

this is now

You'll likely be looking at this essay when "Zingerman's News" comes out in March, but I'm writing this morning, a few days before the inauguration of Joe Biden. Vaccines are beginning to arrive in Ann Arbor. The Federal government's stimulus package seems like it could, potentially, help us and many others around the country—health care funding, folks in need, small businesses. President Biden mentioned helping restaurants in his initial speech about additional stimulus packages, so maybe by the time you read this, we'll get some support signed into law. At our house, Tammie's annual seed orders are starting to arrive, and when you read this newsletter, she'll have started spring planting in her little propagation room for Tamchop Farms. Oh yeah—and I have a new pamphlet that came out a few weeks ago: "Working Through Hard Times: Life and Leadership Learnings from 2020." The preface, "A Perspective from Partway Through the Pandemic: A lyrical look, backward and forward, as we make our way through the minefield," leads the piece. I'm already thinking about putting together a post-pandemic "Part 2" when we reach the point (later this year?) that we can see the pandemic begin to fade. In other words, as crazy as the last year has been, I feel positive about the future. I'm standing by the statement from Congressman John Lewis: "Be hopeful. Be optimistic. Never lose that sense of hope."

A year ago, in mid-March, is a time that few of us will forget. In the same way that most everyone alive remembers where they were on 9/11 (I was teaching the second day of a ZingTrain seminar Upstairs Next Door at the Deli)—or if you're old enough, when President Kennedy was shot (I was in second grade Hebrew class and the teacher ran out of the room crying)—most all of us will remember what was going on when the pandemic appeared in force. I will also always remember the middle of March in 1982. Unlike the days around our 39th anniversary (which are anything but uplifting to think about), thinking back to March of 1982 makes me smile. It's when we opened up the Deli.

that was then

Thirty-nine years ago we were spending a good bit of time on our hands and knees, grouting tile, climbing ladders to paint walls, and laying on the floor to clean under counters. Thank you to all the friends and family who were in there offering their time and hard work to help Paul and me get the place open. Anyone who's been part of a restaurant opening knows the drill. There's a strange blend of optimism and anxiety. You're hopeful, and for a few minutes at a time, you believe that what you're about to embark upon could actually work. The feeling, for me at least, has nearly always been fleeting. Then I start wondering things like, "What if it bombs? Is this crazy? What if so-and-so is right that we'll never make it? We've never done this before—what if it's a really bad idea?" If you've done an opening you probably know what I'm talking about. But then, you take a few deep breaths, put your head down, and get back to work because the pressure

is on to get open. The clock is ticking, and you're probably already paying rent, so although concern about long-term success is reasonable, the reality is that the question of what will be happening a decade down the road will be irrelevant if you don't finish re-painting, pricing the menu, or cooking the corned beef.

While we were anxious and excited back then, if I put my history major's hat on, there was more to the story. What was happening in our heads and in our little oddly-angled 1300-square-foot space was being pretty dramatically, if often unconsciously, impacted by the state of the world around us. And it's not like that world was in a wonderful state. Things were, in many ways, almost as gloomy as they have been over the last year. Interest rates were at their highest point in a hundred years, and were about to go higher. Unemployment nationally was near record levels, and Michigan had the highest unemployment rate of all the 50 states (it hit 14.5% later that year). Reagan was president, which, depending on one's politics will evoke different emotional memories (or hardly any at all if you're too young to have any view of his work). In mid-January, while we were getting ready to open, a plane crashed into the Potomac River in Washington and 78 people were killed. There were the usual pleasant distractions too. Four days before we opened the Deli, North Carolina beat Georgetown to win the NCAA championship. A young guard named Michael Jordan hit the game-winning shot with 17 seconds left on the clock. Joan Jett and the Blackhearts released "I Love Rock 'n' Roll." The weather 39 years ago was pretty much how it is now. Mostly gray and cold, though it's worth noting, that that month of January we had the coldest day in a hundred years.

In other words, in 1982 I remained cautiously optimistic even though the outside world was in rough shape. I am feeling similar today, and it makes me all the more inspired on our anniversary. In between 1982 and 2021, there have been highs and lows: partners, profits, losses, press, 9/11, 2009, and the visit of President Obama. And after 39 years, a few million sandwiches, three long-term visions (2009, 2020, and now 2032), a dozen new Zingerman's businesses, four presidents, and one pandemic later . . . here we are.

All that said, I will sum things up into a single sentence: we are only here 39 years later because of you—all of the loyal and caring customers who've supported us through ups and downs, the hard working creative crew who've done the work to make things go, and the artisan suppliers and sustainable farmers who've crafted and grown all the food we cook and sell. A thousand thanks to you all! In a non-pandemic world, we would have a big party. Right now, I'm just gonna sit here by myself looking out the window at a light coating of January snow, think appreciative thoughts, and send them your way. I hope you can feel at least a few of them arrive at your door. **You all have made Zingerman's what it is today.**

Though I don't think either Paul or I would have been able to imagine what is now the Zingerman's Community of Businesses back in 1982, it would not have been hard to get our minds around the critical nature of taking great care of our

customers. I remember very vividly before we even opened, the two of us talking about what seemed super obvious. We knew from Day One that we needed our customers more than they needed us. That there were always going to be dozens—actually hundreds—of other places selling food that consumers could choose from. That our work, every day, was always going to be to bring amazing experiences to the folks we were serving in order to give them enough good reasons to come back that they would return regularly. We knew too that we would treat our coworkers like the intelligent human beings they were, like folks who were on our team and eager to do the right thing. That we also needed to give them good reasons to come to work here—even though there was a lot of unemployment, the people we wanted to work with would likely have multiple options from which to choose. We knew that every day we'd inevitably make mistakes, but that if we recovered well we'd have a chance at winning people back. We knew that we'd need to do the little extra things and stick with stuff through periods of doubt and bumpy emotional slips into blame. We knew that nothing was guaranteed. We knew that the quality of our relationships was critical to how well the business did.

love and work

Back when we opened in 1982, it had been 13 years since Dr. Martin Luther King was assassinated. The national holiday in his honor was made into law in 1983, and began to be regularly celebrated a few years later. King's biographers, Barbara A. Holmes and Susan Holmes Winfield, write that, "For King, love is synonymous with ethics. It is a moral principle that provides context, norms, rules of engagement and a vision of moral flourishing." In that sense, sitting here 39 years later, Dr. King perhaps had more of the key to what has grown into the Zingerman's Community of Businesses than any business course or book. Dr. King, Holmes and Winfield write, "believed that the future is love. . . . This love, King insisted, is not some sentimental weakness but somehow the key to ultimate reality." Paul and I did not talk much about love per se when we were getting ready to open. But in hindsight, I believe it was present, and abundantly so. As flawed as our work was on our first day—and as flawed as it will be on our anniversary on March 15, 2021—love continues to underlie all we do.

Fast forward from our opening to 1990, the year we celebrated our 8th anniversary. In an industry where 85 percent of new businesses are already closed a year or two after they open, we already had a long track record to show for our work. We'd added onto the Deli's original building in 1986 and were in the process of purchasing what's now the house Next Door. 1990 was the same year that the two Germanies were reunited and Nelson Mandela was released from prison. It was also the year that my good friend Lex Alexander from North Carolina told me about a new book he was reading. And loving. It was written by a guy from Iowa who Lex had met a few years earlier at a food show. His name was Jim Autry, and his new publication was entitled *Love and Profit*:

The Art of Caring Leadership. Autry put forward some fairly radical perspectives that were way outside the thinking of the mainstream management world at the time. Like Robert Greenleaf’s *Servant Leadership* and Peter Block’s *Stewardship*, Autry’s book had a big impact on us. “Good management,” Autry wrote, “is largely a matter of love.”

Love has been around as long as there have been human beings. We all want it. And we all have some sense of what it’s about, flawed though that sense may be. Every religion advocates it—you will each, I’m sure, be able to cite the relevant sources in your own sphere of spiritual activity. What I am sharing here is less about love in the general sense of the word (and the world), and instead more narrowly focused on what Jim Autry was advocating—a look at how love fits into, and can be an essential part of, where we go to work every week. If we’re fortunate—and I feel like I am—love is already there. I’ve been doing a lot of writing, as many of you know, over the last five or six years on a model of organizations as ecosystems. Here’s one of my latest additions to the model:

When we create a healthy organizational ecosystem, love is the outcome.

My belief is that the collective health of an organizational community will be felt, first and foremost, in the form of love. No, love is not what we sell, nor is it what we use to pay our bills. But it is present, in both the energy we emit and the actions we take—imperfectly, of course—every day. In a healthy ecosystem of any sort, the value of the whole will always exceed the sum of the individual parts. Love (along with creativity and positive energy) will be a big part of what raises that collective value to such great heights—it’s what elevates the ecosystem beyond what each component would accomplish on its own. Love certainly isn’t all we need, but when all our needs are being met in a healthy, humble, and human way, I believe love is what we’ll get.

bell hooks’ book *All About Love: New Visions*, is an essential read on the subject. She has much to share and many important—and challenging—social questions to ask. One of

the biggest takeaways I got from her writing is that love is not just something we feel—it’s an action. A verb. Love is how we interact with every person, make every sandwich, bake every bread, and send every email. Love in action looks like caring compassion; it’s present when we make the decision to choose positive beliefs; it shows up when we help each other feel seen and heard and supported. It’s being able to address antipathy and anger in caring, dignified, and constructive ways. Love is, by definition, a collective effort. As Thomas Merton wrote, “Love is our true destiny. We do not find the meaning of life by ourselves alone—we find it with another.” I believe you can feel it in the air. Or at least in our energy.

This understanding hit me hard, in the best possible way, when I was reading Humberto Maturana’s *Biology of Love*. The Chilean biologist and philosopher states very firmly: “Love is our natural condition. . . . We humans are loving animals, and our intelligence and creativity in the domain of human well-being depends on our being loving animals.” If we stay grounded in who we really are as humans, and treat each other with dignity every day, we won’t have to work at it that hard. Love is what will then emerge from the ecosystem.

The problems start to pop up when organizations do the opposite. Where “bad work” is the norm, you will find very little love in action. Where disrespect is the (dis)order of the day, where exclusion is accepted, where dignity is reserved for only a select few, when people have no sense of purpose, or little hope—money may still be made, but love becomes a lost cause. In the workplace, this looks like people being treated like machine parts or being dehumanized, disrespected, or dishonored. It’s being talked down to while being told to get back to work. It’s being isolated, away from any meaningful impact your work may have. It’s doing work one could care less about to earn the paycheck one badly needs to pay the bills. It’s where, as bell hooks writes, “Relationships are treated like Dixie cups. They are the same. They are disposable. If it does not work, drop it, throw it away, get another.” (Certainly, there are amazing individuals, exceptions in their ecosystem, who will act with love no matter where they’re working.)

Over our years in business, we have allowed all these issues to occur to some degree. Good intentions don’t guarantee good results, nor will they preclude problems. But humble reengagement and deep care for others through our efforts to treat everyone with dignity means love will still be intact despite our imperfections. Even in a loving organizational ecosystem, challenges will still abound. Money may be tight, personal and interpersonal tensions intrude on effectiveness, outside forces complicate our work, and our own anxieties limit our ability to lead. We all fall short, and we all will, at some point, be mad at each other. We will still, unfortunately, fire people. But we can find ways to address all of those from a loving, supportive place. We can find ways to breathe deep and stick together through the struggle, to take a long walk (alone, or together, or both) to regroup and gather ourselves, and to figure out how to still make sustainable finance a reality even under duress. We can approach all those things with love, care, and compassion. And when we fall short, we can acknowledge the error of our ways and humbly work to make things better. I’ve come to believe it’s our obligation to that. As Emma Goldman said, “The most vital right is the right to love and be loved.”

Vivek Murthy is a man who’s quietly working to influence the country in a more mindful, loving direction. I met Dr. Murthy when he came out to Ann Arbor to interview a few of us here for his newly-released book *Together: The Healing Power of Human Connection in a Sometimes Lonely World*. Since his visit, I’ve listened to a series of interviews with him. When I heard Murthy featured in a podcast with Tim Ferriss in May during

the early months of the pandemic, I lamented the fact that he was no longer the Surgeon General. His calm, wise, caring humility seemed so in line with the kind of work we’re trying to do here. Patience pays off. As of January 20th, Dr. Murthy is again the surgeon general. He brings alive a lot of what I’ve been thinking and feeling about this subject over the last few years:

I think it is so important for us as a society to be able to talk not just about emotions but about love, because love is the greatest source of strength that we have. I, as a doctor, have written many prescriptions for powerful medicines and antibiotics, but there is no medicine that’s more powerful than love and you don’t need a medical degree or to be a nurse to be able to deliver the power of love to other people’s lives. What you need is the very human and universal ability to respect and be in touch with your emotions, to summon what’s already inside you. And that’s the power of love.

Love in action

Building on bell hooks’ belief that love is an action to be taken, I’ve come to realize over the years that it’s also, as Jim Autry wrote all those years ago, perfectly practical. It’s better business. Making a living with love is a much better way to go. It can help us turn tension into creative upside; antipathy into aspiration; care into quality. And per Dr. Murthy’s comments, creating a loving workplace could be helping to keep us healthy. One advantage we have here in making that a reality is that love has been in our mission statement—at Paul’s creative and caring suggestion—that we penned shortly after Jim Autry’s book came out:

*We share the Zingerman’s Experience
Selling food that makes you happy
Giving service that makes you smile
In passionate pursuit of our mission
Showing love and care in all our actions
To enrich as many lives as we possibly can*

Since we actively believe and teach that it is all of our work at Zingerman’s—starting with me and Paul—to make that mission a reality in every single interaction we have with every single person we come into contact with, I’m realizing now as I write that acting in a loving and caring way has already been a performance expectation here for us for 30 years now. To build on three decades of that Mission work, we’ve recommitted ourselves to working hard to make this a reality. In the twelfth and last section of the new 2032 Vision, we wrote:

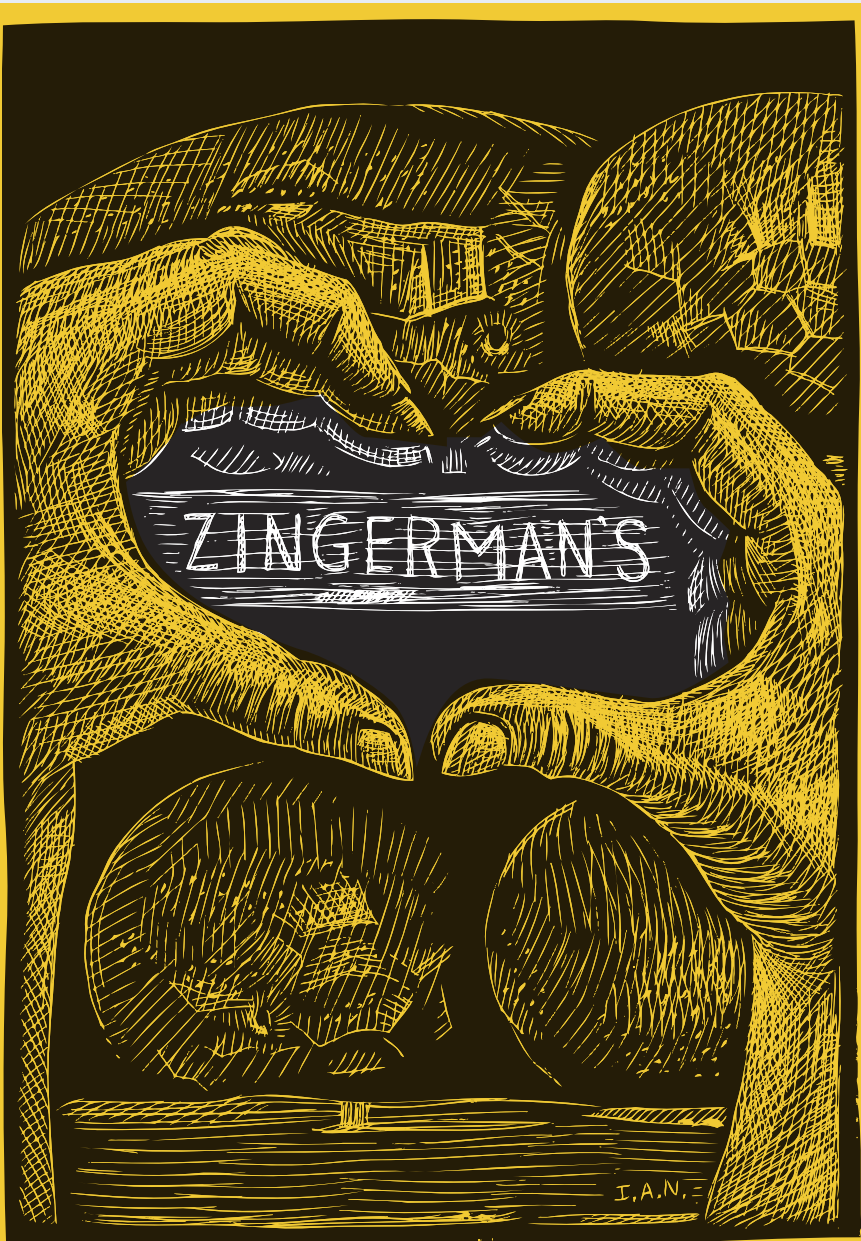
Love and Care

Every act in the ZCoB is an act of love. Acts to care and connect. To take the implementation of our mission to greater heights than ever. We view everyone through the lens of a compassionate heart, choosing patience, positive beliefs and take pausing to appreciate the beauty in everyone and everything we work with. We are mindfully conscious of how our decisions impact the people we work with, our customers, and the larger community. We understand that the energy we put into every interaction is essential. We are self-reflective and intentional in our work in this way.

We will fall short, I know, every day. But just as we do when we fall short in the service we give or the food that we serve, we’ll take a deep breath and lovingly, caringly, and compassionately go forward. Because as anarchist Ashanti Alston once said, “We have to find ways to love and support each other through tough times.” In the years to come, as we move, one imperfect day at a time, towards that 2032 Vision and our 50th anniversary, hopefully we will reach a point at which the pandemic will be as modest a memory and a source of stories in the same way the economic crash of 2009 is now as I write. We will work to bring even more love to what we do, to those we do it with, those we serve, those we buy from and sell to, bank with, and build with. It’s our small contribution to the country and the greater ecosystem of which we’re a part. Because as author Barry Lopez writes, “We cannot, of course, save the World because we do not have authority over its parts. We can serve the world though. That is everyone’s calling, to lead a life that helps.”

Thank you for all your love, care, support, and great suggestions over all these years! We look forward to serving you and this great community for many years to come!

Ari



“the power of love and caring can change the world.”

—James autry

THE POWER OF PI(E)

3.14 ways to put pie on your plate from around the zcob

I. HANDMADE PIES FROM ZINGERMAN'S BAKEHOUSE

Decades of pie making and baking experience go into each one of these wonderful offerings. As a result of skill, love, and care, each of these amazing pies delivers full flavor and comfort. They've been consumed aplenty here in Washtenaw County, and also carried all the way to Paris and other places very far away!

featured pies of the month

march

Perky Pecan Pie—loaded with Georgia pecans and wonderfully full-flavored natural Muscovado brown sugar filling.

Lemon Chess Pie—lovely sweet-sour lemon filling with just a bit of buttermilk, in an all-butter crust. A Southern classic.

Jumbleberry Pie—raspberries, blackberries, blueberries, and cranberries jumbled up and baked in a flaky buttery pie crust.

Find them at the Bakehouse, Deli, Roadhouse, and Mail Order

april

The three March pies, plus:

Coconut Cream—creamy coconut filling made with coconut milk, shredded coconut, and a good bit of real vanilla bean.

Key Lime—an American classic made with real Key Lime juice!



2. POT PIES FROM ZINGERMAN'S DELICATESSEN

During the twelve years of this handmade tradition, customers have been known to drive long distances to buy our pot pies by the dozens to fill their freezers. While some things have been drastically altered by the pandemic, Pot Pie season at the Deli is making its usual winter appearance. All six pie varieties are handmade and filled with our usual array of artisan ingredients. While many of us have our favorites, you won't go wrong with any of them!

Chicken Pot Pie (Amish-raised chickens and lots of vegetables).

Two Tracks Turkey Pot Pie (Two Tracks Acres heritage turkeys, celery and spices).

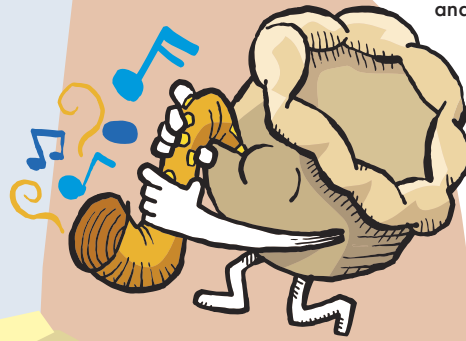
Fungi Pot Pie (a meatless offering made with wild mushrooms).

Cheshire Pork Pot Pie (Pork from Ernst Farm, braised with onions, apple cider and spices).

Dingle Lamb Pie (Lamb from Hannewald Farm in Stockbridge, MI, loads of potatoes, rutabaga, onions and a dash of cumin and rosemary. Wrapped miner-style, no tin).

Red Brick Beef Pot Pie (Beef from Washtenaw County Ernst Farm, carrots, potatoes, fresh herbs).

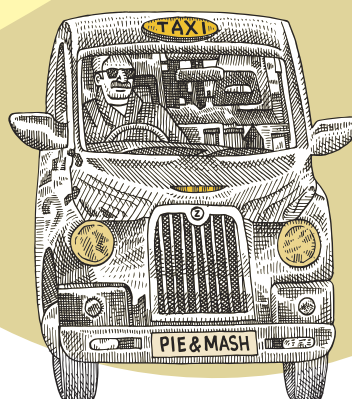
Pop into the deli or order online at zingermansdeli.com



3.14: FRIED PIE FROM THE ROADHOUSE

A classic of the middle South—fruit-filled, handmade crust. Crafted at the Bakehouse, fried to order at the Roadhouse. Great for in house dining, carryout, bag lunches, winter camping, or long nature walks!

Be wary, flavors vary.
zingermansroadhouse.com.



3. PIE & MASH FROM ZINGERMAN'S CORNMAN FARMS

Inspired by British co-managing partner Kieron Hales' homeland, Zingerman's Cornman Farms will transform into a traditional English Pie & Mash shop every Wednesday in March! This hearty, age-old comfort food features a savory handmade pie with mashed potatoes, seasonal veggies, and Chef Kieron's creamy and indulgent Devon Fudge—a recipe from his hometown. We will be making a limited number of pies each week, so pre-ordering is encouraged to guarantee your pie! Order your pie today.

Wednesday, March 3

Steak and Stilton Pie
Potato, Mushroom, and
Stilton Pie (Veg)

Wednesday, March 10

Beef & Onion Pie

Wednesday, March 17

Chicken Tikka Masala Pie
Chickpea Tikka
Masala Pie (Veg)

shop.zingermanscornmanfarms.com.

Wednesday, March 24

Chicken, Leek & Tarragon Pie

Wednesday, March 31

Bacon Devon Pie
Vegetarian Devon Pie



you really can taste the difference!..



1902
the building now known as zingerman's delicatessen is built on the corner of kingsley & detroit streets in ann arbor, michigan. it opens as disderide's Grocery.

1892
rocco disderide arrives in ann arbor.

1978
ari weinzweig graduates from the university of michigan and goes to work washing dishes at a local restaurant, maude's, where he meets paul saginaw, frank carollo and maggie bayless, his partners-to-be.

1975
paul saginaw leaves graduate school at the university of michigan to work at a local seafood restaurant.

1992
frank carollo, an old friend from maude's, gets together with ari and paul, and the first official loaves of bread emerge from the zingerman's bakehouse ovens and head to the deli breadbox and sandwich line.

1996
zingerman's catering, famous for extraordinary deli trays and for bringing "the zingerman's experience" beyond the deli's doors, is launched.

1997
bread bag from zingerman's bakehouse earns national design recognition from "Print" magazine. zing artists become "Print" favorites, receiving similar recognition the next three years.

1998
food gatherers delivers over 2 million pounds of food to help feed those in need in washtenaw county. jude walton and mo frechette make the jump to full-fledged managing partners of zingerman's mail order.

2000
amy emberling, one of the original bakers and founder of the pastry kitchen,

2001
zingerman's creamery opens up in manchester, mi and cheesemaker and managing partner john



1980
ari and paul begin a conversation about how ann arbor could use a traditional jewish deli like the ones they grew up with in detroit (paul) and chicago (ari).

november 1981
paul notices that the building on the corner of kingsley and detroit is available. he calls ari to see if he's ready to open the deli that they had talked about.

1988
zingerman's begins a food rescue program to feed the hungry in our community. food gatherers collects nutritious food from shops, restaurants & hotels and quickly delivers it to the people in need in our community.



march 15, 1982
zingerman's opens its doors for the first time. ari and paul are behind the counter making sandwiches and cutting bread and cheeses.

1986
the 700-square-foot addition to the original zingerman's building is completed. the pie-shaped wedge houses the expanded line and provides the sandwich room for dry goods.



2020
march 2020, the pandemic! zingerman's delicatessen reuben tour. bake! zingtrain, the deli, mail order & cornman farms go virtual. founding partner paul saginaw goes on paul-batical. frank carollo, founding partner of zingerman's bakehouse, retires. maggie bayless, founding partner of zingtrain, stays on the train but moves to a former-partner seat for her next adventure. zingerman's statement of beliefs released. zingerman's 2032 vision shared.

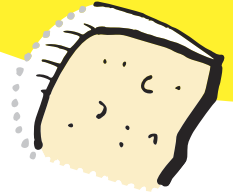
2019
zingerman's roadhouse is a james beard award semi-finalist for outstanding service. u of m's bentley historical library acquires the zingerman's archive.

2018
katie frank becomes managing partner of zingtrain. zingerman's delicatessen is a james beard award semi-finalist for outstanding service! after many years operating inside of zingerman's mail order, zingerman's food tours becomes the newest addition to the zcob with kristie brabec as the managing partner.

2017

Zingerman's
community of businesses

39 TIMES AROUND THE SUN 1982-2021



returns to zingerman's
bakehouse as
co-managing partner.

2002

zingerman's mail
order and zingermans.
com merge to become
one business headed by
tom, toni,
mo, and jude.



managing partner join
loomis begins making
fresh cheeses.

2004

deli retail manager grace
singleton takes the reins as
deli managing partner.
zingerman's roadshow,
ann arbor's hippest drive-up
coffee counter, opens in the
parking lot of zingerman's
roadhouse.

Rebecca Solnit once wrote: "Where does a story begin? The fiction is that they do, and end, rather than that the stuff of a story is just a cup of water scooped from the sea and poured back into it." With that message in mind, there are many places we could begin the Zingerman's story, and many pieces of it we could play up as highlights. What you see here on paper is a brief illustrated timeline that represents only a tiny fraction of the now millions of meaningful, small interactions that have made what we know as the Zingerman's Community of Businesses what it is.

2005

the birth of the zingerman's
candy bar! zzang!® bars coming out
of the bakehouse are quickly named
"the ultimate handmade candy bar"
by "chocolatier" magazine.



2006

bake!, ann arbor's hands-on teaching
bakery and cake!, a showroom worthy of
the imagination-defying creations from
the bakehouse cake designers, open at
zingerman's bakehouse.

2007

deli restaurant manager rick
strutz joins grace singleton as
co-managing partner at the deli.
zingerman's launches our 2020
vision charting the course for the
zingerman's community of businesses
for the next 13 years.

2008

zingerman's coffee company
manager steve manigian joins
allen as co-managing partner
of the business.
zingerman's is featured on
oprah's sandwich episode and
#97 Lisa C.'s boisterous brisket
is Oprah's favorite, rating an
"ll" on a scale of 1-5.



2003

"inc." magazine calls us "the coolest
small company in america."
chef alex young becomes managing
partner and executive chef as
zingerman's roadhouse opens up in
the old bill knapp's building.

"zingerman's Guide to Good eating" by
ari weinzweig is published and written up
in "fine cooking," "saveur," "the chicago
tribune," "the new york times," and other
national publications at the top of their
holiday book gift lists!

zingerman's coffee company opens and
roastmaster and managing partner allen
leibowitz starts selling zingerman's
coffee throughout the zingerman's
community of businesses and to wholesale
customers across the country.

2009

zingerman's candy manufactory,
a wholesale candy maker creating
old-fashioned american sweets by
hand, opens with charlie frank as
managing partner.
zingerman's "Guide to better
bacon," ari weinzweig's tome on
pork (featuring bacon history,
recipes and lore) is published.
zingerman's coffee company opens
its retail and café space on plaza
drive down the walk from zingerman's
bakehouse and creamery.



2010

publication of
"a Lapsed anarchist's approach
to building a great business,"
the first part in ari weinzweig's
leadership series.
rodger bowser moves from
chef to co-managing partner
at zingerman's delicatessen.

2012

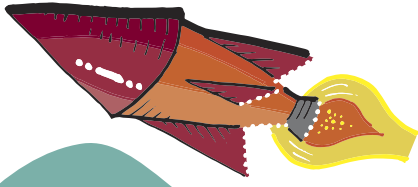
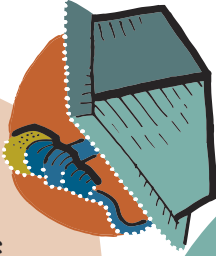
aubrey thomason becomes
managing Partner at
zingerman's creamery.
we publish part 2: "zingerman's
Guide to Good Leading: a Lapsed
anarchist's approach to being a
better Leader."

2013

we publish part 3 of
the leadership series:
"a Lapsed anarchist's
approach to managing
ourselves."

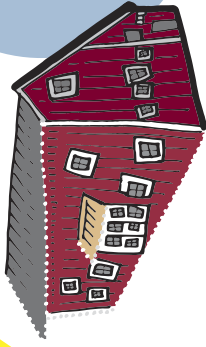
2015

we add three staff Partners
to our Partners' Group.
long-time staffer ji hye kim joins as a
zcob managing partner with plans to
open miss kim—a korean restaurant.
zingerman's pamphlets hit the streets,
sharing one "secret" at a time
with avid readers.



2016

miss kim joins the zcob with ji hye kim of
San Street as the managing partner.
zingerman's Greyline, ann arbor's downtown venue
for private events, opens in the space formerly
occupied by the historic Greyhound bus depot.
"zingerman's Guide to Good Leading, Part 4:
a Lapsed anarchist's approach to the Power of beliefs
in business," the fourth volume in ari weinzweig's
leadership series, is published.
"food and wine" names zingerman's delicatessen
one of "america's best Jewish delis."



tabitha mason is approved as
the newest managing partner of
zingerman's cornman farms.

"zingerman's bakehouse cookbook"
is published by chronicle books.

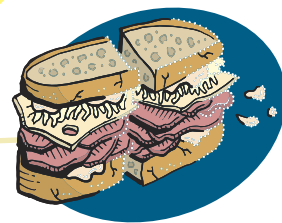
you really can taste the difference

PARTNER PICKS

zcob partners share their favorites

One of the many important elements of our 2032 Vision is the concept of succession. Our intent for many years has been to build an organization which will go on for decades—or longer—to come. Something that would stay healthy, even improve, as we transition our leadership work. We've done a ton of work on governance, ownership, training, etc. over the years. We have much more to do as we make our way towards that 2032 Vision. Don't worry. I'm not going anywhere any time soon. Still one piece of that work, in my mind at least, is to bring more and more other voices from around the ZCoB to the fore. While we've already been doing that for years, I want to do even more of it in the years to come. With that thought in my head, it seemed like a nice way to make that work happen was to use this anniversary issue of the newsletter to ask some other partners in the organization to share their favorites! So that's what you have. Most of them have been part of Zingerman's for a long time now—we've put the year they started and the year they became managing partner in parentheses next to their name just to give you a sense of the already long-standing continuity in our Community of Businesses. Read up! Thank you again for all your support over the years. And thanks to all of the partners for working so hard and so effectively to lead Zingerman's over the last 30 years and into the next 30! P.S: If you want to see the 2032 Vision, email me at ari@zingermans.com.

Ari



amy emberling

(1992, Bakehouse Managing Partner 2000):

BAKE! Virtual Classes

BAKE! virtual classes have been perhaps the biggest silver lining of the pandemic for us at the Bakehouse. They were obviously created out of necessity, but we quickly realized that they were aligned with our mission and provided a compelling way to achieve it. We expect them to be a regular part of our offerings going forward. But what's so great about them?

1. Students get to bake in their own kitchens, using their own ingredients and equipment. We believe that the learning is even more significant in this setting than in our own classrooms, because students experience their unique challenges with us there to help them.

2. It's our mission to increase home baking and the passing along of traditional recipes and methods. We believe that taking the classes at home increases the likelihood that students will actually make the recipes again and make them part of their regular repertoire.

3. We've increased the possibility of diversity and inclusion. How? Well, the online classes are less expensive than face-to-face classes, to start. They also remove geographic barriers and traveling expenses. They allow people with disabilities to bake in their home environments that have what they need to make their participation possible.

4. They've been great for expanding the boundaries of a baking community. We have students from more than 30 states and 14 countries. Friendships are formed and participants share thoughts about baking on our online forum. The classes have provided entertainment, stimulation and comfort during the pandemic and have enabled families and friends to gather from all over the country to do something fun together. What's not to like? bakewithzing.com

Grace Singleton

(2002, Deli Co-Managing Partner 2004):

The Deli's Roast Turkey Breast

It's hard to pick a favorite product as there's so many great ones that we sell—and so many that I make sure to always have on hand in my pantry—but as I think about the 39th anniversary of the Deli, the one that I felt most compelled to write about is our roast turkey breast.

Roast turkey is one of our top-selling products at the Deli—it's used in several sandwiches (my favorite is #73 Tarb's Tenacious Tenure) and it's also sold by the pound for folks to take home and enjoy. A couple years ago, we made a change to our turkey sourcing. Now, all of the breasts are sourced from an independent, third generation family farm located in Cannon Falls, Minnesota called Ferndale Market. The birds are free range for the majority of the year (usually late March until November) and the amount of space they have when kept indoors is well above industry standards. At Ferndale, they talk about treating the birds like they're part of the family since 1934, and Rodger and I have both seen that first hand. We visited the farm on two different occasions and met with John Peterson, the farmer and owner of Ferndale Market. I'm not sure I can really convey how unique this relationship is and the complexity of sourcing our turkey from a specific farm, rather than just buying any birds available on the commodity market. There's so many benefits to this arrangement: economically supporting an independent farm, being able to trace back our product to one specific farm, having a relationship with an actual person who is providing us with food to sell rather than just buying blindly through the markets.

I'm very thankful for the partnership with Scott Mendelsohn from United Meat and Deli who was instrumental in helping us make this change, as well as for my partners Rick and Rodger for supporting the change—and of course, John at Ferndale Market for continuing to work through the early challenges. Our roast turkey is better than ever and you really can taste the difference.

zingermansdeli.com

Paul Saġinaw

(1982, Co-Founding Partner):

The Perfect Mid-day Meal

Sy Ginsberg's corned beef from the Deli on warm, double-baked Bakehouse rye bread with Raye's yellow mustard

Zingerman's Coffee Company

French roast

Zingerman's Bakehouse's Sour Cream Coffee Cake for dessert

ari weinzweig

(1982, Co-Founding Partner):

Whole, Oak-Smoked Amish-raised Chickens at the Roadhouse

The latest, and my favorite, from the Roadhouse's well-known list of barbecue offerings. Chef Bob Bennett developed these a few months into the pandemic and they've been one of the bright spots (along with those virtual BAKE! classes Amy wrote about) of the dark months of 2020. They get rubbed generously with Tellicherry black pepper from small family-owned farms in Kerala, Indiana, along with salt, then set to slowly smoke over smoldering oak for about three hours. They make a great main course for two, even three depending on appetite. But what I probably like best is that they're such a great ingredient in other things—I've made sandwiches, added pieces of the chicken to risotto and pasta dishes, put chunks of it on salads (great with fresh apple slices). It's kind of like bacon for poultry lovers—just a small bit brings spice, smoke and sensual something special to anything it's added to. It makes a really superb sandwich with fresh avocado, cheddar cheese, mayo, lettuce and tomato on toasted slices of the Bakehouse's True North Bread.

Some nights, the Roadhouse has smoked chickens on the dinner menu too—heated on the grill over oak and served with sides, including a bit of Red Rage barbecue sauce! zingermansroadhouse.com

kristie brablec
(2004, Food Tours Managing Partner 2018):
Adriatic Adventure to Croatia, Italy & Slovenia

Friuli and Istria (just like most of Central Europe) have colorful and complex histories that are reflected in their food and wine traditions. Though not large, their landscapes, climates, cooking, and wines change dramatically from region to region. These locations combine Habsburg and Ottoman heritage, while the Istrian Peninsula (claimed by locals to be the gourmet capital of the country) has a cosmopolitan past—with Italian, Slovenian, and Croatian influences. The emblematic dishes of the peninsula, rich in truffles, Boskarin beef, oysters, Adriatic seafood (cooked and raw), cheese, aged *pršut*, olive oil, and homemade pasta, rival those in neighboring Italy. Of course, there is plenty of the local wine—Malvazia and Terran—to accompany this amazing food. Reserve your adventure for Fall of 2021 at zingersfoodtours.com!

steve mangigian
(2006, Coffee Company Managing Partner 2008):
Espresso Blend #1

It is such a solid coffee and has been since the beginning of the company! I am fortunate to enjoy it at home every single day. I love the preparatory ritual and the fact that it is so good as a brewed coffee too. Lastly, I love the attention we pay to it every year, acknowledging the changes in the crop and the nuances that come along with that. This year's crop of coffee for the Espresso Blend #1 is made up of natural and washed varieties selected in specific proportions to yield a sweet, full bodied with luxurious crema (the foam that develops on the top of a well-made shot of espresso) that produces a long and pleasant finish.
zingerscoffee.com

mo frechette
(1994, Mail Order Co-Managing Partner 1998):

White Cat Popcorn Kernels

Popcorn people are particular. I say this knowing I am cut from that cloth myself. It started when I was young. My mom and I would be watching “M*A*S*H” and she’d say, “You know what I could go for?” I knew exactly what she meant: popcorn. I’d hop up during the next commercial break and whip up a batch. I made it on the stove with the one pan in the house that cooked it best and topped it with melted butter and salt. One day, air poppers were invented. We got one and tried it. Both of us put the first handful in our mouths, looked at each other and shook our heads. No. This is not right. We went back to the pan. I don’t mean to disparage those who like air popped corn—just to say that, among those who are particular about popcorn, each of us has our one “right” way.

Still, we experiment, we can’t help ourselves. Since that night, I’ve tried all kinds of variations in how to cook popcorn. I also continue to experiment with ingredients—except for one. I have found my popcorn. White Cat makes the tastiest, fluffiest, straight up greatest popcorn I’ve ever had. I recommend it to my fellow popcorn lovers without reservation. If I may be so bold, I’d add that, a year or two ago, we started importing Dario Cecchini’s herbed salt from Tuscany and I think it makes an incredible popcorn salt. It’s even better if you have a microplane grater and snowshower a bit of Parmigiano Reggiano over the bowl too.
zingers.com

katie frank
(2005, ZingTrain Managing Partner 2018):

Visioning!

Visioning is a transformative, life-giving tool that is completely adaptive based on what you’re going through: pandemic, kitchen renovation, business transition, wedding planning, and more. Visioning works with people of all ages and it has been critical not only in the growth and success of the ZCoB, and ZingTrain, but also in my personal life, especially in navigating the last 12 months. I’m incredibly grateful to Stas’—who introduced this to our organization in the mid-90s!

(And while it’s not something ZingTrain makes or sells, I also want to plug the Bakehouse’s incredible Hunka Burnin’ Love Chocolate Cake.)
zingtrain.com

kieron haLes
(2008, Cornman Farms Co-Managing Partner 2014):

Devon Pie

This is my favorite thing we make at the farm. It’s a traditional meat pie from my home county in England that has a delicious open faced pastry crust filled with rich and buttery russet potatoes, leeks, smoked bacon and garlic topped with plenty of cheddar cheese.
shop.zingerscornmanfarms.com

Ji hye kim
(2008, Miss Kim Managing Partner 2015):

Miss Kim Gochujang Sauce

If there is one sauce that everyone is in love with at Miss Kim, it’s this sauce. The base of the sauce is gochujang paste. Gochujang paste is one of the three mother sauces of Korea—ganjang (soy sauce), deonjang (soy paste), and gochujang (chili paste)—and it showcases the most fundamental techniques of Korean cuisine, fermentation and preservation. Its name says it all: “gochu” means chilies and “jang” means fermented. Some say that gochujang came about in the 16th century with the importation of chili peppers. But you can find the first documentation earlier in 1433, when sansho peppers were used in a similar sort of spiced fermented paste. It is said that once sansho peppers became scarce and expensive in the 16th century, people started using chili peppers as a substitute. But my favorite story is that of King Youngjo of Joseon Kingdom. Besides ruling over one of the longest peaceful times, he is famous for his healthy diet of small portions and for his longevity (he lived to 83, which was considered really old!). He chose gochujang as his favorite food along with matsutake mushroom, abalone and young pheasants. It’s said that he could not have a meal without it, and had a favorite version made by a noble aristocrat’s family. The king was not a big fan of the aristocrat himself, but nevertheless missed him after his death because his gochujang was better than the palace kitchen’s version.

We specifically choose the gochujang paste made with rice instead of wheat—a cheaper and less traditional substitution for rice that became popular during the poor years following the Korean War. We take the paste and add garlic, scallions, sesame seed, sesame oil and sugar to turn it into a versatile sauce. Initially we made the sauce as a marinade for grilled pork shoulder and chicken, but the sauce was so good that now we use it for everything. It is also the sauce we use for two of our best selling dishes—tteokbokki (sauteed rice cakes) and bibimbob. It works well as a spicy sauce just for dipping or in wraps too. It’s so delicious that the Mayor of Ann Arbor asked for the recipe for his birthday. Hope you enjoy it as much as the mayor does!

Sauce for sautéed stuff!

A pint of your favorite vegetables, rice cakes, seafood like calamari, or in any combination of those plus an ounce of Miss Kim gochujang sauce.

In a frying pan, add a tablespoon of cooking oil and sauté your vegetables/seafood/rice cakes until they are almost done. For the last minute of cooking, add the gochujang sauce and toss well in the pan to dress.

Sauce of your sheet pan dinner!

Make your sheet pan dinner as you’d normally do.

For that last 3 minutes of cooking, take the sheet pan out of the oven and dress them in the gochujang sauce. Put it back in the oven and finish cooking.

Marinade for grilled meat

Choose your favorite meat to grill, but make sure the meat is about half an inch thick only.

In a ziplock bag, add your meat and enough of the gochujang sauce to dress the meat but not completely slather all over meat.

After about an hour and up to 12 hours, take the meat out of the bag and grill as usual. The sauce can burn easily on high heat, so choose medium level of heat.

Marinade for roasted baby back ribs

Get a whole rack of baby back ribs from your butcher.

Preheat oven to 300°F

Get cooking foil big enough to wrap the ribs in one piece. Place the rack in the middle of the foil, slather enough gochujang sauce to cover the ribs, and rub them. Wrap the foil closed. Use a second sheet of foil if needed.

Place the ribs bone side up on a cooking sheet. Slowly roast in the oven for 2.5 to 3 hours, depending on the size of the ribs. It is done when the bone is exposed and you can gently take the meat off the bone, but not so tender that the bone just falls out.
misskimannarbor.com

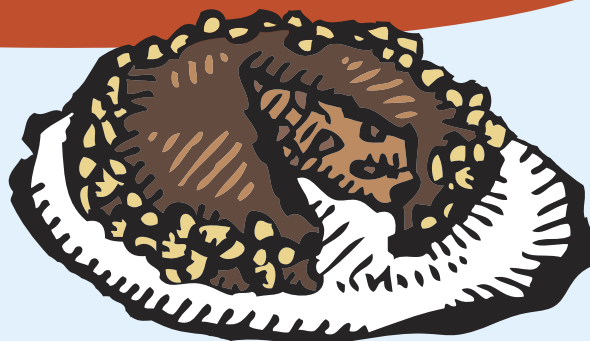
FOR A LIMITED TIME ONLY!

SPECIAL TREATS FOR PASSOVER & EASTER

Chocolate Orange Torte from Zingerman's Bakehouse

A moist, rich cake made with lots of dark chocolate, real orange oil, and ground almonds coated in a shiny dark chocolate ganache and more sliced toasted almonds. It's a bonus that it's good for Passover because the cake is made from matzo meal!

Available at the Bakeshop, Roadhouse, Deli, and Mail Order



Nina's 'nolis

Pignoli cookies are classic Sicilian holiday cookies—typically made with almond paste and pine nuts. Our version, both Frank and Amy's favorite holiday cookie, are a little different. We added hazelnuts, another Italian nut most common in the Piedmont, to give them an extra layer of flavor. They are wheat free, and gluten free as well!

Available at the Bakeshop and Mail Order



Fudge Eggs from Zingerman's Candy Manufactory

Your Easter egg hunt is over!

The PB & J Fudge Egg: Made from our silky, rich peanut butter fudge (made with browned butter and milk chocolate), Oregon seedless red raspberry preserves, all covered in dark chocolate.

Chocolate Almond Fudge Egg: We start with our browned butter chocolate fudge recipe and add a hefty amount of premium almond paste from Mandelin in California for a big almond flavor. A bath in dark chocolate and a topping of aromatic toasted almonds puts it over the top!

Available at the Candy Shop and Deli

Bunny Tails from Zingerman's Candy Manufactory

Soft pillows of tasty, handmade Candy Manufactory marshmallow in the shape of Peter Cottontail's best-known asset! Bunny Tails come in either raspberry or coconut flavors, and are only available for a very limited time.

Available at the Deli, Candy Company, and Mail Order



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