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FRED TIBBITTS, JR.

FRED IS A GLOBAL WINE CONSULTANT BASED IN NEW YORK. HE ASSISTS SOME OF THE TOP HOTEL AND RESTAURANT CHAINS IN THE U.S. AND ASIA PACIFIC DEVELOPING THEIR WINE BY THE GLASS PROGRAMS, LEADING EDUCATIONAL TRIPS TO WINE PRODUCING COUNTRIES AND HOSTING VIP INDUSTRY DINNERS AT NEW YORK AND ACROSS ASIA.

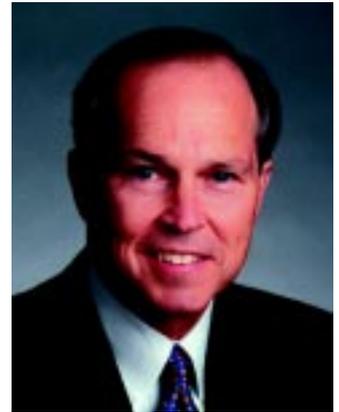
FRED TIBBITTS, JR. IS THE EXCLUSIVE COLUMIST FOR LIFESTYLE MAGAZINE IN FINE WINE SECTION AS WELL AS F&B CELEBRITIES WORLDWIDE.

FOR FURTHER INFORMATION ABOUT WINE TOPICS FROM LIFESTYLE MAGAZINE, KINDLY PLEASE CONTACT: LIFESTYLEMAGAZINE@126.COM

Interview

Richard Snead

President & CEO Carlson Restaurants Worldwide



Q: Richard, how would you describe your lifestyle?

A: Very active and energetic: Running and working-out. I love traveling, especially internationally. I love restaurants. Loving life, I make time for important industry and business organization work. I am very involved in several national and international organizations, both professionally as a restaurateur and as a business person. I'm a Board Member of the National Restaurant Association and on the Executive Committee. In addition, I am Chairman of one of the most important committees, the Safe Committee, which is crusading the cause of safe practices, especially in terms of food safety. I am on the Board of the International Hotel & Restaurant Association and I am Chairman of the International Society of Business Fellows.

Q: Describe your day.

A: I'm up at 6:15am to 6:30am. I walk the dog. From 7:30am to 8:00am I exercise. If I'm in town I'm home by 7:00pm or 7:30pm

Q: What are your quiet moments like?

A: Reflective. How can I be a better leader and role model for our company? How can I be a better husband and father? I am a student of building international relationships. I wonder what \$40.00 to \$60.00 for a barrel of oil means to the world economy and especially to the people of the world both rich and poor. I reflect on the stereotype of "The Ugly American" who can't escape his centre of gravity and see how the world looks at America and how this perception can and must be changed if more of

us would just practice being goodwill ambassadors while traveling abroad, rather than those of us who knowingly or unknowingly personify the role of the bad mannered, uninformed egotist portrayed in the now infamous, best selling novel by the same name of the 1940's. I have travelled to most parts of the world (touring Richard's office is like a trip around the world via his collection of art and artifacts). I attend Washington briefings on the economy. I read an endless stack of books, newspapers, periodicals, reports, letters and memos between 10:30pm and midnight. Then it's lights out.

Q: What are your hobbies and sports?

A: Riding my Harley Davidsons, "My Hogs". Sports cars, especially my Porsche Turbo, which I drive a little fast at times. I like speed. I'm also a golfer and snow skier.

Q: What are your wine preferences?

A: Heineken. I'm more a beer drinker than a wine drinker. But I like mostly reds: Imported, full-bodied. California has some great Cabs and Pinot though.

Q: How do you maintain a balance of family life and work? Is it a challenge with your demanding schedule?

A: Yes, it's definitely a challenge. They say, "At best you hope for harmony in your life". I am very fortunate, because I do have harmony in my life. My family knows I can't give them quantity, but I promise them quality and I deliver on that promise every day. It's why I have stability in my life. I've been married to the same, wonderful lady for 29 years. We have two beautiful sons, aged 26

and 23. I promise my family that we will set aside quality time together every quarter and find adventure somewhere in the world. We embark on family adventures that reinforce our commitment to the family and to each other. We have gone on safari to Africa; we have climbed the Great Wall of China in snow and in the intense heat of July. We have golfed at Royal St. Andrews's; we have spent Christmas with Santa in Lapland; we watched the Berlin Wall come down when the two Germanys were symbolically reunited. We do rock concerts like the Stones and on October 15th we'll be at a Neil Diamond concert.

Q:As President & CEO of Carlson Restaurants Worldwide, how do you personify the brand and what kind of policies are you responsible for that have led to your company's growth and financial success?

A:Yes, as the CEO of our organization I have to be the brand: I must be the living personification of everything we believe and I must radiate the integrity of our principles with enthusiasm and candour, yet keep it casual with a little bit of a "goofy", fun edge. We are about energy, enthusiasm, fun, excitement and everyone on the Carlson Restaurants team lives and defines the brand. The doors are open for everyone to participate in making all of our concepts better places to work and better destinations for our customers to be entertained.

We're very serious about being our brand and practicing our core values, but not forgetting that to be human is to be able to laugh at yourself sometimes and add to the enjoyment of those who surround you by eliminating the barriers that so often prevent people from communicating with one another at a deeper level. I have won the company Halloween Contest for the past three years in a row, just to make the point, like the Southwest Airlines folks, that it's important to be committed to the team, but never to take yourself so seriously that you forget

your sense of humour and the pure joy of prompting a smile or a laugh from another human being.

Our flagship brand is, of course, TGI Friday's. Friday's enjoys a 99% brand awareness factor among the American public, which is a fantastic asset. Our job is to keep the concept fresh, on the edge and kind of a fun, energy-filled, celebratory destination to be casual with friends or on one's own. We're about being the original American bistro with a western indulgence, big flavours, big portions, Rock 'N Roll, loud music and noise, colours, energy and just plain excitement.

We've listened to our guest and so now 15% of our menu is better for you. We are in the process of remodeling every TGI Friday's and that job will be completed by May of 2006. We strive to be the innovative casual dining segment leader with respect to both food and beverage.

We've fine-tuned our message to target every age group with the most vivid generational anthems. Friday's has been reborn; we've returned to our roots and recaptured that casual edge that speaks everyone's language. And our double digit growth in both revenue and profits attests to it.

Looking to the future we know our greatest potential for growth is with international development, so we have teams of our best and brightest operations and marketing people traveling the world to determine where and when we should be expanding. We are tremendously encouraged by our initial success in China and as a result we are focusing more of our Carlson resources to identify how many more locations we should build and in which city centres, such as Shanghai.

But Beijing is our leading market in China and with the 2008 Olympics and numerous other positive developments in this market, we intend to invest further and so I anticipate it will be our lead market for some time to come.

