

# City woman whips up tasty business book

BY CATHY JETT  
THE FREE LANCE-STAR

Marilynn Mendell looked up from her office window into her commercial kitchen and saw a startling sight.

A new cook for her western New York catering business was holding a brand-new aluminum pan and slashing it repeatedly with a knife.

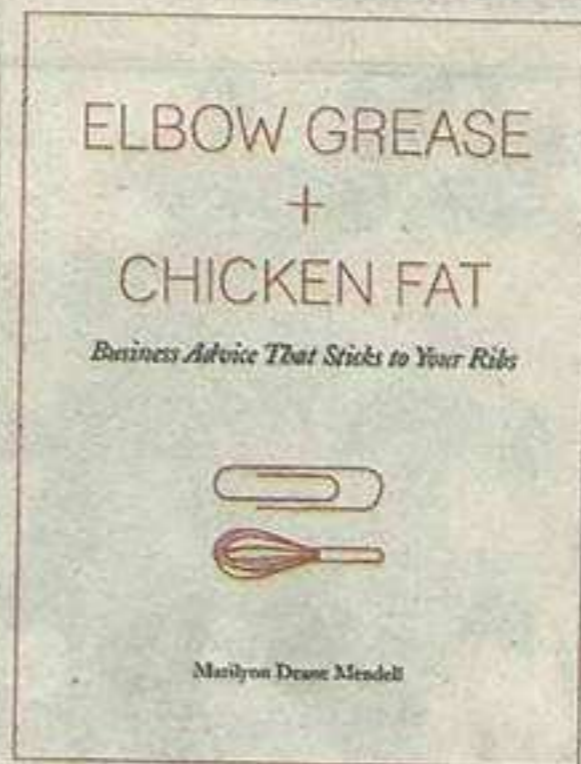
Mendell, who now lives in Fredericksburg and runs a marketing and public relations business, promptly asked the cook why she was putting holes in the pan.

"Well," she's quoted as saying in Mendell's new book, "I saw the holes in the older pans and figured it was the secret to your Killer Brownies."



Marilynn Mendell of Fredericksburg blended stories and recipes from her former catering business into new book.

It wasn't, but sometimes a knife would go through the pan when the thick brownie dough was cut. But the episode taught Mendell one of the many valuable business lessons that she illustrates with stories—and



recipes—in "Elbow Grease + Chicken Fat."

"I quickly understood what had happened," she says in her book. "She had surmised the reason behind the holes in the pans, or she may have seen another cook put holes in the pans. Either way, I hadn't taught her to make the brownies."

Mendell, president of WinSpin CIC Inc. and an adjunct professor at George Mason and Georgetown universities, uses the Killer Brownies episode to illustrate the need for businesses to develop a clear set of instructions for their employees, which can save money in the long run.

"I tell them that if they

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