

Navigating Efficiency & Resilience in a Shifting Global Economy

Maeve Webster, President

#SHFMCIC





Creating Meaningful Hospitality Experiences

Menu
Matters

Who are we?





WE SPECIALIZE IN HUMAN-
CENTERED INSIGHTS FOR THE
F&B INDUSTRY.

WE BELIEVE FOOD MATTERS.



What do people need?

INNOVATION STARTING POINT

**If you had to think of one
deep need that your
customers have, what
would it be? Can you
solve it?**



A stylized brain with a network overlay, set against a background of light rays. The brain is rendered in shades of orange and red, with a complex network of lines and nodes overlaid on its surface. The background consists of a large, glowing sphere with light rays emanating from it, creating a sense of depth and focus.

Get Into the Customer Mind



We're always looking
for indicators or signals
to dive into.

INDICATOR ➡ RESEARCH ➡ INSIGHT

42% OF CONSUMERS
WERE UNAWARE POTATO
CHIPS WERE MADE FROM
POTATOES



941 comments



nae529nae

I wanna know why they now say "now made with real potatoes". Like what were you using before 🤔

2d

Reply



♡ 6,015

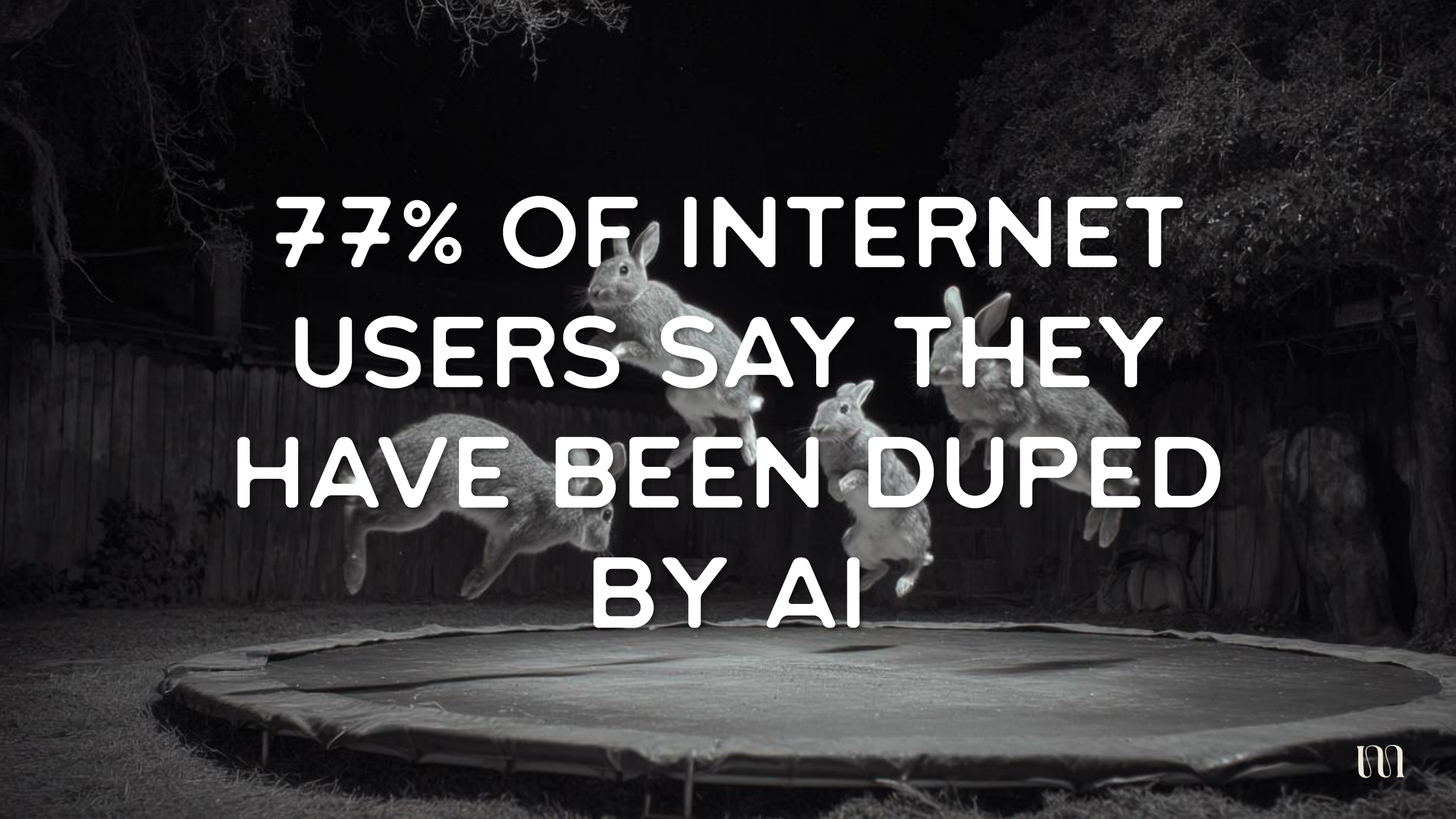


— View 36 replies ▾

POTATO CHIPS

NET WT. 8 OZ. (226.8 g)





**77% OF INTERNET
USERS SAY THEY
HAVE BEEN DUPED
BY AI**

A close-up, low-angle shot of a person's hand reaching out to touch a tall, thin grass stem. The background is a soft, out-of-focus field of similar grasses under a warm, golden light. The overall mood is serene and natural.

2026 CONSUMER NEED

Give Me Something Real





AI unmooring us from reality

**Unstable domestic, global
conditions**

Social media flattening culture

**Creating solutions that address
the whole person, at and away
from work**

INNOVATION STARTING POINT

Answering needs is the starting point. The foods, flavors, and ingredients are the tools in your toolbox.



Breakdown of 2026 Consumer Needs

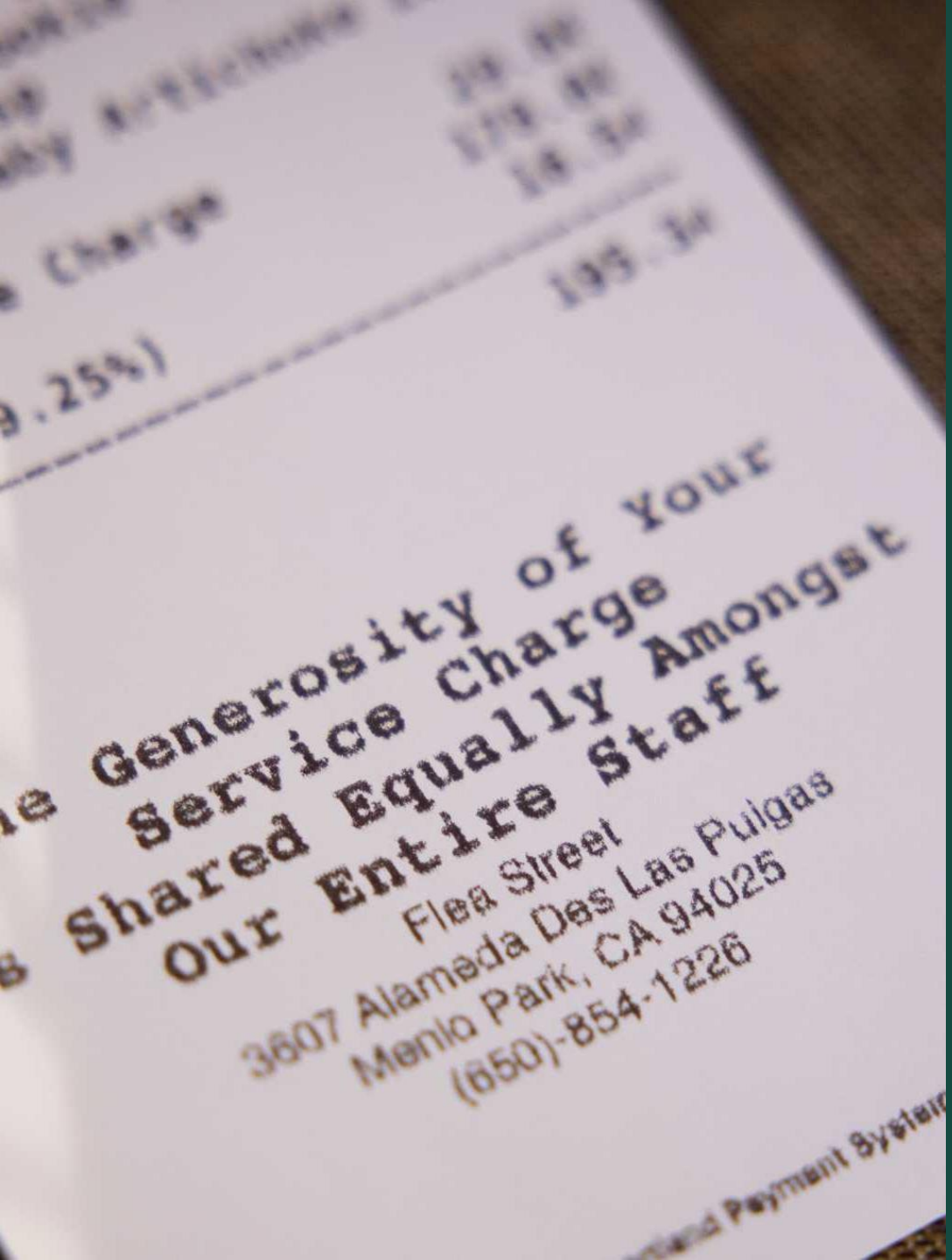


How to Be Real

Cut Through the Noise To Get to What's Real

INTERNATIONAL JOURNAL OF COMMUNICATION

We are delivered an average of 74 GB of information a day, what a highly educated person would have consumed in their entire lifetime 500 years ago.



Increased prices, upcharges, and surprise fees create noise, distrust, frustration

INNOVATION STARTING POINT

How do you create a solutions that simplify your customer's life? That makes their life easier – at and away from work?

INNOVATION STARTING POINT

**Where can you reduce
complexity?**

**Unlimited options can
create decision noise...**

INNOVATION STARTING POINT

**When can literal noise be a
tool in your toolbox?
Crunch? Crackle? Quiet?**





**Always listening, always
reacting**

**Your staff is your greatest
strength here**



How to Be Real

Celebrate What Makes Me Unique
& Allow Me to Be My Real Self

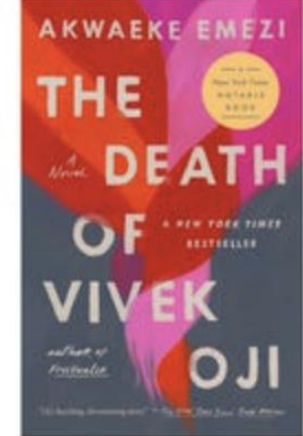
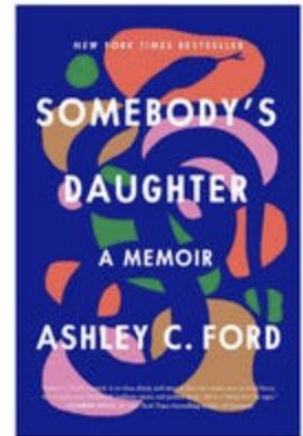
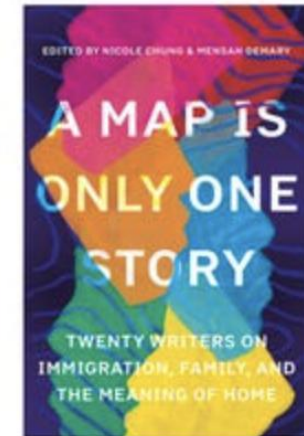
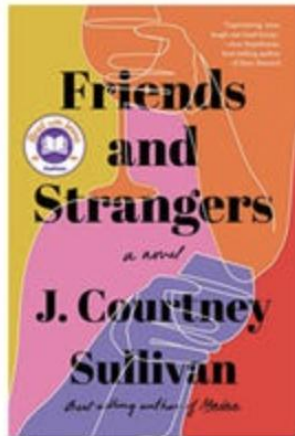
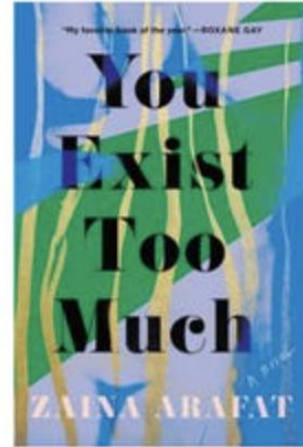
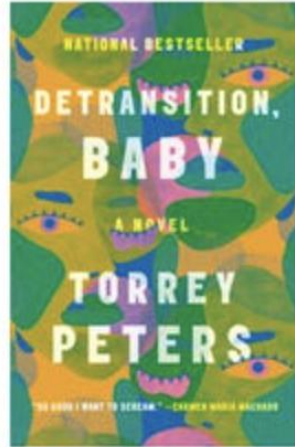
NEWS

Study Reveals Over Half of Children Feel They Can't Be Themselves, Leading to Sleepless Nights

How fear of being 'cringe' is holding young people back

Cringe Culture Is Killing Creativity: Why trying becomes embarrassing in the internet age.

When effort becomes uncool and sincerity is mocked, what happens to young creators?



INNOVATION STARTING POINT

**Do you have solutions that
allow for personalized
experiences – food, portions,
packaging, delivery?**



INNOVATION STARTING POINT

**Are you moving away from
same-ification and chasing
trends?**



INNOVATION STARTING POINT

**How can you allow
individuals to dine, work,
meet in ways that meet
their individual needs?**







How to Be Real

Create Real Human to Human Understanding

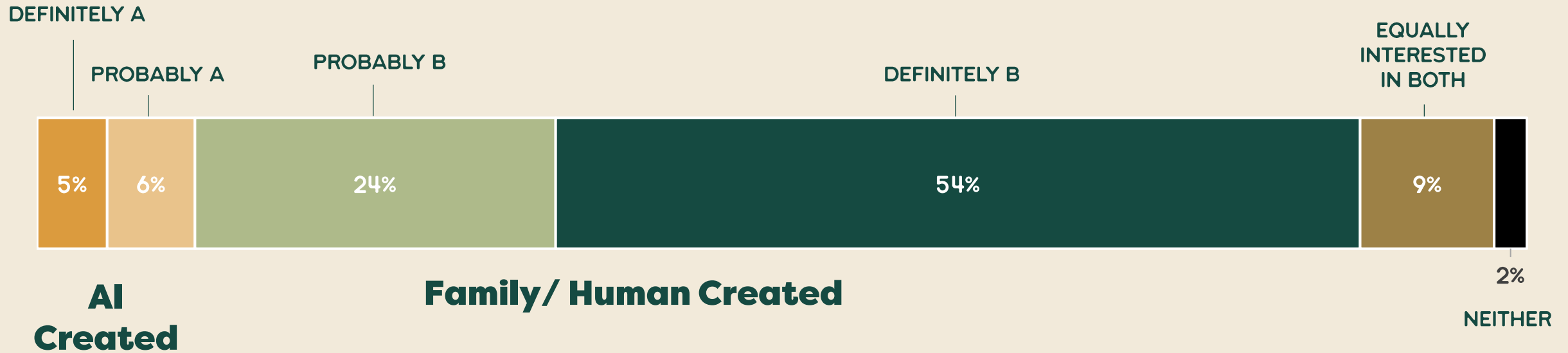


Supporting interactions

Elevating experiences

Always providing *proof of humanity*

The human touch trumps tech-driven personalization.



Imagine two restaurants open in your neighborhood:

Restaurant A uses AI and data to create personalized menu recommendations based on your preferences, dietary needs, and past orders. Everything is optimized for efficiency and customization.

Restaurant B is run by a local family using recipes passed down through generations. The menu is fixed and reflects their heritage, but they source locally and know many regular customers by name.

Select one.



INNOVATION STARTING POINT

**Where is the proof of the
humanity touch in your
operation? What showcases the
human effort that went into
creating the experience, the
offerings?**



INNOVATION STARTING POINT

How do you demonstrate a human-to-human understanding of what your customers are experiencing or challenged with?





How to Be Real

Create Real Meaning



味外
味内



“Grandmacore”

INNOVATION STARTING POINT

What does “meaningful” mean to your operation? How do you define meaning? How does that translate to the plate, in the service?





smell
taste
touch

Creating multi-sensorial
experiences



How to Be Real

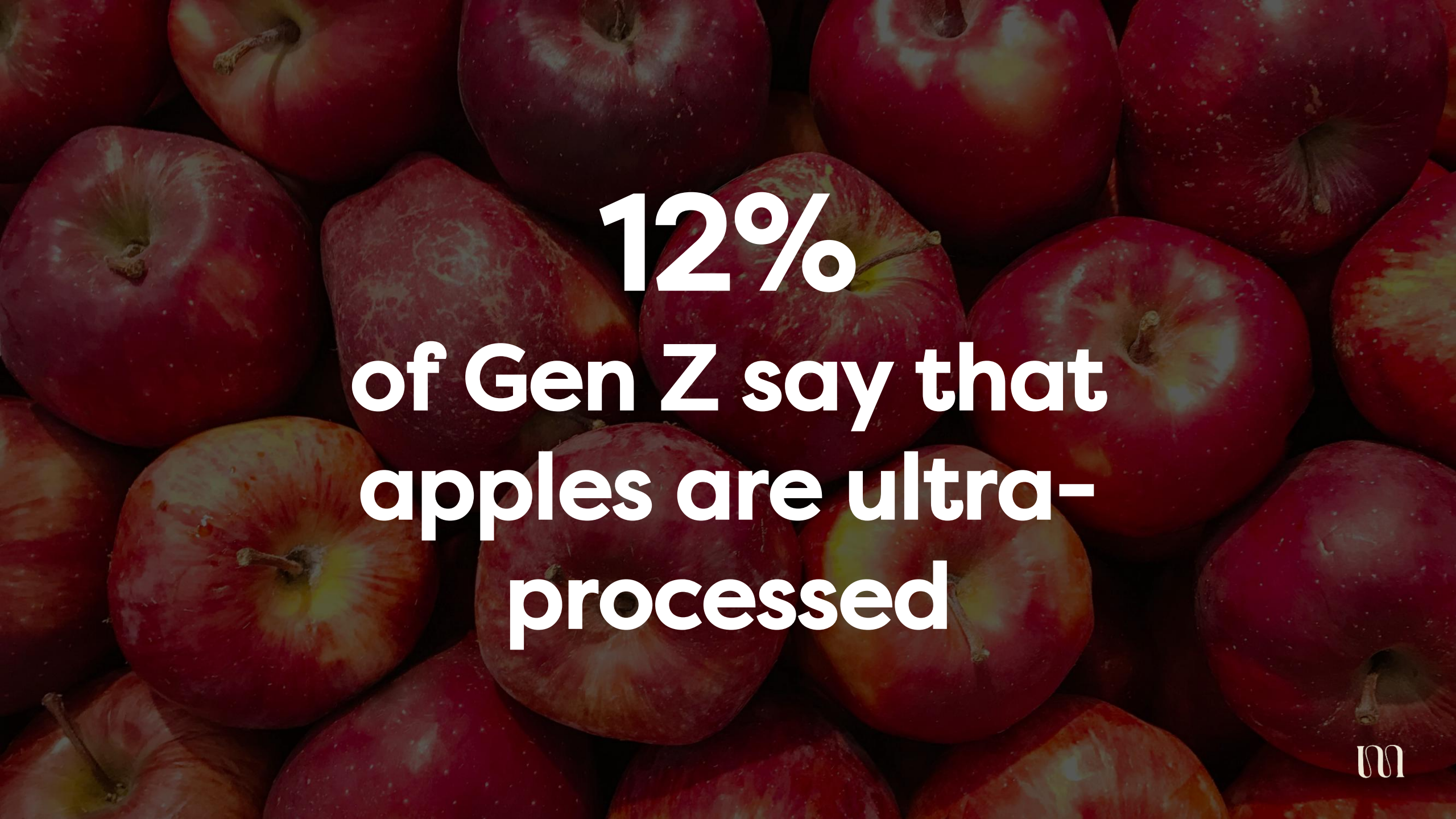
Give Me Someone Real to Trust

WHO CAN I
TRUST?

70%

of consumers don't know where to find trustworthy information. Consumers across every generation agreed with the statement.

Thinking about how you make decisions about what to eat or drink, how would you describe the amount of information and options you have available to you today? Please select all of the statements you agree with. "I know where to find trustworthy information."



12%
of Gen Z say that
apples are ultra-
processed

INNOVATION STARTING POINT

**Are you building a
culture of trust –
internally (staff) and
externally (customers)?**

HUMAN-FOCUSED INSIGHTS

Menu Matters

FOR THE F+B INDUSTRY



THANK YOU

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