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FOODSERVICE
CONSULTANTS
SOCIETY
INTERNATIONAL

EXTERNAL ENVIRONMENTAL ANALYSIS

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INTRODUCTION

In advance of a strategic planning session scheduled for January, 2011, Sandi L. Humphrey and Associates surveyed members of the FCSI Board of Directors. In addition, a number of external experts were identified by FCSI – a number of those individuals provided comprehensive input either in writing or via a telephone interview on external trends they see as having the potential to impact the FCSI or the members and stakeholders in the near future.

What follows are the results of this information-gathering exercise. Members of the Board of Directors are urged to review and consider this report prior to the strategic planning session in January.

1. VISION STATEMENT

Great vision statements inspire commitment and enthusiasm. A vision statement should provide a compelling description of the state and function your organization is aspiring to. Put another way, a vision statement reflects the position desired by the organization. What is your vision for FCSI WW? In other words, what will FCSI WW do, and what will it be three to five years from now?

FCSI WW should be an umbrella under which sits the Divisions, it would be in contact at worldwide government level to promote the FCSI as a society of professional members that are there to assist and give guidance on worldwide catering issues.

Spread the word of the professional relationship WW and consolidate standards and requirements. I see the FCSI gaining a higher status and becoming vital for all consultants WW.

I believe that FCSI is the sleeping giant of the worldwide foodservice industry and it is yet to realize who it is and what it can achieve. I hope that FCSI will waken from its slumber and start to be the leader in the industry that it should be.

FCSI should be at the forefront in discussion with world governments in relation to policy that affects the food service industry. FCSI should be act on behalf of not its members but also the greater foodservice industry worldwide.

Be more present at the global market; be on the desk of the top tiers and important decision makers; FCSI WW will - better must - take active interactive role of consultancy in the sense "best in class".

The FCSI will be the single most important and influential source and body of knowledge to the hospitality industry at global, regional and national levels.

FCSI WW should improve trust between consultants, customers and the industry outlining that the independent professional advisors operate in the interest of the hospitality industry and in consideration that the goals are mutually beneficial.

The most recognised organisation of foodservice consultants. Today the awareness is low and the organisation is moving ahead through the will of the participants.

We will be the dominant professional association for the foodservice sector worldwide. Our brand will be synonymous with high quality, ethical, client driven consulting. We will be the acknowledged global leader in fostering innovation, promoting sustainability and raising standards at all levels of the foodservice supply chain.

To be the leading body for professional foodservice consultants, that government, the hospitality industry and our community want to engage and work with, through choice, because of our professionalism and authority.

FCSI WW should be leading in promoting the brand of FCSI to the world operators.

FCSI should be known throughout the world as the Premier foodservice consulting society. It would be the source for all and any foodservice information. When we put the initials FCSI behind our name, it will truly mean a professional consultant.

FCSI WW will provide value to all members by providing marketing of the brand on an international basis, providing educational opportunities and content to the membership, instil an attitude of cooperation between members of all Divisions, and further promote the professionalism of its' members globally to the client community.

FCSI is the key community for independent foodservice and hospitality consultants globally - a place for the sharing of knowledge, creative thinking, inspiration and camaraderie among industry leading peers.

Leader and trend-setter in the global foodservice Industry.

The recognized leader in foodservice design and management consulting.

2. MISSION STATEMENT

A mission statement supports the vision. It conveys the organization's purpose, recognizes key stakeholders and their needs, the products and services it offers (for whom, where and how) and the image the organization seeks to project. What mission is required to support your vision for FCSI WW?

At worldwide level we should have funds that support the contact with all government throughout the world, as Asia is quickly becoming a worldwide player and at present the FCSI is seen as a predominate American organization.

An organisation that supports, guides and monitors the professionalism of consultants worldwide and is the industry standard for anyone requiring consultants.

Be professional, be united, stop navel gazing, and achieve what is the best for FCSI and not self gratification.

WIN 3 - in the global network it is important that the organisation - the members at all levels and the supporters get closer to the customers in the different market places. This will increase the recognition but also reflects the professionalism of the entire organization.

Continue to listen to the customers' needs, new trends, new ways of working, and sharing them with us, manufacturers in order to evolve the offer and match it to customers' expectations

The gathering and sharing of the most up to date information in a spirit of true sharing and comradeship.

More attendance in international hospitality and foodservice trade shows, conventions and venues.

The mission is to give the best insight and consultancy support to the operators throughout the world about the food service market.

We will make the use of an FCSI consultant an unquestioned necessity across the globe by building the structure and image of our society and the quality, skills, integrity and numbers of our members to provide a comprehensive top quality offering of management and design foodservice consulting services in tune with client needs.

To be the most professional in what we do, engaging at all levels in our industry, to develop foodservice consultancy as a desired profession. This will require missionary work to new areas, engagement with young people at the outset of their career and close communication with partners, co consultants and legislative bodies.

Financial support for marketing.

Greater marketing of the Society. More "speakers bureau" activities at all levels - universities, colleges and clients like architects.

The mission of FCSI is to provide for member needs by maintaining a global presence to the membership and offering the opportunity for all members to grow both personally and professionally through involvement in the Society.

FCSI provides a professional community focused on the promotion of the foodservice consulting profession while supporting the ongoing development of foodservice and hospitality consultants globally.

We are committed to sustainable development in the foodservice industry, working with our partners and clients to reduce carbon emissions We are committed to continuous education for our members, keeping up with the latest trends and cutting edge technologies. We are committed to uphold the foodservice industry standards and lead the change to meet future challenges

To become the primary resource architects, developers, venue managers and foodservice operators rely on for independent advice and counsel.

3. GOALS

Goals are statements of broad outcomes which need to be accomplished to achieve the mission. What must FCSI WW accomplish in order to achieve the mission?

THE BRAND: Increased brand recognition of WW and in the UK. Achieve recognition from worldwide governments and other professional bodies, for example The Royal Architects Institute of Australia, at present there is no recognition or status of a FCSI professional member. We will make commissioning an FCSI consultant the unquestioned client choice by pro-active marketing to key industry groups across the world. Recognition by outside parties of the status of FCSI and awareness of what FCSI stands for. Create a marketing campaign to promote the use of FCSI Consultants to the operators on a global basis. Look for branding opportunities that are affordable and relevant and assist Divisions with ideas that will elevate the brand. Gain industry recognition of the FCSI brand for the benefit of all consulting members. Advertising of brand. **(8 related responses)**

MEMBER EDUCATION/TRAINING/CERTIFICATION: Until FCSI has professional members who have undertaken recognized tertiary training up to a MBA, FCSI will never be given proper standing in the commercial business world. We will make foodservice consulting the profession of choice using well structured educational and support systems to provide a full and effective career path. We will define and establish formalised areas of specialisation in which our members can develop their skills and aspire to be leaders in their fields. Encourage participation with the FCSI Academy. Be forward thinking in helping to create excellent educational venues. Foster the professional development of new and emerging consultants. Continuing education and testing of members. **(7 related responses)**

EXTERNAL RELATIONS: We will foster and develop partnership relationships with the key trade, educational and governmental organisations of influence in our sector. A need for legislatures to listen to FCSI. More recognition from our client associations - Architects, CEO's, entrepreneurs. Growing alliance of association with major client organizations. **(4 related responses)**

MEMBERSHIP: Increase professional membership. The FCSI WW should do more global advertizing and promote FCSI services, to let more professionals in foodservices and hospitality know about it, and become a member. A desire for young professional to become FCSI members. **(3 related responses)**

OTHER:

FCSI WW must come closer to the needs of the individual chapters in the different divisions around the globe.

WW must realise that it is a truly GLOBAL organisation, and that all markets operate in a different way. The North American model is not the only way.

The FCSI organization and old members will benefit from their ideas and experiences, and in the nearest future the food services and hospitality society will admit that the FCSI organization is the best in this field. Each project in the future will look after this because trusting in what they offer will give the FCSI and members more advantages.

Awake the members first then the community for more useful ways of cooking, preserving, support producing raw ingredients as well.

Higher responsibility from all the professional members in support of the association. It would be nice to see a more supportive and wider attendance at FCSI's activities.

The goals have to be set country by country covering the most important catering organisation in terms of number and turnover for the adherents.

We will create an environment in which members are motivated to engage with each other, supporting each other in providing quality solutions and in sharing best practice.

We will establish collaborative projects to foster innovation and sustainability.

We will continuously measure our effectiveness in meeting client needs.

We will communicate progress effectively across our organisation, celebrating achievement and outstanding performance.

Must be seen as a capital P "Professional".

Need a greater revenue stream to support our programs and our marketing.

Continually look for ways to improve member value.

Foster the growth of the consulting profession globally.

Collect documentation considered to be key to the ongoing development of the FS&H consulting profession and make it available to the membership via an online FCSI resource library.

Promote effective carbon management, provide guidance for safe and low carbon foods. Educate, inspire our members, our clients and our world to live healthy, happy sustainable lives. Partner with equipment manufacturers in the development of "green" hardware. Partner with academic institutions on research and development of "Future Kitchen" and low carbon standards for sustainable foodservice operations. Obtain recognition and support from local governments to be the foodservice industry standard keeper and change agent.

4. EXTERNAL TRENDS

Not-for-profit organizations must constantly monitor changing external factors and the impact those factors may have on the membership and the organization itself. Recognizing and understanding

emerging trends or issues is key to ensuring an organization is in a position to respond appropriately to future opportunities and challenges. Understanding trends and issues and their potential impact will help FCSI WW avoid costly mistakes, react quickly to foreseeable events, and position the organization to take advantage of valuable opportunities. Trends and issues are often connected and, in many cases, should be examined simultaneously. Under each of the headings that follow, identify at least three related trends and issues that you foresee having an impact on FCSI WW or the membership and stakeholders of the society over the next 3-5 year period.

FOODSERVICE CONSULTING

COMPETITION: There is and will continue to be more competition from conglomerates who offer free services. Increasing competition; suppliers providing consultancy. "Free consultancy". More dealer designers due to economics. More dealer designers. Increasing numbers of global companies in equipment manufacture and contract catering offering their own internal design and management services. **(6 related responses)**

MEMBERSHIP VALUE: FCSI struggles with providing appeal to an ever more diverse consultant community looking for reason to belong. Lack of clarity around the role of the Society in relation to potential clients for membership. **(2 related responses)**

RECOGNITION OF THE PROFESSION: Not a recognized profession - lack of understanding of what we bring to the table. Lack of knowledge of FCSI among client base - value is questioned by both members and non-members. **(2 related responses)**

FINDING AND ENGAGING EMPLOYEES: How to find young dedicated talent who will stay in the industry – they join but often move to a related business. It is difficult for small firms to hire and develop young people - career development now is very different than it was when the majority of our members got their start in this profession. **(2 related responses)**

OTHER:

There will continue to be a proliferation of smaller firms as many employees are leaving larger firms after 3-5 years - FCSI must be responsive to smaller firms as they needed to be involved and will need and want programs.

More MAS consulting companies with specialities not currently considered by FCSI.

Design – quality – hygiene.

Help to invent new appliances eco friendly, new cooking techniques, more healthy food.

Development of FM Consulting as a more widely based profession, covering hard FM (Buildings and equipment maintenance) and Soft FM (Foodservice, laundry, security, cleaning and other support services).

General movement to lower corporate overheads and outsource specialist professional services.

Environment and energy.

Fewer consultants entering the field independently due to economic reasons.

There will be a lot of senior members retiring soon.

Anyone can be a consultant, low cost of entry, because of lack of professional certification.

GOVERNMENT (E.G. NEW LEGISLATION)

AWARENESS OF PROFESSION: New legislation to use more consultants - put forward the importance of consulting, consulting as standard for each project. Governments should overview international tenders by issuing that a foodservice consultant **MUST** be included within the development team on important kitchen projects. No knowledge of sector. FCSI members are not recognized as professional experts with a degree or certified qualifications. No real government requirements for FCSI consultants except in defence due to not being certified (although this would be very expensive). Governments are unaware of the existence of the foodservice consulting profession - government recognized professions are beginning turf wars in some jurisdictions - the profession doesn't have enough critical mass to be recognized by governments. **(6 related responses)**

REDUCED SPENDING: Spending cuts in local governments leading to business opportunities in the short term. However this has a longer term detrimental effect on business. Decrease of investment in many countries. Cuts in Government spending may reduce the number and scale of publicly funded projects. Funding issues. **(4 related responses)**

REGULATIONS: Ever-increasing regulations. Conflicting or differing interpretation of regulations – regulators don't understand our business. Regulations. **(3 related responses)**

CARBON FOOTPRINT: Pressure for ecological solutions. Initiatives to increase sustainability and reduce carbon footprint. New legislation on carbon emissions. **(3 related responses)**

LICENSING: Constant threat of licensing us – it will continue to be an issue. More legislation determining who is authorized to design. **(2 related responses)**

OTHER:

Tender business.

There will always be a certain amount of variation between governments, but there have been and there are positives in specific areas covering such issues as HACCP. Hopefully over the next few years we will see more common requirements in more areas that affect the foodservice industry by worldwide governments.

The development of common international standards will assist the foodservice industry in so many ways and for FCSI our members design and documentation of commercial facilities will become more easy to design.

EU Legislation (FCSI must be influential).

Minimising red tape.

Globalization.

Privatization.

Integration policy.

Opportunity: Increasing health and safety and foods safety compliance requirements across the globe.

Opportunity: Development of state sponsored, owned or controlled healthcare facilities.

Opportunity: Promotion of inbound tourism to increase economic activity.

Lack of direction.

Difficulty with layers of government.

Active lobbying by some trade associations will coerce legislators to favor one association over the non lobbying association.

THE ECONOMY

Cycles of good and bad economy will no doubt continue.

In Europe many nations are broke – market potentially shrinking.

Threat of war (i.e. Koreas) could significantly reduce development – Korea and China are currently booming markets but that could change in an instant.

Opportunities for consultants provided consultants specialize in an area essential to potential clients.

I feel for our members in specific areas spread around the globe for I see more years of small growth, whereas other areas will be supported by governments who will have strong economic growth. Be it life in general or business life, it always seems to be unjust in that there are those who have and those who don't have.

Poor decision-making by specific governments will have a flow on effect to countries, communities, businesses and in turn our FCSI members

Consultants need to be more green aware, regardless of current disciplines.

Consultants need broader awareness of wellness and critical motivational aspects in people development.

Looking for alternatives, mind set changes, doing the right things.

Ongoing crisis on some markets.

Rising Food Costs, Global Recession, Local Procurement

Power consumption – market prices – economic growth – global crisis and beyond.

Eco friendly equipment, produce organic, more jobs.

Reduced consumer spending, promote food raw material within the area.

Opportunity: Expansion of the new world economies (Asia, South America) with rising demands for foodservice expertise. Challenge: Sluggish growth in old world economies (US, Europe) is creating a culture of cost cutting, corner cutting and value engineering, where the consultant may be seen as an unnecessary luxury. Challenge: The increased world demand for raw materials such as stainless steel is continuously pushing up equipment costs creating further value engineering.

Food prices, selling prices, labour movements.

Economy should be getting better soon.

Poor economy means that there is a hesitation to spend money on a consultant.

Availability of financing in private sector, unknown state of world affairs, consumer trends.

FCSI consultant members are cheap / much of a consultant's work is intangible / consulting fees do not seem to follow inflation or GDP increases / members have differing opinions about how they receive value for membership dues / defined roles of the past (owner, consultant, project manager, contractor) have become blurred with new forms of business aimed at holding or gaining work.

Higher fuel cost may lead to new kitchen designs.

Lowering tide sinks all boats.

SOCIAL

NEXT GENERATION OF CONSULTANTS: FCSI is not being populated with enough upcoming consultants. Availability of a diversity of competing careers for the brightest graduates. There will be a major impact in a variety of areas due to the aging population and trends in the certain parts of the western world are that birth rates are slowing - such aging must have impacts on business life in that there could be issues with succession planning and as a whole - FCSI is at the forefront of not promoting in the succession

area, we risk the fact that in a generation or two FCSI could have a diminished membership, which is not a good sign for the ongoing continuity of the society. Aging consultant population. FCSI is aging – we need new younger members to sustain the vision. The average age of our members in 1995 was 55... we now have members who are still active at age 70+ but they are not replacing themselves with younger personnel. **(6 related responses)**

CULTURAL ISSUES: The Society is currently Spanish challenged, in an industry increasingly owned, operated, managed and staffed by people of Hispanic origin. (US) The Society is culturally challenged in terms of awareness/acceptance of different cultural perspectives. Language barriers. **(3 related responses)**

AGING POPULATION MEANS MORE WORK: Aging population brings work to us – nursing and retirement homes, increased travel (resorts) - that will continue. Here in Australia we are seeing a trend with the increase of aged care facilities and such an increase has and will have a bearing on FCSI, in that there will be a requirement to undertake design of the foodservice and laundry service areas. **(2 related responses)**

OTHER:

Experiences of seniors becomes more important. Supervisors helps the youth. Productive aging.

Ability to work with younger clients in different ways.

Education standard – population categories - work orientations.

Help the undeveloped countries, teach the people how to use food safe, raise healthy raw material.

Opportunity: Increasing affluence underpinning a growth in the café/restaurant culture.

Opportunity: High population movement and resulting multi cultural societies broaden foodservice options and choices.

Aging population, growth of youth market, travel.

More global networking opportunities.

Which markets offer strongest potential?

Skilled trades needed to build equipment and install it are becoming scarce.

Owners of very small businesses (like the majority of our members) do not have the broader outlook and skills needed to work on a board to lead this association / volunteerism is dropping dramatically.

TECHNOLOGY

Marketing is totally different than it was a year ago – Facebook and Twitter. A whole lot of things will continue to impact the way we communicate, market and do our work.

Concern that 3 or 4 large conglomerates that own 20-60 manufacturers /vacillate between doing work for clients and farming it out. We need to pay attention to what they are doing and develop ways of working with them so they don't take the work from us.

Industry and manufacturers are more committed to environment and sustainability – we need more engineering background and training so we can relate and react to more sophisticated systems that are brought to market. We need to bring along good technically trained individuals.

Foodservice consulting is changing especially in the area of electronic drafting, such changes do effect our older members, we need to embrace the young who are either skilled or can quickly gain the skills to work in such a new environment.

A negative with the new technology is that it has a impact on creative thought and design. It is evident that the new young designers are and can draw quicker than compared to older members and while this can be considered as a valuable tool in the design process, the young designers have not been trained to stop, think, analyse and ask questions....why is it so?

Because of the speed of new technology, the young designer just does it. I believe that if we are not careful creative thought could be reduced to just rubber stamping the same design, but just moving lines here and there. This is not design. Design is looking at a situation or area from different angles, stuffing it up, starting all over again until you know that the design is right.

More simple, more efficient, more support and less "dictation".

Remote (home) working; cloud computing; social networking.

State existing technology - level of technological advancement – state against solving technology.

High tech equipment to consume less energy, keep the food safe longer time, reduce chemicals.

A key point for the success of consultancy in the next 5 years.

Opportunity: More sophisticated foodservice equipment (and a related need for client advice) is becoming available due to pressures to reduce energy consumption and waste handling.

Opportunity: More IT based solutions are becoming available for front of house and back of house, creating a further need for informed advice. Challenge: Keeping pace with the new technologies becoming available.

Remote ordering, no staff environments, cooking.

Allow anyone to perform work anywhere in the world.

Constantly changing, need to keep updated, cost of investment. Use of REVIT for our planning work.

Cost of services and goods. Dominant players. Requirements of specific clients.

FS workforce has been very slow to pick up on new food production technologies / technologies in use in today's educational institutions are not being used in today's consulting practices / technology has removed the opportunity for quality personal interaction and true learning.

Automated intelligent templates for kitchen design.

Consultant understanding tech to market services, make presentations and to provide design services.

5. FCSI SWOT ANALYSIS (strengths, weaknesses, opportunities and threats)

STRENGTHS

Global network. One language One appearance.

Wide network enabling people to inspire each other.

Its members, the interaction and relationship building, a sense of purpose and pride.

Breadth of Membership; Established Network; Shared Working Opportunities.

Hard workers – punctual – planning.

Experience, knowledge, practice.

Brand image and awareness.

FCSI is already the only worldwide organisation in the foodservice industry in general and in foodservice consulting in particular. FCSI has an established organisational structure with three divisions and individual branches/chapters. The FCSI brand is well recognised and well respected in many parts of the world.

Being "in the know", setting trends, sharing knowledge.

Established brand name, strong consultant base.

International society. One vision, one theme, one voice.

Long established organization, capable of doing more for members, understands geographic differences.

We have members with knowledge that could be shared. We have the beginnings of a good brand.

Ethical. Knowledge based.

Quality members.

WEAKNESSES

Lack of recognition and awareness in many countries. Members acting not as ambassadors. Interactive networking within the organization.

Increasing age profile of members; untapped knowledge; lack of sales leads.

Its members, arrogance, complacency FCSI suffers from the 20/80 rule, 20% of the membership do 80% of the work, division by division (leadership) within FCSI.

Few members compared with the global market. Non-proliferation in the Middle East – unknown to most project makers in Middle East.

Rivalry, sneaky attitude, less professionalism.

Sometimes the feeling is that consultants do not share experiences.

Members do not fully understand the structure of the FCSI, its objectives and its constitution, leading to poor engagement and involvement. Education and professional development are insufficiently structured to provide real career and growth opportunities. The FCSI is an ageing society. Members are not getting sufficient benefits from their dues – which they believe are high when they are in fact too low.

Not sharing well, not being global, poor communication.

Brand name is slipping. Consultant membership is aging and declining.

Not fully recognized as a needed entity. Lack of communication with all Divisions. Both WW and Divisions trying to do the same thing. Lack of resources to fund programs.

Monetary demands. Member understanding of challenges. Diversity in members.

Very few members are willing to share knowledge. We need to decide what our brand message is. We are a global organization with too many members who think too provincially.

Weak link in government relations and policy-makers.

Members are more engineering types than marketers.

OPPORTUNITIES

Painting a clear picture about the competences. Deliver measurable benefits. Working as a big family.

Lobbying; Global Influence; Shared Knowledge.

To become fully united as a worldwide society. Encourage GenY that FCSI is a viable alternative as a career.

Grow the market faster.

Open for improvement. Market is virgin still. Joint ventures.

FCSI can use its market strength to lead the industry and inspire potential members and clients. Foodservice is a growth industry worldwide of increasing sophistication with developing consulting opportunities including cross pollination between different cultures. The structure is largely in place to re-energise the FCSI with a new strategic direction. Champions can be put in place at grass roots level to involve members and coordinate projects that will achieve strategic and operational goals.

More contact, more exchange, more knowledge.

Technology makes global marketing easier.

Marketing potential of an International organization. Glue that hold all Divisions together. One voice, not fragmented because of global boundaries.

Quality and professionalism. Only group of its type. The turnaround will come.

Our intended resource library needs content / we need to promote our brand message / need to bring the message about FS consulting to the kids in culinary/hospitality schools to plant the seed for the future.

Rise of economic power in Asia.

Wide open.

THREATS

Disappointments within the members. Industries cancel their support because of no return. Decision maker doesn't see any advantage getting closer to FCSI.

Over dependency on supplier membership funding without the correct partnership agreements in place could threaten the objectives of the FCSI.

Non-Members; Suppliers not charging for consultancy; level of membership fees and events charges.

Weakness to manage the members.

Low economy globally, unsatisfactory payments, investor mentality.

Unqualified self-called consultants that dump fee prices and the quality of the services.

Client globalisation and cost cutting can drive out or limit the market entry of independent consultants, replacing them with in house service teams.

Failure to inspire the membership and create the energy necessary to drive the organisation forward will cause it to decay and decline.

Other people will take the lead. Not beneficial to be a member. Aging membership. More out of touch.

Aging population. Economy.

Misunderstanding of what is WW is all about. Why even have a WW Board?

Member misconceptions. Government intervention. Client understanding of benefits.

Imploding - leadership more concerned with self promotion and not willing to serve the membership. Factional infighting within the divisions and being dictated to and manipulated by sources and individuals outside of FCSI.

Us versus them attitude will destroy us / the future is in our youth but we don't welcome them / we cannot afford the staff needed to move forward / we don't develop leaders within the organization / geographically based leadership structure is not working.

Automated and intelligent software on kitchen design.

Fee based consulting vs. free consulting from dealers.

6. FCSI WW ISSUES

What, in your opinion, are the top three issues FCSI WW needs to deal with in the following key business areas?

STANDARDS, RESEARCH, INFORMATION & KNOWLEDGE

Growth of FCSI standards as the bible.

Develop a dedicated information library covering a variety of topics for all members.

Clear definition of core competences. Share success stories. Interactive and cooperative networking.

A constantly up-dated knowledge database; True openness and liaison between members; Standard tender documentation.

Innovation with the manufacturers. Make consulting easy to use. Influence government for consultant usage.

Standardisation of entry and CPG requirements. Work on energy standards with Trade Associations such as NAFEM, EFCEM. Sponsor Research projects at Universities such as 'Restaurant of the Future'. Expand on line resources with case studies, industry trends etc.

Professional standards, international recognition, desire to be part of it.

Creating a new information library, licensing.

Set the standards. Provide all pertinent information for members. Ensure that the information is easily accessible. Provide better data and differentiate the needs of older members as opposed to younger ones, just starting their role as consultants.

Building academy data base. Getting members involved with white papers, etc. Staying on top of changes.

Build a knowledge based resource library. Use resources to develop emerging consultants (the senior members only want to socialize with long time colleagues). We cannot go overboard with standards/competencies.

Headed on right track but need to keep upgrading. Need to get a major on university level.

EXTERNAL RELATIONS & COMMUNICATIONS

Use different channels to transfer the FCSI "gospel". Cooperate with other organizations. Communication with the society.

Lobbying Government; Press/Media Relations; Authoritative voice for the industry.

FCSI needs to self promote itself to the international business world, for there are many parts of the world where FCSI and what it stands for is unknown.

Make aware the community. Establish better communication channels. Advertise the projects.

Investment in professional communication assistance is to be used in certain world areas to increase memberships.

Appoint a professional PR company. Develop further the new website to promote FCSI excellence.

What we are. What we stand for. How good we are.

Create more joint relations with key groups.

Better marketing and better communication with members and other groups.

Determine correct methods to reach out, get the message read, and make it universal.

We need to network more with client based associations. We need to communicate better with educational institutions. We need to use a consistent message at all levels of the organization.

Promote the brand with a very limited budget.

EDUCATION AND TRAINING

Actual knowledge transfer. Competitive intelligence consultancy. Experts pool.

Schools continuing to invest in order to have onsite solutions for cheap and healthy lunch for pupils.

Mentoring for all grades of membership; internship.

Efficient role in education especially culinary schools, teach the end user, support the manufacturer.

Establish minimum entry requirements based on approved course work at chosen educational institutions. Re-visit CPG requirements.

Something young people want to be part of. Develop the skills - educate where no programme exists.

Web based training.

Must raise the level of professionalism through degree, certification or accreditation. Education and growth is necessary to maintain our expertise and understanding.

FCSI needs to set in place steps to create a dedicated section of the society incorporating full or part time paid employees whose task will be to facilitate and undertake dedicated training within and outside of FCSI.

When, where and how?

Need to focus educational content on a defined target audience and not try to please everyone with one topic. Need to involve more members in educating the industry at client based association events. We need to live the brand slogan "We Share, We Support, We Inspire"

Create a university degree program.

FAMILY RELATIONS (I.E. REGIONS)

Support the family as the core of the society – respect and discipline.

Mutual support and assistance - especially for sole-traders.

Embrace ethnic cultures by expanding all areas of communication especially in the area of written media.

Differentiate role of WW vs. the Divisions. Find an equitable financial model for all to share. WW should be initiating the marketing and pushing the vision and mission ideals. Get over the "them and us" mentality. How do we get buy-in from all members that WW is a necessary entity?

Make available the practice.

Develop better calibre local meetings with educational content and networking opportunities. Establish WW projects that can be championed and worked on at the local level.

Bring together, share information, work together.

Strong support of programs

Understanding of each Division and their requirements to appeal to new members and to maintain existing ones. Somehow resolve the language barrier between units and Divisions in non English speaking countries.

Branding, continuity, policy,

We need to recognize cultural differences but stop fighting over the same funds.

Members are always closer to their local group than the big international or national organization.

BOARD GOVERNANCE

Become more oriented at the daily challenges. Networking, information collection, "early bird".

Flat management structure; open and accessible management at all levels.

Integrity and trust.

Simplify. Clarify. Standardise across divisions.

Apply the same rules. Be consistent, and be firm.

I am of the opinion that the current model of WW Board Governance while it has its strengths and weaknesses, it the best model to oversee FCSI. The WW Board is the glue that holds the three divisions together and is concerned for the society on a world wide scale.

Create a vision for the future. What is goal of FCSI WW?

Serving the divisions.

Need to grasp the relative roles of board and staff and each group needs to do their job / micromanaging does not work and FCSI is not a consulting assignment. Boards need to work toward a common vision and then speak with one voice. Boards need to be progressive and visionary - not micromanage.

Minimal is best.

ADMINISTRATION

Lean - keen – effective.

Understand the members.

The board has been doing a good job up to date, but a higher investment may provide a higher return.

Empower local units with their own administration supported with their own funds. Dismantle excessive and costly divisional and worldwide administration. Limit these to systems coordination.

In regard to the WW Administration model, I like what currently is in place.

At present the current model of each division, chapter and the WW administration is ineffective with far too many administrators, too much red tape and associated cost. The administration should be reduced back to three divisional administrators and one WW administrator so as to streamline the process and reduce cost.

Provide platforms for sharing, communicate well, use people for their best skills.

As a non profit and volunteer organization, administration must be carried out by our management people. Is the price for management reasonable, do we need more people? Do we need outside help? Is the administration doing what is necessary? Is it providing the direction required? How do we differentiate between Administration and Governance. What are the responsibilities of Directors as opposed to administrators?

Keeping things going, juggling multiple issues in geographic locations, keeping costs down.

All operating units within the society need to perform the tasks appropriate to their level and membership, staff need policies by which to operate.

Lowest cost while not losing services.