

Zingerman's news

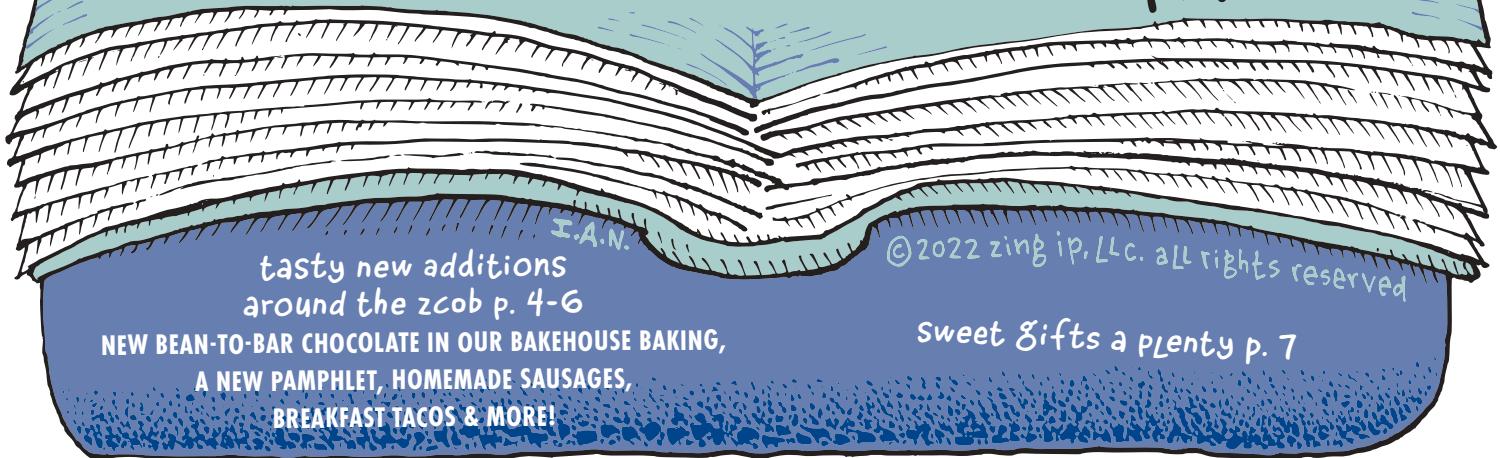
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Learning Better Ways to Tell Our Stories

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tasty new additions

around the zcob p. 4-6

NEW BEAN-TO-BAR CHOCOLATE IN OUR BAKEHOUSE BAKING,

A NEW PAMPHLET, HOMEMADE SAUSAGES,

BREAKFAST TACOS & MORE!

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Sweet Gifts a plenty p. 7

How We Tell Our Stories Can Help Change Our World



The Seventh Story offers us a more graceful way to go forward

When I wrote about the idea of the Seventh Story for the first time last fall, world leaders were in the process of gathering in the Scottish city of Glasgow. Presidents and prime ministers had gathered there in an attempt to come to a consensus on a way to address the increasingly urgent world crisis of climate change. Despite what seemed to be general agreement on the gravity of the situation, the world leaders were sadly, fatefully—and maybe fatally—unable to coalesce around a comprehensive plan to move forward to save the planet. The *New York Times* headline at the time read, depressingly, “Rifts and Finger-Pointing As Climate Summit Opens.”

While the stories circulating at the Glasgow gathering revolved around climate change, the power of story applies to every part of our lives. Whether we’re famously powerful politicians, or just everyday people trying to figure out how to work through the challenging circumstances that come at us every day, changing the way we tell those stories will almost certainly have a significant impact on the way we see the world, on our actions, and the way our world responds to what we do. As Erin McMorrow, who writes extensively about the climate crisis, says, “Our stories define our reality.”

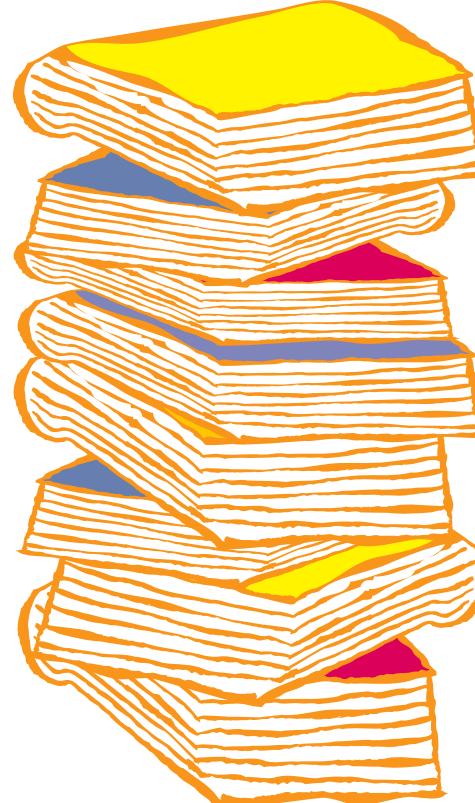
Writing now, six months or so later for this spring issue of *Zingerman’s News*, the dominant story of the day is the tragedy in Ukraine. The failure of the Glasgow summit to come to a consensus on how to change the course of the climate crisis, and Vladimir Putin’s callous and horrific decision to attack Ukraine, might, on the surface, seem to be very different situations. In a sense, though, they are really just different versions of the same bad stories: domination, isolation, victimization, etc. Both situations have tragic consequences—one is being lived out in horribly dramatic sequences on our screens, while the other is much quieter but is ultimately equally catastrophic.

Stories are beliefs made manifest

Over the last few years, I’ve come to understand that if we want to attain different outcomes, we will need to change the way we tell our stories, and also the beliefs that underlie them. This is true in politics, in our personal relationships, in our communities, and in our organizations. Stories are simply beliefs made manifest. When we change our beliefs, we in turn alter our stories; when we shift our stories, they begin to impact our beliefs. The anarchist-leaning educator and philosopher Ivan Illich, whose family fled the Nazi regime in Austria in 1942, said:

Neither revolution nor reformation can ultimately change a society, rather you must tell a new powerful tale, one so persuasive that it sweeps away the old myths and becomes the preferred story, one so inclusive that it gathers all the bits of our past and our present into a coherent whole, one that even shines some light into the future so that we can take the next step... If you want to change a society, then you have to tell an alternative story.

As I learn more about the power of story, and the impact of the beliefs that support them, it has become ever clearer to me that the bad stories behind the failed Glasgow summit and also the horror of what’s happening in Ukraine, DO NOT need to dictate the way we live. There are other ways to understand the world. In that context, I’ve started to see that what we do here at Zingerman’s, imperfect as it always has been and always will be, could well be the opposite of those bad stories.



When we tell more positive, compassionate, caring, inclusive, and inspiring stories, we increase the odds of getting far more positive outcomes. And if, as per what Ivan Illich insightfully instructed, to change a society we need to change the story, I’m also realizing that what we do here in our small town in southeastern Michigan can help demonstrate to the world that these more positive ways of working are not just a nice fantasy. Telling better stories about our world radically increases the odds that we will create healthier and more holistically sound lives.

To be clear, we did not go into business back in 1982 with anything that grand in mind. And yet, I have humbly come to realize that the way we work—and the parallel paths that many others we know are also pursuing—are quietly offering an alternative view of what could be. While we fall short daily, we are, I believe, showing that there is another way to be in the world. One or two good stories alone will not change the world. But they do offer people a model to show how life can be lived; how peace and kindness can get positive outcomes; how sharing power and treating everyone with dignity and trying to do good in the world can be productive. As Ivan Illich reminds us, “Most learning is not the result of instruction. It is rather the result of unhampered participation in a meaningful setting. Most people learn best by being ‘with it.’”

I have a pretty clear sense of the peaceful, positive, and collaborative paths that I would like to see politicians go down with both the climate crisis and the crisis in Ukraine, but I know that I have no real influence with either. What we can do, though, is model in real life with real people, real problems, real products, and real results, that there is *another*, much more positive way to work, one in which death and killing are replaced by dignity, kindness, and collaboration. What follows is one small bit of intellectual and emotional encouragement to all of us (starting with me) to listen more carefully and more caringly to the stories we tell about the world around us.

If the world leaders were asking, I might suggest they take an hour or two to go sit at a nice café and read Brian McLaren and Gareth Higgins’ little book, *The Seventh Story: Us, Them, and the End of Violence*. It might help them get grounded, and find some new, more effective approaches with which they could work together more caringly and more effectively. McLaren and Higgins write: “The current global crisis is a crisis of storytelling. We have become possessed by the myth of redemptive violence.” The spin that gets shot out on social media is not the way it needs to be, because as McLaren and Higgins make clear, “The world is not getting worse, but the story we’re telling about it could use a little help. There are better stories to tell.” If world leaders were telling better stories, we would, I believe, most certainly be seeing more encouraging headlines in the news. Ursula K. Le Guin framed the problem in a small bit of poetry: “Most dragons don’t know how to read. They hiss and fume and guard their hoard.”

A kinder, gentler, and far more just path forward

The Seventh Story suggests a different path, one in which hissing, hoarding, fuming, and the kind of aggressive military invasion Vladimir Putin has imposed on Ukraine are all appropriately framed as ineffective. *The Seventh Story* shows us a way forward that’s based, instead, on the pursuit of peace and a long-term commitment to caring, loving community, and in our case, companies. While the book itself is small, it’s clear to me that its impact can be big—helping to reduce conflict in all parts of our lives, while simultaneously leading us towards more positive beliefs, meaningful connection, and effective collaboration. We have little influence on what goes on in world politics, but we do have the power to change the stories we’re telling here at home, both at work and in any other part of our lives. Instead of seeding division and antipathy, these are stories that would steer us towards peace and healing. They are the stories we have been trying, imperfectly, to tell here at Zingerman’s for 40 years now. We hope to be telling them even more effectively for another 40 or more going forward.

Whether it’s what we’re trying to do here at Zingerman’s—or what you’re trying to accomplish in your organization, in your family, or in your neighborhood—I’ve come to believe that our ability to get to a better future depends wholly on changing our beliefs. If beliefs are stories made manifest, one way to do that is to change our stories in the interest of altering long-held beliefs. Alternatively, we can change our beliefs which then shift the stories we tell about what’s happening around us. Better still, we can do both. That is, in language and philosophy, what we are trying to do.

The Irish poet Pádraig Ó Tuama, a longtime friend of the Belfast-born-and-raised Gareth Higgins, says:

We need stories of belonging that move us towards each other, not from each other; ways of being human that open up the possibilities of being alive together; ways of navigating our differences that deepen our curiosity, that deepen our friendship, that deepen our capacity to disagree, that deepen the argument of being alive. This is what we need. This is what will save us. This is the work of peace. This is the work of imagination.

The Seventh Story takes Ó Tuama’s ideas into practical and practicable detail. It lays out the old, unhelpful stories that nearly all of us have been trained to tell ourselves so that we can steer clear of them when we go to work, when we’re home, and when we’re out in the world at large. What are the destructive six stories that lead humanity toward so much

continued on next page

emotional and physical violence? There's more detail in the book, but here's a quick list:

- Domination (we tell them what to do)
- Revolution (we overthrow them)
- Isolation (we get away from them)
- Purification (we get rid of them)
- Accumulation (we get enough money and other things to protect ourselves from them)
- Victimization (our lives have been made worse by them)

You can pretty easily find examples of all six stories in action every day, variously in politics, but also in the movies, in comic strips, in the media, in business meetings, in not-for-profits, in family systems, and so on. (Each of the six has an unhealthy reliance on "heroic" leaders to show us "everyday" folks the "proper" way to get to "success.") The six stories are all, in the context of what I've written in *The Power of Beliefs in Business*, based on negative beliefs. They are certainly, in quiet ways, much of what I learned as a kid, not because someone sat me down and gave me the list to study, but simply by being in the world in which those six stories are told over and over again. Most of our learning happens unconsciously; we hear the stories from our parents, teachers, sports figures, managers, or movie stars. Now that I have the language to describe the six stories, I see and hear them almost everywhere. My guess is that if you list the six on a sheet of paper and make tick marks every time you hear a snippet of one of those stories, you'll soon need to get a second sheet of paper if you want to keep ticking. Russia's attack on Ukraine is a horrific example of the domination story; what Russian writer Vladimir Sorokin calls the Pyramid of Power which is, he demonstrates, the story that's been told in Russia for centuries. In that story, then and now, death and destruction, fear and violence, and the consolidation of power are almost inevitable outcomes.

The Seventh Story

The good news, McLaren and Higgins say, is that, "There is a better story." This is what they call the Seventh Story: "A new story, a new way of life, in which love, not violence, is the protagonist." Unlike the first six stories, the Seventh Story is based on positive beliefs. This reality is wholly congruous with what I've come to call Natural Law #16: "To get positive outcomes, we need to begin with positive beliefs." This means that if we want to create the kind of healthy organizational ecosystems and personal lives we all wish for, we need to start by telling Seventh Stories about ourselves, our colleagues, the world at large, and our organizations. If we were to shift the stories that we tell ourselves and others away from the first six and, instead, onto the seventh, the impact on our world, and hence over time, on the world, would be enormously positive. In *The Seventh Story*, Higgins and McLaren say:

We imagine "us" reconciling with "them," us working with them for the common good, us seeking to understand them as our sisters and brothers; we even allow for the possibility that we are invited to live with the earth itself, not in exploitation, but in partnership.

As flawed as we are here at Zingerman's, it's clear to me that over our nearly 40 years in business, an ever-increasing part of our story here would fit into the sort of Seventh Story that McLaren and Higgins are describing. What really caught my attention in a way that connected what they are writing about with what we're doing here at Zingerman's was this statement in the book:



A great story is what results when humanizing wisdom and grace, and technical and aesthetic craft operating at their highest frequencies kiss each other.

In the book, the sentence is printed in bold, which makes it hard to miss. The more I reflect on it, the more it makes sense. If our food and service were super great, but if we didn't work so hard at "humanizing wisdom and grace," the story might have appeared once or twice in the *Wall Street Journal*, but it would not have created the kind of lasting, regenerative stories we hear each week from guests.. If we were super-caring, but the quality of our food and service was only so-so, that wouldn't be much of a story, either. And, similarly, if we'd lasted only four months—not uncommon in the food business—instead of 40 years, Micki Maynard would not have released a nationally published book about us (*Satisfaction Guaranteed*). It's the combination of all of them—the marriage of craft and care, done in a way that holds together over the long haul—that is making what we do here at Zingerman's into a Seventh Story that people want to both share and to study; a story that I, and hopefully you, would like to be a part of.

While it would be easy to dissociate what happens in our own organization or yours from the sad stories of the climate crisis and Ukraine, I've come to believe that each of the stories is impacting the other. In a society in which love, dignity, and Seventh Stories were the norm, political leaders would be handling the climate crisis and the thought of conflict in Ukraine very differently. In a Seventh Story redux of the tragedy of Russia and Ukraine in 2022, Vladimir Putin might, instead of calling out the military, make some phone calls to leaders in Ukraine to learn why they were so adamant about living in freedom. He might have lovingly sought to learn more about how their 2014 Revolution of Dignity had played out so positively and how he might adapt their learnings to make many lives better in Russia. He might have honored their peace, turned barbed wire fences on the border into flower

boxes, and asked for help from anywhere he could get it to make peace with the internal demons that I'm guessing have haunted him for his whole life. Russia might then have invited

Ukraine into any number of creative collaborations, peace would have prevailed, power spread widely, and Putin might have been nominated for a Nobel Peace Prize. People in Ukraine and Russia would be generously sharing resources to help each other grow. Instead of lives being lost, love would be in the air. And as I wrote in *The Guide to Good Leading: Part I*, "A whole lot of lives would have been made better in the process."

The way we work here at Zingerman's is not, I know, a typical story of the mainstream business world. Our approach (along with other organizations who share many of the same values and beliefs) is, as a different way to work, one in which kindness, dignity, generosity, humility, passion, vocation, and vision play prominent roles. It is one in which leaders are servants, we share financials with staff and ask for their input, where we understand that the means we use must be congruent with the ends we're trying to achieve. We are highly imperfect in the way we implement all this. But to Ivan Illich,

Gareth Higgins, and Bryan McLaren's poetically made point, it is a better story, one that calls on all of us to be kind and collaborative. It's a story in which, when we do our work as we have committed to (and again, we don't get it right all the time), love is indeed a lead character. It creates a story in which community, caring, and sustainability play critical supporting roles.

We can decide to change both our beliefs and our stories

It strikes me that when Bo Burlingham wrote about us and others back in 2005 he was, in essence, attempting to change the story of business, and in the process offer the world a more holistic way to work. *Small Giants* honored the idea of setting the sort of limits that we all will need to accept if we are to overcome the challenges of climate change. The fact that the *Small Giants* has (happily) gained such a following over the fifteen-plus years since it came out, reinforces for me the power of sustainable stories.

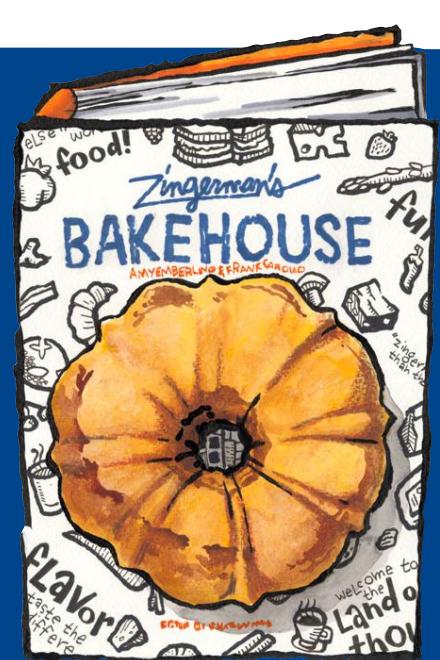
The story of Zingerman's—our past, our present, and the way we talk about the future in the 2032 Vision—is our highly imperfect attempt to tell and live a Seventh Story. Many of our suppliers, our customers, and our colleagues around the world are also working on their own versions of one, as well. Each of these organizations is, appropriately, finding its own way, true to its own ecosystem, to focus, as we have here, on compassion, positive beliefs, purpose, dignity, humbleness, vision, servant leadership, positive energy, free choice, the spirit of generosity, diversity, kindness, care, collaboration, community, and customer service. All are stories in which people live, let live, and let love. In fact, the final section of the 2032 Vision is all about love. While they don't make many business headlines, they are positive growth paths towards a more sustainable, and more loving, future. Because as Humberto Maturana writes, "Only love expands intelligence."

The organizational ecosystem metaphor I've been working with (email me at ari@zingermans.com if you'd like a copy), more effectively encourages us to tell Seventh Stories about our businesses. While typical business models market "domination" and "accumulation," ecosystem thinking encourages us to engage with equity; to embrace the many ways that everything impacts everything else; to create outcomes in which all the elements of the organization come out ahead. It pushes us to do our work with dignity, all day, every day. I long

The story of Zingerman's bakehouse

IN A BEAUTIFUL, INFORMATIVE BOOK!

The inspiring and full-flavored story of Zingerman's Bakehouse, written by managing partners Amy Emberling and Frank Carollo. Zingerman's Bakehouse will transport you inside the Bakehouse, with stories of success and struggle, bread and baking, pastry and partnership.



ago came to the conclusion that in a healthy organizational ecosystem, love was a natural outcome. This means that the protagonist of the Seventh Story will be naturally present when we create the kind of regenerative ecosystem we're working towards. Conversely, if we stick with any or all of the six other stories as the dominant themes of our workdays, they will, inevitably, lead us toward ill health. If we stay with them too long, they will likely lead us to the organizational equivalent of climate change; unsustainable settings that no longer work as they once did, and where "natural disasters" and "emotional crises" occur with ever greater frequency.

The Seventh Story, in hindsight, is a lot of what I have learned from the wise women and men who have taught me so much about self-reflection over the last 40 years. It's also much of what I wrote about in the *Guide to Good Leading* books, as well as what we teach internally and through ZingTrain. All of this work with stories starts on the inside. In the spirit of the anarchist belief that the means must be congruent with the ends we want to achieve, then, it's clear that if we want to live better—let's say, Seventh—stories in our organizations, and if we want political leaders and reporters to live them too, we must begin by shifting the stories we tell ourselves and about ourselves. Because as Bayard Rustin once said, "The only way to reduce ugliness in the world is to reduce it in yourself."

What do we do with all this stuff about stories? I can speak most meaningfully about how it's helped me even in the six months since I read the book. Like the Natural Laws of Business, the organizational ecosystem model, our Vision for 2032, our Mission Statement, our Guiding Principles, and our Statement of Beliefs, the idea of the Seventh Story is giving me another good framework with which I can help keep myself on course. It's helping me to shed old, unhelpful beliefs, to try to keep my thoughts, my words, and my deeds all going, at least roughly, in the right direction. All of these constructs help us tell stories that feature subjects like Servant Leadership, visioning, hope, healthy culture, and caring customer service. Stories that focus first on dignity, collaboration, kindness, and compassion, while still diligently delivering solid financial results. They give us tools to contribute to our communities and the long-term health of our companies. Studying the story of *The Seventh Story* is helping make me a better leader, a better partner, and lead a better life. After all, as writer George Saunders says, "The true beauty of a story is not in its apparent conclusion but in the alteration in the mind of the reader that has occurred along the way."

Changing beliefs, and the stories that cyclically emerge from and inform them, is not quick work but it can be done. I know because I've changed so many of my own beliefs, and the stories I tell about them, over the last 40 years. When I look back, I can see that the people who have inspired me over the years, the people I reference in the books I write, the classes I teach, and in this newsletter, are very often people who are or were telling Seventh Stories. Stories in which everyone comes out ahead, stories in which collaboration crosses whatever made up dividing lines social programming and the other six stories have set up. They are stories that remind us that we each have the opportunity to make a meaningful difference!

A SEVENTH STORY IN A TWO-DAY IN PERSON SEMINAR

The Zingerman's experience Seminar

JUNE 13–14, 2022

FEATURING ZINGERMAN'S CO-FOUNDER ARI WEINZWEIG



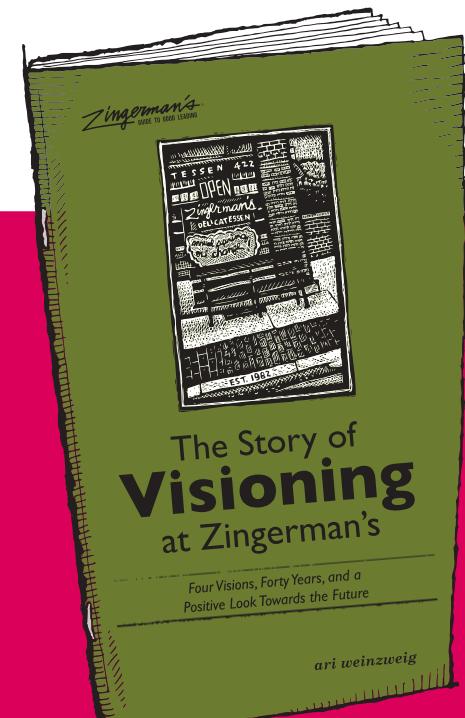
Get an exclusive, behind-the-scenes look at the Zingerman's businesses. Discover our processes for partnership and governance, our approach to learning and creativity, our unique model of growth, and the 12 Natural Laws of Business. Spend two days learning, getting inspired, and discovering how you can create and nurture the organizational culture you want!

Robin Wall Kimmerer writes, "An Onondaga elder once explained to me that plants came to us when they are needed. If we show them respect by using them and appreciating their gifts, they will grow stronger. They will stay with us as long as they are respected." The same for me goes with books and the ideas, beliefs, and philosophical framing that I find in them. Of the many hundreds of volumes that I have in my house, The Seventh Story is a very small one. Five inches square and only 189 pages long, it's not hard for me to imagine it getting lost in one of my stacks or falling behind a shelf somewhere. What I have learned from it, I'm confident though, will stay with me for the rest of my life. It's ever clearer to me with each passing day that if we live and think in the ways that Brian McLaren and Gareth Higgins have detailed for us, good things will happen. As they write,

There is a Seventh Story, a path of openheartedness toward others, and reading this book will inspire you to look anew at the world and your neighbors in creating it. Facing fear, aggression, and violence with the strength to love, and change your story.

Last March 15th marked the anniversary of Paul Saginaw and I opening the doors of the Deli to do business for the first time. I hope that 40 years from now, the spring of 2022, the Zingerman's Community of Businesses will continue to be a story that people tell—an uplifting story, in which care and collaboration came together with sustainable business, a story in which love of coworkers and customers, craft and community, products and the planet, all combined to produce great experiences for many good people. I hope too, that when that story is told in 2061, that what we now call climate change will have been to a great extent reversed, and that peace will have been long since restored in Ukraine so that people can live caringly in freedom, and that a whole lot of lives, both here in Ann Arbor and around the world, will have been made better in the process.

Ari



NEW PAMPHLET FROM ZINGERMAN'S PRESS PUTS POSITIVE STORIES INTO PRINT

The story of visioning at zingerman's

Four Visions, Forty Years, and a Positive Look Towards the Future

What we have been working to do here at Zingerman's for 40 years now is, with all its inevitable imperfections, a Seventh Story. We fall short daily, but in hindsight, the fact that we continue to dust ourselves off, address our errors directly and work to improve is part of any real-life story of this sort. All of us err; it's how we deal with it that's such a significant influence on our ecosystem.

The new pamphlet, "The Story of Visioning at Zingerman's," offers a way to see inside part of the Zingerman's story, and to learn more about how the visioning process we've been using for nearly 30 years now can help you to craft a caring, constructive, and inspiring Seventh Story for your organization—or your own life—as well.

The pamphlet includes three essays Ari wrote that will appear on paper for the first time, as well as copies of the four long-term Zingerman's visions—Zingerman's 1982, Zingerman's 2009, Zingerman's 2020, and Zingerman's 2032. The latter will lead us towards the celebration of our half-century mark. We would never be in a position to arrive there had we not learned—and put to use—this radical and regenerative practice. This innovative approach to writing out our future has changed lives, and we're wholly confident that it can do the same for you.

Tasty New Additions Around the ZCoB

With so much wonderful focus on the celebration of where we started out four decades ago this past March, it would be easy to miss the fact that new foods and small but meaningful quality improvements continue to happen every week in the Zingerman's Community of Businesses (ZCoB). In our 2032 Vision, we state:

Great food is how we started in 1982 and it still drives us today... We've achieved this, in part, because we've never stopped asking, "How can it be better?" Flavor is consistently fuller and finishes are longer; the complexity of flavor has been taken to new heights.

What follows is a bit about some small, but significant and I think really exciting ways that we're making that happen! Spring is one of the most hopeful times of the year and all of these great new flavors get me excited about how many good things are happening around the ZCoB. I hope you enjoy all these as much as I am.

Here's to good things to come!

Ari



new bean-to-bar chocolate in our bakehouse baking

Three longtime Bakehouse products get a great upgrade

One of the first things I came to understand about cooking is that the quality of what we make here at Zingerman's (or at home) will never be better than the quality of the raw materials we put in. Same goes for baking. In fact, the simplest way to improve the flavor of what you make is simply to start with better stuff! We started searching for more flavorful raw materials pretty much from the first day we opened, and we haven't stopped since. Six years ago at the Bakehouse, we began baking bread with organic flour. Five years ago, we started to freshly mill a lot of the grain we use right on site which led to a big improvement in flavor! This year we're starting a slow, long-term project to look at using better quality chocolate. What we've had all along already been darned good—this is just going to take the quality bar up higher.

We're starting now to use some bean-to-bar chocolate from the folks at French Broad Chocolate in Asheville. Celebrating their ten-year anniversary this year, Jael Skeffington and Dan Ratigan have been drawn to the tradition of cacao growing on a trip of discovery they took to Costa Rica. A decade later, they're crafting some of the best artisan chocolate in the country. They are dedicated to helping growers facilitate better lives, to working sustainably, and to crafting super flavorful chocolate. I've been a big fan of their artisan chocolate ever since I first tasted it a few years after they set up shop in 2012.

Amy Emberling, Managing Partner at the Bakehouse, says:

Always aiming to make great food, not just good, means evaluating our ingredients and processes daily—literally daily. When we tasted the new versions of each of these items with the French Broad Chocolate the improvement was noticeable immediately. There was no question. There was no hemming and hawing. No one said, "How much does it cost?" in an effort to evaluate whether it was worth it. The improvement was obvious. Amanda Benson, our head bread baker, loved the change in the Chocolate Cherry Bread so much that she asked me repeatedly when the new chocolate would be in. These seemingly small changes bring us joy both in eating and in continued learning.

Jael shares her enthusiasm as well:

I AM SO EXCITED! And so grateful! It is such an honor to be a small part of the Zingerman's community! The Bakehouse is going to be using our Nicaragua 68% Dark Chocolate. This has been a longstanding partnership for us, and we are always impressed with the quality of their fermentation and drying. Their post-harvest processes create a consistently low-acidity, chocolatey bean that produces a rich, chocolatey chocolate.

to get going, we're trying french broad's nicaragua chocolate in these three bakehouse items:

chocolate cherry bread

A Bakehouse classic for over 25 years now! Bread and chocolate have been a favorite snack in Europe for centuries—this great recipe puts the two together into one easy-to-eat, super-tasty loaf! We jazz it up with a local addition—Michigan dried tart cherries. The Bakehouse team has long called it a chocolate and cherry lover's fantasy—it's true! If you love chocolate-covered cherries, this beautiful bread can take your love to another culinary level! You can rip chunks off the loaf and enjoy it right out of hand. It's great warmed up a bit—a few minutes in the oven and the chocolate chunks begin melting and the aroma of cocoa fills the air. Or you can use it to make French toast or serve it warm for dessert with a nice scoop of the Creamery's vanilla gelato.

dobos torta

A classic of Budapest baking for a century-and-a-half now, it was invented by Jozsef Dobos all the way back in 1884. Dobos' award-winning torta has most definitely stood the test of time. Back in 1885, it first debuted at the National General Exhibition of Budapest, where Emperor Franz Joseph and Empress Elizabeth were among the first to try it. It's so special you may well feel like royalty when you sample it. To this day, it remains one of the most popular choices in Hungarian cafés. Bakehouse Managing Partner Amy Emberling writes:

It was the Hungarian restaurateur George Lang who called Hungary the land of 10 million pastry lovers.

Proof of his description was demonstrated by the festival held to honor the 75th birthday of the Dobos Torta in 1962. For three days, the city of Budapest celebrated and honored the cake and its creator. How could we resist making a version of this famous cake? This torta is an example of how delicious simple and classic flavor combinations can be. It has five thin layers of light vanilla cake each separated with chocolate buttercream that also cloaks its exterior. Our version of the buttercream is a rich combination of chocolate flavored with a little espresso. The torta has a very distinctive garnish. The top layer of cake is covered in caramel rather than icing and then is cut to use as a garnish for each individual piece.

Dobos Torta has long been one of the most special sweets we make at the Bakehouse, and with the new chocolate, it's seriously even better still! Swing by and grab a slice! Or order a whole one ahead of time for your next special event. Its long rectangular shape, topped with that terrific crisp caramel crust, is guaranteed to get attention and please pastry-loving palates of all ages!

Want to eat some Dobos Torta in its homeland? Head to Hungary for a week of wonderful wine, amazing food, and a whole lot of learning and laughing with Zingerman's Food Tours next fall! It will be life-altering event that you will remember for the rest of your life! Read more about it at zcob.me/hungary2022.

townie brownies

In our 2032 Vision, the beginning of our section on Community restates our long-standing commitment to staying only in this area:

COMMUNITY ROOTS Staying put in order to grow

Our dedication to the Ann Arbor area is a huge piece of what makes us who we are. It challenges us to stay close, it excites us, it makes us creative. It's a powerful and paradoxical paradigm. By choosing to stay local, we have opened up opportunities we never imagined. We understand the wisdom of Zen poet Gary Snyder's words, "First, don't move; and second, find out what that teaches you."

With our locally-focused vision in mind, it only makes good sense that we try out this super tasty new dark chocolate on the Townie Brownies rather than some of the Bakehouse's other better-known and better-selling brownies. Let the "local" brownie be the one to take the lead, right?

Made with quinoa and amaranth, Townie Brownies have no gluten, which has won them a wealth of fans. Personally, I like them simply because they taste so darned good. And with the new French Broad chocolate, they taste even better still. Swing by the Bakehouse, Deli, Roadhouse, or Mail Order and buy some today!

our 40-year-long search
for more flavorful food
continues on, full force,
in 2022

When one flower
blooms spring
awakens everywhere.
—John O'Donohue



new online bread-baking demo at bake!

Folks at the Bakehouse are particularly excited about a new upcoming BAKE! demo happening in May. If you sign up and sit in, you'll be able to watch those talented BAKE! instructors make our naturally leavened Country Miche bread, featuring a flavorful combination of grains including hard red spring wheat, spelt, buckwheat, and rye, and our olive oil cake made with freshly-milled whole grain durum wheat. They'll also demonstrate how to mill your own grains at home using a Mockmill. For context, the Country Miche is one of my absolute favorite breads from the Bakehouse so, if you're a bread lover and a baker you'll be learning something super special!

new pecans at the roadhouse

Tasty new nuts from a 5-generation farm in Texas



Here's another one of those all-important ingredient upgrades I referenced earlier in this piece. A few months ago, I happened to read something about the pecans from the Millican family. Always curious to see if I can find another way to improve the quality of our food, and having no idea what they would actually be like, I ordered a few bags. Boy, am I glad I did! They were—and still are—awesome! I went back to the bag multiple times over the course of about ten days to make sure I wasn't imagining it, and sure enough, the quality was real—you really could taste the difference! It's not like what we had at the Roadhouse wasn't good. It's just that the Millican pecans are much better still. They're more flavorful, the aroma is amazing, the texture is more vibrant. So good I could barely stop eating them! Now, four months later, we have them on the menu at the Roadhouse.

The farm was founded back in 1880, by Kristen Millican's great-great-grandfather, E.E. Risien. His work on pecan breeding and the quality of the results he got gained him a good deal of attention in the area. His granddaughter, Kristen's mother, married Winston Millican in 1938, just before the start of the Second World War, which is why the Millican name is on the family farm to this day. The nuts are grown and shelled by the family on site—it's the same land her great-great-grandfather farmed over a century ago, near the town of San Saba, Texas (about 25 minutes northwest of Austin), the "Pecan Capital of the World."

The Millican pecans are truly marvelous. Watch for them daily on the Brownie Sundae (made with one of those stellar Black Magic Brownies from the Bakehouse and vanilla gelato from the Creamery). Great to snack on while you're sipping your cocktails and deciding what to order for dinner. Stay tuned for a series of pecan-based specials!

qantu chocolate bars at the candy store

Rare Peruvian white cacao comes our way via Quebec

This is one of the most exceptional new chocolate bars we've brought in. Made from the rare Piura white cacao bean, they're truly unlike anything else I've tasted. Playful, positive, memorable, and, seriously, more than a bit magical—these are truly terrific! The white cacao has existed for millennia but it's only in modern times that it was discovered. It's unique to this part of Peru and makes for some really special chocolate. One of the Europeans who first encountered the white cacao, long-time chocolate maker Pierrick Chouard, said: "I have been working in chocolate for more than 20 years and have seen hundreds of cacao farms. But this is perhaps the best cacao of my life."



We're currently stocking three of Qantu bars at the Candy Store, and I'm confident more will be coming in soon!

70% DARK CHOCOLATE "GRAN BLANCO" - Made with cacao that comes from the Peruvian Valley of San Juan de Bigote. In a lovely way, the chocolate seems both dark and light at the same time, with hints of honey, a touch of citrus and berries in the background, a little lilt that reminds me of Oloroso sherry or maybe Madeira.

60% DARK MILK "OH LA VACHE!" - At 60% cacao content, this bar is much darker than more typical milk chocolates and the light, complex, fruity elegance of the Piura white cacao comes through beautifully. Lots of notes of (snowberry) honey, caramel, black currants, and raisins; maybe a touch malty with dried plum in the finish. Really eye-opening excellent! The Qantu folks say it gives "10 minutes of happiness after each bite." It won World's Best in the milk chocolate category at the International Chocolate Awards!

70% DARK CHOCOLATE "PAUSE CAFÉ" - Dark chocolate made from the Piura beans here is blended with gently roasted coffee from the Peruvian region of San Ignacio. Seriously tasty notes of coffee, Muscovado brown sugar, toasted nuts, and a bit of tart cherry and citrus in the background!

Not only is the chocolate terrific but the labels are also lovely! Swing by and pick up a bar or three! Great gift for yourself, and/or for any chocolate lover you know!

housemade sausages from cornman farms

swing by and pick some up for dinner at your house!



While Cornman Farms' specialty is wonderfully-catered wedding ceremonies and cool, culinarily-focused corporate events, our partner and chef, Kieron Hales, also makes some mean sausage! While we insiders have been able to enjoy Kieron's sausage-making skills for many years now, it's only in the last few months that he's committed to making enough to offer for retail sale. Order online and then swing past Cornman Farms on Island Lake Drive in Dexter and pick some up.

CHIPOLATA - Made from coarsely-ground fresh pork, seasoned with breadcrumbs, black pepper, onion, coriander, paprika, nutmeg, thyme, and oregano. Similar in style to Italian sausage or maybe a Polish *biala kietlaska*.

CUMBERLAND - Probably the most famous of British sausages. It's been a local specialty of the County of Cumberland in the far northwest of England for centuries. It's a chunky, coarse-cut sausage that's spiced with fresh sage, onion, garlic, breadcrumbs, and black pepper.

BRATWURST (GLUTEN FREE) - Finely-ground fresh pork seasoned with mace, ginger, marjoram, and black pepper. Great with a really good mustard (we have a marvelous Tarragon Mustard from France at the Deli).

PORK AND APPLE (GLUTEN FREE) - Kieron's favorite, and it's his mum's recipe. It starts with Freshly-ground pork, blended with fresh apple, and seasoned with thyme, rosemary, and some Nueske's applewood smoked bacon.

As with everything Kieron does, the sausages are all made with a lot of love and an eye to the traditions of his family and the regions in which the recipes originate. All four are sold in six-packs, fully cooked and frozen so all you need to do is drive over to pick some up, and head home to reheat! Great on their own, added to soups, stews, and sauces, or cut into slices and served as an appetizer!

miss kim korean black tea from jeju island

Super smooth, wonderfully delicious from the southern end of Korea

One of my favorite new teas of the last few years, it's a regular on the menu at Miss Kim and also for sale at the Deli and Coffee Company.

The Miss Kim black tea comes from Jeju Island off the south coast of the Korean mainland. Although most Americans won't likely know it, the island is one of the most popular tourist destinations in Korea. Having read about it a bunch of late, I'm ready to go. It's got the highest mountain in Korea and a five-mile-long lava tube you can walk through. It's famous for *haenyeo*, female divers who gather abalone and other seafood for up to five hours a day in the cold sea without scuba gear; and a world-famous, internationally recognized ancient forest. Recently, the island was also listed as one of the new seven wonders of the natural world. If you have kids, there's a teddy bear museum, and for folks like me, a tea museum, too. Culinarily, Jeju has for centuries been famous for its "black pig," a centuries-old breed of hogs that have been called "the Kobe beef of pork."

The tea comes to us from the folks at Osulloc Farms, the founder of which, Jangwon Seo Seong-hwan, made the advancement of Korean tea culture his life's purpose. "We want to establish our traditional tea culture at any cost," he said. Although Mr. Suh has passed on, the company's commitment carries on. They have a "beautiful dedication to spreading Korean tea culture continues by winning awards every year at world-famous prestigious tea competitions with sweat and passion to establish Korea's tea culture." The island's volcanic soil contributes greatly to the uniqueness of the tea. To make it, young, spring-harvest tea leaves are oxidized and gently fermented using "bacteria extracted from traditional Korean soy sauce, or by aging it once again with natural ingredients in Jeju."

I've been drinking the tea regularly throughout the winter and it's refreshing enough that I've continued to sip happily as the weather has warmed up and the days have gotten longer. It's smooth, full-flavored, nearly free of tannins. If you like black tea as I do, if you've been drinking "English Breakfast," "Irish Breakfast," or even high-quality Chinese Yunnan, you might well want to give this Korean tea a try. It's a great match for the complex dishes that Ji Hye has so lovingly crafted. Come by Miss Kim this week, enjoy some of Ji Hye's terrific traditional Korean cooking, and sip a bit of this lovely black tea at the same time.

terrific new breakfast tacos at the roadhouse

A taste of Texas on Ann Arbor's Westside

We've been serving Texas tacos on Thursday mornings for the last few years. We're so jazzed about them that they're now on the regular breakfast menu every day!

Like so many famous foods, the story of tacos is far more complicated than I'd ever imagined. And, like so much of history, it's not what I would have thought. Jeffrey Pilcher's book *Planet Taco: A Global History of Mexican Food* made clear to me that all of the same sorts of tensions, blendings, and biases have been playing out ever since Europeans first invaded what is now Mexico at the end of the 15th century that have played out here in what's now the United States. There are both negative and positive beliefs about indigenous foods like corn, a wide range of indigenous foodways, the introduction of European biases towards wheat, spices introduced from Asia, the influence of secret Jewish conversos who came from Spain. Class biases, regional preference, local ingredients, and high-end imports.

So, where did tacos come from? In an interview with *Smithsonian Magazine*, Pilcher posits:

The origins of the taco are really unknown. My theory is that it dates from the 18th century and the silver mines in Mexico, because in those mines the word "taco" referred to the little charges they would use to excavate the ore. These were pieces of paper that they would wrap around gunpowder and insert into the holes they carved in the rock face. When you think about it, a chicken taquito with a good hot sauce is really a lot like a stick of dynamite. The first references [to the taco] in any sort of archive or dictionary come from the end of the 19th century. And one of the first types of tacos described is called "tacos de minero"—miner's tacos. So the taco is not necessarily this age-old cultural expression; it's not a food that goes back to time immemorial.

Tacos showed up in print for the first time in 1862 but were relatively insignificant for the next few decades. "Tacos entered the national cuisine," Pilcher says, in the late 19th century and were seen "as a potential danger to both health and morality." In the capital, they were perceived by the dominant Mexican-European culture as "part of an indigenous invasion of Mexico City." In the early years of the 20th century, during the time of the Mexican Revolution of 1910, the taco was part of a push back towards what was perceived as indigenous. Add in the influence of early 20th-century immigrant arrivals of folks from Lebanon—some say that soft tacos as we know them were influenced by the introduction of shawarma from the Middle East.

Tacos in the U.S.? Pilcher says, "The first mention that I have seen is in 1905, in a newspaper. That's a time when Mexican migrants are starting to come—working the mines and railroads..." Pilcher suggests tacos gained popularity when the children of the migrants who came in 1910 or 1920 started to advance economically. Tacos then spread into Texas, Arizona,



New Mexico, and California. Pilcher writes that in Los Angeles, "Mexican food was ... associated with anarchism and union organizing." Flour tortillas are not, as I would have thought, an American shortcut, but actually have a long history in Mexico that dates back centuries to the European attraction to wheat and the need for Catholics to make communion wafers. Flour tortillas were also much quicker to make than grinding corn masa. Food writer Robb Walsh writes, "'Breakfast tacos' has that classic Tex-Mex formula, in that one word is English and one word is Spanish." Every time I return to visit Austin, breakfast tacos are an ever more prominent part of the culinary culture. Food writer Matthew Sedacca says, "For Austinites of all backgrounds, this iconic breakfast has become a ... go-to necessity."

Texas taco maker Diana Velasquez says that tacos were eaten at home for decades before they gradually made their way onto commercial food. "Breakfast tacos began when they were sold to the public, and they became, not an overnight sensation, but a novelty, a *delicioso* concept." In the late 80s and 90s they became super popular. Today you'd be hard-pressed to hang out in Austin for more than a few minutes without someone you know suggesting where to go get one. Armando Rayo, co-author of *Austin Breakfast Tacos* and forthcoming *The Tacos of Texas*, "It's our version of soul food: good for the soul."

Since the Roadhouse is all about regional American food, Texas breakfast tacos seemed like an obvious addition to the menu. As with so many other regional classics (pimento cheese, fried cheese curds, sweet potato fries, etc.), we like to spread the word. Even a decade ago they were barely seen outside their home base. In truth, food with Mexican origins was looked down upon until about the era that we opened the Deli in 1982. Clearly, that has turned around. While racism, of course, still sadly persists, the cuisine of Mexico has been widely accepted and woven into local Texas culinary culture. L.V. Anderson wrote in 2013 "Breakfast tacos are a peculiar culinary phenomenon. Despite being pretty much universally popular in Central Texas, and despite comprising accessible American ingredients like bacon and eggs (and despite being delicious), they still haven't found much of a following beyond Texas' borders." We're gonna try to change that now! We have three offerings on the menu:

1. Scrambled eggs, Nueske's bacon, and real Monterey Jack from Vella cheese on a flour tortilla.
2. Scrambled eggs, pulled pork, chopped Bianco tomatoes, New Mexico green chiles, and cilantro on a flour tortilla.
3. Scrambled eggs, chile-spiced potatoes, refried pinto beans, and real Monterrey Jack from Vella cheese on a flour tortilla.

Swing by soon for a taco or two! As professor Jeffrey Pilcher says, "The thing about tacos is you always want another one."

CONGRATULATIONS TO JI HYE!

MS. KIM GETS BIG NATIONAL CULINARY RECOGNITION

Ji Hye Kim, chef and managing partner at Miss Kim, was one of 20 semi-finalists for the James Beard Association's Outstanding Chef Award. For context, that means Ji Hye has been recognized as one of a tiny handful of the hundreds of thousands of folks in the country who lead creative kitchens! Here in Ann Arbor, we've been loving Ji Hye's amazing traditional Korean cooking for six years now and it's exciting that the rest of the country is catching onto Miss Kim, too!

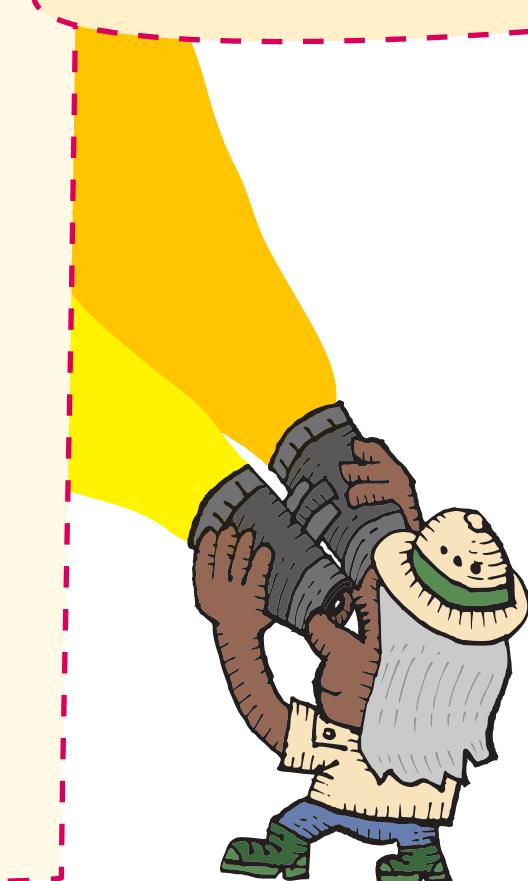
Come by Miss Kim for lunch or dinner and find out what this national culinary buzz is about!



pancakes at the roadhouse made with fresh milled flour for breakfast

The Bakehouse mills the grain, and the Roadhouse cooks it up nice and fluffy!

Pancakes are, in one form or another, made and eaten by almost every culture in the world. Here in North America, they became particularly popular in the 19th century. We've been serving them at the Roadhouse for breakfast and brunch since we started doing breakfast a decade or so ago. Since we serve them with good butter and real maple syrup, I guess I shouldn't be surprised that they've been as popular as they are. This winter though, head chef Bob Bennett and crew decided to take the pancakes to an even better place by switching from standard commercial white flour to the beautiful, freshly-milled flour we're making at the Bakehouse! As one would imagine, the flavor is so much more interesting—livelier, more vibrant, and complex in, the same way that the fresh-milling has made the already-good Bakehouse breads even better. They've gone from perfectly good to pretty much as close to perfect as one can get. Something this special is a flapjack for the ages. Swing by one morning and order up a stack!





Sweet

Can a visit to a Candy store be life changing? If you like artisan foods and you have a serious sweet tooth, the answer is, "Absolutely!" Zingerman's Candy Store is one of the hippest, and happiest spots in the ZCoB! Nearly every week some amazing new confectionery magic seems to make its way onto the candy shelves!

If you're looking for a great gift for Mother's Day, Father's Day, Graduation Day, or any day, we just might have some life-altering options for you!

Nestled just inside Zingerman's Coffee Company, on Plaza Drive by Zingerman's Bakehouse and Creamery, our Candy Store has got the best artisan candy buzz going anywhere around. What the Deli has done for artisan cheese, meat, olive oil and vinegar; what the Bakehouse has done for traditional breads and pastries, the Candy Store is doing for confectionery. A whole new world of artisan chocolate, candy, and confections that can change your beliefs about just how good candy and chocolate can be! Come by soon to sample some of our superb, sweet, hand-crafted candies, chocolates, and confections.



AMAZING ARTISAN GELATO MADE RIGHT HERE

Gelato Season Is Underway!

One of the best things we make in the ZCoB is still something of a secret. Swing by and satisfy your sweet tooth with your favorite two-scoop combo!

- Dark Chocolate
- Mint
- Vanilla
- Chocolate Chip
- Salted Caramel
- Lemon Sorbet
- Chocolate Chunk
- Raspberry Sorbet
- Strawberry
- Pistachio
- Chocolate Hazelnut
- Maize & Blueberry
- Coffee
- SuperZingerman
- Lemon Curd
- Strawberry
- Maple Pecan
- Lemonade Sorbet

Plenty of parking, plus artisan cheese, beer, wine, grilled cheese sandwiches, and an array of other tasty treats on our shop shelves and in our cold cases.



Mother's & Father's Day Gifts a Plenty

at the Coolest Candy Store in the Country!

chocolate they can. They're always tasting and searching for the next special thing. Stop and see what we have this week!

Build-Your-Own Gift Box!

There are so many unique, beautiful, and delicious gifts to choose from. Create the custom gift of their dreams!

J. Patrice Bonbons & Large Filled Hearts

These beautiful chocolates are crafted in small batches, right here in Ann Arbor, by Jamie LeBoeuf—Zingerman's Staff Partner and Production Manager Zingerman's Candy Manufactory. Jaime creates a palette of chocolate artistry that delivers an amazing taste experience matched only by the visually stunning color and appearance of each chocolate creation. The Large Filled Hearts, in limited supply, are crunchy caramelized biscotti crumbles in smooth dark chocolate. A gorgeous hand-made gift!

Zingerman's Handmade Mini Candy Bar 6-Packs!

Zingerman's Candy Manufactory got its start making great, old-fashioned American candy bars almost entirely by hand. Fun, fantastic candy, made with all-natural ingredients, without cutting a single corner.

In these 6-packs, we've got one of each of our fabulous bars (Original Zzang!, Ca\$hew Cow, What the Fudge?, Wowza, Milk Chocolatey Karamel Krunch, and Peanut Butter Crush) all wrapped up and tied with a bow for your special someone!

Craft Chocolate Bars

We are continuously on the lookout for unique, small batch chocolate with big flavor. Allison Schraf and Ari have been working together in one way or another for 20 years since her early days at the Deli. Together, they are constantly on the lookout for chocolate makers who are passionate about finding the best cacao and turning it into the most amazing single-origin



Ready to make the most of our warm weather in Michigan? We are!

Time do some outdoor dining in the ZCoB



Roadhouse Park is Open

A lovely, remarkably quiet park out front of the Roadhouse. Beer, wine, cocktails, and of course a whole bunch of really good American food. Wireless makes it a great spot for morning meetings as well.

Miss Kim

We've got a half-a-dozen tables on the west side of the restaurant. Come by and enjoy some of Ji Hye's nationally-recognized regional Korean cooking.

The Deli

The patio is open again! Come by and grab a couple sandwiches or some bread and cheese and a mid-afternoon snack with us at the corner of Detroit and Kingsley.

The Bakehouse

We've got a wonderful outdoor eating area on the grass between the Bakeshop and BAKE! (our nationally-known baking school).

Coffee and Creamery

We've got some seats at each of these, too! Bop on by to get some of your local cheese, handmade artisan gelato, and much more.

the TINY WEDDING

at cornman farms

An exclusive seasonal offering available just a few times a year! Beautifully designed, expertly planned & affordably priced.

LOOKING FOR SOMETHING
LITTLE BUT LOVELY?
THE TINY WEDDING
MIGHT BE FOR YOU!

This seasonal offering is one-of-a-kind—an exclusive micro-wedding experience designed by Michigan's finest wedding professionals. Our event producers will coordinate every aspect of your Tiny Wedding, from ceremony to cake cutting. Your elopement will feel spontaneous, effortless, and stress-free so you can relax and enjoy the moment.

For more information about other intimate wedding offerings, go to zingermanscornmanfarms.com.

Upcoming Tiny Wedding Dates:
July 12, 13 & 14



To learn more, check out thetinywedding.com



Zingerman's FOOD TOURS™

READY FOR THE TRIP OF A LIFETIME?

Zingerman's Food Tours' Managing Partner Kristie Brablec has spent years putting unique itineraries together with our friends in a wide range of Europe's most flavorful regions. Each trip includes amazing restaurant meals, winery visits, behind-the-scenes visits with some of our artisan suppliers, a whole lot of fun, and a wealth of good learning!

Here are just a few of our offerings:

HAPPY DAYS IN HUNGARY



In the last decade, no country has influenced our own culinary creations more than the artisanal food of Hungary. The country has an incredibly rich and varied food tradition reaching back millennia. Join us and discover how much more there is to Hungarian food than just its excellent paprika!

AN INCREDIBLE WEEK IN IRELAND



Together we'll cruise through historic food markets, harvest seaweed by hand, craft cocktails using foraged botanicals, and much more!

SUPERFINE DAYS ON SICILY



Let us reveal Sicily's culture to you! Come, join us for a unique, educational, and entertaining experience that you won't soon forget.

SARDINIA



We will go behind the scenes with some of the island's most celebrated artisan producers, meet the locals, and get to know the island and its culinary treasures, from saffron to seafood.



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3721 Plaza Dr. Ann Arbor, MI 48108
734.761.2095 | zingermansbakehouse.com



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734.663.3400 | zingermancatering.com



3723 Plaza Dr. #5 (inside Coffee Co.) Ann Arbor, MI 48108
734.619.6666 | zingermanscandy.com



3723 Plaza Dr. #5 Ann Arbor, MI 48108
734.929.6060 | zingermanscoffee.com



8540 Island Lake Rd. Dexter, MI 48130
734.619.8100 | cornmanfarms.com



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734.929.0500 | zingermanscreamery.com



422 Detroit St. Ann Arbor, MI 48103
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