

a poetic look back on
four point one decades of
**doing
business in
a different
way** p. 1

Wow-worthy gift boxes
and satisfying snacks from
Zingerman's Mail Order.
p. 4

Zingerman's Greatest Hits!
Plus a look at exciting
up-and-coming treats.
p. 5

©2023 zing ip, LLC. all rights reserved.

you really can taste the difference!™

Zingerman's®
news issue #299 July-August 2023



A POETIC LOOK BACK ON 41 DECADES OF DOING BUSINESS A DIFFERENT WAY

Deep gratitude, positive energy, and working at the “one task” for 41 years

Poetry is not only imaginative words on a page; every imaginative act is a poem. Poesis was first a verb, not a noun, indicating an action which transforms the world. Poetic work reconciles ... people with the world—a beautiful vision of unity through making.

—Satish Kumar

Life is a Good Book

Rabbi Harold Kushner, who passed away at the age of 89 this past spring, once said, “I think of life as a good book. The further you get into it, the more it begins to make sense.” Forty-one and a half years into our work at Zingerman’s, what Kushner says holds a much, much deeper meaning for me now than it would have on that first day we opened the Deli.

One thing that I can see now more clearly than ever is that whatever any of us will have created in our lives has only gotten to where it is thanks to the grace, care, and generosity of others. That is certainly true with what we now know as the Zingerman’s Community of Businesses. Which is why, whatever this past March’s 41st anniversary might have meant to me, to Paul, or to others who work here, I want to begin this essay with an expression of appreciation. Thank you for giving us, on each of these now over 15,000 days, the opportunity to do what we do. I appreciate every tiny act of kindness, each loaf of bread, each sandwich, each shot of espresso, each extra mile, and each smile offered by the folks who work here, and every bit of support we have garnered from so many great people on all parts of the planet. I hope that we have been able to contribute as positively to the quality of your life, your cooking, your eating, your work, and your world as you have to ours!

Poetry activist, and one of the founders of the Nuyorican Poets Cafe (celebrating its 60th anniversary this summer), Bob Holman, writes, “The job of the poet is to turn words into worlds.” I like the sound of Holman’s words, but they’re easier to say than they are to actualize. People who aren’t familiar with our work here often ask me to describe to them what Zingerman’s is. Even 41 years after we opened, answering that question quickly and coherently remains difficult for me. Sometimes I simply say, “We work with food,” and then pause to see what unfolds from that. Other times, I’ll say, truthfully, “Well ... it’s hard to explain” and then try to come up with something succinct enough for the situation that will still convey the depth and complexity of the ZCoB world. It’s not all that easy to do. Thinking about what I wrote in “The Art of Business” pamphlet, maybe I

might start by smiling, and then suggesting that we’re creating a community-based, culinarily-focused, and eminently edible kind of poetry. In Rabbi Kushner’s context, it could be a large collection of poems, created collaboratively and caringly, over the course of 41 years.

A Poetic Look at Our Past

I came to know the poet Kevin Young 20 years ago at Southern Foodways Alliance. Currently serving as the director of the National Museum of African American History and Culture, Kevin says, “What a poem can do is provide you this intimate eye that, for the length of a poem and hopefully a little bit after, can provide testimony or a point of view.” What follows here is a bit of that sort of point of view, something of a skewed testimony (since everyone will remember our history a little differently), and an enormous amount of appreciation to every one of the hundreds of thousands, maybe millions by now, people who have contributed to making what we do here possible.

The poetic version of Zingerman’s world might then have begun long before the sun came up on the morning of Monday, March 15, 1982, somewhere around 5 am, when Paul drove down to Detroit to pick up the bread for our opening day. Why travel so far when we had a wide range of bakeries right here in town? After testing rye from a couple dozen different sources, the bakery we chose to buy from was an hour away, and, I say now with a smile, the only one that wouldn’t deliver to Ann Arbor. Which meant that every morning, until September of 1992 when we opened the Bakehouse in our commitment to raising the quality of our offerings further, someone on our end of things picked up the bread and brought it to the Deli.

That first of the now over 2000 Monday mornings in ZCoB history, we had just me and Paul working at the Deli, alongside our two staff members, and a handful of friends and family who came by to help out! Other friends and relatives, along with some nice customers we didn’t yet know, stopped in to buy sandwiches and other stuff. Some of you reading this may have been by the Deli that day, or maybe you came in for corned beef later that week. On the menu,

we had 25 sandwiches and 29 seats were shoehorned into the small 1300-square-foot space. We also had a little selection of what are now known as “specialty foods,” which at that time would have been judged by most folks in the American Midwest as moderately interesting to unusual—or, for many, just plain strange. The general wisdom in town was that we would likely be out of business in a year or two. The small building at the corner of Detroit and Kingsley streets was considered a bad location; it was a little hard to find (remember, there were no cell phones with mapping apps), there was almost no parking, and Ann Arbor had had 10 or 12 other delis go under in the previous decade. It seems pretty clear, all these years later, that the skepticism was unfounded. This bit of poetry-focused prose is my highly imperfect attempt to say thank you to those who helped prove the point.

March 15, 1982

People often ask me if I had any idea when we opened that what currently exists is what would play out. The simple answer is, “No!” While we didn’t have a written vision back then (we had no idea it was even possible to write one) we did have one in our heads, but as I wrote in “The Story of Visioning” pamphlet,

What follows is my best effort, 40 years now down the road, to document our dreams and intentions back [in 1982]. This, held-mostly-in-our-heads version of a vision, is how we got started, and it successfully carried us through to the organizational mid-life stage and that conversation between me and Paul on the bench in the summer of '93.

- Unique delicatessen
- An exceptional corned beef sandwich
- Exceptional service
- A great place to work
- Down-to-earth (great food is for everyone)
- Only one store

(con't from page 1)

In September of that year, the *Ann Arbor Observer* wrote an article about us. It began in a way that could have kind of been a poem. The words are all the *Observer's*, but I took the liberty of moving the lines around to look/sound/feel at least a little more poetic:

Atmosphere:

Small, clean, cheerfully noisy, with confusion mounting to near hysterical level at lunchtime ...

In-house noshing plus carryout and party trays.

Bread and by-the-pound retail items to take home.

Recommended:

Just about everything ...

Prices were, of course, a LOT lower! But much of the rest remains the same.

In Zingerman's one recognizes the energy, responsiveness, and quality mindedness of their business style.

Energy, as I wrote about in *Part 2, Being a Better Leader*, is a very good indicator of what's happening in any ecosystem. It applies in business, in a family, in the arts, and in nature as well. If we're paying close attention we can usually tell a lot from how it feels as soon as we walk in. We will often, I've learned over all these years, feel that things are right (or wrong) within a minute or two of entering an ecosystem. It's true with places, and it's true as well on the written page. Donald Hall, in his book *Claims for Poetry*, says, "The pleasure we feel, reading a poem, is our assurance of its integrity." I would suggest the same holds true for a business. What you feel in the first few minutes is, more often than not, what you are likely to get. Energy is always a leading indicator. We work hard to make ours as welcoming as possible.

Which is, in the best possible way, what transpired the other evening at the Roadhouse. The unexpected pleasure expressed by a young couple from Pittsburgh gave me, again, assurance of our organizational integrity all these years later. Not long before closing time, they came in for dinner. They sat at the bar for a bit waiting for a table and then got seated in the far room at the booth the staff know as 411. I happened to run the food to their table, which coincidentally kicked off a bit of conversation. The two of them, it turned out, had decided to take a drive to Ann Arbor just to get away for a couple days. They didn't know anything about us, but a friend of theirs who used to live here had told them to "go to Zingerman's." At 9:30 in the evening, the

Roadhouse—the ZCoB business that stays open the latest each evening—was the spot they found. In the best possible way, they were wowed. Our chat reminded me how much the now 41-year-old line from that old piece in the *Observer* remains true: the couple had quickly "recognized the energy, responsiveness, and quality mindedness of our business style":

This is incredible! The people are incredible. We've never seen anything like it. We were talking all the way here about how we might have to leave the country to escape all the negativity of the news but ... this is what we've been looking for! It's incredible!

The One Task and Desire

Though we clearly have grown considerably over the years, what we are doing now in the ZCoB in 2023 is not a whole lot different from what we were up to back when we opened. Certainly, on the surface, many things have changed. Back in 1982, people still smoked inside the store. Phones were mounted on walls or sitting stationary on counters, and we diligently kept a phone book at the cash stand. About half of our customers back then paid with checks and only a small percentage offered up a credit card. We did our accounting with pencils, paper, and calculators. There were no cell phones or computers. People put coins into parking meters and pay phones; most folks carried a few quarters around in their pocket "just in case." Paul and I were obviously 41 years younger, though Kevin Young says in one of his poems, "We were never young." Or maybe it's the inverse: it could be that doing work we love helps keep us forever, poetically and spiritually, young?

In truth, I feel as excited about what we're doing now as I was on that gray Monday morning we opened. In the spirit of which, a lot more of what we do is very much the same. We still care deeply about the quality of the food we serve and sell. We remain strongly committed to giving exceptional service to everyone who enters our space, and to creating a good place for people to come to work. All these years later, it is still hard—in a good way—to make a living. Nothing was then, or is now, guaranteed. We know now, as was true in '82, that we have an enormous amount to learn. And we still don't take a single customer, coworker, or supplier for granted.

Other things have changed a lot over the years. I certainly wasn't paying much attention to poetry back in 1982. I was far more focused on learning to slice pastrami properly and finding a source for Parmigiano Reggiano than anything overtly to do with rhyme, meter, or verse on a printed page. I definitely hadn't heard of the poet Donald Hall, but about a decade or so after we opened the Deli, Hall published the poem "An Old Life." It closes with these lines:

*Carrying my cup twenty feet,
I sat myself at the desk
for this day's lifelong
engagement with the one task and desire.*

When we opened the Deli, the cup I'd have been carrying would have been filled with tea, not coffee (I didn't really start drinking coffee until after we opened the Coffee Company nearly 20 years ago), and I don't really have a desk—but what Hall wrote in those four lines sums up much of life. I have done what Hall has so poetically expressed, that same thing—metaphorically, at least—for over 15,000 days now. All these years later, I look forward to more of the same. One day, I know, that like Donald Hall and all human beings, that run will come to an end. But as the English sculptor Henry Moore once said, "There's no retirement for an artist, it's your way of living so there's no end to it."

(Hall, if you don't yet know his work, was of the few poets who gained a good bit of fame, though probably not a whole lot of fortune. In 2006, when he was 78, he was named Poet Laureate of the United States. At the time, he had published over 50 books—poetry, prose, and works for children—and won many awards. The critic William Pritchard said that Hall "doesn't fit neatly into a category as a poet," which I suppose, imagining our collective creation here over all these years, is also true for what we've been working to do here in the ZCoB as well. Ten years or so before we opened the Deli, Hall had coincidentally been a professor here in U of M's English Department. His poem "Kicking the Leaves," which is about Ann Arbor, ran in the *New York Times* on the op-ed page on the 17th of October, 1975, not long before he left town to move to New Hampshire. The piece was centered on the page, an article about the controversial racism of George Wallace to its right, and another about Hubert Humphrey to its left. The title of the op-ed on the opposite page was, "Freedom vs. Socialism." Looking at the page all these years later reminds me that, no matter how much change takes place, many things remain as they once were. Things don't change as much as we might imagine.)

It was Henry Moore, it turns out, who actually inspired Hall's poem about the "one task." All the way back in 1965, when Donald Hall would have been 37, he spent a month in England interviewing Moore. Hall's essays about the sculptor appeared in two parts in *The New Yorker*, each piece a good 10 pages long, detailing Moore's lifelong commitment to his craft, to learning, to growing, and getting better at it throughout his life. Moore said,

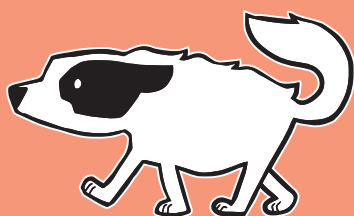
The secret of life is to have a task, something you devote your entire life to, something you bring everything to, every minute of the day for the rest of your life. And the most important thing is, it must be something you cannot possibly do.

Have you dined at the 2x James Beard Award-nominated Miss Kim?

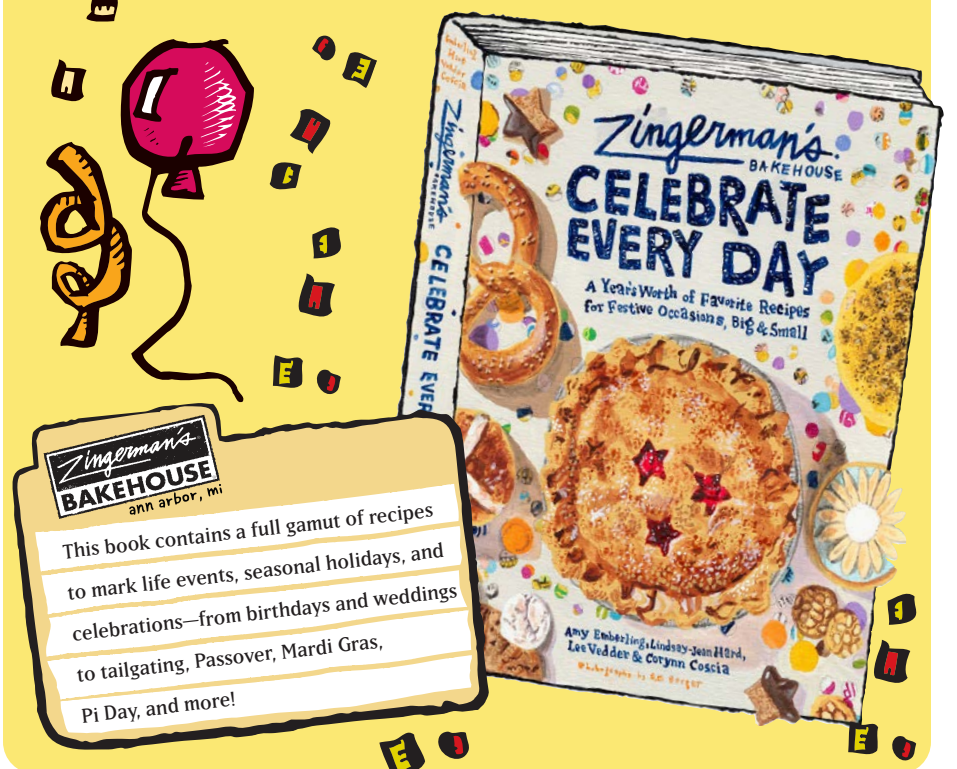


We offer a fresh Michigan twist on traditional Korean food just steps away from the Ann Arbor Farmers Market. Enjoy seasonal menus, craft cocktails, and outdoor seating. Reservations are recommended for this popular little spot!

Check out our latest menu and pop-up events at misskimannarbor.com.



COMING OCTOBER 3RD



Moore's statement is an accurate summation of my life as well. It's probably not a secret, but a great deal of why my work is so rewarding to me is, as Moore recommends, that I have happily devoted so many decades to it. Not to drudgery and repetition, but rather to constant learning and increased understanding, to doing meaningful work that makes a difference—work that will, as per Moore's point, never be “done.”

41.5 Years Later

Kevin Young says that “Poets often are dealing with history and are thinking about the way history moves across us, and we move in it.” Which seems nicely fitting for this reflective piece of writing on the occasion of our anniversary. That we have arrived at our 41st anniversary is, I say in humbleness, a pretty significant achievement. It's certainly not the norm. Half of new businesses in the U.S. go under within two years. Less than 50 percent of existing American businesses are profitable, and the average lifespan of a business is eight and a half years. Only about half make it to the five-year mark, and less than a third last 10. The statistics are sort of scary. Forty years in business is apparently so uncommon I can't even find any stats about it. Which leaves me feeling all the more fortunate to be sitting here having spent every day for all those 41 years working at the sort of singular task that Henry Moore and Donald Hall have written about. To be able to have had the chance to contribute to creating this hard-to-describe, difference-making business in which, on our best days, what the *Observer* wrote in the fall of 1982 hopefully remains true: “Recommended: Just about everything.”

Donald Hall once wrote, “We lived in the house of poetry, which was also the house of love and grief; the house of solitude and art.” If a healthy organization is like a home, then it could well be that Zingerman's is akin to Hall's “house of poetry.” Although food and drink are clearly what we make and what we sell, I've come to understand that we also make love and care. We make compassion and empathy. We bring positive energy in the way that the couple from Pittsburgh experienced. We deal with grief when people leave the organization, or more intensely, as we did this past spring when someone like Jude Walton, former Mail Order Partner and still a good friend to many in the ZCoB, was tragically killed. We do it when we deliver dignity. And hope and generosity. We share positive beliefs, and, every day, we help create meaningful, lasting connections. None are on the menu, but when we do our work well, all are included.

Taking time to reflect on all this, as anniversaries often encourage us to do, there are many lessons to take from our 41 years of doing this. The one thing—the “one task and desire,” to use Donald Hall's words—that stands out to me

more than any other though is that we might model that:

You really can do business differently.

Wendell Berry, most famous for his prose, but who also writes a good bit of poetry, posits, “The questions of propriety, calling as they must for local answers, call necessarily for small answers.” To my biased, Wendell Berry-esque belief, Zingerman's is a small and local answer, one that offers a way of being in the world that can be adapted, ignored, or adjusted by others who are looking for their own similarly small and also local answers. People who understand the power of place and the uniqueness of each organizational ecosystem. People who want to introduce more positive energy and poetic presence into their workplaces, always and appropriately in ways that are unique unto themselves and the community in which they do business.

My hope is that, when we hit our 100th anniversary in 2082, some business school student will write a report detailing how we've demonstrated that:

- *It's possible to make a good living without extracting excessive wealth.*
- *One can help themselves most by actively working to help others.*
- *The more a business assists those who have been left out elsewhere, the better the lives of all involved can become.*
- *It's possible to grow a business without going public or selling out to the highest bidder.*
- *One can build an organization in which power is actively shared, not selfishly hoarded.*
- *We can all learn to do business while still being effectively and caringly authentic.*
- *We can create an ecosystem in which, as Ukrainian poet Lyuba Yakimchuk alludes in one of her poems in *Apricots of Donbas*, “metaphorical apricots” can abound bringing beauty to a business world that can pretty surely use more of it.*
- *One can build an organization which operates with the belief that, as Brenda Ueland wrote back in 1938, “Everyone is talented, original, and has something important to say.”*

• *It's doable to prioritize dignity and diversity, and then work every day to make them ever more prominent parts of what one does.*

• *It's possible to build a business that operates from the beginning with the belief that everyone matters.*

Donald Hall wrote that “One day, of course, no one will remember what I remember.” Which is most certainly true. We can, though, at least optimistically imagine what we would *want* others to recall long after we ourselves are gone. Hall, who graced the planet with his creative presence for 88 years, wrote this piece later in his life that I hope will be true for the ZCoB:

*Here, among the thirty thousand days of a long life,
a single day stands still: The sun shines, it is raining;
we sleep we make love, we plant a tree, we walk up
and down eating lunch*

Best my math tells me, when the ZCoB hits the 30,000 days Hall was writing about, it will be 2064, and our 82nd year in business. Which seems palindromically poetic from where we sit right now, at the halfway point, here in the year of our 41st anniversary. I will not be there in 2064, but I believe there will be people here at Zingerman's still doing good work in the organization when it passes its 30,000th day. I hope the stories they tell, like that of the couple from Pittsburgh, like what the *Observer* wrote in September 1982, like Donald Hall's poetry, will be remembered in positive ways. Ways that are aligned, perhaps, with these words from Rabbi Kushner:

The purpose in life is not to win. The purpose in life is to grow and to share. When you come to look back on all that you have done in life, you will get more satisfaction from the pleasure you have brought into other people's lives than you will from the times that you outdid and defeated them.

Thank you for making all this so caringly and poetically possible. Here's to good things to come!

Ari

Co-Founding Partner,
Zingerman's Community of Businesses

“A Taste of Zingerman's Food Philosophy: Forty Years of Mindful Cooking and Eating”



The Latest Publication from **Zingerman's PRESS**

Of his new pamphlet, Ari says, “This is the food philosophy that underlies what we all (me included) eat at Zingerman's, a look at how my own beliefs about food and cooking have evolved over the now 40-plus years we've been working to make Zingerman's into something special.”

Four essays, 10 recipes, an Abecedary of Zingerman's food and much more all packed into 80 artisan pages

Get your copy at zingermanspress.com, zingtrain.com, or Roadhouse.

a-tisket, a-tasket, ship them a zingerman's food basket!

Whether your summer plans involve trips to the shore and long weekends at the lake, backyard barbecues and birthday parties, or parades and picnics in the park, Zingerman's Mail Order has you covered for wow-worthy host gifts and satisfying snacks. Zingermans.com is the online shop for Zingerman's tastiest gifts, clubs, and more, sending extraordinary, traditionally-made foods anywhere in the U.S. They arrive in iconic cartoon-covered boxes, handmade wooden crates, and yes, baskets. We think you'll find we have the perfect fit to satisfy every occasion. Just to get you thinking, here are half a dozen of our best sellers!

FOR OUTSTANDING OUTDOOR EATING

French Picnic Gift Box

Artisan Zingerman's bread, aged cheese, cured meat—just add rosé.

Alejandra Ramos of the *Today Show* says, "This has everything you need for a French picnic ... Just add a picnic blanket, a bottle of wine, and you've got your date night sorted."



FOR EFFORTLESS ENTERTAINING

Charcuterie and Cheese Gift Box

Instant hors d'oeuvres.

We pack up a culinary collection of artisan meats, cheeses, crackers, snacks, and Zingerman's Bakehouse bread that a busy gourmand can stash until hunger—or company—strikes.



FOR BETTER BARBEQUES

Grillmaster's Meat Gift Collection

All you need is the fire.

Includes two grass-fed New York Strip Steaks, two heritage breed Red Wattle Pork Chops, a pound of grass-fed Ground Beef, and a package of four Smoked Fennel Sausages from Smoking Goose. One Mail Order service center staffer's spouse was overheard saying, "This is the best steak I've ever had!"



FOR SHORT GET-AWAYS

The Weekender Gift Box

Snacks for everyone.

"This basket packs a lot in ... you can basically make a meal out of what's inside. We particularly enjoyed the tangy sour-cream coffee cake and fudgy brownie. Overall, this is a solid collection for snacking, and it would be appreciated at a gathering or just as a treat for someone who needs a pick-me-up." —Wirecutter



FOR CHERISHED CELEBRATIONS

Happiest Birthday Gift Box

A present they'll truly be grateful for. If you can't be there to sing off-key, sending this box filled with snacks like Rosemary Maple Almonds and Zingerman's Sea Salt Potato Chips and sweet treats like Italian Fruit Jellies and a mini Tea Cake is the next best thing.



FOR FRESH ARRIVALS

New Baby Gift Box

For (parental) midnight feedings.

New parents might not be getting a lot of sleep, but with this box, they'll still be eating well with foods like Coconut Taffy, Garlic & Pepper Pretzels, Moroccan Spiced Tomato Soup, and more. Samantha Lande said on *Food Network Online*, "Waking up at all hours of the night definitely induces weird cravings. This box has mom covered for whatever she might need."

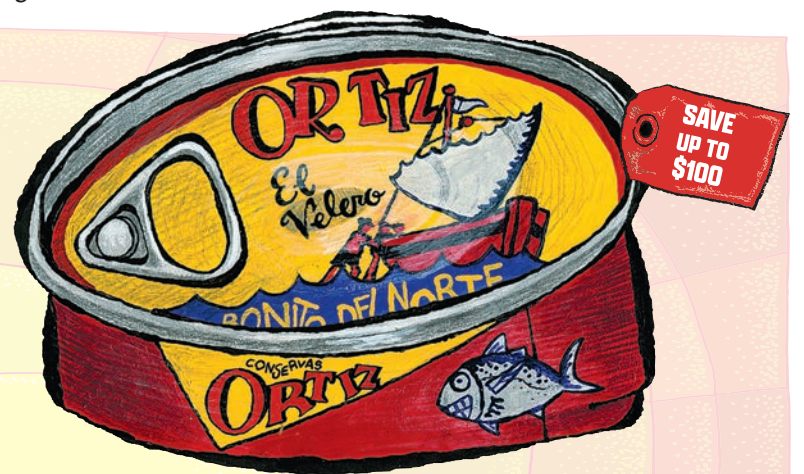


Scope out the culinary scene and hundreds of other great items at zingermans.com.



Zingerman's
mail order
ANNUAL JULY
SUMMER
SALE

fill the freezer!
cram the cabinet!



If you're reading this in July*, our 15th Annual Summer Sale is on at zingermans.com!

A tradition that long-time loyalists wait for all year long, it starts July 1 and runs through July 31. (If you like last-minute shopping, you can buy at big discounts up until 11:59 pm on the 31st.)

Load up on tinned fish, pastas, sauces, jams, nuts, and loads more full-flavored, deeply discounted foods and gifts.

*If you're reading this in August, well, mark your calendar for next year (and while you're at it, make a note of our other annual sale in March)!

Zingerman's Greatest Hits: 2023

41 years of finding and preparing really fine foods & other fun things

Choosing a dozen or so items to feature here from the many hundreds of marvelous offerings that are available every day in the Zingerman's Community of Businesses (ZCoB) is not an easy task! And yet, it seems like a good service for folks who aren't yet familiar with the wealth of wonderful offerings that we cook, bake, brew, sell, and serve across what we sometimes call the "Land of a Thousand Flavors" to give at least a list of suggested starting points. With that in mind, what follows are the long-time Zingerman's "classics" that came to my mind this month. Most have been big sellers for decades and they show no sign of slowing down!

And, for those who already know these classics like the back of their culinary hand, I've also snuck in suggestions about "up-and-comers" of our culinary world. Come by and check them out soon. Many of the items on the list will have names that are commonly used in the food world, but as we've known since we opened back in 1982, one reuben is not the same as the next. And as we've been saying for decades, "You really *can* taste the difference!"

THE REUBEN AT THE DELI

The odds are high that you know it well. It's been mentioned repeatedly on ESPN and delivered to Air Force One. In the middle of the pandemic, the Deli crew put together a "Reuben Tour" that delivered thousands of them to Zingerman's fans around the state. While the recipe for the Deli's Reuben is pretty much the same as it was when we started making it, our ingredients have been improved many times over. Which is why, like so many things we make, what we taste today is actually much tastier than it was 41 years ago when the first Reubens came off the sandwich line that cold winter day in March of 1982. Corned beef from Sy Ginsberg (who's been doing it for us since the day we opened), housemade Russian dressing, Switzerland Swiss cheese, sauerkraut from The Brinery, on double-baked Jewish Rye from the Bakehouse, all grilled to a golden brown! Still, as always, it comes with a new dill pickle or an old one—your call.



Up-and-coming: The New #5. "Rodger's Big Picnic"

(Yes, there was once a different #5—apologies, Mr. Schwartz!) Grilled asparagus, seared mushrooms from Mycopia (the same place we're getting the maitake at the Roadhouse for the "Chicken-Fried Mushrooms" I mention in the Fried Chicken write-up—read on!) with Dijon mustard and Vermont cheddar on grilled Farm bread from the Bakehouse. Add some Nueske's applewood-smoked bacon if you're so moved!

JEWISH RYE BREAD FROM THE BAKEHOUSE

Back when we opened, we bought our rye bread from another bakery. It was the best one we could find at the time, and it served us well for our first eight or nine years in business. As the years went by, and I learned more and more about bread, it became increasingly clear to me that what we'd originally imagined to be really great was actually nowhere near as good as it could be. In September of 1992, we solved that problem by opening the Bakehouse. Starting to bake our own bread, I will say without hesitation, changed our lives! So many great breads, so many amazing pastries, so many foods that have become staples of our world and a big part of Ann Arbor eating. Milling grain onsite that's been grown in the Midwest made it even better still. This is rye bread of the sort that you might have eaten on the Lower East Side in New York City in 1900. A taste of the Eastern European Jewish experience at its best!



Up-and-coming: Country Miche

Spelt, buckwheat, rye, and wheat, naturally leavened (no commercial yeast is used). I always seek out the darkest crusts, in which the grain's natural sugars will have caramelized nicely. As I said above, you really *can* taste the difference!

HAND-CRAFTED ARTISAN CREAM CHEESE FROM THE CREAMERY



We've been making this amazing, traditional, cream cheese for over 20 years now. It's a return to the way this unique-to-the-U.S. cheese would have been made at the turn of the 20th century. Freshly delivered milk from Calder Dairy down in Carleton, Michigan, with a bit of rennet, salt, and the addition at the end of heavy cream. Unlike the industrially produced, highly processed, standard supermarket offering, this old-school offering is made by hand—the milk is pasteurized as gently as possible, and no stabilizers or vegetable gums are added. While the supermarket version stays "fresh" for years (literally), this is a return to the (appropriately) short shelf life of fresh, handmade, local cheese. On a toasted bagel or a thick, hand-cut slice of Caraway Rye from the Bakehouse, it's totally terrific!

Up-and-coming: Cervelles de Canut

The classic cheese spread of Lyon. Fresh goat cheese seasoned with garlic and herbs! A terrific taste of the south of France from Zingerman's Southside.

MAGIC BROWNIES FROM THE BAKEHOUSE!

These are the brownies that have been a staple of Zingerman's eating for over 30 years now! The recipe came to us from Connie Gray Prigg who worked in the Deli's catering department back in the day. She generously shared her family brownie recipe, and we've been baking them—and eating them—in ever-increasing quantities ever since. As Connie kindly taught us, they have a thin chocolate "crust" on top, toasted walnuts on the inside, and a lovely softer, slightly chewy center. Kudos to the Bakehouse crew for baking so many of these, so beautifully, every day for decades. Over the years, we've added an array of brownie options—Black Magic Brownie (no walnuts), Buenos Aires Brownies (filled with dulce de leche), and Townie Brownies (read on!). I'm also a big fan of the Pecan Blondies—lots of Muscovado brown sugar and a whole lot of butter!



Up-and-coming: Townie Brownies

A wonderful wheat-free option made with quinoa and amaranth. Made with Nicaraguan bean-to-bar French Broad Chocolate, they're my favorite.

SOUR CREAM COFFEE CAKE FROM THE BAKEHOUSE

We (Ellie Marks and I) put together the first of these in the basement of the Deli sometime back in the mid-'80s. In those days, we'd make one coffee cake for a slow day, two to three on the weekend! Now we ship thousands of them at the holidays and the Bakehouse sells many thousands more throughout the year. The Sour Cream Coffee Cake has long been both one of our top-selling gifts, and also that compelling bit of comfort food that locals come back to week in and week out. Like much of this list, it has hugely loyal fans from all parts of the culinary spectrum—from food lovers to five-year-olds, people of all backgrounds consistently come in to buy it! Lots of sour cream, a whole bunch of butter, real vanilla, toasted walnuts, and Indonesian cinnamon. It's great for breakfast, lovely in lunch boxes, and delicious for dessert. Try spreading a little bit of butter on a slice and then browning it in a hot skillet! Great too with gelato and a cup of Roadhouse Joe!



Up-and-coming: Chocolate Raisin Babka

Dark chocolate, cinnamon, sugar, and a bunch of butter all come together to build on this Eastern European baking tradition.

zingerman's



FRIED CHICKEN AT THE ROADHOUSE

Every time I taste this I am reminded why people are so driven—and drive such long distances—to dine on this delicious fried chicken! While we could, in theory, all make this dish ourselves at home, we all know it's very

hard to do well. Fortunately for all of us—me included—the Roadhouse kitchen crew does a ridiculously good job of frying up dozens and dozens of orders of it every day for folks to eat in the restaurant, bring home as carry-out, or enjoy in the Roadhouse Park out in front of the restaurant. As we do at the Deli for the chicken soup, roast chicken sandwiches, chopped liver, and chicken salad, the Roadhouse works only with old-school, Amish-raised chickens—they're much bigger, markedly meatier, and about five times more flavorful than standard commercial offerings. The Roadhouse soaks the chicken in buttermilk batter and rolls it in flour that's been seasoned with a bit of red pepper and a whole bunch of fantastic, farm-to-table Tellicherry black pepper from Kerala in southwest India. We cook it nice and dark to caramelize the "crust" on the chicken. Lots of crunch, a bit of peppery spice, and that full-flavored Amish chicken make for one seriously marvelous meal! Great as leftovers the next day as well.

Up-and-coming: "Chicken-Fried" Mushrooms

Yep, this dish is the vegetarian version of the Roadhouse's Fried Chicken. Maitake mushrooms from northern Michigan (more of their great mushrooms are on the Rodger's Big Picnic sandwich at the Deli) prepared just as we do the fried chicken! One of my favorite new ZCoB foods of the last few years!

ZINGTRAIN'S CREATING A VISION OF GREATNESS SEMINAR

The year 2023 marks the 30th anniversary of us using this remarkable way of writing our own story. As I described in far greater detail in the pamphlet "The Story of Visioning at Zinger-



man's," the visioning process we have been using since 1993 changed my life and changed Zingerman's. I'm very comfortable saying aloud that we would *not* be here today were it not for this process. Life-changing might be an understatement!

Up-and-coming: Zingerman's Keynotes

It's still something of a secret out in the world—we have a range of folks who are great at going out to conferences, company events, and other gatherings to deliver substantive keynote addresses of consequence. Visioning, the Power of Beliefs in Business, the Art of Giving Great Service, the Natural Laws of Business, and more. Because we use every one of these practices, all are time-tested and practically applicable in down-to-earth, meaningful, everyday ways. They really do make a difference!

STREET STYLE TTEOKBOKKI AT MISS KIM

This traditional Korean street food was on chef and managing partner Ji Hye Kim's original menu when we opened Miss Kim seven years ago this fall. They were a hit from day one! Tender rice cakes (think a firm rice "gnocchi" for context) in a spicy sauce laced with lovely little bits of pork belly. Ji Hye's version of this classic Korean dish is so good that folks quickly come back for more. It's the kind of dish that's so delectable, you'll find yourself planning your next visit to get another plate of it.

Up-and-coming: Fried Tofu Sandwich

The tofu is marinated in a garlic vinaigrette and dusted in Korean chili flakes before frying, then served on a Bakehouse challah bun with sriracha mayo, koryo carrots, cucumbers, and jalapeños. One of our long-time and very terrific IT team members, Craig Rominski, says, "This sandwich is a perfect balance of everything: spicy and sweet flavor, crisp and soft texture. It leaves me feeling energized!"



ESPRESSO BLEND #1 FROM THE COFFEE COMPANY

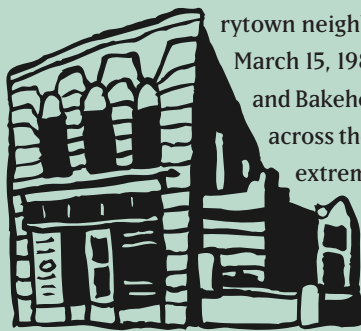
Two decades of working with our friends and suppliers at Daterra Farm in Brazil makes the Espresso Blend #1 consistently excellent. The story of Daterra—which means "of the Earth" in Portuguese—starts for us in 1902, the same year the Deli's building was built, when an Italian immigrant named Donato settled in Brazil and began to roast coffee. The family history moved from coffee to a range of other work and then, in 1976, came back to coffee farming. Everything about their work is exceptional—organic growing, offering exceptional support to the staff (including health care and education), Rainforest Alliance certified, and a whole lot more. Their values are, like so many of our long-time suppliers, fully aligned with ours here. The quality of their beans is consistently exceptional, and it shows through in the espresso. I had a shot this afternoon as inspiration to write this piece—lovely, full, that tiny hint of bitterness that makes good coffee what it is, balanced by a bit of nutty, chocolatey sweetness with a really fine finish!

Up-and-coming: Roadhouse Joe from the Coffee Company

It's not new, but with each passing year, this blend gains ever more loyal followers. It's a mix of Papua New Guinea, Costa Rican, Indian, and Brazilian Peaberry, each added for their contribution to body, balance, and nuttiness. It's a sensible, smooth, crowd-pleasing coffee that's been a hit at the Roadhouse for so many years now.

NUESKE'S APPLEWOOD-SMOKED BACON

The aroma of Nueske's Applewood-Smoked Bacon has been wafting through the Ker-rytown neighborhood around the Deli since the day we opened on March 15, 1982. Today, we cook loads of it at the Deli, Roadhouse, and Bakehouse with great regularity and ship it off to bacon lovers across the land from Mail Order! The folks at Nueske's work with extremely high-quality pork, curing it in their custom-made brine and smoking it over whole applewood logs in their hometown of Wittenberg in northern Wisconsin. Many years ago, the late *New York Times* writer R.W. Apple called it "the Rolls Royce of Bacon," and I'll stand by his claim still now in the summer of 2023. If you're thinking of making a BLT this summer, this is a wonderful place to start!



Up-and-coming:

'Nduja from Tony Fiasche and the folks at Tempesta Foods

The spicy, spreadable, traditional pork salami of Calabria in southern Italy. Tony Fiasche makes this one in Chicago using his Calabrian grandparents' recipe (they still reside in the homeland!) with heritage pork and Calabrian chiles. So good on a burger, grilled cheese, toasted Bakehouse bread, pasta, or just about anything else. It's a key ingredient in the marvelous Prince Edward Island Mussels we make so many of at the Roadhouse, too!

PIMENTO CHEESE FROM THE CREAMERY



We've been making this for nearly 15 years now. I learned all about pimento cheese for the first time back in the "aughties" on one of my annual visits to the Southern Foodways Alliance's symposium in Oxford, Mississippi. What had been unheard of where I grew up in Chicago is an iconic staple of Southern eating. After tasting about 25 different versions, I came up with my own version, the recipe that has now become almost as much of a staple here in the world of Zingerman's as it still is if you head down South. It's one of our most popular offerings on the Roadhouse menu, and we sell loads of it at the Deli, Creamery, and through Catering. The surprising thing—in the best possible way—is that we ship our pimento cheese all over the country, including to folks in places like Georgia, Mississippi, and Texas! After one taste, you'll be making a plan to have a stock of it in your fridge.

Up-and-coming: Liptauer Cheese

I've come to call this "Hungarian Pimento Cheese." A terrific cheese spread from Zingerman's Southside made with Creamery Farm Cheese, Hungarian paprika, a small bit of anchovies, capers, and caraway.

greatest hits



ZZANG! BARS® FROM THE CANDY MANUFACTORY

If you'd gone into an artisan candy shop back around the time that the Deli's building was being built in 1902, this is a confection you might have bought. Homemade peanut butter and honey nougat, butter-roasted Virginia Runner peanuts, dipped in velvety dark chocolate, and that tiny touch of sea salt that brings all the flavors into focus. Deeply appreciated by pretty much every candy lover who's ever tried it—once you've had one of these it is, I will say from experience, extremely difficult to go back to the industrial offerings that most of us grew up on! Great flavors, complex, compelling. An easy entry onto this list. By the way, they make a remarkable addition to milkshakes!

Up-and-coming: Peanut Butter Crush Bars

The bar starts with creamy peanut butter, a bit of milk chocolate, and crisped rice. The "secret" star is our super flavorful peanut brittle bits! Their crispy-crunchy-crumbly texture and deep peanut and caramel flavor are the backbone of the bar. Just the right touch of sea salt and a bath in fantastic dark chocolate round out the flavors.

MAC AND CHEESE AT THE ROADHOUSE

In the same way that the Zzang! Bar takes candy bars to new—or maybe it'd be better to say "old"—heights, the macaroni and cheese at the Roadhouse is one seriously special offering. Cooked to order to get a bit of caramelization of the Vermont cheddar from the Cabot Creamery Cooperative.



The key is the quality of the *maccheroni*. While nearly every restaurant relies on mainstream, industrial pasta, we use the artisan *maccheroni* made by the Mancini family in the Marche region of Italy. It's the *only* farmstead pasta in Italy—the Mancinis grow the wheat *and* make the pasta on their own farm. Old-school bronze die extrusion (to get the rough surface that's essential to well-made pasta) and slow, low-temperature drying make this the best *maccheroni* around.

If you like pasta and you've never tried this one, buy a bag! Or come by the Roadhouse and order up some mac and cheese—the original "Roadie Mac," or try the Pimento Cheese & Bacon Macaroni with bits of Nueske's Applewood-Smoked Bacon!

Up-and-coming: Mac and Cheese Mondays at the Creamery

The crew at the Cream Top Shop are using Rustichella's pasta to make a different cheesy mac and cheese each Monday! Emily Milner of Zingerman's Candy Company, says it's now her favorite food on Zingerman's Southside (which includes a lot of good foods). As per the name, we only make it on Mondays. Start your week off in style!

FABULOUS WEDDINGS AT CORNMAN FARMS



ZINGERMAN'S est. 1834
Cornman farms

Anyone in this area who's looking for a majestic, memorable, farm wedding calls Cornman Farms. We hear over and over again that the combination of the setting (in Dexter, 10 minutes west of town), the food, the service, and the overall amazingness of the experience are just what folks who want a special wedding of this sort are seeking. The totally renovated 1834 Farmhouse and award-winning 1837 Red Barn are beyond beautiful. Kieron Hales, co-managing partner and chef, cooks up exceptional food. Our other managing partner, Tabitha Mason, makes magical service experiences happen at every event! Over the last 10 years, Cornman Farms has been written up in the *New York Times* and a host of other national publications. Check out zingermanscornmanfarms.com for much more info!

Up-and-coming: Tiny Weddings

Our event producers coordinate every aspect of your Tiny Wedding from the ceremony to the cake cutting so you can relax and enjoy every moment of your elopement! We book only a very limited number of these marvelous mini-marriages—look online for the lovely little details at thetinywedding.com.

THE ZINGERMAN'S GUIDE TO GOOD LEADING BOOKS



Many people ask each day for "the secret" that makes Zingerman's what it is. The four books in the *Zingerman's Guide to Good Leading* series include 49 "secrets" behind our approach to life, business, and organizational development. They're all just as applicable to for-profits, not-for-profits, small businesses, big businesses, start-ups, mature organizations, school systems, jazz bands, and more. They've been used regularly by CEOs, entrepreneurs, educators, physicians, philosophy majors, teachers, tech folks, musicians, magicians (seriously), artists, and anarchists!

Perhaps the most important of all the Zingerman's "classics" is what many folks, including us, have come to think of as "The Zingerman's Experience." The energy they feel when they come in, the caring expression of engagement they get when they call Mail Order on a Monday night in March, the passion that the staff have at the Bakeshop, the way problems get resolved, or first-time guests get greeted. The organizational recipes, approaches, ideas, stories, and philosophies in the books are, in many ways, what underlies that experience.

Up-and-coming:

The new "A Taste of Zingerman's Food Philosophy" pamphlet

Four essays, nine recipes, and a deep look into the philosophy that underlies all that we've done here for 41 years. Also includes a guide to helping you elucidate your own philosophy, for food or anything else! As Peter Koestenbaum writes, "Philosophy is the central business of life. Everything follows from your philosophical worldview."

Ari

Co-Founding Partner,
Zingerman's Community of Businesses

Zingerman's FOOD TOURS™

At Zingerman's Food Tours, we take culinary adventurers to the source of fantastic food and folks, from Denmark to Ireland to Italy and beyond. Our 2024 itineraries boast such once-in-a-lifetime experiences as dining on volcano-roasted chicken in a Canary Islands National Park, picking saffron on a farm in Sardinia, tasting Champagne with the storied makers in France, and much more.

Give your future self some amazing memories and start planning your Zingerman's Food Tour today. All our tours include hotel accommodations, most meals, cooking and tasting experiences, and transportation between tour stops.

Browse the tasty itineraries and book your spots before they're sold out at zingermansfoodtours.com.

2023 Zingerman's Food Tours Are Nearly Sold Out! Snap up your seat at the table for 2024 today!

2024 Zingerman's Food Tours

Feb 24 - Mar 3	Canary Islands, Spain
Feb 29 - Mar 4	Jerusalem & Tel Aviv, Israel
Apr 2 - 10	Lyon & Jura, France
May 2 - 11	Sardinia, Italy
May 10 - 18	Paris & Champagne, France
May 13 - 22	Dublin & Cork, Ireland
Jun 6 - 13	Piedmont, Italy
Aug 21 - 30	Copenhagen, Denmark
Oct 5 - 13	Analucia, Spain

NOW OPEN!

Welcome to

Zingerman's[®]
roadhouse
PARK

TO-GO MEALS

COCKTAILS

SHADED PICNIC TABLES

REALLY GOOD FOOD

Classic Roadhouse favorites like sweet potato fries, creamy mac & cheese, tender pit-smoked BBQ sandwiches, and more.

REFRESHING BEVERAGES

What could possibly be better than sipping a seasonal zero-proof drink, Michigan-made wine, local beer, or hand-crafted cocktail in the great outdoors?

PARK WIFI

Free, unlimited WiFi. Located at the corner of Jackson and Maple, laptop-toting Park-goers enjoy an especially scenic “corner office.”

COMFY SURROUNDINGS

Well-spaced tables shaded by bright, colorful umbrellas, raised garden beds with flowers and veggies, and free Roadhouse pit-smoked BBQ smells, all conveniently located at the corner of Jackson and Maple on Ann Arbor's wonderful Westside.

DOG-FRIENDLY

Bring your doggy dining partner! Watering station provided upon request.

Peruse more information about the Roadhouse Park at:

zingermansroadhouse.com



3723 Plaza Dr. Ann Arbor, MI 48108
734.761.7255 | bakewithzing.com



3711 Plaza Dr. Ann Arbor, MI 48108
734.761.2095 | zingermansbakery.com



422 Detroit St. Ann Arbor, MI 48103
734.663.3400 | zingermanscatering.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



3723 Plaza Dr. #2 Ann Arbor, MI 48108
734.929.0500 | zingermanscreamery.com



422 Detroit St. Ann Arbor, MI 48103
734.663.3354 | zingermansdeli.com



620 Phoenix Dr. Ann Arbor, MI 48108
888.316.2736 | zingermansfoodtours.com



100 N Ashley St. Ann Arbor, MI 48103
734.230.2300 | zingermansgreyline.com



610 Phoenix Dr. Ann Arbor, MI 48108
888.636.8162 | zingermans.com



415 N. Fifth Ave. Ann Arbor, MI 48104
734.275.0099 | misskimannarbor.com



418 Detroit St. Ann Arbor, MI 48104
734.663.5282 | zingermansdeli.com



2501 Jackson Rd. Ann Arbor, MI 48103
734.663.3663 | zingermansroadhouse.com



3728 Plaza Dr. Ann Arbor, MI 48108
734.930.1919 | zingtrain.com