Menus of Change

General Session 3

Changing Consumer Behaviors and Attitudes



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?



Google Search

I'm Feeling Lucky







Google Objectives for our Food Program



Happy, healthy talent



Supporting Google's businesses

- Productivity and performance
- Innovation
- Product showcase
- Sales



Engagement

- Team members
- Google
- Work



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

Google Food

Googler Needs

- Belonging
- Ease
- Harmony
- Balance
- Inspiration









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







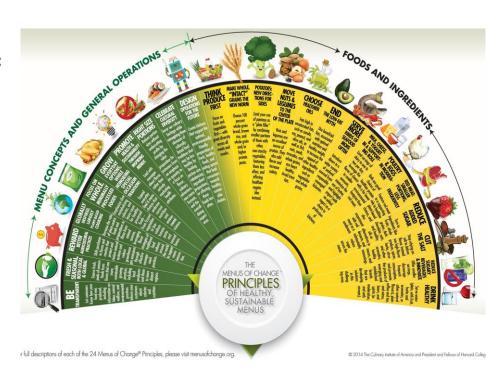
Focus on specific Menus of Change principles

Menu Concepts & General Operations

- Globally inspired, largely plant-centric
- Whole, minimally processed foods
- Right size portions
- Design operations for the future

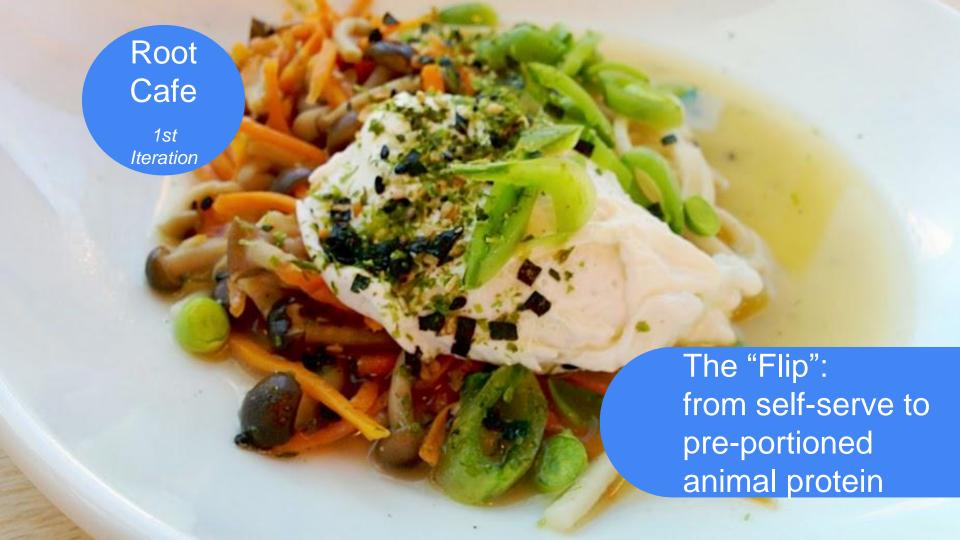
Food & Ingredients

- 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



















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

Signage & seductive labeling

Celery root and smok and dress Fresh, flavo. Farmer'

Grilled Smoked A

Summary: MOC principles explored

Root Cafe

- Cafe concept evolution
- Right-size portions: "Flip"animal proteins
- Low-trophic seafood
- Whole grains
- Plant-centric visuals
- Culinary interaction
- Guided customization
- Cafe design flow

Blaze Cafe

- Cafe concept evolution
- Curated salad bar
- New service model
- Culinary interaction
- Cafe design flow
- Priming signage

Backyard BBQ Cafe

- Cafe concept evolution
- Right-size portions: Combo plate
- Plant-centric visuals
- Seductive menu labeling
- Culinary interaction
- Chef email to users
- Cafe design flow



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!

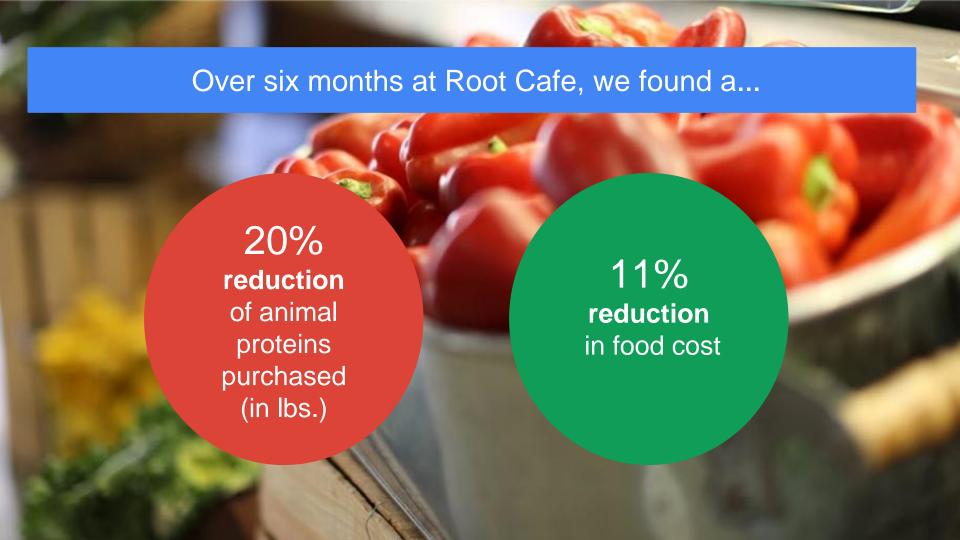


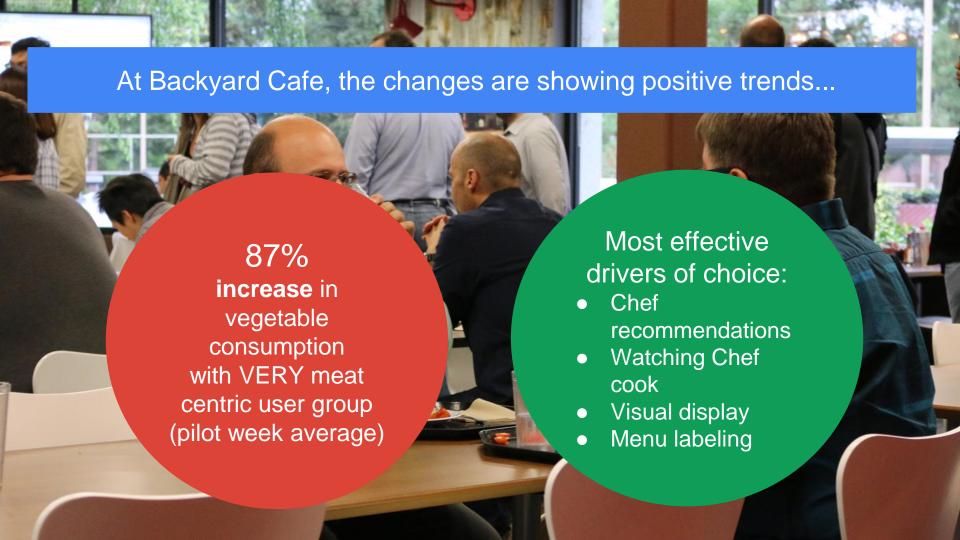
Our chefs were inspired and surprised how easy it was



"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."







Key takeaways



Globally inspired, balanced, plant-centric menu concepts support users in making better choices

Key Takeaway

- Global cuisines using new culinary techniques/flavors inspired users to try vegetables (some for the first time!)
- Chefs were surprised how powerful presentation & seductive menu labels were in "nudging" toward trying vegetables
- Using recipes gave chefs time back to focus on menu development and learning about new global flavors

Next Step

- Culinary tools/trainings to support vegetable preparation and culinary interaction
- Developing menu management tools/analytics to support chefs in designing globally inspired, balanced, plant-centric menu options
- Moving to a recipe based model to help scale globally



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

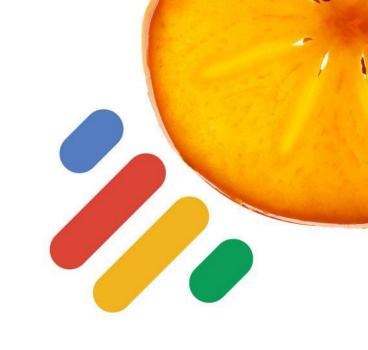
Key Takeaway The following features can impact choice:

- Culinary interaction (watching chefs cook your meal; chef recommendations)
- Plant-centric merchandising for priming
- Thoughtful menu planning and menu labeling
- Guided customization
- Placement/size of plates, service design/flow, etc.

Next Step

 Creating behavioral science based cafe guidelines to operationalize MOC principles from our findings





Stay tuned as our journey continues

Questions? Come talk to our team here @ MOC



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