



## MFHA's 2013 Stewardship Report

**The Multicultural Foodservice & Hospitality Alliance (MFHA) is an educational non-profit that helps companies maximize their ROI by engaging diverse cultural groups through Cultural Intelligence.**

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### Thank You

Dear Friend of MFHA,

In 2014, the Multicultural Foodservice & Hospitality Alliance (MFHA) continues our commitment to be the industry's voice and solutions provider for multicultural business opportunities and challenges.

Each day, we strive to find ways to help grow and protect our members' brands, by delivering effective, relevant Cultural Intelligence products and services that help maximize business results. We maintain a "straight talk" approach that educates, advocates for, and connects our members to opportunities that build cultural competency, to improve organizational effectiveness.

As you review the attached Stewardship Report, you will be pleased with the results supported by your investment in MFHA. The industry continues to demand sustainable tools and solutions that will enhance employee engagement, positively impact retention, improve customer loyalty, and build culturally relevant brands. To this end, I am especially proud of our collaboration with Johnson & Wales University to expand our Cultural Intelligence initiatives, directly addressing industry needs. Our new Cultural Intelligence Solutions will focus on Five (5) Key Competencies that are proprietary to MFHA: Cultural Self-Awareness, Cross-Cultural Communication, Conflict Management, Authentic Coaching and Empathetic Engagement. In addition, our Cultural Intelligence platform will be supported with a strong foundation of research and data.

2014 will center on finding more ways to serve you so that you can better serve your stakeholders, the industry, and your markets.

On behalf of the MFHA Board of Advisors and Staff, we thank you for your constant support. We are excited about the opportunities that lie ahead. The future looks bright as we continue to partner with you and our Members to build Culturally Intelligent Brands and Leaders.

Please join us at our Annual Cultural Intelligence Conference on June 25-26<sup>th</sup> hosted by Bob Evans in New Albany, OH. It promises to be a memorable event and you we would love to have you there!

Sincerely



Gerald A. Fernandez  
President and Founder

# EDUCATE – Building Organizational Capacity through Cultural Intelligence

## CULTURAL INTELLIGENCE EVENTS

MFHA has been continuously developing and delivering its Cultural Intelligence workshops both live and online to help our members build organizational and leadership capacity. MFHA believes that the changing US demographics will require new and innovative practices to improve overall team results among multicultural groups. MFHA is committed to driving positive employee engagement scores, increasing sales and reducing costs, improving customer service, and gaining wider access to emerging multicultural customer markets through Cultural Intelligence. MFHA's Cultural Intelligence Initiative speaks to these critical issues in the industry and the global marketplace.

**By the close of 2013, MFHA hosted the following live Cultural Intelligence events:**

Date	Event	Location
February 26, 2013	Cultural Intelligence Event	Denny's Corporation Spartanburg, SC
March 03, 2013	Multicultural Branding Workshop	COEX Las Vegas, NV
April 09, 2013	MFHA National Conference: Cultural Intelligence Symposium	Multicultural Forum on Workplace Diversity, Minneapolis, MN
April 19, 2013	MFHA's Cultural Intelligence Experience: Cultural Conversations That Impact People & Profit	Miami, FL
May 16, 2013	The Disability Market Boot Camp LIVE in Partnership with Solutions Marketing Group (SMG)	Atlanta, GA
May 21, 2013	NRA Show Workshop: Effectively Engaging Your Latino Employees with Cultural Intelligence	NRA Show Chicago, IL
May 22, 2013	Latino eLearning Initiative	Chicago, IL
June 20, 2013	Student Cultural Intelligence Experience Sponsored by McDonald's and LULAC	Las Vegas, NV
July 07, 2013	Student Cultural Intelligence Experience Sponsored by McDonald's and Rainbow PUSH	Chicago, IL
July 18, 2013	Student Cultural Intelligence Experience Sponsored by McDonald's and OCA	Washington, D.C.
September 07, 2013	Cultural Intelligence Youth Symposium Sponsored by McDonald's	Hamburger University Oak Brook, IL
November 12, 2013	Multicultural Talent Acquisition Workshop	Warwick, RI

**In addition to the above events, MFHA had booth presence at the following industry events:**

Date	Event	Location
May 21, 2013	National Restaurant Association (NRA) Show	Chicago, IL
June 04, 2013	People Report Summer Brand Camp	Dallas, TX
July 20, 2013	CHART's 86th Hospitality Training Conference	Miami, FL
July 21, 2013	IFDA SMarT Conference	Boston, MA
September 29, 2013	MUFSSO Super show	Dallas, TX
November 03, 2013	IFMA President's Conference	Phoenix, AZ
November 06, 2013	People Report Best Practices Conference	Dallas, TX

## CULTURAL INTELLIGENCE WEBINAR SERIES

Nation's Restaurant News (NRN) and MFHA partnered in 2012 to develop and produce a series of free webinars designed to introduce foodservice operators, manufacturers and distributors to the concept of building Cultural Intelligence to better engage multicultural employees and customers.

Additionally, MFHA partnered with the Solutions Marketing Group (SMG) to deliver The Disability Market Boot Camp, a series of webinars that provided the necessary tools and understanding to access one of the nation's largest untapped market segments.

MFHA webinars offer insights, tools and best practices from industry executives and content experts on how Cultural Intelligence can increase employee/customer engagement, advance organizational efficiency and ultimately drive bottom line results.

**By the close of 2013, the Cultural Intelligence webinar series delivered the following events:**

Date	Event	Registered   Attended
February 13, 2013	Recruiting and Retaining People with Disabilities	N/A   38
February 20, 2013	The Business Case for Engaging LGBT Employees and Guests - It's About Dollars and Cents	340   146
May 01, 2013	Building Restaurant Traffic & Customer Loyalty with Multicultural Branding	220   130
May 08, 2013	The Disability Advantage for Employers	N/A   35
June 12, 2013	Best Practices: Engaging LGBT Employees and Guests	240/115

## CULTURAL INTELLIGENCE PRODUCTS & SERVICES OVERVIEW

Cultural Intelligence is the key to advancing strategies for engaging multicultural talent and reaching diverse customers. As part of our strong commitment to provide innovative programs that produce significant returns on investment we have expanded our Cultural Intelligence offerings.

Products and workshops are available for the following cultural groups:

- African-American/Black
- Hispanic/Latino
- Asian Pacific American
- LGBT

### MFHA Cultural Intelligence eLearning Series

MFHA will offer a series of four 20 minute eLearning modules designed especially for the use of managers and supervisors in the foodservice and hospitality industry. Each module is meant to increase cultural awareness, reduce conflict often created due to lack of knowledge in the workplace and increase management and employee productivity.

In an easy to understand way, viewers will learn:

- How a cultural group is distinguished from the mainstream
- How individuals in the group define themselves
- Typical stereotypes vs. reality
- Cultural traits and misunderstandings

## Cultural Intelligence Assessments

- **MFHA Snapshot Assessment of Existing Culture and Inclusion Programs Versus Best Practices of Corporate Leaders in the Field:** The Snapshot Assessment was developed by examining the most important culture and inclusion best practices from MFHA corporate members and other acknowledged leaders in the field over the past sixteen years. When the assessment is completed, with the assistance of one of MFHA's approved consultants, management will know which best practices, used by corporate leaders in culture and inclusion initiatives, are in place in their organization and have an established baseline from which to initiate, change and /or make improvements to existing multicultural policies, strategies and programs. Additional suggestions are provided to implement a more robust plan.
- **MFHA Diagnostic Assessment of Effectiveness of Existing Culture and Inclusion Programs:** This guided assessment is a comprehensive quantitative and qualitative analytical process conducted by one of MFHA's approved consultants. It measures an organization's leadership commitment and level of involvement with cultural inclusion programs. Components include a workforce profile containing a performance appraisal in the areas of talent acquisition, supplier diversity and corporate social responsibility. It recommends opportunities, strategies and practices to move beyond existing programs to achieve greater revenues and profits.

## Multicultural Consulting and Coaching

- **Crisis Management Consultation:** In today's increasingly litigious business environment, having good counsel is necessary to protect a company's brand. Since 1997, MFHA has been providing member companies with the coaching and networking opportunities they need to effectively navigate multicultural conflicts.
- **Multicultural Consulting Services:** MFHA's sixteen years of experience in building and enhancing diversity and inclusion programs, strategies and initiatives is available for members and non-members to leverage. MFHA works with and has benchmarked with the best companies for diversity and inclusion both inside and outside the foodservice and hospitality industry. All of these resources can be applied to the development and implementation of customized business strategies aimed at diverse cultural groups.
- **Middle Management Coaching (GM, Director, and Assistant VP):** MFHA provides "up-coaching" services, designed to help emerging leaders from diverse cultural groups learn how to effectively navigate the corporate landscape. Even the highest-performing talent can benefit from coaching. For multicultural talent, performance coaching is even more important. MFHA coaches address a variety of subjects commonly faced by middle managers, including communication style, corporate cultural norms and self-awareness issues in traditional MFHA straight-talk style.
- **Executive Coaching (VP+):** MFHA offers executive multicultural coaching services, tailored to the unique circumstances and objectives of corporate officers. Our expert coaches create a personalized plan and deliver confidential one-on-one sessions which yield measurable results. Topics addressed include business growth through Cultural Intelligence, development and execution of enterprise-wide Cultural Intelligence strategies, Cultural Intelligence metrics and managing a multicultural team with Cultural Intelligence.

## Cultural Intelligence Workshops

With the goals of improving productivity, talent development, retention and corporate reputation, these live workshops teach managers and supervisors how to better understand and engage individuals from the diverse cultural groups that make up their workforce. Speakers guide participants through an examination of myths, perceptions and realities while suggesting strategies and tactics to improve performance.

- **Thriving During the U.S. Population Shift: The MFHA Business Case for Cultural Intelligence:** This two hour presentation introduces and explains what Cultural Intelligence is, why it's important and how can it drive bottom line results. Aimed at senior management, relevant data and industry examples are utilized to demonstrate the value and importance of Cultural Intelligence and its direct impact on revenues and profits.
- **Engaging Employees from Diverse Cultural Groups with Cultural Intelligence:** These workshops are designed to provide attendees with in depth exposure to the cultural identities, experiences and beliefs of each diverse group and provide tools, insights, best practices and practical solutions for cross cultural communication, employee engagement, career development, retention and coaching.
- **Career Acceleration Powered by Cultural Intelligence for Diverse Cultural Groups:** These workshops help multicultural employees understand the value and importance of creating their own career development road map. Strategic insights, tools, tips and best practices are shared to help participants better manage their day-to-day interactions with supervisors in order to meet business objectives and advance their careers.

## Motivational Keynote Speeches

- **Leadership from The Middle - How to Manage, Motivate & Develop Young Talent To Be Top Performers:** Many employees, especially those from diverse cultural backgrounds, have tremendous "untapped" leadership potential. MFHA President Gerry Fernandez illustrates how he advanced his career by sharing his story of going from the "dish room to the boardroom" in four years while employed at General Mills, Inc. This compelling story of career transformation inspires employees of every level to unleash their gifts and talents.
- **It's all in the Recovery – How to Recover from Life's Setbacks:** What we do to recover from a setback and how we apply the lessons learned can mean the difference between success and failure. MFHA President Gerry Fernandez tells his story of how he overcame obstacles in his life, including getting fired from a high-level position to the tragic loss of his son in an auto accident. The underlying theme, "If I can do it you can do it too," motivates the audience to think differently about setbacks and inspire them to find new ways to recover and succeed.

Each module is accompanied by an introduction to US Business Culture (a prerequisite for viewing each culture specific module), interactive examples for each diverse group illustrating how misinterpreting a culture can lead to issues in the foodservice and hospitality workplace, an assessment of knowledge gained, a glossary of terms and an online resource guide for further learning.

Modules may be purchased separately or bundled and may be run on a client's learning management system (LMS) or MFHA's LMS.

# ADVOCATE – Future Workforce Outreach

## SHOWCASE OF THE STARS™

This year marked MFHA's inaugural international Showcase of the Stars™ sponsored by Johnson & Wales University. The event, hosted by Wyndham Nassau Resort & Crystal Palace Casino in Nassau, Bahamas, reached over 250 students.



MFHA thanks its members, sponsors, and supporters for the success of six Showcases of the Stars™ events in 2013. By the end of the year, more than 1500 high school and college students will have participated in these highly interactive career exploration and learning experiences.

The enthusiasm and coaching from over 100 industry professionals and educators has helped these young talented individuals understand the connection between academic achievement and job success while educating them about the diversity of the careers in the foodservice and hospitality industry.

Since 2000, Showcase of the Stars™ has brought the future workforce and industry leaders together for straight-talk conversations. **Stories of success, perseverance, motivation and inspiration** have been shared with over 16,000 students.

### By the close of 2013, MFHA delivered the following Showcase events:

Date	Event	Location
January 25, 2013	Showcase of the Stars™	Johnson & Wales University Denver, CO
February 01, 2013	Showcase of the Stars™	Johnson & Wales University Charlotte, NC
March 07, 2013	Showcase of the Stars™ Sponsored by Johnson & Wales University	Wyndham Nassau Resort & Crystal Palace Casino Nassau Bahamas Hotel-Convention Center
March 14, 2013	Showcase of the Stars™	Johnson & Wales University Providence, RI
April 17, 2013	Showcase of the Stars™ Sponsored by Sodexo	Kendall College Chicago, IL
November 08, 2013	Showcase of the Stars™	Johnson & Wales University Providence, RI

## STUDENT CULTURAL INTELLIGENCE EXPERIENCE

After a successful Showcase of the Stars™ summer tour sponsored by McDonald’s Corporation in 2012, MFHA hosted three Student Cultural Intelligence Experience events in 2013. The events sponsored by McDonald’s Corporation in strategic collaboration with LULAC, Rainbow PUSH Coalition and OCA. Additionally, MFHA will host a Cultural Intelligence Youth Symposium at McDonald’s Hamburger University.

These events provided a memorable and practical experience for students of multicultural backgrounds and communicate that Cultural Intelligence is a tool for success in ALL aspects of life including business and career. Over 1,000 students attended the four events. McDonald’s will be recognized as a leading employer when it comes to leveraging Cultural Intelligence for a competitive advantage.

## MULTICULTURAL LEADERSHIP TRIBUTES

Each year, MFHA recognizes those industry leaders who have made outstanding contributions to multicultural initiatives in our industry. In 2013, MFHA continued to celebrate diverse executive representation in the food and hospitality industry and encouraged young professionals and students to follow in these leaders’ footsteps. So far, this year’s Tributes have received an outstanding volume of participation from both industry leaders and media.

To view the 2013 Multicultural Leadership Tributes, visit: [www.mfha.net/index.php/media-page/mfha-ads](http://www.mfha.net/index.php/media-page/mfha-ads). The Tribute to Latino/Hispanic Leadership and the second annual Multicultural Allies Tribute will be released in the third quarter.



## PUBLIC RELATIONS EFFORTS

2013 press releases have been widely and strategically distributed to the media through various channels, including Nation’s Restaurant News, International Society of Diversity and Inclusion Professionals, Black Meetings & Tourism, QSR, FSR, Insight News and Diversity Global. MFHA will continue to increase efforts to communicate with the media and community based organizations this year to promote our Multicultural Leadership Tributes, Cultural Intelligence Events, Products and Services.

## CONNECT – Growing Our Industry Network

The industry will expand and grow through the collective efforts of organizations and individuals committed to learning, sharing, and developing best practices in a culturally inclusive environment. The MFHA website and online community (Facebook, Twitter, LinkedIn, and YouTube) provides frequent communication about upcoming events, programs, and networking opportunities. It is also a great place to find and share industry insights and resources and to showcase the multicultural achievements of MFHA members.

Highlights include:

- Over **7,000** individuals receive MFHA e-blasts, including the popular monthly **News Clips**
- **600** followers of Gerry Fernandez and MFHA on **Twitter**
- **300** users of the MFHA **Facebook** page
- **500** members in the MFHA **LinkedIn** Group

Visit [www.mfha.net](http://www.mfha.net) and engage with the MFHA community of industry leaders.

## MFHA Members and Supporters (as of December 31, 2013)

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Advance Pierre Foods	Darden	McDonald's Corporation
ARAMARK	Denny's, Inc.	MGM Resorts International
The Bama Companies	Dunkin Brands	Nation's Restaurant News
Ben E. Keith Foods	ECOLAB	Oakwood Worldwide
BJ's Restaurants, Inc.	FOCUS Brands, Inc.	OTG Management
Bridgeman Hospitality	General Mills, Inc.	Panera Bread
Brinker International	Golden Corral	PepsiCo Foodservice
Captain D's Seafood Kitchen	Gordon Food Service	Red Roof Inns, Inc.
CBRL Group, Inc.	Hyatt Hotels & Resorts	Romano's Macaroni Grill
Cheesecake Factory	Ignite Restaurants	Sodexo
Chick-fil-A	Isle of Capri Casinos	Starbucks Coffee Company
Chipotle Mexican Grill	Johnson & Wales University	Sysco Corporation
Choice Hotels International	Kellogg Company	Ted's Montana Grill
The Coca-Cola Company	Kimpton Hotels & Restaurants	Unilever
Compass	Legal Sea Foods	Wegmans Food Market
Corner Bakery Café	Marriott International, Inc.	Wendy's
Culver's	The MATLET Group	Yum! Brands, Inc.
Darden	McCormick & Company, Inc.	

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