

abbvie

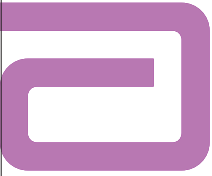
SCARED OF PUBLIC SPEAKING?
COME TAKE A STAB AT IT.
WE WON'T BITE ... PROMISE.

TOASTMASTERS HALLOWEEN MIXER

Wednesday, 10/30: AP30-LL | Room B: 12:30-1:30 p.m.

Abbott Toastmasters is open to employees, contractors
and retirees for both AbbVie and Abbott. Zombies welcome.





**Black Cat Got Your Tongue?
Sink Your Teeth Into
Toastmasters.**

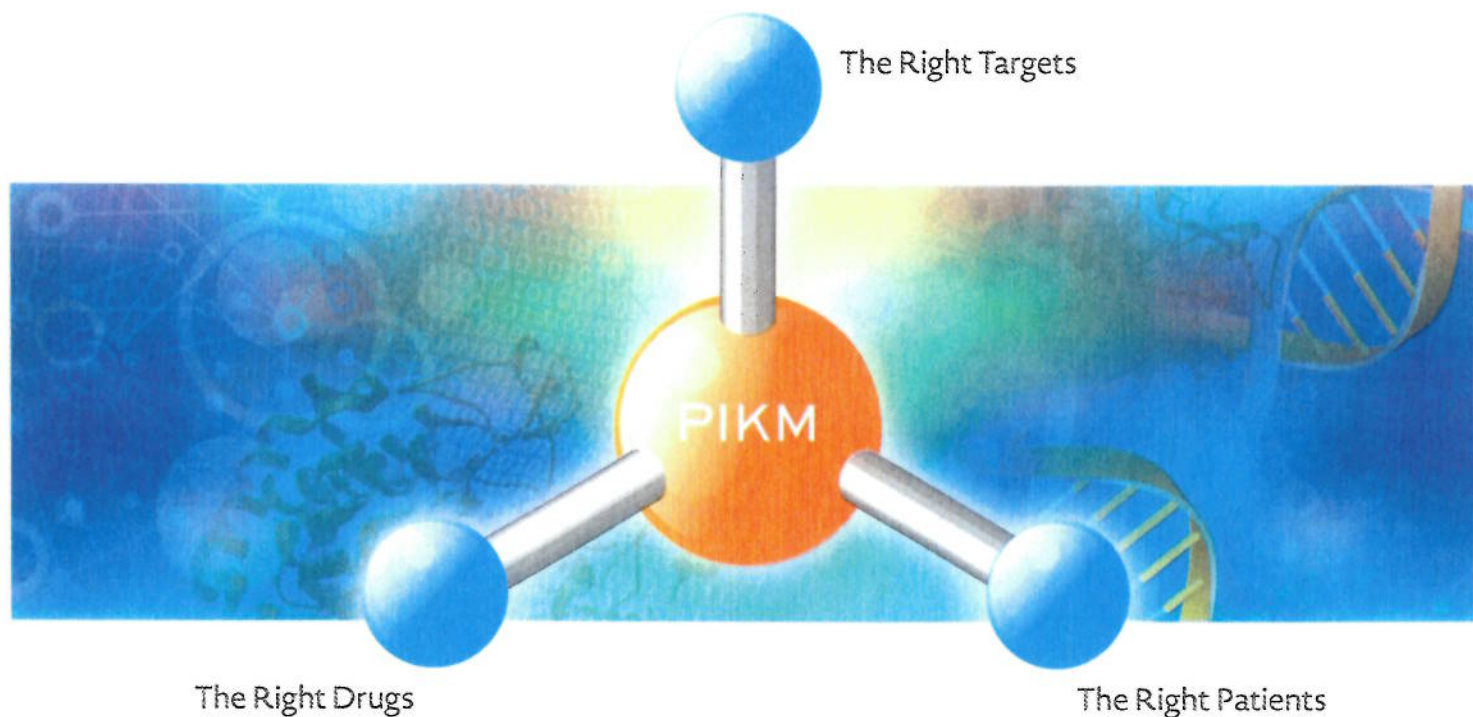
TOASTMASTERS HALLOWEEN MIXER

**Wednesday, 10/30: AP30-LL
Room B: 12:30–1:30 p.m.**



Abbott Toastmasters is open to employees, contractors
and retirees for both AbbVie and Abbott. Zombies welcome.





Targets | Drugs | Patients

PLATFORM INFORMATICS AND KNOWLEDGE MANAGEMENT (PIKM)

To create and foster an integrated, information-rich environment that creatively and reliably empowers AbbVie scientists with transformative knowledge to discover the best targets, identify optimal drugs, and improve patient health.

BIF

am



MARTHA STEWART

Founder & Chairman, Martha Stewart Living, Omnimedia

Arguably the first human brand, Martha Stewart has dominated the lifestyle category with everything from TV shows and magazines to coffee-table tomes and her own collections of kitchen gadgets and craft supplies. Stewart is looking beyond the living-room screen to other platforms by embracing short-form video for smartphones and tablets and communicating through social media.

This lifestyle maven and businesswoman was born Martha Kostyra, on August 3, 1941, in New Jersey, and rose to prominence as the author of books on cooking, entertaining and decorating, and publisher of her first magazine *Martha Stewart Living*, after leaving her Wall Street stockbroker job to start a gourmet catering company.

America's most famous homemaker returned to Wall Street in late 1999 to see her company through its initial public offering on the New York Stock Exchange, a scene that AbbVie founding employees can relate to after the AP30 live-streamed bell-ringing ceremony some of us witnessed one week ago today.

Stewart's lifestyle empire has since grown to include two magazines, a recipe publication, a popular cable television show, a syndicated newspaper column, a series of how-to books, a radio show, an Internet site and hundreds of millions of dollars in annual retail sales.

"Martha Stewart." Biography.com & Forbes.com.

FOCUS.

PASSION.

REMARKABLE
IMPACT.



HEDY LAMARR

Hollywood Leading Lady & Engineering Innovator

Hedy Lamarr, born Hedwig Eva Maria Kiesler, on November 9, 1913, in Vienna, Austria, was discovered as a teenager, then gained international notice in 1933, with her role in the Czech film *Ecstasy*. She later signed with MGM studio and soon after became an immediate box-office sensation.

As a child, Lamarr's father had discussed "everything from printing presses to street cars" with her during their walks through the woods, a budding scientist, despite her later training and work as an actor. Near the height of World War II, Lamarr, once named the "most beautiful woman in the world," initiated discussions of "frequency hopping" with George Antheil, an acclaimed and innovative musician—and neighbor of Hedy's. This duo co-invented and patented an early "Secret Communications System," called spread-spectrum technology.

This radio signaling system led to today's digital communications boom, after the advent of affordable computers in the 1980s formed the technical backbone that made cellular phones, fax machines and other wireless operations possible. In 1997, Lamarr was recognized for this remarkable breakthrough. As a cinematic icon, she once quipped that, "Any girl can be glamorous, all she has to do is stand still and look stupid." Lamarr clearly stepped out of that mold to fashion a remarkable impact on and off screen.

"Hedy Lamarr." Biography.com, Inventions.org & Electronic Frontier Foundation (eff.org).

FOCUS.

PASSION.

REMARKABLE
IMPACT.



LYNDA WEINMAN

Web Designer Extraordinaire & Content Provider Tycoon

Lynda Weinman is an American business owner, computer instructor, and author, best known for the company she started with her husband, Bruce Heavin, an online software training website, lynda.com.

A self-taught computer expert, Weinman worked in the film industry as a special effects animator, and later taught computer graphics, animation, interactive design, and motion graphics at Art Center College of Design, UCLA, American Film Institute, and San Francisco State Multimedia Studies before making a splash self-publishing *Designing Web Graphics* in 1996, which became the bible for web design. She followed with several other top-selling titles.

Early in 2002, Weinman and her husband put 20 classes online and charged a subscription fee of \$25 a month. At the time, online video wasn't common—YouTube's founders were still working at PayPal and few people had broadband connections. But those first courses enticed registered subscribers and more courses were added, although it was not until 2004, Weinman says, that "it started to take off."

In a 2011 *Wired* interview, Weinman said that had her husband and she not moved to Ojai, a rural community outside Los Angeles, "we would not have launched the online video site. Because we moved there, we had to be more resourceful."

"Lynda Weinman." Wikipedia.org & Wired.com.

FOCUS.

PASSION.

REMARKABLE
IMPACT.



STEVE JOBS

Personal-Computer Visionary & Brand Beast

Steve Jobs, like the actor in Apple's Big Brother-smashing first commercial, took a sledgehammer to an industry behemoth and figuratively broke through concrete walls on his way to forging career success few others achieve. Jobs—with his mostly silent partner, engineering wonk Steve Wozniak—started Apple Computers on April 1, 1976.

Thirty-five years later, Apple's climb proved its founding was no April Fool's joke, after being named the most-valued company in history. (In terms of its NASDAQ market capitalization, Apple lags behind Microsoft's peak valuation in late 1999.)

Born on February 24, 1955, to two graduate students who gave him up for adoption, Jobs' insistence on quality, beauty and his customers' user-friendly experience transformed an industry whose previous market had been largely ignored by all but self-taught programmers or mainframe system engineers. Apple dropped "Computers" from its name on January 9, 2007, to reflect its continuing passion for product and service innovation.

In 2008, iTunes became the second biggest music retailer in America, behind Walmart. Half of Apple's current revenues stem from iTunes and iPod sales. Jobs created what seems a nearly mythic bond with millions of fans that rely on Apple to not fall far from its tree ... and to continue delivering the finest in consumer electronic commodities.

"Apple Inc.," "Steve Jobs." Forbes.com, Biography.com & Wikipedia.org.

FOCUS.

PASSION.

REMARKABLE
IMPACT.



GEORGE EASTMAN

An Entrepreneur Who Focused on the Moment

His name may have faded from his customers' collective memory, along with the original technology he spawned, but George Eastman pioneered a process to simplify the way people captured life's memories. The ubiquity of photos online and everywhere proves the brilliance of the man who created the Polaroid handheld camera and the Kodak moment.

Forced by his father's untimely death and a need to earn money to help his mother support the family, a 14-year-old George Eastman went to work in 1868 making \$3 a week as an insurance firm's messenger.

By his early 20s, after studying accounting at night, Eastman enjoyed success as a junior bank clerk for \$15 a week, affording him the luxury of a vacation to Santo Domingo. A colleague suggested he make a record of the trip, which Eastman did at considerable effort. At that time, wet-plate photography required carting around burdensome gear, which Eastman later wrote was "a pack-horse load."

After tinkering and innovating, for three years, using dry gelatin emulsions, Eastman hit on a formula that worked. His entrepreneurial savvy led to creating a photographic process that almost anyone could operate. His company's slogan said it best, "You press the button, we do the rest."

"George Eastman." Biography.com.

FOCUS.

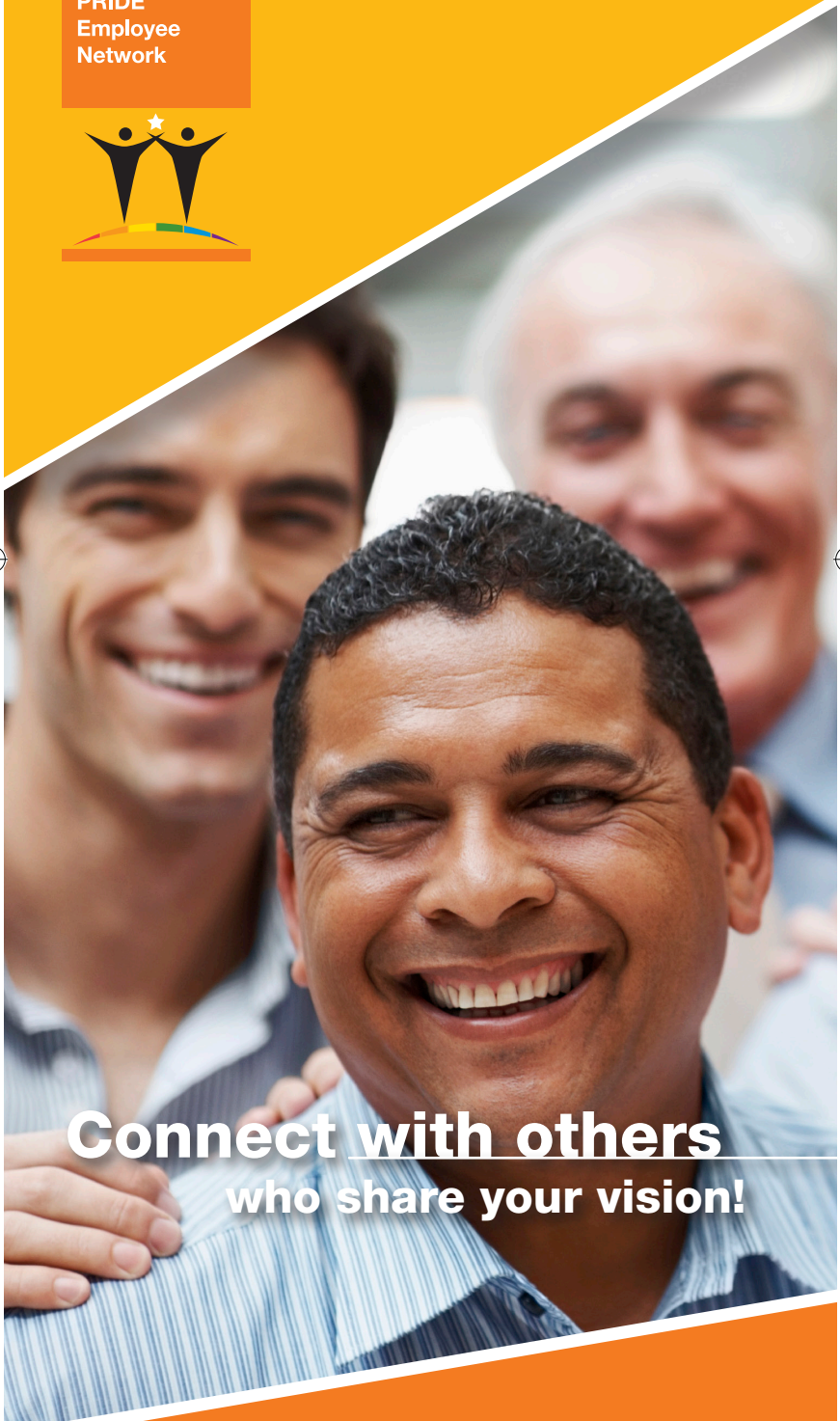
PASSION.

REMARKABLE
IMPACT.



PRIDE Employee Network

PRIDE
Employee
Network



**Connect with others
who share your vision!**

 **Abbott**
A Promise for Life

PRIDE Employee Network

Bridging profession, purpose and passion

See how PRIDE shares your vision.

- Provides diverse perspectives and inclusion resources
- Offers education and leadership development for members
- Showcases Abbott as a diverse workplace
- Helps Abbott maintain and continually improve its nondiscrimination rating on the HRC Corporate Equality Index
- Sponsors – Out & Equal Workplace Summit, Human Rights Campaign, Point Foundation, and the Reaching Out MBA Conference
- Partners with employee groups and straight allies to promote inclusiveness objectives
- Encourages respect, friendship and camaraderie

Connect with PRIDE.

- Join as a member or project manager of a committee:
 - Strategic Initiatives
 - Community Outreach
 - Marketing and Communications
 - Member Development
 - Events
- Look for PRIDE's relaunched e-newsletter.
- Meet a colleague at a networking event.
- Join a mentoring circle.

We welcome visionary bridge-builders!

Email us at pride@abbott.com or visit
<http://pride.oneabbott.com>.

110686

 **Abbott**
A Promise for Life



Real Abbott People

The Story Behind the Name



“There is no industry as fulfilling as the one where we can change – and save lives.”

Sharon Bracken – Steering for the Sky

She hails from Point Pleasant, New Jersey, but spent her college years in the hometown of legendary entertainment icon Frank Sinatra. And although Ole Blue Eyes may have been appointed “Chairman of the Board” in song, Sharon Bracken, Abbott Diagnostics divisional vice president, has hit plenty of high notes herself, especially after she and her husband Robert determined that optimizing her career options — and deciding to relocate — would benefit their family.



The two met while working at the same specialty retail cosmetics company, and Robert, also in operations, made the “tough decision” to leave the company where he’d worked for 20 years, so he and Sharon and their kids, Kyleigh, 10, and Brianne, 8, could “move halfway across the country” to Dallas, where Sharon is now based, to achieve a “stronger work-life balance.”

That balancing act forms part of Sharon’s professional repertoire. According to a colleague, Sharon, who promotes and drives Lean Six Sigma principles, is considered “one of the most motivating and inspirational leaders in ADD,” and in the span of three years has been promoted from senior director to site director running the immunoassay reagent plant in Dartford, England, and now to DVP of operations, Dallas.

Sharon has worked in various industries, overseeing manufacturing operations for steering columns, cosmetics, electronics and artificial sugar, but says, “there is no industry as fulfilling as the one where we can change—and save lives.”

Real Abbott People is a publication focused on discovering, sharing and celebrating Abbott leaders. The goal is to promote networking and career development for all Abbott employees.

Envisioning a Vocation

As a child, Sharon's eyes glimmered with the dream of steering a rocket into the sky. Becoming an aeronautical engineer (pilot or astronaut) was Sharon's budding hope throughout high school, which, after "some directional turns," led to her current field. After graduating she stayed close to home and there excelled as an engineering student, which she cultivated into "a very fulfilling career."

Sharon, who served with WLA's benchmarking committee during her time in Lake County, says you have to "list those things that are important to you: Is geography important? How important is it to have the 'right' boss? Is (location) stability a factor for you?" Second, she says that making a plan to get there is key. "Your life is your timeline; so don't wait and expect opportunities to come to you." Third, determine what risks you are and aren't willing to take. Sharon explains that she absolutely did not want to relocate, but for a very small window of time, she was open to it and suddenly "doors swung open."



Building a partnership between Dallas and Houston schools with Principal Robert Abel

Navigators Needed: Apply Within

Her parents' guiding principles provided the flight plan Sharon needed to steer through those open doors. "My father chose his career as a prosecutor of 30 years, attending law school at night, because of his desire to protect people. Later, he concentrated his legal practice on gang prevention, domestic violence, juvenile justice and child abuse. My mother taught me hard work and perseverance — to invest in what you want to achieve and to never give up."

Sharon's personal guiding principles are, "operate with honesty and integrity and try to empathize with others' points of view, work to build your perspective through different experiences (take notes, learn from each experience's best qualities) and have conviction about your work." Mapping out a successful future, she says, involves trying to "build enough data points so you learn when something is going right and recognize when something needs to be improved."

Guiding Principles: Abbott Style



The Bracken family at a favorite spot on the New Jersey waterfront

Endurance, the inspiring true story of Captain Ernest Shackleton and how he led a group of sailors shipwrecked at sea during a trip across the Antarctic is Sharon's all-time favorite read, one she says "sticks in my memory."

No wonder then that Abbott's leadership competencies – Build our organization and inspire our people and the Company's core values of Pioneering, Caring, Enduring – have carved out a place of honor in her ship's log of a career. "Pioneering," Sharon says, is the most meaningful. "Just look at how the world has continued to evolve and at our ability to continually improve upon the technological advancements already made."

Sharon enjoys remodeling homes with her husband outside her corporate circle. "We have done that for ourselves, friends, family and charities." She also enjoys spending time crabbing on the Bay, helping to captain *Baby Blue*, the family's small motorboat. And though not the typical refrain for a playdate with Mom, the kids, she says, occasionally plead, "Let's do a crab fest for dinner!" (Captain Bracken obliges by baiting the fishing line with chicken.)

Whether piloting a powerboat, or juggling her family-work responsibilities from a jumbo jet, Sharon Bracken steers a course upon the rising tide of success as ruggedly as any hard-shelled mariner working the Atlantic coast. . . and in *her way*, as elegantly as any crooner from Hoboken.



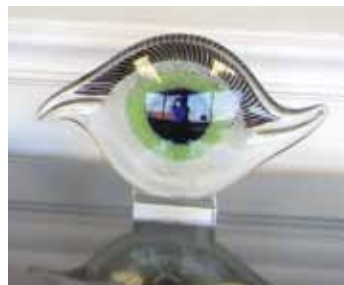
Real Abbott People

The Story Behind the Name



Steve Lichter – “Such a Visionary”

“You’re sitting in Volwiler’s office,” says Steve Lichter, VP, GPO Manufacturing. Looking around the room, we ask, “Is there anything here that was his?” (The late Dr. Ernest Volwiler was legendary for his pharmaceutical innovation and rose to become president and chairman in the 1950s.) While no Volwiler mementos remain in Steve’s office today, something intriguing stood out on a side table that seemed to embody an inventive presence peering through time. “Oh that? This was a gift from an employee, who said it reminded her of me.”



Steve’s career has spiraled very much in control — similar to the greenish-black whirl of a translucent eye that looms on the side table near the door. This sculpted decoration serves up a visual reminder of this executive’s tenacious determination to out-see and out-serve in a company whose ranks he joined 27 years ago “as a young guy who,” according to Steve, “showed up with a degree and a lot of ambition,” fresh from an MBA he earned as top in

his graduating class. He tells us that a close colleague gave him the table-top sculpture as a token of appreciation for Steve’s being “such a visionary.”

“I have a knack for the one-liners,” Steve confesses, though he’s quick to say, without a hint of comedy, *how* he finished first in his master’s program. “It didn’t happen because I was smarter than anyone else, but because I worked *harder*. And I never lacked motivation.” That driven work ethic continues to this day. His effort to conceptualize and create the Mature Business Operations (MBO), which he conceived in 2006, has since led to a sales increase from roughly flat to over 20 percent.

Real Abbott People is a publication focused on discovering, sharing and celebrating Abbott leaders. The goal is to promote networking and career development for all Abbott employees.

Sculpting the vision by thinking outside the corporate box.

A Father's Influence

Steve was Abbott's first promising entrant under the company's Manufacturing Professional Development Program, an entry-level, two-year rotation program designed to offer hands-on experience while promoting personal and professional growth.

Already showing the earmarks of *achieving* (one of Abbott's core values and an attribute he credits to his hardworking dad), Steve came to Abbott after graduating from Northern Illinois University (DeKalb, Ill.). He worked his way up from solution room foreman (North Chicago) to various stretches in operations in Casa Grande, Columbus and Chicago to director, Operations, PPD; director to divisional vice president in International Manufacturing before accepting his current role.

The Art of Leadership

Having reread his favorite management book, *Leadership Is an Art*, Steve likens Max De Pree's principles to his own thinking outside the corporate box. In the days before MBO, says Steve: "I found there was little organizational focus on this large portion of our product portfolio." His strategic design of the MBO has led to increased visibility of our mature products and cost savings for the corporation.

"It was global before; we just made it better." In sculpting the vision for MBO, Steve identified that each one percent of LRP improvement would realize a sizable increase in margin or as he says, "a *significant* piece of business."

A Personal Investment

On his return flight from a business trip to South Africa a few years ago, Steve met someone who told him about a small village, Lesideng, where the rampant AIDS epidemic had hit particularly hard. The result left scores of children orphaned and the economy decimated. Steve's compassion spurred him to form a non-profit corporation called Lesideng Soup Kitchen (LSK) that in 2008 served more than 100,000 meals to HIV/AIDS-affected children. Today, LSK (lesideng.com) currently feeds over 1,600 children and adults each week and supports 800 AIDS orphans by providing health care, education and other basic necessities. Abbott Fund and the Employee Giving Campaign Combined Appeal have been very supportive of this caring initiative, listing it as a charity option under Abbott's combined appeal.



Caring is not only a corporate principle for Steve. The value the company and its products play touches him personally, too. Steve's mom has been on *HUMIRA* since it launched in 2005, and he says it's absolutely changed her life for the better.



The Lichter family at Squaw Valley, California (Kathleen not pictured).

Equation For Success

Steve's wife Joan, and kids Matt, 27, Kathleen, 23, Erin, 18, and Grace, 10, help him stay focused at home, though Steve admits, pointing to his leather briefcase nearby, "That black bag goes everywhere. It is my traveling office." Steve manages a large organization with several thousand employees around the world. The Solvay acquisition is the newest item on his list of high priorities. Steve Lichter's visionary equation for success remains well grounded, while he and his black bag keep traveling.



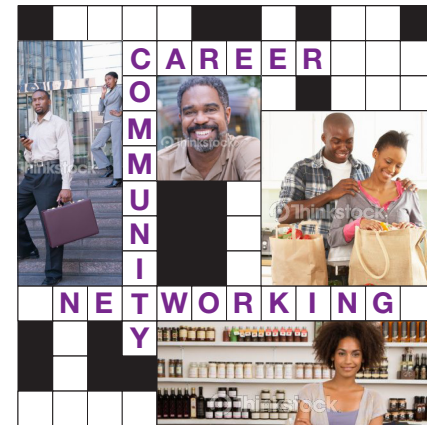
Fill in the blank. Your clue is “a letter disguised as a VIP” (very important pronoun). Yes, Y-O-U are encouraged to join Black Business Network and share your interest in serving with our:

- Communication committee.
- Events committee.
- Outreach committee.
- Professional development committee.
- Finance liaisons.

Together, let's fill in the blanks to build your career, community and networking opportunities.



Abbott's Black Business Network Invites YOU to Advance . . .



Contact us at bbn@abbott.com.
Visit us at <http://bbn.abbott.com>.



Abbott's Black Business Network seeks to:

- Create an environment that utilizes the creativity and intellect of Abbott's Black population to improve the operating results of Abbott Laboratories.
- Develop an environment that encourages the participation and advancement of Blacks at all levels of the company.



We'll help Y-O-U spell it out.

Launched in the summer of 2003, Abbott's Black Business Network:

- Develops creative collaborations between hard-working colleagues.
- Focuses on real-world ways to nurture employee networks.
- Sponsors meetings and panel discussions devoted to leadership skills.
- Leverages inclusiveness objectives to attract and retain Black talent.
- Advances cross-functional opportunities for hosting diversity events.



Abbott's Black Business Network promotes:

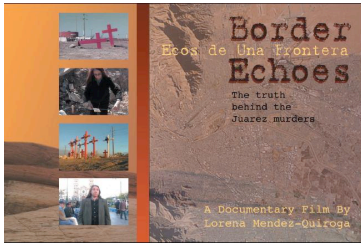
- Community-building volunteer events (local high school mentoring-career fairs reaching diverse student base).
- Black History Month educational and leadership-building gatherings (Town Hall Meeting, "Black Scientists in History" poster presentation).
- Chapters across Abbott (Diagnostics, Medical Devices, Nutrition, Lake County).

The Story Behind “Para las mujeres de Juárez”

In 2002, while working as an adjunct instructor teaching English Composition at College of DuPage (COD), in Glen Ellyn, Illinois, a professor of political science emailed the English department faculty requesting an original poem to be written and delivered in conjunction with the premiere of the documentary you see below. The video reported on the horribly depraved acts of sexual assault and murder committed upon hundreds of women who had come to work in the *maquilladoras* (factories) of Juárez, Mexico.

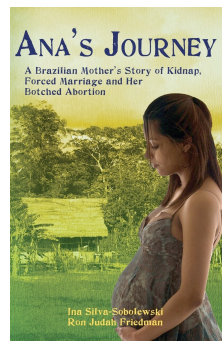
Maquilladoras sprouted along Mexico’s border towns as a direct result of the North American Free Trade Act (NAFTA) passed by Congress and signed into law by then-President Bill Clinton. Although a boon to many, not for the many hundreds of women, who left villages and farms for higher wages at the factories, but become easy targets for kidnappings, rapes and murders that went unprosecuted.

My poem was selected to introduce “Border Echoes,” in 2003, before an audience of about 75. It was published in COD’s Prairie Light Review “reading material” student literary magazine (spring/summer 2004 volume XXIV, number 2 issue). And on May 3, 2012, I performance-read my poem before an audience of 100 at the “Between the Mediums Morbid Curiosity Poetry Contest,” sponsored by Chicago Publishes, in conjunction with the Richard Harris Collection at the Chicago Cultural Center, an exhibit of Day of the Dead art pieces and artifacts. I am grateful for the Friends of the



Library’s Honorable Mention that has given this poem, a heartfelt eulogy to all the Juárez victims, continued life. I dedicate this poem and my reading of it today, to those advocating for justice and speaking against injustice in whatever shape or place it is found.

Ana’s Journey was published online in March 2013. Please contact me at ronald.j.friedman@gmail.com or visit <http://tinyurl.com/cqgndmn> to order a print or downloadable version. Ana’s Journey is a harrowing story based on actual events from the Amazon’s rainforests in the heart of Brazil to a sister’s intimate confession to her younger brother in the quiet of her suburban Chicago kitchen.



Follow me on Twitter at [writeronniefree](https://twitter.com/writeronniefree).

October 1, 2000

INSIGHTS FOR GROWTH

Restaurant

B U S I N E S S

- 74 Duck and run
- 87 Soy to the world
- 101 e-Buy



Picture Yourself

**...where? Do you know where the hot U.S. markets will be?
 RB's annual Restaurant Growth Index can show you.**

#BXNGRMB*****ALL FOR ADC 120
 #1589400231#RE-NP-011SEP01 \$169 B5025
 E DE VRIES
 CULINARY INST OF AMERICA
 LIBRARY
 433 ALBANY POST RD
 HYDE PARK NY 12538-1405

A Bill Publication vnu

www.foodservicetoday.com

Comeback City

MICHAEL STAGG, managing partner of Scott's Seafood, remembers staring out a few years ago from his restaurant's wraparound deck—with a panoramic view of San Francisco—and wondering what he'd be pulling in if he were sitting on the *other* dock of the Bay.

At that time, probably a lot more business. For decades, Stagg's home turf of Oakland had been Fog City's motley sister, a beleaguered place with a stalled economy, shuttered stores, and customers nowhere near as well heeled as those filling the dining rooms across the harbor. But Stagg doesn't have time for bad memories today. He's too busy keeping up with his \$9 million and change in sales—a 10% jump from last year—right in the heart of Oakland's once brain-dead

Where are some of the hottest locations? Try neighborhoods you wouldn't be caught dead in a few years ago.

downtown. "Now," says Stagg, "we've got the best location, with hundreds of old warehouses around us getting turned to offices and Soho-style lofts." Call it trickle-down economics that worked, or a real transition to the "new" economy we've been hearing so much about. Restaurateurs are calling it the newest siting opportunity. Fueled by a healthy economy (and particularly by the surge in start-up e-businesses in search of affordable office space), down-and-out cities across the country are roaring back to life—and turning into prime territory for restaurants. In the not-so-distant past, site scouts might have justifiably called cities like Rockford, IL, Little Rock, AR, and Pittsfield, MA, lukewarm markets at best.

B Y R O N F R I E D M A N



Yoshi's
at Jack London Square

Kaz Kajimura runs the popular Yoshi's in the heart of Oakland, CA—a place that had nearly struck bottom in the 1990 view below.



PHOTOGRAPHY BY ERIC MILLETTE; (INSET) © JOSEPH SOHM; CHROMO SOHM INC./CORBIS

Today, those markets are heating up fast, and many restaurateurs are getting in while the getting's good.

"Even where high-tech companies may not be the primary driving force, they're fast becoming a big part of the growth we're seeing," notes Richard Lackey, whose eponymous company has worked with numerous national chains in search of sites. Lackey sees a huge momentum of urban revitalization going on across the country "like spokes of a wheel" forming an integral part of the new economy. And he's seen numerous examples of older cities "ramping up their infrastructures" to attract the new breed of e-commerce.

ROCKFORD, IL

- Population: 360,381
- Per Capita Income: \$21,371
- Per Capita Restaurant Sales: \$1,003



- Ranks in the top four U.S. cities for affordable housing.
- Rockford's "Fiber Optic Downtown" is home to four telecommunications central offices, including Ameritech and USXchange. WorldCom, which began operations in August, employs 1,200 people.

ON A LOCAL LEVEL, operators are seeing plenty of changes, too. Ask Mike Leifheit, whose Irish Rose Saloon has been a fixture in downtown Rockford, IL, for two decades. He calls just a few years back "hard times," and remembers when his fellow restaurateurs struggled to save money as the local economy foundered. "A pizza maker bought the cheapest cheese to stay in business," he says.

No longer. In just the past few years, Rockford's built up a "Fiber Optic Downtown," where four major telecommunications companies have made their headquarters. In August, WorldCom moved in with a \$15 million investment and jobs for 1,200 people. "Half a dozen of my regulars have their own internet-type companies," Leifheit says. Now chains like Chili's and independents such as Baachus, Cafe Esperanto, Paragon, Louis Cooper's and Octane have moved into previously dormant storefronts to keep up with Rockford's bullish demand.

What gives in this e-business explosion? Aren't all the geeks in Silicon Valley, the Alley or Seattle? Hardly. In its analysis of census data from 1969 to 1998, for example, *American Demographics* magazine reveals that metro (and,

increasingly, suburban) areas with technology-intensive employment are interspersed throughout the U.S. and outpace the national economic growth average of 2.6%. San Jose averages 5%; Raleigh-Durham, NC, 5.5%, and Fairfax County, VA, 8%—to name a few.

LITTLE ROCK, AR

- Population: 562,766
- Per Capita Income: \$21,800
- Per Capita Restaurant Sales: \$1,084
- Median Age: 32.7
- Major employers: Alltel Corp. (4,500), Southwestern Bell (3,000), University of Arkansas for Medical Sciences (5,392), Little Rock Air Force Base (6,890).



WHO WOULD'VE THOUGHT sleeper towns like Pittsfield, MA, and Little Rock, AR, would've taken off the way they have? Pittsfield scored dead last (No. 321) on RGI's list two years ago, a ranking that earned it the distinction of being the restaurant market with the worst development potential. It's since climbed to a respectable 102. "Just because a town or city has a low RGI score doesn't mean there isn't a lot of potential," observes Tom Spencer, VP of the global market research firm Claritas, the RGI's calculator. "Pittsfield, Little Rock, and Rockford are good examples of that."

In Pittsfield, operators are learning that potential is "essential." Relative veterans there like Crossroads Cafe are on the crossroads of a burgeoning new economy. Twenty minutes north of Pittsfield is a budding northern Berkshires high-tech bonanza, helping provide Pittsfield's 130 restaurants with a steady customer base.

David Colby, president of Pittsfield-based chamber of commerce of the Berkshires says companies such as Tripod, PRG, Eziba, Compuworks and others have changed the face of this rural landscape. "Pittsfield's a city that's re-inventing itself," he says. "A lot more shuttered shops are coming around. Some techies from Williamstown and North Adams are coming here."

Pittsfield old-timer Gabriella Mazzeo says the new restaurants are helping to draw foot traffic to his 85-seat Mazzeo Ristorante, a place he's owned for 12 years. "Sales are much better," he reports, adding that his staff of 12 serves 130 dinner-only covers on weekends. "I need more workers."

Down and out cities are roaring back to life.

So do restaurateurs down in Little Rock, AR, which not too long ago wasn't the sort of place most restaurateur could expect workers—or very much else—from. Little Rock Mayor Jim Dailey remembers what downtown looked like just five years ago. “Back then you would've asked, ‘Why don't they just tear all this down?’” he says. Instead, the city stepped in with funds for a makeover effort, and today a host of high-tech heavyweights such as Axiom, Alltel and Southwestern Bell (all taking advantage of the area's new fiber-optic infrastructure) have set the stage for a restaurant scene. A resurrected downtown is anchored by the trendy Rivermarket, replete with loft apartments, food vendors, and a myriad of casual and quickservice restaurants. “The momentum is here,” Dailey says. “If you stay for the long haul, you're gonna make it.”

Places like Cajun's Wharf are. Little Rock's legendary 22,000-sq.-ft. dinnerhouse had always drawn a steady crowd, but business today is “wildly successful” in the words of Montine McNulty of the Arkansas Hospitality Association. Cajun's owner Mary Beth Ringgold says she sees “a lot of two-income families that dine out with high frequency, and downtown visitors” at her tables. She serves “a thousand or so” guests on weekend nights, with a \$27 check average.

OAKLAND, CA

■ Population: 2.4 million

■ Per Capita Income: \$29,113

■ Per Capita Restaurant Sales: \$1,153

■ Job growth in the service industry is projected to be 14.7% between 2000 and 2010.

■ Sixteen major software companies make their headquarters in Oakland.



RESTAURANTS IN OAKLAND, CA, are getting those averages, too, a boast that couldn't have been made a few years ago. Jack London Square exemplifies how a once browbeaten, downtrodden area can rebound to attract scores of businesses and hordes of disposable income-rich customers. Of course, it doesn't hurt that San Francisco is only a 10-minute drive away. In fact, it probably helped quite a bit for entrepreneurial San Franciscans in search of reasonable rents.

A teeming influx of high-tech companies now call Oakland home. More than two dozen telecom firms—and restaurateurs to boot—decided that Oakland's \$40/sq. ft.


beats San Francisco's commercial rents (as high as \$120/sq. ft.) hands down. Ask Jeeves—the popular internet search engine—recently broke ground on a \$100 million 20-story office building. Nearly a dozen other internet/high-tech hybrids abound. And Oakland's new mayor Jerry Brown has vowed to bring in 10,000 new downtown residents.

Kaz Kajimura is seeing plenty of newcomers already. He and his partners own the popular Yoshi's Japanese Restaurant & Jazz Bar which, when it opened three years ago, was about the only place on Jack London Square. Then a multi-screen theater opened, and then five more restaurants. “They're all doing well,” Kajimura says. “Our businesses don't hurt each other, and this area can still accommodate different outfits.”

Ditto for many neighborhoods in downtown Washington, D.C., which for years have been either overlooked, neglected, or downright abandoned. While there has been some press coverage recently about restaurant closings in the packed suburban regions home to at D.C.'s affluent commuters, opportunity exists in some places where nobody would have looked a few years ago. As Restaurant Association of Metropolitan Washington president Eric Peterson puts it: “There's a ready market.”

The city's mayor would agree. Wanting to grab a slice of techno boom business for some downtrodden neighborhoods, Anthony Williams recently began a campaign to nurture venture capitalists and dot-commers to take a closer look at neighborhoods like the burgeoning NOMA (North Of Massachusetts Avenue). His efforts are paying off. Nearly 250 bona fide tech companies have decided to make downtown D.C. their headquarters, and many feel that the stage is set for restaurants.

Of course, the news isn't all sunshine and flowers. A hot market only stays hot for as long as it takes for everyone to find out about it. In the booming Dulles Corridor just outside Washington, an area that was overlooked ground just a few years ago, “new units go in on almost a weekly basis,” Peterson warns (locals joke that the new Virginia state bird is the Komatsu crane.) And while everyone likes to say that more restaurants only draw more customers, competition lurks in many of these up-and-coming streets.

“This area is very competitive, a cutthroat place,” warns Max Whisenhunt, GM of Sesto Senso, a restaurant that opened seven years ago, when much of downtown D.C. was a dining desert. Still, he's glad he came, despite the fact that he vies for every customer. “We've done extremely well,” he says, and has faith he'll do even better. Because the development is far from over in Whisenhunt's area: A gargantuan new convention center is under construction down the block. 

rfriedman@restaurantbiz.com

E-business isn't just in Silicon Valley anymore.