

Leadership Message – January 2013

We'll Know We're Winning

Personally, I like to win. I don't pick up a tennis racket just to volley the ball and I don't snap on skis just to get down the mountain. I work hard, play my best, and improve my game. I keep score because I want to know how I'm doing.

I've talked a lot about winning since coming to Famous Dave's. We have a culture of winning. We outperform with our food quality and we've won the most awards of any BBQ restaurant in history – 680 and counting.

Today's truth is that we also need to outperform in sales, Guest traffic, and shareholder value. We need to win the sales game. The good news is we're ready.

Over the past few months we've made a number of big changes at Famous Dave's. We reorganized our Support Center teams to align with how our Guests experience our brand: dine-in, to-go, catering and retail products. We're also changing the way we reach out to Guests, placing new emphasis on digital media, improving our email campaigns and expanding into mobile technologies.

We have the game plan. We have the tools. Now that 2013 is underway, we're keeping score. How will you see progress? Here's what to watch for in the new few months.

Emphasis on Guest history. We'll shift from merely collecting PIG Club addresses to also collecting contact information during to-go and catering transactions. This allows us stay in regular contact with our Guests, cultivating future sales.

New, optimized menu. We've been testing new menus for several months and will launch our new menu in all restaurants this April with changes to drive beverage sales and deliver more profitable margins on key menu items.

Successful product launches. Famous Dave's won't introduce as many new items as we've done in the past, but when we do, they'll be worth it. Catfish returns in two weeks and tests show that our new Burnt Ends will sell very well when introduced with the new menu.

I don't expect any more of the Famous Family than I do of myself. We're all here to work hard, deliver our best and get better. Most of all – we are here to win. Here's to a game changing 2013.

– *[signature]*