

THE MAGAZINE FOR **RETAIL & RESTAURANT** MAINTENANCE, OPERATIONS & CONSTRUCTION

RETAIL & RESTAURANT

DECEMBER 2019 / JANUARY 2020

FACILITY BUSINESS®

INSIDE: 2019-20
Signature Vendor
Spotlight, **p. 20-45**

PUMA's Big Leap

PUMA has opened its first flagship store in North America, located on Fifth Avenue in New York City.

Plus:

- Addressing Water Damage On A Low Slope Roof
- How Restaurants Can Help Reduce Plastic Waste
- FM: Leveraging The Power Of Predictive Analysis
 - Food & Beverage Takes Center Stage
 - The Pros Of Professional Power Washing
 - 'Smart Parking' During The Holiday Rush



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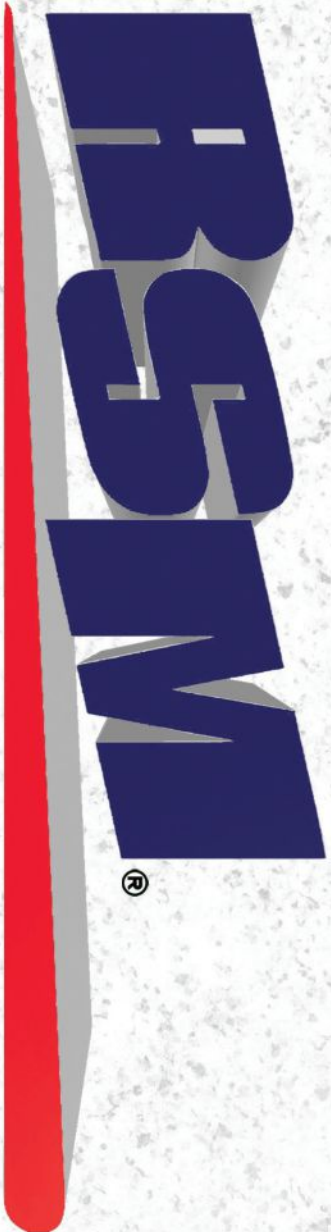
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Spotlight on Service

Welcome to our annual Signature Vendor Spotlight issue, which highlights 12 leading vendor companies representing a variety of FM trades, from energy management to roofing. Each company we chose to profile offers a standout, signature service that is valuable to our readers, many of whom are facilities managers of retail or restaurant chains. Be sure to check out all the great companies represented here, beginning on page 20. If you'd like to be part of next year's Signature Vendor Spotlight issue, please contact Scott Royal at sroyal@francemediainc.com.

On our cover this month is PUMA, a global brand we all know and love, and which has stores all over the world — but no dedicated flagship in the U.S....until now. In August, PUMA opened its first flagship in North America along Fifth Avenue in New York City — putting down firm retail roots in the U.S. and making an impressive statement, too. This state-of-the-art experiential store is unlike any you've seen before; check out our cover story on page 16 to learn (and see) more.

In addition to covering PUMA and bringing you our Signature Vendor Spotlight sec-

tion, the December/January issue is also packed with columns from industry experts. Story topics include roofing, waste management, facilities management, leasing & management, power washing and parking lots.

Enjoy the holiday season, and we'll see you again in 2020!

Thanks for your support,



Scott France
President/Publisher



M. Scott Royal
Associate Publisher



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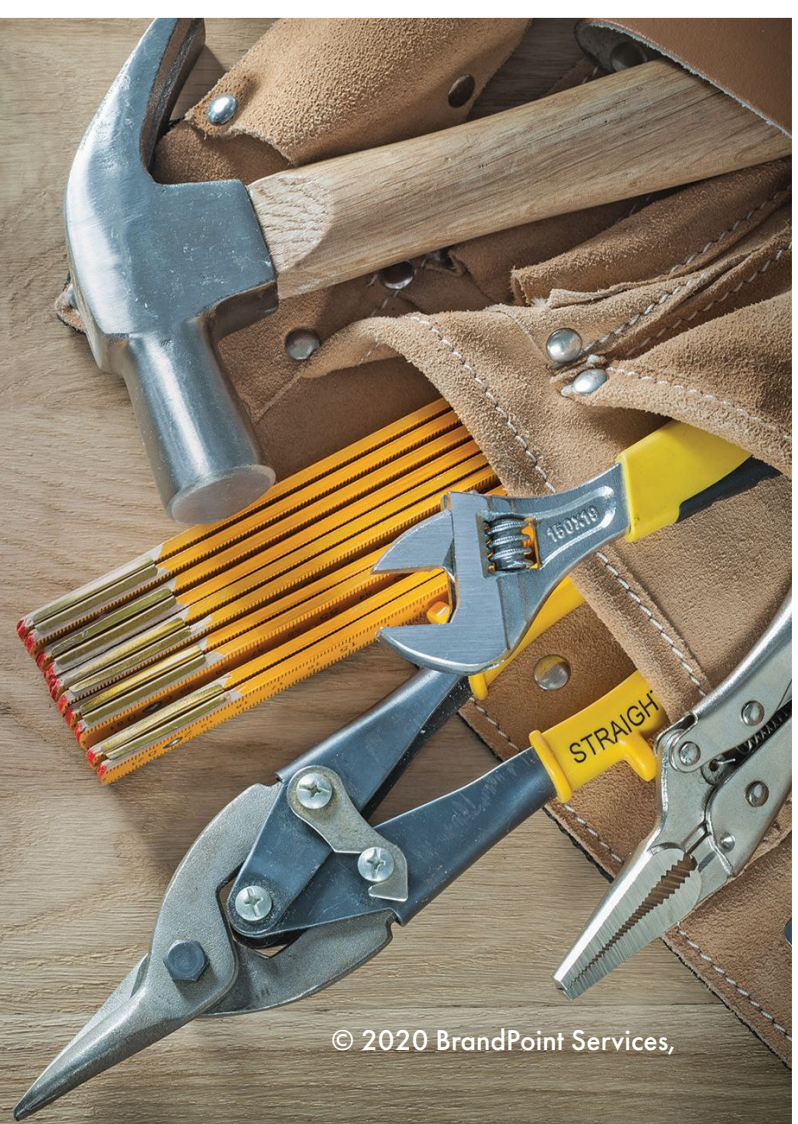
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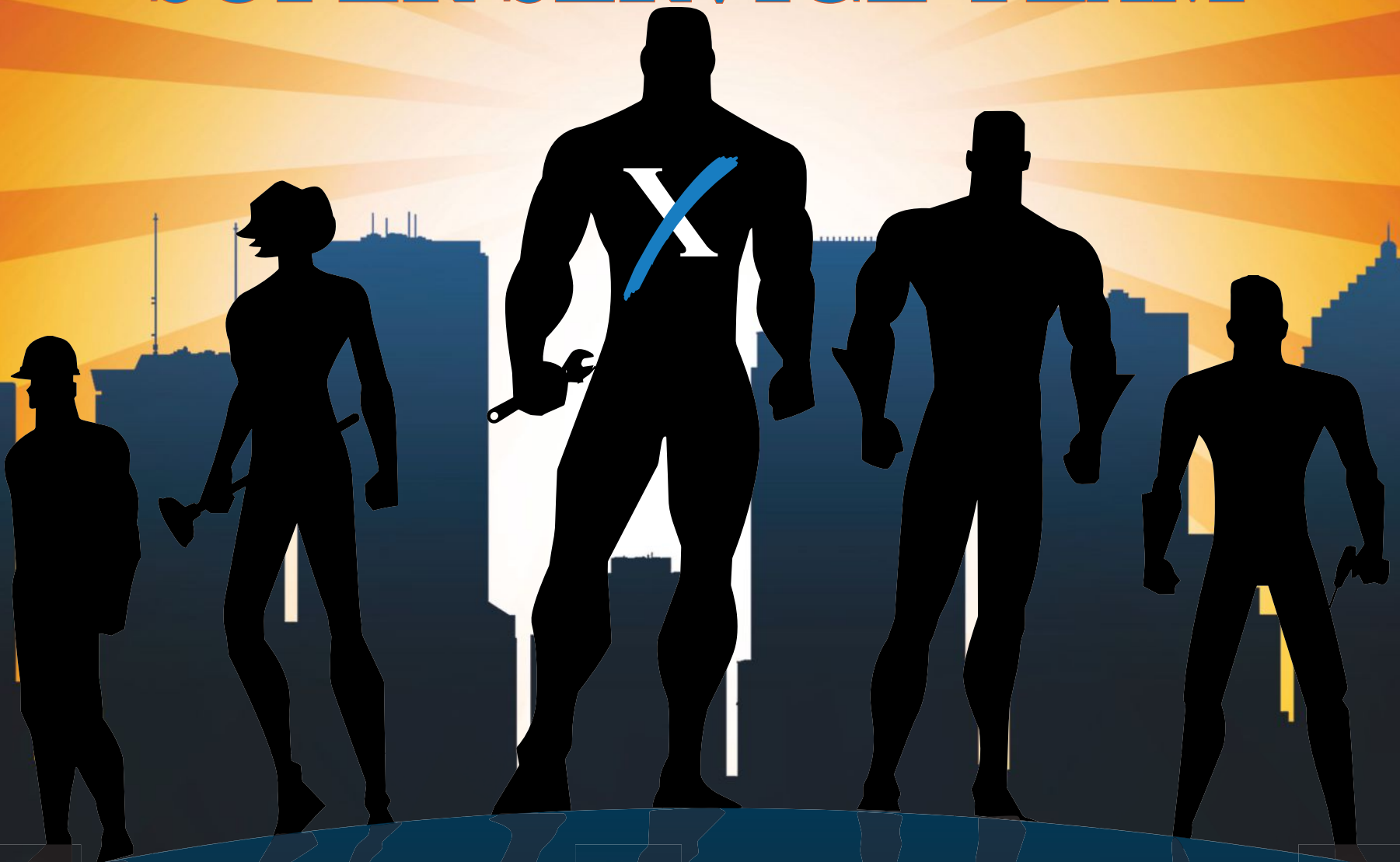
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RETAILER NEWS



In October, JCPenney unveiled its brand-new store, a completely reimagined format just outside of Dallas in Hurst, Texas. As the company noted in a press release, "it is experiential at its core, and a direct result of what today's shoppers want from a retailer."

LVMH TO ACQUIRE TIFFANY & CO. FOR \$16.2 BILLION

Paris and New York City — LVMH Moët Hennessy Louis Vuitton SE (LVMH), the world's leading luxury group, and Tiffany & Co., the global luxury jeweler, have entered into a definitive agreement whereby LVMH will acquire Tiffany for \$135 per share in cash, in a transaction with an equity value of approximately €14.7 billion or \$16.2 billion. The transaction is expected to close in the middle of 2020. Founded in 1837 when Charles Lewis Tiffany opened the first store in downtown Manhattan, Tiffany today is the leading luxury brand originated in the United States; it has more than 300 stores around the globe. The acquisition of Tiffany will strengthen LVMH's position in jewelry and further increase its presence in the United States. The addition of Tiffany will transform LVMH's Watches & Jewelry division and complement LVMH's 75 distinguished Houses. LVMH's acquisition of Tiffany has been approved by the boards of directors of both companies, and the Tiffany board of directors recommends that Tiffany shareholders approve the transaction with LVMH. Citi and J.P. Morgan are serving as financial advisors and Skadden, Arps, Slate, Meagher & Flom LLP is serving as legal counsel to LVMH. Centerview Partners LLC and Goldman Sachs Co. LLC are serving as financial advisors and Sullivan & Cromwell LLP is serving as legal counsel to Tiffany.

JCPENNEY UNVEILS REIMAGINED PENNEY'S STORE

Plano, Texas — In October, JCPenney unveiled its brand-new store, a completely reimagined format just outside of Dallas in Hurst, Texas. As a brand-defining store, it is experiential at its core, and a direct result of what today's shoppers want from a retailer. The store is built around data and insights learned from more than a year of extensive customer research. Customers will be immersed in shopping nirvana in the All-You zone showcasing fashion jewelry and accessories, Sephora® inside

JCPenney and the Salon and Spa by InStyle®, helping them bring the finishing touches to their look. Penney's introduces its first barber shop, The Barbery, that offers a fresh cut, shave and shoeshine. The company is working to make shopping easier with two The Styling Rooms, one for women and one for men. These are equipped with innovative Style @ Your Service technology to help get new sizes or colors without leaving the fitting room and staffed with dedicated style experts, free of charge, who can help pull together the best look for any occasion. Penney's partnered with Pinterest to help customers who are looking for a home refresh to find the inspiration they need through an in-store style explorer. After answering a few home décor preference questions, shoppers will be presented with a curated Pinterest Board featuring JCPenney home products that best meet their needs and match their style. Also included is Style + Substance, which offers lifestyle workshops on topics such as how to achieve the perfect blowout, smoky eye and even demos of the latest cooking gadgets. The Movement Studio creates a health and wellness destination with instructor-led classes, as well as a full assortment of private and national brand activewear. The store also has a kid's destination with a clubhouse where kids can see artwork come to life and participate in the company's Kids Zone events. Thirteen percent of the store has been dedicated to 11 lounges, including a parent lounge. Customers can also refuel and get a caffeine fix at the Pearl Cup Grab + Go or the Pearl Cup Bistro. For decades, the JCPenney Portrait Studio has been capturing family moments, which is reimagined through the first-ever Shutterfly Picture Pop Selfie Studio. J. C. Penney Company, Inc., one of the nation's largest apparel and home retailers, has approximately 850 stores across the United States and Puerto Rico.



NEW EAR PIERCING EXPERIENCE TO EXPAND PHYSICAL RETAIL PRESENCE IN 2020

New York City — This month, Studs, a new ear piercing experience that enables consumers to express themselves through earscaping, launches nationwide online and in its first brick-and-mortar location in New York City's Nolita neighborhood. The company plans to expand its physical retail presence to additional locations in 2020. Founded by Anna Harman and Lisa Bubbers, Studs was created to modernize the traditional "mall piercing" experience. By combining healthy ear piercing services with omnichannel retail operations and a wide assortment of accessibly-priced earrings, the company offers consumers a seamless path for navigating the previously bifurcated piercing and jewelry landscapes. The company recently received \$3 million in funding led by First Round Capital with participation from Lerer Hippeau, as well as additional investors. Financing will be used for building retail locations, enhancing the e-commerce experience and expanding the Studs team.

CVS TO CLOSE 22 STORES IN 2020

Woonsocket, R.I. — CVS Health plans to close 22 underperforming drugstores during the first quarter of 2020. The pharmacy chain is shifting its model

to provide more healthcare services. In its third quarter results of 2019, the Rhode Island-based drugstore giant reported a 36.5% increase in revenue from \$47.3 billion in 2018 to \$64.8 this year. During 2018, CVS closed 46 underperforming stores and acquired health insurance and Medicare company Aetna for approximately \$70 billion. The integrated companies moved forward with major asset redevelopments, including a "hub-and-spoke" model wherein smaller retail stores function as outposts for central hub stores with greater pharmaceutical inventory and treatment capabilities. CVS operates approximately 9,900 stores in the United States and specific locations of the closing stores were undisclosed.

PSYCHO BUNNY CONTINUES RETAIL EXPANSION WITH ATLANTA OPENING

Atlanta — Psycho Bunny, the men's contemporary and golf clothing brand, has opened its second stateside retail location at Lenox Square in Atlanta. The brand's successful pop-up-to-permanent retail strategy was applied to the Atlanta market with the opening of an interactive pop-up in October, followed by a permanent space that opened on November 6, 2019. The 12x20 pop-up and 1,500-square-foot permanent store were designed and developed in partnership with international architecture and design firm, Adelifca. Launched in fall 2019, the pop-up showcases the brand's fall collection, in a unique mobile setting. The pop-up is part of Psycho Bunny's retail strategy of testing key markets and will travel to different regions, specifically in mall locations. The space incorporates Psycho Bunny's colorful touch with elements including an oversized bunny graphic installed on acrylic panels, pink fluorescent lights throughout the space, and some furniture pieces from the award-winning Aventura, Fla., store concept, remodeled to fit the space, including an oriented-strand board table. The brand is able to display 307 units of product within the pop-up, spread across





Psycho Bunny, the avant garde golf brand, has opened permanent and pop-up stores at Lenox Square in Atlanta.

hanging units, folding units and accessory tabletops. The 1,500-square-foot permanent store is centrally located within the mall's main hall. The store design concept will continue the evolution of the Psycho Bunny retail concept. Signature elements of the first retail location in Miami have been optimized and updated to give consumers in the Atlanta region a unique experience. Notable elements include a gallery wall that is fully customizable to display an array of merchandise, an LED wall that is a showcase for the brand to promote different collections, and a catwalk table displaying the brand's newest products. A giant neon art bunny motif is placed within the center of the store, offering many social media moments from visitors. The Psycho Bunny pop-up opened in October and will remain open throughout the end of the year. The permanent retail location opened on November 6. Founded in 2005 by Robert Godley and Robert Goldman, Psycho Bunny is a men's contemporary and golf clothing brand based in New York. Psycho Bunny has a global presence with dedicated retail stores in Japan, South America and the United States.

EXPRESS KITCHENS PLANS 8 NEW RETAIL STORES ACROSS BOSTON AREA

Hartford, Conn. — Express Kitchens is in expansion mode, opening more locations and tweaking the store lineup to include retail showroom in and around Boston. By the end of 2019, Express Kitchens will open three new retail stores followed by five new showrooms in 2020. In addition, the company has taken a big step toward fulfilling its environmental stewardship commitment by implementing renewable energy practices to its business operations. The successful installation and functioning of solar panels to its Hartford, Conn., offices is an initiative that reflects company's holistic approach to sustainability that helps deliver great

er value to customers. In the greater Boston area, Express Kitchens will enter the towns of Lynn, Watertown, Dedham, Peabody, Reading, Medford, Brocton and Weymouth with a mix of full-service retail showrooms that showcases range of kitchens, cabinets and countertops coupled with extending help to customers and local businesses with after-sales service for its products. New retail showrooms will include modern design elements featuring vibrant range of kitchen and will showcase open, collaborative spaces with ample space for customers to have a touch-n-feel experience of their dream kitchen. Express Kitchens is increasing its investment to reimagine new stores by the end of 2020. The reimaged stores will feature Express Kitchens' most ambitious store redesign to date, featuring modernized design elements, with an experience that's easy and inspiring for customers. The hundreds of remodels planned will be customized, with customer feedback being applied to each new remodel.

ABG ACQUIRES BARNEYS NEW YORK

New York City — Authentic Brands Group (ABG), a global brand owner, marketing and entertainment company, has emerged as the successful bidder to purchase the intellectual property of Barneys New York (Barneys). Through this acquisition, which closed on November 1, ABG will enhance its luxury footprint and further establish its position as a leader in contemporary fashion. Barneys is renowned for its discerning edit from the world's top designers, paired with a unique shopping experience. Its signature sense of wit and style has translated into a global brand that is sought-after by a modern generation of luxury shoppers and trendsetters. ABG plans to grow Barneys' presence as a global luxury retailer and lifestyle brand. Its initial focus will be on high fashion collaborations, namesake products, lively dining and premium shopping

experiences. ABG's marketing division will drive growth for Barneys while maintaining its elevated aesthetic through innovative creative, original content and engaging campaigns. The Barneys brand narrative will be powered by Winston, ABG's proprietary network of creators, curators and connectors, who have a combined reach of more than 150 million followers on social media. Following ABG's purchase of the Barneys intellectual property, Saks Fifth Avenue (Saks) will become the retail partner for the brand in the U.S. and Canada. With this licensing agreement, Saks will build upon Barneys' legacy and evolve it for the future. ABG will selectively license the brand around the world to support the growth of the Barneys-branded merchandise program. ABG will also maintain Barneys' current licensing agreement with Seven & i Holdings, which operates 12 Barneys retail stores in Japan. The stores will remain open. Building off of the success of the Barneys Japan business, ABG will grow the brand's presence in key international territories, particularly in Asia. Headquartered in New York City, Authentic Brands Group (ABG) elevates and builds the long term value of more than 50 consumer brands and properties by partnering with best-in-class manufacturers, wholesalers and retailers. Its brands have a global retail footprint in more than 100,000 points of sale across the luxury, specialty, department store, mid-tier, mass and e-commerce channels and more than 4,940 freestanding stores and shop-in-shops around the world.

WEGMANS OPENS FIRST NEW YORK CITY STORE

Brooklyn, N.Y. — The first Wegmans Food Market in New York City opened on October 27, 2019 in Brooklyn. The beloved suburban grocer, which has almost a cult-like following, debuted to a long line of fans waiting in the rain for the grand opening. The 74,000-square-foot store is located in the Brooklyn Navy Yard. Wegmans is a 103-year-old family company widely recognized for its fresh, high-quality ingredients, restaurant foods, consistent low prices and incredible customer service. More than 540 newly-hired employees will deliver on that commitment in Brooklyn, creating a one-of-a-kind shopping experience in the store's warm and welcoming atmosphere. The Brooklyn location offers an abundant selection: nearly 50,000 items in all, more than 2,000 of which are organic. Restaurant foods prepared by Executive Chef Stephen De Lucia and his culinary staff of 157 include everything from fresh sushi, authentic Italian pizza and delicious burgers, to made-to-order salads and hot soup. The food bars are mix and match, with hot and cold self-serve

stations featuring entrees and sides, international cuisine, homestyle and vegetarian options — all available for takeout or in-store dining. The mezzanine-level Market Café seating area has space for nearly 100 and includes a bar serving wine, beer, cocktails and snacks. Wegmans began delivering by Instacart on October 30 at the Brooklyn store. Brooklyn is Wegmans' 101st store overall and the 47th location in New York State. In addition to the Brooklyn store, Wegmans plans another new store coming soon in Harrison (Westchester County). Wegmans Food Markets, Inc. has stores in New York, Pennsylvania, New Jersey, Virginia, Maryland, Massachusetts and North Carolina.

SEARS TO CLOSE 96 MORE STORES BY FEBRUARY 2020

Hoffman Estates, Ill. — Sears Holdings Corp. plans to close 96 underperforming stores by February 2020, according to the retailer's parent company, Transform Holdco LLC. The closings will consist of 51 Sears stores and 45 Kmart stores, leaving 182 operational Sears and Kmart stores remaining in the United States. The closing stores are scattered throughout all regions of the country, including 28 located in California.

HAMILTON BEACH CLOSING ALL 160 KITCHEN COLLECTION STORES

Glen Allen, Va. — Hamilton Beach Brands Holding Co. was on track to close all stores of its retail subsidiary, The Kitchen Collection, by the end of 2019. Kitchen Collection employs approximately 800 people at 160 stores across 37 states. The company previously closed about 35 underperforming stores in an effort to maintain long term profitability, but higher operating losses in the first half of 2019 have prompted Hamilton Beach Brands to shutter the chain entirely. Hilco Merchant Resources is handling the closing process for Kitchen Collection. Conway MacKenzie is serving as financial advisor to the company. Hamilton Beach Brands is a designer, marketer and distributor of branded small electric household and specialty housewares appliances, as well as commercial products for restaurants, bars and hotels. Kitchen Collection is a national specialty retailer of kitchenware primarily in outlet malls throughout the United States.

For more industry news posted daily, visit <http://retailrestaurantfb.com/the-latest-news>.

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WILLIAMS COMPANY SOUTHEAST STARTS 7 MORE TARGET STORE REMODELS

Orlando, Fla. — Orlando, Fla.-based Williams Company Southeast has started seven more Target store remodels in Florida and Texas for a total of 15 Target stores in 2019. The newest work in Florida involves stores in Brandon, Deerfield Beach, Ft. Myers, Ocala and St. Petersburg, while the Texas stores include Houston and Pearland. The scope of work includes exteriors and interiors and follows Target's next-gen store design to further enhance the guest shopping experience. Since 1990, Williams has constructed over 100 new Target stores plus more than 200 Target store renovations in 11 states. Established in 1920, Williams Company is a 100% employee-owned company with a 99-year legacy of performance excellence. The company's operating units include Williams Company Building Division, Williams Company Southeast and Williams Company Tampa. Williams Company specializes in commercial, retail, senior living, industrial and educational projects, and is currently licensed in 13 states from Texas to Maryland.

A&G NAMES SENIOR MANAGING DIRECTOR OF FAST-GROWING RESTAURANT DIVISION

Chicago — **Jeffrey K. Hoffmann**, a veteran banking executive who has provided strategic advice and capital solutions to operators of some of the biggest restaurant brands in North America, has joined A&G



Hoffmann

Real Estate Partners as a senior managing director and head of the firm's fast-growing restaurant division. Over the past 26 years, Hoffmann, who will be based in the firm's Chicago office, has advised and financed hundreds of restaurant operators of all types and sizes. Those names include Dave & Buster's, Ruth's Chris Steak House, Taco Bell, Wendy's, Burger King, Jack in the Box, Pizza Hut, Popeyes, Denny's, Buffalo Wild Wings, TGI Fridays and Applebee's, to name a few. Hoffmann has also worked extensively with many regional operators in his career. Hoffmann joins A&G at a time when the firm's restaurant division, which provides real estate solutions to restaurants across North America, is growing rapidly. His role will include assisting A&G's clients with store-optimization plans and occupancy-cost reductions. Hoffmann comes to A&G after serving as vice president of the franchise finance group at CIT Bank in Chicago. He previously cofounded and led the restaurant, franchise and beverage corporate banking group at Fifth Third Bank, also in Chicago. Founded in 2012, A&G is headquartered in Melville, N.Y., with offices throughout the country.



FRCH NELSON TEAMS UP WITH AMERICAN GIRL TO DESIGN IN-STORE EXPERIENCES FOR THE HOLIDAYS

Cincinnati — American Girl unveiled two new in-store experiences this month in its New York City flagship store on Rockefeller Plaza. Award-winning retail design firm FRCH NELSON partnered with the brand to envision both experiences that will be open throughout the holiday season. Girls can now experience a day in the life of one of American Girl's most popular dolls, Julie. Straight from the books, guests can hang out in her bedroom featuring beaded curtains and a signature egg chair. To commemorate Julie's aspirations of being a basketball player and civic leader, there is a "pop-a-shot" game and voting booth to interact with. The space also features multiple photo ops including a three-dimensional view of Julie's hometown skyline of San Francisco, a vintage Volkswagen Beetle, and more. The firm also partnered with American Girl to create an in-store Doll Hospital experience centered around educating girls about healthy habits, self-care and overall wellness. The two micro experiences will be open throughout the holiday season. FRCH NELSON, a NELSON brand, is a global brand experience firm delivering architecture, interior design, graphic design, branding services and consulting services for all facets of the retail and restaurant industry, from innovation to implementation. Clients include Macy's, Saks Fifth Avenue, Tiffany's, Yum! Brands, The Kroger Company, Disney, American Girl, T-Mobile, Dick's Sporting Goods and Target.



SPECIALTY F&B AND HOSPITALITY EXPERT JOINS CUSHMAN & WAKEFIELD

Philadelphia — Global commercial real estate services firm Cushman & Wakefield has welcomed food, beverage and hospitality industry veteran Chef **Michael Traud**, J.D., Ed.D., to its national Specialty F&B, Entertainment & Hospitality Consulting team. In his new role, Traud will focus on food hall development, operations and programming, strategic restaurant curation, and music and special events procurement for real estate owner and investor clients across the U.S. He will be based in Philadelphia. Traud joins Cushman & Wakefield from Drexel University, where he served as program director for hospitality management in the university's Center for Food and Hospitality Management. Prior to his time at Drexel, Traud cooked with James Beard Foundation Award winning chefs Marc Vetri and Jeff Michaud at restaurants Vetri and Osteria in Philadelphia. The Cushman & Wakefield Specialty F&B, Entertainment & Hospitality Consulting team is behind some of the largest luxury F&B projects and food halls to hit the market over the past decade, and its principals have collaborated with more than 75 world-class hotels and over 50 James Beard Foundation Award-winning chefs, restaurateurs, beverage professionals, service professionals and restaurant designers. Latest projects to hit the market include the Inner Rail Food Hall in Omaha, Neb., and Crave Food Hall at Purdue University in West Lafayette, Ind. Cushman & Wakefield is a leading global real estate services firm. Core services include property, facilities and project management, leasing, capital markets and valuation.



PINSTRIPES PARTNERS WITH SIMON PROPERTY GROUP

Chicago — Pinstripes, Inc., a best-in-class experiential dining and entertainment concept, has formed a partnership with Simon Property Group that includes new leases for three future locations within the Simon portfolio, in addition to its existing Clearfork development in Fort Worth, Texas (pictured), and a minority equity investment in Pinstripes. The parties have also identified several potential Pinstripes locations at various Simon assets throughout the United States. Pinstripes currently has 10 locations throughout the U.S., with three new openings slated for the end of 2019 in Houston; San Mateo, Calif.; and Norwalk, Conn. Founded in 2007, Pinstripes, Inc. is headquartered in Chicago. Simon is a global leader in the ownership of premier shopping, dining, entertainment and mixed-use destinations.

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RESTAURANT NEWS

CALIFORNIA-BASED WATERS EDGE WINERIES TO OPEN FIRST FLORIDA LOCATION

Rancho Cucamonga, Calif. — Waters Edge Wineries®, an innovative urban winery system, has signed a franchise agreement to open a Waters Edge Winery & Bistro in Sarasota, Fla. This new location will join 11 others already operating throughout California, Colorado, Ohio, Oklahoma and Texas. The Sarasota location is expected to open in spring 2020. Combining elements of the traditional winery experience with the popular wine bar concept, Waters Edge Winery & Bistro locations serve as a lively hub within its communities. As an emerging franchise concept, the Waters Edge Winery & Bistro model is ideal for entrepreneurs passionate about wine who seek a way to share their love and knowledge without being in the agriculture business. Franchise owners receive comprehensive training on the micro-winery tank system and are provided with pre-opening training courses, both hands-on and classroom based, to help prepare for the launch of their winery. The company also offers social media and marketing support to help franchise owners realize success. Earlier this year, Waters Edge Wineries announced three new franchise agreements to introduce its concept in Madera, Calif.; Toledo, Ohio; and Richmond, Texas. In August, a new location opened in Davidson, N.C., a suburb of Charlotte, and a new flagship location showcasing an updated design footprint opened in Long Beach, Calif., in November. The California-based concept was founded in 2004 by husband and wife team Ken and Angela Lineberger.

FIGS BY TODD ENGLISH PLANS INTERNATIONAL EXPANSION WITH FRANSMART

Boston — Figs by Todd English, the casual dining concept founded by award-winning celebrity chef and restaurateur Todd English, is now franchising with the help of Fransmart, an industry-leading franchise development company, to bring its original thin crust pizza and authentic Italian cuisine across the globe. Originally 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 concept to major markets worldwide. Renowned celebrity chef Todd English envisions Figs as a replication of his humble beginnings in Italy while delivering on his passion for pizza, of which he describes as a pizza obsession. With a neighborhood feel, Figs is designed to be a place where you can frequent a high-quality pizza at a reasonable price. The concept's claim to fame is that it never serves a perfectly round pizza, but rather an imperfectly perfected dough that creates the quintessential thin crust Italian pizza. Figs' U.S. locations include locations in Massachusetts, New York and Florida.

STARBUCKS OPENS 35,000-SQUARE-FOOT RESERVE ROASTERY IN CHICAGO

Chicago — Starbucks Coffee Co. has opened its Reserve Roastery in downtown Chicago. The 35,000-square-foot, five-story roastery opened to the public on November 15, 2019 and is the largest Starbucks location. The store is located on the Magnificent Mile in a space formerly occupied by Crate & Barrel. All of the coffee beans roasted at the facility are served and sold on site. There are three coffee bars at the roastery. Baristas make classic espresso beverages at the coffee bar on the main floor. An experiential bar can be found on the third floor where customers can learn more about the art and science of coffee. A barrel-aged coffee bar can be found on the fourth floor where guests can enjoy cocktail-inspired coffee creations exclusive to the Chicago roastery. In addition to beverages, visitors can purchase food at Princi, a boutique bakery and café. The Chicago roastery joins locations in Seattle, Shanghai, Milan, New York and Tokyo.

MOOYAH BURGERS, FRIES & SHAKES INTRODUCES REFRESHED RESTAURANT MODEL

Dallas — MOOYAH Burgers, Fries & Shakes plans to provide its guests and franchise owners with a fresh and elevated dining experience. The "better burger" fast-casual franchise plans an interior and logo refresh that will roll out beginning in the first quarter of 2020. MOOYAH plans to open 14 new locations with the refreshed look next year; all existing locations will remodel by the end of 2024. The new prototype and design come at a critical point for the brand, as the company is actively



Moe's Southwest Grill will open its first all-digital, kiosk-only locations in 2020.

ramping up franchising efforts in new as well as existing markets across the U.S. MOOYAH plans to open 14 new locations in 2020, all of which will feature the updated design. Restaurants currently under construction in Hoover, Ala., and Orlando, Fla., will be the first to unveil the brand's new design and are scheduled to open in February 2020. MOOYAH's new design will include the following changes: new dining areas and seating arrangement; purposeful third-party and to-go pickup areas; closing off the kitchen; new digital menu boards as well as back-of-house kitchen display systems; and a logo refresh. The remodel was visualized in collaboration with Livit, a Madrid-based company that has made a name for itself as a global expert in guest experience design. MOOYAH is actively targeting franchise markets such as Atlanta; Houston; Las Vegas; Phoenix; Tampa, Fla.; and Charlotte, N.C. MOOYAH Burgers, Fries & Shakes was founded in 2007 in Plano, Texas.

MOE'S SOUTHWEST GRILL TO OPEN FIRST ALL-DIGITAL KIOSK LOCATION

Atlanta — Moe's Southwest Grill will be the first brand in the Mexican fast-casual space to open an all-digital/kiosk-only location. The first two restaurants are slated to open in Pittsburgh and Charlottesville, Va., in first quarter 2020. Each store will come equipped with four self-order kiosks and will feature Moe's new brand design, which includes Moe's new logo, colors, paint, furniture and more. The Pittsburgh location will be owned and operated by Moe's multi-unit franchisee Mike Geiger, who has experienced recent success with his newest urban location, which added a separate section specifically for mobile/pickup orders only. With that move, online sales rose 346% year over year. Geiger and Angelo Dajon, owner of the Charlottesville location, are optimistic that they will be able to replicate similar results with these kiosk loca-

tions. The self-order kiosks will accept cash, Apple Pay and University CC (for University of Pittsburgh students). One POS register will be available at each location. The Pittsburgh restaurant will seat approximately 15 people, while the Charlottesville restaurant will seat approximately 40 people. Founded in 2000 and based in Atlanta, Moe's Southwest Grill has more than 700 franchised locations.



KFC OPENS WORLD'S FIRST DRIVE-THRU ONLY RESTAURANT IN AUSTRALIA

Cincinnati — International retail design firm FRCH NELSON has partnered with KFC SOPAC to design an innovative, pilot project in Newcastle, Australia, which opened in mid-November. With a growing number of consumers ordering through online channels, the goal of the new concept was to develop a more efficient operating model that celebrated this change in consumer behavior. The new concept includes five drive-thru lanes that allow customers to order and pay for a meal through the brand's app or website, including designated lanes for more traditional, on-the-spot orders. For online orders, customers can drive up and enter a four-digit code, generated by the app, on a touchscreen, which will then send their order to the kitchen where it is freshly prepared and ready for collection. Not having a public-facing interior, the FRCH NELSON team found key opportunities to celebrate the brand



Figs by Todd English plans to start franchising.

on the building's exterior. The goal of the new design was to create a holistic drive-thru experience, leveraging architecture, communication, service and landscape to create an elevated guest experience. Yum! Brands, Inc., based in Louisville, Ky., has over 41,000 restaurants in more than 125 countries and territories. Its brands include KFC, Pizza Hut and Taco Bell.

LA-BASED THE DOLLY LLAMA TO BEGIN FRANCHISING NATIONWIDE

Los Angeles — The Dolly Llama, a popular waffle concept in Los Angeles, has signed with DCV Franchise Group as its franchising partner to expand the unique and exciting brand to major media markets across the country. The brand has established three different franchising models to accommodate



Atlanta-based This is It! Southern Kitchen and BBQ, which was founded more than 35 years ago, has launched its franchising program.

four locations in greater Los Angeles.

THIS IS IT! SOUTHERN KITCHEN AND BBQ LAUNCHES FRANCHISE PROGRAM, NAMES CEO

Atlanta — This is it! Southern Kitchen and BBQ, an Atlanta-based Southern home-style restaurant brand, has launched its franchising program and signed professional NBA player Paul Millsap as its first area developer for Greater Atlanta. The newly revamped Southern food brand has also appointed Tamala Fowler as its CEO and partnered with renowned BBQ restaurateur and Food Network star Pat Neely to assist in recipe development and new menu offerings. This Is It! was founded more than 35 years ago by the Anthony family, which has been in the restaurant business 80 years. Today it has 11 locations throughout Greater Atlanta. During his time in Atlanta playing for the Atlanta Hawks, Millsap became a frequent visitor to This Is It! restaurants and was drawn to the brand's emphasis on family and its mix of homemade BBQ, seafood and soul food. As the brand's first area developer for Greater Atlanta, Paul plans to open at least three new locations in the area, with the first of these restaurants to open by mid-2020. With the brand's

a range of store footprints. The Brick & Mortar store model, which ranges from 1,200 to 2,000 square feet, has a specific layout designed for efficiently producing the entire The Dolly Llama menu and properly displaying logos and branding to maximize presentation and The Dolly Llama's merchandising brand standards. The full menu is available in this model along with a dining room and ample seating for all guests. The Kiosk model mirrors the aesthetic of a brick-and-mortar location, and offers the full menu, but can be scaled to the atmosphere. The standard Dolly Llama kiosk is 250 to 300 square feet and is the most suitable model for food courts or smaller locations that share a common seating area or outside venue

such as a park. The Food Trailer model is a mobile kitchen where all cooking, storing and preparation equipment is designed inside a health department approved food trailer that can be located at strategic locations. This model is ideal for bringing The Dolly Llama's menu to events, parties, and festivals, while further generating brand awareness. The Southern California concept was established in 2017 as the hottest dessert destination in Los Angeles. The brand offers authentic European flavors and techniques, such as Belgian waffles using traditional methods, and the Hong Kong Bubble Waffle prepared with a special batter that produces a unique crispy and custard-like texture. The Dolly Llama currently operates



L.A.-based The Dolly Llama plans to start franchising.

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Slater's 50/50 will make its Colorado debut in late spring 2020.

franchising launch, This Is It! Southern Kitchen and BBQ has named franchise veteran Tamala Fowler as its new CEO. Fowler was previously the president of GiGi's Cupcakes, where she oversaw aggressive store growth, and served as the senior vice president of supply chain and international development for Dickey's Barbeque Pit, in which she spearheaded the brand's entrance into retail locations such as Walmart and Kroger. To assist with the brand's re-vamp and launch into franchising, This Is It! has partnered with Food Network celebrity chef and BBQ connoisseur Pat Neely. A restaurateur for over 25 years, Neely owned and operated the award-winning Neely's BBQ chain in Tennessee and Neely's Barbecue Parlor in New York City.

SLATER'S 50/50 PLANS FIRST COLORADO RESTAURANT

Denver — Slater's 50/50, a full-service restaurant concept known for first creating the 50/50 burger patty made with 50% ground bacon and 50% ground beef, will soon make its Colorado debut. The restaurant will open at in Denver's RiNo Arts District, located within The HUB, a mixed-use building featuring office, retail and restaurant tenants. Construction is slated to begin in the new year, with doors projected to open in late spring 2020. The Denver expansion will be led by local franchisee Charles Murray. Murray left his 30-year career in investments to become the Slater's 50/50 area development partner for Colorado. The upcoming RiNo restaurant will feature an indoor dining room for 136 guests, plus an outdoor patio facing Blake Street that will seat up to 24 guests. An island bar will be the centerpiece of the restaurant's interior and will feature more than 50 craft beer taps and an extensive menu of signature cocktails. A private dining space will also be available for booking small parties, team lunches, and more. Slater's 50/50 was founded in 2009 and currently operates 11 restaurants in California, Nevada, Texas and Hawaii, and has multiple restaurants being

built and in development across the country, including Southern California, Colorado and New Jersey.



KRYSTAL TO SELL 100-150 CORPORATE RESTAURANTS TO FRANCHISEES AS PART OF BRAND REVITALIZATION

Atlanta — The Krystal Company plans to re-franchise approximately 100-150 company-owned restaurants to well-capitalized multi-unit operators as part of its ongoing business and fleet revitalization. Krystal has engaged The Cypress Group, a specialized investment banking firm, to manage the re-franchising initiative. Restaurants in Alabama, Florida, Georgia, Mississippi and Tennessee will be re-franchised. In addition, the company has upgraded to a smaller and more efficient prototype. The brand has rebuilt nine restaurants since 2018. Cypress will directly manage and coordinate all discussions and distribution of sale materials with potential buyers while maintaining a close, ongoing interaction with the Krystal leadership team. Krystal recently signed veteran franchisees Anand Patel and Kalpesh Das of Slider Joint, LLC to a three-unit deal in Jonesboro, Ark. Das and Patel are the first new franchisees to join Krystal since 2005. Founded in Chattanooga, Tenn., in 1932, The Krystal Company is the original quick-service restaurant chain in the South, with approximately 320 restaurants in nine states.

ALOHA POKE CO. LAUNCHES FRANCHISE EXPANSION PLAN

Chicago — Aloha Poke Co., a fast-casual brand that 3 years ago pioneered Poke concept restaurants in the Midwest, plans to expand through franchis-

ing. Solidified already in five U.S. markets as the top spot for innovative poke bowls inspired by the popular Hawaiian diced, marinated seafood dish, Aloha Poke is targeting its next growth wave in a concentrated set of markets. The goal is to have 100 locations open and in development by 2022. At the onset of franchising, the brand will focus growth in areas where existing locations have built a loyal fan base, as well as in adjacent regions. This includes cities and towns throughout the Midwest, Southeast and Northeast. The brand has a flexible footprint requiring as little as 250 square feet to 1,200 square feet or more, offering franchisees better access to prime real estate. With no need for grills, fryers or ventilation, what sets Aloha Poke apart is the operational simplicity and ability to serve customers quickly in a simple, clean and trendy environment. Based in Chicago, Aloha Poke Co. currently has 18 locations, primarily in the Midwest, including Illinois, Wisconsin and Minnesota, as well as Washington, D.C., and Florida. Aloha Poke plans to grow by targeting multi-unit deals in proximate growth markets including Michigan, Indiana, Ohio, Tennessee, Georgia, Florida and North and South Carolina.

MOE'S SOUTHWEST GRILL OPENS FIRST RESTAURANT IN THE STATE OF MINNESOTA

Minneapolis — Moe's Southwest Grill®, a fast-casual restaurant franchise that serves southwestern food, opened its first restaurant in the state of Minnesota on October 18. The restaurant is located between Terminals E and F in the Minneapolis-St. Paul Airport. The new location is owned and operated by existing multi-unit franchisee HMS Host, the world's largest provider of food and beverage services for travelers. The Minneapolis-St. Paul Airport location marks the fourth Moe's Southwest Grill opening for the group, and the first



since 2013. Other Moe's non-traditional restaurants owned by HMS Host include the Memphis International Airport, Orlando International Airport and Jersey Gardens Mall. Founded in 2000 and based in Atlanta, Moe's Southwest Grill has more than 700 franchised locations.

GARBANZO MEDITERRANEAN FRESH INTRODUCES NEW PROTOTYPE TO ITS HOMETOWN

Littleton, Colo. — Garbanzo Mediterranean Fresh has debuted its fresh new prototype in the southwest Denver suburb of Littleton. The restaurant is the first new ground-up buildout of a GARBANZO restaurant to open in the Denver metro area since 2014, and it's the company's first new prototype in Denver. The new GARBANZO restaurant exudes a bright, open and fresh aesthetic for the brand. It features a stand-alone bakery area where guests will be able to see their pitas being kneaded, placed in the oven and puffed to perfection right before their eyes. In addition, GARBANZO has partnered with Tractor Beverage Co. to offer an updated beverage station including USDA Certified Organic, entirely natural and 100% non-GMO "softer drinks" in the fountain and new Mediterranean "agua frescas" in bubblers. The new "better-for-you-beverage" lineup features flavors such as cucumber, lemon-grass, blood orange as well as brighter versions of staples like cola, diet cola and root beer. In addition, there are now non-carbonated "Mediterranean Agua Fresca" drinks that all start with an apple cider vinegar base. This restaurant marks the 13th GARBANZO in the Denver market, 16th in Colorado and 29th systemwide. The company is set to open an additional 30+ restaurants by 2022, including its first in Boston.



Inside Garbanzo Mediterranean Fresh's new prototype restaurant in its hometown of Littleton, Colo.

RESTAURANT PERSONNEL NEWS



Left to right: CFO Bruce Vermilyea and President/COO Tim Ward, The Krystal Company.

THE KRystal COMPANY

Atlanta — The Krystal Company has hired two senior executives with extensive QSR experience to lead its ongoing revitalization plan. **Tim Ward** fills the newly created position of president and chief operating officer, and **Bruce Vermilyea** joins the brand as chief financial officer. Ward joins Krystal from Captain D's where he served as chief operating officer. During his tenure with Captain D's, the company enjoyed 8 straight years of positive same-store sales and developed a pipeline of over 100 new restaurant locations. Ward held previous roles at Arby's/RTM and NPC International/Pizza Hut. Vermilyea has similarly worked in multiple industry leadership roles, notably serving 18 years with Qdoba Restaurant Corporation including 3 years as chief financial officer. The Krystal Company worked with Leap Hospitality on these executive placements. Following these additions, President & CEO **Paul Macaluso** and CFO **Berry Ep-ley** are leaving the company to pursue other opportunities. Founded in Chattanooga, Tenn., in 1932, The Krystal Company is the original quick-service restaurant chain in the South. Today, it has approximately 320 restaurants in nine states. Krystal's Atlanta-based Restaurant Support Center serves a team of 7,500 employees.

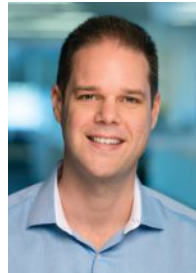
EGGS UP GRILL

Spartanburg, S.C. — Eggs Up Grill has appointed **Todd Owen** as its new vice president of franchise development. Owen brings a rich background in successful franchise development, leading sales and business development with brands that included Qdoba Mexican Eats, spearheading growth from 60 to more than 600 locations. Owen is now responsible for leading Eggs Up Grill's efforts in recruiting qualified franchisees and assisting existing owners with devel-

oping their strategic growth plans as they reinvest and add new Eggs Up Grill restaurants to their portfolio. Originally founded in Pawleys Island, S.C., in 1997 by restaurateur **Chris Skodras**, Eggs Up Grill has grown to 36 locations across the Southeast and is headquartered in Spartanburg, S.C. In 2018, private equity firm WJ Partners acquired Eggs Up Grill. Eggs Up Grill plans to reach the 100-location mark by 2022.



Johnson



Felder

YUM! BRANDS

Louisville, Ky. — Yum! Brands, Inc. has hired **Clay Johnson** as the company's chief digital and technology officer, and has promoted **Gavin Felder** to chief strategy officer. Both Johnson and Felder will report to Yum! CFO **Chris Turner**. Johnson joined the Yum! Brands Global Leadership Team and oversees the company's global technology strategy, partnering with the KFC, Pizza Hut and Taco Bell divisions to ensure the company provides a best-in-class digital journey across mobile, online, delivery and restaurant operations. Previously, Johnson served as executive vice president and enterprise chief information officer for Walmart. His appointment was effective October 15, 2019. As chief strategy officer, Felder will work closely with Johnson to integrate technology-centric solutions across store operations. Felder has served as KFC Division chief financial officer for the last 5 years, overseeing strategy, digital and technology, financial planning, supply chain and IT security for the KFC business spanning over 23,000 restaurants across 135 countries. He will retain his current KFC Division CFO role, title and responsibilities through the end of 2019 while the company conducts a search to identify a successor. His appointment is effective December 1, 2019. Yum! Brands, Inc., based in Louisville, Ky., has over 48,000 restaurants globally.

CARROLS RESTAURANT GROUP

Syracuse, N.Y. — Carrols Restaurant Group, Inc. has named **Timothy J. LaLonde** as interim chief financial officer, interim treasurer and interim vice president. The company is conducting a search for a permanent CFO to replace the late **Paul R. Flanders**, who passed

away on September 7, 2019. LaLonde was most recently the CFO at Dinosaur Restaurants, LLC, where he oversaw all treasury, accounting, purchasing and other administrative functions for the BBQ restaurant brand from 2017 until earlier this year. Previously, he was vice president, controller at Carrols from 1997 until 2017, where he was responsible for all external reporting, accounting, cash management, income tax and payroll functions. Before his passing, Flanders had served as vice president, CFO and treasurer of Carrols since 1997. Carrols is one of largest restaurant franchisees in the United States, and currently operates a total of 1,087 restaurants. It is the largest BURGER KING® franchisee in the United States currently operating 1,027 BURGER KING® restaurants and also operates 60 POPEYES® restaurants. It has operated BURGER KING® restaurants since 1976.

JUICE IT UP!

Irvine, Calif. — Juice It Up!, a leading handcrafted smoothie, raw juice and superfruit bowl chain, has appointed **Susan Taylor** as vice president of operations. With over 26 years in the

restaurant industry, Taylor has served in various leadership roles for national chains including 14 years at Jamba, where she was the senior director of franchise operations; Sharky's Wood-fired Mexican Grill; Baja Fresh; and Chevy's Fresh Mex. Over the past 26+ years, Taylor has honed her skills as an operational leader and gained extensive experience in all aspects of the restaurant business. At Juice It Up!, Taylor will oversee all aspects of operations including franchise development, real estate, training, store design and construction. Founded in 1995, the Irvine, California-based lifestyle brand has over 100 locations open or under development across California, New Mexico, Oregon and Texas.



Taylor

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PUMA Opens First North American FLAGSHIP

With an 18,000-square-foot physical store now open in Manhattan, PUMA has created an exciting new retail experience fusing sports, fashion and technology.



Russ Kahn,
SVP Retail, PUMA.

er than ever in the way we react and adapt.”

PUMA’s approach to the new store strongly aligns with this mantra as well — not only does it push the boundaries

of sports and fashion, it pushes the boundaries of design and technology. Designed by New York-based Design Republic in partnership with PUMA’s own internal store design team, the flagship embodies “Forever Faster” through its high-tech, collaborative customization studio, PUMA x YOU. The new store also features a first-of-its-kind F1 racing experience, where consumers can hop into an authentic Mercedes or Red Bull F1 race car to compete in a race through the virtual streets of Manhattan, as well as a virtual engagement room where consumers can test new soccer cleats or training footwear in a simulated soccer stadium or training gym. Other tech highlights include augmented reality experiences; stadium seating and a large-screen NBA2K gam-

In August 2019, PUMA burst on the U.S. retail scene in a brand-new way: opening its first North American flagship store. Located at 609 Fifth Avenue in New York City, the massive 18,000-square-foot space with double-height storefronts uses cutting-edge technology and products to immerse the customer in the PUMA experience. A sports engagement zone and a customization studio are just two of the interactive, tech-driven offerings at the store.

“This store is unlike any other store we have ever opened in both scale and technology,” says Russ Kahn, senior vice president of retail for PUMA. “It is far larger than our typical full-price store, which is normally 2,500 square feet. The technology and interactivity of this store was created from the ground up

as a unique experience for New York.”

The New York flagship is the pinnacle of the German brand’s 86 new stores that opened during 2019. By the end of the year, PUMA will have 832 stores open worldwide with 81 of those being in the U.S. and 19 in Canada. As evidenced by its recent expansion,

PUMA has a strategic new emphasis on brick-and-mortar retail and has hit the ground running — and running fast.

“PUMA’s brand philosophy is ‘Forever Faster,’” Kahn says. “This spans to everything we do — from product creation to marketing and every discipline in between. We need to be fast-





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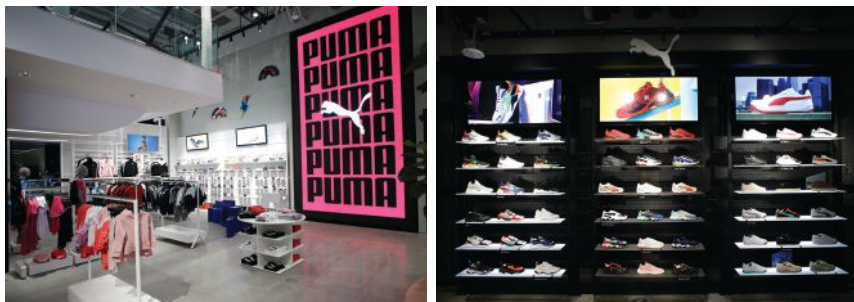
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PUMA's in-house design team, along with New York-based Design Republic, worked closely with Shawmut Construction, which completed the store buildout. The store opened in August.

ing experience in the basketball zone; and “Magic Mirrors” in the fitting room seating areas, which allow RFID product to bring up alternative selections or colors based on the item the customer is trying on. The store’s state-of-the-art RFID inventory management system can conduct a full physical inventory in less than 1 hour, know exactly what is on the floor vs. the stockroom, automatically receive product into inventory, and know if a display is missing. All product is also linked to puma.com through QR codes.

Both design teams worked closely with Shawmut Construction, which completed the store buildout. The eye-popping storefront design — which includes double-height storefronts across 160 feet of wraparound frontage — is based on PUMA’s iconic suede shoe and was built by Seele, a leading storefront company based in Germany.

Nearly a month after the store opened, beginning over Labor Day weekend, the flag-

ship store launched a customization studio, PUMA x YOU, in collaboration with a program called Chinatown Market University, where store patrons can customize their PUMA apparel, footwear and accessories using state-of-the-art printing technology. The Chinatown Market also teaches DIY classes. Beyond the flagship store, Chinatown Market University, in collaboration with PUMA, will pop up in various forms through 2020.

“PUMA has partnered with renowned artists and designers to bring its exclusive PUMA x YOU customization studio to the store,” Kahn says. “Consumers can customize and personal [products] using paints, dyes, patchwork, embroidery, 3D knitting, laser printing, pinning, material upcycling and many other creative mediums.”

Inside the customization studio, new artist residencies begin every 2 weeks, including collaboration partners such as Sue Tsai, BWOOD, Maria Jahnkoy,

‘FOREVER FASTER’ REPAIR & MAINTENANCE

When it comes to maintenance, PUMA’s small but efficient Store Construction and Facilities team oversees a team of external repair and maintenance vendors. Its facilities team utilizes automated ticketing and vendor assignment systems to ensure that PUMA can operate in the quickest and most efficient way possible to resolve all maintenance requests — minimizing downtime while maintaining a high level of consumer experience.

According to Kahn, the company uses a combination of national, regional and local vendors depending on the type of service. “For example,” he says, “for locks and safes, we have one national vendor, but for HVAC, we utilize local vendors in each market. We consistently bid out our maintenance needs

on a regular basis through our vendor database to ensure we are getting the right team at the right cost for each individual scenario.”

PUMA is going green, too. From a construction standpoint, the retailer is consistently updating its stores through new development and retrofits to make them more energy-efficient and to ensure they are built with sustainable materials wherever applicable. All new stores and retrofits include LED lighting, have built-in HVAC and energy monitoring solutions, and utilize sustainable building and cleaning supplies.

“Sustainability is of the utmost importance to the brand, and we are forever evolving our building and maintenance programs to ensure we are protecting the environment for the future,” Kahn says.

— Katie Lee





Some of the interactive, virtual reality experiences on display in New York.

Même. and Pintrill, with additional artists to be announced. So far, trying something wildly new from a retail perspective has been successful for PUMA, although not without its trials and errors.

“Any time you are creating new experiences and technologies, there are always going to be kinks,” Kahn says. “The biggest challenge has been creating a single point of contact to maintain all of the different technologies and engagement zones within the store to make it seamless for the store team.”

This new flagship marks just the beginning of what PUMA can do. With 60 stores planned to open in 2020, PUMA plans to

invest heavily in North American stores.

“PUMA continues to see growth within the North American market, and we believe investing in this new store will help us in our pursuit to be the fastest sports brand in the world,” Kahn says. “It only makes sense that our first-ever North American flagship would be here in New York City and we’re incredibly excited to open our doors in Manhattan.”

As Kahn points out, the athletic footwear and apparel market is becoming increasingly competitive — and that trend isn’t going to change anytime soon. “We are increasing our retail presence along with market



trends and putting down roots in Manhattan to continue making an impact on PUMA’s retail operations,” he says.

PUMA has a few dozen small corporate offices around the world, and four larger international hubs: Boston (moving to the Boston suburb of Somerville, Massachusetts, in 2021); Hong Kong; Ho Chi Minh City, Vietnam; as well as its global headquarters in Herzogenaurach, Germany.

From global corporate operations to local teams in the stores themselves, PUMA is focused at each level on what it wants to accomplish. As it continues to grow its direct-to-consumer business, PUMA’s goal is to en-

sure it has the same consistency in brand experiences through all channels of distribution. Teamwork is a massive part of that. In fact, Kahn says he has never worked with such a cohesive team.

“We have the most dedicated, motivated and caring team I have worked with — and, in my opinion, in all of retail,” Kahn says. “From the president down to part-time team members in the store, we are all working toward the same objective of giving the consumer the best brand experience possible. This team lives and breathes the brand; their passion comes through in everything they do.” ■



Delta Controls

R&R: Where are you based and how long has the company been in business?

John Mitro: Delta Controls is headquartered near Vancouver, British Columbia, in Canada, and has representation in every major market in the United States and Canada. We were founded in 1986.

R&R: What is your title, and how long have you been with the company?

Mitro: I am a Certified Energy Manager, supporting clients in my business development manager – U.S. role. I have been with Delta Controls over 12 years in sales management and bring over 30 years' industry experience to the position.

R&R: What trades/services do you offer retailers and restaurants?

Mitro: Our offerings focus upon the cost-effective implementation of user-friendly energy management and facility operational systems. We do this by assessing the client's facilities infrastructure, identifying their short and long term goals, and gaining an understanding of the operational needs and capabilities. With this assessment we develop and recommend a system or systems that achieve the optimum consolidated. These systems can include HVAC controls and energy strategies, lighting upgrades, utility monitoring as well as other improvements.

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?



A Delta Group Company

Mitro: Delta Controls is a global organization, with our largest and longest established client base being in North America.

R&R: What makes your company's "signature service" stand out in the industry?

Mitro: Since the inception of the company, the owners promoted and stressed at all levels the concept that our long term success would be measured by achieving the reputation that we "Do It Right," consistently and constantly. This "Do It Right" philosophy is a core value and one practiced at all levels of the company every day. Our customers have come to expect this level of excellence on every project, every time.

R&R: What kind of feedback do you receive from clients?

Mitro: Our clients are our best references. Many are happy to speak to those peers in their industry about their experiences with our dependable products and systems, on-time delivery, high level of client responsiveness, technical creativity and integrity.

R&R: Why should owner/operators choose your company to be their next vendor partner?

Mitro: Delta Controls knows the challenges that owners and operators have when striving to grow a business. While we are a global company, we have been recognized by clients as uniquely "approachable" and as problem solvers. If a client is looking to be treated properly and to have someone supporting them who will "Do It Right," Delta Controls is the company to partner with.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you?

Mitro: Delta Controls has thousands of clients in the commercial building market. More specifically, we have clients in the hospitality, retail distribution, grocery, wholesale retail club and big box sectors that are all expanding or upgrading their facilities.

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you see-

ing in the industry? What is your advice for FM vendors reacting to this shifting climate?

Mitro: A teacher once commented that the only constant in life is that things will constantly change. This adage certainly applies to the facility automation industry as well as all aspects of the retail, hospitality and other industries. Those who ignore the changing retail landscape will suffer.

While an element of change in some form in all of these industries has always been relevant, recent advancements in technology and communication have, in my opinion, accentuated the substantial changes in the brick-and-mortar approach to retail. From a facilities and energy perspective, my advice in general is to explore and implement new avenues to reduce operational expenses while improving the delivery and infrastructure that will retain existing clients while attracting new clientele.

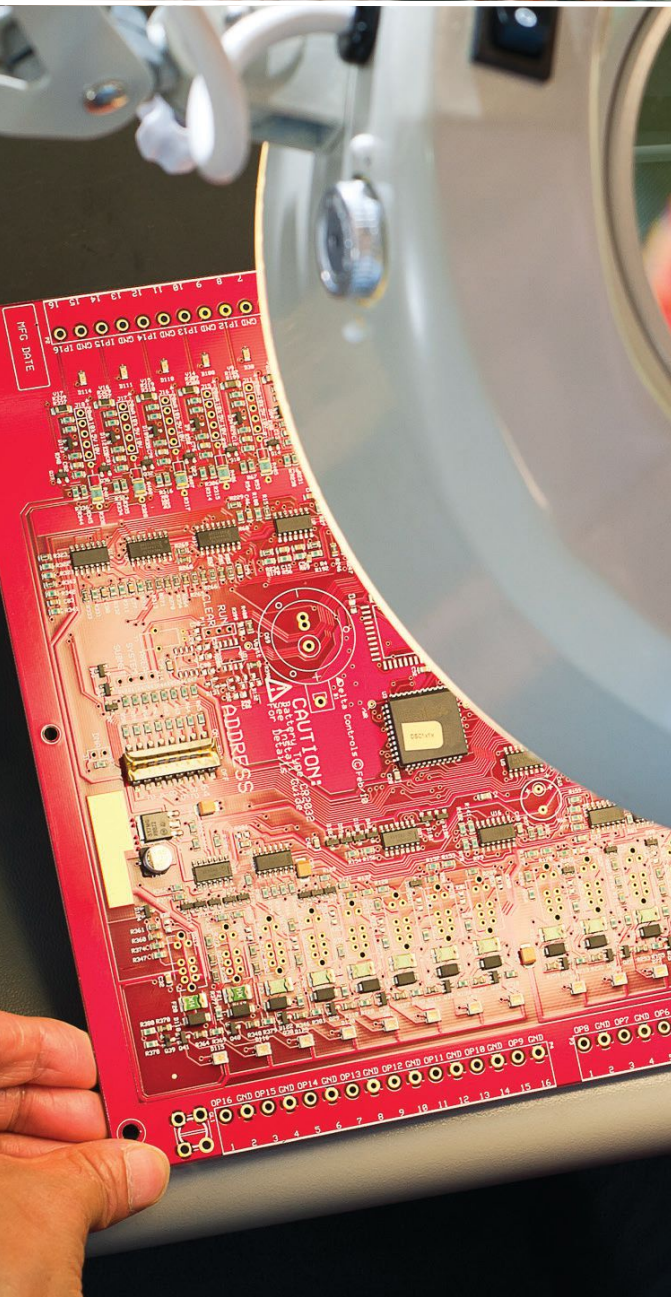
R&R: What predictions do you have — for your company, your industry or both — in 2020?

Mitro: Delta Controls is tracking along a growth path for 2020. In regard to the commercial building market, we see a definite growth trend with the clients we are serving. This growth can be attributed to the clients embracing change, refocusing resources and refreshing infrastructure as a necessity to continued success. ■



DeltaTM
C O N T R O L S
A Delta Group Company

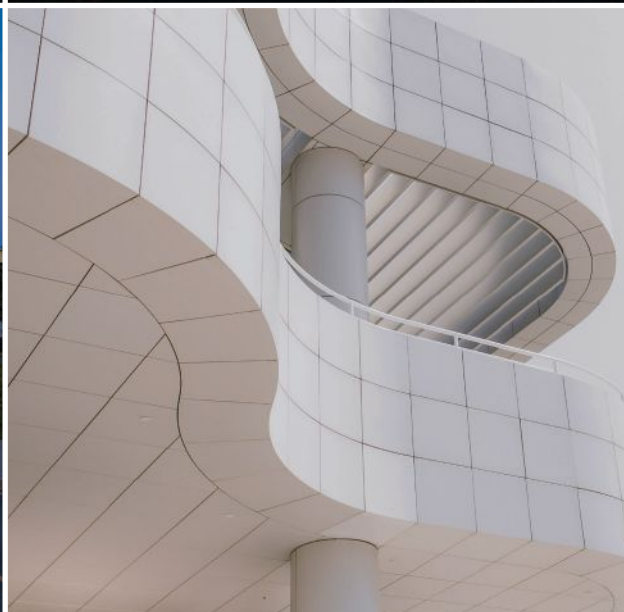
Do it **right**.



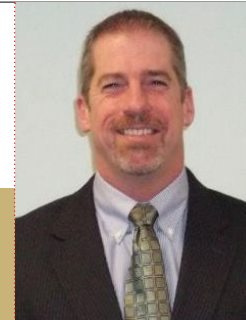
A LEADER IN BUILDING AUTOMATION

Delta Controls is at the forefront of building automation systems. Through our network of Partners in over 80 countries, our solutions span the globe. Our focus on innovation, energy management and sustainability has made us industry leaders for over 30 years. Delta Controls offers dependable and user-friendly control solutions for buildings in the commercial, retail, healthcare, hospitality, education and leisure markets.

As part of Delta Electronics, we are committed to leading building automation into a sustainable future.



President & Founder,
Action Services Group



Action Services Group



R&R: Where are you based and how long have you been in business?

Ted Stouch: Action Services Group is headquartered in the Philadelphia suburb of Aston, Pennsylvania. Incorporated in 1991, we started as a national lighting and signage company. In 2001 we added our LED retrofit and electrical service lines, focusing our business goals on providing an exceptional customer experience.

R&R: What is your title?

Stouch: President and CEO. I am the founder of Action Services Group and have been with the company since its inception in 1991.

R&R: What trades/services do you offer retailers and restaurants?

Stouch: We are a national service provider, offering a single point of contact for all your interior and exterior lighting, LED retrofit, electrical and signage needs:

- LED Retrofits
- Lighting Services
 - On-Demand
 - Scheduled Maintenance
 - Emergency
 - Lighting Upgrades
 - Lighting-as-a-Service
- Electrical Services
 - On-Demand
 - Emergency
 - Installations
 - Projects
 - Lighting Controls
- Signage Services
 - On-Demand
 - Scheduled
 - Removal
 - LED Upgrades

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

Stouch: We are a national company with a database of over 30,000 licensed service providers across the country. Our ever-growing database allows us to meet strict deadlines for large multi-unit establishments with fast ramp-ups and exceptional customer service. This is especially helpful for organizations with locations in rural, hard to service areas.

R&R: What makes your company's "signature service" stand out in the industry?

Stouch: Our staff is what makes all of our services "signature services." We have retained clients for the full 28 years of Action Services Group being in business. This is a significant accomplishment for any business, and I attribute our success to our employees. We hire and staff employees that excel in exceptional customer experiences. Our staff specialize in communicating with our clients. With our staff's lighting and electrical backgrounds, customer-centric mindsets and clear communication, we have forged a company that places the customer and the necessity for communication first.

R&R: What kind of feedback do you receive from clients?

Stouch: All feedback is good feedback! It allows us to pinpoint where we are excelling and where we need improvements. All of our staff is focused on providing an exceptional customer experience, and when we hear back from clients, it gives us a boost to be even better.

Here are some quotes:

"Action Services Group has been doing our lighting, sign and electrical service for more than 12 years. They started out with six states, and because of their quality of service, how they manage the budget and

excellent communication, they now service more than 31 states, with more than 8,000 stores. They are a true partner, and our team thoroughly enjoys working with them."

— *Senior Manager
Maintenance Facilities Team,
Discount Retailer*

"Your project management on the 300+ national electrical rollout was flawless. Excellent communication and quality work resulted in completing the project on time and under budget. Thank you, Action Services Group!"

— *Facility Manager, National
Quick-Service Restaurant*

"We awarded our portfolio retrofit and service maintenance program to Action Services Group because of their excellent service history, pricing, experience, capabilities and energy-saving recommendations. After our team visited their office, we couldn't have been more impressed with their planning and capabilities."

— *Global Sourcing Department,
Fast Food*

R&R: Why should owner/operators choose your company to be their next vendor partner?

Stouch: An organization's lighting can be one of the costliest expenditures for their business. Depending upon the number of locations, type of lighting and the number of hours the lighting is in use, costs can all add up. With this in mind, no two businesses are alike. Action Services Group custom designs all of its offerings. We work with a client's budget to create a service or project plan to suit the specific client. We are also a product-neutral organization. This means that we focus on the client's needs as opposed to the desire or limitation of selling particular products. This, combined with

our exceptional customer experience, produces long-lasting partnerships that stand the test of time.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you?

Stouch: Over the years, we have had thousands of retail and restaurant retrofits across the country. Currently, Action Services Group services over 30 national retailers and restaurants. We are seeing a considerable uptick in franchisors wanting the best for their organization, and we are seeing massive growth in that vertical of the market.

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you seeing in the industry?

Stouch: While it is true that we are seeing a downsizing in some retail sectors, we are also seeing the opposite with extreme growth. With over 28 years in the industry, we have seen this type of shift before. Brick-and-mortar establishments are not going anywhere, and the restaurant industry is growing at an accelerated rate. This is the same ebb and flow we see every few years.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

Stouch: We have seen substantial growth in 2018 and 2019. We are trending to double our internal workforce in 2020. There is no shortage of work out there. Our exceptional customer service, extensive licensed service provider database, and dedication to seeing every job done right, on time and under budget will see us through 2020 and far into the future. ■

A hand is shown from the left, holding a large, glowing white sphere. Inside the sphere, the text "Now There's A Light at the End of the Tunnel" is written in white. The background is dark.

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PVI Industries, A Watts Brand

R&R: Where are you based and how long has the company been in business?

Paul Bothner: PVI Industries, a WATTS brand, is located in Fort Worth, Texas, and has been in business for 58 years.

R&R: What is your title, and how long have you been with the company?

Bothner: Director, Hot Water Solutions. I have been employed by PVI in various roles for 30+ years.

R&R: What trades/services do you offer retailers and restaurants?

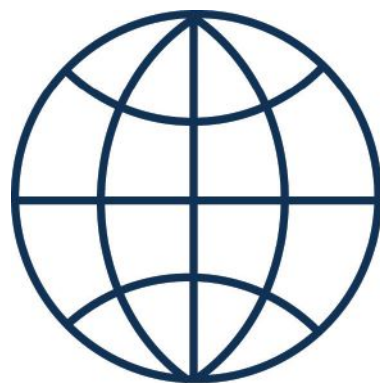
Bothner: PVI manufactures high-efficiency commercial water heaters for a variety of markets including restaurant and foodservice applications.

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

Bothner: We are nationwide.

R&R: What makes your company's "signature service" stand out in the industry?

Bothner: We are unique in commercial water manufacturing because we fabricate our tanks and heat exchangers with our unique, engineered duplex stainless steel, AquaPLEX®. This durable material provides corrosion protection without the need for linings and anode rods common to traditional designs. It also enables us to offer industry-leading warranty coverage up to 15 years.



A WATTS Brand

R&R: What kind of feedback do you receive from clients?

Bothner: Our reliability and product longevity is the most common feedback from customers. Our water heaters avoid the

3- to 4-year replacement cycle of traditional equipment.

R&R: Why should owner/operators choose your company to be their next vendor partner?

Bothner: In addition to longer lasting and energy-saving products, we are partnering with National Hot Water as a local service agent for PVI Conquest water heaters and our new space-saving Brigade water heater, which is designed exclusively for tight installations.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you? Would you like to name any of your clients?

Bothner: We are currently the preferred water heater supplier for several national full-service restaurant chains. This is a growth market for PVI.

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you seeing in the industry? What is your advice for FM vendors reacting

to this shifting climate?

Bothner: Improved operating profits are essential going forward. The generation of hot water for restaurant and hospitality installations is among the largest, if not the Number 1 energy consumer of all installed appliances. The result is that higher efficiency, condensing water heater designs comprise the majority of installations on new construction projects, and this trend is expected to continue due to the rapid payback of the technology compared to older, less efficient technology.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

Bothner: Industry-wide, the introduction and advancement of operating controls incorporating cloud-based communication (IoT or Internet of Things). This will allow real-time monitoring and fault alerts of the water heating equipment for maintenance prediction and troubleshooting, with the ultimate goal and benefit of increased reliability of the equipment and less downtime. ■





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SMI | DRS



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SERVICES

R&R: Where are you based and how long has the company been in business?

Michael DiTaranto: We are based in Long Island, New York. Solutions Management, Inc. (SMI) was founded in 2004; Disaster Recovery Services (DRS) began in 2012. Both companies work in parallel supporting our clients with program and as-needed maintenance services and large recovery services. Our consistent growth in both businesses is driven by instilling trust in and with all of our partners.

R&R: What is your title? How long have you been with the company?

DiTaranto: I am the COO of our Disaster Recovery Services division. I started with SMI | DRS as the senior operations manager for SMI in August 2013.

R&R: What trades/services do you offer retailers and restaurants?

DiTaranto: DRS nationwide services include:

- Mold, bacteria and asbestos testing.
- Mold remediation and build back.
- Flood remediation.
- Fire and smoke restoration.
- Biohazard cleanup.
- Natural disaster preparation (sandbagging and boardups).

SMI's nationwide core trades are:

- Window care.
- Powerwashing (patios, entrances and exits).
- High dusting.
- Floor care.
- Handyman services.
- For restaurants, complete FoH and BoH cleaning.

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

DiTaranto: We are a nationwide company serving all 50 states, Canada and Puerto Rico.

R&R: What makes your company's "signature service" stand out?

DiTaranto: SMI offers interior maintenance services, and DRS offers disaster recovery services. Working in conjunction gives our clients the assurance that whether they need routine maintenance or urgent crisis remediation, they can rely on expertise, fair pricing and the ideal level of communication throughout the process.

What makes SMI | DRS services stand out is a decades-long approach to partnering — and partnerships built on a foundation of integrity, intelligence and superior communication. Our Service Provider and Associate Network (SPAN) consists of top-tier partnerships that are consistently honed through rigorous vetting practices. We're able to achieve this by being the fastest paying national management company in the country, building what is quickly being recognized as one of the most contractor friendly portals, and providing a friendly, professional team at the ready 24/7/365.

We treat every service with a high sense of urgency, proactive communication (and competitive/leveraged pricing), allowing all of our customers ease of management from both a customer service standpoint as well as invoicing. We take an enormous amount of pride in taking our customer's issue and providing a solution, no matter how big or small.

R&R: What kind of feedback do you receive from clients?

DiTaranto: We have been fortunate not only to grow our business but retain all of our clients throughout various economic cycles and RFPs in a competitive, fast-paced

and ever-changing retail climate. We have been referred to new clients from our existing ones and have testimonials praising our response time, operational efficiencies and attentive staff. Visit our website: www.smi247.com.

R&R: Why should owner/operators choose your company to be their next vendor partner?

DiTaranto: We should be considered because we treat our service providers, our staff and our clients with the same professionalism and integrity on every service. The majority of our crews and professional staff have been with SMI for 10+ years, which speaks to our leadership's ability to train, promote and recognize talent across the board.

Our DRS team have all been IICRC-certified for water and mold restoration, allowing us to understand and better strategize, execute and communicate with clients and suppliers with extreme transparency and industry expertise. Our continued growth has afforded our customers to benefit from leveraged pricing without ever sacrificing the customer service experience.

Finally, partnering with us means never worrying about managed maintenance or emergency services. We handle all of it — from the day to day to the extreme situations that sometimes arise.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you?

DiTaranto: We started with and still predominantly service retail clients, now over 75+ companies; however, with the changing environment of brick and mortar we have expanded our nationwide reach to a variety of industries (i.e., fast-casual dining, healthcare, finance, dentistry and grocery chains). We currently service several regional and

national fast-casual and grocery accounts and are rapidly expanding.

R&R: Many traditional retailers, in particular, are downsizing their portfolios. What other trends are you seeing in the industry? What is your advice for FM vendors?

DiTaranto: We have found that where traditional retailers are downsizing their portfolios, new business types are entering the brick-and-mortar space such as shared office spaces, urgent care centers, etc. We've adapted by expanding our business model to include more service types, broader industry clientele, and an extensive and continuous use of technology to automate, inform and streamline our financial, operational and management processes — including third-party portals for ease of sharing information and communication with our crews and, soon, our clients. We focus daily on strengthening skillsets, use of tech and speed of communication to serve our clients best.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

DiTaranto: Our industry, and SMI | DRS, will increasingly use technology to automate repeat procedures (e.g., service transactions, billing, payments, scheduling and QC communication, custom portal) and increase the use of AI equipment and tools to perform services.

For our business specifically, we strongly believe in the value of human interaction whether on job sites, in office and/or in meeting with our third parties. We anticipate and support an effort towards more social entrepreneurial awareness and action. SMI and DRS are actively involved in clean water initiatives internationally, nationally and locally. ■

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AGENDA AT A GLANCE

TUESDAY, FEBRUARY 11

- Noon-1:30 pm - **Registration and Networking**
- 1:40-2:25 pm - **Day 1 Keynote Session: Changing the Landscape and Culture of Out-of-home Entertainment**
- 2:25-3:25 pm - **A New Lease on Life: Rethinking the Relationships Between Retail Venues, Operators and Attractions**
- 3:45-4:30 pm - **Building Excitement: How Smart Brands are Utilizing Retail Space To Showcase Experiences**
- 4:30-5:30 pm - **Curating Convergence: The Blurring of Live-Work-Play**
- 5:30-7:00 pm - **Welcome Reception**

WEDNESDAY, FEBRUARY 12

- 7:15-8:25 am - **Breakfast Networking Roundtables**

- 8:40-9:30 am - **How the Social Engagement Experience is Driving Success for Some of the Best Emerging Leisure Entertainment Concepts in America**
- 9:30-10:30 am - **Day 2 Keynote Session: Embracing Today's Experience Economy**
- 10:45-11:45 am - **Understanding the Economics of Entertainment-based Retail**
- 11:45 am-12:45 pm - **Chef-driven vs. Concept-driven Restaurants: Where Is the Industry Headed and Why?**
- 1:30-2:15 pm - **Day 2 Keynote Session: How Technology and Artificial Intelligence Are Disrupting Guest Experience**
- 2:30-3:30 pm - **New Location-based Entertainment Concepts Discuss Economic Viability, Strategy and Integration into Retail Environments**
- 3:45-5:00 pm - **Film, Food, Fun: The Fastest Growing Segment of the Theatre Industry**

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Restaurants



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CEO & Founder
Sandbox VR



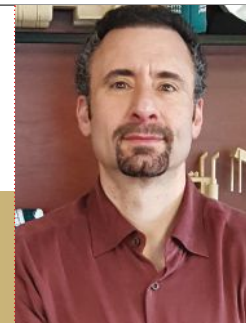
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President, US Operations
Social Entertainment
Ventures



JEFF VAN DELDEN
Owner/Founder
Union Venture Group



JOE VRANKIN
Chief Executive Officer
Puttshack



National Waste Associates

R&R: Where are you based, and how long has the company been in business?

Carmine J. Esposito: National Waste Associates was founded in 1997 and is now headquartered in Glastonbury, Connecticut. However, it all started back in the days of my great-grandfather who was collecting trash in New York with a horse and buggy. I am the fourth generation of my family who have been in the waste disposal business.

R&R: How long have you been in the industry and with the company?

Esposito: It is a bit hard to say — I was raised in the business from a young boy going to work with my father on weekends, then progressed to doing almost every job in our companies, and then I went full time 31 years ago. Along the way, we founded NWA where I have been for 22 years.

R&R: What trades/services do you offer retailers and restaurants?

Esposito: In addition to waste and recycling, NWA offers full-service management of the waste stream and related services: waste stream auditing, zero waste services, servicing of peak season and temporary solutions, renovation/remodeling roll-off service, portable toilet service, storage box rentals, grease trap cleaning, yellow grease reclamation service, hood cleaning, etc. We also monitor recycling legislation, something our competitors don't usually cover. We ensure both the front- and back-of-house are in compliance at all times with all federal, state and local recycling regulations.

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

Esposito: We cover all the U.S. including Alaska and Hawaii as well

as Canada and Puerto Rico.

R&R: What makes your company's "signature service" stand out?

Esposito: NWA is not your typical waste removal company. We are a managed services company that handles all of the waste and recycling vendors at our customers' locations (from soup to nuts) as well as serving as a single point of contact for each of our clients' locations and a whole bunch of support in between. Our mission is to see how much we can save our customers from what they are currently paying and, equally as important, how to control their costs thereafter. Unlike other companies, we don't 'set it and forget it,' nor do we have a set price list. We go out and survey each locale to get the lowest possible rate in each and every market from reliable vendors. But our savings model doesn't stop there — that is just the start. Over the life of the contract we continually survey each location to make sure they are right-sized and that their containers are getting picked up when full and only as frequently as needed, especially as our client's business level changes. Additionally, our team audits every single invoice to make sure the haulers are adhering to our contracted prices, and we only accept increases or added fees that are within our strict guidelines. I can't stress enough the importance of this as it takes a lot of resources to effectively manage. On the other side, our dedicated account managers get to closely know the locations and their nuances and work with each location. We also have a Zero Waste certified compliance expert who helps clients reduce their waste, keeps up to date with the constantly changing recycling legislation, and ensures all locations, no matter where, are in compliance. Finally, we have our executive team that hosts quarterly meetings with our clients as well as an annual business review

with our clients' upper management.

R&R: What kind of feedback do you receive from clients?

Esposito: We recently conducted our annual client survey in which our customers rated their overall satisfaction with NWA 4.5 stars out of 5. We are very proud of this rating and work hard to maintain that level of satisfaction. During our quarterly review sessions, the majority of our customers tell us they are extremely happy that we 'have their backs' and 'keep them out of the kitchen.' They are always very complimentary and they appreciate how our teams work on their behalf.

R&R: Why should owner/operators choose your company to be their next vendor partner?

Esposito: Candidly, we treat our clients' waste removal costs as if they were being paid out of our own pockets. We believe in what we can do, and we work very hard at it regardless of the size of the client. We care about every client, work meticulously to maintain high service levels and are responsive to clients' needs. Our mission is to contain and reduce costs. This approach always puts our customers first, which, in turn, results in lasting partnerships. We aim to take the burden of managing waste and recycling off clients' shoulders — and they resoundingly tell us how much they appreciate that.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you?

Esposito: The restaurant and retail verticals represent about 33% of our customer base, and it is growing for us. We recently signed a large restaurant chain based in Denver. We currently service numerous companies who are in the top 50 for franchisees and are in negotiations with several

others. We are experienced in working with both large and small retail chains.

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you seeing? What is your advice for FMs?

Esposito: We see a high level of M&A in the restaurant arena. After that, the biggest trend we are seeing is in recycling legislation and how that impacts these segments from operational and cost perspectives. Composting and dual-stream recycling are becoming large movements; many cities are adopting regulations that not only affect the back-of-house operations but front-of-house as well. California, especially, is on target for 2020 with hefty requirements that will be a challenge for many retail and restaurant facilities. Vermont is another state that has recently passed similar restrictive laws.

Our advice to FMs is to make sure they are partnering with a waste management company that is on top of changing regulations. The consequences for non-compliance can cost hundreds of thousands of dollars.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

Esposito: Our outlook for 2020 is extremely positive; however, there will be more challenges than ever as the world becomes more complicated and more demanding. We think that plays to our strengths. As the retail and restaurant geographical markets grow and change, NWA plans to be a step ahead. We plan to find innovative and more efficient solutions to the shifting needs of our clients across all market segments, and provide better means in which we can affect their bottom line. ■



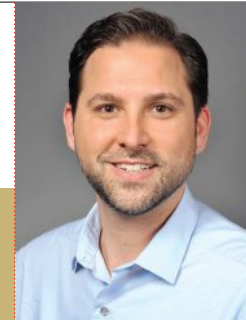
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HaVACo

R&R: Where are you based and how long has the company been in business?

Branden J. Kaczay: HaVACo is based in Erie, Pennsylvania, and was established 7 years ago as an addition to the business portfolio for a family owned (The Prischak Family) plastic injection molding network of companies, who are considered experts in the plastic injection molding business since 1956.

R&R: What is your title and how long have you been with the company?

Kaczay: I have been the general manager of HaVACo for the past 5 years, and I have worked for the Prischak family-owned businesses for the past 18 years. In fact, I am in the process of transitioning over to one of the Prischak family's other new business ventures, and Jerry Dill is taking over as general manager of HaVACo moving forward. Jerry came to HaVACo at the beginning of December and brings with him a wealth of experience in manufacturing, product development and client relationships. I am confident that Jerry will do great as general manager of HaVACo.

R&R: What trades/services do you offer retailers and restaurants?

Kaczay: We offer expertly manufactured, superior quality plastic air distribution products (such as 2' X 2' lay-in diffusers and grilles) that are truly innovative. HaVACo has revolutionized the ease of install, durability, reliability and cleanability of air distribution products through unique and innovative designs and manufacturing. We offer patent pending Quick Connect designs, which allow for fast and simple removal

of the grille and/or diffuser in seconds for complete and efficient maintenance and servicing. Our superior quality plastic products will never rust, corrode, discolor or fade. HaVACo products will last a lifetime.

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

Kaczay: We enjoy partnerships with clients across the nation, since our products offer solutions



to standard concerns that clients experience in each and every single region. Cleanability concerns and appearance concerns are universal. We do very well in coastal areas, because HaVACo 2' X 2's are less conductive than metal and aluminum, which means that they are far more resistant to sweating and condensation buildup.

R&R: What makes your company's "signature service" stand out in the industry?

Kaczay: Our one-of-a-kind designs and Quick Connect features have no equals in the industry and uniquely address the true needs of clients that continue to devote precious time and resources to facility appearance and regular up-keep.

R&R: What kind of feedback do you receive from clients?

Kaczay: The feedback from clients has been extremely positive as we continue to introduce our products

to the industry. A true testament of positive customer feedback is that we continually receive inquiries from retailers and restaurants that have been directed to us from one of their competitors and/or peers that have been utilizing our products.

R&R: Why should owner/operators choose your company to be their next vendor partner?

Kaczay: We introduced these products specifically for owner/opera-

tors in all facility industries to address their everyday needs. Other products that have been around for decades simply distribute air into a facility with no other features/benefits. HaVACo products take into account air distribution needs, cleanability needs, durability needs and more. We work very hard to offer great products and great customer service — which are equally important to our clients.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you? Would you like to name any of your clients?

Kaczay: We work with over 100 retail/restaurant client locations across the country, and this sector continues to grow for us on a weekly basis. Clients include Taco Bell, Red Lobster, Outback Steakhouse, Starbucks, Bojangles', McDonald's, Burger King, Arby's, Pizza Hut, Domino's, Taco Cabana and Firehouse Subs, just to name a few.

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you seeing in the industry? What is your advice for FM vendors reacting to this shifting climate?

Kaczay: There also continues to be an intensified focus on facility appearance and presentation for the overall customer "experience," and that "experience" is much more than the food served on the products on a shelf. The "experience" includes the feelings, both conscious and subconscious, that a customer gets when choosing a specific retailer/restaurant.

My advice to FM vendors is to be proactive instead of reactive when determining the product offering that addresses the true modern-day needs of the clients. In today's shifting climate, a reaction is often considered to be a late response.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

Kaczay: I am very optimistic for continued growth for both the industry overall, as well as how HaVACo fits into that positive industry growth. Retailers and restaurants have done a tremendous job of evolving their facility appearance while at the same working with their FM managers to gain access to some of the industry's latest and greatest products. As retailers/restaurants continue to learn about the features/benefits that HaVACo offers for enhancing their customer experience and simplifying the maintenance process in regards to air distribution products, HaVACo will be right there to meet their needs! ■

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Powerhouse

R&R: Where are you based and how long has Powerhouse been in business?

Robert Blake-Ward: Our headquarters is in Crowley, Texas, about 30 minutes south of Fort Worth. Powerhouse was founded in 2004.

R&R: What is your title and how long have you been with the company?

Blake-Ward: I am a principal/owner of Powerhouse and have been so since 2011.

R&R: What trades/services do you offer retailers and restaurants?

Blake-Ward: Powerhouse specializes in construction services (remodels and refresh projects), facility maintenance (scheduled and reactive services, integrated program management, interior and exterior) and customized rollouts (high volume, high velocity, high impact projects across thousands of locations nationwide).

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

Blake-Ward: We work in all 50 U.S. states. Although based in Texas, our work takes us all over the map.

R&R: What makes your company's "signature service" stand out in the industry?

Blake-Ward: We spend a great deal of time on our core: people, process and technology. Our Infinity platform allows for real-time updates as work progresses



in the field. Our people drive the results with great training and accountability for their project's success — customer-centric teams who create a great project result.

R&R: What kind of feedback do you receive from clients?

Blake-Ward: We aim to make every client a "Raving Fan of Powerhouse." We often get complimented on our sense of urgency, which is a key ingredient in our customer service and success. When a client calls with an issue, our people react quickly and efficiently. When we get a work order, a Powerhouse employee answers the phone and is dedicated to getting someone out to location within the business hours.

R&R: Why should owner/operators choose your company to be their next vendor partner?

Blake-Ward: We have the people, process and technology, as mentioned earlier, but we also have the resources. We pride ourselves not only on our client relationships, but also on our Powerhouse Partner relationships — relationships with our key vendors across the country.

These are partnerships that have allowed us to have constant, national coverage for all our clients' needs.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you? Would you like to name any of your clients?

Blake-Ward: We have more than 80 distinct customers of various types and sizes. Retail and restaurant are just two of the eight industries Powerhouse focuses on and where we perform the majority of our work. Retail clients are what started Powerhouse, and we've maintained many of those initial clients throughout Powerhouse's lifetime. As the industry itself is constantly changing and growing, so does Powerhouse and the opportunities we are given.

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you seeing in the industry?

Blake-Ward: We continue to see a hyper-competitive market where operators need to differentiate — they are innovating

both their brand offerings and how they deliver it, blending the ordering/pickup experience to serve different customer needs. Operators need to execute these programs faster than ever and with fewer resources to manage — they lean on partners to help manage more of the communication and planning of their projects.

R&R: What is your advice for FM vendors reacting to this shifting climate?

Blake-Ward: Partner with your suppliers; you'll get more value in return. Don't be afraid to try a new approach you haven't done before.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

Blake-Ward: Continued growth, continued opportunities and continued challenges, for everyone in our industry. ■

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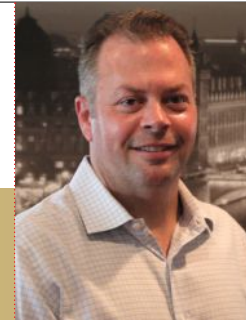


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The Resicom Group

R&R: Where are you based and how long has the company been in business?

John Fairclough: Our headquarters is in suburban Chicago in the city of Romeoville, Illinois. We have satellite offices across the U.S., and we've been in business over 20 years.

R&R: What is your title and how long have you been with the company?

Fairclough: President. I founded the company and spend most of my time looking for ways to make it easier for people to be successful.

R&R: What trades/services do you offer retailers and restaurants?

Fairclough: We provide construction and facilities services to retailers and restaurants throughout the U.S. and Canada.

• *Repair + Maintenance:* We fix things that break or don't look or function the way you want them. We make this more effective through smart minimums coupled with good oversight and a dynamic list of fixed fee items.

• *Special Projects:* Rollouts, Refreshes + Repaints. We are really good at organizing repeating projects well and training the team to be successful. We literally do thousands of these a year. Our clients love our project tracking/updates and how they are organized and actionable.

• *Program Work:* An ongoing inspection and standard scope visit can become a powerful part of maintaining your locations. We'd like to learn more about what you are currently doing and then share some recommendations.

• *Conversions and Renovations Less Than \$150,000:* These projects are often too big for traditional maintenance companies and too small for typical general contractors.

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

Fairclough: We complete projects in all 50 states and all provinces in Canada.

R&R: What makes your company's "signature service" stand out in the industry?

Fairclough: Optimization. We take an ordinary visit and supercharge it. Whether it's bundling services together, combining unrelated trades, creating/executing checklists for common items and/or capturing information for other projects, we drive value through these and so much more. Another item is the way we process data — driving down unnecessary costs by paying attention to items that are otherwise overlooked.

R&R: What kind of feedback do you receive from clients?

Fairclough: Most of our clients have a scorecarding system that provides ongoing performance feedback. In addition, there is the subjective side, where we ask for their thoughts on our performance through an ongoing monthly discussion, and finally the feedback that comes from the growth of the relationship.

R&R: Why should owner/operators choose your company to be their next vendor partner?

Fairclough: Our team is a special group of people all trying to build

a company we can be proud of. It means a lot to us to be a trusted partner. We understand if a company is not better, faster and/or cheaper, it really isn't an option, so we work hard on being a viable option. Our goal is to be a key and strategic partner for all clients — they matter to us and we matter to them.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you? Would you like to name any of your clients?

Fairclough: Our clients are some of the world's most recognizable retailers and restaurants.

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you seeing in the

industry? What is your advice for FM vendors reacting to this shifting climate?

Fairclough: The consumer's needs are growing at a very fast rate, so facilities teams need to be able to respond to these ever-changing needs. With this, vendors who are versatile, nimble and can roll with the punches quickly are in high demand.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

Fairclough: Some of the longtime industry companies will close and the ones laser focused on taking care of business using data, beta tests and ongoing prototyping will thrive. As for us, we will continue to grow, especially with chains who make the in-store or in-dining experience a top priority. ■

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Federal Heath

R&R: Where are you based and how long has the company been in business?

Shane Sommer: Our headquarters is in Euless, Texas, and we have 22 offices nationwide including six manufacturing facilities. Federal Heath has a long and rich history that began in 1901 when we pioneered the electric sign industry. Today, we remain one of the oldest and largest sign and visual communications companies in the U.S.

R&R: What is your title, and how long have you been with the company?

Sommer: I am currently the national sales manager for the maintenance group at Federal Heath. I've been with the company for a little over 18 years.

R&R: What trades/services do you offer retailers and restaurants?

Sommer: The Federal Heath Maintenance Group provides repair and maintenance services for all types of illuminated signage and exterior lighting fixtures. We also help our customers save money by providing energy-saving LED conversions for illuminated signs, parking lot pole lighting and exterior lighting systems. Federal Heath Visual Communications provides a wide variety of trades and services including custom signage, general contracting, re-imaging/remodeling services, interior graphics and décor, and digital signage for enhanced retail engagement.

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

Sommer: We provide nationwide coverage for numerous national and regional organizations. We operate the most comprehensive network of sign service technicians

in the country and self-perform in several areas including the states of Florida and Texas.

R&R: What makes your company's "signature service" stand out in the industry?

Sommer: Effective communication is what sets us apart from our competition. Without question, the concierge-style service we provide is the best in our industry. Our customer service representatives, based in our Daytona and Houston call centers, have an average tenure with this company of over 20 years. That's a ton of experience. Each new customer is matched up with a dedicated CSR team that handles all incoming orders from cradle to grave. The main CSR is the single point of contact who thoroughly understands the needs of each customer, providing status updates and open lines of communication throughout the entire process. We also schedule periodic performance review sessions and face-to-face meetings so each customer knows his or her CSR personally.

R&R: What kind of feedback do you receive from clients?

Sommer: We continually track our performance and ask our customers for feedback. We hear comments such as: *Great response times, competitive pricing, excellent service, communication that far exceeded their expectations, and highly trained, friendly and efficient staff.* What we tend to hear most from our long term customers is how easy we are to work with. Comments such as these are confirmation that we're doing the right things and making our customers happy. If we ever hear otherwise, immediate action is taken to remedy any issues or concerns. Again, it all goes back to having open communication with our customers. We take a lot of pride in the fact that many of our exist-

ing customers have been with us for over 10 years and longer. That speaks volumes about the level of service we provide.

R&R: Why should owner/operators choose your company to be their next vendor partner?

Sommer: The vast majority of our service calls are completed on the first trip because our trucks are fully stocked with the necessary parts. Our operations manager, Mike Folk, has been with the company for more than 30 years. One of his primary responsibilities is to make sure all of our technicians are continually educated on the latest diagnostic techniques and safety procedures. This training helps our technicians save time and money as they diagnose and repair the problems quickly and in the most cost-effective manner. Most operators and facility managers have come to learn that a low hourly rate doesn't always equate to the lowest total cost for service provided. Hourly rates mean nothing if the job takes longer to complete.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you? Would you like to name any of your clients?

Sommer: The majority of our clients have been loyal customers for many years. We service numerous national and regional clients and have experienced growth in both the retail and restaurant segments. I won't list them all, but we work with a wide range of retailers (Academy Sports, Target) and restaurant chains (Brinker, Whataburger, Texas Roadhouse).

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you seeing? What is your advice for FM vendors?

Sommer: In retail, brick-and-mortar stores are seeing the dramatic shift in how people are choosing to buy their products. For restaurants, I see convenience and delivery channels being the biggest trends. It wouldn't surprise me to see the use of drones and robots becoming commonplace in the near future.

Consumers are putting more value on the actual experience and convenience associated with their purchases. As online shopping continues to grow, and social media continues to influence customer decisions, restaurants and retailers will need to stay on top of their brand image and make sure they provide both positive and memorable experiences for their customers.

Technology is driving change, so owner/operators, FM managers and vendors alike will all need to have the ability to adapt quickly if they want to keep up.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

Sommer: I vividly recall the many challenges and pricing obstacles we experienced when LEDs were first introduced to the sign industry back in the '90s. Going forward, I predict the industry will continue to see the use of new technologies, enhanced LED products and digital signage.

Our printed graphics group has some exciting new products they're using in the interior décor space, and our sign group is constantly looking for the newest, innovative products to help our present and future customers stay ahead as they grow their own brands.

On the manufacturing side, some concerns exist over labor shortages. There aren't as many younger people learning these specific skills and trades. I believe this to be a concern not only in the sign industry, but for all manufacturing jobs across the board. ■

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CSG: Cleaning Services Group, Inc.

CSG's headquarters in Danvers, Massachusetts.



R&R: Where are you based, and how long has the company been in business?

Dennis O'Brien: Danvers, Massachusetts. We've been in business 28 years.

R&R: What is your title, and how long have you been with the company?

O'Brien: I am the CEO and owner. I've spent 28 years as owner of CSG, and 40 years total in the industry.

R&R: What trades/services do you offer retailers and restaurants?

O'Brien: Janitorial services as well as snow cleanup, pest control, window washing, floor care, concrete polishing and stain remediation.

We also offer antibacterial wipes for use in stores, malls and restaurants. Table wipes for restaurants [see photo] are quicker,



cleaner, more sanitary and, in the end, much cheaper than cloth towels. More importantly, the board of health prefers them. Oh, and don't let the container steer you away: for your finer establishments we can place the roll of wipes in a sleeker, more sophisticated dispenser.

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

O'Brien: We are a national company with a heavy focus in the Northeast, Southeast, Mid-Atlantic and Southwest.

R&R: What makes your company's "signature service" stand out in the industry?

O'Brien: Our proprietary software program CAPs is unique in that it focuses on the needs of each individual account. Our audits are detailed and customized to be sure nothing is overlooked, resulting in our signature service.

R&R: What kind of feedback do you receive from clients?

O'Brien: Our customers have very high standards, and they will tell you we consistently meet their expectations and often go beyond. Communication is key and that's our Number 1 priority.

R&R: Why should owner/operators choose your company to be their next vendor partner?

O'Brien: Because we hold ourselves accountable, and we stand behind our work. We also provide results backed by data, and our pricing is usually within our customer's budget.

R&R: How many retail/restau-

rants clients do you have, and is that sector growing for you? Would you like to name any of your clients?

O'Brien: We service approximately 1,200 sites, and we are growing.

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you seeing in the industry? What is your advice for FM vendors reacting to this shifting climate?

O'Brien: We are seeing 2% to 3% closing, and revamping services are all over the board. Due to traditional retailers downsizing, distribution centers and warehouses are on the rise and we are very comfortable in that market. We pride ourselves on our data and our ability to provide the highest level of quality control in the industry.

My advice for other FM vendors is to constantly communicate with the customer and take a look at

your data. Look at your frequencies vs. real need. Use the proper tools such as invisible ink, color coded floor plans, detail schedules and, as always, be sure to address any issues within 24 hours.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

O'Brien: We predict that customers will come to us because we are a data-driven company providing data-backed results. Others might refer to it as technology, but the technology is collecting data and combining it with equipment, tools and training that will result in higher productivity.

I predict we will double in size as we continue to expand our footprint in the restaurant and retail space as well as add additional Class A office buildings and distribution centers to our portfolio. ■

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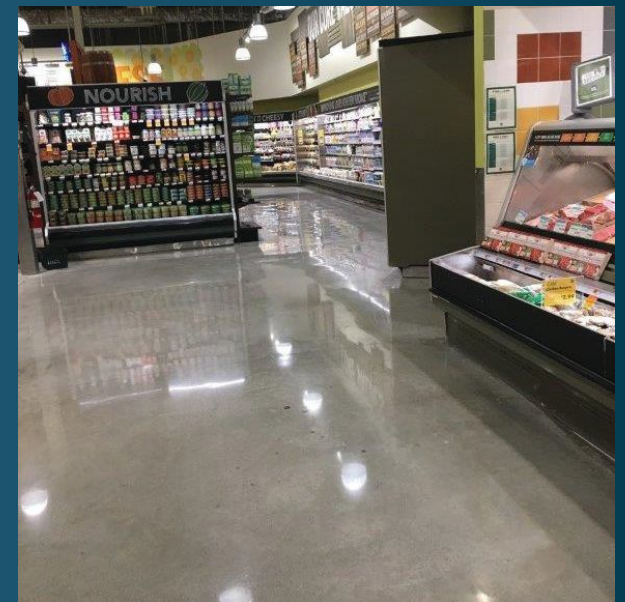
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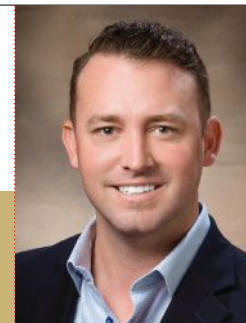


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Rose Paving

R&R: Where are you based and how long has the company been in business?

Jaron Strain: Our corporate office is located in Bridgeview, Illinois. Rose Paving, LLC has been in business for 45 years.

R&R: What is your title and how long have you been with the company?

Strain: Director of National Sales; 12 years.

R&R: What trades/services do you offer retailers and restaurants?

- Strain:**
- Parking Lot Maintenance
 - Portfolio Management
 - Structural Repair
 - Design/Build

R&R: In what regions of the country do you conduct most of your business, or are you nationwide?

Strain: United States and Canada.

R&R: What makes your company's "signature service" stand out in the industry?

Strain: National coverage with local knowledge. Clients can expect a single point of contact, customer-first mindset and a streamlined process.

R&R: What kind of feedback do you receive from clients?

Strain: Clients appreciate our expertise and true national reach. With local offices spread out across the country, they feel more confident in working with a true paving partner.

Clients love communication: before, during and after a project or program. We are always strategiz-

ing ways to keep the customer more involved and updated throughout the project.

A successful project is about the details. Customers want to feel confident that vendors are taking care of their customer, as well as them.

R&R: Why should owner/operators choose your company to be their next vendor partner?

Strain: *Project Management:* Project managers are assigned to each job and are diligent with scheduling, traffic flow, accommodating patrons and, most importantly, communication. Rose Paving services businesses nationwide in the U.S. and Canada with industry-leading service in parking lot maintenance and management.

Truly National: Anyone can call themselves a national provider. However, the ability to handle the entire country does not happen overnight. For 45 years, Rose Paving has been building a recognized brand name around consistency and quality through strategic regional offices and preferred partnerships.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you?

Strain: Our retail/restaurant clients have been steadily increasing. Many of their approaches to capital



and/or maintenance have changed, but parking lots are not something they can completely ignore. The parking lot is often looked at as the first impression they provide to a customer.

R&R: Many traditional retailers are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you seeing in the industry? What is your advice for FM vendors reacting to this shifting climate?

Strain: Unquestionably, there are a lot of industries going through consolidation right now. We have seen our customers focus more on the "customer experience" they are pro-

viding to their buyers, tenants, etc.

Our advice to customers is be strategic about where you are spending your budget. More than ever, we are helping our customers with their parking lots by identifying needs through taking inventory, prioritizing concerns and executing the right repairs, at the right time, to not overspend.

Our best customers and partners share their investment and holding strategies, which allows us to build a customized repair or maintenance plan where everyone wins.

R&R: What predictions do you have — for your company, your industry or both — in 2020?

Strain: As Rose Paving strategizes for 2020, we are constantly striving to streamline internal processes, acquire resources in key, local markets, and bring on the right partners to help us better service our customers across the United States and Canada.

Technology is and will continue to be a key driver of change in our industry. Having more and better data will help our entire industry be better partners to all of our clients. ■



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Pegnato

Roof Intelligence Network

R&R: Where are you based and how long has the company been in business?

Maryella Pegnato: Pegnato Roof Intelligence Network serves clients nationwide and is based in Marina del Rey, California. We have been in business for 10 years.

R&R: What is your title and how long have you been with the company?

Pegnato: President/co-founder; 10 years

R&R: What trades/services do you offer retailers and restaurants?

Pegnato: Roof portfolio management for the lowest total cost of ownership.

R&R: What makes your company's "signature service" stand out in the industry?

Pegnato: Ability to mine data and use our category expertise to help clients make informed, proactive decisions as it relates to managing the spend and activities on their roof portfolio.

R&R: What kind of feedback do you receive from clients?

Pegnato: We consistently hear that communication is critical for our clients in that they need know what is going on with the transactions on their properties. Our PRIN platform updates clients automatically as the transaction works its way through its lifecycle.

Clients are pleased to be able to get all things roofing taken care of in one place. And to have all the data captured with re-

gard to roof/asset performance. Our clients say, "Wow," when it comes to our data analysis: "It helps me to be able to direct my time, energy and money to the most important property issues," they say. For the vice president and executive vice president level, it gives them the justification to allocate budget dollars and evidence of the results of their portfolio management initiative.

R&R: Why should owner/operators choose your company to be their next vendor partner?

Pegnato: They should choose us because what is critical is that they minimize leaks in their stores but they need to do this within their budgets. The PRIN platform manages all roofing transactions in a way that helps ensure quality at the appropriate cost which equals managing for the lowest total cost of ownership.

R&R: How many retail/restaurant clients do you have, and is that sector growing for you? Would you like to name any of your clients?

Pegnato: We have approximately 50 national accounts. The shopping center owner/development section is growing but we are also seeing growth in the res-

taurant and grocery sector. Some example of our clients by sector:

- *Shopping Centers:* Phillips Edison, Regency Centers
- *Restaurants:* Red Lobster, Darden, Chipotle
- *Grocery:* Albertsons, Whole Foods
- *Retail:* Staples, Gap

R&R: Many traditional retailers, in particular, are downsizing their portfolios. Overall, restaurant/hospitality is growing. What other trends are you see-

the trends and focus their business development efforts towards those companies. Work with the winners!

R&R: What predictions do you have — for your company, your industry or both — in 2020?

Pegnato: We predict continued growth for Pegnato Roof Intelligence Network. We have grown 50% in each of the last 2 years. Our sales cycle is 6 to 9 months and we already have quite a few substantial "irons in the fire" for 2020.

For both Pegnato and the industry, we predict an increase in use of data and analytics to make decisions. Data-mining capability has greatly contributed to our growth. ■



ROOF INTELLIGENCE NETWORK™

ing in the industry? What is your advice for FM vendors reacting to this shifting climate?

Pegnato: Grocery-anchored shopping centers are increasing in value. The owners are investing more money into maintaining and upgrading them.

The internet is not killing the physical stores; what we see is that the companies that embrace multi channels can actually use the internet to drive traffic into the stores (for example, returning an item purchased online in the store) and new stores are opening up to support internet transactions (e.g., Amazon locations).

FM vendors should watch to see who the companies are that are adapting and evolving with



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Pegnato controls use of network, quality of contractor work, project manages all services, coordinates warranties with manufacturers, data warehouses work performed and settles payment on all transactions. Facility managers have online access to all data for all roofs. No conflicts. 100% transparency.

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A decorative graphic at the bottom of the page consists of several 3D rectangular blocks in various colors: orange, dark brown, blue, and yellow. The blue block is the largest and features the text "BE ON TOP OF YOUR ROOFS™" in white, bold, sans-serif font.

**BE ON TOP OF
YOUR ROOFS™**



Water DAMAGE

Addressing ponding water on a heavily penetrated low slope roof.



There are essentially two ways water leaves a roof: positive drainage or evaporation. When neither can occur quickly enough, the result is ponding water.

Ponding water is defined as any water remaining on a roof 48 hours after a rain. Most commonly occurring on low-slope commercial roofs, ponding water can result from poor building/roof design, poor drainage and pockets forming on the roof after a building or substrate settles.

Retail and restaurant facility managers know all too well the importance of resolving ponding water issues.

5 WAYS PONDING WATER IS DAMAGING TO A ROOF

Most roofing systems are made of some form of polymer — TPO, EPDM, modified bitumen, PVC

and CLP™ being common examples. They all have different performance characteristics, and they're all susceptible to breaking down over time because of the nature of what they're exposed to on a day-to-day basis.

It's been reported that some membranes deteriorate in normal conditions at a rate of 1 to 1.5 mils per year, so ponding water conditions would result in the membranes being compromised even faster. Specifically, that means the membrane will become brittle, thin and lose its elasticity, which causes the roof system to weaken and lose its waterproofing capabilities. Some single-ply roofing

systems can start showing their age in as few as 7 years — even sooner in ponding water situations.

When it comes to restaurants and you combine grease from the roof vents with ponding water, the oxidation process on roof membranes can be even more aggressive and caustic.

Poor roof performance isn't the only consequence of ponding water. Ignoring ponding water can also lead to:

1. *Vegetation:* Weeds, grasses, algae and other vegetation can begin to form and grow from excess moisture on the roof, which can lead to debris that clogs roof drains and causes further problems.

2. *Insects:* Water attracts insects, plain and simple. Commonly it's mosquitos, but depending on the part of the country it can be many other types of bugs. When these insects get inside the building your issues and costs to exterminate them worsen.

3. *Birds:* Ponding water is also going to attract birds, and likely accompanying the birds are unwanted noise, excrement and debris.

4. *Discoloration:* Ponding water can discolor a roof over time, particularly a white roof. This can cause a roof's performance to suffer and make any visible roof less attractive.

5. *Ice Damage:* Ice formations

from ponding water may develop and cause physical damage to the membrane.

IMPROVING DRAINAGE IS NOT THE ONLY REMEDY FOR PONDING WATER

Fixing ponding water areas isn't always as easy as accelerating your drainage. Some drainage systems aren't designed to handle additional loads of water at a given rate, so you may experience backups. Similarly, when tapering to existing drains you need to ensure the drains are capable of handling the water flow.

Others methods to improve drainage can be to add more drains, lower areas around the drains or gutter area, and install saddles in between the drains.

On retail and restaurant roofs, in particular, the options for remedying ponding water are often complicated because of the placement and large volume of penetrations on the roof: HVAC systems, grease traps, vent stacks, plumbing pipes and more.

When you're dealing with facilities with multiple units, tapering isn't always practical because it can be expensive. Tapering involves adding 1/8-inch or 1/4-inch per foot tapered roof insulation to create slope that moves water toward new or existing drains. Most of these buildings are built with very little slope in the roofing deck.

MATERIALS PLAY A ROLE IN ADDRESSING PONDING WATER

More than likely, retail and res-

restaurants have a roof with penetrations all over it. Water flow can be obstructed because of these penetrations, so you almost always experience ponding somewhere. For effective fixes, a greater emphasis should be placed on planning ahead and using superior-rated roofing materials in the most vulnerable areas.

Addressing ponding water through materials includes:

1. Thickness: A membrane's thickness plays a role because we know the polymer is going to deteriorate over time when exposed to the elements. And we also know it'll deteriorate even quicker when water is added to the equation. So, it stands to reason the thicker the membrane you put down, the longer it can theoretically withstand erosion until it becomes vulnerable.

2. Reinforcement: Adding a layer of reinforcement to the membrane, where possible, can

strengthen the membrane in the presence of ponding water. It also lessens the ability for water to penetrate the membrane.

3. Specific gravity: Everything is relative to water in the chemical world. Work with your roofing provider to choose materials, particularly in ponding water sections of the roof, where its specific gravity is highest. This means the roofing material is heavier than water. The heavier the material compared to water, the better it will be able to shed water away and keep the roof performing at its peak. For ponding water areas, look for a product with high specific gravity, low porosity, superior adhesion and high-tensile reinforcement. Products like these may be too expensive to specify on the entire roof, but they can make fiscal and practical sense in ponding water areas that you know cannot be addressed through proper water movement.

4. Color: The color of the material can make a difference. White roofs are not great for ponding areas because they don't hold the heat; rather, they reflect it. Retaining heat with a darker colored roof, like gray, will help the ponding water evaporate quicker. Even in warmer climates where it's more practical from a utilities cost savings perspective to specify a white roof, it can make sense to spot color the ponding areas gray.

5. Seamless/Penetrations: When ponding water sits above seams or around penetrations, the resulting deterioration makes it more likely for water penetration through these weakest points in a roofing system. Look for materials that are seamless or be mindful to reinforce areas where sheets of material overlap or around penetrations.

6. Timing: When you can field-fabricate the roof in a restora-

tion or re-roofing situation, that's an ideal time to address ponding areas. Take a look when the roof is done and look at the ponding areas where you won't be able to move water, and address them right there.

Whether or not you have a roof that ponds water, it's prudent to perform twice-annual inspections. Choose a trusted professional roofer to assess your roof's condition on a regular basis, perform spot fixes, document issues and determine the optimal timing for intervening with repairs and restorations. ■

Anthony Vross is a co-owner of Simon Roofing, one of the largest and longest-operating national roofing manufacturers/contractors in the United States.



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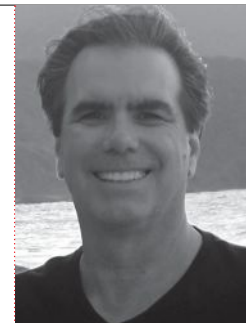
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One Word For You: PLASTICS

How restaurants can help curb the plastics epidemic.

With 2020 having been set as a benchmark for business' sustainability programs, many restaurant operations are working hard to achieve their waste-reduction goals. One area that restaurants are starting to focus their attention, and rightly so, is on the problem of post-consumer waste. Your operation can be squeaky clean and generating a relatively low volume of waste, but once you account for single-use packaging... your environmental footprint becomes significantly larger. Nothing can derail an environmental program in a food-related industry quite like single-use packaging, and the advent of food delivery services is adding to the food packaging problem.

Imagine having an all-organic product that is made with almost no waste to speak of — but when it's time to hand it to the consumer, your product is in a plastic container that is a miniature environmental disaster by itself. Even a “recyclable” cardboard box isn't recyclable after it's gotten food residue and grease on it. And that's the problem: The current focus on sustainability seems to stop at the consumer, no matter what the industry. As the concept of a circular economy begin to take hold, and as consumers are increasingly seeking eco-conscious solutions, restaurants are looking for ways to curb post-consumer waste. The first item on most agendas is plastic waste.

The concern over the non-biodegradable nature of modern plastics isn't a new one. Since the 1970s, environmentalists have been warning the world about the dependence of a material that does not break down in nature. Since then, plastic production has only increased. Dramatically.

THE PROBLEM: CURRENT CONSUMER PLASTICS WASTE

The current global production of plastics is roughly 350 million tons a year, and less than 10% of that plastic is recycled. The simple math on that states that 315 million tons of plastic get sent to landfills, are incinerated or end up misplaced in the environment somewhere (like the 8 million tons a year that end up in our oceans). The problem is blatantly obvious, but the solution is not so cut-and-dry.

THE SOLUTION: TRULY SUSTAINABLE PACKAGING

Until consumers are willing to pay more and use reusable packaging, the industry is researching and investing in fascinating, innovative packaging ideas that are either edible, readily compostable, or can biodegrade in water in a matter of a few weeks. These innovations in food packaging are steps in the right direction toward curbing consumer waste, and in most cases, are just cool. They are ideas packed with consumer appeal that can be marketed to even

the pickiest customers — and can give your business an edge on your competition.

Here are just a few ideas from the emerging market of sustainable packaging:

- *Leak-proof sealed paper packaging:* The bags are made for bulk products like grain or flour but could easily be used in the restaurant business as doggy bags for leftovers, or as packaging for delivered meals.
- *Fully compostable containers:* The containers are completely sealable and feature a mixture of rigid paper containers or are made of seaweed or even sustainable wood fibers along and compostable bio-plastic lids. Again, the usefulness for delivered food orders is endless.
- *Edible packaging:* Some examples have layers of chocolate and biscuit wrapped in super pape, shaped in the size of a cup that can tolerate hot liquid. So you can eat the cup after drinking your espresso.

The responsibility for post-consumer waste is tricky issue. Ultimately, you can produce the most recyclable/compostable material imaginable, but you still have to depend on consumers themselves to recycle/compost it. For this, consumers need to be *educated*. It's an exciting time in the packaging world simply because there are new alternatives being developed all the time. It's up to restaurants to utilize these advancements and make the changes known to their consumers. ■

Ray Hatch is CEO of Quest Resource Holding Corporation. He brings over 25 years of experience in both the waste management and food services industries with companies that generated over a billion dollars in revenue. Previously, Hatch served as president of Merchants Market Group, an international food service distribution company. He also served in various executive roles with Oakleaf Waste Management, a provider of waste outsourcing that was acquired by Waste Management.


BY RICK SUNG

Vice President of Sales,
NEST Multi-Facility Management

Predictive POWER

Leveraging the power of predictive analysis in facilities management.

Renowned management consultant Peter Drucker once mused, “If you can’t measure it, you can’t improve it.” For leaders seeking ways to advance their facilities management (FM), measuring progress is a complex and nuanced process requiring a sophisticated, data-driven approach. In this quest for improvement, however, gathering data is only half the battle. To make truly informed decisions, business leaders and facilities managers alike need analytics to better understand the staggering volume of data flowing through their organization on any given day.

DATA VS. ANALYTICS: WHAT’S THE DIFFERENCE?

Data is information in its rawest form. It can be quantitative (numerical) or qualitative (non-numerical), but regardless of where it falls on the spectrum, it is collected primarily to answer specific questions or to understand a situation.

Analytics is the mechanism for deriving meaning from and identifying patterns within raw data. Once trends, patterns and anomalies are uncovered, the decision-making process becomes much easier. Predictive analytics is the use of historical data to forecast the future, and it is one of the most effective tools fueling business decisions today.

USING ANALYTICS TO TRANSFORM YOUR ENVIRONMENT

The overarching benefit of integrating analytics and FM is the potential for improved efficiency and overall quality. This

is especially true for organizations operating multiple sites, as they are invariably dealing with multiple sources of data.

A national chain, for example, may have stores located in every corner of the country, each with its own unique needs and priorities. Drilling down into real-time data feeds and looking not only at each region, but at each location, asset and work order, will help leaders understand where resources have been allocated in the past and where they should go in the future.

MAKING A FINANCIAL IMPACT

Proper data utilization paired with progressive analytics has the power to transform a business’s bottom line. By aligning analytics with business objectives, organizations are better able to assess costs and put proactive measures in place that prevent expensive repairs and emergencies.

Perhaps the most valuable aspect of an analytics tool is its ability to offer transparency.

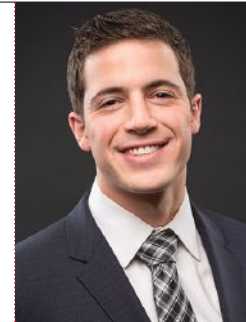
With visibility into what’s been spent in the past, companies can more accurately project future budgets. Reports that reveal spend by project category — from plumbing to lighting to janitorial services — provide insight into where budgeted and *unbudgeted* dollars are going. These details help organizations gain clarity and control over what’s working, what’s not working and how to fix it.

Knowing where to distribute capital and expense funds is huge, and it stands to make a sizable impact on a business’s fiscal goals for the year. For example, do you want to focus on improving service-related ambitions, or are your goals more closely tied to financial objectives? Every business has different priorities; it’s important to be selective and drill deeper into data sets that apply specifically to your company’s FM program, industry sector and organization-wide goals.

Possibilities abound when analytics and FM collide — for-

ward-thinking business owners and their facilities teams who seize the limitless potential of analytics in an increasingly data-driven world are poised for success. Backed by a powerful analytics platform, leaders everywhere can leverage their data to enhance project management practices, increase productivity, reduce spend and grow their business in meaningful ways. ■

Rick Sung is vice president of sales for NEST Multi-Facility Management. For over 20 years, NEST has been transforming the way modern, multi-site businesses manage their facilities and construction programs by pairing financial acumen and business analytics with a strategic consultative approach. Learn more at www.enternest.com. Email NEST at nestnews@enternest.com.



RESTAURANTS

Helping Retail

No longer an afterthought, food and beverage is taking up more space in the retail landscape than ever before.

The ways in which consumers choose to spend their time and money are changing and so must the industries that serve them, and the food and beverage industry is no exception. Food and beverage is flourishing in a time when many traditional retailers seem to be treading water. People are dining out more than ever — the average American household spends approximately \$3,365 per year at restaurants — causing restaurants of all shapes and sizes to move into retail centers that were once dedicated solely to shopping. These days convenience is key and placing these foodservice establishments in close proximity to shopping and entertainment centers provides a one-stop destination for consumers with busy lifestyles. Approximately 25% of retail sales in the U.S. comes from the food and beverage industry, which means if landlords aren't keeping up with the growth of the sector they will quickly be left behind.

Perhaps the biggest shift in the food and beverage industry is the idea that one is going to a place to have a meal versus going to a place to experience a meal. Experiential dining, where ambiance and presentation count, is taking over and consumers are demanding more to earn their business and loyalty. With social media at the epicenter of daily life for many up-and-coming spenders, Instagram-worthy food and atmosphere matter almost as much as the quality of the product. Starbucks touts the photogenic Pink Drink while Black Tap Craft Burgers and Beer and Barton G. continue to wow guests with over-the-top desserts and food presentation. Some call it a gimmick, but the reality is that delivering shareable content to consumers ultimately helps develop brand equity. With this change in direction and focus, customers have a wide variety of options, making the food and beverage landscape more competitive than ever. As the industry becomes more crowded, food and beverage retailers must reevaluate what will allow them to stand out,

and one of the biggest ways to gain a competitive edge in a crowded industry is to occupy a space that is situated in close proximity to other popular retailers.

Savvy shopping center owners are pursuing food tenants because they know they're going to drive a steady number of additional vehicles to the property that traditional retail isn't bringing in anymore. In newer developments, owners and developers are putting food and beverage tenants in place early to fill parking lots and attract traditional retailers to set up shop in the development. Owners recognize that food and beverage tenants are drawing customers to the development, and traditional retailers are hoping to make the conversion between secondary foot traffic and in-store purchases.

While landlords are diligently working to attract new food and beverage tenants to their shopping centers, keeping a good mix remains a key aspect to any center's success. There should be a focus on creating a diverse combination of tenants while keeping in

mind existing tenants' exclusive covenants in their leases to prevent overcrowding of parking lots or direct competitors taking away from their market share. It's important to take these possible conflicts into consideration, whether it means keeping the existing tenant in place or replacing them with a more suitable option.

While shopping centers are certainly becoming the go-to location for restaurants, they are not the only option. Traditional retailers are fighting back in the e-commerce takeover of the industry with an "if you can't beat them, join them" mentality. While Nordstrom started incorporating restaurants in its stores nearly 40 years ago, other upscale, specialty retailers like Restoration Hardware and Crate & Barrel are jumping on board with the food and beverage boom. In Restoration Hardware's Meatpacking District store it currently operates three drinking and dining options on the premises: RH Rooftop Restaurant, Rooftop Park and Wine Terrace, and RH Barista Bar. Crate & Barrel recently

opened The Table at Crate in its Oakbrook, Illinois, location where customers can shop the restaurant while enjoying a meal. According to Food and Wine Magazine, Crate & Barrel's CEO Neela Montgomery said the restaurant "ties into their customers' love of entertaining" and it "is an opportunity to give them an immersive brand experience."

It's clear that retail is in the midst of a transformation. It is no longer enough to occupy a space to sell products. Today's consumers expect more — more convenience, more experiences and more options. While brick-and-mortar retailers and landlords look for more creative ways to "Amazon-proof" their businesses and drive foot traffic into their shopping centers, incorporating food and beverage options into the shopping experience seems to be a large part of the movement. ■

As vice president of brokerage services for Metro Commercial, **Scott Benson** represents tenants on a regional and national scale. Active clients include Edge Fitness, honeygrow, ATI Physical Therapy, Oak Street Health, Drive Shack, Krispy Kreme, Geico, Goldfish Swim School and Miniso. In addition, Benson represents numerous regional and institutional owners on a project leasing and sales basis. Some active owner clients include Brandywine Realty Trust, Brickstone Companies, Cedar Realty Trust, Kimco, International Financial Company, LLC, PMC Property Group, Ashkenazy Acquisition, Post Brothers, Blank Aschkenazy Properties, Tower Investments and Alliance HSP.



BY CAROL L. CAREY

*CEO & Co-Founder,
Superior Facility Service Group*

The **POWER** of



Why hiring a professional pressure washer is good for business.

We no longer live in an age where negative remarks about service or cleanliness are written on a comment card and dropped in a box on the way out of a place of business. Now it's as easy as snapping a picture and uploading it simultaneously to multiple social media platforms, all the while tagging your location and corporate office. Clicking a one-star and a quick negative, frustration-fueled comment on Yelp, Google Review and more only takes mere seconds. One bad review with photographic evidence can make or break a reputation. Businesses go from popular, fully booked establishments with customers willing to wait on a waitlist...to no interest from customers at all. Empty seats. Such reviews impact customers, employees, your company and, worst of all, your profit!

Many managers think they are on top of cleanliness, especially in their store, but are they really? What constitutes clean in your customers' eyes? Does your staff ensure the floors are swept, vacuumed or even mopped? Are you dusting regularly and straightening the bathrooms, restocking and cleaning fingerprints and smears off doors? In a restaurant, do they

ensure the tables are wiped and dishes clean before serving a customer? While these are important, and even critical, they aren't the only steps that need to be taken.

We all know first impressions are important, but do you know how long before that impression is made? Researchers have ascertained that first impressions are made within the first 7 seconds

during which people begin determining trustworthiness.

In addition to the above listed tasks, there are many little details seen before a customer even enters your establishment. When showcasing your location, the first thing seen is signage. What does your signage say? Does it reflect pride in the brand image? Often managers will say, "Well, it's lit up,

no missing faces or burnt out letters," but they may forget to ask: "Is it clean?" Does it have black dirty streaks, algae or mold growing on it? What impression is this giving?

A potential customer decides: "Well, I have seen commercials and this establishment has many locations across the country," so he pulls in and parks. First thing he does, he steps in gum. His wife goes to grab a cart. "Eeeewww!" The cart corral has gum stuck on it, and there is garbage overflowing out of the trash can, and spilled drinks creating a puddle underfoot!

But the customer really needs a very particular set of bolts for his DIY project, so despite the negative first impressions, he and his wife decide to hurry inside anyway, even though both

(Continues on p. 53)





Can't Find PARKING?

A smart, simple solution to a holiday nightmare.

Retail executives across the United States recently had to face their annual holiday parking nightmare. Holiday sales represent about 20% of annual sales each year (with some stores reaching as much as 30%), and this increased business results in a corresponding increase in auto traffic to and from shopping centers. For retail executives, particularly those managing busier complexes, this increased traffic can cause a nightmare scenario of dozens of cars circling parking areas looking for a space — or waiting for one to open up. Stores that rely on holiday sales to make up 20% to 30% of their annual sales can't afford to have customers wandering aimlessly in the parking lot — or worse, giving up and shopping someplace else.

The good news is that the technology revolution that has transformed parking in recent years can eliminate this nightmare in the future. More user-friendly PARCS equipment (the gates that allow entrance and egress), LPR tools, and even pre-booking platforms make retail parking easier than ever.

But one technology that should be a game changer isn't making its way into many retail complexes. Parking guidance technology uses sensors to determine how many parking spaces are available in a particular parking facility — or on each floor of a garage. The sensors transmit that data to strategically placed signage that guides drivers right to open spaces. A parking guidance program can help shoppers conveniently find parking in just a matter of minutes.

It's easy to see why parking guidance would be an attractive amenity, not just during the busy holiday season, but year-round. After all, when you are shopping, the last thing you want is to have

to drive around in a garage trying to find a parking space.

Parking guidance provides other benefits as well. For instance, by eliminating the need to search for a space, parking guidance reduces the risk of vehicle collisions and vehicle/pedestrian collisions. Safer parking facilities reduce properties' exposure to liability.

Parking guidance also offers tremendous administrative benefits. When shopping center administrators have access to real time data about how their parking facilities are being utilized, whether they are at full or near-full capacity, and when they tend to be busiest, they can make better decisions about how to manage those parking resources. Better and more comprehensive information tends to lead to better management decisions.

INTELLIGENT SIMPLICITY

So, if parking guidance is such a great management resource and patron amenity, why don't more shopping centers and malls

use it? Often, they are scared away by the cost. Depending on the system, it can cost anywhere from \$500 to \$750 per space for a single space system in which individual sensors monitor each space. So, for a retail center with just 500 parking spaces, the cost of installing a reliable guidance system would run around \$250,000 and could run as high as \$375,000. And that's just the initial installation cost. There may also be maintenance and repair costs to factor in. And imagine what the cost would be for a large mall with thousands of parking spaces!

For many retail centers, the answer may be found in a more streamlined, simple approach to parking guidance. A simplified parking guidance system relies on intelligent cameras located at the main entries, entrances and exits of individual parking floors, and even specific zones to monitor incoming and outgoing traffic. The cameras count how many cars enter and exit the structure, as well as each individual floor.

That data is compiled and analyzed in real time to determine how many spaces are available in the parking facility as a whole, as well as on each floor.

The data is then transmitted to strategically located LED signs located at the facility's entrance and at the entrance of each floor. When shoppers drive into the garage, the entry sign tells them how many parking spaces are available at that moment throughout the garage. As they drive through the garage, signs at each level tell them how many spaces are available on that particular level at that moment.

For larger garages, it may be advisable to install additional cameras and signs to serve individual sections of a parking floor to provide more detailed information about how much parking is available in those sections. The system is also scalable to allow for the strategic individual monitoring of specialty parking spots such as ADA, short term dropoff, or VIP shopping rewards spaces.

Shopping centers like 2nd & PCH in Long Beach, California, have turned to this simpler approach to parking guidance, finding that it provides a much more convenient parking experience for shoppers at a fraction of the cost of single space parking guidance. It's easy to see why the cost is much more attractive, since they only have to install a handful of cameras rather than hundreds of sensors.

Like other forms of parking



Parking guidance technology provides that information.

GUIDANCE IN REACH

Parking guidance technology can be a powerful tool for helping retail centers provide a better experience to their patrons from the moment they arrive. But many have avoided investing in the technology because of the expense of installing and operating a single space system. The simpler, streamlined approach to parking guidance may provide the answer for many retail centers because it is much less expensive, more manageable and provides parkers enough information to make smarter parking decisions. ■

guidance, the systems also provide valuable information that can be used to better manage parking resources. The data collected and connected to a cloud-based management portal can tell administrators how many

cars park in their parking facilities every day, which section of the facility are most popular with patrons, and which hours and days are busiest. This information can be used to appropriately set parking rates, inform market-

ing efforts and even plan shared parking programs with other local businesses and organizations.

When you know how your parking resources are being used, you can make better decisions about how to manage those resources.

Chris Scheppmann is managing member of EnSight Technologies, a leading parking guidance provider.

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mentally have already decided “The business owner doesn’t care, why should I spend my money here?” As they move quickly to the building, they notice the dirty streaked walls and awnings that are discolored and have algae growing on the top, furthering their skepticism of this establishment. The windows are dirty and covered in a thick film, and as for the sidewalks: Were they ever clean and bright? The decision was made right then: “No looking around, we won’t be coming here again!” Who wants to shop at a store that looks neglected and unkempt?

So, what can you do? How can you take such a location and experience and turn it all around? Think “whole picture” inside and outside!

Businesses can reap huge benefits from a thorough concrete, signage and building power wash before the spring begins. After a long harsh winter, customers are ready

to get out and enjoy time shopping or eating with friends and family.

Those now-clean signs, cart corals, concrete surfaces and building exteriors will be the first thing clientele see. Make sure they look the best they can by talking to power washing professionals and ensuring the right service is selected for the best outcome.

WHAT ARE THE ADVANTAGES OF POWER WASHING?

- A clean exterior can have a dramatic impact on your revenue. Who wants to shop or eat at a dirty establishment?
- Clean premises encourage people to look around more, making them more likely to spend more money.
- Gum: hardened gum can get sticky again as the concrete heats up, making it a nightmare for the interior of your locations, as well as your customers’ and employees’ shoes, cars and homes.

- It’s not only for outdoors. With the right surface equipment, power washing can be done quickly and effectively for dirty tiles or concrete floors.

- Clean surfaces can reduce health and safety risk. Algae and molds are unattractive and can make concrete surfaces (parking lots, sidewalks and patios) slippery, creating a huge liability if someone were to fall. Algae and molds also cause allergies and other respiratory problems.

- A professional knows what the best equipment is for the job and they know what chemicals can cause harm to your building, surfaces or landscaping. It would not be appealing to have an exceptionally clean exterior but dead and dying landscaping from use of the wrong cleaning agents.

- Power washing is fast, cost-effective and durable, with results lasting for months.

It is easy to overlook what the store’s tidiness could mean; it is, however, important to you that your customers be impressed with the outright cleanliness of your location. Therefore, prioritizing the cleaning of any retail store, both outdoors and indoors, should not be underemphasized. This is core to how well the customers will patronize your store. For this reason, most restaurants and retail locations now hire professionals to quickly and effectively clean their establishments. ■

Carol L. Carey is CEO and co-founder of Superior Facility Service Group, Inc., a family owned and operated company specializing in commercial maintenance and repair, bird control and prevention, and disaster restoration. For more information, email admin@superiorfsc.com or visit www.superiorfacilityservice.com.

VENDOR NEWS

DWM PROMOTES NATIONAL SALES MANAGER TO DIRECTOR, SALES & DEVELOPMENT

Latham, N.Y. — DWM Comprehensive Facility Solutions has promoted **Bennett Van Wert** to director, sales & development. He previously served as national sales manager. In his new role, Van Wert will be responsible for the development of processes and procedures to create sustainable growth with both new and existing clients. Van Wert joined DWM in 2017, bringing with him experience in account management and sales. His efforts at



Van Wert

DWM have resulted in the growth of DWM, specifically within the Facilities Maintenance and Construction & Renovation divisions. Founded in 1997, DWM is a full-service facility solutions company that specializes inside the box. Under its three divisions (Facilities Maintenance, Construction & Renovation, and Water Filtration), DWM handles day-to-day break-fix items and water filtration to FF&E, rollouts and full remodels.

FULHAM TAPS INDUSTRY VETERAN TO HEAD OEM SALES TEAM

Hawthorne, Calif. — Fulham Co., Inc., a leading manufacturer and supplier of lighting components and electronics for commercial and specialty applications, has appointed **Edwin Reyes** as director of OEM sales and business development. In his new role, Reyes will oversee all OEM sales activities for the Fulham organization. He brings over 14 years of experience to the role, gained through his time at Fulham, having started his career in the engineering department of the California-based company before recently serving as product manager for LED Drivers and Modules. The appointment is part of Fulham's plan to strengthen its OEM sales team, which is an important component of the company's wider strategic growth objectives. In line with this goal, Fulham has made several additional appointments to the team. **Todd Hughes** has been named Fulham's new OEM regional sales manager for the Northwest United States and Canada. Hughes has over 20 years of account management experience in the lighting industry with both OEM and distribution customers. He will assume responsibility for overseeing OEM sales in Washington, Oregon, Colorado and all of Canada. **Stephen Flemings** adds further expertise to the OEM team, joining Fulham as the new OEM account development manager. Flemings will work with customers nationwide to develop and drive new business for Fulham. Prior to joining Fulham, Flemings was an account executive at Harvard Engineering. Fulham Co., Inc. develops and manufactures a variety of award-winning LED and emergency products, lighting controls, as well as legacy products across multiple lighting platforms. Fulham sells its lighting solutions worldwide through original equipment manufacturers (OEMs) and electrical equipment distribution channels. Headquartered in Hawthorne, Calif., the company has sales and/or manufacturing facilities in the Europe, China, India and the UAE.



Reyes

DWM handles day-to-day break-fix items and water filtration to FF&E, rollouts and full remodels.

Denver — Motili, a leading real estate technology solutions company, has appointed **Karl Pomeroy** as its new chief executive officer. He brings more than 30 years in HVAC sales and management to the helm at Motili. Previously, Pomeroy held the position of division president at Goodman Manufacturing, Motili's parent company, where he was responsible for managing 66 locations in the Western United States. In 2017, Pomeroy became executive sponsor for Motili, responsible for corporate integration and sales leadership for the company. Motili has been leading the way with its contractor network spanning the United States, connecting single-family, multi-family and commercial property owners and operators to HVAC contractors, providing one point of contact for HVAC and appliance upgrades and maintenance, coast to coast. Motili brings contractors, operations teams and the industry's most advanced property management technology platform together to assess and complete HVAC work requests from start to finish. Motili automatically schedules, dispatches, manages and invoices job requests. Motili's predictive analytics improves budgeting accuracy by predicting product life cycle. Motili's technology platform allows property managers, owners and investors to easily manage repair and replacement jobs. Motili handles all aspects of the job from scheduling to ordering equipment to invoicing, making Motili the single point of contact for all property maintenance and equipment replacement.

MOTILI APPOINTS NEW CEO

Reading, Pa. — Ambius, the global leader in creating enhanced commercial spaces and North America's largest interior landscape organization, has acquired Marshall Gardens of Lake Oswego, Ore., and Glenn's Greenery of Ft. Lauderdale, Fla. These acquisitions expand the Ambius presence in the Pacific Northwest and Florida markets to better serve a growing customer base, and further cement Ambius as the nationwide provider of interior landscapes. The deals were finalized in August and September, respectively; terms were not disclosed. Marshall Gardens was founded in 2009 by **Abigail Marshall** and **Patrick Alexander**. The company provides

SERVICE MANAGEMENT GROUP HIRES SVP, RETAIL CUSTOMER ENGAGEMENT

Kansas City, Mo. — Service Management Group (SMG), a global customer, patient and employee experience management provider to more than 500 brands, has hired customer experience practitioner and thought leader **Brian Dennis** as senior vice president, retail customer engagement. He will collaborate with major retailers to change the way they do business, using customer feedback to deliver actionable insights across their enterprise. Dennis has more than 20 years of experience in customer feedback and retail management at Kohl's Department Stores, Albertsons and SUPERVALU.

AMBIUS GROWS COAST TO COAST WITH 2 ACQUISITIONS

customized, interior plant care and holiday design to commercial customers in the Portland, Ore., area. Since 1976, Glenn's Greenery has specialized in providing interiorscape design, installation, maintenance and short term event services to businesses in South Florida. **Robert Radler** has been the owner/operator for more than 20 years. The staff of both firms will remain on board with Ambius. Founded in 1963 and operating today in 16 countries, Ambius is a division of Rentokil Initial plc.

Latham, N.Y. — DWM Construction & Renovation has promoted **Andrew Carnes** to field project manager and on-site trainer. Carnes previously served as project manager, where he was responsible for overseeing and completing projects on time and to customers' satisfaction. Carnes joined DWM in 2017 with 11 years of construction project management experience. In his new role, he will play a larger part in the continued growth and scalability of DWM Construction & Renovation. He will assist in the development of on-site best practices and implementation of streamlined workflows and processes applicable across diverse client market. Founded in 1997, DWM is a full-service facility solutions company that specializes inside the box. DWM has three divisions: Facilities Maintenance, Construction & Renovation, and Water Filtration.

DWM CONSTRUCTION & RENOVATION CREATES NEW ROLE

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