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EDITED TRANSCRIPT

BWLD - Buffalo Wild Wings Inc at BMO Capital Markets Farm to Market Conference

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PRESENTATION

Andrew Strelzik - *BMO Capital Markets - Analyst*

Good morning, everyone. My name is Andrew Strelzik and I'm the restaurant analyst here at BMO Capital Markets. Our next presentation is from Buffalo Wild Wings, one of the fastest-growing concepts in casual dining.

Despite a challenging recent industry environment, Buffalo Wild Wings remained focused on executing its strategy that has delivered strong business and stock performance for more than a decade, and with investments in emerging brands, an evolving franchise mix, and more diverse pathways for capital allocation, the Company is positioning itself for continued success well into the future.

So it gives me great pleasure to introduce Brian Coan, VP of Enterprise Supply Chain, and Heather Pribyl, Director, Investor Relations, to discuss Buffalo Wild Wings' strategic and financial outlook.

Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

Hi, everyone. I am Heather Pribyl, Director of Investor Relations for Buffalo Wild Wings. Thank you for taking a few minutes to learn about our Company today.

I am going to show you our Safe Harbor statement, so during today's presentation Brian and I will make some comments that are forward looking in nature. You're not to place undue reliance on those comments, so please take a moment to review the Safe Harbor statement.

And I will give a brief overview of the brand and then let Brian talk about our supply chain at Buffalo Wild Wings. This is one of his first investor conferences that he has done as our VP of Enterprise Supply Chain, so it will be a great opportunity for you guys to ask questions and learn more about that aspect of our business.

But Buffalo Wild Wings started in 1982 as a college bar at The University of Ohio and we have evolved steadily since. As our tagline so simply says, we're all about wings, beer, and sports. We have over 1,100 locations in the United States, Canada, and now Mexico, Panama, Dubai, Saudi, and the Philippines. At just over 1,100 locations in the US and Canada, we are at about -- we still have a great runway for growth with about 70% of our locations done and 30% yet to do, and we're about a half-Company, half-franchise mix.

We did about $3.6 billion in systemwide sales in 2015 and our revenue and net earnings have continued to grow year after year. And while we are proud of our business success over the last 34 years, we do know we need to continue to evolve to remain a vibrant and strong brand, and we continue to focus on our area -- or continue our focus on menu, facilities, service strategy, as well as technology.

We are known for our award-winning Buffalo-style New York chicken wings, which are spun in our 21 signature sauces. And our sauces will range from Sweet BBQ to the very hot Blazin', which I personally cannot eat, and then we do feature limited-time-only sauces through our sauce lab, giving guests a reason to come in and try the newest sauce.

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Beyond wings, we do have a full menu from appetizers to desserts and burgers to flatbread. Many of our items are shareable, so they are perfect for sharing with friends and family while watching the game.

And what goes better than wings than beer, so we do offer an extensive draught selection with about 30 beers on tap, and several of those tap handles are dedicated to local craft in restaurant. Beyond that, we do have an extensive bottled beer selection, as well as a full bar.

And then, our distinctive branding. This is our Stadia representation of our model, and this would include a more integrated patio, distinctive signage on the outside, as well as a separate entrance for takeout. And in the interior of Stadia, there is a central U-shaped bar and awesome audiovisual, so there is not a bad seat in the house.

And I mentioned earlier our service strategy has evolved in our 34 years of business. We would have started actually as counter service, and then as we expanded nationally in the United States became more of a full-service restaurant. In 2012, we added the guest experience captain to help our guests in the restaurant with all the aspects of their -- or all the aspects of their visit that were nonfood related, so whether it is talking about the current promotions there, engaging guests in the technology in-restaurant status, what the guest experience captain is there to help with.

And in 2016, we are going to have several sales-driving initiatives that we just highlighted on our earnings call. Our first is our takeout, so in 2015 we would have finished the franchise implementation of our point-of-sale system enabling the entire system to be able to have the same online order platform. So whether it is on your mobile device via the app or just a Web application, you can order takeout.

We have seen great growth in that, and our takeout sales are already at about 16% of our restaurant sales in our most recent quarter, and 14% of those orders are coming in digitally and that's a rapidly growing area of business for us.

We also launched our Fast Break Lunch menu in 2015 and we think that delivers on the value and variety guests are looking for on the lunch menu. And we are working on a speed-of-service guarantee to strengthen that offer even further.

And we will promote our value days and occasions that are already existing in the business, which are Wing Tuesdays and Boneless Thursdays more frequently in our national media, as well as our lunch. So here are two recent commercials that say this.

(video playing)

And so you'll notice on those two commercials, it still stays very true to the experience at Buffalo Wild Wings, while promoting a traffic-driving initiative.

Our third opportunity we are looking at for sales in 2016 is soccer, and during the men's 2014 World Cup and women's 2015 World Cup, we had tremendous success introducing Buffalo Wild Wings to soccer fans. For 2016, we are partnering with Heineken to promote the Copa America tournament and the Eurocup tournament as the place to watch all the action on the pitch. And we're also partnered --

(video playing)

So those are our sales-driving initiatives that we have for this year, as well as a brief brand overview, and to talk about how we get our safe, sustainable supply into restaurant, I will introduce Brian Coan, our Vice President of Enterprise Supply Chain.

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

Thank you, Heather.

Over the past 20 years, I've spent time in both the food service industry and the poultry industry, so when Heather asked me to come with her on this trip, it was a great opportunity as I bring a unique perspective from both sides as we're dealing with suppliers and also with our guests.

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I have been at Buffalo Wild Wings for a little over 2-1/2 years, and our main goal and my main goal since being there was to take us from a supply-chain mentality of don't run out of stuff to a supply-chain mentality that offers proactive business solutions to the enterprise, and then we can leverage our expertise across the enterprise.

We have done this through strategic subject matter expert hires in proteins, produce, and food safety; through process and system developments and enhancements; through the formation of an analytics team and a supplier quality team; and through greater internal and external collaboration.

As I tell Sally Smith, our CEO, if you think about supply chain, you want to think about us as track layers. So if you think about railroads, you think about Buffalo Wild Wings the enterprise moving down the track at 100 miles an hour, we need to be three, five, 10 years out in front of that enterprise to be laying track. So she should never have to come to a conference like this or talk to investors and tell them that we would love to do something, but supply chain held us up.

Our number one goal is ensuring safe, sustainable, and assured supply to the enterprise. We have integrated food safety supply systems throughout the supply chain. They include farm-level audits, GFSI requirements for all of our suppliers, and dedicated supplier quality assurance. We have a national distributor model with integrated produce distribution management, and we have stringent food prep handling processes and training at the restaurant level. In addition to that, we have enterprise-level enhancements to all of our recall networks.

We will continue to add processes and systems and make enhancements to these systems as we move forward to create real-time visibility throughout our supply chain, as we know that it is an important talking point these days in the food service industry. It is at our core to identify and provide solutions that both mitigate risk and create efficiencies.

Today you will hear a lot from poultry industry experts, so I will try to stay away from industry dynamics and what we think that chicken pricing and things like that will do. What I can tell you is we continue to see growth in our chicken needs. We use wings, boneless breast, and tenders, and since chicken suppliers don't want to cut up a perfectly good chicken to sell us wings, we have done a better job over the last few years of leveraging our boneless breast needs and our tender needs and that has helped us become a more attractive customer to the industry.

We continue to develop long-term strategic partnerships that can be mutually beneficial to both parties, and in addition to pricing models that we have previously communicated, we continue to work with suppliers to develop stable, predictable pricing models, which are more based on input pricing than on actual markets. This is something that is important to us and I know it is important to our investor community as we look to provide more stability in our cost of goods.

So in conclusion, as we continue to evolve, enhance, and leverage our supply chain, our focus will continue to be around taking a long-term view of markets, suppliers, and growth, enhancing our food safety requirements and integrating it through every piece of our supply chain.

We continue to have robust supplier management contingency planning and we continue to investigate multiple pricing platforms to mitigate market volatility, and then we're going to continue to hire subject-matter experts in key areas or add resources where available. In addition to that, we're going to look at supplier internal collaboration and leverage that across the enterprise.

As we add more -- as we continue to add complexity to our enterprise, we will continue to add supply-chain capabilities to help address those [initiatives]. Thank you.

QUESTIONS AND ANSWERS

Andrew Strelzik - *BMO Capital Markets - Analyst*

Great, thanks. So I will kick it off with a question here. Over the last six to 12 months, we've heard from a number of companies, restaurant companies, in the industry about putting greater focus on using their scale for greater supply-chain efficiencies. So how would you assess that opportunity? How has it evolved and how will it continue to evolve going forward?

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Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

To the point earlier, I believe that we are starting to leverage our supply chain across our casual -- both R Taco, which is one of our emerging brands, our international supply chain, and then also through our domestic supply chain by just making sure we are doing business with the right growth partners who can supply us in multiple areas across the supply chain.

Andrew Strelzik - *BMO Capital Markets - Analyst*

And we have one from the iPad. With over 1,100 outlets, how do you control quality across all the locations? Is there any local individuality throughout the supply chain?

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

Yes, so two years ago when I came to Buffalo Wild Wings, we didn't have a supplier quality function, so we added expertise in that particular area, and we continue to work with our suppliers. Our suppliers understand our stringent supply-chain requirements and our quality requirements, and we continue to work proactively with them to drive efficiencies to that supply chain and make sure we are getting what we pay for.

Andrew Strelzik - *BMO Capital Markets - Analyst*

Historically if you look at COGS as a percentage of sales, it has been -- 29% to 30% has been the normal level. It seems like now, though, with wings as high as they have been, that has almost been an upper bound. What is the right level for a normalized kind of COGS line going forward? Is there any reason to believe it is not lower than that or is that still, do you believe, the right level?

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

I think that's still the right level. I think that we can always get a little bit better. We are having commodity tailwinds on all of our other items, ex chicken wings, so we will continue to leverage and find efficiencies in those type of items.

As with -- I mentioned in my talk, we will continue to look for alternative pricing models as it relates to chicken wings and how we can help create win-win solutions with our suppliers that take more into account the input pricing versus just the arbitrary market that is published currently.

Andrew Strelzik - *BMO Capital Markets - Analyst*

And so, on that same topic of changing the pricing models, we have heard from a number of the chicken producers about a desire and changing the approach to contracting and how they are trying to limit the volatility in their margin structure. So, is there an ability, a greater ability, or willingness to actually lock in wings? Is that something that you're looking at more going forward? Is the current price a limitation to that or is that something you are comfortable with because you could then manage it? How do you view that side?

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

Yes, I think it is not as much as locking enterprise, because that gives a negative connotation historically. I think it is more creating those win-win solutions where you can take -- if corn is -- and corn and soybean meal represent 85% of a chicken's diet, where are the ways that we can work proactively together to manage those input costs on the supplier side, create a fair margin, and then also account for the -- we buy 28% of a chicken, if you can work it back to live pounds, so you -- we have to solve for the back half of the chicken. We are not as fortunate as some of the other, larger companies that may be able to expand and take 100% of a chicken.

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So we are working through with our suppliers. We have got some really smart suppliers that we are working on trying to figure that out so we can create some win-win situations.

Andrew Strelzik - *BMO Capital Markets - Analyst*

So on the non-wing side, I think there was a misunderstanding going into this most recent negotiation of the boneless contract about maybe the ability to leverage how deflationary breast prices were. So can you talk about what are the dynamics of that negotiation? What goes into that pricing strategy? And are there limiting factors to being able to realize meaningful declines, or even in an environment where you see significant inflation in breast meat? Can you talk about those dynamics?

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

Yes, I think that in regards to boneless wings or any further processed item, I think you have to take it -- like I said, we take a long-term view. We know that we are not just going to buy chicken this year. We are going to buy chicken in perpetuity, hopefully, and our brand is going to continue to grow.

So when you see a market that is most readily trading historically low or below a five-year average, I think we and our suppliers look at it from more of a long-term perspective and look at it from a year-to-year perspective of what we think the market is going to do and what they think the market is going to do. And then you start looking at, in addition to -- the market is traded as a commodity meat in a box on a spot basis. We are not spot buyers. That is more of a -- we take more of a long-term view.

Then you start adding on we're going to have a specification, which requires suppliers to adhere to that, and they have to do some -- use technology in second processing in their facilities to get to that spec. There is going to be leftovers from that spec that don't meet our spec that we have to account for in our pricing. There is also batter breading and other things, freezing, transportation, packaging, that go into that.

So when you look at a, yes, the breast market has been depressed this year, but those don't actually correlate. There will be some -- we will leverage on some of those, but we are not going to see the same ups and downs as we did. That's one of the reasons why we got out of -- and suppliers are adverse to fixed-price contracts on traditional wings, for instance, because one year, you win; one year, we win. And that's more of an adversarial relationship versus more of a win-win partnership growing aspect.

Andrew Strelzik - *BMO Capital Markets - Analyst*

Within the chicken industry, and obviously on the restaurant side as well, there is a growing desire for antibiotic-free chicken. As you see the supply side move more in that direction, how does that play into the strategy? Do you hear from customers at all a desire for that type of product in your stores in particular?

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

We currently don't hear from suppliers. We do monitor the industry. We watch. Several of our suppliers are engaged in that particular stream of business.

We do know that the implications of an industry that goes antibiotic free has broader implications of that than just the number of chickens, the number of houses, the number of -- I think I read an article that said you will need an additional 4 million acres of corn or at least grains to the feed those chickens. So, we are evaluating. We're watching to see what the industry does and determine what is the right course of action for us.

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Andrew Strelzik - *BMO Capital Markets - Analyst*

I know you don't want to -- you want to try to stay away from the specific price outlook for the commodities, but if you look -- so normally you get a seasonal decline in wing prices post the Super Bowl and March Madness, and you had cold storage inventories that were very high, but you actually didn't see that decline until much more recently. So can you talk about some of the dynamics or what you have been hearing that may have caused that delayed reaction?

And as we look forward now, do you think we have returned to that normal cycle or is there something in the dynamic going forward that has changed that?

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

I think that -- you are right. Typically, we see a decline in wing prices post Super Bowl and March Madness.

We kept getting calls about with the cold store stocks being the way they are, why aren't prices lower. We believed and through talking to people in the industry that those wings that were being built up in cold storage were actually spoken for, so they weren't actually somebody's hope chest that they were hoping that the market was going to go up and they could sell them at a higher price later.

That has been -- come to fruition with some of the LTOs, regional LTOs in the southeast, by several -- by a large player in the QSR market. But we do believe that we are starting and we have seen the market in the last couple weeks start to accelerate that seasonal decline. We do think moving forward that with the growth of both our brand and other brands that we are living in a new norm, similar to what we saw in gasoline or corn over the last five to seven years.

Andrew Strelzik - *BMO Capital Markets - Analyst*

So just to clarify on that point, you think that maybe the historical ranges that you have seen for wings, we're in a new normal now where maybe a higher level is appropriate?

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

Yes, I think so.

Andrew Strelzik - *BMO Capital Markets - Analyst*

Interesting. Another one from the iPad. Switching gears a little bit, what is the international strategy outside of North America and Canada? How do you decide the markets to go in by country? How do you view Europe? And maybe if you can layer into that, how does the supply-chain component play into the international strategy?

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

Yes, so we are involved with all of our international conversations early on. As our international team looks to develop new markets, as they look to grow in other markets, grow additional restaurants in same markets, we are in constant conversations since chicken is one of our biggest items.

Heather talked about the fact we are going to India. India does not allow imported American chicken, so we are looking at local sourcing there. We have a dedicated resource on my team that works with our franchisees to solve supply-chain issues, whether that's getting proprietary items into their supply chain or working with them on particular issues, leveraging our global suppliers that we currently do business with to help them in foreign countries where we may not have access.

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Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

And to add onto that, to answer the first half of the question, as we look at international, we are very much looking at Asia-Pacific, Latin America as our primary areas of entry first.

We do a lot of guest research in individual countries and our strategy is to franchise international at this point. So it is also -- some of the country timing can depend on when we find that very strong franchise partner with multi-brand experience in a particular country, and we are currently at about 17 international locations and expect that to grow pretty significantly over the next few years.

Andrew Strelzik - *BMO Capital Markets - Analyst*

Staying on the franchise topic, you have seen over the last 12 months or so a pickup in, it seems like, your ability to acquire franchisees. We get questions a lot. What's behind that pickup in activity? What is driving some of the franchisee dynamics to sell back to the brand, if you can talk broadly about that?

Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

Yes, I don't think it's a change in our ability, Andrew, to pick up the franchisees. That is something that we have done.

I think it is the number of franchise acquisitions that are just on market at that particular point in time, and some of that really has to do with the history of franchising in our brand. So we would have started franchising in the early 1990s. You're now nearing some franchisees that have 20-plus years experience with the brand.

We have seen valuations for whether it is independent, small regional players get really bid up by private equity. Private equity is also buying franchisees of existing brands. So they are seeing attractive valuations and returns on their investment, and some of them are monetizing their investment as they are nearing retirement and don't have a business partner or family member to pass the brand onto.

Andrew Strelzik - *BMO Capital Markets - Analyst*

If you look, and I mentioned in the opening, over the last decade or so, the performance has obviously been very strong. Over the last couple quarters here, you have seen a little bit of a divergence there. Can you talk about maybe specifically where you have seen some of the weakness? But also, you seem very confident in the initiatives that are in place and it seems like you have a nice roadmap over the next several months of things that are going to be going in play. So what gives you the confidence that you are attacking the right pieces of the business to reaccelerate the momentum?

Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

Yes, we have definitely seen a little bit of a slowdown in sales, particularly over the last two quarters where traffic would have been slightly negative for us. And over the history of the brand, you have seen that occur several times and then pick up momentum again.

So we do believe we are focused on the right messages. With the rollover in beef pricing this year, there is a lot of QSR discounting and the value wars. Our thought is really not to change the value offerings that we already have, but just to be more proactive about letting the guests know about them, so that was the advertising that I showed earlier. So, within our business, there is a few particular dayparts and that is the lunch, weekday lunch, our weekday happy hour, as well as our Wing Tuesdays and Boneless Thursdays. That would be our value occasions.

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And then we do, if you take a look at the calendar historically, you can see some spikes for us in same-store sales momentum around large sporting events. Most notably, you would have seen a particular lift in the 2014 men's World Cup. That really would have been the first time as a brand that Buffalo Wild Wings saw significant traffic and that we would have promoted the brand as a place to watch soccer.

So we do have a pretty decent set-up on the calendar going into Q2, Q3 with the UEFA Championship going on, Copa America, Eurocup, and then, while historically Summer Olympics hasn't been a big driver of traffic to the brand, because what drives traffic is really the team sports of duration and there aren't many of those in the Summer Olympics, it definitely doesn't hurt the business having that on a more favorable time zone this time as well.

Andrew Strelzik - *BMO Capital Markets - Analyst*

If you look at the margin structure, labor is one piece that does stick out and it does seem like -- maybe you don't agree with this, but it does seem like the COGS line has seen maybe a little bit more downward movement here, even with the high wings. But, obviously, labor is offsetting that when you look at the restaurant-level margin.

Are there opportunities to -- you started to get some efficiencies recently. If you could maybe talk about some of that, what's been driving it. Is there an ability to focus more on that going forward where maybe you see that start to normalize as well?

Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

Yes, there is a couple things. I will start with the brand specific and then touch on the industry piece, but from Buffalo Wild Wings I mentioned the guest experience captain position and we would have added that in all Company restaurants in 2014. So in 2015, you had the year-over-year impact of adding the incremental position there.

What you'll see in 2016 for us is a very close look at efficiency of the labor out there. We did see in our first quarter that we managed labor fairly well and you saw sales per labor hour -- that is one of the metrics that we look at -- increase year over year. We will continue to look at that and make sure that we are staffing at the right levels for the sales volumes in our restaurants.

And then on the broader perspective, obviously there is wage inflation in these first-time employment opportunities. We saw hourly wage inflation of about 4.5% in 2015. Expect wage inflation to continue at about that rate in 2016, as well as some additional benefit costs as people are opting into our affordable care plan.

Andrew Strelzik - *BMO Capital Markets - Analyst*

And one of the components of the business that you have been testing that I think some investors have been asking about labor opportunities around is the tablet technology. But can you talk -- this has gone through several phases of testing and iterations. Can you talk about how the tests are going, to the extent you can comment on that?

But do you feel like you have gotten the technology right now, adding the pay component? And are we moving closer to maybe a fuller implementation? How long do you like to test those types of things? When could we start to see that? Any commentary around the tablets would be great.

Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

Yes, so tablets are in all locations as entertainment devices and primarily gaming devices. We have tested different iterations of menu order and different payment options, historically whether it was payBDubs.me. But we are in market tests in what Andrew is referring to as menu order and payment together on tablets, so we are testing two different solutions on that.

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It is very early on there, but what we have seen on payment adoption is very positive on guests electing to pay on tablet. I would expect we would have more information to share with you all on our July earnings call and then especially at our analyst day in August coming up. But we are encouraged by what we are seeing on the initial tests. And it is a full menu order, which is a slightly different [cadence] from others in the industry.

Andrew Strelzik - *BMO Capital Markets - Analyst*

So you have the domestic business, you have the international business, and you have the emerging brands as well. Could you talk about the emerging-brand strategy? How many more would you like to add to the portfolio? How does that play into the supply-chain efficiency that you can get across the entire system going forward?

Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

We will definitely continue to evaluate additional emerging-brands opportunities. Initially, we would have said somewhere from three to five brands before we know which one might be the brand.

While we are evaluating opportunities, there isn't anything in the pipeline that I would view as imminent, and they continue to be small concepts. It is not going to be a large acquisition out there for us. So I will let Brian touch on the supply-chain efficiency.

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

Yes, from a supply-chain professionals perspective, it is really nice to have a supply chain that hadn't already been developed, that you have to go back in and fix and drive efficiencies.

From the start, we have been advising, consulting, our R Taco team and putting in a supply-chain process and systems for them in order to leverage our full scope and scale with our entire supplier base. So it's been a welcome surprise.

Andrew Strelzik - *BMO Capital Markets - Analyst*

Can you also talk about opportunities around the balance sheet? It seems like the willingness to utilize the balance sheet has increased as the franchise opportunities have increased -- or not the opportunities, but executing on those opportunities has increased. Now, obviously, the share repurchase plan. Can you talk about the balance sheet and how you're thinking about that?

Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

Yes, so a couple things on the balance sheet. In August last year, we would have increased the authorization on our line of credit from $100 million to $200 million, so that is where our current capacity is from a debt perspective.

In November 2015, we announced our first-ever share repurchase authorization and said we expect to see -- and we completed about $25 million of that in fourth quarter last year and expect to do about $100 million or so in total this year.

We do generate cash and we are now in a position that from the Company's standpoint where our first and foremost priority for capital allocation is going to be growth of the business, so new restaurant development, remodeling, potential emerging brands investment, and then we will look at returning capital to shareholders. So we are doing that through a share repurchase and then over the longer term we would look at considering a dividend.

But we want to make sure that we have the balance-sheet flexibility to be able to take any potential franchise acquisition, if they do occur, and execute on that appropriately.

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Andrew Strelzik - *BMO Capital Markets - Analyst*

Great. And I think we have time for one more here from the iPad. You mentioned take-out. How are you thinking about delivery opportunities for the business going forward?

Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

Right now, what we're doing with delivery is really evaluating that opportunity for the brand, so whether or not it is a complete replacement of an in-restaurant visit and what the margin structure and revenue stream would look like for that going forward. So there are no immediate plans on it, but it is an opportunity for the brand that we evaluate.

Andrew Strelzik - *BMO Capital Markets - Analyst*

Great. We're out of time, so thank you very much for being here. I really appreciate it.

Heather Pribyl - *Buffalo Wild Wings, Inc. - Director IR*

Thank you, everyone.

Brian Coan - *Buffalo Wild Wings, Inc. - VP Enterprise Supply Chain*

Thank you.

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