



Rescuing Leftover Cuisine

Presenter:
Robert Lee

11/10/2019
rescuingleftovercuisine.org



Tech-enabled Transportation Solutions

Current Impact



RLC Overview

270+ Food Donors



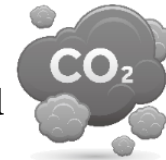
Resulting In:

4,100,000+
lbs of food rescued

3,400,000+
meals served

\$1,000/week
saved for agencies

768+ tons
of CO₂e emissions prevented



Across 12 cities

Albany, NY
Amarillo, TX
Atlanta, GA
Boston, MA
Hillsborough, NJ
Mid-Hudson, NY
Nashville, TN
Newark, NJ
New York, NY
Portland, OR
San Bernardino, CA
Washington DC



Event Management

"There's a lot of waste at **one off events**"

"I couldn't find any organization to rescue it at such a **late time**"

"Our **clients are asking** for the food to be rescued"

One of RLC's
Restaurant
Partners





Opportunity & Innovation

Points of Innovation

100% Guaranteed Rescue for Event

- No uncertainty of getting match on ad hoc basis
- Late night and odd hours friendly
- Allows recipient to plan for arrival of food

Food split between different recipients

- Technology enabled
- One to many instead of just one to one
- Increases utilization rate of food donated

Not charging the food donor

- Charging the clients of companies
- Fee is minimal compared to the costs of event
- Referral provides kickback incentives



Market Size of Opportunity

Events Held Nationwide Annually Total Available Market

+10 Million Events
=
+\$2 Billion Market
=
16 Million Tons of Food

Events Held in NYC Annually Served Available Market

30,000 events
=
\$6 Million Opportunity
=
10 Million lbs of Food

- Limited to >100 attendees
- 32% of events include a focus on promoting sustainable practices
- Expected growth rate of the events industry of 11% over the next decade



MVP Testing

Harvest in the Square Sept 25th, 2019





Real Life Demand & Early Impact

Questionnaire:

An information page that asks prospective event-food donors to sign up for this service at \$200 price point:

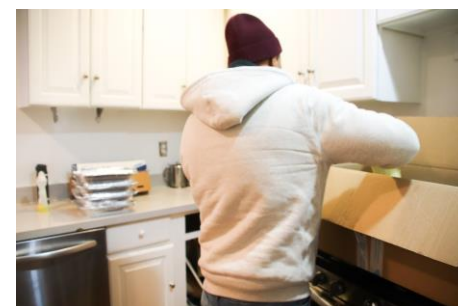
Summary of Results	Count of Status
Yes	36
Maybe – Send more Info	31
No	32

Venue Name	Do they have a service? If so, who?	If no service, what do they do with the food?	Do you have future plans for a service?	Would they be interested?	Additional Comments
The Lofts	No - but the reason they don't is they are too concerned with lawsuits ("If a homeless person gets contaminated by my food, there isn't a lawyer who wouldn't hesitate to sue me.")	They throw it away.	They would love to be put in contact with a company that is able to rescue food for not only "my event," but all their events. They say they have lots of extra food, but claim they cannot donate food that is touched since it is an "American law."	Yes!	They were really hung up on the legality but would love if there is an organization that is able to help them for all their events.

Pilot Program Results:

Actual service of events food rescue at \$200, but all operations and logistics done manually:

Summary of Real Life Pilot	Count
Events Done	8
Time of Pilot (months)	2
Revenue Generated	\$1,600
Pounds of food rescued	2,452
Meals Provided	2,043
Catering Companies referring events	12
Revenue generated for Catering Companies	\$100
Revenue generated for recipient agencies	\$75





Mockup





Feasibility of Operations

Hurdles

Late night rescues, e.g. 1AM to 4AM

Large quantities of food that cannot be used by just one recipient

Specific types of food that are in excess that are harder to use (just burger buns at “Battle of Burgers” Festival)

Solutions

Extended partnerships with recipients to allow for access during night

Splitting food donations between many different recipients (soon to be automated)

Partnerships with different types of organizations such as Rethink that can process these types of food that are difficult to use



Cost Breakdown

\$200 Revenue Per Event

\$52 COGS Per Event

- \$40 per pickup for driver – late night, ~1 hour
- \$2 for equipment
- \$10 for revenue share with event & recipient

\$148 Gross Profit/Event

3 Breakeven Year

74% Margin

\$100,000 Potential Investment

\$820,896 Total 5 Yr Gross Profit

- Gross Profit across 6,552 events over 5 years

\$748,767 Total 5 Yr Expenses

- These expenses represent all supporting costs such as rent, time of personnel, etc.

\$72,128.70 Total EBIT

- (Earnings Before Interest and Taxes) after 5 years

72.1% ROI



Pro Forma Financials Without Investment

Pro Forma Financials Without Investment	2020												Year 1	Year 3	Year 5
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Number of Events															
Full Price	5	7	9	11	13	15	17	19	22	25	27	30	200	700	1,400
Discounts (for nonprofits)	4	4	4	4	4	4	4	4	4	4	5	5	50	150	300
Total Events	9	11	13	15	17	19	21	23	26	29	32	35	250	850	1,700
<i>Growth %</i>	0%	22%	18%	15%	13%	12%	11%	10%	13%	12%	10%	9%	0%	240%	100%
Revenue	\$ 1,480	\$ 1,880	\$ 2,280	\$ 2,680	\$ 3,080	\$ 3,480	\$ 3,880	\$ 4,280	\$ 4,880	\$ 5,480	\$ 6,000	\$ 6,600	\$ 46,000	\$158,000	\$316,000
Food Transportation	\$ 360	\$ 440	\$ 520	\$ 600	\$ 680	\$ 760	\$ 840	\$ 920	\$ 1,040	\$ 1,160	\$ 1,280	\$ 1,400	\$ 10,000	\$ 34,000	\$ 68,000
Food Supplies & Equipment	\$ 108	\$ 132	\$ 156	\$ 180	\$ 204	\$ 228	\$ 252	\$ 276	\$ 312	\$ 348	\$ 384	\$ 420	\$ 3,000	\$ 10,200	\$ 20,400
Cost of Sales (COGS)	\$ 468	\$ 572	\$ 676	\$ 780	\$ 884	\$ 988	\$ 1,092	\$ 1,196	\$ 1,352	\$ 1,508	\$ 1,664	\$ 1,820	\$ 13,000	\$ 44,200	\$ 88,400
Gross Profit	\$ 1,012	\$ 1,308	\$ 1,604	\$ 1,900	\$ 2,196	\$ 2,492	\$ 2,788	\$ 3,084	\$ 3,528	\$ 3,972	\$ 4,336	\$ 4,780	\$ 33,000	\$113,800	\$227,600
Expenses															
Personnel	\$ 1,896	\$ 1,896	\$ 1,896	\$ 1,896	\$ 1,896	\$ 1,896	\$ 1,896	\$ 1,896	\$ 1,896	\$ 1,896	\$ 1,896	\$ 1,896	\$ 22,875	\$129,164	\$154,900
Supporting expenses	\$ 2,707	\$ 2,707	\$ 2,707	\$ 2,707	\$ 2,707	\$ 2,707	\$ 2,707	\$ 2,707	\$ 2,707	\$ 2,707	\$ 2,707	\$ 2,707	\$ 9,519	\$ 10,506	\$ 17,373
Total Expenses	\$ 5,071	\$ 5,175	\$ 5,279	\$ 5,383	\$ 5,487	\$ 5,591	\$ 5,695	\$ 5,799	\$ 5,955	\$ 6,111	\$ 6,267	\$ 6,423	\$ 45,394	\$183,870	\$260,673
EBIT	\$ -4,059	\$ -3,867	\$ -3,675	\$ -3,483	\$ -3,291	\$ -3,099	\$ -2,907	\$ -2,715	\$ -2,427	\$ -2,139	\$ -1,931	\$ -1,643	\$ -12,394	\$ -70,070	\$ -33,073
Ending Cash	\$ -4,059	\$ -7,926	\$ -11,601	\$ -15,083	\$ -18,374	\$ -21,473	\$ -24,380	\$ -27,095	\$ -29,522	\$ -31,660	\$ -33,591	\$ -35,234	\$ -35,234	\$ -105,304	\$ -138,378



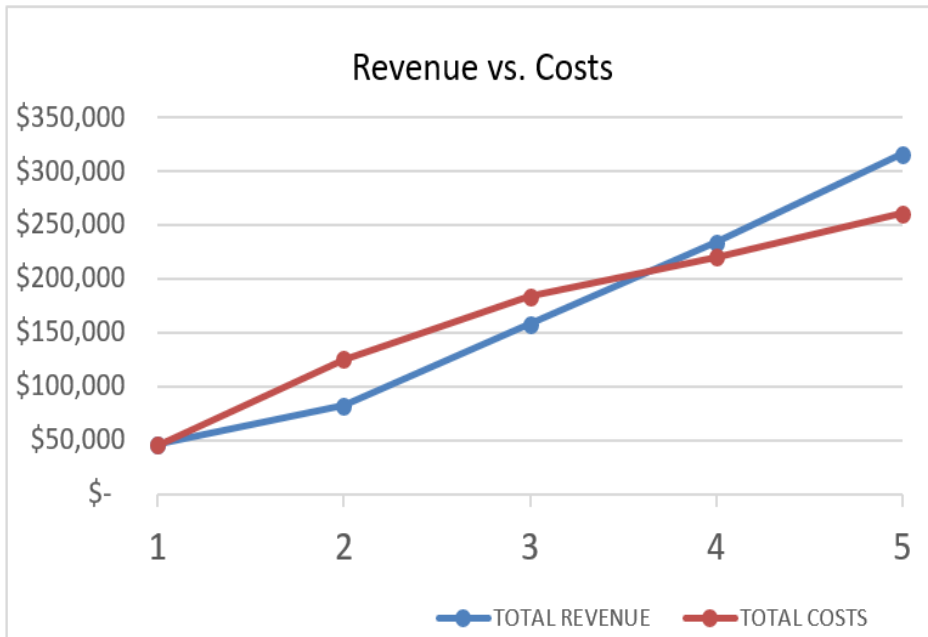
Pro Forma Financials With Investment

Pro Forma Financials With Investment															
2020															
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year 1	Year 3	Year 5
Number of Events															
Full Price	6	9	12	17	22	27	34	41	48	56	64	72	408	1,428	2,856
Discounts (for nonprofits)	4	5	6	8	10	12	15	18	21	25	29	33	186	558	1,116
Total Events	10	14	18	25	32	39	49	59	69	81	93	105	594	1,986	3,972
<i>Growth %</i>	<i>0%</i>	<i>40%</i>	<i>29%</i>	<i>39%</i>	<i>28%</i>	<i>22%</i>	<i>26%</i>	<i>20%</i>	<i>17%</i>	<i>17%</i>	<i>15%</i>	<i>13%</i>	<i>0%</i>	<i>234%</i>	<i>100%</i>
Revenue	\$ 1,680	\$ 2,400	\$ 3,120	\$ 4,360	\$ 5,600	\$ 6,840	\$ 8,600	\$10,360	\$12,120	\$14,200	\$16,280	\$18,360	\$103,920	\$352,560	\$705,120
Food Transportation	\$ 400	\$ 560	\$ 720	\$ 1,000	\$ 1,280	\$ 1,560	\$ 1,960	\$ 2,360	\$ 2,760	\$ 3,240	\$ 3,720	\$ 4,200	\$ 23,760	\$ 79,440	\$158,880
Food Supplies & Equipment	\$ 120	\$ 168	\$ 216	\$ 300	\$ 384	\$ 468	\$ 588	\$ 708	\$ 828	\$ 972	\$ 1,116	\$ 1,260	\$ 7,128	\$ 23,832	\$ 47,664
Cost of Sales (COGS)	\$ 520	\$ 728	\$ 936	\$ 1,300	\$ 1,664	\$ 2,028	\$ 2,548	\$ 3,068	\$ 3,588	\$ 4,212	\$ 4,836	\$ 5,460	\$ 30,888	\$103,272	\$206,544
Gross Profit	\$ 1,160	\$ 1,672	\$ 2,184	\$ 3,060	\$ 3,936	\$ 4,812	\$ 6,052	\$ 7,292	\$ 8,532	\$ 9,988	\$11,444	\$12,900	\$ 73,032	\$249,288	\$498,576
Expenses															
Personnel	\$ 3,354	\$ 3,354	\$ 3,354	\$ 3,354	\$ 3,354	\$ 3,354	\$ 3,354	\$ 3,354	\$ 3,354	\$ 3,354	\$ 3,354	\$ 3,354	\$ 37,875	\$135,622	\$178,135
Supporting expenses	\$ 3,174	\$ 3,174	\$ 3,174	\$ 3,174	\$ 3,174	\$ 3,174	\$ 3,174	\$ 3,174	\$ 3,174	\$ 3,174	\$ 3,174	\$ 3,174	\$ 15,119	\$ 14,908	\$ 26,404
Total Expenses	\$ 7,048	\$ 7,256	\$ 7,464	\$ 7,828	\$ 8,192	\$ 8,556	\$ 9,076	\$ 9,596	\$10,116	\$10,740	\$11,364	\$11,988	\$ 83,882	\$253,802	\$411,083
EBIT	\$ -5,888	\$ -5,584	\$ -5,280	\$ -4,768	\$ -4,256	\$ -3,744	\$ -3,024	\$ -2,304	\$ -1,584	\$ -752	80	912	\$ -10,850	\$ -4,514	\$ 87,493
Ending Cash	\$94,112	\$88,528	\$83,249	\$78,481	\$74,225	\$70,481	\$67,457	\$65,153	\$63,570	\$62,818	\$62,898	\$63,810	\$ 63,810	\$ 59,296	\$146,789

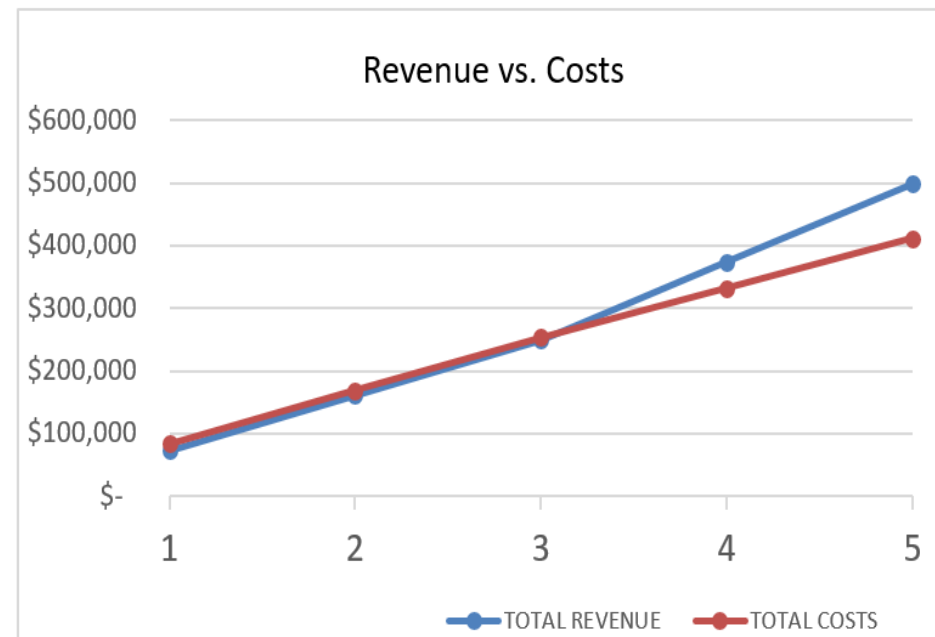


Breakeven with investment moves up one year

Without the \$100K Investment Breakeven during Year 3

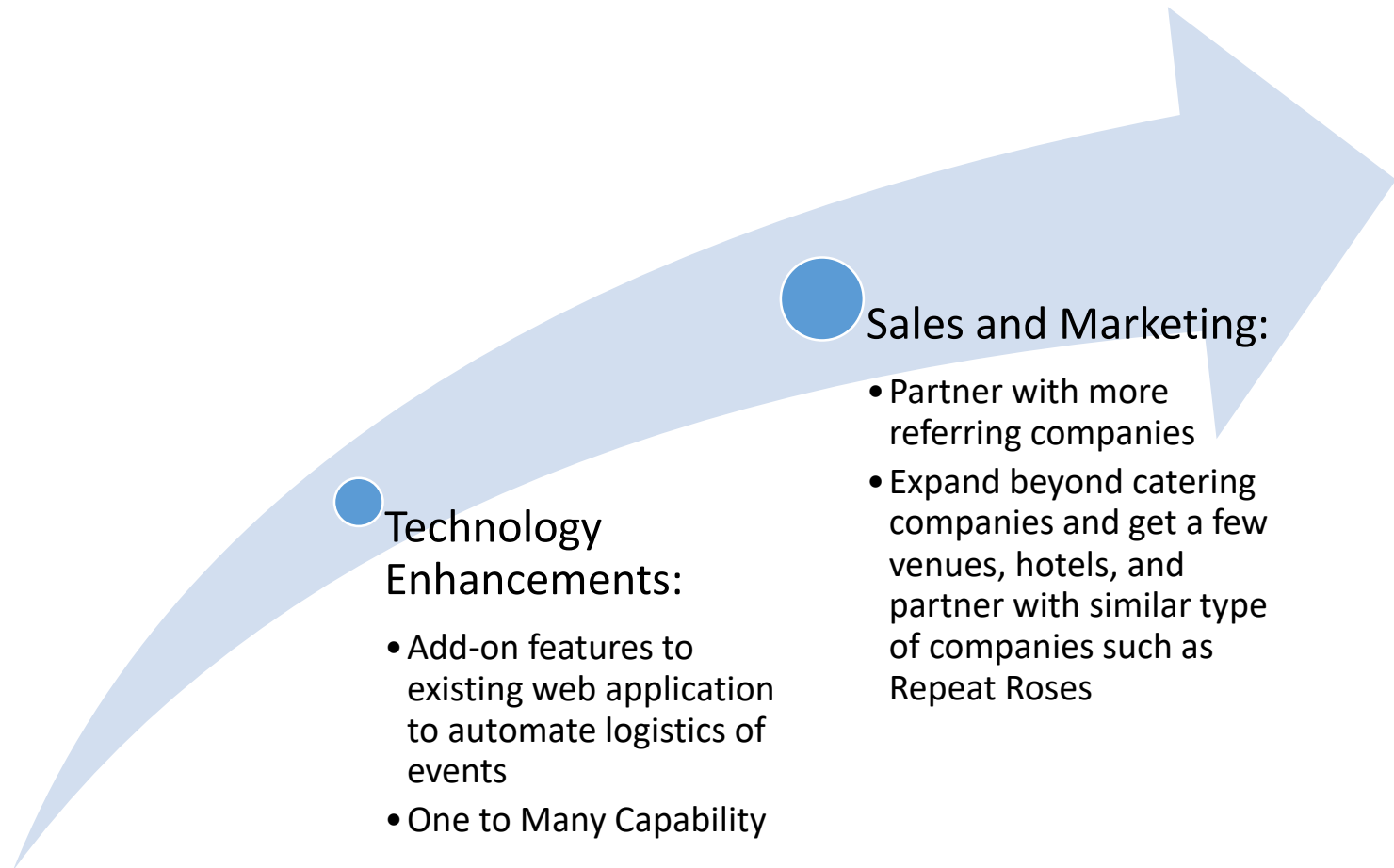


With the \$100K Investment Breakeven during Year 2





Next Steps





Thank You

It has been great to be a part of this accelerator and actually spend time on this line of business finally!



Our events pickup at La San Marzano's pizza pop-up that was closing and had thousands of bottles of surplus tomato sauce (rescued as part of our MVP)

Appendix



New Line of Business: Event Food Rescue Service

Event management companies, venues, catering companies, etc. Request Pickup from Event

Guaranteed food rescue, marketing for zero waste event

Food is split across multiple shelters and agencies that can use the food effectively.

Customer Experience Storyboard

“I do late night events all the time that have TONS of excess food...but City Harvest, Food Bank and RLC can’t pickup, and I can’t drop it off myself.”

The problem is there are a lot of large scale events that end late that have a lot of excess food.

City Harvest and Food Bank in NYC do not operate late at night and on weekends, and our current capacity for pickups is specialized in pickups below 150 lbs of food (which is City Harvest’s and Food Bank’s minimum pound requirement).

Late night event pickup service with vehicles.



Event planner and/or venue does not have to worry about food waste or donations at the end of the event.

“I feel relieved that I don’t have to worry about one last thing at the end of the event, and I feel great that all the excess food will go to those who need it! I can even market that as part of our package to clients.”



Selection of Partners & Clients

Save the Date -



Harvest in the Square – Martha Bear Dallis

Great Performances – Chef Robert

Cannonball Productions

GREAT
PERFORMANCES



CANNONBALL
PRODUCTIONS



Bear Dallis Associates

Annual Food & Wine Events and Projects

- 1st Annual Salsa Taste of Moore Street Market
- Brooklyn Eats, 1997-2008
- City Harvest's 12th Annual Bid Against Hunger
- Grand Gourmet, 2000-2009
- Harvest in the Square, 1997-2008
- The New Taste of the Upper West Side 2008
- Share Our Strength's Taste of the Nation, New York City, 1995-1997
- St. Martin Food & Wine Festival
- Bermuda Food & Wine Festival
- Careers Through Culinary Art's Annual Benefits, 2002-2003
- American Institute of Wine & Food, NY Chapter's Gala, 2003-2008
- American Institute of Wine & Food, NY Chapter's St. Francis' Big Red 2003-2007

Celebrations

- 100th Celebration of 641 Lexington Avenue, a Rudin Mgmt Property
- BCAT TV Network Grand Opening
- NYC Board of Education Conference Tasting Party
- Brooklyn Brewery's Grand Opening, Street Beer Fest & Customer Appreciation Events
- International Downtown Association Conference Reception
- Ossram Sylvania's Customer Appreciation Celebration
- Reach Out and Read
- T3 Workforce Education Program, Graduation & Awards
- The Fragrance Foundation's FIFI Awards

Mega Events

- 1st & 2nd Annual Big Apple Barbecue Block Party
- Big Apple Barbecue Block Party, 2003-2004
- NY Beerfest
- Welcome Back to Brooklyn

Special Projects & Events

- AIWF NY/Days of Taste®
- Brooklyn College to Career Fair

Bear Dallis Associates is a superb event management team, handling even the most microscopic of details. I've worked with them at many events and witnessed a staff that is always prepared, professional, and cheerful, even in the most stressful situations.

They are also creative at problem-solving on site. Their willingness to share their company's well-earned expertise helps ensure successful, flawless events.

Deborah Freundlich, Chair, Children of Bellevue's Reach Out and Read 10th Anniversary Celebration



Big Picture Strategic Priority:	Expand program revenue and increase impact by rescuing larger quantities of food not yet being rescued to ensure that it is brought to people who are in need.			
Proposed Solution:	Use an automated system to provide scheduled, but one-off pickups at large events that have excess food.			
Hypotheses	Experiment/MVP	Output/Evidence	Result/Insight	Action
There is a market /demand for this service?	Issued an information page that explains the service and asks prospective events food donors to sign up for this service at various price points	Number of events management companies, catering companies, and venues that complete the survey	There is sufficient interest from events to donate their excess food and if there really is a market for this	Move forward if 30% of survey recipients demonstrate willingness to pay, and implement a low tech version to sell our service to select prospective clients
Our partner HROs will be able to use the food effectively?	Implement a few low-tech event food rescue pickups and drop off at our HSAs/HROs	Number of HSAs/HROs who participate in receiving the food we receive at events	We've learned that there are several HROs who can receive late at night and we have partnered with Rethink to process the food as well	Implement surveys to collect data on usage levels of the food and ability to receive more.

Survey Results:

Venue Name	Do they have a service? If so, who?	If no service, what do they do with the food?	Do you have future plans for a service?	Would they be interested if connected with a company like RLC?	Additional Comments
The Lofts at Prince	No - but the reason they don't is they are too concerned with lawsuits ("If a homeless person gets contaminated by my food, there isn't a lawyer who wouldn't hesitate to sue me.")	They throw it away.	They would love to be put in contact with a company that is able to rescue food for not only "my event," but all their events. They say they have lots of extra food, but claim they cannot donate food that is touched since it is an "American law."	Yes!	They were really hung up on the legality but would love if there is an organization that is able to help them for all their events.
The Farm	No - they said that food disposable is taken care of on behalf of the catering company. Clients are meant to handle their own catering.	Unclear since the disposal is taken care of by the caterers and not the venue.	NA	They would love to coordinate something to be done with the catering company for "my event", but it unclear whether this is a service they would willingly offer to all clients on their behalf since they work with many catering companies and put the burden of handling food disposal on them. They said they would be willing to work with a company like RLC for my event.	The woman I spoke to on the phone said "I hate wasting food."
Convene	No - the woman I spoke to said she is unsure of what exactly is done with the food but she said she is pretty sure it is just thrown away	Most likely they just throw it away	Unclear		
Angel Orensanz Foundation for the Arts	No	Probably just thrown away	No	No	No

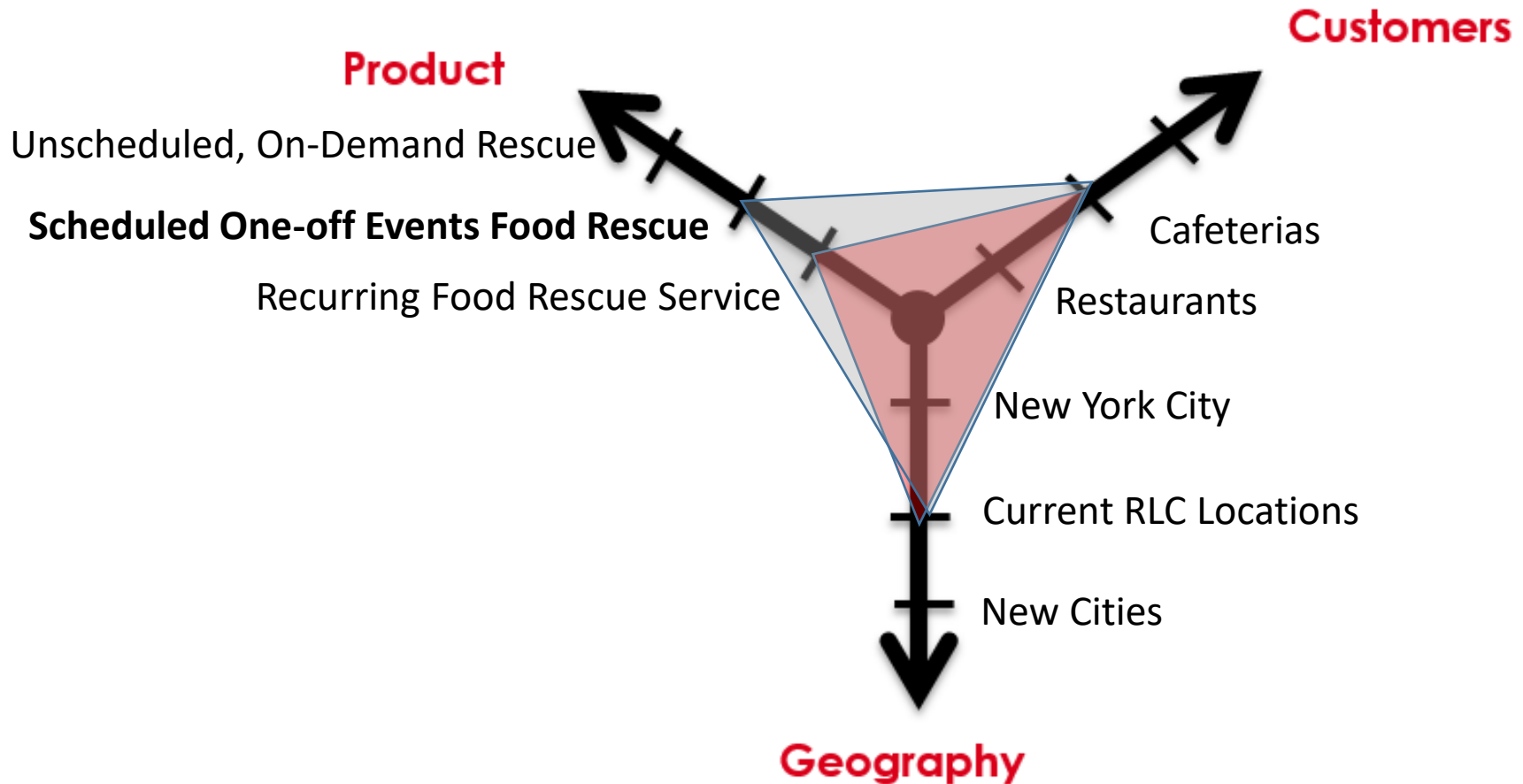
Row Labels	Count of Interested
Yes	36
Maybe – Send more Info	31
No	32

Biggest Insights

- There is a market for this service
 - 36.4% of respondents were interested in the service at the \$200 price-point
 - 31.3% were interested in receiving more information
 - Only 32.3% were flat out not interested
- While conducting a few events pickups, we have learned a few things:
 - Pricing:
 - Tiered pricing might be beneficial – exploring a dual pricing structure
 - Providing add-on services might be a good idea
 - Late night fee, packaging fee (need to get licensed people do this), and container fees.
 - Logistics:
 - Dropoff locations maybe flexible in the timing if guaranteed certain food products
 - Partnerships will be key



Expanding to Events Rescue





MVP: Information Page

An information page that asks prospective event-food donors to sign up for this service at \$200 price point:

Summary of Results	Count of Status
Yes	36
Maybe – Send more Info	31
No	32

Snapshot from collected responses:

Venue Name	Do they have a service? If so, who?	If no service, what do they do with the food?	Do you have future plans for a service?	Would they be interested if connected with a company like RLC?	Additional Comments
The Lofts	No - but the reason they don't is they are too concerned with lawsuits ("If a homeless person gets contaminated by my food, there isn't a lawyer who wouldn't hesitate to sue me.")	They throw it away.	They would love to be put in contact with a company that is able to rescue food for not only "my event," but all their events. They say they have lots of extra food, but claim they cannot donate food that is touched since it is an "American law."	Yes!	They were really hung up on the legality but would love if there is an organization that is able to help them for all their events.
The Farm	No - they said that food disposable is taken care of on behalf of the catering company. Clients are meant to handle their own catering.	Unclear since the disposal is taken care of by the caterers and not the venue.	NA	They would love to coordinate something to be done with the catering company for "my event", but it's unclear whether this is a service they would willingly offer to all clients on their behalf since they work with many catering companies and put the burden of handling food disposal on them.	The woman I spoke to on the phone said "I hate wasting food."
Angel O. Foundation for the Arts	No	Probably just thrown away	No	No	No