

Spring/Summer

2007

For Gate Gourmet's  
business partners and  
employees

# gateway



Year of the Customer

Business as *unusual*

Going green

 Gategourmet

# The Year of the Customer



Gateway, the magazine for Gate Gourmet's business partners and employees  
 Published by:  
 Gate Gourmet Switzerland GmbH  
 CH-8058 Zurich-Airport  
 Phone +41 43 812 54 80, Fax +41 44 810 91 75  
 Editorial team:  
 John Bronson, Brigitta Trindler, Christina Ulosevich  
 Realization and Graphics Design:  
 Stamm & Partner, Zurich Airport, Switzerland  
 Sandra Karl Communication, Switzerland



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 Edible flowers for your spring/summer menu cycles? Why not? Gate Gourmet's chefs have all sorts of innovative ideas to delight your customers.

At Gate Gourmet, 2007 has been designated as "The Year of the Customer."

Of course we work very hard in our operations to meet customers' needs for every meal, on every flight, every day. But our new initiative goes above and beyond these daily interactions. As a strategic priority for the company, we are determined to build stronger relationships at every level with our customers.

As we in senior management reflected on Gate Gourmet's recent evolution, we realized that for the past two years we had been somewhat inwardly focused. The reason was simple and imperative: We had to turn the company around.

Much of our attention in 2005 was devoted to a financial restructuring. In 2006, we turned to rebuilding our strength in culinary talent as well as sharpening our attention on Lean Manufacturing production and overhead cost reduction.

While there remains some work to be done, I am happy to say that Gate Gourmet as a company has been "fixed" financially and is well on its way to the kind of reliable, efficient operations that our clients expect and deserve. The time has now come to rebuild relationships with our valued customers. What does this mean? For one thing, our senior management is focused on increased interaction with customers to better respond to their needs.

We have hired a new Chief Commercial Officer to head and re-energize our marketing and customer outreach efforts. Many of you already know Herman Anbeek, who joined us in June, from his long association with this industry.

We have restructured the top level of our organization with a customer focus in mind. We took out a layer of management, bringing me and Group Executive Vice President Guy Dubois closer to the business. The executives now heading our geographic divisions all have a strong background in operations and/or customer service. We now manage a calendar that commits our senior team, including me, to meet with senior airline executives throughout this year and beyond.

These are not meant to be mere glad-handing events. We intend to drill down into those areas of common interest where we think we can help our customers solve problems, save money and improve quality.

This process is already under way. For example, Gate Gourmet and United Airlines have joined forces in the U.S. to enhance both companies' Continuous Improvement efforts. Among the joint goals are improving standardization of galley provisioning; improving communication between flight attendants, United's headquarters and suppliers; and enhancing galley organization.

In another arena, Gate Gourmet worked side-by-side with Jetstar, the Australian-based low-fare carrier, to help it define the model for the low-cost, long-haul international service it launched late last year. Rather than react passively to changes to traditional onboard service after the fact, Gate Gourmet leaped at the opportunity to act as a partner to help Jetstar design a business model. Doing so proved our capability to work with new concepts and put into operational practice innovative approaches.

Ross Perot, the successful American businessman and one-time presidential candidate, said in his biography, "Spend a lot of time talking to customers face to face. You'd be amazed how many companies don't listen to their customers."

We get that. Like Ross Perot, we're all ears.

David N. Siegel  
 Chairman and CEO



Chef Vangie Chef Aaron Chef Ricky



# Meet the Chefs

Gate Gourmet is proud of its long-standing commitment to culinary inspiration, innovative menu design and affordable recipe development. Making this possible is a team of award-winning, accredited chefs who turn customers' brand values into the reality of culinary excellence. We now take you behind the scenes to the heart of the kitchen to "Meet the Chefs" at Gate Gourmet. In this installment, the second of four, we are proud to introduce you to our top chefs in the Asia/Pacific and Middle Eastern region.

## Chef Vangie

Evangeline Gongora, or Chef Vangie, as everyone calls her, joined Gate Gourmet's Manila operation - Miascor Catering Services Corporation (MCSC) – in 1998. She was promoted to chef de partie in 1999, when she began managing the Hot Kitchen. Her specialties range from Asian to Mediterranean fare.

Chef Vangie has participated in a number of seminars, including a "Thai Cooking for In-flight Catering" workshop organized by Thai Airways in Bangkok, where she was selected as one of three top chefs in September 2005.

Chef Vangie's motto? "Always put your heart in what you're doing." She delights in offering the best quality cuisine to her customers. "I love making people happy by serving them delicious food," she says.

But cooking is not Chef Vangie's only love. In her time off, she enjoys singing videoke (video karaoke), and her artistic streak has taken her around the

world – as a former musician in a bamboo musical group that performed across the globe. Chef Vangie has now exchanged her bamboo instrument for cooking utensils, but the rave reviews she receives from customers is music to her ears.

## Chef Aaron

"You will never please all of your customers all of the time – but there is no harm in trying!" says Chef Aaron Miles Claxton, who joined Gate Gourmet in August 2006 as Executive Chef/Production Manager, responsible for all flights catered out of Shanghai.

Chef Aaron, who in 1984 was dubbed "Royal Naval Chef of the Year" by the Royal Naval Catering School in Aldershot, U.K., once served as Sous Chef on board Her Majesty's Royal Yacht "Britannia." He then spent 12 years as Executive Chef/Production Manager at Oman Air's in-flight catering unit in Muscat, in the Sultanate of Oman. The strong culinary influences of the Middle East region and neigh-

boring countries gave Chef Aaron a true appreciation for fresh spices and aromatic herbs.

After working on ships, in hotels and in private government residences, it was the international flair and creative, artistic opportunities inherent to airline catering that won him over. Chef Aaron's ongoing commitment is "to support airlines in their efforts to win recognition for their culinary excellence and to provide their passengers with a unique flying experience."

## Chef Ricky

Cheung Ngai Lit (Chef Ricky, as he's known in the industry) joined Gate Gourmet Hong Kong as Executive Chef in 1998, when the kitchen opened in March of that year. Together with his educational and work experience, Chef Ricky has 22 solid years in the airline catering industry.

In his current role, Chef Ricky has been heavily involved in the development of Chinese menu workshops for United



Chef Garth



Chef Kizawa

Airlines, KLM, Northwest, Turkish Airlines and Swiss International Air Lines. His expertise in Chinese cuisine also has brought him to Gate Gourmet kitchens all over the world as a consultant chef during menu presentations for various Chinese airlines.

Chef Ricky attributes his passion for the culinary arts to his family, especially his mother and her "lovely cooking" and other relatives who worked in the hospitality industry. "Airline catering offers a world of opportunity to use my culinary expertise and offer ideas to customers of different nationalities in a challenging global environment," he says.

And when he's not attending to details in the kitchen, Chef Ricky's hobby requires equal precision: He's an embroidery artist!

## Chef Garth

Garth Crowhurst is the Production Chef for Gate Gourmet Darwin in the Northern Territory (N.T.), Australia. He joined the company as a Chef in October 2000 and was quickly promoted to the position of Sous Chef. He was appointed to his current position in 2005.

Prior to joining Gate Gourmet, Chef Garth worked in a variety of high-pro-

file restaurants and hotels, including Mezzaluna Ristorante, Wentworth Hotel Sydney, Frontier Kakadu village and Mirambeena Tourist Resort, specializing in French, Italian and modern Australian cuisine. He now translates on a larger scale the regional and traditional styles of distinctive restaurant dishes to meet the refined tastes of premium passengers.

Although his passion for the culinary arts sees him primarily inside a kitchen, Chef Garth equally enjoys the outdoors. His interests include motorbiking, water and snow-skiing, camping, football, fishing and riding horses. He also is a qualified scuba diver.

## Chef Kizawa

Masahiro Kizawa joined Gate Gourmet Japan's Narita kitchen in February 1997 and in 1998 took his skills skyward: He served sushi and Japanese meals onboard Thai Airways roundtrip Narita-Bangkok flights, when the carrier offered a special promotion of Japanese food items.

Two years later, Chef Kizawa won 6<sup>th</sup> place with his recipe for Jasmine Rice Salad at the Hom Mali Rice Competition (Hom Mali rice is a unique Jasmine-scented rice produced exclusively in Thailand). The event was orga-

## Chicken Wu Xi



Chef "Ricky" Cheung Ngai Lit's specialty is Cantonese cuisine, with a personal preference for Northern Chinese dishes. One of his favorite recipes is Chicken Wu Xi. The entrée originates from Wu Xi, a city close to Shanghai, where the cuisine is well known for its rich flavor and variety.

Here, Chef Ricky shares his recipe for Chicken Wu Xi. When you prepare this or any recipe, as Chef Ricky says to his team at Gate Gourmet, "Cook with your heart!"

Ingredients	
Chicken leg cut in bite size pieces	900g
Water	300 ml
Chinese red rice	40g
Light soy sauce	40g
Sugar	30g
Chu hou bean paste	20g
Chinese Shao Xing wine	20 ml
Minced ginger	10g
Spring onion	10g
Hoisin sauce	10g
Corn starch	20g
Dried licorice	2g
Dried star anise	1g

- Preparation**
1. Marinate chicken leg meat with salt and pepper.
  2. Heat oil in wok and stir fry the chicken meat.
  3. Add the other ingredients and braise until the chicken becomes tender.
  4. Season to taste and serve.

## Culinary Quiz

Getting too hot in the kitchen?  
Cool off with this quiz and test  
your culinary vocabulary:

1. "Rocket" is another word for:
  - a. arugula
  - b. rhubarb
  - c. tomato
  - d. marinara sauce
2. A "daikon" is a type of \_\_\_\_\_ and is \_\_\_\_\_ in color.
  - a. radish; red
  - b. rice; brown
  - c. radish; white
  - d. onion; white
3. A soup based on crustaceans or a vegetable puree is called:
  - a. gumbo
  - b. coulis
  - c. consommé
  - d. bisque
4. A large, round pot used for braising and stewing foods is a:
  - a. stock pot/sauce pot
  - b. brazier
  - c. cast iron skillet
  - d. mandoline
5. Shrimp and scallop sizes are referred to by their:
  - a. weight
  - b. count
  - c. length
  - d. all of the above



1. a; 2. c; 3. d; 4. b; 5. b



Chef Kizawa demonstrates the art of making sashimi

Chef Jim

nized by Thailand's Department of Foreign Trade to promote the export and consumption of this special rice.

Gate Gourmet also has recognized Chef Kizawa's skills with increasing positions of responsibility. He was promoted to Cold Kitchen Manager in March 2001, was assigned the management of the Hot Meal Portioning section in July 2005, and then in April 2007 was given oversight of the Make & Pack section, as well.

Chef Kizawa's love of good food and the joy of seeing others enjoying it motivated him to enter the culinary trade. He started his career in 1986 at the Narita View Hotel, where he specialized in Japanese cuisine and the preparation of Sushi as well as working in hotel restaurant management. Since he likes to serve his dishes to a global clientele, joining an international airline catering company was a logical choice.

Asked about his favorite dish, the answer is not surprising: Sushi and making sashimi from a whole tuna fish with a knife. He also is very interested in Japanese-Asian fusion cuisine.

When he is not cooking, Chef Kizawa enjoys spending time with his family and playing with his children. And his hobby appears to be an ideal complement to his profession: Chef Kizawa is an experienced gardener and farmer.

### Chef Jim

Chef James (Jim) Lydon moved to Australia from Ireland in 1989 and has spent the last 17 years in airline catering. He started with Steels Aviation as Head

Chef of the First Class passenger restaurant at the Sydney International Airport. From there, he transferred to the Cathay Pacific kitchens, which were later purchased by Gate Gourmet in 1992. Chef Jim's original role was Sous Chef of the Hot Kitchen, and in 1997 he was promoted to Shift Manager, a role he still holds today. Jim enjoys his role at Gate Gourmet immensely, especially the many interesting people he meets and the relationships he has formed with his customers.

Jim was born in Ireland, and his love of cooking began as a boy, when his sisters needed his and his brother John's strength to cream the sugar and butter for cakes. His sisters measured out all the ingredients, and then the hard work was left to Jim and John. Both of his sisters were Home Economics teachers, so there was keen interest in food about the house. At the age of 13, Jim got his first job – as a kitchen hand at the local restaurant. Jim loved his work. In addition to the pocket money (he bought his first push bike at the end of his first three months), Jim could really see how his contribution resulted in the end product. The same process motivates him today: He loves seeing customers' delight over new menu options and product offerings that are the end result of many employees' contributions.

Jim loves Australia and the culinary offerings of the region, and enjoys dining out with his family and sampling the fare at area restaurants; their favorites are Thai seafood and Chinese. Jim says his 7-year-old son Lucas already is a discerning eater of Asian food. Jim's other interests include working out at the gym and reading.

## SPICE-ing things up

Gate Gourmet has added a new ingredient to its corporate strategy

Sustaining Progress In Culinary Excellence is the name of Gate Gourmet's internal training and development program started during 2006 to bring together its frontline chefs across Europe to exchange ideas, recipes and techniques. The program aims to better support their efforts by developing new tools to ensure the most professional presentation formats for an ever-demanding airline clientele.

With the catchy name now gaining recognition, SPICE is becoming a hot topic at Gate Gourmet and is a key focus for the Zurich-based management team who are behind the initiative. Empowered by critical support from senior management the program continues to gain momentum.

The SPICE program is aimed at motivating Gate Gourmet's chefs to deliver ever higher standards. It is proving to be a very strong tool to ensure retention of highly qualified people and to extend the level of competence from culinary expertise into areas where Gate Gourmet's chefs now demonstrate their developing business skills.

Mike Pooley, Vice President of Innovation and Culinary Excellence says: "We have a long tradition of culinary excellence, but given the significant challenges to the airline catering industry, we needed to be more active in channeling the talent and enthusiasm in our kitchen brigades. SPICE brings our chefs together and also introduces ex-

ternal influences. It's a great tool for team building and generates a great passion to do well among our chefs."

For Roland Hübl, one of the frontline chefs benefiting from the program, SPICE has brought much value: "SPICE generates a lot of support for Gate Gourmet's chefs out in the field. It is inspiring, innovative and provides the right tools to take cost driven decisions, without compromising on the meal quality."

### The many flavors of SPICE

Quarterly workshops are dedicated to combining culinary skills with attractive meal presentation techniques and innovative new product solutions. To this end Gate Gourmet conducts regular market research, through third parties and at trade shows. Customer feedback about menu presentations is taken into account as well as information obtained from flight crews on what passengers really appreciate.

"The findings from all this intelligence are gathered and made available to our network," says Beat Ehlers, Director Product Development. "New working tools such as Gate Gourmet's new camera set allowing professional style photo shots of the dishes presented, Gate Gourmet's tailored Villeroy & Boch tableware for stylish menu presentations, new executive Chef uni-



Regular culinary workshops are an essential element of SPICE: Andy Vama (left) of London's renowned Vama Indian restaurant shares his know-how with Gate Gourmet's Development Chefs.

forms and major face-lifts for our showrooms in key locations such as London, Frankfurt and Madrid are some of the results that have emerged from SPICE," he adds.

"The times when delivering food to the aircraft was all that was required from an airline caterer are long gone. Today, our services include proposals for new conceptual designs or new strategic collaborations to support and strengthen the airline brand."

## SPICE WINS SILVER MERCURY AWARD

At the March 2007 ITCA convention in Cologne, Germany, Gate Gourmet was awarded the Silver Mercury Award in the Category "Training and Skills Development" for its SPICE program. The winning entry was developed by Vice President Mike Pooley's Centre of Product Innovation and Culinary Excellence team from Gate Gourmet Europe. Mike's comments on winning the prestigious award:

"Winning a silver award means we clearly attracted the judges' attention with our presentation of the SPICE program. As the Mercury competition is decided on a points basis we knew we had to score well regardless of the number of entries in our category, Training and Skills Development.

"The award is a tremendous achievement for all the hard work and enthusiasm my team and the chefs have shown and the strong corporate empowerment we have enjoyed in rolling out SPICE – now we want to go global!"

A new design creation from Packattack for onboard meal packaging.



Herman Anbeek, who heads global sales and marketing, joined the company in June to help realize and integrate synergies for Gate Gourmet customers.



FiveOceans Inflight, Ltd. offers an integrated supply process for inflight articles of every type.



A tapas-style dish, inspired by restaurant trends and modeled after popular dining styles, can be adapted to the airline market.



Andy Case joined the Gate Gourmet family in April as VP Business Application Services, overseeing eGate Solutions' suite of services.

## Culture of Innovation

What do you, our customers, expect of us? What are your future plans? How can we help? Here at Gate Gourmet, it's no longer business as usual in addressing these questions. With new faces, new acquisitions and new ways of thinking, Gate Gourmet has spurred a culture of innovation that underscores our renewed commitment to you and your needs.

### New people, new ideas

Gate Gourmet is "reinvigorating our relationships with customers," says Guy Dubois, EVP, Chief Financial Officer and Chief Administrative Officer. "Instead of waiting for customers to approach us, we are actively engaging them in dialogue at every level of the organization to proactively offer new and smarter ways to do business." To make that happen, Guy is putting together a true world-class team – one that helps turn customers' dreams into reality.

No team would be complete without a coach, and Gate Gourmet has brought on board Herman Anbeek as SVP of Sales and Marketing and Chief Commercial Officer. Based at the Zurich co-headquarters office, Herman heads the global sales and marketing function, the company's eGate Solutions inflight planning and management capabilities and the FiveOceans Inflight subsidiary, which offers an integrated supply process for inflight articles of every type. Herman joins Gate Gourmet from LSG Sky Chefs.

"Gate Gourmet has transitioned from a company in crisis to one positioned for growth. Segments of this industry are still in distress, yet there are areas

where we can build our business significantly, integrating and realizing synergies," says Herman. "We are branching out and adding value for our customers. We are building a modular, integrated 'solution' for our customers and will be able to adapt this model anywhere in the world according to the customer's needs," he adds.

Underscoring this concept are comments from another newcomer, Andy Case, who works with Herman overseeing the portfolio of eGate Solutions and serving as a liaison with business areas as VP of Business Application Services. "We're taking the lead in helping the customer through business process development, execution and overall project management," he says. "We're serious about arriving at a tangible result that moves us collectively forward. Our goal is to do this seamlessly, as our key value proposition is providing information transparency through which we can simplify complex situations that are inherent in a business that 'never sleeps.' We're committed to our customers' success and expect other companies will look over and think, 'Why aren't we doing that?'"

Take Jetstar as an example. "Gate Gourmet delivered from scratch a new con-

cept for a long-haul low-cost carrier, providing overall in-cabin services like food, drinks, amenity kits, onboard entertainment and videos, blankets, eye-shades, you name it, for complimentary services as well as on-board retail. We not only are enlarging our portfolio, we are renovating it and have new ways of doing so," Guy says.

### Expansion of Product and Services Portfolio

One way Gate Gourmet is moving forward on this promise is with the integration of complementary companies. In addition to the known supply chain process that FiveOceans Inflight Limited and eGate Solutions offer in this arena, "we are getting together with the right partners to complement our product and services portfolio," Herman says.

As a first step, to have the ability to design state-of-the-art service concepts, Gate Gourmet joined forces with Paul Staadegaard of Packattack and Ton Tesink of POTM (People On The Move) and are bringing their expertise in-house. Herman also announced that FiveOceans, which will focus on comfort items, soon will have a strong, new management team.

"Gate Gourmet has always been more than just a caterer. Now, given the combination of Packattack, POTM and a rejuvenated FiveOceans, we can fulfill the customer's equipment needs with competitive, state-of-the-art products. We want to add value to the relationship with our customers, and these strategic partnerships boost that effort," Herman says.

"We will continue to build up the team and plan to enter into further partnerships, enriching our internal and external talent, to maintain this momentum," Guy says.

About joining forces with Gate Gourmet, Staadegaard said, "Our combined capabilities will certainly bring ideas, innovation and inspiration to the customer and open joint opportunities that would be difficult to attain on a stand-alone basis."

Mike Pooley, VP of Innovation & Culinary Excellence, offers his take. "Instead of being a broker, Gate Gourmet now has the luxury of applying its own and its partners' skill sets from around the globe, giving the strength and depth that are vital to sharing the creative vision and ensuring quick to-market execution," he says.

"Guy and Herman have said we need to show our customers something new, and they're exactly right. We all have said that 'onboard food can be fun again.' We are taking it a step further – to the passengers. We watch. We listen. We pay attention to the developing tastes, trends, High Street launches, the offers and choices available and what people select," says Mike.

Another veteran, Keith McGrath, VP of Customer Service, offers his thoughts. "It's not necessarily about a brand new idea. In many cases, it's applying an idea or concept that works in one area to a new environment, where in that new environment the idea is truly cutting edge. We don't always have to reinvent our business; we also have to look for inspiration at what is happening in restaurants, hotels and grocery stores, including transportable 'food-on-the-go' ideas, and translate those from the retail environment on the ground to the environment at 30,000 feet."

Mike concurs. "In order to understand the passenger, we have to be cognizant of food trends in the non-airline market and use that knowledge to create the real, up-to-date and contemporary cuisine that passengers want, but tailored to the airline and to the markets they serve based on brand requirements. And with eGate Solutions, Packattack, POTM and FiveOceans, we have the flexibility to source, process, handle, package and deliver all of it."

Concluded POTM's Tesink, "We together will offer customers the highest flexibility through strengthened partnerships, helping customers to prepare for future expansion and to differentiate their brands. Customer service through unmatched innovation, design and delivery is the primary strength of our cooperation."

### A different space race

In this industry, there are different obstacles to overcome, the primary fac-

tor being cost constraints and galley space: There isn't a lot of space to work with in terms of tray size, storage areas or galley square footage, and budgets are limited.

Keith says it's all about intelligent design. "We can take a concept like tapas, which have been around for years, and work with smaller plates that fit together with different dishes that take into account what the customer can afford that also works within the existing space. From this type of thinking, Gate Gourmet has approached our customers with more variety, leading to greater choices for passengers," Keith says.

"When designing and launching products and services, we have always started with our customers' needs and brand values. But this year, we are reaching out at every level to strengthen and grow our valued customer relationships, and our world-class team will be there each step of the way," says Guy, adding, "Gate Gourmet is open for business!"

### Welcoming aboard Packattack and POTM

Netherlands-based Packattack has 15 years of experience in designing and developing packaging concepts as well as sourcing equipment for airlines, rail service providers and retail chains.

POTM is the Netherlands-based design partner of Packattack. Together, their geographical presence covers primarily European and Middle Eastern markets.



Flattened, stacked cardboard ready for recycling in Sydney.

Terry Diasinos, Cleaning Supervisor in Sydney, loads a box in the cardboard baler.



## Gate Gourmet goes 'green'

Flight kitchens throughout the global Gate Gourmet network – from Manila to Madrid and Lima to London – are finding ways to become more environmentally responsible by saving energy and eliminating waste.

In some cases, the efforts are obvious. The company is recycling tons and tons of materials in locations across our network. Other practices are more subtle, such as the production of fertilizer from fruit peel and kitchen waste. Cumulatively these efforts are not only good for the environment, they also make good business sense.

Antony Sweetapple, General Manager in Sydney, summed it up best: "As good corporate citizens, these (green) activities are the right thing to do. But they also can save the company money." At his location, the company is recycling 1.2 tons of cardboard a week, saving money in disposal costs.

The Gate Gourmet kitchen in Madrid has been working on environmental management since 1977. According to General Manager Jesús González Salas and Nieves de Castro Arriba, the unit's environmental expert, the efforts have paid off not only through resource savings and lower costs, but also through credibility and confidence with public authorities, customers, other businesses and the local community.

Madrid is proud of its ISO 14001 certification in 2001 and EMAS (Eco-Management and Audit Scheme) certification in 2004. ISO standards are widely respected and accepted by public and private sectors internationally. Likewise, EMAS is the EU voluntary instrument that acknowledges organizations that im-

prove their environmental performance on a continuous basis. While both certificates will require renewal, the company continues to work toward the highest environmental standards.

For instance, between 2005 and 2006, the unit reduced water consumption by 21 percent, even though meal production has increased. The kitchen also recycles organic waste, paper and cardboard, scrap iron, wood pallets, cooking oil, printer toner and ink cartridges.

In Peru, where recycling is not common, the Lima kitchen separates organic from inorganic wastes for disposal and also recycles about 100 tons a year of cardboard, plastic, paper and aluminum. In addition, the staff separates glass to donate it to the children's support organization Fundades, said General Manager Luis Calós. Meanwhile, the focus in Manila is to cut energy costs due to the high cost of electricity, said Rene Haehnen, General Manager. Power plants in that country primarily use diesel fuel and the Philippines is highly dependent on imported oil. Some of the actions taken in the last year include just-in-time delivery of raw materials, which has allowed the kitchen to disconnect two 40-foot refrigerated vans used as cold rooms.

Shanghai has taken similar steps. General Manager Felix Muntwyler said lighting in public spaces operates on movement detectors. Air conditioning in non-essential

areas is time controlled to a maximum of eight hours a day, and water pressure for all faucets has been reduced by 30 percent.

London Heathrow has an extensive program to minimize waste and involves everything from selling cooking oil to a local pig farmer, to melting ice from returning cabin trolleys to reduce weight from waste disposal. Even the polythene shrink wrapping from pallets is recycled. The two units at Heathrow (West and South) recycle a total of nearly 40 tons of cardboard a month, according to Pat Clark, Quality Assurance Director. The practice is good business. The recycled cardboard generates revenue while at the same time avoiding disposal costs, she said.

Boston is replacing all environmentally unfriendly fluorescent light bulbs with the "green" variety. It also instituted a drain line program that injects bacteria to remove sediment and grease build up so that all waste water introduced to the city sewer system is cleaner, reported Michael Proscia, General Manager. And in Orlando, the Gate Gourmet Amtrak commissary returns rejected, but laundered, linen to the rail service for use as cleaning rags or paint drop cloths.

The list goes on and on, and no doubt will get even larger as environmental awareness grows and the efforts to minimize waste and operate efficiently continue to converge.

Lining up carts for sortation at London Heathrow.



## What goes up... Must come down

As someone named Newton once proved, "What goes up... must come down." So, except for the food and beverages that were consumed in flight, everything that was carefully and meticulously packed onto an aircraft must return to the catering facility for handling at the "receiving," or back end, of the cycle.

And if you've noticed what an aircraft cabin looks like at the end of a flight, you have a good idea of the state of the carts and equipment as they arrive back at the kitchen.

"Things come back in a jumble," laughed Duncan Lavery, Deputy General Manager for Gate Gourmet's London Heathrow West facility, which handles British Airways short-haul flights as well as long-haul services for about 10 other international carriers. "You'll find wine bottles in meal carts or the remains of crew meals in beverage carts. It seems that things are chucked in wherever they'll fit."

The challenge at every kitchen is to sort out all the components, get them washed and sanitized and ready for use again within a short time span. For instance, Unit 239 at Chicago O'Hare, which serves American Airlines long-haul flights, has just a 10-hour turn time. "Keeping equipment in the air means less inventory is needed and consequently lowers expenses for the airline," said General Manager Mike Podlucky.

In large gateway operations, such as the Gate Gourmet kitchens in Atlanta, Chicago, London, Los Angeles, San Francisco and Zurich, it is not unusual

for hundreds of carts to be offloaded from inbound aircraft within a short span of time when a wave of inbound flights arrives at the hub. One Boeing 777 can require between 20 to 40 carts alone. When the carts are offloaded at the kitchen dock, the scene looks a little like rush hour in Manhattan – carts lined up and jockeying for every inch of space.

But there is order to the seeming disorder. Serious sorting begins at this point. At Heathrow West, for instance, the equipment is separated into five separate lanes. Carts with leftover canned beverages, sachet drawers and the like are sent off for resorting and repacking. Those containing alcohol or items for duty free sale get separate treatment. They are sealed and signed over by flight crews and delivered directly to a locked and caged bond area in the kitchen, where trained employees check seals and locks as they arrive.

And to answer the most commonly asked question by visitors: Uneaten food is thrown away unless it is a non-perishable item that has been sealed or shrink wrapped.

There is a lot of trash – up to 280 tons a month at Heathrow West, for example.

At all U.S. kitchens, international trash is segregated from domestic garbage to comply with U.S. government regulations and is then sanitized. In Chicago, it is dumped into a giant machine called a rotoclave, where 800 pounds at a time is "cooked" by steam in a revolving vessel for about a half hour. "We call the result 'oat-meal' because it looks like brown mush," Podlucky said. The refuse can then be disposed of with domestic trash.

The dishwashing lines in any kitchen are a busy place and an important component for sanitation. All items go through a pre-wash, wash, rinse and final rinse cycle at high temperatures. Depending on the kitchen, sorting can take place at either end of the machine. But every piece has an identifying number, which must be placed in the proper bin, usually identified also with a photo, for use later on the production floor. A small china plate for American, for instance is a PL88, while a bowl is a BO128.

Carts used for food items also go through a washing machine after every flight. Heathrow West, for example, processes about 2,500 trolleys every day.

Once clean, the carts, plates, bowls, utensils and the scores of other items that help define an airline's onboard service are placed in a holding area for the next flight – ready to take off again in a few short hours.

"It's a never-ending cycle," said Podlucky. "And it all has to operate like clockwork to keep our airline customers on time."



Contents once neatly arranged come back in a jumble at Chicago O'Hare.



Chef Carlos Gonzalez displays his award-winning 'Aztec Chocolate Cloud Cake.'



One of the appetizers offered to guests at the opening of the new Presentation Room in London.



The new Gate Gourmet web site is sleek and well-organized.



Shanghai's HACCP certificate.

## Chef Carlos a winner

U.S.-based Menu Design Executive Chef Carlos Gonzalez took top honors at a Chef's Competition in conjunction with the International Flight Services Association's February conference held in San Jose, Costa Rica. Squaring off against two other chefs, both representing Goddard Catering, Chef Carlos wowed judges with his delightful Aztec Chocolate Cloud Cake.

The three finalists were selected from a pool of top chefs representing the airline, supplier and catering fields. Each was asked to prepare and present an original dessert recipe using Latin American/Caribbean ingredients. Judging also was based on cooking techniques, plate presentation, and the flavor of the dessert. The recipe had to be airline-affordable for business class, and the preparation process had to be consistent with industry practice, with no special onboard serving equipment required.

Chef Carlos' first place dessert consisted of Aztec Chocolate Cloud Cake drizzled with Chocolate Glaze, atop a pool of Jalapeno Crème Anglaise with Pomegranate Coulis, accompanied by Churros coated in Vanilla/Orange Sugar.

When asked about the inspiration for his creation, he said, "I reached back to my childhood memories and the exquisite desserts from my family's table. This was the perfect juncture to com-

bine my love for my Mexican heritage with the flavors of the region to create a recipe that was just right."

This is the second year in a row that a member of the company's top culinary team has earned first place in a competition that also is celebrating its second year. Last year, Corporate Executive Chef Bob Rosar impressed judges with his Sugarcane Spiked Chicken entrée. Recipes for both chefs' creations are available at [www.gategourmet.com](http://www.gategourmet.com), in the "Culinary Innovation" section.

## New ownership structure for GG

Gate Gourmet, which has long been associated as a holding of Texas Pacific Group, now has a broader ownership structure. TPG, which bought Gate Gourmet from Swissair in 2002, sold its remaining interest in the company in March 2007. The sale is a milestone in Gate Gourmet's evolution as the company continues its transition from a single owner to a more diversified and balanced ownership structure.

The company is now owned by several scores of investors. Shareholdings change on a regular basis as Gate Gourmet shares are traded "over-the-counter" (OTC) by a small number of financial institutions. Investors include financial institutions (more than 90 percent of the stock) and certain individuals (less than 10 percent).

## Gate Gourmet rating upgraded

Gate Gourmet has received upgraded ratings from two of the world's largest credit rating agencies, reflecting the company's continuing positive momentum.

Moody's reported in April that it has affirmed Gate Gourmet's corporate rating at "B2," and upgraded the company's two loan facilities by one notch. The rating agency said Gate Gourmet "benefits from its global scale, strong contract renewal rates and a high number of long-term supply contracts." Moody's also described Gate Gourmet's outlook as "stable," the same opinion as offered by Standard & Poor's in its rating report issued in March.

On March 22, 2007, S&P raised its corporate rating for Gate Gourmet to "B" from "B-minus," and also upgraded the ratings on the two loan facilities. S&P said its improved ratings reflected "the outcome of a number of initiatives taken by the group; most notably restructuring and cost-cutting efforts, a voluntary debt pre-payment, and a pension contribution."

## UK/Ireland wins 1<sup>st</sup> 'Health Mark'

Gate Gourmet U.K. & Ireland is the first airline caterer in the U.K. to be awarded the European Commission's (EC) "Health Mark" for food hygiene standards.

Approved by the EC, the "Health Mark" recognizes that Gate Gourmet is the first to achieve compliance with the highest European standards and maintains the company's commitment to providing airline customers with the very best menus. In line with the Health Mark's compliance criteria, Gate Gourmet premises will be inspected every three months, and the "Health Mark" logo will also be placed on all outer food canisters and food carts in order to improve traceability of products.

"I am delighted to have our commitment to high standards formally recognized. As the first airline caterer in the U.K. to be awarded the Health Mark, Gate Gourmet is leading the way in setting industry standards in food hygiene," said Eric Born, Senior Vice President Europe West and South.

## Web site refreshed

Gate Gourmet's Internet presence has been completely reorganized, rewritten and refreshed. "The new [gatgourmet.com](http://gatgourmet.com) is logically organized so visitors can easily explore information about the company's culinary expertise; global presence; and powerful supply chain logistics management capabilities," said Chairman and CEO David Siegel.

Case studies are available throughout to illustrate how Gate Gourmet applies its inspired, innovative and affor-

dable solutions to bring customers' brand values to life. The new site also features profiles of more than two dozen executive level and menu development chefs worldwide. At the new site, visitors are able to quickly and easily find information about Gate Gourmet's products, services and locations and where to go for more information."

Visit us at [www.gategourmet.com](http://www.gategourmet.com)

## Heathrow opens new presentation room

Gate Gourmet London recently hosted a customer cocktail party to celebrate the opening of the brand new Menu Development Kitchen & Presentation Room.

Guests from British Airways, Cathay Pacific, British Mediterranean, GB Airways and South African Airways were in attendance as Chairman and CEO Dave Siegel cut the commemorative ribbon for the grand opening. And Gate Gourmet's menu development chefs rose to the challenge and excelled in producing food that delighted all the guests. "The inauguration party for our new kitchen and presentation rooms was a great chance for our chefs to demonstrate their culinary skills and flair, and the feedback from our guests was excellent," said Eric Born, Senior Vice President Europe West / South.

## Shanghai, Manila certified in HACCP

Gate Gourmet Shanghai achieved official HACCP (Hazard Analysis and Critical Control Points) certification this year.

In view of ever increasing Food Safety and Hygiene requirements from customers and authorities, the Shanghai team decided to apply for the certification. Between its initial audit in September 2006 by certification company Intertek Testing Services - Labtest USA Compliance Group and its final audit in February 2007, the Shanghai kitchen enacted the necessary processes, procedures and employee training to meet HACCP criteria.

"It was an exciting time," said Felix Muntwyler, General Manager for Gate Gourmet Shanghai. "The hard work paid off; the auditors gave us their 'thumbs up,' and on Feb. 27, we were officially notified that we successfully passed the audit."

Separately in the Philippines, the Bureau of Quarantine audits Gate Gourmet Manila on a quarterly basis as a matter of doing business, and once yearly evaluates the flight kitchen for HACCP certification renewal. "Our team's yearly HACCP certification is itself an accomplishment, but I am especially proud of the positive developments that resulted in this year's 'Outstanding' rating of 99 percent from the Bureau of Quarantine," said René Haehnen, General Manager for Gate Gourmet Manila.

# Customer kudos



Gate Gourmet catered the 20th anniversary of Dreamflight, a U.K. charity supported by British Airways, which flies children to America for a "Holiday of a Lifetime" trip to Florida's theme parks.



For her "outstanding job" with the NY Giants charter flights operated by United Airlines, Maria Ruivo received a hat signed by running back Tiki Barber.



Alaska Airlines called a recent menu presentation 'outstanding.'



THAI's economy class dinner tray was named 'Best in Test.'

Gate Gourmet and its employees are passionate about quality and performance, which shows in the product and services we provide day in and day out. But don't take our word for it. Here's what our customers have to say, and examples of some of the special events Gate Gourmet is invited to cater.

Gwendolyn Kelly, a Delta Air Lines passenger, wrote the following e-mail to Gate Gourmet: "Just want to tell you how impressed I was with one of your meals I had on a Delta flight from Atlanta to Costa Rica. I had a pasta and chicken meal that was so much better than a lot of restaurants I go to. The seasoning was out of this world. My husband had steak which was very good also. I travel quite a bit and have never had a meal that I inquired about the caterer - this is truly a first. I just had to let you know what a pleasant experience that was for me. If you ever sell to the public, please let me know as I would definitely like to purchase some meals."



And from another airline passenger, this time on British Airways, which kindly passed the note to our London Heathrow South unit:

"Flight was fab and crew were really good... the food on board is the best I have ever had on board any aircraft! The menu and selections are stunning."



Menu Design Executive Chefs Carlos Gonzalez and Tsuyoshi "Yoshi" Tanaka successfully prepared and presented

options for Alaska Airlines' Spring menu cycle change. The presentation, held at Gate Gourmet Newark, involved options for a four-cycle Business Class breakfast and dinner menu. Feedback from Alaskan representatives and Gate Gourmet attendees was very positive, with Alaska attendees Dan Jordan, Director of Onboard Food and Beverage Services, and Kirsten Robinett, Product Manager of Onboard Food & Beverage Service, saying the presentation was one of the best in recent history. The presentation, held in February, was also the first major menu design ever coordinated for Alaska by Gate Gourmet. Kirsten said the menu presentation was "outstanding" and wrote that she and Dan "were extremely impressed by the choices offered to Alaska Airlines. The creativity, design and flavors were exceptional." In closing, she noted that "it was truly an honor" to work with Chefs Carlos and Yoshi and to "have such talent and experience available for our presentation. All your efforts are much appreciated."



Thai Airways' economy class dinner tray was named in March by Expressen, one of Sweden's main daily newspapers, as "Bäst i Test," which simply and easily translates into "Best in Test." THAI's fresh hot meal is pro-

duced by Gate Gourmet Stockholm. Among the comments regarding the service: "Complete meal, well thought through and nicely presented," and "all components from starter to dessert and fruit tasted excellent." The rating was the result of a meal testing among all long-haul airlines operating out of Stockholm and published by Expressen. The test panel was headed by Swedish celebrity chef Erik Lallerstedt, culinary advisor to the Swedish royal family.



Gate Gourmet London Heathrow West was recognized for excellent service by Steve Salter, Head of Inflight Product at BMed, British Mediterranean Airways Limited, who wrote: "Just a note of thanks for the hard work that went into getting BMed's inaugural flight to Dakar off of the ground! A technical fault delayed the flight for a number of hours, and the Gate Gourmet team (was) great in ensuring the food and the passengers were looked after. The food for the flight looked excellent, and I would also like to thank you for arranging the deadhead equipment on such short notice. Thanks also for the celebration cake which was fantastic, a really nice thought on behalf of Gate Gourmet."

Gate Gourmet was one of United Airlines' caterers that served the White House Press Corps Charters operated in March between North and South America, with U.S. President George W. Bush onboard. Len Leong, Regional Manager of Onboard Service - Catering Operations of United's World Headquarters office, in an e-mail to several U.S. and Latin American employees, extended his gratitude for the successful results. "I want to express my gratitude to all of you and your teams for the outstanding service provided for the White House Press Corps charter. The success of this very high profile charter would not have been possible without the dedication and hard work of your employees. The food was delicious and the detailed packing of the galleys made the flight attendants' inflight service flow seamlessly."

He also wrote that "while working side by side" with employees, he and Fernando Dantas, Regional Manager of Catering Performance, "enjoyed a comradeship coupled with tremendous hospitality and humor that transcended any cultural differences. We truly experienced what a 'partnership' is; as your success was our success. Again, our sincerest thanks for your hard work and most gracious hospitality. We look forward to partnering with you again in the near future."



In a kudo for Chicago Unit 241, Len Sacchitello, UA's Director of Global Catering Operations and Logistics,

e-mailed his appreciation to General Manager Pete Gedrimas for the team's hard work to ensure successful operations every day at the carrier's main hub in Chicago. "Pete, in our business good news is difficult to achieve. I thought you'd like to know that our flight attendants and ORDSW (Chicago Southwest) management have noticed an improvement in the on-time galley delivery and the reduction in the number of errors," he wrote. "Thanks for all the hard work, long hours, and commitment. Let's just keep ticking off one success after another."



Last fall marked the 20th anniversary of British Airways' support for Dreamflight, a U.K.-based charity organization for seriously ill and disabled children. Once a year the charity flies children to the U.S. for a "Holiday of a Lifetime" trip to Florida's theme parks. Gate Gourmet Heathrow South also supports the once-in-a-lifetime flights for kids. For the special flight, the unit donated hot meals. In addition, many staff members volunteered to come in on their day off to help prepare the special BA-designed "Disney" menu, along with mountains of snacks and fizzy drinks, to help fuel the kids on their adventure. Our suppliers helped out, too, by donating most of the food. Children enjoyed Disney-themed menu items such as Mickey Mouse Melon, Orange and Strawberry; Goofy's Salad of Turkey and Cheese; Donald Duck Bangers and Winnie the

Pooh Mash with Spaghetti Hoops; Shrek Chocolate Pudding and Tigger Cheese and Bickies. "Thanks to everyone involved for all their hard work and for the kind donation of the food/handling. The trip was a great success," said British Airways Account Manager Adrian Jask. Added BA's Mark Howden: "A huge thank you to you and your team for all your help with the catering. We all thought it was the best catering yet. The two boys with severe allergies were able to enjoy their meals, one little lad said it was the nicest meal he had ever had...."



Maria Ruivo, Account Manager at Newark, received a virtual "pat on the back" from Mike Fyfe, United Airlines charter coordinator and ramp supervisor in Newark. Mike thanked Maria for all the work she did on the New York Giants football team charter flights and her support throughout the season. As a special gesture of thanks, the Giants sent Maria a hat signed by running back Tiki Barber. She also received a United Airlines keychain for her service to the airline. In the front office of the unit, a large "thank you" sign was posted in honor of Maria's efforts, saying, "The Giants said that Maria was great and (they) would love to have her in every city they fly to; she always does an outstanding job. Thanks Maria from United and the EWR team."

# our network



## Gate Gourmet U.S. (Global Co-Headquarters)

11710 Plaza America Dr.  
Reston, VA 20190  
USA

Phone: +1 703 964 2300  
Fax: +1 703 964 2399

## Gate Gourmet Latin America

1855 N.W. 70th Ave.  
Miami, FL 33126  
USA

Phone: +1 305 463 4340  
Fax: +1 305 640 4511

## Gate Gourmet Europe Central (Global Co-Headquarters)

P.O. Box – QVE  
CH-8058 Zurich Airport  
Switzerland

Phone: +41 43 812 5480  
Fax: +41 44 810 9175

## Gate Gourmet Europe South/West

Heathrow West  
Building 1071  
Southampton Road  
Heathrow Airport  
Hounslow, Middlesex TW6 2AQ  
U.K.

Phone: +44 208 757 6400  
Fax: +44 208 757 7371

## Gate Gourmet Asia/Pacific/Middle East

#24-04/04A  
PSA Building  
460 Alexandra Road  
Singapore 119963

Phone: +65 6496 0138  
Fax: +65 6496 0167



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