Lessons from Unexpected Places

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FOCUS Brands
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Leadership, Change, Driving Innovation

- Brand Growth Story
- Deficit of Belief
- Accountable, Be Flexible, Connect, Trust, Partner, Grow
- Lessons
The Core…What Got Us Here
Strong Brand, but a Challenging Time

• 7 years of weak comp sales through ‘10

• Deferred CapEx system wide

• Reputational damage; Compliance issues

• Unengaged franchisee base, Failed product launches

• Heavy, unpredictable regulation

• Negative consumer trends

• Fragmented Multi-Channel Presence

• Tired & Frustrated franchise base
Diagnosis: Deficit of Belief

Cure:

- Energy, Passion & Belief at the Top
- Give, Give, Give…. Then Give More
- Create & Celebrate Small Wins
- Power of What’s Possible
- Don’t do it Alone! Partners, Partners, Partners!
- Believe in Others More than they Do in Themselves
- “Visibility Drives Credibility”
- Be there When it Counts
- Focus on the Coalition of the Willing
• 70,000+ Points of Distribution
• $1.2+ Billion in Product Sales
• 1200 franchise locations 56 countries
• 220 Domestic Express/Mini-franchises
• Partnerships: Burger King, Taco Bell, Pillsbury, Kellogg’s, International Delight, GMCR, B&G Foods
• 70+ Products in Grocery and Retail
Innovate & Collaborate to Win

• Hackathons: Be Your Own Disruptor
• Contests and Feedback
• Innovation Partners
• Multi-Channel Learning
• Encourage Failure
• Promote Flexibility
• Shrink to Grow
PARTNER to WIN
Works for Brands, Industries and People
Flexible Partnership Models Work

- Know Your Value
- Know Theirs
- Break Old Norms
- Redefine “Competition”
CONNECT
Build Lasting Change

• TAKE ACCOUNTABILITY
  • BE FLEXIBLE
  • CONNECT
  • TRUST
  • PARTNER
  • GROW
If Not Me, Who? If Not Now, When?

...Just Because Things Could Be Worse
Curiosity & Help
Yes to Opportunity
No Borders; No Boundaries

The Unfamiliar Builds Leadership Muscle
Seat & Voice: Presence vs. Action
ADD VALUE

• Constant Pursuit of Education

• Diversify Your Purpose Portfolio

• Connect to Your Community

• Outreach & Volunteering

• Shape Your Industry & Environment
“Small Enough to Change, Big Enough to Matter”
-Billy Shore
Share Our Strength
Priorities
Small Wins Rule
Be There .... When It Counts

Build Trust
Lessons from Unexpected Places

- No Borders; No Boundaries
- Constant Pursuit of Education
- Give, Give, Give
- Connect, Trust, Partner, Grow
- Small Wins Rule
- Power in Priorities & Partners
- If Not Me, Who?
- If Not Now When?
THANK YOU

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