



**THE MARKET**

The casual dining landscape is one of America's busiest and fastest-growing, and few markets are as intertwined with the changes in American society over the last 40 years. Being a standout in such an environment is a testament to leadership, to promotion, to connecting with customers, to creativity . . . to all those qualities that make a great American brand.

In 2005, the T.G.I. Friday's® brand celebrated its 40th birthday, becoming the first national casual dining chain to reach that milestone. Operating more than 800 restaurants (as of March 2006) in 47 states and 55 countries, the Friday's brands — T.G.I. Friday's, Friday's Front Row® Sports Grill, and Friday's American Bar® — tell

a story not only about food and beverage, but also about words and themes that have become inimical to the culture of the United States.

**ACHIEVEMENTS**

While its restaurants can measure achievements in terms of serving hundreds of millions of guests, tons of burgers and fries, and enough Oreos to equal the height of 174 Sears Towers, those statistics only tell part of the Friday's® story. Consider the following recognition that T.G.I. Friday's restaurants have received, in areas ranging from human resources to menu items:

T.G.I. Friday's USA was recognized in 2005 at the annual People Report Conference with the coveted Catalyst Award, recognizing a company that has

made significant advances in its people practices, and has sustained those results for at least one year.

Richard Snead, president and chief executive officer of CRW (Carlson Restaurants Worldwide, T.G.I. Friday's parent company) received the 2006 CEO Leadership Excellence Award from the Texas Diversity Council for his commitment to diversity. The award ceremony took place in May 2006.

During the MUFSO (Multi-Unit Foodservice Operators) Convention in Orlando, T.G.I. Friday's was awarded the EAT & EAR Award for the Best TV Advertising Campaign among concepts with sales greater than \$500 million. The winning TV campaign includes the Jack Daniel's (Family Affair), 3-Course Menu (First Date), and Sizzling Platters (Rubbernecks) TV spots.

In January 2005 the T.G.I. Friday's Chicken La Boca menu option was selected by MenuMasters for the "Best Healthy Choice Menu Option" award at the MenuMasters awards reception in Chicago.

**HISTORY**

T.G.I. Friday's Restaurants, one of the first American casual dining chains, offer a unique dining experience that has become the favorite pastime of millions worldwide. Opening in 1965, the first T.G.I. Friday's restaurant was located at First Avenue and 63rd Street in New York City and featured red and white stripes, a blue exterior, and its name — T.G.I. Friday's. Inside were wooden floors, Tiffany-style lamps, bentwood chairs, and striped tablecloths. The bar area, with its brass rails and stained glass, contributed to the classic ambience. To obtain the signature T.G.I. Friday's interior décor, a full-time antique "picker" traveled extensively to auctions and flea markets. Memorabilia had to be authentic and, if possible, unique to the area where the new restaurant was located. In a Nashville warehouse, this



“clutter” was restored before being loaded on a truck bound for the next T.G.I. Friday’s restaurant opening.

The New York T.G.I. Friday’s location enjoyed immediate and spectacular success. First-year revenues totaled \$1 million. The Upper East Side Manhattan restaurant had become the meeting place for single adults. In fact, according to *Newsweek* and *The Saturday Evening Post*, the opening of T.G.I. Friday’s restaurant heralded the dawn of the singles age.

Society has transformed over the last 40 years. While the patrons of that first gathering place on Manhattan’s 63rd and First could likely not have envisioned the world they’d be living in four decades later, T.G.I. Friday’s has kept up with the startling pace of change.

## THE PRODUCT

In 2004 T.G.I. Friday’s leadership knew they needed to update the brand to ensure it stayed relevant to the consumer. Friday’s was operating in a sea of sameness, and to break out of the pack they needed to do something dramatically different. Keeping with its brand equity of being a fun place to eat and drink great tasting food and beverage, the company launched a systemwide brand revitalization initiative. To date more than 150 of the company-owned T.G.I. Friday’s restaurants have been revitalized, doing away with Tiffany-style lamps and red-and-white tablecloths in favor of a more contemporary interior and modern signage. Franchisees have also joined the remodel initiative with 17 locations being remodeled as of March 2006. By the close of 2006, all company-owned restaurants will be remodeled, and all franchise restaurants are scheduled to be remodeled by the end of 2008.

Dramatic changes have been made to the restaurant exteriors and interiors — and it’s not just about the restaurant design. A deeper shade of red now appears on taller and more graphic exterior awnings, and a tower entry was added along with more modern signage, which includes a sculptural black-and-red metal tumbler. Revamped interiors are brighter, less cluttered, and more contemporary chic with dark woods, stainless steel, backless bar stools, and new lighting. Even the music has been updated to reflect the tastes and preferences of today’s Friday’s restaurant guest. Most striking about the interior is the revamping of the fabled T.G.I. Friday’s memorabilia. Retired memorabilia reflect icons of the 1940s, ’50s, and ’60s.

Modern classic icons such as disco balls and MTV’s Moon Man are a few of the items featured in the new décor from the ’70s and ’80s era. Servers and bartenders are donning new uniforms, providing team members the opportunity to personalize their uniforms. Changes to the famed menu include a new look and bolder, more flavorful food items.



## RECENT DEVELOPMENTS

Long recognized for the wide selection of food and beverage offerings, Friday’s continues its innovative menu development. “Our menu has always been about providing great choices. Many of our guests seek options that assist them in their personal health goals. They now have a greater opportunity to do so at Friday’s,” says Mike Archer, president and chief operating officer, T.G.I. Friday’s USA. The restaurant chain features “guilt free” choices that are lower in fat and calories and items for those guests who are cutting carbs.

The T.G.I. Friday’s menu layout has been redesigned to make it easier on guests who must navigate the wide array of choices. Bright colors and photos are incorporated to highlight category choices, including an entire page dedicated to Jack Daniel’s® Grill, one of Friday’s best-selling categories. Two full pages have been incorporated for beverage offerings, including nonalcoholic selections. The back cover features “Friday’s Favorites,” emphasizing traditional favorites and new menu offerings.

And in case the T.G.I. Friday’s concept seems like it would be inseparable from the U.S. state of mind, consider that there are more than 250 T.G.I. Friday’s restaurants currently operating outside the United States — in 55 countries. Included in the portfolio are 16 company-owned restaurants in Taiwan, and joint venture partnerships in Mexico and Beijing.

Currently the largest international markets for Friday’s are the United Kingdom, Korea, and Greater China.

## PROMOTION

In 1990, for the first time in the history of T.G.I. Friday’s, network media was utilized to support

the national marketing efforts. From 1990 to 1993, network radio programming was a vehicle through which Friday’s was able to greatly increase sales and penetrate new markets. In January 1994 — in addition to continued spot radio in select markets, outdoor advertisement, print placement, and national and local promotions — T.G.I. Friday’s restaurants gained coast-to-coast exposure through network television. T.G.I. Friday’s restaurants have recently begun to run national television advertising all year long, a first for the company. As part of the brand revitalization, new creative was introduced and has proven to be very successful.

## BRAND VALUES

T.G.I. Friday’s restaurants strive to provide a great place for great people to do great work by encouraging an environment in which team

members have the opportunity to excel. From greeters to servers, barbacks to bussers, managers to executives, all individuals have the power to initiate change. Industry leadership, innovation, and standard of excellence continue to be T.G.I. Friday’s hallmarks.

In order to build the best relationships, as the Friday’s brand mission statement decrees, a more concerted effort has been aimed at implementing a strategic approach to diversity and truly representing the communities that

T.G.I. Friday’s restaurants serve. For example, Carlson Restaurants Worldwide named a vice president of diversity to review the company’s current diversity status and develop a long-term strategy to initiate progress. Friday’s restaurants also debuted divisional Women’s Forums to provide networking and mentoring for the growing number of Friday’s female restaurant managers.



## THINGS YOU DIDN'T KNOW ABOUT T.G.I. FRIDAY'S RESTAURANTS

- Friday’s restaurants have a long history of innovation, including being credited with naming “Happy Hour,” inventing the Long Island Iced Tea and Loaded Potato Skins, popularizing frozen and ice cream drinks, and pioneering nonalcoholic Smoothies and Flings in honor of the 1984 Summer Olympics in Los Angeles.
- The Friday’s brand was the first casual dining restaurant chain to offer stone-ground whole wheat bread, avocados, bean sprouts, and Mexican appetizers.
- Friday’s restaurants have employed several well-known celebrities: Kathy Mattea, Sean Patrick Flannery of *Young Indiana Jones*, and Brad Garrett of *Everybody Loves Raymond*.
- The Friday’s restaurant is synonymous with “flair bartending.” In the mid-1980s, the restaurant created the first World Bartender Championships to honor the famous, trend-setting, bottle-tossing style of Friday’s bartenders around the globe, a tradition that continues today.