



BABA'S
PIZZA



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Convenience Foodservice Vision Group | September 14, 2026



AGENDA

- 3 | How I got here
- 6 | Building inside the constraint, not around it
- 8 | The "Box" we all operate in
- 13 | The Menu & The Decision
- 15 | What I got wrong and what it changed
- 17 | Same method, every building
- 20 | Five things you can do Monday
- 21 | Questions



I GREW UP IN MY DAD'S RESTAURANTS.

Free labor. Back counter. Every shift.
**I learned the rush and the labor problem
years before I learned a recipe.**



I NEVER WENT TO CULINARY SCHOOL.

I taught myself to cook every one of these brands. That's not a humility line. **It's the reason the company is built the way it is - and I'll come back to it.**

2017

One station.
University at Albany.



*None of them
started as a
brand idea.*

2026

Four brands. 75+ units.
Inside food courts run by
the biggest contract
companies in the country.

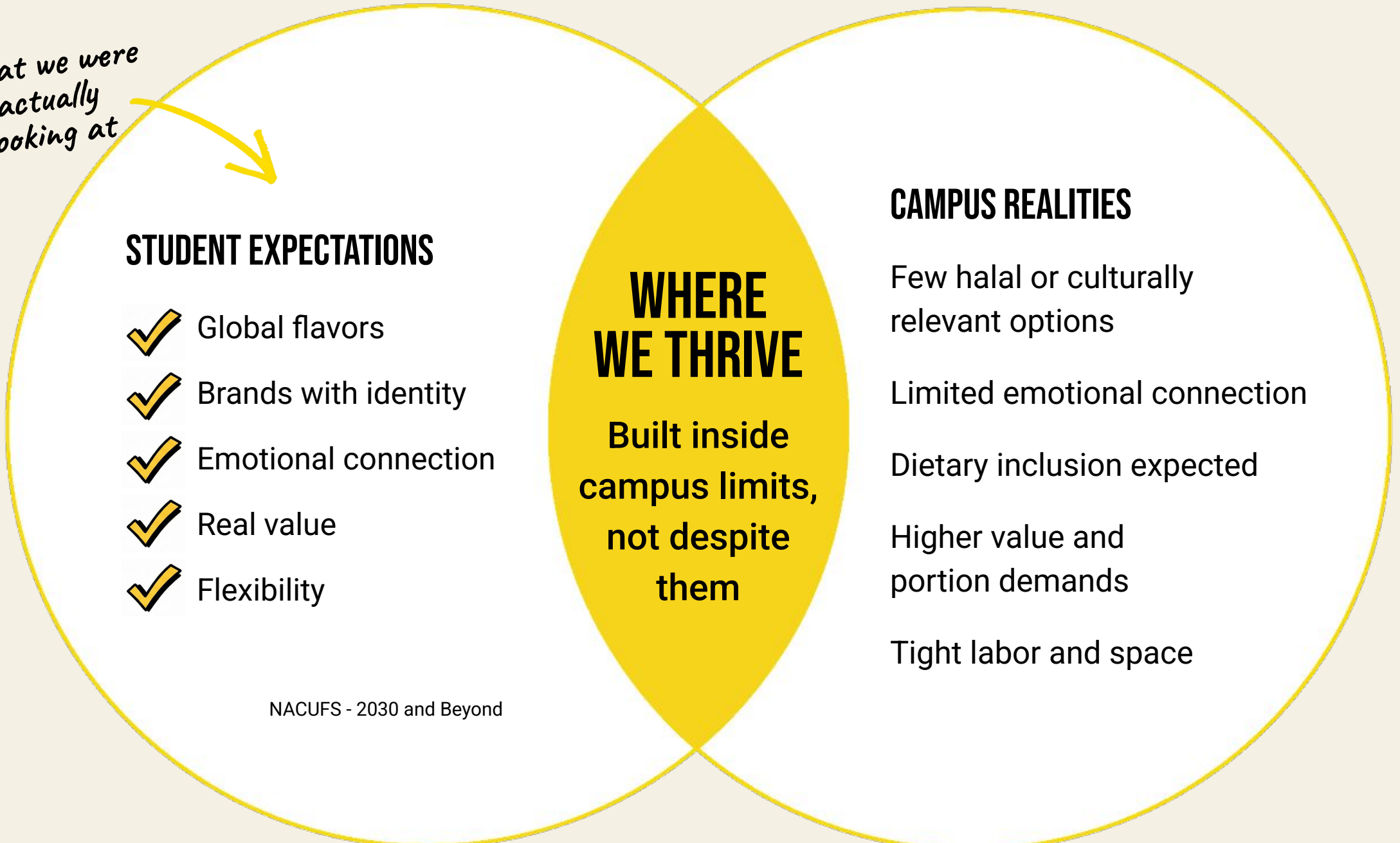




**WHILE EVERYONE ELSE
ADAPTED A CONCEPT
FOR CAMPUS.**

**WE BUILT OURS INSIDE
CAMPUSES.**

*What we were
actually
looking at*



STUDENT EXPECTATIONS

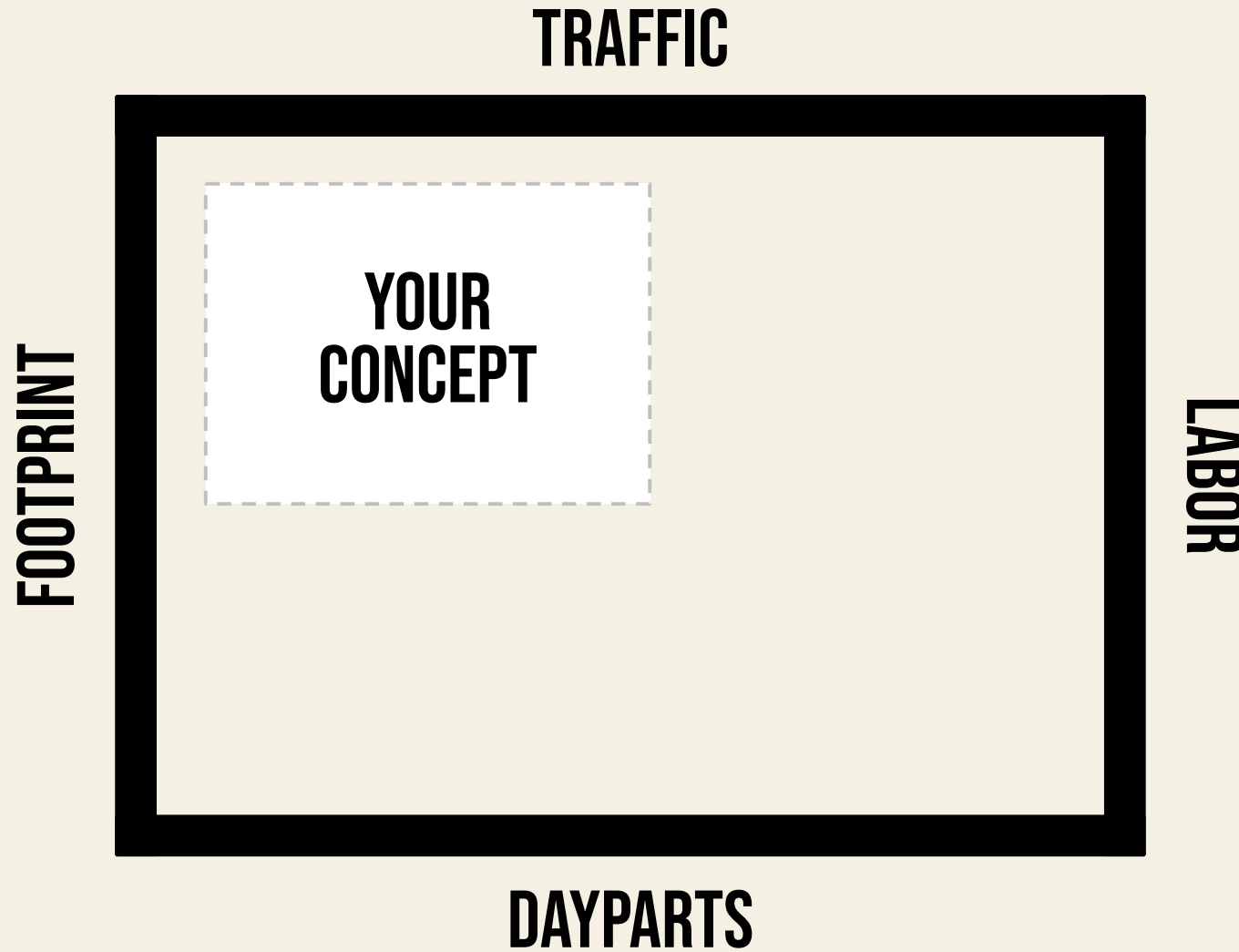
- ✓ Global flavors
- ✓ Brands with identity
- ✓ Emotional connection
- ✓ Real value
- ✓ Flexibility

**WHERE
WE THRIVE**
**Built inside
campus limits,
not despite
them**

CAMPUS REALITIES

- Few halal or culturally relevant options
- Limited emotional connection
- Dietary inclusion expected
- Higher value and portion demands
- Tight labor and space

NACUFS - 2030 and Beyond



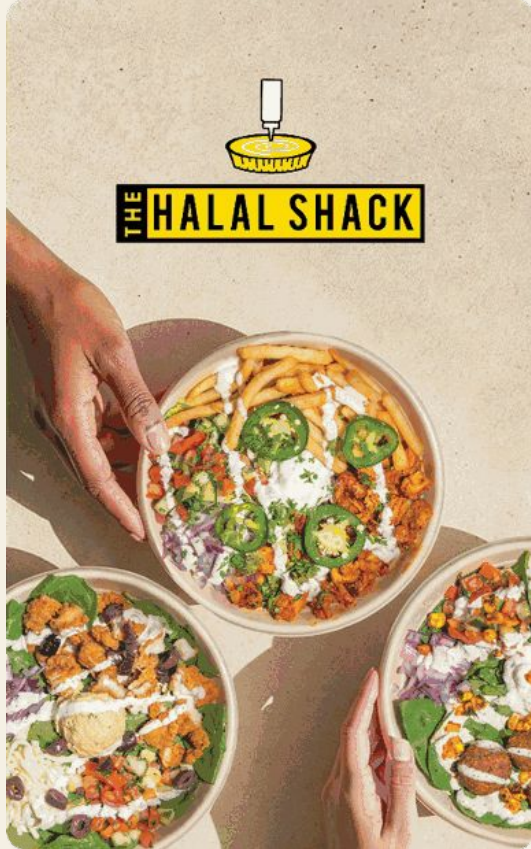
The walls are fixed before you walk in. The dotted box is all you actually control.



Different building. Same problem set.

**WE DIDN'T JUST ADAPT.
WE BUILT **INSIDE** IT.**

EACH BRAND STATED AS A PROBLEM NO ONE WAS SOLVING



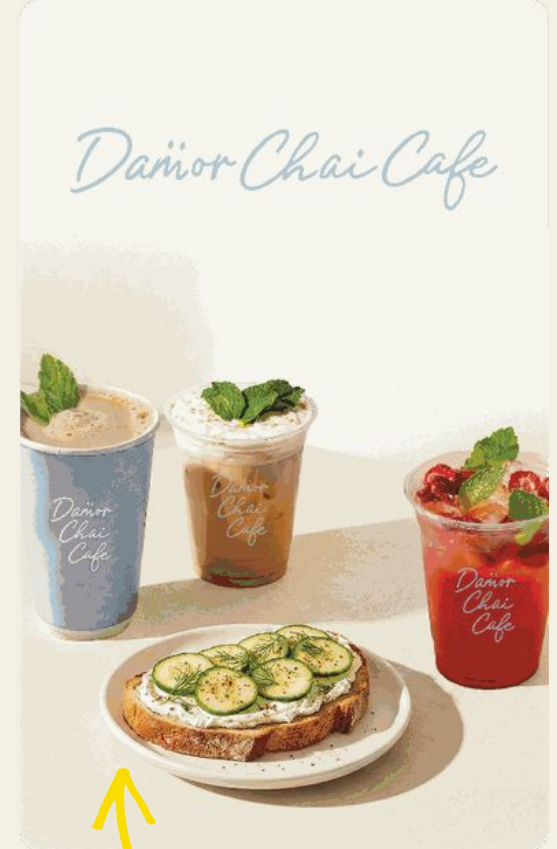
Middle Eastern
Kitchen



Comfort



NYC Pizza



Wellness cafe
and beverage

WHY ADAPTING DOESN'T HOLD

Adapting takes something that already works somewhere else and makes it fit campus.

A national footprint,
a national menu,
a national price deck -
dropped into a box that
was never built to carry
any of it.

Adapting assumes the labor, the equipment and the calendar will bend to your concept. In someone else's building, none of them bend. So the concept survives on paper and dies on the line.

*So we didn't copy
what was working.
We studied what kept
breaking.*

HOW IT USUALLY GOES

Month 0

Signed.
Announced.
Everyone's
aligned.

Month 1

Opens strong.
The people who
built it are
standing in it.

Month 4

The one person
who understood
it moves on.

Month 8

Execution
drifts. Nobody
can say when.

Month 12

It's a case
nobody
merchandises.

*Concepts don't fail
at launch.*

*They fail when the
person who understood
them stops being
in the building.*

WE BUILD IN THIS ORDER.

*Most people run this backwards.
They start with food they love and reverse
into a wall they can't move.*



THE QUESTION I ASK

WHAT IT WAS FOR THE HALAL SHACK

1	CONSTRAINT	What won't this box let me do?	A fixed food-court box, a shared equipment line, student labor with high turnover
2	LABOR	Who's actually running it at 11:40 on a Tuesday?	A station a first-week hire can run right, with no culinary background
3	FORMAT	What line and flow does that need?	An assembly line sized to the box, not to a prototype
4	MENU	Now, what's the food?	Mediterranean halal, scratch — picked last, because it fit all of the above

*The menu was the
last decision every
time since.*





REVERSE ENGINEERING

A trained chef walks in and repeats himself from instinct. I didn't have that. The only way to get the same thing twice was to **break it into steps, write them down, and find out if somebody else could follow** them without me standing there.

WHAT I GOT WRONG

WHAT OPERATORS ASK FOR

A recognizable brand
More menu variety
A national program
Marketing support

WHAT THEY ACTUALLY NEEDED

Sustainable Labor Model
Execution Consistency and Simplicity
Something that fits this building
A reason it still runs right in week nine

They told me what they wanted. I built exactly that. It was wrong...



TAKEAWAY: Stop taking the brief at face value. Ask what the box won't let you do.

 *New World*

MANAGING SIGNALS ON RHYTHM, LICENSING

WHAT WE LEARNED

Licensing helped us grow fast. It also showed us that a partner-run location needs its own system to keep standards consistent.

WHAT IT CHANGED

A cadence that doesn't depend on anyone remembering to look.

TAKEAWAY: If you only find out when someone remembers to look, you'll find out late.

SAME BRAND. BUILT DIFFERENTLY IN EVERY BUILDING.

← Not a menu swap and
logo treatment.
That's only surface level

TASK

Pricing

Labor

Footprint

Supply

TAKEAWAY:

Copy the method into the next building. Never copy the build.

THE FLOOR ALREADY KNOWS BUILD SO IT TELLS YOU.



*The information
exists today in every
one of your buildings.*

Asking the store teams is where most of us stop, good questions, on the weeks somebody remembers to ask.

The move is to build it so the signal comes up and the decisions go down on a rhythm, whether or not anybody thinks to run the interview.

TAKEAWAY: Stop interviewing your stores. Build a cadence they report into.

WHEN EXECUTION SLIPS, THE INSTINCT IS TO ADD A PERSON. THE GAP IS ALMOST ALWAYS IN THE SYSTEM.

You can't hire your way out of a system gap.



Another supervisor is expensive, slow to hire, and ties that location to whoever you found that month. A written station costs nothing and it is still there after they leave.

TAKEAWAY: System first. Then hire.

5 “NO COST” THINGS TO DO MONDAY

THE PRINCIPLE	DO THIS	YOU'LL KNOW IT WORKED WHEN
☐ Find what's actually broken	Take your weakest concept. Name the constraint it was built around — still true?	<i>You can say the constraint without mentioning the food.</i>
☐ Build in that order	Rebuild one item in order: constraint, labor, format	<i>The menu came last and nothing upstream moved.</i>
☐ Write it down	Find one thing your best operator does that isn't written down. Document it.	<i>Someone else runs it right with you out of the building.</i>
☐ The floor already knows	Read what your stores already report that nobody upstream opens.	<i>You find something you should have acted on a month ago.</i>
☐ Don't let hiring set the pace	Ask which store falls over if one person leaves. Fix that before you hire.	<i>You can open the next unit without waiting on a hire.</i>

THANK YOU.

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