Barrows, Ed.D., which appeared in Volume 17 Number 3, 2005. For each footnote that was omitted, the paragraph that the footnote pertains to is listed below, along with the corresponding footnote.

## Quote:

"Living legends are few and far between. But if there were one in the restaurant business, Norman Brinker would be it." Ron Ruggless, Nation's Restaurant News, 1995.

## Footnotes:

Brinker started with Oscar's as a busboy in 1957 (he was presumably being tested by being asked to perform tasks for which he was clearly overqualified). He was then put in charge of the fledgling Jack in the Box after only a short time with the company. After taking the time to learn about the company and the industry, Brinker began to capitalize on the opportunities that he saw in the market. Brinker has since indicated that it was at Jack in the Box that he learned about restaurant operations, lessons that he was able to draw on his entire career (Bernstein & Paul, 1994). After some initial difficulties, Brinker was able to grow Jack in the Box to a sizable company, targeting markets with potential including San Diego, Phoenix and Houston.<sup>1</sup>

1. Jack in the Box, still based in San Diego, was founded in 1951, currently has over 2,000 restaurants and employs over 45,000 people. The company had revenues of over \$2.3 billion in 2004 and is one of the top 20 restaurant companies in the US.

Brinker's ability to gauge the needs of the dining public, identify demographic trends, and to take advantage of voids in the marketplace has been a constant theme throughout his career. Brinker grew both the Bennigan's and Steak and Ale chains to the point that they were merged with Pillsbury (which owned Burger King and Poppin' Fresh at the time that they hired him). At the time of the merger, there were over 100 restaurants in the S & A chain.<sup>2</sup> He came to the company when Pillsbury was having a challenging time with Burger King.

2. Both Bennigan's and Steak and Ale (along with several other concepts) are now owned by Metromedia Restaurant Group and managed by Apex Restaurant Group, under a strategic agreement. Both companies are based in Texas. Bennigan's is one of the top 50 restaurant companies in the US and generated \$685 million in sales with 305 units in 2003. Steak and Ale generated \$110 million with 66 units in 2003.

Over the years, Brinker's efforts to personally connect with these three constituents (employees, managers and customers) has been instrumental in his success. Time and time again, he was able to get everybody "on board" through direct contact and personal connection. Among the themes that emerged in his discussions with Burger King directors was the importance of quality and value.<sup>3</sup>

3. Burger King was founded in 1954 in Miami. It started as an independent company, was once owned by Pillsbury, and is now independently owned by an equity group which includes the Texas Pacific Group. Burger King is currently the third largest US based restaurant compa-

ny, has 11,000 restaurants in 65 countries, and generated \$11.3 billion in sales in 2004.

Brinker turned over the leadership of Brinker International in 1995 but remained involved with the company in various capacities until 2000 when he was named "Chairman Emeritus." Brinker International continues to follow the management principles and corporate culture that Brinker established while he was there.<sup>4</sup>

4. Brinker International became a billion dollar company in 1995 while Brinker was in charge. It is now a multi-concept company operating over 1,500 restaurants under numerous brands including Chili's, Chili's Too, Corner Bakery Café, On the Border, Maggiano's, Romano's Macaroni Grill, and Rockfish Seafood Grill. It has recently divested of CozyMel's, EatZi's, Wildfire and Big Bowl Asian Kitchen. It generated \$3.7 billion in sales in 2004. The company is still primarily driven by the Chili's brand which is the second largest US based casual dining chain.