



Webinar: What Every CEO Should Ask About Foodservice



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Executive Director



NACS Center for Achieving Foodservice Excellence (CAFÉ)

- In-person, Advanced Foodservice Programs
 - Advanced Foodservice Strategy Program
 - November 11-12
 - At the ECOLAB Corporate Offices in Irving, Texas
- Online Courses and Certifications
 - Food safety training
 - Certified Convenience Foodservice Manager ***NEW***
 - Certified Convenience Category Manager ***NEW***
- How-To Guides and Training Materials
- Foodservice Audits and Consulting Services
- Monthly Webinars

Today's Presenters



Jack Cushman, Ph.D.
EVP Food Service
Nice N Easy Grocery Shoppes, Inc.



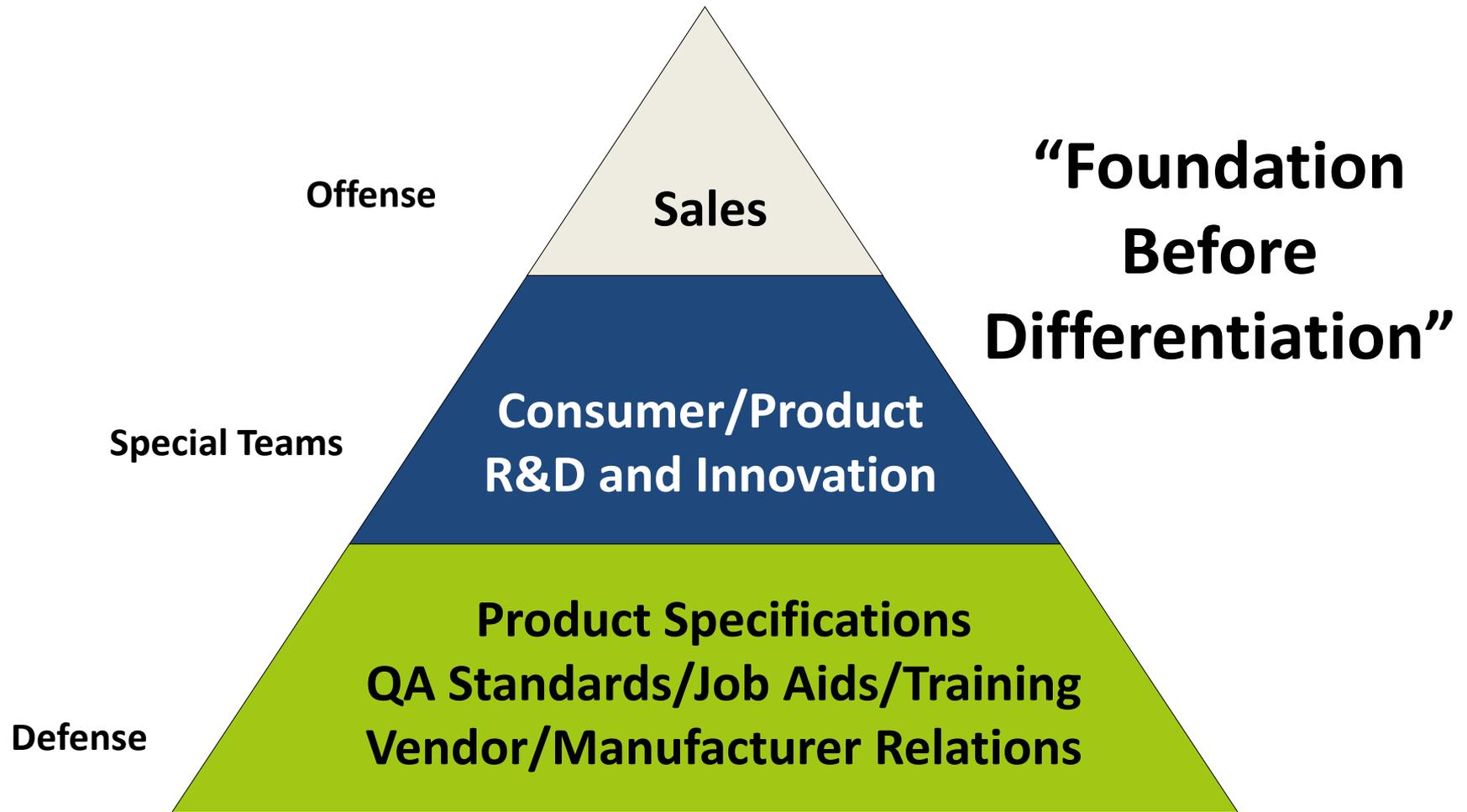
Joe Chiovera
Principal
XS Foodservice Solutions

Today's Goal:

- Discuss the CEO's and executive team's role in establishing and driving a solid foodservice strategy.
- Review eight (8) key questions CEOs and executives should periodically ask to ensure the success of their foodservice efforts.

- Hyper-focus on tactics
- Hyper-focus on select few metrics (foodservice margin, etc.)
- Lack of understanding of changes in labor requirements
- Unrealistic timelines





**“Foundation
Before
Differentiation”**

Category Segmentation

Dominant

CATEGORY CRITERIA

- Culturally aligned enterprise
- **Maximize market share**
- Best practice/market leader
- Focus on offer, equipment, delivery

OUTCOMES/BENEFITS

- ▣ Minimize cost through leverage & standardization
- ▣ **Maximize GP\$ & unit growth**
- ▣ Marketing & media, efficiencies
- ▣ Operational excellence

Compete

- ▣ Strategically & culturally aligned where applicable
- ▣ **Modest market share growth**
- ▣ Market leader or follower
- ▣ Focus on sales, offer improvement; position to move to **Dominant** within 2 years

- ▣ “Flexible” leverage/standardization
- ▣ **Modest sales, unit & GP\$ growth; GM% stable**
- ▣ Marketing & media efficiencies, where applicable
- ▣ Operational excellence & continuous improvement

Participate

- ▣ Strategically “playing nicely!”
- ▣ **Flat market share growth**
- ▣ Stay the course with competition
- ▣ Focus on GM%; position to move to **Compete** within 2 years; stabilize at **Participate**, or drop to **R&D**

- ▣ Manage costs
- ▣ **Flat to slight uptick in sales. Maximize GM%.**
- ▣ Minimal to zero marketing & media
- ▣ Sales & GM%

R & D

- ▣ **Dominant or Compete potential only!**
- ▣ Disciplined focused approach
- ▣ Be true to your culture and brand!

- ▣ Vetted programs positioned to be implemented

Strategy drives results/numbers

People implement strategy,
but they live the culture

What SHOULD every CEO ask about Foodservice?

**What is your foodservice
platform today?
Why?**

**How do you grow?
Evolve and/or reinvent?**

**What is your strategic plan for
foodservice?**

Where do you see growth?

What is your core offer?

What are the key metrics that determine your foodservice success?

**Does your labor allocation
support your focus?**

**How often do you reconcile
your foodservice strategic plan
with your P&L?**

**How do you keep your pulse on
consumer foodservice
behaviors and trends?**

- **Shared** Vision & Organizational Structure are the most critical aspects of successful foodservice
- Owner/CEO must be the principal change agent
- Changing the **shared** vision without aligning the structure results in failure.

~ Dr. Chambers, Harvard University, 1960





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November 11-12

Advanced Foodservice Strategy Program

(On-site: 11 miles from downtown Dallas, TX)

Key learning objectives:

- The process for integrating a foodservice strategy into your overall business strategy
- How to audit/create a strategic plan for foodservice that includes a decision model for prioritizing outcomes, measurement details, and responsibility assignments
- The tools and techniques for distinguishing strategic opportunities from strategic threats and how to relate these to your organization's foodservice initiative
- How to improve the effectiveness of your foodservice strategy
- And more!

Executive session is limited to 30 participants; reserve your spot at nacscafe.com.

Contact Ieva Grimm at igrimm@nacsonline.com or 703-518-4249 to learn more.