

FOODSERVICE CONSULTANT

Touch of class

THE INSIDE STORY OF HOW
THE ICONIC CAFÉ ROYAL
WAS REVAMPED

— LONDON, UK —



● **CREATIVE VISION** The Hyatt Regency, Düsseldorf ● **TOP CHEFS** Wolfgang Puck, Jason Atherton, Angela Hartnett ● **SHIP SHAPE** Belfast's Titanic attraction ● **COLD COMFORT** Latest refrigeration technology

ScanBox

Food Transport Systems



Banquet Master

Insulated heated transport unit for distribution and holding of hot food. Available for different ovens like Rational, Hounö, Palux, Electrolux and others, both for fixed and detached mobile oven racks.

- Save time
- Reduce waste
- Minimize risk of burning by reducing handling of plates and pans

The mobile oven rack is easily pushed into the Banquet Master using the EOR* system (elevated oven rack system), where it is lifted up gradually, lifting its castors off the floor, enabling the Banquet Master to transport the unit to your venue. This enhances ergonomics and rationalizes handling. The Banquet Master is also available for neutral and active cooling units.

Ergo Line

Insulated transport and holding units available as ambient, heated and active cooling units or combinations thereof with capacity from 6xGN1/1 – 28xGN1/1.

Banquet Line

Insulated transport and holding units available as ambient, heated and active cooling units or combinations thereof with capacity from 16xGN1/1 or 8xGN2/1 up to 64xGN1/1 or 32xGN2/1.

ScanBox Signature

Available on all models, Signature enhances the company image by highlighting the logo in a sophisticated way. It is also possible to have a photo on one side or all sides to catch that extra attention! On www.scanbox.se more examples are shown.

Several accessories available such as convection heating, humidifier, ErgoDrive with motor chassi etc. Please visit our website www.scanbox.se for our full range.

ScanBox is designed and produced in Sweden since 1992 and can now be found in over 35 countries.



* Not available on all models.

ScanBox

Food Transport Systems

ScanBox Thermo Products AB
tel +46 (0)454 30 83 00. fax +46 (0)454 30 83 30.
e-mail: info@scanbox.se

www.scanbox.se



Supplier to:



FROM THE WORLDWIDE PRESIDENT

New operating ideas, great design, technology advances, and relevant and timely industry topics are always applicable and of interest to our readers. So I encourage you to submit your work to us at editorial@foodserviceconsultant.org. Being a first-time published writer can add a new dimension to your resume.

The Worldwide board of directors meeting was recently held in Shanghai, China, in conjunction with Hotelex. The Board dealt with bylaw and affiliation agreement revisions as a major component of the agenda and those items will be presented to the membership and divisions in the near future.

Shanghai is a very large and progressive city. I found it to be quite an experience and I know the board enjoyed their time off. Hotelex was heavily attended on the first day of the show. There is no doubt in my mind that the Asia Pacific division will grow and prosper as time goes on. Our

very own Clara Pi FCSI and Rayne Yu put together an awesome FCSI booth for the show as well as a great educational offering for members and non-members of our Society. Thanks Clara! I would also like to thank Toni Clarke FCSI, for her assistance in planning our time in Shanghai and the UBM event coordinators for Hotelex for providing us with a liberal and highly visible space for our booth.

I wish to recognise Gérard Wolbert FCSI, for his past service as an FCSI Worldwide Director. Due to business related issues Gérard has found it necessary to resign from the board. He was serving as secretary/treasurer of FCSI. We will miss his great attitude and assistance. Jonathan Doughty will be assuming his role for the remainder of this year. Thank you for your years of volunteer service, Gérard!

In closing I wish to thank all contributors and supporters of this publication.



ED NORMAN FCSI
President FCSI Worldwide
ed@fcsi.org

We want to hear your views
feedback@foodserviceconsultant.org

FROM THE REGIONAL CHAIR



JONATHAN DOUGHTY FCSI
Chairman
FCSI Europe, Africa, Middle East

Unlike many sequels, this second edition of *Foodservice Consultant* has built on the amazing start we had at the beginning of the year.

The content is even better than the launch edition, the involvement by consultants much stronger and the understanding and acceptance by our marketplace much greater. We still have a lot to do, but the results speak for themselves, especially for those who have taken advertising in *Foodservice Consultant*.

Since January I have been to Dubai and Shanghai with the FCSI to promote the message of FCSI as "leaders in hospitality and foodservice consulting" around

the world and I think the message is getting through. Every time I go to a trade show around the world, the presence, understanding and profile of FCSI just gets better and better.

Sometimes you have to lead from the front and I am delighted that we have managed to make such a step change in the projection of the FCSI brand around the world, through our new magazine, website and continued attendance at trade shows and events. People are talking about FCSI and getting excited by what FCSI is doing.

In EAME we have been working hard to put together a fantastic programme for the FCSI EAME

conference which is being held in Warsaw, Poland on 26-28 September 2013. We have some amazing speakers including Henry McGovern, CEO of Amrest, and Sergi Arola, a renowned Spanish two Michelin-starred chef, marking the debut of the Catalan chef in France. Poland is an incredible place and I am certain you will have a fantastic conference with colleagues, friends and partners.

If there is one message I want to leave you with, it is "Get involved". As professional members you are doing some amazing projects, so why not tell people about them! I hope you enjoy edition two.

KEEP IN TOUCH

editorial@foodserviceconsultant.org
[f](#) Foodservice Consultant

twitter.com/FS_Consultant
[in](#) Foodservice Consultant

Interested in advertising opportunities in print and online?
sales@foodserviceconsultant.org



PROFESSIONAL'S CHOICE
INOKSAN
DISHWASHERS

WE CARE ABOUT EVERY
SINGLE DROP OF WATER!



iNOKSAN

 www.facebook.com/inoksan

 www.twitter.com/inoksanmutfark

 www.youtube.com/inoksanmutfark

www.inoksan.com



21
"It's a little easier to enjoy something when you're successful. I love cooking. It's just as exciting as it was 30 years ago"

Wolfgang Puck



68

8

NEWS & VIEWS

3 WELCOME

From your president and your regional chair

6 ONLINE ROUND-UP

Access further content from the *Foodservice Consultant* website

8 AROUND THE WORLD

The latest global construction projects

10 THE INTELLIGENCE: EAME

News, insight, opinion, reviews and innovation from the industry, including the ripple effect of Europe's horsemeat scandal, and the German coffee revolution

FEATURES

21 WOLFGANG PUCK

Interview with Tinseltown's favourite chef and restaurateur

26 JASON ATHERTON

The Michelin-starred chef on London dining and the boom in Asia

30 TITANS OF INDUSTRY

Ali group CEO Luciano Berti on his 50 years in the business

34 PEROT MUSEUM

How foodservice played its part in Dallas, Texas's groundbreaking project

38 LIME WOOD HOTEL

Angela Hartnett and co relax tradition in England's New Forest

42 COVER STORY: CAFÉ ROYAL

Refurbishing one of London's most iconic dining locations

48 HYATT REGENCY, DÜSSELDORF

How head chef Felix Petrucco gives classic a twist at the hotel

53 BLUE HILL

A model of sustainability in New York State

56 SMART KITCHENS

It's efficient, and it saves money, so why is smart technology not more widely used?

60 REFRIGERATION

As cook-chill meets haute cuisine, we round-up the latest developments

66 TRAINING & EDUCATION

New values for the FCSI Educational Foundation

EAME BRIEFING

68 CASE STUDY

Delivering Belfast's stunning new Titanic tourist attraction

72 STRATEGY

Daniel Meili on how to get cost management right

76 ADDING VALUE

Serdar Sağlumtunc on what consultants bring to the table

78 CASE STUDY

Fuelling staff at BMW's R&D Center in Munich

80 PREVIEW

What's on offer at Host - Fiera Milano

82 LAST BITE

Final word from Chris J Jones

CONTENTS

82



ONLINE



A COMPREHENSIVE WEBSITE

The *Foodservice Consultant* website at foodserviceconsultant.org features fresh analysis, brand new interviews and exclusive online content. The site also gives you the opportunity to sign up to receive our monthly *Foodservice Consultant* email newsletters and have regular updates delivered straight to your inbox.



NEWSLETTER
REGISTER FREE TODAY

On the site this month you will find in-depth coverage of April's Hotelex Shanghai show - including a feature addressing why China is holding back opportunities to take advantage of catering methods that could reduce waste. There's also a call from FCSI's EAME chairman for foodservice consultants to be more innovative and creative in order to compete in today's market. We cover the announcement of FCSI's innovation awards at the show and also learn how the Chinese arm of food giant Yum! now delivers almost half of the multinational brand's profits. The National Restaurant Association writes about key trends in the US restaurant sector, which is experiencing record growth. We also report on food innovations unveiled at the recent International Food and Drink Event in London, UK.

Visit foodserviceconsultant.org for all this plus product reviews, digital editions of the magazine and much more.



FOODSERVICE CONSULTANT

Editor **Michael Jones**
Contributing editor **Amelia Levin**
Chief sub-editor **Martin Cloake**
Deputy chief sub-editor **Jacquetta Picton**
Online editor **Helen Roxburgh**
editorial@foodserviceconsultant.org

Design director **Ewan Buck**
Art editor **Ian Hart**
Designer **Henrik Pettersson**
Picture editor **Catherine Hyland**

Account executive **Natalie Brightly**
Production manager **Sarah Winter**

Sales director **Stuart Charlton**
Sales executive **Jordanna Denny**
sales@foodserviceconsultant.org

PCP

Managing director **Dan Davey**
Production director **Angela Derbyshire**

FCSI

Executive administrator **Nick Vaccaro**, nick@fcsi.org

FCSI board of directors:
The members listed below are the transitional board for 2013

Officers: President **Edwin Norman**
FCSI, Secretary/treasurer (until April 2013) **Gérard Wolbert** FCSI, Interim Treasurer **Jonathan Doughty** FCSI, Immediate past president **Ian Hopper** FCSI

Directors: **Jonathan Doughty** FCSI, **James H Petersen** FCSI, **Clara Pi** FCSI, **John Radchenko** FCSI, **Martin Rahmann** FCSI

Allied representatives: **Rod Collins**, **Greg O'Connell**, **Alexander Schnaidt**

Foodservice Consultant is published by Progressive Customer Publishing progressivecp.com
Printed in the UK by Stephens & George
Subscriptions: foodserviceconsultant.org/editions
ISSN 2052-0220

© Progressive Customer Publishing 2013. All rights reserved. The views expressed herein are not necessarily shared by FCSI. If you want to reproduce or redistribute any of the material in this publication, you should first get PCP's permission in writing. No responsibility for loss occasioned to any person acting or refraining from action as a result of any material in this publication can be accepted by FCSI, the publishers or the author(s). While every care is taken to ensure accuracy, FCSI, the publishers and author(s) cannot accept liability for errors or omissions. Details correct at time of going to press.

KEEP IN TOUCH

editorial@foodserviceconsultant.org twitter.com/FS_Consultant
www.foodserviceconsultant.org [Foodservice Consultant](https://www.linkedin.com/company/foodservice-consultant)



WE DO FOOD

RESTAURANTS AND CAFES
FOOD COURTS AND CLUSTERS
POP UPS AND STREET FOOD
FINE DINING



For the very best in foodservice advice in shopping,
leisure, transit and offices.

Around the corner or around the world, we feed you
what you need to know and satisfy your appetite.



COVERPOINT
FOODSERVICE CONSULTANTS

AROUND THE WORLD

A round-up of the latest and most inspiring global construction projects showcasing industry innovation

FUEL STATION + MCDONALD'S BATUMI, GEORGIA

Architect: Giorgi Khmaladze

Builder: Sistem

Opening: 2013

Includes a fuel station, McDonald's, recreational spaces and reflective pool. A terrace wraps around the outside of the glass-walled dining area. And rather than a view down onto the petrol station and road, diners are faced with the sloping topside of the canopy that the architect has covered with beds of green shrubbery.



SUNING PLAZA XUZHOU, CHINA

Architect: Aedas

Builder: TBA

Opening: 2015

The plaza is made up of five towers, four of which are serviced apartments. The main tower includes state-of-the-art offices, a five-star hotel and apartment hotel, plus a high-end shopping mall.



BURJ RAFAL HOTEL KEMPINSKI RIYADH, SAUDI ARABIA

Architect: P&T group

Builder: Dubai Contracting Company (DCC)

Opening: Late 2013

This tower boasts 300 guest rooms and suites, two restaurants, three cafés, conference facilities, ballroom, shops and Manhattan-style apartments.





THE ANAHEIM REGIONAL TRANSPORTATION INTERMODAL CENTER (ARTIC)

ANAHEIM, USA

Architect: HOK

Builder: Clark Construction Group

Opening: Late 2014

ARTIC will serve as a hub for Orange County and the building will be an iconic regional landmark. The station will accommodate passenger arrivals, departures and transfers with supporting restaurants, shops and passenger services located within the building.



QUEEN ALIA AIRPORT
JORDAN

Architect: Foster + Partners

Builder: Joannou & Paraskevaides (Overseas) Ltd, J&P-AVAX S.A.

Opening: Opened March 2013

Two piers of departure gates run along either side of the central building, which contains the main processing areas and shops, lounges and restaurants. The Airport International Group, which financed and manages the new terminal, has invested an additional US\$100m on upgrading the existing terminals, including increasing the size of check-in areas and refurbishing the retail and dining outlets.



AUSTRALIA 108
MELBOURNE, AUSTRALIA

Architect: Fender Katsalidis

Builder: TBA

Opening: 2018

This will be the tallest tower in the southern hemisphere, topped by a luxurious hotel. The lobby will be on the 84th floor with two restaurants, two bars, and a variety of lounges. There will be a fresh-food market and café at the ground and lower levels.



THE PHOENIX OBSERVATION TOWER

PHOENIX, USA

Architect: Bjarke Ingels Group (BIG)

Builder: Novawest LLC

Opening: 2015

There are plans for a 100-seat terrace bar and café and a 200-seat, high-end restaurant. The final full-size level will be dedicated to an event space with a 350-seat banquet hall. There is also the option to host large ticketed events that occupy the entire tower facility such as New Year's Eve parties.

Europe's meat scandals hit home

As more and more stories concerning the standard of European meat continue to be unearthed in the wake of the horsemeat controversy, Michael Jones reports on three months of food scandal and the subsequent knock-on effect it has had on the food industry



The story kicked off at a gallop in mid-January after traces of horsemeat were found in processed beef products sold in supermarkets in the UK and Ireland. Three months on, scrutiny of meat production and distribution in Europe and further afield left a host of additional meat scandals in its trail, affecting supermarkets, retailers and restaurants.

When *Foodservice Consultant* initially reported on the scandal online in early

March, our writer Joe Warwick, former editor of *Restaurant* magazine, described the “unfolding crisis” as being concerned with more than just horsemeat. “It’s about everything from fraudulent food processing practices, possibly linked to arms dealers, lax regulations and a failure of controls within the UK and the EU, distorted and suspect supermarket and catering supply chains and slipping consumer confidence,” he said. He also highlighted “the

increasing impact of lack of basic kitchen skills in a society where many... find themselves dependent on processed food.”

As large retailers reacted to the growing crisis by feverishly withdrawing products from their shelves, share prices were affected. Tesco alone dropped €360m in market value in mid-January.

In February French supermarkets, including frozen food multinational Picard, recalled thousands of ready-made



Major retailers, such as Ikea, have had to withdraw meat products from stores

meals found to contain traces of horsemeat. Pasta maker Panzani, a subsidiary of Spain's Ebro Foods, reported that it too had found traces of horsemeat in ravioli made by a French supplier and that its products had been withdrawn across France. Swedish retailer Ikea also became embroiled in the scandal as did Nestlé, who pulled products in Spanish and Italian

supermarkets after detecting horsemeat in deliveries from a German supplier.

In mid-February, European Union agriculture ministers announced a three-month programme of DNA testing of processed meat across the EU.

By early March it was announced by food inspectors in Bern that horsemeat imported from Canada had tested positive for the veterinary drug phenylbutazone in Switzerland. In April UK supermarket Asda recalled tens of thousands of cans of corned beef after finding traces of bute in them. It is illegal for bute to enter the food chain.

Most recently, Dutch authorities recalled 50,000 tonnes of meat destined for human consumption, although the origin of the meat was unclear. Officials said 130 companies in the Netherlands and 370 more across Europe were affected by the recall, despite there being no apparent health risk.

Some, however, sought to capitalise on the sudden high profile of horsemeat. London restaurateur Oliver Peyton hosted a 'nosebag' supper club where he served horse tartare and horse sirloin. "It's a rich, dense delicious meat," said Peyton at the time. "Why shouldn't we be serving it?" In the States in October 2012, chef Hugue Dufour had to abandon his plans to dish up raw horsemeat at his new M. Wells Dinette restaurant after lobbying and online campaigns from animal rights activists.

In the UK, Tesco has pledged to source more of its meat domestically, announcing that all its fresh chicken will come from the UK by the summer. But to what extent the scandal will fully change the buying habits of both the major retailers, and indeed their customers, is unclear. While the gallop may have slowed to a canter, the scandal still looks to run and run until the industry gets its house in order.

EVENT

HOST 2013, 18-22 OCTOBER

This year's Host 2013 event in Milan, Italy will feature the HOSThinking design award, promoted by Host - Fiera Milano and POLI.design, and sponsored by ADI, Associazione per il Disegno Industriale. Applicants have until 30 May to submit projects for the award that aims to develop new, original formats and innovative design in the hospitality and retail sector.

Host 2013 will also see the launch of a new 'label', established for the most innovative products and companies present at the show. SMART Label is open to all companies taking part at Host 2013.

The judging committee, made up of lecturers from Milan Polytechnic and industry experts, will evaluate the various candidates and products that fit the following three basic points of evaluation:

- the function of the product of service;
- the performance of the product or ease of use of the service;
- innovation in the usability, technology and benefits for the user.

Projects that achieve a SMART Label will be registered in the index of Smart Products at Host 2013. A dedicated exhibition and a specially designed route will afford further visibility for these innovative ideas.

HOSThinking design award

Deadline project submission: 30 May 2013

Prize: €7,000 and exhibition at HOST 2013

Announcement and participation requirements: www.hosthinking.it

SMART Label

Host - Fiera Milano and POLI.design launch

Conditions and candidacy criteria at polidesign.net and host.fieramilano.it

Read our event preview on Host 2013 on page 80



Striking design, powerful performance.

Waldorf Bold delivers a new aesthetic approach enhancing the Waldorf 800 Series' widely appreciated speed, power and efficiency.

When your kitchen needs to attract and enthrall, this range is sleek, seductive and sophisticated right down to the custom plinth mounting. And, while we started with a dramatic black vitreous enamel finish, **Waldorf Bold** is also available in burgundy and chilli red.

So get in touch and get ready to make a bold impression.



For further information on the creative possibilities of **Waldorf Bold** contact www.moffat.com.au or phone 1800 023 953.



moffat.com.au



 **Waldorf Bold**

Sometimes, looks do matter

Your food makes a statement. Why shouldn't your kitchen?

Until recently, the design of heavy-duty, commercial kitchens has focused largely on performance; on providing the ultimate convenience and functionality, and being modular enough to suit the specific needs of every kitchen. While aesthetics have always been a priority, most manufacturers have typically played it safe – opting for neutral, practical and industrial designs that blend seamlessly into any restaurant environment.

Now, Moffat has changed the rules of heavy-duty kitchen design forever – with its remarkable new Waldorf Bold range. This high performing offering has all the equipment, power and innovation you would expect from Moffat – but with a sleek, new aesthetic twist.

Designed for innovative chefs who want their kitchen to look the part, the Waldorf Bold range is available in three striking colours: deep burgundy, chilli red and dramatic black. From every angle, the lines are sleek, seductive and sophisticated – right down to the custom plinth mounting. An impervious enamel surface has been applied to all non-functioning stainless steel pieces, to give the overall solution a refined edge – without imposing on usability.

Offering Waldorf Bold should give more reason for restaurateurs to bring the Moffat cooking equipment to the front of house

Importantly, despite its supermodel looks, the appeal of Waldorf Bold is anything but superficial. This new range also impresses in terms of functionality, and enhances the Waldorf 800 Series's highly regarded speed, power and efficiency.

According to Michael Lillico, Moffat's General Manager of Sales and Marketing, this daring new range is all about bringing colour and fun back into the kitchen.

"It's about restaurateurs and business people being able to make a choice about how they want their business to be seen. This release is all about choice. Moffat gives operators the ability to tailor and personalise their commercial kitchen, so they can have a design that represents their business", he says.

"Offering Waldorf Bold should give more reason for restaurateurs to bring the Moffat cooking equipment to the front of house", he adds.

Indeed, with many contemporary restaurants opting for an open-plan layout where the kitchen is literally on display, Waldorf Bold enables restaurateurs to showcase their kitchen with true confidence, and actively involve customers in the entire food experience.

So if your kitchen needs to attract and enthrall – as well as perform – why not make a bold choice?



Visit www.moffat.com.au for more information, or call 1800 023 953 to speak to a sales representative who can identify a solution that's right for your business.

RELIABILITY

I rely on T&S Brass because I know they'll make my customers happy. The T&S products and parts are second-to-none in reliability. And I can always trust that products I choose comply with the latest codes and regulations, so there's no need to worry. Above all, I like that I can help my customers find well-built, quality products that also save water and energy to help my customers save money. My customers rely on me. And I rely on T&S. It's that simple.

Reggie Daniel, FCSI
Foodservice Consultant
Daniel Design, Inc.




For more than 60 years, T&S Brass has been leading the industry with high-quality foodservice and plumbing products. For reliable products and reliable advice, T&S is the best choice.



RELIABILITY BUILT IN™

+1 800-476-4103 . www.tsbrass.com
twitter: @TSBrass . www.facebook.com/TSBrass
Europe and Africa: Paul Krutzen, pkrutzen@tsbrass.com
Middle East: D&S Exports, Inc., +1 203-847-6446



EXPERT TIP 

Download an assortment of international brochures and catalogs at www.tsbrass.com/literature.

MEMBER

Q&A

PEGGIE ULLE

Peggie Ulle FCSI is CEO of Storköksbyrån. She is based in Stockholm, Sweden

**What foodservice projects are you working on at the moment?**

Storköksbyrån have some interesting projects in Sweden. We are working on the largest hospital project, NKS at Solna, just outside Stockholm. NKS is planned with a production kitchen and ward kitchens for the patients and several commercial restaurants and cafés for staff and visitors. Another project is Tele2 Arena which has approximately 35,000 guest seats and many bars, pubs, fast food units, kiosks and restaurants. We are also working on hotels, bars, restaurants, school kitchens, kitchens for the elderly and children, galleries and many others. We also do training, courses, investigations, problem-solving, calculations and many other projects in which the kitchen is a central focus.

What kind of work do you specialise in?

Storköksbyrån specialises in all kinds of kitchens. We have the capacity and experience to work with really large projects. Other specialities are reports about kitchens, equipment, serving systems, production lines and

evaluation of kitchens for children, pupils and elderly people.

What do you like most about your profession?

I enjoy mostly the interesting interaction between creativity, technology and production. Planning and building a kitchen is complicated. When the restaurant is ready and the staff start up the kitchen you meet reality. These are great moments.

What does being an FCSI mean to you?

FCSI is important because we get a broader input and experience from colleagues all over the world. FCSI gives us the opportunity to exchange information across the world in our domain. FCSI meetings are educational.

What are your goals for the rest of the year?

Continually improving designs with more complex solutions.

Of what single achievement are you proudest?

The kitchen of Stadshuset, City Hall in Stockholm.

What interests away from the office do you have?

My interests are going out in the archipelago by boat, skiing in the mountains, skating on the ice of the lakes and being with my children at my summer house on the beautiful west coast of Sweden.

storkoksbyran.se

FCSI NEWS: UK & IRELAND

Joining forces with the BHA

FCSI UK & Ireland has joined up with The British Hospitality Association to form a taskforce which aims to influence government on existing purchasing and procurement policies.

Together with CESA and BHA, FCSI aims to promote positive procurement policy, procedures and frameworks for the hospitality industry. The intention is to remove the

outsourcing barriers, simplify the procurement process and make it more accessible to suppliers and SMEs. This, along with more transparency and 'joined up action' should result in more outsourcing and contract awards at all levels of government procurement.

The first taskforce meeting took place in March with the view to launching a White Paper in Autumn 2013.

THE TRI EDUCATION

Following the graduation of the CEDA and FCSI members who achieved their Masters in Hospitality Management and Design Consultancy last November, TRI education has been formed.

CEDA, CESA and FCSI UK & Ireland have formed this group to promote two courses: the Foundation Degree with University of West London and the Masters with Sheffield Hallam University. Both courses are open to members and non-members with a special price for members of FCSI/CEDA/CESA.

Full details can be obtained from Ros Burgess, MSc FCSI, at rburgess@intelligentcatering.co.uk

HOSPITALITY HOSTS FCSI UK

FCSI UK & Ireland held its January branch meeting at The Hospitality Show 2013 at Birmingham NEC.

The well-attended afternoon had an interesting programme of speakers who shared a range of information. In a masterclass from lifestyle revitalisation specialist Zest, founder Rachel McGuinness (right) explained how to optimise energy and productivity at work and the impact this can have on your personal life too.

Suzi Jackson of the Hospitality Guild gave an update on the Guild and Hospitality House, rounding up what the umbrella association for the hospitality industry is working on.

Finally, members were given the opportunity to meet with the executive committee to learn about the new FCSI member benefits package.





Coffee is the key to the **breakfast** market



COUNTRY PROFILE
Germany

Quick-service restaurants targeting an on-the-go coffee culture is evidence of German foodservice operators' ability to evolve to meet emerging consumer trends, according to market research firm Canadean. The German foodservice industry has shown remarkable resilience: total industry sales were almost €3bn higher in 2012 than in 2007, a strong performance considering the financial crisis in the eurozone and the negative impact a rise in VAT and smoking bans have had on consumer spending.

Fast food restaurants have had to evolve

Quick-service restaurants in Germany are fighting in a saturated market, they face competition from ethnic food outlets and suffer from negative perceptions regarding health issues. Needing to revitalise underperforming breakfast menus, chains such as McDonald's and Burger King have identified Germany's coffee culture as a key opportunity to drive footfall and revenues.

Coffee culture has continued its rise

Outlets and sales in coffee and tea shops have continued to grow in the period 2007–2012, even as the number of full-service restaurants and pubs, clubs and bars fell by over 8,300 outlets during

this period. This shows that demand for coffee is growing, even as the number of consumers stopping to enjoy food or drink for an extended period of time has declined. Busy Germans increasingly want food and drink on-the-go.

Coffee is the key to the breakfast market

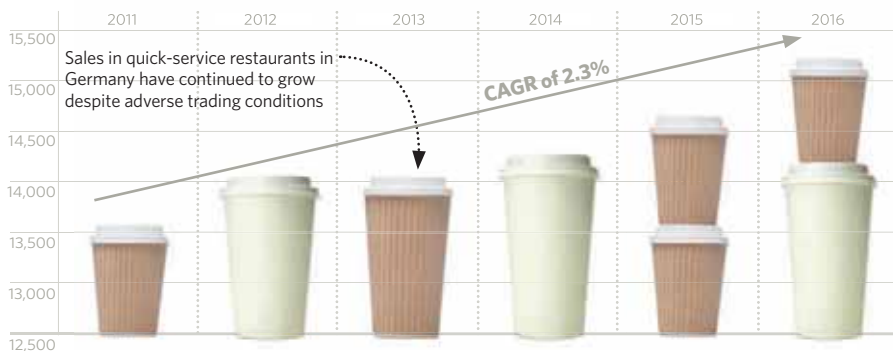
Breakfast menus at fast food chains have typically underperformed in the past: the idea of finding a filling or nutritious breakfast at a burger chain was alien to many consumers. However, operators have realised that coffee provides the key to this missed opportunity.

Low cost can be high quality

Low-cost coffee has differentiated fast food chains from premium coffee outlets such as Starbucks. By keeping quality high – McDonald's McCafé format in Germany won a European Coffee Symposium award in 2011 – you'll attract customers to pop in to buy an espresso who are also likely to buy other breakfast items. In addition, development costs are low as fast-food chains already have established premises in high-traffic locations – Burger King for instance aims to integrate cafés into 90% of its 700 locations in Germany.

More info at canadean.com

Sales of coffee in fast-food outlets



SOURCE: CANADEAN.COM

NEWS

UK's most influential

FCSI UK & Ireland chairman David Bentley (above) has been voted one of the most influential people in public sector catering by *Cost Sector* magazine. This the first time that an FCSI chairman has been named in the list. Also included was David Russell FCSI, for his work on the Olympics and the London Food Policy Group.

Laying the foundations with Business Services Association

Representatives of FCSI UK & Ireland are in early discussions with the Business Services Association with the aim to join together to influence government. We're looking forward to seeing what 2013 will bring for this relationship.

UK EVENTS

18 June 2013

UK AGM, the RNLI, Poole

The Annual General Meeting this year will be an action-packed event hosted at the Royal National Lifeboat Institute headquarters in Poole, Dorset. The event will include current chairman David Bentley, whose Chairman's Charity is RNLI, handing over the chain of office to vice-chairman Niccola Boyd-Stevenson. FCSI will also be welcoming new members to the executive committee following elections in May.

11-12 September 2013

UK Branch Meeting, Cardiff

On the evening of the 11th there is the opportunity to watch 'Beating the Retreat' at Cardiff Castle. The following day the event includes a tour of The Welsh Assembly as well as lunch at the newly-opened The Clink restaurant at HMP Cardiff. The Clink has been built with the support of FCSI Allied Members who contributed over £100,000 to the project by way of kitchen equipment.

15 October 2013

The Forum, QEII Centre London

The annual networking event will once again take place at The QEII Conference Centre, giving all FCSI members the opportunity to hold valuable one-to-one business meetings.



BRINGING COOL INTO THE KITCHEN



Authorized User No. 00114

Please refer to www.etl.decc.gov.uk/et/ for information on Gram products listed.

The kitchen at the IDA Conference Centre owned by the Danish Society of Engineers has been comprehensively renovated. Gram Commercial supplied the refrigerator and freezer products and assisted in implementing a shared refrigeration system which supplies all twelve units in the kitchen from a single location in the basement. This is both an economically viable and environmentally friendly solution.



Gram refrigeration products supplied to IDA Conference Centre, Copenhagen:

- 5 refrigerated counters GASTRO K 2207
- 1 refrigerated counter GASTRO K 2408 D
- 2 roll-in refrigerators K 1500
- 1 refrigerator PLUS K 660
- 2 freezers PLUS F 660
- 1 blast chiller KPS 60
- 1 cold room located in basement (not illustrated)

UTILISING COOLING WATER FROM COPENHAGEN HARBOUR - WATCH THE MOVIE



KITCHEN RENOVATION SPICED WITH GREEN ENERGY



Innovative and functional food storage ● ● ● ● ●

Gram Commercial A/S
Aage Grams Vej 1 · DK-6500 Vojens · T: 73 20 12 20
info@gram-commercial.com · www.gram-commercial.com

EVENT FOCUS:

FCSI Competence Forum in Berlin

There is a great deal happening in the FCSI German-Austrian Chapter. The highlight this year will be the 4th FCSI Competence Forum held between 23rd – 24th June, 2013 in Berlin. The event will be addressing ‘Success factors of succession’.

This new event from FCSI Germany-Austria Chapter started in Cologne in June 2010 and has been a huge success. This new type of conference was created to increase the awareness of the FCSI brand in German-speaking countries. FCSI is recognised worldwide for offering professional design and management consulting services in the hospitality industry to a high quality standard. Therefore, the competence of each individual member can be the best tool to market FCSI as a brand – the title ‘FCSI Kompetenzforum’ stands for that.

The great response to the 3rd FCSI Competence Forum encouraged the Board of FCSI Germany-Austria to stage the event again in 2013. However, the Forum will move from Cologne to Berlin, the capital of Germany.

Guests from FCSI EAME are cordially

invited to attend. Here are the details:

- Welcome Evening Berlin-Style, Sunday night 23 June.
- Conference programme on Monday 24 June at Andel’s Hotel (a design hotel operated by Vienna hotels). Includes a focus on the issues of succession planning in the hospitality industry.
- Discussions, networking opportunities and knowledge transfer.
- Opportunity to speak with customer-partners from among suppliers and individual consultants and planners to discuss the concerns of FCSI in your business.
- Cocktails and gala dinner to be held on Monday, 24 June.
- Full day conference fee of €249.00 per person (includes lunch and coffee breaks).
- Good rates at the conference hotel, granted from arrival on Saturday to departure on Tuesday.

For more information and reservations, please see www.fcsi.de

Further dates for planning your schedule:

- **AHGZ Wellness Summit:**
21-22 October 2013; Althoff Grand Hotel Schloss Bensberg (Cologne/Bonn Airport). Our board member Hildegard Dorn-Petersen FCSI is responsible for the programme planning and will be happy to send you an invitation.

- **AGM 2013**
14-16 October 2013; Mercure Hotel Hamburg City KAI 10 – The Floating Experience



Last year’s event was such a success that FCSI’s Germany-Austria Chapter is running it again

TOP RESTAURANT CHICAGO'S ALINEA NAMED WORLD NO 1

Grant Achatz and the team at Alinea have been awarded top place in a survey of World’s Greatest Restaurants award for the second consecutive year.

The Top 100 Restaurants category, compiled by readers of *Elite Traveler* magazine, placed Heston Blumenthal’s Fat Duck in second place with New York’s Daniel moving up two places into third. Pierre Gagnaire of Paris maintained fourth place on the annual list. Rankings were compiled from the dining experiences of *Elite Traveler*’s network of ultra-high-net-worth readers. The restaurants were judged by the quality of the food, surroundings, and service.

Alinea’s Grant Achatz (pictured) said: “It is always an honour to be recognised and to receive accolades but it’s not what drives us every day. I am proud of the team, their effort and passion is unparalleled in trying to do better each day. Every time we get an honour it makes us try harder.”



International food critic Andy Hayler said: “The cooking of Grant Achatz at Alinea is without doubt at the forefront of modern cooking, creative and original whilst remembering that top restaurant dishes should not only be clever: they must taste great too.”

TOP 10 WORLDWIDE

- **Alinea USA**
- **Fat Duck UK**
- **Daniel US**
- **Pierre Gagnaire France**
- **La Pergola Italy**
- **Aqua Germany**
- **El Celler De Can Roca Spain**
- **Robuchon Au Dome China**
- **Noma Denmark**
- **The Ledbury UK**

To see the top 100 list in full visit www.elitetraveler.com/category/top-100-restaurants-in-the-world/



“The SNEEZE GUARD with CURVE APPEAL”

English Manufacturing offers the most sleek, affordable, and versatile sneeze guards in the industry. The new VIPER guard allows for unlimited vertical and angular glass adjustability on any straight, angled, or curved counter. Stainless steel VIPER brackets project a modern, clean appearance at a highly competitive price.



800-651-2711
www.englishmfg.com



 **thermaline**

A new era in professional cooking
Swiss made since 1871



M2M Made to Measure

A design for every top chef,
unique and beautiful.

thermaline: Swiss excellence since 1871

Excellence is deeply rooted in our mission to strive for innovation, express passion for our customers and to demonstrate genuine belief in sustainability. Therma has stood for Swiss excellence since 1871. For this reason, *thermaline* is manufactured in our ultramodern facility in Sursee, Switzerland; a Production and Competence Center which gathers tradition, experience and state-of-the-art technologies all under the same roof. *thermaline* stands for Excellence and opens a new era in professional cooking.

You desire, we build The possibilities are endless

A product achieved with the same precision as a jewel of rare beauty, demonstrating sturdiness and functionality which can only exist in two places in the world: in your mind and at the *thermaline* Production and Competence Center, where the kitchen of your dreams becomes a reality. With over 40 different cooking options, *thermaline* M2M is a kitchen like no other, a tailor-made masterpiece, the perfect mix of reliable innovation, high efficiency and one-of-a-kind design.

Reliable innovation makes your life easier

- Patented flower flame burners - high efficiency, less heat, flame is concentrated only on the bottom of the pan
- Fry top with Powertop - optimal heat distribution and cooking evenness
- Aquacooker - multipurpose cooking (sous-vide, bain marie, pasta cooker)
- Free-Cooking top - for direct contact cooking or with pots and pans

Maximum efficiency Pleasant work environment

- Solid top with Ecotop surface - guarantees high efficiency, energy savings and minimal heat dispersion
- Ecoflam - produce less heat and save energy, when pan is removed only the pilot flame remains lit
- Full surface induction - high productivity, use up to 16 pots at the same time

Swissfinish. One-of-a-kind design

The best in hygiene and sturdiness with the Swissfinish 3mm single-piece work top.

Visit our website to download the complete brochure.



Thinking of you
Electrolux

As he prepared to cater for over 1,500 of Tinseltown's finest on the eve of the Academy Awards, chef **Wolfgang Puck** spoke with Michael Jones about his own award-winning career, his restaurants and what it is to be a global brand

STAR POWER

WOLFGANG PUCK

His given name of Wolfgang Johannes Topfschnig may not ring a bell but if you've never heard of his adopted moniker, then where have you been for the last 30 years? Such is the worldwide recognition that Wolfgang Puck affords, boasting over 20 fine-dining restaurants, more than 80 express cafés and heading up cookbooks, kitchen merchandise and a range of canned foods. There is a strong case to present Puck as the most high-profile chef in the world.

Earlier this year Puck was inducted into the Culinary Hall of Fame. His flagship Spago Beverly Hills restaurant received a James Beard Foundation Outstanding Service award in 2005. It was also awarded two Michelin stars in the 2008 and 2009 Los Angeles Michelin Guide. Many thought the recognition was a long time coming for a chef whose restaurants in Hollywood, Beverly Hills and Las Vegas have attracted A-list celebrities and movie moguls for decades.

Star power is something the charismatic Puck has in spades himself – he's funny, affable and comfortable working with the media. When we speak before the Oscars in late February, he is putting the final touches to the 50 imaginative dishes he is producing for the Governors Ball, the official post-Oscar celebration – 2013 marks the 19th consecutive year that Puck has created the menu for the ball.

Despite the stress, he seems resolutely unflappable and in great spirits. "I'm excellent, thank you," he says when I enquire how he is, his accent a transatlantic hybrid of clipped Austrian and well-heeled Californian. "In Los Angeles it's clear, a little chilly, 70 degrees Fahrenheit. Not bad. Almost as good as London," he jokes.

"I'm ready for Sunday night," says Puck. "We are doing the Oscars for the 19th time so we have it down and under control. The great thing is that I have such a good

"We chefs are very lucky. We don't have to retire at 35. We can keep going if we renew ourselves"

team and everybody has been with me for many years, such as Matt [Bencivenga] our catering chef who has been with me for 20 years and Sherry [Yard] our pastry chef has been with me 19 years. That makes it a little easier, so it's not like I'm struggling to find chefs and teach them how to make mashed potatoes."

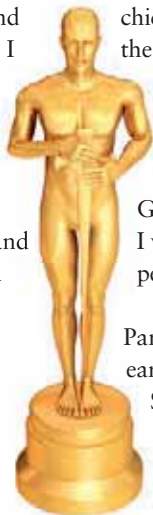
The evening itself will see Puck running the rule over an army of 350 staff working in the kitchen and a further 600 stationed in the dining room. "We have 1,500 to 1,600 guests. Everybody is coming," says Puck, shamelessly name-dropping celebrities such as Adele, John Travolta and Daniel Day-Lewis. "All the big movie stars – you name it, they all come for dinner. And they're all hungry too," he laughs.

The logistics of the whole thing are fascinating. So how does he plan for it and what's the biggest challenge his team faces? "The secret is to cook as we would at the restaurant," he says. "We cook the dinner and we segment it out so that we have, say, 10 chefs who do the pre-ceremony cocktail and they just make little appetisers and pass them around. Then I have 30 or so chefs doing little salads. They can go really fast. We basically set up assembly lines so that everything is put together at the last second. For the Kobe beef steaks, we mark them off and then we put them into a very hot oven."

Comfort cooking

As well as his obligatory chocolate-covered Oscars and smoked-salmon Oscars on the menu, one particular Puck dish has gone down a storm at the awards for the last three years. For his chicken pot pie with black truffles the team cook the chicken the day before the event, then make the sauce and prepare the vegetables, put them in small ramekins and cover them with puff pastry. "We have these big ovens where you can roll in a whole rack or two and I can cook 200 chicken pot pies in less than 20 minutes," says Puck. "Now the Board of Governors, and even Barbra Streisand, said 'You know what, I want the chicken pot pie again.' It's a big favourite with people because it's comfort food."

Born and raised in Austria, Puck trained in Monaco and Paris before bursting onto the American cuisine scene in the early 1980s. Spago, his first restaurant opened on the Sunset Strip in 1982, serving California cuisine. With all the success he has experienced since then, I ask him what continues to





drive him. “We [chefs] are very lucky,” he says. “It’s not like in sports where you have to retire at 35, or whatever. We can keep going if we renew ourselves. If there is an evolution. I look at people like [Giorgio] Armani. He is 80 years old or so and he has to present two new collections very year. If he would stop doing that, some of the others would take his place and nobody would talk about Armani any more.



Now he has enough money and fame but I still think he enjoys what he’s doing and for me it’s the same thing.”

Clearly not one to rest on his laurels, Puck continues to open restaurants around the world and look at new ways of maximising the brand that bears his name. “Do you know, it’s a little easier to enjoy something when you’re successful?” he reflects. “I always feel that we can get better. I look at the positive side, rather than thinking ‘I’m not good enough.’”

Puck became a huge global brand many years ago and I ask him what that feels like. “To me, I love cooking,” he says. “I love to go to the farmer’s market, the fish market. I like to be in the dining room and say ‘hello’ to the guests. So to me it’s just as exciting as it was 30 years ago.”

So has he ever lost count of how many restaurants he’s got? He laughs heartily. “It’s like having kids! Some of them I see often and some of them maybe not much. If you have 10 kids and someone asks ‘which is your favourite’ it’s always the one that >



TEAM EFFORT Puck and his senior team have worked together for almost two decades

Living the dream

What do you love most about America?

“People call America the land of opportunity and it’s really true because people don’t care where you came from or what you did. Everybody has the same opportunity. You can make it here if you work hard and have some talent. I don’t really miss Austria because my parents are not alive any more so I don’t really go back that often. If I miss it I just make myself a Wiener Schnitzel!”

You were one of the first chefs in Vegas. How did that happen?

“I first went to Vegas because I loved boxing and watching the fights but there was not one restaurant you could go to. The food was cheap and terrible. So when we got the opportunity in 1991 to do a restaurant in Las Vegas at the Forum [Shops] at Caesars [Palace], we were the first restaurant of any renown to go there. It became a huge success and it spawned so many different restaurants. Today every chef from Paris to London to New York has a restaurant in Vegas. The chefs are as important as the acts in the show rooms.”

What are the most pressing issues facing the restaurant business in the US?

“In America it’s about ‘how can we make dishes that are better for you?’ There is a big problem with obesity and a lot of our sicknesses come from not eating the right way. I think that it’s for us professionals to figure out how we can make food which is better for you - smaller portions and quality

over quantity. When we reopened at Spago I said ‘vegetables should take centre stage’. They should be more important, not a sideshow.”

Who was your biggest influence?

“A guy named Raymond Thuillier at L’Oustau de Baumannière [at Hotel de Paris in Monaco in Les Baux-de-Provence]. I went to him at 19 years old, when he was 73. He was the chef, he was the owner, he was the mayor, he wrote books, and he was a painter. And I thought ‘he is a real renaissance man. He should be my mentor.’ He cooked with his heart and with his head. He had a very good business. He made one restaurant successful and then he opened another one, which became a three-star restaurant.”

What’s your favourite dish?

“Why have one when you can have so many! I think the great thing with food is the seasonality. The first spring peas are coming in now and I love fresh pea soup. I love the fall when white truffles start, I love to have scrambled eggs or pasta risotto with white truffles. To me it’s the quality of ingredients that’s the most important thing.”

How do you relax?

“I love to play tennis and I like to go skiing. These are my two activities. But I’m really busy at home because I have two young sons who are very active. I’ve just put them in a tennis programme, they play basketball and a lot of sports - because if they don’t they get crazy! For myself I like to hang out with them, go play soccer with them, things like that.”

WOLFGANG PUCK



FILM PREMIERE Puck (above) at the heart of the catering operation for the Oscar night Governors Ball. Far right, With his 350 cooking staff and (below) thanked by Ben Affleck



behaves the most, that brings home great grades!” he jokes. “With restaurants it’s the same. If you get good critics and make money then they become a favourite. But for me it’s really Spago [in Beverley Hills] because that was really the ‘mother’ of all the restaurants. We just spent \$4m renovating the whole restaurant. We’re very happy with the results and the guests are happy too.”

The art of reinvention

The new-look Spago has eschewed its previous European influences – all wood motifs and old world artworks – for a Waldo Fernandez-designed fusion of moodily backlit blacks and whites; while an open plan kitchen showcases Puck’s chef de cuisine Tetsu Yahagi and team.

Reinvention is certainly a quality that can be ascribed to Puck. I ask him how frequently the urge strikes him to move on and try something new. “Well I really think that cooking is an evolution and you have to reinvent yourself a lot - or a little bit at a time. With Spago I said, ‘we have to change everything’. Not just changing the menu a little bit but complete reinvention. So we changed the whole decor, made it completely different. Yet still comfortable and not fussy. I want people to have fun. The only thing serious should be on the plate.”

“I don’t want every restaurant to look the same” he says. “I

“I’m still looking for new talent in design the same way I always look for new talent in cooking”

want them to have their own identity.” Fernandez will design more restaurants for Puck in the Middle East, while world-renowned designer Tony Chi will probably work on his new ventures in Shanghai. “We have to have different people for different sensibilities. But first I have to like their taste. I don’t care if they’re famous or not. I’m still looking for new talent in design the same way I always look for new talent in cooking.”

I ask what he feels he has left to achieve and if he ever worries about standing still for too long in this industry. “I think there could be a danger of that, but we do so many new things,” he says. “Two years ago when we opened in London [with CUT Restaurant in Mayfair London at 45 Park Lane], that was a big step for us – to expand overseas and go to a market where there are a lot of great restaurants. To end up being successful was very exciting for me.

“Now I think we are going to open in Shanghai, in Dubai, maybe Doha, and so on. We’ll continue to grow our restaurants, but very slowly really. When you think that Spago is 31 years old and we have 22 fine-dining restaurants, we have really gone slow with the up-scale restaurants.”

Puck’s ambitions continue to burn brightly. “I want us to be a global brand so we have to open in important places. There are still some places in America where we can open, but obviously Asia is an incredibly fast-growing market.”

Rest-of-the-world domination will have to wait for at least a weekend however, until Puck has finished with the Oscars at least. With typically breezy charm he signs off the interview to go and check on how his own cast of hundreds are faring behind the scenes. One suspects that with Puck at centre stage in the kitchen, everything will go rather well on the night. ■

Create an upscale beverage experience



Low profile and auto-fill with Horizon™ ice machine

Follett Vision ice and beverage station can be located where you want it, even in challenging designs

- locate the ice machine up to 75 ft (23 m) from dispenser
- clean look with less equipment in view
- minimizes heat and noise in customer area
- great for island installations

Learn more at visiondispenser.com

FOLLETT[®]
Innovative solutions, inspired by ice

JASON ATHERTON

Michelin-starred chef **Jason Atherton** talks to Joe Warwick about his approach to dining, the

SOCIAL GRACES

London restaurant boom and his interest in Asia

Chefs look restless sitting in their own restaurants. Jason Atherton is no exception, glancing around the dining room at Pollen Street Social and shifting in his seat. “Where’s the receptionist?” he asks a member of his front of house staff. “Can we have someone out here to greet the customers please?” He turns back to me and smiles. “They love it when I sit out here.”

Atherton understands the need to start spending more time out of his kitchen. At the same time he wants everyone to understand how it works, now he’s heading up his own rapidly-expanding restaurant group.

“This is the restaurant where I cook, judge me here as a chef,” he says. “If you have a bad meal here, I’ll take it on the chin; and if you have a great meal here, I’ll take the praise. When I open somewhere new, I’ll put my chef whites on and stand there for the first couple of weeks and see what is coming out of the kitchen, but I’ll never cook there. Anything else I’m involved in beyond here is me as a restaurateur. That’s me trusting people I’m employing and giving them the opportunity to shine.”

Since he left Gordon Ramsay Holdings, where he created and ran the hugely successful Maze, in 2010, Atherton has been in and out of the kitchen. He opened Pollen Street Social, his Michelin-starred flagship in Mayfair the following year, and now has three restaurants in Singapore and one in Hong Kong – and consults on a another in Shanghai.

He spends an average of 10 days every six weeks in Asia. >





JASON ATHERTON

The rest of the time he's in London, where he's opening another two restaurants this year. Little Social, a 40-seat bistro and Social Eating House.

Atherton, who at 16 left Skegness in Lincolnshire to train as a chef, thinks that many still find it hard to accept chefs as restaurateurs. "A journalist in Asia said to me recently: 'You own a lot of restaurants now, you've become another one of those chefs.' I get it, but I came to London with nothing and I'm employing hundreds of people at a time when things are hard. I plough everything back into the business – I'm not taking the money out."

How does he think London is supporting its current restaurant boom, with new openings up 25% for the last year on record and the number of restaurants closing also down?

"Good food has become the norm in London," he states. "When I came to London, about 20 years ago at the back end of the recession in the early 1990s, there were a lot of brilliant chefs who went bust and had to close great restaurants, because the market couldn't support them. Back then dining out was considered a luxury. Today people feel like they have to go out for dinner, it's a part of who we are and what we do."

He believes there has been a shift in the style of restaurants. "I want to open restaurants that please me and please my customers. Why open a restaurant just to please a guidebook? I know that's difficult for some chefs to get their heads around. We've got a Michelin star and nine out of 10 in *The Good Food Guide* here, but you'd never know it by the way the restaurant looks – and I like that."

Not that Pollen Street Social arrived fully formed. "When I opened here I let my ego get in the way," he recalls. "I tried to make the menu too fancy and

too complicated. I was so nervous because my mortgage was attached to the business. I didn't know if I should go super-casual or do fine dining. I was trying to be somewhere in the middle and lost my confidence.

"Now, two years in, the restaurant is working well. It's easy to make mistakes when you're doing something on your own for the first time. I learnt a lot from that experience."

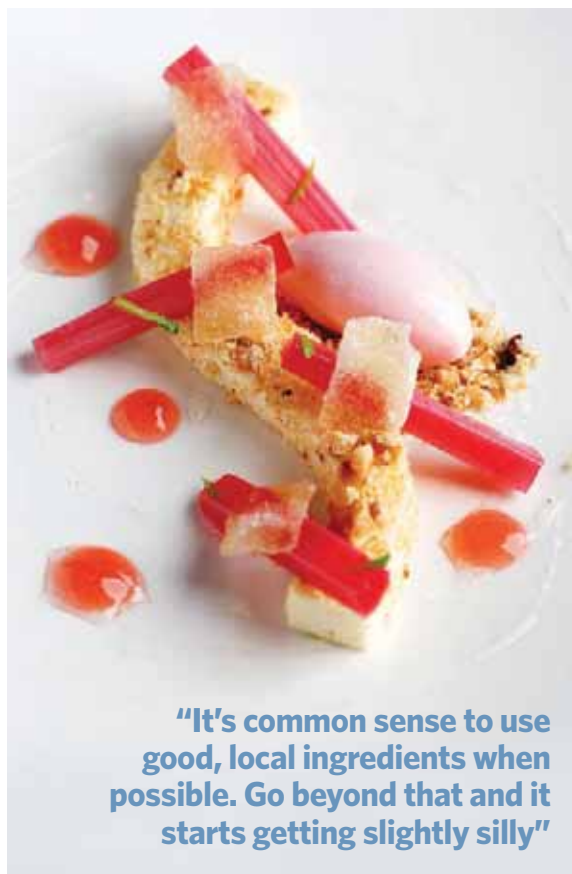
He's also learnt a lot from his time in Asia. "Singapore has been very kind to me, both my business partners are from there and I just love Asia," he says.

"I'm married to an Asian woman [his wife, with whom he has two daughters, is from the Philippines] and I can imagine myself retiring somewhere in Asia one day."

He would never have opened his Asian restaurants if he didn't enjoy visiting there. "If you don't actually want to go there, it will seem like twice the work," he says. "The food will also be affected, because there'll be little or no love in it."

This November he's taking his wife on a luxury Asian cruise with Silversea. "I have to cook a dinner for 100 people," he explains. "We sail from Hong Kong to Singapore over five days and we stop off at Vietnam, where we're doing a tour of the food markets. I've never cooked on a ship before."

Although he now has to be a businessman, his first love remains cooking. He was the first British chef to work at El Bulli, Ferran Adrià's legendary



"It's common sense to use good, local ingredients when possible. Go beyond that and it starts getting slightly silly"

restaurant on the Catalan coast, where, before it closed in 2011, young chefs lined up to work for free to experience its crazy culinary creativity. His love for Spanish food is required by the two tapas bars he operates in Asia.

Back in London, he describes his style of food at Pollen Street Social as "Modern British with an eclectic outlook." He elaborates: "It's essentially British, but if I want to use a bit of Iberico ham or some soy sauce, I'll use it. I think lots of people are now pushing the local ingredient thing too far, like only using sunflower or rapeseed oil, instead of olive oil."

"It's common sense to use good, local ingredients when possible. Go beyond that and it starts getting slightly silly."

Although one day he'll take more of a backseat role in the business, he can't imagine a time when he's not still involved in restaurants and cooking.

"I'll always dabble. I have to have an outlet because I love it," he says, looking around his dining room again. "I'll always need to be doing something creative with food and restaurants. That's who I am." ■

"I want to open restaurants that please me and please my customers. Why open a restaurant just to please a guidebook?"

SAVE TIME



Fast - simple - the clear choice



UNIQUE VIANEN CONSULTANT TOOL

- * Makes specifying kitchen ventilation simple
- * Generates complete tender specifications within minutes
- * All relevant technical information on a single A4
- * Contact us for more information

www.vianenkvs.com
info@vianenkvs.nl

Project: Restaurant Project		Consultant: TEST	
Project number	00123		
Client/contractor	ABCDEF		
Address	1234 St.	Supply Kitchen hood: No Kitchen hood: Yes Kitchen hood: Yes Kitchen hood: No	
Type	WALL		
Model	VIANEN LTD 400 400 600P	Exhaust Exhaust: No Exhaust: Yes Exhaust: Yes	
Dimensions	600 x 600 x 600 mm	Exhaust: No Exhaust: Yes Exhaust: Yes Exhaust: No	
Depth	600 mm	Exhaust: No Exhaust: Yes Exhaust: Yes Exhaust: No	
Length	600 mm	Exhaust: No Exhaust: Yes Exhaust: Yes Exhaust: No	
Weight	10 kg	Exhaust: No Exhaust: Yes Exhaust: Yes Exhaust: No	
Material	Stainless steel	Exhaust: No Exhaust: Yes Exhaust: Yes Exhaust: No	



Starting a new series of exclusive interviews with the leaders of the world's major foodservice equipment manufacturers, Michael Jones met Luciano Berti, Chairman and CEO of Ali Group, to discuss 50 extraordinary years in the business

Looking tanned, sharp-suited and in good humour, with a countenance that belies his 82 years, the chairman and CEO of Ali is also charm personified. “You want an espresso, a cup of tea? Congratulations on your new magazine. I like it,” are Luciano Berti’s opening lines to me when we first meet at Ali’s head offices in Cernusco, outside Milan, the snow-topped foothills of the Alps and Apennine mountain range peeping over the horizon behind us.

Berti doesn’t do many interviews, his colleagues tell me before we meet, but he’s a natural speaker – effortlessly fusing the seasoned businessman’s ability to condense a message into a quotable soundbite alongside a friendly and engaging way of spinning yarns and anecdotes from his 50 years in the industry. “You want to know the full story about Ali? OK, let me take off my coat then,” he says.

And what a story it is: how a young man from Piedmont, unsure of what to do with his life having completed his studies,

would become a living embodiment of the Italian economic miracle of the 1960s.

Berti turned around the fortunes of a small and underperforming Milanese automated warewashing company in 1962, using that as a springboard to founding Comenda – and then forging Ali Group into one of the world’s top two largest groups in global foodservice. The group boasts some of the most recognisable brands in the world, from Ambach to Champion, Falcon to Moffat, Carpigiani to Scotsman.

The numbers are staggering. From those humble beginnings Ali S.p.A. now employs 8,000 employees in 26 countries and operates 53 manufacturing facilities across 73 individual brands in 24 countries. Ali companies design, manufacture, market and service a huge array of commercial and institutional foodservice equipment used by major restaurant and hotel chains, independent restaurants, hospitals, schools, airports, correctional institutions and canteens. Berti, much revered and respected in the industry, is known for his affable and

personable nature mixed with his ability to spot potential in companies, zeroing in on exactly what a firm needs to turn losses into profits.

We look back at the formative period of his life leading up to the formation of Ali Group. “When the Comenda deal happened in 1962 I was 31 years old,” says Berti. “I already had my BA from Stanford, in Sociology. I studied there on a Fulbright scholarship in 1955. My degree in Sociology was due to intellectual interest. I still have that intellectual curiosity in people.”

When I ask him what it was to be a young man, a little over 20, in America in the 1950s Berti laughs. “You cannot imagine what it was like. I arrived in 1954, nine years after the end of the Second World War. Every day was a huge surprise. Everything was different and beautiful. I could have stayed longer. My professor wanted me to stay and get my Masters – but I felt that if I did stay one or two more years I would never leave the United States. I thought the fantastic experience I had there, which opened my eyes and my mind, would be a tremendous advantage to me in Italy: that richness of views and understanding.”

But still, he says, the businessman in him was not yet beginning to form. “No, no. After that, in 1956 I got my Political Science doctorate degree from the University of Turin. Nowadays practically everyone in Italy is a ‘doctor’ but in my day it was less usual. I didn’t know what I wanted to do so, when I decided to go to Turin, I thought that I might study jurisprudence [law]. My father said to me, ‘That’s not a bad idea. A lawyer in the family will always be useful – go ahead.’ But then I met someone who told me, ‘you should study political science so you can be a diplomat. Go around the world – and they pay you.’ That’s why I got that degree.”

Berti’s post-graduate course took in 12 months of military service, three years at, among others, Italian oil giant >

TITANS OF INDUSTRY



TITANS OF INDUSTRY

Eni S.p.A and teaching sociology at a post-graduate level. He soon found out that teaching and working for a large state-owned corporation was not his cup of tea. “After all that I found that I wanted to do something by myself. Something entrepreneurial. A project,” he says. “It was good time for the economy in Italy. So I put an ad in the Milan newspaper *Corriere della Sera* stating who I was and what I wanted to do and I got a number of answers. I met some people including a guy from Lodi, Milan who was making commercial warewashing machines, but his speciality was actually stainless steel equipment for the dairy industry.”

At the time there were only a few Italian manufacturers of these types of stainless steel machines, with the majority of equipment being imported from outside Italy. “This man was losing money with these products,” says Berti “so we made an agreement and I started working with him. I put some money into the company. The only problem with the products was they weren’t selling them at the right price. I increased the price-list by one third and the company became profitable overnight. Easy, right?” he laughs.

After less than a year Berti, a partner in the business, was going around Milan selling the firm’s products and keeping the accounts. But he was frustrated with the rate of growth. “I said to them, ‘I’m going to start my own company and if you make the machines for me I’ll sell them with my own name. I want to be my own boss,’” he says. “That’s how I started Comenda. Then one day I decided to make our own machines. So I put another ad in the newspaper looking to find someone to design machines. I found a young engineer and gave him a few samples of machines and told him what I wanted. He made prototypes – and they worked very well. That was the

beginning. A few months later I rented a place near the airport in Linate, Milan and hired one worker, and then the second and the third... At one point, when there were about 20 of us, we moved again and bought equipment – instead of just assembling parts.”

Berti describes the period from the formation of Comenda and subsequently the Ali parent group through the late 1960s and 1970s as one of “rapid” growth. “Everything was growing then, not just us,” he says. “Hotels, restaurants, schools and hospitals were interested in our machines. We developed different models, from the tiny ones that we started with to the really big ones. We started exporting right away. France was our main market as there was less competition in France at that time, then England also.”

The acquisition of US commercial dishmachines firm Champion in 1979 was a game-changer for Ali Group, doubling their sales volume. It was a hugely important step in the company’s history, says Berti. “That was fantastic. The States were the biggest market in the world. We bought Champion because it was for sale and it was losing money then. I had to take a few steps to make it profitable. It just had too many people. This was a plant with 175 people and for every eight workers on the floor there was one foreman. Generally those were the best workers – but I could see that those guys were doing nothing, just walking around the plant. We kept them on, but changed their roles and went from 175 down to 125 in a relatively short time.



EVERYWARE The Ali Group has an extensive portfolio of companies offering some of the most respected brands in the industry, with expertise in cooking, bakery, meal delivery and preparation, refrigeration, washing, ice cream and beverage dispense, ice-makers as well as contract, distribution and service. CEO Luciano Berti (right) still retains the passion that brought him into the industry 50 years ago, and in doing so has forged a European giant to compete with US firms



Ali now employs 8,000 employees in 26 countries and operates 53 manufacturing facilities across 73 individual brands in 24 countries. Ali companies design, manufacture, market and service a huge array of commercial and institutional foodservice equipment

There are still 125 of them today, but making much more volume.”

To Berti, as an outsider, was it obvious what else the company was doing wrong to make it lose money? “Oh yes. First of all they were making too many different things out of stainless steel, for example autopsy tables, which I eliminated,” he laughs. “I wanted us to concentrate on our product line.”

It was a period when, Berti feels, the time was right for the old world to bring innovation and fresh ideas to the new world for a change. “In the United States they were the first ones to make mechanical dishwashers, so by 1980 it was already an old industry and nobody was working to renovate it.

“In Europe everything had been destroyed by war and had to be started again from scratch – not from something old, but from new. Our machines were more advanced than theirs.”

Through the 1980s, 1990s and 2000s the growth rate continued with an acquisitive strategy from Berti (who confesses to poring over the balance

sheets of companies he targets for acquisition) meaning that a total number of 73 brands are now incorporated into the Group. These individual companies within the group remain in competition with each other, rather than being folded into unified business units. “We bought brands – that was always the idea,” says Berti. “We decided to keep them. We learned how to manage them, but we keep them separate. We let the good executives run their companies with little interference from us and we ask them to adopt our reporting system. We also encourage co-operation between the sister companies. We do have some companies, such as Moffat in Australia or Metos in Finland, who sell more brands than they make themselves, so it makes sense to push other products [from the Group] through them too.”

Berti likes to maintain a strong entrepreneurial culture at Ali, encouraging his leaders to be brave and use their initiative. “I want entrepreneurs, not managers,” he says. Is it healthy then for Ali companies to be competing with each other for the same tenders then? “Absolutely” says Berti. But it’s not all internal competition. Alicontract, set up by Berti in 1994 as a ‘single source supply’ contract company within the Group, is also fairly unique in the foodservice industry for its ability to leverage the combined resources of the other operating companies within Ali. A particularly useful option, says Berti, for operators in regions such as the Middle East, Africa or former Soviet states where dealers are not as active.

So is Berti concerned about Ali ever becoming too big and unwieldy? “No. Over 50 years it’s actually been a relatively steady growth – always just about doing the same things in just about the same manner. Now we can supply at least 80% of equipment in a kitchen,

especially now with the addition of ice cube machines through the acquisition of Scotsman Industries.” (See box below)

Ali has maintained a presence in China for the last eight years. Initially, selling European-made products to the Chinese was “not very successful,” admits Berti, with most of the business coming through installing equipment into five-star hotels. Now, with the acquisition of Williams Refrigeration, which owns a factory in China, success and profits have been much stronger. Berti sees the Chinese market as continuing to grow well, “It’s doing much better than Europe,” he says. Similarly the Middle East remains a robust growth area for Ali. Berti is keen to also stress the importance of using

► Deal in focus: Scotsman Industries

Ali’s December 2012 acquisition of US-based Scotsman Industries from private equity firm Warburg Pincus has boosted Ali’s presence in the North American market. “That’s important because America has hundreds of fast food chains,” says Berti. “American chains will buy hundreds and thousands of pieces of equipment. It was a good fit for Scotsman too. Scotsman is another example of a very successful multibrand and multinational group, which we always regarded as a well-run, admirable and reputable company. It added over \$300m to our sales volume.”

local expertise when establishing a new operation in a foreign field. “We have never sent an Italian to run a company anywhere else,” he says.

But is this Italian in particular as passionate about the business now as he was 50 years ago? “I think so, yes. I’ve always been down to earth, very practical,” he says. “It’s the same spirit. That has not yet abandoned me,” he laughs heartily. ■



PERTH MUSEUM OF NATURE AND SCIENCE

FOUNDING DONORS
THE PEROTT FAMILY
LYDA HILL
IAN AND TRACY PEROTT, SUELY
SALLY AND FOREST HOLLING

HERCULEAN PEROT

The enormous Perot Museum in Dallas, Texas, US, is a stunning new destination. Sue Holaday finds out the thinking behind it, and how the foodservice offer plays its part

When a museum building becomes one of the exhibits in its own right, you know you're in uncharted territory. And that is precisely the case with Dallas's new Perot Museum of Nature and Science.

Described as "a living science lesson" and "museum as sculpture," the \$185m project tells its own story. The mechanics of the building were left transparent, a 54ft continuous flow escalator in a 150ft glass-enclosed tube-like structure sits on the outside of the building. It's designed to stimulate curiosity.

The Café, located on the ground level in the plinth to the right of the main entrance, has a dual mission – to feed the stomachs and minds of its visitors. Like the museum in which it is housed, it is green, focusing on local Texas ingredients and sustainable practices.

Designed by 2005 Prizker Architecture Prize Laureate Thom Mayne of Morphosis Architects, the building was conceived as a large cube floating over a landscaped plinth. It registered and worked on three green building accreditations – LEED Gold, Green Globe and The Sustainable Sites Initiative.

Foodservice consultants Manask & Associates from Burbank, California, brought 20 years' experience of work with cultural institutions on their earned income areas to the task.

"The museum called us four years ago," says founder and CEO Arthur M Manask FCSI. "They were looking to move from a downtown location in an older building and wanted help programming and planning the café and catering support, facility rentals for corporate and social events, and the gift shop. We became part of the project team and our role was acting as the operator. We were all operators first, so we were able to act that role until the actual operators came on board. We were on the project team the first two or three years and then managed the RFP [request for proposal] process to help the museum select an operator for foodservice and the gift shop.

"We looked at local and national operators and signed contracts (with Wolfgang Puck and Restaurant Associates) nine months before the museum opening. They provided the final OK on the space and Manask offered on-call support for the pre-opening and post-opening." The challenge, he says, was the way cultural nonprofits operate. "They move very slowly. We had to be incredibly good in managing the schedule because they relied on us to do that."

The self-service café is relatively small, a factor mitigated by its location adjacent to an outdoor patio. The kitchen is small and supports only the café, with catering supported from an outside venue. >



Museum directors and CEOs have moved from viewing foodservice outlets as a basic, often mundane necessity to a rewarding part of the total guest experience, says Manask. The café's designer, Rod Worrell, principal-in-charge of Worrell Design in Houston, Texas, views it as a "boutique operation in a somewhat confined space". In what he sees as a unique twist, the firm was brought in before an operator was chosen to run the café.

"We invented what we felt would be good for that space and size for the customers – a walk-up service counter for limited staffing, an open kitchen concept. It became the basis for Art Manask to use in the RFP," says Worrell. "When Wolfgang Puck was selected to operate it, they chose a different configuration of equipment in the same footprint."

Cashier stations were moved out to the open servery and it was decided that foods would be prepped on a wall alongside the back of the servery wall, so customers could see the preparation.

"The biggest challenge was to successfully articulate a foodservice concept in a uniquely-shaped, awkward space," says Worrell. "We achieved an elegantly clean café environment with a very neutral finish. The food is well lit and becomes the element of colour in the room." All the serviceware in the café is disposable. "The food took the presence – it's colourful. Customers, as they enter, see the panorama of the whole area. It's very sensory."

The museum, in Dallas's Victory Park, is designed to evoke curiosity and wonder in its visitors, creating

SIMPLE AND ELEGANT CAFÉ CREATES AN OASIS

As simple in its way as the idea of the museum that houses it, The Café at The Perot Museum creates a simple, clean space in which visitors can relax after exploring.

"It's like a respite," says Sam Souccar, senior vice president, Creative Services for Restaurant Associates, which runs the café and, with Wolfgang Puck Catering, is part of Compass USA. "It's visually relaxing and very simple. It's chic, white and goes with

the style of the building. The signage is simple graphics and the space is multi-use. The auditorium is right next-door, and events post or pre-meetings could spill over. One side of it has windows to the outside and there's great natural light."

There's a market salad bar, pizza and soup, and sandwiches/grab'n go. The museum can accommodate up to 2,500 people on all four floors at catered events, or 2,000 for a cocktail reception. Wolfgang Puck Catering operates a commissary offsite, just

minutes away at Union Station downtown, and offers a menu focused on regional specialties and organic, local ingredients.

The building itself, executive chef Lincoln Engstrom of Restaurant Associates adds, is "very organic". The food in the café is what

he calls "kid friendly". "We do mac and cheese [macaroni cheese] with Goldfish crackers, chicken strips, peanut butter and jelly, and hot dogs with fries. We serve them with juice, milk and whole fruit."

He says that "we use Greenwave disposables, recycled napkins, and we recycle. We don't do composting.

"The equipment is pretty simple. We have a six burner stove, convection oven, tilting skillet, Woodstone pizza oven, two-foot griddle, and a salamander. It's a limited menu. Pizza is the busiest station but burgers are big and we also do a grilled chicken. It changes and evolves. The servery has four cash registers and lines back up into the service line sometimes. The challenge is making sure everything works. I came here from the Museum of Natural History in New York, so I'm used to the issues. We do batch cooking and are trying to fine-tune it.

"We often have school groups that bring their own lunch but we never know until they're here, and then you'll get a day when you suddenly need 60 pizzas in 10 minutes. The pizza oven is three feet across and serves eight 8-inch individual pizzas at a time. Customers see them being made.

"We'll see 12 to 14 different school groups on any given day, and when schools are closed, like for Spring Break, we get lots of parents and grandparents with their kids."

It's a busy environment already, Engstrom notes. "In the first four months we had 350,000 visitors."

THE FCSI FACTOR

"In selecting our foodservice and retail partners, Manask and Associates helped – from the RFPs, to interviews, selections and contracts, and the positive financial considerations our institution will benefit from for years to come. We are convinced our foodservice and retail offerings will delight future visitors as much as our exhibits and educational programming."

Jennifer Houston, Director of Strategic Initiatives, Perot Museum of Nature & Science



an experience that immerses them in the exhibits, the architecture and the city itself.

“The visitor becomes part of the architecture, as the eastern facing corner of the building opens up towards downtown Dallas to reveal the activity within,” according to Morphosis. “The museum is a fundamentally public building – a building that opens up, belongs to and activates the city. The public is as integral to the museum as the museum is to the city.”

Aleksander (Zander) Tamm-Seitz, onsite project architect, calls the building “unique. It’s three separate institutions coming together to create a natural history museum, children’s component and a science centre. We were always interested in having the building and what it’s about ingrained in the project.”

The 4.7-acre site was developed around the native ecologies of the state, from the East Texas forests to the West Texas rocks, grasses and cactus. Tamm-Seitz says “The skin of the building is an abstract of geological stratification. These things connect the building and its programme and become a way you

“The public is as integral to the museum as the museum is to the city”

view the exhibits. The public spaces are connected to the city and the plants outside. In the galleries, there are no windows – it’s a different environment. The whole project is the idea of the building as an exhibit. We’re interested in the layering of information and transparency. The structure inside is not covered up. The floors are concrete, the ceilings are open or partially open so you can see what’s above them. The exhaust sprinklers and air ducts are painted in colours.” The

MUSEUM PLAYERS

Owner’s representative: Museum of Nature & Science – Velpau Hawes

Architects: Morphosis (Thom Mayne, AIA Gold Medal winner)

Associate architects: Good Fulton & Farrell

Project manager: Hillwood

Foodservice operators: Wolfgang Puck Catering, Restaurant Associates

Foodservice planner/designer: Worrell Design Group, Rodney Worrell – principal-in-charge; Edward Wong – senior planner/designer

Foodservice consultants: Art Manask FCSI

Director of technology & Bim: Synthesis

Structural engineer: Datum Engineers

Consulting structural engineer: John A. Martin Associates, Inc.

Civil engineer: URS Corporation

public galleries are designed to have lots of light, so there are skylights, large and small. At the top, visitors get a 180° view of downtown.

On the roof, he points out, are solar hot water collectors that generate hot water for the café. Water on the rooftop falls off one side and goes through pipes – again visible to visitors – into a large cistern for use in irrigation and toilet flushing uses. “This cuts the use of city water and, most of the year, we can just use the water collected this way.”

Buro-Happold’s Culver City, California, office, the mechanical, electrical, plumbing engineer on the project, was eager to take advantage of the city’s high humidity in the summer, says Sam Kashanian, PE, associate principal.

“Rainwater on the roof,” he says, “comes down, drains and is diverted to two cisterns. Condensation from air conditioning in the summer cools down, becomes almost clean drinking water, and is diverted to cisterns. Some water used for toilet flushing is pumped into the building and dyed blue so people won’t drink it. Some is used for irrigation. There’s a cooling tower on the roof and cooling of the building is done partially using recycled water. Potable water is filtered twice to meet Dallas standards.”

The project, says Kashanian, presented “tons of challenges”. One was learning local requirements for recycled water. Two cisterns were designed for the space and there were challenges in making equipment fit the spaces for them. Throughout the project, “we kept the end user in mind,” he points out. “You don’t often have a project where the owner understands that the story was important to tell and forks over the money to accomplish that. We meter everything and know how much water we are using and saving. The water,” he says, “was part of the architecture.” ■

PHOTOGRAPHY: ADAM NEESE



Lime Wood Hotel in the New Forest is one of the most spectacular country escapes to launch in recent times, welcoming the wealthy London set and local community alike through its grand doors. Hartnett Holder & Co, the hotels' new restaurant named after Michelin-starred chef Angela Hartnett and its own head chef Luke Holder, opened in February 2013 after being redesigned entirely by Martin Brudnizki at a cost of £800,000.

Brudnizki began with an aim to "look to the heritage of the building to create an eclectic finish full of character; a room

to complement both the restaurant's surroundings and the inspired cooking of Hartnett and Holder". He chose a sympathetic décor to show off the simple, deftly-created dishes in the kind of comfortable and unpretentious environment for which he is known.

The restaurant has a central bar, which allows the drama of the kitchen to spill out, allowing guests to absorb the theatre involved in food preparation. Meats hang from a wine gantry, while a meat slicer and coffee machine sit in pride of place on the bar. Dark oak distressed tables are clad with unfussy brushed

"Our existing local clientele will love it as well as the hotel's guests who travel from London"

silver cutlery and silver 'wee willie winkle' candle sticks. Small plates and bowls are the crockery of choice which guests are encouraged to share and taste *come gli italiani*.

The idea has attracted high levels of interest. Robin Hutson, chairman and CEO of the Lime Wood Group, explains how the concept was born. "We wanted

RELAXED TRADITION

Angela Hartnett has joined forces with head chef Luke Holder to create something special at the new Lime Wood Hotel in England's New Forest. Sunita Passi reports on Hartnett Holder & Co's new restaurant

to change direction because Lime Wood has two restaurants, which frankly is too many for a 29-bedroom hotel," he says. "We wanted to de-formalise the offer, to move away from the traditional country house fine dining room, which I feel is an outdated concept and a bit stiff for the atmosphere we are trying to create here."

In terms of the type of customer who will be attracted to the restaurant, Hutson believes that "our existing local clientele will love it as well as the hotel's residential guests who travel from London for weekends in the sticks". But in general, says Hutson, "you cannot be too specific

in targeting sectors. You need to appeal to a broad range of clients and age groups. It is not like opening a restaurant in central London".

The joy of Hartnett Holder & Co is further enhanced by its chefs. Their philosophy of a relaxed, approachable and fun yet quality-driven dining atmosphere can be found in all aspects of the operation. "Guests can enjoy food that we love to eat and indulge in products hard to find outside of London," says Holder. "This is the type of food that was shared during dining experiences before big plates and nouvelle cuisine

took over the world in the late 1980s. You will see dishes such as whole baked turbot, Mr Zebedee's rib eye for two with smoked bone marrow, spaghetti and lobster, and lots of home-cured charcuterie that we have been working hard on for the last three years."

Just as important to the overall experience are the chefs' suppliers, including local farmers and producers. "You are only as good as the produce you use," says Holder. "We have worked hard with our suppliers. We have demanded a lot from them in terms of the detail, ageing and finishing. Some of the meat >

LIME WOOD HOTEL

suppliers we have chosen to work with have a fabulous track record in producing great fare, for example, Lake District Meat Supplies and the New Forest Pig and Poultry Company, our local rare breed pork supplier.” He adds: “We have also improved on the programme that we currently have with local growers and farmers such as Sunnyfields.”

The work has taken nearly a year, with Holder and Hartnett spending time talking to family and friends about the kind of restaurant they were looking to create. “Our inspiration comes from wanting to create a restaurant experience that is as much about atmosphere as it is great food,” says Holder. ■



Q&A with ANGELA HARTNETT

How does the location of Hartnett Holder & Co and Lime Wood influence your dishes?

The forest really is gorgeous and the proximity to the sea means we naturally get lovely fish. Moreover, there seem to be plenty of local suppliers, many of whom I have not worked with before, so it will be good getting to know them.

What does it mean to have a Michelin star?

It's had a good effect, being one of the few female chefs to hold one. You stand out, but I think people expect too much sometimes and don't understand how the guide works. Consistent cooking earns one star - it's that simple; it's not about glass plates, a huge wine list and white tablecloths any more.

Are you confident about achieving a Michelin Star, in time, at Lime Wood? If so, how do you think you will achieve it?

It has never been discussed. The aim is to have a fab restaurant with top food and a great atmosphere that appeals to locals and hotel guests.

What is your advice for aspiring chefs?

Decide which area or cuisine you want to work in and try to be the best at it. From burgers to fine-dining, contract catering to cooking on a plane - just maintain top standards and put some time into training. Lots of young chefs jump from one place to another rather than see a restaurant through a calendar year, so they can stick it on a CV. That tells me nothing.



Q&A with Luke Holder

Luke Holder, 35, trained in London, starting at the Orrery with Chris Galvin before peaking at the three-star Michelin restaurant Enoteca Pinnciori in Italy. He tells us about his inspiration, his vision for Lime Wood and his working relationship with Angela Hartnett and his suppliers

How would you sum up the concept for Hartnett Holder & Co?

Fun not fine dining, quality-driven, atmospheric.

How long have you spent thinking about how to develop the ideas?

Nine to 10 months on and off, with lots of time spent conversing with family and friends about the kind of restaurant they would love to go to.

Where does your inspiration come from?

From not having a restaurant quite like this to visit on my days off. Wanting to create a restaurant experience that is as much about atmosphere as it is great food. From eating out at restaurants that seem to follow the same done-to-death dining format.

How would you say it differs from other restaurants in its class?

Relaxed and approachable, confident in its product and delivery, with the style of food that chefs cook at home as opposed to the kind of food chefs cook for restaurants.

What experience would you like your customers to take away?

The realisation that the socialising aspect of dining is just as important as the food.

What challenges, if any, do you think you will face to bring about the Hartnett Holder & Co vision?

Delivering consistent service and food within a stunning building that doesn't come across as try-hard or contrived.

How does the refurb and design by Martin Brudnizki support the vision?

It will inject a lot of life and atmosphere, moving away from a boxed-off, behind-closed-walls feeling to a much more open and vibrant space.

How would you best describe your working relationship with Angela Hartnett? How will this work on a day-to-day basis?

Angela and I have a similar sense of humour, which helps, as well as being driven professionals with a shared a vision of the type of restaurant we wanted to create. In a lot of ways it has been easy to divide the work up between us as there seemed to be a understanding of who is best to pick up what.

How did you plan the menu?

It became obvious that we have similar tastes, as everything we were suggesting to each other, the other also loved. The main points of contention were keeping the menu to a sensible size. It is so nice to work with like-minded people and Angela brings a lot of experience with her. Angela quickly integrated with the team and I think she is happy that she is joining a team full of confidence for what we have achieved and with an appreciation of what she will be bringing to the table.



Gizmos and gadgets don't make great ice. Great ice machines do.



At Hoshizaki, for decades we've focused on building the best, most reliable ice machines. We have chosen not to complicate our machines with finicky diagnostics as well as other gizmos and gadgets. As a result, restaurant operators have named Hoshizaki Ice Makers the "Best in Class" once again!

Please visit our website www.hoshizakiamerica.com to learn more about Hoshizaki America to view the following:

- Hoshizaki America the only ISO14001:2004 Certified foodservice equipment manufacturer in the USA
- Select from a wide assortment of energy efficient cubers, flakers and cubelet ice machines
- Learn about our easy warranty access and assistance with specific QR Codes



A Superior Degree of Reliability



The image shows the interior of the Café Royal in London. The room is characterized by its opulent, Art Deco-style decor, featuring numerous tall, ornate columns with intricate gold leaf carvings. The ceiling is also highly detailed with gold accents. In the foreground and middle ground, there are several round tables with dark wood or metal tops, each surrounded by plush, deep red upholstered chairs. The tables are set with white tablecloths, folded white napkins, and tall, elegant wine glasses. The lighting is warm and ambient, highlighting the textures of the gold and the rich color of the chairs. The overall atmosphere is one of classic luxury and sophisticated elegance.

High Society

Few places have the cachet of London's Café Royal, so for SeftonHornWinch the refurbishment project represented a significant opportunity. Ken Winch gives Jackie Mitchell the inside story



**OLD-SCHOOL
GLAMOUR**
Elizabeth Taylor
was a 1960s
visitor; The
breathtaking
Grill Room (left)

For Ken Winch FFCSI of SeftonHornWinch (SHW), the reopening of the legendary Café Royal in London's Regent Street last December represented the culmination of four years' work.

"Four years isn't that unusual," he says. "I feel huge relief that the Café Royal project is complete. I am most proud of the design, the quality of the installations, and the integration of new technology, such as the CO₂ refrigeration and the vacuum waste system." Café Royal is the first hotel in the world to use CO₂ as a refrigerant.

Winch has a long association with the Café Royal, having played at the venue as a drummer in a dance band 30 years ago. One of London's historical buildings, the Café Royal originally opened in 1865. In 2008, it was bought on a 125-year lease from the Crown Estate by the Israeli company Alrov Properties, run by Alfred and Georgi Akirov. It is the second hotel, after the Conservatorium in Amsterdam, to join The Set, the Akirovs' new collection >

CAFÉ ROYAL

of hotels. And it forms the centrepiece for the massive Quadrant development by the Crown Estate, which is designed to revitalise the area.

The new, 159-room hotel, including six suites, has been designed by Sir David Chipperfield, with historic restoration work by Donald Insall Associates. Chipperfield, known as a minimalist, has updated the original theme of mirror, cast plaster and timber floors. “We took those elements and used them in a modern way,” Melissa Johnston, project director of David Chipperfield Architects, told *The New York Times*.

Detailed questionnaire

The famous Domino room remains open for business, while the Ten Room offers all-day dining. The Café serves cakes, breads, biscuits and chocolate, all made in-house. The opulent Grill Room has been restored to its original Louis XVI detailing. At the brass bar, a main feature, guests can order champagne, cocktails and a light menu in the evening. There is also a room called The Bar near the Ten Room, which has an eye-catching bar of steel and marble. The Akasha Holistic Wellbeing Centre will be opening in the next few months, and there are also plans for a private members’ bar and restaurant. As a result of all these additions, Café Royal is not expected to officially open until July.

Winch’s project involved designing and specifying several kitchens, plus warewashing and food waste facilities. In preparation, SHW prepared a detailed questionnaire for the client, which formed the basis of the work. “We have done everything we can to ensure energy conservation,” he says.

The Café Royal building is actually

“A tricky part of the project was internal logistics. Movement between the tight spaces in functional areas was a challenge”



three buildings incorporated into one, which posed issues with varying floor height. “A tricky part of the project was the internal logistics and spaces allocated to each functional area,” says Winch. “Movement between these tight spaces was a challenge.”

No raw food materials, laundry or provisions are delivered to Café Royal at the ground floor level. Instead, they are delivered to the lower basement in Quadrant 3, a retail and office block across the road (formerly the Regency Park Hotel) and loaded onto buggies and delivered via an underground road to the lower basement of Café Royal’s Quadrant One. Lifts transport everything from the basement to a holding area, where food can be unloaded to a cold room. When required, food is delivered via hoists and lifts to the upper floors of the building.

C&C Catering Equipment, working closely with SHW, handled the installation and outfit of the catering facilities. Senior

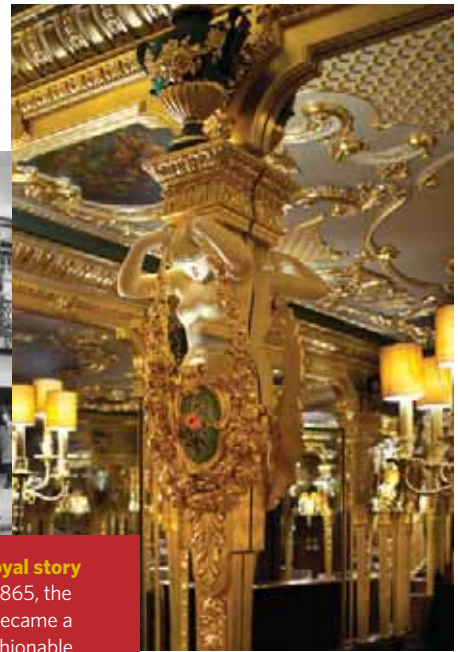
The Café Royal story

Opening in 1865, the Café Royal became a centre of fashionable London, frequented by writers and artists such as Oscar Wilde and Aubrey Beardsley. Other notable visitors included Sir Arthur Conan Doyle, Rudyard Kipling and James McNeill Whistler.

During the 1930s, it attracted famous people such as Augustus John, Winston Churchill, Noel Coward and Graham Greene.

Royalty also often seen here included the Prince of Wales, later to abdicate as Edward VII to marry Mrs Simpson, and the Duke of York, later to become George VI.

From 1951, the Café Royal became the home of the National Sporting Club, which held black tie dinners there before bouts.



HISTORY REPEATED
(Clockwise from above)
Restored splendour in The Grill Room; boxing bouts; exterior of Café Royal in 1965

project manager, Mark Roxburgh, who has been on site for 10 months, explained: “During the project, access was difficult as we only had a 900mm-wide goods lift to bring the equipment in. The Ambach cooking suite came in pieces and was re-assembled on site. The Meiko K200 warewasher was hoisted up through a hole in the floor in what is now The Café.”

The site also had a flood, which submerged the CO₂ refrigeration system. The system had to be dismantled and removed in small sections. “A new CO₂ pack system was manufactured

and fast-tracked from Italy and completely replaced and re-installed,” adds Mark.

Head chef on board

Andrew Turner, the executive head chef who joined the Café Royal in May 2012, runs a brigade of 55 to 60 people. “Much of the design work had been planned when I came on board,” he says. “I walked >

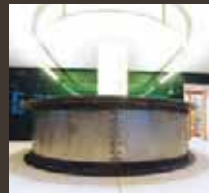


Grand Prix Award
Winner 2013

TOGETHER WE MADE IT HAPPEN FOR ONE
OF THE WORLD'S TRULY ICONIC LOCATIONS

CAFÉ ROYAL

A LONDON LEGEND REBORN



WHEN YOU HAVE BEEN ASKED TO CREATE AND DELIVER THE CATERING FACILITIES FOR ONE OF THE WORLD'S MOST RENOWNED HOTELS YOU NEED EXPERIENCE, EXPERTISE AND A DEEP UNDERSTANDING OF THE VALUES AND PASSION INVOLVED WITH A TRULY ICONIC BRAND.

Known for its style, sophistication and elegance Café Royal has been associated with quality hospitality and dining since 1865. Today this famous name is back in its rightful place and we are delighted to have come together to play our part in the journey.

SHW | SeftonHornWinch
CREATIVE KITCHEN & RESTAURANT CONCEPTS

TEL: +44 (0)1322 420050
www.shw-ckrc.com



TEL: +44 (0)1244 625170
www.wemakeithappen.co.uk

ambach[®]

Specified for Iconic
Locations the World Over

TEL: +39 0471 662 213
www.ambach.com



TEL: + 39 02 92199.1
www.aligroup.it

CAFÉ ROYAL

round the site with Ken and Mark and looked at each area, the work flow, the storage space. When it was decided that the Café Royal would sell its own bakery products, we had to work out how we were going to incorporate a bakery into a kitchen that wasn't designed to have one. We're producing our own chocolates so we introduced a chocolate room, with equipment such as tempering and enrobing machines. We've created our own origin bean chocolate."

This is an area that Turner will continue to develop, with plans to introduce three or four specialist ingredients under the Café Royal brand. "We'll be going out and sourcing these over the next few years," he says. "We already have our own line of flour. We want to promote great British products."

The main kitchen serves the banqueting rooms, The Café, The Ten Room, room service, staff feeding and bars, and will later serve the Wellbeing Centre and the members' club restaurant when

"I love this piece of equipment. It's self-cleaning as well; I wish I'd bought two"



The Ten Room

Menu du Jour - 2 courses
£20; 3 courses £26

Starter

Crab bisque, rouille and
Gruyère cheese

Main

Salt cured shoulder
of English lamb

Dessert

Passion fruit, pistachio
and wattleseed

SERVICE The Ten Room (left);
The main kitchen is easy to
keep clean in stainless steel

open. Winch says: "In the main kitchen there are no electrical, gas, water or drainage surfaces visible. It's easy to clean, made of stainless steel with ceramic wall and floor tiles."

Equipment in the kitchen includes the Ambach cooking suite, Rational Self Cooking Center and MKN's FlexiChef multi-functional bratt pan, which has four different temperatures in one pan. This means various cooking processes can take place within the unit. "I love this piece of equipment," Turner says. "I'm the first person in England to have one. You can cook four different ways on the base plate, such as braising in 40 minutes, which normally takes two and a half hours. It's self-cleaning as well – I

wish I'd bought two."

For private functions in the beautifully restored Pompadour Suite, an Alto-Shaam oven in the service pantry can cook food on-site. "We can plate up 100 covers in one go," Turner says.

All warewashing appliances feature the latest reverse osmosis water treatment units. The water is filtered to remove minerals and calcium so the final rinse produces sparkling clean glassware and dishes. Bill Downie, managing director from Meiko, says: "The main benefit of the Gio process is lower chemical consumption."

In its heyday the Café Royal defined the times. Now with its thoroughly modern refurbishment, it's set to turn heads again. ■

Carbon data

Café Royal is the world's first hotel to run off CO₂ as a refrigerant. Produced by CCS and Iglu Cold systems, the hotel's 15 cold rooms and 32 under-counter fridges give off zero emissions.

"The system cost £500,000, but it will pay for itself in two and a half years," says David Blinkhorn from CCS. "For every kW you put into the system, you get 6kW out. For example, if it costs £1 to run a unit, you get £5 back in terms of energy. With standard refrigeration, you're lucky if you get 2.5kW back. An Eco Box monitors and controls the system, which can also be controlled from a smartphone or iPad."

Winch says: "By putting in CO₂ the hotel achieves first

class Breeam rating – this is the standard for best practice in sustainable building design. It has never been used in commercial catering before. A hot water recovery system is attached to it, so waste heat from the refrigeration units is used to supply hot water."

Waste not...

Café Royal's food waste disposal system converts food waste into electricity. This is thanks to an initiative by Regent Street Direct, which manages Crown Estate properties north of Piccadilly Circus. A total of 17 restaurants

share the cost and environmental benefits with Café Royal of this food waste recycling system.

At Café Royal, all the warewashing sections incorporate a vacuum suction food waste inlet. This is an opening welded into the stainless steel counters (see picture left). Staff scrape food waste directly into the system. At the press of a button, the waste is chopped up into a slurry, which then goes through a pipe to a 14,000 litre holding tank in the basement.

The food waste is collected from the tank every seven to 10

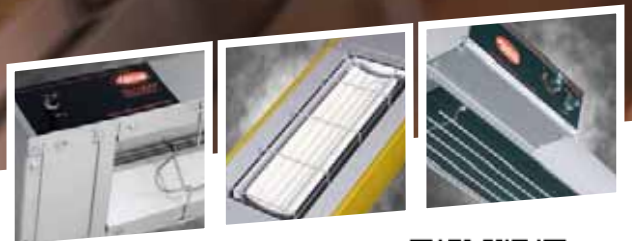
days by a vacuum tanker truck and is taken to the Bio Collectors Anaerobic Digestion plant in Sutton, Surrey, where methane gas converts the food waste into electricity to power the plant. Any excess is sold to the National Grid. A byproduct is organic fertiliser, which is supplied to local farms.

Bill Downie from Meiko says: "Seven litres of food waste is equivalent to one litre of gas oil. It's a sealed system so there's no chance of rats or insects getting into it. Less water is being used than in traditional maceration. There are no refuse bags at the back of the hotel. Food waste is picked up once a week, rather than daily, so the carbon footprint of a truck is reduced. Nothing goes down the drain."



This is when the benefits of
BUYING THE BEST
become crystal clear.

©2013 Hatco Corporation. All rights reserved.



We can "customize" any product to meet your needs. Scan here to see a video featuring more Hatco Strip Heaters to fit your operation.



For quality and reliability, there's only one #1: Hatco.

Since 1950, Hatco has taken pride in building the most dependable foodservice equipment in the industry. Our complete line of Glo-Ray® Infrared Strip Heaters is no exception. They safely hold the temperature of food without further cooking, to keep food hot, fresh and ready to serve. For a broad spectrum of solutions no other manufacturer can match, specify original Hatco equipment.

Visit www.hatcocorp.com to learn more about Hatco products.

1.888.814.0059



People who serve, products that solve.™

MODERN CLASSIC

At Hyatt Regency Düsseldorf's Dox restaurant, capturing the flavours of today using classic recipes is the guiding principle of head chef Felix Petrucco, says Sabine Romeis

What chef could help being envious of the place where Felix Petrucco works? The kitchen of Dox Restaurant & Bar at the Hyatt Regency Düsseldorf opens right out onto the dining area, affording spectacular views of the stylish Medien Hafen (Media Harbour) dockland development and the Düsseldorf skyline. Petrucco, who originally hails from Potsdam, earned his reputation at Vox at the Grand Hyatt Berlin. After several successful years there he found himself looking for a fresh challenge within the Hyatt Group – and discovered it here at Dox where he has been working for over a year.

The culinary concept is based on an idea from Hyatt culinary director Max Woghalter: the reinterpretation of well-known classic dishes using German ingredients and local produce wherever possible. “I never used to be all that interested in classic cuisine and all its trimmings,” Petrucco admits. “But now I love going through all the reference books and I can see that you don't have to keep re-inventing cooking. But you do have to be creative and adapt or develop the things that are already there.”

This was his approach to interpretations of classics including Holstein Andean-style escargots, Leipziger Allerlei, tournados Rossini, beef stroganoff, saddle of venison Baden-Baden style



and poire belle Hélène. Königsberger Klops with lobster and Düsseldorf mustard-roast bison steak are some of Petrucco's other creations that give classics a modern twist.

The Hyatt Regency Düsseldorf is a stylish hotel for business guests and holiday visitors, and enjoys a riverside location in the dockside development. It is the latest hotel to join the group, and the fifth in Germany. It was opened nearly two-and-a-half years ago, in December 2010, and occupies one of two 19-storey buildings on a spit of land on the banks of the Rhine. It affords an impressive view of the Medien Hafen district, the old town, the Rhine Tower and the city skyline. A footbridge across the water connects the hotel to Medien Hafen and the city centre.

Dox, the hotel's main restaurant, is open for breakfast, brunch, lunch and dinner. It enjoys a very brisk lunchtime trade, despite facing strong competition from other good restaurants in the district. Petrucco changes the lunch menu once a week. “We generally have 60 to 70 guests in at lunchtime for our two and three-course menus,” he says. In the evenings they serve about the same numbers, though this usually rises to over a hundred at weekends.

There is more to the charisma of Dox than the dockland skyline, however. The restaurant's beautiful design is an



Top: The distinctive Pebbles restaurant at Hyatt Regency Düsseldorf; bottom, a footbridge links the Hyatt to the city's stylish dockside development. Right: Felix Petrucco at work

attraction in itself and Dox would not seem out of place in New York, Singapore, Shanghai or any other major cosmopolitan city.

In common with other Hyatt hotels, Dox has a completely open kitchen so guests can watch the chefs in action. This goes both for the à la carte kitchen and the sushi bar. Dox is an excellent venue for all sorts of occasions. You can book a romantic table for two, take a seat at the chef's table in a crowd of up to 20 friends, or hire River Salon I and II as your own private dining area.

The chef's table, standing proudly in front of the open kitchen, is six metres long and made of marble. There is room for up to 20 guests to enjoy a convivial culinary journey through the Dox repertoire, as they can make multiple selections from the family-style menu, which always contains a good cross-section of items from the main restaurant menu. It's the ideal opportunity to try out a variety of Dox dishes.

The great thing about the family-style experience is the way starters, main courses and desserts all arrive on the table on dishes and in large and small bowls. At the chef's table there is a

“You don't have to keep reinventing cooking. But you do have to be creative and adapt or develop what's already there”

concept of the meal as a get-together, a platform for interaction and a consciously communal experience. Bowls are there to be passed around, dishes shared, guests simply help themselves to whatever they like.

This concept is designed to stir memories of big, sociable family meals. Guests love the interaction with the kitchen staff and the special attention they get from the chef's table service team, not to mention the prominent position of the chef's table itself. The family-style menu starts at €69, not including drinks.

Incorporated into Dox restaurant there is another chef's table with a difference: the sushi bar. Guests can take a seat at the bar and watch the top sushi chefs skilfully preparing their specialities from a repertoire that includes authentic sushi and sashimi, hand rolls and miso soup. Guests can also order drinks to go with the Japanese theme, such as premium sake, Japanese beer, green tea or rice tea.

In March the restaurant launched a new gourmet event series – ‘Hyatt exclusive – head chefs on tour’ – which will be held at the Hyatt Hotels in Berlin, Düsseldorf, Hamburg, Cologne and



Head chef Felix Petrucco is relishing the challenge



Spectacular views and excellent service are provided

SPECIFICATIONS

Hyatt Regency Düsseldorf

Hotel 303 rooms and suites

Manager Monique Dekker

Executive chef Thomas Kors

Head chef Dox Felix Petrucco

Sous-chef Dox Norman Metzger

Dox staff 16 incl. trainees

Restaurants:

Dox restaurant (100 covers)

Dox bar and smokers' lounge

Café D (for employees and others)

Pebbles and Pebbles Terrace

Flexible facilities for conferences and banquets with a total area of 850 square metres

Hyatt catering

Speditionstraße 19, 40221

Düsseldorf, Germany

Phone 02-11/91 34 17 75

hyatt.com

Mainz. The theme of the series is One evening, five head chefs, six courses – a culinary event, and it will see events taking place over the next few months. The tour was Petrucco's brainchild.

Gastro-events have always played a prominent part in the culinary life of Hyatt hotels. The head chefs and their teams are united by the idea of great food prepared from top-quality ingredients. Each region has its own particular local colour and only dishes made from fresh local produce can claim a right to a place on the menu. Particular value is attached to partnerships with suppliers from the region.

The first event of the series took place at the Hyatt Regency Düsseldorf, and the theme was "Classics of the Kitchen", with each head chef getting a chance to represent his Hyatt restaurant.

The focus is on reinterpreting the classics, whether it's Heaven and Earth, with foie gras de canard and green apple; solyanka, pear, bean and speck with lobster and pork belly; or steak and cheek of veal with quail's egg in Frankfurt-style green sauce. This array of delights is rounded off with a cream cheese dessert and a Westphalian Götterspeise jelly. The event began

with a relaxed get-together over a glass of champagne with all the Hyatt chefs and the six-course meal cost €90 per person. A selection of wines to accompany the dinner was available at a price of €69 per person, and included wines from the Philipp Kuhn estate in the Pfalz and the Jochen Dreissigacker winery in Rheinhessen, plus a glass of Billecart-Salmon champagne as a welcome drink.

Petrucco says: "We were looking for a framework which enabled us to show off the fantastic inventiveness of our German Hyatt hotel restaurants. My colleagues latched onto the idea straight away." The general manager at Düsseldorf, Monique Dekker, said the evening was a very special event: "Together with all the German Hyatt hotels we decided that instead of organising just one evening event we would make our evening at Dox the first of a series of gourmet events across Germany."

The restaurant which will host the second gastro-event in May is the Bellpepper Restaurant in the Hyatt Regency Mainz, and the topic will be "Asparagus five ways". The gourmet tour

will also be stopping at the Glashaus Restaurant in the Hyatt Regency Cologne on 17 October 2013, at the Vox Restaurant in the Grand Hyatt Berlin on 28 November 2013 (celebrating 15 years in business), and in 2014 it will be the turn of Apples Restaurant at the Park Hyatt Hamburg.

So, what does a Hyatt head chef like to eat? Petrucco nominates black pudding with apple and potato purée as his favourite dish. Grilled turbot with fresh herbs and olive oil, and the currywurst from the Curry 36 snack bars in Berlin also get a mention, as does Berliner Pilsener beer.

There is another restaurant concept at the Hyatt Regency Düsseldorf, Café D for the hotel's employees. It's also open to guests and people from the local business community from 10 am for breakfast snacks in the form of yoghurts and filled rolls. From noon onwards, there are hot meals on offer, with salads, sandwiches and a variety of other snacks available all day. There is a choice of three set lunch menus (two at weekends). These include a main course and either a side salad or a dessert.

It's hard to imagine a better, more stylish way for an employer to show how much they value their staff than by laying on Café D. ■

Sabine Romeis is editor of Chefs! magazine

VIEW FROM THE CONSULTANT

Consultants Ian William Grubb FCSI and Michael Flatow FCSI of Flatow & Drews Consulting in Hamburg, Germany, were responsible for designing the kitchen areas as well as all public food and beverage outlets for the prestigious Hyatt Regency Düsseldorf project.

Throughout the three years of the project handling, from the first meeting in November 2007 to the soft opening in December 2010, Flatow & Drews Consulting was involved in all phases of the project – from the initial design work to the final site management of the kitchen, bars and guest laundry areas.

The total sum of all relevant, specified kitchen areas adds up to roughly 1,500 sqm distributed among four levels of 19-storey high building. The lower basement with its loading dock, walk-in cold rooms/freezers and storage areas as well as the ground floor with the main kitchen, preparation areas and room service are the two main levels contributing most of the back of house kitchen space. Further pantries for the Pebble's Bar and The Regency Club are located on level 1 and level 18.

All front-of-house food and beverage outlets were created, following the ideas of the overall interior design by FG stijl, Amsterdam. Among many highlights of the 5 Star Hyatt Regency Düsseldorf, the most outstanding food and beverage outlet is the show kitchen and the sushi bar of the all-day-dining Dox restaurant.

In extension of the open show kitchen is the almost five-metre-long chef's table. Its main use is for dinner events, but it can easily be altered into a buffet counter with flush refrigerated granite tops for the breakfast buffet.



Made in the USA

**STONE HEARTH & SPECIALTY
Commercial Cooking Equipment**

Wood Stone

Discover why over 10,000 ovens, rotisseries, charbroilers, duck ovens & tandoors have been sold in 75+ countries around the world.

woodstone-corp.com

info@woodstone-corp.com

tf +1.800.988.8103 • t +1.360.650.1111 • f +1.360.650.1166





Take Best in Class for a Test Drive

Check it out before you spec it out!

Take our equipment for a spin. Attend a complimentary, hands-on seminar with the Alto-Shaam chefs to experience what life is like for your customers and how our equipment can help them. As an FCSI Education Provider of the Year, our seminars require a minimal time commitment while providing maximum value!

To start your test drive, visit bit.ly/TestDrive0513.

Continuing Education credits available.



20.20EsG
CombiTherm®



1200-TH/III
Cook & Hold Oven



20.20MW CombiMate®
Mobile Warmer

... and much more.



www.alto-shaam.com | 800-558-8744 | 262-251-3800





D

rive or take the train just 40 minutes from Manhattan and you'll hit farmland. The Hudson Valley is a fertile, food-rich agricultural area, perhaps best known for its sweet produce, pasture-raised meats and gourmet finds such as earthy truffles and foie gras.

Just up the hill from the Tarrytown train station lies a sprawling, stone building, nestled in a sea of rolling hills characteristic of this area. In the distance you might see a few pigs, some goats, maybe a chicken or two grazing on the green pastures below. This is Blue Hill at Stone Barns.

Eight years ago, award-winning chef and restaurateur Dan Barber opened this outpost of his famed, Manhattan-based Blue Hill restaurant as an extension of his farm-to-table way of living and eating.

Barber has spoken extensively on the subject of sustainability. At Stone Barns, he has aimed to “blur the line between the dining experience and the educational, bringing the principles of good farming directly to the table.”

Adam Kaye, the *chef de cuisine*, has helped Barber manage and maintain the restaurant on the farm as an extension of this vision. He's keen to point out that the Blue Hill restaurant is a tenant, not an owner or operator of the >

Going local

A growing number of farmers, chefs, restaurants and universities are transforming the US food system. Amelia Levin heads up the Hudson Valley to visit the Blue Hill restaurant at Stone Barns for a glimpse of how our food should be produced, cooked and eaten



JONATHAN YOUNG

AN EXTENDED VERSION... of this article can be found at foodserviceconsultant.org

Stone Barns farm. And the farm doesn't only sell food to Blue Hill – though it is the largest buyer. It also sells its products to the public at its own and other farmer's markets.

Barber's brother David founded the Stone Barns Center for Food and Agriculture in 2004. "After winning a bid to run the restaurant the same year, Dan and David worked with the Rockefeller family to bring in agriculture experts to manage the farm," Kaye says. The non-profit education and

farming centre trains new farmers and the community, and also provides fresh, pesticide-free produce, humanely-raised meat, eggs and honey to Blue Hill, local residents, and other businesses in the area. "The farm here is 100% tied to the local food community," adds Kaye.

Jack Algiers manages the produce side of the farm, including the 22,000-sq ft greenhouse, while Craig Hainey manages the livestock, overseeing a rotational grazing operation on 23 acres of pastureland.

"We purchase about 70% of what's produced on the farm," says Kaye. Blue Hill takes cues from the farmers onsite to plan its menus, maintaining an open dialogue and holding meetings once a year to discuss what worked and what didn't.

"We have no written menu," says Kaye. "We offer a number of courses our guests can choose from. We create dishes around the ebb and flow of ingredients from the farm."

Last summer, during a heatwave, Algiers called Kaye

to tell him he would be pulling all the spinach and would he like to buy the bounty. "I bought it all on the spot," he says. "Every dish that week was guaranteed to have some spinach in it." Spinach was creamed and served with pressed parsnips and a runny-yolk pullet egg. It even blended with speck for a filling for rolled Berkshire pork.

Such variety challenges Kaye's creativity daily. While successful dishes may be reworked, he also says he's tried to think out of the protein-as-centre-of-the-plate tradition to present these heirloom vegetables more front-and-centre.

"Jack once let his parsnips grow longer over winter so we ended up with giant parsnips about 14 or 15-inches long, and very thick," Kaye says. Thinking along the steakhouse lines, Kay roasted each one under a whole brick until it softened, then sent it out to the dining room to be carved tableside like a traditional rib roast for two.

"We believe in the importance of raising animals

THOMAS SCHAUER

“We have no written menu. We create dishes around the flow of ingredients from the farm”

right and certainly celebrate meat, but oftentimes, we think how can we stretch the idea of a main protein further?” Kaye says. “Serving dishes in this way engages people and lets us celebrate and have fun with what we create while at the same time making something incredibly delicious.”

Blue Hill at Stone Barns takes in whole animals raised on the farm, from Berkshire and Ossabaw hogs to pastured chickens and turkeys. A smoker out back allows the team to cure, preserve and smoke every part of the meat. “We have a full-time butcher here and he is a very busy guy,” Kaye says. The restaurant will go through two or three pigs a week and hang extra meat for

the Manhattan location. It also buys from other farmers in the Hudson Valley and upstate New York. “At the height of the growing season, up to 80% of what we’re getting is easily from within 100 miles,” Kaye says. Even during the colder months, Stone Barns’ greenhouse can provide fresh produce.

Once the produce comes in the back door, handling it with the highest health and culinary standards and intentions is important. “Everyone, from the prep cooks to the chef, knows they need to treat this food with respect,” says Kaye, “because it’s very delicate and not cheap. All the farmer’s good work can easily be destroyed by poor handling on our end.”

Kaye says he’s confident access to local, healthily-raised food will continue to increase for both consumers and chefs.

“Accessibility to good local produce has been constantly on the increase,” he says. “There has also been a huge growth in small scale, local and regional distribution for farmers. Another interesting change is that chefs have this consciousness that all locally produced food tastes better and fresher, but that’s not always the case. It matters how the food is grown or raised.”

Moreover, chefs are playing a more integral role in the development of local, sustainable food. Many now work much more closely with farmers to ask questions, learn about new varieties and even plan – and plant – ahead, given space and capacity.

“Chefs have become part of that supply chain and can be a force for change as well,” Kaye says. “They’re not just passive recipients or end-users anymore; they’re actively participating in the entire life cycle of our food system.” ■



ANNABEL BRAITHWAITE

Stone Barns Center for Food and Agriculture

Located 30 miles north of Manhattan in Pocantico Hills, New York, the Stone Barns Center for Food and Agriculture is a 501 (c) 3 non-profit institution operating an 80-acre farm in the Hudson River Valley with a mission to improve the way America eats and farms by creating a “healthy and sustainable food system that benefits us all.” Established in 2004, it works with farmers and the community to train young or new farmers in resilient, restorative farming techniques through its Growth Farmers Initiative. It also educates children about the sources of their food and raises public awareness of healthy, seasonal and sustainable food.

Stone Barns grows more than 200 varieties of produce year-round without using pesticides, herbicides or chemical additives. Products, grown in 6.5 acres of outdoor fields, gardens and in a 22,000-square foot, minimally-heated greenhouse, are also used for classes. Stone Barns also welcomes 18 apprentices a year to farm and learn and is host to about 250 beginner farmers every December at its Young Farmers Conference.

The Center also participates in frequent seed trials to help ensure that small and mid-size farmers continue to have a wide variety of ecologically and financially viable crops.





THE BRAINS OF THE OPERATION

Smart kitchen equipment saves energy and boosts food safety. So why is the technology not more widely used? Jim Banks asked industry experts

Energy efficiency has become a priority in almost every industry in the last decade, yet sectors such as foodservice, hospitality, healthcare and education have been relatively slow to adopt the sophisticated electronic systems that enable kitchens to dramatically cut the amount of energy they use.

The technology underlying the ‘smart kitchen’ concept has improved remarkably over the years, enabling operators to log in remotely to view the operational status of any energy consuming system in a kitchen – from the lights to the refrigerator – and control their function. The potential to use such systems to run kitchens more energy-efficiently is enormous, so why have operators not flocked to buy smart appliances or implement a facilities management system throughout their kitchens?

The reason is not due to a lack of awareness of the technology. The North American Association of Food Equipment Manufacturers (NAFEM) devised

the NAFEM Data Protocol 10 years ago to connect kitchen equipment through a common data standard and enable sophisticated monitoring capability.

“Connected equipment allows you to better manage energy costs. If there is any food health issue that arises you have a paper trail on it. Also if you make a menu change, you can communicate it to all pieces of equipment at once, which gives you more flexibility. It also helps to identify approaching problems with pieces of equipment,” says Charlie Souhrada, director of member services at NAFEM.

“It is easier to use electronic rather than manual process, but the problem is that the process of transition is viewed as costly and complex. So it depends on whether the person buying the equipment has a long-term or a short-term view. Operators are focused on providing good, tasty meals and the person responsible for that is not the person managing the utility bills,” he adds.

Cost and complexity

Some barriers to adoption of smart technology are technical, though many centre on upfront costs.

“To effectively monitor energy use within a kitchen sub-metering is required, either for individual appliances or the whole kitchen, and to enable the data to be processed effectively a robust assessment system needs to be developed. Complex service runs into kitchens, particularly in older buildings where there may be multiple incoming electricity supplies from different sources, may result in sub-metering being a difficult and expensive exercise,” says Kate Gould FCSI, managing director of UK-based design company KEG Catering Consultants.

“Often capital and operational budgets are held by different departments. Therefore, investment in energy-saving devices is seen as an additional expense and value is engineered out as capital budget holders are rarely accountable for ongoing utility costs,” she adds. This problem is compounded if a catering contract is outsourced and the operator has no responsibility for the cost of utilities, in which case energy usage is merely accepted as a cost of doing business. Gould believes, however, that another key barrier to use of monitoring technology is a lack of knowledge about its benefits.

“Monitoring will identify equipment that is not working properly and servicing it may reduce energy wastage considerably. Peaks in demand could identify unnecessary use of equipment, which could be rectified by simply making changes to working

practices. A smart kitchen reduces the lifecycle cost of a facility, enables budget planning for utilities, reduces carbon footprint and helps meet government targets for energy consumption and emissions,” she says.

“Energy monitoring is a huge issue for food safety and can help healthcare facilities or schools meet their obligations under the HACCP guidelines,” says NAFEM’s Souhrada. “It is possible to use connected equipment in many different applications, but the challenge is to communicate the benefits to the operator community, which just wants simplicity and for equipment to work reliably without too many bells and whistles. People may want sophisticated equipment, but they want it to be foolproof and easy to operate. It is also hard to refute that connected kitchen equipment is more costly.”

Clarifying ROI

No one questions that reducing energy usage cuts costs, or that cutting cost is a good thing in any industry. The difficulty remains, however, that people respond to hard numbers on how much money they will save, and such figures are hard to define because they will depend on the unique qualities of each individual facility.

Nevertheless, equipment manufacturers and independent organisations such as the PG&E Food Service Technology Center (FSTC), which provides energy efficiency consulting services to the commercial food service industry, have been working on ways to illustrate ROI more clearly. The FSTC and NAFEM have online tools to help calculate total cost of ownership and lifecycle operating costs, though the savings are not granular enough to attribute specific levels of savings to the computerisation element of an appliance.

“Cost is the big driver for people to cut their energy usage, but it is often hard to put a number on it, which is why there is very limited use of computer controls on individual kitchen appliances in the US. That is puzzling to a lot of us, as we have had a wonderful data protocol for 10 years. We want to know why our automobiles have more brains than our kitchen equipment,” says Richard Young, FSTC’s senior engineer and director of education.

“The NAFEM protocol has just sat there for years, which is frustrating because appliances with monitoring systems cost more money upfront and there are no precise figures on how much they will reduce energy use, so energy management systems are a hard sell in commercial foodservice. Big restaurant >



"Monitoring will identify equipment that is not working properly and servicing it may reduce energy wastage"

Kate Gould



"Operators are focused on providing good, tasty meals, and the person responsible for that is not the person managing the utility bills"

Charlie Souhrada



Kendall College, Chicago, US, worked with MVP Services Group to implement its smart monitoring system

chains have done a lot of good work, but mostly with proprietary systems. For individual appliances people want to know the payback. Even with broader energy management systems if you say there is a four-year ROI then people will say they want it to pay back in two years,” he adds.

At food facilities design and management advisory consultants MVP Services Group, Eric Norman FCSI often talks to clients about the importance of saving energy, as well as the food safety benefits of monitoring systems on kitchen appliances. He sees many getting the message, but still comes up against the major barrier of the upfront cost of smarter technology.

“With the technology available I can log on to any restaurant in the world and see if the lights are on and control any electronic system in the kitchen. All new buildings have building information systems, so why would they not be in every kitchen? We can’t put a specific figure on the savings such systems will deliver and upfront cost is a big barrier. We have to educate our clients. I advise on what the potential return on investment will be, though it depends on what is monitored in the kitchen,” Norman says.

“A lot of clients hear the message about long-term cost savings, but with the economy the way it is



“We have to educate our clients. I advise on what the potential return on investment will be”

Eric Norman

they may just need to open a new restaurant within a fixed budget. Monitoring technology is a victim of the economy. It just depends on how flexible a client’s budget is. But systems can be as big or small as you like, so you could start with one specific area, exhaust hoods for example, then build on that,” he adds.

With smart kitchen technology the pace of change has been slow, but there are signs that momentum is building. Schools and hospitals, driven by cost and food safety issues, are starting to use monitoring technology more, and large restaurant chains are seeing the advantage of identifying energy savings in one restaurant and rolling out similar procedures across hundreds of others to multiply the savings exponentially. Experiencing the benefits first hand is the quickest way to get people on board.

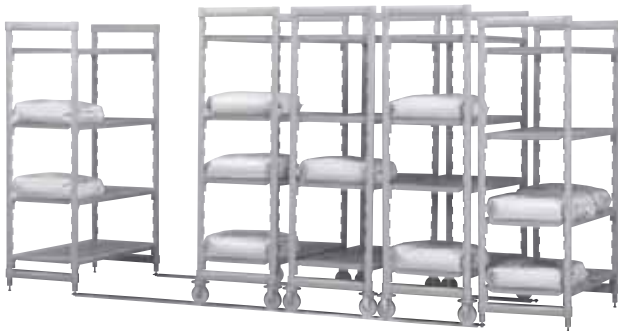
“I’m an optimist,” says FSTC’s Young. “The systems being developed are smarter and easier with the NAFEM protocol. We just need to connect awareness of energy savings and safety issues with the technology and to show people how easy it is to run all of this equipment. We are seeing smart appliances used more widely in institutional operations, but in the restaurant business everything must be plug-and-play and easy to use because it is such a complex market.” ■

YOU + CAMBRO
= **MORE SPACE**



**40% more
storage space.**

**No
construction
required.**



Let's face it, renovations are expensive and an inconvenience to any foodservice operation. With Cambro Camshelving® High Density Floor Track Shelving System you no longer have to just "deal with" or "adapt to" your existing storage space. Camshelving® High Density Shelving helps foodservice operators efficiently store more products without the need to hire a contractor. For 60+ years, Cambro foodservice equipment and supplies have earned the trust and loyalty of customers around the world because their products have helped them maximize their storage capacity.

Discover storage space you never knew you had! Call for a Free Shelving Consultation so you too can increase your storage space!

NRA Booth # 3224



For more information, contact Cambro Customer Service at 800 833 3003

WATCH A VIDEO ON CAMBRO SHELVING

CAMBRO.COM/STORESAFE

SCAN CODE



REFRIGERATION

GET COOL



Refrigeration is a vital part of any kitchen and manufacturers are improving energy efficiency all the time. Their efforts are shaping the practices of end-users as cook-chill comes to haute cuisine. By Jim Banks

Worldwide demand for commercial refrigeration equipment is forecast to rise at an accelerated pace of 4.6% a year through to 2016, according to a December 2012 report from the Freedonia Group. The value of worldwide refrigeration sales will be taken to \$32.5bn (£25bn) within the next three years. Despite the fact that refrigeration is a vital part of any foodservice operation anywhere in the world it doesn't often top the list of priorities when new facilities are designed and built. Yet the costs that less than optimal refrigeration solutions can incur should be enough to focus the mind on how to choose the right equipment and

use it in the most efficient way.

Technological innovation in the market is currently targeting energy efficiency as refrigeration can be a huge consumer of energy and can dramatically increase operating costs. Also regulatory regimes around the world are setting increasingly high standards for the performance of new equipment. In the US, for example, the Energy Star international standard for energy-efficient products is having a significant impact on the market. Created in 1992 by the Environmental Protection Agency and the Department of Energy it covers a wide range of products – from computer equipment to kitchen appliances – and is frequently revised. Another important standard is set by the Leadership in Energy and Environmental Design (LEED) rating systems, which focuses on the design and construction of environmentally-friendly buildings.

“Energy efficiency is important, not only in terms of reducing businesses’ costs, but also looking at the bigger picture. It is about preserving the Earth’s precious resources,” says Chris Playford, market and development director at equipment manufacturer Foster Refrigerator. “With the intensive operating requirement imposed on a commercial fridge, energy consumption is absolutely crucial and it is influenced by the use of high-quality materials, design and engineering innovation.”

Norman Cescut FCSI of Italian design consultancy Desita, agrees: “Recently I was involved in a huge project in the Middle East. The client – a famous worldwide brand from the US – wanted only energy-saving refrigeration. I hope this is the beginning of a cultural revolution. Many supermarkets are turning back to closed vertical refrigeration. It proves that in the end environmental responsibility sells more.”

“Many supermarkets are turning back to closed vertical refrigeration,” says **Norman Cescut**, FCSI of Desita, the Italian design consultancy.



As Cescut remarks, the importance of energy efficiency in refrigeration covers not only the equipment in commercial kitchens, but also the display cases in retail outlets. Scott Bingham of ice-machine manufacturer Follett Corporation (see sidebar, next page) notes that the scope of regulation is widening to cover all kinds of chilling technology. “Nugget and extruded ice machines, such as

the ones we make, were added to the Energy Star programme so the bar has been raised for existing machines and new icemakers have been added. As well as the regulators, consumers also want more energy efficiency both on an environmental and a cost-effectiveness perspective,” he says.

Storm Hodge, assistant director of UW Dining, a department of Housing and Food Services (HFS) at the University of Washington, whose mission is to bring a restaurant experience to college campuses, agrees that energy efficiency is central to modern design concepts. “Energy efficiency is a major push for us, especially when we are trying to be LEED certified. I would say refrigeration, cooking equipment and hoods are our three areas of highest cost,” he remarks.

The importance of energy efficiency cannot, therefore, be overstated. Yet the designers and operators of commercial kitchens

must balance many factors, and practical issues may limit how much time, effort and money they can invest in energy-efficiency. For instance, design expert Rosemary Hare FCSI of Foodesco notes that her clients in the UK often want to qualify for credits under the Building Research Establishment Environmental Assessment Method (BREEAM) standard for best practice in sustainable design, but may have to compromise in the final design phase. “The need to get BREEAM credits is big in the UK and manufacturers are looking at equipment like chill cabinets in terms of compliance. In terms of compressors for cold cabinets, architects may want all the BREEAM credits for cold rooms, but there are often questions about where they can be placed and there has to be some compromise. It can be hard for kitchen designers,” she says.

Hare describes one major project in London with seven cold rooms and refrigeration capacity for the servery in which the discussion about compressor locations was limited by concerns over the use of hydrocarbons and a lack of space for some of the more energy-efficient solutions. Similar discussions inform projects around the world.

“We also do a lot in the Middle >



- 1 **IRINOX MF 25.1**
This blast chiller and shock freezer can take food in at any temperature
- 2 **IRINOX MF70.1**
Features include luminous display and USB port for data transfer

REFRIGERATION

East where summer temperatures can get above 50°C, so a single compressor for multiple cold rooms is often the most efficient and reliable solution, but architects are under the same limitations as anywhere else in the world.” notes Hare. “We are talking about rich countries, but there are often problems with electricity supply so while energy efficiency is important so are issues of reliability and operational cost.”

Pricing and performance

No matter how important energy efficiency may be, for end users it cannot come at the expense of performance.

“Performance is the number one factor. We want refrigerators that recover quickly and keep food as cold as possible,” says Chris J Jones, executive chef and food and beverage director at The Old Collier Golf Club, a private members’ club in Naples, Florida. “As for freezers, the colder the better. We use blast chillers and shock freezers a lot, and we have a model from Irinox that reaches -40°F, which means the crystals are of microscopic size. The better the freeze the better the quality of the defrosted food, and lower temperatures mean we can freeze more delicate food,” he says.

“Cost, or value, is a close second in terms of our priorities. Freshness is extremely important. A blast chiller will keep food in exactly the same condition up to four days after it comes through my door,” he adds. “We don’t know about refrigeration conditions during transit so we have to make food as cold as possible as quickly as possible when it arrives.”

It is understandable that cost may be the top priority for some end users, but that raises the question of how you define and manage cost. “Refrigeration and related systems are almost one-third of the kitchen equipment cost. As with all costs investors and operators will look to control it,” says Sidney Man FCSI, managing director at Constructive Consultant Co. in Kowloon, Hong Kong. “However, most consultants

are encouraged to consider costs of equipment in the long run. For instance, greater durability helps to reduce the necessity for maintenance so keeps down the costs. Likewise, energy efficiency directly affects the amount of energy consumed,” says Man.

“The lifetime costs of the equipment and comprehensive cost analysis should be emphasised prior to the initial capital cost. Refrigeration operates 24 hours a day in most hotels and restaurants.”

he adds. “With rising energy costs an effective refrigeration system will reduce the amount of energy used. To minimise the lifetime cost of refrigeration a consultant must specify equipment offering the best performance and reliability, while using the minimum amount of energy. This may mean paying extra initially, but it will pay dividends over the years.”

Manufacturers seem to have got the message their twin targets should be product innovation and cost control. “It is a question of buying the right package. Foster is constantly looking at ways of improving performance, quality and efficiency without those improvements impacting disproportionately on purchase price,” says Playford. “But purchase price is only part of the equation and to focus too heavily on the upfront cost without looking at the whole-life cost is a mistake.”

Foster recently announced an energy cashback promise for purchasers of its new EcoPro G2 cabinets, which it is confident can be run more cheaply than a traditional light bulb. It offers to help customers monitor the energy consumption of their cabinets to see if they can be operated for an annual cost of £65.30 or less – the cost of running the EP 700 H cabinet in laboratory tests. “The new EcoPro G2 range is outstanding in respect of ‘whole-life cost’, incorporating over 50 new innovations, many of which are designed to deliver >

Ice Machines

The driving forces behind innovation in ice machine technology are similar to those in other areas of refrigeration, with energy efficiency top of the agenda.

“We have been working on energy efficiency anyway and we have made improvements to our technology but we need a significant leap forward. The technology out there is improving and we need to apply it to our specific pieces of equipment by bringing the different components together. We also do groundbreaking internal research and we are regularly filing for patents,” says Scott Bingham of Follett.

“Energy Star in the US introduced a new ice machine programme that raised the bar for energy efficiency in ice cube machines and includes water efficiency as a metric,” he adds.

Follett is among those manufacturers taking the energy efficiency message seriously. Among its new products are the Series 7 counter-top ice makers that require no drainage because meltwater is recycled to make more ice. The underlying theme is to not only improve energy and water usage, but also to couple these drivers with added convenience for the end user.

Follett has already developed machines with the advantage of being able to deliver ice through a tube

up to 75ft away from the ice maker. Such equipment not only allows for the automation of ice delivery to beverage dispensers, thereby reducing manpower and human contact, but also improves sanitation, as the ice-maker is not stacked on top of the beverage dispenser and is easier to clean. Furthermore, such design goals are pursued with the specific intention of controlling costs.

“We always look to get as efficient as we can and some minor changes allow.”

“Technology is improving and we need to apply it to our specific pieces of equipment,” says **Scott Bingham**, of Follett Corporation.



7 SERIES This counter-top unit has a 7lbs capacity

Bottle Disintegration System



Increase your cash flow by decreasing your trash flow - Glastender's new Bottle Disintegration System reduces the volume of glass bottles by as much as 85%, lowering your disposal fees.

◀ **BDS**

GW24 ▶

Glastender's new GW24 rotary glasswasher has a fill and dump cycle that uses up to 59% less water and 87% less energy than traditional rotaries.



Rotary Glasswasher

INTRODUCING
NEW PRODUCTS
FROM

Glastender®



Countertop Merchandiser

Glastender's new pass-thru countertop merchandiser refrigerators are a great way to merchandise refrigerated products.

◀ **CM24**

WMR24 ▶

Glastender's new wall-mount food service refrigerator is a great way to add extra refrigerated storage in a tight space or above existing work tables.



Wall-Mount Refrigerator

The wall-mount refrigerator and countertop merchandiser have forced air refrigeration systems that are NSF standard 7 listed for open food storage.

1.800.748.0423
www.glastender.com

Expect more

more flexibility
more features

world-beating efficiency and drive down running costs. Furthermore, the strength of the engineering and quality will undoubtedly result in exceptional reliability with minimal maintenance requirements during ownership,” remarks Playford.

There is further good news for retailers moving to more cost-effective solutions for chilled and frozen displays. Hubbard Products are releasing a new range of digital condensing units. Branded as Zenith they are the only such technology to be approved for the Carbon Trust’s Energy Technology List and are ideal for use with glass door chillers as they respond to usage requirements, for example using less energy when they remain closed for long periods.

“Most refrigeration manufacturers are putting a lot of effort into research and development to make products more environmentally friendly,” says Man. As well as the use of intelligent controllers and variable speed compressors there is also a move towards the

“Sustainability is one of the biggest challenges facing the industry,” says **Sidney Man**, managing director at Constructive Consultant Co.



use of carbon dioxide as a natural refrigerant. As a greenhouse gas it has no impact on stratospheric ozone depletion, it is also non-flammable and non-toxic, easily available and cheap. Collaboration between consultants and suppliers has also created components such as energy-efficient evaporator coils with an electro-cataphoresis covering to reduce the static build-up and so attract less grease and fluff, which impairs efficiency.

“Sustainability is one of the biggest challenges facing the industry worldwide. In terms of refrigeration that means buying energy-efficient equipment that will last longer, has little or no environmental impact and is easier to maintain. Energy efficiency should be the primary concern for foodservice operators. There is no contradiction between energy efficiency and cost-effectiveness. Some of the well-known manufacturers provide energy-saving features such as self-closing doors to avoid heat loss. PVC magnetic balloon gaskets provide a 100% air-tight seal to ensure temperatures are maintained, and half-door refrigerators limit the loss of temperature control each time the door is opened,” notes Man.

Alongside technological innovation, energy efficiency and cost must be addressed through procedures. It is not enough to leave it to manufacturers.

“Refrigeration represents approximately 6% of the total energy use in a typical restaurant and

approximately 15% of the total electric usage. The best strategy for controlling refrigeration costs is proper maintenance of the equipment. Clean dirty coils, check temperatures, maintain door gaskets and replace any that are worn, align doors to ensure they close securely, use auto-door closers on walk-in doors, ensure refrigerant levels are properly maintained, insulate suction lines, check condenser fans and belts (particularly for remote condensing units) and ensure outdoor condensing units are properly shaded,” says David Zabrowski, director of engineering at Fisher-Nickel and the PG&E Food Service Technology Center.

Maintenance matters

“The next level is specifying energy-efficient equipment when it is time for new or replacement equipment,” adds Zabrowski. “Energy Star specifications cover reach-in refrigerators, reach-in freezers and ice machines and represent the most efficient products on the market. Solid door units use, on average, half the energy of glass door units.

“The best strategy for walk-in refrigeration units is to specify the most efficient components – thicker insulation, electronically-commutated motors for evaporator fans, on-demand defrost, strip curtains or doors to reduce infiltration, auto door closers on exterior doors, and electronic expansion valves for the refrigeration system. It is also critical to have the refrigeration system properly sized for the application. In informal tests at the Food Service Technology Center, we have shown a 25%



3 | EP700-EP1440 GROUP

This range of units is by Foster, which believes ‘whole life cost’ is a crucial factor for buyers

4 | ECOPRO G2

Comes with a high-visibility temperature display for constant monitoring

REFRIGERATORS

Although factors such as energy efficiency are vital to designing the right refrigeration solution there are many variables to consider. Practical factors, such as the limitations of space and budget, must take precedence.

1. Quality vs. cost

“The challenge is to obtain the best quality with the correct cost. Note, I didn’t say lowest cost, that’s a conflict,” says Norman Cescut. “Dimensions and features are also important. Many other elements will make the final decision, but unfortunately most of the time cost dictates the final solution.”

“Crucially, Foster believes that the ‘whole life cost’ proposition offered by a refrigerator is the most important factor for buyers to scrutinise prior to purchase,” adds Chris Playford of Foster Refrigerator.

2. Partnerships

A defining factor will be the relationship between the many parties that influence the final design including the end user, the architects, the kitchen designer and the equipment suppliers. Ensuring that everyone is engaged in

informed dialogue is crucial.

“Refrigeration is an area of innovation, but you have to put the limits of the space first then look at performance and energy efficiency. Much may be defined by the architect, including issues such as whether you can use air-cooled or water-cooled equipment. Usually it has to be a truly joint decision by everyone in the design team,” says Rosemary Hare.

3. Good advice

One decision that needs to be taken early on is whether innovative new technology will define the operation of a kitchen, or whether a tried and tested model is preferred. There is no shame in relying on a model you know will deliver.

“Most projects would see price and energy efficiency as important from the consultant’s point of view. However, operators still need a strong manufacturer’s warranty programme, reliable performance, and easy and inexpensive maintenance,” says Storm Hodge of UW Dining.

“Get professional advice,” urges Foster’s Playford. “Go to a reputable contractor who can make sure the equipment is right for you.”

“Blast chilling improves food quality. There is less time in the danger zone for bacterial growth,” says **Michael Eyre**, product director at Jestic.



The modernist approach

New refrigeration technology, along with low-temperature cooking, is having a big effect on how some chefs run their kitchens. Low-temperature cooking is typically achieved between 45°C and 85°C over a longer period, and combined with blast chillers and shock freezers is fundamental to a new, modernist approach to food preparation.

“There is more demand now for blast chillers, partly because of the benefits in food safety and yield. Conventional cooling, which means leaving food on a work surface until it is cool enough to put in the fridge, means there is evaporation from the meal. Blast chilling improves the quality of the food, too, as there is less time in the danger zone for bacterial growth,” says Michael Eyre, product director at Jestic. His company represents Irinox, which markets products including

blast chillers that can take in food at 90-95°C. Its MultiFresh Plus range has a higher temperature range so can be used for low-temperature cooking and chilling. “As far as I know it is unique to this range from Irinox to be able to cook in a blast chiller. One unit can be used for low-temperature cooking, blast chilling and shock freezing. It does a lot more than make hot things cold,” says Eyre.

Such capability is fundamental to the approach of Jones at The Old Collier Golf Club. His team uses sophisticated technology to improve both capacity and quality. “It is important that technology improves craftsmanship. Any restaurant with a Michelin star will have sophisticated technology. I have a small footprint and some of my staff are relatively unskilled but technology makes up for that. It helps us to get fantastic results with less space and fewer resources. I get flak for my modernist approach, which relies heavily on technology, but it allows us to maintain quality as kitchens get smaller and dining rooms get bigger. Technology gives chefs the opportunity to do things they could not do before,” says Jones.

“Cook-chill is the way forward for high-volume foodservice and it will be the next model for haute cuisine too.

“I use low-temperature ovens and liquid nitrogen, too. Speeding up freezing lets you do things you can’t otherwise do, such as grinding up proteins to make seasonings. Bacon powder has become a standard ingredient in my kitchen.”

Eyre notes technological capability is ahead of current attitudes. “The next step is for the market to catch up with what this kind of technology can do for them before the technology advances,” he says.

Innovation is the watchword in refrigeration, but it is up to end users to embrace new technology and decide how it can best improve efficiency or improve the quality of their offering. ■

energy saving with the more efficient refrigeration package.”

Refrigerators and freezers are among very few appliances running every minute of the day, so can have a significant effect on back of house operational costs, but end users can limit energy consumption by, for example, providing sufficient ventilation around a fridge, by minimising periods when doors remain open, and ensuring regular cleaning and maintenance.

“It is fair to say that customers need to understand and take ownership of certain responsibilities that will serve to enhance their ownership experience and the efficient running of their units,” says Foster’s Playford. “Only repairing faults when they go wrong is incredibly short-sighted. Well-maintained equipment is more energy efficient. So, if a thermostat is not working correctly, for example, it can considerably increase the energy consumption of a product.”

We want to hear your views
feedback@foodserviceconsultant.org

TRAINING & EDUCATION

VISION

To enhance and sustain the FCSI global brand as the leading organisation dedicated to professional and ethical foodservice consulting by promoting and supporting life-long learning.

CORE VALUES

Integrity, ethical behaviour, life-long learning and education, passion and commitment to excellence, fiscal responsibility, global diversity, sustainability, environmentally responsible professionalism, leadership, knowledge sharing and social responsibility.

MISSION

To provide funding of educational programming that promotes life-long learning, professionalism and ethical behaviour for the foodservice consulting profession.

FCSI Educational Foundation Reinvigorated

A new list of core values to guide the work of the FCSI Educational Foundation was forged at a directors' meeting in January 2012 that brought board members face-to-face for the first time in three years, reports Ruby Puckett FCSI

The Foundation is always pleased to receive financial support from industry member companies and associations as well as individuals. Tax-deductible donations are used to support educational programmes that promote life-long learning in the foodservice and hospitality consulting profession. The funds may be donated in the name of a company to honour an employee, mentor or any member of FCSI.

The Foundation, a separately incorporated entity closely linked to FCSI, has been active since it was formed in 1995. During the past year it has developed a plan to focus fundraising initiatives on the FCSI divisional level, with monies raised being held by the Foundation for distribution toward approved educational opportunities within each division. We hope this will breathe new life into the Foundation and dramatically increase awareness of it throughout the industry.

FINANCIAL SUPPORT

The Foundation accepts donations to help fund programmes encouraging lifelong learning. Your tax-deductible donations can be restricted to support specific programmes, or for use in a specific country or region. Get involved and encourage participation and interaction within the society through;

- the Innovation Showcase at FCSI Conferences;
- supporting regionally-organised golf outings, dinners, raffle draws and other special events;

Facilitate the sustainability of the consulting profession by sponsoring;

- scholarships;
- internships;
- mentorships.

Actively further awareness of the foodservice consulting profession by:

- sponsoring student attendance at FCSI Conferences.

EDUCATIONAL OPPORTUNITIES

Internships

- The Foundation provides financial assistance during the intern/extern period.
- Grants are paid directly to the host firm.

Scholarships

- Scholarship recipients are selected on the basis of scholastic achievement, enthusiasm, creativity and potential future in the industry.

Student essay or case study contest

- Industry educational institutions are encouraged to prompt essay and case study submissions from students.
- Students may be awarded a trip to an FCSI Divisional Conference, funded in whole or in part by the Foundation.
- Winning essays may be published in one of FCSI's publications and the top case studies may be invited to make a presentation to conference attendees.

Conference grants

- Younger, emerging consultants are encouraged to attend these conferences and to become actively involved.

For more information, contact your divisional representative to the Foundation:

- The Americas Division: **Todd Guyette FCSI**, rtg@colburnguyette.com
- Europe, Africa, Middle East Division: **Kornelius Kirsch FCSI**, info@hotel-beratung.com
- Asia Pacific Division: **Toni Clarke FCSI**, tclarke@rthospitality.com

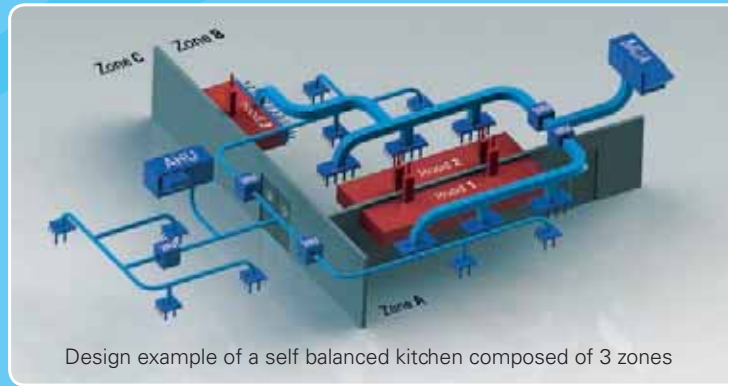


Designed to impress
the people who cook the Beans
and the people who count them

M.A.R.V.E.L. , The Self Balancing Kitchen with Zone Control is a Reality!

M.A.R.V.E.L. is the expandable Demand Controlled Ventilation system from Halton. Already recognized as the fastest reacting Demand Controlled system providing the highest energy savings, it integrates as additional breakthrough Self Balancing and zone control features.

- Balances Exhaust and Supply continuously.
- Provides individual zone control of supply air.
- Complete line of performance based supply air diffusers specifically designed commercial kitchens.



Design example of a self balanced kitchen composed of 3 zones

If you can dream it up, M.A.R.V.E.L. can do it!

Each of our systems are designed with an eye on integration in order to save money down the road. So whether you're a consultant, an architect, an engineer, a or a food service operator, you'll be able to see that Halton is lot of things when it comes to kitchen ventilation.

Visit us online at www.halton.com/foodservice or contact us directly at Halton Asia +60 3.3258.3600





BRIEFING

Trends, innovations and events shaping foodservice in the Europe, Africa and Middle East region

68

Raising the Titanic

72

Daniel Louis Meili FCSI on strategy

76

Advice from Serdar Sağlamtunç FCSI

78

Inside BMW's R&D Center restaurant in Munich

80

Host - Fiera Milano previewed

82

Last bite: Chris J Jones

Executive chef Erwin Fleischmann



Raising the Titanic

One year on from the opening of Titanic Belfast in Northern Ireland we spoke to the foodservice teams involved in bringing this prestigious and award-winning project to life



“We were blown away by the initial plans and visuals and by the vision of the design team”

The opening day of Titanic Belfast, 31 March 2012, marked nearly 100 years to the day since the RMS Titanic set sail from Belfast. The tragedy of its sinking made the RMS Titanic the best-known ship in the world and the story continues to capture the public imagination.

Creating an informative, engaging and sympathetic visitor attraction that was a fitting tribute to the ship and also the engineering excellence of Belfast was going to require an exceptional, iconic, building and guest experience. It also required a catering, conference and banqueting operation to match.

Coverpoint set sail on this project in 2007, providing strategic advice on the



foodservice provision, feasibility, design and logistics.

“We were blown away by the initial plans and visuals that were presented to us, and by the vision of the project team,” said Jonathan Doughty FCSI, managing director of Coverpoint Foodservice Consultants and FCSI chairman EAME. “We knew instantly we were helping to create a truly stunning world-class visitor attraction.”

Due to the complexity of the building, the spaces for public-facing foodservice had already been identified. Two units at ground floor level, a 200 sq m restaurant space and 110 sq m café space would service the



needs of visitors to the attraction and the wider Titanic Quarter development. A 700 capacity conference and banqueting facility, one of the largest in Northern Ireland, was also being developed, the majority of which was on Level 5 and 6 of the building, with spectacular views over the slipway where the Titanic had been built and launched.

Developing operational flavour

“Our first task was to determine the core operating brief for each of the foodservice areas,” says Ian Hanlon FCSI, director at Coverpoint Foodservice Consultants. “Calculating and planning the unit layouts, kitchen designs, seating capacities, customer flows and developing an operational flavour for the respective facilities was the basis for all future work.”

Detailed plans were developed to maximise the space available and create the best guest journey through the foodservice units. Advice was given on the logistics of the extensive conference and banqueting operation, including access and egress, goods in and waste out routes, kitchen and storage requirements and services requirements.

The initial advice and detailed layouts were to prove only the starting point for the project and, in 2010, Coverpoint was asked to undertake the tender process to select a contracting partner to market, operate and manage all the daytime visitor foodservice offers, as well as conference and banqueting facilities.

“There was a real buzz from operators during our initial market testing,” says Doughty. “They all knew about the development and were eager to take part in the tender process.”

A formal invitation to tender was produced and sent to seven >

£100m

Total project cost, including £60m from the public purse

4,200

Cubic metres of concrete poured for the foundations

3,000

Individual silver anodised aluminium shards on the facade,

1,726m²

Size of the entrance level floor



SHIP SHAPE The spectacular Titanic Belfast attraction is the most expensive tourism project ever completed in Northern Ireland



pre-qualified companies in late December 2010. The tender document was structured to provide clear responses in key areas identified as being important to the Titanic Foundation. All tendering parties were asked to submit their operating proposal, investment proposals, typical weekly menus, outline sales budgets and a clear operating statement for each facility. “The tender process brought the very best out of the potential contracting partners, with some of the finest quality submissions we had seen in terms of content, design and proposals,” says Hanlon.

Tough shortlisting

This made the task of short-listing three parties more difficult than usual. Coverpoint assessed the strengths, weaknesses and risks associated with the financial proposal of each submission. The level of sales over the contract term were analysed in detail, together with the level of operator investments, total commission levels and the level of minimum guarantee. Key competencies of each submission were reviewed, including the quality of tender submission, experience with similar types of venue, supporting information regarding health and safety, management and knowledge of the Northern Irish market. Finally, menu content and creativity were measured,

together with product offer selection, pricing comparisons and the overall fit with the daytime visitor market.

Three shortlisted parties were subsequently invited to Dublin to formally present their submission proposals and to engage in a detailed question and answer session. “The client

“We have had a memorable first year in which we have set great milestones for tourism in Northern Ireland”

was involved in every step of the tender evaluation process. Our principal involvement was to guide and challenge the client to ensure all aspects of each submission were interrogated and that the right choice was made to deliver the

vision at Titanic Belfast,” says Doughty.

All the shortlisted parties demonstrated the necessary capability. However, after careful consideration, Fitzers Catering was chosen.

Fantastic opportunity

One year on, and Barry Storey, managing director of Fitzers Catering, says: “Managing the hospitality at Titanic Belfast has been a fantastic opportunity to work within the Northern Ireland marketplace. Year one, including the grand opening, has had its usual challenges, but on a larger scale the positives have been fantastic. We are delighted to have had the opportunity to

provide service to the US Secretary of State, Hillary Clinton, the Queen and almost every political figure in the north of Ireland. The visitor attraction at the venue has attracted record numbers and so the restaurants have had great success. In addition it has allowed the culinary team to experiment and tweak the menus to ensure that all taste buds are catered for.”



The Northern Ireland Tourist Board recently announced it was awarding its first five-star visitor experience rating to the attraction. Titanic Belfast’s chief executive Tim Husbands says: “The award confirms Titanic Belfast as the foremost tourist destination in Belfast and Northern Ireland. It is reflective of the world-class hospitality training staff have undertaken, and their dedication and passion in telling the world about RMS Titanic and Belfast’s proud maritime and shipbuilding heritage. We have had a memorable first year in which we have set great milestones for tourism in Northern Ireland and we relish the challenges ahead.”

Doughty sums up the project. “It has been a true privilege to be part of the team that delivered such an iconic addition to the Belfast skyline. The first year has exceeded all expectations in such a challenging economic climate and is testament to the quality of the visitor attraction delivered, the vision of the client team and the public’s love affair with the RMS Titanic story.” ■





What do we bring to the table? *Everything.*

Many ingredients go into making a successful kitchen. Talk with Manitowoc and you'll discover that when it comes to best-in-class equipment, we deliver nearly all of them. Built to perform. Built to last. And built around real culinary insights that help keep your menu up to spec, your people up to speed and your table full to capacity.

Manitowoc Foodservice brands include Cleveland, Convotherm®, Delfield®, Frymaster®, Garland®, Lincoln, Manitowoc® Ice, and Merrychef®.



Talk with Manitowoc.

www.manitowocfoodservice.com



©2012 Manitowoc All Rights Reserved





Get your strategy right

FCSI Switzerland's Daniel Louis Meili gave a talk at 2013's Gulfood Convention in Dubai that stirred a lot of interest. Here is a short summary:

In a comprehensive study on the impact and value of hotel and catering services in all of the university hospitals of Switzerland (in which for comparison, private clinics, regional and cantonal hospitals also participated), we found that hotel and catering services, which amount to only 3% of the operations budget, could affect patients' satisfaction to up to one third – positively and negatively!

A negative impact would mean that the result of medical, therapeutic and nursing services would be greatly impaired if

hotel and catering services were ignored or only marginally considered. The good news is, I suggest, that hotel and catering services of a university hospital can – with an investment of 3% of the operations cost – contribute significantly to a treatment's success, giving tremendous leverage. What then, is the message for hospitals, their management and employees?

Dealing with this is a major challenge for university hospitals whose main scope is doing research and teaching. Suddenly a “minor” issue such as hotel and catering services has to be taken into account – on top of a university's key responsibilities of providing first class medical treatments, doing research and teaching students. Management have become aware that hotel and catering services are no longer a mere cost factor, but a marketing opportunity. Every employee, including the kitchen staff, would have to be made aware that they too, are contributing to the medical treatment's success, and have to be trained accordingly.

The findings of this study open new paths for university hospitals, which they have yet to take. Political debate about the consequences of the study abounds within and around the public university hospitals. Privately-owned hospitals are more versatile and have already put measures in place to make use of this huge leverage point. They have changed their approach from treating patients to serving clients for good.

In recent years the links between nursing, hotel and catering services have been the focus of adaptation. This new concept has been integrated into generic services which also reach out to patients' relatives. Within a few years, not only have costs been reduced, but effectiveness of ambulatory and stationary treatments have been greatly improved. The relative low-cost factor of hotel and catering services is now responsible for up to 40% of very positive customer satisfaction, while at the same time enhancing operating results. Customer-friendly hotel and catering services of a hospital no longer are mere cost factors but have become a formula for success.

Whether a hospital runs its own kitchen or outsources these services to caterers should be evaluated on an individual basis. No matter who is rendering these services, its cost management cannot be simply bean-counting, but part of the organisation's strategic planning, ie costs have to be put into relation to (potential) earnings or even the overall benefit. Naturally, strategic planning and controlling are complex and outweigh the mere planning for catering. On top of it all, conceptual skills and sound marketing and managerial know-how are of essence.



Strategic planning aims at comprehensive forecasts of the needs of clients and markets alike. Opportunities should be sought out and potential needs be thoroughly explored. From this study there are lessons to be learned for other providers too. Schools, welfare and social services could refrain from merely tightening the costs of their hotel and catering services and instead apply strategic planning to improve their services and revenues.

Let's be honest, nobody likes to go to hospital – but attractive services in hotel and catering can greatly influence a patient's choice of a hospital. Think of all the satisfied former patients who will tell their friends about the excellent services! No strategic planning can neglect these “soft” factors. On the contrary – now that we can

**Strategic planning
can understand
customer needs
and use them to
generate earnings**



measure the impact of quality in hotel and catering services, it would be prudent for hospital managements to take not only costs but also newly-generated revenue into account.

The potential impact of strategic planning is not only to understand customers' needs, but also to make these an efficient lever in generating earnings. This, in essence, is a marketing job. The

overall performance must be at the centre of management's interests and customers should feel that their best interest is the aim of the entire organisation.

As shown here, hotel and catering services are key to this process. ■

Contact: welcome@meili.ch

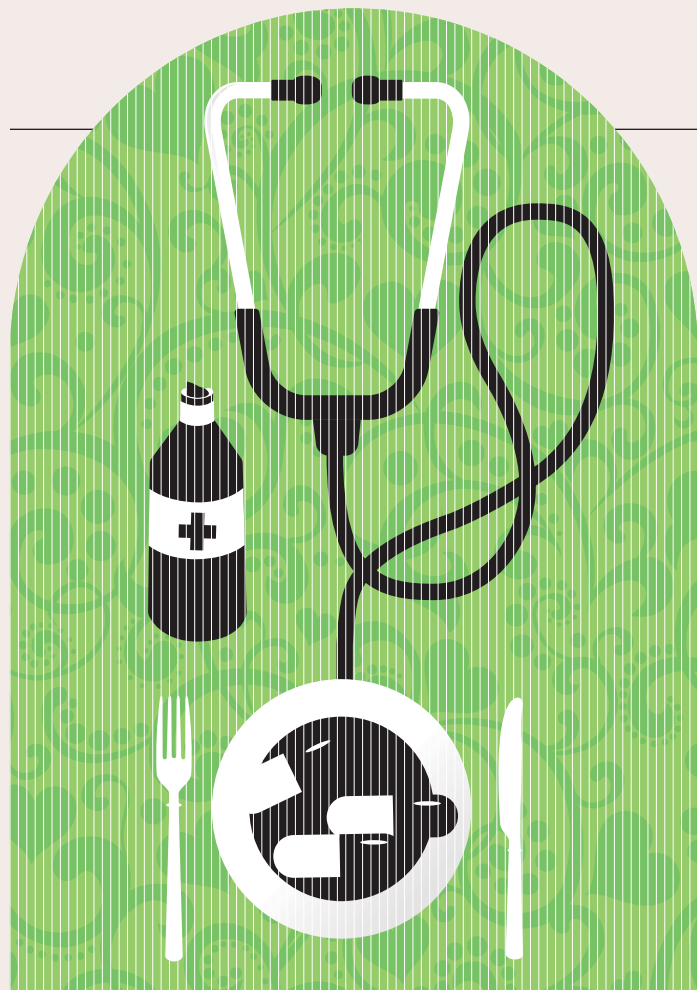


Rediscover the joy of cooking.

For 35 years, combi steamers from Eloma have ensured the love and joy of cooking and eating remain a great pleasure. The various fields of application, ease of use and low energy consumption, represent premium quality. Its most outstanding feature: the effortlessness at which temperature and humidity is adjusted, guarantees a perfect cooking result. It comes as no surprise that our combi steamers continue to enjoy worldwide success.



Eloma GmbH | Innovative cooking and baking technology
+49 (0) 8141 395-0 | www.eloma.com



Verbessern Sie ihre Strategie

Im Rahmen der Gulfood Convention im Februar 2013 in Dubai sind die Ausführungen von Daniel Louis Meili (FCSI Schweiz) auf grosses Interesse gestossen. Hier eine Zusammenfassung:

In einer breit angelegten Untersuchung über die Bedeutung und Wirkung der Hotellerie/Gastronomie-Leistungen bei allen Universitäts-Spitälern der Schweiz, an der sich zu Vergleichszwecken auch Kantons-, Regional- und Privatspitäler beteiligt haben, wurde festgestellt, dass mit Leistungen aus der Hotellerie/Gastronomie bei maximal 3 % des gesamten Betriebsbudgets die Patientenzufriedenheit zu rund einem Drittel beeinflusst werden kann – im negativen wie im positiven Sinn!

Negativ formuliert heisst das, dass das Behandlungsergebnis der medizinisch-therapeutischen Leistungen sowie die des Pflegebereichs massiv beeinträchtigt werden kann, wenn die Hotellerie/Gastronomie-Leistungen die Patientenbedürfnisse nicht oder nur ungenügend berücksichtigen.

Positiv betrachtet können also die Hotellerie/Gastronomie-Leistungen eines Unispitals mit nur 3 % der Kosten über 33 % des Behandlungserfolges für sich „verbuchen“ – was für ein Hebel!

Was heisst das nun für das jeweilige Spital, was für das Management, und was für die Mitarbeitenden?

Für ein Universitäts-Spital, das auch Lehre und Forschung betreiben muss, ist das eine gewaltige Herausforderung. Auf einmal wird klar, dass nicht nur die universitären Kernkompetenzen, nämlich die Lehre und Forschung sowie die medizinische Versorgung auf weltweit höchstem Niveau für den Behandlungserfolg massgebend sind, sondern ebenso ein – kostenmässig betrachtet – „Randthema“, die Hotellerie/Gastronomie eben. Das Management wird sich bewusst, dass es sich bei den Hotellerie/Gastronomie-Leistungen nicht mehr nur um reines Kostenmanagement handelt, sondern um eine regelrechte Marketingaufgabe! Und jede einzelne Mitarbeiterin, jeder einzelne Mitarbeiter bis zur Küchenbrigade muss sich bewusst werden, am Behandlungserfolg wesentlich beteiligt zu sein – und muss entsprechend geschult und trainiert werden!

Während sich bei den Universitäts-Spitälern durch diese nun messbaren Einflussgrössen neue Dimensionen eröffnen, über die im politischen Dialog intern und extern zum Teil heftig gestritten wird, haben sich die wesentlich kleineren und „flexibleren“ Privatspitäler das Ergebnis dieser Untersuchung rasch zu Nutze gemacht, den gewaltigen Hebel erkannt, und sind von der Patienten-Optik definitiv zur Kunden-Optik übergegangen. Insbesondere die Schnittstellen Pflege/Hotellerie/Gastronomie wurden in den vergangenen Jahre völlig überarbeitet, und als „Services“ auch konzeptionell neu ausgerichtet (wozu mittlerweile auch die Angehörigen der Patienten einbezogen werden). Innerhalb weniger Jahre konnten so nicht nur Kosten reduziert, sondern gleichzeitig die Effektivität der stationären und ambulanten Leistungen optimiert werden. Der im Vergleich kostengünstige Hotellerie/Gastronomie-Bereich beeinflusst mittlerweile die Gästezufriedenheit bis gegen 40 % in äusserst positivem Sinn – entsprechend hat sich auch das Betriebsergebnis verbessert. Kundengerechte Hotellerie/Gastronomie-Leistungen im Spital sind nicht mehr einfach ein

Kostenfaktor, sondern ein eigentliches Erfolgsrezept.

Wie die Leistungen im einzelnen erbracht werden, ob beispielsweise die Küche noch Teil des Spitals ist oder ob bestimmte Leistungen von externen Zulieferern (Caterer) erbracht werden, ist individuell zu beurteilen. Unabdingbar ist, dass sich das Kostenmanagement bei einer Strategischen Planung nicht im Erbsenzählen erschöpft, sondern systematisch angegangen wird. Und dass die Kosten der Hotellerie/Gastronomie-Leistungen im Verhältnis zum (potenziellen) Ertrag, resp. zum Gesamtnutzen betrachtet werden! – Es liegt in der Natur der Sache, dass die Strategische Planung eine komplexe Aufgabenstellung ist und weit über die reine Küchenplanung hinaus geht. Dafür sind insbesondere konzeptionelles Know-how sowie Marketing- und Managementkenntnisse gefragt.

Strategisch zu planen heisst also, umfassend und vorausschauend auf die Markt- und Kundenbedürfnisse einzugehen; es gilt die Chancen zu erkennen und die konkreten Möglichkeiten exakt auszuloten. – Übertragen auf andere, ähnlich gelagerte Organisationen wie Schulen oder Soziale Einrichtungen, heisst das, mit Hilfe der Strategischen Planung (unter Einbezug politischer-, gesellschaftlicher- und tatsächlicher Markt-Gegebenheiten) nicht einfach nur an den Kosten der Hotellerie/Gastronomie-Leistungen zu schrauben, sondern das Resultat auch nach kaufmännischen Prinzipien zu verbessern.

Seien wir ehrlich: Niemand geht gerne ins Spital. Aber dank überzeugenden ergänzenden Leistungen im Hotellerie/ Gastronomie-Bereich kann die Wahl des Spitals massgebend beeinflusst werden, denken wir nur an die Bedeutung von Empfehlungen von ehemaligen Patientinnen und Patienten. Die Strategische Planung darf also die „weichen Faktoren“ nicht vernachlässigen. Im Gegenteil: Heute, wo Instrumente zu deren exakter Bestimmung vorhanden sind und – wie gesehen – erfolgreich eingesetzt werden können, ist das Management gut beraten, auch die Ertragsseite hochzurechnen.

Die Bedeutung der Strategischen Planung liegt also darin, nicht nur die Kundenbedürfnisse zu erkennen, sondern auch die geschäftswirksamen „Hebel“ daraus herauszubilden. Das ist im Wesentlichen eine Marketingaufgabe! – Der Gesamtnutzen muss im Vordergrund stehen; die Kundschaft darf im positiven Sinn spüren, dass sich die ganze

Organisation um ihr Wohl kümmert. Dabei haben die Leistungen der Hotellerie/Gastronomie eine wie gesehen entscheidende Wirkung. ■
Kontaktnahme:
welcome@meili.ch



TOURNUS EQUIPEMENT

CHOOSE THE ORIGINAL SHELVING WITH REMOVABLE SHELVES!

EASY TO CLEAN



Removable composite shelves fit in dishwasher.

RUST FREE GUARANTEE



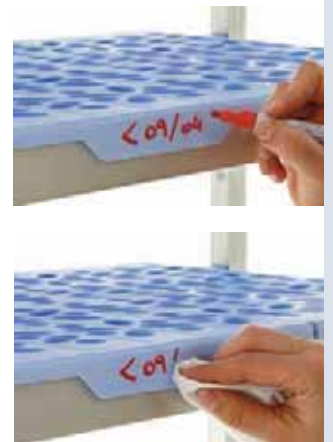
Lifetime limited warranty.

DURABLE



For use in any area, wet or dry. No chrome to rust or chip away and not sensitive to extreme temperature - 22°F (-30°C) to 140°F (60°C).

WRITING AREA



EASY TO ADJUST AND CONFIGURE

Create a space-efficient layout for any area

LINEAR UNIT



CORNER UNIT



NSF

NSF FIRST AGREEMENT IN 1985

Tournus Equipement is the inventor of the composite removable shelves

Tournus - US Sales office
 4118 N. Nashville Ave
 Chicago, IL 60634
 Tel: +1 (773) 850 3118
 us.sales@tournus.com



Adding value

Serdar Sağlamtuñ FCSI on what foodservice consultants bring to the table

Even in a moderately-sized restaurant or hotel, you have to deal with hundreds of technical and investment details, such as sub-construction, decoration, tableware and kitchen equipment, even in some cases, laundry.

For a 100-plus room hotel, there are thousands of extra details. In fact, as the size of the hotel increases, so does the demand for machinery and supporting equipment. This is similar to hospital projects where there are thousands of different materials to consider.

How, then, do investors overcome these complex equipment and materials

Consultants tend to specialise, which brings a rich array of solutions

selection challenges?

Hospitality investments are very different to housing projects. Industrial buildings need special design functions with detailed solutions, as these buildings work 24/7. In fact, I used to call them factories because these buildings have to give continuous service to customers.

Who is in charge of such a building? Ideally, the investor, material provider or manufacturer and the consultant work effectively and cooperatively toward a successful architectural design with sound

construction. There are many reasons to work with a consultant, but here are the most critical reasons why this is important:

● Quality

In such a competitive industry, consultants must maintain a cutting-edge skill-set. Consultants tend to specialise in certain areas, which brings a rich array of solutions to a wide variety of projects.

● Independence

Consultants either work alone, in small groups or as part of larger companies, bringing a non-bureaucratic approach to projects. In fact, this increased freedom opens up a project to fewer barriers and greater opportunities. Consultants also tend to act with more transparency as a result of working alone or in smaller groups, offering their recommendations and rejections without bias.

● Cost

It can be very expensive for construction companies to keep a sufficient number of experts on their payroll. It is better to hire the precise expertise when needed in the form of consultants.

● Capacity building

Consultants look for insightful solutions by using various assessment techniques to develop specific, measurable and accountable strategies that will support investors in their mission. Projects will have specific flexibility, aesthetics, conformance, persistency,



It can be expensive to keep experts on the payroll, so it is better to hire the precise expertise when needed

completeness and accuracy concerns to marry with the quality of the design.

● Risk management

Consultants help their customers get to good design while navigating areas of strong financial and investment risk, such as project cost overruns, completion delays, infrastructure service failures, unsettled payments and other potential problems. If you are a foreigner in a busy city and you wish to promptly reach a destination for a meeting, what do you do, rent a car or take a taxi? Most often, we take a taxi simply because we can rely on drivers who know the routes and exist to provide the public with a service. Likewise, in first-time hotel investments, what do you choose? Rely on your own possible lack of knowledge or hire an expert in this field? Investing in the expertise of others is typically a win-win practice for both sides. ■

Serdar Sağlamtuñ FCSI is the owner of DM Consulting Engineering LLC, which is based in Ankara, Turkey.
info@dm-consultancy.com
dm-consultancy.com



Moduline, only the best for the best kitchens.

- **Regenerating & Holding** food in the same oven at unparalleled quality for every location without using canopies, drain or water connections, all with low energy use!
- **Holding** food is an art and with our full range of holding drawers, cabinets and carts there is a solution for every kitchen!
- Moduline's **Cook & Hold** ovens bring low temperature cooking on a new level with significant better yields and shrinkages!



New!

Refrigeration & Regeneration in the same unit, meaning half the kitchen space but double security.

MODULINE
foodservice

MODULINE SRL · Vittorio Veneto (TV) Italy
tel +39 0438 912 270 (4 linee r.a.) · www.moduline.it

On-track with smart storage.

Providing innovative solutions like Top-Track active-aisle storage, protective dish dollies, and durable utility carts.

www.metro.com
+31 76 5877550
csmetro.europe@emerson.com



EMERSON
Commercial & Residential Solutions

SMARTER WAREWASHING



3 simple things to remember when it comes to GRANULDISK® potwashers:

No pre-washing, no pre-washing & no pre-washing



GRANULDISK pot washing machines use Granules (tiny, blue plastic pellets), water and a tiny amount of to mechanically scrub pots and pans clean, instead of wasting countless litres of hot water, energy and chemicals.

A smart, sustainable & economic solution that eliminates any need for pre-washing.

GRANULDISK®

A Best Sustainable Catering Equipment Innovation 2012
W Gulfood 2012, Dubai
A FCSI Asia Pacific 2012 Innovations Award Winner
R Interlex 2012, Shanghai
D Sustainable Catering Equipment Award 2012
S CESA-FCSI conference 2012, Northamptonshire



Scan to visit GRANULDISK on YouTube

Meals and wheels

The vast restaurant in auto giant BMW's R&D Center in Munich demands both a high-class menu and a smart foodservice set-up. Michael Jones joined a group of FCSI consultants visiting the facility and spoke to executive chef **Erwin Fleischmann**

B MW'S R&D Center is known by the German abbreviation 'the FIZ'. It is also referred to as the brain of BMW and it's clear a great deal of high-level thought and time has been spent on making the foodservice offering at the Center as efficient and innovative as the cars the firm produces in its nearby factories.

In 2000, BMW operated a free-flow restaurant concept in its 2,000 seat main restaurant at the Center, serving 5,000 meals a day to staff. Today the kitchens serve a staggering 11,000 meals a day, making it Europe's largest pavilion-style restaurant – 8,000 salads alone are served each day in the Center. All this with the kitchen team operating in a smaller space and the same amount of staff they had in the early 2000s.

Executive chef Erwin Fleischmann is in charge of catering at the Center as well running the staff of all 11 BMW restaurants dotted around their offices and plants in Munich. Collectively these restaurants serve their 35,000 staff.

Inside the kitchens of the R&D Center, Fleischmann proudly shows off the equipment he and his team rely on to deliver such quantities including large blast chillers (the kitchens in the Center

do not operate a cook-chill system), 10 gigantic warewashers, which incorporate 1.8km of conveyor belts, combi-steam ovens and a range of tilting skillets.

Fleischmann places a rigorous emphasis on the quality control of raw ingredients and produce coming into the Center from his suppliers. Sustainability is also a watchword here, with recycling levels at close to 100%. Food waste is collected and used to produce biogas, a process that is also being rolled out in every BMW plant globally. BMW also uses energy-efficient equipment in its kitchens and at least once a year the team revise their energy use, working out which equipment can be replaced. Fleischmann's team now does more slow-cooking overnight in their combi-steam ovens to conserve energy, for example.

Fleischmann told us the logistical challenges he faces at the Center and about how he came to be in charge of foodservice there.

Q How did you come to be executive chef?

A I did my apprenticeship at a

Bavarian restaurant in Munich. I then had to do my military service for 15 months, where I was also a chef. Following that I started work at the Bayerischer Hof Hotel, one of the best hotels and restaurants in Munich, for two years. After that I worked for one year on the Queen Elizabeth cruise ship before starting a family and coming back to Munich where I began working in the restaurant at Dresdner Bank. Then I took three months of Master Chef training and became head chef for an insurance company in Munich. Looking for a change I looked after the housekeeping function at a training centre of the German unions at Lake Starnberg for one year. Then I got the call from BMW.

Q How did your previous roles prepare you for this one?

A My previous experiences taught me, on one hand, about process and learning different types of catering. On the other hand they taught me about people and how to handle customers and employees. I learnt that commercial catering is tough and the customers make their choices with their wallets in the end. So you learn a lot about customer orientation.

Q What are the biggest logistical challenges you face here at BMW?

A Timing is crucial. Also, making the employees happy and motivating them back to their workplace in the afternoon after lunch. The other challenge is getting the right raw materials in and ensuring the right quality at the right time at the right price. I try and source everything as close as possible from the Bavarian region.

“People are changing their work-life balance so it's important that we change from a catering perspective”

Q How have you managed to double the amount of meals served in a reduced kitchen space?

A There was half a year of thinking about



1



3



2

5,000

Number of meals a day served to staff in 2000

11,000

Number of daily meals served today

1.8km

Total length of conveyor belts incorporated in the 10 warewashers that serve the main kitchen

1. BMW'S BRAIN The car company's R&D Center is housed in an impressive structure

2. RESTAURANT CULTURE The foodservice offering has to reflect the high standards associated with BMW

3. MAIN MAN Executive chef Erwin Fleischmann

processes behind this. We had to take into account that we are now also cooking within the pavilion restaurants themselves. There is not much central cooking done any more, so decentralising everything has enabled more output.

Q What is your proudest achievement in this kitchen?

A I'm very proud that it actually worked from day one – because there was no other restaurant of this size to compare it to, to find out what the challenges we might face were.

Q What's the best way of getting value out of your relationships with manufacturers?

A It's all about open communication – back and forth. With our manufacturers

like RATIONAL, at least once a year we exchange information and experiences to get the workflow in the kitchen improved. RATIONAL also hosts training academies once a year with BMW to train staff in the kitchen and exchange best practice. Detailing our experiences of the daily use of the equipment means they can improve their products and we get to learn more about how best to optimise them.

Q What do you think will be the most pressing issues and challenges facing this type of catering in the future?

A From a sustainability perspective the biggest task will be sourcing sustainable products locally and keeping the whole of the supply chain sustainable, while making sure that we still get the quality of regional food that we want so that we can meet customer expectations.

Another aspect is that modern work structures and schedules change. People are changing their work-life balance and work models. So it's important that we change from a catering perspective with that too, being flexible enough to make sure that part-time and flexible working can be matched from our side from both a timing and also a health point of view.

The health of employees is coming more and more into focus at the company. We have just started this year's health initiative and we do a lot to motivate our employees, encourage them to live healthily and do sports. Food is an integral part of that concept – employees have to eat right too, so our menus are colour coded to indicate the health benefits. ■

The consultants tour of BMW's R&D Center was organised by RATIONAL AG

The show will also see the launch of the new SMART label that will recognise the most innovative products



Host with the most

New products, new ideas, new services and new business are all pledged to be on offer at this year's Host event in Milan between 18-22 October

Host – Fiera Milano, to give it its full title, is one of the largest international exhibitions of the hospitality industry and is a great event to check out new launches while also checking on the pulse of the market.

Boasting 1,600 exhibitors from more than 40 countries (an increase of 10% on 2012), Host 2013 will also attract 125,000 professional operators (themselves coming from 153 countries). Decision-makers and buyers, consultants and distributors will rub shoulders with manufacturers, executives from hotel chains, retailers and restaurateurs.

Billing itself as an event where hospitality meets business, Host is a world leader in the HORECA (hotel, restaurants and catering) and retail sectors and has always been an excellent showcase for FCSI members to get up on the hottest topics and trends of the moment. Attending key events like Host can be an informative and enjoyable way



to keep abreast of influential factors that are shaping the market. FCSI members have long-prided themselves as problem-solvers in the foodservice industry, observing and analysing changes in foodservice and offering sound ideas and solutions for large and small catering operators around the world, where the ways in which meals are being made and consumed can be constantly changing.

“The profile of professional consultant members is crucial,” says Luciano Cattaneo FCSI, board member of FCSI EAME (Europe, Africa and Middle East). “They are a link between the customers and the manufacturers/suppliers of equipments because they are in a unique position to get an overview of the processes and workflows of a kitchen. They are also a keen observer of trends and changes in the markets. FCSI consultants join the client in making strategic decisions. They are experts in design, development and planning, and management.”

At Host 2013, FCSI will organise seminars by international high-level speakers who will address, among other things, cutting-edge issues and pressing concerns in the world of international catering. A seminar on green issues will look at how to help stimulate companies to propose more equipment that combines the performance of an operation with less energy expenditure.

Other topics that will be addressed in the FCSI seminars at Host include ‘Catering for large events’ which will feature case-studies of foodservice operations at major global events such as



Decision-makers and buyers will rub shoulders with manufacturers, hotel executives, retailers and restaurateurs

the London 2012 Olympics, an experience that is of great relevance to Milan, which will be hosting Expo 2015. There will also be a seminar on ‘Food cost’, a subject often overlooked in the industry, but absolutely essential for the proper business management of catering operators.

“Thanks to FCSI’s network, which is well-established all over the world, our goal is to offer specific suggestions based on the most qualified experiences in the international arena,” says Cattaneo. “We can present best practices from a pragmatic and operational point of view in a showcase such as Host, which is so important at an international level for our industry.” ■

host.fieramilano.it/en

The new SelfCookingCenter® whiteefficiency®

Efficiency meets culinary delight



The patented HiDensityControl® –
redefining cooking quality

up to **30%** more
capacity*

up to **20%** less
energy consumption*

up to **30%** faster
cooking*

* compared to previous model

The new patented HiDensityControl® guarantees outstanding cooking quality and performance despite minimum resource consumption. In addition, clever mixing of loads saves you considerable time. The revolutionary control concept is so simple to operate. It adapts and learns continually. That's whiteefficiency®!



www.rational-online.com

winterhalter



Reinventing sustainability: UC Energy

The Winterhalter UC Energy is the first and only undercounter warewasher with convection heat recovery. The patented Energy system protects valuable resources. You save operating costs every day and benefit from a much more pleasant working climate. Saving resources pays off. Therefore, all Winterhalter dishwasher series are available with the Energy function. Your click for more sustainability:

www.winterhalter.biz/Sustainability



 Two minutes with...

CHRIS J JONES

Chris J Jones was one of the highlight speakers on the FCSI 2013 Trends panel at this year's NAFEM show. Here he tells Michael Jones his views on food fads and his favourite pieces of kitchen kit

Q Why do you believe 'farm-to-table', 'sea-to-spoon' and 'pasture-to-plate' are old news?

A The bigger question is "What is farm to table"? It's absurd that we use this as a marketing tool to put butts on seats. You can't say "big ag to table" can you? It's not really a romantic notion (although there is more truth to it.) But I suppose any awareness is good awareness. The bottom line is that the best chefs source their food with great care and consideration. And that usually means supporting smaller farms, fishers and foragers. The consumer already knows this and expects this. And in all sincerity, hats off to the all the folks who grow, raise and forage amazing food for not a lot of money. That's another ridiculous part of the discussion.

Q You're a chef renowned for getting the best out of your kitchen equipment (liquid nitrogen, induction cookers, controlled vapour technology, combi ovens, blast chillers, etc). Are you a technophile?

A AVID! Probably a bit of a geek that way. It is results driven. I am all for the best results, efficiency, and making money!

Q What's your favourite piece of kit?

A The blast chiller/shock freezer. The model I use is an Irinox MF. It low temperature cooks as well. Crazy! I can braise short ribs and chill them rapidly all while I am at home sleeping! The applications seem endless. I don't know what I would do without one in

my kitchen now. Why don't we think about chilling and freezing as much as we do heating? It is too important and integral in cooking to exclude it from the equation.

Q What do you enjoy most about your profession?

A Meeting great people and connecting great people. And eating. And drinking.

Q What single achievement are you the most proud of in your career?

A Back in Canada I had several apprentices. They are all highly successful chefs now. Some are rock stars. They made me better back in the day when we were all just babies and hopefully I influenced them a little.

Q What interests away from the kitchen have kept you sane?

A Riding my Harley. It's not popular with some of my peeps because I crashed last year and lost the whole year. But it gives me my own 20 minutes a day. There is a buzz with riding that can't be replicated. And it's another way to meet great people from all walks of life.

Chris J Jones is the executive chef and F&B director at The Old Collier Golf Club in Naples, Florida. Read an extended version of this interview at foodserviceconsultant.org





AMERICA'S MOST
POPULAR KITCHEN
RANGES

SUITES, LINE-UPS,
WOKS & GRILLS

STONE HEARTH
OVENS

CUSTOMIZED
SOLUTIONS



WHERE IN THE WORLD IS MONTAGUE?



*Juvia
Miami Beach, Florida*

*Project Foodservice Consultant
Russell Stilwell
NEXT STEP DESIGN*

Within one of the world's most exciting restaurants in Miami, you'll find a Montague Excalibur™ Cooking Suite. Its chef inspired, fully-customized design includes multiple ovens, fryers, open burners and work stations integrated into a single, highly efficient culinary center. Plus this unique, one-of-a-kind Excalibur sports a highly-styled purple powder coat finish, specifically selected to be the perfect compliment to this hot operation.



From hotels and casinos to country clubs and colleges, and everywhere in between, you'll find Montague in kitchens wherever power, performance and perfection is required. Customized with the industry's premier Legend™ Series Equipment, each Excalibur™ and Excalibur/Crusader™ island cooking suite offers the ultimate in design and integration.

That's why, when it comes to professional cooking... Chefs worldwide, choose Montague.

MONTAGUECOMPANY.COM



Manufacturing the Finest in
Commercial Cooking Equipment
Since 1857

