

Cattlemens Restaurant



Client Profile

Cattlemens is a family owned, professionally managed chain of ten restaurants located in California and Nevada. Since 1968, these steakhouses have featured upscale, family style dining, specializing in the very best cuts of beef, in an ambience of real western hospitality.

Challenge/Opportunity

By the mid -1990's, Cattlemens reputation as a premier venue had begun to fade. Other restaurants and new menu themes competed for customers' attention.

Cattlemens sales volume, customer count and overall profitability began a downward spiral. In the face of declining market share, staff morale sank to rock bottom. Secret Shopper rated Cattlemens a mediocre 83. Management faced the difficult challenge of finding a way to turn the situation around.

Approach

The search for solutions led Wayne Holloway, the CEO and his Vice President of Marketing to the "FiSH!" videos and ultimately to the World Famous Pike Place Fish Market itself. When Holloway began pressing for the "secret" to their engaging attitude and exceptional customer satisfaction, the fish guys recommended their long time coach and mentor, Jim Bergquist of **bizFutures**. After serious deliberation, the Cattlemens management team enrolled in **bizFutures** initial seminar, **Creating a Vital Workplace**.

Cattlemens management team attended the July 2001 session of **Creating a Vital Workplace**. This course introduces the creative

principles necessary to empower employees. It explores the difference between simply doing things and the intention people bring to the task at hand. Cattlemens managers learned how to identify breakdowns in operations and transform them into breakthroughs.

On a deeper level, they learned how their entire staff has the responsibility for the overall well being of the organization. Through their participation in **Creating a Vital Workplace**, Cattlemens management discovered an entirely new style of operation - creative management and empowerment. Now it was time to put the theory into practice.

Results

The Cattlemens management team returned to their organization refreshed and inspired. They immediately began coaching their staff in a new way of being. Their staff readily embraced the new principles and put them into action. The results were stunning and quickly realized. Customers were



delighted and began recommending the restaurant again. The sales slump transformed into a solid, steady upward trend. Stress and anxiety gave way to purpose and enthusiasm.

During the first year following the **Creating a Vital Workplace** course the people at Cattlemen's produced many extraordinary breakthroughs. Here are a few highlights:

- The Beef Council voted them #1 Steakhouse in California for the first time ever in their 34 year history.
- By April of 2002 Cattlemens had achieved their best month in sales EVER in 34 years.
- Secret Shopper gave Cattlemens their highest ever rating of 97%.
- Cattlemens received an invitation to be on the board of the California Beef Council.

- During the summer of 2002, the Discovery Channel produced a program featuring family owned businesses deemed *extraordinary*. They chose Cattlemens as an inspiring example to be included in this program. The program aired in the fall of 2002.

About the impact of the **Creating a Vital Workplace** course, CEO Wayne Holloway had this to say:

*Our experience with **bizFutures** has been eye-opening at least, life-changing at best. The **Creating a Vital Workplace** course provided us with the tools, energy and inspiration, which, when we returned home, we unleashed on my management team with really staggering success...at a time when it was most needed. The techniques we learned, as well as the awareness of being we took on, helped*

create a whole new sense of buy-in and commitment within my team, which opened up lines of communication we didn't realize had broken down. But biggest by far was that two months ago, we built our annual Marketing and Training Conference for 130 key employees around 'coaching.' They are still talking about it . . . AND, more importantly, acting on it!