



FOCUS Brands 2010 Associate Award Winners

FOCUS Brands is proud of the associates who do their best everyday to fulfill our promise to *FOCUS on making people happy*. A company is only as good as its people, and we happen to think we have some of the best around. In that spirit, we would like to recognize our 2010 Associate Award Winners. These are our “Best of the Best” who went above and beyond the call of duty last year to support their respective brands.

FOCUS Brands Company-Wide Awards

The Steve Romaniello Leadership Award

Logan Reves, RVP of Operations, Schlotzsky’s

Logan Reves is one of the most positive individuals you will ever meet. He truly believes that with the right attitude, plan and amount of effort, anything is possible. He lives, breathes and bleeds Schlotzsky’s every single day. As a leader, Logan’s focus on driving franchise profitability has led to four straight years of positive comp sales. He is a true champion of the Cinnabon brand and his passion for Cinnabon Express has led to his region launching more Express units into existing Schlotzsky’s restaurants than any other in the company. As Schlotzsky’s moves to re-image every restaurant in the system by the end of 2011, Logan has worked tirelessly to ensure the restaurants in his region complete this process quickly and successfully. To date, his region has the most re-imaged and/or remodeled restaurants in the company, which has led to increased sales and profits for his Franchise Partners. Logan is the ultimate brand champion and truly exemplifies the characteristics and results deserving of the Steve Romaniello Leadership Award.

The Go-Getter Award

Rich Kamph, Vice President of Supply Chain

Since joining Carvel in August of 1991, Rich Kamph has used his creativity and vision to build a Supply Chain Department that aspires to continuous improvement and achievement. Rich consistently challenges his team to approach the many layers of their business with intelligence, precision and discernment, while lending his own insights to help find solutions. Thanks to Rich, FOCUS Brands has successfully bridged unique partnerships with restaurant groups that have resulted in more efficient, effective and green ways of doing business. Rich Kamph is a true go-getter who we are proud to honor this year.

The Say What You Think Award

Lauren Barash, Director of Public Relations/Corporate Comm, Moe’s

Lauren Barash is the true embodiment of the *Say What You Think Award*. And, yet, it’s not Lauren’s willingness to say what she thinks that’s so valued by her peers. It’s her ability to *listen* and think about *what* she says that makes her opinions so appreciated. Lauren handles much more than just public relations for Moe’s. She’s become a skilled strategist, marketer, copywriter, creative mind and detail oriented problem solver. Respected and trusted by her peers and Franchise Partners alike, we couldn’t be happier to honor Lauren for her contributions.

Shared Services Awards



MVP Award

Richard Shirley, Sr. Director of Financial Planning & Analysis

Richard Shirley exemplifies the traits of a *Most Valuable Player* in all he does. Since joining the FOCUS family in 2006, Richard has made a name for himself as an effective leader who always stays calm under pressure. No matter what challenges are thrown his way, Richard consistently meets deadlines and delivers quality results. Richard has a true “can do” attitude and has built bridges across our company to keep us running at our best. For this and so many reasons, we are proud to name Richard our FOCUS Brands MVP.

Impact Player Awards

Heather Wietholter, Director of Curriculum Design

When Heather Wietholter joined FOCUS Brands in January of 2010 she hit the ground running. In an extremely short period of time Heather has successfully completed an unprecedented amount of work for all of our brands. Her accomplishments are too many to name, but include the introduction of new operations, recipe and shelf life training guides and manuals for Carvel, Cinnabon, Moe’s and Schlotzksy’s. Heather’s “jump right in” approach on both a personal and professional level has made her a true impact player, and we are thrilled to have her on the FOCUS Brands team.

Art Farmer, Production Manager

Our second *Impact Player Award* winner is Art Farmer. In his nearly two years with FOCUS Brands, Art has taken on the overwhelming task of managing the print production process for our Creative Services department. This includes overseeing thousands of quarterly promotional pieces, Franchise Partner requests and much more for FOCUS Brands, Carvel, Cinnabon and Moe’s. As if that’s not enough, Art has also managed the trafficking of all jobs and schedules involving the creative team, as well as helped to create an official job flow process and manage our vendor relationships. We are thankful to have an impact player like Art on our team.

Guiding Values Award – Aim High

Chris Morton, Transfer Manager

The transfer of ownership of a shoppe, bakery or restaurant from one Franchise Partner to another is a win not only for the buyer and seller, but also the franchisor. Thanks to Chris Morton’s determination to *aim high*, he and his team were able to complete 45 transfer deals in 2010 and avert the permanent closure of seven units through the signing of new agreements. We couldn’t be more proud of Chris and his contributions, and are so pleased to honor him with this award.



Debbie Kennedy, Supply Chain Programs Manager

Debbie Kennedy also did an amazing job of exemplifying our *aim high* value in 2010. A new member to the FOCUS family, Debbie took on a role that was completely new to her and made it her own. With virtually no experience, she excelled on every level, managing her duties on the supply chain team with competence and skill. What's more, the energy and enthusiasm she brings to our office has motivated others to aim high, as well. We are thrilled to honor Debbie for her contributions.

Guiding Values Award – Be the Best

Sheri Boxberger, Pre-Qualification Manager

Sheri Boxberger doesn't have an easy job. Tasked every day with fielding calls from potential Franchise Partners, she manages leads with excitement, kindness and skill. Her coworkers note her determination to not only give her best, but strive every day to be better than she was the day before. Sheri delivers the highest level of service possible for our franchise sales team, and for that we are proud to honor her with our *Be the Best Award*.

Kim Sosebee, Brand Controller- Schlotzsky's

Kim Sosebee has demonstrated strong organization and leadership skills in her management of the Schlotzsky's accounting function. She began her career with FOCUS Brands as Schlotzsky's Senior Accountant in 2007, and due to excellent performance and reliability, was promoted to Schlotzsky's Brand Controller in 2010. Adherence to deadlines is critical for an accountant, and Kim manages her team to consistently deliver both timeliness and accuracy in financial reporting. This is especially important in the accounting for a brand that has approximately 30 company-owned restaurants. As the owner of more balance sheet and income statement accounts than any of our other brands, we are indeed fortunate to have Kim and her "whatever it takes to get the job done" philosophy.

Guiding Values Award – Get Results

Odette Lawrence, Director of Accounts Receivable

To say that Odette Lawrence inherited a challenge when she started with FOCUS Brands in 2008 would be a serious understatement. Since that time, Odette has brought structure, discipline and order to the accounts receivable function. The past couple of years have required tremendous effort to build and coach her team, sort through veritable Gordian Knots of tangled transactions, and steadily develop procedural documentation. Not one to coast on past accomplishments, Odette manages multiple process improvement projects at any given time, and is ever alert for ways to increase transaction processing efficiencies. For always striving for excellence and seeking out better ways, we are proud to honor Odette with our *Get Results Award*.

Tim Goodman, VP of Franchise Administration

When it comes to getting results, Tim Goodman delivers. Tim walks in lock-step with the domestic and international franchise sales teams to increase the number of agreements signed, and year after year he proves a steady and reliable partner. The results Tim achieves are a true testament to his work ethic and commitment. Despite the down economy, 2010 was a banner year for the domestic team with 272 new agreements signed. We are proud to honor Tim and his team for stepping up to get these results.



Guiding Values Award – Go Green

John Busby, A/R Specialist

John Busby has led the green movement at FOCUS Brands since 2008 when he started recycling on his own with a bin he kept under his desk! Today, John continues to live our *Go Green Guiding Value* by only printing the pages he needs, even taking the time to reformat accounting software when necessary. We salute John for his efforts and thank him for setting an example for all of us to keep environmental sustainability top of mind.

Patty Harmon, Franchise Administration Specialist

Thanks to Patty Harmon's contributions, the Franchise Administration department has made huge strides in their effort to *Go Green*. Patty was instrumental in transitioning our Franchise Agreements from paper to electronic files. Now she has set her sights on accomplishing this same milestone with our real estate leases, which won't be an easy feat. Patty is already making great strides in this area, and for that, we thank and honor her with a *Go Green Award*.

Guiding Values Award – Have Fun

Anissa Allen, Manager of Human Resources

When you work for a fast growing organization, it's extremely important that you have some fun to balance what can sometimes be a stressful environment. When it comes to achieving this goal, Anissa Allen is leading the charge. Whether it's her amazing energy leading our FOCUS forums, entertaining seventy children for our *Take Our Kids to Work Day*, coming up with fun contests for our associates, or giving our new hires the *Pretzel Perfect Welcome*, Anissa embodies the FOCUS Brands spirit like no one else. We are proud to honor Anissa with our *Have Fun Award*.

Anthony Coln, Accounts Receivable Specialist

Anthony Coln also helps FOCUS Brands live our *Have Fun* value everyday. Lovingly referred to by his peers as the "department class clown," Anthony is known to walk around cheering up those who need it. He puts smiles on people's faces, and always knows how to ease a high pressure moment with a good joke. We thank Anthony for helping to make FOCUS Brands such a fun place to work!

Guiding Values Award – Give Back

Lydia Brown-Rankine, Accounts Receivable Specialist

Whether it's a friend, family member, complete stranger or even an animal, Lydia Brown-Rankine does her best to help those in need. This year, Lydia took it upon herself to feed a homeless family who was living under a bridge. She volunteers at her son's school to read to his class, and donates children's clothes to those less fortunate in Jamaica. She is a true inspiration to all of those who know her, and for this, we are proud to honor her with our *Give Back Award*.



Katria Montepare, Manager of Restaurant Design

Katria Montepare also lives our *give back* values everyday. Whether it's volunteering her time on the weekend to organizations like Habitat for Humanity, or making time to travel for causes that are dear to her heart, such as the Travis Roy Foundation Wiffle Ball Tournament in Vermont, Katria is an amazing example to all of us of the importance of giving back. Her charitable approach is also apparent by her efforts every day to make a difference in the lives of those around her. Whether it's pitching in to help a friend move, or simply helping someone in need search for a job, we salute Katria's generous heart with our *Give Back Award*.

Carvel Ice Cream

Support Center Most Valuable Players

Patty Harmon, New Business Licensing Specialist and Debra Webb, Franchise Renewals/Relicensing Manager

This new award honors the corporate employee(s) who provide the most ongoing support to the Operations team to get their jobs done, as well as support Carvel Franchise Partners with the highest satisfaction possible. Both Patty Harmon and Debra Webb worked tirelessly last year to support the Carvel Operations team in an area that is hard to make fun: paperwork! Whether it was a new deal, transfer, relicense or renewal, Patty and Debra made sure every "t" was crossed and "i" dotted. Thanks to their efforts, Carvel is in better shape than ever before in this important area.

FBC of the Year

Bill Purcell, Franchise Business Consultant

This award is given to the Franchise Business Consultant who has shown outstanding performance in supporting their Franchise Partners, reaching budgetary goals and providing leadership for the operations team. When it comes to helping Franchise Partners, volunteering for special projects and providing leadership and direction to the Operations team, Bill Purcell's "can do" attitude is a never-ending personal goal. Bill's love for Carvel has been demonstrated since his early days as a Franchise Partner, and you can rest assure he is leaving his mark on the brand to make it better and brighter for the future.

Impact Player

Darren Boatwright, Brand Controller

This award is given to the individual whose efforts have the biggest impact on improving the brand in areas such as financial performance, leadership direction, living the values and Franchise Partner satisfaction. In only nine months since joining Carvel, Darren Boatwright has already made a huge impact in all of these areas. Darren's leadership has strengthened the overall financial performance of the brand, contributed to the development of new systems for the future and, most importantly, set the bar high for Franchise Partner satisfaction. Whatever the task, Darren gets the job done!



Carvel Brand MVP

Scott Nicely, Senior Manager Partner Development

This award is given to the individual who most exemplifies the Carvel values and whose efforts support the achievement of the brand's overall goals. This person has made a significant impact on the brand's performance, increasing the satisfaction of our franchise system and helping to position the brand to achieve both our long and short term goals. Over the last year, Scott Nicely has had the always-challenging task of supporting not only Carvel but Cinnabon in a training capacity. Scott didn't hesitate to step up to handle training responsibilities for both brands, and did so with a smile. During this time, Scott also developed training materials to support new product introductions, ran training classes and developed a breakthrough e-training program that will be implemented by Carvel in 2011. Scott's commitment and "can do" attitude make him a real MVP.

CINNABON

Most Improved

Shelli Ortega, Franchise Business Consultant

At the beginning of the year, Shelli Ortega realized there was a huge problem in her district with theft and decided to do something about it. For the next six months, Shelli worked tirelessly to uncover the biggest theft "organization" our system has ever seen. Despite many challenges, her due diligence to continue to go after those responsible is a big reason why Cinnabon ended the year with such positive results. By auditing the bakery in question (and completing the grueling task of examining register tapes and deposits), Shelli saved about 13 million dollars this year. Year to date, that Franchise Partner is up 17 percent. We couldn't be more proud to honor Shelli's efforts with this award.

Impact Player

Mark Kamyszek, Franchise Business Consultant

This award is given to the individual whose efforts have the biggest impact on improving the brand in areas such as financial performance, leadership direction, living the values and Franchise Partner satisfaction. While everyone impacts the results of the brand, we look at what *really* had the biggest impact. Last year, Mark Kamyszek set his sights on improving sales during the peak holiday shopping season known as Jollybon to the Cinnabon team. Simply encouraging us to look at this time differently than we had in the past made a huge impact. We planned regional meetings, re-wrote the Jollybon book and put together an agenda focused on maximizing sales. As a result, Cinnabon had one of the best fourth quarters in our history and Mark's sales were up 15%. We salute Mark for being our *Impact Player* this year.



Support Center MVP

Rich Kamph, Vice President of Supply Chain

This award honors the corporate employee who provided the most ongoing support to the operations team to get their jobs done, as well as supported our Franchise Partners with the highest satisfaction possible. We had some very unique challenges with one of our distributors during the busiest time of the year, and thanks to Rich Kamph, they were resolved. Rich was committed to doing the right thing for the right reason at the right time. He was even willing to leave his family during the holidays to be on-site to show his support and level of urgency. Franchise Partners expect the day-to-day support, but in this case, Rich went above and beyond, and for that, he proved himself a true *MVP*.

Cinnabon Brand MVP

Frank Garrido, Regional Vice President of Operations

This award is given to the individual who most exemplifies our values and whose efforts support the achievement of the brand's overall goals. This award was selected based on a Survey Monkey – and the results were unanimous. Frank Garrido has been instrumental in helping us stay focused this year, as well as develop spreadsheets and training schedules for our Regional Jollybon Meetings, both of which were greatly needed. His everyday commitment and passion to the brand has truly made a positive impact on our team, making him more than deserving of an *MVP Award*.

Cinnabon Franchise Business Consultant of the Year

Steve Alessi, Franchise Business Consultant

This award is given to the Franchise Business Consultant who has shown outstanding performance in supporting their Franchise Partners, reaching budgetary goals and providing leadership for the operations team. When it comes to Steve Alessi's success, it's a comment made by a Cinnabon Franchise Partner that says it all. "Steve is not just a Franchise Business Consultant, he is our partner. He is our partner in everything – from living and role-modeling our values to looking at our business through another set of eyes. He is always looking out for my bottom line." Steve is not only a fantastic FBC, he is a brand leader – a supporter, motivator and friend, who always has the best interests of the brand at heart. We couldn't be more pleased to name him our *FBC of the Year*.



SCHLOTZSKY'S

General Manager of the Year

Diane Klucznik, General Manager – La Frontera (Round Rock, TX)

Considering the myriad of events and organizations Diane Klucznik is involved in, it's a wonder she has time for her duties as GM of the La Frontera restaurant in Round Rock. But somehow, she manages it all and then some. Diane finished 2010 with \$1.98 million dollars in sales and contributed 24% EBITDA. Her customers love her, as evidenced by her eClub membership, which is the largest of any Austin-area restaurant. Part of Diane's success is due to her commitment to try new initiatives. She regularly runs top numbers on Cinnabon sales, and always embraces new product programs. But Diane doesn't stop there. Her community involvement is overwhelming, and includes such activities as running a soap drive to send Irish Spring to American soldiers overseas, hosting a Route 66 car show, raising funds for the Muscular Dystrophy Association to send a child to camp, participating in a golf tournament that raised \$1200 for the Texas Baptist Children's home, serving as a member of the board of directors for her local PTA, helping a local rodeo team raise \$1700 for a scholarship fund and supporting local schools throughout the year with achievement certificates. We couldn't be more proud of Diane's success, and are happy to honor her as our *General Manager of the Year*.

Making People Happy

Patsy Pritchett, General Manager – Mansfield (Mansfield, TX)

Keeping people happy isn't always easy, especially when you have to balance that happiness among your crew members and guests, but Patsy Pritchett manages this task with ease. She has a loyal customer base – so much so that guests drive from neighboring towns just to eat at her restaurant. Patsy's Customer Loyalty Index score for 2010 was 74, which just goes to show how much her guests love her. And her crew members love her, too. At just 8%, she has the lowest employee turnover rate of any restaurant in the Fort Worth area. Patsy is quick to share her cheer and enthusiasm, often volunteering to help out other restaurants when they need it, and for this we honor her with our *Making People Happy Award*.

Busting Buns

Jon Diggs, General Manager - San Mateo (Albuquerque, NM)

For a guy who started out washing dishes just a few years ago, Jon Diggs quickly learned that with a great attitude and a lot of hard work, he could make just about anything happen – particularly increasing sales at his restaurant by 45% during 2009. He's been lead manager since September and he's worked hard to improve labor controls, productivity and the overall guest experience. Jon kick-started the catering program for his restaurant, building sales from zero to 2%, and has built Cinnabon sales to 5%. He's built a diverse team who works hard while having a great time doing it. We are so pleased to honor Jon for his efforts with our *Busting Buns Award*.

FOCUS BRANDS.



Cash Cow

Bharat Sharma, General Manager - Rio Rancho (Rio Rancho, NM)

Bharat Sharma doesn't like to feel comfortable. Instead, he is constantly seeking out one challenge after another so that he can further develop himself and have a goal to work towards. The goals he met last year were impressive. Bharat decreased his labor costs by nearly 7% while increasing CNI by 31%. He also managed to decrease COGS by .9% and decrease controllable costs by 1%. The numbers speak for themselves, and giving Bharat the *Cash Cow Award* was a no-brainer.

Schlotzsky's MVP

David Sherby, Senior Director of Creative Services

As one of the first to arrive in the office everyday and usually one of the last to leave, David Sherby is truly an MVP for Schlotzsky's. Over the last two years, David has led the Creative Services team to create the Lotz Better look for the brand, which included everything from logos and signage to the overall re-image program that's currently being implemented system-wide. David coordinated marketing elements to help boost other departments, including operations, training, franchise sales and research and development. And he did all of these things in addition to his normal workload of developing promotional materials and other creative items required by both corporate and franchise locations. David is a dedicated professional who always delivers top-quality, Lotz Better creative pieces that outdo our much larger competitors. We are honored to name him our *Schlotzsky's MVP*.

Community Service Award

Debbie Gardner, Senior Director of PR/Corporate Communications

Looking back on the success of the 2010 Bun Run, you'd never know it was Debbie Gardner's first year organizing the event. She learned just a few months before the run that her team would be in charge of planning, and she took on the job with enthusiasm. The Bun Run brought in thousands of runners and helped raise a significant amount of money for the Austin Sunshine Camps. But the Bun Run isn't Debbie's only community service work. She regularly volunteers with the HEB Feast of Sharing, an annual event that provides a hot Thanksgiving dinner to more than 10,000 people in the Austin area. Each holiday season, Debbie also helps package and wrap gifts for families through the Travis County Brown Santa program. And her efforts don't stop there – for the last two years, Debbie's represented Schlotzsky's in the Susan G. Komen 3-Day for the Cure event, walking 60 miles for breast cancer awareness. Debbie is also an active member of the PTA and a proud Boy Scout mom, regularly volunteering her time with both groups, as well as with her sons' sports teams. We couldn't be happier to honor her with our *Community Service Award*.



Salesperson of the Year and Impact Player

David Wheeler, Vice President of Franchise Sales

Managing to get one of these awards is pretty amazing, but snagging two is downright impressive. But impressive doesn't begin to describe the accomplishments David Wheeler has made in the last year. He came on board with Schlotzsky's and immediately hit the ground running, signing a total of 101 deals, including 46 Schlotzsky's and Cinnabon Express, along with nine Carvel co-brands. David's positive, high-energy attitude is contagious, and he has sought out highly qualified candidates to become part of the Schlotzsky's franchise system. David's deals brought in more than \$1.4 million in contracted franchise fees and, so far, nearly \$1 million has been collected. His strong sales efforts have helped initiate growth for the system and have put the company in a fantastic position as we move into 2011. David's hard work and commitment to excellence have earned him both the *Salesperson of the Year* and the *Impact Player Awards*.

Franchise Business Consultant of the Year

Jeff Gothard, Franchise Business Consultant

As a previous recipient of this award, Jeff Gothard is no stranger to this honor, and yet, we feel it's important to recognize his efforts once again. Thanks to Jeff's leadership, comparative sales in his district were positive by 1.2 million dollars and his Franchise Partners were fully engaged to make their operations Lotz Better. Having recently been promoted to Director of Training, Jeff's spirit for the brand and franchisee profitability has earned him high respect within the system and among his fellow associates. Congratulations, Jeff, on another well-deserved win!

MOE'S SOUTHWEST GRILL

Impact Player of the Year

Scott Shotter, Vice President of Operations

Since joining the Moe's team, Scott Shotter has made an enormous impact on the success of the Moe's brand. His ability to keep his eye on the ball and drive the business forward, constantly cognizant of our brand goals and the company's bottom line have earned him this award. Scott is an innovative problem solver, a go-getter, a passionate leader and a positive driving force for Moe's who couldn't be more deserving of our *Impact Player of the Year Award*.

Brand MVP

Alex Reyes, Field Training Manager

Alex Reyes is irreplaceable to the Moe's team. Aside from successfully fulfilling his technical job requirements, Alex's passion, positive attitude, willingness to help, eagerness to learn and ability to be a meaningful, memorable member of the team is unmatched. He is a true *Brand MVP*.



Living the Values Award

Ray Stewart, Franchise Business Consultant

Ray Stewart is the member of the Moe's team who best embodies the brand's guiding values every day. Ray constantly acts with integrity, knows and shares the brand, thinks sustainability, provides leadership, infuses passion, adds value and knows what it means to "Be Yourself." We couldn't be happier to honor him with our *Living the Values Award*.

Marketing Leadership Award

Nicolle Dubose, Field Marketing Manager

Nicolle Dubose takes an effective and strategic approach to helping Franchise Partners market their businesses and grow their same store sales. She is innovative, collaborative, knowledgeable and eager to share her expertise with both her team and her Franchise Partners. Nicolle knows how to move the needle and has the results to prove it, making her the perfect choice for our *Marketing Leadership Award*.

Company Operations Award

Chad Minehart, Franchise Business Consultant

Chad Minehart has strong leadership skills, a great attitude and an excellent understanding of the Moe's business. He is customer service-minded, sales-focused and a master of food quality and cleanliness. Perhaps most importantly, Chad consistently delivers great results, and for this, we honor him with the *Company Operations Award*.

Franchise Business Consultant of the Year

Charles Dyer, Franchise Business Consultant

Charles Dyer goes above and beyond to thoughtfully and expertly guide Franchise Partners in growing their business, and serves as an exemplary brand steward in the field. At the same time he helps to forward the growth of the operations department, and displays an outstanding sense of accountability and helpfulness to his team. We couldn't be happier to recognize Charles as our *Franchise Business Consultant of the Year*.

Friends of the Field Awards

Sean Meager, POS Specialist; Ashlea Turner, Customer Service Coordinator and JR Harris, Production Artist

Sean Meager, Ashlea Turner and JR Harris were selected by the field teams in training, operations and marketing respectively for the exemplary support they provide to them while on the road. Sean, Ashlea and JR are helpful, responsive and resourceful, and are invaluable members of the Atlanta-based team. We honor each of their contributions with our *Friends of the Field Awards*.



INTERNATIONAL

FBI Values Champion

Rick Golub, Director of International Development Services

Rick Golub is a true leader and brand champion on the international team. His commitment to the brands and to our Franchise Partners shows through in everything he does and in every project he works on. Rick keeps the international team focused on opening successful locations and maintaining the brand integrity with every touch point. He is creative and innovative as he designs locations to fit in unique venues and limited spacing. Rick is always focused on the bottom line and the value and return for our Franchise Partners. He does his best and is able to inspire others to do the same. Rick works closely with our vendors to find efficiencies while maintaining the highest level of quality. He is highly respected by our partners and an undeniable asset to our team, and we are thrilled to honor him as our *FBI Values Champion*.

Impact Player of the Year

Randy Mercer, Regional Vice President

It's one thing to be an effective advisor to our Franchise Partners during good times, but it takes a special kind of person to carry this responsibility and keep people going during the not so good times. Randy Mercer has done a tremendous job of working with our Middle East Franchise Partners through the challenges they faced last year. He was a steady shoulder of support, encouragement and knowledge. His contributions and support during the rapid growth of Cinnabon Russia are also to be commended. We thank Randy for his impressive performance and honor him as our *Impact Player of the Year*.

Brand MVP

Holly Frey, International Director of Operations Support

Holly Frey is the glue that holds the international team together. She works diligently to ensure all support expectations are not only met, but exceeded. Holly wants everyone to succeed, and her willingness to get the job done right in a timely manner demonstrates her commitment to the international team. We couldn't be happier to recognize Holly's contributions with our *Brand MVP Award*.

IDO of the Year

Robert Derieux, International Director of Operations

In the last year, Robert Derieux has proven himself a stronger leader and better business partner. Whether it was successfully launching our new openings in Austria, managing several product rollouts and tests in Canada, or leading the implementation of a major fundraising initiative in Hawaii, Robert proved himself an effective team player who takes the initiative, maintains drive and manages multiple tasks with a high degree of follow through. In addition, he always keeps an eye on industry trends and brings new ways of thinking to the marketing team. No matter what challenges he faces, Robert gets the job done, and we are proud to recognize him as our *IDO of the Year*.



Support Center MVP

Brenda McGranahan, Manager of Research and Development

When it comes to support, Brenda McGranahan is a rock star. She consistently delivers new products, procedures and product approvals that make us all look good. If a product isn't working, Brenda moves heaven and earth to fix it. We can't thank her enough for her tireless efforts and dedication to our team, and are pleased to honor her as our *Support Center MVP*.

*** Auntie Anne's was purchased in late 2010, therefore they are not represented in this document. However, we look very forward to celebrating with them in 2011.***