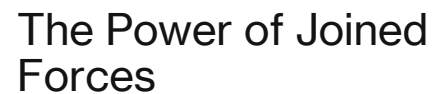


2



- Specialized expertise yielding a unique and/or broader perspective
- Alternative viewpoints enhance a wiser solution
- Differentiated approach to seeking the vision and goal(s) of a project
- Enhanced client understanding
- Predesign clarity to assure optimal design
- Operational perspective and/or design peer review

MAS vs. Design Consultants

MAS Consultant: Answers **what** the kitchen needs to support, focusing on business plans, menu economics, and operational programming. Focus is on business strategy, menus, and daily operations. They must skillfully analyze & synthesize complicated concepts and then communicate them to the client in actionable steps.

Design Consultant: Answers **how** the physical space should be built, mapping out equipment placement and architectural layouts based on the MAS framework. They attend to code adherence and optimal equipment selection once operational needs have been defined.

In short, we help operators plan, structure, and optimize the operational, conceptual, and financial side of a food business.

Our skills include, but are not limited to:

- **Concept & Menu Development:** Defines the culinary vision, target audience, menu mix, and peak operating hours before kitchen design begins.
- **Financial & Cost Controls:** Establishes labor models, budgeting, purchasing strategies, and waste-reduction metrics.
- **Operational Strategy:** Optimizes workflow efficiency, human relations, and staff training programs.
- **Regulatory & Industry Standards:** Navigates government compliance, health codes, and industry best practices
- **Marketplace Research & Positioning:** Discovers where the opportunities and competitive landscape challenges lie
- **Team Building & Executive Coaching:** Tackles intimate relationship dynamics & mediates successful resolution
- **Organizational Change:** Guides a company through the challenging and muddy waters of change management

3

MAS Starts with Strategy

"We ask the questions that shape the foundation of the project. Who is the guest? Is demand local, international, residential, corporate, leisure, or a mix of all of these? What price point is realistic? What type of experience will feel relevant in this location? What will make the concept distinct? What operational model can the client support? Is the idea commercially viable, or is it simply fashionable?"

This is where research, benchmarking, trend analysis, feasibility thinking, and operational experience come together.

Trends are useful, but they are not strategy. A trend might tell us what people are talking about. Strategy tells us whether it belongs in this project, in this market, for this guest, at this moment.

The role of the MAS consultant is not to chase what is popular. It is to help shape what is appropriate, relevant, differentiated, and commercially sound."

Ben Gregoire, Principal – LEVELS, Past Chair FCSI Asia Pacific

4

We are Translators ...
*... translating strategic intent into
operational practice*



5

Why don't MAS and design consultants work collaboratively more frequently?

- The need for deeper vision exploration is not identified at the start of a project
- Architects are not aware that MAS consultants exist in their visioning and planning phases
- Designers may or may not realize MAS consultants exist
- Convincing the client that such a service is necessary, despite the fact it will cost more money, can be a hurdle
 - The ideal scenario is when a designer, upon studying the RFP and/or during the first conversations with the client, can see that a need exists for MAS work
 - This allows the design consultant to join forces early and have the MAS partner in the first interview and then package the bid as one fee.
- Sharing the cost of the project does not appeal to some

6

How Do You Know a MAS Consultant Is Needed?

Does the RFP language directly ask for someone to help the client with their vision?

Has the client done their homework, i.e., market research, price point elasticity in their market area, competitive analysis?

Is an element of the project outside of your expertise and comfort level?

Has the client asked for assistance in developing a viable concept and conceptual menu?

Is the client capable of self-op or potentially seeking a contract foodservice company?

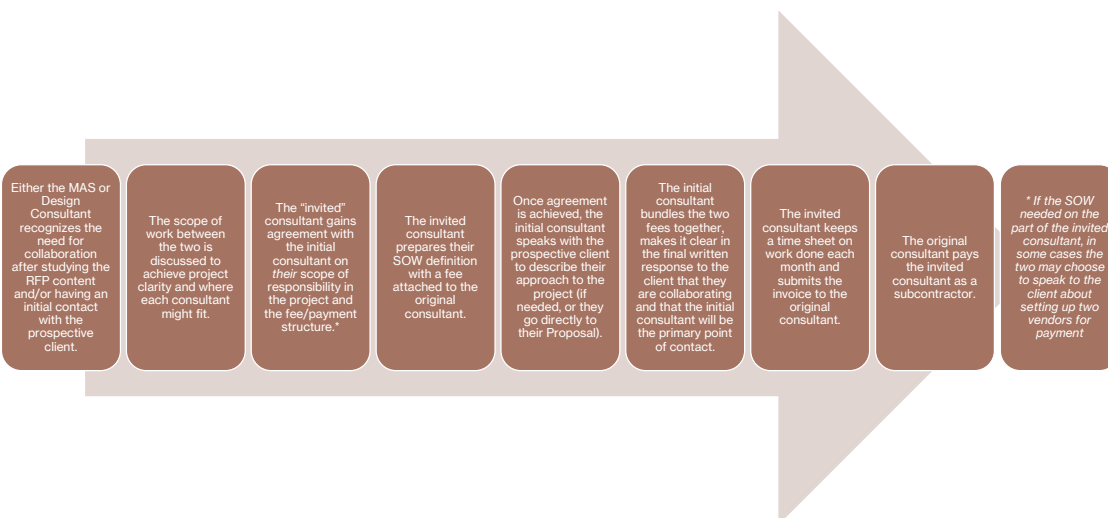
Is the client specifically asking for operational insight and/or or strategic financial planning?

Has the client been able to clearly state what the project is about and given you enough information on which to base a sensible design?

Is a specific area of expertise, e.g., healthcare, military, needed to assure proper operational design?

7

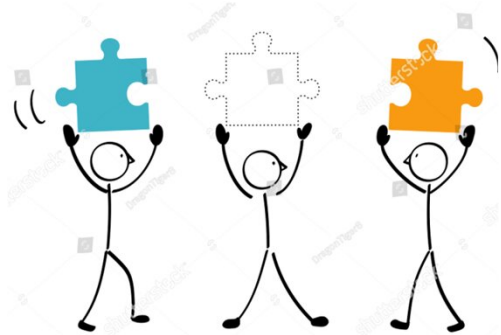
Optimal Collaborative Arrangement



8

Three Types of Projects (as described by Todd Guyette, ColburnGuyette, FCSI, design consultant)

- Projects that don't include and don't necessarily need a MAS consultant. These projects are usually straightforward with clients who know what they want and who have a strong foodservice team in place.
- Projects that need and have a MAS consultant.
 - ❖ These are easier as the client team has already recognized the need for both disciplines of foodservice consulting.
 - ❖ There can still be issues, however, if the MAS and design consultants do not work closely together.
 - ❖ The architect typically hires the design consultant, and the owner typically hires the MAS consultant.
- Projects that don't have a MAS consultant and definitely needed one.
 - ❖ In many cases the need was not recognized until the project was well under way or near completion.
 - ❖ In these cases, the design consultant ends up pressing on and hoping for the best.
 - ❖ There can be a reluctance to add cost to the project, especially when it is well underway.
 - ❖ The real key is for the design consultant to recognize the need early in the process, preferably during the proposal phase.
 - ❖ Education is critical within the industry as many architects are unaware of the existence or role of MAS consultants. When I begin this discussion with architects a typical response is "don't you guys do that?"



9



The collaborative inventiveness of MAS working with a great design consultant leads to far better and innovative solutions for the foodservice operator. Designers inevitably think of issues that MAS consultants don't – and vice versa. It is truly an exhilarating experience. And the client always benefits.

Karen Malody, FFCSI

MAS consultants drive organizational change not by prescribing answers, but by nurturing the conditions in which innovation thrives. They will challenge assumptions, spark curiosity, and anchor progress in tangible action. In doing so, they become architects of environments where collective intelligence is the default, and transformation is not merely a project, but a mindset embedded within the organization's DNA.

Tim Smallwood, FFCSI

10

Resources

- <https://www.fcsiapd.org/what-is-an-mas-consultant-and-what-do-we-actually-do>
- <https://www.fcsi.org/foodservice-consultant/worldwide/critical-mas-a-view-from-the-sector/>
- <https://culinaryoptions.com/potency-in-partnership/>
- <https://www.fcsi.org/foodservice-consultant/worldwide/the-changing-landscape-of-mas-consulting/>
- <https://fesmag.com/topics/perspectives/point-of-view/10065-the-art-of-collaboration-mas-and-design-consultants-working-together>
- <https://cinilittle.com/what-is-management-advisory-services-in-foodservice-and-why-does-it-matter-before-design-begins/>