

Global Culinary Inspiration Program for Google Chefs and Cooks

Case Study

Food for Climate League

2023



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Challenges and Objectives

Challenge

The Food Program at Google envisions a sustainable food future in which culinarians enjoy planning, preparing, and serving plant-forward menus and where eaters' experience a high level of well-being and satisfaction from their meals. Among chefs and cooks, there is a perception that plant-forward dishes lack flavor, are not relevant to them personally, and are undesired by eaters. In addition, chefs and cooks often lack the skills needed to prepare creative and delicious plant-forward dishes.

Objective

Implement a **Culinary Inspiration Program** to increase intrinsic motivation for plant-forward cooking, and specifically, spark buy-in and engagement among global culinary staff for plant-forward cooking and drive registration for a six-month culinary training program, Plant-Forward Kitchen (PFK) Training.



FOOD FOR CLIMATE
LEAGUE

Process



From 2021 to 2023, Food for Climate League — in partnership with Food@Google and Compass Group — developed and implemented the Culinary Inspiration Program.

01

Develop program components.

FCL designed the program based on best practices and expert reviews in social science research and co-created it with culinary and leadership stakeholders.

02

Roll out program globally.

The program rollout focused on chefs and cooks in the United States, Latin America, and Europe.

03

Analyze impact.

We tracked perceptions and behavior regarding plant-forward cooking throughout the program.

Program Overview



Based on the science of intrinsic motivation, our program uses a multifaceted approach, that connects **plant-forward cooking** with the audience's **personal needs, values, and priorities**. We provide space to share personal experiences and cultures, and ultimately learn how plant-forward cooking is **aligned with one's personal values**.

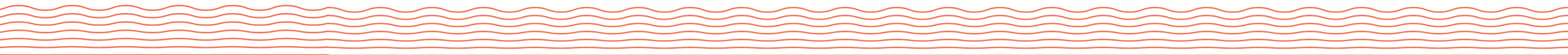
Our program components were created for two main audiences:

Audience A:
Executive & Sous
Chefs

Develop the menus

Audience B:
Line Cooks

Prepare the menus



Program Components



Culinary Inspiration Workshops	Impact Measurement	Company-Wide Narrative & Goals	Plant-Forward Champions	Dish Suggestion and Cook Shout-Out Templates
Virtual or in-person 90-minute workshops to foster a sense of autonomy, empowerment, and connection with plant-forward cooking among culinary teams and promote sign-ups for PFK Training.	Surveys to measure perceptions of and motivation for plant-forward cooking before, during, and after program.	Culinary-facing narrative to explain why Google is becoming the leader in this space, along with the environmental and nutritional benefits of widespread plant-forward implementation and acceptance.	Already passionate line-level cooks who share plant-forward content and keep plant-forward discussions current during weekly team meetings.	Templates for line cooks to make recipe suggestions and to celebrate the cook and dish, that are printed and posted alongside the meal in the cafeteria.
Audience A & B	Audience A & B	Audience A & B	Audience A & B	Audience B

Global Rollout of Culinary Inspiration Workshops



After implementing and measuring the success of the initial Culinary Inspiration Program during a U.S. pilot, we created Workshop Toolkits using the train-the-trainer model to continue to inspire buy-in and drive registration for the Plant-Forward Kitchen (PFK) Training, created by Google in collaboration with the Culinary Institute of America (CIA).



Facilitator Guide for US

A medida que vayan llegando los participantes, salúdelos y preséntense. Permítalos elegir un asiento. Pídeles que comiencen la breve encuesta previa al taller. Se deben imprimir los códigos QR para la encuesta previa al taller, uno por mesa. Tenga listas las tabletas con la encuesta previa al taller para cualquier persona que pueda necesitar una tableta. Comience el taller oficialmente cuando todos hayan llegado o cinco minutos después de la hora de inicio.

1 ¡Bienvenidos todos! Gracias por unirse a este taller hoy. Le agradezco que se tome el tiempo para estar aquí. Mi nombre es [X] y soy un [título] de [ubicación].

Me emociona que tengamos este tiempo juntos para hablar sobre las experiencias gastronómicas que creamos aquí en Google y cómo benefician a los Googlers y al mundo en general.

Ahora, ¿por qué estamos aquí hoy? Todos los días, influyes en los Googlers con los alimentos que eligen comer. Te confían una de sus decisiones más personales: lo que ponen en sus cuerpos. Google prioriza una cultura alimentaria Plant-Forward. Para que esto tenga éxito, debe haber aceptación y entusiasmo en todos los niveles del ecosistema de Google. Desde el liderazgo hasta los empleados de Google, los chefs y los cocineros de línea, el objetivo final es crear platos sabrosos y entusiasmo por la cocina basada en plantas.

Para respaldar esto, Food@Google colaboró con el Culinary Institute of America para diseñar una capacitación sobre cómo preparar platos con ingredientes vegetales, llamada capacitación Plant-Forward Kitchen (PFK). Este trimestre se implementará para Lead Cooks como usted en América Latina. Al igual que muchos otros chefs de Google, participé en esta capacitación [fecha] y pensé que fue [X] como genial, útil, etc.]

Speaker script for Latin America



Workshop slide deck for Germany

The Workshop Toolkits:

- Include slides, speaker script, facilitation guide, and surveys
- Are adapted to be culturally relevant for each region (available in five languages)

Impact of Workshops

To date, at least 473 culinarians have participated in this program across 14 countries within the United States, Latin America, and Europe.

PERCEPTION CHANGE

84% of line cooks

agreed or strongly agreed that the workshop **increased** their personal **connection to plant-forward cooking**.

BEHAVIOR CHANGE

88% of line cooks

signed up for the PFK Training (of 360 total cooks)

Impact on Food@Google's Operations



In December 2023, the first cohort of 95 cooks graduated from the culinary skill training program; 11 of them were promoted to sous chef.

"Unlocking the intrinsic motivation of our Chefs has been an absolute game changer for inspiring exceptional food experiences at Google. Education alone cannot spark the creative and inspirational menu development we need to ensure sustainable and delicious experiences for our workforce."

— Kitami Lentz
Culinary Manager,
Site Operations,
Compass at Google

Top Takeaways



01 In 90 minutes, chefs and cooks can increase their personal connection to plant-forward cooking.

02 Providing time to discuss food systems change together is valuable to chefs and cooks.

03 Chefs and cooks often want to connect more with eaters but need support on how to best engage when talking about the benefits of plant-forward.

04 Hourly, line-level cooks are key change agents and should be engaged, although differently, than chefs.

05 This intrinsic motivation program is ready to expand beyond Google, to drive more institutions toward healthy and sustainable food cultures.

Future Opportunities Using Intrinsic Motivation



FCL's Intrinsic Motivation Program contributes to the well-being and satisfaction of staff and eaters and the achievement of sustainability initiatives of a foodservice organization.

Engaging **eaters** is a key strategy to ensure long-term stickiness and impact of this program.

Please reach out to incorporate this program into your own organization:

Chhavi@FoodforClimateLeague.org

Thank You!

We are grateful to all of our collaborators and supporters who make this program possible.



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