

CHANGE IS GOOD... YOU GO FIRST?

“BE VERY CONSCIOUS OF THE CHANGE-MANAGEMENT ASPECT OF NEW TECHNOLOGY”

Speaking ahead of TEX Week in June 2018, key event speakers, Andrew Shakman, CEO of food waste prevention technology company LeanPath and Clint Westbrook, Vice President of Global Operational Excellence at Aramark, a global provider of food, catering and uniforms, discuss the impact of implementing food wastage technology to cut costs, streamline processes, empower staff and ultimately help solve one of the greatest challenges facing society today.

Andrew, LeanPath has been innovating for over fourteen years since it pioneered the use of smart technology to address food waste. How do you map out a journey for innovation? How difficult have you found the technology to scale up on a global level?

I think we have certainly changed our technology along the way. I don't think it's been so much a challenge—it's been a wonderful opportunity. When we started smartphones didn't exist, technology has only grown leaps and bounds in terms of the power of what's available to everyone. We've just been able to leverage this as we've gone along and it's opened up tons of new frontiers for us in terms of how we work.

Our innovation journey has largely been about how we increase food-waste prevention awareness in high-volume food-service operations like Aramark. This comes down to engagement—at the end of the day, it's people that drive operational excellence. With that in mind we've adapted our technology to support the changing expectations of frontline

food-service workers with technology they're familiar with. It's about making it easy for them to use.

Data collection is not a one-way process where workers put information in. It's actually a process that educates, inspires and engages them while they're doing it—that's our objective.

What can you advise in terms of measuring the return on investment (ROI)? How is ROI even defined when it comes to implementing a technology with no real precedent?

We view this as a triple bottom line; first you must have a financial return but there is also an opportunity for a social and environmental return.

On the financial return side, we typically look at the cost of food and we look at how waste reduction leads to efficiency. This means purchasing food in a different way, producing food in a different way and building menus in a different way. This collectively leads to greater efficiency in the operation and gross-margin improvement. The ROI is in food cost by being more efficient with the product.

“At the end of the day, it’s people that drive operational excellence”

There are also savings related in the hauling away and disposing of waste. As you might imagine, when you’re overproducing food you’re putting work into creating that food. This work time is reduced when people are not doing things that aren’t needed.

That’s the business case at its core—an ROI tied to food cost and margin improvement.

Clint, what is Aramark’s connection with LeanPath?

Aramark is a \$15bn US organization that operates globally, not only in the food and catering services, but uniform services too.

We were very fortunate to be one of the first large organizations to begin partnering with Andrew and Leanpath back in mid-2005 which initially saw great results. However, it was new and Aramark was very antiquated in the utilization of technology; it was a very traditional organization. There was not the appetite to recognize food waste as big an issue.

“We immediately recognized technology could be the winning ace in the hole for us”

When I took over the Global Operational Excellence Vice-President position, I noticed Aramark was wasting north of 250,000lbs of food every single day. This equates north of 100 million pounds annually. As a result we launched a manual food-waste reduction initiative recognizing that, at some point in time, it will need to be measured. I was fortunate to meet Andrew and we immediately recognized technology could be the winning ace in the hole for us.

How easy was it to implement the technology on a global scale?

CW The deployment was not an issue. It was more about gaining a full level of executive support. We were able to do this after many months of proof-of-concept as well as piloting the technology. We convinced the organization that it was worthwhile, not only for our

capital support financially, but the human capital that would be needed to deploy, implement and train.

On that note, how did staff adapt to the new changes? Did you have to win over hearts and minds?

CW The frontline associates get it. It's a no sell. It is getting leadership to recognize the cost-benefit analysis and results that is more difficult.

In my mind, food waste is a hidden, incremental, global issue. What I mean by that is you only see it in increments that are very small, person-to-person, operations-to-operation. However, when you look at it collectively, it easily becomes a few pounds here and a few pounds there to numbers that I quoted earlier. Prior to introducing LeanPath, our associates were taught to handle identifying food waste in a punitive way—they'd be in trouble if they wasted food. Therefore it was hidden—they would put it in the trashcan to ensure that their manager or chef weren't aware. With LeanPath it's about an opportunity to not only empower but to drive positive recognition for the identification of food waste.

There is a reward in the process and it's built into the technology. As people utilize the tool, there are certain levels of gifts and rewards that each manager is able to recognize their people for a job well done.

Exactly why is adoption of the right technology into an enterprise so critical in today's business world?

CW Change management it is the number-one cause of success or failure. It's about making sure that people understand what's in it for them. If they recognize that technology simplifies, technology provides data, technology allows them to do their job at a higher level, people get it. You have to be very conscious of the change-management aspect of a new technology.

The second part of that answer is technology is an enabler not the solution. That's where people believe, Oh! If I install this system, it's going to do all this for me when in reality, you utilize the system so you can do it for you.

We often hear it is the people that matter more than the technology – is that still true today?

CW I believe it is. However, people are afraid of new technologies. It's daunting. It's something new. I have to change my behavior. Most people say, change is good... you go first. They need to see a success example and hear a spokesperson that they relate to.

AS The only thing I would add is from the technology-creation side. I think you have to be really clear about the person you're designing the technology for. Quite often technology isn't created with that user-centricity. The user, from an operational excellence point of view, is now the analyst. Frontline workers are the best equipped to make changes. Designing technology to make their lives easy and make the data valuable is critical.

What are you looking forward to discovering at TEX Week from other speakers and attendees?

AS I'm looking to extend my learning, to understand how others are using technology and operational excellence, to make things better. Hopefully, we'll take away some notes to put to work in the next generation of LeanPath.

CW From my point of view it's about trends and innovations that we aren't aware of and to enhance what we have already. I also hope to discover how people are solving challenges—whether it is adoption or full utilization of technology. I think the mix of attendees will also allow us to look beyond our own sphere for solutions.

Andrew Shakman and Clint Westbrook will be key speakers at this year's TEX Week in:

NASHVILLE, JUNE 4-6, 2018.



ANDREW SHAKMAN
CEO
LeanPath

Andrew will discuss lessons learned on the journey to a global enterprise efficiency program and winning hearts and minds.



CLINT WESTBROOK
Vice President of Global
Operational Excellence
Aramark

Clint will highlight the often ignored path to engagement and results. He will also focus on the journey from manual to tech-enabled measurement.

Download the agenda here



TEW



TECHNOLOGY EXCELLENCE WEEK 2018

June 4 - 6, 2018 - Nashville

Technology Excellence Week 2018.

Technology has changed the landscape of how we operate and do business, with “innovate or die” being the mantra of most. New, agile companies entering the market are adopting fresh technologies to push the boundaries of innovation, leaving those who fail to adapt in the dust.

“Applying technology to deliver outstanding business transformation and operational excellence”

For operational excellence and business transformation leaders, everywhere they look, there is technology disrupting, and re-inventing how operational excellence can be done. But there is still a bridge to cross from potential of technology to being able to deploy to its maximum capability in business transformation.

TEX Week, Technology Excellence Week 2018 is the only event to deep dive into:

- ✓ **The intertwining relationship between technology, innovation and business processes**
- ✓ **How technology is an enabler to drive operational excellence**
- ✓ **The impact of technology to better understand your customers & improve your processes**

Technology Excellence Week 2018 will reach beyond the hypothetical; sharing key strategies, and sugar-free, hands-on experiences. Go beyond the traditional tools of operational excellence, as consumer expectations evolve, and technology maintains a strong foothold in everyday lives.

Download the agenda here

