

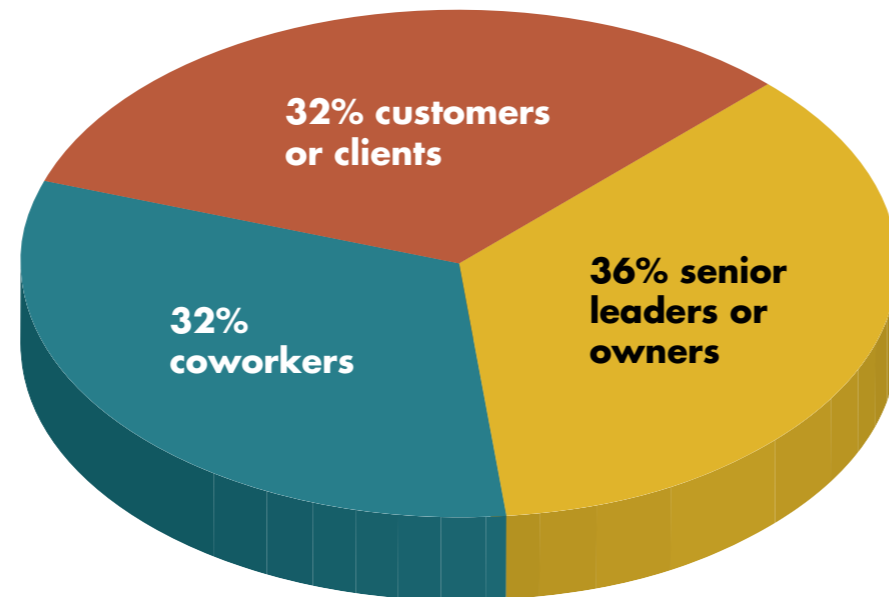
# XI. MENUS OF CHANGE IMPACT SURVEY 2015

What would Menus of Change be without measuring the change that the initiative catalyzes? In January, the CIA surveyed past attendees of the Menus of Change Annual Leadership Summit to ask what use they make of the information they are throughout the year.

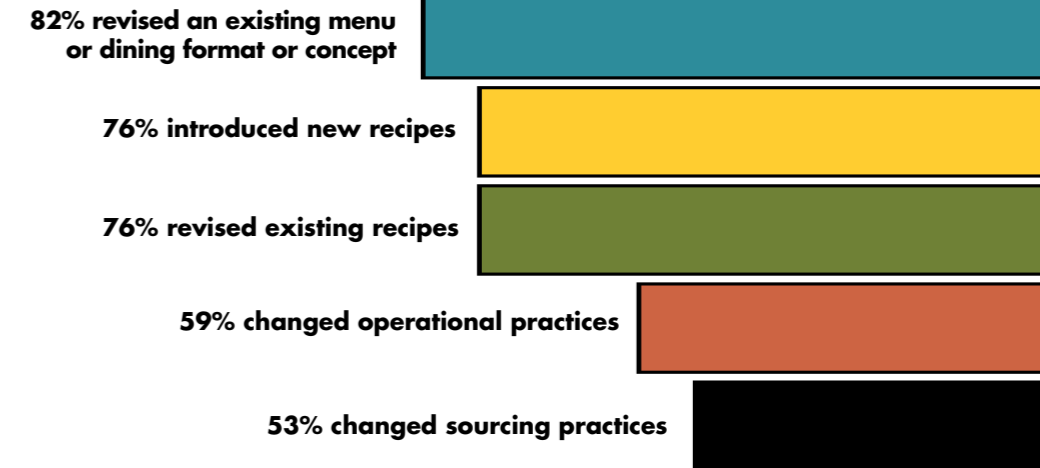
A nearly total majority (96 percent) of attendees have shared information from Menus of Change with others, with 41 percent doing so digitally, 36 percent sharing presentations with senior leaders or owners, 32 percent with customers or clients, and 32 percent with coworkers.

Three-fourths of the attendees have acted on some of the guidance provided by Menus of Change. Of those, 82 percent have revised an existing menu or dining format or concept; 76 percent have introduced new recipes; 76 percent have revised existing recipes; 59 percent have changed operational practices; and 53 percent have changed sourcing practices. New or revised approaches were most commonly implemented across multiple locations.

## WITH WHOM HAVE YOU SHARED MENUS OF CHANGE INFORMATION?



## HOW HAVE YOU ACTED ON GUIDANCE PROVIDED BY MENUS OF CHANGE?



## HERE ARE SOME HIGHLIGHTS OF THE CHANGES THAT HAVE TAKEN PLACE AT OPERATIONS WHOSE LEADERSHIP HAS BEEN INSPIRED BY MENUS OF CHANGE:

- Thought Bubble 1:** We regularly introduce plant protein centric dishes at special events and are trying to include creative complete vegetarian dishes.
- Thought Bubble 2:** Menus of Change helped me have the confidence that sustainable fish is a great protein alternative and we didn't need to limit ourselves to just vegan/vegetarian.
- Thought Bubble 3:** We reduced the purchasing of red meat, with a goal to reduce by 30 percent. We removed salt and pepper shakers from dining tables and increased the choice of condiments to include more spices and dried herbs.
- Thought Bubble 4:** 1. WE ARE OFFERING A DAILY VEGETARIAN MENU FROM LOCALLY SOURCED VENDORS. 2. WE BECAME INVOLVED IN OUR EAT LOCAL INITIATIVE. 3. WE CREATED ADDITIONS TO THE MENU CONSISTING OF LARGER PORTIONS OF VEGETABLES AND LESS PROTEIN.
- Thought Bubble 5:** We improved our breakfast offerings with higher quality proteins and more fresh fruit.
- Thought Bubble 6:** WE HAVE REDUCED THE PORTION SIZES OF OUR ANIMAL PROTEINS. WE HAVE INTRODUCED MORE PLANT BASED OPTIONS AND MORE VEGETABLES TO OUR OPERATIONS AND MENUS.
- Thought Bubble 7:** We increased plant-based proteins as center of the plate and are offering an international bowl station.
- Thought Bubble 8:** We designed menus where vegan is the standard and customers add proteins, cheese, and other items to suit their dietary needs.