

# ALI WORLD

INTERNATIONAL

THE ALI GROUP MAGAZINE

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**A SLICE OF THE ACTION**  
PIZZA HUT RESTAURANTS  
TEAM UP WITH RANCILIO  
GROUP IN THE UK

**CULINARY CULTURE**  
FUSING ITALIAN GELATO WITH  
HIGH-LEVEL PASTRY IN JAPAN

**BREAD OF HEAVEN**  
REACHING NEW LEVELS OF  
BAKERY SOPHISTICATION  
WITH BONGARD

**ali**  
GROUP



# WELCOME



At Ali Group, we are always looking for opportunities in this increasingly changeable, unpredictable world

**T**he foodservice industry is like a wide ocean full of waves of opportunity. You need to anticipate when the waves are forming, understand them, then ride them. And if you're good at surfing you'll find plenty of opportunities.

Like the opportunities offered by chain retailers – not just American-based chains, but also new brands that are popping up in China, Korea, Japan and Southeast Asia. These are very dynamic businesses looking for partners able to support them and expand together in developing markets.

We live in a world of contradiction and tension, with the emergence of renewed nationalism and inward-looking policies. It is also becoming increasingly difficult for companies to maintain a competitive edge. How should companies behave in order to develop a global business? Here, we ask the famous economist, Dr Kjell A. Nordström.

There are other compelling problems our industry cannot ignore. How can foodservice businesses help fight obesity? How can we facilitate new, disruptive services like UberEATS and Deliveroo? How should we respond to consumers' lack of time and their need for convenience?

The foodservice sector is looking for exclusive, top-quality experiences and this is opening up new doors. In the UK, Pizza Hut has entered into a joint venture with Rancilio to offer its clients all the delights of Italian coffee. The Saint Josef Hotel in Prague, Czech Republic, has set up a bakery workshop with Bongard to prepare breakfast with freshly baked bread and croissants every morning. And Fuller's, the English premium pub chain, has chosen Ambach to update its kitchens and to offer a more varied and sophisticated menu.

There are plenty of reasons to be optimistic and confident when it comes to the challenges the market offers us. Carpigiani has opened the world's first Gelato Pastry University in Tokyo, Japan, broadening horizons for the art of pastry making. And, at 75, Iginio Massari, the revered *MasterChef* judge and world pastry-making champion, is still opening new avenues with the same passion he had when he started out in the business, working with Friulinox to develop the latest in cutting-edge cold-side technology.

There are lots more waves of opportunity we can ride together. Enjoy the read!

**Elena Faccio**

Ali Group corporate communication director



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# CHAIN REACTION

Carpigiani Group, comprised of leading ice cream equipment manufacturer brands within the Ali Group, has more than 20 years experience trading with global chain retailers. Its CEO **Andrea Cocchi** tells Michael Jones about the challenges and opportunities in the sector

**F**or Andrea Cocchi, CEO of Carpigiani Group, whose ice cream equipment brands include some of the most renowned companies in the industry, managing the long-term future of the business is analogous to a banker balancing an investment portfolio. “To have continuous growth and good stability it’s important to have a balance between the chains and the general market, as well as coverage in multiple regions,” he says. “The more a portfolio is spread, the more stable it is.”

While Carpigiani is the only brand within the Carpigiani Group that sells to the major chains, and the largest by sales volume, keeping that balance between chains and the general market across the whole Group is crucial to success. “We have a good mix of chains and general market,” Cocchi says.

#### LONG-TERM OPPORTUNITIES

However, the chains remain crucial to Carpigiani’s business, as they are for other Ali Group companies with a worldwide presence. Major chains tend to arrive in developing markets still yet to reach maturity so it makes sense for manufacturers to open a distribution and service network in these countries, ready to capitalize on long-term opportunities. “Chains are growing and that gives us an opportunity and input into the industry. Chains in new markets will affect other players – impacting products, distribution and prices,” Cocchi says.

Cocchi is responsible for managing the individual brands, including distributor handling, administration and production, encompassing



Carpigiani's subsidiaries in the US, Japan and China. "It is a large organization, with 570 people in three factories and in 10 subsidiaries," he says.

For Cocchi, the ice cream sector shares many common characteristics with the wider food industry, but, unsurprisingly, is more seasonal. "For every machine we sell in winter we sell three in summer. Production is critical because of that. An ice cream machine is a long-term investment, it can last 10-20 years, so it has the same financial impact on a business as buying an oven or a refrigerator," says Cocchi.

"As with any long-term investment, it is important to decrease product lifecycle costs in our machines. This means constantly improving quality and robustness, reducing consumption and, consequently, running costs and improving preventive maintenance."

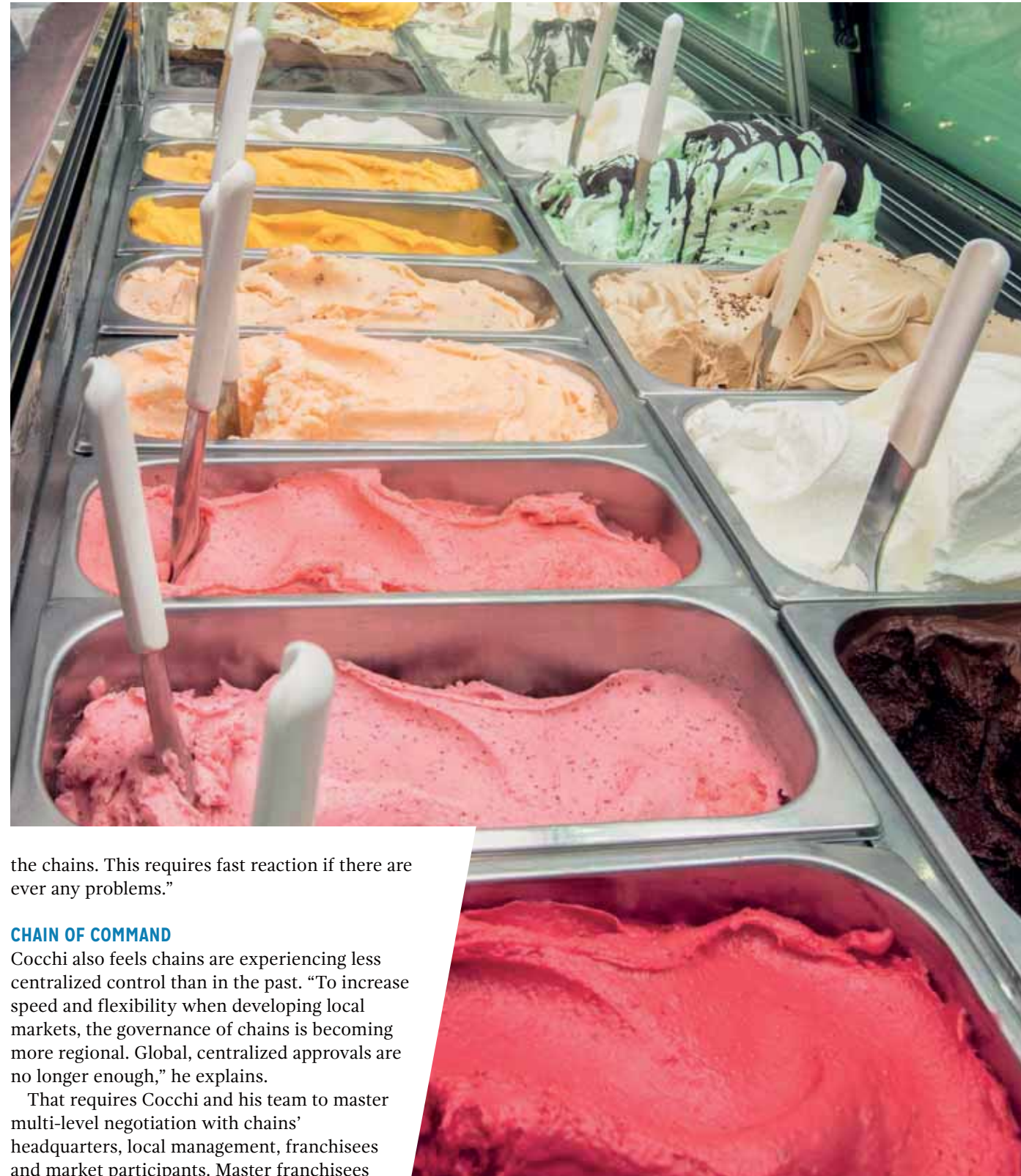
Cocchi adds that the market is also extremely price competitive with Carpigiani experiencing "aggressive competition" from existing competitors as well as newer manufacturers from Japan, Korea and China.

#### TOP OF THE FOOD CHAIN

The global landscape for chains in the sector has evolved in recent years. In Asia, for example, the ubiquitous presence of American chains has given way to more local players. "For many years international chains were almost exclusively American," says Cocchi. "Now, we are dealing increasingly with new chains in China, South East Asia, Korea and Japan. Local players are getting bigger and expanding abroad, including into the US."

While that provides opportunities, it also presents challenges. "It used to be easy to understand the chains and their corporate culture, now it is more complex. But having local subsidiaries, for example in Japan, has been helpful to build up more local business. It's about developing a solution that helps our customers work more efficiently," says Cocchi.

Another new challenge concerns the accessibility of technical information, prices and spare parts to customers. "That flow of information was previously only available through manufacturers and distributors, now any customer can access it online. It's a fact of business," says Cocchi. "Information circulates fast and efficiently within



the chains. This requires fast reaction if there are ever any problems."

#### CHAIN OF COMMAND

Cocchi also feels chains are experiencing less centralized control than in the past. "To increase speed and flexibility when developing local markets, the governance of chains is becoming more regional. Global, centralized approvals are no longer enough," he explains.

That requires Cocchi and his team to master multi-level negotiation with chains' headquarters, local management, franchisees and market participants. Master franchisees

**"For many years international chains were almost exclusively American. Now, we are dealing with new chains in China, South East Asia, Korea and Japan"**

are especially influential in developing markets, he says. "Often they own other food retail brands and have strong control of the area."

To work with chains, an efficient service infrastructure is essential. "Every company within Ali Group has to develop its own long-term service coverage and support is maintained from every single brand, not the centralized Ali Group," says Cocchi. "But being part of the Group helps our customers in parts of the world where the Group has better service coverage. Chains have high expectations of service levels so the best technical and after-sales resources have to be brought into the arena."

#### ADDED VALUE

What are the key benefits for chains? "Customers get access to Carpigiani products solutions and service. Ali Group gives Carpigiani, and its customers, more financial and governance stability," says Cocchi. "They get a long-term, solid relationship and strategy. It's an added value. So is being part of a network where we can share skills and resources. That gives us the opportunity for new projects."

"Big worldwide chains choose global suppliers. They don't want one brand in Australia, one in Europe and another in the US. They want global players. We need to be efficient and flexible at adapting to market challenges. The speed of response and consistency of information is key."

So, in the future, will more of Carpigiani and Ali Group's business come from chains? "We're experiencing consistent, single-digit growth each year so there is no reason to think that will not continue. I expect more growth in the next five years," says Cocchi. "I don't have a crystal ball but in general I am optimistic about the growth of food equipment. It is not always a calm sea, there will be many waves ahead, but you have to handle those. If you're a good surfer, there are many opportunities to be had." ■

IN HIS OWN WORDS:

### ANDREA COCCHI ON HIS CAREER AND FINDING A WORK/LIFE BALANCE

I joined Carpigiani in 1998 as a controller. After two years I became the administrator for finance and financial controller and in 2005 the COO. I became CEO of Carpigiani Group in 2009. My background was in operations at other manufacturers, notably for the transportation and energy company Alstom where I worked in its railway systems division. I like dealing with people and sharing our success with them. I'm inspired by people with greater, more varied experience than me. I am hungry to learn from them.

#### LONG-TERM PLANNING

I like to plan for the long-term future. Sometimes it pays to be patient and our industry tends to reward hard work and effort. When I travel abroad and see the great reputation our company has, I'm very proud. I try to achieve a work/life balance but I'm not always successful. Time is a limited resource but I try to keep my weekends for my family.





Pizza Hut has joined forces with Rancilio to provide customers with quality coffee. Pizza Hut's **Wayne Penfold** tells Tina Nielsen about their strong relationship

**A**nybody visiting a Pizza Hut restaurant in the UK today will notice a vast change from just a few years ago. Stores across the country have undergone a major makeover in look and feel. Three years into a major re-design program, stores have been refreshed and the menu extends beyond the lunchtime buffet and free salad bar offer that Pizza Hut restaurants are famous for. New items such

as low-calorie flatbread pizzas and gluten-free pizza bases have been introduced in order to

appeal to a broader dining public. A greater focus on the range of desserts and starters as well as a cocktail selection in selected restaurants is all part of the move to attract a wider customer base.

Part of the re-design program is a focus on the right equipment and Pizza Hut restaurants have begun installing Rancilio coffee machines in around 50 of its restaurants to date, from



Above left: Bryan Unkles of Cafeology, Wayne Penfold of Pizza Hut and Andrea Mascetti of Rancilio Group at Pizza Hut on The Strand, London, UK

# PEOPLE AT THE CORE



Bournemouth to Glasgow, in order to guarantee a high-quality and consistent coffee offer. Wayne Penfold, procurement manager for Pizza Hut restaurants, says coffee is “a growing part” of the chain’s overall offer.

The coffee culture in the UK has been transformed in recent years; new independent operators have cropped up in the market as an increasingly discerning public has raised its expectations of the quality of coffee. Andrea Mascetti, the Rancilio commercial director, says that the UK today is more a nation of coffee fans than tea lovers. He says the boost for coffee is global and extends beyond the UK and Europe to the US and Australia.

### “Partnerships are an important thing for us and we look to maintain a longer term relationship with suppliers”

He points to two areas where the UK is different from other countries. “One is product based – in the UK we see a country of milk-based coffee drink lovers while in the south of Europe we are more espresso-based,” he says. The other big difference is that the coffee shop is more social in the UK. “In Italy people drink an espresso at the bar and then they leave, but in the UK the coffee shop is also a place to meet people and to work.”

As the procurement manager of the restaurants, Penfold is responsible for introducing Rancilio coffee machines to the stores. He joined Pizza Hut restaurants in the summer of 2015. His remit includes a broad range of areas of

responsibility, including equipment, stationery and uniforms; restaurant services such as window cleaning and contract cleaners; as well as waste and recycling. “I also look after the procurement of all our drinks: alcohol, soft drinks and tea and coffee,” he says.

He has a background in the pub industry, which means he is well placed to see the difference between the pub restaurant environment and the casual dining setting of Pizza Hut. But, he says, the core task is the same. “Essentially it is about serving customers food and drinks in a great environment while trying to offer the best service, quality and consistency that you can,” he explains.

#### FIRM FOCUS ON PEOPLE

The Pizza Hut restaurants’ philosophy and strategy is very much focused on people, according to Penfold. “Our vision as a business is to be the most loved place to eat and work,” he says. “It covers staff and customer engagement and involves making sure that staff are really well looked after, are supported, trained and given the tools and expertise to be able to deliver fantastic service to the customers.” As he points out, if you provide great service you are more likely to see repeat customers.

The ethos of putting people at the centre of the business extends to the relationships with suppliers. “Finding suppliers of food and drink products with a similar mindset – about the quality, consistency and value for money, which is not always about price but the right piece of equipment and the right product, availability and supply chain – is critical,” says Penfold. “Partnerships are an important thing for



## RANCILIO EQUIPMENT IN PIZZA HUT RESTAURANTS

- Depending on the needs of the different locations, Rancilio Group supply the most appropriate product for each location
- The Classe 9 in larger stores
- The Classe 7 with a tall version for take-away cups
- The Classe 5 compact in smaller stores with a tall version for take-away cups





us and we look to maintain a longer term relationship with suppliers in order to support our business and build on the success we have enjoyed over the last three or four years.”

Heavy investment has been ploughed into the business in what Penfold calls an exercise to bring the restaurants up to a standard expected by today's customers. An increasingly discerning dining public has showed higher expectations of their eating out experiences and with new competitors entering the market every day Pizza Hut restaurants are not being complacent. “Consumers are demanding a bit more, the leisure pound is a bit stretched and people are probably not going out as often as they used to and when they do go out they want to know that they are guaranteed to get value for money, a great experience and fantastic service,” says Penfold.

#### THE IMPORTANCE OF COFFEE

Offering a high-quality and consistent coffee proposition in the stores is vital to Pizza Hut restaurants. Last year, through Bryan Unkles, the managing director of ethical coffee company Cafeology and a UK agent of Rancilio, Pizza Hut restaurants decided to team up with Rancilio to introduce new coffee making equipment in the stores across the UK. “Coffee continues to grow in the UK and the secondary market place – restaurants rather than coffee shops – is probably the biggest area of growth so having the credible quality and consistent offer is important to us,” explains Penfold.

He says Rancilio ticked all of the boxes in meeting the requirements of the Pizza Hut restaurants and the feedback from teams across the country has been positive.

“The machines are very well made, easy to use and the specification we went for focused on ease of operation, delivering a good cup of coffee and one that is going to be future proof,” he says. “When we start driving more coffee sales for our restaurants we won't be worried about the machines' ability to keep up with that demand.”

An ever-expanding product portfolio and a degree of flexibility have allowed Rancilio to meet Pizza Hut's requirements. The last decade has seen major changes in the equipment it manufactures. “There has been one development focused on giving power to the barista, allowing machine operators to be more involved with the machine,” says Mascetti.

**“When we start driving more coffee sales from our restaurants we won't be worried about the machines' ability to keep up with that demand”**

“Rancilio Xcelsius system is the only technology that gives the barista a new kind of control over the temperature, one of the most critical parameters in making an espresso. Profiling the extraction guarantees a different result in the cup with a unique blend according the tastes of barista and his clients.”

There has also been an effort to increase automisation of certain devices, as not all operators are skilled baristas. “An innovative and automatic steam wand, a Rancilio Patent, allows the barista to easily heat and froth the milk using a mix of steam and air, to obtain a soft

and remarkably compact froth,” explains Mascetti.

#### UPDATED FUNCTIONALITY

New technology has introduced other elements such as touch display interfaces that make machines easier to use. Due to a relatively low demand for coffee at this stage, Pizza Hut has gone for a pod concept rather than using coffee beans and Rancilio has adapted the handles in order to accommodate the pods.

Demonstrating the true partnership element of the relationship, Rancilio has started adapting an existing model to meet the specific requirements of the smaller Pizza Hut restaurants. In adding the youSteam function to the Classe 5 compact model, Rancilio has amended functionality to suit these restaurants. “This is a smaller machine so it fits a smaller footprint. A smaller boiler also means lower energy usage. It means it will be a better fit for some of our smaller restaurants where we don't have the need for quite so much capacity,” says Penfold.

It is early days in the partnership and according to Mascetti, signing the deal was just the first step in a long process. “Our job started when we signed the agreement to supply the machines. I feel proud that Pizza Hut trusts us and our products,” he says.

Bryan Unkles from Cafeology, who introduced the two and who continues to oversee all installations and servicing, says the partnership is a success. “Pizza Hut has changed a lot over the last few years and there is a demand to get in high-quality coffee too. The partnership between the three of us is very healthy and it works well,” he says. ■





# EMBRACE CHANGE TO THRIVE

The Swedish business guru Dr Kjell A. Nordström talks to Tina Nielsen about the challenges and opportunities facing global companies



Globalization has been discussed for 30 years, but markets are changing



The global business community – and the world around it – is in a state of flux. Challenged by major changes to cross-border relations, constant innovation in technology and a widespread shift in attitudes on how to conduct business, multinational companies are forced to evaluate their business model.

It's no different for the foodservice sector where many of the established companies need to reinvent themselves to survive in the face of new, more agile competitors.

It's a picture that Swedish economist and writer Dr Kjell A. Nordström has followed – and spoken about – for many years.

The acclaimed author of *Funky Business* (2000) and *Karaoke Capitalism* (2003) cites three main drivers of change that businesses need to deal with.

The first concerns international investments – they are falling. “Last year, we saw a 16% fall in international investments,”

he says. “So after 60 or 70 years of rolling out multinational investment, we have started to roll back.” Add to this the fact that in eight out of 10 sectors, local and regional firms have a higher return on investment than truly global organizations. “Something is happening out there that creates a major challenge for traditional multinational organizations, from Siemens to McDonald’s,” he explains.

The challenge will come from technology and it will be huge

2016 saw a 16% fall in international investments

**-16%**



Recent events on a global socio-political level are likely to have an impact on companies. The new administration in the US and the UK’s decision to leave the European Union points to a world with stronger nationalistic and isolationist forces, but while businesses will notice this, Nordström points out that multinationals were originally set up to deal with challenging conditions.

“The whole idea of a multinational company was born in the context of trade barriers, different cultures and currencies so they are designed to jump those barriers,” he says.

“I wouldn’t say that the unrest we see will change anything dramatically but in terms of nuances it will take a bit more time and cost a little more to do international business.”

The third dimension Nordström mentions is one he dealt with in his 2003 book *Karaoke Capitalism*, namely the digitization of anything that can be digitized, which the world has embraced in every sector, from healthcare to education. The issue, which he predicts will increase the pressure on every sector, means that for companies it is more difficult than ever to have proprietary knowledge – anything that can be digitized can also be copied.

“It’s a sing-along form of capitalism where we sing the same tune; we have access to the same knowledge at the same time,” he says. “The whole idea of having a competitive edge is that you have access to knowledge that is unique so you can provide customers with unique solutions, services or products,” he says.





You are either part of the problem or part of the solution

Dr Kjell A. Nordström believes traditional multinationals face major challenges

**CHALLENGES FOR GLOBAL FOOD FIRMS**

He points to the foodservice industry as particularly interesting where all of these issues are concerned. “For 30 years we have had this notion that we should go global. The term we use is globalization, but today we can see that many have decided to leave certain markets and that is the result of the three things combined,” he says.

A good example of a big player that is feeling the pressure is McDonald’s – the fast food giant’s formula is well known and the technology it uses is no industry secret. It means that it finds itself with local competitors in every market and it is not alone.

“I think the need for innovation among the so-called global players will be very high and it will be very hard for them to defend their positions,” says Nordström.

He compares the situation for the large foodservice firms to that of fast fashion companies such as H&M and Zara a few years back. “McDonald’s at the time and for some time was totally unique: burgers within a minute at a low price and decent quality,” he says. The fast fashion companies share that trajectory. “The concept was born in the 1960s on a grand scale and then it has been growing for 40 years and the pressure now on those firms is just immense because local firms know what to do.”

Nordström believes that these



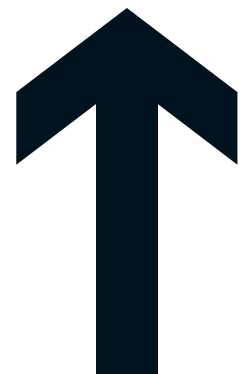
companies will need to reinvent their business model. “They were born and raised at a particular time in history and these conditions have changed to such an extent that reinvention is required.”

One issue that is increasingly pressing and particular to the foodservice sector is obesity. Nordström says it is the elephant in the room that is occasionally discussed “but not in the meetings in the food industry”. He says an eventual global tax on sugar is inevitable, a case of ‘when, not if’. “The fact that we over consume things that are not good for us is shared by a handful of the population and once that insight is out on a broader scale there will be action,” he says.

The most likely scenario is taxation like the one we have on alcohol today. Some countries are doing it already and others are discussing it and we may see what Nordström calls a bandwagon effect. “Once we get the principles right and understand how to tackle it – because this is not uncomplicated – but once we understand, I imagine we will roll it out pretty fast. The situation is just staggering in many countries with 60% or 70% of the population either overweight or obese,” he says.

He points to the tobacco industry as a historical example of changing the public’s perception. “The tobacco industry for





a long time was saying smoking wasn't bad for you, but if anyone says now that cigarettes are healthy we'd just laugh," he says. "And I think 10 or 15 years from now that might be the case with some of the fast food products that are extremely unhealthy."

**TAKING CHARGE OF CHANGE**

Smart businesses will stop shying away from tackling the obesity crisis and initiate the conversation. When Ikea faced challenges surrounding environmental concerns, the Swedish furniture store took charge, forming an alliance with Greenpeace who they invited to do seminars in the business and trained their staff. "They approached the enemy, if you like," says Nordström. "They invited them to share their knowledge to define the problem and to start providing solutions.

The same thing can and should be done in the foodservice industry because it is a very bad idea to lag and fall behind."

What is really needed, rather than one big change, is a wider culture change in the company. The Virgin airline is a good example of attempting to lead from the front with the greening of their aircraft.

Nordström also says we only have to look to the automotive industry for successful implementation of culture change. "When Tesla came in everybody said electric cars were too expensive, but look five years later and manufacturers like VW, Toyota and Mercedes are all following suit," he explains.

"This was a surprisingly fast process but it required the problem of global warming being clearly defined and from there you are either part of the problem or part of the solution." As Nordström points out, you'd be hard pressed to find a motor company that says there is no global warming today.

While any business in the foodservice sector needs to focus on overcoming the challenges to survive, there are also plenty of opportunities to grasp. Some of these might appear as challenges in themselves. Nordström says the convenience dimension will play a huge part in how foodservice companies do. With players like UberEATS and Deliveroo jostling for space, the identities of the actual foodservice providers become less important than the delivery technology.

"This will probably change the foodservice industry forever," he says. "The challenge will come from technology and it will be huge." ■

Opportunities are out there for the global foodservice sector



If our manufacturers are to thrive, tough trade regulations must be enforced

**WILLIAM CARUSO**  
FFCSI

The founding partner of foodservice consultants WC & Partners in Denver, Colorado, US, gives his view on the challenges and opportunities for the foodservice equipment sector

The major challenge I see in the foodservice equipment sector is an evaporating quality level due to price competitiveness worldwide. We see this every day on the worldwide level that we operate in. Equipment producers from all corners of the world are providing products that are of mid-to-low level quality at low prices. These products are being purchased and installed by unsuspecting end-users who then must endure high failure and repair rates. This is affecting the quality producers and they in turn must introduce 'economy' lines of goods to compete.

This has become a vicious cycle that negates much of the quality and service levels the industry has lived by for many years. The term 'value engineering' in my mind is the single most damaging

and misunderstood phrase in the foodservice equipment industry today, and it will continue to affect how we do business for years to come unless some basic quality standard levels are enforced worldwide.

Manufacturers should continue to exert maximum pressure on both the governmental agencies that allow inferior equipment into the various worldwide markets and the certifying agencies who certify and grade equipment (such as NSF and NFPA in North America), to actually raise minimum design and operating standards of equipment to ensure a basic level of performance and longevity of use.

There may have to be major impacts on trade if countries who produce sub-standard equipment and their code agencies do not measure up to a standard worldwide quality level minimum. 'Dumping' inferior goods is bad practice for all except the agencies reaping the sales benefits. The industry has turned a blind eye toward these practices for too long and if our manufacturers are to thrive under a fair and competitive marketplace, then tough trade regulations must be enforced not only on a worldwide basis but certainly at least on a country to country level.

I think that Dr. Nordström was correct in his assessment. A more regional and local approach may not be all that bad. Actually a national approach to the equipment sector would be more realistic. If the international trade market either cannot or will not regulate itself, then other steps may be required to protect firms and their products, given that non-competitive environments exist. Those firms that agree to compete fairly and who attain certain quality/performance levels will not be affected. Those that choose not to compete on this basis should be excluded from consideration.

As far as the future is concerned, manufacturers can benefit in greater ways by doing the following:

- Expanding their dealer networks into more non-traditional areas i.e. e-commerce sites, drop ship sites, local/regional buying groups and jobbers, etc.
- By shortening the delivery channel and drop shipping products as required.
- By selling direct to end-users who have attained certain minimum annual buying and financial levels.
- By advertising commercial product lines in multi-media formats
- By providing higher, broader and more diverse levels of customer service and training to end-users.





# BACK TO THE

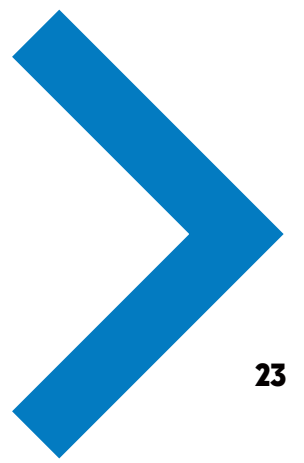
**Giorgio Rancilio's** childhood dream was to run the family business. Yet, having become CEO of Rancilio Group in 1996, he stood down in 2015 to take a break and recharge. He tells Michael Jones what brought him back to the business after a year away and why his passion for the industry knows no limits

The phrase "sense of duty" is a recurring one during my interview with Giorgio Rancilio, CEO of coffee machine manufacturer Rancilio Group. And 'duty' falls into a number of categories. First, familial duty: the company was founded by his grandfather 90 years ago in Parabiago, Italy, and from a young age Giorgio Rancilio would dream of one day running the family business and honoring the legacy his grandfather, father and uncles had toiled for.

A sense of professional duty and an innate pride in his business is also immediately evident when Rancilio speaks. It's impossible not to detect that he clearly lives and breathes the company, which became part of Ali Group in 2013.

And finally there is a sense of duty towards improving oneself. For Rancilio that is about expanding his mind, being the best man he can be and doing the right thing. Emotional intelligence, often not such a bountiful commodity in the cut and thrust of global manufacturing, is something he values highly in people. He frequently cites his love of Daniel Goleman's seminal book *Emotional Intelligence* during the interview.

# FUTURE







#### PASSION AND PURPOSE

That characteristic of thoughtful introspection ultimately led Rancilio to step away, in 2015, from the business he had managed since 1996. It was a move that surprised the industry. He was considered the face, the driving force and, of course, the name behind a very successful, global business, but for Rancilio, the timing was right.

“I love this company,” he smiles. “I was happy at the time because the cycle was concluded in a certain way. Two and a half years after selling the company to Ali Group, my feeling was that the puzzle was completed, a case of mission accomplished. I had run the business since the mid-1990s, so the big question was ‘what was I able to still give to this company?’ I also considered that maybe it was better to inject fresh blood into the company, to start another positive cycle.”

Having been at the helm for 20 years, including an “intense” early period when he first took over as CEO and then overseeing the acquisition of Egro Swiss Coffee Systems in 2008, he was ready for a break “to recover, regenerate and recharge.”

Having been born into the business and run it for most of his adult life, the move was very much a leap of faith for Rancilio. “The situation was completely new, so it was a little strange. Many people kept telling me that in after one or two months of staying at home I would be bored. But I was also motivated to discover a new life, to learn who I was out of the context of the company,” he says.

“I don’t believe that one individual exists only because he is related to a particular job or occupation. So, if the context around you changes, are you able to change as well?”

Rancilio was in no rush to set up another business. Instead he used the opportunity to spend time with his family, ski, play tennis, improve his piano playing and cook for his friends.

“It gave me the scope to broaden my menu,” he laughs. He also turned into a voracious reader. “I have always been sorry to not have a ‘humanistic’ background. I studied as an accountant, so my life has been based on numbers. Reading about psychology and sociology and filling that gap gave me much personal satisfaction.”

Discovering what he refers to as “the parallel universe out of the company” by doing everyday chores and enjoying the simple pleasures of life benefited him significantly in mind, body and spirit, but he also feels his business brain benefited.

“It was not only a question of resting myself physically, but also in the way that I look into things in business. Before, it was quite intensive. It is still intensive. You have to see the big picture, the direction and the strategy of the entire company. My focus is on encouraging people and promoting enthusiasm so that an innovative mentality is created,” he says.

# PASSION

“My focus is on encouraging people and promoting enthusiasm so that an innovative mentality is created”





**THE FAMILY BUSINESS**

Rancilio did rejoin the business, a year on, in 2016. “Ali Group had stayed in contact with me throughout my time away from the business. They asked if I would like to get involved in the company again,” he says. “At the beginning I was a little concerned because it’s not so easy to change life twice in one year.” While he did take time to fully ponder the decision, Rancilio admits he felt immediately in his “stomach” that it was right to return.

“It was not necessarily me thinking ‘I am the best person to lead this company’, but I suppose you can call it my destiny,” he laughs.

In the year he was away, Rancilio missed not only his team, but also the partners in the business. It was another factor that convinced him to come back. “Our market is not a huge one. Most of the time it’s based on personal relationships with partners and suppliers. It’s like a big family,” he says.

Now he is back as CEO, Rancilio’s ambition for the company remains largely unchanged. “The recipe is the same. Work hard, be passionate and make no complaints. This is my philosophy,” he says. “It is also my philosophy to repay the trust that Ali Group have placed in me by giving me this opportunity. You have to repay this trust every day with results. But I am also focused on the long-term view.

“Having the numbers gives you the base to succeed, but I have to deliver my vision in terms of product strategy. I have such a passion for this side of the business and I am really focused on product development. The ability to bring innovative products to the market is what has helped Rancilio to grow globally. We are present in every market. Our distribution system has been global for a long time, because we export 90% of our turnover. We are represented all over the globe but also have a particularly strong opportunity to grow with the Egro brand, which has great potential worldwide,” he says.

Product development is something Rancilio has always had a passion for. Although he trained as an accountant and has “always worked more in the sales and marketing field” of the company he confesses a deep love for the process of putting the “ideas, innovation and the concept” into a new product.

“I am always very active in that. In other words, I have no specialization – basically I don’t know anything,” he laughs. “Maybe a little bit of everything.”

**LOOKING BACK**

That company-wide knowledge was also learned the hard way. As the third generation member of the family business, the plan was that he would be eased into the company, but the untimely death of his father and uncle meant his learning had to be accelerated.



“The recipe is the same. Work hard, be passionate and make no complaints. This is my philosophy”

“Unfortunately the second generation of the family, my father included, passed away very young. The last one, my uncle died in 1991. I have a brother and two cousins and we faced a delicate situation for five years, because our generation was not ready to take over.”

By the end of 1995 the family had reached agreement and established a solid new governance, with Giorgio Rancilio taking over as president and CEO. “The serious job came in the mid 1990s. It was challenging because my experience was limited. I was only 28 years old,” he says.

However, by that time, he was becoming fully immersed in the major touch points of the business, including finance, R&D and product innovation and sales and marketing. He also worked hard to put more structure into the company.

“With the future and the development of the company in mind, for at least 10 years we brought in external people who could give us different perspectives and experiences in order to help promote innovation and enlarge and enrich our vision,” he says.

In that period though, for Rancilio the company always came first. “From the beginning, my attitude was to be a tool for the

success of the company and the business. The company came first and my personal wishes second.”

**STRONGER TOGETHER**

Rancilio’s strong sense of duty towards securing the future of the business led him and his family to make the decision in 2013 to accept the offer of Ali Group’s Luciano Berti to become part of the Group.

“We started a process of thinking about the future, and the conclusion was to put the company in the constellation of Ali Group. This was not because we were facing problems or because business was not good – on the contrary, we closed our best fiscal year performance ever in 2013 – but we wanted to guarantee the long-term future. Not just the next five or 10 years, but the next 90 years,” he says.

Securing the company’s legacy and ensuring his family’s hard work was not in vain, is a desire that burns brightly within Rancilio. “My father and uncles were hard workers,” he says. “Sometimes I wonder if they and my grandfather would be proud. I think they would be.” ■

**SECTOR FOCUS**

As Rancilio Group celebrates its 90th anniversary, Giorgio Rancilio is convinced that the coffee machine industry will continue to see more consolidation. “Even the biggest companies competing in this segment are not big enough to run a good business for the future. The market is ‘everyday global’, and the connection between the markets is more and more important. So, for a small company to compete alone will become difficult,” he says. “Being part of Ali Group gives us an opportunity to compete strongly in the future. We have guaranteed the continuity, the independence and the success of the company. Ali Group gives us the best combination. To celebrate 90 years in the industry is a great achievement, but we are stronger together as part of Ali Group.”

Picture above:  
Antonietto Rancilio

**GIVING BACK**

Giorgio Rancilio’s time away from the business gave him the idea to create the Antonietto Rancilio Foundation. He set up the non-profit organization in order to both honor his father’s memory and to help less fortunate people. “It is a wonderful opportunity to pay tribute to the values my father believed in and to play our part in giving back to society,” he says.

Antonietto Rancilio’s energy and positivity live on through the Foundation, which is focused on sustaining humanitarian initiatives.

The projects it supports are carefully selected and recent initiatives include sending aid and provisions to victims of the 2016 earthquake in Norcia, Italy, and helping to improve the lives of disabled people.

# PHILOSOPHY

Giorgio Rancilio's philosophy is to combine short-term results alongside a long-term strategy



Durable, high-quality kitchens are essential to achieving the high standard of food premium pub chain Fuller's has become known for. As **Paul Dickinson**, director of food, tells Elly Earls, Ambach offers not only that but much more

# FULL SPEED

In Ambach, British pub chain Fuller's has not only found a supplier of durable, flexible and high-performance kitchen equipment for its premium food-led pubs, they've found a partner who understands their business goals and is dedicated to helping achieve them.

The food philosophy at premium pub chain Fuller's is simple: fresh, seasonal, local ingredients prepared on the day by a highly trained team of chefs and delivered to customers in one-of-a-kind environments, from ancient listed buildings to buzzing modern pubs.

Every meal at Fuller's has been created with customer feedback in mind, from the London Porter smoked salmon to the signature pies paired with painstakingly chosen





pints. Suppliers are known personally by both managers and chefs, and tradition is balanced with innovation on each of the company's hundreds of unique menus.

Fuller's is also a brand that has grown to understand, under the leadership of Paul Dickinson, that in order to maintain the high standards of food its pubs have become synonymous for, durable and high-quality kitchen equipment is a must.

**TIGHTENING UP THE SPECIFICATION**

As such, being under the helm of Dickinson, who left Compass Group's executive dining division, Restaurant Associates, to join as director of food for Fuller's Managed Inns six years ago, the typical spend on a kitchen for a new outlet has trebled and the criteria for specifying equipment tightened up significantly.

"The days of working in a dark, dingy kitchen are over; we want to create a pleasant working environment where the chefs can enjoy themselves," Dickinson says, adding that factors he always takes into account when selecting new equipment are ergonomics, shelf life, craftsmanship and how the kit fits in the space available.

"Some of our kitchens work for 14 or 16 hours and the kitchen has got to be fit for purpose. If a piece isn't working, the knock-on effect on the kitchen is massive. We also want to work with companies that provide good training and have the ability to be agile," he says.

As he has striven to move Fuller's forward, evolving menus and kitchens alike, Ambach, a company whose equipment he had worked with

during previous roles, was the obvious choice of partner for Dickinson. "The equipment is durable, reliable and really easy to clean down," he says. "At the end of the day, if you're going to work with a piece of kit and do a couple of hundred covers each service, it has to hold up.

"Most diners come in for 45 minutes to an hour, and the more people you can feed, the more money you'll make as long as you can maintain consistency. The kit cannot let you down," he says.

Flexibility is another absolute must when it comes to specifying kitchen equipment for a pub group where no one outlet is the same. "The majority of our properties are listed buildings and they're not template kitchens, so a big question we have to ask is 'Is the provider flexible?'" Dickinson stresses. Often, because of narrow corridors and older buildings, equipment also needs to be provided in pieces and installed on site.

**"The days of working in a dark, dingy kitchen are over; we want to create a pleasant working environment where the chefs can enjoy themselves"**

With its modular Chef 850 Line, which offers total configuration flexibility through a range of over 150 operating modules, Ambach has managed to meet all of Dickinson's needs, in many cases going over and above what he could have expected.

"We took them out to the factory to show them the Chef 850 line, so they saw it



The modular Chef 850 Line offers total configuration flexibility through a range of over 150 operating modules



could be interchanged and moved around,” recalls Alistair Farquhar, Ambach’s country manager for the UK, adding that over the years, Ambach has developed several pieces of kit especially for Fuller’s, which are now available to the company’s customers across the world.

“We have developed a high-performance fryer for Fuller’s, which was a modified version of a fryer from within our marine range, as well as redesigning some internal components and gas connections. We are listening to them as much as they are listening to us and we’re always looking for ways to improve our products,” says Farquhar.

**NEW BEGINNINGS**

Since 2013, Ambach has carried out approximately 60 installations (a mix of full kitchens and one-off pieces) across Fuller’s 193-strong estate of managed pubs, with 34 of those in the last year.

The relationship between the two companies is not only a departure from the norm for Fuller’s (five-star hotel standard islands are not usually found in the kitchens of the average UK pub chain), but also for Ambach, a company that typically partners with luxury hotels and Michelin-starred restaurants.

Yet, after getting over the initial hurdles that come with any new partnership, which in this case included adjusting the lead time for projects (Fuller’s) and getting used to providing suites in parts so they could be installed in tough-to-access listed buildings (Ambach), neither parties have looked back.

“The story with Fuller’s is very interesting. It may seem surprising because

Ambach’s value proposition is usually aimed at international hotel chains and fine dining restaurants, but at the end of the day it is not that surprising,” says Maurizio Vianello, general manager for Ambach worldwide.

“Paul was able to clarify Fuller’s precise needs concerning the equipment, which does not always happen, and thanks to the clarification of the group’s needs and the business model they wanted to put in place, we were able to provide him with the right solution. Our business is not to work with people who just want to save money on equipment, but to work with people who want to invest to support their business model.”

**“We are listening to them as much as they are listening to us and we’re always looking for ways to improve our products”**

Looking to the future, both Fuller’s and Ambach are excited about many more profitable years of working together, with 15 kitchen installations in the pipeline for 2017-18 alone. And as Fuller’s begins to place still more focus on chef training and development with the growth of its Chef’s Guild, durable, high-quality, consistent equipment will be more important than ever.

“Any business is only as good as its people,” Dickinson concludes, a nod not just to the skills of his own team, but the excellent communication between Fuller’s and Ambach at every stage of their ongoing partnership. ■



Excellent communication is the key to the ongoing partnership between Fuller’s and Ambach



# FAMOUS FOR ICE

Ice machine maker Scotsman's success in South Africa has come from a combination of its wide range of high-quality equipment and its passionate, enthusiastic team, managing director **Stuart MacKinnon** tells Elly Earls



Scotsman's high-quality machines are able to produce gourmet ice in four sizes



Since its inception in South Africa in the late 1960s, ice machine manufacturer Scotsman has gone from strength to strength in the country, its success down to a combination of its world-leading selection of affordable, high-quality ice machines and the commitment and passion of its enthusiastic and highly capable team. And with both the fast food sector and the tourism industry on the rise in the fast-developing country, Scotsman South Africa's growth is only set to continue to flourish.

Originally founded in 1950 as Queen Stove Works, Scotsman Industries, as it was renamed in 1989, has since grown to become the largest manufacturer of ice makers in the world, a truly global company with 1 million ice machines installed across more than 100 countries, including South Africa, where a plant was also established to stay close to market needs. The company's Johannesburg outpost started distributing through just one dealer, and today works across an extensive network, supplying more ice machines than any other operator in the country.

And its growth certainly isn't set to slow down, with South Africa's foodservice industry, particularly the fast food sector, on the rise. Euromonitor estimates the number of consumers of fast food will increase to 42 million people between 2017-18 and that fast food in South Africa will witness a continuous yearly growth rate of 9% from 2014-19. Despite the country's weak economy, the prognosis for the tourism industry is also positive, with both room revenue and number of travelers predicted to steadily increase to 2020.



**WORLD-LEADING RANGE**

A number of factors have contributed to Scotsman's success in South Africa, not least its world-leading range of reliable and affordable ice machines and ice shapes, from small capacity under-the-counter solutions to large-scale industrial ice making technologies. Ice shapes available include four sizes of gourmet ice, three sizes of dice ice, nuggets, cubelets, flake, superflake and scale. With price playing a big role in purchasing decisions, dice ice is the most popular, followed by gourmet ice.

For loyal customer Famous Brands, Africa's leading quick service restaurant and casual dining franchisor, whose brand portfolio includes Steers, Wimpy, Mugg & Bean, and PAUL, the equipment variety and ice shapes available is one of Scotsman's key selling points.

"Our role in procurement is to provide our franchisees with the best, most reliable equipment at the most affordable price in line with the specifications required, never negotiating on quality of product or continuity of supply. Scotsman is able to meet the needs of all our different brands with ease," says the franchisor's procurement manager development Patrick Nebuloni. "Our QSR brands have different ice requirements to our sit down restaurants, for example. While the QSR restaurants would use gourmet ice cubes, the sit down restaurants would use nuggets.

"We adjust those requirements depending on the brand and work in conjunction with Scotsman to get the desired result. Scotsman even provides ice machines for Famous Brands' manufacturing plant," says Nebuloni.

On top of providing ice machines for restaurants and other foodservice outlets, Scotsman South Africa works with supermarkets, hotels, shopping centres and hospitals, providing the equipment each type of business requires via its extensive dealer network. Moreover, the company is slowly but surely working its way into surrounding markets including Botswana, Namibia, Mozambique, Angola, Mauritius Zimbabwe, and the Seychelles.

**PARTNERS IN SUCCESS**

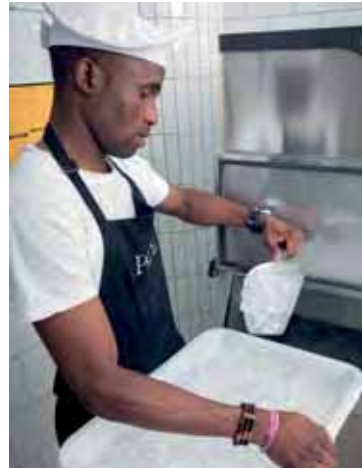
The equipment itself is only part of the equation for Famous Brands, whose team has been equally impressed with Scotsman's unwavering commitment to its clients. "Throughout the history of our company, we have taken the view that suppliers should be long-term partners that are prepared to grow with us," says Nebuloni, who, over the course of his career, has worked across most sectors of the food and beverage industry – from hotel general management to owning a restaurant.

"We view Scotsman as partners in our business. They're always there for us when we need them and that makes all the difference."

For example, when Famous Brands was developing a soda fountain area for its Steers brand and couldn't find a solution within South Africa, Scotsman South Africa was happy to bring in a solution that was available through Scotsman Worldwide. "If we weren't working closely with them, we wouldn't have known about it," says Nebuloni.

According to Stuart MacKinnon, managing director of Scotsman South Africa, who has worked with the company since the early 1990s, the

**"We view Scotsman as partners in our business. They're always there for us when we need them"**



Above: A report at a glance of the machine's operational status

passion and commitment of his 22-strong team is key to the high levels of customer service clients like Famous Brands have always enjoyed. "We wouldn't have achieved what we've achieved without the enthusiasm and dedication of our highly capable sales team," he says.

"We have a lot of fun. You have to come to work with a smile on your face because it's infectious. If the team is happy and motivated their work is good. The main things I look for in team members are friendliness and drive."

He also believes Scotsman's excellent back-up service sets it apart from its competitors in the South African market. "We have a policy in this company that you don't wait for a spare. The last thing you need is your ice machine breaking down and having to wait three to four weeks for a part," he stresses, adding that if the company does get a complaint, the team will react and make sure it is fixed immediately.

Looking ahead, nothing is certain in South Africa. However, if political stability is maintained and economic growth begins to pick up, Scotsman will be more than ready to meet the growing demand for ice that will come with increased tourism to the country. "The tourism market is picking up and we will be there," MacKinnon concludes. "If the country is doing well, we will do well." ■

Opposite page from top: Stuart MacKinnon of Scotsman South Africa; the Scotsman South Africa team; Patrick Nebuloni of Famous Brands

**FACTS AND FIGURES**







## PRECISION AND CRAFT

Japan has a rich heritage of fusing traditional gelato from Italy with high-level pastry. A. B. Blackwood speaks with award-winning chef **Akira Hattori** and experts from Carpigiani's Gelato Pastry University in Tokyo about this vibrant culinary culture

It's spring in Tokyo. Gusts of warm air flow between apartment blocks and skyscrapers, carrying the faint scent of cherry blossoms. Across the city, with Mount Fuji visible on the horizon, chefs are preparing for the arrival of the season's best produce: bamboo shoots, strawberries, red snapper and broad beans.

Soon summer will be arriving, bringing a new set of flavors and experiences. Not just Japanese ginger, abalone and peaches, but also stifling heat, buzzing cicadas and raucous nighttime festivals lit with colored lanterns and punctuated by the blasts of taiko drums and fireworks.





“I always teach my class to invest in good machines. When you’re a craftsman, you’re happiest when using good tools”



more than equipment. In 2015 — 35 years after Carpigiani Japan was founded — classes began at the Gelato Pastry University in Tokyo, the first institution of its kind in the world. It builds on the approach of the original Carpigiani Gelato University in Rimini, Italy, by fusing traditional Italian gelato with high-level pastry craft. And Japan is the perfect location. Patisseries such as La Verdure have been flourishing here for decades and many Japanese chefs have

Japan’s celebrated culinary traditions — from simple wagashi desserts to lavish kaiseki meals — always seem to have been enamored of the seasons. It is how local chefs celebrate what’s quintessential about this archipelago.

reached a level of precision rarely found outside the best French patisseries. But more than that, Carpigiani’s artisanal approach finds a receptive audience in Japan, where concepts such as monozukuri (craftsmanship) are visible in the array of folk crafts, and hidden deeper in the little traditions of everyday life.

**THE BEST INGREDIENTS, THE BEST MACHINES**

In 2015, Akira Hattori won the top prize at the Gelato World Tour held in Tokyo, for Natsumatsuri, an original flavor inspired by the color and complexity of Japan’s summer festivals. Hattori, a master pastry and gelato chef who runs the successful La Verdure patisserie in Yokohama, paired rose and pistachio gelato with paper-thin layers of chocolate, and topped it all with ice and berries.

**A LABORATORY OF IDEAS**  
Keeping this in mind, Carpigiani has sought local experts as lecturers in Tokyo; individuals who understand craftsmanship, local consumers, and Japan’s cultural history. It adds up to more than technical and business expertise: the university, according to president of Carpigiani Japan, Lorenzo Scrimizzi, is “a laboratory of ideas,” he says.

His goal, he says, is “not to just do it like you’re taught, but to create original flavors.” The method? “Use the best ingredients... and the best machines.”

Shigekatsu Kimura is one of these local experts. Once a rising karate star, he chose, in 1987, to leave his dojo in Osaka and work for more than a decade in some of France’s best pastry kitchens. After returning to Japan, he opened a pastry shop in Tokyo, where he and his team prepare up to 12,000 gelato cakes every two months.

Hattori has been using Carpigiani machines since he first began preparing Entremet Glacé at a pioneering Ginza patisserie more than 40 years ago. Since then, Carpigiani has continued to support him and other Japanese chefs, but the brand’s role in Japan is about

“The thing that always intrigued me about pastry is that it is like a science,”

Japan’s celebrated culinary traditions are closely linked with the seasons



he says, sitting outside his shop. “It’s about taking something formless and giving it form.”

Kimura believes the market for artisanal gelato, especial in the form of cakes and pastries, will expand over the coming years as customers seek “the real, more authentic version” of frozen desserts.

And then, mid-sentence, he pauses as his staff bring out samples of his gelato — vanilla lemon, earl grey, and chocolate — all made with Carpigiani machines in his laboratory. The texture of each is perfectly smooth, the flavors are dense and, most importantly for Kimura, the raw, natural ingredients shine through.

“I always teach my class to invest in good machines,” he says. “When you’re a craftsman, you’re happiest when using good tools.”

**COLOR AND FORM**

Closer to the centre of Tokyo, and a short distance from the world’s busiest intersection, Hiroiyuki Emori stands inside the Carpigiani Gelato Pastry University’s main classroom, surveying the full range of the brand’s tools.

Emori is one of the University’s main teachers, and an expert pastry chef with a past life as a glass artist. He’s also, indefatigably, a visual thinker, who constantly refers to color and form.

He explains that his “turning point” as a chef came while attending classes at the Carpigiani Gelato University in

Bologna. Here he learned how to fuse gelato making with his background in glass art and pastry — a transformative experience he describes as a “chemical reaction”. Now he shares his technical and theoretical knowledge with other professionals at classes in Tokyo, but says the Japanese students require something unique: an understanding of logistics.

“That’s how the frozen dessert business was able to grow in Japan,” he says. “You can order gelato or frozen pastries and have them delivered to your home, or sent as a gift.” He’s referring to the incredible network of refrigerated trucks that reliably deliver cold items to homes across the nation.

Emori speaks about his work passionately: “There’s nothing you can’t do with gelato.” Nothing? He opens his phone to show photos of a smooth, bright green substance, accompanied by bread sticks. It’s matcha-flavored? “Local asparagus,” he says with a smile — “gastronomic gelato.”



The meeting of many culinary traditions has come out of Carpigiani’s “laboratory of ideas” in Tokyo

**CULTURAL COLLABORATION**

The challenge for these chefs, and for Carpigiani, is how to hold a bricolage of culinary traditions together — Italian, French, Japanese — in a way that’s sustainable. The “laboratory of ideas” Carpigiani has created in Tokyo is a good start, a path toward gently embedding artisanal gelato in Japan.

Back in Yokohama, Hattori is thinking about how to approach this frozen future, but “it’s hard to translate my ideas,” he says.

“My dream,” he adds, “is to make a range of flavors only using seasonal ingredients from Japan.” He lists the options, including Tochigi Prefecture strawberries and Miyazaki Prefecture mangoes. “And yes, you can print that. It is not going to be easy for just anyone to do it... but I trust these machines — I trust them to create what I want.”

**“You can order gelato or frozen pastries and have them delivered to your home, or sent as a gift”**



**MEASURING SUCCESS**

**Alessandro Racca, internationally renowned Italian gelato and pastry chef and director at CGPU, discusses why Tokyo was the right location for the University**

Tokyo is the most important market for pastry in Japan. Pastry craft is at a very high level in Tokyo so that’s why we decided to base CGPU there. It was important for us to have teachers that really know pastry and gelato and who could train other professionals on their level.

As well as courses on French and Italian style gelato, plus gelato cake making, some of the courses are more business-oriented too. We tend to have between 12-14 people per course. We don’t want 30-40 people - it’s better to be focused so the students can really understand the systems and processes.

**POSITIVE FEEDBACK**

At the end of the course we ask students to give their feedback. It has been very positive. Success for us is for chefs to keep coming back to take new courses with us and I’m delighted to say they are doing that.

The chefs on our courses are always very impressed by the possibilities Carpigiani machines can give them. The Maestro has been on the market for two years now and has become really popular in Japan. There is not another machine on the market that can do what it can do.



## A COMPLETE PROGRAM

Enrico Amesso, sales director, discusses the launch of Carpigiani's Gelato Pastry University in Tokyo



At Carpigiani we are all about creating solutions for our customers. There are more than 10,000 pastry shops in Japan alone, so the Carpigiani Gelato Pastry University (CGPU) represents a big opportunity for us to do something different, help our customers and to spread our culture and passion for gelato and pastry around the world.

We decided to launch the CGPU in September 2014 when a stage of the Gelato World Tour was held at the Komazawa Olympic Park in Tokyo. It was the biggest event ever staged by Carpigiani and the gelato sector in Japan, receiving more than 50,000 visitors.

In November 2014 various pastry chefs from the Land of the Rising Sun gathered in Tokyo for the first courses at CGPU, the only training program in the world dedicated to gelato pastry. The event sold out. Furthermore, top-level opinion-leaders such as Makoto Kato, president of the Japanese Association of Pastry Chefs, endorsed the event.

We have built up a dedicated training team composed of Hiroyuki Emori, Shigekatsu Kimura and Alessandro Racca, the director of the school. We offer a complete program for professional pastry chefs with the mission to develop new ways to fuse traditional Italian gelato with high-level pastry.

**“At Carpigiani we are all about creating solutions for our customers”**

### ARTISAN GELATO

We sold out all of the first eight courses. More than 150 top pastry chefs have attended so far. But our medium-term plans for success are even more challenging considering that today our Classical Artisan Gelato course at Carpigiani Gelato University (CGU) in Bologna receives 2,500 of the 7,000 worldwide students every year. Tokyo has to become our gelato pastry capital as Bologna (CGU) is for classical artisan gelato.

CGPU targets high-level professionals while CGU has 75% of attendees who are new 'gelato entrepreneurs', coming from different sectors, often with no link to food and with no experience in the retail food industry. All of our activities have in common two fundamental things: gelato and the gelato chefs that create and sell a delicious range of Italian frozen dessert products across the world. The final goal is very simple: to create new customers that will go through a sales approach based on culture, market and customer awareness.

Japan is one of the most receptive markets for food innovation and fusion of different food cultures. After France, Japan is the most advanced country in the world in the pastry

industry and the quality of ingredients and the technical level of their chefs is among the highest in the world. In Asia, when you consider fashion, design, food, architecture or the automotive sector, Japan is a reference market where trends are born and developed. In the pastry segment there is also a direct connection between Japan, Hong Kong, Korea and Taiwan.

Artisan gelato has already gained widespread acceptance as a recognized product by Japanese consumers, so Japan really represents one of the biggest markets for our Carpigiani Professional Range artisan gelato machine. The market has developed from 'the inside' thanks to Japanese chefs embracing the Italian gelato culture. Our customers recognize Carpigiani's technology offers a premium value because of its performances.

The CGPU is opening a new perspective for the company. From the strategic point of view we want to approach high-profile customers and propose a unique training program for them. At the same time we are proposing Carpigiani's product range for pastry and gelato, such as Maestro, Mr Art and Pastrochef.

We want to make the Carpigiani brand in the pastry segment as it is for the gelato segment. We will enlarge our range in the near future, providing a new solution for the increasing needs of pastry chefs. ■



The CGPU is approaching high-profile customers and proposing unique training programs



## EXCEPTIONAL PERFORMANCE

Carpigiani technology provides premium value because of the high-level of performance it delivers to operators

Maestro High Efficiency, with its 32 complete gelato and pastry programs, adjusts hot and cold temperatures as necessary for perfect results every time



Mister Art Plus, the continuous double production machine for single-serving treats, semifreddos and fresh pastry, such as mousses and creams



Pastrochef RTL machines mix, cook, pasteurize, cool, age and store - perfectly hygienically - the many specialities that pastry chefs create in their laboratory



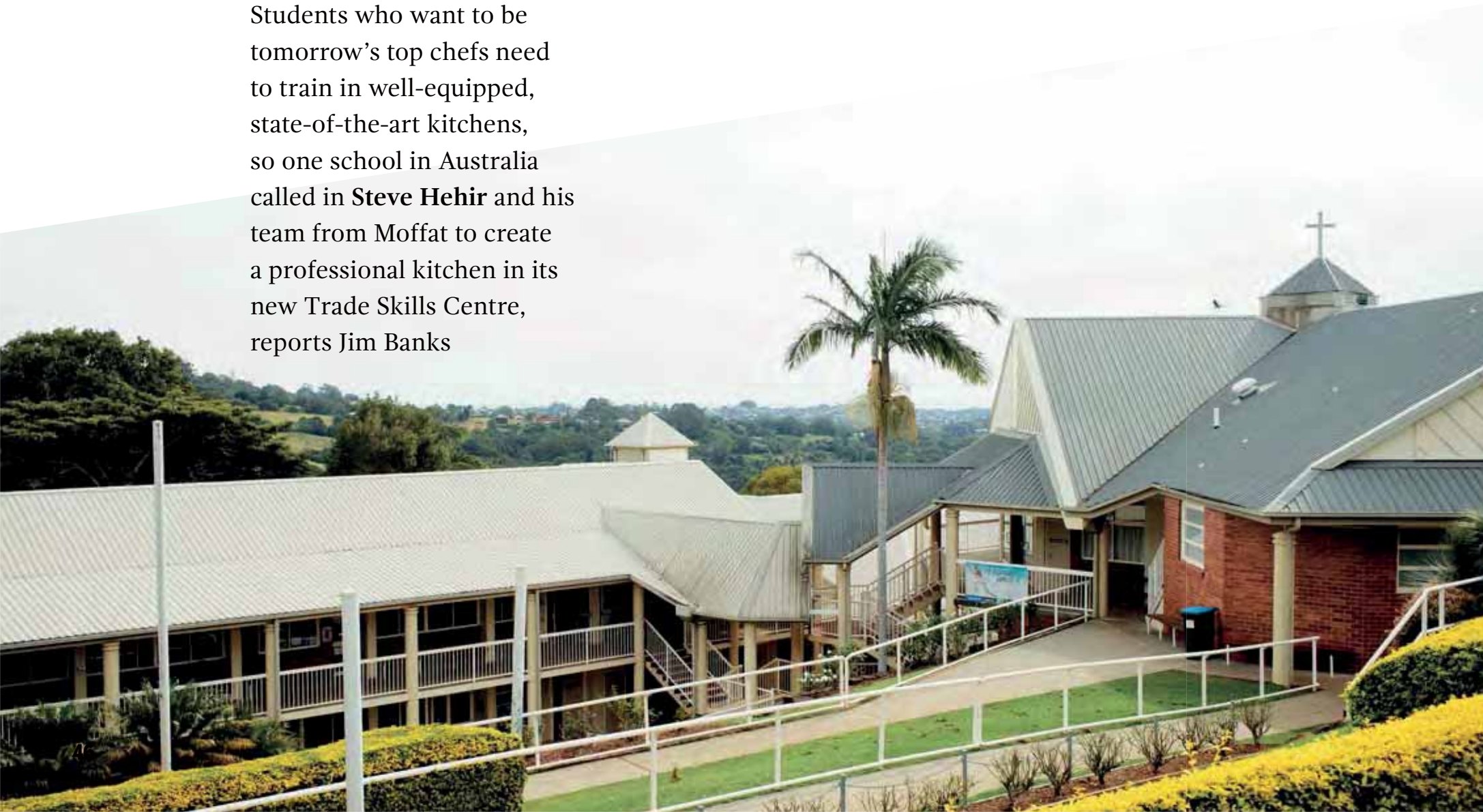
# TOP CLASS

## THE PROFESSIONAL KITCHEN GOES TO SCHOOL

Students who want to be tomorrow's top chefs need to train in well-equipped, state-of-the-art kitchens, so one school in Australia called in **Steve Hehir** and his team from Moffat to create a professional kitchen in its new Trade Skills Centre, reports Jim Banks



Lindisfarne Anglican Grammar School on Australia's Gold Coast boasts a new, state-of-the-art Trade Skills Centre where students can use professional kitchen equipment and learn about food technology and hospitality. The Centre took 12 months to plan, design and build.



**M**any of the world's greatest chefs developed their love of food at a young age, so creating the right environment to encourage school pupils to develop their skills could result in creating tomorrow's culinary stars. At the southern end of Australia's Gold Coast sits Lindisfarne Anglican Grammar School, where a new Trade Skills Centre contains professional kitchen equipment and where children can learn all about cooking and foodservice.

Established in 1981 as a small primary school by the rector and parishioners of St Cuthbert's Church in Tweed Heads, New South Wales, Lindisfarne has been expanding ever since. In 1995, a secondary school was added at a new campus, which contains the Trades Skills Centre.

"We seek to provide the distinctive identity, relationships, learning and leadership that support our staff and families to work together to meet our high expectations for the achievement and

holistic development of our students," says principal Stuart Marquardt.

The school has more than 1,000 students and a record of academic success. It not only fosters the learning of key life skills, but also aims to help students become honorable and respectable members of society. Furthermore, it recognizes the many opportunities needed to ensure each pupil reaches his or her potential.

"The community takes great pride in the strong academic reputation of our school and the range of opportunities available through the arts, sport, leadership and our focus on our core values with a view to preparing capable young men and women to enter the wider world. The school was looking to provide a state-of-the-art facility for students undertaking studies in food technology and hospitality. The existing facilities were old and in need of refurbishment, but a purpose built Centre was needed to provide a suitable teaching and learning space," says Marquardt.





The new facility, designed as a professional learning environment that replicates a commercial kitchen, has seven workstations with Waldorf oven ranges, Waldorf fryers, Waldorf Salamander grills, Waldorf Griddles and a Washtech AL8 dishwasher.

**A BESPOKE SOLUTION**

Planning, designing and building the new Centre, which took 12 months in total, allowed the school to complete the work before decommissioning the old facility, so there was no disruption to student learning. The new facility boasts seven workstations with Waldorf oven ranges, Waldorf fryers, Waldorf Salamander grills, Waldorf Griddles and a Washtech AL8 dishwasher.

“This equipment is the industry standard and we wanted our students to train and learn in a space that was just like a commercial kitchen you might find in any top restaurant or catering establishment,” says Marquardt.

Tony Dunne from the sales team at lead contractor Bunzl was closely involved with commercial kitchen equipment supplier Moffat in meeting the schools high standards.

“The brief was to have a spacious kitchen

with equipment that is easy to use and clean. The key was to have two students sharing the same space during the class, which is why the 900mm-wide, 4-burner Waldorf 800 series electric ovens were perfect. Then it was easier to follow suit with the Salamander grills, which are our favorite for other Bunzl clients,” he remarks.

“The school was trying to create a professional learning environment that replicates a commercial kitchen,” adds Steve Hehir, Queensland sales manager for foodservice at Moffat. “The challenge for us was to deliver all the equipment in a limited time frame, and take advantage of locally manufactured products. We had regular on-site meetings with our distributor and the school to finalize layout specification and delivery schedule and we prioritized the manufacturing of equipment at the factory level to meet the challenges.”



**THE MOFFAT PRINCIPLE**

- A provider of mechanical, electrical and facility management services
- Founded in the 1920s as a supplier of commercial ovens, ranges, cooktops and fryers
- Key offices in Australia, New Zealand, the United Kingdom and the United States
- Key alliances in Asia, United Arab Emirates, Mexico and Canada
- Global distribution capability in more than 50 countries
- A key player in foodservice, bakery and healthcare meal distribution

**A RESOUNDING SUCCESS**

Creating a layout around different cooking stations for up to 25 students with prep and teacher demonstration areas was something new for Moffat and Bunzl but demanded the same skills and experience as any other project.

“The biggest challenge was working with several parties to bring the project to completion. To succeed in a project like this you need to be thorough, plan carefully and be confident in quoting the best product and not the cheapest,” notes Dunne.

“We made the Waldorf units 4-burner models, whereas in a commercial kitchen there would be six burners in a 900mm unit,” says Hehir. “For the school we made the units more spacious. The only real challenge was the tight timeframe but the

fact that the equipment was made locally allowed us to deliver fast.”

Moffat was the ideal partner for this project not only because it could supply easy-to-use, easy-to-maintain equipment with powerful burners to replicate a commercial kitchen in a teaching environment, but also because it is able to provide the necessary after-sales service and support promised. The results speak for themselves.

“We are very satisfied with the Centre as a whole and equipment is extremely high quality,” says Marquardt. “The staff and student response has been overwhelming. The students understand that they are learning in an exceptional facility and their standard of work is reflective of this. The experience with Moffat has been exceptional.” ■



With the help of Bongard, the Josef Hotel in Prague, the Czech Republic, is raising the humble daily loaf to a new level of sophistication, reports Rod James



# BREAKING BREAD

A love for fresh bread in the Czech Republic resulted in the creation of the Bakery Lab at the Josef Hotel in Prague

In a world of countless different opinions and perspectives, few things unite like an appreciation for the smell of freshly baked bread. For people everywhere it evokes feelings of comfort, warmth, happiness, home.

Clémentine Amiraux, the creative director of Prague's Josef Hotel, understands this power as well as anyone. Trained as a designer, she grew tired of being stuck behind a computer, disconnected from people and their aspirations. When, in 2011, the opportunity arose to enter the world of hospitality, she grabbed it with both hands.

Her job is to provide the “wow factor”, to use her creativity to continually surprise and delight the guests of this modern design hotel on a quiet side street in the center of the Czech capital. The hotel does not feature on booking.com, instead relying on its design sensibility and unique, personalized service to attract customers looking for something special. Coming from Paris, Amiraux knew the important role that bread could play.

#### MORE THAN JUST PAIN QUOTIDIEN

Judging by Trip Advisor reviews, breakfast at the Josef Hotel was already very good, but Amiraux wanted to make it better. The people

of the Czech Republic love bread, yet it was hard to find baked goods that were great in their own right, not just convenient vehicles for whatever condiment or meat was on them.

In 2013, she proposed that the Josef Hotel install its own bakery. Then, pushing the idea to the next level, she suggested the creation of an open kitchen where guests can watch the baker make morning bread and pastries before their very eyes. The project would be informally known as Bakery Lab.

“My boss thought I was a bit crazy,” she recalls. “We have such a small kitchen! But I thought it would be amazing to have the baker





stay during breakfast time, so the guest can see it's our bread, made by us from scratch. This is a different level of quality. It was about how to bring out more feelings and senses than just taste."

**A FAITHFUL RECREATION**

Transplanting the French bakery experience to another country is not easy. The process needs to be led by a baker who truly understands the craft and has the versatility to recreate it, even with slightly different raw materials. Enter Nima Hemmat Azad, chef boulanger, pâtissier, consultant and author of *Le Pain Fait Son Show*, a highly acclaimed book that has done much to promote bread as a luxury good.

Azad knew that the flour must come from France – this was non-negotiable – but to import French butter was not cost-effective. In response, he bought ten different types of butter from local supermarkets and made croissants from each of them to see which came closest to the French experience.

**CAREFUL PLANNING**

The next step was bringing in the right machinery. The French baguette is the product of very precise conditions, from the temperature of the baking stone, to the degree of humidity in the oven, to the calibration of the machine that makes the dough. Azad went with what he knew and trusted.

He got in touch with Bongard and with the help of sales manager Olivier Masson was able to get hold of the right machinery and, with careful planning, fit it into the small available space without having to compromise on quality.

"I used to work in Germany, at a bakery with a German oven, and it wasn't exactly what I wanted because it just wasn't made for



The Bongard Soleo oven is reliable, compact and ideal for even the smallest type of bakery







Right: Clémentine Amiraux and Nima Hemmat Azad



French baguettes,” says Azad. “For a successful bakery concept abroad you need French flour, a French chef and a French machine. That’s why we work with Bongard. The three together give you a great product. If you are missing one of them, it is never the same.”

**AN IDEA WHOSE TIME HAS COME**

Bakery Lab has been a runaway success for the Josef Hotel. Its spread of freshly baked croissants, pain au chocolat, bagels and madeleines, alongside a hot breakfast buffet and juice corner, where guests can make their own smoothies, has led to rave online reviews and thank you cards aplenty for the hotel.

“Even French guests would say that croissants from the bakery in their town or on their street were not as good as ours,” says Azad.

**A BOOMING TREND**

Coincidentally or not, many other hotels in Prague, and elsewhere in Europe, are starting to improve their bakery offerings as they realize that bread, perhaps the simplest of foods, can prove a real luxury touch.

“Baking in front of the customer is a booming trend, not only for hotel chains but also for bakeries,” says Bongard’s Masson.

“Today, if you want to distinguish yourself, you have to offer more: quality but also emotion with the product. To see the production, to smell freshly baked bread, is a big plus for many customers nowadays,” he says. ■



Bongard believe in combining quality and emotion with the product



“Few things unite like an appreciation for the smell of freshly baked bread”

**WHAT IS YOUR FAVORITE KIND OF BREAD?**

**Clémentine Amiraux:** Baguettes. I have to say. There’s nothing like a freshly baked baguette with salty butter on top.

**Nima Hemmat Azad:** My favorite kind of bread is what we call in France country bread, which uses 10% gray flour and 90% traditional baguette flour. It goes well with everything: salty, sweet, jam, butter.

**Olivier Masson:** I really enjoy dark bread, like rye. We are located in Alsace, next to Germany, and since I go often to Germany for work I enjoy buying these very dark types of bread.

**WHAT IS YOUR PERFECT BREAKFAST?**

**Clémentine Amiraux:** Avocado and tomato toast with a fruit smoothie, I would say. That would be the best.

**Nima Hemmat Azad:** Great bread and amazing honey. In the Czech Republic they have amazing honey, and of course great butter. The three together, I can eat morning, day and night.

**Olivier Masson:** For me a salty continental breakfast is ideal. I definitely need bread, if possible rye bread.



# MIRACLE MAKERS



Left: apetito updates or adapts about one quarter of its stock of more than 2,000 recipes each year, most recently adding more vegetarian and vegan options

Eloma has teamed up with apetito to deliver solutions tailored for both individual tastes and gastronomic trends. **Ruprecht Lindemeier** and **Michael Tschech** of apetito and Eloma's **Sebastian Timnik** discuss the partnership with Rhea Wessel

It has been a decade now since Eloma and apetito had their first project together in the city of Jena, which is not far from Leipzig, Germany. In June of this year, apetito's Ruprecht Lindemeier and Eloma's Sebastian Timnik smiled knowingly at each other as they remembered the improvisation and good communication they needed for that project at a kindergarten in eastern Germany.

As it turned out, the day care center wanted its new Eloma oven installed where there was no drainage for water, and that the oven should go in a spot low down on the floor, recalls Timnik, the apetito key account manager at Eloma. These two points had not been part of the original plan, but within a matter of days, engineers had found a way to collect water from the oven without a drain. They tested the adaptation in both the lab and in an operational setting. "It was a small project, but it brought us together," says Timnik. Lindemeier, apetito's head of food systems development, adds: "We were well-prepared once we were at the customer's site. The tests we did in the lab were important."

Indeed, the oven was up and running quickly, and the duo's ability to improvise and communicate effectively are now hallmark traits of the 10-year business relationship. What started as a sale of 10 units to apetito in 2007 is now a key account that has increased in value many times over.

Today, Lindemeier and Timnik meet often to bounce ideas off each other and discuss happenings with the account and in the industry. They have already worked together on an adaption for the Joker<sup>MT</sup> Mobile (mobile compact combi steamer) oven so that it works without a connection to a water faucet.

So, apetito came up with the idea based on a design it had seen elsewhere, and now Eloma's ovens can be equipped with containers that hold fresh water and wastewater.



Another highlight in the cooperation came in 2014, when Eloma and apetito worked closely together in what Lindemeier called a "logistical feat". Over three weeks, Eloma and apetito managed to get 130 ovens installed at more than 100 kindergartens in Frankfurt, with the help of two service providers. One of the ovens had to be lifted into a kitchen by crane, and timing was of the essence since parents were not keen to have their kids eat cold lunches for days in a row. Lindemeier says what they did would normally "require the logistical skills of a general."



The duo's ability to improvise and communicate are hallmark traits of their business relationship





A guiding principle of apetito is that "food is local". Regional tastes vary widely

The challenge apetito set to Eloma was to develop a system that could regenerate light and heavy fare in the same oven with the same heat at the same time

**FRESH, WARM AND GOOD FOOD PEOPLE WANT TO EAT**

A family owned business founded in 1958 by Karl Düsterberg, apetito has expanded around Europe and to Canada. In 2016, the group of apetito companies had 829 million euros in sales and employed 8,500 people. Its biggest market remains its home market of Germany. At the headquarters in the north western German city of Rheine, one of the founder's original delivery vehicles is on show in a glass-surrounded foyer. It still carries the license plates of the day – issued by British occupation troops after the war.

Within Germany, business is strong, due to demographic and lifestyle changes. Not only is the population aging, but young women are less likely than before to stay home with children and prepare the traditional midday warm meal, now that more childcare spots are available than in the past.

A guiding principle of apetito is that "food is local". Within each country it operates, regional tastes vary

widely and each customer can have a completely different kitchen set-up. Michael Tschech, the head of marketing for apetito, says: "Our solutions are very tailored for individual tastes and gastronomic trends.

The company focuses on getting the foods that people want to eat, with the best-quality nutritious ingredients, and regenerating them to the right point and temperature with the best technology," says Tschech.

And since food is highly personal and must hold people's interest, apetito updates or adapts about one quarter of its stock of more than 2,000 recipes each year, most recently adding more vegetarian and vegan options. Tschech says, however, that German children haven't changed their favorite food in years. "They love tomato soup with rice and meatballs, while the favorite food in the business and industry market is Curry Wurst." Older Germans, meanwhile, will never give up their beef "Rouladen" (rolled beef filets filled with a pickle), he adds.

**FOOD: EVER-CHANGING AND CREATIVE**

Given apetito's commitment to serving warm, healthy food people want to eat, it stays on top of trends in food technology. It has seen many come and go in Germany, including food delivered frozen in bags in the late 1980s and early 1990s. Staff had to boil it in those bags and squeeze it out for serving, which was not particularly convenient, especially for dishes like mashed potatoes.

Next came dinner plates of food with separated portions, something like the TV-dinners of that time. They were warmed in convection ovens. At some point, this method of preparation became too inconvenient, too, and the dishes that could be served were seen as limited. Next, in the early 1990s, loose blocks of frozen food were regenerated in large pans in convection ovens, but that method took too long and food was not always warmed evenly. Finally, apetito began to work more frequently with combined steam cooker/ovens in the early 2000s.

**AUTOMATED COOKING**

When Eloma began to supply apetito in 2007, apetito was already focused on automated cooking in ovens that work primarily with convection and a small amount of steam. "The challenge was to develop a system that could regenerate light and heavy fare in the same oven with the same heat at the same time," says Lindemeier, adding: "For me, it's still a bit of a miracle that we do this." Fully automated cooking appears "here to stay," says Tschech. "You can't get more convenient than that – put the food in in the morning, push a button, and pull out the finished food at mealtime. This is very popular for our customers who operate old-folks homes."

Eloma combi steamers work with an individual combination of heat and steam. That ensures, in this case, food is regenerated under optimal conditions. They provide consistent results, preserve colors and nutrients and deliver the right level of crispiness or moisture, depending on the food.

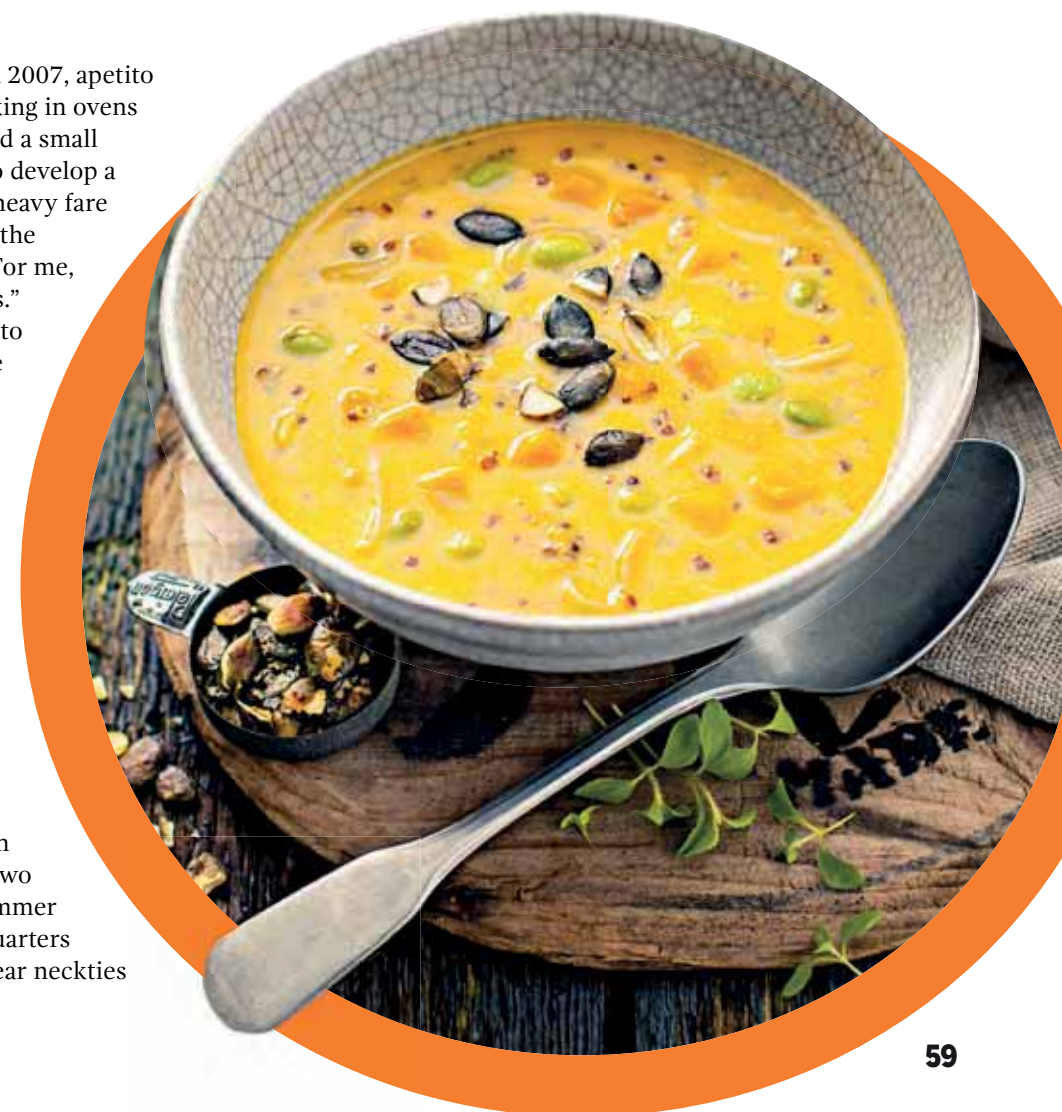
Judging by the way Lindemeier and Timnik joke with each other, it has been a good 10 years together, and now the two know how each other tick. On a hot summer day, they greet each other at the headquarters and laugh about whether it's good to wear neckties with such weather.



There is a real commitment from apetito to serve warm, healthy food people want to eat

They also talk about what's coming next in their work together to develop hardware and software. Even more simplified oven operations are under discussion, along with the benefits of a single user interface for all Eloma models.

And, of course, the Eloma ovens that apetito sells or leases must be able to handle the next food trend that will surely come – as well as apetito's next business idea. ■







## SWEET DREAMS

Seasoned Italian pastry chef **Iginio Massari** is still at the top of his game. Here, alongside **Simone Froli**, brand director of Friulinox, he talks, passion, purpose and high-quality products with Flavia Fresia







Iginio Massari is one of Italy's most acclaimed pastry chef masters. His creativity and technical skills, as well as his passion for innovation, commitment to quality and dedication to his craft, are legendary in the profession. His Pasticceria Veneto in Brescia, an hour's drive from Milan, in Northern Italy, routinely tops the rankings of the best Italian pastry shops. He hosts his own TV show, *The Sweetman*, and is a household name in Italy.

At 75, an age when most of his contemporaries have retired or slowed down, Massari is as busy as ever and still shows the same energy, passion and purpose of the young apprentice that, at 16, decided to become a pastry chef because a career as a cook or baker wasn't challenging and "magical" enough for him. As he explains, "When you are young, you need a certain dose of magic to decide what you want to do when you grow up."

Luckily for him, he found the inspiration he was looking for watching an artisan working a chocolate showpiece: he decided to become a pastry chef on the spot.

Nearly sixty years on, the magic hasn't waned a bit, and Massari is still very much at the top of his game, a perfectionist who has never stopped learning, experimenting,

looking for new and better ways of doing things.

An example? One of his latest projects was to set up a state-of-the-art chocolate kitchen in a corner of his pastry kitchen. To equip it, he chose Friulinox appliances.

Italian company Friulinox has designed and produced high-quality professional refrigerating systems and blast chillers since 1972, and since 2004 is part of Ali Group. Over the years, explains Simone Froli, Friulinox's brand director, the company has been at the forefront of innovation in the refrigeration systems for the catering and bakery industry. "We manufacture premium appliances for all types of business, from a Michelin-star restaurant to a company cafeteria, from an airline caterer to a pastry shop operated by a maître pâtissier. We take care of the whole production process, from research and development, design and manufacture, to sales and maintenance," says Froli, who joined Friulinox in 2014 after a 15-year career in the Italian appliances industry. Froli is now in charge of the company's strategic marketing and business development.

**QUALITY AND FLEXIBILITY**

The 1,400-strong Friulinox product portfolio ensured that, when it came to equipping

Massari's new 'chocolate' kitchen, it was easy to pick the appliances best suited to his needs. The client had been very clear about describing his processes and listing his requirements and priorities: quality and flexibility of the refrigeration equipment were always paramount.

"No one today would think of producing pastry goods without using the latest cold technologies. Latest generation blast chillers and refrigeration systems can guarantee individual refrigeration programs suited to each type of product, so that, even after weeks, all products maintain the same qualities and look, taste and smell as fresh as when originally made. If by 'fresh' we mean a product that is safe to eat and with a

shelf-life of a product by preserving its properties. Refrigerators must maintain a constant internal temperature even when doors are opened frequently. All appliances must be easy and quick to sanitize both inside and out, and must be mounted on wheels, to facilitate floor cleaning," he adds.

Friulinox was able to meet all of Massari's requirements. After all, this is the company that developed the first blast chillers/freezers with air-flow modulation, a glass door and an automatic washing device. Its new Pentavalent blast chiller HI5 has three patents and is the most advanced and innovative range of appliances developed in the field of professional refrigeration, combining five functions in

**"Latest generation blast chillers can lengthen the shelf-life of a product by preserving its properties"**

limited bacterial count, then blast-chilled and correctly refrigerated food is fresher, even after weeks, than the same food after 12 hours if handled with traditional methods," says Massari.

"Latest generation blast chillers can lengthen the



**IGINIO MASSARI: A BIOGRAPHY**

- Born in 1942 in Brescia, Northern Italy. At 16 Massari went to Switzerland for four years to learn the art of pâtisserie.
- In 1971 he opened, with his wife, the pastry shop Veneto in his hometown, rated best Italian pastry shop from 2011 and best bakery in Italy from 2011 to the present by the Gambero Rosso Guide.
- In his career he has won more than 300 competitions, awards and national as well as international recognitions.
- In 1987 he became the first Italian member of the renowned international association Relais Dessert.
- In 1993 he founded the Academy of Italian Pastry chef masters (AMPI) with the objective to promote quality. He is also co-founder of CAST Alimenti in Brescia, one of the more renowned culinary academies in Italy.
- Italian pastry chef of the year 1999-2000, he has been the coach of the Italian teams that won the gold medal at the Coupe du Monde de la Pâtisserie in 1997 and 2015. He also was president of honor of the Coupe du Monde de la Pâtisserie 2015.
- He is the author of more than a dozen pastry books, and, as of 2011, on the judging panel for pastry competitions for *MasterChef Italy*. From March 2017 he has hosted his own TV show, *The Sweetman*.





Friulinox's  
Simone Froli  
together with  
Iginio Massari

one appliance: blast chilling, blast freezing, controlled thawing, proofing retarder and low temperature cooking.

For Massari's new chocolate kitchen, Friulinox supplied three made-to-measure cold rooms for storing fresh ingredients; six vertical refrigerated pastry cabinets and six refrigerated benches, all with different temperature humidity configurations, either positive/negative or specific for chocolate products; and two HI5 machines.

**DIFFERENT TECHNOLOGIES**

One of the advantages of all Friulinox appliances, and of HI5 specifically, explains Froli, is that they take care of processes once done by hand, thus giving the cook or pastry chef more time to create new products and improve their business. For instance, if in the past a pastry cook had to slowly melt chocolate manually, constantly monitoring its temperature, now HI5 does the job safely, freeing a resource for more productive work.

Talking to Massari, says Froli, one can appreciate his deep technical knowledge encompassing all aspects of cold technologies as well as blast chilling processes. "He is very skilled at combining the use of different technologies in his processes, and our

appliances help him to optimize logistic, labor and production," he says.

Massari's observations and suggestions have been treasured by Friulinox. The partnership has helped the company to fine-tune its communication and to better interact with clients. "Friulinox delivers some of the most innovative technology available in its market. Working with Massari, though, we have learned that well-chosen and simple example explains more than a lengthy and detailed technical description of all the functions and properties of an appliance, says Froli. Above all,

comprehensive training programs where they learn how to use the equipment and, above all, how to explain their plus points for the everyday activity of each client in a down-to-earth way, avoiding too many technicalities.

The relationship between Friulinox and Massari isn't just a partnership, according to Froli: "Iginio is first of all a friend. He and our company share the same values and philosophy based on the use of high-quality raw materials, the search for constant innovation and the passion and enthusiasm for work well done," he says. ■

**"Iginio is first of all a friend. He and our company share the same philosophy based on high-quality raw materials, the search for constant innovation and the passion and enthusiasm for work well done"**

it is important to point out the results a given appliance allow a professional to achieve in their everyday activity."

Thanks to this new insight, a year ago Friulinox opened its Room Experience, a kitchen equipped with its own and other Ali Group's companies' latest appliances. Here, sales representatives take part in







# CUSTOMERS

In a fast-moving marketplace, disrupted by new technologies and agile players, **Roberto Mondonico**, chief information officer of Ali Group, explains to Tina Nielsen how he never loses sight of the customer when choosing the right technology

**R**oberto Mondonico joined Ali Group two and a half years ago when he took on the role as group chief information officer (CIO). He describes his role as supporting the different IT organizations within the Group in translating the business needs into the appropriate solutions, whether this is selecting a suitable platform or specific new technology. "I like to see myself as someone who tries to push the companies a little to think outside of the box. I look in the market to search for solutions and capabilities they can leverage to benefit the business," he says.

The aim behind constantly reviewing and improving the business is always to make life easier for customers as well as for employees. Dealing with what he calls "a galaxy of companies" he has to offer different many levels of support. Think of an IT solution and you can be sure, he says, that one company in the group is using it. "We have companies around the globe that are different in size and in levels of maturity, some of them have quite advanced solutions in place, others are improving," he says. "There isn't one single solution for all. What is good for a very large commercial company is not good for a small manufacturer."

This is a challenge, but on the flipside, the diversity of companies is the strength of Ali. "All our IT teams support their organization and, in doing so, are evaluating, testing or building solutions every day. Once proved and successful, these solutions can be adopted by other companies with the same needs; this is one of the strengths of being part of a large Group," he says.

#### **DIGITAL FROM START TO END**

Dealing with thousands of different types of customers, partners, products and suppliers is not possible without proper IT support. "IT is there from the beginning to the end; from R&D to manufacturing, from

ordering to logistics, all the processes are supported by an IT system."

Picking process managed by barcode readers, web order entry platforms, portals for technical documentation, and platforms supporting technical field service are just a few examples. "All our companies are leveraging the internet to provide access to product documentation (brochure, technical info, etc.) as well as access to an eCommerce area," says Mondonico. "Being closer to our dealers and making it easier for them to deal with us is where IT can help."

The last 20 years have seen huge changes in technology affecting business of all sizes and regardless of the sector. "The possibilities today are totally different to what we used to have – 20 years ago IT was just used to take and dispatch the orders and bill the customers," he says.

"The so-called digital disruption or transformation, call it what you like, gives us new possibilities." There is a recognition that the customer picture is changing. "All industries are facing a new challenge: customers, suppliers and employees who are part of the Millennial generation are now in the arena and they want to play by their rules; they are people who started using the internet in the cradle," he says. "They want to do business in a different way, for them communication tools like fax (and sometimes even email) are not an option. Think about your teenage kids: are they using phones or email? Or are they more familiar with WhatsApp, Facebook and Snapchat? They are in an online world; it is not acceptable to wait days to receive an answer. In business words, it means that when they place an order, the expectation is that just few minutes later someone is picking the right item in the warehouse. IT plays a critical role in making our internal processes faster."

The possibilities he refers to allow customers to be in touch with dealers 24 hours a day, 365 days a year. Crucial, says



## FOODSERVICE AND HOSPITALITY DISRUPTORS

### Airbnb

Launched in San Francisco in 2008, Airbnb enables everybody to rent their home to visitors, massively disrupting the hotel sector along the way. The online marketplace for accommodation, adds flexibility to any holiday rental and gives tourists the opportunity to experience a destination in a genuine way as they live among the locals.

### UberEATS

Along with other food delivery services like Deliveroo, UberEATS has shaken up the foodservice market in a major way. Acting as a make-over for the entire delivery market, these services are giving diners more options to have food delivered at home.

### HelloFresh

Food subscription services is another area to seriously disrupt the foodservice market. Providing people with the fresh ingredients and recipes to cook at home, the weekly boxes give time-poor diners an opportunity to eat nutritious and easy-to-cook meals at home. Definitely poses a threat to restaurants and has spawned a number of similar services.

### Amazon Go

While still in its early stages, Amazon's grocery stores take automation to the next level. Putting technology to use across the shopping process, means that customers can enter the store, grab the products they want and leave with minimum hassle and no lines. The retail giant has registered trademarks in the UK and the US, indicating plans to roll out the concept on a larger scale. Traditional supermarkets will rightly consider how to stay ahead of Amazon as technology threatens to sideline them.

Mondonico, in this line of business. "If the customer needs maintenance activity it is very important to act quickly and to do this you need the right support tool in place."

### PREDICTIVE MAINTENANCE

To this end, Ali Group has put in place Field Service Support platforms that make it possible to quickly identify the right technician to perform the maintenance activity: the one with the right spare parts in the van, the right skills and certifications and the one closest to the customer equipment.

As Mondonico explains: "Current technologies can easily collect and analyze tons of data; this can be really useful to predict future maintenance needs (predictive maintenance) or to help our customers to make the best usage of our equipment. This is another area that our companies are leveraging to better support our customers."

In a world that is constantly coming up with new solutions and different platforms, he says that the biggest challenge is to distinguish which new technology adds any real value. "You need to understand which are just trendy and ask whether they are actually good for the company and if it is going to transform the business the way you'd like it. There are so many technologies that promised to change the world and that failed after a few years if not months," he says.

He points out, that technology is also improving the way in which we can interact with our customers as well as partners. "We introduced an easy-to-use videoconference system that is used to provide effective training sessions to our partners when a new product is going to be launched; they can avoid traveling, spending a full day away from their business. The dealer can stay in his or her office attending interactive training sessions on our new products." ■

"The Millennial generation is now in the arena and they want to play by their rules"



## CONSULTANCY TO LEADERSHIP

*Roberto Mondonico's road to Ali Group*

Originally an electronic engineer, Roberto Mondonico started his career as a consultant, working for top consulting firms, including seven years working with Accenture. He managed different large projects with a strong focus on process optimization, primarily in fast-moving consumer goods and fashion companies.

Moving from consultancy to leadership Mondonico worked with IT distributor Esprinet and bigpharma company Novartis among others. His last role before joining Ali Group was as CIO Europe of Novartis oncology.

He explains: "This last experience gave me a strong willingness to improve customer experiences, leveraging the most advanced IT solutions when needed and not losing focus on the real benefit for the final customer."



# BEYOND THE LIMITS:

## WILLIAMS GOES THE EXTRA MILE IN REFRIGERATION

New legislation in Europe is changing what is expected of suppliers of professional refrigeration equipment. Energy efficiency is taking center stage and while the rest of the industry adjusts to the new standards, Williams Refrigeration is one company already pushing its products beyond the new benchmark, as **Steve Bernard** tells **Jim Banks**

**M**anufacturers of professional refrigeration equipment are constantly focusing on energy efficiency not only to meet the needs of their customers, but also to comply with evolving regulations. For those selling products into Europe it is legislation that is driving the industry.

The European Union's Ecodesign and Energy Labelling legislation, which came into effect on 1 July 2016, not only introduces a new testing standard for refrigerated storage cabinets, solid door cabinets and solid counter-top refrigeration units, but also

requires products to meet the new Minimum Energy Performance Standard (MEPS). The temperature and energy performance of products are tested and ranked on a scale from A-G against the agreed Test Standard and the results must be displayed on every product in the form of an energy label.

For equipment manufacturer Williams Refrigeration, the new legislation does pose some challenges, but also provides the opportunity to show how rigorous its test procedures are and how well its products perform against any measure of energy efficiency.

"Williams produces one of

A selection of energy-efficient products from Williams Refrigeration



**THE EU'S ECODESIGN & ENERGY LABELLING LEGISLATION CAME INTO EFFECT ON 1 JULY 2016**





the largest ranges of refrigeration equipment in Europe. We manufacture everything from back-of-house cabinets and counters, to merchandisers, back bar displays through to blast chillers and coldrooms. Williams is also renowned for offering application-specific solutions and thus offering a vast array of options,” says Steve Bernard, operations director at Williams Refrigeration. “The first phase of the Professional Refrigeration MEPS Regulations meant testing every product and its numerous variants. This resulted in more than 280 individual tests being carried out. It was a huge challenge to ensure all works were completed in advance of the deadline and to achieve this objective it was critical to ensure that we adhered to our comprehensive product test plan,” he says.

Williams also commissioned a number of selective and independent third party

product tests to underpin their ‘in-house’ test results.

The company is firmly focused on the regulatory environment, which is constantly changing. In 2015, the industry saw the introduction of new EU regulation covering the use of fluorinated greenhouse gases (F gases), which pushed manufacturers to convert to refrigerants that are more efficient and sustainable, and more changes lie ahead.

“The landscape for manufacturers in our industry is constantly evolving but perhaps never more so than at this time. The next fast approaching challenge to face our industry is the phase out of two of its most popular refrigerants - R404A and R134a. However, the impact of the new F gas regulations is not so great for Williams as it is for many of our competitors. Ever since the early 2000s, Williams has been

product tests to underpin their ‘in-house’ test results.

“We’ve improved everything you can’t see, such as compressor and condenser type, airflow design, gaskets, as well as self-closing door and hinge mechanisms”

a long-standing manufacturer of refrigeration products using natural refrigerants. We regard natural refrigerants as the future,” says Bernard.

**EXCEEDING HIGHEST STANDARDS**

In its pursuit of energy efficiency, not to mention sustainability, natural refrigerants are essential to Williams. Hydrocarbons (HC) are naturally occurring, highly efficient refrigerant gasses that have almost no negative impact on the environment, and their thermodynamic properties are better than that of standard refrigerants. Nevertheless, Williams looks at energy efficiency in many other ways, though making sure never to compromise on performance.

Williams CoolSmart controllers, for instance, can monitor usage to reduce energy consumption in quiet periods, and help to manage fan and heater pulsing, defrosting and

evaporator and condenser fans. Self-closing doors, high-performance insulation and many other features ensure efficiency and sustainability go hand in hand.

“Williams products have a reputation in the market for their quality, reliability and value for money. We have ensured that the robustness, longevity and practicality of our products are always maintained in the new regulated market. As such, it was essential to retain those essential key customer and application USPs, while at the same time ensuring products achieved MEPS,” says Bernard.

“So while our upgraded cabinets and counters may look similar to previous models, what you see is not all you get. There is much more engineering knowhow and value in a Williams product.

“We’ve improved everything you can’t see, such as compressor and condenser type, airflow design, gaskets, as well as self-closing door and hinge mechanisms. Through clever design we’ve even increased the usable space while at the same time increasing the thickness of the insulation,” he adds.

The MEPS regulations use net useable volume as a determinant of the energy efficiency rating, which could push the industry towards producing larger equipment with bigger volumes. That could pose a problem for commercial kitchens with limited space, but Williams has worked hard to keep external dimensional changes to a minimum.

Its popular Jade and Garnet ranges, for instance, still fit through a standard doorway. Replacing an existing unit does not, therefore, involve any

costly kitchen redesign.

Williams has also continued to make significant investment in its business, in part to ensure it uses the best available technology for MEPS compliance. It has spent more than £1.5m in the UK on plant machinery and has made similar investments in its international facilities.

The latest in metal processing technology from Salvagnini and a new generation of automated sheet metal panel bender help the company to meet the very best standards in lean manufacturing, automation and production flexibility

Innovation remains crucial to Williams. In July 2017, it

released a compact prep station and ultra slim cabinets, perfect for small kitchens, which is certainly a continuing trend in the UK foodservice market.

The introduction of MEPS will be rolled out over a period of time. Initially, it affected all professional refrigerated storage cabinets and counters but further product groups or ‘Lots’ will follow. This will be a challenge to ensure all Williams products are tested to meet the new standard.

The new MEPS standards and other forthcoming regulations are causing manufacturers to strive to reach beyond the new benchmark for efficiency, but Williams is already there. ■



**THE EU ECODESIGN AND ENERGY LABELLING LEGISLATION**

**Global treaties for climate change set countries the task of reducing carbon emissions and improving energy efficiency. These protocols are driving market transformation in eco design and setting targets for products to be more energy efficient. The new Ecodesign and Energy Labelling Directive will:**

- introduce a single A to G label scale to identify the most efficient products
- ensure any product falling below the minimum performance level (G) is not eligible for sale within EU member states
- create a new energy efficient product digital database to boost transparency and improve compliance
- introduce minimum energy efficiency standards to drive down energy consumption
- implement standards at European level, so that manufacturers don't have to navigate through different national regulations





# PREMIUM QUALITY, ADVANCED TECHNOLOGY

Compact, ergonomic and intuitive, Egro's newest coffee machine delivers a wide selection of high-quality brews at the touch of a familiar Android button. Egro's R&D manager **Christian Muheim** discusses the technology with Elly Earls



cafeterias, convenience stores and fast food outlets, and designed with the explicit aim that everyone from a 70-year-old woman to a 10-year-old boy should be able to operate it with ease, the NEXT takes user-friendliness to the next level with its ergonomic design and its easy-to-understand user interface. The interface, christened 'Multi-Drink', uses the familiar Android operating system, which is both intuitive for customers and easily customizable for operators. Outlets can choose from offering a range of hot and cold coffee drinks with a variety of different hot and cold milk products, as well as hot chocolate and tea.

"Everything comes in different sizes and combinations and operators

**“Everything comes in different sizes and combinations and operators can select from two different types of bean as well as different milk products and hot chocolate powder”**

**F**ollowing the success of the Egro ONE, launched on the market in 2009, Egro has been working on a new project that includes the latest technology and more advanced functionality to meet the evolving needs of its customers. With its up-to-the-minute, sleek look and Android interface, Egro's recently-released NEXT machine goes above and beyond on both counts.

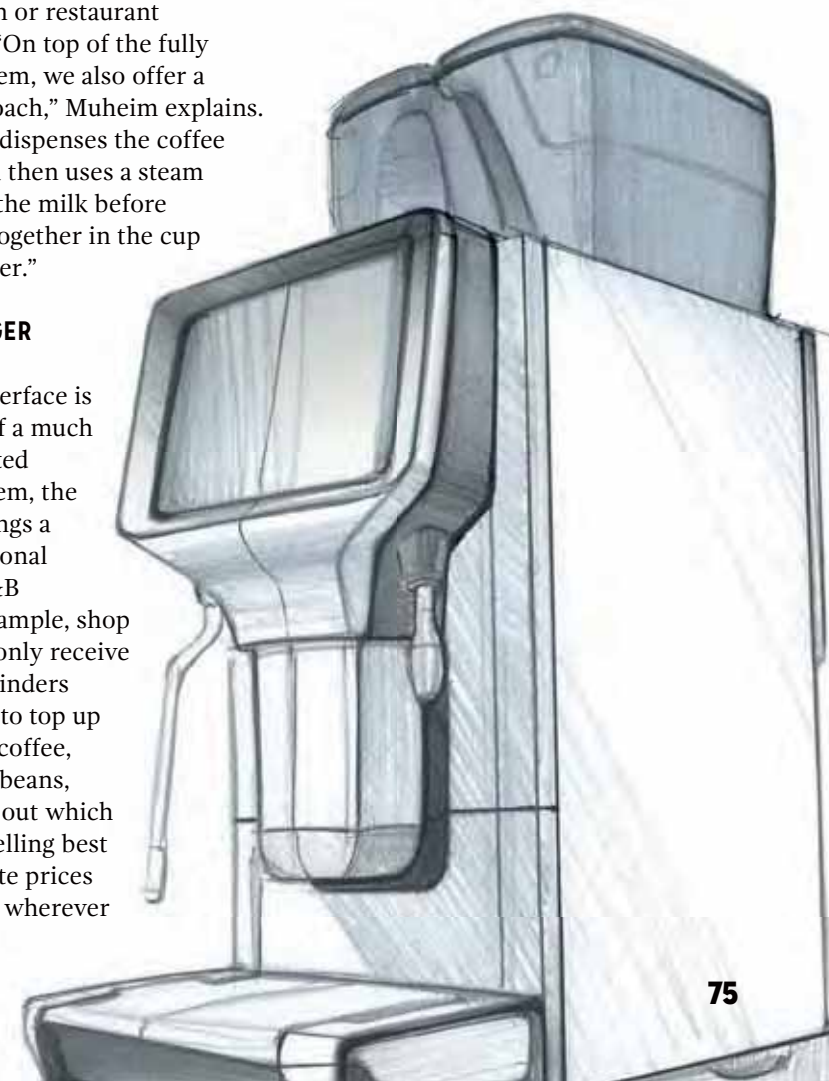
Aimed mainly at markets with a focus on self-service, including

can select from two different types of bean as well as different milk products and hot chocolate powder," says Egro's R&D manager Christian Muheim, who has been with the company for five years, following roles at the Department of Physics at ETH Zurich and coffee machine competitor Melitta. "Products including cappuccino, espresso, large mocha, small cooled Americano, hot chocolate and latte macchiato can all be prepared with one push of a button."

Egro's newest coffee machine, which will be exported worldwide, to markets including Northern Europe, the US, China and Japan, can also slot seamlessly into the operations of a hotel chain or restaurant with baristas. "On top of the fully automatic system, we also offer a two-step approach," Muheim explains. "The machine dispenses the coffee and the barista then uses a steam wand to froth the milk before putting them together in the cup for the customer."

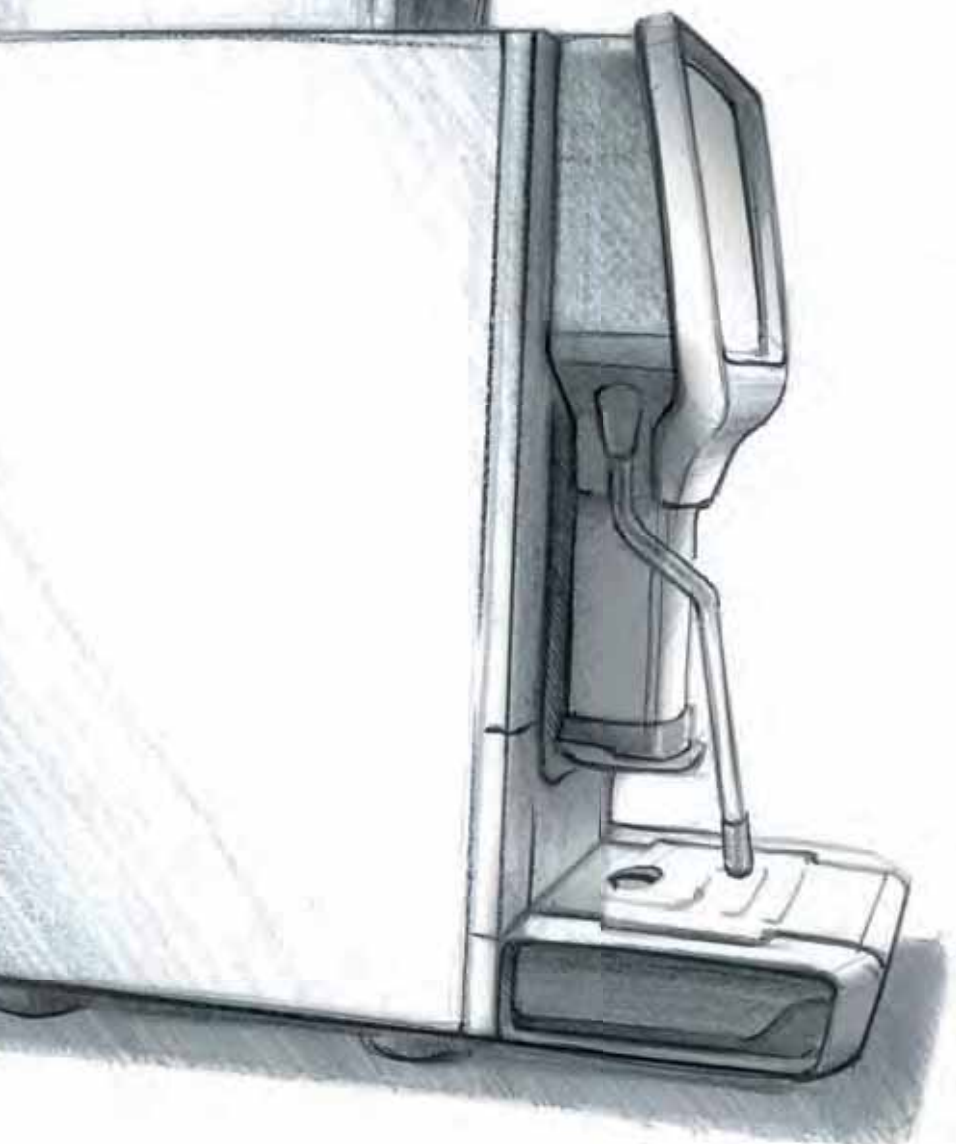
### PART OF A BIGGER SYSTEM

As the user interface is just one part of a much larger, connected telemetry system, the NEXT also brings a host of operational benefits for F&B outlets. For example, shop managers not only receive electronic reminders when it's time to top up the machine's coffee, milk or coffee beans, they can work out which products are selling best and even update prices remotely from wherever they are.



Did you know that almost one billion coffees are prepared every year using Egro coffee machines?





each cup dispensed by the NEXT meets customers' ever-increasing expectations. "While the control mechanisms of our self-adjusting grinder ensure the coffee is always extracted in the right way, our patented cold milk foam system has been praised at exhibitions around the world," Muheim notes.

The NEXT also boasts a large brewing chamber so that even an extra-large Americano can be created within one brewing cycle, while the cooled coffee module is designed to minimize the amount of ice that melts into each drink, ensuring no-one will ever receive a disappointingly watery iced macchiato.

When it comes to cleaning and maintenance, Egro delivers to similarly high standards. "Our machine offers the fastest cleaning time in our market and it's also extremely simple. The touch screen shows the operator the cleaning steps required to support them as much as possible," Muheim says, adding the milk frothing module of the NEXT can also be removed easily for cleaning or maintenance, no tools required.

**TEAM EFFORT**

One and a half years in the making, the final version of the NEXT has been the result of a supremely collaborative effort. While Egro's 10-strong R&D team, made up of four mechanical engineers, four hardware and software engineers, a technical writer/IP manager and Muheim, have been at the helm, input from a variety of internal partners including the sales, marketing and customer support team, as well as outside experts such as designers and key customers, has been absolutely key to success.

"It's crucial to collaborate with a designer who understands operators' needs and their cost pressures.

Plus, the machine's queuing mode allows operators to visualize what customers have already ordered, while its smart programming solution significantly reduces the time it takes staff members to program in

the products they want to offer at their outlet. "Operators are starting to expect this sort of sophisticated solution. These are things you need to provide them because it makes it much easier for them to operate the machine,"

says Muheim.

Of course, the quality of the coffee itself hasn't been forgotten either, with a slew of innovations ensuring

**"While the control mechanisms of our self-adjusting grinder ensure the coffee is always extracted in the right way, our patented cold milk foam system has been praised at exhibitions around the world"**

Only then is it possible to have a nice-looking machine with great ergonomics at an affordable price," says Muheim, adding that while wow factor is important, ergonomics must always be the number one priority.

Equally key to the R&D process is working closely with key customers. "In parallel to new machine development, we do a lot of customization for key accounts, through which we learn about our customers' needs," Muheim notes. "We can test how new functions work for customers, and then start to integrate them into the machine and potentially offer them as part of the standard solution."

This time, the hard work has certainly paid off. "The NEXT offers high performance with a small footprint and is a work horse for our customers – fast and easy to handle," Muheim concludes. ■



**Alex Terzariol**, general manager of MM Design, discusses how teamwork was the key to designing the new NEXT Egro Coffee Machine

**What were the biggest challenges you faced when designing the machine?**

The challenge was to develop a new machine starting from a consolidated high-level products range. We had to focus on the research of new materials and technology in order to present a valid and convincing solution.

It's always important to design a product that's easy to use and easy to clean. That was made very clear to us in our briefing. Another important point was that we had to consider the customer. Having a coffee is a moment of pleasure and customers don't want to worry about where they have to put the cup, etc. We needed to give a really good impression of the user experience with the new machine.

**How long did the design process take?**

From the first sketch to the delivery of the 3D drawings the design process took a few months. The expectations from Rancilio's board of directors were really high in terms of solutions and timing. For this reason, we had to intensify the resources dedicated to this project so, in the end, we could deliver the design in a relatively short period.

**How did you work in collaboration with Egro on the design?**

For us, design is about aesthetic form, function and emotion. We try to transfer these three elements into every product – this is something you need to do in order to ensure a successful design. We had an excellent relationship with Egro, who showed great respect for our ideas. That's fundamental for a good collaboration. It was therefore very important to have a good relationship, with not just Egro's R&D department, but also their marketing and logistics teams. For Egro, it's all about trying to find the optimum solution – the best aesthetic, function and condition of the machine. When you're designing something like a new interface into a product it's about combining the aesthetic and the practical. You have to create a platform that gives the consumer a positive user experience.

**Why are you proud of the end result?**

The project was the result of teamwork that captured our creative spirit. We now look forward to the response from the market.



The NEXT's touch screen shows the operator the required cleaning steps





# FULFILLING THE DEMAND FOR EXCELLENCE

The new Prime Line and Hi-Line dish and glasswashers from Comenda are ecological, innovative and simple to use, **Andrea Genoni**, export manager, tells Susan Loomis

**A**ppealing to the eye as well as being fully in line with the Comenda Eco2 philosophy, Prime Line and Hi-Line units ensure a smarter use of resources with maximized hygiene and minimal operation costs.

The two new product lines are set for their international launch at HOST in Milan, Italy, in October 2017.

Prime Line and Hi-Line represent the synthesis between the very latest in technology and attention to detail. Prime Line stands for efficiency, consistency and a cost-effective solution for every type of business, while Hi-Line embodies excellence and technology at its best.

Both lines respond to the needs of restaurants and hotels, small to medium healthcare



facilities, rest and nursery homes, schools, government and military facilities. The Prime Line and Hi-Line machines are versatile and easy to operate and are also the perfect solution for cafés, bars and pubs. Both lines offer outstanding washing results and are able to boast a remarkable reduction in water and energy consumption, ensuring a quick return on investment.

**ENGAGING WITH DISTRIBUTORS AND END-USERS**

In addition, Prime Line and Hi-Line were engineered to be easy to install and facilitate the most rapid possible response from certified technicians in Comenda's distribution network.

The new lines have been developed by Comenda to anticipate, and indeed exceed, the requirements of individual markets across the globe. To achieve this, Comenda has engaged with distributors and end-users from all over the world in order to understand their needs.

"Today, the market demands innovative equipment that is focused on hygiene and ease of use, while technicians want a piece of equipment that is easy to service promptly and efficiently, thus ensuring the highest possible first time fix rate," says Andrea Genoni, Comenda's export manager.

**AN ULTRA-ECOLOGICAL WASHING SYSTEM**

Prime Line and Hi-Line, says Genoni, deliver hygiene in a very efficient way and also represent a fast return on investment. One of the most distinctive features of both lines is Comenda's patented, second-generation WRIS2+® Wash and Rinse System, which,



remarkably, reduces 25% of water consumption compared to previous models.

Reducing water consumption also means that the machines require less energy to heat the system as well as needing less detergent and rinse aid. "The two lines are very efficient. With less power required for the machines, plus the need for far fewer chemicals, means both lines are friends of the environment," says Genoni.

In addition, Comenda's FRC and CRC2 heat recovery and steam condensing units allow

for a remarkable reduction in energy consumption and steam emissions, without the need for maintenance and with minimal interaction required from the operator at all.

**Reducing water consumption means the machines require less energy to heat the system as well as less detergent and rinse aid**

**TECHNOLOGY TO BOOST HYGIENE**

The CRC2 unit for hood-type dishwashers eliminates the need for an extraction canopy. Machines can be connected to a cold-water feed, with no need for an external boiler. "The hot air generated while washing, is challenged through a heat exchanger so that it can be reused for heating purposes," explains Genoni. "When operators open the hood, there is no steam. It is already condensed," he adds.

Through its distribution and service network, Comenda is

kept up to date with clients' specific hygiene and cleaning needs, says Genoni.

"Thanks to this technology our company has developed for hospitals, Comenda is able to grant uncompromised hygiene levels in respect of governmental and sanitation standards," he adds.

A dedicated self-cleaning cycle that ensures complete cleaning post-usage, automatic water softeners and a filter detection system is featured to make operations simple with uncompromised hygiene.

**INSPIRING CONFIDENCE**

The Prime Line and Hi-Line units perfectly integrate with Comenda's existing range of reverse osmosis (RO) units, for spotless glasses and cutlery. "There is no further need for hand polishing, thereby reducing the risk of odors, germs and bacteria and, at the same time, minimizing manipulation and the risk of breakage. This is a huge relief for operators and business owners," says Genoni.

An intuitive and simple operation is essential when

**"Spare parts can be easily ordered by tapping on the 'exploded view' from a smartphone or tablet. Delivering real-time service is a significant benefit"**



you are running a business, especially with staff working in the kitchen at different times. Prime Line washing machines have a digital temperature display with an easy to operate electronic interface, while Hi-Line machines' tactile dialogue screens represents the highest level of technology. The operator can therefore easily check the cycle progress and control the general operation of the machine.

No particular skills are required for the operator since both Prime Line and Hi-Line units offer a backlit single button with color-coding, offering a useful indication of the machine's status with a series of colors clearly visible from a distance. Green means the machine is ready for operation, blue means washing efficiently and red indicates an alarm.

**GUARANTEED PEACE OF MIND**

For Genoni and the entire Comenda team, service is as important as the product itself. "We really understand how to combine experience, innovation and simplicity and the Prime Line and Hi-Line units demonstrate this in a very clear way. We provide a very prompt and reliable service support," he explains.

Comenda's after-sales service is delivered via its certified

service providers who are supported with products that are easy to install and maintain. "We have a three-step training program at Comenda. First, we host in-house 'train the trainer' sessions for our distributors here in Milan; secondly those distributors then train relevant staff on site and then finally we train our certified service providers locally. This training ensures an updated, qualified network of service providers that customers can fully trust and rely on," says Genoni.

A dedicated website also means service providers have 24/7 access to an online service platform in addition.

**REAL-TIME SERVICE**

Comenda was also one of the first companies in the industry to develop an app, Comenda Parts, in order to support its after-sales effort. The app, available for smartphone or tablet, allows the technician to download all of the machines' specific technical data by scanning its individual serial number via a QR code on the front panel of each machine.

The certified service provider can immediately access all the necessary, detailed, factory up-to-date technical information from a specific machine without having to handle all the paper documentation. "It also means that spare parts can be easily ordered for that machine by tapping on the 'exploded view' from their smartphone or tablet. Delivering real-time service is a significant benefit," says Genoni. ■



# Recipe for success

Connecting with chefs during product development helped Metos launch a new kettle that will improve quality, consistency and efficiency in the kitchen. Tina Nielsen speaks with **Greg Archer**, sales director of Metos, and his team



**Energy efficiency:**  
The new Proveno kettle has several energy efficient measures that set it apart from competitors

**W**hen Finnish kitchen equipment manufacturer Metos launches its latest innovation in combi-kettles at the Host trade show in Milan in October 2017, it comes after a long process of testing and reviewing. The Proveno combi-kettle has been developed with chefs in mind. “Metos works with chefs on a daily basis to get feedback about market needs,” says sales director Greg Archer. “The Proveno kettle is an innovation that focuses on the developing needs of chefs across many markets and we work with R&D to balance the goals of the development between chefs’ needs and the technical abilities of the machinery,” he says.

As a former chef, Archer understands that it is vital to work with the end-users during product development. He joined Metos 10 years ago. “I have worked as a chef around the world for more than 20 years and I first connected with Metos when it was a supplier to the first restaurant I worked for in Finland,” he explains. A Canadian native, he is responsible for international sales of cooking equipment. “Training and education

is a very important part of the Metos mentality. I work with a team of key people in different departments to shape our message of technology and kitchen productivity to the international markets,” he says.

In Europe, Metos operates in nine countries as a kitchen equipment supplier, offering everything from kitchen planning to product sales and training. The company also has a marine division that supplies kitchens to vessels at sea.

## VITAL EQUIPMENT

Archer calls kettles a “game changer” for chefs. “In its simplest form it is a big pot with a stick in it and it is a tool for chefs to standardize cooking processes and take the heavy work out. Pushing buttons replaces the heavy lifting, bad backs from stirring all day and transferring food in and out of other machines,” he explains. “One cook can manage a group of kettles in a big kitchen, producing food for several thousand people. Nothing gets burned and since they are automated they produce the same result every time.”

The new Proveno kettle, manufactured in sizes from 40 to 400 liters, can make both hot and cold



## METOS: THE FACTS

**Founded:** 1922

**Employees:** 750

**2016 total sales/annual revenues:** Metos Group exceeds €190m in sales of which Metos Manufacturing supplies 1/3 of the products

**Number of people in R&D:** 14 spread across a variety of teams

**Number of combi-kettles from Metos globally:** 30,000+

**Number of meals cooked daily in a Metos combi-kettle:** 9,000,000,000+

**The development process:**  
Regular meetings were held between the software engineering team, the R&D department and chefs to review progress





**Above:** The Metos Production and R&D team together with the export manager. The team worked together to develop the new Proveno kettle  
**Right:** The kettle is pre-programmed with its own mixing programs for recipes such as meat sauces or soups



food, so it is equally at home in a pastry or cold kitchen and a hot kitchen. It comes pre-programmed with its own mixing programs for recipes such as meat sauces or soups. It has several energy efficient measures that set the Proveno apart from other products in the market.

“Metos is the only manufacturer that uses polyurethane foam insulation in kettles, which provides significant energy efficiency,” says Archer. “Because the kettle can also cool hot food down, it saves the electrical consumption that your blast chillers would normally take up.”

**RIGOROUS TESTING**

The development process involved customers from the start. “We interviewed a lot of chefs; young and old and from different types of operation – from restaurants to staff canteens and small industry,” explains Paavo Lintunen, corporate chef and product manager. “The next step was a brainstorming meeting with people from different departments within Metos to define the market need we are addressing. From that point we went on to decide the shape of the kettle, the different options and the software as well as look at what might be coming next.”

Throughout the development process regular meetings were held between the software engineering team, the R&D department and chefs to review progress and any challenges.

The 360-approach to development ensures that many different groups of end-users are given the chance to feed in to the process. Testing is comprehensive. “First we test the product in our laboratory with the engineers and then our own chefs test the unit. After that we have test with

our trainers and hired chefs – everyone blind tests so we can see where the obstacles might be,” says Lintunen. “The feedback was fantastic.”

R&D manager Tero Kähärä says that the Proveno will form the basis for future development in Metos. “Both hardware and software construction needs to be modular and scalable to make it possible to build something new on top of the existing base.”

Using the Ali Group’s common electronics platform reduces software development cost and makes it easier and more efficient to maintain.

The priorities in the development process included ease of use with a focus on the user interface and ease of service. “The more features a kettle has, the more critical it is to have tools that help the service technicians in troubleshooting for potential problems or worn components; in the Proveno there is no computer needed,” explains Kähärä.

Many of the people behind research and development in Metos come from

**“Making the connection to translate the real need of the chef has been the most important target”**

a chef background and this makes all the difference to the process – and the outcome. Like Archer, Lintunen, spent many years working as

a chef on cruise ships, in fine dining restaurants as well as in the staff restaurants of Nokia and Ericsson.

“I am very pleased to have that experience as a chef because it helps to understand your customer, R&D or sales team needs,” he says.

“Making the connection to translate the real need of the chef has been the most important target on this journey. You could say that the new Proveno has been created by chefs for chefs.” Initially, the Proveno will be sold in Finland, Sweden and Norway. From 2018 it will be made available outside the Nordics. ■

**TAKING THE STRAIN AWAY FROM CHEFS**

**Greg Archer** explains how the Proveno combi-kettle saves time and effort for chefs by describing the process of making mashed potatoes

“Normally a big pot of potatoes is put on the stove and set to boil for up to two hours. The chef has to lift the heavy pot of boiling water and drain it – not good for safety or the chef’s back. They go on to scoop it into a mixer, boil milk and butter on the side, which will be added to the potatoes. It all adds to energy usage and the whole process is full of labor and unsafe work practices.

“The Proveno, in contrast, allows the cooking and mixing of potatoes with a program, speeding the time to under an hour. Cold milk and butter can be added as the kettle will automatically sense the cold product and adjust the temperature. The automated whipping program will make the mash potato, then hold a set temperature of 70 degrees C waiting for the chef to use it. Total process time is 70 minutes; total labor time is four minutes of pushing buttons, whether it is 60 liters or 400 liters.”



# AROUND THE WORLD



## SILKO TAKES TO THE SEAS

Restaurant dining is seen increasingly as a time to share experiences and an opportunity for business. For this reason, more venues are developing traditional products but rethinking the catering service through new formats, such as concessions in stores, bookshops, cafés and supermarkets. Breaking into this trend, Silko has developed Evolution, a line of kitchens with an attractive design and compact sizes. Thanks to its specifications, Evolution was chosen by Teckmar, a leading luxury yachts company, to create a unique design alongside Stable, manufacturers of a patented system of stabilized platforms. This led to Galéne, a stabilized boat kitchen. Yachts are now second homes where design and technology is achieving significant energy and water savings. This increases demand for professional equipment, from ranges to ice makers and chillers. Thanks to the innovative technology, the Silko ranges allow cooking in total safety even when the sea is choppy. "What makes us proud," maintains Adriano Cenedese, Silko brand manager, "is that there are no limits to the use of this range, built thanks to the passion for our work and the possibility of research which ensures we are part of the Ali Group." [www.silko.it](http://www.silko.it)

## TECNOMAC CHILLTOUCH: ALL FUNCTIONS UNDER YOUR FINGERTIPS

With all the functions you can think of in one machine, Tecnomac is proud to exhibit its new ChillTouch at Host Milan 2017. This multifunction machine is much more than a blast chiller. Following the technological development, and the customer need to minimize time and spaces, Tecnomac created the solution, introducing a completely customizable machine utilizing icons on a touch control panel. Blast chilling, shock freezing, specific ice cream function, thawing, conservation and, thanks to the humidity control inside, it includes the low temperature cooking and the retarder prover functions. This powerful appliance comes with USB recorder, core probe, Ozone sanitation and patented DFC control system, which avoids ice formation on the product's



The ChillTouch, above, includes a core probe

surface. With a user-friendly ultimate machine, which allows the selection of a preferred language and the storage of all the desired recipes, the kitchen revolution has arrived. [www.tecnomac.eu](http://www.tecnomac.eu)



## 50 years of Aladdin Temp-Rite®

Next year marks a special anniversary for Aladdin with 2018 being the 50th year since Temp-Rite® was recognized as the global leader in healthcare meal-delivery systems. It was in 1968 Aladdin radically improved the ability to keep hot foods hot, and cold foods cold for long periods of time. Who could have known the insulated tray's introduction would lead to a revolution that continues to this day? In the past five decades, the company has invented a host of other products that combine industry-leading technology with the science of insulation, conduction, convection and induction to transform meal delivery - while continuing to provide the revolutionary performance that has earned the trust and loyalty of customers and helped them to serve a billion meals a year. [www.aladdintemprite.com](http://www.aladdintemprite.com)



## HAN OAK EMBRACES ELOMA'S GENIUS

Named after Korea's traditional "Hanok" homes, Han Oak is a non-traditional Korean-American family restaurant located in the Kerns neighborhood of Portland, Oregon. Han Oak specializes in prix-fixe dinners on Fridays and Saturdays (by reservation only), while on Sundays and Mondays it also offers casual Dumpling and Noodle Nights on a first come/first served basis. Chef Peter Cho, a James Beard Award nominee for Best New Restaurant who has an extensive culinary background,

opened Han Oak in 2016. Chef Peter knew exactly what he wanted, and Eloma delivered with its Genius MT 6/11. The Genius MT 6/11 was perfect for the small space and allowed Chef Peter to cook everything from steamed sweet potatoes to salt-baked pork bellies to his exact specifications, extracting maximum flavor from stocks in overnight cooking. *GQ* magazine has since named Han Oak as one of the 10 Best New Restaurants in America, while *Food & Wine* has named Chef Peter 2017's Best New Chef. [www.eloma.com](http://www.eloma.com)



Above: Han Oak is a Korean-American family restaurant in Portland, Oregon. Below: Eloma's Genius MT 6/11 can cook everything from steamed sweet potatoes to salt-baked pork bellies





**CARPIGIANI'S PASTOCHEF INTEGRAL TO BAKERY'S EXPANSION STRATEGY**

As business continues to expand for Carlo's Bakery, featured on the TLC show *Cake Boss* since 2009, it has added Carpigiani's Pastochef for a consistent pastry cream filling in all of its stores. Owned by the Valastro family since 1964, with master baker and CEO Bartolo "Buddy" Valastro Jr., Carlo's Bakery is dedicated to quality and consistency. With 18 stores in the US and one in Sao Paulo, Brazil, the need for more efficient pastry prep and consistent quality throughout Carlo's Bakery has grown. That's where Carpigiani comes in. Carlo's Bakery uses the Pastochef to make fresh pastry cream, cream puff mix/pate a choux, ganache, to temper eggs and sugar to make Swiss meringue buttercream, and more. "The longer we've had it, the more we've been able to utilize it," said Valastro Jr. The Pastochef is programmable and, among other uses, mixes pastry filling in half the time of traditional stovetop heating and hand mixing. Creating pastry cream would normally require a chef to stand over a stove and stir for 30 minutes, but the Pastochef allows the chef to work on other things. In New York and New Jersey, the creams were originally made in the commissary, but as Carlo's Bakery began branching out, the need for consistent and timely creams became a necessity. The decision to go with Pastochef was made after the Carlo's team tested it in Carpigiani's education lab and commercial kitchen in Winston-Salem, NC.



Above: Crowds flock to Carlo's Bakery in New Jersey



The Pastochef is now used at all Carlo's Bakery locations. With the Pastochef, the mix for the pastry cream is heated and then quickly chilled through the cooling cycle in the machine. There are several recipes in the Pastochef that can be adjusted to a chef's personal preference. There are many variables in this artisan approach that can affect the outcome, but with Pastochef, the exact recipe and cooling time can be dialed in precisely. "It's definitely helped on those fronts and made things a lot easier for our team," said Valastro Jr. [www.carpigiani.com](http://www.carpigiani.com)



A tasty creation is prepared at Robert's Coffee Gelato Factory



**COFFEE MEETS ICETEAM 1927**

Founded in 1987, Robert's Coffee is a Finnish-family run business that offers customers the best and freshest coffee and heart-felt service. After traveling across the US, Robert Paulig decided to introduce the idea of specialist coffee shops in Finland and Sweden. "Coffee has been the passion in my family since 1760, when my great, great grandfather and the mayor of Helsinki Anders Byström, founded one of the first cafés in Helsinki," says Paulig. After a trip to Italy, where he studied the art of gelato in 2015, he decided that the time was right to put freshly made, gourmet gelato on the menu. That's why he joined forces with Icemteam 1927 - Cattabriga, the machine beloved by the best Italian Gelato Makers. Robert's Coffee Gelato Factory opened in June 2015 in the heart of Helsinki. It was inspired by the values of traditional Italian artisanal Gelato; high quality, healthy ingredients, freshness. "The idea is the same as with coffee, to prepare gelato daily using the best quality ingredients available. In this way we can ensure that the gelato we serve is always freshly made and of the highest quality." The flavor range is wide and local, flavors such as carrot cake, blueberry and cinnamon, cloud berry and salmiakki are among the best sellers alongside the traditional pistacchio and lemon sorbet flavors. [www.iceteam1927.it](http://www.iceteam1927.it)

**Grandimpianti's Wavy system arrives in the Netherlands**

After entrusting Grandimpianti with building its first indoor laundromat in 2015, the ADRZ Hospital in Vlissingen, in the Netherlands, has again put its faith in Grandimpianti (and partners Metos B.V. and Diversey Care) by investing in new Wavy machines with the aim of creating a new and more efficient laundry. Two washing machines and one dryer (each with 18 kg capacity) have been installed to treat mops, work overalls and personnel uniforms, as well as specific sponges and microfibers that are used to sanitize the operating rooms. The new appliances'



Wavy interface ensures that not only can different user profiles be accessed for various types of linen, but also specific sets of washing and drying cycles - and all to the highest standard.

In addition, the appliances' Cloud service, which is known as "The Mind", provides a 24-hour management and monitoring service as well. [www.grandimpianti.com](http://www.grandimpianti.com)



**IKEA CHOOSES DIHR. YET AGAIN**

Ikea, renowned the world over for its contemporary furniture, has worked with DIHR as its preferred dishwashing partner at European sites, such as Malaga in Spain, and St. Petersburg and Rostov-on-Don, in Russia. Recently, Ikea has expanded its European presence with a new site in Köln, Germany, where it provides 5,000-6,000 meals a day Monday to Saturday. The Köln site looked for

the right partner and selected DIHR again. With the warewashers fully operational, the huge quantity of crockery processed in 12-14 hour shifts has been no problem for DIHR's heavy-duty flight-type dishwasher, or the bi-cord tray washer. The heat recovery system with built-in heat pump and the air turbo-blowing system are proving great value for consistent savings and stunning results. [www.dihr.com](http://www.dihr.com)



Raising Cane's has more than 280 locations now



**PANINI'S CHOOSES MONO EQUIPMENT FOR ITS NEW GLUTEN-FREE BAKERY**

From humble beginnings, selling sandwiches in Swansea, Panini's has grown to become a high-quality manufacturing business. Founded in 1997, it supplies chilled and frozen food to a range of clients, including Sodexo, NHS Trusts, local authorities, commercial airlines and a variety of high-end national retailers.

Run by the affable Amieni brothers, Giovanni and Fabrizio, Panini's turned to MONO Equipment when it decided to invest in a new gluten-free bakery to satisfy the burgeoning demand from local authorities, airline operators and retail outlets.

Giovanni explains: "We decided to go with MONO as they weren't interested in just selling us equipment, but were actively interested in helping us not only develop our knowledge and expertise in setting up the gluten-free bakery but also in helping us to develop and refine our new range."

Chris Huish, independent sales director at MONO, says: "I've worked with Giovanni and Fabrizio since 2005 when I sold them one of our Fusion Bread Plants, so when they asked me to provide a quotation for a new gluten-free bakery I was really excited."

Panini's gluten-free bakery, which meets the highest standards as recommended by Coeliac UK, is already proving to be a great success and has won a number of contracts supplying public and private sector clients. [www.monoequip.com](http://www.monoequip.com)



Panini's chose MONO Equipment when it decided to invest in its new gluten-free bakery

**RAISING CANE'S RAISES THE BAR WITH SCOTSMAN**

Since its first restaurant opened in Baton Rouge, Louisiana, in 1996, Raising Cane's has grown to more than 280 locations in 21 US states, Kuwait and Bahrain. Raising Cane's prides itself on serving "always fresh, never frozen" chicken fingers made from premium chicken tenderloins, accompanied by their tangy proprietary Cane's Sauce. In keeping with the company's Southern roots, the menu features traditional sides such as coleslaw and Texas toast. Beverages are an important factor in the popularity of the Raising Cane's restaurants. Besides the usual array of soft drinks, the chain is known for its freshly squeezed lemonade, made daily from real lemons, and freshly brewed tea, which is available in sweet or unsweetened varieties and is made fresh several times a day from filtered water. "Cane's originated in Baton Rouge, where iced tea is a staple," says Sean Bishop, vice president of facility management for Raising Cane's. "Cane's founder Todd Graves loves freshbrewed iced tea and lemonade, so naturally, he put them both on the menu," he says. "They've been top sellers ever since." Raising Cane's serves these perfectly simple drinks with perfect Scotsman ice, which has become a factor in driving business. "It's all about the nugget," says Bishop. "It makes our drinks taste great." In fact, people expect to have Scotsman ice when they visit Raising Cane's, he says. Part of the patrons' devotion to Scotsman ice comes from the

fact that, since its inception, Raising Cane's has only used Scotsman nugget ice – never cubes. In each of its restaurants, Raising Cane's uses two 900lb Scotsman ice machines in the back of the house to service drive-thru customers. Those machines are supplemented by a third machine employed at a self-service beverage bar at the front of the house. Bishop says that the machines are quiet and come with a good warranty. The Scotsman team, he says, "has been great. They've really partnered with us to ensure that installation goes well and there's a back-up service. They're able to provide literature and support for our franchised restaurants as well."

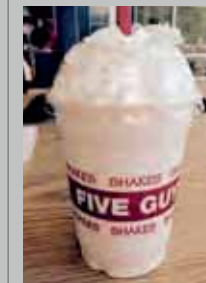
Bishop says expansion is also on the horizon for Raising Cane's. "We'll continue to expand into more states and more international restaurants. We'll continue to use the Scotsman line. In fact, we also purchased Victory refrigerators, and we use the Beverage-Air line as well." [www.scotsman-ice.com](http://www.scotsman-ice.com)



**WITH ELECTRO FREEZE, MILKSHAKES AT FIVE GUYS ARE A MADE-TO-ORDER, MONEY-MAKING HIT**

Asking, listening and responding to the unique customer experience of each business has made Electro Freeze successful since 1929. Innovation and customized machines produced efficiently and cost effectively has made them a leader in global markets. One customer, Five Guys, is on a fast growth track worldwide. Based in Lorton, VA, customers enjoy hand-crafted burgers and fries prepared from fresh potatoes. When an employee suggested selling milkshakes Five Guys refused, as it didn't think it fitted its business model. Electro Freeze showed Five Guys how it could.

John Agliato represents Ali Group's Electro Freeze division of H.C. Duke & Sons, LLC. He worked with a couple of local franchisees and demonstrated the Electro Freeze CS700 shake machine's versatility by creating a unique bacon-caramel milkshake just for Five Guys.



Five Guys can now customize shakes, just like its burgers

"I wanted to show Five Guys it could offer people the opportunity to customize their shakes, just like their burgers," he recalls. Sold on the idea, the company and the money-making opportunity, Five Guys is adding CS700s in locations around the world. By the end of 2017, Five Guys expects to have Electro Freeze CS700s in all its US locations. [www.electrofreeze.com](http://www.electrofreeze.com)

**TASTY TREATS FROM BELSHAW-ADAMATIC**

PriceSmart Inc. is a US-style membership warehouse club with 39 locations in 13 countries, including Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Aruba, Barbados, Dominican Republic, Jamaica, Trinidad and Tobago, and US Virgin Islands. PriceSmart offer high-quality local, regional and imported merchandise at low, everyday prices, while its bakeries play a big role in the shopping experience for club members. Popular for their top-quality, fresh-made donuts and bread items, PriceSmart's bakeries rely on Belshaw-Adamatic equipment to produce tasty treats on a daily basis. PriceSmart use Belshaw-Adamatic's Century Donut System and the ADR-2 Combi Lines. [www.belshaw.com](http://www.belshaw.com)



**Climother®: bread on demand by Esmach**

Climother® is a great example of how technology can be a real and reliable support for artisan bakers to the extent of becoming a true working partner, focused on the needs of those seeking a custom and quality product.

Climother® is a process devised, developed and patented by Esmach that allows management of the temperature, humidity and rising time of the various doughs made with "sourdough starter" (the big mother of dough). This allows the bread to be baked in several stages and at different times of the day so that the rising of the dough is maintained optimally for as long as 12 hours. There are two fundamental advantages to baking in several stages and at different times: it means a product can be offered that is always fresh. Secondly, smaller ovens can be used, with considerable cost savings. Thanks to the fact it keeps the product constantly risen, Climother® is the first system that manages the process of baking the sourdough starter simply and profitably and allows for a significant reduction in work hours in the bakery. [www.esmach.com](http://www.esmach.com)



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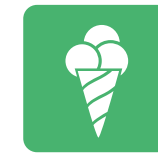
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UK premium pub chain Fuller's require quality, durable and reliable cooking equipment, meaning Ambach is a perfect fit



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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 76 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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