

FOD2023 AGENDA-AT-A-GLANCE

WEDNESDAY, MAY 3, 2023	
8:00 am–6:30 pm	8:00 AM—Food On Demand Conference Registration/Badge Pickup Opens
Pre-Conference Session	9:00 AM–11:30 AM—CATERING GROWTH FORUM <i>in partnership with ezCater</i> Workplace catering experts ezCater are launching a new content series at this year's Food On Demand Conference – the ezCater Catering Growth Forum. Food at work represents a vast opportunity for restaurant brands to capture new high-value customers, increase visibility, and drive incremental growth. At the Cater Growth Forum, you'll get the latest industry data and gain valuable insights sourced from external research and ezCater data from millions of B2B catering transactions. You'll hear directly from high-value corporate catering experts about the latest strategies and newest technologies to help grow your catering business and get the chance to meet and network with fellow industry leaders. Ready to grow?
9:00 am–9:50 am	Catering Insights Deep Dive In the catering industry, data helps drive growth. Industry expert David Meiselman, CMO of ezCater, will provide industry and customer insights drawn from millions of B2B catering transactions as well as external research commissioned by ezCater. You'll learn about the broader impact of food in a world of work that has changed so dramatically. You'll dig into the details of customer ordering behaviors, ordering challenges, selection factors, menus and food types, and learn how high-value corporate customers choose catering partners. All attendees of the session will gain access to the full report containing these insights—a valuable resource as you look to grow your catering business. David Meiselman , Chief Marketing Officer, ezCater
9:50 am–10:40 am	High-Value Customers What do high-value catering customers want or need? What makes their day when it comes to catering transactions? What are their pain points? Learn all this and more—straight from the source. The customers on this panel are some of the nation's largest purchasers of B2B catering, in charge of choosing the right catering partners for their high-spend, high-stakes orders. You'll have the unique opportunity to ask questions and interact directly with these high-value customers, learning what drives their decision making—gaining valuable insights for your own business. Diane Swint , Chief Revenue Officer, ezCater
10:40 am–11:30 am	Industry Experts Take advantage of this valuable opportunity to meet and learn from movers and shakers in the catering industry. Our panel of leading experts will be transparently sharing their own learnings from developing and expanding off-[remises] strategies. You'll gain rich insights into topics like investment, technology, partnerships, labor, physical capacity, and driving digital demand. You'll learn about meeting target customers where they are, strategies for driving incremental growth, and how to adopt the best tools for meeting the demands of your catering business—and helping it thrive.
1:00 PM—OPENING GENERAL SESSION	
1:00 pm	General Session Opening Remarks Jared Pfeifer , Publisher, Food On Demand The State of Food On Demand Tom Kaiser & Bernadette Heier , Food On Demand
1:10 pm–1:30 pm	Opening Keynote A conversation with Charlie Morrison , CEO, Salad and Go & Fred LeFranc , Results Thru Strategy Charlie Morrison transformed Wingstop into one of the unquestioned beneficiaries of delivery during his 10 years as its CEO. He then shocked the industry by leaving the brand and becoming the CEO of Salad and Go, which is on a mission to democratize affordable salads and build yet another 1,000-unit restaurant behemoth.
1:30 pm–2:20 pm	Cross-Industry CEO Roundtable Five of the biggest names in the off-premises space join FOD Editor Tom Kaiser in a roundtable discussing how the industry's changed in the last year and where the on-demand ecosystem is heading next. <u>Moderator:</u> Tom Kaiser , Food On Demand Savneet Singh , ParTech; Stefania Mallett , ezCater; Stephanie Sollers , Virtual Dining Concepts; Noah Glass , Olo; Michael Montagano , Kitchen United
2:20 pm–3:10 pm	Marketing to the Omni-channel Guest Customers want their restaurants to be available whenever and wherever they desire, and to interact with them in a way that feels authentic. Marketing leaders from top brands will discuss their strategies for serving this omni-channel guest, how marketing on third-party delivery platforms factors into the equation and the role loyalty programs play as they intersect with these ordering channels. Plus, find out how they're humanizing the digital experience to make sure customers are engaged with the brand—and happy about it. <u>Moderator:</u> Laura Michaels , Franchise Times Marianne Radley , Smoothie King; Steph So , Shake Shack; Jane McPherson , Capriotti's and Wing Zone

3:30 pm–4:10 pm	<p>Third-Party Deep Dive A cornerstone of the Food On Demand Conference returns for 2023, with Grubhub and Uber Eats sharing their highest priorities for the year to come, and insights on how restaurant operators should adapt to sea changes in consumer behavior and preferences.</p> <p><u>Moderator:</u> Tom Kaiser, Food On Demand Yadavan Mahendraraj, Uber Eats & Liz Bosone, Grubhub</p>
4:10 pm–5:00 pm	<p>How Solving the Data Problems of Today Sets the Foundation for Innovations of Tomorrow After years of incorporating new sales channels and delivery methods, restaurants are increasingly wrestling with chronic data issues and system misalignments that add massive administrative burden and strangle innovation. This conversation dives deep into the causes and challenges of core data issues and how restaurants are now making investments in core data infrastructure to reduce short-term challenges, while setting the essential groundwork for the next wave of innovation in predictive data analytics, automation, and artificial intelligence.</p> <p><u>Moderator:</u> Darien Bates, Fourtop Solutions Amir Hudda, Qu; Garrett Fadden, Focus Brands; Tyler Kraemer, Penn Station Subs</p>
5:00 pm- 6:30pm	Food On Demand Showroom/Expo Hall Open

THURSDAY, MAY 4, 2023	
	<p>Food On Demand Showroom/Expo Hall Hours</p> <ul style="list-style-type: none"> • 8:00 am–9:00 am • 9:50 am–10:20 am • 3:00 pm–6:30 pm
8:00 am–9:00 am	Networking Breakfast
9:00 am–9:50 am Breakout 1	<p>Building Your Omni-fleet & Hybrid Delivery Operation One of the biggest names in delivery, Carl Orsbourn moderates a panel of experts helping restaurants build omnifleet and hybrid delivery options designed to improve the guest experience, capture valuable customer data and lower the total cost of delivery.</p> <p><u>Moderator:</u> Carl Orsbourn, JUICER Alan Hickey, Vromo; Brandi Villarreal, Uber; Kelly Esten, Toast</p>
9:00 am–9:50 am Breakout 2	<p>Advanced Drive-Thru & Takeout Tech Artificial intelligence, next-level automation and geo-locating technology is dramatically improving drive-thru and takeout experience, while simultaneously reducing labor needs. This session is all about increased revenue, happier customers and lower expenses, without sacrificing hospitality.</p> <p><u>Moderator:</u> Zack Oates, Ovation Gwen Bialas, Carter-Hoffmann; Brandon Barton, Bite; Dan Mosher, Presto</p>
9:00 am–9:50 am Breakout 3	<p>Data & Insights in a Shifting Market Get in sync with your customers and what they're looking for in this new era of delivery. Three industry research providers share exclusive findings about consumer expectations and how the delivery category has evolved over the last year, with an eye toward upcoming trends still under the radar.</p> <p><u>Moderator:</u> Bernadette Heier, Food On Demand Audrey Pukash Bilsborrow, Brizo FoodMetrics; Andrew Custage, Medallia</p>
10:20 am–11:10 am Breakout 1	<p>Multi-Channel Restaurant Pricing Inflation, labor challenges and an increasing array of new ordering channels means that pricing is one of the most important, consequential topics in the restaurant industry. Two long-time menu pricing experts will be joined by the founders of Juice and Sauce, the leading providers helping brands maintain profit margins, throttle demand and implement dynamic pricing.</p> <p><u>Moderator:</u> Tom Kaiser, Food On Demand Ashwin Kamlani, JUICER; Sherri Kimes, Cornell University; Colin Webb, Sauce Pricing; Mike Lukianoff, Extropy 360</p>
10:20 am–11:10 am Breakout 2	<p>Investing in the Future of Food Dramatically tightened investment markets mean that restaurant operators of every sort and hospitality tech innovators are facing newfound intense pressure to reach profitability and grow with shorter financial runways. This panel of high-level investors will share what investors are watching for and forecasting over the coming year, and when the time is ripe to commit capital: insights that are critical for all those working for, advising or assisting restaurants, food companies, and hospitality tech businesses, and for those looking at opportunities in the space.</p> <p><u>Moderator:</u> Andrew Peskoe, Golenbock Brita Rosenheim, Vita Vera Ventures; Jimmy Frischling, Branded Strategic Hospitality; Pericles Mazarakis, Trispan Capital</p>

10:20 am–11:10 am Breakout 3	Alternative Delivery Solutions <u>Moderator:</u> Hanson Li , Lazy Susan Andrew Simmons , The RMDA, Elena Ceridono , Tacodeli; Jon Sewell , Go Loco
11:20 am–12:10 pm Breakout 1	Future Battlegrounds of Data, Delivery & Loyalty The competitive landscape for restaurants has changed dramatically over the last three years. As third-party delivery companies become more ad-driven and as consumers' expectations evolve, brands will need to prioritize relevance, convenience and agility in order to compete and thrive. Learn how industry trends are impacting the restaurant ecosystem and how restaurant leaders are leveraging data, loyalty, and innovative new delivery strategies to fight back. <u>Moderator:</u> Tom Kasier , Food On Demand Zach Goldstein , Thanx; Geoff Alexander , Wow Bao
11:20 am–12:10 pm Breakout 2	A New Vision for Ghost Kitchens & Restaurant Real Estate After several years of experimentation under our industry's collective belt, what have we learned about how ghost kitchens fit into a restaurant's growth plans? Meredith Sandland moderates this session taking a holistic view of how the restaurant real estate landscape has evolved, and what brands are charting a different path to expansion and unit optimization. <u>Moderator:</u> Meredith Sandland , Empower Delivery Romina Gupta , Nimbus; Erik Herrmann , CapitalSpring
11:20 am–12:10 pm Breakout 3	Your Restaurant Marketing Questions Answered Marketing is one of the most critical parts of the restaurant business, but an explosion of choices has left operators with difficult choices that have far-reaching implications. This session is designed to peel away the confusion and succinctly show operators how to make meaningful changes, without necessarily requiring a new tech stack. <u>Moderator:</u> David "Rev" Ciancio , Handcraft Burgers & Brew Jon Register , VIRTURANT; Jennifer Layman , Red Lobster; Otto Othman , Pincho
12:10 pm–1:30 pm	Networking Luncheon <i>Sponsored by Virtual Dining Concepts</i>
1:30 pm–2:20 pm Breakout 1	Around the Industry Scott Nelson , SAVRpak Vishal Agarwal , ItsaCheckmate.com Inc. Adrian Reiter , Relay Delivery
1:30 pm–2:20 pm Breakout 2	Around the Industry Peter Backman , theDelivery.World Lauren Bugeja , Google
2:30 pm–3:20 pm Breakout 1	Revolutionizing Payments & the FOH Experience The latest payment, online reservation and point-of-sale platforms are changing the dining experience for guests, as customers are easily identified upon arrival. Three leaders in the category share what this means for labor-stressed restaurants, and what's next as customers see the benefits of next-generation technology. <u>Moderator:</u> Ryan Palmer , Lathrop GPM Tor Opedal , Olo; Jane Hong , Square; Sal Nazir , ParTech
2:30 pm–3:20 pm Breakout 2	Next-Level Customer Data Deployment Boosting loyalty and frequency isn't just a trend, it's now basic expectations for many multi-unit restaurant brands. With some of the biggest names in the space, this panel looks at how restaurants of varying types/sizes use customer data to achieve specific, tangible goals while deepening the customer experience with their favorite restaurant brands. <u>Moderator:</u> Niko Papademetriou , Qu Rob Ertmann , Mo'Bettahs; Rajat Bhakhri , Incentivio; James McGehee , Dave's Hot Chicken
2:30 pm–3:20 pm Breakout 3	Improving Off-Premises Food Quality For all of the focus on software, improving the quality of off-premises food comes down to proper training, thoughtful preparation, tailor-made packaging and creative ways to delivery hospitality from afar. This session considers everything from training and menu development to supply chain and packaging. <u>Moderator:</u> Carl Orsbourn , Juicer John Simms , Home Valet; Kevin King , Donatos; Zach Woodburn , Freddy's; Benji Koltai , Galley
4:00 pm–4:50 pm Breakout 1	Game-Changing Mobility Partnerships Autonomous drones and robots have made huge progress on their journey into the mainstream. This session highlights partnerships between two of the largest delivery providers and their mobility partners, with an eye on what restaurants need to know about the driverless future of delivery.

	<p><u>Moderator:</u> Scott Landers, Figure 8 Chris Neider, Starship & Adam Herbert, Grubhub Abby Wheeler, Uber & Cosimo Leipold, Nuro</p>
4:00 pm–4:50 pm Breakout 2	<p>Virtual Restaurant Operator Case Studies Virtual restaurant brands can take several forms, from those operating solo in a bespoke space to those operating in existing kitchens. This session is packed with real-world operators sharing what they've learned from bringing virtual brands into their own operations.</p> <p><u>Moderator:</u> Bernadette Heier, Food On Demand Ray Sassaman, Benchwarmers Bar & Grill; Steve Vincent, Red Robin</p>
5:00 pm–6:30 pm	Networking Reception

	FRIDAY, MAY 5, 2023
8:00 am–9:00 am	Food On Demand Showroom/Expo Hall Open
8:00 am–9:00 am	Networking Breakfast
9:00 am–9:50 am	<p>Off-Premises Consultant Q&A Fred LeFranc, Results Thru Strategy & Scott Landers, Figure 8</p>
9:50 am–10:40 am	<p>Franchisors Face Unique Challenges to Make Third Party Delivery Services Available to Franchisees As growth of off premises food services has changed the restaurant industry, franchisors of food services have had to quickly adapt to this change. Even restaurants that have historically focused on dining in services had to pivot to off premises services during COVID. Much of that change is here to stay. Consumers now expect to be able to enjoy restaurant food in the comfort of their homes. Most franchise systems are now requiring franchisees to provide delivery services. Even franchisors that historically have offered delivery services have partnered with third party delivery services to increase avenues by which franchisees can reach consumers. This session will focus on changes that franchisors have had to make to system standards to make delivery readily available. The panel will also discuss important terms franchisors should consider when negotiating with third party delivery companies on behalf of the entire system. It will also explore some of the unique challenges faced by franchisors as they make decisions that impact their franchisees' operations and financial performance.</p> <p><u>Moderator:</u> Amy Cheng, Cheng Cohen Nancy Combs, Papa John's International</p>
10:40 am–11:30 am	<p>How to Navigate Building Sales with Limited Resources <u>Moderator:</u> Jim Rand, CaterStrat Gracie Prasanson, Jason's Deli; Dino Northway, Portillo's Hot Dogs; Courtney Smith, Independent Consultant; Anna Williams, Maggiano's Little Italy</p>
11:30 am–11:45 pm	<p>11:30 AM—Conference Closing Remarks Tom Kaiser & Bernadette Heier, Food On Demand</p>