

TEXTILE SERVICES

VOLUME 98 | ISSUE 12 | AUGUST 2015

NAVIGATING QUALITY & CONSISTENCY IN


OVERSEAS GOODS

Textile services experts discuss the benefits and drawbacks of today's worldwide market for textiles

30 Different Countries, Same Objective: Growth!

32 Laundry Stars of London

38 Reaching Nirvana: How You Can Improve Customer Service

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TRSA CHALLENGES DUPLICATIVE NYC LAUNDRY REGS



ABOVE: David Potack, VP of sales & marketing for Unitex Textile Rental Services, recently testified before the New York City Council regarding the textile service industry's opposition to a laundry licensing bill now before city lawmakers. The bill would duplicate existing regulations by state and federal agencies and isn't necessary, Potack said.



TRSA VICE CHAIRMAN DAVID POTACK

recently testified before the New York City Council Committee on Consumer Affairs opposing Council bill 697 authored by Councilman Ritchie Torres.

"The legislation ignores existing safety standards and a strong record of health and safety within the commercial laundry industry," said Potack, who also is vice president of sales & marketing for Unitex Textile Rental Services, Mt. Vernon, NY. "The proposal is redundant by duplicating federal and state OSHA standards and inspection protocols, adds an unnecessary tax and increases the burdens on the commercial laundries serving New York City."

The legislation would require all commercial laundries that operate in or deliver to the city of New York to apply for a license with the city's Department

of Consumer Affairs (DCA). One of the more onerous aspects of bill 697 is that it requires the Commissioner of Consumer Affairs to promulgate rules and standards on the levels of cleanliness of textiles.

During the June 18 hearing, representatives for the DCA discussed how the organization isn't equipped to establish standards for clean textiles. Therefore, it would be difficult if not impossible to enforce. The New York Department of Health testified that there is not any study or evidence to show that textiles pose a threat to public health.

"This is another step in the legislative process and TRSA is not only monitoring the process, but actively involved," said Kevin Schwalb, TRSA's vice president of government relations. Click to bitly.com/nycregs for details, or to obtain a copy of Potack's testimony on bill 697. **TS**

SURVEY SAYS: CUSTOMERS STILL PREFER TABLECLOTHS



RESTAURANT HOSPITALITY RECENTLY PUBLISHED

an online article on trends in table linen usage in restaurants. TRSA President & CEO Joseph Ricci shared his thoughts in the piece, titled "Tablecloths or no? That is the question."

The story shared the results from a pair of national surveys conducted by Fabrizio Ward that determined that 57% of consumers still prefer tablecloths over a more casual, bare table. 62% of customers that dine in restaurants with tablecloths expect a higher level of service, and, in return, 55% are willing to pay more.



57%

OF CONSUMERS STILL
PREFER TABLECLOTHS
OVER A MORE CASUAL,
BARE TABLE.

"For many restaurants, tablecloths and other linens are plausible, but are sometimes seen as an unnecessary expense," Ricci said. "However, what these findings demonstrate is tablecloths can boost consumer perceptions, expectations and even the check. It's a reasonable

investment to improve both the stature of the establishment, as well as the bottom line." To read the full article, click bit.ly/tabletoptrends. **TS**



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'QUICKIE ELECTION' CHALLENGE REJECTED—FOR NOW



A COALITION OF TEXAS BUSINESS GROUPS

recently failed to convince a federal district court that the National Labor Relations Board's amendments to its representation case rules are unlawful or arbitrary. The court dismissed the coalition's bid for an injunction to block enforcement of the changes to union-election rules.

In dismissing the case on June 1, Judge Robert L. Pitman of the U.S. District Court for the Western District of Texas said there was no evidence backing claims that the NLRB adopted the rule changes to favor organized labor.

Pitman rejected arguments by the groups that the board exceeded its power under

The industry is still awaiting a ruling in the Coalition for Democratic Workplace challenge, of which TRSA is a member.

the National Labor Relations Act by adopting rule changes that may limit parties from litigating some representation case issues before employees cast ballots on a question concerning union representation.

In addition, the court turned back the coalition's challenge to a new rule provision requiring an employer to release information, including the personal phone numbers and e-mail addresses, of employees in connection with an election proceeding. The judge noted the board included a rule provision prohibiting parties to an election proceeding from using voter lists for purposes other than NLRB proceedings.

The industry is still awaiting a ruling in the Coalition for Democratic Workplace challenge, of which TRSA is a member. That case is now before the U.S. District Court in Washington, DC. **TS**

TRSA QUESTIONS POTW RULES



THE TRSA ENVIRONMENTAL AND SUSTAINABILITY COMMITTEE

recently visited the Stickney Water Reclamation plant near Chicago to address TRSA members' concerns about the way that POTWs regulate the commercial laundry industry.

The Stickney plant in Cicero, IL, is part of the Chicago Metropolitan Water Reclamation District. It's the world's largest water treatment plant, treating more than 1 billion gallons of water a day. During the tour, committee members saw the different phases of water treatment, from the initial intake from sewers all the way through to the discharge back into the water system.

The focus of the tour was to highlight the need for POTWs to give commercial laundries the option to increase the level of pH discharge into the sewers. "Currently there are times when sulfuric acid or other chemicals are added to discharge to lower the pH level," said Jim Buik, who chairs the Environmental Committee. "This is problematic in that the increase in acid can be detrimental to the pipes that carry discharge to the water treatment plant. We feel that letting commercial laundries discharge pH at a higher level not only stops the addition, or increase in acids to the discharge pipes, it can actually be helpful to the system as a whole."

The plant tour in mid-June was part of a larger effort by the Environment and Sustainability Committee to develop a new manual to help laundry operators' work with their respective POTWs. **TS**



ABOVE: Members of TRSA's Environmental and Sustainability Committee recently toured the world's largest water treatment facility, the Stickney plant in Cicero, IL, near Chicago, which treats more than 1 billion gallons of water per day.

OCTOBER SUMMIT EXPANDS TO TWO FULL DAYS

IN RESPONSE TO ATTENDEES' REQUESTS for more programming during TRSA's twice-yearly Production Summit & Plant Tours, TRSA has added a half-day to the agenda for the next event, slated for Oct. 14-15 in Pittsburgh. Begun in 2013, the now two-day Summit will enhance launderers' familiarity with the latest process improvements for better throughput and increased profitability in plant operations.

As always, the program includes visits to nearby textile services facilities; this time, to the local Cintas Corp. facility, as well as the food-and-beverage (F&B) plant of CleanCare, based in Pittsburgh. After giving attendees a tour of these facilities, executives from both companies will lead a debriefing session at the Summit's host hotel, the DoubleTree Hotel & Suites Pittsburgh Downtown.

Attendees of prior Summits have hailed the meeting format for its practicality and relationship-building value. "The agenda was very informative and led to discussion of a variety of different topics. The plant tours were excellent," said Tyler Burke, production manager, Loop Linen Service, Westwego, LA, who participated in Los Angeles in March.

The expanded agenda includes general sessions, panel presentations, breakouts

and facilitated problem-solving sessions that enable participants to evaluate processes and management techniques, guided by plant technology and operations experts. The meeting begins at 8 a.m. on Wednesday, Oct. 14, at the DoubleTree and finishes at 4:30 p.m. the following day.

Panel presentations open and close the event. The opener, *Production Standards*, will help launderers adjust expected productivity levels in line with technology improvements. *Water-Saving Strategies and Wastewater Challenges*, the closer, will review the wide spectrum of approaches to conservation (more efficient equipment and wash formulas, reuse and recycling, etc.) This session also will explore the risk associated with such progress i.e., having a higher concentration of pollutants in wastewater, which in turn makes their volume seem greater, and complicates discharge-permit terms.

General session topics include:

- **BEST PRACTICES FOR EMPLOYEE RECRUITING & RETENTION:** tactics for providing fulfilling work for production and maintenance personnel
- **SAFETY RISK ASSESSMENT:** identifying all hazards for every position and function, with an emphasis on

averting hazardous motion and machine guarding

Breakout session topics include:

- **MAT PROCESSING, HANDLING, AND TRACKING:** addressing inventory challenges that rapidly mount as launderers in all market sectors place more of these products into service
- **SHOP TOWEL BAGGING:** strategies for modifying plant operations and procedures to adopt this laborsaving technology

Concurrent facilitated problem-solving sessions—one for the industrial laundry sector, the other for linen suppliers—will enable participants to take away an action plan to address concerns in their plant operations. Attendees will troubleshoot a problem or float an idea and be guided by collaborative evaluation of the situation with industry peers.

"Immediately implementable practices are discussed," said Benjamin Westphal, production supervisor, Mickey's Linen, Chicago, who attended the summit in Los Angeles in March. "Important questions are asked and answers provided. It all inspires great conversations." To learn more, go to pg. "Expanded Agenda!" on page 46. **TS**

PRODUCTION SUMMIT'S EXPANDED AGENDA

In response to attendees' requests, TRSA has added a half-day to the agenda for the next event. Events include:



PLANT TOURS &
DEBRIEFING



GENERAL SESSION



PANEL PRESENTATIONS



BREAKOUT & PROBLEM
SOLVING SESSION

CDC: PROPER HEALTHCARE LAUNDERING STOPS INFECTIONS



RECENT RESEARCH BY U.S. CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC)

indicates that healthcare laundering, when done using the proper procedures, is effective at preventing the spread of infection. The study, which analyzed worldwide healthcare textiles outbreaks over the past 43 years, points to the current infection-prevention strategies used by commercial laundry operators to manage a diverse textile inventory.

“Recent innovations in the laundry industry have led to major advances in laundry equipment, laundry chemicals, fiber and fabric technology, and laundry facility design and engineering,” said Lynne M. Sehulster, Ph.D., infectious disease epidemiologist at the CDC.

Of the cases of contaminated healthcare textiles studied in the CDC report, the research indicated several causes for the outbreaks, including:

- contaminated washing machines
- improper wash cycles or water temperatures, or issues regarding reused water (58%)
- textile storage conditions that promoted growth of microbial pathogens (33%)
- contamination of textiles during transit from the laundry facility to the hospital (8%)

It’s important to ensure that “every step is taken to maintain the hygienic quality of healthcare textiles prior to use,” Sehulster said in a news release. She also noted the importance of storing and transporting laundered healthcare textiles in contamination-free areas. In the event of an outbreak, however, microbial sampling isn’t sufficient evidence to identify the laundry process as the source of the problem. “Each of the distinct operations of the laundry-handling process needs to be evaluated in order to pinpoint the root of the problem.”

To learn more about the study, click to bit.ly/cdclaundry. Healthcare launderers that want to certify that their operation meets the proper operating procedures and produces hygienically clean linens for hospitals and other healthcare providers can click to hygienicallyclean.org for more information on TRSA’s Hygienically Clean certification program. **TS**

THIS MONTH

AUG. 9-13

EXECUTIVE MANAGEMENT INSTITUTE (EMI)

Hyattsville, MD

CONFERENCES

SEPT. 9-11

TRSA Annual Conference | Isle of Palms, SC

➔ [DETAILS PAGE 38](#)

NOV. 17-18

Healthcare Conference | East Brunswick, NJ

➔ [DETAILS PAGE 1](#)

EDUCATION INSTITUTES

AUG. 9-13

Executive Management Institute (EMI) | Hyattsville, MD

NOV. 3-6

Maintenance Management Institute (MMI) | Dallas

➔ [DETAILS PAGE 60](#)

SUMMITS & PLANT TOURS

OCT. 14-15

Production Summit & Tours | Pittsburgh

➔ [DETAILS PAGE 7, 45-51](#)

CEO/EXECUTIVE ROUNDTABLE

NOV. 19

CEO/Executive Roundtable—Healthcare | East Brunswick, NJ

WEBINAR

AUG. 19

Controlling Energy Costs

SEPT. 16

Infection Control

SEPT. 30

Workplace Health & Wellness



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CONSUMER ATTITUDES: TRADE MEDIA CITE TRSA STUDIES



BUSINESS MEDIA SERVING THE HOSPITALITY, FOOD & BEVERAGE (F&B) AND HEALTHCARE MARKETS have reported on findings of TRSA's recently commissioned customer study, highlighting key results from the research that suggest that these audiences can take greater advantage of textile services to improve customer satisfaction and control costs.

Completed in March, the study of 700 consumers and 200 textile services decision-makers (DMs) indicated an overwhelming across-the-board preference for work uniforms. But the survey also covered issues related to laundry services and the complete range of the industry's products, from bed and table linens to other commonly provided reusable textiles to facility services items. These findings drew the attention of publishers covering hotels and restaurants, such as:

- *Hotel Online* noted the research found a large segment of the hospitality sector is failing to calculate the full, accurate cost of laundry on their businesses and that outsourcing laundry services is better for the environment.
- *Restaurant Hospitality* pointed out the finding that a majority of consumers still prefer dining in restaurants with tablecloths. The surveys found expectations of the quality of service and a customer's willingness to pay more both increase due to the presence of tablecloths in a restaurant.

Outpatient Surgery headlined its coverage, "Patients want cleaner scrubs," citing the finding that about 44% of healthcare workers are responsible for laundering their workwear at home. The publisher

inferred that this could be a negative for medical providers in light of the research's conclusion that 68% of consumers are concerned when they see these employees wearing scrubs outside the clinical environment and that 83% feel professional laundering would provide cleaner, safer scrubs.

The *Hotel Online* piece made the case for outsourcing by highlighting these conclusions from the study, including the fact that less than half of all hotels account for key laundry costs such as energy, water, machinery maintenance and employee labor.

Joseph Ricci, president and CEO of TRSA, was quoted in *Hotel Online*, describing the research as identifying "huge opportunities" for the hospitality sector. "There is significant room to improve on laundry cost calculations and to better educate guests on specific steps hotels are taking—on their own or with a commercial laundry partner—to reduce their carbon footprint." Findings also indicate how launderers can do a better job of connecting with and educating hoteliers.

As for F&B, *Restaurant Hospitality* confirmed that 57% of consumers preferred eating on tablecloths vs. bare tables, and of those, 67% earn \$80,000-plus annually.

Fort Lauderdale-based Fabrizio Ward conducted the surveys for TRSA between Feb. 24 and March 9. The opinion research and consulting firm has undertaken projects for a host of trade associations; including recent efforts on behalf of the National Retail Federation, National Auto Dealers Association, America's Natural Gas Alliance and Global Automakers Association. **TS**

To review the full text of the articles noted above, visit these links:
bit.ly/hotelaundry bit.ly/patientviews bit.ly/tabletoptrend



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-Rocco Romeo, Chief Executive Officer, HLS Linen

HEALTHCARE

Patient Satisfaction Hits 9-Year Low

75.1

The overall healthcare score for hospitals and ambulatory service centers (ASCs) is 75.1 on a 0-100 scale for this year, compared to 77.6 in 2014 and a record high of 80 in 2013.

9 YRS

This is the lowest national score in nine years, according to The American Customer Satisfaction Index.

70,000

This University of Michigan Index, which analyzes interview data from about 70,000 customers, also indicates that ASCs scored 76 this year, compared to 79 in 2014. That's the lowest score for surgical centers since 2008, when the index started measuring ASCs separately.

Go to
[bit.ly/
UnhappyPatients](http://bit.ly/UnhappyPatients)



FLEET

Fleet Tips: Minimize Glare

Glare is dangerous. It caused 1,300 fatal accidents in 2012, according to the National Highway Traffic Safety Administration (NHTSA). Fleet drivers can reduce glare by cleaning windows (inside and out) to avoid light refraction, and using polarized sunglasses with anti-reflective (AR) coating. This also will help improve clarity and protect the eyes. Minimize nighttime (headlight) glare by moving your eyes, looking down quickly to the right edge of the road as cars pass by. Keep mirrors aligned, including the rearview mirror's night tab, and clean and align headlights to alleviate glare. Learn more at bit.ly/ReduceGlare.

HOSPITALITY

Hotels: Change Is the New Normal

According to hoteliers at the recent NYU Hospitality Investment Conference, industry fundamentals are solid: the recovery is now in its 57th month. While that's noteworthy, industry leaders focused their discussions on rapid changes in the marketplace—technology, consumer behavior and differentiation—that are affecting all hotels, from economy to luxury. These changes require hotels to address changing demands on multiple fronts, including competitive new brands. They must innovate, customize and personalize the hotel stay, whether it's through product quality (design aesthetic), mobile technology (digital booking) or increased choices (introducing soft brands). Learn more at bit.ly/hotelTrends.



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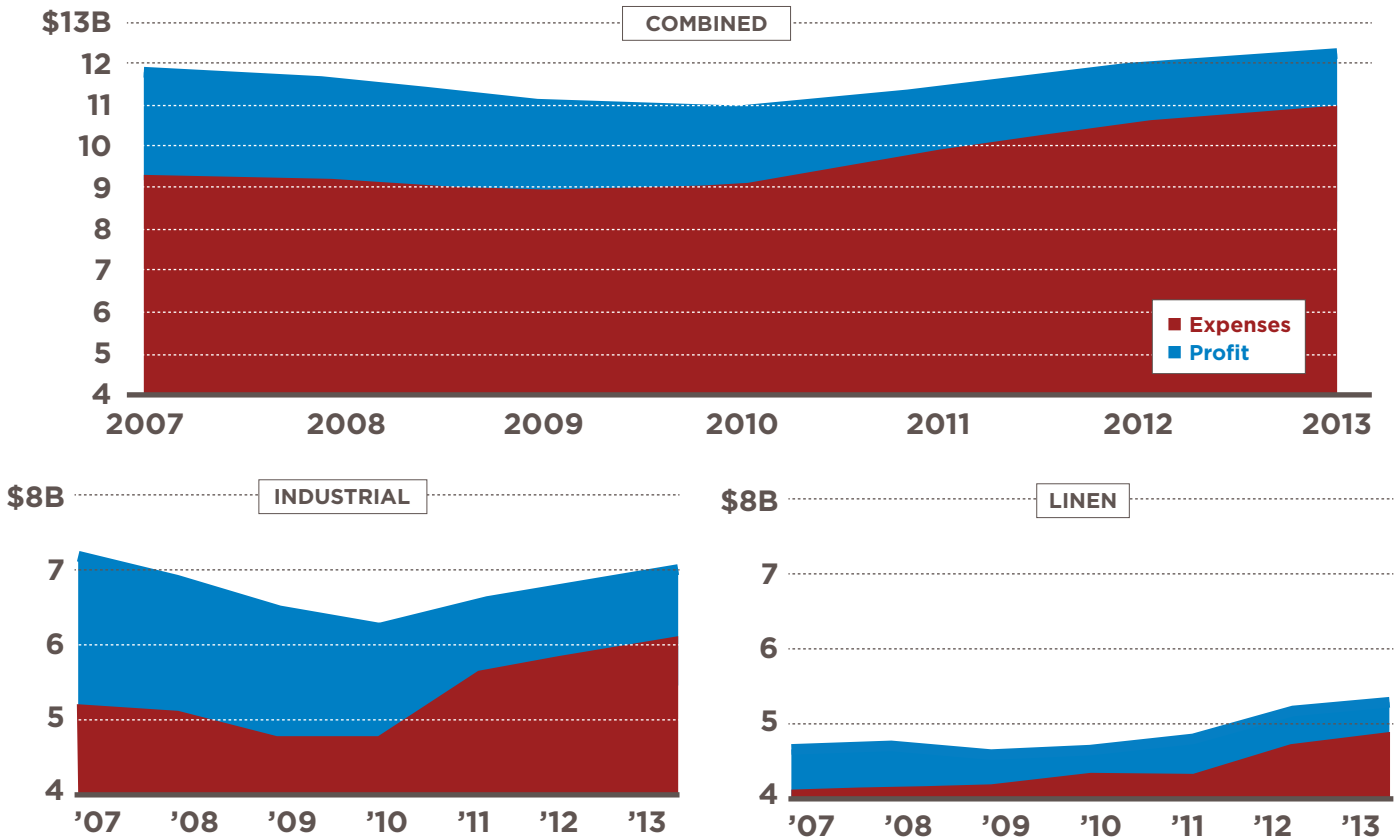
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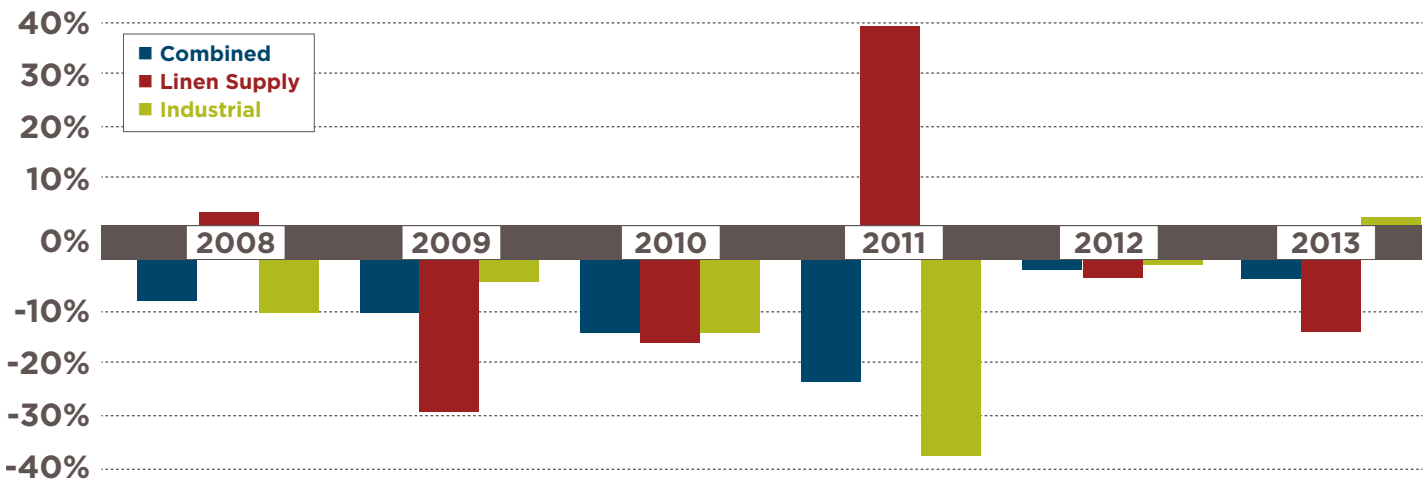
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INDUSTRY REVENUE: 2007-2013

The U.S. Economic Census tracks the uniform and linen supply industry's estimated revenue. The graphs and charts below show the revenue, expenses and margin across a span of seven years for industrial launderers, linen suppliers and the combination of the two.



These bar charts depict the sectors' percent profit growth from 2008-2013.



SOURCE: U.S. Economic Census, Department of Commerce, 2007, 2013



Berendsen Revenues Down in 1st Quarter '15

Berendsen PLC, London, recently reported that its first quarter sales fell 5%, due to strong currency headwinds and troubles in the United Kingdom (UK) with a hotel linen contract. The decline was expected by company executives, according to the report. Berendsen noted that the revenue decline was due to the strong British pound, and added that revenue increased 3% at constant exchange rates. The company also announced that James Drummond will take over as Berendsen's new CEO, replacing Peter Ventress, who is retiring. To read the full article, visit bit.ly/berendsenresults.



Canadian Pension to Explore Sale, IPO of Alliance

The Ontario (Canada) Teachers' Pension Plan is exploring a sale or initial public offering of Alliance Laundry, according to recent media reports. Canada's third-largest pension plan expects to seek roughly \$250 million in a U.S. IPO (initial public offering), and the pension plan values the business at nearly \$2 billion, the report noted. Ontario Teachers is working with banks, including Morgan Stanley and Bank of America on the IPO, the report said. Ontario Teachers bought the company, which manufactures several laundry equipment brands, including Speed Queen and UniMac, from Bain Capital Partners in 2005 for \$450 million. For more information, visit bit.ly/alliancesale.



Solo Service Group Buys Dyfed Cleaning Services

Dyfed Cleaning Services Ltd., Port Talbot, UK, recently filed for bankruptcy after a major fire hurt the business two years ago. The company recently was sold for an undisclosed sum to Dyfed Laundry Services Ltd., part of Solo Service Group, a Swansea, UK-based cleaning service provider. The business includes a commercial laundry, three retail laundromats and a distribution center, and remained open during the 14-week bankruptcy period. "We are looking forward to taking this business to the next level, by making significant investment in the business and increasing the customer base," said Steve Hammett, CEO of Solo. "Dyfed's brand is synonymous with high-quality service, and we will be looking to breathe new life into the brand." To read more, visit bit.ly/dyfedsale.



Interior Health Mulls Decision on Laundry Services

The Interior Health Authority (IHA), Kelowna, British Columbia, Canada, continues to research the option of privatizing healthcare laundry services in the province. The IHA is reviewing proposals and will make a decision later this summer, according to Chairman Erwin Malzer, who was quoted in a recent news report. The IHA began looking at the idea of privatizing laundry services in the region after calculating the cost of replacement machinery in its laundry facilities over the next 10–15 years, the report noted. The Hospital Employees' Union has staged protests against the move. To read the full report, click bit.ly/privatizelaundry.



Xeros Partners with Sea-Lion in China

John Samuel, the chairman of Xeros Technology Group PLC, Rotherham, UK, recently delivered a guest keynote speech at the opening of the Jiangsu Sea-Lion Machinery Group's new facility in Jiangsu Province, China, on May 28. Sea-Lion is the leading manufacturer of commercial laundry equipment in China and makes the machines for Xeros' polymer bead cleaning system, according to a news release. Sea-Lion's new 300,000-square-foot manufacturing facility will make the machines that Xeros hopes will grow its commercial laundry footprint in the U.S. market, the release noted. To read more, visit bit.ly/xerospartner.



Laundry Association Launches in South Africa

The South African Textile Services Association, or SATSA, recently was rolled out to more than 100 launderers, dry cleaners and suppliers to the industry in both Johannesburg and Cape Town, according to a recent news release. SATSA will provide help, advice and support for all association members, and will also act as an information and advice service for members of the public. The objectives and aims of SATSA are supported and underwritten by both the Services SETA (Services Sector Education and Training Authority) and SABS (South African Bureau of Standards), with *African Cleaning News* serving as the association's media sponsor. For more information, visit www.satsa.info.

TRSA IS ALWAYS READY: SEMPER PARATUS



AS THIS MONTH'S ISSUE OF *TEXTILE SERVICES* ARRIVES AT YOUR OFFICES, we're in the month of August. In my home state of Oklahoma, the temperature is usually well into the 100s, and it's truly the "Dog Days of Summer."



Although many people take vacations in the summer, most don't think of August as the holiday season. But there is one holiday date of importance that many people don't know about—Aug. 4. When people think of major U.S. holidays, that day doesn't usually come to mind, but it's an important day. Aug. 4 is National Coast Guard Day.

On Aug. 4, 1790, at the recommendation of Alexander Hamilton, the United States established the Revenue Cutter Service, which became the U.S. Coast Guard. Unless you are a boater, or live near the coast, you may not know how important the Coast Guard is to the United States in protecting lives and international trade. As a former Merchant Mariner, I learned firsthand about the vital services the Coast Guard provides. If you were to do a simple Google search of any rescue or natural disaster, such as Hurricane Katrina, the odds are you'll see a picture of a Coast Guard helicopter pulling people to safety. But the Coast Guard is more than just a rescue service, it is vital to the international trade that drives the U.S. economy.

Our textile services industry requires the steady flow of imported goods to continue operating. Textiles, equipment and other goods critical to our needs are flowing into our seaports daily. Without this flow of commerce, our industry, and every other U.S. industry, would grind to a halt. Just think about how the recent port strikes on the West Coast affected your business. This relatively minor event caused ripples nationwide. Our suppliers were scrambling to find alternate shipping methods, and most businesses experienced some delays in items they ordered. Even in Oklahoma, which is about as far from the ocean as you can get in the United States, my business was affected by late deliveries. As your association, TRSA is working hard to keep its members apprised of these events and their impact on your business.

By the way, "Semper Paratus" is the motto of the U.S. Coast Guard and is Latin for "Always Ready." TRSA and I stand always ready to assist members in any way we can. Just let us know how we can help.

DOUG WALDMAN

TRSA Chairman

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Along with Waldman, many prominent Americans have Coast Guard ties including actor Beau Bridges, college basketball coach Lou Carnesecca and CBS anchorman Walter Cronkite. (Source: click: bit.ly/CBcelebs)

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GLOBAL NETWORK: A FOCUS ON THE FUTURE OF TEXTILE SERVICES



I RECENTLY PARTICIPATED in the European Textile Services Association (ETSA) Conference in Vienna, Austria, along with 135 senior executives from Europe's largest textile services firms, supplier companies and national textile services associations. Immediately after the ETSA meeting, I joined TRSA's London Laundry Tour. During these events, the various participants learned that the issues facing their respective businesses are largely the same worldwide. Whether it's price pressures or increasing customer demands for service; competition from nonprofits and nonindustry entities; regulation; and recruiting/retaining key managers—especially engineers—the global market is evolving; and TRSA is working to ensure that our members know and understand the impact of these business environments.



The ETSA Conference offered insights into the sustainable “circular economy” in Europe. This phenomenon impacts virtually every aspect of their business, from water and energy conservation to managing customer demands for information. It also extends to quality and service, as well as the evolving standards pertaining to laundry hygiene and quality in Europe, plus technical standards for operations.

Surprisingly, the most interesting session was led by a genealogist who discussed the accelerated flow of global information and the necessity of a diverse workforce. He stated that a decade ago the world's information doubled every 10 years. Now it doubles every 24 hours and is likely to continue to increase substantially. He referenced the decades and millions of dollars it took to map the human genome and how it can now be done in a few hours for a few hundred dollars. He emphasized that while it's impossible to keep up with this rapidly changing information growth and increasingly unpredictable environment, businesses can only maintain their resiliency through “diversity and inequality.” He argues that individuals, and businesses and their leaders, must know and understand their strengths and weaknesses to build a team that balances these differences to survive changing environments.

The TRSA London Laundry Tour provided an opportunity for operators to visit with their English-speaking counterparts to discuss operations and business issues, including recruiting

and retaining linen and management personnel, delivery challenges—especially in urban environments—and making use of tight, valuable real estate. Unlike hotels in North America, the majority of the hospitality providers in Europe, and particularly in the London area, outsource their laundry operations. While we visited a diverse range of plants serving the healthcare, workwear (i.e., industrial) and food and beverage (F&B) markets, every laundry also took on some hospitality (hotel/lodging) linens to diversify their customer base and increase volume.

In this issue of *Textile Services*, and during the next 18 months, TRSA will be focusing on global business and industry issues that impact market share, provide opportunities for growth and help you better compete and profit in a rapidly changing economy. In addition to articles, profiles and a new department, *Global Spin Cycle*, in the magazine, TRSA will once again exhibit at Texcare Frankfurt in 2016. After that, we'll conduct a post-conference laundry tour in Germany. Then we'll partner with the ETSA and FBT, the Belgian textile services association, to revive the World Textile Services Congress (WTSC) Oct. 5-7, 2016 in Bruges, Belgium.

Eight European associations have agreed to conduct their semi-annual board meetings in conjunction with the WTSC, as well as TRSA and potentially associations from South America and Asia. The WTSC will combine two half-days of information-sharing sessions, panels and keynotes with half-day social activities and tours of local laundries. The WTSC is expected to attract more than 125 owners and senior executives from many of the largest international, national and independent operators from around the world. The conference is an operator-only event, except for directors from the respective associations and sponsors, which are nearly sold out. For details on sponsorships and registration information, please visit www.trsa.org/calendarevent/world-textile-services-congress—**Stronger Together!**

JOSEPH RICCI

President & CEO
jricci@trsa.org ■ @fjosephricci



Gain insights of launderers from around the world at the World Textile Services Congress (WTSC) Oct. 5-7, 2016, in Bruges, Belgium. Learn more at www.trsa.org/calendarevent/world-textile-services-congress

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LETTER FROM LONDON: HOSPITALITY IN A CHANGING MARKET

TRSA'S RECENT TOUR OF LAUNDRIES in London made it clear that textile service managers in Great Britain face a range of challenges comparable to those confronting U.S. operators in their quest for growth and ROI, particularly in the hotel sector.

P.J. Dempsey, president of Dempsey Uniform & Linen Supply,



Jessup, PA, summed it up well when he said, "We expected most of the laundries we'd see would be fully automated from start to finish like laundries we've toured in Europe. We were surprised by how 'American' several English laundries were—lower labor rates and an abundant workforce have allowed English laundries to operate without as much automation as laundries we've

toured in Germany and France. However, rapid consolidation and pricing pressure seem to be favoring the laundries that are aggressively reinvesting as they are growing at a much faster rate."

The need for continuing upgrades among laundries is likely driven—particularly in the hospitality sector—by a parallel move toward mergers and acquisitions among hotels. Since at least 1990 (and probably longer), the hotel business in the United Kingdom (UK) has been shifting from a fragmented collection of independents as well as chain hotels to an industry that's increasingly dominated by national brands. "The industry is not yet at the end of this process," says Melvin Gold, a UK hotel industry consultant. His article, "UK hotels face branded future" (click bit.ly/ukhoteltrend), includes a chart showing the top 10 hotel groups in Great Britain in 1990, 2000 and 2013. In that period, the number of internationally known brands, such as Hilton and Marriott, increased, while the total number of rooms under their control nearly tripled from 81,400 to 233,316. The latter number is roughly a third of the total of 730,000 rooms in the market in '13, Gold said. By 2030, he predicts that more than 60% of the UK hospitality industry will operate under a corporate brand. "The independent hotel and bed and breakfast will live on, but it will face more challenging competition from the marketing and sales muscle of the branded properties," Gold said.

This evolution in the hospitality market has spurred changes in the textile service companies that contract with these hotels. We saw this most clearly at the Afonwen plant in Reading (about 38 miles west of London), which has seen dramatic growth in recent years as a specialty provider of high-quality hotel linens, particularly to branded properties (see related story, pg. 32). Other hospitality operators we toured also are vying for a share of this market. These include Berendsen, a pan-European giant that's deployed a three-tier quality system in its plant in South London to give hotels a range of linen-quality options. In Camberley, Surrey, about 35 miles southwest of London, we toured Clean Linen and Workwear, which has invested heavily in energy and laborsaving technology to enhance its competitiveness in the hospitality arena. Systems there include a high-

“Overall, the range of plants we saw wasn't all that different from their American counterparts...but each operation was focused on making the investments necessary to meet the demands of UK hospitality providers.”

tech boiler that achieves 98.9% burner efficiency through the use of heat exchangers and a reverse osmosis system for water that eliminates the need for chemical additives to the boiler. In a show of just how competitive this market is, one of the managers at Clean Linen jokingly referred to rival Afonwen as the "If and When" laundry—a bit of droll British humor.

We encountered a different sort of hospitality operator at Cottage Linen in Watford, about 20 miles northwest of central London. One of our TRSA tour group participants praised founder Shailesh Morjaria as a "real deal" entrepreneur. He launched the business in the mid-'80s by expanding from a retail dry-cleaning operation to a laundry that processes mostly rental hospitality and food and beverage (F&B) textiles. Beyond hard work and business acumen, a factor in Morjaria's success—and that of the other UK laundry operators we visited—stems from a relatively affordable and ample supply of labor, including many recent immigrants from Eastern Europe. We saw firsthand evidence of this in the soil room at Cottage Linen, where employees sorted soiled sheets and towels to the beat of a boom box blaring rap



Read part I of a full recap of TRSA's London Laundry tours beginning on page 32 of this issue of Textile Services magazine.

music sung in Polish—a bit jarring for a U.S. listener. The Cottage Linen plant is staffed largely by immigrants from ex-Warsaw Pact countries, mainly Poland. We encountered a similar demographic mix—more or less—in all the plants we visited.

Clearly, these newcomers—including immigrants from Asia and Africa—have helped fill the ranks of UK laundry operations at a time when many native-born residents are focused on jobs outside the laundry business (sound familiar?). At another plant we saw, Bourne Textile Services, located about 115 miles north of London in semirural Lincolnshire, company spokesman Richard Clark said immigrants have played a key role in staffing the plant at a time of near-full employment in this area. “If the border hadn’t been opened, I don’t know where we’d be,” Clark said, adding that he expects many of these immigrants to stay in the UK indefinitely.

While it’s difficult to make a precise comparison between the cost of U.S. and UK employees, we were surprised to find that labor in the UK is in some ways more affordable than in the U.S. For example, since the UK government provides healthcare benefits through its National Health Service (NHS), employers don’t provide health insurance as they typically do here. We were told there is a tax on employers to help support the NHS, but it seems unlikely that it’s as costly as the healthcare benefits that many U.S. companies provide. Second, overtime rules are looser in the UK. Specifically, there’s no requirement to pay workers for time-and-a-half when they exceed 40 hours. However, employers can’t require employees to work more than 48 hours per week without a special contract agreement. Many laundries in the UK also are not unionized, several of the local operators said.

Despite all this, the operators we spoke with said that access to affordable labor was only one factor in their success. In fact, all

five of the hospitality plants we visited emphasized the importance of continuing upgrades in equipment and technology to stay competitive. Cottage Linen for example had recently added a tunnel and drying equipment from Vega Systems, which partners with Ellis Corp. in the U.S. Other equipment there includes a mix of machinery from JENSEN, Kannegiesser and various British manufacturers.

Overall, the range of plants we saw wasn’t all that different from their American counterparts. We observed an array of equipment in use, but each operation was focused on making the investments necessary to meet the demands of UK hospitality providers. These hoteliers, in turn, face their own competitive pressures in a consolidating market.

One final point: The relative ease of communication offered another plus for this tour. Accents aside, the fact that nearly everyone involved in the program was a native speaker of English facilitated a greater degree of dialogue than previous TRSA international tours we’ve attended. Our sense—backed by the comments of several tour attendees—was that by and large these UK plant operators had plenty of first-rate technology, operational expertise and entrepreneurial verve. That combination—coupled with the openness of managers to sharing information about their companies—provided our group of U.S. operators with valuable insights that they now can apply in their own operations. ***Stronger Together!***



JACK MORGAN

Senior Editor

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PICTURED HERE: (l/r) TRSA tour attendees pause for a group photo outside the Clean Linen & Workwear plant in Camberley, Surrey; Shailesh Morjaria (in white shirt), director of Cottage Linen, Watford, answers questions after TRSA members toured his facility.



OBAMA'S OVERTIME GAMBIT— GOVERNMENT-ORDERED RAISES



THE U.S. DEPARTMENT OF LABOR (DOL) recently released a proposed rule which, if implemented, will alter the minimum salary threshold for the so-called “white collar” exemptions to the minimum wage and overtime requirements of the Fair Labor Standards Act (FLSA). Unveiled on June 30, the proposed regulation would more than double the minimum salary threshold for white collar workers and provide for automatic year-over-year increases.



OVERVIEW OF PROPOSED RULE

Under current DOL regulation, employees qualify for one of the executive, administrative or professional exemptions if: (1) they meet the minimum salary threshold; (2) they are paid on a salary basis; and (3) their job functions satisfy the duties test. This proposed rule only alters the minimum salary threshold required for exempt status. Under the proposed rule, to be exempt under the executive, administrative and professional exemptions, an individual must be paid at least \$921 per week (\$47,892 per year), more than double the current level of \$455 per week (\$23,660 per year). This minimum weekly rate will be revised in each subsequent year, and it will be indexed to the prevailing 40th percentile of weekly earnings for full-time salaried workers. New rates will be published 60 days in advance of their effective date by the Secretary of Labor.

In addition, under the proposed regulation, to qualify for the highly compensated employee exemption, an employee must earn total annual compensation of at least \$122,148 (also to be adjusted annually), a significant increase over the current threshold of \$100,000, so long as the employee also regularly performs any one or more of the exempt duties or responsibilities of an executive, administrative or professional employee. The total annual salary compensation must include weekly salary compensation amounts that meet the minimum salary threshold requirement. The proposed rule maintains the safe harbor for employees classified as highly compensated, but who do not end up meeting the total annual compensation requirement. An employer is permitted, during the last pay period or within one month after the end of the 52-week period, to make one final payment sufficient to achieve the required total annual compensation level. For example, an employee who earns

\$100,000 as base salary, is projected to earn \$25,000 in commissions, but ultimately only earns \$10,000 in commissions by the end of the year will still qualify as an exempt highly compensated employee if his or her employer, within one month after the end of the 52-week period, makes one additional payment to the employee of at least \$12,148. Any such final payment may only count toward the prior year's total annual compensation.

Like the current DOL regulations, the proposed regulations permit employees paid on a fee basis to qualify as exempt under certain circumstances. Salaries paid out on a fee basis will qualify if, given the fee paid and the length of time spent on the job, the employee has been paid the equivalent of at least the minimum salary requirement prorated to a 40-hour workweek.

MAKING EXEMPTION COSTLIER

The proposed regulation aims to make it more difficult for employers to classify employees as exempt from the overtime requirements of the FLSA. President Barack Obama had directed the Department of Labor to re-evaluate the minimum salary threshold, and in doing so the White House said that some workers who are exempt under the current rules deserve overtime pay. If the proposed regulation becomes final, employees who currently make less than the new salary threshold will either need to get a raise to remain exempt, or they must get overtime pay for each hour worked over 40 hours in a workweek.

'DUTIES TEST' NOT AFFECTED

What's surprising about the proposed rule is that it doesn't propose to alter the current duties test for the professional, administrative and executive exemptions. Comments are due on Aug. 31. TRSA will submit comments, but we need your help. Please go to the Advocacy page at www.trsa.org and take the confidential survey to provide data that we can use in the comments.

KEVIN SCHWALB

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TRSA is developing comments to submit, but we need your help. Please go to the Advocacy page at www.trsa.org and take the confidential DOL Overtime Survey to provide data that we can use in the comments.

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	ISSUE	AGENCY	BACKGROUND	POSITION	STATUS
NEW	DOL OVERTIME PROPOSAL		The DOL currently intends to raise the minimum salary threshold by approximately 200%, to \$921 per week, which equates to a \$47,892 salary annually from \$455 a week, or \$23,660 per year.	 Engage coalition partners such as the NAM, U.S. Chamber, MAC and RAC to submit comments.	TRSA developing comments for submission. Comment period closes, Aug. 31.
	NEW YORK CITY COUNCIL BILL 697		New York City Councilman Ritchie Torres introduced a bill that regulates the commercial laundry industry and would require all commercial laundries that either operate or deliver within New York City to apply for a business license.	 Contact local unions to explain the negative implications for their members and the commercial laundries to work to defeat the bill.	Met with Councilman Torres. Participated in a hearing on June 18 before the Council Committee on Consumer Affairs.
ONGOING	CALIFORNIA WATER RESTRICTIONS		Gov. Jerry Brown (D-CA) issued an executive order directing the California State Water Board to cut water use by 25%. Reductions are left to the discretion of local water districts.	 TRSA opposes any regulations forcing commercial laundries to cut water use to the point that a public health concern arises.	TRSA is conducting an Industry Sustainability Study to submit to local water boards to show industry savings.
	H.R. 2500, VOLUNTARY PROTECTION PROGRAM ACT		OSHA's shift to an enforcement-driven approach limits an employer's desire to receive assistance in complying with workplace safety standards.	 Urge OSHA to focus on voluntary programs with congressional funding.	VPP Act introduced in the House by Rep. Todd Rokita (R-IN).
	EMPLOYEE ORGANIZING RULE		The National Labor Relations Board (NLRB) recently issued a final rule to allow unions to hold workplace elections much more quickly.	 Submit comments with the Coalition for a Democratic Workplace about the NLRB's Poster Rule.	U.S. District Court upheld the rule. Awaiting U.S. Ninth District Court Action.
	STATE LEGISLATION—MISSOURI STATE SENATE BILL 20		SB 20 creates a state and local sales and use tax exemption for material, machinery and energy used by commercial laundries that process at least 500 lbs. per hour and 60,000 lbs. per week.	 TRSA is working with member companies in Missouri to enact the measure.	Passed by both chambers, awaiting gubernatorial action.
	H.R. 1699, FEDERAL PRISON INDUSTRIES COMPETITION IN CONTRACTING ACT		UNICOR, or Federal Prison Industries Inc. (FPI), employs prison labor to manufacture products for federal agencies. The bill requires FPI to compete by eliminating its "mandatory source" status.	 U.S. Rep. Bill Huizenga (R-MI) re-introduced the bill with TRSA's input.	Re-introduced in the 114th Congress with bipartisan sponsorship.
	H.R. 30, SAVE AMERICAN WORKERS ACT		This bill would repeal the 30-hour definition of "full-time employment" in the Affordable Care Act (ACA) and restore the 40-hour definition.	 U.S. Rep. Todd Young (R-IN) reached out to TRSA for support of the legislation.	Passed the U.S. House of Representatives; Awaiting Senate action.
	H.R. 188, THE TIME ACT		This legislation would discontinue issuing any special wage certificates, which permit individuals with disabilities to receive subminimum wages.	 U.S. Rep. Gregg Harper (R-MS) introduced the bill and asked for TRSA support. Seeking co-sponsors.	Reintroduced
ONGOING	H.R. 185, THE REGULATORY ACCOUNTABILITY ACT OF 2015		Modernizes the Administrative Procedure Act's rulemaking process by requiring agencies to choose the least costly option of regulations.	 TRSA is part of the Regulatory Improvement Coalition that helped author the legislation.	Passed House of Representatives by a vote of 250-175 with bipartisan support.
	OSHA—INJURY AND ILLNESS REPORTING		OSHA published a supplemental NPRM that will make it a violation for an employer to discourage employee reporting of incidents.	 Engage coalition partners such as the NAM, U.S. Chamber, MAC and RAC to submit comments.	Submitted comments through coalition members.
	OSHA—RISKS TO HEALTHCARE STAFF		OSHA is looking at a standard to ensure that employers establish a comprehensive infection-control program to protect employees.	 A TRSA member participated in the Small Business Regulatory Review Panel (SBREFA).	SBREFA panel recommends that OSHA not proceed without risk data.



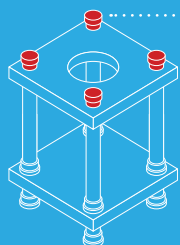
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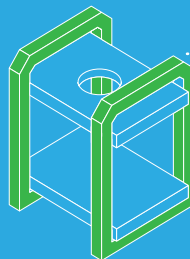
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NAVIGATING QUALITY & CONSISTENCY IN OVERSEAS GOODS



Textile services experts discuss the benefits and drawbacks of today's worldwide market for textiles

By Jason Risley

Navigating the global marketplace for textile goods can be a challenging endeavor for even the most seasoned purchasing executives in the textile services industry. In addition to a lengthy timetable for delivery which takes precise planning, these purchasers of garments or flatwork also must side-step acts of Mother Nature, as well as political disputes in the nations they're doing business in. All of these factors can make for a challenging time in obtaining the textiles you need in your plant in a timely fashion.

"The primary benefit (to going overseas) is price," says Samantha Hickernell, vice president of sales & marketing for BLC Textiles, Mineola, NY. "The labor scales in some foreign countries are different and have an impact on prices even after

freight and duty rates are considered. The drawback is obviously proximity, it takes a lot of planning, a large investment and added infrastructure in warehousing and logistics to be an importer, versus a distributor from a U.S. factory. In addition, we have many geopolitical issues to keep our eyes on, as well as currency fluctuations. Lastly, many of the factories we buy from as an industry are some 9,000 miles away, therefore making planning an incredibly large and challenging part of our business. The other challenges are mainly due to things that are beyond our control, such as port strikes, labor strife overseas and domestically, war, fuel, and currency, to name a few. These all have the power to create incredible disruptions."

Paul Rasband, purchasing director, Alasco Inc., Salt Lake City, notes that, "For us, there's a couple of things that drive us overseas. There are certain classes of textiles and certain items that we are a big user of. For example, bar mops and terry towels are frankly just not available anymore in North America or in this hemisphere. The other thing that drives us overseas is where we see a compelling price advantage to being overseas."

Hickernell emphasized the journey a textile typically makes to reach the United States. "The challenges are mainly to do with proximity," she says. "There are a lot of moving parts that are often taken for granted, even by our own people. In fact, if you followed a yarn through one of our facilities you would be amazed at the trip it must endure to wind up in a U.S. laundry facility."

QUALITY CONTROL

Of utmost importance is the assurance that textiles from international sources are of good quality. In order to safeguard quality at its overseas facilities, Venus Group, Foothill Ranch, CA, employs more than 20 textile engineers to make sure that the textiles produced in its overseas facilities are in top shape. "We have a quality control system that includes inspections at several strategic points during the manufacturing process," says Chuck Loitz, senior vice president, institutional division, Venus Group, a company that owns and operates mills in India as well as China. "With our 'Farm to Finish' program, textile engineers do their inspections from the beginning, first providing bio-engineered cotton

PHOTO CREDITS: Solarny23/Stock

seeds, then educating the farmers how to use the correct nutrients to ensure good cotton crops, and finally inspecting the textiles during several critical parts of the manufacturing process. Since we own vertical mills, the product is spun, woven, dyed and finished in the same plant, ensuring complete control over the entire manufacturing process.

“We test yarns, dyes and chemicals and conduct a 100% greige (i.e., undyed/unbleached) fabric inspection in our lab before processing. After processing, each lot is issued for cutting, only after it is approved by our quality control staff through physical inspection and lab tests. We conduct two types of quality control. One is on the plant floor, where the quality control team moves to each table and operation and monitors production. Second, we conduct random quality control checks which is done before the goods are packed into the carton. Our quality-control employees operate independently and report to management and not production. The quality-control team has been given full authority to stop production at any stage whenever errors and/or defects are noticed. Whenever we find nonconformity to customer specifications we stop production and remedy the problem.”

Fashion Seal Healthcare, a brand of Superior Uniform Group Inc., which has large operations in Central America, the Caribbean basin and Asia, keeps a close watch on the fabrics it gets from those markets to ensure it meets company standards. Alan Schwartz, president, says that, “The major thing is you have to be vigilant about quality. You have to stay on it, not let up, and ensure that your specifications are being met by checking quality all the way through. A major part of that is having people keep their eyes on your overseas operations. We have employees on staff at our worldwide locations that keep their eyes on things. Sourcing globally in today’s world—I wish I could tell you it was easy and you can get it perfectly right all the time, but you have to really stay on top of it to make sure that you’re getting what you expect to get.”

“ SOURCING GLOBALLY IN TODAY’S WORLD—I WISH I COULD TELL YOU IT WAS EASY AND YOU CAN GET IT PERFECTLY RIGHT ALL THE TIME, BUT YOU HAVE TO REALLY STAY ON TOP OF IT TO MAKE SURE THAT YOU’RE GETTING WHAT YOU EXPECT TO GET. ”

In addition to having employees in overseas locations to regularly inspect the quality of goods, Fashion Seal also has a laboratory at its U.S. headquarters in Seminole, FL, to inspect shipments. Schwartz notes that the company has goods sent to that lab before they’re shipped or cut to ensure that the fabric meets the company’s quality standards. Finished garments also are tested in this lab to make sure that the sewing and specifications are correct, and the fabric is still performing as expected.

At AlSCO, Rasband described a similar program. “We do quality control inspections at multiple levels,” he said. “We try to deal with partners in overseas markets that have rigorous inspection processes of their own. When we bring in a new vendor, we always understand how they perform their quality assurance. If we’re uncomfortable with what they’re doing, we will in certain cases employ an overseas third-party testing facility that will test the products before they are shipped. Then, the last thing we will do is have a textile testing lab here in the U.S. where we will every month pull product out of our supply chain that has reached the U.S. and do testing in our own lab.

“The downside to catching a problem once quantities of the product reach the United States is the long supply chain. If you’ve got a bad batch of products and you don’t catch a problem until testing is done here, I’m not going to put bad or inferior product out to my customer, but I’m kind of stuck. I could be anywhere from 90 to 120 days away from getting a new product. That’s why we really try to focus on the testing that the vendor does before shipping the product, and then, where needed, support that with our own testing regime before they ship quantities of the product.”

Rasband says that the products that AlSCO purchases from overseas tend to be highly consistent. If there is an imperfection, that issue tends to come up repeatedly. “In most circumstances it’s really consistent,” Rasband says. “With certain classes of textiles it is just completely predictable what you’re going to get. For example, we buy a lot of 32-ounce cotton bar mops out of Pakistan. We find that those products meet specification virtually every time we test them. As a result, we do a lot less testing today than we initially did with this source. Another example; we buy a one-pound washcloth. I have found that it’s impossible to actually buy a one-pound washcloth because no one will ship me a product that truly weighs that amount. I’ve talked to vendors. I’ve worked with vendors. They just seem incapable of doing that, so we adjust our price accordingly and realize we’re not going to get a full pound of cotton in a dozen towels. I find that we get about 0.9 pounds, so we pay for 0.9 pounds even though they want to call it one pound. I’ve found over the 10 or 11 years I’ve been doing this now that the mistakes that occur are consistent. The things that they do right are consistent. From a pure consistency standpoint, it’s really good.”

BLC Textiles also has quality-control standards in place to monitor the goods it is producing overseas for the commercial laundry market. “We have exclusive mill sources in Pakistan that make a majority of our cotton goods,” Hickernell says. “We have been with them for decades. They are under the careful watch of our own agency that inspects and ensures the product is perfect every time. We are also doing business in Bangladesh, Egypt and India. Our primary resource is our own factory in Cambodia. The operation is housed in a campus of three buildings

and is home to close to 1,800 employees. The factory has close to 800 sewers on staff and everyone in the building is empowered as an inspector.”

CHALLENGES

As previously noted, the long wait to get goods shipped is just one disadvantage to purchasing textiles from overseas sources. “There are huge drawbacks,” Rasband says. “First of all, your supply chain just ends up being much longer. On a lot of the products that we will source in North America, you kind of think about a 30-day or maybe, worst case, a 60-day supply chain. When you’re sourcing products overseas in Asia, India or Pakistan, you’re looking at a 90- to 120- to 150-day lead time for that product. When you’re looking at those types of lead times, it can be very precarious. If someone says they’re going to ship a product from Pakistan, and they don’t ship it on time, it has a huge impact on the ability to provide service to customers because it is so far away and it takes so long to get product.

“A number of our textiles come out of Pakistan so you’re dealing with volatile political markets, which is something we always worry about. We always monitor and follow. It’s the type of market that you hope nothing can happen near term because even though it’s volatile, it’s an economy that is very dependent on textiles. You see what happens in certain Middle Eastern countries, if certain political elements got in power you worry about whether they would be willing to shut down a large domestic industry for some reason. Political volatility ends up being a challenge.”

In addition, cultural factors come into play. Rasband notes the Chinese New Year celebration as an example. “You’ve got cultural issues that impact your supply chain. For example, coming out of

China every year you’ve got Chinese New Year. That effectively shuts down the Chinese production market for the better part of a month. You have to plan around the concept of getting all of your product, really, in 11 months. In January or February, whenever Chinese New Year hits, you just need to be prepared because you’re not going to get any product out of the country during that time period.”


DOMESTIC TEXTILES


So, if it can be that difficult to get textiles from international sources, then why not get them domestically? Well, certain products aren’t manufactured in the U.S. anymore. However, AlSCO does purchase some of its goods from domestic sources and likes what it has seen. “The biggest advantage we see to the domestic product is, first of all, we think there’s some very good quality,” Rasband says. “While the textiles that are made here in the U.S. are greatly reduced from what they once were, we think in certain classes of product—and for us table linen ends up being a huge product—we think there’s better synthetic table linen fabric made here in the U.S. than there is anywhere else in the world. We get the benefit of that really good product. The supply chain is so much simpler, and so much shorter. Like I mentioned, I’m going from 90 to 120 days to 30 days in most cases and sometimes supply chains that are even much shorter than that. It just makes management of that process so much easier.”

Loitz adds that, “We do purchase Milliken domestic fabric to manufacture our domestic table linen products. Milliken is widely recognized as the top fabric producer in our industry. Our imported fabric has gone through years of testing in our attempt to duplicate the quality of the domestic fabric. We believe that we have matched the color consistency, soil-release properties, color retention

and shrinkage control to be able to offer a wonderful alternative to domestic fabric. As far as the terry cloth items, the lack of domestic mills has made these items almost impossible to find. Sheets, towels and other terry cloth products are offered on the retail markets but many of the domestic names are still manufactured overseas. We do occasionally have to purchase goods from domestic sources, but the quality of the goods many times does not equal the quality of the products that we are bringing in from our own mills.”

As for garments, the cost structure to make these goods has still not made it effective for a company like Fashion Seal to bring a large portion of its manufacturing back to the United States. “We do some domestic manufacturing,” Schwartz says. “If you go back 25-30 years, everybody was doing domestic manufacturing. The flat goods people probably can get into a bit more domestic manufacturing, because if you’re making a sheet, towel or pillowcase, the fabric is the lion’s share of the cost of the product. You can get automated equipment that can do a lot of the hemming. We don’t sell flat goods. We only sell garments, so we still have a higher labor component in what we do. Due to that factor, we don’t feel that the garment side of the business will be suitable for an increase in domestic manufacturing in the foreseeable future.”

Whether your textiles are coming from international or domestic sources, there are some very real issues to consider when making a purchasing decision, in order to ensure that your goods get to your customers on time and meet your quality standards every time. 

 **JASON RISLEY** is managing editor of *Textile Services*. Contact him at 877.770.9274 or jrisley@trsa.org.



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DIFFERENT COUNTRIES, SAME OBJECTIVE: GROWTH!

At the recent ETSA Conference in Vienna, TRSA leaders highlight areas ripe for laundry expansion

By Jack Morgan

In today's highly competitive markets across Europe, North America and beyond, textile services companies are looking for ways to extend their reach in markets that aren't currently taking advantage of their services in sufficient numbers to meet the industry's expansion goals.

Speakers at the 12th annual European Textile Services Association (ETSA) Conference in Vienna in June, brought to the table a number of ideas for boosting industry growth. For example, TRSA Chairman Doug Waldman and President and CEO Joseph Ricci reviewed strategies for increasing market penetration by textile services companies in the U.S. "Public concerns about hygiene—particularly in areas such as healthcare and food processing—can help drive growth

for textile services companies, especially those that have certified their processes for safety and quality," said Ricci.


Overall, the U.S. market's potential is estimated at \$28 billion. But the current market penetration stands at roughly \$17.8 billion, or 64%, the TRSA speakers said during their presentation to roughly 130 attendees at the June 11-12 confab. Ricci and Waldman added that they anticipate growth in several market segments—including the two noted above. By contrast, a recent Deloitte study *Quantifying the Opportunity*, published by ETSA in 2014, indicates that European textile services companies have achieved a market penetration of about 30%.

In his kickoff address, ETSA Chairman Juha Laurio called on attendees to pursue

innovation to grow their businesses and boost market share: "After all, to enhance success in the sector, we need a general disposition for comprehensive change," said Laurio, who also will address TRSA's Annual Conference on Sept. 10 at the Wild Dunes Resort, Isle of Palms, SC. Other presenters discussed a range of ideas for achieving the market's maximum potential, according to a news release from ETSA titled "Develop Markets with Drive and Innovation." Highlights included:

- ETSA Secretary-General Robert Long and Aisling O'Kane, communications & European affairs coordinator, who presented findings from a series of projects, including a study analyzing the hygiene issues of industrial laundering vs. washing at home, which remains as a competitor to commercial laundering. "It is most important to extract strong arguments from our activities and studies that show the opportunities and advantages of textile service, helping our members to exploit the markets," Long said.
- Olivier Picard, CEO of Rentokil Initial France, discussed industry opportunities and the challenges of keeping pace with rapid market shifts and advances in technology. "We must also succeed externally to reach out to clients and to society with the same drive and innovative spirit, to increase the welfare contribution of our sector," said Picard.

The conference's pro-growth message apparently resonated since attendance at the ETSA confab increased 10% over the group's 2013 conference. The program also included a tour of Salesianer Miettex, a cutting-edge healthcare plant in Wiener Neustadt (south of Vienna). The next ETSA Conference is slated for June 15-16, 2017, in Paris. Tours will include plants operated by Elis and Initial. **TS**

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PICTURED HERE (CLOCKWISE FROM TOP/LEFT): Attendees hear a presentation in the Palais Ferstel, an 1850s mansion/cafe in Vienna once frequented by Sigmund Freud; copies of *Textile Services* on display; TRSA Chair Doug Waldman and President & CEO Joseph Ricci discuss disposable competitors to textile services in the U.S.; Ricci and Waldman hear a presentation; ETSA Chair Juha Laurio welcomes attendees; Waldman and Ricci speak during their presentation. **Opposite:** Speakers: Olivier Picard, CEO, Rentokil Initial France; Herman Jan Carmiggelt, digital issues; Susan Hayes Culleton, economist; Ricci and Waldman.



PART I: LAUNDRY STARS OF LONDON

Highlights of TRSA's recent tour of two leading hospitality plants and a high-tech healthcare facility

By Jack Morgan

The 20-plus laundry operators who joined TRSA's London Laundry Tour in June got a look at several leading operators in the United Kingdom's (UK) largest and most-competitive market. The first three plants on the tour, Afonwen, Berendsen and Synergy Health, reflected the common traits seen in other European plants that emphasize laborsaving technology and innovative management strategies.

HOTEL LAUNDRY STRATEGIES

Our three-day itinerary began on June 15 with visits to Afonwen, a fast-growing hospitality independent based in nearby Reading, and Berendsen, a large-scale provider located in Merton, near the site of the Wimbledon tennis tournament

in South London. Berendsen, a London-based company with textile service plants in 13 countries across Europe, has developed a three-tier system for its hospitality clients across a metro area of roughly 13.6 million people.

Stuart Calder, regional director for London and the Midlands, explained how Berendsen has recalibrated its business model to serve a broad range of customers with systematic efficiency.

Implemented in 2011, the strategy called on Berendsen to divide its 64,000-square-foot site into three distinct divisions. Each one represents a range of quality. The economy plan is dubbed "Classic Collection" and it features linen basics. The midlevel linen package is called the "Premium Collection." It offers a heavier towel and higher thread-count sheets, Calder said. The third program is titled, "Superior Collection." It provides "top tier" quality towels and flatwork. Berendsen also offers customers in this category a "bespoke" (i.e. customer-owned goods [COG]) option. It's unusual for UK hotels to specify and purchase their own textiles, Calder said. In addition, the UK hotel market has few OPLs, due to a longstanding custom driven by high

real-estate costs. However if a customer prefers to purchase its own high-end linens, Berendsen is happy to accommodate them by processing these goods and returning clean, finished textiles, Calder said. The plant earns roughly \$54.7 million per year.

"The main emphasis is our three-tier product offering," said Calder, whose plant processes 2.1-2.5 million lbs. per week. "But we also go outside that to offer bespoke solutions to customers. The trick for us as an industry and certainly in the UK is to work to get the value for what we offer. Traditionally, we've been very similar to you guys of offering everything to everybody, just so thankful that we've got a new contract."

The TRSA visitors got a sense of how this strategy works in practice by touring the three plants, those offering basic, midlevel and the highest quality and COG linens. The facility, which has operated on that site for 20 years, includes a mix of machinery, including Kannegiesser feeders and ironers, plus three Kannegiesser and three Lavatec tunnels and a number of dryers.

Afonwen has pursued its own course to growth by specializing in hospitality and moving aggressively to provide quality and consistency in an evolving market.

“We’re seeing a great deal of consolidation,” said Mark Woolfenden, managing director of Afonwen, noting that the United Kingdom (UK) hospitality market is a fraction of that of the United States. The entire British market for hospitality laundry is roughly a \$1.5 billion a year, he said, while Europe as a whole is about \$11 billion. Afonwen has a significant share of the UK market, mainly among four- and five-star hotels. “The top four U.S. hotel companies have revenue of \$16 billion, which when you compare to the UK laundry market of \$1.5 billion dollars, it kind of puts it into context,” Woolfenden said.

The market in the UK is now in a flux, with a small number of midsize or large companies taking business from smaller firms that either aren’t investing in plant and equipment, or lack viable succession plans for their family-owned enterprises, he added. “We see that as one of the key things of the next five years,”

Woolfenden said. “My prediction for the UK market is that a small number of laundry companies will do really well and will consolidate, and a lot of smaller laundries are going to struggle to survive.”

Afonwen has experienced brisk growth, particularly in the last three years. Based in North Wales, it now operates four plants and a depot that service a total of 65,000 hotel rooms. Altogether, the company is currently processing 1,250 tons a week, or more than 2.8 million pieces of mostly rental textiles (to learn more, see pg. 26, August 2014 *Textile Services*).

The Reading plant, a 50,000-square-foot facility, recently expanded its production area with a second “plant within a plant” that opened earlier this year and is dedicated to processing mainly flatwork for the company’s largest customer, Premier Inn, a midrange hotel chain with locations across Britain. Equipment at the Reading plant (s) includes two Kannegiesser tunnel washers (16 modules of 60 kg. each). Reading 1 has four Kannegiesser ironer lines; the second,

Reading 2, has one tunnel and three more ironer lines. All are equipped with scanners that automatically detect tears, holes, stains and other problems prior to packout. “I’ve got scanners on every ironer,” Woolfenden says of the system provided by Mobics BV, a Dutch company. “This is doing our quality control.” There are also seven Kannegiesser towel folders with automatic sorting for four categories. Afonwen’s focus on investing in modern equipment—coupled with a proactive service program—has helped fuel its rapid growth. Afonwen has expanded from \$7 million in yearly sales when Woolfenden joined some four years ago to \$58 million per year today with a total staff of 800 employees.

The staff at both the Afonwen and Berendsen plants include a wide range of immigrants, including Poles and others from Eastern Europe who’ve taken advantage of liberalized immigration rules in Europe. Berendsen has a number of immigrants from South Asia and Africa, such as Somalis, as well as a third group that includes second-generation Indians or Pakistanis—some of whom were born in the UK. The Afonwen plant also

PICTURED HERE (CLOCKWISE FROM TOP LEFT): Employees sort soiled linens in the Afonwen plant; Afonwen GM Keith Williams listens to comments from Garo Jekmeian, Magic Laundry Service Inc.; a view of one of Afonwen’s retro-style design route trucks. **OPPOSITE PAGE:** Staff on the finishing side of the plant feed sheets and other flatwork into feeders for ironing.





PICTURED HERE (FROM TOP LEFT): A view of the overhead rail system at Synergy with dryers at left; a tunnel press at right. The acronym “RABC” stands for Risk Analysis Biocontamination Control. It’s part of a quality-management system at the plant. Employees place flatwork into a feeding system/ironer. Larry Walsh, Synergy (center), speaks to TRSA visitors Kaitlin O’Hara and Tom Newell on garment folding.

employs a large number of people from Nepal.

HEALTHCARE: STEP INTO SYNERGY

On Day II of TRSA’s London Laundry Tour, the same group of laundry operators rode in a coach bus from the Radisson Blue Edwardian Sussex Hotel near Hyde Park to nearby Dunstable for the first of two stops. The initial visit featured a tour of a modern high-tech plant operated by Synergy Health.

This company is currently pursuing a merger with Steris Corp. of America, but the pairing faces a challenge from the U.S. Federal Trade Commission (FTC) due to antitrust concerns, according to Managing Director Mike Langhorn.

Synergy Health dedicates about a third of its resources to healthcare laundry services. The other business lines are focused on cleaning and sterilizing surgical instruments and related equipment for use in hospitals and outpatient centers, Langhorn said.

Built in 2005, the 65,000-square-foot Synergy Health plant in Dunstable processes roughly 1.1 million pieces per week. Most of this throughput is rental textiles for an area that includes some 45 acute-care hospitals in metropolitan London and an area extending some 150 miles east to Norwich. The company operates two smaller plants in Derby and Sheffield.

About 90% of all healthcare in the UK is provided by the government’s National Health Service (NHS). There are a small number of private hospitals in the UK, and Synergy Health gets a fair amount of this business, Langhorn said. Private hospitals tend to be smaller (say 40 beds), whereas public hospitals average about 500 beds.

While healthcare is mainly government funded, most laundry services are outsourced to private providers, and—as in the United States—competition is fierce

Networking: Dinners Fit for Royalty!

More than 30 TRSA members, spouses and guests got a taste of London tradition when they gathered for dinners at the Hall of the Watermen's Company in the City of London and at the Criterion restaurant near Piccadilly Circus at the conclusion of the first and second days of TRSA's June 15-17 tour of area commercial laundries.

The Watermen's Company, formally known as the Company of Watermen and Lightermen of the River Thames is an ancient trade organization, or guild. It dates back to the days when the Thames served as the primary artery for moving goods and people into and out of the oldest part of London that was founded as a Roman colonial outpost in the first century AD.

Martin Laws, a guild executive, addressed attendees in an upper-floor dining room of its hall, located near the Thames embankment. "Everything that floats on the Thames belongs to us," he quipped. The Waterman name refers to river boat operators who ferry people, while the name "Lighterman" refers to people who offload freight from incoming vessels. Lightermen played a crucial role in commerce in pre-industrial London because the pillars of the London Bridge made it impossible for large sailing ships to traverse the river.

Parliament formally recognized the company in 1514 (with the assent of King Henry VIII) in an effort to help protect passengers on the Thames from unscrupulous boat operators who might offer to take them upriver for a nominal fee (say a penny) and then extort money from them once the passenger was aboard and subject to the waterman's whims. Last year, the guild celebrated the 500th anniversary of its formal recognition by Parliament. In 2015, the guild celebrates a full 800 years of service since its founding, Laws said. The company also was involved in the recent commemoration of the 800th anniversary of the signing of the Magna Carta.

Kannegiesser USA sponsored the dinner, and at each place setting there was a cloth napkin embroidered with the seal or "coat of arms" of another guild, the Worshipful Company of Launderers. Founded in the early 1960s, this modern guild serves primarily as a networking and educational/charitable organization for members of the laundry industry in the United Kingdom (UK). It provides scholarships and other aid to the industry in the UK. Its seal, which includes a cat licking its paws (the cat being the cleanest of animals), bears the group's motto "Cleanliness is next

to Godliness." Click www.launderers.co.uk to learn more about the organization.

For the second evening meal of the tour on June 16, a similar-sized group of TRSA laundry tour attendees journeyed to the Criterion restaurant in the heart of London's famed Piccadilly Circus, for an elegant meal in a prominent area near the city's West End shopping and entertainment hubs. Opened in 1873, the Criterion features a spectacular neo-Byzantine design featuring gold, marble, a gilded ceiling, and accents of stained glass and imposing arches. Upon entry into the restaurant, attendees couldn't help but notice the imposing long bar, the area mentioned in the Sherlock Holmes story, *A Study in Scarlet*, where Dr. John H. Watson learns from a friend about Sherlock Holmes, the man with whom he'll later share an apartment at 221B Baker St. Today, the Criterion sums up its approach to fine dining with the catchphrase: "Timeless opulence in the most spectacular dining room in London."

Attendees got just that, along with fine champagne, wine, gourmet food, and, befitting the Belgian host, a special gift of Belgian chocolates proudly presented by the sponsor of the dinner, Lapauw International, a laundry machinery manufacturer based in Heule, Belgium. Tables were adorned with American and Belgian flags, along with a flag proudly displaying the logo of the host company. Philippe D'heygere, owner of Lapauw (pronounced "lah-poe") and David Bernstein, president of Lapauw USA, offered the TRSA tour participants such a warm welcome that—in this august setting—they might well have thought of themselves as visiting royalty, rather than a group of laundry executives, spouses and guests.

PICTURED HERE: An early evening view of Piccadilly Circus near the Criterion restaurant, where attendees enjoyed a dinner sponsored by Lapauw International. This historic restaurant and its famous bar is cited in the original Sherlock Holmes novel, *A Study in Scarlet*, which introduced the detective.





PICTURED HERE (FROM TOP LEFT): Berendsen Reg. Dir. Stuart Calder; staff feed small-piece linens; staff place sheets in a feeder/ironer; (l/r) Phil Hart, Kannegiesser; Lars Aasberg, De Forenede Dampvaskerier A/S; Harry Kertenian, Magic Laundry Service Inc.; Sr. Engineer Sarath De Silva; Merton 2 GM John Duffy; Martin Hansen, De Forenede; Garo Jekmeian, Magic Laundry; Mike Benik, People's Linen Rental.

for this business. Synergy Health's main competitor is Berendsen, which has a large presence in both the healthcare and hospitality sectors in the UK. Synergy Health has recently gained ground on its rival, said Langhorn. "I'm entirely respectful of their abilities," he said. "But Synergy has grown organically at their expense. The market is characterized by a tussle between Synergy Health and Berendsen in healthcare. We know one another all too well."

Again, like the healthcare laundry business in the United States, staying ahead in this market requires investment in equipment and people to keep costs down and productivity high. One step Synergy Health has taken to keep its equipment in prime condition is to outsource its engineering and maintenance services to its principal equipment provider, Kannegiesser UK Ltd. Service Manager Ian Smithson of Kannegiesser said the company keeps several maintenance staff members on-site and oversees training of Synergy Health staff on operational and safety issues, such as confined-space restrictions.

Larry Walsh, southern regional operations manager for Synergy Health, led one of two group tours of the plant. The facility was spotlessly clean, bright and airy with high ceilings that accommodate a large SuperTrack overhead rail system from Kannegiesser. This equipment feeds three PowerTrans tunnels, each equipped with 16, 75 kg. (165 lb.) compartments. The plant also has 14, 75 kg. (165 lb.) dryers.

While flatwork (mostly cotton sheets and towels) comprises the bulk of the production here, about 20% of the workflow is garments, such as scrubs and gowns. The plant has three garment folders and six ironer lines, including an extensive automated feeding system that stores sheets in the ceiling prior to moving them through the ironers at more than 1,200 sheets per hour. The plant runs three shifts, six days a week with roughly 65-75 staff on the floor for each shift, Walsh said.

Langhorn says the company doesn't track its textiles via barcodes or chips due to the costs of implementing these programs. However, he concedes that linen losses are a problem in the UK, just as they are in the U.S. One measure that's helped Synergy Health is to deploy its staff to about one-third of its hospital clients to oversee linen management on-site. "That model isn't dominant, but it's one that we would tend to prefer," he said. "It gives greater control over the assets (i.e., linens). The hospitals are pretty good at losing textiles." Langhorn says the company could one day move to tracking its goods electronically. "The economics of the tracking and tracing of the assets isn't justified," he said. "That may change."

'INSIGHTS REQUIRED TO COMPETE'

What were the takeaways from these visits? These operators got out of their "own trees" so to speak and conferred with English-speaking colleagues who were very open to questions about machinery, chemicals, HR issues, business trends and more. Many TRSA members took photos and videos of various systems in operation and were encouraged to do so by UK plant managers.

One operator, tour participant Tim Topornicki of Topper Linen, Toronto, said he was impressed by the way that British colleagues make the most of limited resources, while remaining profitable and enjoying their work, despite significant economic pressures.


"In today's North American marketplace we struggle with continued pricing reductions, and yet the Brits have the same issues," Topornicki says. "The theme of this tour for me was 'plant efficiencies' because every square inch of space from the ceiling down was accounted for. Their constraints of space, high poundage in small plants, serving customers day and night, plus the constant traffic congestion of London, made me realize that my Toronto market is no different. Textile

rental operators are the same everywhere you go. One owner who greeted us prior to touring his plant explained emphatically that price reductions are the norm. Only by re-investing in technology will the operator of today enjoy a 'moderate' ROI. How true that bell rings at home.

"Another CEO of a public company walking with me in his plant questioned his (own) choice of career with this statement, 'Not sure why I got into this crazy

business, but I love it....And you cannot ship laundry to China.'

"A great educational experience for all textile rental operators. Everyone came home with the insights required to compete in today's evolving marketplace. Thank you TRSA." **TS**

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REACHING NIRVANA: HOW YOU CAN IMPROVE CUSTOMER SERVICE

'In a vanilla ice cream world, people need a little chocolate in their life—be the chocolate!'

By Jim Knight

Service experts realize that the one true differentiator, the one characteristic that separates the average from the best, especially in a strained economic environment, is service—pure and simple. Professionals inside the hospitality industry are reminded of this every day through an onslaught of readily available competitor data and various industry-tracking tools, which correlate the direct connection between customer service metrics and financial growth.

USA Today published a front-page story in the summer of 2009 that highlighted the hospitality industry as one of the business segments suffering the most during that tough economic time frame. As part of that story, the newspaper singled out that when you strip away all the bells and whistles of two competing businesses in the foodservice or hotel

industry, the deciding factor between a family choosing one brand over the other was the known service provided.

As the general public shifted from an economic status of abundance to one of scarcity, people started assigning more value to the things they bought and did. They became much more cognizant of where they were going to spend their money, especially when it came to non-necessity services that required disposable income. Eating at a restaurant, staying at a hotel, going on a cruise, or gaming at a casino are not day-to-day basic needs. They are luxury items. And yet, even the more financially stable households began to assign a heightened worth to those services.

The delivery of an experience is more critical to the overall guest perception than anything else. In fact, the rest of the experience is purely “bricks and mortar”

and will never be enough to separate the mediocre companies from the great ones. Brands that key in on this are able to leapfrog their competitors, based predominantly on their customer-service approach.

As competitive small businesses, owners should constantly practice in the world of separating themselves from the rest for any real hope of long-term profitability and sustainability. If customers leave the business with memorable experiences, they also leave with a desire to return and tell others about the brand.

Differentiation is the key.

Here are some trends and suggestions to provide a differentiated service offering:

- **HIRE 'RIGHT FIT' TALENT.** Unforgettable service experiences do not happen because of an initiative or a product, but because of a person. The deliverer matters most. Businesses need to ensure they have the right talent delivering the desired service. If a business hires employees who naturally do battle against the mundane, because that's in their nature, authentic customer experiences are more likely to occur.
- **TEACH CUSTOMER OBSESSION.** The best way to influence the type of service desired is to consistently and methodically provide the philosophy to employees. Small businesses may not be creating training videos, manuals, formalized classes or e-learning, but they can certainly spend quality time with each employee to talk about the desired customer service delivery with laser-like focus. Businesses should recommit and retrain every employee to become customer-obsessed.
- **SHARE STORIES OF SERVICE LORE.** By capturing and celebrating out-of-the-box initiatives that employees have delivered over time to create unforgettable memories, it will create an environment for other team members to seize a moment

“They have done everything they promised and more.”

– John Ambrose Magliocco, Arrow Linen, Garden City, NY



From left to right:
Frank Park,
John Ambrose Magliocco,
Ron Hirsch,
and John Anthony Magliocco

Arrow Linen first purchased their three Milnor CBW® tunnels two decades ago to replace conventional washer-extractors in their original laundry located in Brooklyn, NY. Since then, Arrow's business grew to warrant a second laundry. In 2013, Arrow expanded operations—and raised their roof 11 feet! Arrow could have chosen any manufacturer to equip their new washroom, but they knew that would get longevity, durability, and accountability with Milnor.

Arrow's customers' restaurant linen requires frequent color and soil change formulas, but the quality is not compromised. Corporate Engineer Frank Park boasted the tunnels “have increased our workload over 40% without increasing energy, water, or labor costs we experienced when we converted the conventional washers to CBW® tunnels over 20 years ago. The major improvements from the CBW® to PBW™ are far superior washing capability with only 50% water consumption.”

To find out how PulseFlow® can cut your water bill in half, contact an authorized Milnor distributor or call 504-712-7656.



Scan to read Arrow's success story.



PulseFlow®
TECHNOLOGY

www.milnor.com

[f/pellerinmilnor](https://www.facebook.com/pellerinmilnor)



See Jim Speak at TRSA's Annual Conference:

**Culture That Rocks:
Amp Up or Revolutionize
Thursday, September 10 • 10–11:30 am**

Participate in an interactive workshop on perpetuating your historic brand through your staff's interaction with customers and each other. Jim will help you recognize the heritage and culture your team creates, maintains or revolutionizes. He oversaw training for all Hard Rock International cafe, hotel and casino properties.

to go above and beyond to wow the customer.

- **PLAY DEVIL'S ADVOCATE.** Regardless of size, owners should convene regularly with the staff to discuss ways to differentiate the brand from others. Businesses should seek out opportunities to break the traditional systems in a perpetual quest to make the customer experience better.
- **TREAT CUSTOMERS LIKE GUESTS.** Employees need to treat every single customer they come into contact with as if they are a VIP or a best friend—the experience will practically be guaranteed. One way to make customers feel special is to treat them like they are guests in your home—the way your mother made you feel every time you walked into her house.
- **AVOID THE FORGETTABLE.** The baseline for service has been raised. Average is no longer good enough—it's forgettable. Excellence is the new average. Four-letter words in business like “Fine,” “Good” and “OK” should be avoided at all costs—they will eventually put a company out of business. Businesses need to learn to ask specific questions of customers about the experience and listen for these words that scream of mediocrity.

- **BE THE CHOCOLATE.** To survive, small businesses need to take risks in delivering a product or service with an approach that is fresh and unpredictable. To create differentiation, brands have to go against the societal grain and swim upstream while everyone else takes the path of least resistance. Companies should find a novel and unique way to deliver the product offering. In a vanilla ice cream world, people need a little chocolate in their life—be the chocolate!
- **SURPRISE & DELIGHT THE CUSTOMER.** People love to be positively surprised. It makes consumers feel like they're special. When considering service practices, businesses should place a great deal of attention and detail on their employees' abilities to surprise and delight the customers. To create memories, brands should do something for customers that is customized, personalized and completely unexpected.
- **IMPLEMENT REWARD MECHANISMS.** What gets measured gets done. Companies that are interested in developing a sustainable service culture should recognize and reward employees when they do something for the customer that creates an unforgettable experience, especially if it was something above and beyond

the norm. Recognition leads to repetition.

- **STUDY THE SERVICE VETERANS.** There's a reason why experiential experts continue to talk about Starbucks, Apple, Southwest Airlines, Chick-fil-A, Hard Rock Cafe, Zappos, Nordstrom and Disney. There is real value in studying the results that these world-class brands deliver through their customer service. Small business owners should read and observe successful service cultures to seek out ideas that can be replicated in their own business.
- **HANG WITH THE COMPETITION.** School is never out for the professional. Businesses should not rely on just their own knowledge and intuition. Rather, owners need to keep their fingers on the pulse of the industry. Business owners should consider joining industry networking associations to understand what the competitors are doing, then do something more unique than the rest.
- **DON'T FORGET THE BASICS.** As important as it is to wow the customers, businesses need to make sure they do not forgo the fundamentals. All employees should:
 1. Be ever-present—stop any insignificant action when customers are around and focus exclusively on them.
 2. Greet people with an authentic introduction based on the customer vs. a memorized script.
 3. Move at lightning speed in response to every customer's request, even if they are the only people around.

REAL-LIFE EXAMPLE

Check out this small business case study from a little-known hotel in the Florida Keys:

Cradled just south of Florida's southern mainland tip lies Tavernier, an extension of Key Largo in the upper Florida Keys. Former head of training for Hard Rock International, Mike Shipley and his wife Carol, took over a flailing 10-room hotel in December 2000 called, Island Bay Resort. Almost everything about the property, except for the spectacular Gulf of Mexico view of the ocean, was a travesty when they purchased it.

Certainly a labor of love for the Shipley's, the new owners attacked every guest physical touch point of the hotel from inside and outside paint jobs, customized photography & artwork on the room walls, new roofs throughout the property, complete room furniture swaps, upgraded amenities, all-new native landscaping, custom-built room decks & beach furniture, and overhauled gravel & brick parking spots. Even the beach had to be completely re-imagined to provide the escapist oasis people had come to expect of the Florida Keys. And yet, all of that didn't come close to the thing the guests loved the most about their stay: the service.

No doubt, having a background in hospitality influenced Mike and Carol in their basic service approach, but they made a cognizant decision to raise the bar and truly blow people away with an authentic service-oriented experience that they couldn't find elsewhere. Their focused approach included laser-like attention

to the smallest of details, a sense of urgency in responding to any requests and personalized attention to every guest... all of which combined to reap monumental rewards; to the tune of increased double-digit top line sales since they acquired the resort. Every year, since the Shipley's took over the stagnant property, they have delivered year-on-year positive sales, with the exception of 2001, which is when all travel-related businesses took a significant dip, due to 9/11. That success doesn't happen because of a paint job and some plants.


TripAdvisor.com, the most used travel website in the world in assisting customers in gathering travel information and posting opinion reviews of specific travel-related content, began to take notice. The overwhelming amount of positive feedback posted from elated guests who had stayed on the property certainly raved about many of the items I mentioned above, but one of the main reasons they felt obligated to post a review on TripAdvisor in the first place was their love of, and loyalty for, the owners. Mike and Carol's names are almost always mentioned in customer reviews about their resort stay. Their service culture approach paid off...big time.

In 2011, Island Bay Resort was awarded No. 15 by TripAdvisor on their coveted list of Top 25 hotels in the United States. Compared to the other well-known brands and large hotel properties that

made up the rest of the list, this was a huge honor for these small business owners. Almost immediately, incremental requests about the hotel came barreling in. People wanted to know about this hidden gem in the Upper Keys. Consequently, NBC's *The Today Show* produced a special on the Top 25 hotels, which specifically highlighted Island Bay Resort. This virtuous circle increased the occupancy of the little hotel, which led to more positive reviews and eventually culminated in the resort landing at No. 7 on TripAdvisor's "Best Small Hotel" list, the following year.

Mike and Carol are the poster children for how a business can be revolutionized, recreated and maintained. With a lot of hard work and a focused service philosophy that is unheralded, they have created a service culture that rocks.

Those that aspire to change their service culture need only spend a little energy and focus on their staff-to-customer interaction to truly separate themselves from the rest to become memorable. **TS**

 **JIM KNIGHT** is a professional speaker and a consultant on service issues. Previously, he oversaw training for all Hard Rock International café, hotel and casino properties. He will address TRSA's Annual Conference on Sept. 10 at Isle of Palms, SC.

TRSA ANNUAL CONFERENCE

SEPTEMBER 9-11, 2015 • WILD DUNES RESORT, ISLE OF PALMS, SC

Events for current and future generations of your company's top management to share

- World-Class Presentations
- Interaction with Industry Colleagues
- Recreation and Relaxation

www.trsa.org/annualconference



TEXTILES & WATER: TOOLS FOR RESOURCE MANAGEMENT

We highlight the latest supplier innovations in overhead rail and water treatment/recycling systems

By Jason Risley

From moving goods efficiently throughout your plant to conserving a resource crucial to your daily operations, in this month's issue we take a look at two types of equipment that are vital to keeping your textile services facility running at peak performance levels. Flip through the following pages for an overview of the top overhead rail systems and water treatment/recycling equipment on the market.

OVERHEAD RAIL SYSTEMS



E-TECH INC.

☎ 612.722.1366

🌐 www.etechsystems.com

E-Tech's 45 years of industry experience is designed into every inch of our rail systems.

E-Tech thinks of everything from the optimal footing for your workers to the easiest user experience for your software. Built with E-Tech's eRail Monorail system and components, the result is innovative, seamless, optimized, integrated end-to-end rail system solutions that are shaped by E-Tech's experience and built around your workflow. From customer bag and garment systems, to soil sorting, washer loading and clean delivery, call E-Tech for your rail system needs.



GARDNER MACHINERY CORP.

☎ 800.352.6496

🌐 www.gardnermachinery.com

Overhead monorail systems store and transport laundry to production equipment and also decrease the labor and turnaround time required. All Gardner Machinery Corp. (GMC) overhead monorail systems, however, are custom designed to each customer's specific needs and vary from simple push-button systems to systems with fully integrated computer-automated controls. GMC's user-friendly monorail systems are pneumatically operated gravity systems and are constructed of high carbon steel to support slings carrying 100-1,000 lb. loads. Gardner Monorails are robust throughout, resulting in longer service life and lower maintenance costs. Wear and deformation of the rail are not an issue with the GMC system.



THE GARMENT RAIL GROUP

☎ 630.593.6329

🌐 www.thegarmentrailgroup.com

The Garment Rail Group specializes in garment-on-hanger (GOH) sortation and transportation systems for the laundry and retail industries. The Garment Rail Group provides the safest and most ergonomic trolley systems on the market today. Our company's Diamond Rail Systems offer a center-hung trolley solution which allows for loading trolleys from either side. The Garment Rail Group provides a wide range of standardized equipment, including route truck loading loops, depot trailers, as well as customized multi-level route storage and sortation systems and walk-on platforms. Our company's highly

experienced team will design, engineer, manufacture and install the ideal GOH system for you.



JENSEN USA INC.

☎ 850.271.5959

🌐 www.jensen-group.com

Complete laundry handling is available with JENSEN Futurail monorail systems. Whether it be for soil or clean linen transporting, JENSEN has the solution. With the size of processed loads continuing to increase, our company's rail and trolleys are designed to perform under such strenuous conditions; made of 100% cold-rolled stainless steel for improved reliability, longer life, and corrosion resistance. JENSEN trolleys are made of 1/4-inch pressed steel and feature a heavy-duty plastic wheel that is easily replaced (as well as the bearings), offers quiet operation, prolonged rail life, and reduced maintenance cost. JENSEN Futurail also offers vacuum transporting and sorting systems, clean linen transport systems, and conveyor systems, as well as its patented Rail Cleaner, which is a fully automatic device that runs continuously to ensure that the running surfaces of the rail are kept clean. Whatever the requirement, JENSEN Futurail has the solution.



SOFTROL SYSTEMS INC.

☎ 888.763.8765

🌐 www.softrol.com

As part of Total Plant Management, which focuses on plant efficiencies and maximum performance, Softrol offers state-of-the-art rail systems for both soil and clean goods transfer, as well as material handling for the wash aisle. These systems increase efficiency, while minimizing manual labor. Each rail system is custom engineered to fit your facility and production needs with the goal of reducing your time, space and labor requirements. With a broad range of rail systems and our company's unique trolley and rail designs, Softrol can provide for better plant layout options. Softrol's unique use of round melonited rail for an optimal automation framework, combined with Softrol's unparalleled commitment to customer satisfaction, sets us apart from other manufacturers. Softrol's rail systems offer long life with optimum payback on your investment and peace of mind for your mission-critical system.



SPEED CHECK CONVEYOR

☎ 770.981.5490

🌐 www.speedcheckconveyor.com

Since the early 1970s, Speed Check has been offering its sturdy three-inch I-Beam rail system, providing customers with superior structural integrity in equipment design and installation methodology. Rail systems can be ceiling or floor supported. Speed Check has developed

state-of-the-art control packages with its in-house design and programming team to provide manual, semiautomated and fully automated rail systems customized to fit customers' operational needs. Touchscreen panels, PLCs and PCs, provide detailed graphic displays, with the ability to collect production data and receive useful troubleshooting information for an intelligent, operator-friendly interface.



WHITE CONVEYORS

☎ 908.686.5700

🌐 www.white-conveyors.com

White Conveyors offers multiple state-of-the-art monorail systems, including stainless-steel inverted "T" track and heavy duty three-inch I-beam. Designed and customized for specific requirements, our company's monorail systems can be fully automated, semiautomated or manually operated; floor or ceiling supported; and welded or bolted together. White Conveyors' monorail systems use vertical hoists, slant lifts, and re-elevation lifts to elevate or de-elevate bags and slings; pneumatic and manual pull-cord track switches and trolley stops; the latest technology of proximity sensors and photo eye sensors; and the most advanced controls system for overall operation. In 2016, White Conveyors will celebrate its 70th year of service.

WATER TREATMENT/RECYCLING



AQUARECYCLE

☎ 866.272.9253

🌐 www.aquarecycle.com

AquaRecycle is a global leader in recycling laundry wastewater with more than 300 systems installed worldwide and more than six billion gallons of wash water recycled to date. Our company's systems reduce incoming water usage by 80%, cut energy costs to heat water by up to 50%, and reduce sewer discharge by 95% for a payback in less than two years in most cases. AquaRecycle also offers Thermal-Recycle, which recycles the heat in dryers by capturing dryer exhaust heat through a patent-pending heat-exchange process, introducing the heat back into the drying process, and thereby reducing energy costs by 50%.



ECOLAB INC.

☎ 800.553.8683

🌐 www.ecolab.com

Now, more than ever, water-use efficiency is critical. Ecolab Textile Care provides a range of solutions to help commercial laundries increase operational water-use efficiency. Designed specifically for tunnel washers, the Aquamiser™ is a process-integrated, low-maintenance approach that takes water re-use one step further. The Aquamiser filters solids and lint from the selected wastewater, while the design of the system

manages reuse water at both the front and back of the tunnel. You also can increase customer satisfaction by removing hair and lint with the combination of Aquabatch™ and Aquadrain™. The Aquabatch pumps water out of the rinse zone at the lowest point, filters it and transfers it back into the same compartment. The Aquadrain bag filtration system is used to filter the back flush water from the Aquabatch. An oscillating filter bag removes the solid particles from the back flush water, reducing the amount of lint, debris and COD (chemical oxygen demand).



ELLIS CORP.

☎ 800.453.9222

🌐 www.elliswastewater.com

Ellis Wastewater took the time-tested technology of the standard Dissolved Air Flotation (DAF) separator and compacted it to a more vertical, squared footprint. The versatile Dissolved Air Flotation Compact (DAFC) is engineered for optimal separation, efficiently removing up to 99.9% of fats, oils and greases (FOG) and suspended solids (TSS), while reducing biological oxygen demand (BOD) and chemical oxygen demand (COD). Unlike alternative separation technologies, minor shifts in feed consistency will not upset the separation process within the DAFC. To learn more, please visit elliswastewater.com.



KANNEGIESSER USA

☎ 800.344.0403

🌐 www.kannegiesser-usa.com

Kannegiesser's PowerTrans batch washer is designed for all purposes, including water management. Process water is valuable—not only because of costs for fresh water and wastewater treatment, but because of the heat energy and active washing substances already present. Recovery tanks are installed under the loading chute, utilizing an otherwise unoccupied space. The rinse process is optimized to reduce fresh water use while maintaining a high-quality, clear water rinse. High cost savings delivered with intelligent water management are the defining features of the Kannegiesser PowerTrans Washing System.



KEMCO SYSTEMS INC.

☎ 800.633.7055

🌐 www.kemcosystems.com

For more than a decade, Kemco's Ceramic Microfiltration (CMF)/Reverse Osmosis (RO) System

has been providing 75%-90% recycle rates for laundry wastewater with all soil classifications. The CMF will remove 100% of the FOG (fats, oils and greases) from heavy or light soil applications, and the RO will complete the process by removal of wastewater Total Dissolved Solids (TDS). Kemco's approach of eliminating TDS levels from the wastewater has made Kemco the perfect choice for plants utilizing tunnel washers, washer/extractors or a combination of both technologies.



NORCHEM CORP.

☎ 800.442.4360

🌐 www.norchemcorp.com

Driven by rapidly increasing water and sewage costs, along with severe drought conditions in California, Norchem engineers continue to design and provide the most innovative and effective systems to conserve, recycle and save. Norchem's Ultrapure System is the only proven water-recycling solution that has been installed in healthcare, industrial, linen supply and hospitality plants. Compact system design, coupled with robust stainless steel construction and automated controls make Ultrapure a clear winner in the short and long run. With headquarters in Los Angeles and manufacturing facilities in Chicago, customers can rely on Norchem's service to help meet environmental conditions and to achieve cost savings.



SHAKER CLEAN

☎ 904.729.8625

🌐 www.shakerclean.com

Finally, a device that will keep your shaker screen from blinding! The shaker cleaning device (SCD) was developed to keep the water flowing through the screen. The SCD will travel around the screen gently scrubbing the screen openings. The sites at which the units were tested went from daily cleaning of the screen to once every two weeks. They last from 4-6 months before replacement and it's as simple as dropping them onto the top of the shaker screen. They are \$65 each for screens over 36 inches and \$55 for the smaller size. Simple? Yes! Patent Pending? Yes. Save time, save frustration, just go to shakerclean.com and live a better life.



THERMAL ENGINEERING OF ARIZONA

☎ 520.888.4000

🌐 www.teatucson.com

The TEA Cera-Pure Ceramic Element wastewater recycling, treatment and reuse system is engineered for compactness, occupying less than a 5-by-10-foot footprint. The modular and compact design accommodates plants of any size. With 100% energy recovery, 100% removal of suspended solids, 99+% removal of oil and grease, and greater than 95% reduction of BOD (biological oxygen demand) and COD (chemical oxygen demand), the Cera-Pure's submicron filtering results in recycled water that can be used in most any washing cycle. Depending on plant conditions and requirements, up to 95% recycled water can be generated. A touchscreen control panel with fully automatic controls makes operation simple and intuitive, while a built-in CIP (clean-in-place) system ensures the system provides optimum filtration performance. **TS**



JASON RISLEY is managing editor of *Textile Services*. Contact him at 877.770.9274 or jrisley@trsa.org.

Production Summit & Plant Tours

October 14–15, 2015 • Pittsburgh, PA

Catch up with emerging industry-wide best practices

•

Get ideas for new plant operations strategies

•

Make and renew contacts with peers, experts

•

Tour Cintas and CleanCare plants

“Immediately implementable practices are discussed. Important questions are asked and answers provided. It all inspires great conversations.” —Benjamin Westphal, Mickey’s Linen

“The agenda was very informative and led to discussion of a variety of different topics. The plant tours were excellent.” —Tyler Burke, Loop Linen Service

“Presentations of good general information and real-life best practices combine to offer valuable guidance for plant operations improvement.” —Jake Gurtler, Gurtler Industries



Expanded Agenda!

Improve your familiarity with the latest process improvements for better throughput and increased profitability in plant operations. Attending TRSA's Production Summit & Plant Tours provides you with powerful and immediate take-home value, updating you on industry developments and guiding your everyday production management decisions.

Now delivering more. This program (begun in 2013, held twice yearly) now makes better use of your time away from home, featuring an additional half-day of presentations.

In-Depth Plant Tours with Interactive Debriefing

Tour hosts at Cintas and CleanCare display hallmarks of plant efficiency and effectiveness. Then they participate in a debriefing at our host hotel immediately after the tours, offering insight other launderers can use to execute similar strategies in their everyday work.

Network with Industry's Most Successful Operators

Attendees evaluate processes and management techniques, guided by plant technology and operations experts. Meeting in Pittsburgh this October and reuniting at subsequent Summits maximizes access to these experienced professionals from TRSA member companies, the industry's most productive and profitable organizations.

Save 10% on 3+ Registrations from Your Company

When three or more representatives from your company participate, each receives a 10% registration fee discount. Limited-time offer, see inside back cover.

Who Should Attend:

General, Plant, Production Managers

•

Engineering, maintenance personnel

Graduates of TRSA Institutes (PMI, EMI, MMI)

•

Others responsible for production supervision,
inventory control, product quality

Register at: www.trsa.org/productionsummit

Wednesday, October 14

7 am–4:30 pm	Registration Open	
7–8 am	Breakfast	
8–9:30 am	Welcome PANEL PRESENTATION <i>Production Standards</i>	
9:30–9:45 am	Break	
GENERAL SESSIONS		
9:45–10:45 am	<i>Best Practices for Employee Recruiting and Retention</i>	
11 am–12 pm	<i>Safety Risk Assessments</i>	
12–1 pm	Lunch	
BREAKOUT SESSIONS		
1–2 pm	<i>Mat Processing, Handling, and Tracking</i>	<i>Shop Towel Bagging</i>
FACILITATED PROBLEM-SOLVING SESSIONS		
2:15–3:15 pm	<i>Industrial</i>	<i>Linen</i>
3:15–3:30 pm	Break	
3:30–4:30 pm	FACILITATED REVIEW SESSION <i>Recap of Today’s Program</i>	
5–6:30 pm	Networking Reception	

Thursday, October 15

7 am–4 pm	Registration Open	
7–8 am	Breakfast	
8 am–12:30 pm	PLANT TOURS <i>Cintas Corp.* and CleanCare</i>	
12:30–1:30 pm	Lunch	
1:30–2:45 pm	<i>Plant Tour Debrief with Q&A</i>	
2:45–3 pm	Break	
3–4:30 pm	PANEL PRESENTATION <i>Water-Saving Strategies and Wastewater Challenges</i>	
	Open Night	

*Tour closed to publicly traded uniform rental companies

Register at: www.trsa.org/productionsummit

PANEL PRESENTATIONS

Production Standards

Review the basics of writing and evaluating standards that truly reflect your operation's productivity improvement as you contrast your practices with those of our panelists. Ideas will be presented to help your operation gauge progress following equipment upgrades:

- Sorting
- Washing
- Finishing
- Other functions

Water-Saving Strategies and Wastewater Challenges

Tune into the wide spectrum of approaches to conservation (more efficient equipment and wash formulas, reuse, recycling) to ensure your operation has exhausted available possibilities. Once you do, you'll likely need to approach water authorities regarding concentration-based limits, which make your pollutants' volume seem greater even though you discharge the same amount of them or less. No matter what textiles you process for which markets, these assessments of your wastewater could still trigger higher compliance costs:

- Biochemical oxygen demand (BOD)
- Total suspended solids (TSS)

Hear about TRSA's Environmental Committee's efforts on the issue on behalf of Chicago laundries and benefit from the perspectives of detergent and wastewater treatment chemists. **Panelists** will include GMs *Larry Pallan* and *Victor Villasenor* of Republic Master Chefs, Los Angeles.

GENERAL SESSIONS

Best Practices for Employee Recruiting & Retention

Examine the tactics needed to attract and provide fulfilling work for high-performing production and maintenance personnel. This session emphasizes recruiting and training on supervisory and line levels to create a work environment in which high job satisfaction correlates with higher overall plant productivity. **Presenter:** *Charity MacDowell*, Regional HR Director, Cintas Corp., Pittsburgh

Safety Risk Assessment

Learn the steps in completely assessing safety risks for individual positions as well as operating environments. The former is usually more challenging, requiring evaluating every job for these hazard types:

- Physical (equipment, repetitive motion, slip/fall)
- Health (stress, dust, noise, temperature)
- Chemical (toxicity, explosion)
- Biological (blood-borne, other pathogens)
- Human-Factor (fatigue, intellect, worker conflict)

Emphasis in this presentation will be on hazardous motion and guarding: factors that affect every plant function and job title, including route operations. **Presenter:** *Andrea Skilinski*, Health and Safety Director, Clarus Linen Systems, Buffalo, NY

BREAKOUT SESSIONS

Mat Processing, Handling, and Tracking

Become acquainted with the latest solutions to inventory challenges that become more numerous as launderers in all market specialties place more of these products into service. Emphasis on radio frequency ID tracking. **Presenter:** *Bill Dougherty*, Director, Business Development, Positek RFID, L.P., Norristown, PA.

Shop Towel Bagging

Explore strategies for modifying plant operations and procedures to adopt this labor-saving technology. This session explains systems that replace the manual process of bundling with a relatively hands-free operation that can dramatically increase productivity. Will your accounts accept it? Learn how to support your service team for greater customer buy-in.

FACILITATED SESSIONS

Problem-Solving

Take away an action plan for solving one of your company's plant operations concerns as you evaluate the situation with industry peers.

Presenters: *Steve Florence*, VP, Starr Textile Services, Foley, AL and *Donald Maida*, Senior Consultant, TBR Associates, Saddle Brook, NJ, linen; industrial discussion leaders TBA.

Recap of Today's Program

Review the high points of Wednesday's activities as speakers from all sessions highlight their presentations and answer attendees' additional questions. This also enables you to pick up a few points from the concurrent breakout and problem-solving session you couldn't attend.

PRODUCTION SUMMIT TASK FORCE

- David Bernstein, Chair, Lapauw USA
- Blaine Jackson, Plant Tour Coordinator
- Jimmy Arnett, VF Imagewear
- Bob Corfield, Laundry Design Group
- Bill Dougherty, Positek RFID
- Steven Florence, Starr Textile Services
- Joseph Gudenburr IV, GA Braun, Inc.
- Gery Kwiatkowski, Morgan Services
- Donald Maida, TBR Associates
- Larry Pallan, Republic Master Chefs
- Stefan Schurter, Prudential Overall Supply
- Mike Vaders, Dempsey Uniform and Linen
- Victor Villasenor, Republic Master Chefs



Earn CPLM Credits: Individuals who have achieved TRSA's Certified Professional Laundry Manager credential can receive up to 14 credit hours toward recertification by attending education sessions and plant tours at the Summit.

Register at: www.trsa.org/productionsummit

Tour Plants, Compare Processes and Performance



Cintas Corp., Mount Pleasant*

- 51,520 square feet
- 130 employees
- 50,000 pounds processed daily
- Seven 450-pound washer-extractors
- Safety VPP Certified Site
- WASS (Automated wash alley safety system)



Clean Care F&B, Pittsburgh

- 75,000 square feet (including recent 25,000 addition)
- 78 production employees
- 65,000 pounds processed daily
- 17-module (220-pound) CBW
- Automated soil monorail system
- 10-bullet vacuum counting/sorting system, bulk-belt capable

**Tour closed to publicly traded uniform rental companies*

Plant Tour Debriefing with Q&A

TRSA tours are investigations of principles in practice: you observe how a facility achieves high productivity and efficiency and compare its strategies and tactics to your own. After the tour, the plant's management comprises a panel at the meeting to improve your insight into their operation. You listen to other attendees comparing their practices with the tour host's as well, enriching the discussion of alternative approaches to similar tasks.



"Perfect organization! Impressed by their professionalism."

"Well organized, informative, excellent tour."

"Very well planned/organized. Worthwhile speakers and topics."

"Good flow, good information."

"Great experience with friendly staff. Did a great job showing the plant and production processes."

"Vendor presentations very interesting."

"Very open about their plant and equipment."

—Plant tour participants at
3/2015 TRSA Production Summit, Los Angeles

Register at: www.trsa.org/productionsummit

Name: _____

Nickname for Badge: _____

Title: _____

Company: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ E-mail: _____

☐ Please check if you require special assistance or have special dietary requirements to fully participate.

How did you learn about this event?* (Select only one) (*required)

☐ Email – *Textile Services Weekly* Newsletter

☐ Mail – *Textile Services* Magazine

☐ Social Media – LinkedIn

☐ Email – TRSA Promotional Email

☐ Website – TRSA Website

☐ Friend – Colleague / Co-worker

☐ Mail – Postcard

☐ Social Media – Facebook

☐ Other

☐ Mail – Brochure

☐ Social Media – Twitter

Registration Fees

	TRSA Operator Member	Non-Member Operator	TRSA Associate Member
Early (by Sept. 4)	<input type="checkbox"/> \$395	<input type="checkbox"/> \$595	<input type="checkbox"/> \$595
Full Registration (after Sept. 4)	<input type="checkbox"/> \$495	<input type="checkbox"/> \$695	<input type="checkbox"/> \$695

Cintas plant tour closed to publicly traded uniform rental companies

Method of Payment

☐ My check for \$_____ made out to TRSA is enclosed.

☐ Charge to: ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover

Card # _____ Expiration Date _____ Sec Code _____

Signature _____ Date _____

Group Discount for 3+ Attendees from Your Team: Save 10% when three or more staff register together. Deadline for early registration (lower baseline pricing) is Friday, September 4. Contact Mary Beth Porter, 877.770.9274, ext. 100; mporter@trsa.org. Excludes other discounts.

Hotel Reservations: DoubleTree Hotel & Suites Pittsburgh Downtown, One Bigelow Square, Pittsburgh, PA, 15219

Call the hotel at 800.222.8733 to reserve a room. All individual reservations must be guaranteed with a major credit card at time of reservation. After September 22, 2015, if a guaranteed room is not canceled 72 hours prior to arrival, payment for the full rate on that room will be charged. Ask for the “Textile Rental” room rate of \$169 before September 22, 2015. Limited availability. After the September 22, 2015 deadline, regular room rates will apply. The hotel is located about 18 miles from Pittsburgh International Airport (PIT).

Dress Code: Business casual attire for all sessions

Program Cancellation Policy: Written cancellations received by September 29, 2015 will receive a full refund minus a 25% processing fee. Cancellations received after September 29, 2015 will not be refunded and cannot be credited to another TRSA program or event. Refunds will not be granted for no-shows. Cancellations and refunds will be processed after the event.



SAFETY SUMMIT SCENERY

A look at TRSA's Fourth Annual Safety Summit in St. Louis

By Jason Risley

TRSA's Fourth Annual Safety Summit took place on May 14 at the Embassy Suites Downtown in St. Louis. The event, which was held in conjunction with the CSC Network for the second consecutive year, featured a full day of keynote presentations, panel discussions and interactive breakout sessions focused on increasing the safety of commercial laundry facilities.

On hand to discuss safety were Richard Fairfax, a former OSHA inspector who rose to the position of deputy assistant secretary of labor with the agency, as well as Bo Cooper, safety director, Alberici Constructors, St. Louis, a company that was recognized by *EHS Today* magazine as one of the safest companies in 2013. Breakout session topics included behavior-based safety, bloodborne pathogens compliance, fleet safety and managing injury claims.

 **JASON RISLEY** is managing editor of *Textile Services*. Contact him at 877.770.9274 or jrisley@trsa.org.



CLOCKWISE FROM TOP: A crowded room full of Safety Summit attendees looks on during a presentation by former OSHA inspector Richard Fairfax; TRSA Chair Doug Waldman welcomes attendees to the Safety Summit; Russell Holt, chief compliance officer, Superior Linen Service, Tulsa, OK, introduces Bo Cooper, safety director, Alberici Constructors, St. Louis, before his morning presentation; Cooper addresses the crowd as the first speaker of the day; and TRSA President & CEO Joseph Ricci wears high-visibility workwear while welcoming those in attendance to the Summit.



CLOCKWISE FROM TOP: Attendees listen intently during one of the day's afternoon sessions; Suzanne Pavel, risk manager, Alisco Inc., Salt Lake City, introduces Sonia Lopez, president and CEO, Action Onsite Inc., Calimesa, CA, before her presentation; operator members, including (l/r) Bill Cronin, senior vice president, rental division, Cintas Corp.; Alden Senior, vice president, Morgan Services Inc.; Mark Spence, COO, Faultless Laundry Co.; and Doug Waldman, president, Superior Linen Service, exchange views on safety trends as part of a closing panel; Eric Davis, director of environmental health and safety, AmeriPride Services Inc., discusses communicating safety messages in the workplace before a speech on the subject by executives from The Survey Institute, Wentzville, MO; Lopez demonstrates proper stretching technique during her presentation; and Don Burns, president, The Survey Institute, speaks.



What is your company doing to help protect the environment? Why is this important?



“ Protecting our world, our ecology and creating environmental sustainability is the ‘ECO’ in Ecotex. For us, it’s important that Ecotex meets or exceeds the industry’s highest standards for water and conservation. Our Ecotex ‘green’ processes and practices help preserve our lakes, streams and environment. We produce hygienically clean certified linens using a laundering process that uses 65% less fresh water than the North American industry average. Also, our laundry chemistry is both 100% NPE free and 100% phosphorous free. In 2012, we eliminated the use of nonylphenol-ethoxylate detergents and today we are taking steps to minimize and eliminate the use of nitrogen in our laundry processes, which ecological research has identified as one of the major causes of poor water quality in lakes and streams. ”

—RANDY BARTSCH, CEO | Ecotex Healthcare Linen Service | Vancouver, BC, Canada



“ To cope with our world’s indisputable environmental challenges, we all need to pitch in and move toward more sustainable development. Our business is built on a circular model in which we combine high-quality and durable products with a service that cares for and restores that quality. We manage and control our processes so that the product can serve its purpose again and again. From this foundation, we’ve chosen to continue working within the environmentally focused area and to set a standard as an industry pioneer. Part of our work has been to develop an award-winning washing system that recycles water and energy. We are fossil-fuel free in our operations by powering the washing process with biogas, and we use electricity only from wind and solar power. In addition, we’ve developed an optimized delivery system whereby all of our regular customer deliveries are made by biogas-powered vehicles. ”

—CARL-JOHAN BJÖRKMAN, President | Hr Björkman Entrémattor AB | Arlöv, Sweden



“ We offer linen supply services for hotels, restaurants and other industries, and consume a large volume of water during the laundry process. We utilize well water when available. The use of the well water provides us with enough volume for our production with relatively low cost. However, the drawback of this use is our concern for the future sustainability of the land. One of our efforts to protect the environment is to reuse the wastewater from our own production. We reuse the wastewater by applying a reverse osmosis membrane (RO membrane) system. This system removes the dissolved soil materials, bacteria and impurities from the wastewater and changes it into reusable water. ”

The water from this system is even cleaner than tap water. We currently reuse about 80% of the wastewater where we apply this system.

—TED HIROSE, Chairman | Shin-Nippon Wex Co. Ltd. | Nagoya, Japan



“ A growing number of customers value sustainability very highly in their operations, and it is also a sought-after attribute in service providers. Textile services should not only meet stringent sustainability requirements that support the customers’ image, values and reputation, but they should be cost-efficient too. For us, cost efficiency and sustainability go hand in hand; favoring recycled materials, minimizing waste and recycling textiles as long as they remain usable brings the best of both: savings in our production costs and a smaller ecological footprint. Our use of new technology to ever optimize laundry processes results in lower consumption of water, energy and detergents. ”

It’s wise from both an ecological and a financial perspective. We aim at recycling 90% of our textile waste by 2016. At the moment our global recovery rate of textile waste is 74%.

—JUHA LAURIO, CEO | Lindstrom Group | Helsinki, Finland



@ECONOMYLINEN

This new UK hospital is employing robots to deliver food, linens to patients.
#hospitaltechnology

<http://t.co/EzqWWfRtxd>

<https://twitter.com/EconomyLinen/status/603198958672949248>

@CITY_UNIFORM

Check out why City matters to their customers. Thank you to the customers who helped make this great video!

<https://t.co/tJ3hIrqXcy>

https://twitter.com/city_workplace/status/607974373849325568

@GKSERVICES

All types of jobs - even desk jobs - can lead to injuries. Take steps to stay safe at work:

<http://1.usa.gov/YAR6GC> #SafetyMonth

<https://twitter.com/GKServices/status/608379356247924737>



Crown Uniform & Linen Service

The Crown Brockton facility is now Clean Green Certified!

Crown Uniform & Linen Service is proud to be one of the few commercial laundries to have achieved Clean Green certification from the Textile Rental Services Association.

Clean Green is an international standard that defines sustainable best management practices used in commercial laundry facilities. These best practices are helping laundries around the world reduce their impact on the environment.

Read more about Crown's Clean Green Certification at our blog!

www.crownuniform.com/uniform-blog.html



Clean Green | TRSA

TRSA Clean Green Certification recognizes companies that demonstrate responsible leadership in sustainability and commitment to protect the environment. The program acknowledges a textile service company's continuing commitment to TRSA standards.



Bates Troy, Inc.

Bates Troy unveiling its new, 400kw Tecogen Inverde Combined Heat & Power (CHP) system this week at a press conference and Open House that drew about 90 people. This microgrid gives Bates Troy complete electric redundancy and ensures its operation even during extended electrical blackouts.



Textile Care Services

THANK YOU for everyone that attended our 100 year Celebration! It was a great turn out and so much fun!



Michael Shearer

Director of Marketing at AmeriPride Services / Canadian Linen and Uniform Service Co. / Quebec Linde Co.

The Cost of Buying Cheap

Don't let promises of "lower prices" rule your uniform program decisions. Instead of uniform price, think uniform value. Now you have more innovative fabrics, specialized fits and enhanced functionality...

<https://www.linkedin.com/pulse/cost-buying-cheap-michael-shearer>



Michael Roe

Business Development Executive at A-1 Products, Inc.

Greater Atlanta Area | Chemicals

Consider this when purchasing rental textiles.

In a well-run rental operation where bed and bath linen lasts for around 175 wash and use cycles...

<http://www.laundryandcleaningnews.com/features/featuremaking-the-right-choices-for-rental-textiles-4571109/>



Posted in: **Textile Rental Services Association of America**



Follow TRSA on Twitter @trsa; on Facebook at facebook.com/trsaorg and on LinkedIn at "Textile Rental Services Association of America" for the latest news and updates from the association.

IN MEMORIAM



Bob Gildersleeve Jr., 45, vice president, Ecolab, and a resident of Elkridge, MD, was among the eight people who died in the recent Amtrak derailment in Philadelphia. After the May 12 incident, Ecolab Chairman and CEO Doug Baker issued this statement: "We are deeply saddened by the loss of our friend and colleague. Bob was with Ecolab for 22 years, most recently as vice president of corporate accounts for our institutional business in North America. Bob was an exceptional leader and was instrumental to our success. We will greatly miss him, and our thoughts go out to his beloved family members and friends." Gildersleeve was a graduate of the Culinary Institute of America and Florida International University. Survivors include his wife, Danna; a daughter and son, Ryan and Marc; parents, Robert Sr. and Aileen; siblings, Charles (Lisa), Doreen DeMarco (Eugene), James (Catherine); brothers- and sisters-in-law, Barri Leiner Grant (Alex), Jeremy Leiner (Jed Resnick) and Matthew Leiner (Claudia); father-in-law Neil Leiner; and several nieces and nephews. A funeral mass was held on May 18 at The Church of St. Catharine, Holmdel, NJ. In lieu of flowers, donations to The Bob Gildersleeve Memorial Scholarship c/o The Culinary Institute of America would be appreciated (www.youcaring.com/bobgildersleeve).



Edward R. Fullerton, 84, passed away on May 28 in Ross Township, Allegheny County, PA. He worked for American Laundry Machinery Co. and managed his own business (S.T.E. Co.) in the laundry industry until he retired. Survivors include his wife of 62 years, Joan (Walton); sons Edward R. Jr. (Laurie) and Michael R. (Kristine); grandchildren Stephen, Natalie, Jamie, Jodi and Michael; great-grandchildren Ella, Dominic, Tayla, Hayden, Kaitlin, Lochlan, Lana, Wil-low and Nash. Memorial services were held at Ascension Lutheran Church, Pittsburgh. Donations may be made to the Arthritis Foundation of Western PA. Online condolences may be sent to the family at www.schellhaasfh.com.

TEXTILE SERVICES NEWS



CTS Drills Down for Hazardous Waste Testing

Coyne Textile Services (CTS), Syracuse, NY, recently determined the presence of hazardous chemicals on the site of its

headquarters plant, and the company is now seeking to determine if wastes have moved beyond that property and into surrounding areas, according to news reports and an interview with Alex Pobedinsky, general counsel and vice president of CTS. CTS has hired an environmental consulting firm to conduct additional tests in the company's facility at 140 Cortland St. Results aren't yet available. CTS' ultimate goal is to complete the clean-up, obtain whatever credits may be available from state environmental officials to help defray costs and obtain a "certificate of completion" releasing CTS from further liability.



Bates Troy Brings Cogen System Online

Bates Troy Inc., Binghamton, NY, recently reduced its energy use, while enhancing its ability to serve customers by bringing a combined heat and power, or "cogen" system, online at its Laurel Avenue plant, with help from manufacturer Tecogen and local contractor Quantum Electric. The system is fully operational and capable of producing enough power to run the company's 53,000-square-foot plant off the electrical grid. It includes four, 100-kilowatt Tecogen Inverde units for a total output of 400 kilowatts. The New York State Energy Research and Development Authority (NYSERDA) and the Empire State Development (ESD) agencies partnered on behalf of the project as part of Gov. Andrew Cuomo's (D) "Reforming the Energy Vision" (REV) program.



AmeriPride Selects Cloud-Based HR Solution

AmeriPride Services Inc., Minnetonka, MN, recently selected cloud-based UltiPro® for its HCM features, and Ultimate Software's reputation for customer service and partnership. Previously, the company relied on six different solutions, including a payroll service bureau for HR and payroll, but with a workforce of 5,700, the company needed a solution that could handle the entire employee life cycle, and was accessible and easy to use. UltiPro is accessible over the Web, so employees can access and manage their information from anywhere and anytime.



Unitex and Mt. Sinai Support Charity Walk

Unitex Textile Rental Services, Mt. Vernon, NY, and Mt. Sinai Hospital recently joined forces to help conquer heart disease, the No. 1 cause of death in New York. Unitex executives participated on Mt. Sinai's team during the American Heart Association's Wall Street Run and Heart Walk, and

also helped raise almost \$50,000 to support the cause. Unitex is matching all donations made by company employees.



Cintas Recognized for Green Giving

Cintas Corp., Mason, OH, recently was acknowledged for responsible corporate environmental stewardship from Matthew 25: Ministries. By meeting its Green Giving Guidelines, Cintas received a certificate and the opportunity to display the Green Giving Seal. Cintas works year-round with the charity to rescue and reuse about 15 million lbs. of excess products and redistributes them to partner organizations in Greater Cincinnati, across the U.S. and worldwide. One example of its corporate generosity is the Cintas Mobile Disaster Relief Vehicle, which is deployed to distribute disaster relief including safety glasses, gloves and masks, as well as tarps, blankets, cases of water, baby supplies, personal-care kits and cleaning products.



UniFirst Joins VF for NASCAR Race

UniFirst Corp., Wilmington, MA, recently teamed up with VF Imagewear to sponsor the Richard Childress Racing (RCR) No. 3 Chevrolet Camaro in the NASCAR XFINITY Series Sta-Green 200, at the New Hampshire Motor Speedway. The partnership is part of VF Imagewear's NASCAR hospitality promotion program. UniFirst is managing all related RCR uniform personalization and garment maintenance at its Kernersville, NC, location, and supplying high-quality floor mat and shop towel service to RCR facilities. The race will feature a custom-designed, UniFirst/Wrangler Workwear branded No. 3 Chevrolet Camaro. The company also will be the official host at an invitation-only race day reception.



Cintas Names Janitor of the Year

After more than 100,000 votes, **Cintas Corp.**, Mason, OH, recently announced that Sherry Albright, Trine University, Angola, IN, has won the 2015 Janitor of the Year contest. She will receive a \$2,500 cash prize, plus \$2,500 in Cintas' cleaning products and services. Albright is an inspiration who makes a positive difference in the lives of people around her, says Housekeeping/Training Manager Leah Helmick. She is known for treating Trine students as though they were her own, and she regularly offers her listening and sewing skills. She "exudes positivity and takes great

pride in keeping the university dormitories and halls clean," on top of taking care of her wheelchair-bound husband and managing a second job. Albright was honored with the Cintas award, following a special parade and ceremony on the Trine University campus.

SUPPLIER NEWS



Dickies Debuts Embroidery Service

Dickies Occupational Wear, Fort Worth, TX, recently launched an embroidery service for all types of workwear, and also will provide expert advice on the color, size and placement of embroidered logos. Used to complement formal work trousers, shirts and uniforms, or to enhance casual workwear, such as shorts, T-shirts and caps, professionally embroidered logos also can serve an important identifying and uniting purpose among employees. Dickies offers many colors to meet the design that the customer requires, and can supply multicolored transtats that are more suitable for embellishing waterproof products. After submitting an artwork sample of the logo and garment requirements, customers can expect a personalized quote within one working day.



VF's First-Quarter Revenue Rises

Revenues for **VF Corp.**, Greensboro, NC, rose 8% on a currency-neutral basis, including growth in Outdoor & Action Sports, Jeanswear, Imagewear and Sportswear coalitions, and international and direct-to-consumer businesses. On a reported basis, revenues increased 2% over the 2014 quarter. Gross margin was 49% on a reported basis, down 40 basis points compared with the same quarter last year and in line with corporate expectations.



Girbau Expands Product Lines

Girbau Industrial (GI), Oshkosh, WI, recently added three new products to its feeder and washer/extractor lines. First, the DRB Automatic Front Feeder is an addition to the DR Feeder Series line. It automatically feeds linen of different types and sizes into a corresponding ironer. It allows for automatic feeding of large-dimension items from a two- or three-spreader feeding station, as well as manual feeding, with or without vacuum assistance, from one to four lanes. When configured with an optional suction table and dual-transfer servers, the DRB processes 790-1,000 items per hour from two or three stations. Second, the new 60-lb. E-Series

capacity washer replaces its 55-lb. predecessor with several improvements: a 14% increase in G-force, larger basket capacity, simplified installation and maintenance. Also entering the market is GI's new 70-lb. capacity G-Flex Washer. This model generates extract speeds of up to 200-G force, with the flexibility of six programmable extract speeds, and 21% more capacity than GI's 55-lb. model.



Mt. Vernon and Carhartt Offer FR Flex Denim

Mount Vernon FR, Mauldin, SC, and Carhartt recently teamed up to launch the Carhartt Flame Resistant Rugged Flex® Jean, which combines FlexTex FR denim from Mount Vernon FR with Carhartt's signature Rugged Flex® stretch technology to provide comfort and protection in any work environment. It also offers unique flexibility for a maximum range of motion, using fabric with an elastometric fiber that has bilateral flex, allowing it to elongate sideways and diagonally, eliminating any sagging or bagging, and making reaching and bending easier. The jeans feature an arc-resistant button closure, a brass zipper fly with Nomex® FR zipper tape, and classic Carhartt hallmarks like triple-stitched main seams for added strength and durability. They're available in Deep Indigo Wash, and are mechanically washed to create a soft finish, ensuring that the wearer experiences the most comfortable fit. The jean meets ASTM F1506 performance requirements, complies with NFPA 70E and is UL® classified to NFPA 2112.



Penn Emblem Offers Flag Patches

Penn Emblem, Philadelphia, recently released its collection of American Flag patches, which can help companies display their pride. The company has many American Flag patches in stock that can suit any need, plus it can customize any patch or copy existing patches. State and country flags are also available.



MODRoto Releases New Product Literature

MODRoto, Ashtabula, OH, recently unveiled its 2015 Buyer's Guide to Laundry Carts product brochure. Product highlights include its newest innovations, the 72ERgonomic, which is a bulk linen truck with a spring-loaded platform that sinks and rises for proper work positioning, and the ComplianceCaddy™, which offers a verifiable way to comply

with both EPA and DOT rules for storing and transporting solvent-contaminated shop towels and wipes. An Ergonomic Showcase reveals the company's signature, spring platform design with cutaway imagery and shows its wide range of applications in bulk linen carts, utility carts and flare trucks for reducing bending, reaching and heavy lifting. The brochure also offers a free flash drive loaded with specifications for 50 of the company's top products.



Laundry Plus Wins Girbau's Partner Award

Laundry Plus, Bradenton, FL, recently received **Continental Girbau Inc.**'s 2014 Business Partner of the Year award. Owned by Rick Rone, the company has invested in Continental and Girbau Industrial (GI) branded laundry solutions. Purchase highlights since 2011 include two 12-module TBS-50 tunnel washers; two ironing lines, including feeders, ironers, folders and



INDUSTRY CALENDAR

SEPTEMBER 24-25

Fall WATS Conference, Golf Outing and Auction, Lake Lawn Resort, Delavan, WI. Contact Brian Swingle for more information at bswingle@torriphillis.com or 414.529.4703.

OCTOBER 19-21

G.A. Braun Washer/Extractor Service School. Braun Corporate Headquarters, Syracuse, NY. Contact Bob Toman at 800.432.7286, ext. 254, or btoman@gabraun.com.

OCTOBER 22-23

G.A. Braun Dryers Service School. Braun Corporate Headquarters, Syracuse, NY. Contact Bob Toman at 800.432.7286, ext. 254, or btoman@gabraun.com.

NOVEMBER 17-19

G.A. Braun Finishing Equipment Service School. Braun Corporate Headquarters, Syracuse, NY. Contact Bob Toman at 800.432.7286, ext. 254, or btoman@gabraun.com.

stackers; multiple open-pocket E-Series soft-mount washer/extractors; and 10, 250-lb. capacity ST-100 dryers. Continental recently helped the company consolidate two operations into one large industrial laundry, boosting productivity to 70,000 lbs. of laundry in 11 hours; reducing water usage to 0.6 gallons per laundry lb.; and increasing pounds of laundry per operator hour (PPOH) by 15%–18%.



GOJO Grows in Ohio

GOJO recently announced that it's agreed to lease 1.3 million square feet of space in Wooster, OH, which will be used to expand manufacturing and distribution operations. The new GOJO Wooster campus is expected to bring more than 240 jobs to Northeast Ohio. GOJO already has its headquarters in Akron, OH; manufacturing and distribution in Cuyahoga Falls, OH; and operations worldwide, including the United Kingdom, Australia, Brazil, Canada, Japan, Mexico and France. The company expects to update the infrastructure of its facilities and begin operations within the next year.



PRODUCT SPOTLIGHT



New Emblem Technology

World Emblem International Inc., Miami, recently introduced its new FlexStyle product line, an emblem technology

that creates a high-end look for a wide

variety of applications. As part of World Emblem's signature series, FlexStyle is able to achieve a range of textures and colors, including metallic, within the same emblem. The material also can be adhered to virtually any surface, including fabrics, glass, wood, metal, plastic, papers and more. The material is developed using a special process that bonds multiple materials together to create a piece that has the look of a luxurious stitched emblem, but also has the flexibility and versatility for nearly limitless applications. All FlexStyle orders are accompanied by World Emblem's attention to detail and leading customer service. Contact World Emblem's Client Relations at **800.766.0448**.



New Mop with Power Strip

After company officials noted that the head band on microfiber tube mops was wearing, **Moonsoft International Inc.** got

damaged mops back and researched the problem. After testing, Moonsoft determined that the problem wasn't the microfiber tube mop itself. When cleaning the floor, the janitor sometimes used the edge of the head band to give an extra scrub to loosen dirt that the tube or string mops weren't designed to do. After searching for a solution, Moonsoft discovered that if it added a scrubbing strip of material to the edge of the head band, the company solved not one, but two problems. One, the life of the tube mop was extended, but also the cleaning ability of the old conventional string and tube mop system was boosted, giving the janitor the ability to scrub stubborn

debris. To learn more, contact Moonsoft at **877.892.9360**.

↑↑ SUPPLIER PERSONNEL



Ecolab Fills Three Leadership Positions

Ecolab Inc., St. Paul, MN, recently announced that three executives have accepted new senior roles in the company. Andreas Weilinghoff, who joined Ecolab in 1987, has been named executive vice president, Global Textile Care. Dave Adams recently was promoted to vice president and general manager of Textile Care, North America. Both Weilinghoff and Adams, who will report to Weilinghoff, are assuming the responsibilities previously held by Mike Johannsen, who served as senior vice president of Global Textile Care. Johannsen recently was named senior vice president of Global Light Water within the company's Global Water and Process Services business.



Penn Emblem Announces New Supervisor

Penn Emblem, Philadelphia, recently promoted Estela Tapia, who has been with the company for three years, to direct embroidery supervisor. Previously, she worked as a direct embroidery customer service lead. She brings eight years of customer-service experience to her new position.



Tingue, Brown Hires Sales Rep

Tingue, Brown & Co., Saddle Brook, NJ, recently named Michael Kline as a sales representative. A veteran of the U.S. Marine Corps. and a former logistics

and operations manager for Target, Kline's territory spans Florida, Georgia and South Carolina. He will support commercial, institutional, industrial and on-premise laundries in those states. Kline also will provide product specification guidance and installation services for the company's flatwork ironer supplies, along with laundry machine parts and equipment from Talley Machinery and laundry carts from MODRoto. **TS**

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CLASSIFIED RATES: \$2 per word, \$50 minimum per issue; \$242 per column inch for display ads. If confidential box number is requested for forwarding replies, add \$30. Placement of text-only classified ads on TRSA's website in addition to running in the magazine, add \$30. Call 703.519.0029 for more information or fax your ad to: 703.519.0026 or by email: classifieds@trsa.org.

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Plant General Manager

Linen King, LLC, a strong and growing healthcare laundry with plants across 4 states, now has an opening in Midwest City, OK. This large healthcare plant produces over 12 million pounds per year and is poised for significant additional growth. We need a strong leader with experience managing a healthcare laundry and its diverse staff. The General Manager will supervise the day to day operations of the plant and be responsible for managing and overseeing scheduling, training, adherence to company policies and procedures, maintenance/engineering, as well as safety and certification compliance.

- Must be a strong leader, trainer and motivator
- Must be able to perform under pressure and lead the way for the team
- Must be highly organized, with ability to multitask and delegate
- Must be PROACTIVE.
- Treat position as if an owner- very loyal, trustworthy and highly ethical
- Ability to work with diverse staff, Spanish a plus
- Insure safety standards and company policies are adhered to
- Committed to doing whatever it takes to get the job done
- Do not apply if you are a 'play golf with customers, 8-hour days / 5 days per week, never walk through the plant' type of GM
- We want a hands-on, engaging, interactive leader

All applicants must have at least 3 years of successful plant management experience. **OUTSTANDING COMPENSATION PACKAGE** for the right candidate. Please submit your resume and salary history to corporate@thelinenking.com. Thank you



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MAINTENANCE MANAGEMENT INSTITUTE LONE-STAR LEARNING OPPORTUNITY!



A REVAMPED SCHEDULE will provide two-and-a-half days of educational opportunities (at the same low price!) for your plant maintenance staff at this year's Maintenance Management Institute (MMI), slated for Nov. 4-6 at the Embassy Suites Hotel Dallas Near the Galleria. This year's curriculum will provide attendees with practical knowledge that they can apply in a plant setting, and is built around three core principles: managing the maintenance department, best practices for equipment maintenance and troubleshooting problems.

Following a welcome and opening remarks by members of the MMI Task Force, the first day of sessions will include several morning classes designed to provide maintenance department leaders with the tools they need to manage a successful operation. Scheduled topics include Best Practices for Hiring Talent, Effectively Conducting an Interview, and Calculating and Making the Case for ROI (return on investment) on New Equipment. Afternoon lessons on day one include an overview of preventive, predictive and corrective maintenance, and properly documenting your maintenance program.

The second day of lessons continues with a morning troubleshooting workshop. During this workshop, attendees will work in groups to discuss the solutions to several common plant problems. The scenarios will be chosen from a variety of maintenance categories, including electrical, mechanical, pneumatic, hydraulics, steam system problems, and boilers, among others. The afternoon of the second day will be dedicated to thought-provoking case studies, with possibilities including effective communication with the production department and a role-playing scenario that focuses on conducting an interview with a potential hire for the maintenance department.

The third and final day will be a half day so attendees can fly out of Dallas and head home that afternoon. This day will include an open forum in the morning, where MMI faculty will facilitate a



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addisontexas.net



**CAVANAUGH
FLIGHT MUSEUM**

9-minute drive

A vast collection of vintage fighter planes, many of which still fly. Some are available for rides.

cavanaughflightmuseum.com



GALLERIA MALL

1/2-mile walk

Just steps from the hotel is the Galleria Mall with over 200 stores and an ice rink.

galleriadallas.com

discussion with attendees. The MMI students will then have the opportunity to ask any questions they have from the previous two days of education.

The MMI Task Force has worked diligently to put together this innovative program for commercial laundry maintenance professionals. Members of this group include:

- Charles Hawkins (chair), supervisor of technical support, Pellerin Milnor Corp.
- Bob Corfield, CEO, Laundry Design Group LLC
- Jim Curiale, corporate engineering, Unitex Textile Rental Services
- Peter Curiale, senior project engineer, Unitex Textile Rental Services
- Paul Hagel, chief engineer, Health Systems Cooperative Laundries (Foussard Montague)
- Paul Jewison, CEO, Textile Care Services
- Joe McKeown, vice president of operations, HandCraft Services
- Mark Smeraldi, corporate project manager, Morgan Services Inc.

For more information and to register for MMI, visit www.trsa.org/MMI. Attendees must call the Embassy Suites Hotel Dallas Near the Galleria at 972.364.3640 to reserve a room. Ask for the "TRSA" room rate of \$129 before Oct. 4. After that date, regular room rates will apply.

The Embassy Suites Hotel Dallas Near the Galleria is located just 15 miles from Dallas-Fort Worth International (DFW) airport. Located on the Dallas Tollway business corridor, the hotel provides a complimentary shuttle to all attractions within a three-mile radius of the hotel including the Dallas Galleria, Addison's Restaurant Row and several corporations on the corridor. The Dallas Galleria features shopping, dining and even ice skating for visitors. For more information, visit www.galleriadallas.com. For more information on the plentiful dining options available on Addison's Restaurant Row, visit bit.ly/txrestrow. **TS**

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Venus's luxury linens are engineered to endure industrial washings.

As a provider of commercial laundering services, you know that the business is moving toward luxury sheets and towels, as well as premium cotton napkins, but you won't have to worry about how a luxury product will process through your plant. Not with Venus. Our towels and linens are as durable as they are luxurious, which means they're not only long lasting, but they continue to look new after multiple launderings. Plus, they're easy to process. **This means higher profits for you.**

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