

# ALI WORLD

INTERNATIONAL

THE ALI GROUP MAGAZINE

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**COOL, CALM, COLLECTED**  
COOGEE PAVILION  
TRANSFORMS INTO A TOP  
TOURIST ATTRACTION

**KEEPING IT CASUAL**  
GROWTH OPPORTUNITIES IN  
THE CASUAL DINING MARKET

**MIDDLE MAN**  
ALI GROUP'S DAVID MORRIS  
ON DOING BUSINESS IN THE  
MIDDLE EAST





# WELCOME



I hope you enjoy this edition and may it fill you with the same curiosity and enthusiasm we felt when we wrote it

**E**ach story showcases the big ideas and passion we put into our projects. They speak of our companies, but mostly of our clients - chefs that use our products and the consultants designing increasingly high-performance kitchens.

This edition contains stories that may surprise you too. Have you ever asked yourself what a business can learn from a rock band? Simple: start with a dream you can believe in and then work together as a team to make it come true. If true passion exists, hierarchies become secondary.

We also look at the global rise of the casual dining sector. The culture of food is changing and the businesses and locations achieving success in this market are those offering a unique experience. Millennials, we found, are looking for quality food in this sector, but they don't want to spend too much or go too far to find it, and they want a welcoming and well-designed venue.

Over recent years the number of women working in foodservice at a senior level has increased. We speak to some brilliant, inspirational women who have succeeded

in a traditionally male-dominated world by showing a unique way of doing things.

We look at a number of successful projects, built one step at a time alongside our clients. For example, the incredible development of Kashmir Crown Bakeries, a company started by a young Pakistani man, who emigrated to England in the 1960s and wanted to provide his local community with traditional sweets. Plus, the partnership between Rancilio and Juan Valdez Café, the principal coffee chain in Colombia. A winning collaboration that is growing throughout Latin America.

We reveal new products, including Diamante, the innovative kitchen from Olis that allows you to organize your workspace more efficiently, and the new range of washers and dryers leveraging the Internet of Things (IoT) from Grandimpianti ILE.

Last but not least, we look at a new service approach from Ali Group allowing our companies to become true partners for the entire life cycle of a product.

Enjoy the read and stay tuned. There is so much more to discover.

**Elena Faccio**

Ali Group corporate communication director



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“

# KEEPING FOCUS

Moffat's Greg O'Connell has witnessed significant change in the industry across the years, but some things never change, he tells Michael Jones

I've been in global markets in the industry a long time," says Greg O'Connell, group managing director of Moffat. "The challenges facing large equipment manufacturers, in both mature and developing markets, have remained pretty consistent: competition, attracting new people, procurement, technology and changing market demands."

Having been in the industry for many years and presided over significant international growth with Moffat, O'Connell is perfectly placed to provide such insight. Moffat manufacture and market a comprehensive range of foodservice, bakery and healthcare equipment through market-leading brands including Moffat, Waldorf, Turbofan, Blue Seal and Rotel. The company is headquartered in Melbourne, Australia, with manufacturing facilities in New Zealand and subsidiary sales and service offices in the UK and US.

O'Connell feels the global foodservice equipment sector is in robust health. "I believe the industry is in a pretty good place. The mature markets have an upside and are still growing while there are plenty of opportunities in the developing world, if we can harness them."

While the sector may not develop at the speed of some consumer markets this belies a steady rate of change, influenced by the evolving needs of customers, according to O'Connell.

"Sometimes at trade shows I hear people say 'not much is new here'. But this is a conservative industry and you don't get much revolution. We're not a consumer market, waiting for the next iPhone. The industry continues to evolve. The critical thing is understanding what customers are thinking," says O'Connell.

"For us, this is not just about selling equipment. We're listening to customers and looking at solutions that affect the life cycle costs of our products. It's about having the flexibility to help them and then wrapping our arms around them for the life cycle."

## MAXIMUM R&D

Ultimately the industry, says O'Connell, isn't standing still. There are more 'hot buttons' than there used to be, including the environment, waste

management and space considerations. "We are in an industry that uses a lot of energy, power and water. There is pressure on all of us to manage these scarce resources wisely. In addition, we see increasing government regulation impacting the market," he says.

That prudent approach also extends to the financial management of Moffat. "Making money isn't optional. We focus on strong financial performance that enables us to reinvest in our R&D, people, manufacturing and technology," he says.

"To do that, our team evaluate work flow, particularly labor costs, on a daily basis, seeing how we can add value. Every day we micro-manage these costs. It helps that I'm originally a finance guy too," he laughs.

"We invested AUS\$30 million into our new manufacturing plant in Christchurch, New Zealand, and we're confident that will give us a sound economic platform for the future. Procurement of high quality raw materials and components at global competitive pricing is key to our success. We have an ongoing commitment to making sure our partnerships with suppliers are win-win relationships."

Research and development is part of Moffat's DNA, according to O'Connell. "It is absolutely fundamental to us. Having the leverage of the wider Ali Group behind us helps us in that regard, enabling us to take a longer term view and future proof what we do. We need to exceed customer expectations every time," he says.

The challenge, says O'Connell, is to keep increasing quality while reducing costs.

"Quality is never compromised. In fact it has to increase. To achieve that, we actively enter into strategic partnerships with other companies who, in some areas of the market, might be considered our competitors. We do what makes sense," he says.

The industry is in a good place. Mature markets are still growing and there are plenty of opportunities in the developing world



## ATTENTION TO DETAIL

Ultimately the outcome for the customer is critical. "We are constantly thinking about improving our levels of service. That's a core culture that we're passionate about," says O'Connell.

"Bringing in new people is a wonderful opportunity to get fresh ideas. They challenge our thinking which results in significant benefits for our business."

People do business with people, says O'Connell, and never taking a customer for granted is key. "We sit, talk and listen to our customers. Communication is crucial. We have a great team who have the same objectives and want to influence a positive outcome with a customer each day."

That great team extends to the wider Group, says O'Connell. "One of the wonderful things about Ali Group is that it is a collection of independent companies that share common goals. They are run by local people in an entrepreneurial way. The support of the global Group is always there, but there is none of the inbuilt inertia you frequently get with larger centralized groups in the industry."

That structure allows Moffat to be flexible but also give its customers an expansive offering, according to O'Connell. "We are fortunate that we can also distribute other Ali Group products that complement what we do. We can offer turnkey solutions with these other products brought into the specification," he says.

## TARGETED STRATEGY

Moffat take a medium and long-term view of their strategy, says O'Connell. "You have to do your homework. We try to take a rifle shot to things, not a



machine gun. We identify suitable products for a market and target major players who we can partner with and then gradually evolve with them. The challenge is to stay focused," he says.

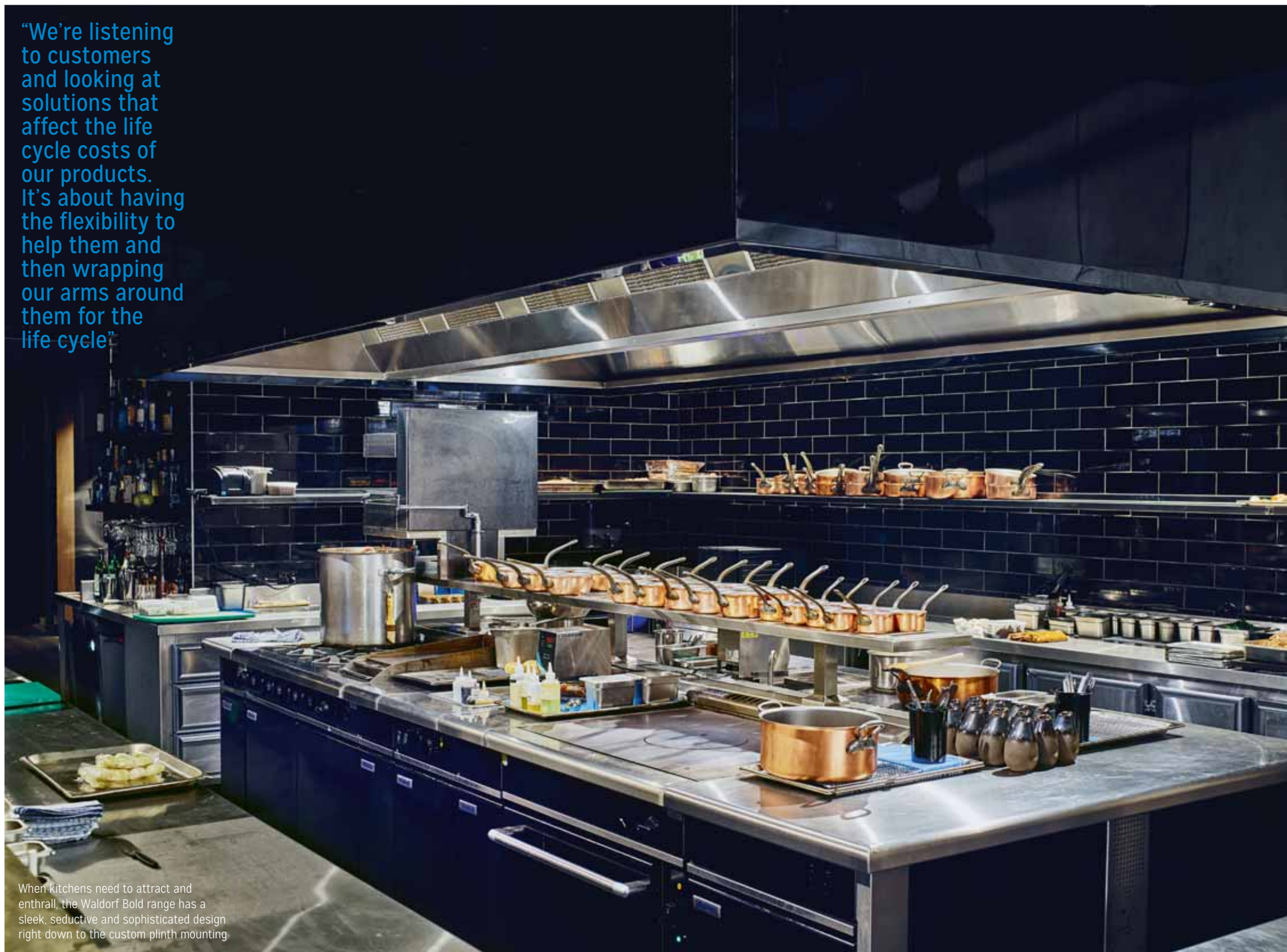
O'Connell remains resolutely optimistic about the road ahead. "We have nothing to fear about the future. There are ups and downs and various pressures, but for both Moffat and Ali Group there is so much opportunity. Markets and competition are tough, but the sky is the limit.

"I have no problem motivating myself. I still greatly enjoy what I do. I believe if you're not hungry you need to do something else. Doom and gloom is not in my nature. I don't worry about things that I cannot influence and remain focused on what is achievable. If you keep offering cost-effective solutions, exceeding customer expectations, you show me a customer who won't give you another opportunity," he says. ■

**"We're listening to customers and looking at solutions that affect the life cycle costs of our products. It's about having the flexibility to help them and then wrapping our arms around them for the life cycle"**



The best performing ideas in the Turbofan range have been redesigned, redeveloped and reborn as a durable new series of convection ovens



When kitchens need to attract and enthrall, the Waldorf Bold range has a sleek, seductive and sophisticated design right down to the custom plinth mounting

## GREG O'CONNELL ON MOFFAT AND GLOBAL GROWTH

"In all markets we make sure we have an opportunity that delivers on our core values. You can't just dip in and out of markets as they contract and expand. You have to be in it for the long term.

"We entered the UK market in 1981 and started selling into the US in 1989. We put our roots down and began to plan and develop our service for each market. In both the UK and US we were very strategic and developed in these markets carefully. Now in Mexico and India, for example, we're starting to cultivate these markets. We see significant new opportunities in South America, as well as Africa. In the developing markets the spending power of the middle class is growing.

"We've been successful where our partners and customers have taken us into markets. So, as they grow, we grow with them. We try to let things evolve like that. It's what we did in Asia and in the Middle East. You have to invest in a local support structure, partner with local people and establish a distribution and service network. It's very important to stay close to your partners so you can understand their challenges."





# COLD COMFORT

The spectacular Coogee Pavilion is one of the most historic venues in Sydney, Australia. The elegant dome-topped building first opened to great acclaim in 1887 as the Coogee Palace Aquarium and is now a hugely popular destination for both tourists and locals. Andy McLean speaks to the expert team behind its foodservice refurbishment

**S**ince opening its doors in July 2014, Coogee Pavilion has quickly secured top place in the hearts (and stomachs) of Sydneysiders and tourists. The Merivale group has transformed the rather neglected Coogee Palace nightclub site into a new beachside venue that is a perfect reflection of Australian coastal culture.

"It's a great space," says Andrew Frost, foodservice design director at Cini Little Australia, a specialist commercial foodservice consultant firm with in depth experience in foodservice design and planning. "There's a dusting of sand on the floor because people are walking in straight off the beach. It's a morning venue, a lunchtime venue, a dinner venue, and it's a late night venue," says Frost, who worked on the refurbishment of the venue for Merivale.

Visitors are spoilt for choice thanks to Coogee Pavilion's

numerous casual dining options, all served with a side of Pacific Ocean views. The ground floor is a popular spot for family gatherings, coffee dates and catching up with friends. Upstairs, on the rooftop, the grown ups have all the fun in four indoor and outdoor bars.

## VARIETY IS THE SPICE

Coogee Pavilion's executive chef Jordan Toft says the menu is extremely varied. "We offer everything from pizzas, fish and chips, burgers and lobster rolls through to fresh fish, live crustaceans, salads and meats from the grill. On the rooftop, we have a custom five-meter charcoal grill and wood-fired oven where we serve snacks and plates straight from the fire that have an Eastern Mediterranean twist."

The menu reflects the vision of Merivale chief executive Justin Hemmes. He wanted the cuisine to be highly eclectic and he wanted the fixtures





Coogee Pavilion was a shortlisted finalist in the 2015 Restaurant and Bar Design Awards



**“Merivale’s needs are always reliability, durability and flexibility”**

#### COOL UNDER PRESSURE

This meticulous Merivale approach naturally extends to refrigeration at Coogee Pavilion explains Toft.

“Refrigeration is the key to kitchen success! A chef’s job is all in their preparation and safe food handling is paramount,” he says.

and fittings to be eclectic too, explains Frost. “Justin is a very hands on client. He spends an incredible amount of time on the site walking around with the architect and interior designer and others.

“Merivale’s needs are always reliability, durability and flexibility. Justin likes to adapt and style venues in different areas. He is very specific about the result he wants and it varies from bar to bar [within the same venue]. He is quite big on custom finishes.”

Frost could see the Coogee Pavilion project was going to need a refrigeration supplier who could meet the client’s high expectations around reliability and flexibility. He reached for the phone and called a supplier he already knew from previous projects: Williams Refrigeration.

“Williams has a longstanding relationship with Merivale Group. They have the ability to do custom, which many manufacturers don’t,” explains Frost. “They have a high quality standard range and the ability to provide one offs. With Merivale you could have a zinc finish on the visible areas of the fridge, or it could be timber, or black, or red. Merivale are very specific, right down to the shape of the handle and where it sits on the door and where it sits in relation to the counter top.”

National sales manager Martin Healy from Williams picks up the story. “We’d

worked with Andrew Frost and Merivale many times. We undertake a lot of bespoke and custom work, offering refrigeration appliances in a variety of finishes, colors and various different sizes to fit specific spaces. For us the attention to design is equally important as ensuring performance and reliability. Merivale and their designers like eclectic designs, and Williams can be agile and nimble to adapt to a client brief as the project goes along.”

The Coogee Pavilion designers conceived a number of stunning bar areas upstairs, explains Healy. “The internal structures have been pared back to expose the history of the building, too, giving the venue an industrial feel. This has brought back the building’s life and cachet. There was a cocktail bar, a conservatory bar, a casual bar and so on. Each one had a different look and theme.”

The designs weave in anything from framed pressed plant samples and glass display cases of eggs, mushrooms and crabs, to dinosaur miniatures hatching from ostrich eggs on the shelves.

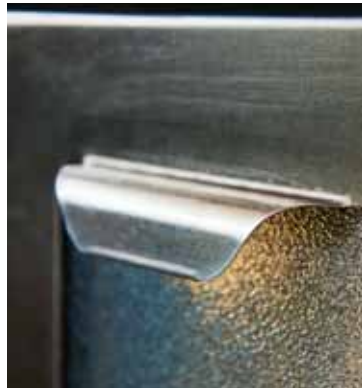
“Our challenge was to make our refrigeration cabinets blend perfectly in to these designs. We made cabinets with many different metals, doors with frosted glass, incorporated different colored lights, doors with different grains, you name it,” says Healy.

#### FINDING SOLUTIONS

Williams supplied refrigeration solutions for two kitchens, four upstairs bars and one downstairs bar. Each time Merivale threw them a challenge, Williams rose to it. “In the conservatory area the bar is kitted out with copper and glass laboratory equipment – just like an old chemistry lab – or moonshine operation. The Merivale designers called







**“Our culture, abilities and skills are proven in being able to make a custom cabinet that no one else can”**



Williams can deliver flexible options to the customer in such a way that they can have standard cabinets if they want or custom sizes if they need them

for a copper fridge to fit into the heart of their concept. My first thoughts were ‘Wow - the design brief is pushing the boundaries to the limit’,” says Healy.

Williams has an experienced engineering and production team, well-versed in the design and manufacture of refrigerators using varied metals. Knowledge of the metal properties, strengths and malleability are all key aspects of Williams’s ‘know how’. This ensured the styling and finish required by Merivale was met and allowed Williams to manufacture a robust, quality assured and food safe appliance.

“So we went back and said, ‘Yeah, no worries, we can build you a fridge made out of copper’ and it turned out really nicely,” says Healy. “The Merivale design team are second to none with their attention to detail. The metal finishes used on the

refrigerators have aged and developed a color and texture all of their own that exactly complements the essence of the surrounding interior design.

“The natural patinas of the copper, zinc and indeed wood, has brought the products to life in a unique and entirely different dimension. The palette of colors are ever changing as the cabinets are put into daily use.”

#### CREATIVE CHALLENGE

Williams were also proactive when it came to space saving solutions. “The creative designs brought some challenges with corner space and cupboard constraints. We redesigned a number of counter refrigerators so they could be positioned right next to cupboards. Our engineers reconfigured the evaporators [where the cold air comes out] to the back of the counter so that the cupboards could sit alongside. All the fascias are identical. So when



you go to Coogee Pavilion you’ll open one door and it’s a cupboard, then open the next and it’s a fridge. When Merivale asked a question, we said ‘Yeah, we can do something there’ and found a solution,” says Healy.

Frost was impressed by the ‘can-do’ approach of Williams: “They performed well. They were put under a lot of pressure, like many of the suppliers on this project. The designs weren’t signed off until the last minute so the lead times were very short. Williams still produced the products in time.”

Looking ahead, Healy says Williams Australia will continue to focus on Australian-made products with flexibility at the heart of everything they do. “Our culture, abilities and skills are proven in being able to make a custom cabinet that no one else can. If you keep evolving and innovating then there is always a market for you.” ■



## WILLIAMS IN FACTS AND FIGURES

- Williams Refrigeration Australia is part of the UK-based Williams Refrigeration Group. Williams is a world-leading manufacturer of professional refrigeration with a reputation for delivering global excellence. The Group operates across 15 business units and employs 800 people worldwide, with manufacturing, sales and service centers in UK, France, Dubai, Hong Kong, China and Australia.
- Within Coogee Pavilion, Williams supplied refrigeration for a total of five bars and two kitchens.
- Quantity of Williams products installed at Coogee Pavilion: 19 bar cabinets, 8 under counter kitchen cabinets, 2 uprights.



- Williams Australia is accredited to ISO 9001/ 14001/ OHAS 18001.
- 2016 marks Williams’ 30th anniversary in manufacturing in Australia.
- The past three years has seen progressive investment to support the directional change to a more flexible manufacturing process where 3D engineering has greatly enhanced the way Williams makes cabinets.
- Williams Australia has more than 1,500 different variants of its models in the range so can suit just about any requirement.





# STRICTLY CASUAL

The worldwide casual dining market is enjoying unprecedented growth, but individual country markets require a nuanced approach from operators to ensure success, reports Jackie Mitchell

Casual dining is currently experiencing an uptick worldwide, but the growth is primarily coming from smaller quick service restaurants (QSR), known as 'fast casual', rather than the more established chains. The chains are instead currently facing a much more challenging time as consumers look for something different.

The opportunities remain significant for those operators who understand the subtle nuances of each casual dining market and then capitalize on them. But, why is casual dining changing and what is driving the growth?

There are many contributory factors including an upturn in the economy and the impact of Millennials (those aged 18 to 30) who shun more traditional ways of dining. Fast casual chains are driving the growth themselves as many expand across the globe – US chain Five Guys Burgers and Fries and Nando's, which started

in South Africa, are all classic examples of this.

What do the experts think? David Henkes from US-based Technomic acknowledges that growth among established big players such as Applebee's and Olive Garden has been stagnant. "Many major players are struggling to differentiate themselves. Today the areas that are thriving are those that have retained an air of uniqueness and a differentiated experience," he says.

## MILLENNIAL INFLUENCE

A major factor driving the change in casual dining globally is the impact of the Millennial generation. "They are a gigantic demographic and are more casual than my generation, the Baby Boomers," says US foodservice consultant William Bender FCSI.

According to Henkes, the Millennials' impact can't be under-stated. "They are changing the face of foodservice and traditional

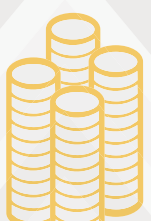
casual dining does not resonate with them anymore."

The impact of Millennials on the UK market has been considerable as well. "They are still the most valuable consumer type to have, with a higher spend than other age groups," says Peter Martin from analysts CGA Peach.

Millennials desire restaurants to be more transparent about what's in their menu items. This has led to several US casual dining chains highlighting their credentials, what Henkes refers to as "the Chipotle effect". Chipotle Mexican grill restaurants are in the USA, Canada, France, Germany and the UK.

"They talk about food with integrity," Henkes says. "They use farm-raised meat and it has changed consumers' expectations. Processed food is no longer acceptable. They want to know where the food comes from and are looking for locally sourced food."

Bender also adds that food

  
**\$37billion**  
the market worth  
of the casual dining  
sector in the US alone



safety has been highlighted following food poisoning cases at Chipotle last year. “This has had a major impact so operators are all paying close attention to food safety.”

#### THE SOCIAL NETWORK

Millennials use social media heavily and this is also having an effect on the market. “As soon as something happens, everyone knows about it a few minutes later. All these brands have to be super prepared,” says Bender.

In the UK, the US chain Five Guys Burgers and Fries has become diners’ favourite chain, knocking Nando’s off the top spot. (Source: Market Force Information). There’s no doubt that burgers are as popular as ever, but the ethos at Five Guys is that “everything is handmade on site the day it’s served”, which resonates well with Millennials.

In the survey Five Guys received “exceptional” scores for its food quality, cleanliness

**“Processed food is no longer acceptable. Consumers want to know where the food comes from and are looking for locally sourced food”**

and staff friendliness. It offers something different – a choice of 15 burger toppings, perhaps the “air of uniqueness and a differentiated experience,” that Henkes previously referred to.

In the US, craft beers and an extensive choice of beverages, is contributing to the growth of casual dining. Henkes cites the example of the Rock & Brews chain, the top fastest growing casual dining restaurant over the last three years (Source: Technomic) with 63.4% average growth. Its outlets offer dozens of rotating beers on tap as well as in the bottle, supporting local brewers. Staff advise on beverage selection and food pairings.



According to Bender, another reason for the success of fast casual restaurants in the US is efficient use of small space. “As the price of real estate is escalating, operators are forced to take smaller buildings and be more efficient with design, décor and equipment. Fast casual restaurants such as Firehouse Subs and Panera Bread are growing rapidly, partly because their smaller footprint allows them to operate more efficiently,

both in terms of labor and cost standpoints.”

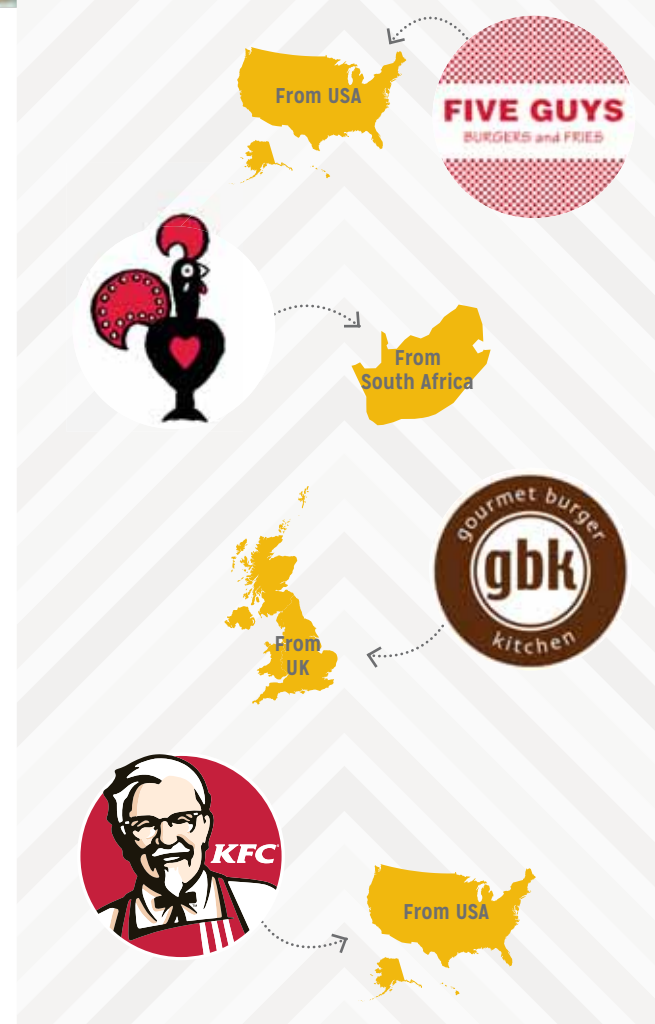
In the UK, there’s been massive growth in the casual dining sector. Martin says: “It’s not just London, we’re seeing growth in casual dining in big regional cities such as Manchester, Cardiff, Glasgow and Leeds. Fast casual chains such as Leon have gone mainstream while burger joints such as Five Guys, Byron and Honest Burgers have come on board in the last decade.

“In continental Europe, independents dominate – we refer to them as ‘Mama and Papa’ outlets.”

Although, Euromonitor says in continental Europe the top three casual dining chains are Pizza Hut, Buffalo Grill SA (specializing in grilled meat) and Pizza Express.

China has seen 87% growth in casual dining between 2009 and 2013, according to China Market Research (CMR) Group. Melody Kong from CMR Group says: “Consumers

#### UK'S TOP QSR RESTAURANTS







have higher demands on casual dining than a couple of years ago in terms of food quality, restaurant atmosphere and service. Key players are mainly international chains, such as Pizza Hut or domestic chains including Bi Feng Tang (Cantonese) and Babels' Kitchen (Italian)."

#### A HEALTHY FUTURE

Are healthy options changing menus at casual dining outlets? Henkes believes "healthy" doesn't mean today what it meant 10 or even five years ago. "Low calorie, low fat and so on aren't nearly as important. Instead consumers are looking for locally sourced food, as well as traits such as sustainably grown. Transparency has become the new expectation and many consumers consider this transparency as 'better for me,'" he says.

In Singapore, the healthy trend has only just arrived with the government launching the

**"Today the areas that are thriving are those that have retained an air of uniqueness and a differentiated experience"**

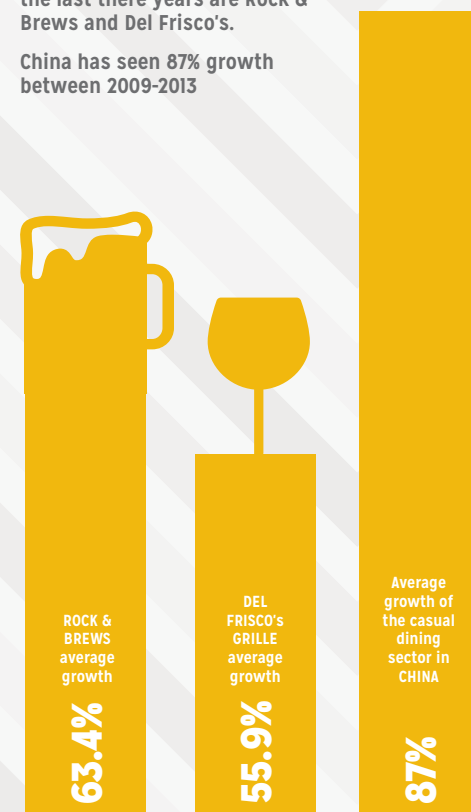
nation-wide Healthier Dining Programme. Yu Xian Lim from Euromonitor says: "Healthy dining is catching on here, with Fish & Co offering 500 calorie meals 40% cheaper than regular options, while Soup Restaurant has introduced healthier ingredients, such as brown rice, into its dishes."

So what opportunities are still available in the sector? There are plenty in China, according to Kong from CMR Group, "provided they offer high quality specialized food and top service." This is echoed by Henkes in the US, who adds: "They have to offer an experience consumers can't get anywhere else." ■

#### AVERAGE GROWTH OF THE SECTOR

The two top fastest growing casual dining restaurants over the last three years are Rock & Brews and Del Frisco's.

China has seen 87% growth between 2009-2013



GETTY

## SPOTLIGHT ON ACP, INC.



#### SPEED OF SERVICE AND FRESH FOOD

With these changes in the casual dining market, what are the challenges faced by manufacturers? Mary Potter (pictured above), senior and vice president of sales and marketing at ACP says: "Speed of service and fresh food is of primary concern. In casual dining outlets, high speed combi ovens are an excellent choice as they cook food quickly and allow the restaurant to cook on demand and not hold food."

She cites the example where a restaurant preps individual portions of mixed vegetables in a bag. When they receive an order, the bag is taken out of the fridge and put into the microwave. "In less than a minute they have steamed vegetables to put on a plate," she says. "This helps to control costs and waste. Freshly cooked vegetables in the microwave take the minimum amount of water and retain nutrients."

#### CUSTOMIZED SOLUTIONS

ACP develop features that are tailored to restaurants' requirements. "An end user may have special cooking needs, so we tune the oven accordingly," she says. "For one client, we customized the control and set the cooking programs for menu items before the machine was delivered rather than the operator having to do it at the restaurant."

The company is developing new combi ovens for casual dining restaurants, which are operated using WiFi and USB flash drive. Potter says "The USB flash drive can program one oven with cooking times, save it and then use the USB flash drive to program the other ovens. This way they can ensure each oven is following the same cooking pattern."

For the WiFi process, the operator at a chain's head office types in the cooking directions, uploads the cooking program and using connectivity via WiFi can update all the ovens in the entire chain. "This was launched in May. It ensures consistency and accuracy on a timely basis," says Potter.

ACP, Inc. manufactures and distributes microwave and high-speed ovens branded as Amana® and MenuMaster®





# TURNING CUSTOMERS INTO FANS

“Bands don’t think about how long they work because they work until everything is done and the fans are happy”

There is much talk in the corporate world of putting the customer at the center of the business, but achieving this has proven difficult. One man set out to investigate how rock bands engage with their fans to see if there was anything a large company could learn about creating loyal customers in a world where there is greater choice than ever and competition is intensifying.

have a manager, but that person is not there for motivation or direction. Bands are self-motivated and have ambition. In a traditional company the manager or the board tells people what to do. A band has a more democratic structure and it has something to believe in – a vision,” says Ståle Økland, retail trend expert, business writer and author of *Learn From Rock Stars*.

“For innovation to flourish you need fewer levels in the management hierarchy. Usually ideas have too many steps to go through before they can be approved. It might be hard to make this change in big organizations, but they can break the business down into smaller units. In the small organization of a rock band the sense of belief is so strong that there is a passion and energy they can share with their fans.”

Økland’s own academic background includes studies in sociology and history but a key focus was on the functioning of franchise retailers. He moved into the advertising industry as a copywriter with an agency in Stavanger, Norway, where he later became creative director and then managing director. In 2007, he founded trend agency Domene Fem. Now, he writes and speaks about trends

It may seem as though a band on the road between small gigs in a broken down van might not have much to teach a large corporation but when it comes to connecting with fans – or customers – the rock musicians do have an edge. Jim Banks speaks to acclaimed author Ståle Økland, who spent time on the road finding out what companies can learn from rock stars

It turns out that a hardworking rock band can teach a big enterprise a lot.

“I didn’t know what I would find but I knew it would be about passion and enthusiasm. I found out it was also about management style. Many bands



**“I didn’t know what I would find but I knew it would be about passion and enthusiasm. Bands are self-motivated and have ambition”**

in consumption, technology, trade, society, innovation and cultural change.

“Companies need to be agile, which is not easy for a big organization. I studied rock bands for two years because the music industry changed when downloading started. Bands and music companies had to rethink their strategies. Rock bands think differently about everything. I spoke to an up-and-coming punk band in Norway that wanted to play 200 gigs a year because it did not make any money selling records. So, they were moving away from the world of sex, drugs and rock ‘n’ roll to a model of hard work.”

#### SHOW ME MORE THAN MONEY

The most obvious thing about seeing a rock band at work is the level of commitment. The musicians’ job is doing what they love and the goal is not necessarily to hunt down the biggest paycheck – even though a hunger for success is a big factor driving them forward.

“One vocalist told me that the band’s job was to give fans something they didn’t know they wanted. Many companies ask customers what they want and try to give them that but then they become followers. Success is about leading and

taking your customers with you,” says Økland.

He gives the example of Henry Ford who believed that if you asked customers what they wanted they would ask for faster horses, but what he gave them was the car. For US and European companies in particular it is important to adopt this mentality of leading and working smarter in order to keep up with fast-growing economies such as China.

“Bands have to work really hard, especially at the start, and they have to play a lot of gigs to build a fanbase. They don’t think about how long they work because they work until everything is done and the fans are happy. It is about quality rather than time.

“Western companies can’t compete with developing economies on price so they must compete on quality. But it is not just about goals. Bands don’t care how long they work they just do what is needed. They have passion and they are going to do what they do regardless of whether they are successful,” Økland explains.

“Big, successful companies like Apple, Microsoft and Google started as small groups of people with a passion. They didn’t set out to be the world’s biggest companies. If your job



Ståle Økland



## Q&A WITH MASSIMO GIUSSANI PLAYING IN HARMONY

At first glance Ali Group may not seem to have much in common with the rock bands that Ståle Økland followed in his research, but in its decentralized organizational model, which gives its companies a lot of autonomy, it does share some common values.

“Every company is very independent and is free to express itself in terms of its market approach, product development and day-to-day management decisions,” says Massimo Giussani, chief operating officer of Ali Group. “We let our companies be free to find the right solution for their own business. They can play their own instruments, but just like a band there must be discipline, commitment and results.”

**“We always try to find people who have pride and passion in what they do”**

Giussani played in a rock and blues band when he was younger, so knows how they work. He understands that everyone must have the freedom to be creative and entrepreneurial, but there must also be an efficient way of making effective decisions.

“You need leadership in a band and in a large organization but, just like a band, Ali Group has very few layers of management. We always try to find people who have pride and passion in what they do, which is very important in a business that is connected to the hospitality industry. Passion, vision and engagement turn into sustainable profitability and our flat management hierarchy means decisions can be made quickly and the managers of each company can develop their own ideas. We work with our companies every day to help them perform better and we make sure that there is a culture of respect and harmony, just as if we were a big band,” he adds.

is ‘just a job’ to you then you are in the wrong place. Bands need to make money to live the dream but money is not the main goal – it is about having fun. Bands think their fans are paying them a compliment by turning up to their shows, but how many companies think that about their customers? If customers feel valuable and think the company is interested in them, they will stay loyal.”

In smaller business units, Økland argues, employees feel more engaged and that carries over to the customer. He points out that in Apple stores the employees have a real passion for the products.

“Decentralize and also democratize; have passion and vision. Understand that everyone is important and has a role to play. Everyone can contribute to the success of an organization,” he says. ■

#### LESSONS FROM THE SCHOOL OF ROCK

- Break down big organizations into smaller business units.
- Decentralize: the best leadership is when there is no leader.
- Young people want flexibility.
- Give your employees something to believe in.
- Treat your employees as a family.



# THE SOLUTIONS MAN

When former consultant **David Morris** was approached to head up Ali Group's operations in the Middle East, his experience ensured the role was tailor-made for him. "The key goal is to give support to our customers, dealers and distributors," he tells Michael Jones



When I started to understand what the role was and what might be required, it felt like my entire career led to this point," says David Morris, regional managing director of Ali Group Middle East, on the subject of the role he began in September 2015.

Morris, formerly a consultant with Compass Group, Tricon Foodservice Consultants and his own firm David Morris Design, is the first director to head up the Group's corporate base in the Middle East. His 25-year experience in design consultancy, project management and the supply and maintenance of high-end kitchen facilities following

a three-year spell as Middle East regional director for Winterhalter in Dubai, made him the obvious candidate for Ali Group.

The feeling was mutual. "I thought, this is perfect for me, it's an opportunity to develop myself as well as to develop a great platform for this huge company with a plethora of Ali Group brands," says Morris.

Given this is a newly created role it comes with a unique set of challenges and goals for Morris as he settles in. "This region is one of the most proactively developing regions in the world at the moment. It's important to be here," says Morris.



"Some of our companies are already based here. Some are selling in the Middle East, but not positioned locally. All can benefit from more support from us, both in business development and across the sales platform. But, more important is the after sales support we can now offer."

## SUPPORT STRUCTURES

Support is a word that Morris uses a great deal when discussing the nuances of the role and how he can help Ali Group brands looking to gain a stronger foothold in this burgeoning region. "The aim is to establish the support platform to give our companies a local presence for our customers and also to support their brands after installation," he says.

"One of the most important things to a customer is knowing the equipment can be looked after locally and, in the event

of any issues, it can be repaired quickly. The key goal is to give support to our customers, dealers and distributors and technical support to the design and professional teams."

The first challenge Morris faced in the job was to find simple solutions to tackle any operational complexity that was obstructing efficiency. "It has to be simple to allow

**"This is one of the most proactively developing regions in the world at the moment"**

for flexibility. Ali Group allows its companies to run autonomously with their own individual strategies, sales methods and approaches. We need to allow that to flow freely and be completely supportive."

Very quickly many Ali Group companies looking to become more active in the region approached Morris. "We're creating a platform that

enables the companies that want to be active here to enter into the market efficiently and smoothly," he says.

The market in the Middle East excites Morris because of its variety and diversity. "All the international brands are coming here. Things are developing constantly and they're trying to be the best at everything, which appeals

to me. The people are really interesting too," he says.

"There are so many different nationalities and cultures. You have to be able to understand and be flexible to work with all of those different approaches. I'm dealing with Indian procurement guys, who are really sharp, and Egyptians, Lebanese and Jordanians who have grown up negotiating

## SUPPORT

MORRIS WILL HELP ALI GROUP BRANDS FROM A BUSINESS DEVELOPMENT AND SALES PERSPECTIVE

## SIMPLICITY

A CHALLENGE FOR MORRIS IS TO TACKLE OPERATIONAL COMPLEXITY THAT IS OBSTRUCTING EFFICIENCY

## DESTINATION

THE VARIETY AND DIVERSITY OF THE MIDDLE EAST MAKES IT AN EXCITING MARKET FOR INTERNATIONAL BRANDS

## AWARENESS

MORRIS WILL HELP ALI GROUP COMPANIES TO ENHANCE BRAND AWARENESS WITH KEY ACCOUNTS, CHAINS AND HOTEL GROUPS IN THE REGION

David Morris, regional managing director of Ali Group Middle East





from an early age. It's good fun to play the game with them. It's interesting to try to understand how they work and how we can help them."

Another goal for Morris is to enhance brand awareness and develop business with key accounts, chains and hotel groups in the Middle East region. "I am already approaching hotel chains in tandem with Robert Gehl [group commercial director for EMEA and APAC] and we have networking conferences lined up with the global procurement guys for hotel chains as well as key accounts in the quick service restaurant (QSR) world," he says.

#### BACK TO THE FUTURE

Morris's previous experience as a consultant and in equipment manufacturing has prepared him well. "A consultant has to advise their customer independently on the best equipment for their specific needs. I understand how a consultant's mind works, because I've done it. But I've also worked in the dealer and distribution field and I've worked in key account development and management. Part of that involves working with service networks within the key account chains.

"More recently I've been working on the supplier manufacturing side. I've also worked on behalf of customers and end-users as a client representative, so I've been the customer, the professional team, the guy who delivers and installs, and now the guy who also supplies to those people. Pretty much the whole story."

Being aware of all those

priorities is vital, says Morris. "I understand the needs of the customer and what's important to them: capital investment; how the business will pay off the facility; where priorities lie in terms of space, energy efficiency; the cost of running a facility and how reliable it is."

#### GOING TO MARKET

Ali Group brands that are already well established in the Middle East region include Williams Refrigeration, Scotsman Ice machines, Metro, Burlodge, Rosinox and Ambach cooking equipment, Carpigiani ice cream equipment and Comenda dishwashers.

**"The key goal is to give support to our customers, dealers and distributors and technical support to the design and professional teams"**

The Middle East has a reputation for being a distributor-led market. "A dealer-led market can become quite price-driven," says Morris. "But in the UAE, there is so much project and new-build work and the professional process of tendering has now been introduced, it's important to show loyalty so the dealers and distributors can trust you. Relationship and presence is so important in a sensitive dealer market."

Focusing on after-sales support is an essential remit of Morris's role. "We have to take a new, improved approach here. Regular, professional, training for all of the distributors'

engineers is key," he says. "We want to help improve our customers' and distributors' knowledge and ability. We will be setting up a training area within our Ali Group Middle East facility where regular classes will be held for all our customers and the hotels' own engineering department. There will be no holes in the after sales support to our

customers. We'll be able to step in if anything is not working as efficiently as it could be."

Enabling a smoother supply of spare parts is also a key goal for Morris. He recalls a trip to Jordan years ago when a client's dishwasher had been malfunctioning. "The customer took me to the site to show me. When we opened it up there were car parts fitted into

the dishwasher," he says. "You can't really blame the operator, of course. He couldn't get the parts he needed and had to get the dishwasher working."

Morris will be introducing an extensive spare part store onshore. "We can ship from Dubai to all Gulf Cooperation Council [GCC] states and other countries quickly. You should see people's eyes light up

when I tell them we're getting spare parts here; it's a real paradigm shift."

Ultimately, Morris wants to be able to give peace of mind to Ali Group customers in the region. "It's important to make sure our customers are satisfied. Having professional, reliable, after-sales support improves our reputation and our brand awareness," he says. ■

Dubai nightlife



## EXPERIENCE

**MORRIS WAS PREVIOUSLY A CONSULTANT WITH BOTH TRICON AND DAVID MORRIS DESIGN (DMD)**

## PROJECTS

**HE WORKED ON NEARLY 300 FOODSERVICE PROJECTS OVER A 16-YEAR PERIOD**

## CUSTOMERS

**SOME OF HIS CLIENTS IN THAT TIME INCLUDED HARRODS, THE BRITISH MUSEUM AND THE TOWER OF LONDON**

## KNOW-HOW

**MORRIS WORKED ON A PROJECT FOR HARRODS THAT LASTED OVER SIX YEARS**

## LEARNING FROM EXACTING CUSTOMERS

As a consultant, Morris worked on nearly 300 projects over a 16-year period, first with Tricon and then, three years running his own firm, David Morris Design (DMD). In the UK he designed the kitchens for landmark operations in the Gherkin building, the British Museum, the Tower of London, House of Lords, Soho House and Harrods. He worked on the latter for over six years.

"That was a project that gave me, at a young age, a lot of confidence in my ability to manage customer expectations. No team member or consultant lasted long on that project, so to stay there for six years was quite an achievement," says Morris.

## MY DOWNTIME

"There's so much to do in Dubai. There are regular music and entertainment festivals and sporting events. My wife and I like to dine out and find the lesser known, cool, little restaurants as well as the new trendy restaurants. One of our recent discoveries was Play and I really enjoy the jazz brunch at the Imperium in Zabeel Saray.

"My wife and I love Italian food and culture. It's all about really fresh ingredients. We holiday a lot in Italy and one of our favorite areas is the Amalfi coast. We got married in Positano and honeymooned in Capri.

"Something I've always done, although it slipped away a little bit until recently, is exercise. Back in the day I took my body building and Kung Fu to a high level [Morris competed in an Under 21 'Mr England' competition and practiced Wing Chun Kung Fu]. I was also a ballroom dancer, competing in British, European and World Championships aged 11. Hopefully by the time we have the photo shoot for this story I'll have my six-pack back - it hasn't been seen for a good few years!"



# ALL THE WOMEN

While the debate about equality and opportunities for women to advance in the workplace continues across the world, *Aliworld* speaks to three women who have forged a career in different parts of the traditionally male-dominated foodservice sector



ELLEN SPERANZA  
MANAGING DIRECTOR  
BURLODGE ITALY



MARÍA MARTE  
HEAD CHEF  
EL CLUB ALLARD



SHIKIN AMAIN TURNER  
CREATIVE DIRECTOR  
TRICON

# W

omen are traditionally under-represented in the foodservice sector. The number of female chefs who hold three Michelin stars is still in single figures and, while women are increasingly working their way up into leadership positions, the foodservice industry is still dominated by men.

When women do advance through the ranks they often bring different character traits to a male-dominated industry.

“Women bring a more rational approach to a testosterone driven industry,” says Melissa Yarman, a foodservice consultant with CKP Hospitality who has been in charge of the company’s Dubai operations as the regional manager for the last two years.

As a woman she comes across obstacles every day and says only one strategy works. “Perseverance,” she says. “The Arab market is not an easy one. Being the only female driving most technical meetings is always an additional challenge.”

Some international organizations, including the US-based Women’s Foodservice Forum, have focused on the issue for many years and some companies have launched initiatives to advance women in business. This year Compass Group UK & Ireland, the largest foodservice firm in the UK, became the first company in the industry to initiate the Women in Food program to tackle the shortage of female chefs, making a commitment to have female chefs form 50% of its workforce by 2020.

The group already employs an above average number of female chefs. Out of 4,393 chefs in the whole business, 1,537 are female, making up 35%, which is already way above the industry average of 18.5%.

Compass identified the factors that deterred women from becoming chefs – unsurprisingly, inflexible and long working hours was found to be the prime deterrent for women who often have to juggle work and family life. “We have worked hard to establish the reasons that are discouraging women from becoming chefs or continuing their career as chefs and we hope by recognizing and understanding the issues, we are now able to break down those barriers,” said managing director Dennis Hogan.

We spoke to three women with successful careers in different areas of the industry. They told us about the challenges they have faced, how they overcame them and the qualities they bring to the business as female leaders.





## THE BUSINESS LEADER ELLEN SPERANZA

The managing director of Burlodge Italy has juggled a demanding career while raising her children

I grew up thinking that one day I would be a doctor, but when my father founded Burlodge I realized that my studies would take me down a different path. I did a degree in business administration specializing in management and started working in the family business while studying. Once I finished my studies and after a couple of years doing boring office work, I decided that it was time to fly away and test my capabilities and myself. When we started receiving some requests concerning our products from Australia I automatically clicked by requesting to go and explore that market.

This was a huge learning experience for me. I traveled a lot and learned about different cultures and a new way of doing business.

I did that job for three or four years until I had my first child. I worked until I was eight months pregnant and I returned to the office three months after I had the baby.

### STRIKING A BALANCE

It is difficult to balance work

with family – especially in Italian society. I decided to have a career as a business woman and that means I have had to make adjustments in other parts of my life. Many people associate Italy with families living together, but having all grandparents and family living abroad means I always need to explore different ways to leave my children in a safe and friendly environment.

My daughters are now 14 and 17 years old and the older they get the more demanding they become. I have to plan every weekday and every weekend to make things work. I have always preached to my girls that you have to be independent and work hard if you want to achieve something in your life.

I have learned the values of hard work. You just learn to work until your job is done. One of the key points in my career was when I was made MD for our production plants in Italy. We have 75 employees in this business and when you are responsible for 75 families you realise how important your job is.

**“I have learned the values of hard work. You just learn to work until your job is done”**

It is a very male-dominated sector and I believe women are undervalued and that we have to work harder than men to achieve the same things. Culture causes women to drop out of male-dominated industries in their droves. Overcoming such steep barriers requires a love for your work, a belief in what you are doing and the tenacity to keep going when things get tough.

### GET THE JOB DONE

I have come across many obstacles as a woman but I have always responded with determination and strength. I love learning from knowledgeable people and I still do extra studying and learning so that I am totally sure I know what I am talking about – that helps to be taken seriously.

I believe the top quality you need is an ability to listen. All people have weaknesses and fears and you have to strike the balance between being understanding and being too soft. You have to be able to get what is needed done while also being understanding to people.





## THE HEAD CHEF MARÍA MARTE

The head chef of El Club Allard arrived in Madrid from the Dominican Republic in 2003. She is the only female chef in the Spanish capital to hold two Michelin stars

I was passionate about cooking before I left the Dominican Republic where I had a small catering business, but it was when I arrived in Spain and started working at El Club Allard that I fell in love with the trade.

Thanks to the work and the dedication I put into my work I achieved a position on the kitchen team. Two years ago when Diego Guerrero, the former head chef, left I realised that it was my opportunity to demonstrate that I could take charge of the kitchen. Thanks to Luisa Orlando, the director of the restaurant who had confidence in me, today I am living the dream.

One of the most important points in my career was when they gave me the opportunity to become a part of the kitchen team. Those years were incredible. They made it possible to reach the point I am at now. Having worked all the different sections has helped me to better direct the whole kitchen today. Later on, when Luisa offered me the chance to become head chef and I created

my first dish as María Marte – that was the moment I realized that I was able to take charge.

On a personal level, the biggest challenge by far has been the separation from my children, being apart from them for nearly nine years to be able to offer them a better life has been so hard but it has been worth it.

### EQUAL IN THE KITCHEN

On a professional level I think that regardless of how hard those early years were I am so privileged to be where I am and experience the challenges that come up every day in the kitchen – the important thing is to keep calm and look for solutions so that the customers who have come to enjoy a new experience go home wanting to come back.

I think things are still quite complicated for women when it comes to equality and we need to work to change them every day. I am really lucky to work in a restaurant where women are valued at the same level as the men and I have never had an experience in the kitchen

**“I am a very positive person and I think you can achieve anything you want if you work hard and don't stop trying”**

that made me feel unequal in any way.

### FOLLOW THE DREAM

But when I leave the restaurant I see how difficult it is for women. It makes me happy to see there are more and more women in the sector. I am sure we'll keep growing in numbers.

The most important quality in the kitchen is paying attention to the constant work and the team that surrounds you. I learn something every day from the cooks. You need to know to have personality in what you do but knowing how to listen is so important.

I enjoy seeing people enjoy what I do; to make people happy with what I create is really priceless.

I'd encourage any other women who would like to make a career in foodservice to not let society influence them. If this is their dream then work hard to achieve it and don't limit themselves. I am a very positive person and I think you can achieve anything if you work hard and don't stop trying.





## THE CONSULTANT SHIKIN AMAIN TURNER

The creative director of Tricon was born in Malaysia but has made her career as a foodservice consultant in the UK

I became a consultant by accident. I studied chemical engineering at Strathclyde University in Scotland and after graduating I returned to Malaysia. As a fresh graduate you are just looking for any job and I got employed as a project engineer by a foodservice consultancy company called Creative Kitchen Planners. That was 20 years ago.

### AMBITION AND FOCUS

I was employed to focus on the technical parts, but coincidentally I always had a passion for food and I always liked the hospitality industry.

I was very ambitious and I just wanted to learn quickly, so that was a very important stage of my life. I came in to the office early because I really wanted to know exactly what we were doing and become better. I always had a lot of questions – when you are young you are not shy to ask questions. It is different when you reach a certain age. You come to think that certain things are a bit embarrassing to ask. But when you are

young you can ask all the silly questions again and again. So that is what I did and that way you learn really quickly.

One of the challenges of being female in a male dominated industry is that as we get older we want to have families and a lot of women would prefer to focus on the family and then the career would come second. Men can go and do their work and then when they go home; that's it. For women it's different – you go to work and you do the same amount of work and when you go home you still have a bunch of things to do. It is a challenge to juggle work and life. I am very lucky because I have had my mum living close by so she has helped a lot in bringing up the family.

### CONFIDENCE IS KEY

I got married first, studied at the same time as I had a family so I took a different route to other people. Now I look back and wonder how I managed to do it but when you are young you just do things without thinking too much about it. I

**“If you have the knowledge, the talent and the capability, you stand tall and deliver your message with confidence”**

guess that is probably because I am quite ambitious.

I don't find being a woman has made it harder to advance my career. I guess it is down to experience and it depends on your personality, but if you don't want to make it an issue, it won't be an issue. Maybe it's because I don't care – it is your problem, not my problem. I am here because I know what I am doing.

### BE SINCERE, DELIVER YOUR BEST

I am also quite small – 4 foot 11 – and I sometimes get people who underestimate me. You can take this negatively or positively. I use it to my advantage. If you have the knowledge, the talent and the capability, you stand tall and deliver your message with confidence.

I believe you have to be nice to people. You want to make friends, not enemies because you see the same people on different projects and in different situations. You have to be sincere in what you're doing and deliver your best to the project you're working on. ■





# TAKING COOKING INNOVATION TO THE WORLD

The F900 Series from **Falcon** adds new style and technology to a company with a long tradition for manufacturing robust and reliable products as it steps up global growth and reaches new markets, reports Tina Nielsen



**P**eter de Kauwe, executive chef at The Club in Abu Dhabi, knows what it is like to run a busy kitchen – or in his case five kitchens across 13 different restaurants.

As the man in charge of the catering offerings at the private members club, de Kauwe has to come up with new menu ideas on a daily basis. From buffet dining in the restaurant to traditional Arabic cuisine in the Al Sarab restaurant and a children's menu in the Family Room, repetition of dishes must be kept to a minimum and all tastes must be catered to.

The award-winning club in the heart of Abu Dhabi serves around 3,000 private members – 60% of them British. It caters to everybody, from families to business people, and offers a vast range of leisure activities and dining facilities.

"The Club is unlike a hotel where you can have a set menu and people come in once or twice a year," he explains. "Our members often visit every day so food is not repeated because people would just get bored." He uses what he calls "the full encyclopaedia" to come up with menus for the resort.

"I have got to be abreast or conscious of the ever-changing trends universally when compiling new and exciting dishes on offer," says de Kauwe.

This year he recommended Falcon's F900 Series for the banqueting services due to its "reliability in large scale operations and its robust reputation."

#### EQUIPMENT FOR A GLOBAL MARKET

Development of F900 started in 2013 and lasted two and a half years. The first Falcon range of equipment to be designed from the bottom-up since 1998, it was launched in the UK in September 2015 and in Dubai in November.

Falcon managing director Tim Tindle says it represents a step change. Above all it has been developed for a much broader market than the one Falcon currently operates in. As an example, traditionally products were designed around UK natural gas and UK LPG, but now F900 is qualified to 24 different gas types so it can be sold all around the world.

One of the drivers behind the F900



## THE MANAGING DIRECTOR ON A GLOBAL MISSION

Tim Tindle has a background in selling, designing and manufacturing, first in farm machinery and later in foodservice. Since joining Falcon in 2011 he has implemented several changes. He says he was tasked with "improving things in order to move the company forward" on joining.

"The first challenge was getting everyone on board with the new strategy which is based much more on standing on our own feet," he explains. The overall Falcon strategy is simple according to Tindle. "We need to sell more of what we make and to do that we have to develop new products and new markets, invest in our factory and in our people," he says. "Everyone at Falcon owns this and we are powering forward."

Falcon has developed more sales in the UK, expanded into different sectors and developed sales in the Middle East and Scandinavia. "We used to import and sell badged equipment, but now we do much less of that," he says. "We focus more on selling what we make."

series was an ambition to be a truly global company. The company will initially focus on UK, Ireland, the Middle East and Scandinavia. "We already have a presence in those markets, so we will build from there," says Tindle.

As a company with nearly 200 years history of trading, Falcon is seen as a safe and conservative choice, but the Scotland-based company wanted to go beyond that. "We also want to move into front of house, to restaurants and to hotels," says Tindle. "We needed a product to excite consultants so they would want to specify it."

De Kauwe has used Falcon equipment since 1987. "I know that it is a robust product," he says. He has been impressed with the strength of after-sales service in recent years. "It makes a difference when you need a spare part and if it is not held locally you can have it quickly flown in or somebody can come and assess the problem early on," he says.

#### THE CHEF AT THE CENTER

Prior to launch of any new products a lot of work goes into make sure that chefs like de Kauwe are happy with the finished product. Neil Roseweir has been the Falcon development chef for the last 25 years. Before that he worked in hotels and restaurants, as well as industrial, commercial and airline catering. His role is to represent the chefs' point of view. "I communicate with chefs all the time and that means I know exactly what chefs are after," he says.

For the F900 Series, Roseweir was involved right from the start of the development process. "Food that is cooked on Falcon equipment is judged by chefs on the color, flavor, texture, succulence and yield and we had to ensure that F900 would help the chef deliver this to ensure the customers in the restaurant have a first class eating experience," he explains. "When a prototype is drawn up, I'm involved every step of the way from the base specification to testing the product through many menus and feeding the results back to the engineers. I also get involved in the ease of use of the product,





safety while working with it and these may, for instance, lead to a demand for a brighter light or steadier legs, whatever it is. Generally the designer and the lab technician who work together on a project will build what they think is right and then bring it to me for my feedback. I am really paid to be a thorn in their side."

The specification of the F900 Series reflects a trend for smaller kitchens. "This range of products is 900mm deep and available from 400mm wide – we are trying to get into the restaurant market and restaurant kitchens can be small so if you can get a chargrill, a fryer and a griddle all at 400mm wide it means that the smaller restaurateur is not left out," says Roseweir.

"Another big advantage is the edge to edge suiting, which makes it easy to keep the equipment clean. The lack of nooks and crannies helps prevent any bacterial growth from occurring."

In Abu Dhabi, de Kauwe says he likes the look and feel of the product. "It is robust and I expect it to be robust. The product itself looks nice; nicer than before," he explains. As for standout features he doesn't hesitate in pointing to the fryer. "The filtering system and the microfilter inside that takes out the small particles food debris within the oil leaving it perfectly clean. I can get maybe a day's additional use of the oil, which of course brings down costs. The fact that it is cost effective makes it stand out."

To accommodate the brand new configurations Falcon had to invest in new technology. "Kaisan workflows helped free up floor space to fit the new product range into the existing factory," explains Tindle. "We also worked with the supplier of robotics at Jaguar Land Rover to develop a robotic projection welding unit, which means we can have a near seamless join."

As far as future development is concerned, Tindle says Falcon is far from resting on their laurels. "Once we finished with this we held a session looking at the lessons learnt and we changed various things and moved to stages two and three of the F900," he says. "We continue to improve and hone the process – there is always more to do." ■



## THE FEATURES THAT SET THE FALCON F900 SERIES APART

- Dynamic Linking System (DLS) for easier joining of units (patent pending)
- Edge to edge suiting for prevention of grease build-up
- IPX5 water resistant
- Easy cleaning features, including hobs with wide radiused corners, sealed burner wells and fryers with filtration
- 304 grade stainless steel hobs and cast iron pan supports
- Front servicing facility
- Different configurations and widths, which adds flexibility
- Simple gas conversion to accommodate all gas types



# PASSION AND PARTNERSHIP: AN UNSTOPPABLE COMBINATION

The history of Kashmir Crown Bakeries is a true rags-to-riches story about a real entrepreneur who found success through hard work, courage and a sense of community. Ali Group company **Mono Equipment** has played a key role in the company's growth and transformation. Jim Banks explores how a relationship built on honesty and trust can help turn a dream into reality



**K**ashmir Crown Bakeries was one of the first Asian bakeries in the UK and, from its base in Bradford, has grown into an international brand with a multimillion-pound turnover and is the biggest business of its kind in Western Europe. Its success is due in large part to the determination and ambition of one person, Mohammed Saleem, a man from a humble background who had a big dream.

Mohammed Saleem was born in 1940 in Kashmir. When he was seven years old the British partitioned India and Pakistan, leaving Kashmir as a disputed state, so he was displaced to Rawalpindi, where he ended up selling eggs at a railway station to support his family even though he was only seven. Eventually, when he was 20, he had the chance to go to the UK because the government had made a deal with Pakistan to provide labor as there was a shortage of workers after the war.

"He landed with £5 in his pocket and headed for Bradford because he had friends there.

He still had a desire to run his own business and with an investment of £55 he opened Kashmir Food Store. His idea was to provide a link to the homeland for local people. For people from Pakistan, India,



Mohammed Saleem's son Asim, above, is the managing director



Mohammed Saleem (left) founded Kashmir Crown Bakeries in the UK in 1960, having left Pakistan as a young man





Kashmir Crown Bakeries has had a close relationship with Mono Equipment since 1979

Bangladesh – the whole of the Indian subcontinent – Asian sweets were very difficult to find, especially for important festivals like Eid and Diwali, so he opened a small kitchen. He had a passion to provide what the people of his culture really wanted,” says Asim Saleem, the eldest of Mohammed’s six children and current managing director of Kashmir Crown Bakeries.

Across the road from Mohammed Saleem’s home, was a bakery run by an Englishman called Whitehead who sold Mohammed a small bakery for £3,000 in 1970 and gave him a crash course in baking. From there Mohammed started to experiment with the cake rusk that became the company’s signature product. Similar to biscotti, it is a double-baked cake that people from the Indian subcontinent eat at any time of day. It was an instant success and was the catalyst for the stellar growth of Kashmir Crown Bakeries.

“In 1979, when my father opened his third shop, he met Chris Huish from Mono, who sold him a Mark 9 cake depositor and that was the turning point for production on a mass scale, which allowed us to sell our products nationally and internationally. This business is all about people and our relationship with Mono is like a marriage. It is about friendship,” Asim Saleem explains.

#### A PARTNERSHIP BUILT ON TRUST

The relationship between Mono Equipment and Kashmir Crown Bakeries has grown stronger over the decades and Mono now supplies most of the equipment the company uses.

“It is a special relationship. I’ve dealt with them for 35 years now and it all began when I sold them a depositor. At the time we could not agree on a price and Mohammed showed me the machine he was using, which had broken and was not worth what he had paid for it. When he saw the equipment I was offering he gave me a blank signed check to buy it. He told me God had sent me and would guide my hand as I filled in the number on the check. I was honoured that Mohammed had showed faith and trust in me, it is something that I have never forgotten,” explains Chris Huish, director of independent sales at Mono Equipment, who are based in Swansea, Wales.

“This unwavering trust is still there and we now provide all of their equipment including mixers and pastry lines, and over the years they have bought ten depositors. They consider me to be part of the family and I have helped them to

**“This business is all about people and our relationship with Mono is like a marriage. It is about friendship”**



## AN INTERNATIONAL BRAND IN NUMBERS

**KASHMIR CROWN BAKERIES** NOW DISTRIBUTES TO **2,000** INDEPENDENT **RETAILERS** IN THE UK AND HAS A LICENSED DISTRIBUTOR IN THE US. ACROSS THE US AND EUROPE IT NOW HAS OVER **5,000** **OUTLETS** AND ITS ANNUAL TURNOVER IS **£7M** IN THE UK AND **\$6M** IN THE US.



Mono Equipment provide all of Kashmir Crown Bakeries' equipment  
Left: Mohammed Saleem's van in front of his first bakery





Kashmir Crown Bakeries has had great success adapting its recipes to local markets

grow the business globally. Even though Kashmir Crown Bakeries is a big company now, the relationship is still personal,” adds Huish.

Huish began his career as a baker and his first job at Mono Equipment was as a test baker before he moved into sales. It is partly his in-depth understanding of the bakery business that has helped the relationship with Kashmir Crown Bakeries to blossom, but also a shared philosophy he has with them.

**STRENGTH THROUGH COMMUNITY**

“Family and community are still the foundation of this business. There is a real sense of community among the people in the UK whose origins are in the subcontinent and traditional foods unite them. Our motto is ‘strengthen each other so that we may prosper’ and that message is still at the core of our business. Profit is the end result of what we do, but it is not our goal. We recognize that everyone is a stakeholder in our business,” says Asim Saleem.

Today Kashmir Crown Bakeries has grown beyond all expectations; larger than Mohammed Saleem could ever have imagined. The company has expanded along with its innovative product range. It is adapting some recipes to local markets and is taking traditional Western

recipes and blending different ingredients to suit Asian tastes.

“The challenge now is to keep the soul of the business. We must be a corporate entity without compromising our identity and our core values. We want to keep growing and also remain a family business in which everyone shares the rewards rather than driving value for shareholders,” says Saleem.

“The UK has a large Asian community and this is still our core market but our wider market is much more cross-cultural now. We are now looking at the Middle East and Australia as potential markets. My father built a national business and I have taken it international. One day I hope my children will come into the business and take it even further to the next stage.”

The story of Kashmir Crown Bakeries is one of passion, ambition and hard work, but more than that it is a story about the strength of relationships and community. Whether it is the community of customers or the network of suppliers, the company has a philosophy of shared values and collaboration that is still its greatest strength. ■

**“The story of Kashmir Crown Bakeries is one of passion, ambition, hard work, and the strength of relationships and community”**

**ABOUT MONO**

Kashmir Crown Bakeries found its perfect partner in Mono, which is the longest established confectionery depositor manufacturer in the world and a one-stop shop for the full suite of bakery equipment for clients that include the UK’s leading artisan bakeries and some of its best known supermarket chains.



**ACCREDITATIONS AND AWARDS**

BSI ISO 9001 QUALITY MANAGEMENT  
BSI ISO 14001 ENVIRONMENTAL MANAGEMENT  
CE QUALITY MARK SAFE CONTRACTOR APPROVED



Kashmir Crown Bakeries are looking forward to using their new 3D-X confectionery depositor from Mono Equipment



**THE NEXT STEP**

Mono Equipment’s latest innovation is the Universal 3D-X confectionery depositor, which features the ability to deposit in all three (XYZ) directions. It also has the option of using a single, double or triple hopper system enabling up to three different colored mixes to be deposited simultaneously.

The combination of the XYZ depositing and the three hopper system means truly eye-catching and highly original products can be created. Complex shapes such as Christmas trees, incremental spirals and pyramids can

be easily constructed with consistency and precision.

“Kashmir Crown Bakeries has ordered the very first 3D-X confectionery depositor. The company likes to be the first to use our new equipment and by testing our products it helps us to find new ways to improve them. Our equipment, including this depositor, will help keep Kashmir Crown Bakeries at the forefront of new product innovation for many years to come,” says **Chris Huish** (pictured above), director of independent sales at Mono.





When the new St John of God Midland Public Hospital was built, a food production facility was required that could accommodate up to 1,000 meals a day, comply with the department of health regulations and enable a fast, reliable and flexible service. Andy McLean speaks with the team from **Moffat and Arcus Australia**, who collaborated to supply an overall foodservice equipment solution

**T**he St John of God Midland Public Hospital project was no ordinary one. When the project first began, there was no facility at all - just a hole in the ground. Now it's a AUS\$360 million, 307-bed facility that has treated 40,000 patients since wards opened late last year, as it replaces the Swan District Hospital, marking a new era in health care for the east and wheatbelt regions of Western Australia.

The project required a complete production kitchen that could prepare, cook, preserve and plate meals delivering to patients, up to 1,000 meals a day. "Working on a hospital project of this scale was very unique," says Brian Garcia, state manager from commercial kitchen equipment supplier Moffat.

Overall Moffat supplied equipment in the area of production cooking,



healthcare meal delivery systems and collaborated with Arcus Australia to supply the following areas of the cook-chill process: food preparation, cooking production, blast chilling, cold plating of meals and the rethermalization of the patients requested meals. “Arcus is an experienced kitchen contractor in providing complete fit-out solutions in the hospital and healthcare sector,” says Phil Daly, Arcus’s sales and marketing manager.

**NEW STANDARDS IN WORKFLOW EFFICIENCY**

As well as being an entirely new facility, St John of God Midland Public Hospital had high expectations when it came to efficiency as it was designed specifically with cook-chill in mind. It enables flexibility, reduced labor costs, extended shelf-life whilst delivering quality meals to the hospital.

The cook-chill process allows control of the food preparation and is designed to provide more flexibility; this involves the

**St John of God Midland Public Hospital had high expectations when it came to efficiency as it was designed specifically with cook-chill in mind**

technique of cooking the food, followed by rapid chilling and storage at controlled temperatures for up to five days. When required the food is then cold plated and ready to be rethermalized, ensuring that the meals are available as required. The main focus for the hospital’s catering team is the patient, ensuring their individual specialized dietary needs and preferences are met. The meal delivery system from Burlodge certainly meets these demands.

Energy and resource efficiency was one of the key areas of focus to this project. For instance, the Wexiödisk, Rendisk and Washtech products installed for the

warewashing section enable the hospital to reduce water, chemical and energy consumption, which in turn enable the hospital to realise a greater return on investment on each of the units installed.

**DELIVERING RESULTS**

Moffat’s team of healthcare specialists working closely with the management of the foodservice operations at the hospital resulted in a very successful start-up. “Moffat is a leader in supplying cost-effective equipment solutions and has the start-up capability to manage a project of this size,” says Daly.

Having worked on many other projects before, Arcus found it easy to collaborate with Moffat to supply the required equipment for St John of God Midland Public Hospital. “Arcus also has a good relationship with the other hospitals in the Group and in the area so were very happy to be involved in delivering this project,” says Daly. ■



The St John of God Midland Public Hospital was designed specifically with cook-chill in mind



**BRANDS AND PRODUCTS USED**

So exactly what state-of-the-art technology did Moffat supply to the hospital? When it comes to specific equipment, the choice was to use Waldorf cooking suites, Burlodge B-POD meal delivery systems and a Wexiödisk flight washer with a Rendisk tray conveyor system and Washtech pot washer. Also, the hospitals preference was for Turbofan convection ovens and Friginox blast chillers.

“Waldorf cooking suites are the best on the market,” says Phil Daly. “Waldorf is the primary brand in terms of Moffat’s cooking equipment, and has excellent service and support.”

The Wexiödisk flight type dishwasher installed in the hospital, for instance, is over 10 meters long. The system is unique as it incorporates all the requirements and benefits that are expected from an advanced dishwashing and tray handling system. The Wexiödisk



WDB-800 incorporates constant web connection for remote diagnostics and HACCP (Hazard Analysis and Critical Control Point) reporting. The Burlodge B-Pod meal delivery system is designed to provide excellent outcomes in workflow and worker safety as well as meeting floor space, food quality, customer satisfaction, and food temperatures requirements.

**THE HOSPITAL IN NUMBERS**

NUMBER OF MEALS SERVED PER DAY: **1,000**  
TOTAL COST OF THE HOSPITAL: **\$360,000,000**  
PATIENTS TREATED SINCE FACILITY OPENED IN 2015: **40,000**  
LENGTH OF WEXIÖDISK FLIGHT WASHER: **10 METERS**



# BLACK GOLD: FROM BEAN TO CUP

When Juan Valdez Café (JVC) was looking for a manufacturing partner to support its burgeoning business, it chose Rancilio Group. Oliver Griffin met with JVC's CEO Hernán Méndez over a coffee in Bogotá, Colombia, to discuss the partnership

**16**  
countries Juan  
Valdez Café operate  
in, including:



Colombia



Spain



Malaysia



**J**uan Valdez Café (JVC) is a coffee chain and franchise that supports thousands of coffee growing families. The majority of its 340 stores reside in its home country Colombia, where it employs some 1,500 people.

"The name Juan Valdez came to life in the 1950s," says CEO Hernán Méndez, explaining that the name was first attributed to a character designed to represent the Colombian coffee industry.

When JVC was founded, it was owned entirely by the Colombian Coffee Federation (CCF). While the CCF still holds an 84% stake in the company, 12% is now owned by the International Finance Corporation (IFC), with the final 4% belonging to some 18,000 coffee growers.

"The Juan Valdez brand is owned by the Colombian coffee farmers," Méndez explains. "We pay royalties to use that brand, depending on where

and how the coffee is sold. The money helps fund multiple initiatives executed by the CCF in benefit of the coffee growers, specifically Cenicafe, a coffee research and development company founded by the CCF. Cenicafe has an army of technicians that go to every farm and give them assistance. The farmers have access to very highly-qualified people who can help them to improve their coffee plantations."

JVC has pursued a strategy of growing alongside its partners. "We knew we did not have the money to invest in other countries but recognized there was a lot of appetite for our brand," says Méndez. "We decided that we should build our international expansion industry by offering franchise options."

## GOOD COFFEE DEMANDS A GOOD MACHINE

Juan Valdez has been partnered with espresso machine



JVC's CEO,  
Hernán Méndez



## JUAN VALDEZ CAFÉ IN NUMBERS

TURNOVER IN 2015:  
\$75 MILLION

FIRST STORE  
OPENED: 2002

KEY DEMOGRAPHIC:  
16-30 YEAR OLDS

NUMBER OF  
COFFEE VARIETIES:  
NINE, WITH  
ROTATING  
ORGANIC RANGES



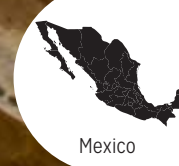
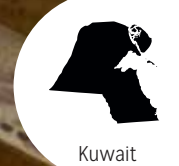
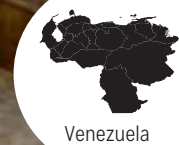
Rancilio Group  
won three  
innovation and  
design awards  
in 2015

manufacturer Rancilio Group since 2013. After opening a bid to 12 espresso makers worldwide, Méndez and his team chose Rancilio because of the company's international presence, its commitment to quality and the durability of its Classe 7 and Classe 9 espresso machines.

"Rancilio Group support us very well and do a great job of getting their local people to help us out," says Méndez.

The respect between the two companies is mutual. Andrea Mascetti, Rancilio Group's export sales director, describes the partnership as a "win-win situation" for both businesses.

"Without doubt, this is a mutually beneficial collaboration," Mascetti says. "Juan Valdez is a prestigious and successful brand for Rancilio Group, and Juan Valdez can count on the quality of our equipment, thorough after-sales service and technical and commercial training."



"We were created to give value to Colombian coffee growers and that is ingrained in our strategy and our ambition. We all know that we are working for the coffee growers"

Rancilio Group provides Juan Valdez with Classe 7 and Classe 9 medium-high traditional coffee machines, including the revolutionary Xcelsius technology for temperature profiling.

This unique system allows the particular aromatic characteristics of each individual Juan Valdez blend to be brought out for the perfect cup of coffee.

The water-soluble substances of ground coffee are extracted as required by the barista, who can achieve a range of different results in terms of density,





viscosity, sweetness, flavor and many other aspects.

In addition, the independent nature of the product's groupheads allow the operator to decide whether or not to switch each one on and, consequently, to optimize energy consumption.

"More than ever, saving energy is currently not only an economic issue, it is an ethical value," Mascetti explains. "The reduction in energy consumption during use of machines and the identification of temperature control solutions that look at the health and safety of our customers - are part of an approach that is focused on social and environmental protection."

#### AWARDS FOR INNOVATION

Rancilio Group recently picked up three awards for the innovation and design of its products. The company won both the Red Dot Award and EU Design Award in 2015

**"Coffee is becoming like wine. We are now even starting to do food pairing; people are surprised, but it works"**

for its Classe 11 USB Xcelsius espresso machine. Similarly Rancilio Group CONNECT - an Internet of Things (IoT) development that allows for the remote monitoring and maintenance of coffee machines - has won the 2016 SMAU Padova award for innovation.

Both Méndez and Mascetti agree that the future of coffee is one of increasing sophistication. "Coffee is becoming like wine," Méndez says. "We are now even starting to do food pairing; people are surprised, but it works."

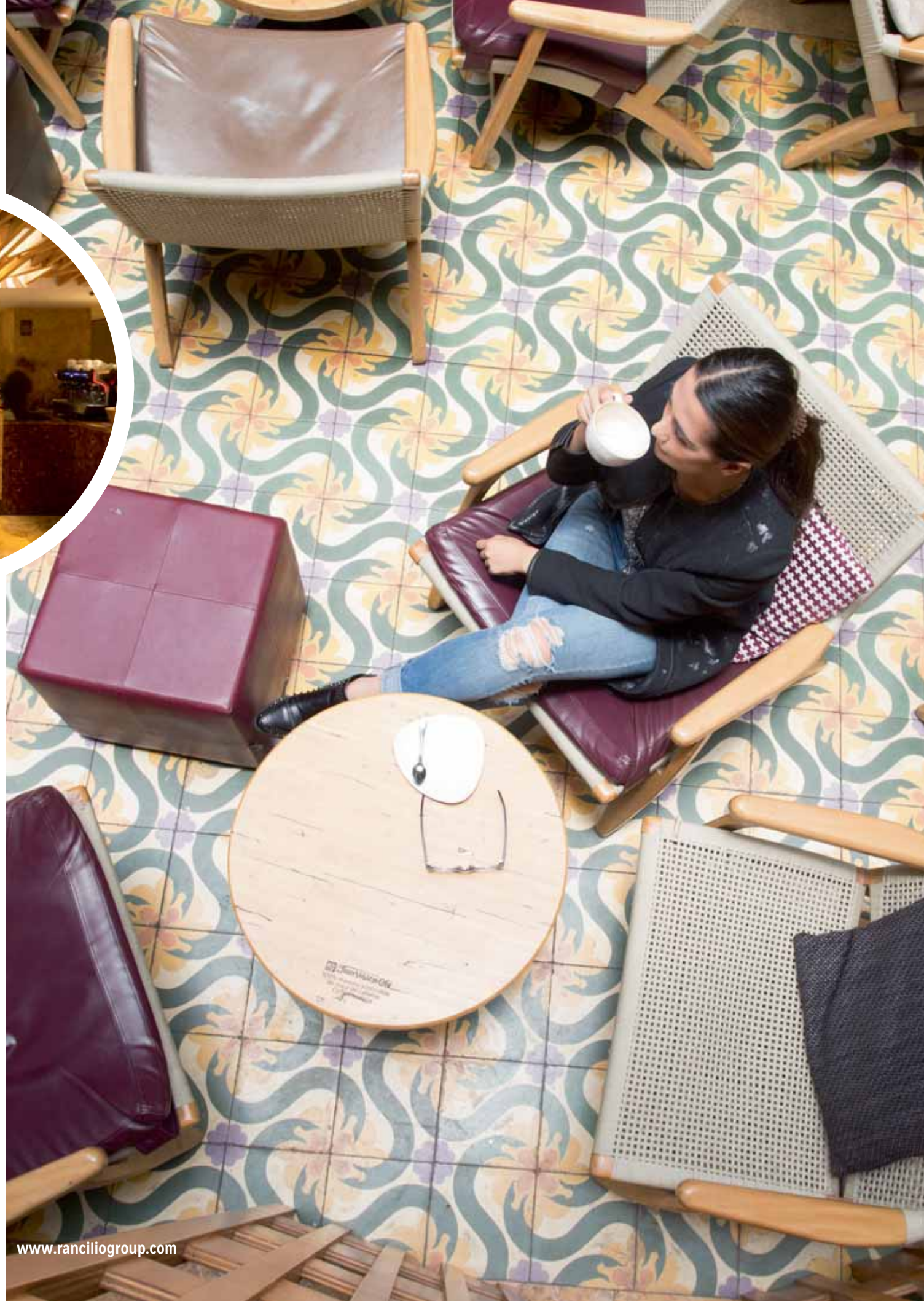
"The future of coffee will be increasingly gourmet," Mascetti adds. "Consumers are becoming

more knowledgeable and are showing that they are happy to pay more for excellent coffees made from high-quality raw ingredients and professional equipment."

Juan Valdez Café's low-key international presence could be coming to an end. The business has a presence in 16 countries worldwide, including locations in Asia and the Middle East and Méndez is enthusiastic about JVC's future, explaining that the chain is keen to expand its presence globally.

"Our ambition is to be the most recognized and admired Colombian brand in the world," Méndez continues.

"We were created to give value to Colombian coffee growers and that is ingrained in our strategy and our ambition. Everyone, from our baristas preparing espresso drinks to the CEO, believes in that mission. We all know that we are working for the coffee growers." ■



## RANCILIO GROUP IN NUMBERS

TURNOVER IN 2015:  
€75 MILLION

FOUNDED IN: 1927

NUMBER OF  
PROFESSIONAL  
MACHINES  
MANUFACTURED  
IN 2015: 20,415

NUMBER OF  
DOMESTIC  
MACHINES  
MANUFACTURED  
IN 2015: 15,647

NUMBER OF  
EMPLOYEES  
WORLDWIDE: 241

NUMBER OF  
PARTNERS:  
MORE THAN 1,050



# MASTERING THE MENU

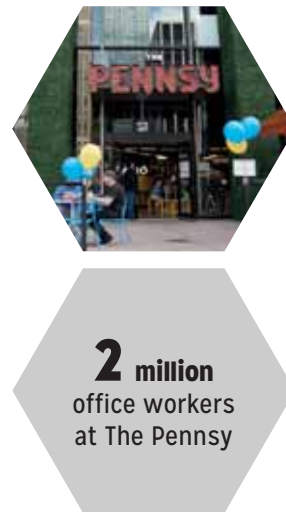
The team at New York City butcher shop Pat LaFrieda was not originally convinced a microwave could do their high-quality products justice - until they were introduced to the **MenuMaster®** Commercial MXP22, reports Elly Earls

**N**obody at renowned NYC butcher Pat LaFrieda, one of five outlets that makes up the city's recently-opened high-end food hall concept, The Pennsy, thought a microwave would meet the exacting requirements of its first brick and mortar location. But only a few months after installing two MenuMaster MXP22s, the team is not only blown away by the speed and quality of the food the ovens are producing, they've convinced another Pennsy outlet to switch to MenuMaster too.

The Pennsy, a high-quality food hall showcasing the offers of five New York food stars – The Cinnamon Snail, Mario Batali with Mary Giuliani, chef Marc Forgione, chef Franklin Becker's The Little Beet and, last but not least, Pat LaFrieda - was created to meet the increasingly high expectations of New York diners on the move.

Located on Penn Plaza, just minutes from both Penn Station and Madison Square Garden, its prime spot gives its tenants access to two million office workers, all of whom work within an eight block radius and want high-quality lunch options fast, as well as concert goers and sports fans, who are equally discerning about their pre-event meals.

And the team at quality meat purveyor Pat LaFrieda, which up until opening at The Pennsy in January had never had a brick and mortar location, is serious about making the most of this unprecedented opportunity to showcase their products to New Yorkers. "We're there for brand exposure - to give people access to our product – so the product has to be perfect," says the company's owner Pat LaFrieda, great grandson of Anthony LaFrieda who opened the first LaFrieda butcher shop in Brooklyn back in 1922. "We're telling people who we are and the last thing we want to do is tell them we're a company that serves a mediocre



**2 million**  
office workers  
at The Pennsy

**1922**  
when the first  
Pat LaFrieda  
opened



For NYC-based butcher Pat LaFrieda, the product "has to be perfect"





**45**  
seconds  
to cook  
cauliflower

**360**  
different  
menu  
options

**15x**  
faster than a  
conventional  
oven

## THE MXP22'S UNIQUE FEATURES



On top of its ability to cook high quality ingredients fast without losing integrity, the MXP22 boasts a number of additional unique features. These include:

### ERGONOMIC DESIGN MEANS CONVENIENCE

"Thanks to the oven's ergonomic door design [it drops below the cooking surface], it's convenient and safe for the end-user to place food in and take food out of the MXP," says **Mary Potter** (pictured above), senior vice president of sales and marketing at ACP, Inc., the manufacturer of the MXP.

"You can also stack one oven on top of the other without a stacking kit, so you get the flexibility of two ovens in the footprint of one," she says.

### ADVANCED PROGRAMMING

"The MXP accepts up to 360 different menu items, so when a restaurant adds

menu items, they don't have to delete previous ones. This is particularly useful for restaurants that change their menus with the seasons or have limited time offers," Potter notes, adding that the pre-programming feature also means restaurants can guarantee that they serve consistent food, every time. "The chef simply develops a menu item, programs cook times into the oven, and when the kitchen staff operate the oven, the results are always the same."

### FLEXIBILITY MARRIED WITH FUNCTIONALITY

"Not only does the MXP22 give operators the opportunity to cook fresh food on demand, it can also cater to an operator who may want to make their sandwiches in the morning before store hours, refrigerate them and then put them in the oven and cook them as they're ordered," Potter remarks.



product. We had to have the right people and the right equipment to do that."

### HIGH SPEED MEETS HIGH QUALITY

Enter Menumaster's MXP22, a high speed combination oven that cooks 15 times faster than a conventional oven and combines three cooking energies – microwave, forced convection and infra-red radiant. Not only does the product cook incredibly fast, it does so without compromising the meat's quality or drying it out, an absolute must for Pat LaFrieda. The MXP is used to cook the meat for signature sandwiches, including the original filet mignon sandwich, and the grilled chicken breast with broccoli rabe, mozzarella and calabrian chili aioli on an olive baguette.

"The MXP can cook a steak in a minute and 15 seconds, a perfect chicken cutlet in two minutes and vegetables like Brussels sprouts and cauliflower in 45 seconds; it kind of blows my mind," says Pat LaFrieda chef Kenny Cuomo, adding that it also achieves this without producing any smoke thanks to its in-built catalytic converter, something that is really crucial for The Pennsy's vent-less environment.

It has certainly overcome the team's initial skepticism about the thought of working with a microwave. "Being a classically-trained chef and working in Europe and all over America on some of the most high-end ovens you can imagine, I never thought that I would be able to produce the food out of this little oven at such a high level. I've got to be honest, in the beginning I was a little skeptical but as I got to know and work with the MXP, it has been very impressive. It can do anything," Cuomo says. "These ovens are the workhorse and the soul of the kitchen. We're using them to make fresh, beautiful cuisine that otherwise couldn't be produced in this kind of environment."

### A FLAIR FOR FLAVOR

Cuomo's boss was won round even more quickly. "When we went to test the machines, we brought about eight or nine pounds of beef with us and just kept putting it in and eating it," LaFrieda recalls. "It truly tastes like you're eating steak off an open grill; I was shocked."

And even chef JP Pellicane, corporate chef at BSE Marketing, an ACP product distributor based in New York, has been pleasantly surprised at the results the Pat LaFrieda team have managed to achieve on site, following his training. "This morning, because I was coming to the site, I didn't have breakfast so I could get two sandwiches at Pat LaFrieda; they're that good," he grins. "It's a great place to bring people. I'm only a small part of it, but I'm really proud of what these guys are doing."

For LaFrieda, investing in the Menumaster MXP was the best thing he could have done for his new venture, and one of his Pennsy neighbors, Cinnamon Snail, clearly agrees. "After eating one of our sandwiches, they switched over to Menumaster," he says. "I saw the oven coming and asked 'Is that for us?', but no, they'd ordered it."

The only question is, who will be next? ■





# A TOOLBOX FOR TOMORROW'S KITCHENS



Centre Culinaire Contemporain in Rennes, France, is a vast structure created in a timeless architectural style. Opened in 2013, it provides a veritable toolbox for stakeholders in the food sector. Supported by equipment manufacturer Rosinox, this 'living laboratory' is dedicated to innovation in cuisine under the skilful directorship of **Freddy Thiburce**, reports Sandra Haurant



Unique in Europe, the Centre Culinaire Contemporain (known as 3C) spreads across 3,500 m<sup>2</sup> and over three floors. It was the brainchild of visionary Freddy Thiburce. A graduate of the École Supérieure de Commerce des Arts et Métiers, he first worked for the regional delegation of a consort of professional agricultural organizations. He was tasked with the creation of a regional delegation at the Centre National Interprofessionnel de l'Économie Laitière (National inter-professional center for the dairy economy) in the west of France, one of the key dairy-producing parts of Europe.

In 1994, he created the Cercle Culinaire de Rennes. “With the exception of Cordon Bleu, whose reputation is firmly established, we were the first to offer cookery courses in a leisure context,” he says. Today, the Cercle Culinaire network can be found in 50 towns across France.

### 360° RESEARCH AND INNOVATION

While continuing to support this network, Thiburce is also at the helm of 3C. The structure he founded is the result of extensive experience, built up over 20 years, on the practical and engineering side as well as in culinary marketing. “I think I have explored the whole of this sector, although there is always more to discover,” says Thiburce.

3C is a veritable toolbox, completely dedicated to research and innovation in the world of food and gastronomy: “I envisaged living laboratories based on experimenting, in a collaborative manner, to stimulate innovation, and based on an understanding of how co-creation works and what it can offer,” says Thiburce.

The center is for all players in the food industry: regions, public and commercial caterers, producers’ organizations, multinationals, artisanal businesses, equipment manufacturers. “To make sure it works on a 360° basis, I have the support of 30 collaborators, among



3C promotes interaction between professionals and consumers



them sociologists, engineers, experts in marketing, design, nutrition, digital specialists and about ten cooks. Their backgrounds are often a combination of elements, for example, one is an engineer with a diploma in cuisine, another is an agricultural engineer and a doctor of sociology. It is this mix that enables creativity,” says Thiburce.

Another special element of 3C is that it is open to the public and aims to promote interaction between professionals and consumers. Anyone can participate in cookery courses, conferences, exhibitions or indeed come along to eat. “We have two teams of chefs within the restaurant. One works at the counter where people can taste salads, wraps or savory tarts made from seasonal produce. The other is in charge of the ‘bistronomique’ tasting restaurant. Menus here are changed every day because we are working on new recipes or services through daily experimentation,” he explains.

### A ROSINOX COOKING SUITE AT THE HEART OF THE RESTAURANT

This restaurant, which in itself symbolizes cutting-edge innovation, exists thanks to a partnership with Rosinox. “We have been collaborating with Rosinox, and also Metos, since 2013,” explains

**“To make sure it works on a 360° basis, I have the support of 30 collaborators, among them sociologists, engineers, design, nutrition, digital specialists, and about ten cooks. It is this mix that enables creativity”**

Thiburce. “These companies were able to offer far more than other equipment manufacturers in terms of partnership, from the very beginning of the project. Their response has been ambitious and based on trust.”

With Rosinox, something clicked immediately. The team perfectly understood what 3C wanted to achieve. The aim was to use transparency throughout, in order to show how to operate, organize and use the kitchen.

“Rosinox produced a monumental bespoke cooking suite (1.30m x 5.10m) and we have designed our second floor restaurant dining area around this beautiful unique top cooking island. It was very carefully developed by the brand’s teams,” says Thiburce.

Everything has been designed around the organizational plans of the chef, Loïc Pasco, who caters for 80 to 100 covers at lunch. The team worked on the equipment in the laboratory on the ground floor before finalising the cooking suite. It includes a number of storage cupboards and refrigerated drawers, so that the chef and his team – a cook, a pâtissier – have everything to hand.

“This splendid culinary theater works wonderfully; it is the epitome of the open kitchen concept,” Thiburce enthuses. But it was an enormous challenge.

“In particular, we had to convince the cooks to accept that every movement, every word, would be seen or heard by the customers. The cooking island, which is ergonomic, reliable, efficient and well-



designed, plays an important role because it lets them work in a sort of large fishbowl in full view.”

#### UNITING SKILLS, STIMULATING IMAGINATION AND ANTICIPATING TRENDS

Rosinox continues to work with 3C as the Centre develops. “The cooking island is an investment for 3C, but Rosinox, whose attentiveness reflects the spirit of the Ali Group, also provides other equipment. For example, ovens that we can test and analyze in different conditions. This also makes it possible to establish more precise usage recommendations,” explains Thiburce.

“For its part, Metos has supplied us with a multi-function chrome griddle, kettles and washing equipment. We have also tested a 40 liter kettle to see if it was effective in other kinds of cooking, for example large-scale catering.”

In the commercial sector, cooks are not used to using this sort of equipment, but it turned out that this kettle was effective for many dishes created for events catering, and in particular makes an excellent riz au lait, a dessert which is practically sacred in Brittany.

“What I like about Rosinox and Metos is that they know how to read the way the cooks work, and what they need, to adapt their equipment to a restaurant environment,” says Thiburce.

Uniting skills, sharing imagination, anticipating trends for the purpose of development, staying in line with the expectations of professionals and end users, these are the keys to the Centre Culinaire Contemporain.

A place that whets the appetite of an international clientele. Groups of Canadians, Koreans, Belgians, Chinese, Japanese, Polish and Russian have come looking to collaborate on projects with an aim to adding value to their product offering on the French market. ■



**This restaurant, which in itself symbolizes cutting-edge innovation, exists thanks to a partnership with Rosinox**



3C appreciates how products from Metos and Rosinox can read the way chefs work



## BRUNO CASO: A MAN WHO FEELS AT HOME IN THE WORLD OF KITCHENS

Former director of Relais et Châteaux on the Côte d’Azur, Bruno Caso, 51, has managed Frima France for 11 years. This has given him a rich experience in team management. The new commercial director for Friginox and Rosinox is a gastronomic connoisseur and an expert in product development and catering consultancy. His new role matches his skills and ambitions perfectly.

#### What made you want to join the Ali Group family?

To have the opportunity to join a world leader with an excellent reputation, that alone was very tempting. But meeting Luciano Berti was the deciding factor. He completely won me over, and what I like about my new role is that it’s a challenge.

#### What challenges can you see ahead?

We have to conquer new markets to achieve international growth. But first we need to strengthen these brands in the French market. This means a new communication and marketing policy for Rosinox and Friginox. But we must also prioritize technological innovation and go back to basics: the new needs of the market, particularly in terms of energy saving, and the needs of today’s chefs. They must be at the heart of our product development.

#### What are the main assets of the Rosinox and Friginox brands?

These are solid businesses which inspire confidence and which subscribe to the Made in France ethos. Their employees have a real commitment to doing the job well. Rosinox and Friginox stand out from the competition thanks to their manufacturing quality, the durability of their equipment, excellent design and after-sales service. Clients are really at the heart of what we do. Selling and installing a kitchen is just the beginning of a business-client relationship.

#### What projects are you working on now?

We are concentrating on the cold sector for Friginox and hot for Rosinox. Friginox will be launching the Frigy Cell, a blast chiller with hot-cold and cold-hot functions. It can go from -18°C to +70°C in 29 minutes. As for Rosinox, we are finalising the Rosy Cook, a kettle brat pan that can be integrated into a cooking island. On the management side, we are creating a new client-user relationship management process, which will be at the heart of our projects.

#### What is your star product at the moment?

There is no competition, it is the exclusive cooking island we designed for Centre Culinaire Contemporain in Rennes: an exceptional place where we can experiment scientifically with new products.

## BETWEEN US

#### How would you describe yourself?

Likeable, cheerful, attentive.

#### What are your main ambitions?

To lead my teams to success.

#### How do you spend your spare time?

I am a qualified pilot, so I fly. I am also a jazz and blues guitarist. But it’s impossible to do both at the same time. It would be dangerous.

#### Your advice for new generations?

Have willpower! One day, someone asked Albert Einstein what man possessed that was stronger than an atomic bomb and he said ‘willpower.’ I believe it. I believe in ignoring negativity and that success is possible through sheer willpower and hard work.



# DESIGN BRILLIANCE

The clean, sharp lines of the new kitchens from Olis marry beautiful design with an intelligent and practical use of space. Donna Brown speaks with **Marco D'Ambrogio** and **Raffaello Manzoni** about the exciting new series from Olis



**O**lis has had an international presence in the world of foodservice equipment since the early 1970s, serving any customer who produces meals. Its long-standing tradition of innovation and excellence, combined with a catalog of over four thousand references, means the company is able to serve large hotels, hospitals and restaurants, small bars, bistros and Quick Service Restaurants (QSRs).

The new Diamante 70, 90 and 110 kitchens from Olis focus on a smart use of space, increased functionality and design to help chefs work more easily and efficiently. The duo responsible for

the sleek new look, Marco D'Ambrogio, general manager of Olis, and industrial designer Raffaello Manzoni share with us the challenges they answered and the possibilities they have created with this stunning new series.

From D'Ambrogio's previous experience in the hotel sector, where he worked in both the kitchen and front of house, and a subsequent career in foodservice equipment sales with Rational and then Lainox - where he was Italian sales director - to his new position in Olis, he has met each new challenge with determination and dedication.

"I do not pose limits on what can be achieved. My background has taught me tenacity in attaining goals. We promise new cooking systems; machines that use space intelligently, are beautiful and functional," he says.

**A functional door with a double opening, or clamshell, was the jumping-off point for the entire project**

## BEHIND THE DESIGN

The series presents a wide range of innovation in form, use and technology. The sleek, faceted design of the laser-cut stainless steel is reminiscent of gemstones, hence the name Diamante, or Diamond.

"We tried to answer a series of questions about functionality and space," says D'Ambrogio. "They are simple questions, such as, are spices and bottles within easy reach? Where is the right knife when you need it? Are dripping and bulky ladles taking up space on your worktop? The answers to these questions, however, were not so simple."

The idea, says D'Ambrogio, was to create "a beautiful



kitchen, an object of design, that is highly functional, agile and easy-to-clean, with different cupboards to keep the top of the kitchen free and clear as well as making work for the chef easier.”

#### OPTIMIZING SPACE WITH STORAGE SOLUTIONS

The concept of a functional door with a double opening, or clamshell, to use as both a container and a door, was the jumping-off point for the entire project combined with a desire to bring a sleeker and more contemporary look to professional kitchens. The brief was given to industrial designer Manzoni, who worked closely with D'Ambrogio and the technical department to develop the prototype.

The unique double door has two handles, one red and one stainless steel. The latter opens the door in the traditional way to access the space underneath the worktop. The red handle opens up a second door that takes us to a series of secret compartments that make work easier and kitchens cleaner.

The red, thermoplastic, heat-resistant handle opens a bottom-hung door that reveals

a space for storing the most commonly used objects, such as spices, bottles, ladles and knives. This allows chefs to store their work tools neatly, before and during use. Custom solutions are also available.

The functional side panels, as well as being highly decorative, can also be accessorized with GN containers, bottle holders or a single well.

#### EFFICIENT, PRACTICAL AND HYGIENIC

The internal Ready to Wash system is an exclusive Olis concept that allows operators to remove and place all containers from the doors and side panels directly into the dishwasher easily and quickly.

The new knob design, both squared-off and rounded, provides a more ergonomic grip and a contoured indicator to facilitate settings. The exclusive Encoder function allows chefs to touch a program with their fingertip to set the level with the knob.

The electronic interface makes setting parameters quick and easy. The fryer monitors all temperature variations in real time. The oven is provided with a core probe for precise results.

The induction tops ensure a constant temperature. The fry-top has a dual acoustic countdown timer on the display, making it easy to manage multiple recipes on a single machine.

#### MAKING THE MOST OF OLIS PRODUCTS

Olis offers its customers full, ongoing support to ensure the best performance from their equipment. The team consists of people with experience as professional chefs who are used to the workload and challenges of a kitchen.

“Each and every detail has been thought of and looked after. All our products are high-quality, high performance and very reliable. I would particularly like to thank Gianni Deola, production manager at Olis, for his expertise, knowledge and experience,” says D'Ambrogio.

The relationship with customers also follows the entire life cycle of the products, while technical assistance and service by specially trained personnel is available through the commercial sales network across the world. ■

“We tried to answer a series of questions about functionality and space”

#### THE IDEAL LAYOUT

The flexibility and experience of the technical designers at Olis means they are able to interpret and implement any customer request. “Our design department is able to produce complete projects for smaller companies, however is also able to support consultants and architects for large tenders,” says D'Ambrogio. “We can produce personalized one-piece hygienic tops for our customers. Our strength is that we are able to supply products in a series as well as also doing highly customized work.”



#### DESIGN, TRENDS AND THE FUTURE

“With fewer meals being prepared at home, large chains and production centers are increasing in number. There is a constant growth in the amount of food being prepared to take away,” says D'Ambrogio.

Already present in Europe and the Middle East, Olis has plans for expansion in Asia, Central America and Africa. “To grow further, we are working more with consultants and architects and have a person in the company dedicated specifically to large projects,” he says. “Diamante is perfect to meet these needs: innovative, functional, stylish. It combines the strength of stainless steel with elegant colors and functional spaces. The new Diamante kitchen is ready to surprise you.”





**Attention to detail:**  
Marco D'Ambrogio, general manager of Olis, wanted to create a cooking system that is beautiful to look at but also uses space intelligently and is functional and easy to use for chefs

**Precision heat:**  
The induction hobs ensure a constant temperature

**Electronic interface:**  
Setting parameters is quick and easy

**Diamond design:**  
The sleek, faceted look is reminiscent of gemstones

**Highly functional:**  
The Diamante series is easy to clean

**Contemporary and cool:**  
Right, top: side panels can be accessorized with GN containers.  
Middle: a bottom-hung door can store objects, such as knives.  
Bottom: the new knob design provides a more ergonomic grip



## RAFFAELLO MANZONI ON BRINGING THE NEW DIAMANTE SERIES TO LIFE

For the first time in its history, Olis chose to develop their new series in collaboration with a designer. Raffaello Manzoni tells us about his experience.

something of aesthetic and functional value, easy-to-clean, with huge visual impact. Being able to add the complete range of RAL colors brings variety, richness and flexibility to the range.

"The brief I received from Marco D'Ambrogio was very stimulating, because he has experience both as a producer and an end-user and so was able to bring a unique perspective to the project.

"The doors with double handles and openings are extremely innovative. It is an exciting on-going project as special functions and pieces to go inside the door are still being designed. They make use of a space that would normally be lost and free up the kitchen aesthetically and functionally. Inspired by how successful they were, we also created functional side panels.

"The new series was scheduled to debut at Host 2015 and our lead time was limited, however we were on the same page from day one and were able to move forward quickly and easily. We presented a few concepts based on the brief and this design was chosen. The whole project, from start to finish, was approximately eight months.

"The design of the knobs, together with the touch control panel, create a unique and precise cooking experience. Every detail of the prototypes was developed with the technical department of Olis. We used their tried and true materials, where they have particular expertise.

"The idea of the facets of a diamond immediately caught my imagination and was the starting point for our design work. Olis has a tradition of excellence in the production of laser-cut stainless steel so it was easy to have the creative freedom necessary to produce

"Good design combines beauty, ergonomics and high-performance into a unique timeless product. For me, Diamante does just that."



# PASSION MEETS PRECISION

Top chef **Luca MonTERSINO** shares his passion for technology and food, and how they are realized with Lainox's Just Duet system, with Jane Salvia

**L**uca MonTERSINO is well known in Italy, where he has inspired a passionate following through his eighteen cookbooks and many television appearances. Whether sweet or savory, he is passionate about healthy food and has always shown a willingness to experiment. He was criticized when, in his first pastry shop Golosi di Salute, he made desserts with alternative ingredients, but his goal was to innovate so that people with health problems and allergies – as well as healthy people – could enjoy traditional pastries.

Eleven years later, at SIGEP, vegan and vegetarian were the key buzzwords, and MonTERSINO

believes that there is an inextricable link between innovation in technology and in the kitchen. He sees new equipment as the driver of progress in creating healthier, more delicious dishes. Just Duet – a combination of Neo, the new Lainox multifunctional chiller unit and the innovative Naboo, the only cooking unit on the market connected by WiFi to the cloud – features the kind of connectivity, information and functionality that fits with his own, unique idea of progress.

“I love technology, it is one of my passions. I believe my affinity for technology is linked to my curiosity. It's impossible

to be innovative without being curious. When I find new equipment, I am eager to see how it can change the way I work and the quality of the end-results. I was attracted to Just Duet because of the touch screens that reminded me of an iPad: I had to know more. Once I discovered how they work I was fascinated by the possibilities and had to try them for myself,” he says.

At his cooking and pastry school MonTERSINO trains the chefs of the future, which he believes requires an open mind about the evolution of both food and technology. His own recipes have changed over the years as he has learnt to use not

only different ingredients, but also new technology.

“I also believe that innovation has its roots in tradition. If you do not have a solid foundation and you try to be innovative you run a lot of risks. Having said that, slavishly following antique recipes will not necessarily produce great results because the ingredients we use today have changed so much. We need to use technology as an ally to help produce consistent, high-quality results. Being able to find and set the optimal temperature and humidity in the oven means we are able, like never before, to guarantee our clients a consistent and

reliable dining experience. Naboo allows you to do this and more. Being able to program and memorize custom settings for my recipes means that I have greater freedom in the kitchen.”

## SETTING STANDARDS OF CONSISTENT QUALITY

The ability to standardize recipes and cooking processes is essential to consistently deliver the high quality that customers expect. The cloud technology in Naboo enables this like no other technology.

“With just one click I can even share my recipes with colleagues. I find that exciting. Being able to have a series of

**“When I find new equipment, I am eager to see how it can change the way I work and the quality of the end-results”**

processes and menus memorized in the cloud also means that the people who work in my kitchen but do not all have the same level of experience are able to produce exactly the same results, time after time. Neo and Naboo provide perfect synergy and they have changed the way we prepare food. There really is nothing you can't make, but it isn't just the variety of recipes you can make, it is also the quality of the products,” says MonTERSINO.

Neo reheats, melts, cools, freezes, holds and rises, and this flexibility will, MonTERSINO believes, become fundamental in a modern kitchen. It allows



Naboo's cloud technology enables standardized recipes and cooking processes



him and his team to cook different types of pastries on different levels of the same oven, each with their own specific temperature, humidity and cooking requirements.

“By being able to program each recipe for optimal results, it’s no longer a question of the operator having to remember or not getting distracted: the oven does it all, reducing the chance of error and guaranteeing consistency. The touch panel is an integral, fundamental part of the oven and is the key to the results my team and I are able to obtain, time after time,” he remarks.

MonTERSINO is now installing Just Duet in his own new

experimental laboratory. It will improve the management of workflow, foodstuffs and stock, which will reduce waste and increase profitability. This is key to his thinking because cooking is a business and like any other it must prioritize productivity and cost management as well as the quality of the products.

Just Duet not only makes it easy to optimize the work of each team member, but it also saves energy, improves hygiene and simplifies maintenance.

“Being able to communicate directly with Lainox about the equipment and do the first check-up virtually is an incredible saving of time and

**“We need to use technology as an ally to help produce consistent, high-quality results”**



resources, like having a live-in technician. One of the hardest parts of running a restaurant is cleaning after service. Everyone is tired and the worst part of the day is still to come. Anyone who knows me, knows how fixated I am with hygiene and the easier things are to clean the happier I am. The fact that I can clean the oven automatically is a huge benefit,” he says.

“Working towards the kitchen of the future is something I find very rewarding about my collaboration with Lainox. The company has a mindset similar to mine: it’s impossible to be innovative and creative without being open-minded. It’s one thing I really appreciate.” ■

## VISIONARY THINKING JUST DUET BY LAINOX

**Marco Ferroni, Lainox's managing director, discusses how the company consistently fosters innovation**

**Lainox has built its reputation for innovation on a proactive approach, relying on its insight and inventiveness to create products that open up new possibilities for chefs. The groundbreaking Just Duet is another example of how the company looks beyond what chefs think they need.**

**“It may sound counter-intuitive but we do not base new products only on research with chefs. To be innovative means we cannot copy what others are doing; we have to think outside the box and find solutions that do not exist. This is what we did with Just Duet, the duo of Naboo and Neo that together are a winning combination,” says Ferroni.**

### The power of partnership

The product development team of course, spends time in the kitchen to experience the same pressure, long hours and needs of a professional chef. Cooking side-by-side is the basis of a true partnership, but Lainox also brings in other perspectives. The R&D team includes not only software, mechanical and electronic engineers who meet with chefs from all over the world, but also consultants and specialists from outside the industry. For the Just Duet project they brought in a connectivity technology expert. The key is to look at every angle - functionality, ergonomics, hygiene and aesthetics - and think about how these will change in the future.

“We have brainstorming sessions where we ask ourselves how we will be cooking in ten years. Some really extreme ideas come out of these talks, but often they contain a nugget of something concrete and innovative we can work on. With Just Duet and cloud technology, we were able to anticipate the changing needs of chefs and even create a demand. Naboo and Neo bring content, training and problem solving to the modern chef. Together they represent the complete solution to the challenges of the kitchen and service,” says Ferroni.





Matteo Zironi,  
Ali Group



# BEYOND PRODUCTS BREAK-THROUGH INNOVATION IN CUSTOMER SERVICE

More than ever before Ali Group companies are not just suppliers but true partners. The Group has already implemented a new service ethos and has strengthened its service delivery network to improve customer outcomes. This process of innovation continues every day, Ali Group's **Matteo Zironi** tells Jim Banks

**A**li Group companies have worked hard to push forward the concept of service to ensure that the quality of their after-sales support is every bit as good as their products. After all, service and products together define customer outcomes. It is in the group's DNA that service is a key pillar of its business and its innovative approach to service delivery has opened up a new era of customer loyalty and satisfaction.

"There has been big change in the culture of Ali Group in terms of after-sales service and the service directors of our companies work every day to intensify our focus on the entire life cycle of the equipment in order to maximize customer outcomes. This is what we call

servitization and it is one of the most important trends in the B2B and manufacturing sector. The products are important but they are just one piece of the equation. We are putting the customer at the center of our strategy," says Matteo Zironi, Ali Group's global after-sales director.

Every Ali Group company has its own service division focused on finding new solutions they can offer to clients as part of the group's broader commercial offering. Much work has been done to simplify customer journeys with better front-end processes and solutions, such as the ability to order spare parts through an online shop. There is also a tighter focus on service performance through the tracking of KPIs on parts and service management.

"We have a common route for all companies to deliver true excellence in service. The key part of Ali Group's DNA is customer-centricity and this has been achieved in all our companies, for each of which we have a proactive and dedicated after-sales unit. Service is consistent across all our brands, though in each we have respected the differences in their geographical coverage and brand positioning. We respect the richness of each brand and we keep the service business unit close to the commercial and sales teams," says Zironi.

The group's service offering is partly delivered by its own technicians, though the majority of service calls are dealt with by the many external partners in its extended network. What

they deliver is the same in terms of quality and standards because Ali Group's service organizations have worked hard to create a network of experienced, well trained technicians that understand not only the products, but also Ali Group's philosophy of service.

"Our companies are partners with their customers and they supply solutions rather than products. End users may not see us directly as highly trained external partners may be acting as our technicians, but there is no difference. We are working to have genuine parts always available and in stock, to deliver them in a faster and more efficient way, and to train and supply qualified technicians and authorized dealers that are at the very top level," says Zironi. ■





# INNOVATION IN ACTION

For Ali Group the term 'innovation' does not just apply to products but also to service and for that reason the Group is focused on improving the service network in many different ways, depending on the individual needs of each business or, in some cases, a whole market sector. Here are three good examples of this in action:



## CARPIGIANI

Technology is at the heart of a disruptive service innovation that has been introduced by Carpigiani. Named Teorema it is a package of four innovative solutions that enable e-maintenance capabilities, ensuring customers the best protection as well as peace of mind. Care Plus prevents the risk of breakage or downtime; Safety Plus guarantees a product is safe; Efficiency Plus intelligently manages refills and cleaning; and Energy Plus eliminates any waste of power for customers using its gelato equipment. The solutions that enable e-maintenance capabilities rely partly on the Internet of Things (IoT) and help customers get the best out of their gelato machines.

"It gives us the opportunity to maintain the optimum status of our machines so that they perform at their best for our customers. It incorporates alerts for when to wash the equipment, when to make the refill and when to schedule service calls," says Roberto Lazzarini, R&D director at Carpigiani.

It is an advanced concept for service. "Instead of just selling the equipment we are selling the machine's output for the end user by optimizing its performance and reducing downtime. In designing this solution we put ourselves in the customers' shoes, so we end up with a contract based on outcomes rather than sales," explains Stefano Bortolotti, product and service manager for Carpigiani.

[www.carpigiani.com](http://www.carpigiani.com)



Kristian Fedri,  
Ali Group Cooking  
and Refrigeration

## ALI GROUP COOKING AND REFRIGERATION DIVISION IN NORTH EAST ITALY

Ali Group has developed a service parts distribution center for the Ali Group Cooking and Refrigeration Division in North East of Italy. The warehouse acts as a hub for the handling of spare parts for nine brands: Alphatech, Baron, Hiber, Friulinox, Lainox, Mareno, Polaris, Olis and Silko.

"It has moved us from a fragmented, paper-intensive operation to a centralized, fast and efficient distribution center. Parts lie at the heart of service and this was a big innovation that required a lot of investment in technology and processes to shape a key part of the supply chain. Each brand used to have its own smaller warehouse but the new central facility makes life much easier for our customers. Internal processes are paperless and, therefore, more efficient and the order-to-delivery cycle has greatly improved," remarks Kristian Fedri, after-sales director of Ali Group Cooking and Refrigeration Division.

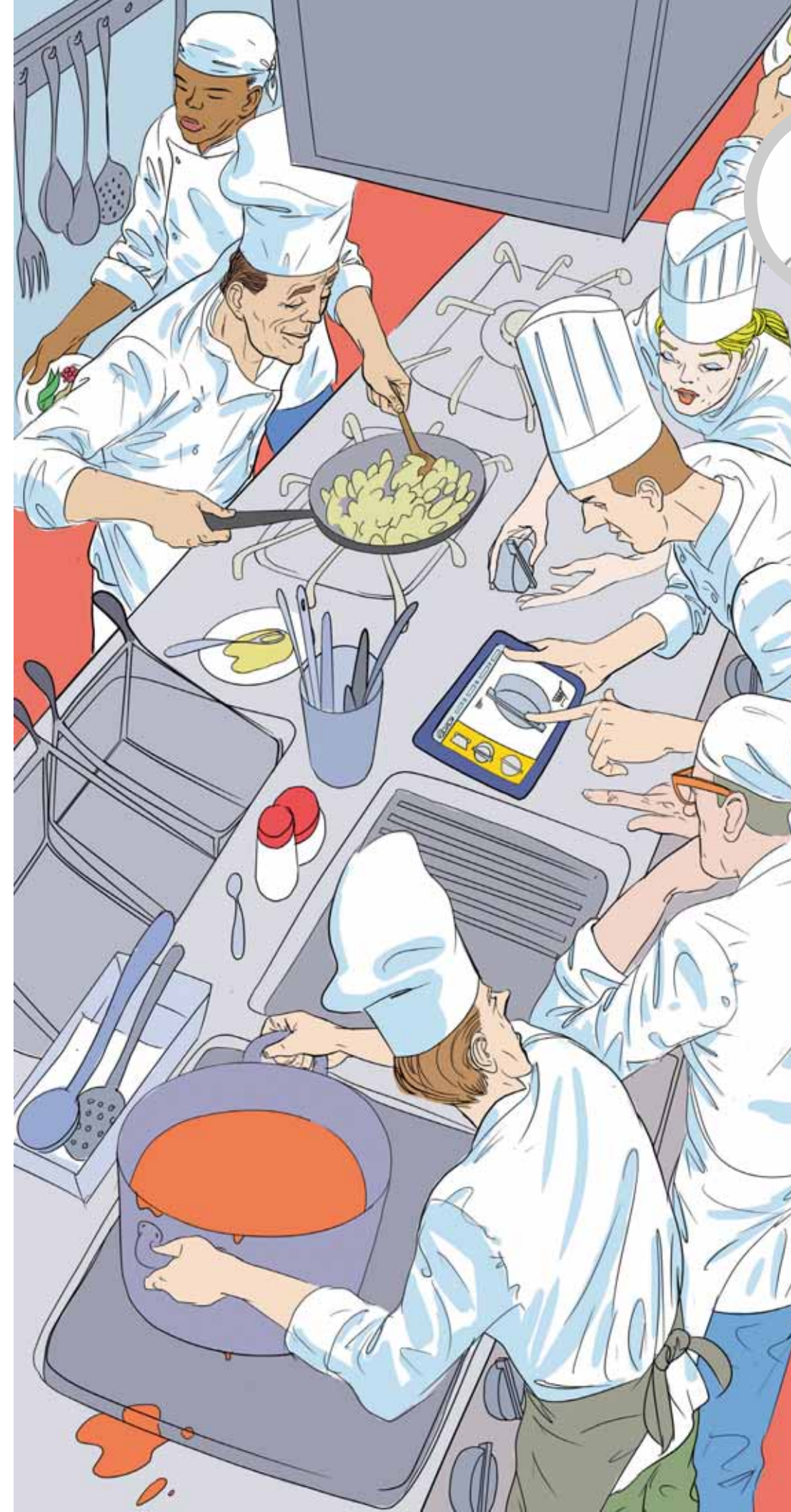
[www.aligroup.it](http://www.aligroup.it)



Roberto Lazzarini,  
Carpigiani



Stefano Bortolotti,  
Carpigiani



Paul Brown,  
Moffat

Jason Slattery,  
Moffat



## MOFFAT

The internet is also the forum for an innovation that came from New Zealand and Australia-based cooking equipment manufacturer and distributor Moffat. Its online shop for service parts is designed to help customers locate and order the right part quicker and shorten delivery times to ensure a flawless order to delivery process.

"This is a very important initiative for the Group and it is all about the customer journey. The goal is to have Amazon-like ordering capability, which will be easier for customers. It is a real example of enhanced customer interaction with a fast, streamlined process that is much better than catalogue or email ordering. It improves customer intimacy and customer satisfaction," says Paul Brown, Moffat's service director for Australia.

"The focus on outcomes and the constantly monitoring of performance against customer-driven KPIs - such as order-to-delivery and the time taken for a work order to be processed - ensures that service is just as important as the products that companies sell, and that is the Ali difference," says Jason Slattery, technical services manager for Moffat. ■

[www.moffat.com](http://www.moffat.com)



# ON THE CREST OF A WAVE

Wavy is the latest range of innovative washers and dryers from Grandimpianti ILE. Leveraging the Internet of Things (IoT), its WavyCloud interface is inspired by the smart devices familiar to Millennials. Managing director **Patrizia Terribile** speaks to Donna Brown about the series

**F**or over forty years, Grandimpianti ILE has been keeping laundry clean, dry and ironed throughout the world, in over 15 different sectors, ranging from hotels, restaurants, spas, cruise ships and gyms to hospitals and even cheese factories. "One of the keys to our continued success is that we don't sell products, we sell solutions," says Patrizia Terribile managing director of Grandimpianti ILE.

The newest addition to the Grandimpianti ILE family, Wavy with its WavyCloud interface, is no exception, easing the workload for operators and making the management of installations a breeze. "For this project we worked with graphic interface and communication specialists and with Emo Design, a consultancy of very talented young designers," says Terribile. Aesthetics and efficiency combine with the latest technology, offering six different sizes, ranging from XS to XXL, meaning there is a perfect Wavy laundry solution for operators no matter what size a business is, wherever it is in the world or the type of laundry that needs to be washed.

## LAUNDRY AT A GLANCE - FROM ANYWHERE IN THE WORLD

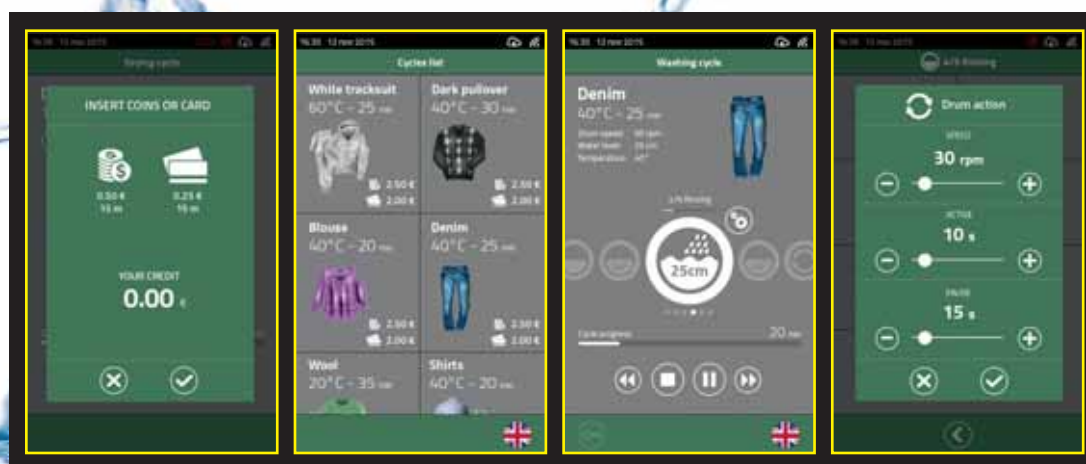
Grandimpianti ILE is very much attuned to the market and its clients. "To develop this range, we listened very carefully to exactly what the market had to say. Our customers ask us for easy-to-use, 'always connected' equipment so they are able to control their business without going into the laundry room, saving a significant amount of time and money," says Terribile.

The real innovation in this new range of washers and dryers is WavyCloud, a virtual laundry where a customer's information is stored. Data collection that provides all the information the operator needs from the machine, including the number of cycles and hours it has been used for, consumption, running costs and when software updates are available, meaning laundry managers, owners and maintenance staff can remotely monitor the functional parameters of the machine or even of a group of machines. Indeed, with maintenance requests and diagnostics sent from the Wavy control panel to Wavycloud it is just like having

Aesthetics and efficiency combine with the latest technology, offering six different sizes, ranging from XS to XXL







a virtual technician constantly at your every disposal.

The visual layout of the laundry allows employees to see exactly which machines are working and which stage of the cycle they are at. For complete control, operation of the machines may also be blocked remotely.

"Whenever we develop a new technology, we put ourselves in our clients' shoes. Everything should be designed to make work easier and improve the user experience. For me, technology is a means to an end, a way to get to where we want to go," says Terribile.

#### INNOVATION AND ERGONOMIC DESIGN AT YOUR SERVICE

"Millennials are the emerging category of consumers and workforce. They are always connected and are used to take advantage of the internet to simplify daily tasks and organize their free time. These are the future operators of our machines. This way of communicating and using machines is a natural expectation for them," says Terribile.

The Wavy range is equipped with 7" intuitive vertical touch screen with easy-to-read icons reminiscent of a smartphone. "Our way of learning and interacting is becoming more and more visual," says Terribile. Wavy has multi-level commands that make it equally suitable to a beginner, a professional or a technician. "It is a flexible machine that is equally able to wash a table cloth or a 3 or 5-ply cashmere," she says.

#### A SOLUTION FOR EACH SECTOR

Aware that each sector has its own specific needs, Grandimpianti ILE provides effective answers for each of them with Wavy and WavyCloud. Health institutions and the food and pharmaceutical industries can benefit from the HACCP (Hazard analysis and critical control points) traceability to guarantee maximum hygiene. The self-service sector can take advantage of all the monitoring, management and control of one or more machines, or even one or more laundries. Professional laundries will benefit from Gentlewash®, a special program for treating delicate materials



## B2B DESIGN TRENDS

**Carlo Ciciliot, account and managing partner, Emo Design**

"The real plus of good design, costs and industrial processes aside, is the ability to look towards the future and embrace new technology. Today, to stand out in an ever more competitive marketplace means to pay particular attention to technology, ergonomics, materials, finishes and colors, but most of all, to confer coherence and strength to product vision and strategy and create new user experiences.

"Competition, new technology and a widespread appreciation of design have brought this sector closer to the world of B2C. Strategies are changing and companies are moving closer to a more sophisticated, modern-day consumer."

Lukasz Bertoli

Carlo Ciciliot



or technical fabrics, such as those used by fire brigades. In the HORECA (hotel, restaurant and café) sector, managers will be able to have more control over laundry costs than ever before.

#### MORE TIME TO DEDICATE TO BUSINESS

With the possibility to control machines, consumption and costs from a distance, adapting to a rental business model is becoming increasingly common as it allows maximum flexibility for both dealers and owners.

"The owner always has the latest generation machines available and is no longer required to make large investments. Maintenance, repairs and upgrades are at dealer charge. This is an ideal solution for hotels, tourist ports, health centers, campsites and condominiums as it allows the customer more time to concentrate on the core business of the structure," says Terribile.

#### COMMITMENT TO THE ENVIRONMENT

"A successful business model must make the environment and resource consumption a core value," says Terribile.

"Our whole design process is oriented towards eco-design. We produce machines that last, are reliable and have a long life cycle."

As well as having the UNI EN ISO 14001 environmental certification, every effort is made to source local suppliers in order to reduce pollution from transport. All test trials at factory are done with collected rainwater.

"Our machines are recyclable up to 96% and we adopt construction methods, such as clinching, that are environmentally friendly," says Terribile.

#### BETTER TOGETHER

"The market is a challenge. It changes constantly and we change with it," says Terribile. "Our strength is in our ability to listen to our clients' requests. Often, when they have specific questions or problems, we invite them here to try alternative solutions together. They go home having learned something new, but so have we," she says.

"To flourish, we need to have very sensitive antennas and act on the information we receive." ■



# HIGH- QUALITY GELATO IN FAST BATCHES

Federico Tassi of IceTeam 1927 and gelatiere Giacomo Schiavon shared their common passion for gelato to create exciting new products for Cattabriga, learns Tara White



**A** producer of the world's most iconic vertical gelato machine, Cattabriga is a historic brand in Ali Group's IceTeam 1927 division. The company has now launched the Multifreeze PRO horizontal batch freezer and the PSK Pro pasteurizer, two sophisticated and sturdy, high-performance machines to meet the needs of gourmet and high-demand gelaterie throughout the world.

Over a coppetta of delicious gelato, I was able to find out everything there is to know about the new machines from Federico Tassi, commercial director of IceTeam 1927, and Giacomo Schiavon, founder of Sorbetteria Castiglione in Bologna.

Tassi, who has experience as export manager worldwide for both Cattabriga and IceTeam, certainly has his finger on the pulse of the global business of gelato equipment. Schiavon has the hands-on experience of running one of the most successful gelato shops in Bologna, operating four stores that are open 365 days a year for the last twenty years. As one of the teachers at the Cattabriga training center and a technical consultant for new products, Schiavon has an in-depth knowledge of both gelato and the Cattabriga brand.

## EVOLUTION OF AN ICONIC BRAND

"The Multifreeze PRO is a radically different departure from the iconic Effe vertical machine," says Tassi. "Cattabriga, which was founded in 1927, is an important part of the history of gelato. The brand resonates with tradition and emotion for our customers. They are used to absolute quality from us, so we needed to be 100% sure we were offering the very best with this new machine."

As a premium brand, it was important for Cattabriga to reclaim its importance as a market leader by being able to serve customers who need to produce larger quantities of gelato using operators



**Gourmet gelato:**  
Cattabriga has played a key part in gelato's rich history

who possessed less technical experience.

"We are looking to increase our market share in Germany, France, US, Japan, Northern Europe and, of course, Italy. In all of these countries it is important to provide customers with an easy-to-use machine able to produce high-quality gelato in large quantities and in a very fast freezing time. By not addressing this need we were missing out on the heart of the global market share."

## TECHNICAL INNOVATIONS GUARANTEE QUANTITY AND QUALITY

The new Multifreeze PRO comes in three models with production capacities that range from 1.5kg to 18kg. Schiavon was involved in various stages of testing the new model and now has a machine in one of his gelaterias.

"My philosophy is to make small batches and serve my gelato freshly-made throughout the day. I love to experiment with niche flavors such as beer or local wines, however, the demand for my most popular flavors is so high that being able to produce large quantities is a must," he says.





**Passionate about gelato:**  
The Multifreeze PRO can guarantee exceptional quality for gelato says Federico Tassi of IceTeam 1927



Schiavon has always made the effort to educate his customers about the quality of the ingredients he uses in his gelato and they have learned to expect the best. "Whether it is a top-seller or an experimental flavor, the quality must be exceptional and the new Multifreeze PRO guarantees just that."

The R&D department, with head designer Leonardo Piemontese and quality control supervisor Gabriele Giordano, work constantly on improving products. The Multifreeze System automatically varies the speed and adjusts the refrigerator power depending on the kind and the quantity of mix introduced.

The patented cylinder spreads the gas homogeneously along its entire surface and the Elite® beater from IceTeam 1927, in 100% stainless steel, is resistant and high-performance. The thermally insulated PRO door keeps all the freezing inside. These factors work together to create the perfect texture, freezing point and cycle for every type of frozen dessert.

#### SAVE TIME AND RESOURCES

The plate condenser is an innovative solution that improves heat exchange to an unprecedented level, reducing largely the consumption of power and water.

"If I were to choose one element only that shows how remarkable this new batch freezer is, I would have to say the PRO Door by IceTeam 1927," says Tassi.

"It is a revolutionary combination of the traditional Cattabriga round door, a user-friendly front hopper and outstanding thermal insulation. The door completely eliminates the problems of condensation and frost typical of this type of machine and saves between 15-20% freezing time," he says.

#### NO GUESSWORK WITH SMART5 SOFTWARE

The Smart5 software calculates all the necessary parameters for perfect results by inserting only the required amount and type of mix. It also is possible to modify and memorize custom programs.

"What I love about the new Multifreeze PRO is that I have no technical limits. It is a state-of-the-art machine and I am free to create whatever I want and be able to count on the machine to provide perfect results, even for an extremely small quantity. This is priceless for a gelato chef," says Schiavon.

#### THE DIFFERENCE IS IN THE DETAILS

Everything in the Multifreeze PRO is designed to last, perform and be easy to use and maintain. The innovative shape of the hopper allows the mix to be poured in the most comfortable position for the operator and the efficient exit door allows the product to be extracted quickly without stressing its texture. Next year, Cattabriga will celebrate its 90th anniversary.

"We are expanding our presence in the global market and are proud to present a range of such exceptional quality. Innovation is part of the DNA of Cattabriga. It allows you to challenge yourself and to change before others force you to change; making you a follower, not a leader," says Tassi. ■

**Innovation and function:**  
The Multifreeze PRO is easy to use and maintain



## PSK PRO PASTEURIZER: A PERFECT PARTNER FOR THE MULTIFREEZE PRO

"Our pasteurizer had not undergone an important redesign for many years. This time, thanks to an intuition from the R&D department, the machine was completely redesigned," says Tassi.

A new generation motor guarantees maximum efficiency and reliability and the thermal magnetic component floats on the mix. The rotor on the bottom of the pasteurizer turns automatically in proportion to the amount and quality of mix. The emulsifier guarantees an incomparable texture of all mixes.

"I really put this machine to the test with my extra dark chocolate flavor. The technicians would tease me and call it 'tar', however the machine delivered perfect results," says Schiavon.

All these improvements work together to produce fast pasteurizing times, from more than 120 minutes to approximately 80, saving on electricity and time.

**Time and energy savings:**  
The PSK PRO is capable of fast pasteurizing times



**Perfect results:**  
The emulsifier guarantees an incomparable texture of all mixes



## GIACOMO SCHIAVON OF SORBETTERIA CASTIGLIONE ON FUTURE TRENDS IN GELATO

"There is now more attention paid to how healthy food is. I do a lot of research on gelato with a low glycemic index (GI), gluten free, reduced fat, vegetarian and vegan," says Schiavon (pictured above with his business partner). "Allergies and intolerances are extremely important and increasing each year. The recipes we produce [for allergy sufferers] should not be relegated to one sad corner of the menu, but should take center stage with the other more traditional flavors for taste and texture as well as for nutritional qualities," adds Schiavon.

"We pay particular attention to the use of local products where possible, and when it is not, as in the case of chocolate, we use fair trade and organic sources. Over the years it has become less sweet even though it remains a dessert. "There is obviously the use of savory gelato, mostly in restaurants, but we are all pushing the envelope with flavor profiles. Gelato is an emotion more than a food," concludes Schiavon.



# EGRO BYO: THE FUTURE IS NOW

BYO (Bring Your Own) is Egro's intuitive new coffee concept. **Roman Probst**, commercial director of Egro Americas & APMEA, speaks to Christina Jacob about this revolutionary coffee machine



Egro BYO customers can select their personal user interface



Exceptional coffee thanks to HD-resolution, intuitive handling and connectivity

## EGRO BYO AT A GLANCE:

- Installed or removable tablet as display or remote control (iOS and Android)
- Complete flexibility in screen size, individual user interface and intuitive handling
- Self Adjusting Grinder: the automatic coffee grinder ensures consistent extraction times for highest coffee quality with each cup
- Cold Milk Foam System provides cold milk foam without collapsing
- Fast lead times, high performance
- Quick and easy, fully automated cleaning, plus a reduction of 800kg CO2 per Euro-pallet cleaning agent

**T**he newest coffee machine in Egro's stable made its debut at Host 2015 in Milan and is nothing short of revolutionary. Due to its innovative Bring Your Own (BYO) technology, the customer can use an Android or iOS tablet as a display or communicate with the coffee machine via Bluetooth.

"Our intention was to be two steps ahead of the competition in terms of technology," says Roman Probst, commercial director of Egro. "That's why we decided not to go with a device that merely offered a larger touch screen. We figured it made more sense to implement what the customer is already familiar with, and is able to use intuitively, into a professional, fully automatic machine," he says.

Due to HD resolution, easy handling and connectivity, iPad and Android tablets offer significant advantages compared to the touch displays commonly used.

"The customer is able to select their personal user interface, which means they can customize screen size and

settings according to their needs," explains Probst.

### THE SKY IS THE LIMIT

The Egro BYO is an all-rounder. There are no limits to its potential use, be it in the self service sector, catering (for example communal catering) or in a café with service. "BYO was not developed with a particular customer in mind - it caters to all needs, be it little shops, remote controlled applications in petrol stations or quick service restaurants," says Probst. "We focus on the requirements of the customer and, thanks to the BYO technology, we are even more flexible now which means we can acquire new client segments."

Owing to the Multi-Drink software developed by Egro LAB, large chains can now offer a wide variety of products and cater for current trends of diverse milk-based beverages, starting with flavored coffee, coffee refined with syrup, which is currently very popular in the US, classic coffee variations as well as the Asian variants, chai latte or iced matcha

latte (green tea latte). Multi-Drink provides 28 product clusters and more than 1,000 different combinations of beverages in various sizes.

"The fact that the Multi-Drink software can be programmed by a technician in virtually no time is revolutionary. The software calculates the entire program including beverage sizes and any other required parameters. To add another cup size is very easy - simply enter the volume of the new cup, enable the relevant pre-selection function and the device does the rest. All in all, it takes a technician less than 10 minutes to do this," explains Probst.

### TOP QUALITY WITH EACH CUP

"We can cater for the needs of the market with the Egro BYO," says Probst. The patent filed Top XP milk system can produce cold milk froth that stays solid. Desserts and cold syrup or cocoa drinks can be served without the foam collapsing. "We have also developed the Self Adjusting Grinder," Probst continues.

Thanks to a special algorithm

**"The customer is able to select their personal user interface, which means customizing screen size and settings according to their needs"**

the grinder calculates all essential parameters for a steady extraction time and configures the grinding process accordingly. "This ensures high-quality coffee, whether the machine is in frequent or infrequent use or has just been switched on," explains Probst. The outlet will be automatically adjusted depending on the choice of beverage and cup size. This guarantees a quick and efficient service and ensures cleanliness particularly in self-service areas.

"Our fully automated cleaning system is the fastest and easiest on the market," points out Probst. "Besides perfect client solutions we also care for the environment. Due to new cleaning media, like milk system cleaning tablets, we can reduce the ecological footprint significantly."

### EAGER FOR NEW IDEAS

Egro prepares coffee machines for the future with BYO. The tablet and the innovative handling open up whole new worlds. "We have incorporated the app universe into a fully automated coffee machine - just think of remote controlled cash systems, cloud solutions and recipe databases to name a few," says Probst.

"Our Egro LAB development team enables us to react quickly to changing market needs. Because our company features short-decision paths, flat hierarchies and a certain eagerness for new ideas, we are flexible, can develop quick solutions and implement client feedback faster than our competition. To quote Mark Twain: 'a person with a new idea is a crank until the idea succeeds.' ■



This professional coffee machine is two steps ahead of its competition

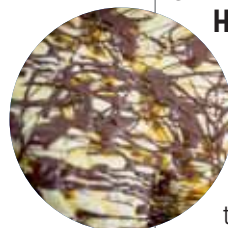


# AROUND THE WORLD



## LUCIANO BERTI RECEIVES INDUSTRY ICON AWARD

On 21 May 2016, Ali Group founder and chairman Luciano Berti received *Foodservice Equipment & Supplies* magazine's first-ever Industry Icon award. Berti was surprised with the award at the magazine's annual Dealer of the Year dinner, held in conjunction with the National Restaurant Association Show in Chicago. In presenting the award, Maureen Slocum, CEO and founder of Zoomba Group, hailed Berti as "a man whose contribution to foodservice equipment on a global scale is absolutely deserving of special recognition." Slocum noted how Berti began his company with a small number of employees and grew it into the largest privately held equipment manufacturer in the world, employing more than 10,000 people in 26 countries. In accepting this unexpected award, Berti explained he has attended the NRA Show almost consecutively for 38 years and indicated the many customers and business associates in attendance. "I should thank you all," he said. He gave a brief history of the Ali Group, touching on some of the company's acquisitions and culminating in the naming of his son Filippo as chief executive officer (CEO) of Ali Group. Berti summed up his career succinctly and in a heartfelt manner by saying, "It has been a great adventure."



## GELATO WORLD TOUR HITS CHICAGO

The Windy City became the Gelato City for three days in May as the Americas East final of the Gelato World Tour® came to Chicago, US. Tens of thousands of local residents and visitors stopped into the huge tent in Millennium Park to savor the 16 signature flavors made by selected gelato chefs. More than 9,000 pounds of gelato were served in 78,000 cups and mini-cones. Artisans produced the gelato onsite in a state-of-the-art Carpigiani

Laboratory, the largest ever created in North America, thanks to the support of Sigep-Rimini Fiera. An invitation-only event organized by Carpigiani for dealers, reps and key clients before the event provided an exciting sneak preview of what was to come. During the show Carpigiani Gelato University was a key attraction for visitors with lessons on how to produce artisan gelato and running a successful gelato business. The top four winners will move on to compete against the winners of the other stages for the title of World's Best Gelato Flavor in Rimini, Italy, in 2017. [www.carpigiani.com](http://www.carpigiani.com)



Winners celebrate on stage in Chicago



## Bongard strikes gold

Bongard won eight trophies and four gold medals at Mold'Expo in Moldova (25-29, May 2016), the international, specialized exhibition of foodstuffs and raw materials. The new Paneotrad EVO won its first gold medal in the 'Major Innovation for Bakery' category and the Orion won in the 'Oven' category. Additionally, the mixer SPI 250 also won a gold medal in the 'Industrial Equipment' category. Bongard itself won first prize for Most Innovative Company in Bakery and Pastry and also claimed the special jury prize for the most attractive booth. During the show Bongard produced approximately 15,000 breads in four days, including 5,000 baguettes. The Paneotrad EVO was used for all of the production.

[www.bongard.fr](http://www.bongard.fr)

Autogrill uses EsmachLab in its flagship store



## AUTOGRILL CHOOSES ESMACHLAB FOR FIRST MOTORWAY COLLABORATION

The fruitful collaboration between Esmach and Autogrill continues for a new adventure in taste: the first motorway Bistrot Fiorenzuola d'Arda. In its new flagship store Autogrill has again chosen EsmachLab, the innovative format from Esmach that revolutionizes bakeries, freeing them up from night production. Using only five machines in less than

(Above) Esmach and Autogrill promote a healthy eating culture

35m² EsmachLab adapts production to the different necessities of the day: from breakfast to lunch, through to cocktails. The collaboration between Esmach and Autogrill demonstrates the effort of both companies to spread the culture of healthy eating, using traditional artisanal methods to guarantee quality, food safety and, above all, incredible flavor. [www.esmach.com](http://www.esmach.com)





Pavailler's mobile bakeries can offer high productivity

**METOS CHOSEN BY HELSINKI AIRPORT**

Helsinki Airport boasts a variety of restaurants and cafés across three areas. The first, outside the security check zone, allows access to all airport guests. A second, after the security check, is for passengers and a third area at the departure gates is for passengers flying outside the Schengen Area, catering for many Asian travelers. Many of the public restaurants

and cafés at the airport are provided by HMSHost International. SSP Finland also operates at the airport. Metos was chosen as the supplier for both companies and has delivered kitchens and serving lines for all restaurants and cafés at the airport. Metos also helps with the kitchen design and serving lines and is fitting out all of the sites on a turnkey principle. [www.metos.com](http://www.metos.com)

(Below) Metos supplies dozens of cafés and restaurants at Helsinki Airport



**MOBILE BAKERY FOR ARTISANS**

Aware of the growing scarcity of artisan bakers at international shows, Pavailler and its partners CFI and Bertrand-Puma aim to get closer to their target. "It's vital to reach out to a more remote customer base. This is the reason why we created a travelling bakery," explains Pavailler's CEO Pierre Chaix. To that end a container was fully fitted out and equipment installed. Created in a particularly small space (55m²), this compact work area is also an opportunity to present the Baking Point concept, an all-inclusive outfitting solution designed for small premises. Equipment includes a Saphir or Rubis NEO oven by Pavailler, CFI fermentation rooms, a CFI cooling tower, a CFI meter-chiller, a Divitrad Bertrand-Puma divider-rounder, Fermentolevain Bertrand-Puma leaven processor and a Bertrand-Puma kneading machine or mixer. "This fully-equipped bakery was designed to optimize operational efficacy and boost the overall profitability of a bakery," says Chaix. [www.pavailler.com](http://www.pavailler.com)

**CHILLING OUT AT A TIJUANA SPEAKEASY**

The term 'speakeasy' conjures up images of gangsters and bootleg gin, but a 21st century speakeasy is lighting up the food scene in Tijuana, Mexico, with help from Beverage-Air and Champion. Upscale food and drink is the hallmark of the Oryx Capital restaurant in Tijuana, where chef Ruffo Ibarra conjures up his culinary delights. But what really sets it apart from other restaurants is found at the back of the restaurant. Behind a secret door is Nortico – a modern take on the classic speakeasy. This stylish and cozy bar specializes in craft cocktails. Nortico serves a mixture of classic cocktails and inspired new creations using artisanal ingredients and spirits. To keep their ingredients at perfect temperature, Nortico and Oryx Capital rely on products from Ali Group companies. The Oryx Capital bar uses a Beverage-Air direct draw beer refrigerator to dispense perfectly chilled beer and back bar glass door refrigerators for convenient storage of chilled product. The restaurant kitchen also has a Beverage-Air refrigerated cook stand, prep table and reach-in refrigerators and freezers. Undercounter and back bar refrigerators from Beverage-Air help maximize every inch of space behind the Nortico speakeasy bar. There's also a Champion dishmachine in the dishroom as well. Javier Esparza of Cocinas Institucionales in Tijuana was instrumental in placing the equipment at Oryx Capital and Nortico. [www.beverage-air.com](http://www.beverage-air.com) [www.championindustries.com](http://www.championindustries.com)



Upscale food and drink is the hallmark of Oryx Capital

**TEMP-RITE CONVERTS GHENT HOSPITAL'S MEAL DISTRIBUTION SYSTEM**

In April 2015 the Maria Middelaere General Hospital in Ghent, Belgium, moved into a new building and reorganized the existing meal-distribution system. It was supported throughout by temp-rite with Temp-Contact regeneration trolleys, Serve-Rite buffet carts and Temp-Trolleys (insulated transport trolleys). The energy-efficient Temp-Contact system makes it possible to transport warm and cold items together in one trolley. By placing domes on the respective dishes, the catering staff can determine which meal components are regenerated and which ones remain cold. Serve-Rite buffet trolleys from temp-rite provide up to 500 patients with bread-based meals and snacks for breakfast and dinner. Temp-Contact trolleys and Serve-Rite carts were rated highest in a series of elaborate tests, fitting in best with existing environment and procedures. The hospital team is greatly impressed with the quality service and the immaculate functionality of the temp-rite trolleys. [www.temp-rite.eu](http://www.temp-rite.eu)



(Above) temp-rite impressed with its quality service

Copyright: LLOX architecten



Champion helped  
Carroll University fulfill  
their green initiative



**CARROLL UNIVERSITY  
TAKES GREEN INITIATIVE  
WITH TRISYS BY CHAMPION**

Carroll University in Waukesha, Wisconsin, US, prepares all meals in-house, from scratch and never frozen for its 1,800 on-campus students. In June of 2015 they partnered with Champion Industries, manufacturer of a full line of premier commercial warewashing systems, to install products from Trisys, Champion's state-of-the-art, Kitchen Innovation Awards-winning food waste reduction system. "We wanted to make sure we were looking forward with a green initiative," says Matt Sirinek, senior director of auxiliary services at the

university, who had been searching for a new dishroom solution for two years. Champion's EUCCW4-LE flight machine, Bi-line Accumulator and Trisys Slow Speed Grinder, Centrifuge and Phoenix Dehydrator were installed in the dishroom of Carroll University's Main Dining Room (MDR). With Trisys the university is expecting \$10,000 in energy savings annually as well as additional savings in waste removal expense. "We find great value in what Champion has discovered. We take pride in our equipment and we're very pleased to have our eye on the future," says Sirinek. [www.championindustries.com](http://www.championindustries.com)



Giorgio Locatelli's  
menus focus on  
fresh produce

**LOCANDA LOCATELLI CHOSE AMBACH  
FOR ICONIC RESTAURANT**

After the opening of Locanda at The Palm Hotel Dubai, Ambach was also chosen for Locanda Locatelli, one of London's finest Michelin-starred Italian restaurants. Founded by renowned Italian chef Giorgio Locatelli, Locanda Locatelli's menu emphasizes fresh, quality produce brought to life by Giorgio Locatelli's creative touch. Ambach created a tailored cooking suite with a number of bespoke elements to meet the unique needs of the head chef and kitchen staff, within the confines of a very small kitchen space. In a very quick turnaround, the project was delivered and installed within a month. Ambach's ability to create more space and movability in the kitchen speaks about its ability to customize its products to successfully meet difficult briefs. Further Locanda openings are planned in amazing venues, continuing the great collaboration with Ambach. [www.ambach.com](http://www.ambach.com)



Metro's Top-Track  
high-density storage  
system offers real  
space-saving

**METRO TOP-TRACK®  
IMPROVES OPERATIONAL  
EFFICIENCY**

Two recent project wins in Europe highlight the benefits of the Metro Top-Track high-density storage system for increasing effective storage space by up to 60%. Oulu University Hospital in Finland and the new Queen Elizabeth University Hospital in Glasgow, Scotland, one of Europe's largest hospitals, have both recently installed Metro Top-Track to realize this benefit. When combined with MetroMax iQ® shelving, the hospitals have the additional benefit of providing better protection for sterile items being stored, while foodservice operators enjoy the ability to easily remove and wash the polymer shelf mats. The use of Microban® antimicrobial additives also provides an extra layer of protection, making this the most innovative and versatile shelving system available. [www.intermetro.com](http://www.intermetro.com)

**MIGROS AND ELOMA  
FORM A STRONG TEAM**

Swiss retailer Migros's eponymous new restaurant in downtown Zurich, Switzerland, hosts up to 850 guests, making it Switzerland's largest restaurant. "We need to keep up with today's pace," says Rolf Lowiner, head of gastronomy at Migros. "But

we won't compromise when it comes to quality and freshness." Fresh, high-quality food demands the right equipment, so Migros chose energy efficient multifunctional combi-steamers from Eloma, tailored to their needs. Migros run 66 self-service restaurants across Switzerland and the majority of them work with Eloma combi-

steamers and bake-off ovens. The restaurant in downtown Zurich has seven Eloma GENIUS MTs. "Eloma units allow us to combine combi-steamers with bake-off ovens in a space-saving stacking kit. The compact Eloma JOKER MT is also a real alternative for small spaces," says Lowiner. [www.eloma.com](http://www.eloma.com)



**ICE-O-MATIC TAKES TO THE STAGE**

Ice-O-Matic, a leading manufacturer of ice machines and dispensers, recently hosted the Energy-Efficient Restaurant Seminar at the Pepsi Center in Denver, Colorado, US. The event provided an opportunity for restaurant owners to learn about the latest regulatory and technology trends in energy-efficient equipment and question industry experts. A diverse team of leading restaurant equipment manufacturers were on hand to showcase energy-efficient designs, including Ali Group, ACP, Beverage-Air, Eloma and

Metro. Xcel Energy, one of the largest energy companies in North America, also attended as a rebate expert. Speakers included Charlie Souhrada of The North American Association of Food Equipment Manufacturers (NAFEM), Karim Amrane of Air-Conditioning, Heating and Refrigeration Institute (AHRI) and Brian Throll of Xcel Energy Commercial Refrigeration. Ice-O-Matic's VP of engineering and technology George Parsons concluded with an examination of regulation changes on global equipment manufacturers. [www.iceomatic.com](http://www.iceomatic.com)



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**Amana**  
Commercial  
MENUMASTER<sup>®</sup>  
Commercial

**ambach**<sup>®</sup>

**b** **baron**  
kitchens for professionals

**eloma**



**LAINOX**  
DEVICE FOR COOKING

**MARENO**  
ENJOY YOUR KITCHEN

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**MOFFAT**

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*we*innovate cooking

**ROSINOX**  
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IDEAS. WELL DONE



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belshaw-adamatic.com  
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**BONGARD**

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**MONO**

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PREPARATION &  
STORAGE SOLUTIONS

**Aladdin Temp-Rite**  
better by degrees

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advanced food preparation equipment

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**temp-rite**  
temperature control



REFRIGERATION

**BEVERAGE-AIR**

**FRIGINOX**  
LE FROID PROFESSIONNEL

**friulinox**  
First quality

**hiber**  
THE FUTURE OF CHILLING

**Polaris**  
PROFESSIONAL REFRIGERATION

**Tecnomac**

**VICTORY**

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WASHING  
& WASTE  
MANAGEMENT

**Champion**

**CMA**

**COMENDA**

**DIHR**

**grandimpianti**  
intelligent laundry equipment

**HOONVED**

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EXCELLENCE IN DISHWASHING

**MOYER  
DIEBEL**

**NORDIEN-SYSTEM**

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**WASHTECH  
STARLINE**  
PROFESSIONAL WASH SYSTEMS

**Wexiödisk**



ICE CREAM  
& BEVERAGE  
DISPENSE

**CARPIGIANI**

**cattabriga**

**COLOELITE**

**Electro Freeze**<sup>®</sup>

**GBG**

**ICETEAM**

**On  
Freezer**

**PROMAG**

**Sencotel**



ICE MAKERS

**BAR LINE**  
ICE - MACHINES

**Icematic**

**Ice-O-Matic**  
Ice. Pure and Simple

**Scotsman**  
ICE THE WORLD DEMANDS

**SIMAG**



COFFEE  
MACHINES

**EGRO**  
SWISS COFFEE TECHNOLOGY

**PROMAC**  
Espresso coffee machines

**RANCILIO**  
coffee the World



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CHINA

**ALICOMENDA**

**ALICONTRACT**

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REPRESENTATIVE DISTRIBUTION

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**MILLER'S**  
VANQUARD

**SERVICELINE**



# OUR BRANDS



COOKING

ALPHATECH

**Amana**  
Commercial  
MENUMASTER<sup>®</sup>  
Commercial

**ambach**<sup>®</sup>

**b** **baron**  
kitchens for professionals

**eloma**



**LAINOX**  
DEVICE FOR COOKING

**MARENO**  
ENJOY YOUR KITCHEN

**metos**

**MOFFAT**

**oem**

**OLIS**

*we*innovate cooking

**ROSINOX**  
Grandes Cuisines

**SILKO**  
IDEAS. WELL DONE



BAKERY

**Belshaw.**  
**Adamatic**  
belshaw-adamatic.com  
Bakery Group

**Bertrand**  
**puma**

**BONGARD**

**CFi**

**ESMACH**

**MONO**

**Pavailler**



MEAL DELIVERY,  
PREPARATION &  
STORAGE SOLUTIONS

**Aladdin Temp-Rite**  
better by degrees

**AUREA**  
advanced food preparation equipment

**BURLODGE**

**Eclund**

**METRO**

**Stierlen**

**temp-rite**  
temperature control



REFRIGERATION

**BEVERAGE-AIR**

**FRIGINOX**  
LE FROID PROFESSIONNEL

**friulinox**  
First quality

**hiber**  
THE FUTURE OF CHILLING

**Polaris**  
PROFESSIONAL REFRIGERATION

**Tecnomac**

**VICTORY**

**williams**



WASHING  
& WASTE  
MANAGEMENT

**Champion**

**CMA**

**COMENDA**

**DIHR**

**grandimpianti**  
intelligent laundry equipment

**HOONVED**

**KROMO**  
EXCELLENCE IN DISHWASHING

**MOYER  
DIEBEL**

**NORDIEN-SYSTEM**

**RENDISK**

**WASHTECH  
STARLINE**  
PROFESSIONAL WASH SYSTEMS

**Wexiödisk**



ICE CREAM  
& BEVERAGE  
DISPENSE

**CARPIGIANI**

**cattabriga**

**COLOELITE**

**Electro Freeze**<sup>®</sup>

**GBG**

**ICETEAM**

**On  
Freezer**

**PROMAG**

**Sencotel**



ICE MAKERS

**BAR LINE**  
ICE - MACHINES

**Icematic**

**Ice-O-Matic**  
Ice. Pure and Simple

**Scotsman**  
ICE THE WORLD DEMANDS

**SIMAG**



COFFEE  
MACHINES

**EGRO**  
SWISS COFFEE TECHNOLOGY

**PROMAC**  
Espresso coffee machines

**RANCILIO**  
coffee the World



CONTRACT,  
DISTRIBUTION  
& SERVICE

**ALI  
GROUP**  
意亚立餐饮设备(上海)有限公司  
CHINA

**ALICOMENDA**

**ALICONTRACT**

**dawson**  
RECREATION EQUIPMENT

**GRANDIMPIANTI**

**Krefft**

**metos  
marine**

**metos**  
KITCHEN EQUIPMENT

**MILLER'S**  
VANQUARD

**SERVICELINE**



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## **A GLOBAL LEADER**

Ali Group is the largest, most diversified global leader in the foodservice equipment industry. An Italian corporation founded over 50 years ago, the engineering heritage and traditions of several of its companies stretch back more than 100 years and include some of the most respected names in the industry.

Ali Group designs, manufactures, markets and services a broad line of equipment used for commercial food cooking, preparation and processing. With 58 manufacturing sites, over 10,000 employees in 29 countries and 77 brands, it gives life to the most extensive product portfolio in the industry, operating in almost every hospitality and catering sector.

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