

FOODSERVICE CONSULTANT

is the quarterly print magazine, website, app and weekly e-newsletter for members of Foodservice Consultants Society International (FCSI). The portfolio provides **insight, opinion and intelligence** for professionals in the foodservice industry globally.



Why you need to reach out to FCSI members

Founded in 1955, Foodservice Consultants Society International (FCSI) is a global leader in foodservice and hospitality consulting. It provides guidance and support to its worldwide membership of over 1,500, working in over 60 countries.

FCSI aims to promote professionalism in the foodservice and hospitality industry by engaging with its members on a regular basis, offering advice and giving them access and insight into the latest news, views and developments shaping this fast-moving sector.

FCSI members are recognized as industry experts, providing specialized knowledge and guidance to their clients based on the latest trends, standards and innovation. They offer a wide range of consulting services to clients across the foodservice and hospitality sector, helping them to achieve lasting excellence in their endeavors.



The editorial content in *Foodservice Consultant* appeals to the broadest range of FCSI members worldwide. Each quarter the magazine is distributed to all members, plus a wider audience of senior decision-makers in the foodservice and hospitality industry.

The intelligence offering the latest news, reviews, opinion, insight and innovation from across each FCSI region.

Briefing addressing technical/regulatory issues across the Americas, Asia Pacific and Europe, Africa & Middle East.

Each quarterly global edition includes clearly delineated regional sections, reflecting the three FCSI divisions:

- This format ensures content is focused on each regional audience while informing readers of trends and developments in other regions. Content includes data on key trends, as well as profiles of leading operators and consultancies. *Foodservice Consultant* offers advertisers the opportunity to engage with an influential audience on a regional and global level across print and digital platforms.

C

heir to the family business, the 30-year-old entrepreneur is already making a name for himself in the world of sustainable fashion. He is the founder of the brand "KLEIN", which is dedicated to creating high-quality, sustainable clothing. His vision is to revolutionize the fashion industry by combining style with environmental responsibility.

When it comes to sustainable fashion, Klein is a pioneer. He believes that fashion should not only look good but also do good. His brand uses organic cotton and recycled materials, ensuring that every piece of clothing is eco-friendly. Klein's commitment to sustainability has earned him a loyal following of customers who value ethical fashion.

But Klein's journey hasn't been without challenges. He has faced skepticism from traditional fashion brands and had to overcome financial hurdles. However, his passion and dedication have kept him going. He continues to innovate and expand his brand, aiming to make sustainable fashion the norm rather than the exception.

Looking ahead, Klein is excited about the future of his brand. He plans to launch new collections that incorporate even more sustainable practices. He also aims to educate the public about the importance of sustainable fashion and the impact of their choices on the environment.







Small Text: This image is part of a larger campaign promoting sustainable living and ethical fashion. It highlights the brand's commitment to environmental friendliness and social responsibility.

Life Cycle

Having discussed this career opportunity, the variety of options available to you, and the importance of the "Life Cycle" in your career development, it's time to take the next step. We encourage you to explore the various paths available to you and to consider the long-term impact of your choices. Remember, your career is a journey, and every step you take counts.



It's about energy, passion, and the ability to connect with others. This is the heart of the "Life Cycle" concept, which emphasizes the importance of personal growth and the impact of your actions on the world around you. The "Life Cycle" is not just a theoretical concept; it's a practical guide to living a more meaningful and sustainable life. By understanding the "Life Cycle," you can make better decisions about your career, your relationships, and your future. It's about taking control of your destiny and creating a life that is truly yours.

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[illegible]



DRIVING DESIGN WITH A PASSION FOR PEOPLE

Roger Goodell, NFL's most influential sports executive, says: "After 15 years, I'm still thinking about how to meet the needs of fans, and how to drive the business forward. I want to ensure that the fans have the best experience possible, and that the league is a place where everyone can thrive." *By [illegible]*



CONDUCTING THE ORCHESTRA

Tim LePore, CEO of Sun Life, says: "I've been in the industry for 20 years, and I've seen a lot of changes. But one thing is true: The industry is still a place where everyone can thrive. I want to ensure that the company is a place where everyone can thrive." *By [illegible]*



"I've been in the industry for 20 years, and I've seen a lot of changes. But one thing is true: The industry is still a place where everyone can thrive. I want to ensure that the company is a place where everyone can thrive." *By [illegible]*

Editorial calendar

For 2022 each edition of FCSI's *Foodservice Consultant* will explore all elements of a central theme. This follows the Sustainability edition in Q3 2021 and the Innovation edition in Q4 2021

Q1 2022 - The people edition

Focusing on the most important aspect of the foodservice industry – before projects and products come people. This edition will focus on the leaders taking the industry forward against a backdrop of the aftermath of a global pandemic.

Q2 2022 - The growth edition

Foodservice Consultant will laser in on every aspect of growth within the industry – from expanding into new countries or different market segments to dealing with new clients and growing a company by adding clients, staff members or product lines.

Q3 2022 - The disruption edition

This edition will focus on the factors that are turning the industry on its head – and driving it forward. We will hone in on the forces that are changing foodservice: new technology, other sectors, the labor market, global pandemics; and outline the leaders who are setting the bar for new solutions to these challenges.

Q4 2022 - The future edition

As we approach the end of the year, we look at the likely direction of travel in the foodservice and hospitality sector and who is driving the trends. Where is foodservice consulting heading and what are the technology, the trends and people to look out for in 2023 and beyond.

All editorial and contributors are subject to change

**FOODSERVICE
CONSULTANT**

FOODSERVICE CONSULTANT

Q3 2021

CONTENTS

NEWS & VIEWS

WELCOME LETTERS
From your FCSI Worldwide president and regional chairs



ONLINE ROUNDUP
Find out about additional content on the fcsicorp website

AROUND THE WORLD
What's going up around the globe



THE INTELLIGENCE
The Secret Chef has something to say about the staff shortages facing foodservice businesses. The Talkback panel, with representatives from the US, UK and Singapore, ponder what sustainability means to each of them. There's a call for responsible foodservice businesses to take a lead on mitigating climate change plus industry news from all FCSI regions.

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The Australian chef/restaurant tells Tina Watson about his novel approach to cooking and serving fish. Will his purpose drive growth?

46 The FCSI Interview
After 50 years in foodservice consultancy, Stephen Arnold FCSI has plenty of stories about the business to relate. Michael Jones listens.

50 Company spotlight
Gork's CEO Paolo Cardinale and MD Alessandro Torrelli explain how the firm has thrived in the market with an understanding of its clients' needs.

63 Operator profile
Going from one store in Milan to 40 across Europe, Polesi Horens is a first-class success story. Co-founder Matteo Polesi tells about his vision.

COVER STORY

54 Foodservice 2021: sustaining staff

Foodservice businesses have met the challenge of the worldwide pandemic with ingenuity and hard work. Now different issues are becoming apparent as a shortage of people willing to work

in the industry threatens to finish what the pandemic started. Tina Watson talks to industry professionals about the necessity to start investing in hospitality staff, their physical and mental wellbeing, and creating workplaces that are a joy to work in and encourage more workers into foodservice.

"I've always wanted to create a workplace that was disciplined but friendly... making people happy about working here"



WORLDWIDE

THE AMERICAS

ASIA PAC

EUROPE

2022 supplements:

Q1 2022

FCSI The Americas Annual Conference 2022: preview guide

FCSI EAME Conference: preview guide

Q3 2022

FHA 2022

Comprehensive coverage of the FHA Show taking place in Singapore 25th October - 28th October 2022 including interviews with organizers and speakers behind the event.

- Copy/materials due 26 September 2022

Q4 2022

A year in review 2022

A celebration of the people, projects and products that shaped the year.

NAFEM 2023 and FCSI The Americas Symposium 2023: preview guide

A comprehensive guide to the 2023 Symposium from FCSI TAD, taking place in Orlando, Florida. Featuring interviews with Symposium speakers and the event organisers, a full conference program and a wrap-up of how to spend down time in Orlando, this is a must-have for conference attendees.

- Copy/materials due 6 December 2022

Digital supplements

Special supplements are integrated into the magazine and published separately as standalone digital supplements. Special innovation reports, planned for 2022 include hot side/cold side technology; refrigeration; charcoal and open fire cooking; sustainable technologies.

All editorial and contributors are subject to change

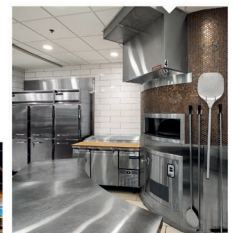
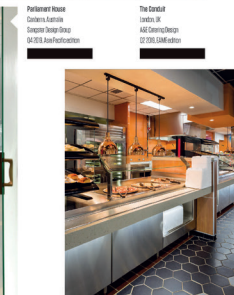
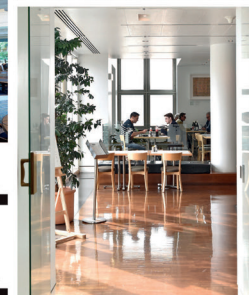


PROJECTS

2019 projects

Creating spaces

Here is a look back at some of the stunning projects around the world worked on by FCSI Professional members and featured in the pages of *Foodservice Consultant*.



The website

17,500

Average monthly page views in 2021
14,150 average monthly unique users in 2021
02:50 average session duration in 2021

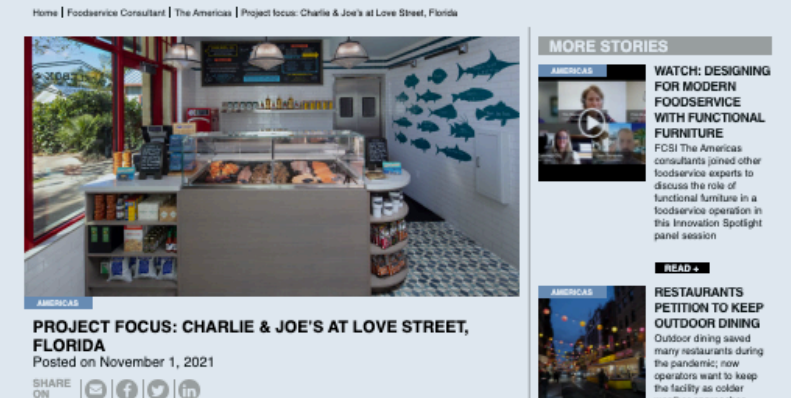
The FCSI website, **fcsi.org**, contains a wealth of information for FCSI members and non-members as well as an extensive array of extra content only available online.

The content is categorised by region for relevance and features interviews with FCSI members, operators and industry analysts on a wide range of topics concerning the global foodservice sector. The site features blogs, news and in-depth articles on compelling subjects such as food waste, operator growth and M&A and industry innovation.

The website is supported by Twitter, Facebook, LinkedIn, Google+ and other share functions, enabling members to engage immediately with content while on the go.

Advertising positions on the website include banners and MPUs, while full take-overs of the site are also available.

Foodservice Consultant magazine also has an accompanying downloadable digital version.
<https://www.fcsi.org/foodservice-consultant/past-editions/>



Teads in article video

Video is run of site across FCSI.org and plays automatically as you scroll down the article.

Teads gives the best ROI – The ~1% click thru rate (CTR) is more than five times better than the standard units running on the website. The additional benefit of the format is the ability to understand where users stopped watching, we can break this down into 25% segments.

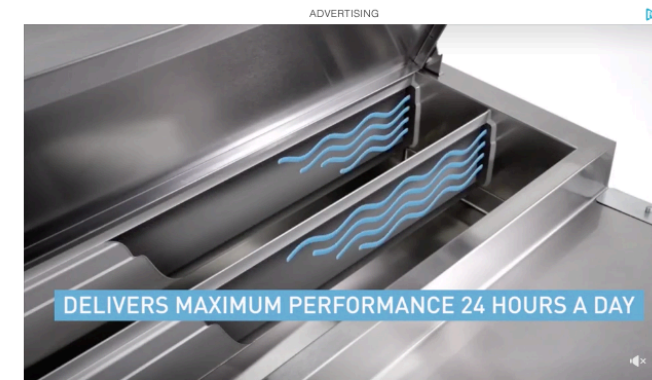
- Autoplay within the editorial text
- High engagement
- 30-second video run of site
- 6,000 views with 25% watching the full video
- Approx 1% click thru rate
- Campaign duration is monthly
- Approx 13% completion rate

consultant on their team? Tim Smallwood FFCSI gives his opinion

I have been asked over the years if a design consultancy and their clients benefit from having a management advisory services (MAS) consultant on the team, or if specialist design teams can be stronger without the need to collaborate with MAS consultants.

There are of course some practices that are genuinely hybrid, but I'm not talking about those, except wondering if they work separately or together on projects.

No, the questioner is really asking, "can a design consultancy achieve better results by having a MAS consultant on their team?" At this point others might logically also raise the question whether an MAS consultancy can benefit from having a design consultant on their team.



The answer in some way might go to the point of who we are as FCSI consultants. Currently we qualify for membership by rising through levels of experience rather than proven competency. In many cases a member's competency is demonstrated through educational qualifications but is not mandated in FCSI membership as in other professions.

But then other professions do not accept the qualifications of practitioners from jurisdictions other than their own and so are not global organisations such as FCSI – and there are very few global tertiary courses directly focused on the design of commercial kitchens that can be mandated for full global membership.

Developing experience in the field

From the MAS perspective, I believe completing a degree followed by an MBA from a well-known university does not qualify you as a "consultant" It takes the experience of working as part of a team on a range of projects over time to develop the necessary experience to give valuable advice to clients.



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30% Average open rate

Every week an emailed newsletter, featuring collated stories from the fcsi.org website, is sent to senior decision-makers in international foodservice, including every FCSI professional member.

The e-newsletter rounds up the latest, most interesting stories featured on the site, including news, views and analysis of trends in the sector.


The e-newsletter features a number of advertising positions, including leaderboards, a double MPU and sponsored content opportunities.

As well as the regular weekly e-newsletter, special themed e-newsletters are also mailed on an ad hoc basis. Focusing on subjects such as 'Sustainability', 'Technology' and 'Innovation' these special e-newsletters also contain sponsorship and advertising opportunities.

The e-newsletter is a highly impactful way to promote other digital initiatives such as podcasts or a series of virtual panel discussions, supported by the brand.


[illegible]

Top leaderboard



Introducing the first of its kind live awarding course for foodservice operations that saves costs, reduces Fireworks!

[View this event](#)
[View this event](#)



FOODSERVICE CONSULTANTS SOCIETY INTERNATIONAL

FOODSERVICE CONSULTANT

Where prevention is an imperative

The importance of making a commercial kitchen – or indeed any workplace – safe against the danger of fires, cannot be overstated. In 2021, there are simply no excuses to not ensure that kitchen spaces set up to prevent and detect fires as effectively as possible – as well as to have suppression systems in place to limit their capacity should an issue break out.

Sadly, this is not always the case. The danger of kitchen fires will always be present in an environment where food is cooked over related fires and electrical equipment is in constant use. Human error can be a factor as can equipment malfunctions. Mitigating against those dangers though, must be an absolute.


That's why the latest CSFI consultant roundtable, supported by Hobas, explores the topic of [fire safety in the kitchen](#) and whether we collectively as an industry can do a better job to prevent them from happening.

The roundtable features consultants CSFI Senior Associate Melissa Mann, Principal, Foodservice Design Professionals and Keith Short CSFI, Vice President, Design and Construction Services at Delanteo Engineers + Associates, plus Jeremy Lovette, Director – Global R&D, Hobas Group. It's a great watch and well worth 20 minutes of your time this week.

Those who enjoy FCSI Webinars, [watch us here](#). We've updated five videos in the past couple of weeks and there are still a couple more scheduled episodes to come later this month, as well as the next episode in [CSFI's Sustainability Series podcast series](#), supported by Ecobac Professional. Much to enjoy and to learn from. These it's all being the usual.


[Michael Jones](#), editorial director, Foodservice Consultant
[@michaeljones17](#)

WORLDWIDE



[Watch CSFI's roundtable on fire safety in commercial kitchens](#)

From design implications to preventative technology, leading consultants and Hobas Group's global R&D director look at how the industry can collectively do a better job of fire safety.



Introducing the first of its kind live awarding course for foodservice operations that is an all day 2021 Hobas Fireworks!

Hobas Fireworks! includes the topics of fire detection, suppression and equipment or structure. When an emergency threat is recognized, the fire alarm system initiates the risk of a kitchen fire with Hobas Fireworks!

[View this event](#)

MORE FROM CSFI.ORG

[Designing for Hobas's Foodservice with Functional Features](#)

[Options: The Do or Don't on the Hospitality Menu](#)

[Options: Menu Design in the era of the Hospitality Menu](#)


[CSFI's Innovation Spotlight panel on how technology can help operations](#)

[CSFI's Future food roundtable: The future of foodservice operations](#)

LATEST MAGAZINE

Click here to read the Q3 2021 edition of Foodservice Consultant

[View this event](#)



We don't just support, we inspire

– **Sponsored content**

Double MPU

Bottom leaderboard

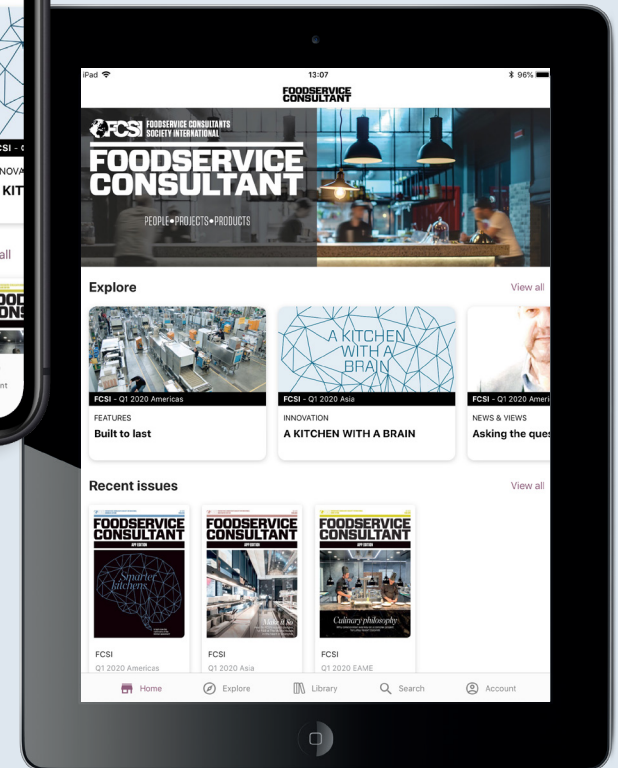
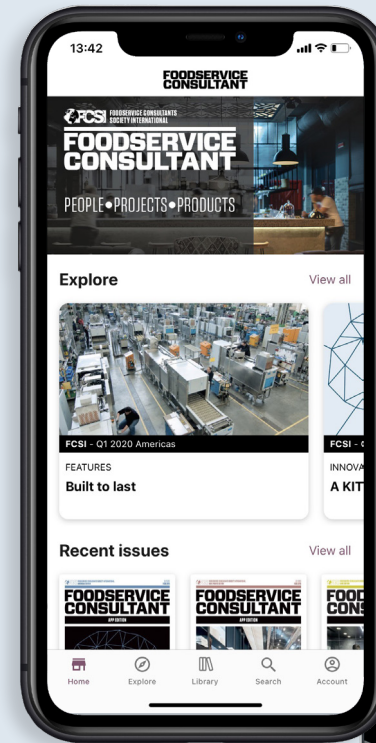
The app

\$0

Free to download for all users

On iTunes and Google Play

FCSI's *Foodservice Consultant* magazine app is completely free to download on iTunes and Google Play. The app collates highlights from each edition of the magazine, while the latest editions are all presented in a fresh, new, easy-to-navigate layout. It's a much-improved user experience, while still retaining key features, such as the 'Find a member' search function.



Roundtable sponsorship

Offering high-level insight and debate from a hand-picked attendee list, roundtables allow sponsors the opportunity to get close to an expert audience of industry leaders.

- Held during major, international industry shows, in a meeting room/hotel conference room. Closed door event (i.e. not open to the public)
- Industry specialists, including leading consultants, operators, end-users (and representatives present from sponsor)
- Chaired by the *Foodservice Consultant* editorial team
- Topics based on key industry challenges
- Write-up in the following issue – five or six pages of coverage, with sponsor's advert alongside it
- Digital advertising within the e-newsletter and on the website to support the magazine activity
- All material, print, photography and video can be used by the sponsor for their own marketing purposes once published by FCSI
- Can be made into a bespoke supplement to use as marketing material, if desired

Virtual roundtables are available for sponsorship. Check out the *Foodservice Consultant* YouTube channel for examples.

https://www.youtube.com/channel/UCZVuZW_jxtO6uJojObDv0zg/videos



Panel discussion sponsorship

This is a great way of promoting instant brand engagement with an audience, more informal than a roundtable can be, and will help drive traffic to the booth.

- Location: during an event at the sponsor's booth
- Consultant-led
- Chaired by the editorial team of *Foodservice Consultant*
- Topics based on key industry challenges, e.g. energy saving and sustainability, innovation and new trends
- Perceived endorsement as hosted at the sponsor's booth
- Includes video and editing, which the sponsor will be given for use across their own channels
- Promotion is purely online – FCSI website and social media

We hope to recommence panel discussions at live events in 2022. In the meantime, virtual panel discussions are available for sponsorship. Check out the Foodservice Consultant YouTube channel for examples.

https://www.youtube.com/channel/UCZVuZW_jxtO6uJoJobDv0zg/videos



Podcast sponsorship

FCSI's podcast series

In 2019 FCSI launched its highly successful '*Dynamic Design*' audio podcast series, which was back for a second season in 2020 and was nominated for a 2020 International Content Marketing Association award. It also launched a three-part '*Future Customer*' series and a new '*Sustainability Lowdown*' podcast series, which is back for a second series in 2021. All three series feature one-on-one interviews with leading FCSI Professional members.

The latest addition is the '*Sustainability Stars*' podcast, which features interviews with individuals whose pioneering sustainability initiatives are changing the industry for the better.

Audio podcasts are the perfect way to present compelling stories in a very digestible format, at only 10-20 mins per episode. Podcasts are a very popular medium with people able to listen and be informed on the move.

Sponsors can option three episodes, one per month across three months. FCSI Professional members are interviewed by the *Foodservice Consultant* editorial team. The sponsor will get a promotional plug at the beginning and end of each episode, highlighting that the series has been brought to you in association with the sponsor.

These are a great way of getting closer to FCSI consultants, having the brand associated with important industry topics and reaching a digital audience.

Listen to the series here:

<https://soundcloud.com/user-184048058>

<https://soundcloud.com/fcsi-dynamic-design>

<https://soundcloud.com/sustainabilitystars>

Get in touch to find out more

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New series name

Supported by



Your logo here

2019 reader research

69%

of respondents said the design of the FCSI website was either high/very high quality

75%

of people said the editorial content on the FCSI website was either high/very high quality

8/10

either agreed or strongly agreed that the FCSI website met their needs

30mins

The average time spent reading *Foodservice Consultant* magazine

95%

of respondents say *Foodservice Consultant* magazine is well designed

90%

of respondents say the editorial content on *Foodservice Consultant* magazine is either high or very high quality

1/2

over 1/2 say magazine is better than other industry publications

81%

of respondents say *Foodservice Consultant* magazine is a valued part of their FCSI membership

Rates and deadlines

Copy/materials deadlines

Q1 (March 2022)*

Copy/materials due February 9, 2022

Q2 (June 2022)*

Copy/materials due May 11, 2022

Q3 (October 2022)*

Copy/materials due August 10, 2022

Q4 (December 2022)*

Copy/materials due November 9, 2022

Supplement costs

1 x full page advert – \$2,266

1 x DPS advertorial – \$3,059

This can include either a two-page advertorial (DPS) or a single ad page (inside front cover or outside back cover).

Sponsorship of the supplement – \$7,920

This will include a DPS advertorial, single page ad and front cover branding.

*Discounts on volume booking (x2 = 5%, x4 = 12%). Positional guarantees for non-cover sites will incur a 10% loading. Advertorials and non-listed formats will be POA. Loose and bound-in inserts will be POA

** Special discount for FCSI members, 16% off all above rates

** * FCSI discount does not apply when booked through agency

Magazine* (all figures in USD)

Region	Inside front	Inside Back	Outside back	Double page spread	Full page	1/2 page (h)
All regions	\$9,931	\$9,931	\$9,591	\$12,059	\$7,689	\$4,800
Americas	\$5,165	\$4,949	\$5,385	\$6,753	\$4,304	\$2,625
Asia Pacific	\$4,382	\$4,122	\$4,481	\$5,617	\$3,533	\$2,186
EAME	\$5,165	\$4,949	\$5,385	\$6,753	\$4,304	\$2,625
Americas/Asia	\$7,165	\$6,869	\$7,459	\$9,004	\$5,971	\$3,641
Americas/EAME	\$7,357	\$7,165	\$7,683	\$9,274	\$6,150	\$3,750
Asia/EAME	\$7,165	\$6,869	\$7,459	\$9,004	\$5,971	\$3,641

e-newsletter

	Duration	Rate
Takeover	Weekly	\$6,556
Sponsored content	Weekly	\$1,639
Double MPU	Weekly	\$2,971
Top/bottom leaderboard	Weekly	\$1,697

Website**

	Duration	Rate
Website takeover	Daily	\$1,093
Skin	1 month	\$4,371
Video	1 month	\$5,227
Leaderboard	1 month	\$3,278
MPU	1 month	\$2,732
Double MPU	1 month	\$3,414

Specifications

Proofs

- If an accurate, validated hard copy proof is not supplied, pcp cannot be held responsible for the reproduction of advertisements.
- Digital proofs must be 100% of the final size and must be produced from the exact pdf file supplied.

Some points to note

- Type reproduced as solid is to be no smaller than 6pts.
- All reverse lettering should be no smaller than 10pts, avoiding fine serif fonts.
- As perfect bound publications cannot be opened out flat, there is always a certain amount of the page in the spine area that cannot be seen. Where possible avoid pictures and diagonals across spreads as the final alignment cannot be guaranteed. Full guidelines, in English, can be downloaded from <http://www.fcsi.org/foodservice-consultant/about-foodservice-consultant/contact/>

File supply

- All files must be submitted as pdf/x-1a:2001 as per the pass4press guidelines. [Http://www.Ppa.Co.Uk/resources/guides-and-standards/production/pass4press/](http://www.Ppa.Co.Uk/resources/guides-and-standards/production/pass4press/)
- A bleed area of 3mm (0.12") On all four sides must be provided.
- All images should be saved at a resolution of 300dpi or over.
- Resolution of one bit images (either regular images or image masks) shall not be below 550dpi.
- No type should be placed within 10mm (0.39") Of the trim area.
- All dps files must be supplied as single page elements. There must only be one page to each pdf file. Each page must be supplied with an allowance of 2mm (0.079") Either side of the gutter.

Sizes (all sizes are height x width)

Full page

Trim: 265 x 210mm (10.43" x 8.27")
Bleed: 271 x 216mm (10.67" x 8.50")
Type: 245 x 190mm (9.65" x 7.48")

Double page spread

Trim: 265 x 420mm (10.43" x 16.54")
Bleed: 271 x 426mm (10.67" x 16.77")
Type: 245 x 400mm (9.65" x 15.75")

Half-page horizontal

Type: 118 x 190mm (4.65" x 7.48")

Digital adverts

Files should be supplied in jpg or gif format and no larger than 200kb. Animation is permitted.

Please provide a valid URL for all adverts.

Website

Leaderboard: 728pixels x 90 pixels (width x height)
MPU: 300pixels x 250 pixels (width x height)
Double MPU: 300pixels x 600 pixels (width x height)

E-newsletter

Leaderboard: 728pixels x 90 pixels (width x height)
Double MPU: 728pixels x 300 pixels (width x height)
MPU: 300pixels x 250 pixels (width x height)
Sponsored content: 636 pixels x 334 pixels (width x height), 400-800 word article with a header and standfirst. Short title and summary of 20 words maximum to be used in the newsletter.

All files must be accompanied by a contact name, telephone number and email address.

Files can be emailed to:
**production@
progressivecontent.com**

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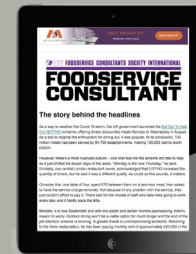
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**FOODSERVICE
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DELIVERING CERTAINTY IN UNCERTAIN TIMES

In print, digital and via events, FCSI's portfolio helps your brand
reach every Professional member consultant, worldwide



FOODSERVICE CONSULTANT IN PRINT ● ONLINE ● IN YOUR INBOX

To advertise across these channels contact: sales@foodserviceconsultant.org



fcsi.org

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