Syllabus*

Course:  B8591 Section: 1
Title:  NYC Immersion Seminar: Food
Schedule:  Block Week 3 - July 29-Aug 2
Time:  9:00:00 AM to 5:00:00 PM
Room:  WJW 416

Objectives

- Instill an awareness of the importance of food and market trends and environment, and be cognizant of current events and major players

- Know important labor issues, legal regulations, labor laws and culture changes affecting the future of food businesses

- Understand the labor environment of changing manpower requirements for food businesses.

- Learn about current and future food system and logistics requirements necessary for successful operation in changing markets, ranging from sourcing and purchasing through manufacturing.

- Understand the newer marketing paradigms of basic digital, behavioral and sensory marketing strategies and tactics

- Learn basic financial guidelines needed to open a new food business including the unique financial styles and benchmarks.

- Understand how investors approach food business from investment and scalable perspectives

- Learn about buying or selling a food business and evaluation techniques

The success of food businesses is primarily based on the understanding and control of logistics including: ingredient specifying, sourcing and procuring from all primary and secondary sources; manufacturing in a kitchen factory; distribution either in house to on site customers or off premise to distributors, retailers or end users; and, marketing and sales both to obtain new customers and to maximize the value of current users. Along this road there are new challenges in labor, market analysis, financing and customer relationship building both from start and into expansion.
The objectives of the course are to delve into the 4 major issues facing food businesses. Among the most important are:

- Labor Workplace Culture and New labor cost landscape
- Food Logistics and chain management
- Marketing – Customer Behavior Analytics, Gastrophysics, and Social Media
- Financing – Industry Metrics and Capitalizing Businesses from start to expansion

Each of the topics will be a day long exploration composed of a morning class presentation. Then we will hold a topical discussion featuring prominent guests – essentially a live case study. Finally, the afternoon will be a visit to an associated company/business to enhance the topic from a more immersive active perspective.

Curriculum Overview

**Labor Workplace Culture and Compensation** – Key topics to be discussed will be evolution of the food business culture from emotionally charged autocracies to collaborative systemized enterprises. Included will be: the new wage and hour landscape of higher minimum wages, exemption thresholds, tips and tip credits; harassment both general and sexual from employees and customers; and, the changing service culture

Proposed Guests – Richard Coraine, Chief of Staff Union Square Hospitality Group (USHG), David Birzon, CEO Snooze –an AM Eatery, Senior People Officer at USHG. Carolyn Richmond, Partner, Fox Rothschild, etc.

Potential Site Visit USHG Corp Office or USHG Restaurant Property

**Food Specifications and Sourcing** - Key topics will be changing food trends, including health aware, organics, plant based, local, sustainable, etc. Discussion will include traditional versus new product sourcing; global procurement challenges and opportunities; farm to table challenges; urban and on site gardening.

Proposed Guests – Gabrielle Amette, - Marketing and Sourcing Baldor Specialty Foods, Thomas McQuillan, Vice President Strategy, Culture, and Sustainability Baldor Foods, Robert Liang, Founder Farm One Hydroponics, Erik Oberholtzer, Chef/Founder Tender Greens, Celine Beitchman, Natural Chef

Proposed Site Visit – Hunts Point Market – Baldor Specialty Foods

**Marketing – Customer Behavior Analytics, Digital Marketing and Gastrophysics** – Discussion will include new methods for collecting and using customer behavior data, including social media touchpoints, analytical methods of psychographics, primary data collecting, and the importance of sensory marketing and relationship building.
Proposed Guests – Steeve Vakeeswaren, Director, VaynerMedia, Behavior Psychologist TBD, Food Company CEO TBD, etc.

Proposed Site Visit – VaynerMedia, Hudson Yards NYC

**Financing – Raising Startup and Expansion Capital** – When a business does well or has a distinct market position or product, money comes calling. However, to find startup or early stage financing the challenges can be many. This topic will include developing a compelling business plan and pitch to finding target investors and creative partnerships. Financial benchmarks and warning will be discussed.

Proposed Guests – Matt Higgins Co-founder and CEO of RSE Ventures as well as former Shark Tank judge, Uday Ahuja, Managing Director RSE Ventures, Josh Goldin, Alliance Consumer Growth Fund, Andy Pforzheimer, Founder Former CEO Barteca, additional entrepreneur TBD, etc.

Proposed location Columbia

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**Recommended Pre Readings**

Danny Meyer – *Setting the Table*

Charles Spence - *Gastrophysics*

Oran B Hesterman - *Fair Food: Growing a Healthy, Sustainable Food System for All*

Saru Jayaraman - *Forked: A New Standard for American Dining*

Marion Nestle - *What to Eat*

Michael Pollan - *The Omnivore's Dilemma: A Natural History of Four Meals*

Ira Kaufman - *Digital Marketing: Integrating Strategy and Tactics with Values, A Guidebook for Executives, Managers, and Students*
Process

Prior to the start of the course, students will be divided into four groups, each group focused on becoming an expert in one of the four topics. All groups will be provided with an outline of recommended readings, research sites, applicable blogs and other information sources. Groups will be furnished with outlines on research areas and presentation format. On the day of the topic in the morning each group will present their topic to the class and an industry notable, becoming in effect a live case study. In the afternoon we will visit a site or have a group of experts visit at Columbia to deep dive further into the topic.

At the end of the course each group will present a global analysis of a segment of the industry of to be determined.

Calendar

1. **Class 1 - Overview, Foundation and Labor and Culture Issues**
   
   Course Overview and Class Introductions - Overview of Trends – Discussion of Labor and Culture – Group presentation, Live Case Study

2. **Class 2 – The Food System**

   Discussion of the Logistics of Food Systems. Group presentation, Live Case Study

3. **Class 3 – Digital Marketing and Sensory Gastrophysics**

   Discussion of current and future marketing trend and relationship based marketing/gastrophysics. Group presentation, Live Case Study

4. **Class 4 – Initial Capitalizing and Structuring for Expansion**

   Financial Plan – Raising Money, Developing the pitch – Make a business investible. Group presentation, Live Case Study.

5. **Class 5 – Summary and Final Discussions and Presentations**
MISCELLANEOUS INFORMATION

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- Office hours are by appointment

- Grading TBD