FOODSERVICE CONSULTANTS SOCIETY INTERNATIONAL

BOARD OF DIRECTORS MEETING

MINUTES

25th March, 2015
Madrid, Spain
FOODSERVICE CONSULTANTS SOCIETY INTERNATIONAL

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In Attendance

Officers
Mr. Jonathan Doughty, FCSI
President
(Coverpoint Consultancy)

Mr. Jim Petersen, FCSI
Secretary/Treasurer
(C.i.i. Food Service Design)

Staff
Mr. Nick Vaccaro
Executive Administrator

Directors
Mrs. Clara Pi, FCSI
Director of Special Projects
(PYNEH, HK Hospital Authority)

Ms. Toni Clarke, FCSI
(RT Hospitality Solutions)

Mr. Martin Rahmann, FCSI
(Agere. Beratung für nachhaltigen Erfolg )

Guests
Mr. Wade Koehler, CAE
FCSI TAD Executive Director

Members of the FCSI Educational Foundation Board of Directors

Representatives from Progressive Consumer Publishing Company

Allied Representatives (Non-Voting)
Mr. Martin Ubl
(MKN Maschinenfabrik Kurt Neubauer GmbH & Co. KG)

Mr. Eric Von Kaenel
(Unified Brands)

Mr. Greg O’Connell
(Moffat)

Mr. William Taunton, FCSI
(Gastrotec S.A.)
FCSI’s Vision
“FCSI is the global leader in foodservice and hospitality consulting”

FCSI’s Mission
“To promote professionalism in foodservice and hospitality consulting while returning maximum benefits to all members”

Brand Slogan
“We Share, We Support, We Inspire”

1.0 Call to Order and Opening Remarks

The meeting was called to order 9:02 a.m. (local time) at which time President Jonathan Doughty, FCSI welcomed everyone and thanked everyone for participating in the meeting. Noting that there was quorum for conducting official business Jonathan requested that the meeting begin with the first agenda item.

2.0 Joint Meeting with the Educational Foundation

John Cornyn, president of the FCSI Educational Foundation, presented a PowerPoint on activities of the EF. Below are key points of the presentation. (The full PDF presentation is attached at the end of these minutes.)

Jonathan asked what the total amount of contributions goal should be and what amount the EF would like to distribute annually. He suggested that the EF set a goal of $300K for the first year of fundraising. Members of the EF Board said they would take this suggestion under advisement.

A general discussion followed about getting young people, and new persons, to engage in foodservice consulting as a career. Not just something to do when a profession is retired from another career, or in-between jobs. The key point is how important it is to get younger professionals involved in foodservice consulting and in FCSI.

John C. walked the WW Board members through the new EF website page by page and the importance of the new message. The new website is very impressive and while simple in layout the pages are very nicely designed and provide the viewer a clear understanding of the EF mission why sponsors should get involved. WW Board members complimented John and the balance of the EF Board on working diligently on activities in order to ensure a successful 2015.

Testimonials from scholarship recipients Peter Miklius and Elana Quach were viewed on screen and this made it clear how important individuals like this are to the marketing success of the EF. As scholarships are granted by the EF there is a true need for the production of video testimonials of these individuals to be shown on the website and at FCSI events. As each accomplishment is realized by scholarship recipients the program will build exponentially.
3.0 PCP Presentation

Dan Davey of PCP presented a “Review of 2014 and The Vision for 2015/16.” Dan was joined by Stuart Charlton and Mike Jones, also of PCP. The full PDF presentation can be viewed as an attachment to these meeting minutes.

Following the report Jonathan thanked the PCP staff for a very informative packet and wished them the best for the balance of the EAME Conference in Madrid.

4.0 Approval of 11th – 12th September, 2014 Board Meeting Minutes

The minutes of the 11th – 12th September, 2014 call were discussed. There were no additions or corrections.

Toni moved to accept the FCSI WW 11th – 12th September, 2014 board meeting minutes as submitted, seconded by Clara and approved unanimously.

Jonathan then went through the Action Register item by item and noted the items which have completed and what still must be addressed.

5.0 Review and Approval of Finances

5.1 Review of 28th February, 2015 Financial Reports

Jim reviewed the 2015 February finances as contained in the board materials. Specifically he covered the 28th February, 2015 balance sheet and budget-to-actual spreadsheets to inform the board as to how the Society finished through the first two months of the fiscal year. PCP continues to provide a USD $30,000 profit share at the end of each quarter prior to the completion of the final reconciliation. Then after the closing reconciliation is completed the balance of any profit share is wired to the WW accounts.

Toni moved to accept the FCSI WW financials through 28th February, 2015 as presented in the board materials, seconded by Bill and approved unanimously.

5.2 Cash Flow Projections for Year-End 2015

Jim went through the cash flow projections for the balance of 2015. Since we are at the beginning of the year there are many items which may differ from budget. Jim committed to board members that he and Nick would continue to update the cash flow spreadsheet monthly so everyone would be keep apprised of the current banking situation.

6.0 Global FCSI Partnerships

Jonathan reviewed the GPP as it was originally organized and how the outline has been recently altered. There was an open-ended discussion regarding the structure of global membership and how this could be improved. The GPP was originally discussed and formulated during the 2014 London WW Board meeting. Afterwards the program was given to the FCSI EF for further detailing and eventual implementation. The Foundation considered the program for a number of months which led up to a meeting at NAFEM between Jonathan D. and John C. This is when Jonathan requested that John C. and the EF Board officially present the program detail during the Madrid meetings. Although Jonathan said the WW Board had full faith in the abilities of the Foundation, if the EF was
not up to the task for running the program then the project would be administered by Worldwide.

It was decided that the GPP Committee, made up of WW and EF Board members would meet at 5:00 pm (local time) and again on the morning of 26th March.

The Committee will be made up of:
- 3 EF Board members
- 3 WW Board members
- Admin representative from each Divisional office

7.0 Council of Fellows

WW Board members welcomed guest Al da Costa to the board meeting for a review of Council of Fellows activities. Al provided a history of the Fellows. The original Fellows were really the founders of the Society. Began electing Fellows in 1981, and these were basically the “good old boys” of the Society. This type of election activity went on through the mid 1990’s. Basically anyone who had served as a president of FCSI was automatically became a Fellow. From 2000 on the WW Board requested that a formal application process be established to evaluate candidates. As time progressed the Fellows began examining what the Council of Fellows should really be? What is their real importance to the Society, or to the professional overall? Moving to the present time. The CoF has recently been considering governance issues, like should there be a chairperson? How many new Fellows should be inducted each year? Why has the WW Board or the Society not called on the Fellows for work special projects which the tenure and experience of the Fellow members could be very useful.

Al said that that a number of items have recently been decided.
- Chair is now Gerhard Franzen. But he will be the last overall chair.
- After Gerhard serves as chair there will be a leadership of three.
- The Fellows have established a subcommittee of four members who are going to review the current scoring sheet. This meeting will happen in the next 45 days. They are also going to review exactly “why” the Society is bestowing this honor? Should the CoF be investigating a different way of appreciating the service/experience of members?
- 12 videos will be produced by CoF leadership by December 31, 2015 and provided to the WW Board.

Toni asked exactly what a member receives when they become a Fellow. Al said that currently a member of the Fellow only receives the “honor” of being in the CoF, they don’t receive any extra membership benefits. Bill said that what is most important is that the CoF should once again be made relevant both to the Society and to the profession. Jonathan agreed and said that action needs to be taken immediately so that more historical knowledge is not lost as CoF members pass away.

Jonathan asked Nick to update the CoF list on the website by adding the Division in which the Fellow is (was) a member.

The WW Board agreed to continue support and funding with the understanding that 12 videos will be produced by December 31, 2015, the application process will be finalized and be made transparent, and new Fellows are inducted accordingly.
8.0 Leadership Succession

The board discussed the current leadership and how the succession will continue through 2016 and beyond. The decision was made for Bill to proceed as WW President in January 2016.

*Toni moved to approve Bill T. as the next WW Board president taking office January 1, 2016. Seconded by Martin R. and approved unanimously.*

Toni and Clara requested assistance from the WW Board on help with the administration of APD. They both would like help with working with the APD consultants to get more consultants involved in leadership activities. Jonathan requested that Toni and Clara submit a request to the WW Board on how they can be assisted with the work load for APD activities.

9.0 Unfinished Business

9.1 EAME Loan

Martin reported that EAME is financially sound and does not need financial support from FCSI WW at this time.

9.2 Local Unit Transparency

Jonathan reported that all EAME Local Units have not shown financial reporting transparency by 31st December, 2014 as requested by the WW Board. The WW Board discussed then agreed that Jonathan and Martin will officially request that all Units submit their finalized reports by 30th April, 2015 or the charters can be revoked.

10.0 New Business

10.1 TAD Funding Request

Bill reviewed the TAD funding request as contained in the board meeting materials.

10.2 Future Board Meeting Dates/Locations

Jonathan reviewed the dates for upcoming board meetings.

**2015**

26th (full day) & 27th (half day) October, 2015 in Milan, Italy

This will be during Host Milano scheduled for the 23rd – 27th October.

*Jonathan moved that Ed Norman’s travel expenses be covered by WW for the Milan board meeting, seconded by Clara and approved unanimously.*
11.0 Adjournment

Clara moved to adjourn the meeting. Seconded by Martin R. and the meeting was adjourned at 1:00 p.m. (local time).

Meeting minutes recorded by N. Vaccaro on 04.02.2015.
<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible</th>
<th>Due Date</th>
<th>Date Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft board minutes and send to board.</td>
<td>Nick</td>
<td>04.15.15</td>
<td></td>
</tr>
<tr>
<td>Draft action list and sent to board.</td>
<td>Nick</td>
<td>04.15.15</td>
<td></td>
</tr>
<tr>
<td>Update cash flow spreadsheet through the end of the year.</td>
<td>Nick &amp; Jim</td>
<td>12.31.15</td>
<td></td>
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<tr>
<td>Provide GPP program plans.</td>
<td>GPP Committee</td>
<td>05.31.15</td>
<td></td>
</tr>
<tr>
<td>Add “Division” column on Fellow list on the FCSI website.</td>
<td>Nick</td>
<td>05.01.15</td>
<td></td>
</tr>
<tr>
<td>Assist APD with leadership activities, at the request of Clara and Toni.</td>
<td>Board members</td>
<td>12.31.15</td>
<td></td>
</tr>
<tr>
<td>Confirm financial transparency of all Local Units in EAME.</td>
<td>Martin R. &amp; Jonathan</td>
<td>04.30.15</td>
<td></td>
</tr>
<tr>
<td>Report back to the WW Board on the financial transparency of the EAME Local Units.</td>
<td>Martin R.</td>
<td>31.12.14</td>
<td></td>
</tr>
</tbody>
</table>

*Action Register drafted by N. Vaccaro on 04.02.2015.*
The FCSI Educational Foundation is committed to working with our members to secure the future of the foodservice consulting industry through nurturing the next generation of professional foodservice consultants.

- Case study competitions and awards for upper-class and graduate level students
- Original research addressing foodservice consulting
FCSI Educational Foundation was established in 1995

FCSI has recognized the need for further education and professional development in the foodservice consulting profession.

As an independent, non-profit corporation, separate from its parent group, the FCSI Educational Foundation works to benefit the FCSI membership as well as the greater industry.

This is achieved through raising funds in order to sponsor scholarships, internships, mentorships and student attendance at FCSI Conferences plus research projects and involvement in furthering the profession of foodservice consulting.
The FCSI Educational Foundation solicits and administers charitable contributions, endowments, bequests and gifts in addition to regular fund raising events throughout FCSI's world.

Current sources of funding include the Innovation Showcase that functions during FCSI Conferences to bring innovative products from our Allied members to the attention of consultants.
The FCSI Educational Foundation accepts donations.

These funds are used for the support and administration of the Foundation's programs.

The FCSI Educational Foundation is registered as a US 501 (3) (c) corporation and, as such, provides an opportunity for FCSI members and the other interested parties to support these programs with tax-deductible contributions.

Donations can be restricted to support specific EF Board approved programs, or for use in a specific country or region.
Each Division has funds available to it for grants that meet established EF Board criteria.

The basic premise for most EF funding requests is that the person (other than students), company or organization requesting a grant (of any kind) will be required to demonstrate that, at a minimum, one-half of the funds will be matched by that person, company or organization.

Exceptions to this policy statement must first be approved by the Division and forwarded to the EF BoD for its approval.
THE EDUCATIONAL FOUNDATION IS A NON-PROFIT ORGANIZATION THAT PROVIDES FINANCIAL SUPPORT FOR:

1. Internships in design and management advisory services (MAS)
2. Scholarships for those upper-class and graduate level students with an interest in foodservice consulting
3. Grants to attend FCSI conferences
THE EDUCATIONAL FOUNDATION IS A NON-PROFIT ORGANIZATION THAT PROVIDES FINANCIAL SUPPORT FOR: (2)

- Foodservice consulting curriculum development assistance to hospitality schools
- Case study competitions and awards for upper-class and graduate level students
- Original research addressing foodservice consulting
SPONSORS THAT SUPPORT THE EDUCATIONAL FOUNDATION WILL SEE THEIR LOGOS APPEAR ON:

- Educational Foundation banners at FCSI events
- Related marketing materials promoting the Foundation
- The Foundation’s website
Along with being published in The Foodservice Consultant Magazine, a sponsor is provided the opportunity to provide relevant educational material to members, students and other attendees at Foundation presentations, as well as support for internships and other initiatives throughout the year.
Visit [www.fcsief.org](http://www.fcsief.org) to learn more about the work of the Educational Foundation, on how you can support its programs and help build a brilliant future for our industry.

Each Division is charged with the task to raise funds in support of the EF and to replenish its account.
PROFESSIONALISM
A. To apply for an FCSI EF financial assistance you must meet the following:

1. Currently enrolled full-time in an accredited college or university with hospitality/foodservice as your major.
2. Maintain at least a 3.0 grade point (GPA) on a scale of 4.0.
3. Have completed an internship or have a minimum of 3-years of practical work/education in hospitality industry.
4. Completely and honestly complete this application.
5. Include a cover letter stating your intended use of the award, including a list of extracurricular activities and organizations outside of school and your personal statement of career goals related to hospitality and a short autobiography.
B. The completed Application must include:

1. Application completed in full
2. Supporting documents
3. Two recommendations
   - a. Letter of recommendation by a FACULTY Member or INSTRUCTOR
   - b. Letter of recommendation from an EMPLOYER or INDUSTRY SPONSOR
4. Official transcript of grades from the educational institution where you are currently enrolled (if undergraduate must have completed two years of study)
C. Selection Criteria

1. The Board of Directors of the FCSI Division selects scholarship recipients based on scholarship achievements and letters of recommendation.

2. The amount awarded will depend on the amount of scholarship funds available within that Division’s account and the number of requests received.

3. In the case of internships and grants to attend FCSI events, the willingness of the FCSI member firm or Division to match the grant.

4. Past recipients are eligible to reapply, however new applicants will be given preference.
D. Supporting Documentation to be added to the application:

- Current CV
- Personally written statement of the reason for the application by the applicant and the requested amount of the fund
- Result of an interview of the applicant by a FCSI member (Attitude, Personal Vision, Enthusiasm)
- Confirmation by the FCSI Division Chair with a recommendation of a financial aid
The Educational Foundation seeks to promote lifelong learning, innovation, diversity, and professionalism in the foodservice consulting industry, and it does this through the generous support of forward-thinking corporate sponsors, industry partners and FCSI professional members.
Funding Futures in Foodservice Consulting

Professionalism

Education

Opportunity

Interaction

Innovation

MORE INFORMATION AVAILABLE AT WWW.FCSIEF.ORG
YOU SHARE
WE SUPPORT
TOGETHER
WE INSPIRE!
Review of 2014
The vision for 2015/16
Contents

2014 research results
Advertising overview
Editorial overview
PCP 2015/16 vision
2014 Foodservice Consultant research results

Conducted in December 2014
Who were they?

Survey details
A total of 210 people took part in an online survey between November and December 2014 – an 11% increase on the 2013 reader survey.

67% of respondents were male and 33% were female. The average age of respondents was 47. The sample was broadly representative of the 2013 research sample.

Survey results

Type of FCSI membership
- 44% consultant member (53% in 2013)
- 25% non member (11% in 2013)
- 20% allied member (21% in 2013)
- 4% affiliate member (5% in 2013)
- 7% other (10% in 2013)

Length of membership
- 45% 1-5 years
- 41% 6-10 years
- 14% 10+ years

FCSI division
- 54% The Americas (53% in 2013)
- 42% EAME (35% in 2013)
- 4% Asia Pacific (12% in 2013)
Survey results

Magazine usage

**Number of issues read**
78% read all or most (3/4) of the issues in 2014

**Best in sector**

67% believe that *Foodservice Consultant* is **better than** other magazines in the sector

32% believe that *Foodservice Consultant* is of **similar standard** to other magazines in the sector

**Average time spent reading Foodservice Consultant**
34 minutes

**The industry average for reading contract publishing titles**
24 minutes

**Percentage who read it for longer than 45 minutes**
29%

**Depth of reading**

57% read all or **most of it**

43% read the articles that are **most relevant** to them
Survey results

Value and impact

86% agree that Foodservice Consultant is a valued part of their FCSI membership. Only 2% disagreed.

44% agree that Foodservice Consultant has encouraged them to use the services of their FCSI membership more frequently.

2/3 agree that Foodservice Consultant has given them a better understanding of FCSI’s services.

1/3 agree that Foodservice Consultant has encouraged them to renew/extend their FCSI membership.

Feedback from readers

“Overall a great magazine with excellent content, vivid photos, interesting features and outstanding articles. Truly enjoy the magazine!”

“It is very informative of things that are happening around us. These provide insights that help me day to day.”

“The broad spectrum of articles provide “a little about a lot,” which helps me keep a pulse on the consulting side of the industry.”

“I like the quality of design and editorial content. It looks and reads like a magazine that the FCSI should rightly be proud of.”
Survey results

Design and editorial rating across the portfolio

*Foodservice Consultant magazine*
67% of the content is viewed as essential/important reading. A 14% increase YOY.

*Foodservice Consultant email newsletter*
77% rate the overall design as very good or good. 8 out of 10 rate the editorial content as very good or good.

*foodserviceconsultant.org website*
72% rate the overall design as very good or good. 3/4 rate the editorial content as very good or good.

81% rate the overall design of *Foodservice Consultant* magazine as *excellent or good*. The number of people rating the design as excellent has increased by 17% YOY.

72% rate the editorial content of *Foodservice Consultant* magazine as *excellent or very good*. The number of people rating the content as excellent has increased by 15% YOY.
Survey results

Digital portfolio awareness and usage

**Foodservice Consultant email newsletter**
- 68% receive the Foodservice Consultant email newsletter
- 89% read every/every other email

**Foodservice Consultant app**
- 65% rate the user experience of the app as excellent/good.
- Almost half consider the ‘find a member’ feature the most useful feature of the app
- and a further 34% intend to download it

Almost a third of respondents have downloaded the app

**Foodservice Consultant website**
- 45% visit the Foodservice Consultant website at least once a month
- Website awareness has increased by 118% YOY
Survey results

*Foodservice Consultant* magazine events

79% of respondents would be interested in attending awards/events hosted by *Foodservice Consultant* magazine.
Survey results

Summary

Engagement with Foodservice Consultant magazine continues to strengthen as the portfolio expands

- The majority of members consider Foodservice Consultant magazine to be a valuable part of their membership, encourages them to use the services of their membership more frequently and has given them a better understanding of FCSI’s services

- 1 in 3 agree that Foodservice Consultant has encouraged them to renew/extend their FCSI membership

- The editorial content and overall design are still rated very highly and there has been a YOY increase in those rating it as excellent

- Engagement with the digital offering is good and awareness of the digital channels shows signs of growth

- The app has been downloaded by a third of respondents and a further 34% intend to download it

- The user experience of the app is rated highly and the majority consider ‘find a member’ to be the most useful feature

- There is a strong appetite for awards/events hosted by Foodservice Consultant magazine
Advertising overview
2014

revenue already exceeded

$807k

Coldside and sustainability in 2015

Strong advertiser support and positive feedback from readers

12

new advertisers in 2015

Now on
Advertising

Digital

Monthly email is great
- Average monthly recipients = 48,688
- Average open rate = 27%

Website traffic is steadily improving

App engagement is growing, as is revenue
- 504 app subscribers
Editorial overview

Editorial strategy two years in
2014-2015 achievements
Future plans
Editorial overview

2014-2015 achievements

- An evolved, better balanced portfolio (boosted innovation section, more institutional/public sector projects covered). But no resting on our laurels
- Huge amounts of members involved in every edition (have now lost count!) from across the globe
- Converting the cynics
- More articles in multiple languages: Chinese, German, Swiss German and French
- More supplements
- Rising, consistent web traffic (but could still be better!) 
- Increased visibility at global events (speaking/judging opportunities)
- Some great PR and social media coverage
- Some award wins!
- Next stop: webinars, video content and roundtables events
The Titans of Industry Roundtable: Host 2015, Milan

**What?**
A 60-90 minute session with previous Titans of Industry we have interviewed in the magazine, focussing on the short and long term future of foodservice and hospitality. The session will be photographed and be presented as a Q1 2016 special supplement.

**When?**
Saturday 24 October 2015 at Host in Milan, Italy

**Who?**
**Host:** Jonathan Doughty FCSI  
**Chair:** Michael Jones  
**Confirmed delegates:**  
Luciano Berti, chair and CEO, Ali Group  
Selim Bassoul, chair and CEO, Middleby  
Bob Hund, CEO, Manitowoc Foodservice  
Alberto Zanata, CEO, Electrolux Professional  
Ralph Winterhalter, CEO, Winterhalter  
Thendy Susanto, CEO, Nayati  

**Awaiting:** Rick Pyle, president, Alliance International, Chris O’Herlihy, EVP, ITW
PCP 2015/16 vision

Find a member standalone app

Website unification

Deliver an FCSI Global Summit
2015/16 vision

Find a member standalone app

Objectives for Professional and Allied members:
- search for fellow members, connect and do business

Objectives for non members:
- search for Design and MAS consultants as well as Allied members

The solution
Extend the functionality of existing app. It would look and feel like a native app. It would also be searchable and can be shared via its URL

The benefits
User friendly – not restricted by device or OS. Also requires less memory
Search engine friendly – can apply keyword strategy to improve visibility to widen reach and awareness of FCSI: both Professional and Allied members

Cost: $5,250
2015/16 vision

- New website that combines both FCSI & Foodservice Consultant
- Foodservice Consultant App
- Find a Member web page/standalone app
2015/16 vision

Website unification

Join the FCSI.org and foodserviceconsultant.org websites

Why?
We achieve a consistent tone of voice.
Customers get a clear understanding of exactly who FCSI are.
An updated optimised site is essential for growth - both in membership and commercial terms
Think about this.

The average attention span of a human being dropped from 12 seconds in 2000 to eight seconds in 2013.

The average attention span of a goldfish is nine seconds...
2015/16 vision

How you present and showcase your brand in the digital space is so important.

Conversion rates for businesses using content marketing are 6X7 times higher.

Online articles with images get 94% more views than those without.

87% of B2B buyers say content has an impact on vendor selection.

60% of buying decisions are investigated and evaluated before contact with the seller.
2015/16 vision

Commercial and measurement

Revamped design offering greater opportunities for commercial advertising

Create a landing page/hub for advertisers looking to target audiences via the website, mag and digital editions, maximising revenues

Automated reporting using analytics to measure site effectiveness per region (most/least viewed pages, dwell time, most shared content etc). Integrate .org online store with the digital editions sales— one online store for everything
<table>
<thead>
<tr>
<th>Reasons to unite</th>
<th>Next steps</th>
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<tbody>
<tr>
<td>A unified global brand, site structure and premium user experience</td>
<td>Scoping meeting with Nick Welch and Nick Vaccaro to analyse and discuss further</td>
</tr>
<tr>
<td>Manage, update and publish content in one place</td>
<td></td>
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<tr>
<td>Simplify user’s experience navigating other region/country sections</td>
<td></td>
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<td>It will improve organic search performance</td>
<td></td>
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<tr>
<td>Increase the site’s stickiness/dwell time</td>
<td></td>
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<tr>
<td>Maintain key features of job postings, events listings, social media sharing, video gallery, store and region/division listings</td>
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<tr>
<td>Modern user experience and interface with optimisation for phone and tablets</td>
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<tr>
<td>One domain/destination for members and visitors</td>
<td></td>
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<tr>
<td>Enhanced commercial opportunities</td>
<td></td>
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<tr>
<td>Increased range of content offering</td>
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</table>
The 2016 Global FCSI Summit and Awards
Networking is marketing. Marketing yourself, marketing your uniqueness, marketing what you stand for.

“It occurs to me that our survival may depend upon our talking to one another.”

Succeeding in business is all about making connections.
<table>
<thead>
<tr>
<th>Who?</th>
<th>Where?</th>
<th>When?</th>
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<tbody>
<tr>
<td>Allies</td>
<td>La Manga, Spain</td>
<td>September 2016 – no clash with another industry event</td>
</tr>
<tr>
<td>Professionals</td>
<td>Castlemartyr, Ireland</td>
<td></td>
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<tr>
<td>Chefs</td>
<td>Dolce Chantilly, France</td>
<td></td>
</tr>
<tr>
<td>Students</td>
<td>Castelfalfi, Italy</td>
<td></td>
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<tr>
<td>Industry VIPs</td>
<td>Four Seasons Ski Resort, Whistler, Canada</td>
<td></td>
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<tr>
<td>Government ministers</td>
<td></td>
<td></td>
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<tr>
<td>Industry influencers</td>
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2015/16 vision

The Summit

Why?
- Own a credible and insight-led global event
- Drive awareness of FCSI as a unified global professional body
- Gain new members both professional and allied
- Win new business
- Showcase your work, knowledge and skills
- Meet new people

How?
- Two-day summit held in a luxury resort accessible for all
- Speakers will be industry luminaries; chefs, experts, research, futurologists, etc
- Consultants will have set meetings with Allied members
- Ends with an awards dinner
2015/16 vision

Cost – Topline

*Review document for discussion*
The summit is all about establishing FCSI as a preeminent foodservice global organisation. It is about bringing together market-leaders, opinion formers and most important decision-makers from across the globe, together in one place to network, debate, discuss key issues, trends and opportunities facing the industry... and ultimately business relationships and revenues. It will become the go-to exclusive event for the F&B global industry.