

THE ROCKEFELLER FOUNDATION + WWF + IDEO

Food Waste Challenge

Buffet 2.0

Flow

- *Introductions and Stories*
- *Stakeholders and Event Planning Journey*
- *Concepts and Principles*

FOOD WASTE STORY

“We’re easily throwing away 3,000-4,000 pounds of food from prep, over-production, and plates ever day.”

-Executive Chef



FOOD WASTE STORY

Buffet 2.0

The hotel industry and in particular the convention business within hotels, are a massive part of the overall food service system.

It is also a part of the food system where the checks and balances, tools and resources to make smarter and more considered food planning decisions is not systematized or scaled.

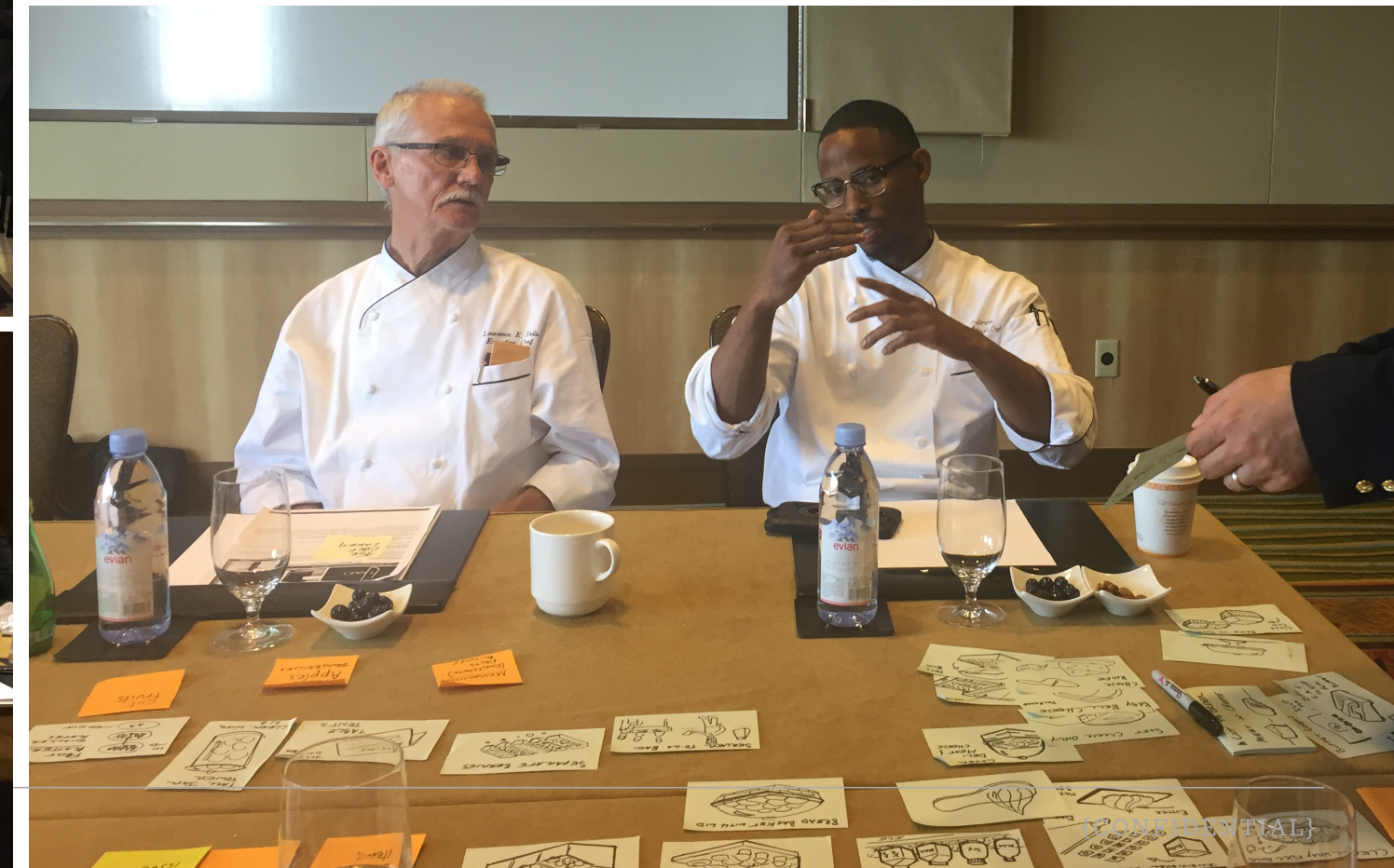
There is a growing motivation and incentive to reduce food waste through more cross-sharing of purpose, data and tools across the key stakeholders.



DESIGN PROCESS

The IDEO team conducted over 15 interviews and brainstorm sessions in NYC and Orlando with key stakeholders including certified meeting planners, hotel event managers, chefs, servers and event attendees.

Conversations led to fresh insights and ideas that were sketched and prototyped at a live breakfast buffet in the Hyatt Regency Orlando.



Event Planning Journey

Key stakeholders and key moments

KEY STAKEHOLDERS



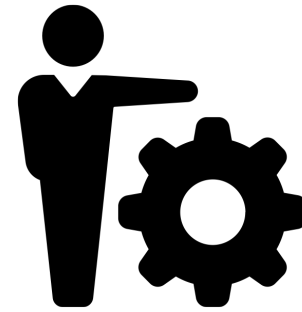
Corporate Client



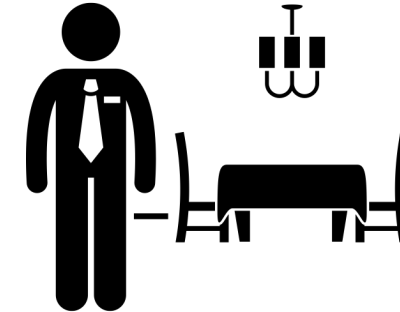
*Certified Meeting
Planner (CMP)*



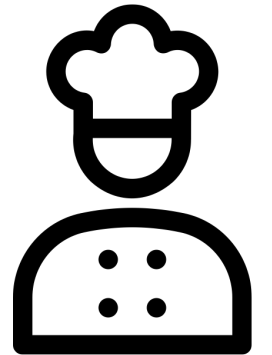
Event Attendees



Hotel Event Manager



*Hotel Banquet
Manager*



Hotel Executive Chef

KEY STAKEHOLDERS



Corporate Client

- *Ranges from a single corporation to a professional association*
- *Focused on the overall strategic priorities of an event (sales, networking, education etc.)*
- *A key client stakeholder, e.g. events or marketing director, hires CMPs to concept and run an event.*
- *Motivated to get the best ROI for the budget allocated. This is heightened for professional Associations where attendees carry much of their own costs.*
- *More and more corporations are aware and interested to demonstrate a positive social impact of an event, especially on a local level.*
- *Food waste is currently not a huge business concern but is gaining awareness within the 'green events' space.*

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CMP

- *Industry is made of a spectrum of CMPs; from time-stretched, independent operators to resourceful and progressive veterans.*
- *Focused on differentiating oneself and delivering demonstrable impact for corporate clients.*
- *The food experience is a critical part of the overall experience and budget: it's a balancing act between delivering on the 'wow' and creating a considered menu forecasting.*
- *Food data related to past insight, food patterns and consumer trends are extremely valuable but access to tools and resources are not currently optimized.*

KEY STAKEHOLDERS



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Event Attendees

- *Often attending events sponsored by a corporation and as such, feel removed from the accountability of personal decisions or actions with the food at an event.*
- *Personal food decisions or actions are often an afterthought, amidst the larger priorities of participating in event activities, networking, etc.*
- *Are open to playing a part in reducing food waste but currently are not exposed to an overall food philosophy and ways to participate.*

KEY STAKEHOLDERS



Hotel Event Manager

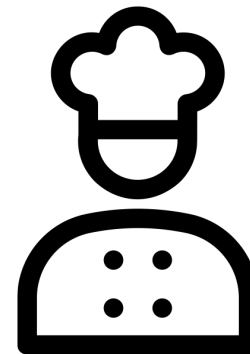
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- *Faces difficulties in getting accurate and timely food menu forecasting and planning from CMPs.*
- *Has some access and insight into past data and consumer patterns but lacking a systematic approach to cross-sharing with CMPs at scale.*
- *Often has to create redundant oversupply of food as a buffer in an event.*

KEY STAKEHOLDERS



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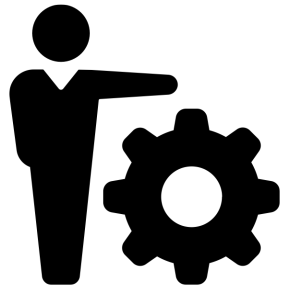
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Hotel Executive Chef

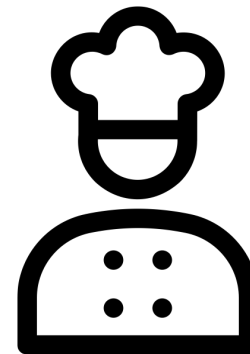
- *Responsible for the overall food planning and management of not just any singular event but the portfolio of events taking place at a given period and the food offering for a hotel's stable of restaurants.*
- *Motivated to deliver excellent food service at every touchpoint - from poolside to dinner in the restaurant - to uphold a reputation for great food and build confidence and curiosity about the Hotel's full offering.*
- *Frustrated with lack of CPM awareness and appreciation for sustainable, seasonal, sourcing.*
- *Committed to making things operationally easier on staff by incentivizing the use of the "menu of the day" by multiple parties.*
- *Motivated to reduce the massive food wastage at events as it negatively impacts the work process and morale of those involved.*

KEY STAKEHOLDERS



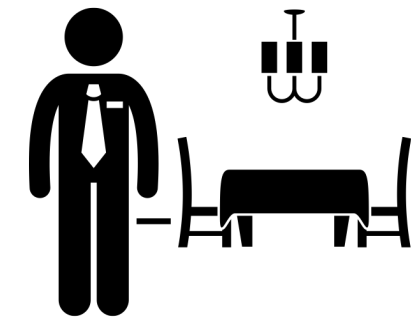
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Hotel Banquet Manager

- *Responsible for the attendee experience of the banquet - displaying, refreshing, and bussing supplies.*
- *Motivated to ensure a seamless and pleasant experience.*
- *Are committed to performing a good job well - with tips, they earn close to \$75k / year.*
- *Close the feedback loop to the kitchen and Event Managers by sharing observations on what people ate, and what they didn't eat.*

WHERE FOOD WASTE HAPPENS

Running out of food is everyone's worst nightmare.

Running out of food is the worst thing that can happen - for each actor in the chain.



Client

"My attendees will never come to my event again."



CMP

"My client will never work with me again."



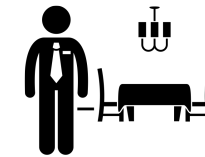
Event Manager

"We'll lose this meeting planner and all their clients."



Chef

"It will be costly, stressful, and too slow to cook more food if we run out, and clients will be unhappy."



Banquet Manager

"In the time it takes me to run back to the kitchen to get more food, people will get upset and complain. This is a great job and I don't want to lose it."



Attendee

"I'll be hungry and stuck."

WHERE FOOD WASTE HAPPENS

Each actor adds a little margin as a personal ‘insurance policy’ against running out.

No one wants to be the person who drops the ball, so each actor in the system adds a little margin to their estimates of headcount or portion size.

As a result, each individual insurance policy culminates in an ‘overinsured’ result - overproduction is guaranteed.



Client

We’re hosting 2500 people.



CMP

“We have 2500 attendees - mostly men, and they’re heavy eaters.”



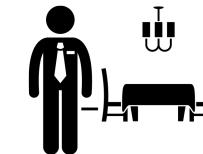
Event Manager

+ 3% on headcount as a rule
+ a little more, since they implied that each person is eating more than average



Chef

+ a little more food, as backup, just to be sure



Banquet Manager

+ put the backup platter out alongside the main platter so there is absolutely no risk of running out, even for a moment.



Attendee

+ a little more food on my plate than I need, so that I know I have enough.

WHERE FOOD WASTE HAPPENS

Complicating the matter are ‘gaming’ behaviors between CMP’s and Events Managers.

Everyone knows that others are adding margin. Some Meeting Planners and Hotels will occasionally ‘game the system’ to stretch their budget or maximize their profits.

This behavior can have a backlash effect. People who get burned double-down on their personal insurance because they feel they cannot trust others.



Client



CMP

“I know the Hotel will add 3% margin to headcount. So if I think I’ll have no more than 100 people, and know that the MP will plan for 103, I’ll say I have 97 people.”

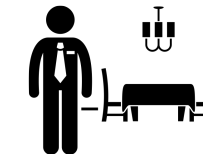


Event Manager

“If a CMP has had a bad experience with a hotel under-producing in the past, they’ll inflate their numbers to ensure we overproduce.”



Chef



Banquet Manager



Attendee

WHERE FOOD WASTE HAPPENS

Ultimately, figuring out the right food supply is a guessing game.

More accurate general projections of how much food to order and prepare increase the likelihood of supply appropriate to demand.

Once food is out on the buffet, it must be eaten or thrown out. More focused projections for specific meals ensure that food can be recovered and repurposed.

HEADCOUNT

How many people do we need to feed?

- *Final RSVP numbers typically come in 1-2 days after food orders need to be placed.*
- *Numbers can vary meal to meal as people may skip meals (ex. breakfast) but show up for others.*

VARIETY

What will people eat?

- *Current estimates are based on geographic x lifestyle generalizations (ex. Californians? More greens. Midwesterners? More meat.)*
- *“Dietary Preferences” have exploded - with special meals comprising up to 30% of a banquet, mostly to accommodate preferences (ex. no onions) not allergies.*
- *From meal-to-meal, Banquet Mangers will take mental note of what people are eating and try to play that back at the daily 3pm Menu Reading for the next day.*

PORTION SIZES

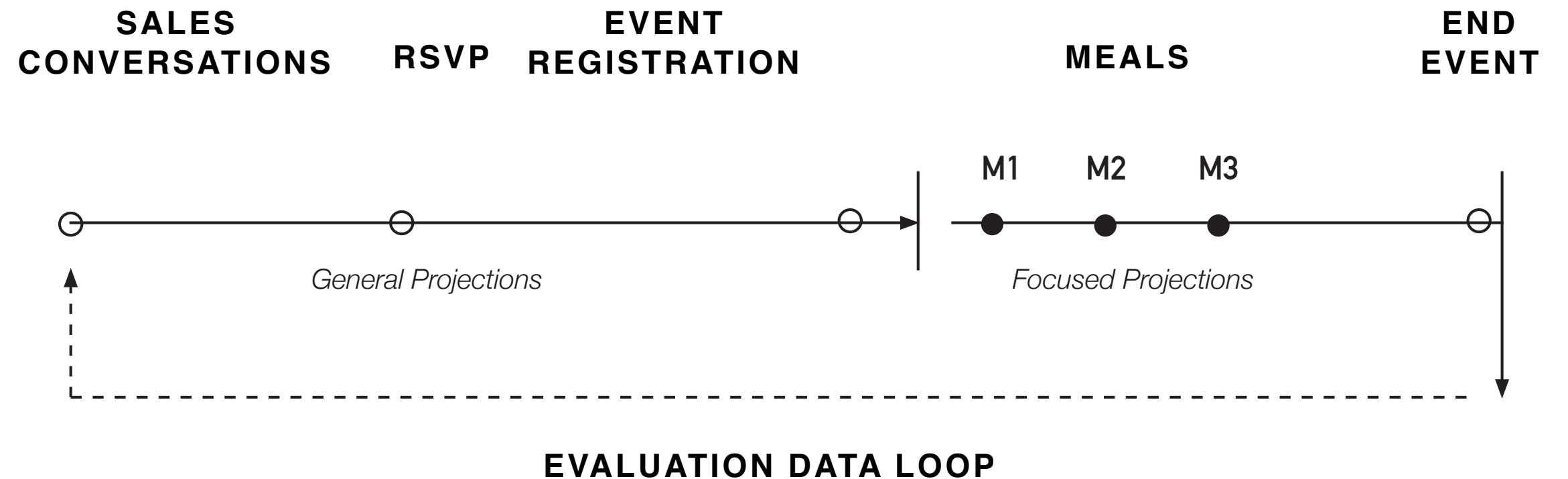
How much will people eat?

- *Current estimates based on demographic assumptions (ex. men eat more, women eat less)*
- *From meal-to-meal, Banquet Mangers will take mental note of how much people are eating and try to play that back at the daily 3pm Menu Reading for the next day.*

DATA

How might banquet planning become more data-driven?

One key pillar of successful event food planning is good data. The following diagram illustrates how the data collection and sharing needs to be a continuous loop of information that gets better results over time.



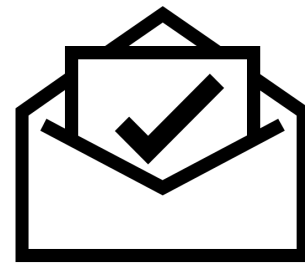
KEY MOMENTS



Sales Conversation

A series of interactions between a client, CMP and hotel event manager that moves from an RFP to a approved Event Order.

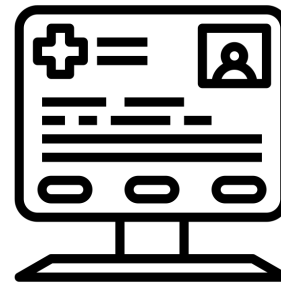
There is huge opportunity to create upfront content, tools and resources that influence more considered and smarter food menu projections.



RSVP

A set of online interactions for an event attendee to confirm one's attendance and personal details.

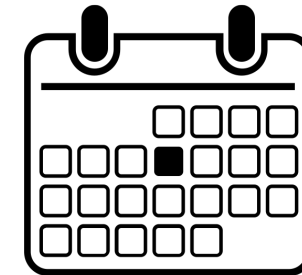
The first set of key moments to engage and prompt insights into attendee's food profile.



Event Registration

The on-site moment that an event attendee is personally registering for the event.

For many attendees, the actual moment that the event's activities feel tangible.

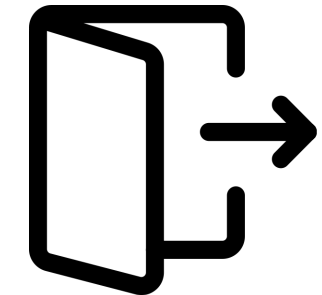


Event

A period of days where attendees are busy with the events schedule and networking.

For many attendees, they don't equate their personal actions with meals provided as having any opportunity costs.

For CMPs and hotel staff, they are constantly monitoring and optimizing the meal production.



Event Exit

During the close-out of the event, CMPs and hotel staff are either separately or collaboratively collecting learnings so as to inform future events.

The methods are currently informally documented.

KEY MOMENTS + OPPORTUNITIES



Sales Conversation

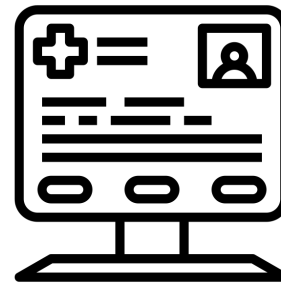
*How might we develop a **shared commitment** to accurate forecasting and minimizing waste?*

*How might we **design menus and meal formats** to be fully enjoyed?*



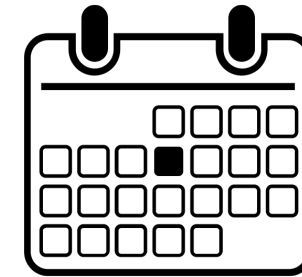
RSVP

*How might we **gather attendee food preference data that is more actionable** for effective menu and meal-format design?*



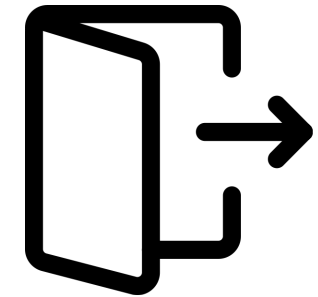
Event Registration

*How might we gather more accurate data on **meal-to-meal attendance**?*



Event

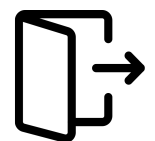
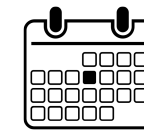
*How might we **fine-tune supply** meal-to-meal, and within each meal?*



Event Exit

*How might we **track, capture, and analyze consumption data** to inform future events?*

JOURNEY



Buffet Journey

The following check marks reflect the current intersection of key stakeholders and moments in the event planning that effect the food supply chain data.

	SALES CONVERSATIONS	RSVP	EVENT REGISTRATION	DAY 1	DAY 2	END EVENT
 CORPORATE CLIENT	✓	✓				✓
 CMP	✓	✓	✓			✓
 EVENT MANAGER	✓	✓	✓	✓	✓	✓
 BANQUET MANAGER			✓	✓	✓	✓
 CHEF	✓	✓	✓	✓	✓	✓
 EVENT ATTENDEE		✓	✓	✓	✓	✓

Concepts

*17 food waste tactics to consider
moving forward*



Sales Conversation

*How might we develop a **shared commitment** to accurate forecasting and minimizing waste?*

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CONCEPTS



Sales Conversation

A series of interactions between a client, CMP and hotel event manager that moves from an RFP to a approved Event Order.

There is huge opportunity to create upfront content, tools and resources that influence more considered and smarter food menu projections

***Food
Philosophy***

***Data Bank
Program***

***Food Waste
Certification***

***Event Menu
Packages***



Food Philosophy

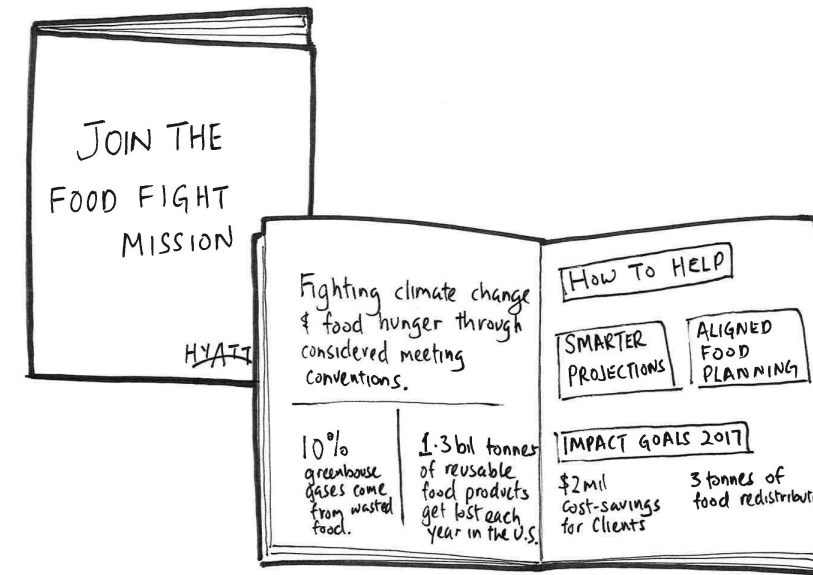
New content narrative and story that frames a hotel's overall food waste philosophy and shines the light on important facts and figures, alongside an inspiring goal to achieve through collaboration. It can be seen as the next evolution in CSR.

Design Target: Hotel event managers to share with CMPs during the upfront sales conversations.

Quotes:

"It's valuable info that helps me assess or market hotels I've short-listed, to my corporate clients. I would incorporate it into my own materials" -CMP

Concept Sketches:



Hyatt's Food Philosophy

Thoughtfully Sourced. Carefully Served. Mindfully enjoyed.

- 10% greenhouse gases come from wasted food.
- 200,000 meals wasted during hotel conventions each quarter.
- Our goal in 2017 is to cut down food waste by 15% give back to Orlando, and save \$150,000 for our clients.

Benefits for Corporations

Cost saving and rewards for good practice

- By collaborating more closely with us, corporations have been able to save on average \$20,000 on food expenses.



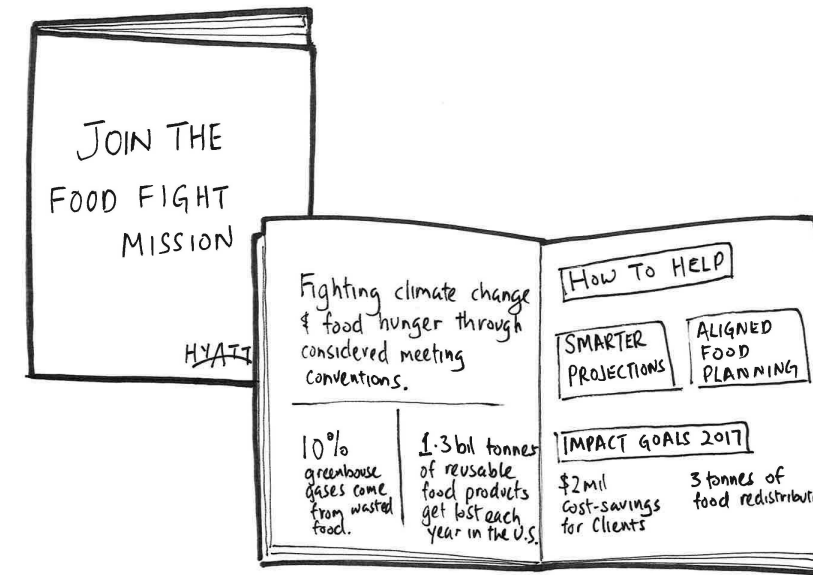
Food Philosophy

Key Questions and Next Steps:

Plan for a range of formats for different use cases:

- A summarized online video that helps story-tell an evocative food vision and philosophy for CMPs to share with corporate clients.

Concept Sketches:



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Data Bank Program

- A resource tool where CMPs can make smarter food menu decisions based on shared access to food data and trends and case studies. It encourages new ways to collaborate with hotels on food menu planning.
- Hotels could generate food and beverage recommendations based on past data insights relevant to a current event's attendee profile and demographics.
- Originally projected food choices and quantities can be refined based on insights gleaned from similar types of events or knowledge of existing corporate clients.

Design Target: Hotel event managers to share with CMPs during the upfront sales conversations.

Quotes:

“Lot of event planners don't have access to food data and are craving knowledge and expertise, especially with changing societal trends.” -CMP

“We always want to work with people who add value. It's a win win for everybody if I get better data, I can plan better and attendees have a good experience.”
- CMP

Concept Sketches:



Data Bank Program

Key Questions and Next Steps:

Plan for a range of formats for different use cases:

- An online repository of key assets and data reports for CMPs to constantly refer to.

Concept Sketches:

Smart Project Reports

Based on:

- Past patterns and data
- What we know about your conference

Here are some potential considerations:

- Reduce the amount of carbs, given the Midwestern attendees
- Balance out the coffee supply with tea selection
- etc.

Hyatt's Food Program

Help us do our part

- Cross-share past data to make smarter projections
- Collaborate on aligned food planning



Food Waste Certification

Description:

A new certification program based on educating and empowering CMPs with green and sustainable food insights and best practices.

It can be an addition to the crucial CMP certification process, as well as valuable skills-upgrade courses for veteran CMPs that helps distinguish themselves in the field..

Design Target:

CMPs

Quotes:

“I would love to be trained and certified, this will be a badge of honor and make me much more marketable and gives me credibility”

- CMP

“Make it hard to get certification so it elevates a status.” -CMP

Concept Sketches:



Certification

Become certified as a champion of reducing food waste

- Gain recognition
- Share your responsibility
- Waste Not. Want not.



Food Waste Certification

Key Questions and Next Steps:

Determining the relevant governing or sponsoring bodies to work with(e.g.):

- *CMP industry bodies like Meeting Professionals International, and Convention Industry Council*
- *Hotel groups that can help run and facilitate the program*
- *Food waste expert bodies. Rockefeller Foundation and WWF can play that role.*
- *Ensure that the accreditation is a considered process that feels aspirational and meaningful to attain.*

Concept Sketches:



Event Menu Packages

Description:

- A collaboration tool whereby hotels generate event menu package options based the most optimal food items available for the hotel and season; with the aim for more considered food menu decision-making that helps reduce food waste
- Packages can either be upfront prompts for time-crunched CMPs, or tuned based on collaborative discussions with veteran CMPs.
- Each individual package have key food photography, important figures like costs, nutritional values, flavor profiles etc.

Design Target:

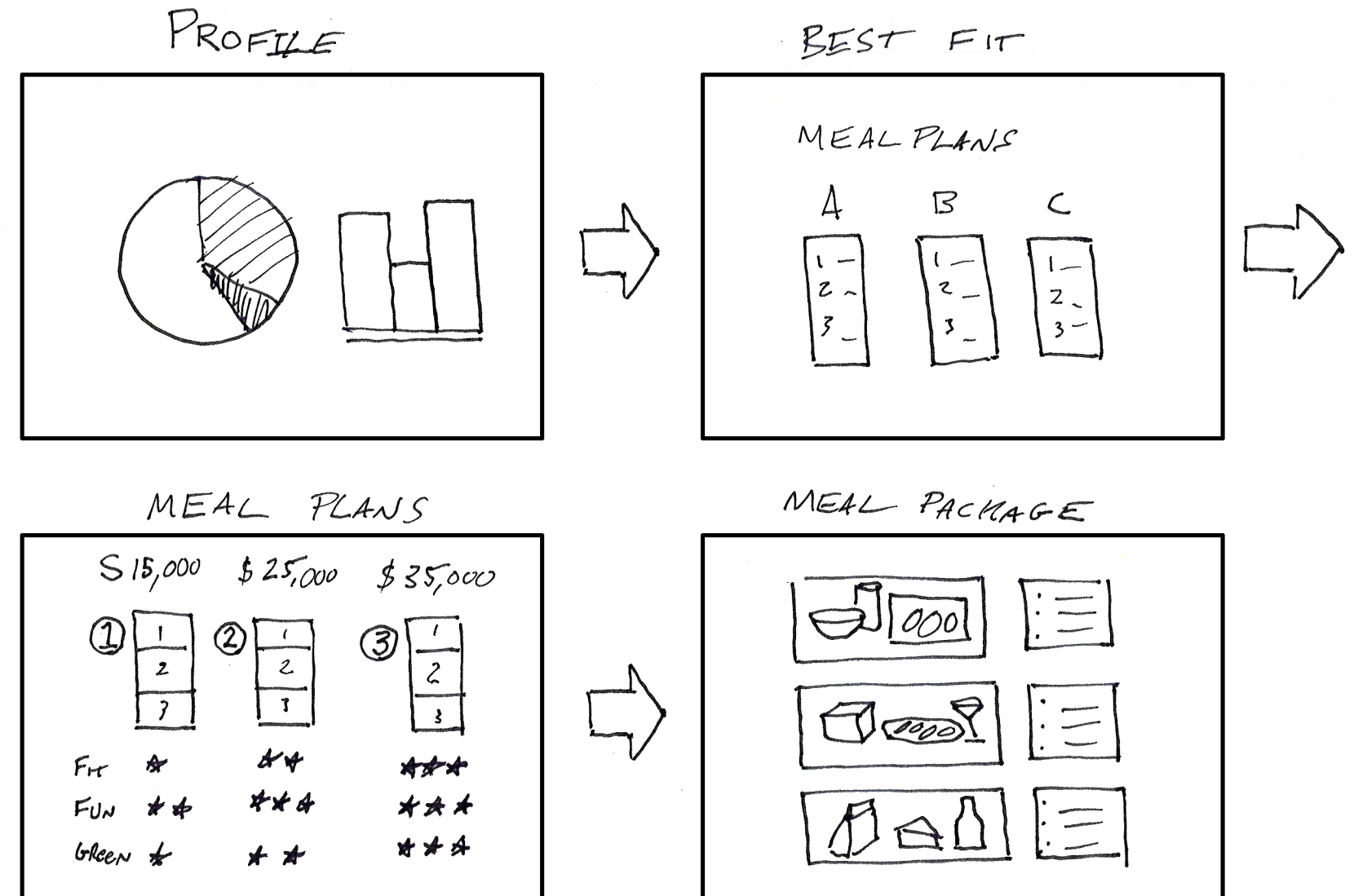
Hotel event managers to share with CMPs during the upfront sales conversations.

Quotes:

“It would greatly help save me time, right now the system is a lot of guessing based off experience.” - CMP

“Every corporate client would love to see options; 1-2-3” - CMP

Concept Sketches:

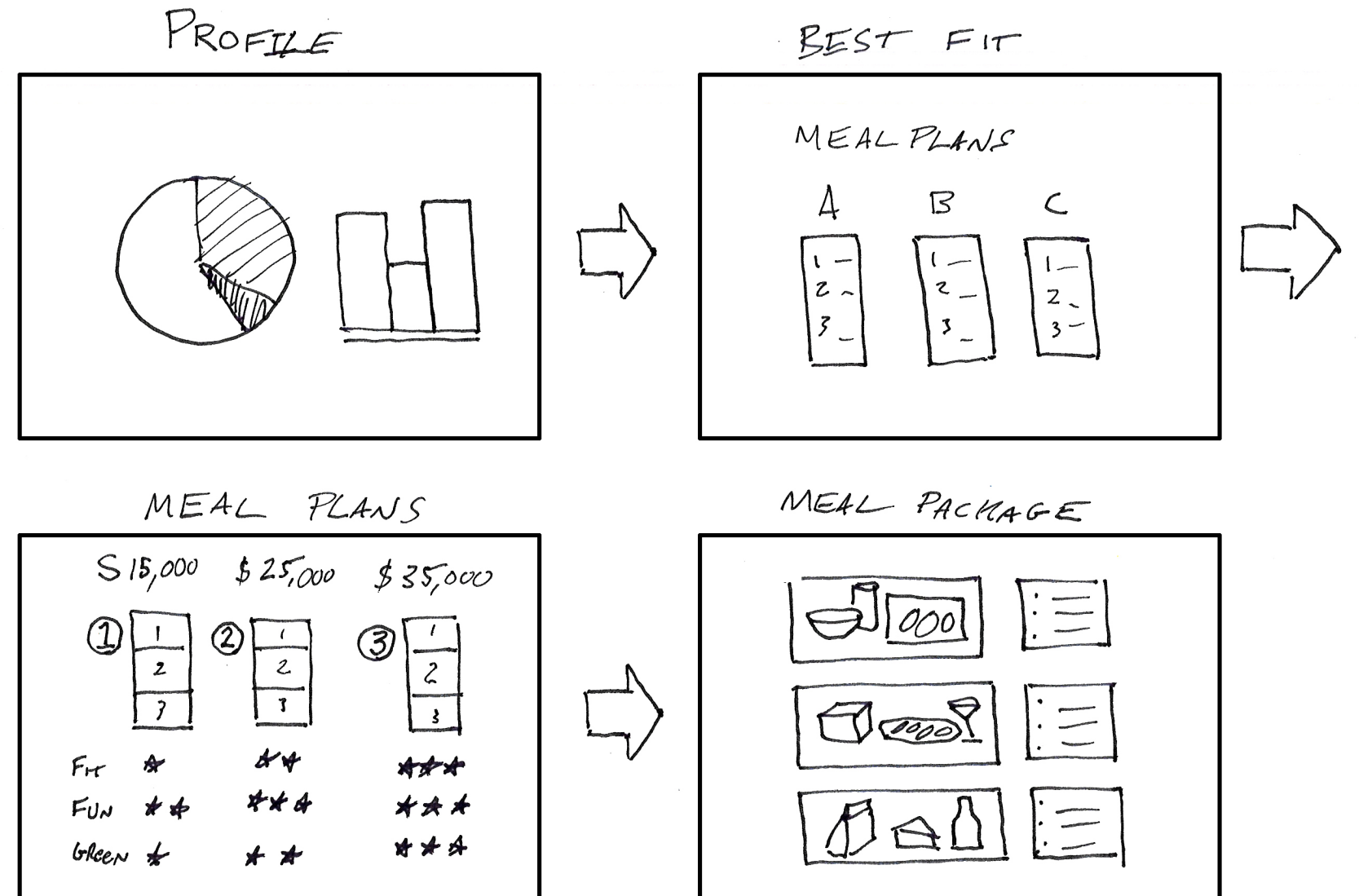


Event Menu Packages

Key Questions and Next Steps:

- Steps to help collate materials would be to document existing menus in detail and photography that can build into case studies.
- It's important to demonstrate a collaborative and customizable effort between event managers and CMPs, so as ensure that CMPs feel a sense of personal contribution and effort.

Concept Sketches:





RSVP

How might we gather attendee food preference data that is more actionable for effective menu and meal-format design?



CONCEPTS



RSVP

A set of online interactions for an event attendee to confirm one's attendance and personal details.

The first set of key moments to engage and prompt insights into attendee's food profile.

Eater Profile Tool



Eater Profile Tool

Description:

- An input program during attendees online RSVP process that prompts basic food and beverage preferences and profile. This helps build insight critical to refining original projections.
- It can be integrated into event RSVP processes where attendees are already prompted to share basic known details (e.g. which sessions one plans to attend, arrival and departure dates, etc.)

Design Target:

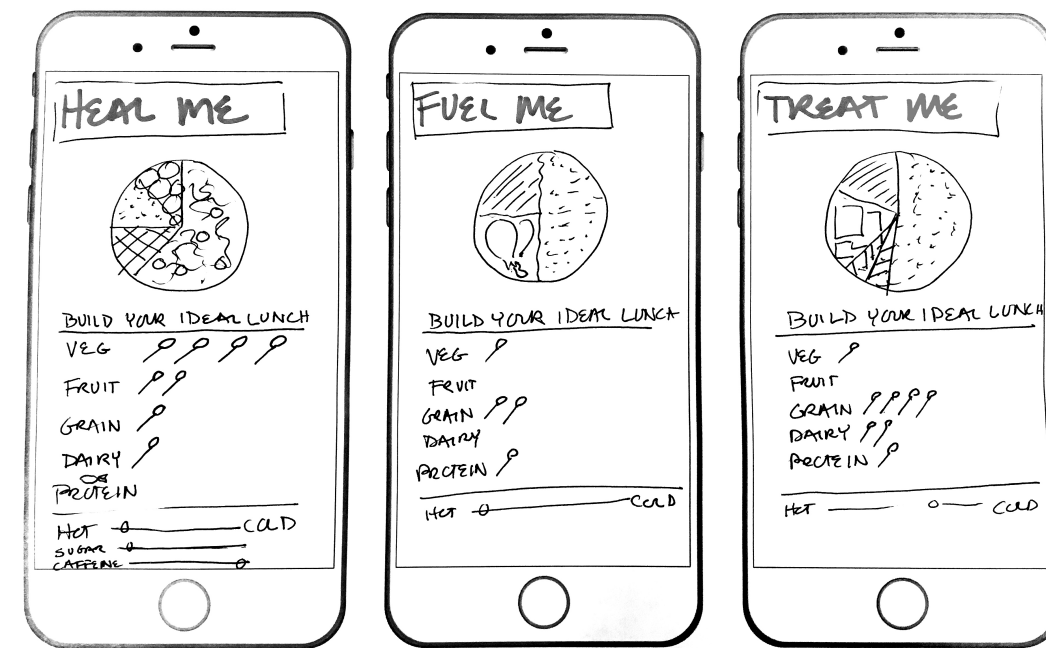
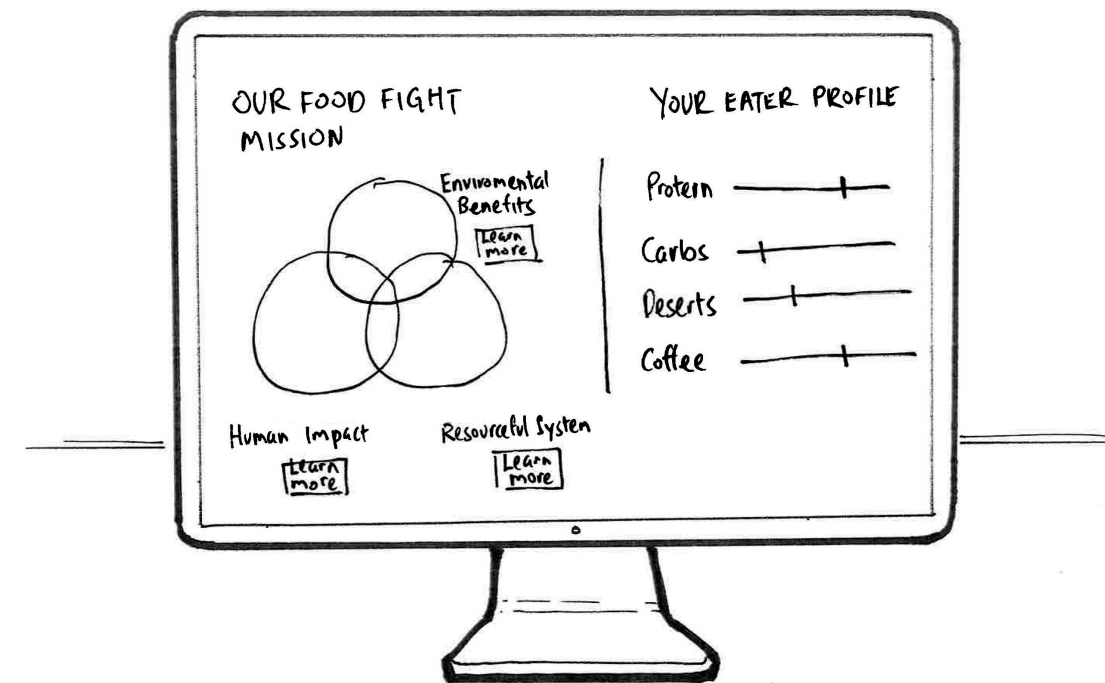
Event attendees

Quotes:

“A sample size of respondents is often enough to indicate the general patterns of the event attendees.” - Chef

“If I understand the food philosophy, I will be willing to do my part.” - event attendee

Concept Sketches:

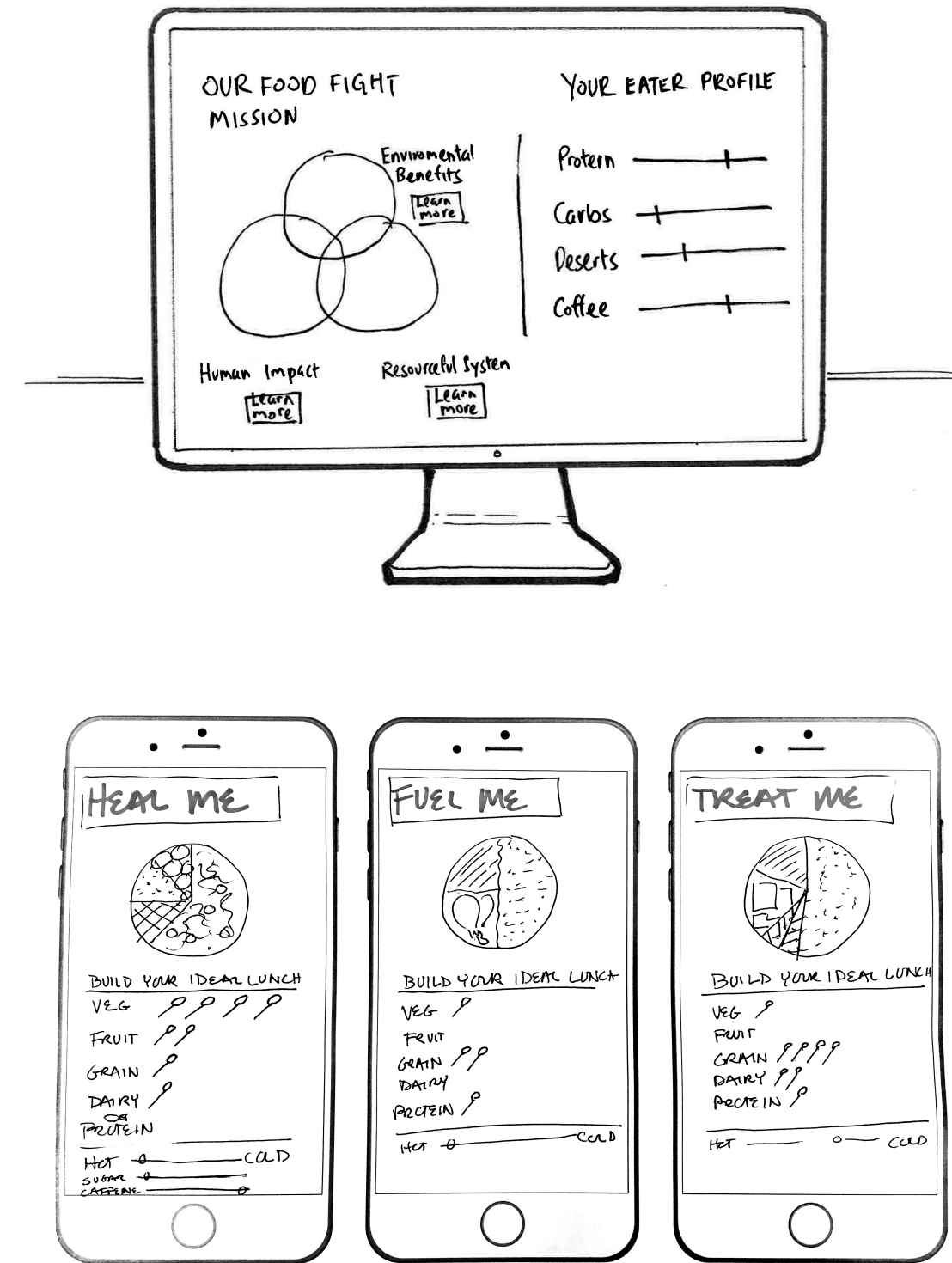


Eater Profile Tool

Key Questions and Next Steps:

- What are low-hanging incentives that can be offered for participation?
- What is the right system of app creation and integration with the hotel to ensure that the hotel staff have real-time access to the data collected?
- Can the data collected about each person be kept in a system for future events.

Concept Sketches:



CONCEPTS



Event Registration

How might we gather more accurate data on meal-to-meal attendance?



CONCEPTS



Event Registration

The on-site moment that an event attendee is personally registering for the event.

For many attendees, the actual moment that the event's activities feel tangible.

Meal RSVP



Meal RSVP

Description:

- During event registration or hotel check-in a quick survey to gather data from guest/attendees about buffet attendance and food preferences will lead to better projections on food preparation and service.
- Communicating a food waste philosophy and mission and provides tangible incentives for helping input personal RSVPs.
- Subtle prompts can be prompted each day to ensure accurate counts if personal conditions change for an attendee.

Design Target:

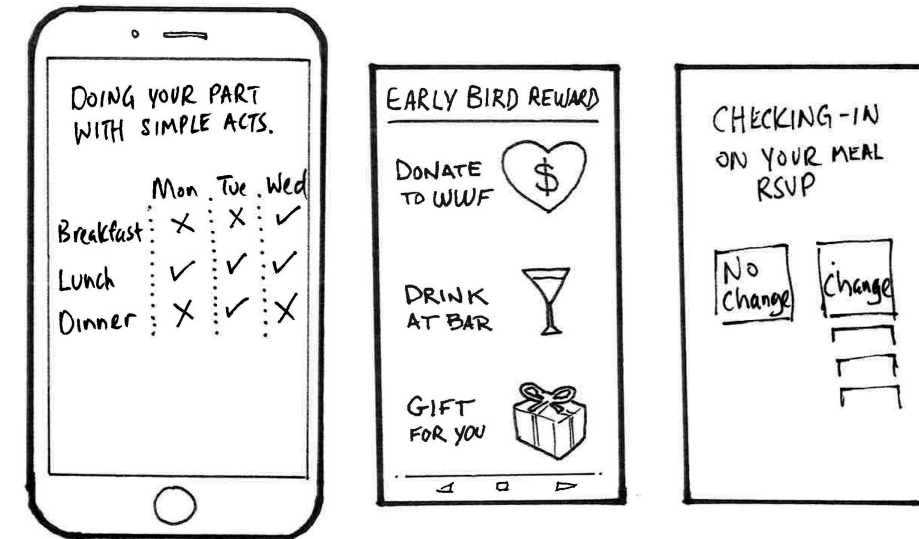
Event buffet attendees

Quotes:

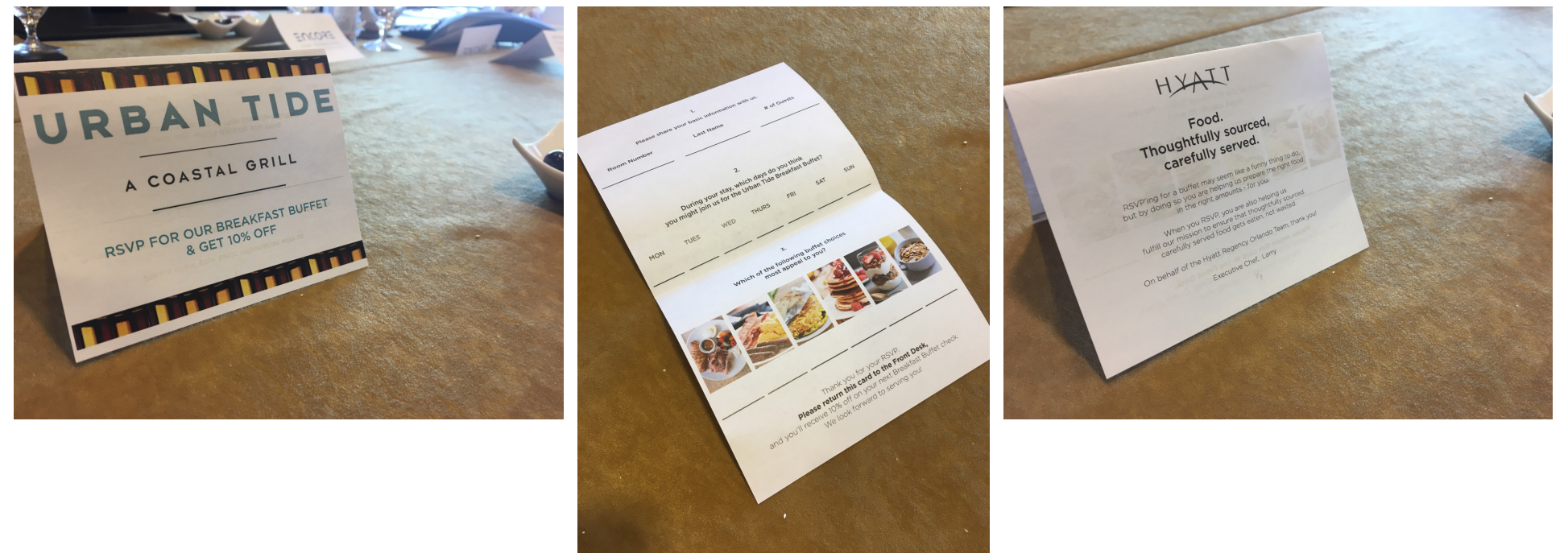
“We should really tie in to the connection to the person. Because you did this, you personally saved X food. And its contributed XX...” - CMPs

“If 30% participated, you can get an idea since the demographics are similar.” - Executive Chef

Concept Sketch:



Concept Prototype:

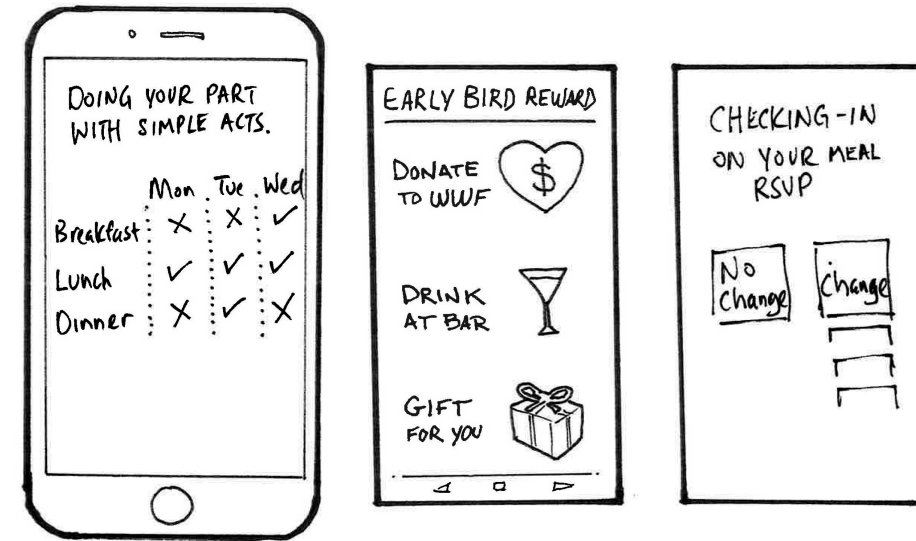


Meal RSVP

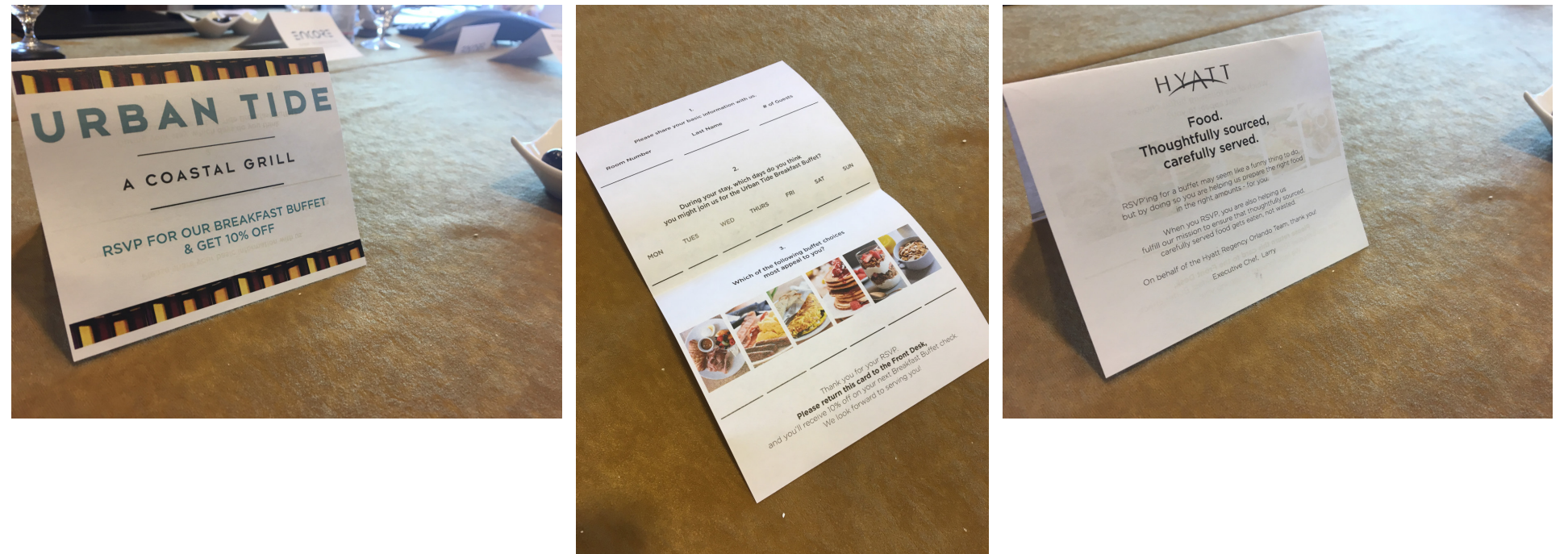
Key Questions and Next Steps:

- What is the best format for gaining data? Digital through a tablet or phone or paper survey at the front desk?
- What is the right system and integration with the hotel to ensure that the hotel staff have real-time access to the data collected?
- What prevents people from changing their mind, not attending and skewing the numbers?
- Will this slow down the registration process for the front desk?
- What incentives do we offer to drive participation? Coupon?

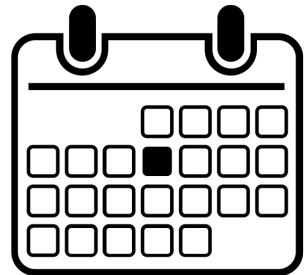
Concept Sketch:



Concept Prototype:



CONCEPTS

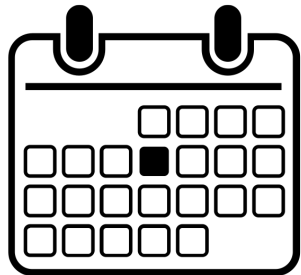


Event

How might we fine-tune supply meal-to-meal, and within each meal?



CONCEPTS



Event

A period of days where attendees are busy with the events schedule and networking.

For many attendees, they don't equate their personal actions with meals provided as having any opportunity costs.

For CMPs and hotel staff, they are constantly monitoring and optimizing the meal production.

***Conscientious
Consumption
Cues***

***Phasing Down
Vessels***

***Portioned
Vessels***

***Separated
Vessels***

***Pace The
Pastries***

***A La Minute
Displays***

***Food
Dispensers***

***Always-full
Chafers***

***Food Kits
2.0***



Conscientious Consumption Cues

Description:

- *Sharing the hotel / event's food philosophy for a more sustainable future with written and verbal communications at the buffet check-in, buffet line and dining tables.*
- *Conscientious consumption reminders can be written on table tents, napkins, to-go bags, boxed lunches or verbalized by the staff during key moments of interaction.*

Design Target:

Event buffet attendees

Quotes:

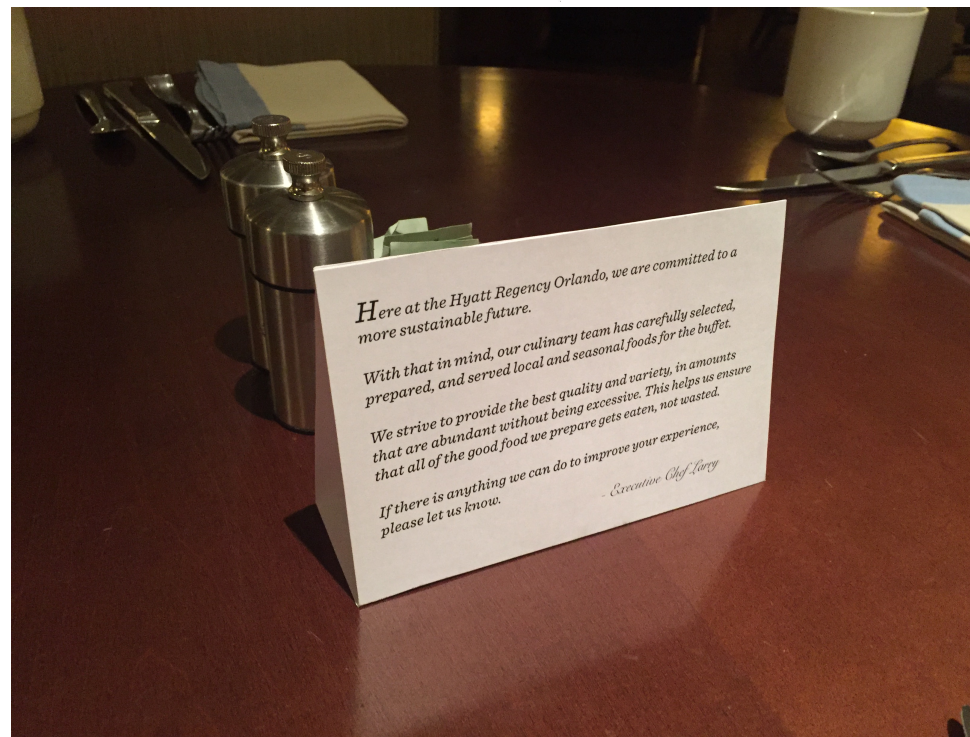
"We have not done a good job educating guest on our philosophy" - Hotel F&B Staff

"Many attendees have aligned sustainability values, but they need a reminder during events because they are not conscious of their actions." -Event attendee

Concept Sketch:



Concept Prototype:



Food philosophy shared at the dining table



Food philosophy shared at the buffet



Conscientious Consumption Cues

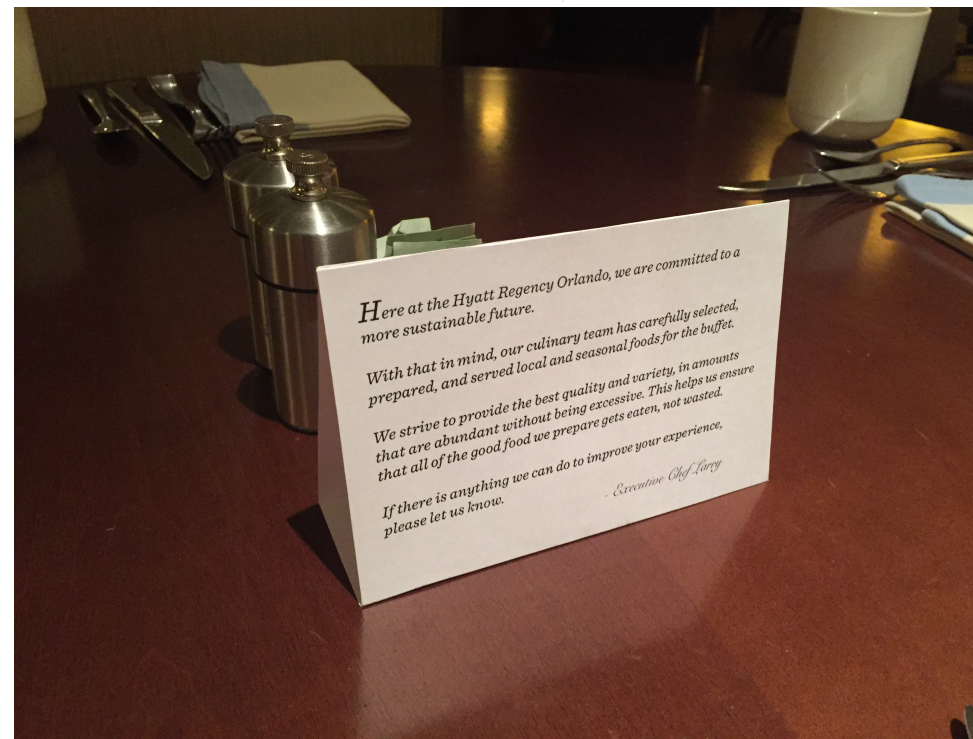
Key Questions and Next Steps:

- Work with the marketing team to develop materials that align with the larger sustainability vision.
- Consider the right balance of information which feels impactful and stand out, without being preachy.
- Consider leveraging smart phone apps like social media, web links or QR codes readers to further elaborate on the communication for attendees who are curious.

Concept Sketch:



Concept Prototype:



Food philosophy shared at the dining table



Food philosophy shared at the buffet



Phasing Down Vessels

Description:

Phase down large trays of food to smaller trays as the meal draws to a close to avoid large amounts of waste in order to keep the buffet looking full for the last customer.

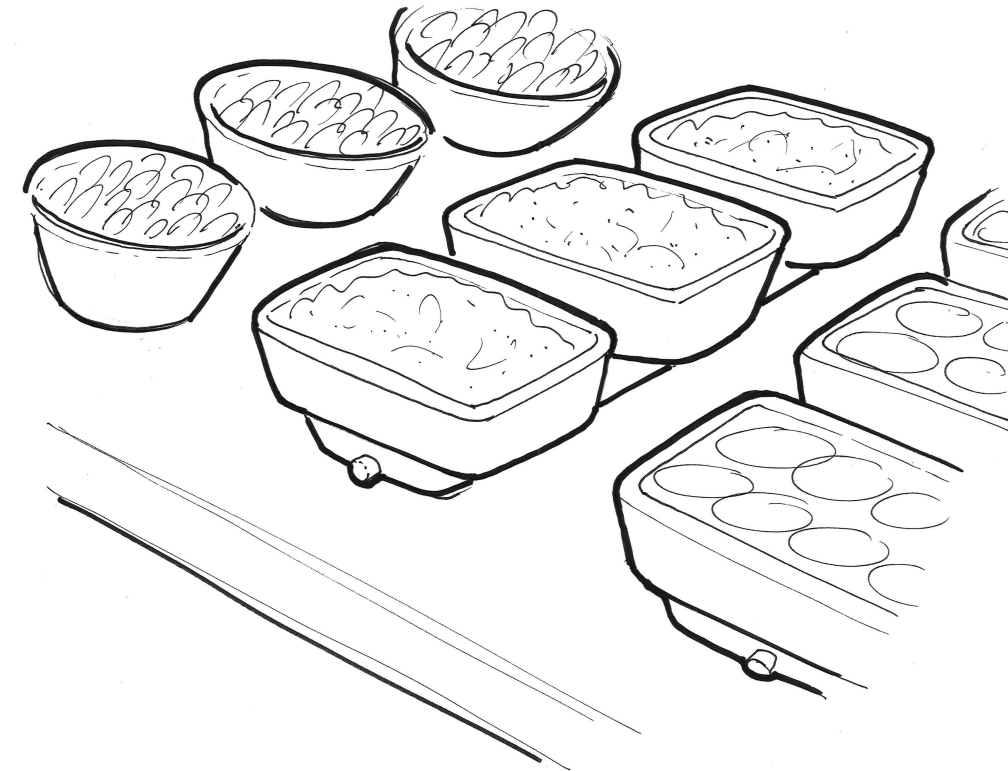
Design Target:

Event buffet attendees

Quotes:

“Smaller vessels help reduce the tension of always needing to replenish a full vessel during slowed down flows.” - Hotel F&B Director

Concept Sketch:

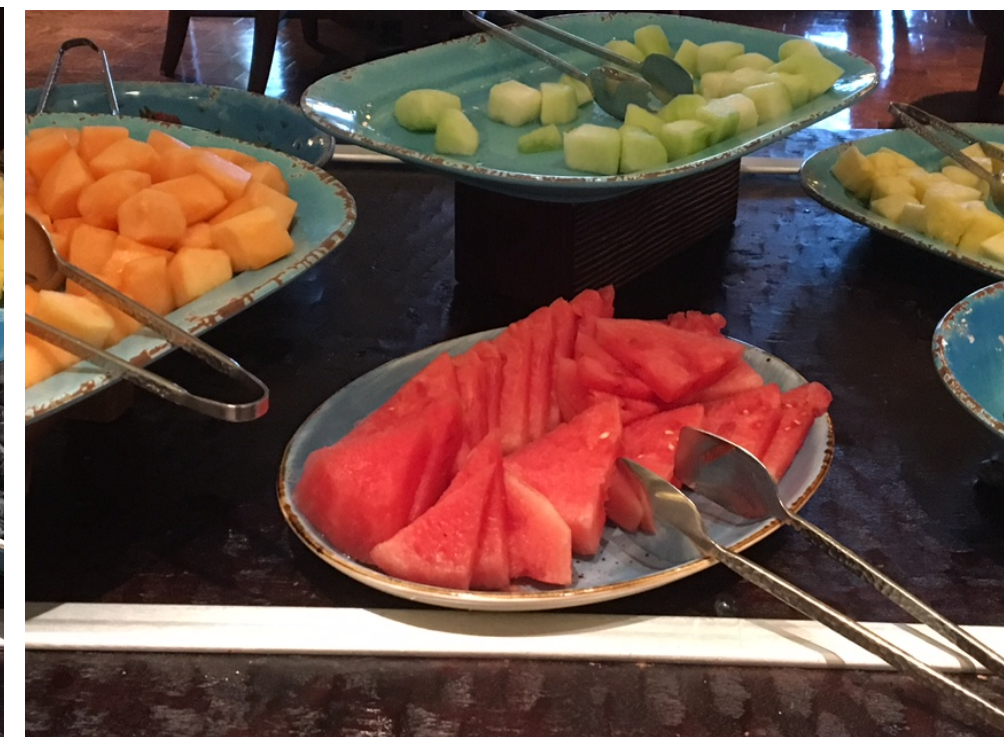


Existing Vessel:



Beginning of the buffet - large platters

Concept Prototype:



End of the buffet - smaller platters

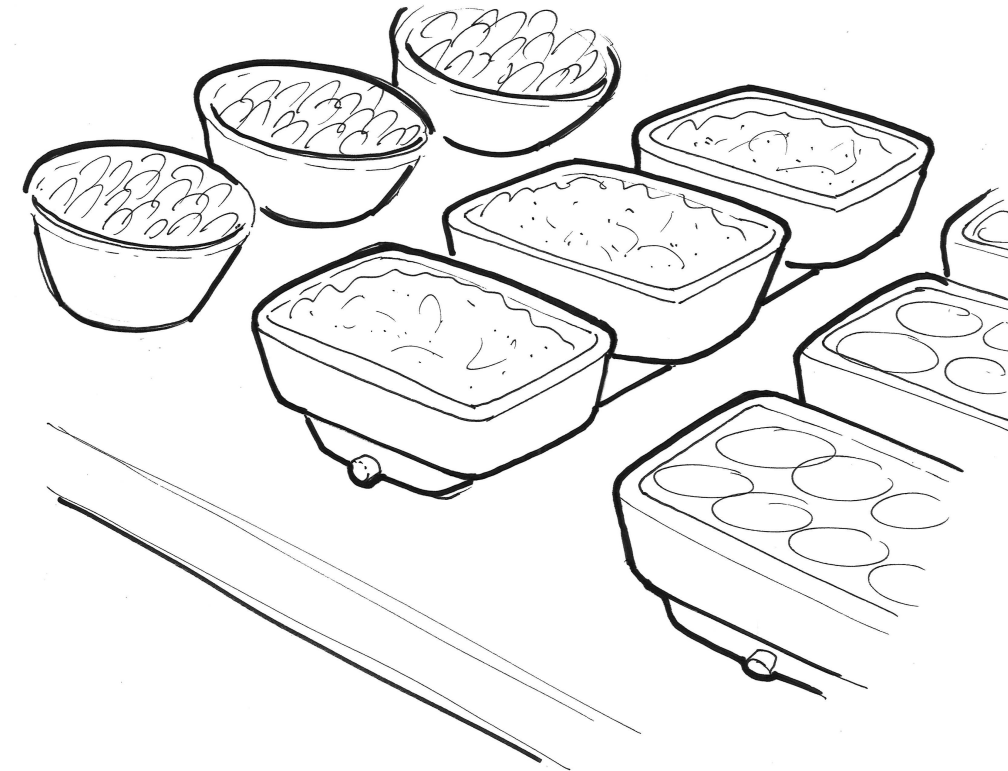


Phasing Down Vessels

Key Questions and Next Steps:

- Utilize existing trays and equipment.
- Start tracking timing on buffet so it's more planned on when to start sizing down platters
- Consider the type of table decoration displays that can help fill up the table-top empty spaces created from the down-sized vessels.

Concept Sketch:



Existing Vessel:



Beginning of the buffet - large platters

Concept Prototype:



End of the buffet - smaller platters



Portioned Vessels

Description:

Pre-prepare single-serve containers for items like yogurt to avoid wasting large serving bowls that require wasteful replenishment towards the end of meal.

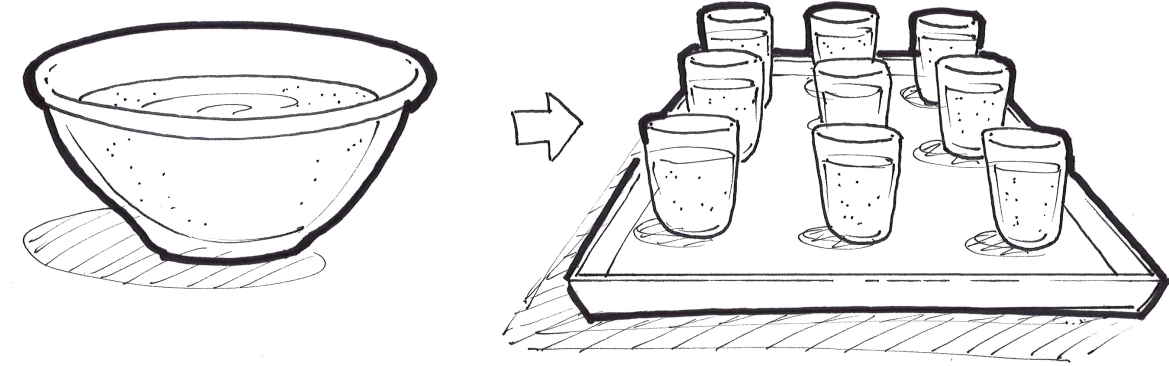
Design Target:

Event buffet attendees

Quotes:

“I actually like the way this looks better than the big bowls of yogurt and there was a lot of receptiveness during the breakfast session.” - Hotel F&B Director

Concept Sketch:



Existing Vessel:



Large bowls

Concept Prototype:



Individual cups of yogurt

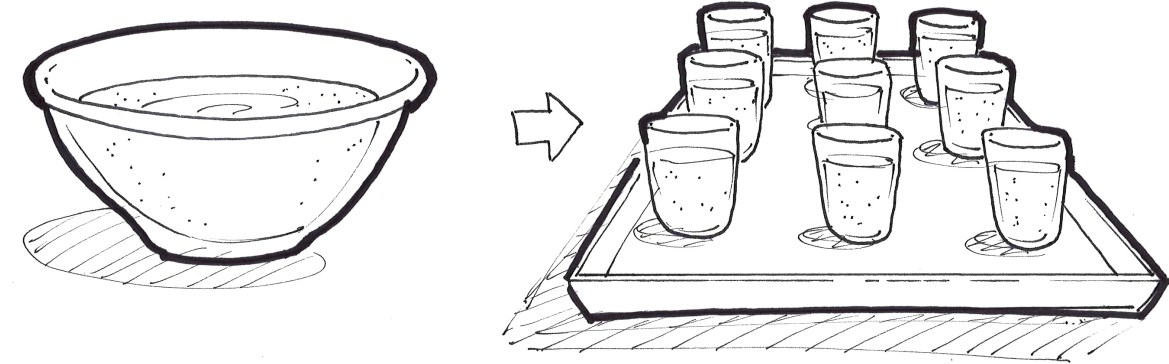


Portioned Vessels

Key Questions and Next Steps:

- Look into piping bags of yogurt to fill individual jars easier and faster.
- Consider what other food items can be served in this manner.
- Consider starting with large serving bowls for large flows, and then moving to individual servings towards the end.

Concept Sketch:



Existing Vessel:



Large bowls

Concept Prototype:



Individual cups of yogurt



Separated Vessels

Description:

- Offer mixed fruits such as berries in individual trays to avoid wasting expensive items such as out of season raspberries.
- Individual trays will protect fruits from getting smashed as customers serve themselves or picked through mixes to get their favorites. Individual trays of fruit also create visual interest and color.

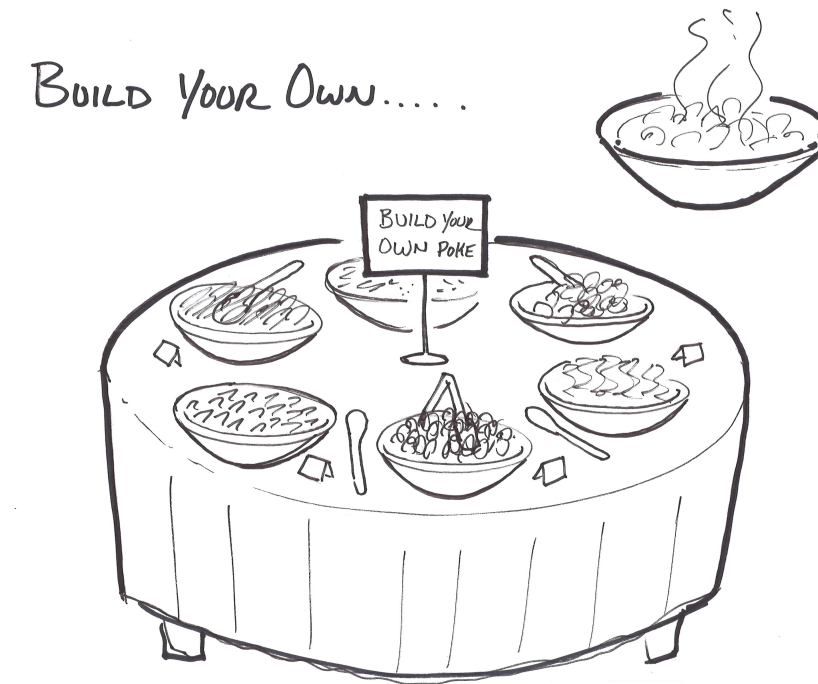
Design Target:

Event buffet attendees

Quotes:

“This will help us highlight and showcase seasonal fruits.” - Chef

“The separated fruits add color and texture and save the wastage of expensive fruits.” - Hotel F&B Director



Concept Sketch:

Existing Vessel:



Mixed fruit

Concept Prototype:



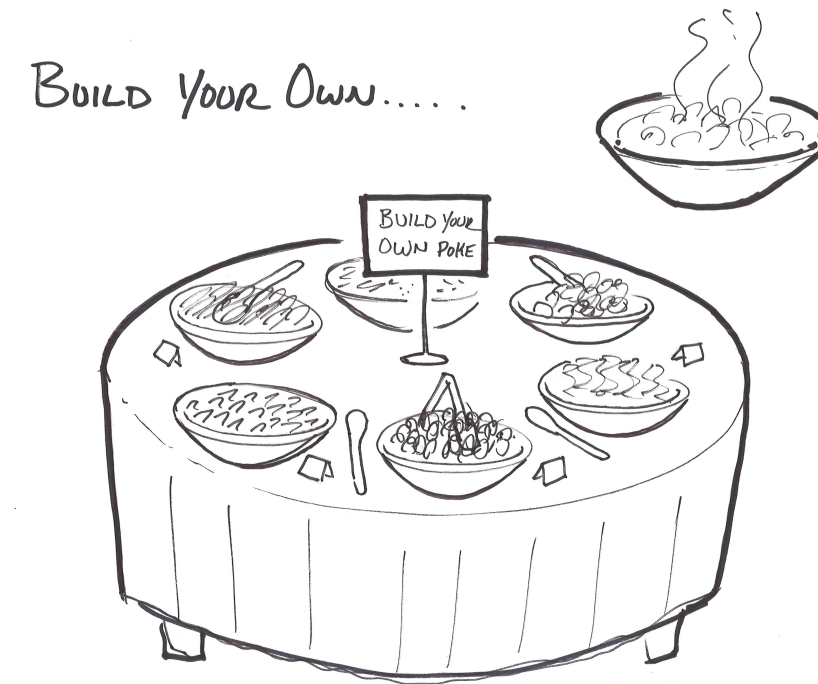
Separated fruit



Separated Vessels

Key Questions and Next Steps:

- Utilize existing trays and dishes for separating and serving fruits
- Consider the other food items to test out. E.g. Nuts? Granola? Trail mix?



Concept Sketch:

Existing Vessel:



Mixed fruit

Concept Prototype:



Separated fruit



Pace The Pastries

Description:

- Display pastries in small batches to highlight the deliciousness of the daily baked freshness. This will make the tray look abundant without having to put a lot of supply out on the buffet table.
- As pastries are eaten replace as needed without overflowing.

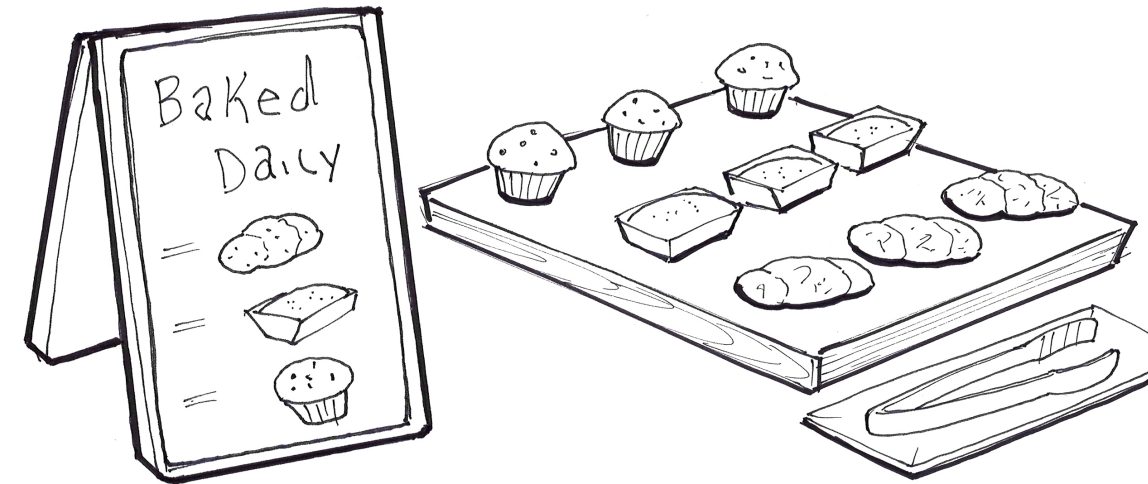
Design Target:

Event buffet attendees

Quotes:

“So many pastries go stale from being left out for too long, it’s hard to predict who eats the carbs so we have to display many varieties” - Chef

Concept Sketch:



Existing Display:



Abundant amount of pastries

Concept Prototype:



Smaller platters of pastries

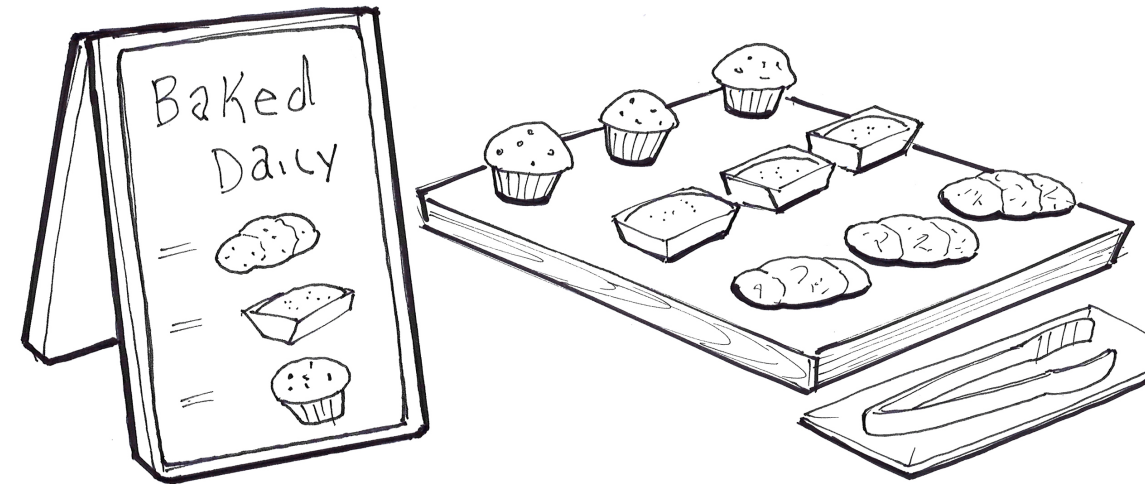


Pace The Pastries

Key Questions and Next Steps:

- Leverage the fact that pastries are baked daily and highlight today's offerings
- Look into covers such as the bread box to maintain freshness on the floor and ability to reuse in the cafe.

Concept Sketch:



Existing Display:



Abundant amount of pastries

Concept Prototype:



Smaller platters of pastries



A La Minute Displays

Description:

Remove expensive items that stale fast such as cheese and smoked salmon from the buffet table and offer it only when ordered. A nice display of the item can be created with a note about how to order one or a verbal reminder by the server can be made.

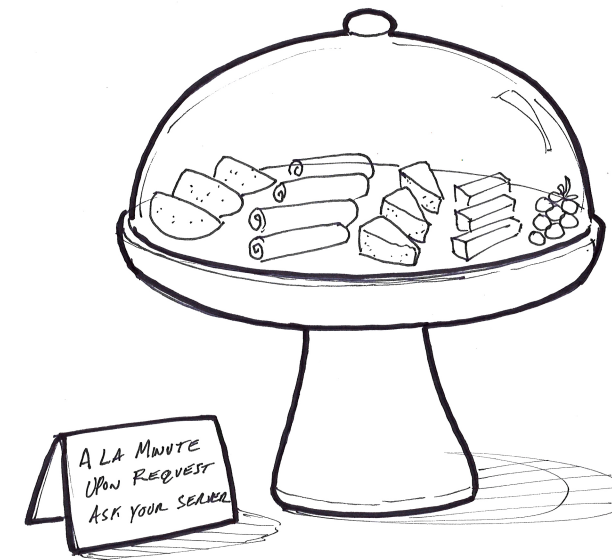
Design Target:

Event buffet attendees

Quotes:

“13 out of the 18 pre-made platters were ordered in the experiment, saving a lot of ham and cheese that normally gets thrown out.” - Chef

Concept Sketch:



Existing Display:



Serve your self

Concept Prototype:



By order only

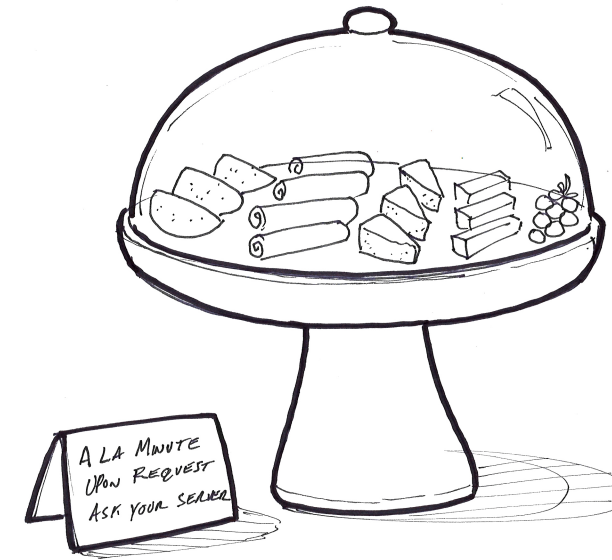


A La Minute Displays

Key Questions and Next Steps:

- Consider the other food items that are expensive but stale fast on the buffet line; e.g. lox salmon, waffles, pancakes
- Adjust the portion size accordingly based on server observation.

Concept Sketch:



Existing Display:



Serve your self

Concept Prototype:



By order only



Food Dispensers

Description:

Utilize tall clear cylinders/jars/dispensers to hold whole fruits such as apples and oranges. This kind of display will give an abundant visual and provide a container that allows the fruit to be reused.

Design Target:

Event buffet attendees

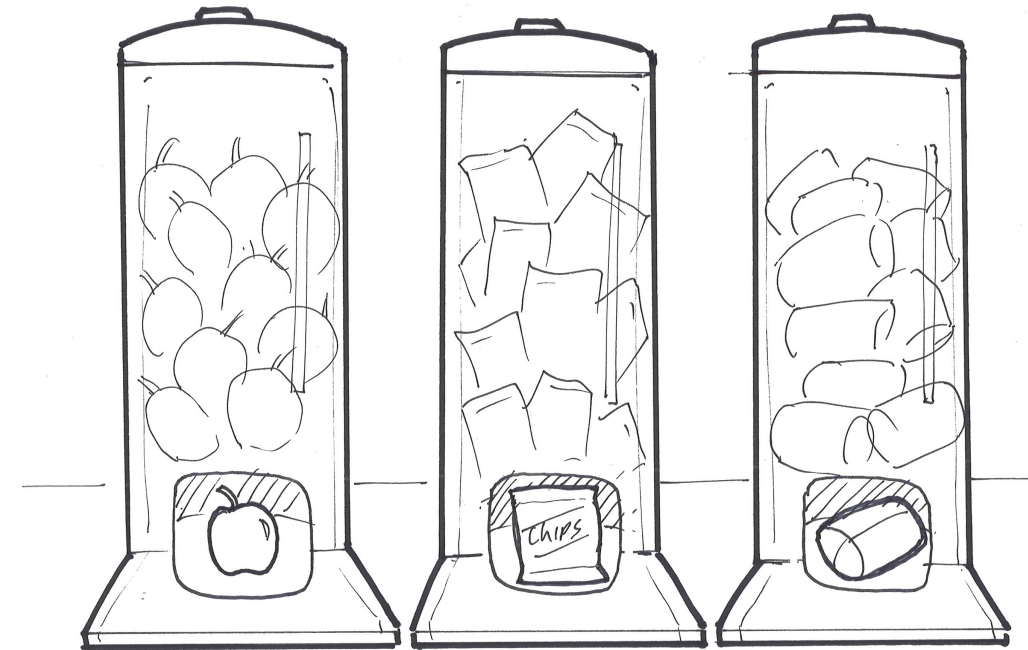
Quotes:

“I like the way this looks!” - Restaurant Manager

“Without a lid we are walking the line with food safety but I can tell the inspector it’s for display only. What we really need are better dispensers.” - Chef

“This will save us lots of time to not have to individually wrap apples.” - Chef

Concept Sketch:



Existing Display:



Individually wrapped apples

Concept Prototype:



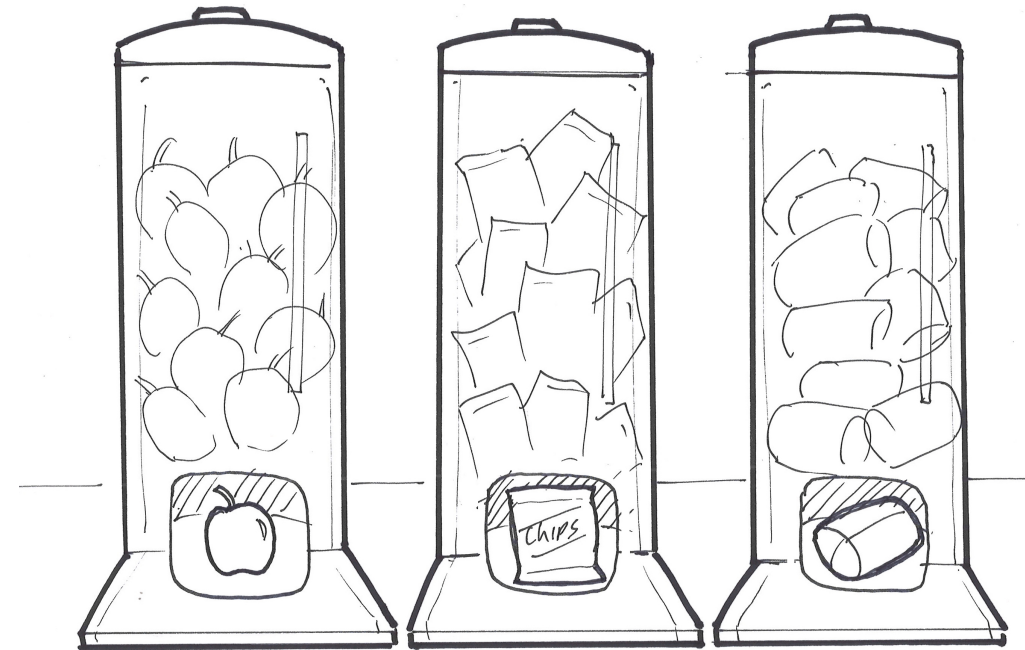
Apples and oranges in clear towers

Food Dispensers

Key Questions and Next Steps:

- Consider easy-to-use lids, to further preserve the reusability of fruit.
- Consider how best to display the towers so that attendees don't assume that the fruit are only for display.
- Look into purchasing new food dispensers.

Concept Sketch:



Existing Display:



Individually wrapped apples

Concept Prototype:



Apples and oranges in clear towers

Always-full Chafers

Description:

Chafers with adjustable tray heights that can create the visual effect of a full chafer, even with less food portions during the final phases of a meal event.

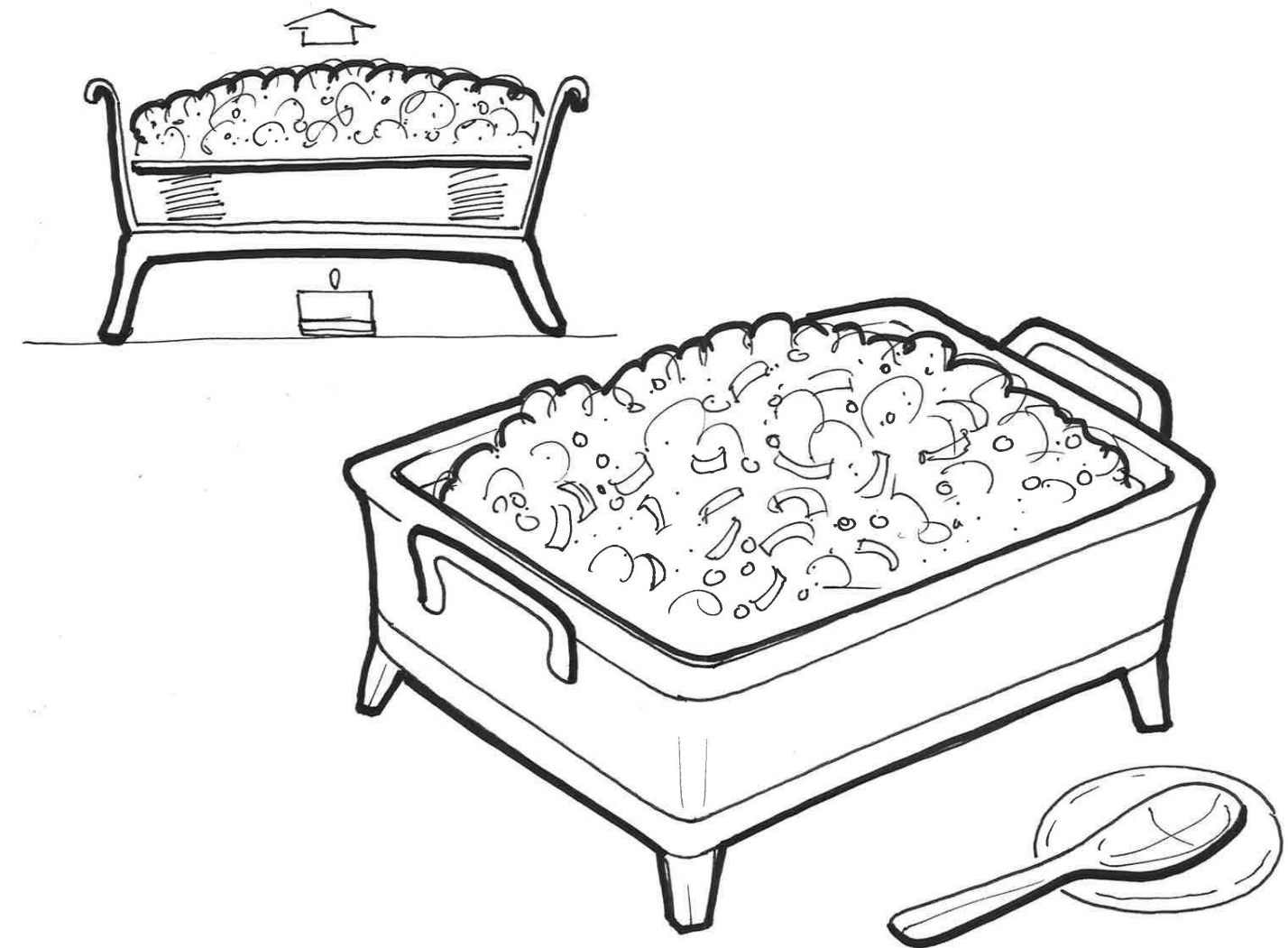
Design Target:

Event buffet attendees

Quotes:

“That’s an amazing idea! I’d love to see a product like that.”

Concept Sketch:

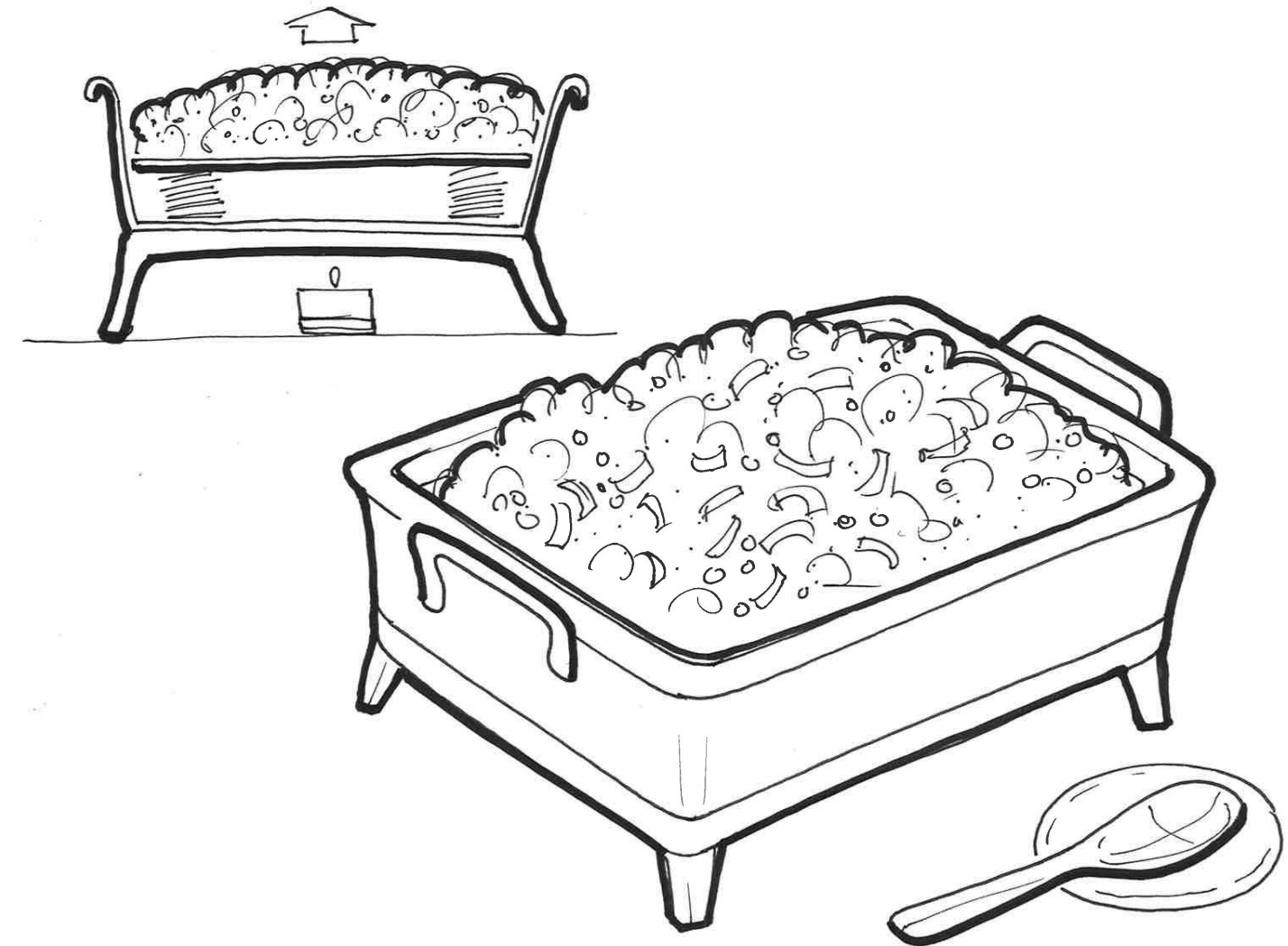


Always-full Chafers

Key Questions and Next Steps:

- *Need to prototype practicality, given that chafer tray depths are quite shallow to begin with.*
- *Modify existing equipment to have retractable features or false bottoms.*

Concept Sketch:



Food Kits 2.0

Description:

A fresh look at elevating the “Box Lunch” experience. New reusable packaging with food philosophy messaging and new food offerings with the same portability features. New formats can include a “Build Your Own” lunch box or “barter table” for exchanging items for more of what you like. More interactions can increase networking opportunities while working within time constraints. Speed dating meets grab-n-go lunch.

Design Target:

Event Attendees

Quotes:

“Boxed lunches feel so juvenile.” - Event Attendee

“Why is boxed lunch the same old sandwich, chips and a cookie?” - Event Attendee

“Boxed lunches is a lot of packaging waste, I wish there was another format.” - Event Attendee

Concept Sketch:



Food Kits 2.0

Key Questions and Next Steps:

- Source new packaging
- Reinvent the menu to be more than sandwiches and a bag of chips
- How do we give consumers options?
- Make lunch options easy to find and modify for people with strong preferences.
- Leverage social interaction and responsibility with the boxed lunches

Concept Sketch:

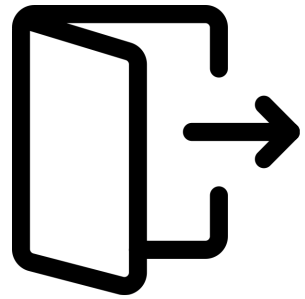


PRINCIPLES

Principles for Food Service and Presentation

- *Create a hybrid buffet/plated meal by serving individual dishes at the buffet table. This gives flexibility to scaling down as the event/meal slows down.*
- *Separate ingredients when possible to give customers choices while maintaining the freshness of the ingredient/food.*
- *Phase down large plates of food as the event/meal moves through the program and less people are eating. Replace with smaller platters that still look full for the last customers.*
- *Use dispensers, jars and dishes with lids to preserve leftovers.*
- *Display foods horizontally instead of stacking to give the appearance of a full platter and highlight that it's made fresh daily.*
- *Offer some foods only as ordered to avoid wasting expensive items like cheese.*



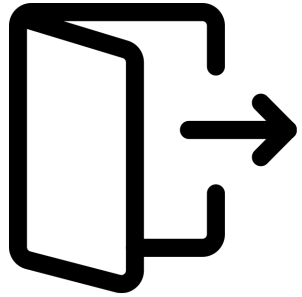


Event Exit

*How might we track, capture,
and analyze consumption data
to inform future events?*



CONCEPTS



Event Exit

Blurb about this key moment

*Resourcefulness
Report*

*Weekly Wow
Shares*

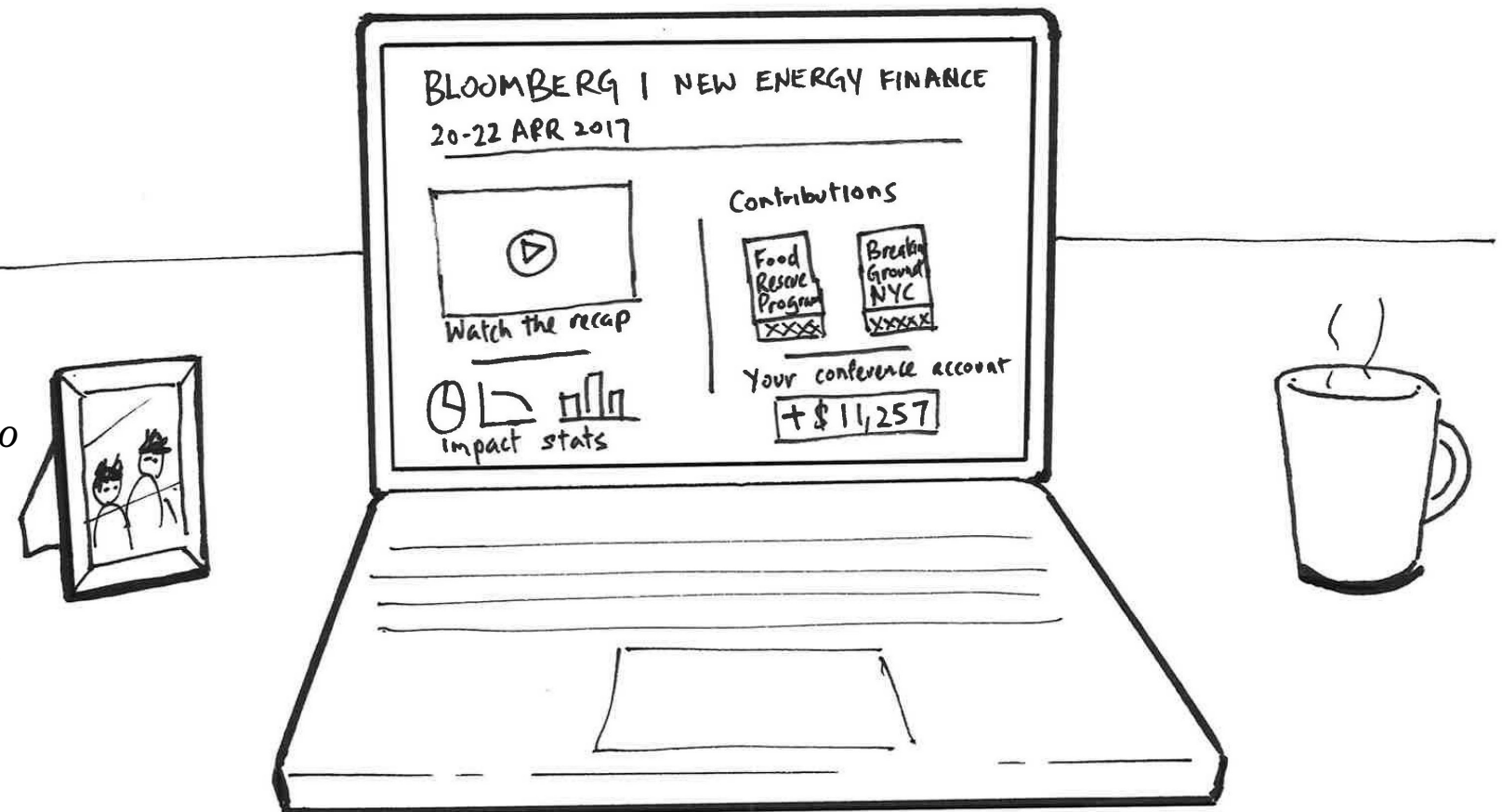


Resourcefulness Report

Description:

- An end-of-event report that captures important stories and data collected throughout the event that can help CMPs position themselves in front of clients as rigorous and considered professionals.
- Impact facts, figures and stories show how considered food menu planning upfront in the process led to efficient minimization of food waste.
- Stories of social impact and local community contributions with rescued food also build into the larger corporate client goals of the event.
- The information feeds into a virtuous cycle for next upcoming events.

Concept Sketch:



Design Target: Hyatt event managers to share with CMPs and their corporate clients during the conclusion of the event, that has relevance to future event planning.

Quotes:

“Whoever makes this app will be a millionaire! If I can use this info with my corporate client and show them i saved them money and helped the world then I will be a hero.” - CMP

“I do recaps with the hotel event managers but nothing is formalized with data that’s the kind of stuff that can be marketed.” - CMP

“Social impact and how the event helped contribute to the local community are becoming bigger objectives, especially with tech companies” - CMP

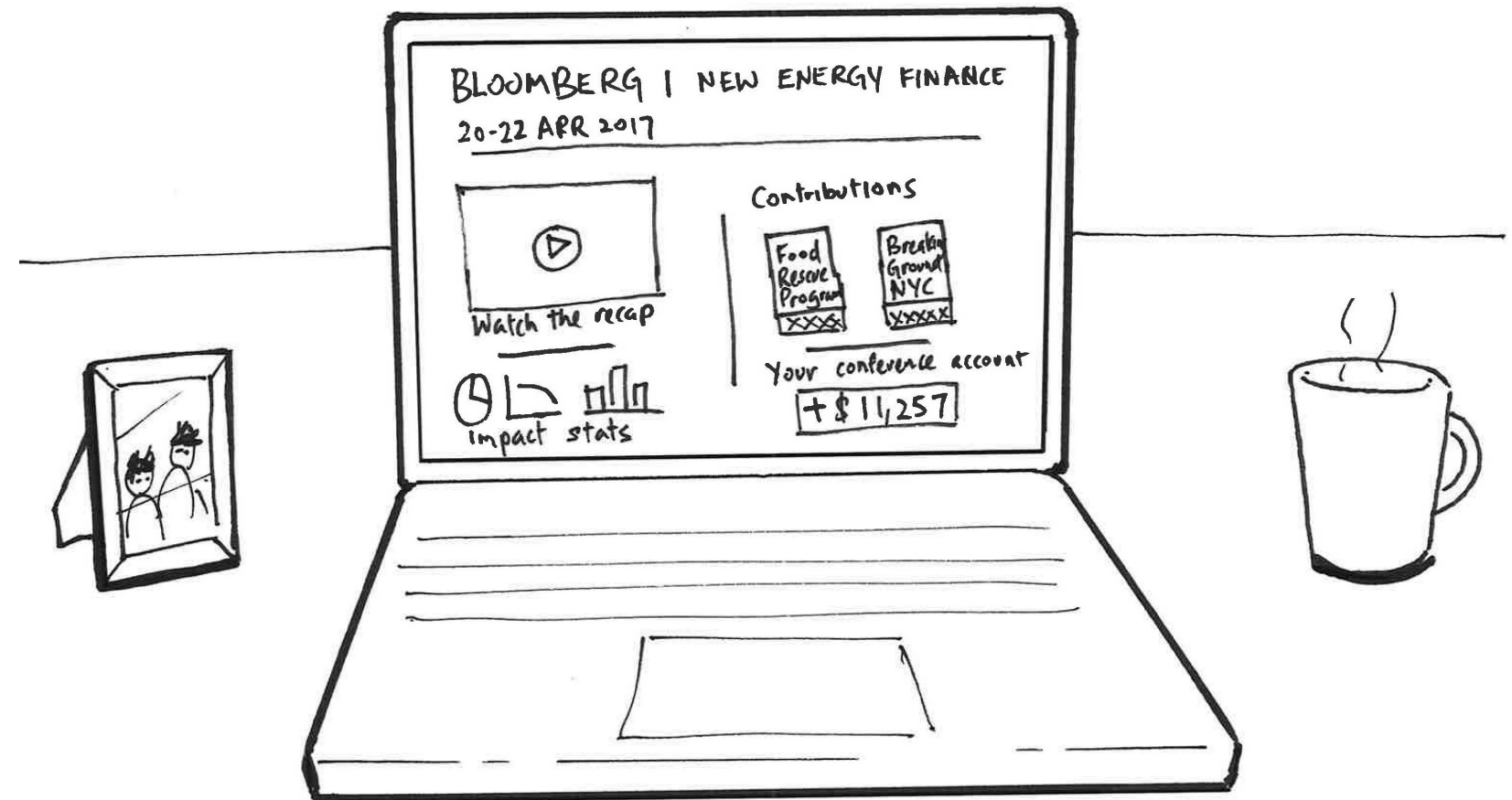


Resourcefulness Report

Key Questions and Next Steps:

- *The report and content needs to be flexibly repackaged for CMPs' own formats.*
- *Consider the key stakeholders who are best positioned to be capturing the multiple observations and data throughout the event; even consider the CMP as part of the team.*
- *Content should be an integrated story into the overall corporate client's priorities to be relevant.*
- *Consider what is the most relevant, timely moment to potentially share this story with event attendees as a way to create a personal involvement with the overall program.*

Concept Sketch:



Weekly Wow Shares

Description:

A knowledge-sharing tool that empowers key hotel staff to share emerging experiments and best-practices with others across hotels within the same group.

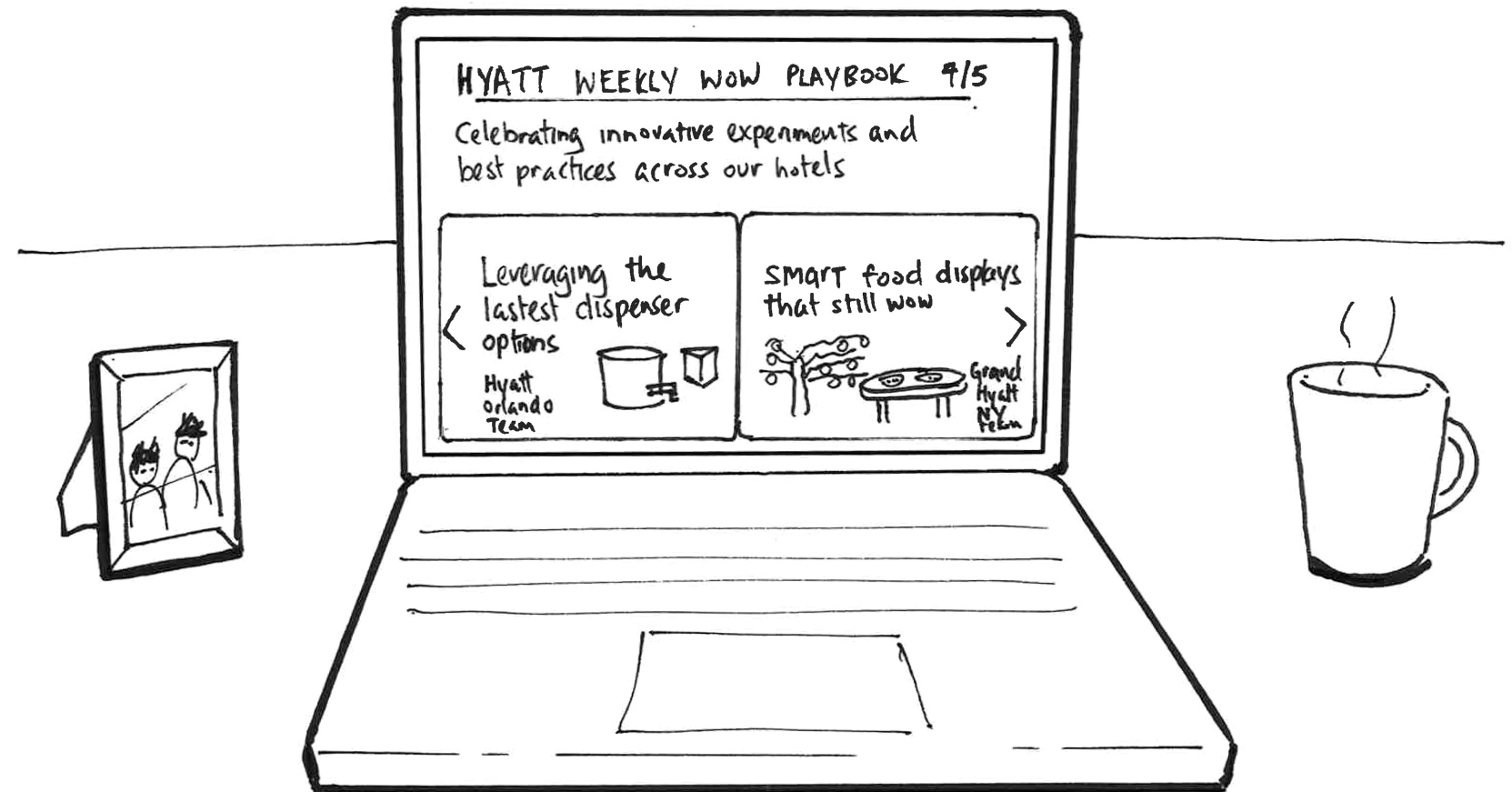
Design Target:

Hotel chefs, F&B directors, banquet managers, etc.

Quotes:

“We use to have a tech-team of chefs that would share pictures on social-media but it became a game of photos and food porn and less about data and strategies.” -Chef

Concept Sketch:

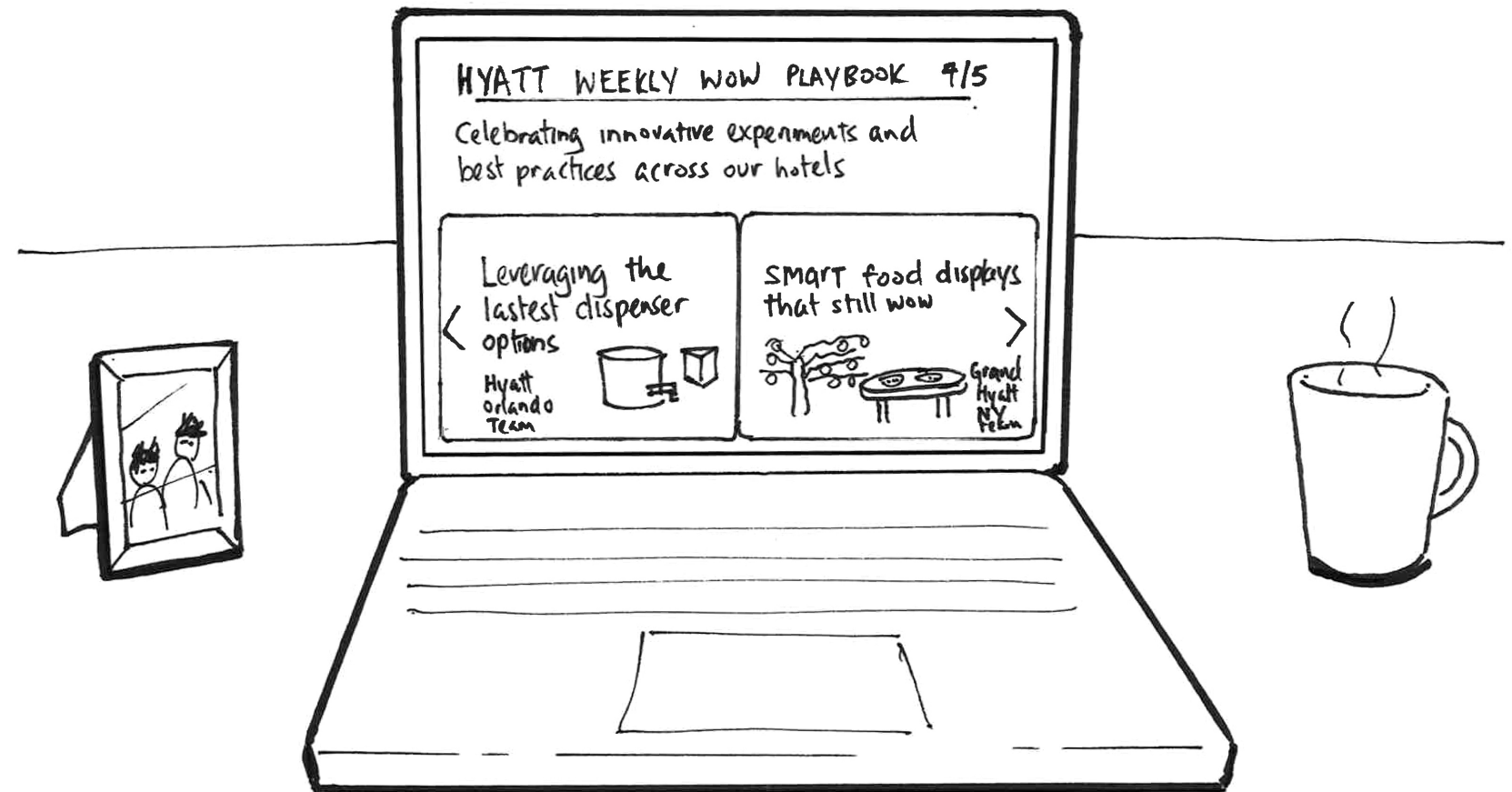


Weekly Wow Shares

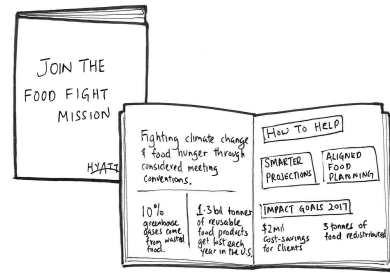
Key Questions and Next Steps:

- What's the best formate for sharing internally and across multiple properties?
- Who is most responsible for curating information?
- How might we use visuals to make the content interesting?

Concept Sketch:



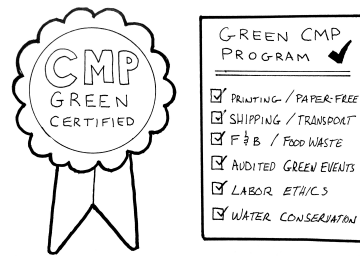
CONCEPTS



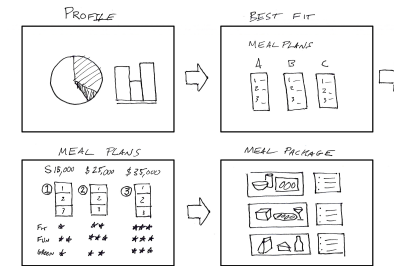
Food Philosophy



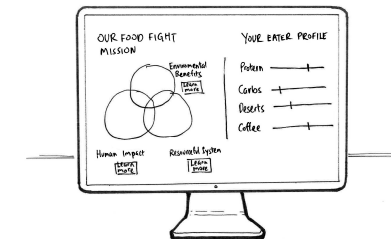
Data Bank Program



Food Waste Certification



Event Menu Packages



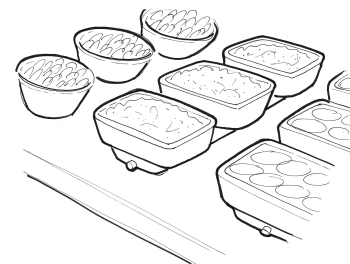
Eater Profile Tool



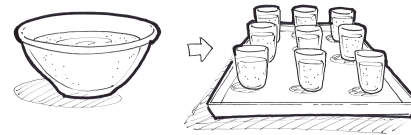
Meal RSVP



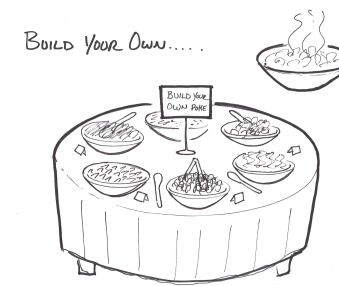
Conscientious Consumption Cues



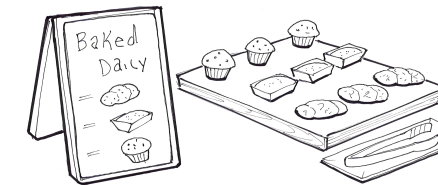
Phasing Down Vessels



Portioned Vessels



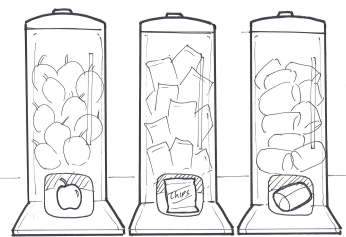
Separate Vessels



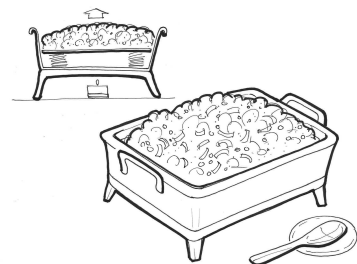
Pace the Pastries



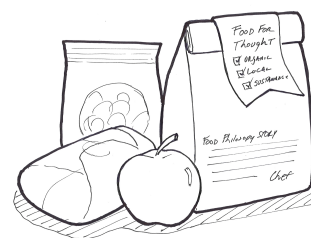
A La Minute Displays



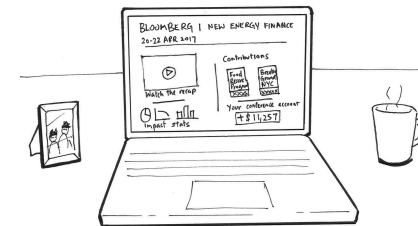
Food Dispensers



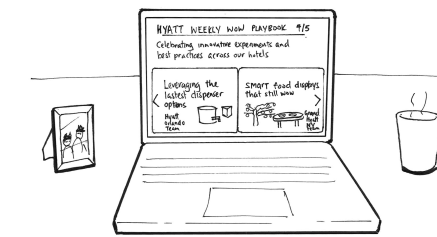
Always-full Chafers



Food Kit 2.0



Resourcefulness Reports



Weekly Wow Share

Thank you.

CONTRIBUTORS

IDEO

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