

S4E29. Jamie Richardson & John Kelley

SPEAKERS

John Kelley, Peter Margaritis, Jamie Richardson

Peter Margaritis

Hey, welcome back everybody. Man, this is a huge treat for me. Normally, I'm sitting behind a computer on Zoom interviewing, and I mentioned this is live and in person at my favorite place. This is my Disney World, guys. I'm at White Castle Systems Headquarters with Jamie Richardson and John Kelley, two of the executives. And those of you don't know, White Castle celebrated its 100th birthday this year. And I want you to get a chance to talk to these two guys about their 100 years of such a tasty, tasty little hamburger that it is. So first and foremost guys, thank you very much for allowing me in the building, and again I thought it was a restraining order at one point in time, and taking time out of your busy schedule to be on my podcast.

Jamie Richardson

Before we get started, Pete, John I had a question for you. Are you going to share those sliders and fries, you're just gonna keep them all to yourself?

Peter Margaritis

I'm gonna keep them all to myself. Are you kidding me?

Jamie Richardson

You're a great man. Your allowed.

Peter Margaritis

So, 100 years old. Now, I've heard... I don't know where I heard this from that we're in Columbus, Ohio where the headquarters is, but the headquarters initially was in Cincinnati? But you guys are looking at me like...

Jamie Richardson

A little further south, maybe.

John Kelley

And west.

Jamie Richardson

Yeah, and west.

Peter Margaritis

You guys didn't start in Ohio?

Jamie Richardson

No, we actually started in the beginning, March 10, 1921 the first White Castle opened its doors in Wichita, Kansas.

Peter Margaritis

No.

Jamie Richardson

True story.

Peter Margaritis

Really?

Jamie Richardson

Yeah, that's where our founder Billy Ingram, John's great grandfather, lived and worked. And he made a great friendship with a guy named Walter Anderson. Billy was a realtor and actually helped Walt find a home, and they became great friends and then they went into business together. Billy had the idea to call the business White Castle. White for cleanliness. Castle for permanence and strength. And that was the base of all cravings right there.

Peter Margaritis

So, how did you guys get from Kansas, Wichita to Ohio, to Columbus?

John Kelley

Well, slowly through the 1920s and 30s, we just slowly every year opened up a new city, and by 1930, right around the right about 12 months after the depression actually, or the recession hit, we had just opened up New York and New Jersey. So, at that time Wichita was on the western edge of our whole system. There are, you know, roughly 100, oh, 100 and over 100 restaurants throughout the entire system at that point, and so we decided, Billy decided at that point, you got to move Central. And the story I've always heard was that he really liked Big 10 football. So, we were destined to be somewhere where there was a Big 10 football team, and he picked Columbus. Pretty central to all the cities that we were operating in at the time, and bought the land that we're sitting on right now in 1934.

Peter Margaritis

Wow!

Jamie Richardson

I was going to say. Along the way, it's interesting because he and Walt Anderson remained friends throughout their entire lives but while he had decided he, he loved working with building the hamburger business but he pursued another industry that was emerging in Wichita, aviation. So, he was often in

airplanes and doing things that way and sold his part of the business to Billy, and that was right before Billy moved the business here to Columbus, Ohio.

Peter Margaritis

And it's always been family owned?

Jamie Richardson

From the beginning. Yeah, 100 years. Going strong.

Peter Margaritis

That's, that's kind of remarkable as relates to a family business within the family business, the dynamics of it. So, how many locations do you have now?

Jamie Richardson

360 restaurants. But here's the fun news, we're in 50 states because we're in every grocery freezer aisle with our retail division, and our consumer packaged goods business which continues to just grow by leaps and bounds and has been a real source of nourishment, especially during these pandemic days that we're heading out of hopefully.

Peter Margaritis

So, I would assume that during the pandemic, though the sales of the store in the freezer aisle Castles did fairly well. Would that be, I'm just guessing correct statement?

Jamie Richardson

Yeah, I think, you know, everyone was making sure they had their freezers full because none of us run out and do too much. You know, I think that's it's a fair statement. It's it did well, you know, as you know, Pete, we're privately held so we don't disclose much. We know that you've got Wall Street analysts and others listening in right now, but we keep a lot of that pretty confidential. But it's been a great source of growth for the business overall.

Peter Margaritis

It's an accounting professional somewhere in Manhattan, Kansas that's listening to this right now. So, maintaining a culture of a family all of this has to be a challenge. And how has it evolved over the years? I mean, every time I come here and hear stories. Everybody loves this place. It's like a family, and you keep it like family as you've grown it. How do you maintain that in this business environment that we live in today?

John Kelley

Well, I think it's my great grandfather when he, when he started the company he, you know, wanted a different kind of company though. He's got, we've got some stuff that he wrote that talks about, you know, the prevailing idea at the time was, you know, keep them in the dark and just, you know, expect them to come and do their work and leave. And from the very beginning, he wanted to build a different kind of company. So, you know, they you believe that happy team members, happy employees make happy customers, and it was the predecessor I think to the service profit chain that we talked about in

your MBA classes, and their stuff. So that's the big Foundation, and then his son, Edgar, definitely built on that and instilled it in our parents, my parents, and, you know, who instilled it in us. So, it's, it's really passed on to the family, but it's also been something that it's definitely, you know it's evolved a little bit over time and the expression of it, but the key parts of it, treating everybody like family. It's an extended family is probably one of the big key parts and just, you know, making sure that we constantly talk about it. And use the values as the culture to make sure that we're making when we make a decision. It really is something that our Executive Council, our leaders teach leadership teams always look at.

Jamie Richardson

Yeah, I think John hits on something really important there in terms of when we make a decision, because I really believe that what we see here at White Castle is there's this, it's a different timeline. And when you're a family-owned business, the pressures are different, but it gives you the chance to make the decision over a longer timeframe. So, if it doesn't work out immediately, or you have a bad week or things don't go as planned, a lot of times, nothing gets our colleagues who happen to be publicly traded but there is Wall Street pressure and analyst pressure to hit a number within a certain timeframe. So, I would argue that that being family-owned business model has allowed us to really be more empathetic, more caring and more connected, but also along the way to hold ourselves more accountable than any Wall Street analyst ever could have, because we've got bigger goals in mind that we're still striving towards and business results, especially in recent years have really been spectacular, as well as having a great culture. John's been a little bit modest about it. We are certified as a great place to work, which is unheard of in the hospitality business. So, pretty cool and that's a lot of his efforts as Chief People Officer, but candidly the collective efforts of 10,000 people really, hopefully, hopefully feel like everyone's family and connected.

Peter Margaritis

Wow, congratulations. That's awesome news. In talking about this culture, I know that I have to ask you guys this question. I do believe that you're in A student in my MBA accounting class, and you failed.

Jamie Richardson

Something like that.

John Kelley

It was one of my only two B's on my whole transcript was from Peter Margaritis.

Jamie Richardson

People who want, you know, Bourbon for grades. I mean I applaud you for your effort and stands. The high watermark there. Yes, and, but I have to you know give you a bourbon? What's that all about?

Peter Margaritis

A professional has to make a living somehow.

Jamie Richardson

The first thing you told us was on the dog's name Makers. I got Makers plate on my Miata, you know. It's like the whole package.

Peter Margaritis

I believe the witness. I believe the witness. I mean I know you've told me the story but I can only imagine what it's like when Hollywood came and said, "Hey, would you do a movie called 'Harold and Kumar Go to White Castle,' and then it's about these left-handed cigarettes that the hippies smoke.

Jamie Richardson

Good to hear new slang. Yeah, that really Hollywood did come to Ohio, and it was one of those unexpected calls that actually came to my office. And so, I answered, and there's a woman who said my name is Cassandra Barber, and she had a little bit of an English accent, you know, and said that there's this film. It's about two likeable underdogs who spend an evening of misadventure. And then make their way to White Castle, and I honestly thought it was one of those put on hoax kind of deals where for a small sum of \$200,000, we could be part of it or something. So simple, send me the script and it came two days later and threw it in the bag and took it home, and never forget like I should probably read that thing and she didn't mention it was rated R. For Raunchy. So, but we had good discussion internally then, actually, I had the opportunity to ask our third generation family leader, Bill Ingram, if we could participate. And I remember walking into his office and panicking and thinking oh I'm in trouble because I couldn't remember what I was gonna say pitch in to him. And so, all I can say is it's got sex, drugs and rock and roll. Other than that, it's really good for us. He looked up from his desk, and asked, "What are you talking about?" But Bill asked one great question which was doesn't make fun of our team members? And when I was able to tell him, "No was actually really favorable." He said, "That's fine then." So that's that's how Harold and Kumar got greenlighted. Thanks to Bill Ingram.

Peter Margaritis

Oh, that.. Were you guys in it all? Were able to participate in a movie? I've seen it but...

Jamie Richardson

We were at the red carpet. We were at the premiere.

John Kelley

We were at the premiere. We were at...we did it... We did help participate we had a little early premiere with the... There was a guy. He was... He was kind of a early influencer before influencers were called influencers.

Jamie Richardson

Yeah, Harry Knowles.

John Kelley

Harry Knowles. That's right. That's his name, and he was big in talking about movies and things in Austin, Texas. And they had a really fun little thing that we participated in. Scavenger hunt through the city, and then a premiere of the movie. And so we got it we went down and serve burgers and got to participate in that and that was fun.

Jamie Richardson

We did induct John Cho and Kal Penn into the Cravers Hall of Fame.

John Kelley

Actually the writers too, right?

Jamie Richardson

Yeah.

John Kelley

And the Director. Jon, Jon Hurwitz and Hayden Schlossberg and Danny Leiner. God rest his soul. He passed away. Yeah, it was a great event we had done with the Arena Grand. Had probably 1200 people there, so it was a nice night. It's when Hollywood came to Ohio in May of 2004.

Peter Margaritis

That's cool.

Jamie Richardson

It did not win the Academy Award it so richly deserved. For that we continue to boycott the Academy Awards. So they write it. Write history and get that down.

Peter Margaritis

Did they ever think about doing a sequel?

Jamie Richardson

They did do a sequel.

John Kelley

Three.

Jamie Richardson

Yeah. Three. And cousin Dave. Dave Rife was in the third. A Very Harold and Kumar Christmas. So, it's never too early to watch it. It's always the holidays.

Peter Margaritis

But the other was the sequels that they've all involve White Castle?

Jamie Richardson

The second one did not because it was in Guantanamo Bay. Yeah, we don't have any castles that far south. But it did, it did. The third one was. Yeah, it was there was a scene in a White Castle restaurant.

Peter Margaritis

Okay,

Jamie Richardson

Yeah, Dave was the server.

John Kelley

Kind of reprising his role as Undercover Boss.

Jamie Richardson

Yeah.

John Kelley

That's what he was doing. He was our undercover boss. We were participating in that.

Peter Margaritis

That's right. I mean, you guys do a bunch of cool things. You mentioned the Craver Hall of Fame, and you have some big names in the Craver Hall of Fame. How did they all come about just, it was just an idea that marketing came up said, "Let's start a Hall of Fame for some of our devotees."

Jamie Richardson

I think it was an idea that I think just developed over the years because, and John will attest to this, that, you know, if you work at White Castle, you walk through the airport, someone's going to find you and say, "You work at White Castle? Let me tell you a story." And I think we had all these great stories are out there. So, in 2001, on a whim. It was well let's just put an invitation on the sack, a hamburger sack. Send us your story. When we thought we might get, you know 35-40 stories. We got 837 the first year.

Peter Margaritis

Wow!

Jamie Richardson

And ever since then it's the mailbox gets flooded every year. The emails coming in. Fewer than 1% of those who apply are accepted into the Cravers Hall of Fame, which is why we say, "It is easier to get into Harvard than it is the Cravers Hall of Fame."

Peter Margaritis

Nice! And you're right, everybody has a story about White Castle. I have a story about White Castle.

Jamie Richardson

Wait. Is this your pitch for the Hall of Fame? Because we're not the judges this year.

Peter Margaritis

Moving on...

Jamie Richardson

We would love to hear your story.

Peter Margaritis

I will share a story.. out there.

John Kelley

Tune in next week for the uncensored version.

Peter Margaritis

So, Cravers Hall of Fame, and some of the other cool stuff that you guys do as a company. And I think when you guys opened the Arizona castle. I saw pictures of I heard stories on that and you guys are working 17-18 hours a day. Nobody's complaining, and people just came out in droves. Was that like? I mean, that had to have been a huge event and gave everybody in the organization a lot of pride.

John Kelley

Yeah, I think it did. That one and more recent one Orlando, we're both in people were waiting, you know, four or five hours in line to get our, you know, our food. So, it really is, you know, a testament to, you know, I think it is more than, you know, there is something about, you know, it's one of a kind taste it's very different than what everybody else has, but there's also the idea that, you know, there's usually almost always some story attached to it. That your grandpa or your dad or your mom or your frat brothers or your somebody in college, whatever your story is, You know, somebody has, you know, there's an emotional attachment to it as much as there is the attachment for a taste.

Jamie Richardson

Yeah, I agree. I just think it's something special that I mean, if ever you want to see on display, very vividly the fear of missing out. Those openings have become these big, you know, almost international events. They made fun of us on The Tonight Show Jimmy Fallon had a joke about the length of the line, and the guy who's waited like six hours and gets up to the drive-thru menu board and says, " Eh...I've had much time to think about what I want." So, but it was, it was amazing that the drive-thru line was literally over two miles long, and people didn't care, you know, and so you're getting close. You're still about two hours away. No problem, thanks for being here. So, there's something about the taste, and there's something about the unlock it means for memory, in terms of connection points. And it's pretty cool because there are definitely those folks who grew up in a White Castle market. There are a lot of people who were first timers, and they just didn't want to miss this kind of epic event that was happening in their backyard. So, it's really fun.

John Kelley

Even before we opened up the Castles in Vegas, we had done some food festivals where we had gone out and we drove the Crave mobile out and had an extra little tent. And there were, again people waiting four or five hours in line. We had to, we had to turn it we had to shut it off. And there were so many people who had would come up and say, "Gosh, I just, I just wanted to try them." And there's people walking away with nine Crave cases. Why do I have to wait on that line? So, the second time, we figured it out and said if you just want to try more in less than 10, get in this line and we can move through pretty quickly. Because it is that fear of missing out. I've heard about them. I've never really had one or I've maybe I've had this stuff in the food from the grocery stores.

Jamie Richardson

Yeah.

John Kelley

And they wanted to see how, you know how close they are and they're really close.

Jamie Richardson

Yeah.

John Kelley

They just want to see it.

Jamie Richardson

And you'll appreciate this one accounting perspective, Pete. We put limits in. I mean this is if there wasn't enough scarcity already. So, the first one that we put in was we're normally open 24 hours, and so we can't do that in the beginning, because we need time to reset.

Peter Margaritis

Right.

Jamie Richardson

The other big one that we put in as a 60 slider limit. And so, and with those limits in place would still shattered every record of every opening ever. Scottsdale did that initially, and then Orlando just shattered the Scottsdale record. So yeah.

Peter Margaritis

I was talking to my mom before she called me whenever I was doing and I said, I'm getting ready to go over to White Castle's headquarters. I'm interviewing a company the execs. She goes, "Man! There's not a White Castle. I wish it was a White Castle around here!" She lives in Fort Myers, Florida. So mom, there is. Orlando!

Jamie Richardson

Just a little drive.

Peter Margaritis

Just a little drive. And that also sparks a story. I know you guys have delivered White Castles in unique locations, but I think the time that you guys went to Congress, and took White Castles into the House and the Senate.

Jamie Richardson

We were there on Capitol Hill, and that was quite an event. So, we didn't know it because there just been a change in leadership and the new leadership, they were really welcoming and great . John Boehner just become Speaker of the House. He's an Ohio guy. He's in the Cravers Hall of Fame. So,

he welcomed us. His staff didn't know that what we did was illegal, and we weren't allowed to be on the Capitol Hill grounds but that's where we set up. Got a great picture of our friend Mike Guinan, who's climbing the Capitol Hill steps, you know, with a Crave Crate of 100 sliders to get them on into the Cravers who are there in line and waiting. It was the most unifying moment in the last 50 years in Washington DC. So, we don't need a beer summit, folks. We need sliders summit.

Peter Margaritis

We need a slider summit. Exactly. How did you guys pull that off? I mean, did you get to put the slides through security?

Jamie Richardson

Yeah, we did.

John Kelley

We did actually. Through metal detectors.

Jamie Richardson

Thankfully, the crave crate barely fit. We had a 16th of an inch to spare, which I'm just betting whoever designed the actual physical dimensions of that package, knew. Because it works. So yeah, it was a lot of fun.

Peter Margaritis

So you go to the Cravers on Capitol Hill. Was that considered the Senate and the House? Or just only the House?

Jamie Richardson

Yeah, everybody was invited. It was in the Capitol building. So, it was open to everybody, you know, everything's connected there. You got to know which tunnel, I think, to find your way through. But yeah, they, they're the lines were immense and everybody was happy. And we had a fun, bipartisan ceremony. Put some extra pickle on.

Peter Margaritis

Now we know how to unite the parties. White Castle.

John Kelley

Yes.

Peter Margaritis

White Castle unite. So, I think maybe we should get President Biden on board with this, and have you guys have done more often than not.

Jamie Richardson

Before we do that we're going to run John for statewide on the Right to Party Party. Beastie Boys albums for everybody.

Peter Margaritis

So what's, what's probably the most unique story that you can share. You started with laugh like that. It's got to be a lot of stories. I mean you've met a lot of celebrities. You were in New York with something, and it was like a hip hop person. Am I wrong? You were telling me.

Jamie Richardson

It's probably at the fashion show. Yeah, yeah it was a fun one. And you know that might be one of the most unexpected partnerships and friendships. We've had a lot of great friendships, but in 2015 late in the year we got a phone call to the 800 line, and somehow it got forwarded to me. And it was about, oh we had we're a fashion designer house, and our sponsor canceled and, you know. So, I called them up and the woman's name was Kirstie Dare, and I thought well that sounds like a good name for fashion. And Kirstie said, I said, Well, yeah, you know, our budgets small, but we'll consider it. And so, she so I'm going to connect you to Bob and Bad Boy. That's really a good name for. And so I met Bob and over the phone started talking. You know what, I think we can do this. And so, we had a smaller budget than their sponsor who cancel and he said, "The only thing is we can't have an after party, so you got to have an after party because Oh, love to, we can't afford it. So what if we had it at the White Castle on Eighth Avenue. He thought that sounded great. And so, I'll never forget, we were there that afternoon Bob and I were folding up boxes and putting stuff together and putting stickers on cartons with their logos on it. And that night after the fashion show that Castle was like transformed. I mean it's so there's a sense of license trespass, because people came through the door and looked around, we had the dining room closed just for them. There were big jugs of vodka sitting by the soda machine, and there were DJ spinning tunes behind the counter. And it was bedlam. It was unbelievable, and something special was born that night. Telfar today designs our uniforms. He was just on the cover of Time Magazine. He's Liberian American. He was selected to design the Liberian Olympic teams uniforms. So, he's, he's changed the world, and he's changed our world through so it's been really cool.

Peter Margaritis

Wow!

Jamie Richardson

We'll get you to wear some Telfar.

Peter Margaritis

Okay. Somebody come down and talk to you guys about this, and I kind of joke about so what can I fill out an application? But you guys have said, "No, I'm too old."

John Kelley

Not too old. Not too old.

Jamie Richardson

Wise beyond your years, If it makes you feel a little bit better.

Peter Margaritis

But, you know, I think those the testament to the culture of White Castle is why you've got all these people work in Scottsdale in Orlando. These events in Congress. It's a testament to the culture, the overall culture of this organization. Because not a lot of organizations have this kind of following. Not all organizations have this kind of loyalty. And it came up in a recent podcast interview I did with a guy named David Veech. He's a leadership guy, and we talked about brands. Want to talk about brand? White Castle is a brand. You have a following. You've got merch. You are 100 years old. It's a family owned business. You're not. You're not a slave to Wall Street, which create this wonderful culture. Yeah, there's some always some hiccups and stuff, but overall it has survived 100 years. And that's...not too many organizations can attest to that. And stay as nimble as you guys are. Now we're in a brand new building. On the same grounds, beautiful location. And by the way they do have a slide in the building to get from the second floor down to the first floor. You guys did a wonderful birthday party, but you had to do it social, on social media. My wife and I sat and watched the whole thing. Once you guys pull off, I just always amazes me what you guys do, and the aura around this brand. And you guys probably don't see this as much as others because you're in the, you're in the trees. But when you step back, you've got to be going, "Yes, this is cool," It's probably the coolest things that anyone can have is to have this type of organization. This type of brand. This type of following.

Jamie Richardson

I think that reference to the building's a great one, and John really had the vision to make sure this was a place where we could feel even more. I think connected to the brand. I mean you just put so much into it. I think it's a fun, fun story to share in terms have developed. Just some of the fun things you built in here.

John Kelley

Yeah. We wanted something... I would, I guess I would go back even so I've been in the I just celebrated my 29th work anniversary. And I remember going back and probably was Bill is when we started. And, honestly, you know you're leading the charge thing with things that J. Walter Thompson when we were, you know, not too long after that, I think. After I started working here, but I remember we had a campaign and at the time slider, all of our operations like we never used that word we don't call it that. And marketing at the time came up with, you know, it's okay to call them sliders or something like that. And, you know, certain people were in shock, and everybody went to Bill, like nice, like we did with Harold and Kumar. They went to Bill and Bill's like the people who love them and eat them call them that. As long as they're buying them. We, Who cares wonder, what we're calling them. So, that I think was probably a little bit of a turning point to say, you know, let's not take ourselves so seriously that we don't participate in things like Harold and Kumar, and when I have a non-White Castle colleague who serves, who I serve on a board with. And there was a weird Saturday Night Live skit where we were mentioned. He was like, Oh my God, what, what do you guys think of that, and I'm like, I think it's funny. And, you know, there's, there have been several of those, and that gets you, I think some level of, you know, as long as we're not taking it seriously. As long as they're not like Bill said they're not making fun of our team members. We know we can make fun of other things, and we're just not going to take it seriously. So, we put the fun stuff in here like a slide and some other hidden little things that you might, might run into and, you know, made fun of certain things on our timeline just that we lead you up the stairs, just to, you know say we're, you know we're in this for fun as well and I think

that's the brand. Yeah, and I agree 100%. You know, it's just, um, maybe get to work on something you have passion for, and you get to work with other people who share the passion. There's something about that shared time together that's really special, and that transcends role or title or whether you're in the home office or in a retail food plant, or one of the restaurants. It's, there's a connectedness that's really, we get to help feed the souls of Craver generations everywhere. That's our vision, and it's not just the poster that John has put it in the conference rooms. It's something we really ask ourselves. Does this help feed the souls of our customers? Does it help feed the souls of one another. And then our mission is to create memorable moments every day. That's really empowering. It gives you permission to make it right. Gives you permission to surprise and delight. It keeps it fun.

Peter Margaritis

Yeah, like you said, somebody said, White Castle, I've got a story for it. To this day, when I go from Columbus to Lexington, Kentucky to visit family. There is on the way down in Florence Kentucky, there's a Castle there. I stop. When I come back...

Jamie Richardson

Florence, Y'all.

Peter Margaritis

I'll try to make it to just north of Cincinnati and forgetting that exit...

John Kelley

South Lebanon.

Peter Margaritis

Yeah, South Lebanon.

John Kelley

Exit or two north of Kings Island

Jamie Richardson

I think that's another subtle pitch for this whole theme.

Peter Margaritis

I will come back from Kentucky. I'll have been with my friends and we'll have had some good libations, and there's nothing better than my three double jalapeno sliders and fries and a big old Diet Coke. To get me all the way back to Columbus.

Jamie Richardson

You just renamed that combo. It's called the Margaritis-to-Go.

Peter Margaritis

I forgot, I had that jacket that you that you gave away. Oh yeah, I was just wearing it. I walked into a Castle. And they looked and I went, "Is it cold in here? Cold in here?" Oh, this is kinda fun. I should remember this more often.

Jamie Richardson

That's fun. Good times.

Peter Margaritis

Well guys, I appreciate your time. This has been a blast. I literally I could talk to you guys for hours and hours and hours about this place and what you guys do. And I do look back very appreciatively that day that you guys walked into my classroom and I owe to you, at least you, John. And the friendship has been born from that and just for the record, over that, when, when we met for the first time in the classroom was a Monday after the National Semifinals in basketball. In fact he was playing Michigan State, and Kentucky lost by a point or two, and just as I'm closing the door, Jamie Richardson walks in with a Michigan State jersey, and I'm thinking, what a brash move. We sit down. I made an announcement in class this is the earliest I've ever flunked anybody in my class.

Jamie Richardson

The price of loyalty.

Peter Margaritis

That was... I share that story a lot. So guys, thank you very much for your time, and I look forward to future conversations too.

Jamie Richardson

And we'll see at the drive-thru, Pete.

Peter Margaritis

Yeah for that Margaritis special.

John Kelley

In Every restaurant now.

Jamie Richardson

Who's your property intellectual property attorney?

John Kelley

Thanks.

Peter Margaritis

I can't begin to thank Jamie and John enough for their time and sharing their stories about White Castle. The White Castle culture is the reason for their success. These past 100 years and will continue to be successful for the next 100 years or more. Be safe everyone.