WELCOME

TO MADRID
26th-29th March 2015
MARTIN RAHMANN FCSI
EAME PRESIDENT
270 PARTICIPANTS + 37%

100 PROFESSIONAL MEMBERS
With grateful thanks to our sponsors
CONFERENCE TEAM

DUNCAN ACKERY FCSI
CONFERENCE COMMITTEE CHAIRMAN
and
MODERATOR
PROGRAMME

9 TOPICS

17 SPEAKERS

10 COUNTRIES

20,000 MILES
The Future Foodservice World as we see it

NICCOLA BOYD-STEVENSON FCSI

Mieke Verduijn (Netherlands)
Mendes Cavin (Switzerland)
Bruno Detwiller (France)
Dan Birn (UK)
BUILDING INFORMATION MODELLING (BIM)

DAVID BENTLEY FCSI

Steve Carlson FCSI (US)
Andrew Humble FCSI (UK)
Roberto Assi (Italy)
Milan Milovanovic FCSI (Sweden)
So what is BIM?
Building Information Modelling (BIM)

- Is a building design methodology process characterized by the creation and use of coordinated, internally consistent computable information about a building project in design and construction.

- Makes a reliable digital representation of the building available for design decision making, high-quality construction document production, construction planning, and performance predictions, and cost estimates.

- Results in shared knowledge resources to support decision-making about a facility from earliest conceptual stages, through design and construction, through its operational life and eventual demolition.

- Is managing information to improve understanding.
BIM is not

- CAD
- 3D
- A single building model or a single database
- A replacement for people and will not automate you out of existence
- Perfect
- A single program (Revit, ArchiCad, Bentley, etc.)
- Just 3D, nor does it have to be 3D
- Complete
What BIM Software is Available?

- Nemetschek Vectorworks
- SofTech
- Gehry Technologies
- Graphisoft ARCHICAD
- Cadsoft
- Nemetschek Allplan
- Bentley
- Autodesk Revit Architecture
- Rhino BIM Tools for Design through Construction
- FCSI
BIM-One U.S. Perspective

Steve Carlson, FCSI
President
Robert Rippe & Associates, Inc.
Minneapolis, Minnesota
Brief History of BIM in US

- General contractors – early adopters
- Large architectural & engineering firms

- Window & door manufacturers
- Medium to small architectural firms

- Building owners & large institutions
- Foodservice and other specialty consultants
- Foodservice equipment manufacturers
RRA REVIT TIMELINE

Fall 2009
- First Revit Training (2 people)

Spring 2010
- Started Revit team/ staff meetings (2x monthly meetings)
- Revit – how to use? (4 people)
- Initial RRA standards
- Worked with FCSI Revit Task Group -standards

Fall 2010
- Create templates
- First full test project to create family library
- Work with views
- Dedicated weekly Revit time (5 people)

Spring 2011
- One team transitions to only Revit
- Remaining CAD staff went to training
- 2 employees had previous Revit experience outside of RRA

Summer 2011
- Completed first full Revit project!
# System Requirements

## Desktop System Requirements from Autodesk for Revit 2014

<table>
<thead>
<tr>
<th>MINIMUM</th>
<th>RECOMMENDED</th>
<th>WE BOUGHT (in 2012)</th>
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<tr>
<td>• Windows 7  32-bit</td>
<td>• Windows 7  64-bit</td>
<td>• Windows 7 64-bit</td>
</tr>
<tr>
<td>• Dualcore 3.0ghz</td>
<td>• Xeon processor “highest affordable speed”</td>
<td>• 6 Core Xeon 2.3ghz</td>
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<tr>
<td>• 4 gb ram</td>
<td>• 16 gb ram</td>
<td>(latest ones are 3.5ghz)</td>
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<tr>
<td>• Graphics card – 24 bit color with 256 mb</td>
<td>• Graphics card with 1 gb 128x1024</td>
<td>• 24 gb ram</td>
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<td></td>
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<td>• 2 gb, 32 bit color, 2560x1600</td>
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<tr>
<td></td>
<td></td>
<td>• Gigabit network cards</td>
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*Desktop System Requirements from Autodesk for Revit 2014*
Software, Hardware & Training

Initial Investment

Computers $ 3,500
2nd monitor $ 150
Revit software $ 6,000* (if you have to buy new vs upgrade)
Training $ 1,500

Total $ 11,150 / user

Ongoing annual Subscription $ 975 / yr / user

We customized and shortened the normal training program down to two days. NOT recommended. Things that you think don’t apply to you, probably will eventually.
BIM Software

What BIM Software do we use?

- 90% of our Architect clients use Revit

Translation to other BIM software

- Microstation, CAD (2D & 3D) and SketchUp
- Usually only geometry is translated
- Don’t need to translate parameters
Hidden Challenges - People Challenges

Have to agree on one way to do things

"I'M A STRONG BELIEVER IN CAD STANDARDS—THAT'S WHY I USE THIS EXCELLENT SET OF MY OWN”

Can't do BIM and 2D —too different
Hidden Challenges - People Challenges

Late adopters have a hard time catching up

Who sits next to who determines how long it takes to close the skill & knowledge gap
Hidden Challenges - People Challenges

Revit not backwards compatible causes drawing staff to work in multiple versions at once. We are currently using 2012, 2013, 2014, 2015.
Where do we get our Content?

- Equipment Manufacture Created Family
- Equipment Manufacturer No Family Available
- Custom/Project Specific Work Counters, Walk-ins etc.
- Content Library Provider
- RRA to Create Family
- Built-in place family
- RRA to add Company Specific Parameters
- RRA Content/Family Library/Database
The Future of BIM

Replace shop drawings with 3D models
Fully utilizing BIM for Building Management
“It’s not my fault.”

Only XX% of people can understand this drawing.
Andrew Humble
Director
Humble Arnold Associates
Introduction

Why?

Research

Implementation and Costs

BIM Implementation Timeline

How is it working out?
Humble Arnold Associates, Hertfordshire UK
11 employees plus ‘freelancers’
Private Sector Clients 95%    Public Sector (Government) 5%
UK Projects 50%    Overseas 50%

Current Projects in:
Why?

- We started to see a number of architects on our projects working in Revit, especially on overseas projects.
- UK Government initiative to run their funded projects in BIM by 2016.
- Some private sector pre-qualification questionnaires started to include questions on our BIM capabilities.
- We learnt that a couple of kitchen equipment distributors had implemented BIM but none of our competitors had embarked on this. We saw an opportunity to be the first catering design consultants in the UK to offer BIM projects.
- We felt that there would be a window of opportunity to take commercial advantage of this in terms of securing work and at an enhanced fee.
- Medium to long term productivity benefits
- Improved design co-ordination
Research

- Spoke with industry colleagues to see how they had implemented BIM, any issues and who had trained them.
- Wrote to manufacturers to ask if they had produced models for their kit.
- Reviewed protocols, especially the FCSI American templates.
- Spoke to Architects and MEP Consultants regarding their choice of software program and their experience of implementing BIM.
- Liaised with our IT providers and other recommended suppliers to establish hardware and software requirements and obtained costs for this.

Key Findings:
Revit appeared to be the software of choice.
Implementation Costs

• Agreed who would become our BIM Manager and who would be trained to use the software.

• Signed off quotations and agreed installation dates.

• The hardware upgrades comprised:

  • New Server/Back Up £12,500 (Euros 15,000)
  • 2 x workstations/screens £2,750 (Euros 3,300)
  • Software licences x 2 * £3,100 (Euros 3,700)
  • Training and Initial Support £3,400 (Euros 4,100)
  • Total expenditure (excluding maintenance) £21,750 (Euros 26,100)

  *Upgrades from Autocad

• 7 staff received ‘high level’ training (1 day).

• 4 staff undertook further in-depth training.

• As we roll out Revit to more workstations those individuals will have additional training.

• Long term we anticipate upgrading all design workstations to operate BIM.
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<td>Dec-15</td>
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- Research and Budgeting
- Training
- Hardware/Software Instal
- Approached Manufacturers for their Models
- Further Training
- Commenced Project Delivery
- Creation of our own Models (ongoing)
- Secured our 2nd Project to be delivered in BIM
- Secured our 3rd Project to be delivered in BIM
- Secured our 4th Project to be delivered in BIM
- Secured our 5th Project to be delivered in BIM
- Secured our 6th Project to be delivered in BIM
- Secured our 7th Project to be delivered in BIM
- Secured our 8th Project to be delivered in BIM
- 3rd Workstation rollout
- 4th Workstation rollout
How It Worked Out?

• We have secured a total of eight projects requiring our designs to be in BIM.

• Revit has been the project teams software on all eight projects.

• We are only typically required to deliver content to BIM Level 2.

• Generally, the concept design drawings on each project are being produced in 2D – BIM drawings are commencing at detailed design stage.

• We also have to produce 2D versions of all of our Production Information drawings to allow the equipment suppliers to tender, as many have not invested in BIM as yet.
How It Worked Out?

• Initially it is taking twice as long for our technical assistants to produce a drawing in BIM rather than in Autocad.

• There are complexities linked to the version of Revit that the whole design team are working to. Some schemes are using 2013 licences, others 2014 and some 2015. Everyone on the team needs to use the same version and also the same ‘patch’ fixes.

• We have found some value to the clash detection benefit of the 3D model. For instance to illustrate how tight it is between a false ceiling in a wash-up at 2200mm and a spigot outlet on a dishwasher heat pump at 2180mm.

• Some of the hardware costs we agreed to may well been needed in the not too distant future to support normal Autocad activities, e.g. Server capacity and dual screens.
Roberto Assi
Leader (Foodservice Consultants Project)
UNOX
What does BIM mean for a Foodservice Manufacturer?
Decide which format, and so which software to use

There are 160 different BIM Software available on the market but only a few big players

- UK software survey for building market made by NBS – National Building Specification
Decide which Standard to use

FCSI STANDARD
Published: April 2011
Creators: NAFEM e FEDA

UK STANDARD
Published: April 2014
Creators: CEDA, CESA, FCSI UK e BRITISH ACADEMY

AUSTRALIAN & NEW ZEALAND STANDARD
Published: January 2012
Creators: REVIT USERS VOLUNTEERS

DUTCH STANDARD
Published: June 2014
Creators: REVIT USERS VOLUNTEERS
Find a supplier who can offer this service or do it internally?

**USA**
- Rev-equip
- Foodservice Equipment Symbols, LLC

We chose Rev-equip because we already had experience with them via UNOX Inc.

**EUROPE**
- RenderImage Italy
- Schematic UK

Later we chose RenderImage because they give us the right solution.
Buy a new dedicated PC (option)

- Workstation for Graphics
- Intel I 7 3770 Processor
- Memory 24 better 32 GB RAM
- Grafic Card 2 GB RAM
- 64 Bit Operating System
- SSD for Operating System

Don’t try with an old computer, you will waste time
Create a new Library

• Create a table with the models and versions that you want to put in your library

• You need a Spec Sheet with a drawing

• It is better if you have a 3D model

• Ask for an offer: each model will cost you between 50 and 90 €, complex ones 120 -150€

• Time: it will take several months
Create a new Library: The basic steps

- Insert the CAD File provided
- Set the drawing in 3 views
- Trace it.
Create a new Library: The basic steps

Loading Parameters - We load the necessary parameters for the model and add information in it.

- Loading Parameters and Information
Create a new Library: The basic steps

• Adding connectors and links to the parameters
Create a new Library: The basic steps

• Checking - the family is done
Important notes:

“Manufacturers that don't have any families are rarely used on projects.”
Respondent comment of 230 interviewed users
Important notes:

- We encountered bugs in the families because they were done in the USA in Imperial and this remains Imperial even if the Units were set in Metric.
- For this Reason we decided to offer a configurator (created by solution maker Render Image) which resets parameter data and delivers families according to the destination country.
- A Unified Norm is welcome which covers all needs and avoids mistakes.
BIM CAD Configurator
BIM CAD Configurator

You will receive after only a few seconds an e-mail with the requested files DWG, RFA…
The IFC file ISO 16739:2013 developed by BuildingSMART is the only open and standard 3D object-oriented exchange format used by various BIM software.
Autoscheme/CESA are proposing to manufacturers to create BIM in IFC format.

According to BuildingSMART specifications, IFC files are meant for projects and they are formatted as a project and not as single content so *.RVT not *.RFA files format.

There are still a lot of problems with usage of IFC format for single items and in the near future they could not be fixed. This may seem to be significant problem, especially for Small-Scale Companies.

Here the debate is opening - what format to use to create Foodservice models: Native Software files (Revit, Archicad, Sketchup, etc.) or IFC format?
Milan Milovanovic
Kokspennan AB
Building Information Modeling
Building Information Modeling - BIM

- What is BIM for us
- What are the challenges?
- What are the benefits?
- Some best features of Revit
- Some Examples
What is BIM for us

• Building Information Modeling (BIM) is the process of generating and managing building data during the project using three-dimensional, real-time, dynamic building modeling software to increase productivity / efficiency / time saving during project.

• To create a BIM, a modeler uses intelligent objects (Families) to build the model.
What are the challenges?

- Entirely new software then existing drafting software like AutoCAD.
- Limited availability of trained designers
- Time spent to built up BIM libraries as per our standards
What are the benefits?

- Allow to check conflict detection in project
- Easy way of optimization of schedule and cost
- Ability to generate 3D view from Plan, Elevation, Section
- Single file for all the views, schedules, sheets and links for the project
- Ability to Create different Design Options with all information
Some best features of Revit

Associated views
Change made in one view will updates other views including Plan, Elevation, Section, Schedule and Details etc.

Sectional 3D View
Check any part of model in 3D view using sectional 3D view
Some best features of Revit

Work sharing
Allow team to work on different area/parts of same project at same time. This will allow you to work more efficiently and time saving.

Parametric Family
Parametric family allow you to modify object with required dimensions or with visibility and more. Adding more information, allow you to generate more accurate data extraction.
Some best features of Revit

**Design Option**

Present more than one option and generate reports for each option in one single project and allow to change option promptly in front of customer.

**Interference Check**

Allow to find clashes between two objects by different category to avoid last moment issue on site. Generate report with object ID of clash detection and send to coordinator for resolution.
Some best features of Revit

- Visualization
  - Basic visualization for quick presentation

- Exporting to AutoCAD
  - Option to customize layers, line type, hatch pattern etc.. while exporting to AutoCAD.
Some Examples

Shaded 3D View
Some Examples

Shaded 3D View

Hidden Lines 3D View
Using BIM in our project has made our project cost efficient, time saving, and most important - we have same information through each views and written form of our projects.

Thank you!
COFFEE BREAK
AND EXHIBITION
The Future of Pan European Facilities Management Contracts

Andrew Etherington FCSI

Chris Stern FCSI (UK)
Andrew Price (UK/Denmark)
Mariëlle Hintzen (Netherlands)
Hard and Soft FM Services

HARD

FCSI

FOODSERVICE CONSULTANTS SOCIETY INTERNATIONAL EUROPE-AFRICA-MIDDLE EAST

SOFT

FCSI

FOODSERVICE CONSULTANTS SOCIETY INTERNATIONAL EUROPE-AFRICA-MIDDLE EAST
What are Hard and Soft Services?

**HARD**
- Building Repair & Maintenance
- M & E Plant
- Decoration
- Air Conditioning
- Plumbing & Drainage
- Lifts & Escalators
- Fire Safety

**Soft**
- Catering
- Cleaning
- Security
- Post
- Concierge
- Garbage/Waste
- Pest Control
Types of Contract

- Single Contract
- Bundled or Combined
- Local/Pan-European/Global
WORKSHOPS

BIM

FM

Tapices

Escorial
LUNCH IN THE EXHIBITION AREA
WORKING TOGETHER ABROAD
WORKING TOGETHER
ABROAD
Work Abroad, Get Ahead!

How to get things started?

Enough Knowledge?

Why Not Using Partner Networks?
Key Factors

- CULTURE + RELIGION
- PROJECT RUNNING TIME
- CURRENCY FLUCTUATION
- LEGAL AND GOVERNMENT RULES
- SERVICE PARTNER
- TRADITION
- EDUCATION
- FOOD WASTE

- LEGAL AND GOVERNMENT RULES
- FOOD WASTE
USA - Think Different
USA - Distribution Partners
USA - Hospital JFK New Jersey
USA - New Technology leads to more profit

US$ 105,174 savings per year
USA - Eating Habits

WHAT FRENCH KIDS EAT FOR SCHOOL LUNCH (IT PUTS AMERICANS TO SHAME!)

Photo: Bruce Tuten
USA - Food Waste

NYT Talks Trash—And That’s a Great Thing

The New York Times is talking trash—food trash. This week’s Food section features three compelling, informative pieces on food waste.

This is a guest article written by Food Tank Advisory Board Member Jonathan Bloom. Bloom is the author of American Wasteland and creator of Wasted Food. When he isn’t gardening, composting, or cooking with leftovers, he speaks and consults on the subject of wasted food.
USA - Food Waste

American Wasteland

HOW AMERICA THROWS AWAY NEARLY HALF OF ITS FOOD
(and what we can do about it)

Jonathan Bloom
USA - Food Waste
USA - Searching for New Solutions
USA - Latest Solution

Disposal of organic kitchen waste by vacuum technology - an integrated and ecological system.

Example: Flow chart of Meiko WasteStar
- Integrated disposal system for kitchen waste.

- Most hygienic disposal directly from working areas.
- Transport via vacuum to collection tank in waste room.
- No additional water consumption.
- Closed system without discharge of waste water.
- Biomass for biogas production and for composting plants.

Since 2002 Meiko WasteStar systems have been providing biomass to produce 9,700,000 m³ of biogas. This equals to 58,000 megawatt hours, the annual electrical consumption of a city of 50,000 inhabitants.
Latin America - Big Events

Rio 2016 Olympic Games
Paralympic Games

FAIRPLAY 2014

FCSI
Foodservice Consultants Society International
Europe-Africa-Middle East
Latin America - Growing Market
Latin America - Food Service extreme

The „Minera Escondida“ in Chile (one of the largest copper mines)

6000 employees dining daily

14,800 feet (3,050 m) above sea level
Latin America - Minera Escondida, Santiago de Chile

Casino Villa San Lorenzo

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<thead>
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<td>noise absorbing tunnel</td>
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<td>noise absorbing tunnel</td>
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<tr>
<td>70</td>
<td>sorting table with rollers</td>
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<td>basket shelf</td>
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<td>feeding roller table with sink and shower</td>
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<td>sorting table for small parts, mobile</td>
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<td>wet waste treatment unit AZP 80</td>
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Latin America - Key success factor
Professional Local Partner

Av. Fco. Bilbao 2970, Providencia, Santiago, Chile - Phone: (56-2) 2692117 - Fax: (56-2) 7176019 - email: info@p-e.cl
Antarctica - Food Service extreme

Base Antarctica Rey Juan Carlos – Isla Livingston (Shetland del Sur)
China - The Changing Face
China - Small Kitchens, but ….
Japan - Technology Driven
Asia - Consultant Communities
Asia - Different Hygienic Expectations
UAE - Prestige Project Driven
UAE - International Hotel Groups
Africa - The Power Continent

Africa has more mobile phone users than the U.S. or E.U.

**Summary:** In the past decade Africa trails only South Asia as the region with the largest mobile growth rate.
Eastern Europe - Hygiene Standards
Europe - The Old Continent
Door Opener for Key Accounts

F&B Workshop - W&S Europe
26-28 February 2014
Hilton Amsterdam
Door Opener for Key Accounts

Singapore
Czech Republic
Dubai
Finland
France
Russia
Switzerland
Israel
Kuwait
Australia
UK
Germany
Japan
The Netherlands
Finland
Belgium
Korea
Austria
Denmark
Greece

etc.
Design and Planning Service
Global technical Support and Tools

AUTOQUOTES
Technology Partner

MasterChef BIM

FCSI
FOODSERVICE CONSULTANTS SOCIETY INTERNATIONAL
EUROPE-AFRICA-MIDDLE EAST
Global Service Structures
Food Service Industry -
Your Solution Provider
Creativity: a user’s guide
Purpose of talk

● To consider what creativity is.
● To consider “pure” creativity in the arts, corporate creativity and applied creativity (a blend).
● This will hopefully help you to consider what kind of creativity you want to practise, and how to do it.
Definitions of creativity

● From Oxford University Dictionary re CREATIVITY

● The **use** of **imagination** or **original ideas** to **create** something;

● My definition: Original thinking to express ideas in a remarkable fashion.
Pure creativity

1. Very seldom art for art’s sake or creativity for creativity’s sake.
2. Often driven by pure motives and forced to consider MONEY later.
3. Anyway, here are some examples to consider.
Some examples of pure creativity

1) Picasso’s “Guernica.”

1) Longplayer.com.

1) Opera Up Close.

1) Sutton Hoo ship.
Picasso’s Guernica 1937
Opera up close La Bohème
Sutton Hoo “ghost” ship.
Sutton Hoo replica ship.
Conclusions re pure creativity

● Need to consider who is work for (artist or the audience)?
● Can be for either or both.
● Doesn’t consider financial implications necessarily (up to a point).
● Does consider creative integrity and authenticity.
● Benefits from creativity autonomy.
Corporate Creativity

1. Creativity applied to a specific situation with a tight brief.
2. Agency’s role is to execute the brief accurately.
3. Sometimes driven by imperative to be creative which can create unfortunate results
Corporate Creativity

● An attempt to move away from conventional supermarket and go for added value through design.
● Attempt to match product to store design.
● Now looks very corporate (was 2001 Twickenham).
Food store entrance
Corporate creativity, M and S Food store.
New store check outs
H and M, 5th Avenue.
“Instead of shelling out $58.4 million on a famous 12-foot tall balloon dog sculpture by Jeff Koons, you can now get your very own—sort of—for just $49.50, thanks to his collaboration with H&M. The limited-edition Balloon Dog leather cross-body bag will be carried in select stores across the United States, including Los Angeles, Chicago and Dallas, as well as online at hm.com beginning July 17th.”

“The partnership with H&M was really exciting for me and the chance to showcase one of my most popular works to a new generation of people was inspiring,” Jeff Koons has said. “H&M delivers great fashion season after season and it’s nice to see my work at their new store.”
Jeff Koons, Balloon Dog ($58 million)
Jeff Koons and poodle.
Conclusions on corporate creativity

- Works within a business model.
- Understands its audience.
- Understands budgets.
- Understands timing and ROI.
- “Commissions” creativity, but doesn’t always work.
- Works within boundaries which can be corporate or visionary.
Applied creativity

1) Applying truly original thinking to a business situation.
2) We will look at a range of applied creative businesses including a restaurant.
3) Creativity must be a happy bedfellow of the Business Model.
William Morris 1834 to 1896.
William Morris 1834 to 1896
Applied Creativity, radical wallpaper.
From William Morris to Ted Baker Grooming Room

- Innovative ways to extend brand
- All key decisions taken by Ray Kelvin the owner and originally a Glasgow shirt designer.
- They understand their demographic
- Not about how much turnover from Grooming Rooms, but rather about the re-enforcement of brand values and differentiation.
Ted Baker Grooming Room

Ted’s Grooming Room
Ted’s Grooming Room.
Vom Fass.

- Vom Fass is a retailer of wines, spirits and oils.
- It was founded in 1994 in Regensburg.
- It operates in 18 countries.
- It presents liquids in a unique way, leading on the drama of tasting and customer experience optimisation.
- The creativity lies in the product presentation and the unusual range of merchandise.
Using barrels as merchandising.
A colourful and tempting retail environment.
We Built This City. Xmas 2014.

- Pop up store selling cultural gifts.
- From limited edition prints to unusual ceramics and tea towels.
- 2 floor store in Carnaby Street.
- Based on output of craft and arts industries of UK who have very little retail distribution.
We built this city, books and pigeons.
Store sign
Viandas de Salamanca

● Creativity lies in the strong multi channel proposition and the execution in store of their strong vision.
● Specialise in ham and sausage products.
● Very successful launch of London store.
● Their market is very high quality foodies and a better type of convenience food.
● They make their product the hero and the shopfitting complements this.
● A highly expert approach with 3 different quality levels.
VIandas de Salamanca has maintained a special case in preserving some of the ancient techniques of traditional gastronomic culture with the aim of promoting "old-fashioned" consumption. This is the reason why in every store there are highly skilled cutters in charge of serving ham according to its requirements.
Tebay Services on M6 Motorway

- Completely different approach to Motorway services
- Was on Countryfile on BBC
- Based on authenticity and local producers
- Part of a local business which also runs a Hotel in the Lake District.
- Creativity lies in how they convey authenticity and local connection.
WE BELIEVE IN WHAT WE SELL

Meet our partners
PASSION FOR THIS PLACE
And its produce
Lido restaurant in Bristol

- Lido restaurant and swimming pool
- Inspired decision to put a restaurant in a swimming pool.
- Creative mind needed to do this.
- Total differentiation, could have been different by being worse
- Lido built in 1849 one of country’s oldest lidos
- Closed as a Lido in 1990, reopened by local community campaign and Arne Ringner following Grade 2 listing status by English Heritage.
Lido restaurant Bristol (Tapas).
Lido restaurant Bristol.
Lido restaurant Bristol.
My Conclusions

1) In the end there are no purely creative artworks as they always serve a purpose, for example making a statement about the consequences of war.

2) Corporate creative projects work for the client if an extrapolation of the current model is what is wanted or needed.

3) Applied creativity is the optimum combination of pure and commercial creativity.

BUT

“Authenticity is everything; if you can fake it you’ve got it made”, (from George Burns). IS THIS TRUE?
The key drivers of successful (applied) creativity?

- A strong VISION with an individual style, a viable business model.

- A single strong LEADER with a great creative eye.

- A BRIEF which gives the right amount of space for the right idea to be formed.

- A great core IDEA which works in online and offline channels.

- Create time to be creative OFF SITE.

- The CONFIDENCE to run with the idea, even if meets resistance.
Catering trade, my observations

- Very creative sector as differentiation is key.
- Obviously bedrock of business is delivery of high quality, good value product every time.
- However, do many restaurant genuinely differentiate?
- If the latest thing is eg Local Sourced products, how do you differentiate on that theme?
- Who helps you with designs, are they the same design agencies.
- Why not ask an artist!?
Food and Beverage Services at Airports: Trends and Innovation

José Manuel Fernández Bosch
Largest diversified portfolio of all airport types with 196 mill pax in 2104
7 Airports → 80% of commercial business
### Aena Commercial Activity 2014

<table>
<thead>
<tr>
<th>Service</th>
<th>Units</th>
<th>Sqm</th>
<th>% Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duty Free</td>
<td>77</td>
<td>45.0k</td>
<td>23.6%</td>
</tr>
<tr>
<td>Stores</td>
<td>377</td>
<td>50.0k</td>
<td>8.8%</td>
</tr>
<tr>
<td>Restaurants</td>
<td>321</td>
<td>121k</td>
<td>14.9%</td>
</tr>
<tr>
<td>Car Rental</td>
<td>154</td>
<td>539k</td>
<td>12.7%</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td>40.6%</td>
</tr>
</tbody>
</table>

**The importance of foodservice at airports: a key service for passengers**

- **Retail Service Penetration Index (%):**
  - F&B
  - Stores
  - Duty Free
  - Car Park
  - Car Rental

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FCSI EAME, Madrid, 27.03.2015
Our overall Pax profile ..... differs depending of the Airport

98 mill Departures Pax

- Business 18%
- Residents in airport’s region 28%
- Foreign 57%
- Luggage check-in 60%
- Connecting Pax 9%

Average Dwell Time
2 h 00 m

Men 52%

- Average age 38
- Average size group 2.2
- Average trips/year 4.3

Growing Low Cost Carrier & International Pax

FCSI EAME. Madrid, 27.03.2015
How have our clients’ needs changed?

“Monolithic” Service

Offer extension

Value for money

Innovation

Experience

FCSI EAME. Madrid, 27.03.2015
Transforming the customers’ needs into a complete and coherent offer

Fast Food
- Anchors
- Key for high volume segments
- “Home offer” for tourist pax
- Product/Price referents

Full-service Restaurants**
- Long dwell time for International Pax
- High-end Service
- Long opening hours
- Serving different customer needs
- Free-Flow vs. Table Service balance

Coffe-shops, Delis & Bars
- Convenience
- Niche
- Enjoy the moment
- Sense of place
- Trends
- Renown brands

High-end Restaurants
- Business travellers
- Last “indulgence” moment
- Experience
- Uniqueness

* Table service + * Food court
New brands incorporated

- Fast Food
  - McDonald's
  - Burger King
  - Subway
  - Rodilla
  - Costa Coffee

- Bakery/Coffee Shops
  - Paul
  - Espression
  - Café di Roma
  - Luatza

- Ethnic
  - Pastafiore
  - China Box
  - Lebab Factory

- Local
  - Mussol
  - Bellota
  - La Mary

- High end
  - Porta Gaig

FCSI EAME. Madrid, 27.03.2015
High street national and International brands are indispensable

**Fast Food**
- Hero brands only
- Key flow drivers
- High volume units

**Local Brands**
- “Sense of place”
- Airport identity
- Quality

**International Brands**
- Offer:
  - Bar, Coffee Shops, Pubs, Oyster bar
  - Home & renown brands
  - Quality & Certainty
  - Street prices
  - Higher sph

**Adolfo Suárez Madrid-Barajas Airport:**
from 18% to 79% of International Brands
F&B plays a key role in the ideal airport commercial lay-out

AS Madrid-Barajas Airport  Terminal T4.

- F&B
- Duty Free
- Luxury Retail
- Spacialty Retail
Adolfo Suárez Madrid-Barajas Airport (2012)... from monolithic offer...
Adolfo Suárez Madrid-Barajas Airport (now)...... to offer extension

MAS Q MENOS (508 sqm)

FCSI EAME, Madrid, 27.03.2015
Adolfo Suárez Madrid-Barajas Airport (2012)...... from basic service
Adolfo Suárez Madrid-Barajas Airport (now)...... to specialized service
Adolfo Suárez Madrid-Barajas Airport (2012)...... from “no brand”
MAHOURDID (597 sqm)
Adolfo Suárez Madrid-Barajas Airport (2012) from “no differentiation”
Adolfo Suárez Madrid-Barajas Airport (now) .... to “experience”
Adolfo Suárez Madrid-Barajas Airport: a few hero brands

BURGER KING (75 + 665) sqm

McCafé (592 sqm)
Terrace-Bars & Coffe Shops. A perfect fit with Spanish Airports

COSTA COFFE (183 sqm)

LIZZARAN (200 sqm)

HAGGEN DAZS (148 sqm)
High-end restaurants. Differentiation and Uniqueness

Barcelona-El Prat
PORTAGAIG
Carles Gaig

Adolfo Suárez Madrid-Barajas
GASTRO HUB
Paco Roncero

Málaga-Costa del Sol
DANI GARCÍA DELIBAR
Dani García

Alicante
SABOR A MAR
Rafa Morales

MICHELIN STARS

20 FCSI EAME. Madrid, 27.03.2015
Kirei by Kabuki: an example of adaptation to Airport Service

El Madroño
- Location: Land Side
- Size: 400 sqm
- Service: 1 – 1.5 h
- Meal/menu: wide
- ATV: > 70 €

Kirei
- Location: Air Side
- Size: 120 sqm
- Service: 30 min
- Meal/menu: Express Gastrobar
- ATV: 30€ - 40€

Adolfo Suárez Madrid-Barajas Airport

FCSI EAME. Madrid, 27.03.2015
Complexity of F&B at airports makes “large operators” more relevant

- Very long “service opening time”: 16h to 24h
- Large airports with high number of units
- Unbalanced value per unit
- Unionized and “tenured” workforce
- High demanding fees from airports
- Difficult balance in the formula: Products / Quality / Service / Profitability

FINANCIALLY STRONG

- Ability to manage complex workforce
- Ability to bring-in brands
- Innovation in sales and Customer Service
Key challenges for F&B in Airports

- Value for money
- Length of the contracts → renovation and innovation
- CRM, targeted and suggested sales, promotions, cross-selling

- Use of Technology to improve service level and spend per passenger

Tables | Videowalls | Digital Menuboards and cash dro

Double ticket:
- Promotions
- Survey
AS Madrid-Barajas Airport GastroHub (826 sqm)
Chef Paco Roncero (2 michelin stars)
AS Madrid-Barajas Airport Caffricio (206 sqm)

AS Madrid-Barajas Airport Fly&Fishhh! (175 sqm)

AS Madrid-Barajas Airport Lavazza (300 sqm)

A Coruña Airport La Pausa (558 sqm)
Innovation: fresh style

Gran Canaria Airport **SURF CROSS** (130 sqm)
Arrivals Land Side
Thank you