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FOOD JOURNEY<sup>SM</sup>

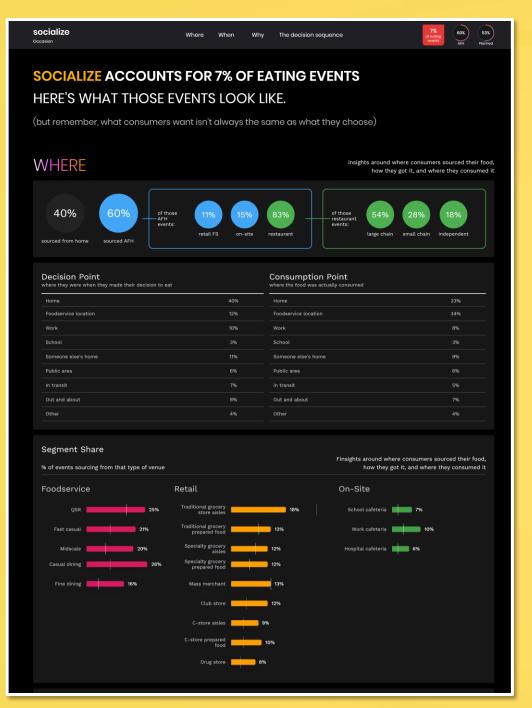
NEW OPERATOR LANDSCAPE GO-TO-MARKET MODEL





Fulfill the Consumer Journey

Use these new insights from IFMA, in collaboration with Datassential and Kinetic12, to deliver against the diverse landscape of consumer food triggers, occasions, and needs.









IFMA has invested in providing research, insights and tools that can be leveraged to help IFMA members and the industry.

After an extensive RFP process, the IFMA strike team chose Datassential to conduct this study of 15,000 consumers on IFMA's behalf.

The research was fielded daily over a 12-month period from September 2018 to August 2019; this report is created by Datassential's custom research group.

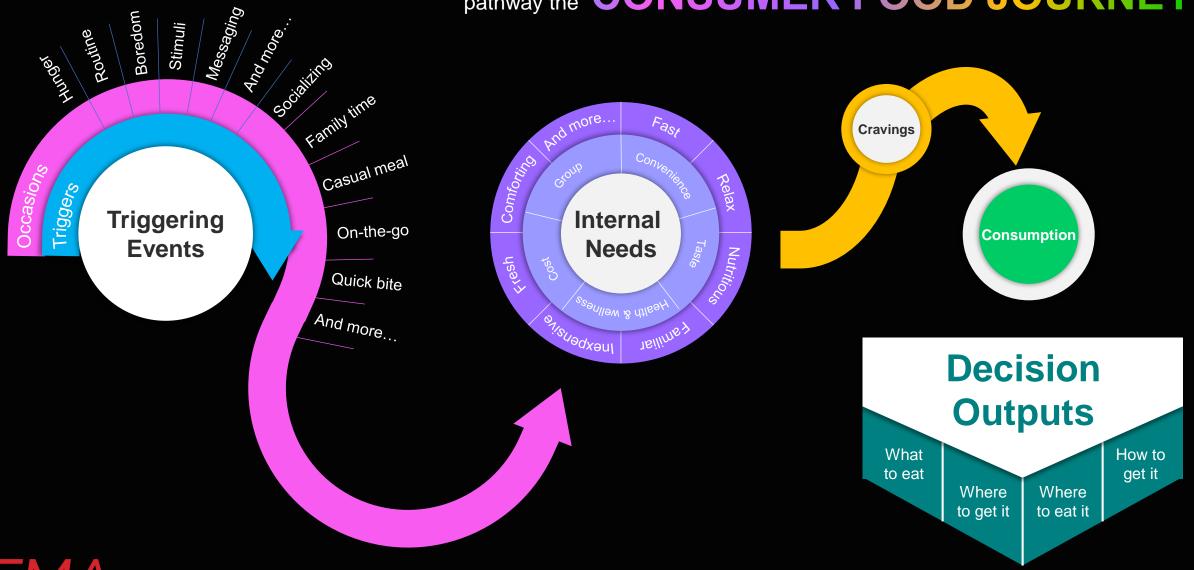




Nestle Professional	Custom Culinary	Bigelow Tea		
Cargill	Chobani	Georgia Pacific		
High Liner Foods	Impossible Foods	Lyons Magnus		
McCain Foods	Pepsico	Rich Products		
Sargento	Smucker's	Tyson Foods		
Ventura Foods	plus the support of hundreds of IFMA members			



### pathway the CONSUMER FOOD JOURNEY<sup>SM</sup>





the hungry consumer 7
the journey 13
triggers 18
occasions 23
needs 31
the decision 41
appendix: occasion details 48

### There's good stuff in this report.







# THE HUNGRY CONSUMER



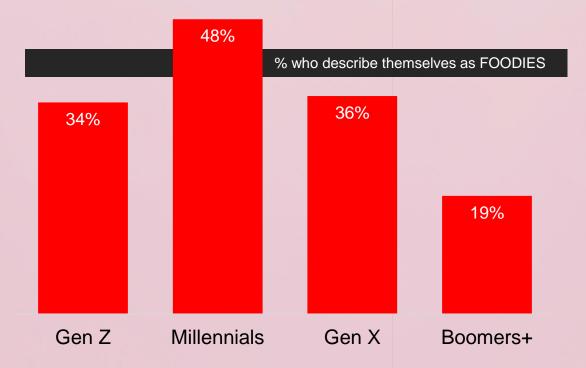




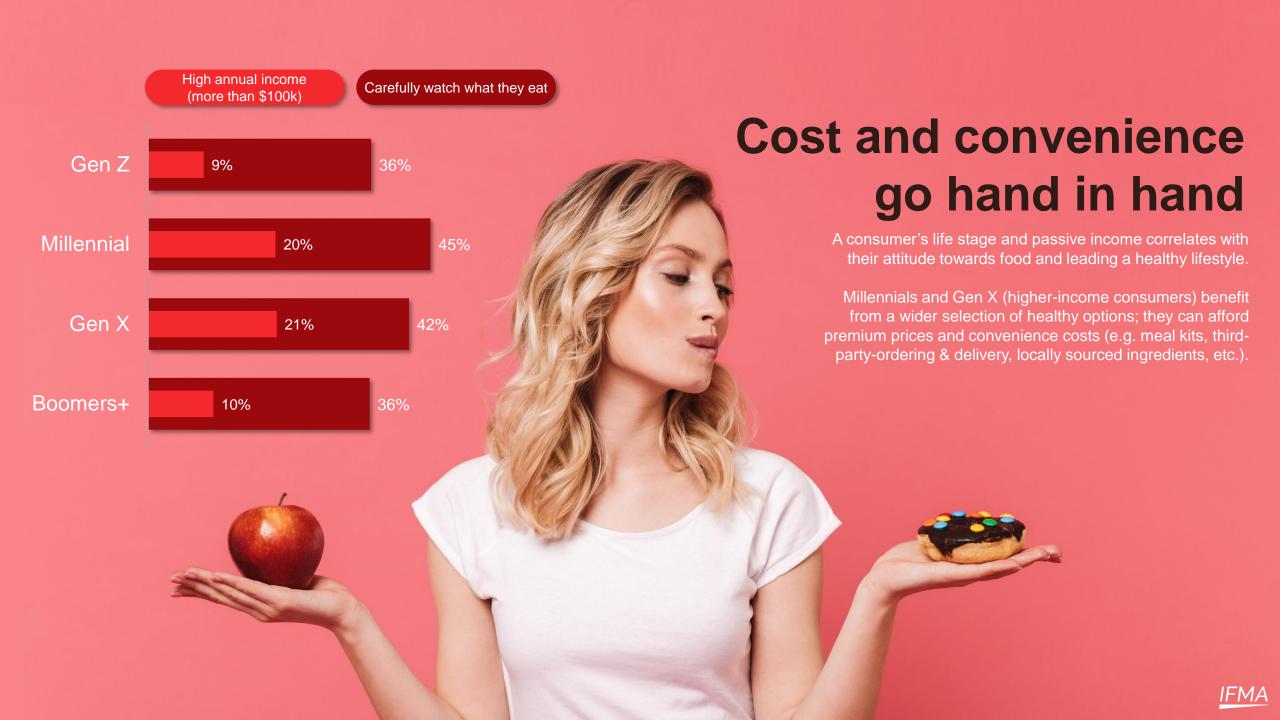
# WHO'S THE FOODIE?

# (it's millennials, mostly) Fusion cuisine, farm-to-table, over-the-top

Fusion cuisine, farm-to-table, over-the-top Instagrambable F&B; just a few examples of how Millennials and their needs are radically changing the food industry today







# 95%

of consumers eat meat (beef, chicken, pork, etc.)



24%

are trying to limit meat consumption

#### THE CASE FOR PLANT-BASED MEAT

Even with meat reduction in mind, meat eaters show very little signs of eliminating meat from their diets.

This gives way to an increasingly high demand for convenient & affordable alternatives that could provide the meat 'experience' without the meat; a space foodservice and retail are heavily competing in already.



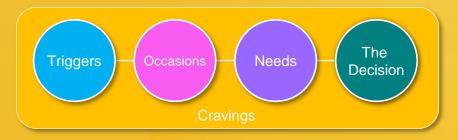
The following consumer groups actively try to limit meat consumption\*; however, they do not exclude it entirely

high-income consumers (>\$100K) +9%
urbanites +6%
foodies +5%
non-white consumers +4%
millennials +3%





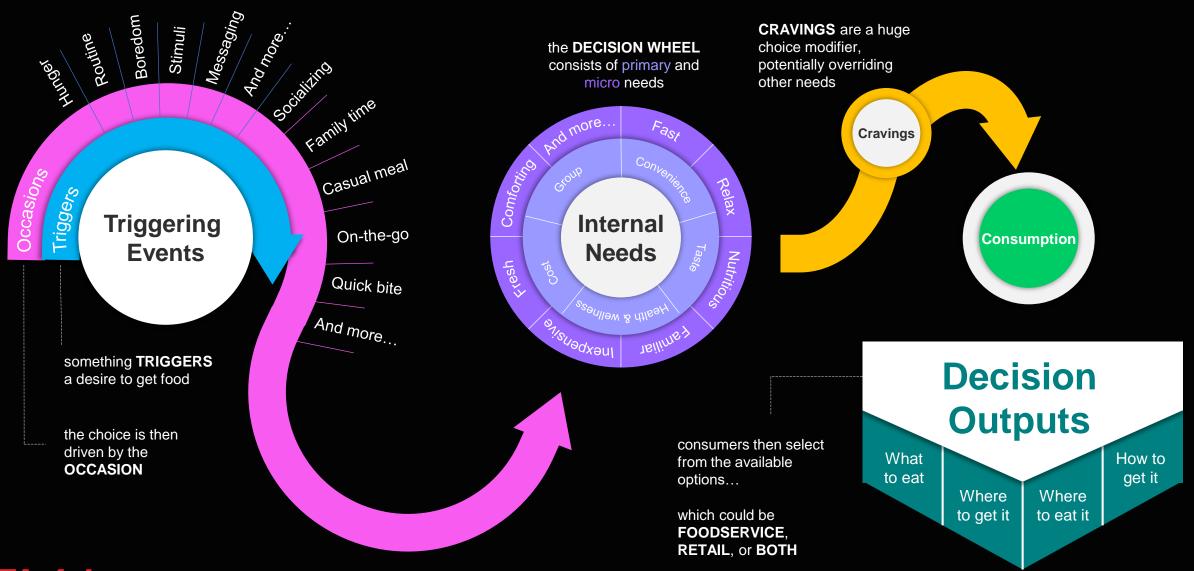
THE JOURNEY







## CONSUMER FOOD JOURNEYSM





#### The decision starts at home.

68% of the time, the impulse to eat begins when the consumer is at home. For foodservice organizations, this means having to overcome the appeal of those options already available in the consumer's home.

	5-11am	11am-3pm	3-5pm	5-11pm	11pm - 5am
At home	72.6%	61.8%	63.4%	74.2%	64.4%
At a foodservice venue	4.5%	5.0%	6.0%	4.9%	6.3%
At work	7.1%	14.0%	9.0%	4.0%	6.2%
At school	1.2%	1.5%	1.9%	0.7%	2.7%
At someone else's home	2.6%	2.9%	4.3%	3.5%	5.8%
At a public area	2.0%	1.8%	2.7%	1.8%	3.9%
In transit	5.1%	5.0%	5.1%	4.3%	4.6%
Out and about	3.3%	6.1%	6.1%	4.9%	5.0%
Other	1.7%	1.9%	1.5%	1.7%	1.0%



# Cravings Lead, Venues Follow.

The food decision most often starts with "what to eat" – more so than "where to get it" or "where to eat it".





Regardless of the channel or occasion, it's the food itself that leads the decision.

#### WHAT'S THE FIRST DECISION MADE?

	Type of Food	Where to Get It	Where to Eat It	How to Get It
From Home	48%	19%	20%	13%
AFH	36%	26%	23%	15%
	25	1-1-1-1-1		
Quick Bite	44%	23%	19%	13%
Socializing	32%	22%	26%	20%
Family Time	42%	20%	23%	16%
On The Go	34%	28%	20%	18%
Special Occasion	34%	22%	25%	20%
Formal Meal	38%	22%	23%	18%
Multi-Tasking	38%	23%	22%	16%
Between Meals	41%	22%	20%	17%
Casual Meal	46%	20%	22%	12%



# **TRIGGERS**

Triggers start the food journey – it's the impulse that activates the consumer's decision to eat







Self was hungry	47%
Routine / time of day	29%
Craving	14%
Food was just there	10%
Pre-planned event	8%
Need a break	8%
Group was hungry	7%
Kids were hungry	6%
Thirsty	6%
Saw / smelled something	5%
Boredom	5%
Group was eating	5%
Messaging / Ad	3%

While 'hunger' and 'routine' are more likely to happen during lunch/dinner time, 'cravings' and 'food just being there' are likely to strike across *any* daypart.

This is could be explained by these triggers' predisposition to happen spontaneously throughout the day.

# FOOD TRIGGERS

what catalyzes eating

IFMA	GEN	IDER		GENER	ATION		(	ETHI	NICITY
TRIGGER FREQUENCY	Male	Female	Gen Z	Millennial	Gen X	Boomers+		White	Non-white
Hungry	95	105	96	87	102	113		101	98
Routine	106	94	75	79	93	135		107	87
Craving	99	101	121	113	99	81		95	109
Food was just there	109	91	115	110	101	84		101	98
Pre-planned	108	92	115	123	94	78		102	97
Break	117	84	108	125	111	63		98	103
Group was hungry	99	101	138	123	99	65		99	102
Kids were hungry	93	107	66	171	124	22		91	116
Thirsty	111	89	148	133	97	54		93	113
Stimuli	106	94	162	153	97	30		94	110

INCOME

#### GEOTYPE

		INCOME			GEOTTPE	
TRIGGER FREQUENCY	Low (under \$49k)	Medium (\$50k- \$99k)	High (\$100k+)	Urban	Suburban	Rural
Hungry	109	96	77	91	105	106
Routine	100	108	87	82	110	110
Craving	95	102	112	113	98	82
Food was just there	97	90	127	114	92	90
Pre-planned	83	105	154	118	91	87
Break	82	104	158	125	92	74
Group was hungry	87	99	146	115	94	84
Kids were hungry	83	95	182	137	80	75
Thirsty	85	95	162	139	79	76
Stimuli	81	93	183	146	79	62
Boredom	87	87	168	139	80	73
Group was eating	69	109	194	136	83	72
Messaging / Ad	55	95	277	176	62	44

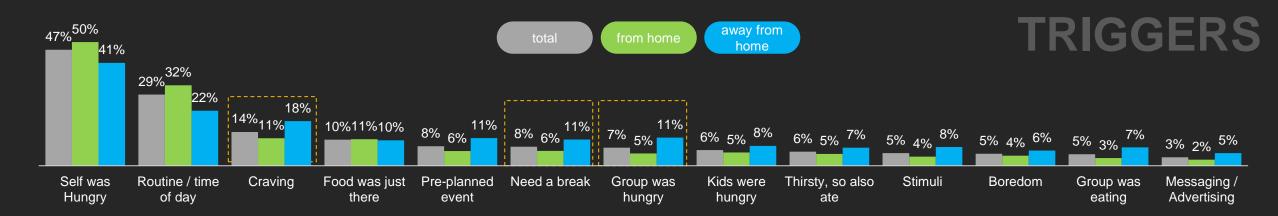
Boredom

Group was eating

Messaging / Ad





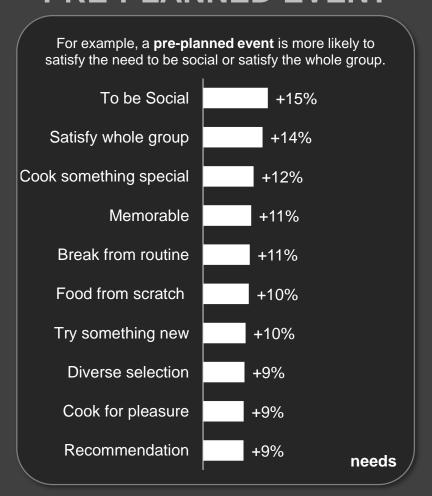




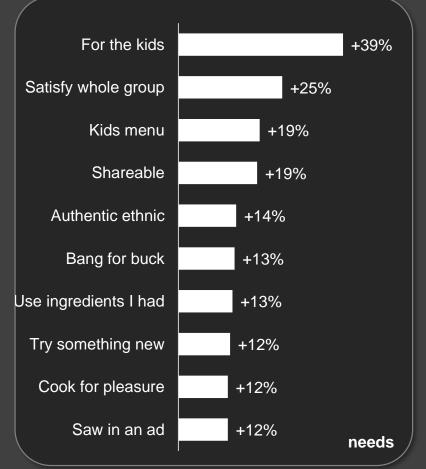
#### MAJOR NEEDS ARE SATISFIED BY DIFFERENT TRIGGERS

Each trigger aligns with very different intrinsic motivations (needs) that lead to unique food decisions each time a consumer embarks on a food journey.

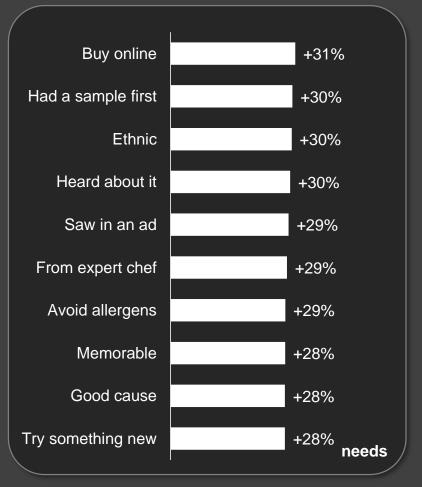
#### PRE-PLANNED EVENT



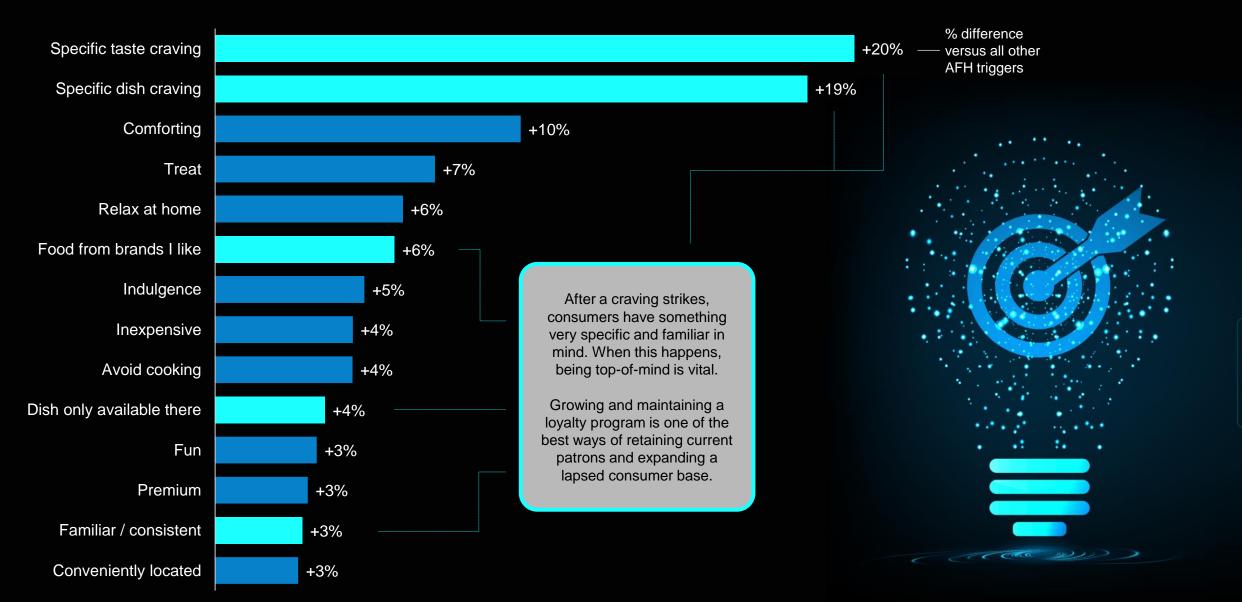
#### KIDS WERE HUNGY



#### **MESSAGING / AD**

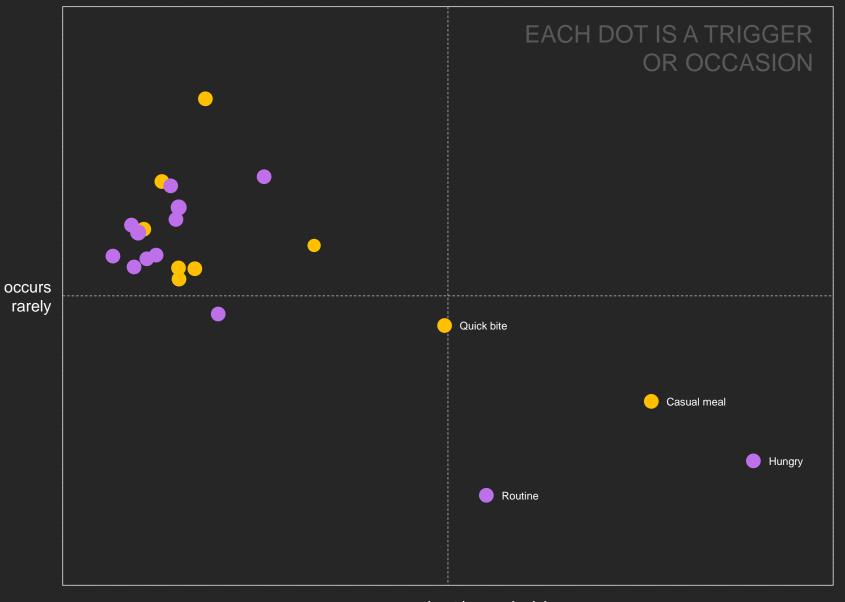


#### AWAY FROM HOME CRAVINGS: MAJOR NEEDS



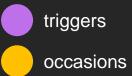


#### more common in foodservice decisions



# TRIGGERS & OCCASIONS

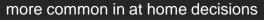
frequency & most likely to occur at home vs away from home



occurs frequently

There are more triggers and occasions in play when the consumer journey leads to a foodservice decision – many of which occur less often overall.

The more frequently occurring triggers and occasions are more common in at home decisions



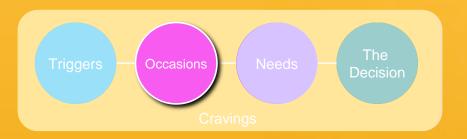




# OCCASIONS

Occasions define the scenario consumers face when making their eating decision

Now that they've decided they need to eat, what situation are they in?





# **OCCASIONS**

contextualizing the eating event

	occasion frequency
A casual meal	40%
A quick bite	26%
Family time	17%
On the go	10%
A formal meal	9%
A bite between meals	8%
Multi-tasking	8%
Socializing	7%
A special occasion	5%

After being triggered to eat, the next decision is framed around the scenario the consumer is faced with.



<u>IFMA</u>	GEN	IDER		GENER	ATION		E	HNICITY
OCCASION FREQUENCY	Male	Female	Gen Z	Millennial	Gen X	Boomers+	White	Non-white
Casual Meal	103	97	89	76	93	132	106	89
Quick Bite	97	103	118	107	103	84	99	101
Family	90	109	99	120	108	74	92	114
On-the-go	105	95	137	141	99	48	93	112
Formal Meal	123	78	88	128	113	65	92	115
Snack	105	95	108	126	104	69	98	104
Multi-tasking	103	97	115	135	105	57	98	104

142

120

140

152

High (\$100k+)

83

94

128

136

172

146

163

171

215

92

98

53

44

		INCOME

108

114

Low (under \$49k)	Medium (\$50k- \$99k
104	101
105	93
90	103
88	106
83	96
91	92
83	100
82	100
73	96

93

86

#### GEOTYPE

98

101

103

99

Urban	Suburban	Rural
89	106	106
100	100	100
108	92	102
125	88	81
137	80	76
120	94	78
124	88	83
131	87	74
148	72	73

Socialize

**Special Occasion** 

OCCASION FREQUENCY

Casual Meal

**Quick Bite** 

Family

On-the-go

Formal Meal

Snack

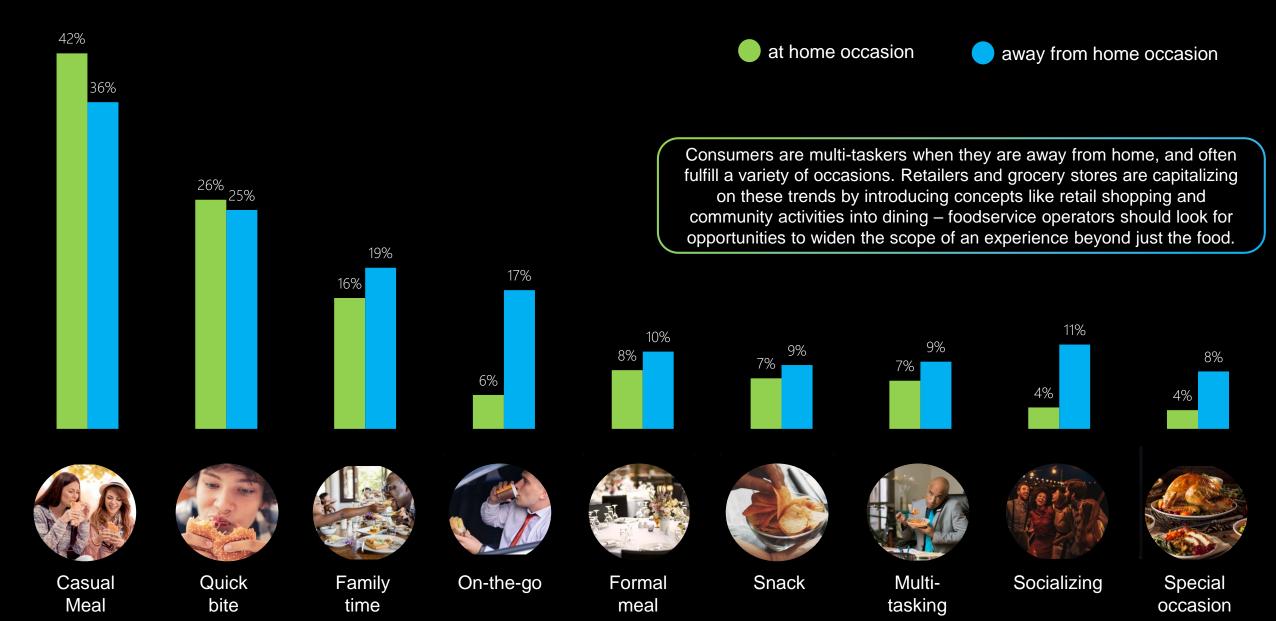
Multi-tasking

Socialize

**Special Occasion** 



# OCCASION FREQUENCY





59% of at home diners

### **SOLO EATING**

Solo eating happens much more frequently during at home occasions. In order to motivate the solo diner towards foodservice events, consider their primary motivation: convenience (whereas group eating is driven by taste).

Self-serve kiosks, grab-and-go meals, mobile pay and other conveniencedriven trends are ways of influencing solo diners towards foodservice dining. Or, bring the food to them with a third-party delivery partnership.





#### TRIGGERS LINK TO OCCASIONS

Whereas TRIGGERS describe the impulse to eat, OCCASIONS provide context for the eating event itself – such as a "Quick Bite" or while "Multi Tasking". Triggers are the underlying motivators for eating, whereas Occasions describe the consumer's situation.

**OCCASIONS** 

	Quick Bite Socializing		Family Time	On The Go	Special Occasion	Formal Meal	Multi- Tasking	Between Meals	Casual Meal
. Self was hungry	116	68	86	95	54	84	99	92	116
Kids hungry	57	118	189	102	156	126	124	118	60
Others in group were hungry	63	185	137	124	144	116	115	104	71
Routine / time of day	77	82	109	81	64	105	100	69	133
Boredom	101	137	79	125	166	117	172	176	47
Food just there, so ate it	112	121	87	105	139	103	128	131	71
Saw / smelled something	71	179	93	130	188	132	138	155	58
With a group that was eating	48	261	118	98	291	137	122	115	51
Pre-planned event	48	203	136	94	278	138	104	93	65
Needed a break	102	129	78	136	155	106	157	157	58
Advertising / message	62	190	92	130	246	158	156	148	45
Craving	110	117	87	121	106	96	106	142	79
Thirsty, so also ate	88	152	84	136	181	115	151	151	57

**TRIGGERS** 

INDEX VALUES SHOWN; figures above 110 indicate triggers that are more highly correlated with that type of eating occasion

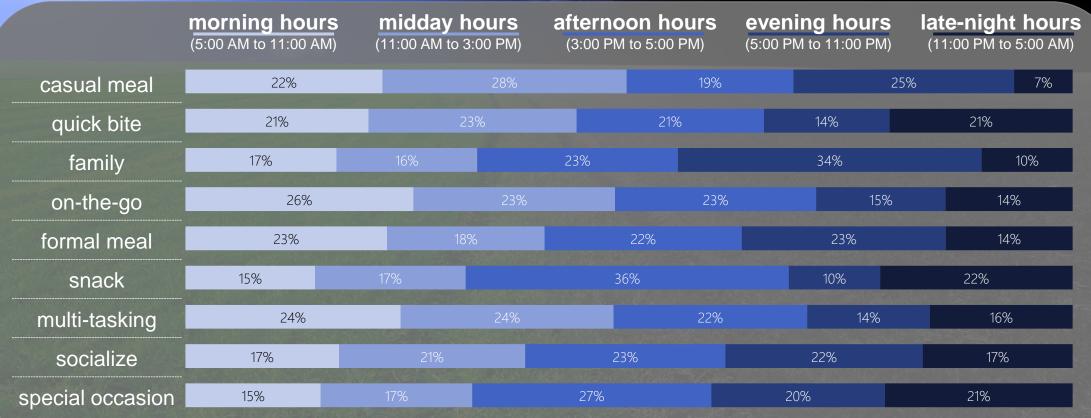




### LATE NIGHT EATS

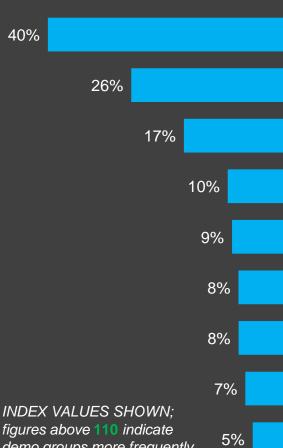
Late night eating events tend to just be quick bites or snacks rather than a full meal; keep late night menus light with bites to help satisfy consumer's late-night cravings.





## **OCCASIONS**

By demography



INDEX VALUES SHOWN; figures above 110 indicate demo groups more frequently engaged in each occasion

i.e. Millennials are much more likely to have an occasion onthe-go or to be socializing than total consumers

	Gen Z	Millennial	Gen X	Baby Boomers+	Low income (under \$49k)	Medium income (\$50k- \$99k)	High income (more than \$100k)	Urban	Suburban	Rural
casual meal	86	74	84	111	92	93	79	83	96	90
quick bite	118	107	103	84	105	93	94	100	100	100
family	99	120	108	74	90	103	128	108	92	102
on-the-go	137	141	99	48	88	106	136	125	88	81
formal meal	88	128	113	65	83	96	172	137	80	76
snack	108	126	104	69	91	92	146	120	94	78
multi-tasking	115	135	105	57	83	100	163	124	88	83
socialize	142	140	92	53	82	100	171	131	87	74
special occasion	120	152	98	44	73	96	215	148	72	73





# NEEDS

Needs describe the range of motivations consumers consider when forming their decision

Now that consumers are aware of their current situation; what motivations stem from their initial trigger and occasion?





# MEGA NEEDS

which one key need guides consumer choice?

Convenience wins overall, but the patterns change depending on time of day.

Taste is champion in the evening, while the importance of health declines as the day goes on.





IFMA		GENDER			GENERATION				ETHNICITY		
	MEGA NEED FREQUENCY	Male	Female		Gen Z	Millennial	Gen X	Boomers+	White	Non-white	
	Convenience	101	99		90	91	102	110	105	91	
	Taste	98	102		103	92	96	110	99	102	
	Health & wellness	97	103		87	107	100	99	92	114	
	Cost / value	103	97		117	117	104	73	97	105	
	Group	102	98		140	139	98	50	103	95	

		INCOME			GEOTYPE	
MEGA NEED FREQUENCY	Low (under \$49k)	Medium (\$50k- \$99k)	High (\$100k+)	Urban	Suburban	Rural
Convenience	105	99	82	88	105	111
Taste	98	104	99	99	102	97
Health & wellness	91	103	125	114	94	89
Cost / value	109	92	84	107	94	99
Group	72	105	191	125	90	78

Mega Needs + Segments

Consumers are primarily turning to retail segments when their decision-making is driven by convenience and health & wellness; foodservice segments are the go-to when consumers are motivated by cost and taste.

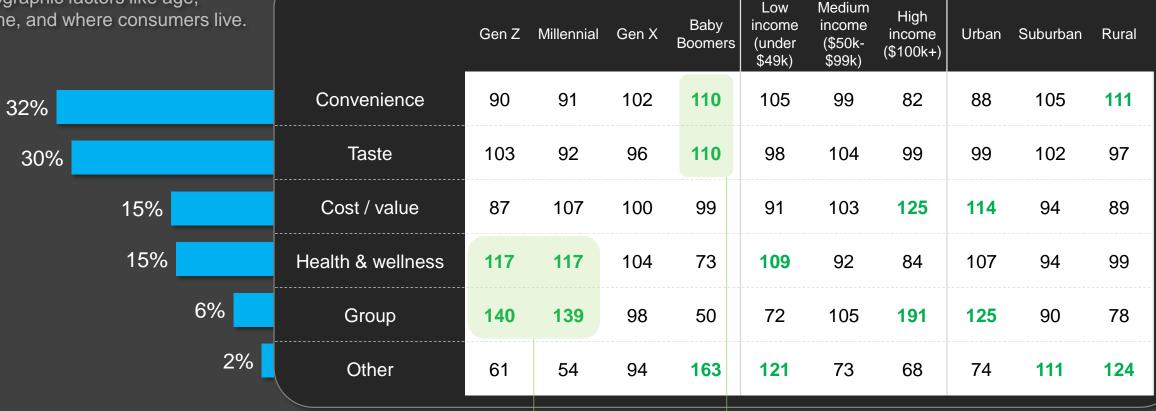
Convenience	traditional grocery store aisle mass merchant traditional grocery prepared food
Taste	casual dining traditional grocery store aisles fast casual
Health & Wellness	club store school cafeteria specialty grocery aisles
Cost	QSR fast casual c-store prepared food
Group	hospital cafeteria fine dining school cafeteria





## **MEGA NEEDS**

the single most important factor in consumer choice differs by demographic factors like age, income, and where consumers live.



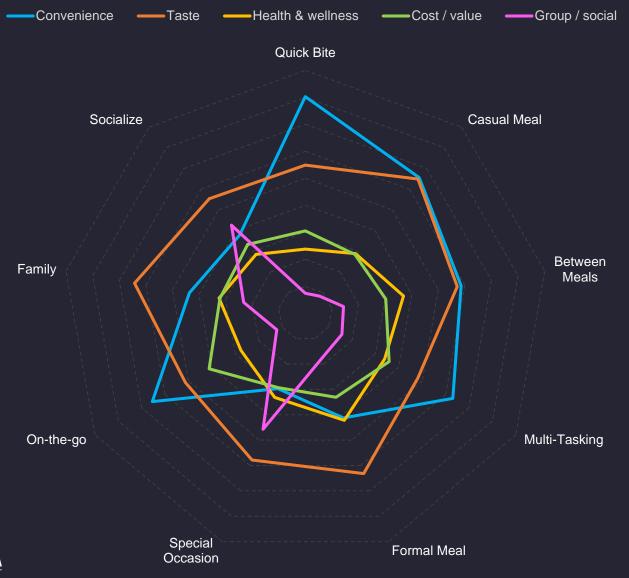
Young consumers are more often driven to choose a food based on health & wellness and what their group is doing, while boomers are driven more frequently by convenience and taste.



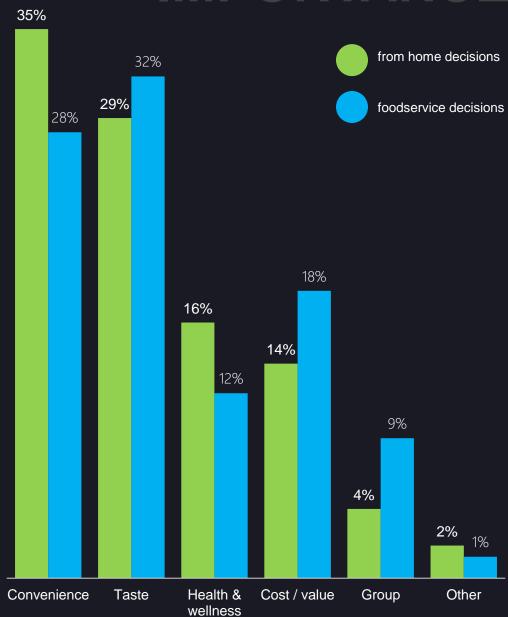


## Occasions + Mega Needs

Context is vital, as Mega Needs shift greatly from one occasion to the next. Health, affordability, and taste are baseline needs with similar importance across occasions; convenience and group needs are more likely to vary by occasion.

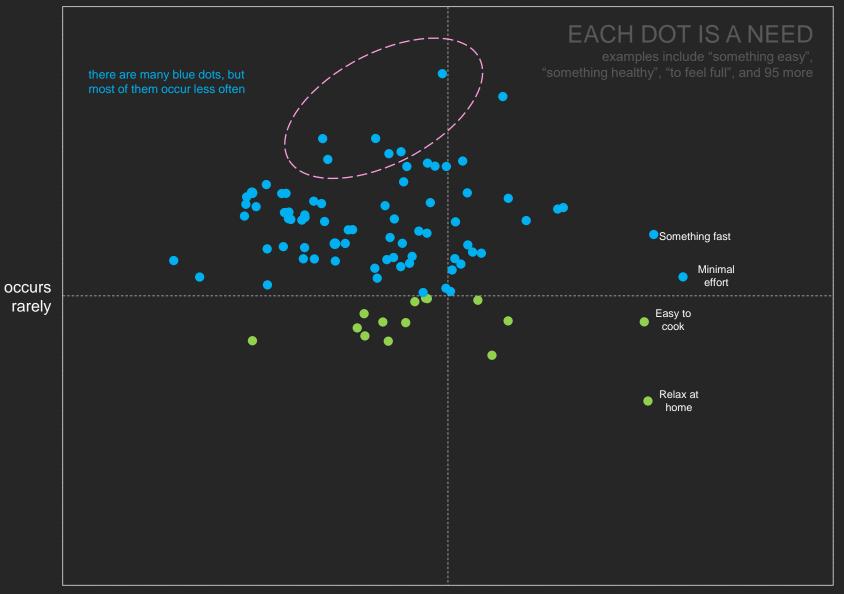


## **IMPORTANCE**



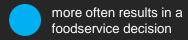


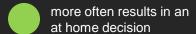
#### more common in foodservice decisions



# DECISION NEEDS

internal & external





occurs frequently

There are more needs in play when the consumer journey leads to a foodservice decision – many of which tend to occur less often overall. However, foodservice today is also better than retail at addressing more prevalent needs regarding convenience (something fast, minimal effort, etc.).

For foodservice to continue to increase its share, it must maintain its ability to solve common needs (e.g. using third-party delivery services) and/or amplify the frequency of less prevalent needs that only foodservice can address (e.g. diverse selection, break from routine, on-the-go, satisfy whole group, conveniently

located, etc.).



Easy to cook	52%	Light	29%	Diverse selection	21%
Minimal effort	51%	Varying menu	29%	Had a sample first	20%
Fast	48%	Best value	28%	Avoid shopping	20%
Use ingredients I had	47%	One dedicated cuisine	28%	Good for weather	20%
Quick to cook	46%	It was just there	28%	For the kids	19%
Relax at home	42%	Bang for buck	28%	Specific dish craving	19%
Satiates	42%	Avoid waiting	28%	Enough for leftovers	19%
Familiar	40%	Coupon / deal	27%	Splurge	18%
Specific taste craving	37%	Was too hungry to care	27%	Use leftovers	18%
Inexpensive	36%	Food from scratch	27%	Memorable	18%
Comforting	36%	Limited options	27%	Less / no meat	18%
Something hot	35%	Not messy	27%	Authentic ethnic	18%
Habit	35%	Energy	26%	Sustainable	18%
Customer service	35%	To be alone	26%	To be social	18%
Avoid cooking	33%	Premium	26%	Seasonal ingredients	17%
Nutritious	33%	Tide over	25%	Avoid allergens	17%
Fresh	32%	Treat	25%	Recommendation	17%
Dish only available there	32%	Online ordering	25%	Try something new	17%
Lots of choices	32%	Kids menu	25%	Nostalgic	16%
Specific brand	32%	Payment options	25%	Ethnic	16%
Delivery / carryout	32%	Natural	25%	Something cold	16%
Customizable menu	31%	On-the-go	24%	Use apps on my phone	15%
Specialty item	31%	Indulgence	24%	Vegan / vegetarian	15%
Reliable take-out packaging	30%	Hearty	24%	Cook for pleasure	15%
Dish I can't make at home	30%	Specific amenity	24%	Good cause	14%
Relax	30%	Staff recommendation	23%	Heard about it	14%
Healthy	30%	Split checks	23%	From expert chef	14%
Well-balanced	30%	Shareable	23%	Saw in an ad	14%
Fun	29%	Advanced reservations	23%	Buy online	13%
Easy to digest	29%	Avoid undesirable ingredients	22%	Cooking with someone	8%
Satisfy whole group	29%	Break from routine	21%	Cook something special	8%
Conveniently located	29%	Best ingredients	21%	Specific recipe	6%
Highest quality	29%	Watch weight	21%		IFM
		<del>_</del>			ILIVI

the **NEEDS** that skew most heavily toward foodservice or from home events

	Frequency	Gap
To avoid having to cook	33%	+18%
Something I could have on-the-go	24%	+16%
To satisfy a craving for a specific taste / food	37%	+16%
To treat / reward myself	25%	+15%
Lots of choices / a diverse selection	21%	+15%
The best value / deal I could find	28%	+14%
A break from my normal routine	21%	+13%
To use apps on my phone / tablet (recipes, coupons, ordering, etc.)	15%	+13%
To relax / wind down	30%	+12%
Something to splurge on	18%	+12%

these needs occur more often with foodservice events

To order online	25%	-2%
Something easy (minimal effort)	51%	-3%
There were limited options at that time	27%	-3%
Nothing; it was just habit / my routine	35%	-3%
To relax at home	42%	-7%

these needs occur more often with at home food events

While the gap for 'relaxing at home' is heavily indicative of an at home event, it remains a very important need for foodservice events as well (top-15 need)





## THE DECISION

Triggers, occasions, and needs culminate in a food **DECISION** – where to eat, what to have, how to get it, and more

Consumers are finally ready to make decisions about their eating event.







## CONSUMER FOOD JOURNEYSM



the **DECISION WHEEL** consists of primary and micro needs

CRAVINGS are a huge choice modifier, potentially overriding other needs

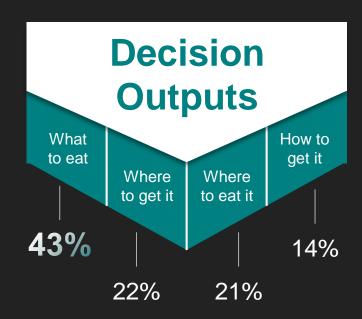
On-the-go

FIRST THINGS FIRST

something TRIGGERS a desire to get food

the choice is then driven by the OCCASION

Nearing the end of the journey, consumers are left to make their final selections. In most cases, the first consideration is 'what kind of food to eat'.







## MOST PATHS ARE UNIQUE

There are many factors that influence the choices made during any given part of the journey; this makes it very likely for consumers to experience very different paths and choices each time they embark on a food journey.

#### TRIGGER: Messaging / Ad The food is likely to come from foodservice +37% Motivated to buy food online +31% Almost always like to try new things +29% Saw in an ad +29% Finances are not an issue; dine out freely +27% Likely to look online for information about a restaurant Want something to splurge on +26% Likely to use a coupon for the food order +26% Likely to be derailed by a craving +25% Likely for the food to come from fine dining +20%

OCCASION: Special Occasion	on
Prepare food for you and others	+40%
Food made for you by someone else	+35%
Use an oven to prepare food at home	+30%
Motivated to have a memorable moment	+30%
Use a mobile smartphone app (for coupons, recipes, etc.)	+25%
The food is likely to come from foodservice	+24%
Motivated to cook something special	+24%
Follow a recipe from memory	+23%
Motivated by being social	+23%
Typically with 2 people	+22%

	NEED: Health & Wellness	
ا	Motivated to eat something healthy	+31%
	Motivated to eat something nutritious	+31%
ا	Considered getting food from home after getting food from restaurant	+15%
	Looked online for information about the food	+14%
	Actively limit the amount of meat eaten	+11%
	Motivated to make food from scratch	+11%
	Likely to eat a product that requires no preparation	+10%
	The food came form very close by	+10%
	Likely to be the primary decision maker	+10%
	More likely to make all the food from scratch	+9%

#### SPECIFIC DISHES OUTWEIGH CUISINE

When deciding the type of food to eat, consumers consider the specific dish/food item (e.g. sandwich, lasagna, etc.) **more important** than the type of food/cuisine (e.g. Italian, Mexican, etc.). This is especially true for AT HOME eating events.





## **FOOD EATEN**

by time of day

Morning	frequency	Midday	frequency	Afternoon	frequency	Evening	frequency	Late Night	frequency
Breakfast main dishes	58%	Sandwich / panini / wrap (hot or cold)	20%	Salty snacks	16%	American / mixed ethnicity food	20%	Salty snacks	19%
Breakfast bakery	25%	Breakfast main dishes	16%	Side dish	14%	Side dish	14%	Sweet snacks	17%
Yogurt / parfait / smoothie	13%	Burger	11%	American / mixed ethnicity food	14%	Burger	11%	Desserts / sweet bakery	16%
Sweet snacks	10%	Side dish	11%	Desserts / sweet bakery	14%	Italian food	11%	Yogurt / parfait / smoothie	15%
Bread / rolls	9%	Salty snacks	11%	Sweet snacks	13%	Salad	10%	Frozen desserts	15%





## WHAT to eat

#### WHERE to eat

## **DIVERGING PATHS**

The decision sequence is clear-cut for most occasions, needs, and triggers: what to eat, where to get the food, where to eat the food, how to get the food.

But for AFH <u>Socializing Occasions</u> & <u>Group Needs</u>, the first decision is split between **what** to eat & **where** to eat. The environment/ambiance is just as important as the food itself.





## **CRAVINGS DERAIL PRE-DECISIONS**

53%

of consumers changed their mind about what they want to eat because of a **craving** away from home. Consumers eating at home also fall prey to cravings, but less so (32%). Cravings can override even the most effective needs: **cost** and **convenience**.

15% had plans with friends or family

17% wanted something healthy

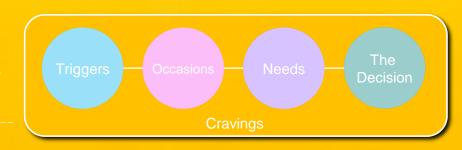
19% wanted something cheap

22% wanted something convenient

but were derailed by a craving eating away from home



Cravings could happen at any point of the journey





# Cravings also affect the consumer's choice of food.

Breakfast carbs, apps, and sweet treats all push consumers away from pre-determined food choices.



#### Breakfast bakery

(muffin, bagel, donut, croissant, etc.)

#### Hot snacks / appetizers

chicken wings / nuggets, mozzarella stick

#### Frozen desserts

(ice cream, milkshake, etc.

#### Desserts / sweet bakery

(cake, pie, cookie, brownie, cupcake, etc.)

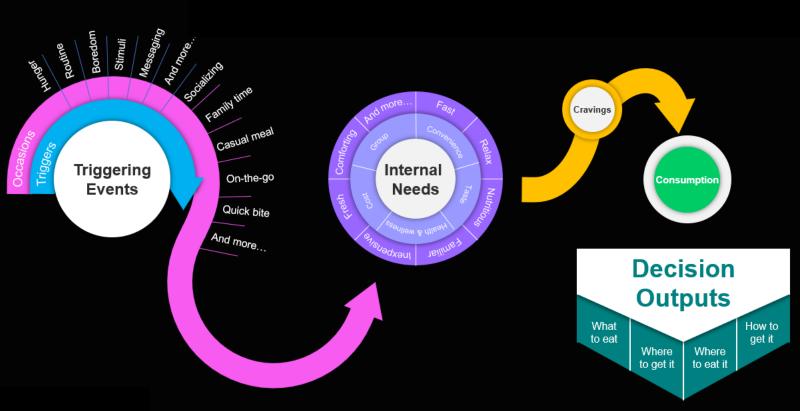
away from home

away from home + impacted by a craving



## dive in and explore the **CONSUMER FOOD JOURNEY**<sup>SM</sup>

further online in January 2020 at ifmaworld.com











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