

Pizza Toda 2025 P17476 Industry Trends Report



We surveyed pizzeria owners from across the country to see what's happening in America's pizzerias. We combed through surveys, national reports and key industry indicators to bring you the 2025 Pizza Industry Trends Report. We changed up our survey this year to hone in on important topics and apply a qualitative approach to findings focused on effectiveness and return on investment.











CONTENTS

- 2025 Pizza Industry Key Findings
- 2025 Top Pizza Business Trend
- Online Ordering & Third-party Delivery
- Catering
- Artificial Intelligence (AI)
- Carryout & Delivery
- <u>Pizzeria Labor Market: Stay Vigilant in Employee Recruitment and Retention</u>
- 2025 Pizza Trends and Pizzeria Menu Trends
- Top Pizza Menu Trends
- 2024 Pizza Style Trends
- America's Top 10 Pizza Styles of 2025
- 2025 Trending Pizza Styles
- Detroit is Still on Top as Trending Pizza Style
- 2025 Pizza Toppings Trends
- Top 20 Pizza Toppings in the U.S.
- Hot Pizza Toppings in 2025
- 2025 Pizza Dough & Pizza Crust Trends

- 2025 Best-Selling Non-Pizza Items
- Pizza and Beverage Pairing Trends in 2025
- 2025 Marketing Trends for Pizza Restaurants
- Key Macro Marketing Trends to Watch in 2025
- Pizzeria-specific Marketing Trends 2025
- Pizza Restaurant Social Media Trends 2025
- Pizza Restaurant Technology Trends
- Pizzeria Equipment Buying Trends
- Pizzeria Industry 2025 Outlook: A Look Forward
- 10 Top-of-Mind Business Priorities
- How confident do pizzeria operators feel about 2025?
- Does optimism remain with anticipated sales and profit margins?

Pizzeria Market Snapshot

The United States pizza restaurant market was projected to reach \$50.1 billion in revenue in 2024 from more than 74,000 pizzeria businesses, according to IBISWorld's "Pizza Restaurants in the US - Market Research Report". Other reports like the Statista Research Department indicate the number of pizza restaurants in the U.S. at 80,175. Estimates vary from 40 to 60 percent of the overall pizzeria market being comprised of independent pizzerias. Pizza Today classifies independent pizzerias as pizzerias not under a franchise or license agreement with nine or fewer units. Roughly 82 percent of the Pizzeria Operator Survey respondents are independent operators.

Pizza Today Editors' Insight

Independent pizzeria owners are the backbone of this industry. It is their collective effort and dedication to moving the craft of pizza making forward that embodies the spirit of doing the business of selling America's favorite food.

There has been a shakeup over the last decade among the top pizza companies in the U.S. Domino's is No. 1 in terms of sales. The once dominate Pizza Hut is No. 2. Little Caesars and Papa John's round out the Top Four Pizza Chains spots, according to the **Statista Research Department**.

Pizza Today Editors' Insight

Pizza Hut once had such a large market share advantage that its lead seemed insurmountable. What Domino's has done over the past decade-and-a-half is remarkable.

2025 Pizza Industry Key Findings

of respondents in our 2024 Pizzeria **Operator Survey** are under 45

Casual Dining

24% 38% 29.7% 10%

Fast-Casual or Build-to-order **Quick-serve** and DELCO

Pizza Today Editors' Insight

The industry is getting younger. The new generation is coming and leaving its mark!

2025 Top Pizza Business Trend

In previous years, we asked operators what they saw as a top pizza trend. In addition to that question, we asked about the operation and business side of the pizza industry. There are some common themes among responses on the top pizza business trend.

1. Online Ordering & Third-Party Delivery Will Thrive

These two components often go hand-in-hand as operators look to increase revenue. More than 32 percent of operators surveyed indicated that third-party delivery generated the best ROI for their pizzeria. Over 46 percent of those who use third-party delivery indicated that 11 percent or more of overall sales came from third-party delivery. The focus revolves around integration with existing systems, which continues to improve.

Though third-party has come with its challenges, the U.S. market is estimated to grow to 192.62 million users in 2028, according to Statista 2024. With a high customer market, many pizzeria operators are still reluctant to use third-party services, sighting high fees and lack of quality control. Over 53 percent do not partner with third-party delivery services.

While adoption of third-third party is just over half, more than 78 percent of operators use online ordering with a portion of their total sales coming from online orders. Of that, nearly 44 percent of those operations experienced 28 percent or more of total sales came through online ordering.

2. A Continued Focus on Carryout

While demand has slowed some from its post-COVID pandemic rise, carryout continues to be a strong business model as operators work to efficiently and effectively serve general carryout orders and third-party delivery, often in the same area. Look for operators to better define carryout functions in 2025 Over 37 percent of operators have seen increased demand for takeout and delivery.

Pizza Today Editors' Insight

Nail down your packaging and to-go procedures as this has in important impact on customer satisfaction.

3. Figuring Out Dine-In Experience Equation

Many consumer surveys pointed to an uptick in people choosing to dine at the restaurant. While those trends may be surfacing, many operators aren't seeing the movement in pizzerias yet. Over 41 percent of pizzeria operators surveyed saw decreased dining frequency over the past year. Look for pizzerias to find new ways to attract dine-in customers.

Pizza Today Editors' Insight

Our industry has made its living on delivery and carryout, but diners are returning to restaurants and pizzeria owners need to plan and market accordingly.

2025 Top Pizza Business Trend

4. Al and Technology Boom in "Mom and Pop Businesses

With the availability and affordability of new technology becoming more attainable by smaller pizzerias, look to see a tech boom in the pizza space with more pizzerias adopting Al and new technology.

Pizza Today Editors' Insight

All can be your best friend in coming years in terms of what it can do for your marketing. Get comfortable with it.

5. Operational Belts to Remain Tight.

Operators are worried about costs and pricing. The good news is inflation rates have slowed and the 2024 Consumer

<u>Price Index</u> says operators should expect food costs to rise in 2025 at a slower rate than the previous few years. According to the USDA's Food Price Outlook, prices for all food are predicted to increase by 2.4 percent. Food-away-from-home prices are predicted to in increase 3.4 percent. This may mean more menu price increases, but significantly less than previous years.

6. Catering Continues to be Top Bang for Your Buck

<u>Catering</u> continues to be the top to-go additional revenue source with the best ROI for pizzerias, according to 48 percent of pizzeria operators surveyed. Operations look to weddings, private parties and other special events.

Pizzeria Labor Market: Stay Vigilant in Employee Recruitment and Retention

Staff shortages will continue and labor costs continue to rise. More than 56 percent of pizzeria operators surveyed indicated that employee hourly pay rate has increased by four percent or more.

Hiring and <u>retention</u> remain top business concerns for pizzerias. Hiring is paramount for pizzeria operations, so we asked operators what strategies are working and not working to attract new employees. Current employee referrals were the best strategy to attract new talent, followed

by high schools/colleges and social media posting. In store signage and local online job sites averaged in the middle. What's not working for operators surveyed? National/International Online Job Sites, job fairs/career events, hiring agency/consultant and organizations/clubs/groups.

To address labor strains, many pizzeria operators are looking to technology and automation to help optimize their workforce for success. See more in Pizza Restaurant Technology Trends.







2025 Pizza Trends and Pizzeria Menu Trends

The next year of food trends reflect a culinary curious customer base and pizzeria talent eager to showcase something new. Let's dive into the latest pizzeria menu trends. We examine what's hot on pizzeria menus. From pizza styles to other menu categories, operators shared what's trending on menus across America.

First, and foremost, we asked pizzeria operations what they see as the top pizza menu trend.

- Back to basics with an upgrade. A pizza that is getting back to its roots with classic toppings. But there is an upgraded element that can range from a unique cheese blend to a drizzle of a premium olive oil, chili oil or fresh ingredient finish.
- Creative and Unique Specialty Pizzas. Unique and creative pizzas offered as LTOs. This is area we see a lot of innovation.
- House-made Ingredients. From sausage, cheeses and sauces to dressings and pickled vegetables, making products in house is translating well with customers
- International inspiration. The source of inspiration is

- coming from international cuisine, especially Indian, Middle Eastern, Latin American and Asian foods.
- Different Crust Styles. Exploration of various crust types, including cauliflower and Detroit style.
- Seasonal Ingredients/Specials. Adding seasonal produce and limited-time offerings and seasonal menus provides separation from competitors.
- Crust Enhancements. Pizza fans understand that it's all about the crust. Pizza makers are creating more flavorful doughs with addition of preferments and fats.
- Vegan Options. Vegan pizzas and toppings continue to be sought after in pizzerias.
- Cheese Varieties. Highlighting different types of cheese as a feature in pizzas.
- Thin and Crispy Pizzas. Pizzerias are innovating to create their spin on a Chicago Thin, Tavern or Bar Pie.

Pizza Today Editors' Insight

Tavern is red hot! But as you'll see below, thick pies are surging. Get in on the game.

2025 Pizza Style Trends

America's Top 10 Pizza Styles of 2025:

Offering multiple pizza styles continues to dominate the pizza market with over 64% of our respondents offering more than one pizza style.



1. New York



2. Traditional American



3. Deep Dish



4. Sicilian



5. Chicago Thin



6. Neapolitan



7. Detroit



8. California/American Artisan



9. Grandma



<u>10. NEOpolitan</u>

The write-in area is where we see a lot of pizza style creativity from stuffed pizza to city and regional styles that drive curiosity.

2025 Trending Pizza Styles

More than 55 percent of pizzeria operators surveyed indicated interest in adding a new pizza style(s) to their menu.

Here are the Top 5 Trending Pizza Style to watch in 2025:

- 1. Detroit
- 2. New York
- 3. Sicilian
- 4. Grandma
- 5. Roman

Pizza Dough Recipes for Top Trending Pizza Styles

Learn how to make the year's biggest pizza styles: Detroit, New York, Grandma, Sicilian, Chicago Thin, Deep Dish and Roman. Let's dive a little deeper into the most popular trending pizza styles and get into the pizza dough formula and pizza dough recipes so you can test a new pizza style in your restaurant. Read more.

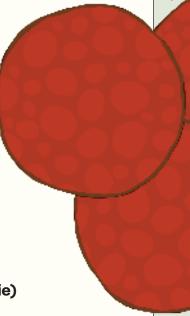
2025 Pizza Toppings Trends

Pizza Topping preferences can very region by region. But first let's see which pizza toppings are the most popular nationally. This year's 20 most popular pizza toppings offer by pizzerias in America are:

Top 20 Pizza Toppings in the U.S.:

- 1. Pepperoni
- 2. Sausage
- 3. Mushroom
- 4. Extra Cheese
- 5. Bacon
- 6. Chicken
- 7. Onion
- 8. Red/Green Bell Pepper
- 9. Basil
- 10. Black Olives

- 11. Ham
- 12. Canadian Bacon
- **13. Beef**
- 14. Pineapple
- 15. Meatballs
- 16. Jalapenos
- 17. Banana Peppers
- 18. Spinach
- 19. Fresh garlic
- 20. Tomatoes / Salami (Tie)



Pizza Today Editors' Insight

There should be no major surprises here. While you may not carry all of these toppings, there's a good chance you inventory the majority of them.



Hot Pizza Toppings in 2025

We asked pizzeria operators what pizza toppings they will add or test in their pizzeria in the coming year. The findings were varied and included some interesting toppings to try on your next pizza. Here are some of the hot pizza toppings in 2025:

Hot honey everything. Now that you can find hot honey in most pizzerias, Chefs and pizza makers are getting creative with the ingredient by using infused hot honey or making their own with various chilies, herbs, spices and even fruit.

Pizza Today **Editors' Insight**

Making your own is so easy. Try it.

Microgreens. There is nothing like the look and pop of flavor with microgreens, from arugula and basil to beet, endive and Swiss chard. It's important to note that these are used as finishing ingredients.

Berries. Don't think just dessert pizzas here. Cranberries, blueberries, raspberries and other local berries are being paired with meats and creamy cheeses to create savory pies with a hint of sweet.

Green Chilies. These mild yet spicy peppers are spreading far beyond the Southwest. You'll find these chilies paired with pepperoni, chorizo, pulled pork, corn and creamy cheeses.

Pickles. Contrary to other sources, the industry says pickles are still very hot. So much so, operators have attempted to pull their pickle pizza off them to customer revolts. Pickle pizzas are evolving to new pairings, leaning on smoked and cured meats and unique cheeses.

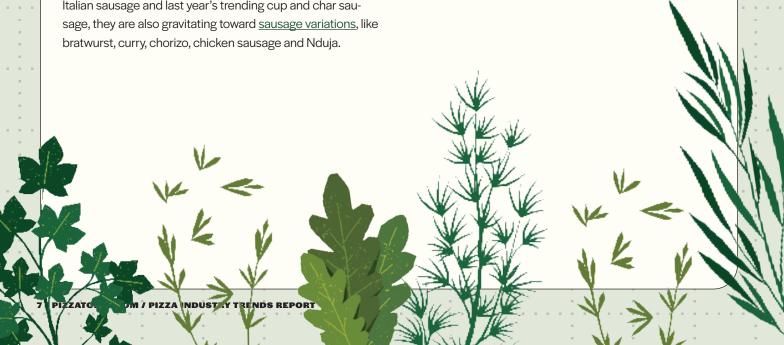
Alternative Sausages. While customers love traditional Italian sausage and last year's trending cup and char sauItalian Beef. Chicago's famous Italian Beef Sandwich has turned pizza in a big way. Don't forget the au jus for dipping.

Giardiniera. The sweet and often hot pickled peppers go together with Italian Beef. Don't stop there. Hot or mild Giardiniera are great with pepperoni, sausage, chorizo or a cheese pizza with ricotta dollops.

Lemon. This citrus fruit — either slice, wedge, juice or zest — has found its way onto pizza. It's providing a beautiful contrast to pizza's often savory and creamy flavors and adds that hit of acidity.

Cheddar Cheese. A good sharp cheddar or white cheddar cheese is being blended with mild mozzarella to create rich cheese pizza. Pizza fans are loving those crispy cheddar crust edges.

Egg. It's not just a breakfast item. Poached and cracked eggs make great pairings for interesting cheese combinations and greens.



2025 Pizza Dough & Pizza Crust Trends

Pizzerias and pizza kitchens are driving the innovation in pizza dough making. Expect to see more tinkering with standard pizza dough styles and recipes. We asked pizzeria operators about their pizza doughs. We wanted to know what methods they are using to make pizza dough. Here are a few findings from the survey:

Direct method is the preferred dough making practice.

In this method, the flour is directly mixed with yeast, salt and water. In a <u>Pizza Today article</u>, Dough expert and owner of Avalanche Pizza in Athens, Ohio, John Gutekanst says, "Advantages of direct method in pizza making: The mixture can be highly predictable, less sloppy and may fit your schedule and staff's attentiveness."

Blending Flours continues to trend.

In <u>Understanding Modern Flours</u>, <u>Mixing Trends and Blends</u>, Gutekanst says, "This new artistic perspective about the platform that is pizza combines structural integrity, layering of flavors, new uses of ancient grains, and a combination of grains for their pizza crusts. The new pizza artists are now pushing the limits of manipulation like fine wine makers to achieve the perfect pizza crust."

High hydration doughs are all the rage.

Nearly 23 percent of operators indicated they have a high hydration dough. In her article <u>Water Works and Pizza</u>, Dough expert and owner of Pizzeria da Laura in Berkeley, California, Laura Meyer, says, "A higher water content adds to this development making the dough more extensible. But on the flip side a higher water content can make the dough a lot harder to manipulate and handle unless you are very skilled."

Using Biga or Poolish is on the rise.

With the intricacies associated, we were surprised to see more than 13 percent of pizzeria operators surveyed use

a biga or poolish. In <u>Water Works and Pizza</u>, Meyer says, "When it comes to starters, the main two are poolish and biga. The major difference is the water content. Poolish can be anywhere from 90-100 percent and Biga can be 50-60-percent hydrated. The difference in water creates a vastly different flavor profile and acid content (which, when added to dough, boosts flavor and affects the interior crumb structure)."

Pizzerias are testing room temperature dough fermentation

With walk-in space at a premium, operations are looking for ways use room-temperature fermentation. This requires dough adaptation. In Warm-ups/Cool Downs, Meyer addresses room-temperature dough. She says, "The key to this is control. If the day is warmer than usual, ice-cold water in the batch will help slow down yeast activity. As well, decreasing the total amount of added yeast in the dough will ensure it ferments properly at the warmer ambient temperature. If you do not compensate the amount of yeast when fermenting in warm temps, your dough will most likely not reach the length of maturation time you are aiming for, resulting in less flavor."

Pizza Today Editors' Insight

Pizza dough was made just like this before commercial refrigeration became a thing. This is but another example of the back to basics approach we're seeing trend.

Look for Pizza Dough Formulas to corporate more than flour, salt, yeast and olive oil in 2025

We are seeing more pizzerias include other ingredients in their dough formulas to enhance flavor and texture profiles. The main ingredients being added are sugar, honey, malt and fats.







2025 Best-Selling Non-Pizza Items

We asked pizzeria operators to share what other items on their menu sell well besides pizza. Traditional items are the clear choice for pizzeria menus. The 2025 best-selling non-pizza items are:

- Wings. Go traditional with fried Buffalo style or dry rubbed and baked.
 There are several ways to mix up your wings menu.
- Salads. These are so many variations that will work will with your pizza menu. Try to use ingredients already on your pizza makeline.
- <u>Calzone</u>. It's an easy low-cost item to add that uses your regular pizza dough and incorporates ingredients in the pizza station.
- Spaghetti ...and Meatballs. This Italian classic is a winner, especially when the ingredients are made in-house.
- Breadsticks, Garlic Knots and Cheesy Bread. This one is a no brainer. Use your pizza dough and go crazy with the garlic butter.



Pizza and Beverage Pairing Trends in 2025

We asked pizzeria operators to rate some of the key national beverage trends by rating customer purchases with pizza orders. The findings solidified that when it comes to pizza and beverages, the data counter national trends. Here is what we found:

- Craft beer remains king as an accompaniment to pizza. Talk to your distributor about local beer style trends and seasons.
- Wine proves to be a good option for some pizza businesses. Focus on pairing suggestions.
- Specialty cocktails are trendy nationally. Pizzerias are finding moderate success. Assess a cocktail program that would work for your customer base.
- Pizzerias are not seeing the national sales spikes others are seeing with specialty, craft and Italian sodas.
- Same is true for non-alcoholic cocktails and beer.
- While energy drinks are spiking in consumption with Gen Z and Millennials, sales are not high in pizzerias.

Pizza Today Editors' Insight

Big name sodas like Coca-Cola and Pepsi continue to dominate this industry.



2025 Marketing Trends for Pizza Restaurants

Marketing strategies and tactics also come with a lot of trial and error. What works in marketing is always changing, especially in restaurants. Expect 2025 to be filled with adjustments and new trials in your marketing strategy.

Key Macro Marketing Trends to Watch in 2025

To better grasp pizzeria-specific marketing trends, let's examine over-arching marketing trends on a macro level. We've scoured through dozens of 2025 marketing predictions to see what's relevant to pizza business marketing. Here is what we have ascertained:

Look at Al integration with a more critical eye.

Artificial Intelligence and machine learning is not the shiny new trend. Now it is a part of general business practices. The function of marketing was an early adopter of Al solutions. Increase your knowledge to know where and how to use Al. The new year will be the time to really focus on Al's accuracy, effectiveness and efficiency.

Privacy is paramount in your marketing initiatives.

Now more than ever, <u>protecting your customer data</u> will play a stronger role in the execution and evaluation of your marketing strategies. Budget accordingly.

Pizza Today Editors' Insight

This is an absolute must!

Share real customer stories with User-Generated Content The tools exist to collect and share customer stories to help promote your business. Be sure you get written permission to use the content.

Personalization will be the difference maker.

Customer data is at your fingertips like never before. Create unique marketing specific to customers' interests and preferences.

Pizza Today Editors' Insight

Your customers do not want to be sold. They want an experience.

Pizzeria-specific Marketing Trends

Macro trends provide a broad view of the marketing scope in the coming year. Let's get into the specifics with some key marketing trends to watch in pizza, specifically.

- Focus on Experience/Ambiance Marketing to drive dine-in sales.
- Create Marketing Tactics to capture first-party data from third-party service customers.
- LTOs & Secret Menus hit big with pizza fans.
- Lean on marketing tech solutions to bridge the gaps.
- Stay laser focused on accurate local SEO and local reviews.
- <u>Video sells</u> pizzas. If a photo is worth a thousand words, a great video is worth a million photos.

Pizza Today Editors' Insight

This is a "level up" hack right here. Build your database.

Pizza Today Editors' Insight

No fancy equipment needed. Your smart phone can take amazing video footage.

Pizzeria-specific Marketing Trends (continued)

We examine some key marketing strategies commonly used in pizzerias. This year, we asked operators surveyed to rate the effectiveness of these strategies. There is an emphasis on digital strategies, as well as community initiatives. <u>Successful marketing strategies</u> may be dependent on demographics in regional and local areas. Here is how each ranked from most effective to least effective:

Moderate to Highly Effective Marketing Strategies

- 1. Social Media Advertising
- 2. Loyalty Program
- 3. Community/Sports Events
- 4. Word of Mouth
- 5. Email
- 6. Text
- 7. Video Marketing
- 8. Direct Mail
- 9. Flyer
- 10. In store Advertising

Marketing Strategies with Less to No Effectiveness

- 11. Search Ads
- 12. Door Hanger
- 13. Billboard
- 14. Social Media Influencer Campaigns
- 15. Public Relations/Press Releases
- 16. Geofencing
- 17. Radio Ads
- 18. Television Ads
- 19. Magazine Ads
- 20. Newspaper Ads



Pizza Restaurant Technology Trends

Introduction of new restaurant technology is speeding up. You see it on the show floor at Pizza Expo, the increasing number of tech products exhibiting. It's challenging for independent pizzeria operators to keep up with the rate of change. We asked pizzeria operators what new technology that they have invested in over the past 12 months. Nearly 75 percent purchased new technology over the past year. Here's the technologies ranked by most purchased to least:

- POS System 36.7%
- Online Ordering 25.8%
- Phone System 14.8%
- Loyalty System 14.8%
- Mobile Payment (i.e. Google, Apple, CashApp, etc.) 13.5%
- Contactless Payment 11.4%
- Digital Menu Boards 11.4%
- Text Ordering 10.9%
- Ordering App 10.9%

- Kitchen Display Systems (KDS) 10.5%
- Scheduling Technology 9.6%
- Tablets for Servers 8.7%
- Artificial Intelligence (AI) Voice or Chat 6.1%
- Full In-house Delivery 5.7%
- Paging System 4.4%
- Digital Waitlisting 2.6%
- Automated Inventory Management System 2.2%
- Self-serve Tablets/Kiosks at Table 1.7%
- Order Kiosks in Lobby/at Counter 1.3%
- Dynamic Price Module 0.9%
- Renewable Energy (i.e. solar, wind, etc.) 0.4%

2025 Pizzeria Equipment Buying Trends

What about general restaurant equipment? We asked our respondents "What equipment do you plan to purchase in the next 12 months?" Here were the results:

- Refrigeration 48.5%
- Oven 47.8%
- **Prep Table 36.8%**
- Freezer 32.4%
- Mixer 25%
- Food Holding/Warming/Cooling Table 19.9%
- Rounder 18.4%
- **Makeline 17.6%**
- Fryer 16.9%
- Ice Machine 15.4%
- **Proofing Cabinet 11%**
- **Divider 10.3%**

Display Cabinets - 8.1% Dishwasher - 6.6%

Press or Sheeter - 8.1%

- **SMART Appliances 2.2%**
- Delivery System 1.5%











Pizzeria Industry Outlook

As we look to a new year in the pizzeria industry, let's first reflect on some of the top business concerns going into 2025. Pizzeria operators zoned in on key areas of concern that you also may want to be diligent about as a new year begins. We asked ChatGPT to analyze and find the common themes amongst our hundreds of responses. The results were:

Rising Costs: This includes food costs, labor costs, and overall cost of goods, emphasizing the increasing financial burden on businesses.

Economic Concerns: References to the general economy, recession fears, inflation, and consumer spending are prevalent, indicating a widespread concern about economic conditions.

Staffing Issues: Challenges related to finding, hiring, and retaining employees, particularly in a post-COVID context, are highlighted frequently.

Consumer Behavior: This theme includes reduced spending, changing dining habits, and concerns about disposable income affecting business sales.

Sales Performance: Many responses focus on declining sales, maintaining customer loyalty, and the need for strategies to boost revenue.

Government Influence: Mentions of government regulations, minimum wage laws, and political factors affecting business operations reflect a concern about external influences on profitability.

Operational Efficiency: Issues regarding maintaining quality, employee training, and overall operational costs are noted as critical for sustaining business.

Inflation Impact: Specific references to inflation affecting pricing and consumer spending indicate that this is a significant concern.

Market Competition: Comments about competition from chains and the need to adapt to market trends suggest a focus on staying competitive.

Long-term Sustainability: Discussions around staying in business, managing debt, and planning for future growth highlight concerns for long-term viability.

How confident do pizzeria operators feel about 2025?

A majority of pizzeria operators (68.5%) are optimist about the outlook of the pizza industry in the next 12-18 months. That is up 2.5% percent over last year.

Does optimism remain with anticipated sales and profit margins?

Sales and profit margins follow a more cautionary expectation for operators in the next 12 months. Over 59 percent anticipate an uptick in gross annual sales, with over 20 percent of all operators surveyed expecting sales to be up by 10 percent. With continued rising cost challenges, operators are not as optimistic about profit margins. Nearly 37 percent of operators surveyed expect profit margins to be down, and another 20 percent anticipate flat profit margins.

Pizza Today Editors' Insight

Adequate profit margins must be built into your food and labor cost projections for 2025. Control your prime costs.

The 2025 Pizza Industry
Trends Report was produced
by Pizza Today with analysis
and coordination by Executive Editor Denise Greer and
Editor In Chief Jeremy White.
Layout, Photography and Art
coordination by Senior Creative Director Josh Keown.

All Illustrations by tartila/adobestock.com