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“Is Globalization Changing The Way The World Eats?”

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Thank you all, and good morning. Let's start with slide one. That's me, the obsessive, and obsessive is the key word here. I'm food obsessive. I have several obsessions actually, but today we talk about food. When I get home, my wife will ask me, “how did it go?”, and my answer will be, “the breakfast was excellent!” So I travel a great deal, I cook a great deal, and I write an on-line dining guide. I'm one of those people who lives to eat. For a long time now, I have been writing about culture, and creativity, and diversity, and now I am writing about food. And my interest in food really stems from my life, and that is from my obsessive nature. I wanted to be going out there, eating in the best places possible. With this attitude every meal counts. But if every meal is going to count, you have to know how to eat.

So let's go to the next slide. I have a theory of food. It's a fairly simple theory, it's not perfect, and there are some exceptions. But what makes for great food? Three items: You need competition, experimentation, and pride. Competition – if you are in a strange city, or strange country, and you want to know where to eat, go to the cuisine that is represented by the greatest number of restaurants. That is your best guide as to where to eat. You know they are competing against each other, they are drawing upon a common pool of workers, because they hold network for that cuisine, a whole supply network. Experimentation: cooks need new ideas, food should not sit still. And the third element, the most intangible, is this element of pride. So there are some cultures out there in the world, French culture, Chinese culture, Mexican culture. Everyone in this place loves food, loves to talk about food, loves to think about food. Some of my Chinese friends have told me that the greeting in Chinese translates roughly as not “hello”, but “have you eaten?” That's how you say hello to people. So these are the basic elements. Competition, experimentation, and pride, and if your looking for good food, essentially look for those elements. And as we will see, our globalized world, for the most part, is strengthening, not weakening in these elements – competition, experimentation, and pride.

Now let's start with the United States. Let's start with what some people call the down side. Here we have. “Fast Food Nation”, a best selling book. It is often the way the United States is characterized, or I would say caricatured. It is well know that there are more fast food chains in the United States than ever before. That being said, I think we are now living in a wonderful time to be eating, either in this country, or in the world more generally. If you want to know what is the best answer to this vision of fast food

nation, well I don't have a slide for it, but look on your plate. What was served to you this morning? Wisconsin Manchego cheese Tex-Mex. The cheese is from Wisconsin, the cuisine is Tex-Mex which spans two countries, and the kind of cheese, Manchego, as you all know, comes from Spain. What we have is a world where there is more food than ever before. Food is more diverse than ever before. And if you are going to have more diversity, that also means you are going to have more bad food than ever before. But the point is, you don't have to eat the bad food, you can eat the good food. One or two more points on fast food. First, fast food is actually getting a lot better, and it's getting better pretty rapidly. I actually eat that Chipotle. I think it's pretty good. Chipotle is partly owned by McDonalds. It's fresh Mexican food. You go in and order, put together your own meal. It's not the very best restaurant in the world. The price is excellent and the service is quick, and it's very tasty. So one thing to look out for in the future, is that fast food will get much better very rapidly.

Another point to make about fast food, let's consider Pizza Hut. Pizza Hut informs us that the two busiest Pizza Hut outlets in the world, where are they? Well, number one is in Paris, and number two is in Hong Kong. So the point is this, fast food does not push out slow food. Fast food does not push out gourmet cuisine. What happens is the size of the market is growing, trade is growing, we are getting more fast food, and we are at the very same time, getting more slow food.

Finally, when we ask ourselves, "what have we lost?, what has fast food pushed out?" The big loser has been the diner, not the gourmet restaurant. Now I say this with a tinge of sadness in my heart. I grew up in New Jersey. Some of you may know that if you take New Jersey and put Rhode Island together, not the two largest states in our country, but those two states together have more diners than the rest of the United States combined. So fast food has been growing, but for the most part, it has been pushing out non-chain versions of food that were not always wonderful in the first place.

Now last year I was sitting around with some of my "foodie" friends, this was at Brown University, and we asked ourselves the question, or rather I asked them. I pushed them, and I said, "what for you is food paradise?" I think it is a very interesting question to ask ourselves. And one fellow said, "well for me, food paradise is to go to Parma, Italy and eat ham and cheese. Very good answer. Another fellow said, "for me, food paradise is to have a car, a Michelin guide, and be in the south of France. This is also a very good answer. And I thought for me, what would be food paradise?"

I'm going to talk about this for a moment. For me food paradise actually is regional Mexican cuisine. If you go to Mexico, here's a picture of Mexican food, but I mean something really more particular. In Mexico, they are called comedores, and comedores are very small, if you would call them restaurants, are more like food stalls, typically the cook is a grandmother, and most Mexican cities have these comedores, and they serve food very cheaply. Essentially, it is the recipes of the grandmother, served to people during the day who are in the middle of working, and they don't have the time or the ability to get home for a home cooked meal. So, they go eat at a comedore. A single dish would cost maybe a dollar, or dollar fifty. And I'm a crazy man, I'll go into the comedores and order five dishes. They look at me like I'm crazy, or they think, when is your family coming. But family is not coming, sometimes it's just me. I order my five dishes, I don't finish them all, but I have had a really remarkable meal for five to ten dollars, and that, to me, is food paradise, this idea of Mexican regional cuisine. If we looked at what went into regional Mexican cuisine, we find that it is competition. So these comedores, there might be dozens, or a hundred or two hundred under the same roof, we'll find that there is experimentation, and also in Mexico we will find that there is very much pride. The consumers in these comedores are ordinary Mexican families, who are typically not wealthy, and the cook, of course, tends to be Grandma or the mother. It's interesting how different comedores are from Mexican food in this country. If you look at the Mexican food in this country, a lot of it, of course, is not eaten by Mexicans at all. It is eaten by Americans. But consider the Mexican food eaten by Mexicans. Well, who are the Mexicans, for the most part, who are currently coming to America? They tend to be fairly young, and they tend to be male. So take a group of young men, say ages eighteen to twenty five, put them together in large numbers and let them eat. What do you get? Well, some of it is quite excellent, some of it is not so great, but you get something very different than the native cuisine. Let's say you performed this thought experiment with France. Take a million Frenchmen, male, ages eighteen to twenty five, bring them to the United States, let them loose, have them eat. You are not going to get classic French cuisine. So actually this kind of migration is a way that diversity spreads. Mexican food in this country, is very different from Mexican food in Mexico. In Mexico, every region is different. There are dishes that will be in one village that won't be in the next village. And even in different parts of the United States Mexican food is taking very different paths. But anyway, that is my idea of a food paradise.

Let's look at another vision of food paradise. We go now to the red guide for France. I was in Paris about a month ago. My flight got in at 6:30 a.m., and by 8:00 a.m. that morning I had managed to purchase a copy of the Michelin guide. When I'm in Europe, typically I go around with the guide and try to eat as well as I can. I'm very much an admirer of French food, and I think it's the place in the world where food is respected the most. The market is very competitive, and you can simply have a high quality of meal almost anywhere any time. So we turn to what we might call traditional cuisine. The old culinary world. If you want to eat something like this, there is no doubt in my mind that France is the best place to go. With that being said, I have some reservations about how food is being developed in France. I think there are a number of problems. One problem, I think, is the Michelin guide mentality itself, which I love, but there is very much a hierarchical ranking. What are the best restaurants in France, what are the three star

restaurants. There is one chef that lost his third star, literally, he killed himself. I think another problem in France, also, is labor regulation. Many of you are in the restaurant trade. It is very hard in France to work your employees more than thirty five hours a week, for legal reasons. So imagine trying to run a top restaurant, but a lot of your key people are only with you thirty five hours a week. And also, sometimes it is hard to fire them. And I think another problem is the rate of taxation is very high. So France still has the very best food in the world, probably, but it is losing ground. So the old French food market, Les Halles, is now a shopping center. This is not a picture of a food market at all. And if you look at what are the countries that are the up and coming places for food, I think a lot of people would say Spain, but oddly enough one pick is London, and England. If you want cutting edge cuisine, a lot of the best places to go are actually in the Anglo-American world. Go to London and get nouvelle fusion. Go to New Zealand and eat in the bistro's. Go to Sydney or Melbourne in Australia. Go to Canada. I love the food in Canada. I'm going to Canada next week, and being an obsessive as I am, I'm looking forward to it just for the food. These places, the up and coming, what is it that they all have in common? Well, going back to the basic theory, they have competition, they have experimentation, and they don't take anything for granted. They don't think of themselves as sitting on top of the market. And they are also beginning to have this element of pride, which I think for a long time, arguably, was lacking in Anglo-American food. But the fact that we are all here is a sign that the English speaking cultures are beginning to take a lot more pride in their food. I have a saying, and it goes, "all cuisine is ethnic cuisine." In the introduction it was noted that my specialty is ethnic food. This is true, but I also have the sneaky view that all food is ethnic food. I have another view. All food is fusion cuisine, you just may not know it yet. But everything is a mix, everything is a blend. So right now we are seeing the culinary world being turned upside down. Countries that have not been leaders, are innovating. If you go to Vancouver and eat, go to Toronto and eat, go to Wellington, New Zealand and eat you will get fantastic meals for really very affordable prices, twenty, thirty, forty, fifty dollars, you will have a meal to remember for a long time. And it is because of this competitive element.

Now let's talk about globalization a little more explicitly. We talked about experimentation, and I said that all food is fusion cuisine and all food is ethnic cuisine. Let's look at a very simple picture of the tomato. It's hard to imagine Italian food without the tomato. Similarly, it is hard to image a lot of Asian food, Indian foods without chili's. But in fact the tomato, as you know, came from the new world. It came from Mexico, and the old world has only had the tomato, actively in their cuisine's for a number of centuries. So what we see most of all, is yes, trade spreads McDonald's around the world, maybe not all of us love this, but more importantly, trade spreads new ideas in a globalized world. A globalizing world, is a world where people are experimenting and they're trying to get to the top, to be known as having a better product than the next restaurant or next chef. If I ask myself, "where's my favorite restaurant in the world, right now", I would suspect that none of you, maybe one of you, would guess the answer. My favorite restaurant in the world is in Stockholm. It is a place called Paul and Norbert's. I have eaten there several times. And to think that it is possible that someone's favorite restaurant is in Stockholm, is showing how much change we're seeing, how many benefits trade is bringing us. So all food is fusion cuisine. It's known

in this country as Wolfgang Puck. He of course is from Austria. He set up numerous restaurants around the world, there is one in Mexico City, a famous one in Los Angeles, and it's called Chinois on Main. It's a kind of Chinese food, it's fusion cuisine. The name of the restaurant is in French, it's in Las Angeles, and the cook is Austrian. What does this mean, but you all get the point. All food is ethnic food. All food is fusion cuisine.

Now let me go to investment tips. I'm obsessive about food, and cooking, and dining, and travel. But I'm also an economist, and when I speak at places, people often ask me, do you have any investment advice? Let me show you my investment advice. This is sushi. No I'm not saying you should buy sushi. I don't deal in sushi. But think about sushi, what does it mean? Last summer I went to Moscow, I went with my wife who is Russian. When we got off the plane we were hungry. The first place we went to eat, we went to eat sushi. And one reason we ate there was because we got in pretty early, and we were very hungry, and a lot of the Russian restaurants were not open yet. There is still a bit of the old mentality where you don't always take the greatest care to serve the customer. It was about ten thirty in the morning, we were starving, a long plane flight, so we went to eat sushi. The restaurant was open, the food was quite good. So you might ask yourself why you might eat sushi in Russia? And I think the key question, when you look at sushi, sushi is all about trust. You don't eat sushi unless you have a certain amount of trust, in the chef, the restaurant, the country, whatever. Sushi requires trust. So here is my investment advice: if there is a country, and you have seen that sushi has just come to that country, and is doing okay, that's a sign that people in that country are starting to trust each other. My investment advice is buy shares in the stocks of that country. Sushi being the sign of trust. So that's my tip of the day. I had the sushi in Moscow and it was quite good. When you go to Mexico City it is quite easy to get sushi there. I think sushi also gives us a broader lesson about globalization. People say that globalization is making all the world look alike. And there is some truth to this, but think about what this means. If all the world looks alike, it means that you can buy sushi almost anywhere. So I was a student about 20 years ago. I lived in Germany for about a year in 1984, and in 1984 it was very hard to get sushi in Germany. You could get it in Berlin, you could get it in Frankfurt, Dusseldorf of course, the Japanese community. But for the most part, mid-sized German cities did not have sushi. Most of France did not have sushi outside of Paris. Today about any mid-size German city, any major city in Asia, Austrasia, North America, now Latin America, you can get sushi. So yes, the world in this way is starting to look more alike. The world is more alike in the sense that you have more choice everywhere. The commonality means the commonality of diversity. Anywhere you go you can get sushi, you can get some version of Mexican food, you can get some version of Chinese food, Indian food and so on. And that in my view is a good thing. So when people say the world is looking more alike, borders don't matter anymore, it's not the case that every country all they have is McDonald's. That is the opposite of what is happening. It's that every country is offering you more choice. If I think about where I live, Northern Virginia, it's about an hour from here, that to me is close to a food paradise. I have my choice of regional Bolivian cuisines. So if I want Bolivian food, I just don't say hey, "do you want Bolivian food" to my wife, I say "would you like Bolivian food from Cochabamba, or how about a dish from La Paz?"

And this to me is a kind of miracle. That is what choice is about. That's what it means when parts of the world in this way become more alike. One other example of globalization, this is tempura. Everyone thinks about tempura being Japanese, and of course it is Japanese. But where does tempura come from? Tempura actually comes from Portugal. It was transferred to Japan in the late 16th century, and the word in Portuguese for cookery is tempora. It is now called tempura. You think of tempura as Japanese. Is it Japanese, Portuguese, is it fusion? And my point is this, when it comes to food, don't worry about national pride. Just eat well, cook well, make food well, and sell food well. That national pride issue is a mirage. Whatever you're eating, wherever you're eating it, it is a synthetic product, it is a blend of many cultures. The Portuguese can be as proud of tempura as the Japanese are, and every country in the world and every region in the world have great food. That is the bottom line. Everywhere should be proud, and be proud of the entire menu, and don't worry about someone else's food pushing out your food, or whose food is taking over the world. Those are moot points. Don't worry about them. Just go and buy the best tempura you can.

Now let's go back to the United States and think about some possible, what I would call strategies, for eating in this country. Many of you, in your respective areas, are greater experts than I am. But let me tell you how I think about food in this country, what I'm going to eat in America. I go back to that simple model. I look for competition, I look for experimentation, and I look for pride. And that's how I decide where to eat. So if we think, where in America are the places that have competition, experimentation and pride, well of course there are a lot of fine restaurants. Many of you may have read in the New York Times yesterday, that Charlie Trotter of Chicago, he is in Europe with some other notable American chefs, and he is speaking to the Europeans on what makes American food great. And the top European chefs are serving American food. And if you can believe the New York Times, the Europeans are very impressed. That's all wonderful, simply that the algorithm spend as much money as possible, it's not actually a bad way to eat. You won't go that badly wrong in your stomach, it will hurt your pocketbook, but you'll have some delicious meals. One of the other ways of thinking about how to eat, and again go back to competition, experimentation and pride, is to look for networks. And here is one of my favorite ways to eat in America, and that's barbeque. You have to be very careful where you go. I would say only eat barbeque when there are a large number of restaurants around. So this means Kansas City, this means Texas, this means parts of North Carolina, parts of Tennessee. What I will do if I have a speaking engagement in those regions, if I can, I'll take an extra day, rent a car, I'll just drive around and eat barbeque. And let me tell you, a good barbeque meal, the best barbeque meals I have had, I worship. I enjoy those every bit as much as my good Michelin meals I have in France. Good barbeque is brilliant, superb, it is a true craft, and it is one of America's greatest contributions to cuisine. So I would say all for barbeque, and as you all know, it is hard to spend more than twenty dollars in a barbeque restaurant even if it is top of the line, for the most part.

What's another way you might think of eating, looking for a network with competition, experimentation and pride. Here's my next suggestion, and that is do the roadside meal in Louisiana. And I will tell all of you this, and I'm sure that many of you have already

done it, but if you have not, make it your next vacation. Go to Louisiana, and no I do not mean New Orleans, yes fly into New Orleans or fly into Houston, and then rent a car and go to southwestern Louisiana, and you will see a network of cooks there. It's interesting, almost all of them are men, and they don't even have what you might call a restaurant. I think of them as shacks. You are in rural Louisiana, you're driving around, and you will see a shack, and there will be some words painted, or scrolled, like boudin blanc, or shrimp/seafood. The sloppier the handwriting, the more urgent it is that you stop and eat in that shack. You will go into the shack and look around, and you will think, what did he tell us. There will be two tables, at least one of them might be a little dirty. There will be one person, not a staff, the cook is the staff, and it might not be open. It will be open if the cook is at home. There won't even be a menu, there might be a chalk board, or there will be one or two items. But some of the best American meals I have ever eaten, I have eaten in this environment. With a lone chef, eating in a shack, order sausage, get the spicy crawfish, whatever, it will cost you ten dollars. It is a meal you will never forget. When you track these things down, it is competition, experimentation and a real pride in the food. And I am telling you, as you go through life, let nothing stop you. Make this trip, make other trips. I was in Guatemala last year, giving some talks, and I had a difficult situation. My hosts were so nice to me, they did everything for me. I'm not sure I've ever had host who were nicer. They took me around, and I wanted to go eat in the comedores. They have these in Guatemala, like they have them in Mexico. And my host said, oh no, we can't bring you there, you might get sick. They were afraid of eating in the comedores. They were afraid they might get sick. They were people that grew up in wealthy families, my host, and it was simply not something they were accustomed to doing. And I got really quite desperate. They would want to take me around to very nice Italian restaurants, excellent food, no complaints, but I wanted to break loose and eat at the comedores. Finally, I literally had to break away from them. I was walking with them in the city. I had to break away and run to the comedores and order something. And they all watched me, and I said it's my treat. They wouldn't eat. I didn't get sick, I never do, and now I am somewhat renowned in Guatemala who came and ate in the comedores. But the point is this, if you want to eat well, have new experiences, yes you have to take some chances, but most of all you have to get your body out there on the front lines. You might need a car, you might need to go somewhere strange, you just need to get out there and do it. So drop whatever excuses you have for not doing it. Get out there and do it, and be a food obsessive. Go to strange places, eat strange things. They will be some of your most memorable experiences. Southwestern Louisiana would be one of my tips in this country.

But let's say you're not there, let's say, like most of us, you live in the city or you live in suburbia, how should you think about eating? Let me draw a contrast here. Shopping malls and strip malls. Let's look at the shopping mall. Here's a shopping mall, my hotel is connected to a shopping mall. Now I'm a little reluctant to make my comments here, because probably some of you make food in shopping malls, or supply people who make food in shopping malls, and in fact, I myself have had some excellent meals in shopping malls. Most of all in California, or Las Vegas where the notion of great food and mall is not a contradiction. But that being said, not meaning to offend any of you, but overall, going to a shopping mall is not my recipe for how to have great food. A shopping mall

typically has good food, not great food. It has predictable food. It has food that a lot of people like, but it does not have this notion of food as adventure, food as obsession. So you go to a shopping mall, the rents are typically high. You need high traffic stores. And you need stores that will appeal to large numbers of people. And you want stores that have brands that are predictable, so you will see a lot of chains and outlets in shopping malls. And in general if you on a street or a place where people go for tourism, you have to worry about the food, because the people who are eating are not that well informed. So if you live in suburbia, my alternative recipe is not the shopping mall, but the strip mall. Now a lot of strip malls look like dumps. You think, ugh, strip mall, Wal-Mart, or PhotoShop, or gee, there are seventeen places in my strip mall and I don't even know what they are, why do I go there? But I will go out on a limb and make a prediction, that the future of American food lies in the American strip mall. Not in the elegant street, not in the shopping, but the future of American food lies in the strip mall. And what does a strip mall have? Because it is ugly, it has low rent. It is not a closed market. There is no Michelin guide for the strip malls. It is an open market, so when immigrants come to this country, they want to start a restaurant, they don't have a lot of money, where do they look? They don't look to the shopping mall, they look to the strip mall. So if I asked myself, where I live, what are my two favorite restaurants? They have both opened in the last year. One is a Cantonese restaurant, the other is a Szechuan restaurant called China Star. They are my two favorites. It's real Chinese food. It's not beef with broccoli and all the rest, it's superb Chinese food with serious cooks. Very cheap restaurants, fantastic food. They are both in strip malls. Not only that, they are in ugly strip malls. One of them is next to a Kinko's. The Szechuan place. The Cantonese place, what is it next to? Well, it's interesting what proliferates in these strip malls. There is a restaurant next to my Cantonese place, the sign is in Vietnamese, and then there is an English version of it, none of which I can understand, and except for the one word tofu, there are three other words, I've no idea what they mean. But I know this word tofu, and I went to this restaurant, I've gone twice in the last month, and it's actually the best tofu I've ever eaten anywhere in the world. You might think, oh tofu. Tofu and rice, tofu and pork, tofu and whatever, no. I don't know what those other three words mean, but they are not food words, because all this restaurant has is tofu. And they have tofu four different ways, and everyway is fantastic. I spent twelve dollars and walked away with about 35 pieces of tofu. You would think I would know better. I walked in and really didn't know which tofu was which, so I said give me twelve dollars worth of tofu. I thought, well I'll get a few pieces of tofu, take it home for the family, we will have a nice dinner. She keeps piling on the tofu and I repeat, twelve dollars of tofu. She nods and smiles, keeps piling on the tofu. I bring the tofu home. I have this huge mound of tofu. It's still in the refrigerator. My daughter says what's for dinner tonight? I joke with her and say, tofu. And this is a great restaurant, if you can even call it a restaurant. It's really take-a-ways. There are about four tables. And this, I think, is one vision of the future of American food. A lot of places that double as take away, they are not fancy, they're very cheap. I think a lot of people are sick of paying a lot of money for fancy tablecloths, and décor. And the creative spirit, the competitive element, the people experimenting, people with pride, very often they are immigrants, and if you want to find their restaurants, don't go to the shopping mall, go to the strip mall. Don't be put off. Again, get your body out there. Last year I was in Florida, with a friend of mine, we were making a trip, visiting a

donor to my university. This friend of mine, his eating is fairly conservative, so he says, what should we do? And I said, well let's get the rental car, and talk to the man at the rental car booth, and ask him where we should eat. Wherever he tells us to go, we'll go there. We will eat the cuisine of his country. My friend's like, "well okay." I said, yes let's do it. He works for me so he had to say yes. So we get to the counter, we have the rental car, this is near Miami, and the fellow there was Haitian. So I said where should we go for Haitian food? He tells us a place to go that's pretty far away, we have to track the place down. My friend and I show up, we both had suit and tie on, and the two of us of course are white. We show up at the Haitian restaurant and there is a sense of panic having gone off. There is a feeling that we must be from the INS, or perhaps even worse the IRS. These two white guys with suits, but we had a fantastic meal. And at a Haitian restaurant in Florida, typically it is a mistake to ask for the menu. The question is not what's on the menu, but what do they have in. So just go in and say, bring me what you have, bring me some food. Always order more than you will eat. You're ordering for diversity. It's not that I'm telling you all to put on weight. If you're at a place where you're not going to be anytime soon, and say you're only two people, you should order six dishes. Don't be afraid to order six dishes, because the real cost, when you take into account the cost of transportation, ordering six dishes, you are saving money. The only problem with ordering six dishes, is that you will have to explain to the cook, who has pride, why you didn't eat it all. And it's important that you give a very good explanation. I wanted to try your food. I cannot eat all of your six dishes, but it all was wonderful, thank you. So in terms of tips to eat, shopping mall versus strip mall, go to unusual places. American food is very much in flux. It is a very vital time to eat. It is a very exciting time to eat. It is a time often where the people eating, the people eating, are ahead of the critics. It's a time when you can take a lot of chances. A time when you can learn a lot of new things. My area, Northern Virginia, I first lived there in 1980, that's now 24 years ago. At that time ethnic food meant pizza, or maybe Chinese food. Now the alternatives before me, I mentioned regional varieties of Bolivian food. There will be Ethiopian restaurants and Eritrean restaurants, and you better not tell them the name of the wrong country, or they will be upset and correct you. There are forty places that serve pupusas from El Salvador, and they put different herbs in the papooses. They compete to have the best pupusas. A pupusa costs a dollar fifty to two dollars, and you put the spicy cabbage on it, you have the sour taste, the cheese inside, you have the herb loroco, you have some pork checkaroam with your papossa with fried pork. It is a delicious meal, fantastic. It's all over the place now. So you all live in different parts of the country, some parts have more choice than others, but fear not more choice is on its way, pretty much no matter where you live.

So with that I will close my formal remarks. Here are my concluding points. The food world is a wonderful place to be, in this country and around the globe. There is diversity. Globalization is bringing far more benefit than cost. The world is not being taken over by fast food, either in this country or abroad. There is a recipe for eating well, it involves some effort. You have to get out there, you have to try things. Look for these recipes of competition, experimentation, and pride. In your work, in the role that you have, be a part of this movement. Help me eat better, because like you, I'm a food obsessive too. Thank you all.