

6TH ANNUAL
food on demand
 CONFERENCE | MAY 3-5, 2023
 THE COSMOPOLITAN • LAS VEGAS

AGENDA-AT-A-GLANCE

WEDNESDAY, MAY 3, 2023	
7:00 am–6:00 pm	7:00 AM—Food On Demand Conference Registration/Badge Pickup Opens
Pre-Conference Session	8:00 AM–11:30 AM—CATERING GROWTH FORUM <i>in partnership with ezCater</i>
8:00 am–9:00 am	Welcome Breakfast
9:00 am–9:50 am	<p>Feeding the Workplace: How Restaurants Win in the New Business Catering Landscape</p> <p>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.</p> <p>David Meiselman, ezCater</p>
9:50 am–10:40 am	<p>Industry Experts: Making Business Catering a Revenue Driver</p> <p>Take advantage of this valuable opportunity to meet and learn from movers shakers in the catering industry. Our panel of leading experts will be transparently sharing their own learnings from developing and expanding off-premises 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.</p> <p><u>Moderator:</u> Michael O'Hanlon, ezCater Sean Kennedy, Cowboy Chicken; Jennifer Saunders-Haynes, Subway; Cole Robillard, Smokey Bones; Carl Bachmann, Smashburger; Adam Terranova, WOWorks</p>
10:40 am–11:30 am	<p>High-Value Customers: A Firsthand Account of Their Priorities and Preferences</p> <p>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.</p> <p><u>Moderator:</u> Diane Swint, ezCater Katie Francis, HelloFresh; John Hart, CarGurus; Teni Tashjian, Moderna; Teresa Salazar, BioNTech; Elena Chavez, IQVIA</p>
1:00 PM—OPENING GENERAL SESSION	
1:00 pm	<p>General Session Opening Remarks Jared Pfeifer, Publisher, Food On Demand</p> <p>The State of Food On Demand Tom Kaiser & Bernadette Heier, Food On Demand</p>
1:10 pm–1:30 pm	<p>Opening Keynote</p> <p>A conversation with Charlie Morrison, CEO, Salad and Go Interviewed by: Fred LeFranc, Results Thru Strategy</p> <p>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.</p>
1:30 pm–2:30 pm	<p>Cross-Industry CEO Roundtable</p> <p>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.</p> <p><u>Moderator:</u> Tom Kaiser, Food On Demand Savneet Singh, PAR Technology; Stefania Mallett, ezCater; Stephanie Sollers, Virtual Dining Concepts; Noah Glass, Olo; Michael Montagano, Kitchen United</p>

2:30 pm–3:20 pm	<p>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.</p> <p><u>Moderator:</u> Laura Michaels, Franchise Times Marianne Radley, Smoothie King; Steph So, Shake Shack; Jane McPherson, Capriotti's and Wing Zone</p>
3:40 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 & Eric Ferguson, 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 East Coast Subs</p>
5:00 pm– 6:30pm	Food On Demand Showroom/Expo Hall Open
6:30 pm–8:00 pm	<p>Operator Only VIP Party Please join us for an exclusive restaurant operator VIP reception in the Chelsea Theater. <i>Hosted by ItsaCheckmate, e3Cater & PAR</i></p>
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 <i>Breakout 1 of 3</i>	<p>Building Your Omni-Fleet and 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; Moin Islam, ShipDay</p>
9:00 am–9:50 am <i>Breakout 2 of 3</i>	<p>Advanced Drive-Thru and 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 <i>Breakout 3 of 3</i>	<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. Two industry research providers share exclusive findings about consumer expectations, market insights and technology adoption, with an eye toward upcoming trends 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 <i>Breakout 1 of 3</i>	<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>

<p>10:20 am–11:10 am Breakout 2 of 3</p>	<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 operating, 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 Hospitality Ventures; Marty Hahnfeld, 858 Partners</p>
<p>10:20 am–11:10 am Breakout 3 of 3</p>	<p>Alternative Delivery Solutions Restaurants have options beyond the “big three” delivery providers. With the ongoing evolution of local and regional delivery providers, as well as third-party fleets and co-ops, this session highlights the benefits of working with alternative delivery providers—and what restaurant operators should consider when diversifying their off-premises offerings.</p> <p><u>Moderator:</u> Hanson Li, Lazy Susan Ruston Hicks, Let’s Do Delivery; Jon Sewell, Go Loco; George Etre, Etre Restaurant Group Chomp Delivery</p>
<p>11:20 am–12:10 pm Breakout 1 of 3</p>	<p>Future Battlegrounds of Data, Delivery and 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.</p> <p><u>Moderator:</u> Tom Kaiser, Food On Demand Zach Goldstein, Thanx; Geoff Alexander, Wow Bao; Jessica Jami, P.F. Chang’s; Beth Hardy, Modern Market Eatery & Lemonade</p>
<p>11:20 am–12:10 pm Breakout 2 of 3</p>	<p>Restaurant Real Estate in a Digital World 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.</p> <p><u>Moderator:</u> Meredith Sandland, Empower Delivery Romina Gupta, Nimbus; Erik Herrmann, CapitalSpring; Luke Pipkin, Chick-fil-A</p>
<p>11:20 am–12:10 pm Breakout 3 of 3</p>	<p>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.</p> <p><u>Moderator:</u> David “Rev” Ciancio, Handcraft Burgers & Brew Jon Register, VIRTURANT; Jennifer Layman, Red Lobster; Otto Othman, Pincho; Rob Elliott, Hungry Howie’s Pizza</p>
<p>12:10 pm–1:30 pm</p>	<p>Networking Luncheon <i>Sponsored by Virtual Dining Concepts</i></p>
<p>1:30 pm–2:20 pm Breakout 1 of 2</p>	<p>Around the Industry Featuring short, solo presentations from diverse corners of the industry, Around the Industry will feature industry experts from packaging, delivery reconciliation, independent driver fleets, what to pay attention to in online listings, Google’s latest moves in the category and what’s happening in the European delivery market.</p> <p>Scott Nelson, SAVRpak; Vishal Agarwal, ItsaCheckmate.com; Avi Goren, Marqii; Robert Grimes, IFBTA</p>
<p>1:30 pm–2:20 pm Breakout 2 of 2</p>	<p>Around the Industry Featuring short, solo presentations from diverse corners of the industry, Around the Industry will feature industry experts from packaging, delivery reconciliation, independent driver fleets, what to pay attention to in online listings, Google’s latest moves in the category and what’s happening in the European delivery market.</p> <p>Peter Backman, theDelivery.World; Lauren Bugeja, Google; Alexis DePietro, SVK Food Hall Adam Armeland, Kitchen Hub</p>
<p>2:30 pm–3:20 pm Breakout 1 of 3</p>	<p>Revolutionizing Payments and 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.</p> <p><u>Moderator:</u> Ryan Palmer, Lathrop GPM Tor Opedal, Olo; Jane Hong, Square; Sal Nazir, PAR Technology</p>
<p>2:30 pm–3:20 pm Breakout 2 of 3</p>	<p>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.</p>

	<p>Moderator: Niko Papademetriou, Qu Rob Ertmann, Mo'Bettahs; Rajat Bhakhri, Incentivio; James McGehee, Dave's Hot Chicken</p>
2:30 pm–3:20 pm <i>Breakout 2 of 3</i>	<p>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.</p> <p>Moderator: Carl Orsbourn, Juicer John Simms, Home Valet; Kevin King, Donatos; Zach Woodburn, Freddy's; Benji Koltai, Galley</p>
4:00 pm–4:50 pm <i>Breakout 1 of 2</i>	<p>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> <p>Moderator: Scott Landers, Figure 8 Chris Neider, Starship; Adam Herbert, Grubhub; Abby Wheeler, Uber; Michael Gormley, Cartken</p>
4:00 pm–4:50 pm <i>Breakout 2 of 2</i>	<p>How to Navigate Building Sales with Limited Resources As on- and off-premises channel volumes continue to shift in today's environment, operators are faced with the challenge of how to keep up with change and capitalize on the sales opportunities available. Learn from the experts at Jason's Deli, Portillo's, True Food Kitchen and Maggiano's as they share the pros and cons of utilizing internal and external resources for take-out, delivery and catering while on a limited budget. You'll hear about the strategies and tactics they are deploying to rebuild and grow their day and week-part sales.</p> <p>Moderator: 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>
5:00 pm–6:30 pm	Networking Reception
FRIDAY, MAY 5, 2023	
8:00 am–9:00 am	Networking Breakfast
9:00 am–9:50 am	<p>Own and Optimize Your Off-Prem: Ask the Delivery Experts The on-demand and technology side of the restaurant business has never been so overwhelming. Two off-premises experts answer questions and share their recommendations for prioritizing the right channels, and getting the most out of the resources you already have.</p> <p>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>Moderator: Amy Cheng, Cheng Cohen Nancy Combs, Papa John's International; Nick Petrocci, Zaxby's</p>
10:40 am–11:30 am	<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>Moderator: Bernadette Heier, Food On Demand Ray Sassaman, Benchwarmers Bar & Grill; Steve Vincent, Red Robin; Tulio Farias, Table Delice Hospitality</p>
11:30 am–11:45 am	<p>11:30 AM—Conference Closing Remarks Tom Kaiser & Bernadette Heier, Food On Demand</p>