

Establishing
**The National Pizza Institute
for Education and Research
at the Rosen College of Hospitality**

Proposal Submitted

By

Center for Multi-Unit Restaurant Management
The Rosen College of Hospitality Management
University of Central Florida

July 2006



The Rosen College of Hospitality Management at the University of Central Florida seeks to establish **The National Pizza Institute for Education and Research at the Rosen College of Hospitality Management (NPI)**. The NPI is a proprietary institute engaged in education and research endeavors focused exclusively on the area of pizza restaurant management. This Institute will further the mission of the North American pizza industry by enhancing its ability to produce educational resources, focused research, and analysis of topics related to the successful operation of pizzerias and the pizza business in general. The Rosen College of Hospitality Management will provide expertise in the development of teaching/learning materials and the conduct of research studies that will ultimately benefit the largest segment of the foodservice industry—pizza.

Rationale for the Establishment of the National Pizza Institute

The pizza segment of the North American foodservice industry consists of approximately 69,000 individual pizzerias, of which an estimated 60% are independently owned and operated. It is generally accepted that these restaurants comprise the largest single segment of the 2006 restaurant industry. Pizza sales will exceed \$30 billion in 2006, with over 3 billion pizzas consumed. Pizzeria restaurants represent 17% of all restaurants units in North America, and pizza accounts for more than 10% of all foodservice sales. 93% of all Americans eat at least one pizza per month, while the average American (man, woman and child) eats 46 slices (23 pounds) of pizza per year.¹

While this segment is large, and continues to expand as the North American consumer market shows an increasing desire for more pizza choices, there is no focused education or research institution to service the industry needs.

The National Pizza Institute will be the center for generating funded research in the field of pizza restaurant management.

Research Outcomes

The NPI will be the repository for the newly created *National Pizza Industry Databases*, the most comprehensive collection of current information about this segment of the foodservice industry. The NPI will annually generate, manage and maintain:

- The National Data Base of Pizza Stores
- The National Data Base of Pizza Owners/Operators
- The National Data Base of Pizza Suppliers/Vendors

The NPI will assemble, manage and produce an annual “*State of the Pizza Industry Report*” detailing industry trends, statistics, challenges and highlights for dissemination to the trade, trade press, and mainstream media.

¹ Sources: Blumenfeld and Associates; Food Industry News; Bolla Wines research; Packaged Facts, NY.

The NPI will generate and sponsor research grants on topics relevant to the industry. Research findings will be published as a series of *NPI White Papers*, as well as through industry-sponsored seminars and targeted round table events.

Additional NPI funded and managed research will be applied and practical. Examples of possible research topics include:

- **Consumer Behavior Studies.** Research will be conducted on a broad variety of pizza consumer topics, using field based data collection, consumer tasting panels, and on-line survey methods. The location of the Rosen College in the heart of the Orlando tourist corridor provides ideal conditions for data collection from a variety of consumer populations for these studies.
- **Laboratory Research.** With the establishment of industry supported pizza baking and production test facilities at the Rosen College of Hospitality Management, extensive practical laboratory experimentation and other empirical projects will be generated in support of industry goals.
- **Trends in Labor Economics.** This area of study will compare local, state, national and international trends in restaurant labor retention, development and long-term availability especially as these issues relate to the growth and stability of the pizza industry.
- **The Use of Technology in Management Education.** Using the information gathered by developing UCF on-line activity, studies will be completed showing the effects of technology on unit managers, line employees and others in the pizza industry.
- **Pricing and Value Studies.** Research activities will enhance the understanding and application of pricing theory for everyday use by managers. Proprietary projects will be developed to sustain changes in customer value perceptions and demands.

Educational efforts will be targeted across a broad array of applications including:

- **Multi-media modules for employees throughout the industry.**
The National Pizza Institute at the Rosen College will create course curricula, including syllabi and teaching tools to be used throughout the North American pizza industry. These materials will be for extensive use by line- or management- level employees interested in advance their professional careers within the industry. Courses will be developed using web-based learning modules with a base of visual, graphic and video materials.
- **“Internet Assisted” programs for tutoring and individual progress development.** Increasingly, people are coming to rely on their access to the Internet for learning options. The National Pizza Institute at the Rosen College will develop self-directed programs for various levels of managers and different skill-levels of

employees. These advanced “expert systems” learning modules will allow participants to engage in individual progress assessment in real time, creating opportunities for customized educational programs in a variety of topical disciplines.

- **High school level courses in pizza restaurant business management.**

Increasingly, motivated high school students are taking advanced placement college level courses in traditional Liberal Arts disciplines during their Junior and Senior years. The National Pizza Institute at the Rosen College will establish a set of credit-bearing courses in restaurant and franchise restaurant management for high school students employed at pizza units across North America and other qualified students worldwide.

- **Certificate programs for industry managers.** In support of the continuing training and management development initiatives of PMQ Publishing and its advertisers and subsidiaries, the National Pizza Institute will create the curriculum for a series of management certification programs for targeted individuals at the unit management, district manager, and franchise owner levels.

BENEFITS

The benefits to the Pizza Industry will consist of the following.

The establishment of this Institute will create a low cost source of educational and research information. This robust output will be provided by qualified professionals who are versed in the latest research and educational techniques while maintaining an applied focus and understanding of the broad needs of the pizza restaurant industry. UCF is a leader in the implementation of educational technology and has faculty who are content experts in every segment of this emerging field. These benefits include but are not limited to:

- Relevant research and educational activities which are totally dedicated and responsive to the direct business interests of the pizza industry, specifically in their efforts to promote and train managers and line employees.
- Custom tailored research and educational activities that are aimed at increasing the level of professionalism in the restaurant industry, especially in the pizza segment.
- Educational and research activities that will augment existing efforts of larger chain, smaller chain, and individual owners but which might be constrained by limited resources.
- Creation of a new body of relevant knowledge through the collection and dissemination of information that will be shared with all pizzeria owners looking to improve their own organizations and business results.

- Support for research that is conducted in an unbiased and objective manner and that assures confidentiality of data handling. Due to the fact that the NPI will be located in a leading metropolitan research university and will be staffed by respected academics, it will be in a better position to obtain confidential business data that might otherwise be unavailable for perceived competitors.

STRUCTURE

1. **Funding.** The National Pizza Institute for Education and Research at the Rosen College of Hospitality Management will be funded by grants from multiple sources. The initial budget will be used to cover the NPI start-up costs, hiring support staff including an Executive Director, the creation of new data bases, development of teaching materials, purchasing of supplies, travel and equipment.
2. **Selection of projects.** The Institute will conduct proprietary projects that will be requested by the Executive or Managing Director, the Executive Board of the NPI or other sponsors, as well as projects determined to be of interest to the industry as a whole.
3. **Organization.** The Institute will be physically located at the Rosen College of Hospitality Management and will be staffed by qualified UCF employees. An Executive Director for the NPI will be appointed upon approval of the Executive Board and representatives of the Rosen College. A Board of Advisors composed of pizza industry representatives and UCF representatives will oversee the Institute's operations. All of the educational and research outputs will be the property of the Institute and confidentiality of all individual data will be assured at all times.

The NPI will consist of:

- The Executive Director, Managing Director, and professional staff with responsibility for the daily and long-term research and educational agenda
- The Executive Board with responsibility for oversight of all NPI strategic planning
- The Board of Advisors with responsibility for review and consideration of NPI industry activities
- The Sponsors Council with responsibility for overseeing offerings of the NFI Executive Education Division

THE ROSEN COLLEGE OF HOSPITALITY MANAGEMENT

The Rosen College of Hospitality Management is housed in a world-class teaching and research facility in the heart of the Orlando Tourism Corridor. The College enjoys strong support from both national and Orlando based hospitality industry sources. Major funding has come from the Rosen Resort and Hotels Company, Darden Restaurants, Walt Disney World, Universal Studios, Marriott Corporation, and the Anheuser-Busch Companies.

Orlando-based Darden Restaurants, Inc has showed this support through gifts such as endowment of the Darden Eminent Scholar Chair in Restaurant Management. In addition, The Orlando Orange County Convention and Visitors Bureau has committed to endow five Eminent Scholar Chairs in Tourism and Destination Management and other Hospitality fields. The Rosen College also houses Professorships funded by the Central Florida Hotel and Lodging Association (CFHLA), the American Resort and Development Association (ARDA), and the Hospitality Financial and Technology Professionals (HFTP).

The College houses the Dick Pope Sr. Institute for Tourism Studies, which is a major research center for the hospitality industry, and the Center for Multi-Unit Restaurant Management. The Center for Multi-Unit Restaurant Management provides executive education and delivers research to the international restaurant community. The Rosen College of Hospitality Management currently has over 30 full-time faculty members responsible for teaching, conducting research, and working with all major areas of the hospitality and tourism industry.

Tracks of Study and Degrees Offered

Currently the Rosen College of Hospitality Management offers an array of degree programs. The largest group of students seeks a Bachelor of Science Degree in Hospitality Management, with a four-year/120 credit hour program of study. Also offered is the Bachelor of Science Degree in Restaurant and Foodservice Management, and the Bachelor of Science Degree in Event and Meeting Planning, both are among the first in the nation to focus exclusively on these areas of study.

The Rosen College is proud to offer a Masters of Science in Hospitality Management and a new Doctorate in Hospitality Education.

**Become a Founding Corporate Partner of the National Pizza Institute
at the Rosen College of Hospitality Management**

As a founding partner of the National Pizza Institute at the Rosen College an individual or an organization will be part of an influential community of practitioners, educators, and researchers who are committed to advancing the knowledge, systems and practices that directly affect the pizza industry. No other institution of this kind exists for the industry.

Annual Levels of Support*

Senior Partners	\$50,000
Partners	\$25,000
Sponsors	\$15,000
Friends of the NPI	\$5,000
Roundtable Sponsors	\$15,000

*Support for the NPI is a three-year commitment that yields significant benefits. All gifts to the Institute are tax deductible to the full extent of the law.

Benefits for Each Level of Support

Senior Partners will comprise the membership of the Executive Board of Advisors for the National Pizza Institute. The Executive Board will meet annually during the Orlando Pizza Show, with responsibility for oversight of the Institute's strategic plan for education and research. These meetings will be concluded with a private Senior Partner Dinner. Senior Partners will be privileged to have their company logotype appear prominently on the masthead of all National Pizza Institute public communications, including but not limited to: the website, letterhead, advertising, press releases and promotional materials. Senior Partners receive complimentary quarterly updates of all of the *National Pizza Data Bases*, advanced copies of the "*State of the Pizza Industry Report*" and review copies of all *NPI White Paper* research findings. Senior Partners will also receive the full benefits of Partners, Sponsors and Friends.

Partners will comprise the membership of the Board of Advisors for the National Pizza Institute. The Board of Advisors will meet annually during the Orlando Pizza Show, with responsibility for review and consideration of all NPI activities. An annual Board of Advisors Banquet will be held in conjunction with these meetings. Partners receive complimentary bi-annual updates of all of the *National Pizza Data Bases*, copies of the "*State of the Pizza Industry Report*" and copies of all *NPI White Paper* research findings. Partners will have their company logotypes included in the Institute's website, letterhead and on all press releases. Additionally, Partners receive the full benefits of Sponsors, and Friends.

Sponsors will comprise the membership of the Sponsor’s Council for the National Pizza Institute. The Sponsor’s Council will meet once a year during the Orlando Pizza Show, and will oversee the offerings of the NPI Executive Education Division. Sponsors receive one complimentary annual update of all of the *National Pizza Data Bases*, a copy of the “*State of the Pizza Industry Report*” and a copy of all *NPI White Paper* research findings. Additionally Sponsors receive a 10% discount on all Rosen College Executive Education course offerings, seminars and roundtables. Sponsor company logotypes will appear on NPI related executive educational promotional materials. All Sponsor companies will be given a 10% discount at Rosen College Career Fairs, and will receive up to five job/internship listings for Rosen College students in the regular Career Services Newsletter.

Friends of the NPI will receive regular updates on the educational and research efforts of the NPI through the Institute Newsletter and Working Papers series. Friends will have their corporate or individual names listed on the NPI website and will be acknowledged regularly in NPI publications. Friends receive a 50% discount on the price of the annual update of all of the *National Pizza Data Bases*, the “*State of the Pizza Industry Report*” and all *NPI White Paper* research findings. Friends receive a 5% discount on Rosen College Executive Education course offerings, seminars and roundtables. Friends of the NPI will be prominently listed in the NPI show floor booth at both the New York and Orlando Pizza Shows.

Benefits for Each Level of Support

	Senior Partners	Partners	Sponsors	Friends
National Pizza Data Bases	Quarterly	Bi-Annual	Annual	50% Discount
“State of the Pizza Industry”	Advance	Annual	Annual	50% Discount
NPI White Paper Research	Review Copies	5 Copies	3 Copies	1 Copy
Discount on Rosen Exec Ed	15%	10%	10%	5%
Discount on Rosen College Career Fair	10%	10%	5%	
Listings in Rosen College Career Services Newsletter	15 per Year	10 per Year	5 per year	
NPI Show Floor Booth Sponsor	Two Shows	Two Shows	Two Shows	Two Shows
Logo Recognition	Letterhead, Press Releases, Website Promos, Advertising	Letterhead, Press Releases, Website, Promos	Website, Promotions	Website
Other Recognition	Sr. Partner Dinner	Partner Banquet		

Other Naming and Sponsorship Opportunities

Roundtable Sponsors will receive exclusive sponsorship of one special topical session. Topics will be determined in joint venture with the Roundtable Sponsor and the NPI Board of Advisors. Areas of interest might include but are not limited to: Pizza Marketing; Human Resources; Finance and Accounting; Growth and Development; International Opportunities; Franchising; or Health and Safety. NPI Roundtables will be marketed in partnership with PMQ Magazine and the Rosen College. Roundtable Sponsors will receive two complimentary seats for all NPI Roundtables.

The Executive Director of the National Pizza Institute will direct the research and educational agenda for the NPI. The Executive Director will be a resident faculty member of the Rosen College of Hospitality Management. Corporate or individual sponsors of the directorship will have naming rights for this position.

The Managing Director of the National Pizza Institute will lead the daily operations of the NPI, with specific responsibility for coordinating all Roundtable programs, seminars, research projects and executive education offerings of the Institute. The Managing Director will have strong industry ties with all segments of the pizza trade. Corporate or individual sponsors of the directorship will have naming rights for this position.

The National Pizza Institute Suite of Offices will be housed within the Rosen College of Hospitality Management. This suite will include the offices for the Executive Director and the Managing Director and support staff. Corporate or individual sponsors of the Suite will have naming rights for the offices.

Sponsorship of NPI Seminars, Courses, and Programs will be given for specific offerings during the year. Corporate or individual sponsors will have their names included directly in all marketing and course materials. Depending on market needs, sponsored seminars, courses and programs could be one, two or five days long.

Sponsorship of the NPI Keynote Speaker for the New York or Orlando Pizza Show will be exclusively offered to corporations or individuals. All program references will include the name and corporate logo for the sponsor in promotional, presentation and follow-up materials relating to the Keynote address. Sponsorship will be used for honorariums, travel and related expenses.

Scholarships for Industry, Executive, Undergraduate or Graduate Students will be offered to corporations or individuals who wish to aid in the development of participants who are looking to personally develop their understanding of the pizza trade. Scholarships will be named for the sponsors upon becoming fully funded.

Target Goals for NPI Partnerships and Sponsor Levels for 2006/2007

To ensure the timely creation of the National Pizza Institute during the FY2006/07 it is desirable to have a level of commitment from industry and interested individuals. The goals for all levels are:

Senior Partners	5 @ \$50,000 annually for three years
Partners	10 @ \$25,000 annually for three years
Sponsors	25 @ \$10,000 annually for three years
Friends	50 @ \$5,000 annually for three years
Roundtable Sponsors	2 @ \$15,000 annually for three years

One named Executive Director @ \$150,000 single donation
One named Managing Director @ \$150,000 single donation
One named Suite of Offices @ \$100,000 single donation
Various named seminars, courses and programs TBD
Two named Keynote Speakers @ \$5,000 annually for three years
Various named scholarships TBD