Bringing Menus of Change to Life

Google Food

Michiel Bakker

June 18, 2015
Today’s menu

- Introducing Google Food
- The CIA & Google Food partnership
- Bringing Menus of Change (MOC) principles to life:
  - The demonstration projects
  - Our findings
  - Key takeaways
A sneak peek…

How might we move users to a balanced, plant-centric diet using MOC principles for inspiration?

We explored the impact of:
- Globally inspired menus
- ‘Right-size’ portions
- Designing operations for the future
- (New) culinary skills that support making vegetables delicious and desirable
- Plant-centric merchandising
- and more….
Introducing Google Food
What fuels Google?
Our Mission
To inspire and enable the Google community to make food choices and enjoy food experiences that support them in being their best.

Our Vision
To inspire and enable the world to make food choices and use food experiences to develop more sustainable lifestyles and communities.
One Google Food Team with a common mission and vision

- 100,000+ Meals served per day
- 45 Catering partners
- 170+ Cafes
- 700+ Micro-Kitchens
- 50+ Countries

By the Numbers
Google Objectives for our Food Program

Happy, healthy talent

Engagement
- Team members
- Google
- Work

Supporting Google’s businesses
- Productivity and performance
- Innovation
- Product showcase
- Sales

Casual and intentional collisions
At the intersection of Google and Googlers

Google Objectives
- Happy, healthy talent
- Casual and intentional collisions
- Engagement
- Supporting Google’s business

Googler Needs
- Belonging
- Ease
- Harmony
- Balance
- Inspiration

Google Food
How can we help people to be at their best today, tomorrow and over the long haul through food (experiences)?
Enablement
CIA & Google Food: A shared vision
How might we use the Menus of Change (MOC) principles as our guide to move our users to a more balanced, plant-centric diet?
Bringing MOC principles to life
Activating MOC with our partners & chefs
Using ‘Menus of Change’ principles in our unique environment

Goal: Move users to a more balanced, plant-centric diet
Focus on **specific** Menus of Change principles

**Menu Concepts & General Operations**
- Globally inspired, largely plant-centric
- Whole, minimally processed foods
- Right size portions
- Design operations for the future

**Food & Ingredients**
- Think produce first
- Whole intact grains
- Nuts and legumes to the center of the plate
- More kinds of seafood
- Red meat: smaller portions, less frequently
Root Cafe
1st Iteration

Cafe concept evolution
The “Flip”: from self-serve to pre-portioned animal protein
Culinary interaction & guided customization
Root Cafe
2nd Iteration

Plant-centric merchandising
Culinary techniques
Farmer's Basket of the day:

Smoked New Potato Omelette Española with Romesco Sauce

We put a Backyard spin on a traditional Spanish Omelette and smoked creamy New Potatoes for today's dish. Smokey, rich, simply delicious!

Balanced, plant-centric combo & demo plate
Farmer’s Basket of the day:

Backyard Smoked Eggplant Steak with Spicy Coriander Zhug

This week marks the peak of eggplant season. Taste these purple Japanese eggplants in their finest state while entangled in a delicate smoky flavor. Fresh, flavorful, simply delicious!

Farmer’s Basket of the day:

Smoke-Roasted Celery Root Chateaubriand with Walnut Basil Pesto

Celery root

and smoked and dressed

Fresh, flavorful
<table>
<thead>
<tr>
<th>Root Cafe</th>
<th>Blaze Cafe</th>
<th>Backyard BBQ Cafe</th>
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<tbody>
<tr>
<td>Cafe concept evolution</td>
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<tr>
<td>Right-size portions: “Flip” animal proteins</td>
<td>Curated salad bar</td>
<td>Right-size portions: Combo plate</td>
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<tr>
<td>Low-trophic seafood</td>
<td>New service model</td>
<td>Plant-centric visuals</td>
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<td>Whole grains</td>
<td>Culinary interaction</td>
<td>Seductive menu labeling</td>
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<td>Plant-centric visuals</td>
<td>Cafe design flow</td>
<td>Culinary interaction</td>
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<td>Culinary interaction</td>
<td>Priming signage</td>
<td>Chef email to users</td>
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<td>Guided customization</td>
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<td>Cafe design flow</td>
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What did we find?
Our users were “nudged” to make better choices

I really liked the chicken on the kale, I’m not just going to eat kale but I’ll eat it like that.

I really liked how the menu today was unique.

Everything was delicious, and I felt very satisfied after my meal.

The composed salads are nice because they are different from what I make at a salad bar. If there was a salad bar, then my salad would always be the same.

I haven’t been to Root in a long time, and I honestly can’t remember why I came here today but it was the best meal I have had here. I don’t know what changed but I absolutely loved it.
Our chefs were inspired and surprised how easy it was

“I was surprised how easy it was to get people to eat more vegetables...just through using new cooking techniques and flavors for vegetables, focusing on creative menu writing, the plated dish and culinary interaction with the user ... it feels special and the issue of “where is the meat” is not even being discussed!”

Bottom line: Good food is GOOD FOOD... there are no boundaries!
Our chefs were inspired and surprised how easy it was

“Normally the vegetarian items don’t pull in the crowds but with the new flavors, presentation, and culinary interaction we found that Googlers are taking vegetables more often.”
Over six months at Root Cafe, we found a...

20% reduction of animal proteins purchased (in lbs.)

11% reduction in food cost
At Backyard Cafe, the changes are showing positive trends...

87% increase in vegetable consumption with VERY meat centric user group (pilot week average)

Most effective drivers of choice:
- Chef recommendations
- Watching Chef cook
- Visual display
- Menu labeling
Key takeaways
Globally inspired, balanced, plant-centric menu concepts support users in making better choices

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<thead>
<tr>
<th>Key Takeaway</th>
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<tr>
<td>● Global cuisines using new culinary techniques/flavors inspired users to try vegetables (some for the first time!)</td>
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<td>● Chefs were surprised how powerful presentation &amp; seductive menu labels were in “nudging” toward trying vegetables</td>
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<td>● Using recipes gave chefs time back to focus on menu development and learning about new global flavors</td>
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<tr>
<td>● Culinary tools/trainings to support vegetable preparation and culinary interaction</td>
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<td>● Developing menu management tools/analytics to support chefs in designing globally inspired, balanced, plant-centric menu options</td>
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<td>● Moving to a recipe based model to help scale globally</td>
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Right-size portions using the “Flip” & combo plates

Key Takeaway

- Increased vegetable consumption while reducing animal protein by pre-plating “right-size” portions vs. self-serve
- Cost savings can be transferred to other areas like labor for plating and/or smallwares

Next Step

- Building tools and guidelines to standardize the “Flip” and combo plate as ways to define “right-size” portion expectations for our operations
Designing operations for the future to “nudge” users toward healthier plant-centric options

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<td>The following features can impact choice:</td>
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<td>● Culinary interaction (watching chefs cook your meal; chef recommendations)</td>
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<td>● Plant-centric merchandising for priming</td>
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<td>● Thoughtful menu planning and menu labeling</td>
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<td>● Guided customization</td>
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<td>● Placement/size of plates, service design/flow, etc.</td>
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<td>● Creating behavioral science based cafe guidelines to operationalize MOC principles from our findings</td>
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Stay tuned as our journey continues
Questions? Come talk to our team here @ MOC

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