



appetites+innovation

A National Leadership Collaborative for Retail Foodservice

Advancing culinary excellence, health and wellness,
sustainability, and cultures of innovation

Inaugural Annual Meeting

January 18-20, 2016

PROGRAM OVERVIEW

Food in America is undergoing a sea change. From the changing taste preferences and values of Millennials to the accelerating impacts of health and environmental imperatives, Americans have never been more engaged with discovery around food, flavor, and food issues. Just as these changes are driving rapid shifts in business models and culinary strategies in restaurants and non-commercial foodservice, so too are they altering the landscape of foodservice at retail, from conventional and natural foods supermarkets and specialty grocery stores to convenience stores, department stores, and drug stores.

Even our sense of “future planning” is changing, as three-, five- and 10-year strategic time horizons are increasingly cast within a larger dialogue about resource constraints leading up to 2050 when 9-10 billion people are expected to crowd the planet. At the same time, water issues, climate change, and healthcare are impacting today’s bottom line, reshaping the supply chain landscape, retail pricing, and the ecosystem of consumer demand. Long-term forecasts made over the past two decades are becoming near-term business risks.

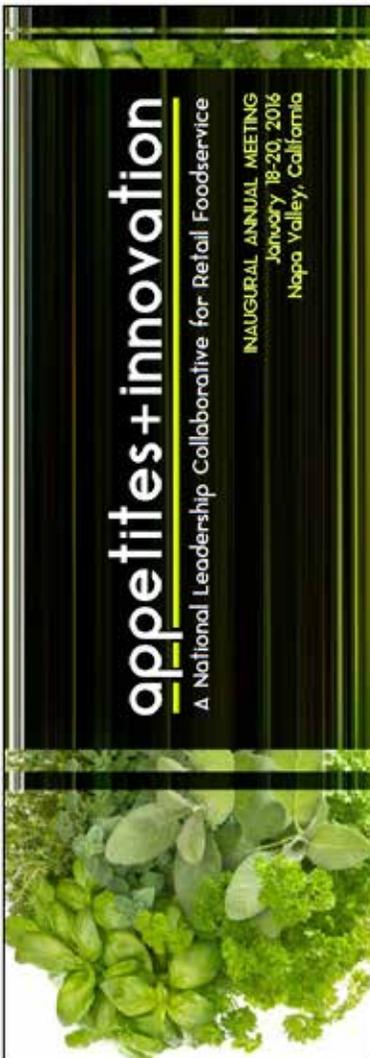
Across foodservice and retail food, big brands are working feverishly to re-invent themselves, as the fresh thinking of entrepreneurs and young innovators captures the imaginations of consumers everywhere. And whereas price still trumps many purchasing considerations, increasingly transparency around values (who produced my food and how was it produced?), as well as “next-generation food experiences,” offer promising strategies for differentiation and increased margins.

Prepared meals now offer the greatest potential for growth in grocery retail. This seismic shift away from selling ingredients for people to assemble in recipes at home creates an unprecedented opportunity for retailers to create a signature footprint in the prepared foods space as a critical point of distinction among other players in a highly competitive market.

At the center of the retail foodservice world is the chef—whom we are asking to be our guarantor of good taste, our guide to culinary adventure, and our trusted partner in making the right decisions on sourcing. We look to corporate chefs, culinary directors, and business leaders in fresh prepared retail food to deliver on overall brand promises of integrity, finding the right balance between healthfulness and indulgence, price and quality, and more. In the same way that the active inclusion of chefs and professionally trained culinary leaders is transforming university dining, quick-service restaurants, and the fast casual restaurant sector, the future of American retail also favors those who develop foodservice models that are deeply rooted in culinary expertise and vision.

“You want to have chef-driven prepared foods? Healthy, next-generation flavors that deliver on customer appetites and margin growth? Build a culinary culture within the retail walls and corporate offices of supermarket companies, and the rest will fall into place.”

--Steven Petusevsky, chef, author and culinary consultant; co-chair, CIA's Appetites + Innovation National Leadership Collaborative



In both independent stores and large chain operations, corporate chefs, directors of culinary innovation, vice presidents of perishables and foodservice, and others in similar retail leadership positions have to deliver an on-trend portfolio of menu items and packaged fresh foods that delight the customer and deliver profit margins that drive sustainable growth.

Appetites + Innovation: Shaping our Future, National Leadership Collaborative for Retail Foodservice (A+I Collaborative/A+I) is The Culinary Institute of America's newest industry leadership initiative. A+I is being developed as **an invitational collaborative of 30-35 senior culinary and business leaders in all sectors of foodservice and prepared foods at retail.** The Collaborative will meet once per year at the CIA's Napa Valley campus, and will additionally form a series of working groups to advance shared objectives and stay connected throughout the year.

GOALS OF THE COLLABORATIVE

- Connect a core group of leaders in retail foodservice to collaborate in a pre-competitive space in order to accelerate innovation that will benefit the entire sector.
- Incubate broad strategies to better bridge legacy products, menus, and food experiences with long-range projections for change around key, culinary-centric opportunities, and social, public health, and environmental imperatives.
- Strengthen the culinary capabilities and leadership expertise of the retail foodservice sector, from recruiting and professional development to strategy and R&D, in part by increasing the career appeal of retail foodservice for talented chefs of all ages and culinary school graduates.
- Facilitate dialogue among culinary and business leaders in retail foodservice and select manufacturers and other suppliers in order to better position retail foodservice as it works to evaluate and leverage long-term consumer, production and supply chain, distribution, culinary/foodservice, and design trends.

WORK OF THE COLLABORATIVE: AREAS OF FOCUS

The programming and committee work of A+I will focus on the following areas, and will develop over time according to the needs and interests of Collaborative members:

- Revolution in consumer values and preferences
- Economics of quality, customer aspiration, and margin
- Culinary excellence/R&D
- Building cultures of innovation
- Health and wellness
- Sustainability and food ethics
- World cuisines and flavor
- Produce: re-imagining a key product category
- Technology, transparency, and connectivity
- Experience design in the food environment
- Visibility of chefs, culinary careers, and the retail sector

MEMBERSHIP: BY INVITATION ONLY

Retail foodservice industry leaders invited to participate in A+I will be asked to join on a membership basis as individuals committed to working with the CIA, its partners, and their peers towards the advancement of the entire sector. This will involve active participation in an annual meeting at the CIA's Napa Valley campus (with core travel expenses and tuition sponsored), and engagement in a modest amount of working group activity and communications over the course of the year.

Members will receive special tuition rates and have priority access opportunities for other CIA industry leadership conferences and events where the program content is especially relevant to the work of the Collaborative. Members will also have special access to various CIA educational resources (in development) to assist with professional development in their respective organizations around Collaborative areas of focus.

RETAIL FOODSERVICE SECTOR: ELIGIBILITY FOR MEMBERSHIP

In forming the **A+I Collaborative**, the CIA will invite a cross-section of innovative, high-quality retail operators who are market leaders in their respective retail subsectors, including supermarkets, multi-unit specialty grocery and natural foods stores, department stores, C-stores, drugstores and pharmacies, and more.

Those welcome to participate (*on an invitational basis*) include VPs and corporate directors of perishables/deli/foodservice, corporate chefs, VPs of corporate strategy, VPs of produce, and corporate dietitians.

REFERENCE INITIATIVES

The work of A+I will be inspired by and build on a number of existing CIA leadership initiatives, entities, and partnerships:

- **The Food Business School**, the CIA's center for executive and graduate education "developing the next generation of entrepreneurs to transform the business of food." www.foodbusinessschool.org
- **Menus of Change**, a joint initiative of the CIA and Harvard T.H. Chan School of Public Health advancing the business of healthy, sustainable, delicious food choices; includes the *State of the Plate: An Annual Dashboard*, *the Principles of Healthy, Sustainable Menus*, and the *Menus of Change University Research Collaborative*. www.menusofchange.org
- **Healthy Menus R & D Collaborative**, an invitational leadership collaborative for the multi-unit and high-volume foodservice sector based on the work of Worlds of Healthy Flavors, a joint initiative of the CIA and Harvard T.H. Chan School of Public Health.
- **Worlds of Flavor International Conference & Festival**, the CIA's premier annual conference, now in its 18th year, designed to explore and increase accessibility to authentic flavors and food cultures from Europe and the Mediterranean to Asia and Latin America. www.worldsofflavor.org
- **reThink Food**, an annual conference series jointly presented by the CIA and MIT Media Lab exploring innovation at the intersection of technology, design, behavior and food. www.re-thinkfood.org

A+I SPONSORSHIP

A very limited number of manufacturers, growers, and other suppliers will be invited to support this CIA initiative through an annual corporate membership. Corporate members will be screened according to their commitment to advancing change and dialogue around key, long-term sector issues and leadership opportunities.

THE CULINARY INSTITUTE OF AMERICA

Founded in 1946, The Culinary Institute of America is an independent, not-for-profit college offering bachelor's and associate degrees in the culinary arts and baking and pastry. A network of more than 48,000 alumni in foodservice and hospitality has helped the CIA earn its reputation as the world's premier culinary college. Courses are offered at the college's main campus in Hyde Park, NY, as well as at The Culinary Institute of America at Greystone (St. Helena, CA), The Culinary Institute of America, San Antonio (San Antonio, TX), and The Culinary Institute of America, Singapore (Singapore).

Additional information about the CIA and its facilities, faculty, programs and industry leadership initiatives are available at www.ciaprochef.com and www.culinary.edu.

FOR MORE INFORMATION

Join the world's premier culinary college in leading the future of retail foodservice. For more information, please contact:

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