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# A carry-out nation

By David Portalatin

Vice President,  
Industry Advisor, Food @NPDPortalatin



David Portalatin


I have spent much of the last five summers compiling Eating Patterns in America, which is our annual ambitious task of summarizing the consumption behavior of an entire nation. As overwhelming a task it may seem, I actually appreciate the time to stop and contemplate all that has happened in the foodservice and food and beverage industries over the past year, and connect the dots between where we are now and where we're headed.

The restaurant industry has settled into a new reality, and with that realization have come focus and innovation. Today the restaurant is not always the destination; sometimes it is simply the

carrier. Carry-out, delivery, third-party services, and other innovations are taking the restaurant experience beyond the door, giving consumers the option to eat out on their own terms. How consumers access food is rapidly changing, alongside technological advancements and the growing expectation that people should be able to get whatever they want, whenever they want it.

The growth in digitally ordered carry-out foods is a good example of responding to the need to eat away from home on our own terms. There has been a lot of hype around delivery (not to mention investment in delivery), but carry-out occasions ordered digitally are growing faster than delivery occasions. The growth in carry-out digital orders is a clear indication of consumer demand, and it presents a larger whitespace opportunity. This is not to say that there isn't demand of on-premise dining, because there is. Eating out on our own terms includes the choice to eat on premise.

*Carry-out is just one of several ways I've seen restaurant operators evolve and innovate to meet consumers' changing needs.*

Carry-out is just one of several ways I've seen restaurant operators evolve and innovate to meet consumers' changing needs. As I travel around the country meeting you, learning, listening, and observing, I like what I'm hearing and seeing. I feel the excitement and see that there is a realization that to win in today's foodservice market requires creativity, innovation, and the courage to break down paradigms. I look forward to continuing my journey and wish you well on yours. 

**About the Author:** David Portalatin is The NPD Group's national analyst on all aspects of food and beverage consumption in- and away-from-home. In his role as vice president, food industry advisor, Portalatin provides information, insights, and analysis on how U.S. consumers eat and drink, their attitudes and motivations, diet and nutrition, snacking, personal characteristics, and their usage of restaurants and other foodservice outlets. He works closely with food manufacturers and retailers; foodservice distributors, manufacturers, and operators; and media outlets in providing strategic business insights into current and future eating patterns in America. He is a frequent featured speaker at food industry events and corporate conferences/meetings with distributors, manufacturers, and retailers. Portalatin also serves as a media source for a wide variety of articles on food and beverage consumption trends and how these trends impact the food industry. His comments have appeared in USA Today, CNBC, Associated Press, Los Angeles Times and other nationally-recognized media outlets.

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## NRA unveils their Restaurant Industry 2030 Report

Washington, D.C. - The National Restaurant Association, in partnership with American Express and Nestlé Professional, released its 10-year outlook report on the projected state of the restaurant industry in 2030. The report, "Restaurant Industry 2030: Actionable Insights for the Future," examines the key indicators shaping the future of the industry, identifies the most and least likely developments over the upcoming decade, and considers possible disrupters outside the industry that could transform it. The findings are based on input from a variety of restaurant sector experts, futurists, and government statistics.

Key economic projections for 2030 include:

Restaurant industry sales are expected to reach \$1.2 trillion by 2030.

The industry workforce will likely exceed 17 million by 2030.

Total U.S. employment is projected to increase at an annual rate of 0.5% during the next decade.

Total U.S. employment is expected to increase 8.5% between 2018 and 2030.

"The restaurant industry is at a crossroads as it finds ways to respond to consumer demand for meal and snack solutions away from home," said Hudson Riehle, senior vice president of the Research and Knowledge Group for the National Restaurant Association. "Restaurant owners are swiftly adapting across their businesses to meet the wants and needs of guests. The radical transformation of the last decade will change the way the industry operates going forward. It's exciting to ponder how the industry will grow and transform over the next 10 years, and consider how the Association can best support the industry in capitalizing on these opportunities."

The definition of "restaurant" will change as off-premises continues to drive industry growth. Over

See 2030 REPORT page 14

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## Appell Pie

### Beam me up, Scotty!

Howard Appell ♦ Today's Restaurant Publisher

It's hard to believe that we are in a new decade, 2020, it sounds so well rounded. This decade will see changes that have yet to be dreamt about. The speed at which technology has changed our lives over the past fifty years has seen supersonic. It seems as if we are speeding along on a course to the future like no period in recorded history.

We have all heard of the increase of AI (Artificial Intelligence). Have you tried voice to text apps on your desktop computer? A friend of mine writes medical reports and at first the program does not recognize some of the medical terms so he has to type it in and soon enough the program learns the word. Your "Smart Phone" performs the same way. Speaking about phones how about asking Google who was the 14th President of the USA and getting a written and verbal answer immediately. Beam me up Scotty! (Star Trek 1960's)


*What is this  
speedy advance in  
technology going to  
do to our society?  
Will it make it better  
or worse?*

Another area that is growing in popularity is Kiosk ordering. Go into a fast food or quick serve restaurant and instead of speaking to a counter person you can read the menu and perform the job of the counter/cashier person on an individual Kiosk and now you can order and pay for it in one session. (What would you like for lunch Hal? - 2001 Space Odyssey 1968)

What is this speedy advance in technology going to do to our society? Will it make it better or worse? Will we become even further immersed in a non-human contact society? Texting is second nature and normal to segments of the world society who don't even know what a home telephone is. We are moving towards a world of videos, texting and shopping online from home all without human contact.

I think the day of "The Mall" as we know it is done. I envision stores with a limited selection of products on the shelves or even one of each product as a sample to display the product. Kiosks will be stationed throughout the store allowing the customer to enter his or her customer code number and the barcode of the items they choose to add it to their virtual shopping cart as they leisurely stroll the aisles. When shopping is complete the customer will total and pay for the order at the check-out Kiosk and their order will be delivered to them within 24 hours.

Sound strange to you? I just thought this concept up and there are thousands if not millions of people out there who have the knowledge and expertise in technology who are thinking up their own ideas and planning to bring them to fruition soon.

Imagine teens hanging out in the mall in front of their favorite store texting each other about the great deals they just got at Joe's General Merchandise Showroom. It's coming faster than you think. Imagine the world in 2030. Who knows what we will be like in just ten years. One thing is for sure our grandchildren will be very different than we are now. I can only hope it will be for the better. Right Max? (Max Headroom 1980's) 

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PUBLISHER ..... Howard Appell  
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ADVERTISING MANAGER ..... Howard Mckinney  
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# What's Going On

Important new products, corporate news and industry events

## Happy New Year!

Flip'd by IHOP™ - a new concept will feature an All-Day Menu inspired by IHOP Favorites with a heavy focus on Freshness, To-Go, Delivery and Technology as the Brand Looks to Accelerate Growth Across the United States. The First Flip'd Restaurant is expected to open in Atlanta in Spring of 2020, with other major markets including New York City, Chicago, Boston, Dallas and other locations are under consideration.



**TASCAM announced the new MZ-123BT commercial-grade multi-zone audio mixer, which lets restaurants create discrete audio environments.** The TASCAM MZ-123BT is a compact multi-channel, multi-zone professional installation mixer that provides versatile routing, mixing and distribution of up to three channels of music and announcements for restaurants or any environment that requires independent audio routing and announcement capabilities. The compact TASCAM MZ-123BT commercial grade multi-zone mixer sets a new standard for ease of use and professional

performance in a wide range of commercial applications, including retail, restaurants, bars, cafes, and hotels, or any environment where discrete audio routing with paging capabilities is desired. Visit [Tascam.com](http://Tascam.com) for details.

**Figs by Todd English**, the casual dining concept founded by award-winning celebrity chef and restaurateur Todd English, announced it is now franchising with the help of **Fransmart**, - [fransmart.com](http://fransmart.com) - the industry-leading franchise development company, to bring its original thin crust pizza and authentic Italian cuisine across the globe. Launched in the historic Charlestown neighborhood in Boston, Figs already has a successful international footprint to build from, with four existing corporate locations throughout the United States and three in the United Arab Emirates and Kuwait. Together with Fransmart, the concept is



seeking experienced franchisees to expand the rapidly-growing concept to major markets worldwide. "I first saw Figs 10 years ago and saw it as a 1,000 plus unit neighborhood pizza, pasta, wine bar and have been chasing Todd ever since," said Dan Rowe, CEO of Fransmart. "Figs is already a successful international brand with a footprint that will be easy to build on."

**Florida ProStart raised \$138,781.94 recently, in partnership with Whole Foods Market Florida stores.** As part of the grocer's quarterly Community Giving Day, 5% of the day's net sales were donated to Florida ProStart to better serve high school students in the vicinity of Whole Foods Market stores statewide by furthering their education and training in the foodservice industry. "This donation from Whole Foods Markets will have a tremendous impact on Florida ProStart students as it will allow us to offer over 50 more scholarships in the Sunshine State," said Laura Rumer, Director of the Florida Restaurant & Lodging Association Educational Foundation (FRLAEF). "Florida ProStart is in 238 schools around the state, helping high school students get a solid start in an incredible industry filled with opportunity for advancement. We look forward to finding more ways to partner with Whole Foods Markets as we continue to promote hospitality education in Florida."

Waddington North America (WNA), a Novolex company, announced the introduction of **EcoSense™ servingware**, a full line of drop-off catering essentials formulated with recycled content. The proprietary blend of material is made from more than 40 percent recycled content. The new line uses 20 percent less plastic resin and reduces carbon footprint by at least 50 percent when compared to comparable polystyrene items. "Customers are looking for environmentally responsible options in

See **WHAT'S GOING ON** page 6

# Broward Nelson

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# Chef Scott Samuel joins Rouxbe as Director of Culinary Enterprise

Celebrated chef instructor joins leading online culinary school to further accelerate innovation in culinary education


Vancouver – Rouxbe, the world's leading online culinary school with over 530,000 students across the globe, has announced that Chef Scott Samuel has joined the company as Director of Culinary Enterprise. Spanning nearly 30 years, Samuel's distinguished culinary career has included leadership roles in culinary innovation, instruction, operations and program development.

Prior to joining the Rouxbe team, Samuel served as the Director of Culinary Innovation for Zipongo, a digital health company focused on making it easier to eat well. Samuel was responsible for all things culinary within Zipongo, from working with enterprise clients to teaching cooking classes and developing recipes that are both healthy and taste amazing. "I've long admired Rouxbe and

what they've been able to achieve—providing unparalleled access to culinary training in a way that is accessible to anyone, anywhere," said Samuel. "I am looking forward to working with the incredible team they have created, and to dive in and create even more opportunities for professional and home chefs to further their abilities in the kitchen."

Samuel previously worked with The Culinary Institute of America as the Executive Chef of the college's Strategic Initiatives Group and as an instructor in the culinary arts degree program. During that time, he coordinated the food operations for the culinary college's industry leadership conferences, including Menus of Change, in partnership with the Harvard T.H. Chan School of Public Health. He also played a key role in developing and promoting the CIA's Menus of Change Principles. These guidelines—which help chefs, restaurateurs and other foodservice operators integrate optimal nutrition into the dishes they serve—have been assimilated into the menus of chain and independent restaurants as well as colleges and other institutional foodservice operations across the country.

"We are thrilled that Chef Scott has joined our team here at Rouxbe," said Ken Rubin, Rouxbe's Chief Culinary Officer. "His leadership in the industry, experience in the digital space and focus on innovation will help guide our strategy as we expand and enhance what is so beloved from Rouxbe today: providing lessons in foundational culinary techniques, from anywhere, at any time."

Samuel earned a Bachelor's Degree in Hotel & Restaurant Administration from Washington State University, and spent a summer studying at the Cesar Ritz Institute of Hotel Management in Switzerland. His initial training as a chef began at (the former) Gerard's Relais de Lyon, in Bothell, Washington, where the two chefs gave him a hands-on education in the art of French cooking. 



Chef Scott Samuel

*Samuel previously worked with The Culinary Institute of America as the Executive Chef of the college's Strategic Initiatives Group...*

**About Rouxbe:** Rouxbe, the world's leading online culinary school, was founded in 2005 to train people of all abilities to become better, more confident – even healthier – cooks in kitchens around the world. With high definition videos, world-class instructors, peer support and interactive assignments, Rouxbe has set the bar as the new standard in culinary education, providing certificate-level instruction not only to quality restaurants and hospitality organizations but also to serious home cooks and career changers. Rouxbe's revolutionary online platform delivers cutting edge e-learning solutions that drive and measure learning outcomes and engagement while providing effective, lower-cost alternatives for training professional cooks. Over 110 hours of foundational training are available in English, Spanish, French, Mandarin and Arabic to hundreds of thousands of cooks in 180 countries. Rouxbe programs are also recognized by both the American Culinary Federation Education Foundation and by WorldChefs as approved training programs.

For more info and the latest news about Rouxbe, please visit <http://www.rouxbe.com>.



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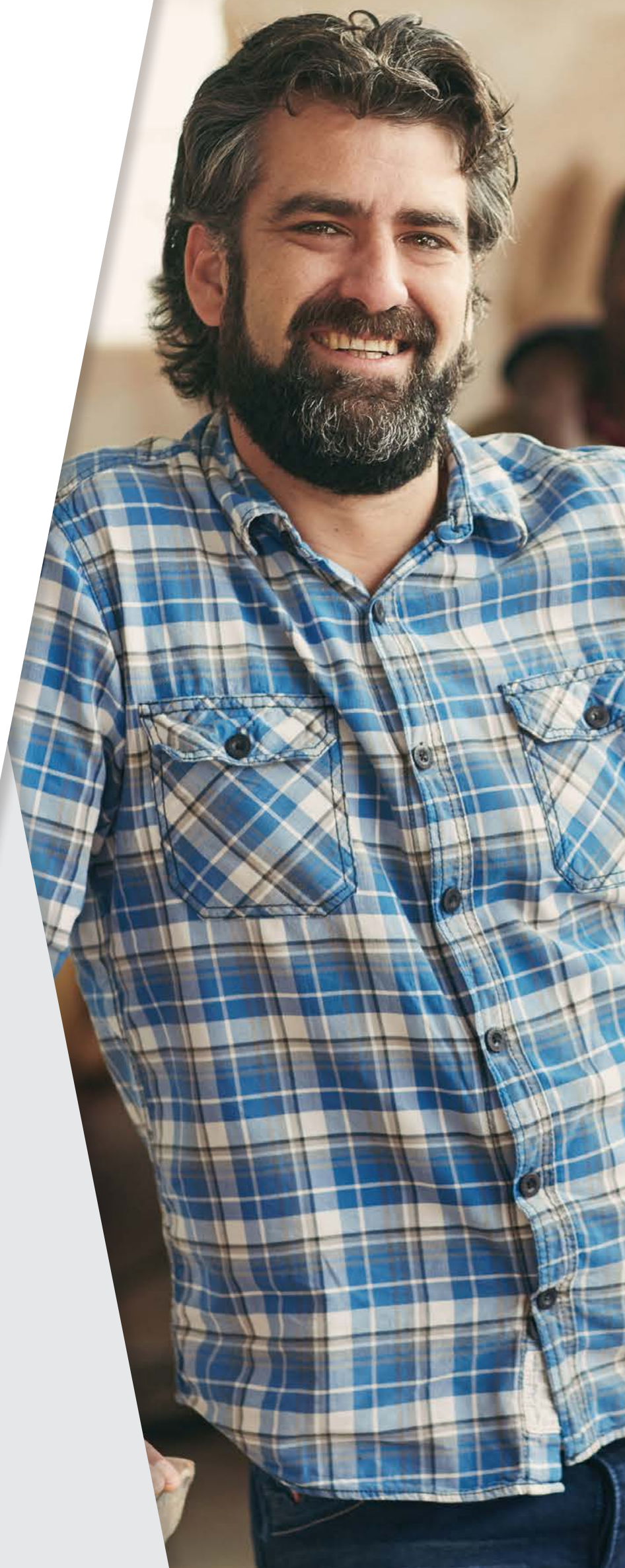


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# What's Going On from page 3

food packaging. With catering on the rise, we wanted to offer customers a product line with superior performance that functions as well or better than their current catering products, with a better environmental footprint,” said Jennifer Heller, Vice President of Marketing for WNA. To learn more visit [wna.biz](http://wna.biz).

◆◆◆◆◆  
◆ **Little Beet Brands** is expanding its footprint. Recently opening in



Washington, D.C. and the New York area, it will continue in its expansion mode. Since Little Beet Brands’ founding in 2014, the New York-based restaurant concepts have grown to 15 locations across the East coast with locations in Manhattan, Long Island, Westchester, Jersey City, Washington, D.C., Arlington, Miami, Chicago and Greenwich. Geoff Kornberg is the Director of Culinary for The Little Beet



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and Matt Aita, Director of Culinary for Little Beet Table. They are joined by Trevor Kunk, who was recently brought in as Director of Culinary Innovation for Little Beet Brands – [thelittlebeet.com](http://thelittlebeet.com). **Recently opening its first location in Florida at the Aventura Mall, Little Beet Brands plans to open 15 more restaurants throughout the Mid-Atlantic and Southeast regions by the end of 2020.**

◆◆◆◆◆  
◆ **Kavana Rum** is the newest addition to the US Rum Resurgence! Three editions - SILVER/GOLD/JAVA - to please even the most discerning palate. Rum is one of America's foundational spirits. Kavana is part of the dramatic expansion over the past year of super-premium rums: extra-aged, rare and expensive expressions that aim to give fine whisky a run for their money. About Kavana: Kavana selects the highest quality molasses, fermented to perfection, then transformed in copper stills by their master distiller into the crystal clear, undiluted alcohol known as the "mark." After meticulous analysis in stainless steel holding tanks, only the best distillations reach the final steps of the process. A Note From Kavana: "Kavana means, 'with purpose, fullness of meaning.' Kavana is how we live our lives, and how we make our rum. Everything with purpose, and OUR purpose is to craft the finest rum for those who want to join us in raising a glass to celebrate." For all details visit [kavanarum.com](http://kavanarum.com).

◆◆◆◆◆  
◆ **Waters Edge Wineries®**, an innovative urban winery system bringing the cultural experience of wine to communities across the country, announced it has signed a franchise agreement to open a Waters Edge Winery & Bistro in Sarasota. This new location will join 11 others already operating throughout California, Colorado, Ohio, Oklahoma and Texas. Local entrepreneurs Michael Hayja, Dr. Sean Castellucci and Christopher McKenna of Artisan Vinification, LLC, will own and manage the location in Sarasota, which is

expected to open in Spring 2020. “We are excited to debut our brand in the sunshine state, and with the support of Michael Hayja and his two business partners, we will cultivate a new wine experience for locals – as well as for the many tourists who travel to Florida in search of unique, memorable experiences,” said Ken Lineberger, president and CEO of Waters Edge Wineries.



◆◆◆◆◆  
◆ **Electrolux Professional** has launched the **SkyLine Ovens and Blast Chillers**, the perfect result of the company's all-in-one solution approach. The new Cook&Chill system will revolutionize the kitchen operations by making them easier, effortless and more profitable. “SkyLine is based on three solid roots: it is made for performance, ensuring excellent cooking and chilling results; it is made for business, guaranteeing up to +10% (\*) on profit; and it is made for you, embracing the ergonomics and usability concept”, says Alberto Pezzutto, Head of Cook&Chill Category at Electrolux Professional – [professional.electrolux.com](http://professional.electrolux.com).

◆◆◆◆◆  
◆ **Owner Avondale Sogro LLC** recently applied to the city for a \$1 million construction project to build a **Southern Grounds & Co. coffee shop** at 3562 St. Johns Ave in Jacksonville. This new building that will be ground up build when the former old one is demolished is over 7,000 sq. ft., will also include another concept.

◆◆◆◆◆  
◆ **Miami Grill®**, the iconic, fast casual restaurant chain is currently seeking franchise partners in the Jacksonville market. After opening a corporate-owned restaurant, the turnkey operation (located at 9575 N. Regency Square Blvd.) was refranchised in 2019 to an existing franchise partner that will open his third unit in 2020. Miami Grill is now seeking to expand its presence in the Jacksonville DMA, which is part of the company's

See **WHAT'S GOING ON** page 12



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# Clarion UX Food & Beverage Group offers a dozen virtual learning seminars

New York, NY - Clarion UX, trade show producers of several leading food and beverage events is going to provide a virtual learning experience for professionals in the restaurant, food-service, hospitality and catering industry to learn from a dozen subject matter experts. These virtual webinars cover important topics such as grassroots marketing, food safety, social media, hot trends, elevating a coffee program and more. The subject matter experts who lead the webinars are speakers at several of the industry trade shows including the upcoming International Restaurant & Foodservice Show of New York, Healthy Food Expo New York and Coffee Fest. All three of these events will be held March 8-10, 2020 at the Javits Center in New York.

"We thank our speakers for helping us to provide a year round learning experience for our attendees and are thrilled to see so many industry professionals taking advantage of these free webinars," said Tom

Loughran, Vice President for the Clarion UX Food & Beverage Group. "Education at all of our events is such an important component and we invite those in the foodservice industry to visit [www.foodandbevshows.com](http://www.foodandbevshows.com) to get all of the latest information on these webinars and all of our upcoming events."

**About Clarion UX:** Clarion UX produces 37 events across 13 sectors of both trade and consumer events. The shows that are part of the Food & Beverage portfolio include the Western Foodservice & Hospitality Expo, Florida Restaurant & Lodging Show, the International Restaurant & Foodservice Show of New York, Healthy Food Expo, CoffeeFest and The NGA Show. Clarion UX, which is the U.S. division of Clarion Events, UK, and backed by The Blackstone Group has become one of the fastest growing event companies in the U.S. with aggressive growth through both acquisition and launch. Clarion acquired PennWell in early 2018, bringing 4 Tradeshow 200 events into the U.S. portfolio and super-charging the already rapid growth. Clarion UX has offices in Trumbull, CT; Kennesaw, GA; Boca Raton, FL; Tacoma, WA, and Fairlawn, NJ. Visit the company online at [www.clarionux.com](http://www.clarionux.com).



Below are the webinars that have been posted in 2019:

**Grassroots Marketing: Engaging Locals As Brand Advocates**

Presented By: Lauren Reed, Founder and President of Reed Public Relations

**How to Hit Your Target Food Cost Every Week**

Presented By: David Scott Peters, Founder, Speaker, Trainer and Expert Coach, [TheRestaurantExpert.Com](http://TheRestaurantExpert.Com)

**Bullet Proof Your Restaurant**

Presented By: Ryan Gromfin, Chef, Restaurateur and Author

**4 Ways to Maximize Your Restaurant's Instagram**

Presented By: Emma Vaughn, Local Business Outreach, GoDaddy

**No Influencers Here: How to Get Free Media Coverage For Your Restaurant**

Presented By: Taryn Scher, The Sparkle Boss at TK PR

**Food Safety in The Age of Social Media**

Presented By: Patrick Quade, Founder and CEO, For Dinesafe.Org and [Iwaspoisoned.Com](http://Iwaspoisoned.Com)

**How Are Generation Differences and Healthful Food Trends Impacting Your Restaurant?**

Presented By: Marlisa Brown, MS, RD, CDE, CDN, President of Total Wellness Past President, New York State Academy Of Nutrition And Dietetics (NYSAND)

**Elevating Your Coffee Program at Your Restaurant**

Presented By: Heather Perry and Todd Goldsworthy of Klatch Coffee

**Increased Profitability With a Focus on Food Cost Control**

Presented By: Michael Viola CPA, MBA, President and Founder Pure Back Office Solutions

**Leveraging Technology For Brand Building**

Presented By: David Mitroff Ph.D. CEO & Founder, Chief Consultant Piedmont Avenue Consulting, Inc.

**How to Double Your Sales in January 2020**

Presented By: Michael Thibault, CEO and Founder of DFY Marketing Systems

**The Impact of Food and Beverage Trends on Your Business and What's in Store for 2020**

Presented By: Mareya Ibrahim, aka The Fit Foodie

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# The Local Culinary is expanding

Flagship Miami location of popular new virtual restaurant joined by  
“Dark Kitchens” in Boca Raton and Aventura; company expands to 20 unique concepts

Miami, FL – The Local Culinary, an innovative virtual restaurant group specializing in chef-driven, delivery-only concepts – the first of its kind in Florida has announced it has signed a letter of interest (LOI) to open a new commissary-style kitchens in Boca Raton and Aventura. Following the successful launch of its first location in Downtown Miami earlier this year, The Local Culinary is positioned for expansive future growth, bringing its unique fare to those across South Florida.

*Virtual restaurants are thriving in major metropolitan markets across the country, including Chicago and Los Angeles.*

Led by seasoned European restaurant industry veteran and entrepreneurial visionary Alp Franko, The Local Culinary has quickly attracted a growing fan-base and dedicated following. In addition to announcing its expansion with two new locations, The Local

Culinary also revealed it has expanded from eight to 20 concepts, based on popularity and demand. Now available for delivery via Uber Eats, Postmates, GrubHub and DoorDash, the concepts include, among others:

- ◆ **The Chef Burger**  
– specializes in high-quality burgers and prime ingredients
- ◆ **Dirty Fingers**  
– transforming the fast food game with elevated burgers, hot dogs, wings, fries and more
- ◆ **Mama Roma**  
– bringing a true taste of Italy with authentic recipes and high-quality ingredients
- ◆ **El Taco Loco**  
– delivering unique tacos with a touch of craziness
- ◆ **Shu Shu**  
– bringing Asian-inspired dishes such as lettuce wraps, noodles, pad Thai, spring rolls and more
- ◆ **The Green Kitchen**  
– serving nutrient-dense menu options with fresh and flavorful ingredients
- ◆ **Yoko Bowl**  
– combines flavors of Asia and Hawaii to create rice bowls with



Alp Franko

raw fish, vegetables and more Hot Potato – delivering limitless flavor combinations of the most popular root vegetable

- ◆ **Chicks**  
– specializing in all things chicken, from fried to grilled, burgers, savory wings and more
- ◆ **This is Gyros**  
– bringing modern interpretations of the classic Greek dish
- ◆ **Hot Dog Station**  
– offering fun twists on America's favorite classic

“Dark kitchens, ghost kitchens or virtual restaurants – however you want to refer to them – are today's hottest restaurant industry trend, and they are here to stay, as consumer demand and purchasing patterns are shifting,” said Alp Franko, founder of The Local Culinary. “A recent UBS report estimated that the market for food delivery is slated to grow from \$35 billion in 2018 to \$365 billion by 2030. Consumers clearly want the comfort and convenience of dining at home, on-demand and with rising food, labor and real estate costs, going virtual

See **CULINARY** page 14

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# Going digital: How document management software can help the restaurant industry



Jesse Wood ♦ Today's Restaurant Contributor

When your entire business is focused on bringing customers the services they need, paperwork often feels like it just gets in the way. However, in the digital age of virtual documents and cloud storage, the hassle is completely unnecessary.

## What is a Document Management System?

Imagine a world without collating, sorting, or searching for hours through big filing boxes of old documents for a single form. What if you didn't even have to organize your own folders of digital paperwork on your computer? Whether your office is running on pure paper documents, has successfully gone digital or, like many, runs in a strange hybrid of the two, a document management system can make your business life a lot easier.

A document management system is an online platform that stores digitized documents, organizes them for you, and makes them available for secured access from anywhere. This is built from a combination of great software design, cloud storage, and a strong security infrastructure to help you store, organize, secure, and access all your important business documents from anywhere with an internet connection. In many ways, using a

document management system is like your own personal concierge that never sleeps, always knows what form you need, and doesn't require a paycheck or a tip.

## Putting Your Business Documents Online

Most restaurants have a few documents that get a lot of use and many more that are only needed on occasion, and a huge collection of documents that are relevant only to internal business procedures. Even if your business procedures still involve getting signatures on paper documents, why keep the originals or even your for-the-record copies in physical form where a stray cup of coffee could ruin them? Consider how many of your documents will be you need to access every day or every now and again and how easy it would be to simply search for them through a helpful online platform rather than shuffling through your local records or hauling around file folders. Scanning all your documents is a big task but it only needs to be done once.

## Flexibility in the Field

One of the biggest challenges of any restaurant industry business is being away from the office. With an online

document management system, getting needed paperwork (accessing pricing, inventory, vendor paperwork, etc.) on the floor is quick and easy. All your employees need to do is log in through their mobile device.


With full mobile integration, employees can also take a picture of incoming documentation (i.e. invoices) with their device and the management platform will upload it into your document system.

## Easy Digital File Sharing

File sharing is a major part of any business as you make sure that everyone has a copy of all the documents they need. These may be client documents full of useful information, blank forms to be put to use later on, or important memos that inform the team of new policies. Whatever the document, sharing can either involve a lot of scanning, printing, and collating or you can simply make an online copy available to the correct list of people. Your document management system can quickly and easily ensure not only that your employees have access to all the documents they need to do their jobs, but also that clients and business partners get a digital copy of anything they require without the hassle of printing, stapling, and delivering by

hand or through the mail. With role-based permissions, you can even be certain that no one will be able to access any private information that they don't need.

## The Perfect Disaster Recovery

On top of everything else a document management system can do to increase your efficiency, flexibility, and accessibility, it also provides protection against disasters. From ransomware encryption attacks to rampaging hurricanes, even if your restaurant is completely wiped out, you will still have access to all your vital business paperwork. With documents stored on the cloud instead of in physical folders or local hard drives, you can rest assured that no matter what happens, you can still access files from any computer or device with internet access. Client information, financial records, and work product will all be perfectly safe in your cloud-based document management system. 

**About the Author:** Jesse Wood is the CEO of document management software vendor, eFileCabinet. Founded in 2001, eFileCabinet, Inc. began as a cutting-edge tool to digitally store records in accounting firms. As it grew in popularity, eFileCabinet developed into a full-fledged electronic document management solution designed to help organizations automate redundant processes, ensure security, and solve common office problems.



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### March

**6-7 ♦ Boca Bacchanal**

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### February

**23-24 ♦ The 12th Annual Downtown Food & Wine Fest**

Central Business District ♦ Orlando, FL

[Downtownfoodandwinefest.com](#)

### April

**2-5 ♦ Florida Winefest and Auction**

Sarasota, FL ♦ [Floridawinefest.org](#)

**26-29 ♦ Food Automation & Manufacturing Conference and Expo**

True Spec Golf at Trump National ♦ 4400 NW 87th Ave Doral, FL

### May

**16-19 ♦ National Restaurant Association Show**

McCormick Place ♦ Chicago, IL ♦ [Nationalrestaurantshow.com](#)

### September

**22-23 ♦ The Florida Restaurant & Lodging Show**

OCCC ♦ Orlando, FL ♦ 850.224.2250 ♦ [Frla.org](#)

### Feb 2021

**4-6 ♦ The NAFEM Show**

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[thenafemshow.org](#)

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# Realfood reveals new brand identity

Hospitality strategy and design firm announces re-energized brand and new website

Cambridge, MA – RealFood, a premier hospitality strategy and design firm serving the global hospitality industry, announced the launch of its new corporate brand identity, redesigned logo and new website. The organization will now be known as RealFood, Hospitality Strategy and Design, and its newly launched website is [www.rfhds.com](#). RealFood's refreshed identity more accurately represents the company's evolved business approach and expanded reach across all spectrums of the hospitality industry.



"Over the past 17 years, we've built a strong reputation on foodservice design utilizing our unique hospitality and strategy-based approach," said Ed

Doyle, president of RealFood. "We wanted the new brand to better articulate our differentiated methodology of intentional design. Additionally, the new brand shines a light on the operational and advisory work that has become a large portion of our portfolio beyond our design foundation. Our new website and brand story more accurately reflect the unique solutions we bring to market for our partners and clients, and the work we do to help them achieve success in their hospitality businesses."

Including a new tagline ("Experience designed by RealFood"), the rebranding emphasizes the organization's strategy to build upon its foundation of design innovation and delivering member- and guest-focused hospitality experiences. The company's services include foodservice facility design, finance and planning, operational systems development, concept and menu development, key staff training and recruitment, and management advisory services.

Earlier this year, RealFood joined the Troon family of brands when it was acquired by the leader in club management, development and

[See REALFOOD page 12](#)

## Foodservice distribution plays vital role in American economy and culture

McLean, VA - The foodservice distribution industry's vast economic footprint contributes significantly to local, state and federal economies and delivers the goods to sustain America's appetite for dining out, according to a report by the International Foodservice Distributors Association (IFDA). With annual foodservice distribution industry sales at \$280 billion in 2017—about the size of Louisiana's total state GDP—the foodservice distribution industry operates 153,000 total vehicles and employs 131,000 drivers. In fact, the industry's total employment impact is more than 1 million jobs nationwide, more than the number of people who live in the state of Delaware.

"Americans love to dine out, and the foodservice distribution industry makes trips to our favorite restaurants possible, while also contributing to local and state economies and providing high-quality jobs," said Mark S. Allen, President and CEO of the International Foodservice Distributors Association.

Key study findings show that annually, U.S. foodservice distributors:

Employ a workforce of 350,000 people and support an additional 700,000 jobs in the nation's economy,

for a total employment impact of more than 1 million jobs.

Generate industry sales of \$280 billion and supports an additional \$51 billion in economic output throughout the economy, for a total economic impact of more than \$331 billion.

Donate 2.9 million cases of food and beverage products to charity and volunteer 368,000 hours, adding up to an estimated value of charitable contributions at more than \$550 million.

Operate 15,000 distribution center locations and deliver 8.7 billion cases annually – nearly 24 million cases per day.

Operate a vehicular fleet of 153,000 power units, trailers and trucks that are driven 3.2 billion miles by 131,000 drivers.

IFDA engaged FTI Consulting to produce the study by conducting primary research, include multiple public sources, and apply industry-leading economic modeling. **TR**

*About the International Foodservice Distributors Association (IFDA): The IFDA is the premier trade organization representing the foodservice distribution industry. IFDA member companies operate more than 800 facilities in all 50 states, the District of Columbia, and around the world. For more information visit [ifdaonline.org](#).*



# The magic in service recovery

John Tschohl ♦ Today's Restaurant Contributor



It's simple and not many companies practice the magic of Service Recovery.

The magic in service recovery occurs when a frontline employee solves a customer's problem and does so in 60 seconds or less. Acting quickly, taking responsibility, making an empowered decision, and compensating the customer will result in customer loyalty that will increase your sales and profits and help to ensure your success in an increasingly competitive world.

In today's fast-paced world we are needing service recovery in almost everywhere we go from the grocery store, to our banks (everyone has had a problem here), to our cable (very frustrating), to service providers at home and so on and so on. It's frustrating and customers can vent their problems and dissatisfaction in person, on the phone, on the internet, and to their friends and family.

But, the exact opposite is true also if the magic of Service Recovery is used. Service recovery can have a major impact on an organization's bottom line with word-of-mouth advertising as customers tell their family, friends, and co-workers about the exceptional service they received from your company. Including compliments and "Atta-boys"

up on the internet, they recognize you and call you by name. More magic happens when internet providers make up for their screw-ups by providing a free month subscription, grocery stores offer free replacement food items or free delivery...it's magic!

Service recovery is putting a smile on a customer's face after you've screwed up. Now it may not be your fault, but it is your problem. How you handle those mistakes is what separates you from the rest of the pack and...keeps customers for life.

I have developed the following four techniques for providing quality service recovery:

**Act quickly.** You must acknowledge the mistake within 60 seconds.

That's when the magic happens. The employee at the point of contact is the person in the best position to successfully implement service recovery. When problems and mistakes are moved up the chain of command, they not only cost the organization more in time and money to deal with it, but the delay quickly increases the customer's level of frustration and anger.

Front-line employees should have the power to resolve more than 95 percent of customer issues without having

to pass the customer on to another person


**Take responsibility.** No matter who is at fault, you must own the mistake and sincerely apologize. Don't place the blame on someone else; the customer doesn't care whose fault it was, he merely wants it rectified. It's also important to thank the customer for pointing out the problem and for giving you the opportunity to correct it. It works like magic.

**Be empowered.** Employees aren't making empowered decisions mainly because they're afraid they're going to be reprimanded, fired, or have to pay for whatever they give the customer. Empowerment is the backbone of service recovery, and organizations that truly want to serve the customers and retain their business must not only allow, but insist, that employees bend and break the rules in order to keep those customers coming back. They are your magicians.

**Compensate.** Give away something that has high value and low cost.

You must give the customer something of value, something that will impress the customer and give them the feeling that you really do value their business. Every company has something that doesn't cost a lot but has

value in the eyes of the customer. An airline can upgrade a passenger to first class. A ski resort can give a free lift ticket. A computer repair store can extend the customer's warranty by a year. It's the magic of making things right and making things better.

Practice the magic every day when customers confront you with a situation or problem. No business can afford to lose customers, if only because it costs much more to replace a customer than it does to retain one - five times more. Those that go out of their way to please customers and correct problems or screw-ups will soon have more customers than their competition. Here's more magic - according to a study by the Wharton School, reducing customer attrition by 5 to 10 percent can increase annual profits by as much as 75 percent...the stakes are high. 

John Tschohl is a professional speaker, trainer, and consultant. He is the President and founder of Service Quality Institute (the global leader in customer service) with operations in over 40 countries. John is a self-made millionaire traveling and speaking more than 50 times each year. He is considered to be one of the foremost authorities on service strategy, success, empowerment and customer service in the world. John's monthly strategic newsletter is available online at no charge. He can also be reached on Facebook, LinkedIn and Twitter.

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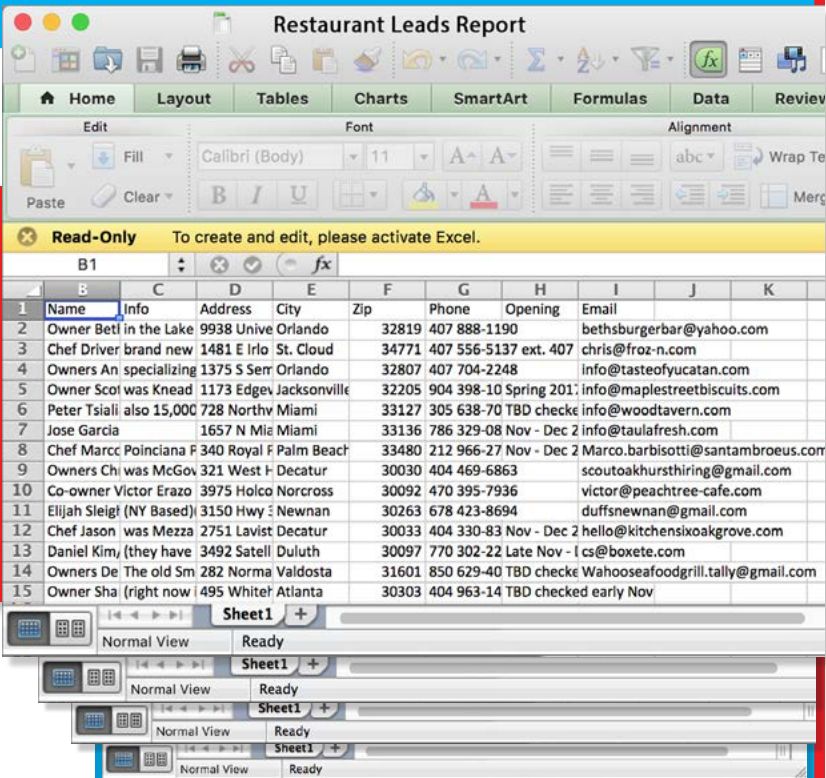
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## What's Going On

from page 6

aggressive growth plan to include all major metro areas throughout Florida.

"The expansion of Miami Grill is crucial to our overall success," said Robert Haar, Vice President of Franchise Development. "We're targeting the development of the brand throughout Central and North Florida. Without exception, all cities that we have re-entered have proven to be extremely receptive to us being back. We continue to maintain very strong brand equity in all of the major metro markets."



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**The IAPO International Association of Professional Restaurant Owners** is a membership association created to provide education and business development services for people working as, or studying to become, a professional restaurant owner. For more information visit ipacollege.com.



**White Castle is coming to Orlando in 2020.** Construction is slated to begin in April, with the restaurant opening as early as the end of 2020. The new restaurant, which at 4,500 square feet will be among the company's largest, is expected to begin in April 2020 and should be finished by late 2020 or early 2021. The Orlando castle marks the brand's return to Florida. In the 1960s, it operated a castle in Miami.



**Thunderbird Food Machinery, Inc.**, located in Dallas is a national supplier of food service machinery. After more than 30 years of experience in providing durable, long lasting and cost effective mixers and other food service equipment; Thunderbird Food Machinery, Inc. has continued to strive for excellence within every endeavor. "All around us, in this industry, we see the rise & fall of many organizations. Through modern engineering and good old fashion durability, Thunderbird has maintained the reputation of being one of the world's most RELIABLE suppliers of food service machinery in the industry, said company officials." Thunderbird Food Machinery, Inc. is a new preferential choice & contracted supplier of dough mixers to YUM Restaurants International. "YUM" a.k.a. Pizza Hut, KFC, Taco Bell, A&W & Long John Silvers. Thunderbird's planetary mixers have become an industry leading machine. Many are quoted as saying that "They provide the perfect balance between quality and price; therefore, Thunderbird dough mixers have become a HOT item in the foodservice industry!" Only Thunderbird can offer up to seven years extended warranty and has agents across the US and Canada. For

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learn more, ask a McCain Foodservice sales representative or see the web page at mccainusafoodservice.com/TrueBeerFood.



## Realfood

from page 10

marketing. The acquisition reinforced RealFood's ability to cross-pollinate best practices across many segments of the hospitality industry and over a variety of foodservice models. RealFood's portfolio includes more than 500 domestic and international clients, including: golf and country clubs; resorts and hotels; restaurant groups and independents; breweries and wineries; workplace and institutional dining facilities; family entertainment centers; and event and conference venues. In addition to working directly with developers, owners and operators, the firm also collaborates with architects and contractors to optimize new builds and renovations.

"This is an exciting announcement for us because it marks a strategic choice in our future direction," added Doyle. "While our commitment to the clients and partners we serve will not

change, there is incredible potential for our new branding to position the RealFood team to serve in a higher capacity for hospitality establishments around the world."

**About RealFood:** RealFood -rfhsd.com - is a premier hospitality strategy and design firm meeting the foodservice design, development and strategic advisory objectives of the club, hotel, institutional and restaurant segments of the global hospitality industry. Leveraging its team's combined 150 years of hospitality experience and using proprietary processes to achieve design outcomes that are based in operational understanding, RealFood's clients and partners achieve industry-leading success measures. RealFood's portfolio includes Fortune 500 companies, James Beard Award-winning chefs, world-class clubs, leading developers and institutional operators committed to delivering differentiated experiences to their members and guests. RealFood is a division of Troon, the world's largest golf management company providing services at more than 465 locations around the globe. In addition to golf, Troon specializes in homeowner association management, private residence clubs, estate management and associated hospitality venues.



# How to calculate your food cost for the biggest bang

David Scott Peters ♦ Today's Restaurant Contributor



When it comes to figuring out food cost, most restaurant owners are paying attention to the wrong number. Because they don't take inventory, they're dividing food purchases by sales to come up with a food cost percentage, but it's wrong. Really, there are three food cost calculations restaurants owners must be making – ideal, actual and budgeted.

*Let's say you started with a 35 percent food cost, but you really want to get to 30 percent.*

### Budgeted food cost

Let's start with budgeted food cost. It's the number you've determined you must run to achieve your 55 percent or lower prime cost (cost of goods sold

plus your labor cost, minus salaries, benefits and insurance). This food cost number depends on all the line items in your budget. It allows you to put systems in place to achieve a new number. Let's say you started with a 35 percent food cost, but you really want to get to 30 percent. Putting systems in place, such as a waste sheet, key item report, purchase allotment, are the path to lowering that food cost. That 30 percent budgeted food cost represents the number you determined you need to hit to make money.

### Actual food cost

Then you have actual food cost. This is what most people are looking for when they're trying to find their food cost percentage. That is beginning inventory plus purchases minus ending inventory is use divided by sales. That's your actual food cost – the cost of the product you actually used. It doesn't matter if you bring in \$100,000, whatever you use is a part of that. The product that left the shelves, whether through use, waste, spoilage or theft, is your actual food cost. Your actual food cost tells you where your food cost is today.


### Ideal food cost

Lastly, you have your ideal food cost. If you were to run a perfect restaurant with no waste, theft or spoilage, which isn't even possible since there is no such thing as perfect, what should that food cost number be? Where should your menu be on food cost? What does it produce? To get to this number, you must have accurate recipe costing cards that are up to date with current pricing and a POS system that gives you a PMIX (product mix) report so you know how many of each item you sold. Take the total number of items sold times the cost of the product you used, do that for every item, total it up and you know the total cost. Total number of sold times the gross sale price before any discounts, total that up, and you know what you've sold. Then take the use divided by sales of that dollar value and you get your ideal food cost in your perfect restaurant.

If it doesn't exist, why do you need this number? If you have a chef or kitchen manager doing their job exceptionally, you give them 1.5 to 2 percentage

points higher than the ideal, and if they're hitting that, you know they're doing incredible work.

### How the three numbers work together

Why do you need to know all three of these numbers? Budgeted food cost tells you what you need to do to make money. Your actual food cost tells you what left the shelves. Let's say you budgeted for 30 percent and your actual food cost is 32 percent. It might look to you like your managers aren't doing their jobs. You might even get mad at them if you're only using these two numbers. Then bring in the ideal food cost. In this case, let's say your ideal food was 28 percent and your actual was 30 percent. That would be good because I just told you to give the managers two percentage points. But in the example I just gave you, the budgeted was 30 percent, ideal was 28 percent and your actual was 32 percent. Now you can look at your chef and tell him or her they're not controlling their kitchen properly and need to find where those two points can be made up. 

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2030 Report

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the next decade, technology and data will become a greater focus for restaurants as they adapt to growing consumer expectations in the on-demand world. Guests will expect a seamless digital experience and want their preferences known at each interaction with a restaurant. As off-premises traffic and sales continue to accelerate, consumers will place a heightened importance on experiential dining for on-premises occasions. Areas to watch include:

A greater proportion of meals will no longer be cooked at home, lending to the continued rise in delivery, virtual restaurants, subscription services, and grab-and-go at retail locations.

Cloud kitchens will continue to grow, fueled by the expansion of centralized kitchens and the growth of on-line, delivery-only brands.

Consumers may grow increasingly loyal to third-party delivery apps, impacting loyalty to individual restaurants.

Governments are likely to impose further regulation on third-party delivery.

Drive-thrus could need to accommodate interactions with self-driving vehicles.

The restaurant of the future will be smaller in size. Smaller restaurants could incorporate more automated kitchen equipment and the typical kitchen layout may change.

Nutrition and sustainability will drive menus.

Sustainable sourcing and transparency will continue to grow in focus for consumers over the next decade. In order to remain competitive, restaurants will need to adapt to evolving dietary restrictions and consumer preferences. Food trends and menus will naturally evolve to reflect the increasingly health-conscious, ecological mindset of the consumer. Areas to watch include:

Single-use restaurant packaging, including in delivery, will evolve.

Artificial intelligence with knowledge of cooking techniques, food chemistry, recipes, and alcohol could produce unexpected new culinary and beverage experiences.

Advanced genetic knowledge and the rising incidence of lifestyle diseases

are likely to create growing demand for meals that provide specific health benefits to diners.

The restaurant workforce is changing.

Population growth at an expected annual rate of 0.7% between 2018 and 2030, accompanied by changing demographics in the next decade, are expected to lead to an average labor growth rate of 0.5% annually between 2018 and 2028. With slower labor-force growth, restaurants will continue to compete against other industries for talent, making recruitment and retention vital to success in the coming decade. Restaurant employers will adopt career-focused mentalities as operators enhance retention by offering benefits and long-term career paths to success. Key statistics and areas to watch include:

The number of adults in the labor force 65 and older is expected to reach a record high of 16.1 million by 2028.

The number of teenagers in the labor force is expected to decline to 5.1 million by 2028, its lowest level in 65 years.

Operators will automate more routine back-of-house tasks to enhance productivity and efficiency.

“Deconstructing possible trends and innovations of the next decade will help both large and small-business owners in the restaurant industry anticipate their greatest challenges,” said Riehle. “With these actionable insights for the future, restaurants will remain an integral part of the economy and a cornerstone of every community across this nation.”

Download the full Restaurant Industry 2030 report at [Restaurant.org/Restaurants2030](http://Restaurant.org/Restaurants2030).

**About the National Restaurant Association:** Founded in 1919, the National Restaurant Association is the leading business association for the restaurant industry, which comprises 1 million restaurant and foodservice outlets and a workforce of 15.3 million employees. We represent the industry in Washington, D.C., and advocate on its behalf. We operate the industry's largest trade show (National Restaurant Association Show May 16-19, 2020, in Chicago); leading food safety training and certification program (ServSafe); unique career-building high school program (the NRAEF's ProStart). For more information, visit [Restaurant.org](http://Restaurant.org) and find us on Twitter @WeRRestaurants, Facebook and YouTube.

Culinary

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makes so much sense. We are thrilled to see The Local Culinary concept taking off and in addition to Boca Raton and Aventura, have many other new locations on our radar.”

Virtual restaurants are thriving in major metropolitan markets across the country, including Chicago and Los Angeles. As Florida's first, and to set itself apart, The Local Culinary has adopted an approach that emphasizes the experience aspect of the delivery. For example, each concept incorporates a unique element that is representative of the cuisine. Items include personalized stickers, candy, fun toys and party accessories. With bright colors and witty messaging, The Local Culinary has invested in its marketing strategy to deliver an energetic brand that resonates with millennials, a major demographic driving the virtual restaurant trend.

The Local Culinary's two new ghost kitchens will begin delivery within the next few weeks. In addition to Florida, Franko's expansion plans include several major U.S. markets including New York City. Beyond delivery, the company will connect with consumers through a series of community pop-up restaurant experiences and by participating in established culinary festivals and brand partnership activations.

**About The Local Culinary:** The Local Culinary is an innovative virtual restaurant group providing modern, chef-driven food delivery options inspired by worldwide cuisine. With 20 individual mini-restaurants all operating in the same kitchen to produce a range of menus, cuisines vary from Mexican, Italian and Asian and include items such as burgers, fried chicken, rice bowls, gourmet salads and more. Each of the delivery-only concepts are available to consumers through Uber Eats, Postmates, GrubHub and DoorDash. Visit [www.TheLocalCulinary.com](http://www.TheLocalCulinary.com) for more information.



# Safety lessons learned - new examples of avoidable workplace accidents



Greg Andress ♦ Today's Restaurant Contributor

One of the most important factors of running a business effectively is keeping employees healthy and safe. Safety Lessons Learned is a series designed to provide examples of workplace accidents that result in injury or even death to help employers recognize hazards and put the proper preventative measures in place (names have been changed to ensure confidentiality).

### Tree Cutter Lands in Intensive Care After Fall

Michael works for Green Tree Landscaping Service in Boca Raton, Florida. He was cutting trees about 20 feet off the ground when he fell off his ladder. Turns out his ladder was set in the bushes, instead of on the ground. Michael ended up with a severe head injury and spent weeks in the ICU. He also suffered broken arms and knees. If Michael had placed his ladder on a stable surface, or had the proper training, he might not have fallen.

**Safety Lesson:**  
Employers should train employees on proper ladder safety, including:  
Make sure that ladders are positioned at the required angle, using the 4-to-1 Rule: For every 4 feet (1.2 meters) up, place the base of the ladder 1 foot (0.3 meters) from the wall or upper sup-

port it rests against.  
Maintain three-point contact - one hand and two feet, or two hands and one foot.  
Use a tool belt, backpack, hoist, lift, or ropes to carry tools and equipment, so your hands are free to grip your ladder.

*She needs to help a patient to the restroom, but doesn't feel like hooking up the mechanical lift.*

### Nursing Home Worker Strains Back While Lifting Resident

Jennifer works at Northern Lights Nursing Home in Battle Creek, Michigan. She needs to help a patient to the restroom, but doesn't feel like hooking up the mechanical lift. She struggles to help him out of bed, straining her back. Over time, Jennifer ends up with a serious spinal injury requiring surgery. She might have been able to avoid surgery if she used the lift equipment provided.

**Safety Lesson:**  
An effective safe lifting program should include:  
Mechanical lifting equipment  
Worker training on the use of the lifts  
Written resident lifting policy


### Distracted Woman Severs Finger While Cleaning Machines

Amanda works for Big Machinery Cleaning in Denver, Colorado. Her co-workers had noticed she wasn't in a good mood. She'd had a fight with her sister before work. Amanda was on a ladder cleaning the higher points of a rock tumbler when her mind wandered back to the argument. The next thing she knew, her glove was caught in the machine. She managed to free her hand, but quickly realized her thumb had been partially cut off. Even though she was distracted, her company received an OSHA violation because the machine wasn't locked out for the cleaning process.

**Safety Lesson:**  
Employers must specify the sequence in which lock out, tag out (LO/TO) control should be applied, and document the details of their LO/TO procedures and training programs for each specific machine. That process looks something like this:

Prepare for shutdown  
Shut the machine down  
Isolate the machine from its energy source  
Affix a LO/TO device  
Deal with stored or residual energy while LO/TO  
Verify the machine's LO/TO

### Five Ways to Create a Safety Culture in Your Workplace

- ◆ Focus more on coaching and less on rules.
- ◆ Do not succumb to organizational complacency.
- ◆ Engage workers in meaningful safety conversations.
- ◆ Let integrity lead your workforce. Do things right no matter who is watching.
- ◆ Teach employees how to do their jobs correctly and then hold them to a high standard. 

**Greg Andress**, Director of Risk Management Services for Frank Winston Crum Insurance, is a 30+ year veteran of the insurance industry who has over 20 years experience in risk management/loss control. With clients in many industries, Greg has developed proactive loss control programs, training materials and technical bulletins; and delivered training for hundreds of clients nationwide to help them identify and control their total cost of loss. Contact Greg at FrankCrum, 100 South Missouri Ave. Clearwater, Florida 33756. Phone 800.277.1620 or email [info@frankcrum.com](mailto:info@frankcrum.com)

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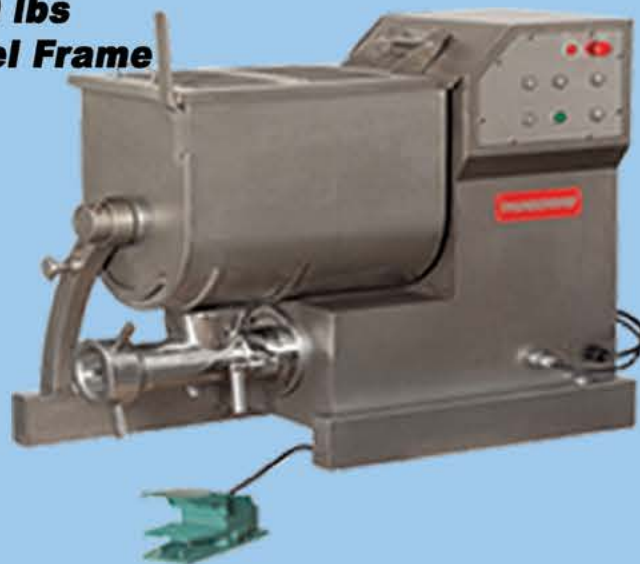
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