

PRESTIGE

THE MAGAZINE FOR VENUE
& EVENT MANAGERS

AUTUMN/
WINTER 2014

Taking
to the
skies

LEADING THE WAY
IN INNOVATIVE
AIRPORT SERVICES

A team
effort at
Glasgow
2014

HELPING THE
COMMONWEALTH
GAMES SHINE

A CHAMPION'S
PERFORMANCE
AT THE OPEN

RORY MCILROY ON THE CLARET JUG,
HIS FAVOURITE COURSES, AND WHY
NOTHING BEATS HIS MUM'S COOKING

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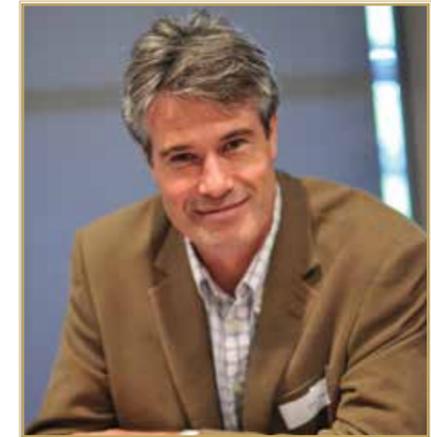
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WELCOME

WELCOME

From Rory McIlroy at The Open to unveiling The Queen's Terminal at Heathrow Airport to "the standout Games in the history of the movement" at Glasgow 2014, it was a perfect summer.

In this special issue of Prestige magazine, marking the end of 2014, we start with an exclusive interview with Rory McIlroy who spoke to us about the history and prestige of The Open Championship and receiving the Claret Jug at Hoylake. We provide an overview of what's on offer next year when it returns to the historic St Andrews, where many of the game's greats have won The Open at the Home of Golf.



There is a fascinating insight into the Glasgow 2014 Commonwealth Games and Sodexo Prestige's contribution towards the operational success at Hampden Park, the main athletics stadium, and the Athletes' Village. Over 1,400 Sodexo employees served in excess of 800,000 meals to spectators, hospitality guests, athletes, officials and staff. The team also had the honour of serving lunch for the Queen and 120 dignitaries from the Commonwealth teams in the Athletes' Village.

Heathrow Airport Terminal 2 and the Gulf Air lounge at Terminal 4, new joiners to our global aviation lounge portfolio. We offer insight into our global management approach and world-wide reach to deliver consistent, innovative new practices to our airline clients.

Ascot Racecourse was transformed into a world-class airfield for the fifth round of this year's adrenaline-pumping Red Bull Air Race World Championship. I was in the crowd and it truly was a visual spectacle unlike any other. We interviewed Erich Wolf, CEO Red Bull Air Race GmbH, who talked about the success of the World Championship and future vision for the series.

It's been an exciting year for Sodexo Prestige, Sodexo's sports, leisure and travel division. Thank you for your support and continued interest. We hope you enjoy this special edition.



Chris John
Managing Director, UK & Ireland
Sodexo Prestige Sports, Leisure & Travel
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Sodexo Prestige also took the helm of the United Airlines lounges at the brand new

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PRESTIGE

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A CHAMPION'S PERFORMANCE AT THE OPEN

2014 HAS CERTAINLY BEEN THE YEAR OF RORY MCILROY. WE SIT DOWN FOR A PRESTIGE EXCLUSIVE WITH THE WORLD NUMBER ONE TO TALK ABOUT THE CLARET JUG, HIS FAVOURITE COURSES AND WHY NOTHING BEATS HIS MUM'S COOKING





You would have to have been living under a rock to not have realised that this summer has been extraordinary for 25-year-old Northern Irish golfer, Rory McIlroy.

Rory won his first major competition at the tender age of 22 at the 2011 U.S. Open, and then came first again at the PGA Championship at Kiawah Island in 2012. However, his greatest success came this summer when he won both The Open Championship at Hoylake and, three weeks later, his second PGA Championship, making him the first European to win three different Majors and inducting him to the ranks of Jack Nicklaus and Tiger Woods as one of the only three people to have ever won three Majors by the age of 25. In addition, he played for Team Europe against Team USA at the Ryder Cup in 2010, 2012 and most recently 2014 at Gleneagles, with Europe winning all three years – an amazing set of achievements.

It has been a whirlwind of success, which has taken him all over the world, but for Rory there's no question about which of these legendary championships he considers most special.

"The Open is what I call my home Major. It's one I've wanted to win since as far back as I can remember," he explains. "I had dreams all my life of walking onto the 18th green on Sunday with a comfortable lead and this year it happened – although I would have been a little more comfortable with a bigger lead," he laughs.

"There's also just so much history and prestige attached to The Open Championship. They are also always played on links courses, adding that bit of something special and, at times, unpredictability. I think I can speak for every golfer when I say that an Open win tops their to-do lists and Hoylake is certainly up there among my favourite

[courses]. It's an old, classic links with lots of charm and a few quirky holes. I'd played the course quite a few times before this year's Open and felt that it always suited my game."

Rory admits to being 'very competitive' and often voices how important it is for him to have the support of family and friends when he plays. Although his mother Rosie had never been there in person to see him win a Major, she was at Hoylake this year and made headlines when Rory's first move after sinking his final putt was to bring her onto the green for a hug. "Just seeing how pleased she was for me and how far we'd all come to be in that moment was the stuff of dreams," he explained, "I'm afraid it doesn't get much better than that."

Nevertheless, it takes more than ambition and support to reach the pinnacles of golfing's elite and Rory's pre-tournament routine is one of early nights, work outs and careful attention to his diet. Although he does admit that despite being 'mostly pretty strict' when it comes to following his nutritional programme during

"It's been a whirlwind of success – but for Rory, there's no question about which of these legendary championships he considers most special"

"I think I can speak for every golfer when I say that an Open win tops their to-do lists"
– Rory McIlroy





tournaments, he has a bit of a weakness for anything cooked by his mum and would describe his specialty as "choosing a good restaurant".

When he needs to be out on the course for hours at a time, Rory tends to rely on slow-release energy foods like porridge, but during championships it's often the food served in the hospitality lounges that he most enjoys. "The buffet's always great," he says with a grin, "and we [the players] always pile our plates up then go back for more. That's what they're for, right?"

"And when watching my favourite team Manchester United or going to see the Ulster Rugby guys play – although, in all honesty, I do prefer to be more in the thick of it – the hospitality areas are a great way to relax and meet people. I've always found them to be really classy, especially these days [when] people are there to do business in surroundings that lend to a more professional environment."

Next year The Open moves to St Andrews and speculation as to whether Rory can achieve back-to-back titles like Tiger

Woods did in 2005 and 2006 is already rife – a fact which has unsurprisingly not escaped Rory's notice.

"I'll have a duty to try and hold on to the Claret Jug and that's what I aim to do," he says resolutely. "The other players and I will feed off each other throughout and keep an eye on who's playing well and shooting low scores. There will be friendly banter and stuff, which is all great, but below that there's a real, gritty determination to win. I can't wait for it. Winning it again would mean just about everything [to me] and would be such an achievement, but as I've said there's a lot of

golf to be played before we get to another Open Championship."

The future certainly looks bright for Rory McIlroy and though some might feel that he's almost reached his peak, the young golfer disagrees. "There's a lot left to achieve," he says. "I stand on the first tee of every tournament with the intention of winning – every golfer does. It happens sometimes, but can't always. So I try and take the lessons I learnt from the previous tournament to the next, one event at a time."

"The hospitality areas are a great way to relax and meet people and I've always found them to be really classy"



A CHAMPION'S SUCCESS AT HOYLAKE

CATERING FOR AN EVENT AS INTERNATIONALLY RENOWNED AS THE OPEN IS CERTAINLY NO MEAN FEAT. SENIOR EVENTS MANAGER TIM FURNIVAL EXPLAINS HOW HE AND HIS TEAM HAVE THIS ENORMOUS TASK DOWN TO A FINE ART

You realise the huge international appeal of The Open Championship long before you're anywhere near the green. Walking up to this year's impressive location – Royal Liverpool at Hoylake – you could detect scores of accents and languages, highlighting the fact that there were those who had travelled across the globe to witness this sporting spectacle. And of course an event of this calibre has to reflect this at every opportunity, which is why The Open Hospitality Programme is such a jewel in the Sodexo Prestige crown.

With 121,000 pints of lager – brought to the course in a giant tanker – sold to over 200,000 fans in the general entry crowd, they could easily wash down their meals which included over 5,000 burgers and 8,000 portions of fish and chips. This is an event that's not only challenging

because of the sheer range of catering and hospitality options that are on offer – it's the fact that it moves from location to location every year so each championship means virtually starting from scratch.

Given the scale of the job in hand, Tim Furnival, Sodexo Prestige's Senior Events Manager for catering at The Open, seemed remarkably calm on the first day of the event. "The Open is one of our most challenging events," admitted Tim. "It's a site that changes virtually daily and of course you have to take into consideration access routes across such a large area and having to mobilise such a vast operation."

While surveying The Champions Club, the newest hospitality package, with Tim on the first day, he stated "The Champions

Club is a shift in hospitality" offering a more informal dining opportunity while still maintaining the high standards of The Open. "But I think it's one that will reinvigorate hospitality generally. It gives people an option that we think will really appeal to them." With its cool white and grey colour scheme, the focus of the modern and casual room was a central serving area offering the kind of food you'd find in an upscale delicatessen. Delicious designer burgers served on wooden platters, a trio of miniature pies served with mash and sauces, sandwiches with the trendiest of fillings such as pulled pork and British classics like fish fingers were all on offer.

For Ben Dutton watching the enthusiastic reception to the food offering – and particularly The Champions Club – meant

"This is an event that's not only challenging because of the sheer range of catering and hospitality options that are on offer – it's the fact that it moves from location to location every year"





he was able to enjoy a job well done. "We've been talking to The R&A about The Champions Club after something similar was introduced in America," he said. "To me this is the way I'd like hospitality to go. It's also a good introduction for people who may have never considered a hospitality package before at an event and who can dip their toe in the water. We've been extremely happy by the way it has worked and I don't see why we shouldn't be able to roll out something similar at other events in the future." The 650 seat Champions Club was a massive hit and was virtually sold out throughout the five-day event.

The Gallery Restaurant, Premier Suites and The 1860 Club all returned to The Open Hospitality Programme this year and continued to impress guests. A group from South Carolina stated "food and beverage service was the best of all four Majors this year. It was on our bucket list to hit all four in one year, and The Open left everyone else in the dust".

Ralph Lauren, Glenmorangie and Stella Artois, among many other well established companies, hosted guests in their own custom designed suites for the duration of the championship, which all overlooked the 16th fairway. The Ralph Lauren suite was fashionable as expected with blue and green tartan cushions, black designer sofas and photos of some of their most memorable models on the wall. Stella Artois was on-brand with their very own taps, exclusive bar with their latest creations to hit the market and specially designed furniture and umbrellas. Glenmorangie spoiled their guests with an exceptional selection at the bar and a beautifully decorated suite featuring dark woods and deep orange tones on the walls. Guests were anxious to see the soon to be crowned Champion Golfer of the Year Rory McIlroy pass directly in front of their suite. Tiger Woods and 2013 Champion Phil

"The food and beverage service was the best of all four Majors this year. The Open left everyone else in the dust"

Mickelson also drew guests' attention as they watched from the deck as the players passed the pavilion during play.

Hospitality really is the tip of the iceberg as Sodexo Prestige also managed 13 separate food outlets, eight mobile coffee bars, and eight ice cream kiosks around the course for public use. Huge kitchens for The Patrons (The Open

official sponsors) and a client pavilion dedicated to VIP members, players, caddies and their families were also managed and supported by some of the most experienced hospitality staff, including a large number of staff from the Scottish events team who support The Open every year.

In total, around 1,000 staff worked at the event as part of the operation and this year Tim utilised part of the team from nearby Everton Football Club where Sodexo Prestige also run the catering for events, corporate hospitality and match day fan fare. "It was very useful to have some of our staff from another venue close to hand," he said. The Open Hospitality also has a massive impact on the local area, and wherever possible uses local suppliers to enhance the already impressive menus. This year locally caught shellfish, Cumbrian charcuterie and Scouse honey were among the ingredients used to reflect the location.





Work on the infrastructure of the site starts just 13 days before the first day, with the catering operation moving in four days later. While the team on the ground may appear to be completing a bulk of their work on site during the Championship itself, this is not the case for management. Months and months of hard work lead up to The Open Championship, with menu design and tastings, restaurant layout and design details, sourcing local suppliers and placing orders at the top of the list for preparation. In addition to what the operations team work on, The Open Hospitality sales and marketing team work throughout the year to promote and sell The Open Hospitality Programme, a joint venture between The R&A and Sodexo, and help clients plan for their magnificent day.

The Champions Club and Private Suites (renamed Chalets) appear once again in St Andrews, the Home of Golf, for 2015 alongside several exceptional fixed venues that boast some of the best views across the course. Rocca, R Bar and The One Under, located within the famous Macdonald Rusacks Hotel, join The Open Hospitality Programme along with The Road Hole Restaurant, Hall of Champions

and Private Suites within the Old Course Hotel, as well as the Jigger Inn.

Guests at The Road Hole Restaurant will enjoy a four-course lunch with panoramic views of the course and access to the bar and outdoor terrace while one lucky group will enjoy their own private space below in The Jigger Inn which is famously known as the 19th hole, being frequented by thirsty players as it cradles the 17th fairway with its own private garden and ales. Guests at Rocca will overlook the world's best as they play the final 18th.

Preparation is now underway for the 2015 event season which means it won't be long before Ben is back in the kitchen and Tim is back in the office planning to outperform the success of 2014 and bring new and exciting innovations to the table for The Open and full calendar of summer events.

For 2015 package details, please contact the hospitality team on +44 (0)844 381 0546 visit TheOpen.com/Hospitality or email Hospitality@TheOpen.com



BUILDING THE DREAM

When Tim Furnival was at university studying hospitality he used to watch major sporting events on television with envy, thinking "How amazing it would be to work on events like that."

Fast forward a decade or so and Tim's dream has come true in a way that not even he could have envisaged.

As Senior Events Manager for Sodexo Prestige, Tim oversees the hospitality at some of the UK's most prestigious events, taking every challenge in his stride and creating an experience which delights all guests.

He sounds remarkably fresh despite having just completed another successful stint at The Open in Hoylake, Royal Liverpool, where his team catered for thousands of people.

But there wasn't any let up, for as soon as the Claret Jug had been raised by Rory McIlroy the team were off to Royal Porthcawl Golf Club in Wales for The Senior Open.

"We finished in Liverpool at about 7pm on July 20th and started the catering operation at Royal Porthcawl at 9am

the following morning with breakfast for about 100 players," said Tim.

"It is a smaller operation than The Open for us, but we're still catering for around 300 people a day across a variety of restaurants and bistros."

The skill which Tim and his team bring to these great golfing events is no doubt why Sodexo Prestige has been successful in adding another sporting event to their portfolio – The Volvo World Match Play Championship at London Golf Club in Kent, which was held in October.

"We were delighted that we tendered for this event and won it," said Tim. "This was the first time it's been played



in the UK since 2007, so it was very exciting for us."

The event will also add another string to Tim's bow, who has worked his way up the professional ladder after joining Sodexo Prestige six years ago, following a long and successful career in bar and restaurant hospitality.

Having started work initially as part of the general events team, which he admits "was a bit of an eye opener", his skill and ever growing expertise saw him quickly progress to being involved with bigger and bigger events.

He first headed up The Open Hospitality team four years ago at St Andrews – which he'll be returning to for next year's event. And in-between the golf he also happens to be a major contributor to the hospitality team at Burghley Horse Trials, Royal Ascot and the RHS Chelsea Charity Gala Preview.

"I am really passionate about what I do. What's important to me is delivering spectacular events which really push the boundaries and being renowned for delivering excellence every time," said Tim.

FIRST CLASS SERVICE AT THE QUEEN'S TERMINAL

WITH SODEXO PRESTIGE AT THE HELM OF THE NEW BUSINESS AND FIRST CLASS UNITED AIRLINES LOUNGES AT HEATHROW'S BRAND NEW TERMINAL 2, IT'S ALL ABOUT SETTING STANDARDS FOR THEIR COUNTERPARTS AROUND THE GLOBE



Since their opening in July, the Sodexo Prestige run United Airlines Business and First Class lounges at Terminal 2 have taken off in a big way. As the first lounges to open in the brand new terminal, they were instrumental in the mobilisation of the terminal as a whole, and their approach will be rolled out internationally as the gold standard for the airline's portfolio of lounges across the world. And it's not hard to see why.

Despite this being United Airline's first ever, all inclusive lounge service, the teams responsible have taken the huge challenge in their stride. The Business Class lounge, with its sleek design and cool, tranquil ambience, boasts the longest bar in the entire airport (over 14 metres) and a constantly changing buffet of appetising food which includes light bites, hot entrees and proper English afternoon tea. The First Class

"As the first lounges to open in the brand new building, they were instrumental in the mobilisation of the terminal as a whole"

lounge is a more intimate affair, with a full à la carte menu, extensive buffet bar and semi-private dining area, as well as an expert team of staff to attend to guests' every whim. There is even a huge ornate clock face created by the master horologists responsible for Big Ben to add to the atmosphere. Both lounges can boast that ninety per cent of the food on offer is made in house (and it shows), while expert barmen and sommeliers are constantly on hand to pair dishes with drinks or create cocktails to order.

It's not only departing customers who enjoy the best in airport hospitality; Sodexo Prestige have also looked after the arrivals lounge since inception, which is no less busy. From 6am through to mid-afternoon the lounge offers breakfast and snacks, with à la carte fare and a buffet for time pressed guests. Seventeen showers offer a refreshing



THE COCKTAIL MENU

Sour Sam

This mellow drink is created by Sean and is a bold combination of aromatic spiced rum with the freshness of lime

Ben's Mexican Passion

A tequila based drink with exotic flavours of orange and passion fruit, Benjamin's twist to a Mexican classic

Delayed

A humorous treat created by Plamen, for all occasions, with a unique combination of vodka and Campari with freshness of orange and lime

Strawberry Sunrise

Sweet and tangy mix of strawberries, rum and cranberry juice, with a hint of vanilla, designed by Antonio

Express to Milan

A complex coffee and spirit concoction, created by Luigi, which gives you a perfect reason to start your day in style, his bold twist on a classic vodka Martini

Sucré Salé

This cocktail created by Jeremy combines the aromatic flavours of gin and freshness of mint and cucumber to leave a dry and deep finish



break for those in-between stopovers or rushing off to a meeting before checking into their hotel later. This service has proved so popular that at times up to 110 travellers have used the luxury shower rooms in one day.



In July, a launch party was held for 250 people and, rather ambitiously, treated as the departure lounges' first live test run. The enormous amount of planning and attention to detail which preceded the event meant it was a huge success, with guests and members of the press alike praising its smooth running and innovative approach.

According to Sodexo Prestige Aviation Operations Director Richard Cripps, the biggest challenges facing the opening of the lounges at Terminal 2 were construction and recruitment. He says, "Since the terminal was still in the process of being built and consequently changing by the day, the teams were at the

"The enormous amount of planning and attention to detail which preceded the event meant it was a huge success"

mercy of construction problems at the airport while suppliers and staff were often getting lost in the unfamiliar labyrinth of the airport's back-channels. When it came to attracting talented people, Heathrow is based in a hugely multicultural area, we took advantage of the diversity afforded to us by recruiting heavily from the local community."

The management team initially employed several people for each of the lounges' Master of Service positions – including those of hosts, chefs and porters – and after training the company asked them to provide feedback and put forward ideas, allowing them to be involved in the development of the lounges from the very start. As an example of this involvement, bartenders were given the chance to create their own cocktails with the name of their choice to be included in the bar's extensive drinks menu.

One is named Nina 99 (after a member of the client's team) and one Sour Sam, after a member of staff's girlfriend.

This sense of responsibility empowers the staff enormously, giving them a feeling of ownership and an extra incentive to maintain the high standards which they have created and train new recruits

"frequently First and Business Class travellers from other partner airlines come through as well, drawn by past experiences of Mario and his team's hospitality"



accordingly. It's no surprise then that the lounges have already been credited with a fantastic reputation for developing and engaging their staff, and are frequently approached for jobs by those eager to be part of the team.

Mario Binelli Mantelli, General Manager at Terminal 2's United Airlines Business and First Class lounges, came to the UK from Italy in 1996 and has built on his wealth of experience through positions with various catering companies, managing the Etihad lounges at Terminal 4 and British Airways lounges at Terminal 5, including the prestigious Concorde Lounge. It was after two years with British Airways that Mario started to feel the need for a new challenge and began to crave an atmosphere of potential and growth, so he made the move to Sodexo.

He loves the constant buzz of working at Europe's largest airport, not to mention the endless new challenges and variety it affords. "It really is different every day, and it constantly keeps you on your toes. And it's all worth it, because our lounges really are better than any others I've seen - and I should know!" he says.

For Mario, the biggest challenges presented by the lounges are the sheer



number of passengers to be catered for and the high level of service which must be maintained at all times. Indeed, it's not only passengers from United Airlines who come to their lounges, but frequently First and Business Class travellers from other partner airlines come through as well, drawn by past experiences of Mario and his team's hospitality or having heard from others that Terminal 2's other lounges pale in comparison. As a result, the Business Class lounge boasts a daily turnover of over a thousand guests, while the First Class lounge - which prides itself on its deeply personal, one-on-one service - hosts approximately 150. This is a challenge which will only intensify when other airlines join the lounges next year, but Mario and his staff are confident that they're up to the task.

When I consider our relationship and the LHR start up, I'm most pleased that Sodexo has done everything they said they would do. Sodexo hired, trained and deployed a great team. Sodexo fosters an open, inclusive culture focused on superb service. Sodexo created a family-like environment under which we operate today - I like that.

Via our LHR relationship, I know that the Sodexo complete solution can help us in other areas of our business. My thanks to your complete LHR team and the fine service you are providing our LHR customers every day.

Michael J. Landers,
Director - United Clubs



FLYING IN FORMATION ACROSS THE WORLD

SODEXO TOOK ON THE DUTY TO PROVIDE DIFFERENTIATED AND INNOVATIVE SERVICES TO THE AVIATION WORLD. WE FIND OUT JUST HOW SODEXO KEEP STANDARDS UNFAILINGLY HIGH THROUGH THEIR GLOBAL LOUNGE MANAGEMENT AND INTEGRATED FACILITIES MANAGEMENT APPROACH FOR THEIR AIRLINE CLIENTS

In order to deliver a seamless and consistent customer experience in lounges across different airports around the world, Sodexo, with over 70 lounge operations globally, have pioneered a global lounge management approach and an integrated economy of scale model for airline clients. Coupled with a strong commitment to embrace and uphold the client's brand and values, this approach (the 'best in class' example is Sodexo's relationship with Virgin Atlantic) has enabled Sodexo to deliver consistent and high quality standards which are perfectly aligned with the client's vision of customer experience. This global

approach certainly seems to be paying off for Sodexo with their recent success in winning new clients and expanding the lounge portfolio.

It can be difficult to differentiate in-flight service due to the constraints of space and the comparatively limited resources available, with the exception of the most extravagant flying experiences. Consequently, more airlines have chosen to increase their focus on the experience they can offer their premium class and loyal passengers on the ground, where they have more flexibility and greater opportunity to show their strengths and make a real impression. The emphasis for Sodexo therefore is on helping to produce an utterly seamless, comforting and luxurious experience which takes passengers from check-in to lounge to plane and to arrivals anywhere around the world. Every decision, change or innovation is a direct response to customer feedback and mystery shopping audits, and a close eye is always

kept on improving customer satisfaction and loyalty.

In addition to lounge services, with 27% of Sodexo's global turnover generated by facilities management services, Sodexo currently provides over 40 different services to airline and airport clients. In 2013, Sodexo renewed a five-year integrated facilities management contract with Dutch aviation giant KLM at Amsterdam's Schiphol Airport to deliver 45 services, including food services, cleaning, landscaping, staff uniform care, building maintenance and transport services, with several of these critical to KLM's operations. Under the new contract, Sodexo took on a more strategic role, specifically by helping KLM manage the total cost of ownership of the buildings, workshops and hangars at the 700,000 m² site. The contract renewal and increased strategic role not only demonstrates KLM's trust in Sodexo's performance, but their confidence in the company's ability to deliver integrated facilities management at the high standards required.



A GLOBAL NETWORK

WITH A FAR-REACHING NETWORK ACROSS THE GLOBE, SODEXO ARE PROVIDING OVER 40 SERVICES TO DISTINGUISHED AIRLINES SUCH AS VIRGIN ATLANTIC, UNITED AIRLINES, AMERICAN AIRLINES, DELTA AND KLM AND LEADING THE CHARGE WHEN IT COMES TO INNOVATIVE PRACTICES IN AIRPORT LOUNGE MANAGEMENT



LEADERS OF INNOVATION

Sodexo Prestige are constantly innovating and looking for fresh solutions for their aviation clients. Take a look at some of their creative approaches currently used in their clients' first class and business class airport lounges across the world.

ALL LOUNGES; THE SHARE POINT SITE

This online portal is a global recipe bank for menu development, giving kitchen teams a platform to share ideas, train and show their methods. This helps to keep food preparation and presentation consistent,

enhancing passenger satisfaction and helping to ensure passenger loyalty.

ALL LOUNGES; YOUTUBE DEMOS

YouTube videos are used to train chefs to make sure they're all achieving the same high standards and preparing

dishes in exactly the same way, no matter where they are based in the world.

ALL LOUNGES (except Virgin Atlantic); FACETIME

All lounges now have mini iPads which allow teams to Facetime all meetings and audits with clients and

colleagues. This helps them to create exact specifications in terms of presentation and method, from food and cocktails down to lounge layout and grooming standards. This ensures the high quality service is replicated worldwide in real-time.

ALL LOUNGES; FLEXIBILITY
Sodexo are unique in that they are extremely flexible in the way they operate, how they deliver services, and which suppliers they use. This allows them to adapt and create a totally tailor-made solution which delivers exactly what the client requires rather than adhering to a pre-arranged template. Financial models are created bespoke to every client dependent upon their particular needs.

ALL LOUNGES; IMPROVEMENT THROUGH COMPETITION
Since Sodexo-run lounges are constantly able to compare and benchmark themselves with one another – owing to a well-maintained network of global connections, constant assessment and the assistance of technology to provide a visual element – standards are kept continuously high and best practices are shared. Sodexo are able to adapt very quickly.



Due to the nature of service contracts, this information may change at any given time.

RACING TAKES TO THE SKIES AT ASCOT



THIS SUMMER MORE THAN 50,000 PEOPLE FLOCKED TO ASCOT RACECOURSE TO WITNESS THE FIFTH ROUND OF THIS YEAR'S ADRENALINE-PUMPING RED BULL AIR RACE; AN EVENT OF REMARKABLE SKILL, VAST EXPERTISE AND SHARP INTUITION – AND THAT'S JUST THE CATERING TEAMS

During the weekend of 16-17 August, Ascot Racecourse was transformed into a world-class airfield for the 2014 Red Bull Air Race World Championship, a visual spectacle unlike any other. A combination of high speed, low altitude and extreme manoeuvrability make it only accessible to the world's most exceptional pilots.

Twelve of the world's most talented pilots compete in the Master Class category in eight races across the globe for the title of Red Bull Air Race World Champion. All pilots race with a standardised propulsion package – a high-performance, race-tuned standardised engine and standardised propellers – with the objective to navigate an aerial racetrack, that stretches a whopping 5-6km, featuring air-filled pylons, in the

fastest possible time, incurring as few penalties as possible. Pilots win World Championship points at each race and the pilot with the most points after the last race of the season becomes the Red Bull Air Race World Champion.

The 2014 season counted the likes of Abu Dhabi, Las Vegas and Putrajaya amongst its host cities, with Ascot beating all the UK competition to host the fifth round of this year's championship for the first time. Ascot Racecourse was converted into a runway and a functional airport with aircraft hangers built on site, meaning that spectators were able to see every moment of the action from take-off to landing, including the first and second place-winning performances of British pilots Paul Bonhomme and Nigel Lamb.

It should come as no surprise that the event is famed for its enormous, highly-charged atmosphere, and the race at Ascot was no exception. Pulling off incredible feats such as the race's first ever standing-start and flawless demonstrations, despite incredibly strong winds, spectators covered the grandstand and grassy terraces, constantly on their feet and glued to the spine-tingling action above.

"The British crowd love aviation and I couldn't have wished for a better result,"



Bonhomme said, with Carl Smith, Sodexo Head of Service Excellence at Ascot Racecourse, adding that "the atmosphere was amazing, it was like Royal Ascot on the Thursday in terms of volume and atmosphere, while the lawns trackside were full of spectators and your heart pounded each time the planes flew over."

Of course, as with any event held at the prestigious Ascot Racecourse, Sodexo Prestige were tasked with the enormous job of providing 50,000 spectators a memorable experience to their usually high standards – certainly no easy feat. Serving so many customers within such a short space of time was always going to be a challenge, but with the catering team in full force it was a task easily accomplished with a few major adjustments to the usual race day service in response to the different guest demographic.

To start with, the Red Bull Air Race is a hugely family-focused event, meaning that there was a higher demand for food on the retail concourse and less demand for alcohol. Sodexo Prestige enlarged their outdoor food offer – including such delights as gourmet burgers, rotisserie

chicken, a hog roast, duck wraps, and even gourmet cheese on toast using the Royal Ascot Sussex Charmer – while the various restaurants were also more focused on families and made coffee more widely available, including at the bars.

Sodexo Prestige were also responsible for the hospitality provided at the Friends of Red Bull Club, a VIP area with a trendy urban design which replaced the Furlong club for the event and was themed with a retro-cool, revival-style vibe. They created special Red Bull cocktails for the 700 VIPs invited into this area. A further 1,000 guests on the fourth floor of the Grandstand enjoyed a luxury buffet, and another 1,000 guests on the Grandstand's second floor experienced Ascot fine dining.

"Ascot was a real success," Erich Wolf, CEO Red Bull Air Race GmbH, explained, adding "We had a thrilling competition with the local heroes finishing on the podium, and Ascot provided the ideal location for fans to get close to the action and get the unique chance to see the planes take off and land in front of the grandstand. And all our guests really enjoyed the hospitality offering, including the cuisine and catering."

NEW WORLD CHAMPION

After an epic World Championship finale in Spielberg, Austria, British pilot Nigel Lamb claimed his first World Championship title in winning the 2014 Red Bull Air Race with a score of 62 points. The veteran British ace has been an inspiration for many other pilots and fans with his determination and meticulous approach to the sport that has paid off handsomely with his ascent towards the top of the standings. Hannes Arch (Austria) came in second place with 53 points and Paul Bonhomme (UK) in third place with 51 points.



CEO OF RED BULL AIR RACE IN THE SPOTLIGHT

ERICH WOLF, CEO RED BULL AIR RACE GMBH, TALKS ABOUT THE SUCCESS OF THE WORLD CHAMPIONSHIP AND FUTURE VISION FOR THE SERIES

What does the Red Bull Air Race bring to the group of Red Bull activities, such as Formula 1 and X Fighters and what is the secret of the series' success?

The Red Bull Air Race is a unique and spectacular motorsport series, which brings racing into the third dimension, a distinctive attribute, and offers a motorsport competition unlike anything else in some of the most beautiful and stunning locations all over the world such as Abu Dhabi, Las Vegas and Malaysia. Aviation and motorsport fans can follow the pilots from start to finish as they race to win in a competition format like no other motorsport. Air racing is unique. Fans can watch the world's fastest motorsport series and the best pilots compete head to head live on TV, at the event or through the webcast. The Red Bull Air Race has such a huge, strong fanbase all around the world. Many of the fans kept up to date through our digital channels but mostly kept their love of Air Race alive through the Red Bull Air Race pilots.

What is your favourite part of a Red Bull Air Race weekend?

It is hard to give just one part of the Red Bull Air Race weekend as we offer fans and spectators so much across the two days. However, my favourites would include the Challenger Cup, which is a new element we introduced this year to give new pilots the chance to train in real Red Bull Air Race tracks and training camps with the goal of achieving their Unrestricted Superlicence. But I also like the race day action – 90 minutes of flying, the Top-12, Super-8 and Final-4.

What does a venue need in order to be considered? What did you think of the event at Ascot this year? What surprised you about Ascot?

For the perfect venue or location of a Red

Bull Air Race, it should match perfectly with our criteria: feature an iconic backdrop or being a popular sporting venue, have an aviation history or fanbase in the country, provide a challenging race track for the pilots, which can be overseen from all points of the intended spectator area. On top of that, an airport should be on-site or in close distance. Ascot was a real success – we had a thrilling competition with the local heroes, Paul Bonhomme and Nigel Lamb finishing on the podium. In addition, Ascot Racecourse provided the ideal location for fans to get close to the action and even getting the unique chance to see the planes take off and land in front of the grandstand.

What is important to Red Bull Air Race in terms of the fan experience and hospitality facilities?

Red Bull Air Race strives to provide the fans and spectators with the highest level of hospitality and experiences possible. Of course, each location is different, so we try to work with the local influences and teams to bring the ideal package for our guests. All of our guests enjoy the hospitality offering including the cuisine and catering we provide. We are always open to new partners and suppliers who have the same passion – to bring the Red Bull Air Race sport to fans all over the world.

What is the future vision for the series?

The Red Bull Air Race World Championship is a global sporting phenomenon and the organisation is committed to giving pilots and global fans the opportunity to see it. The key focus and goal for the Red Bull Air Race GmbH is to provide the highest level of competition for pilots and the spectators at each race, but in the safest way possible. We will continue to grow the championship and provide a thrilling motorsport competition on all continents around the world!

GUEST HIGHLIGHTS;



I loved that you could get really close to the Red Bull F1 car and also, seeing the man off of *Goalmouth* talking on the microphone when we watched the motorbike stunts.

Morgan (age 9)

I loved getting in the small aeroplane, and being able to be up high watching the planes and helicopters outside. The best bit was the children's meal deal in the box!

Spencer (age 5)

I thought the whole experience was fantastic, the show, the venue, the fact that there was always something to do or watch for everyone.

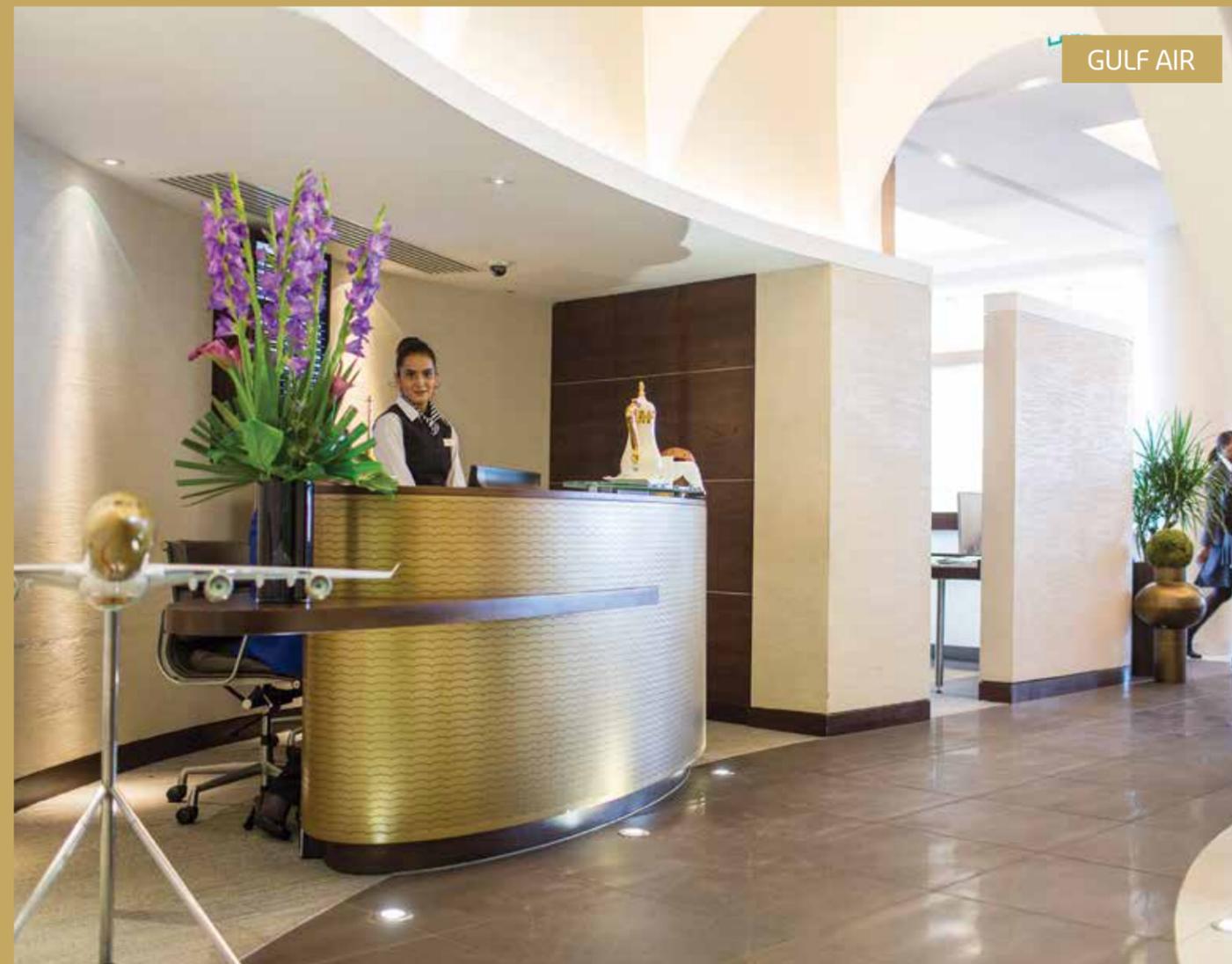
Phil

We thought the fact that you could get within touching distance of the pilots was out of this world – Paul Bonhomme is Becky's dream, and she doubts she'll ever get a chance to get that close again!

Becky and Loraine

I personally was beside myself, the fact I got to meet Adrian Newey was amazing. I also liked the radio controlled helicopters. And the staff overall were fantastic, they could not do enough for you and no questions were a problem. If it was big or small, all staff did their utmost to ensure we all had a fantastic day to remember!

Vernon



SOARING WITH GULF AIR

SODEXO PRESTIGE HAVE A NEW ADDITION TO THEIR AIRLINE LOUNGE PORTFOLIO, THE GULF FALCON GOLD LOUNGE AT HEATHROW. WE CAUGHT UP WITH THE GULF AIR TEAM AT THEIR LAUNCH EVENT, BRINGING A TOUCH OF ARABIAN WARMTH TO TERMINAL 4



On arrival at the Gulf Air Business Class lounge at Heathrow Terminal 4, the warmth of Arabian hospitality is apparent with the offer of a tray of dates. The décor is modern and understated with the colour palette, from the soft furnishings to the uniforms, reflecting the Gulf Air brand; gold with royal blue accents.

As the newest addition to the Sodexo Prestige airline lounge portfolio, Gulf Air held an intimate launch event in October to celebrate the refurbishment and new management. Guests were invited from Gulf Air, Sodexo Prestige and even other airlines (the Heathrow lounge world is a surprisingly tight-knit community). This



is something appreciated by Nazneen Elhersh, Airport Manager for Gulf Air. "There's a real sense of community at Heathrow, the team create a great atmosphere through their camaraderie and this is topped off by Richard Cripps' support. As our Account Director he has always maintained a good relationship with me and is such a great ambassador for Sodexo Prestige."

So what was behind Gulf Air's decision to choose Sodexo Prestige as their lounge partner? Nazneen explains, "I was aware that hospitality was a speciality for Sodexo Prestige, and this is key to the high performance of any airline lounge. I've seen the Malaysian Airlines lounge, and also enjoyed Sodexo's hospitality at Ascot and on the Thames on a Bateaux London cruise. It's clear that service is intrinsic to their DNA. Our team from Bahrain also paid a visit to some of Sodexo Prestige's other events and operations and were most impressed with both the hospitality and cuisine."

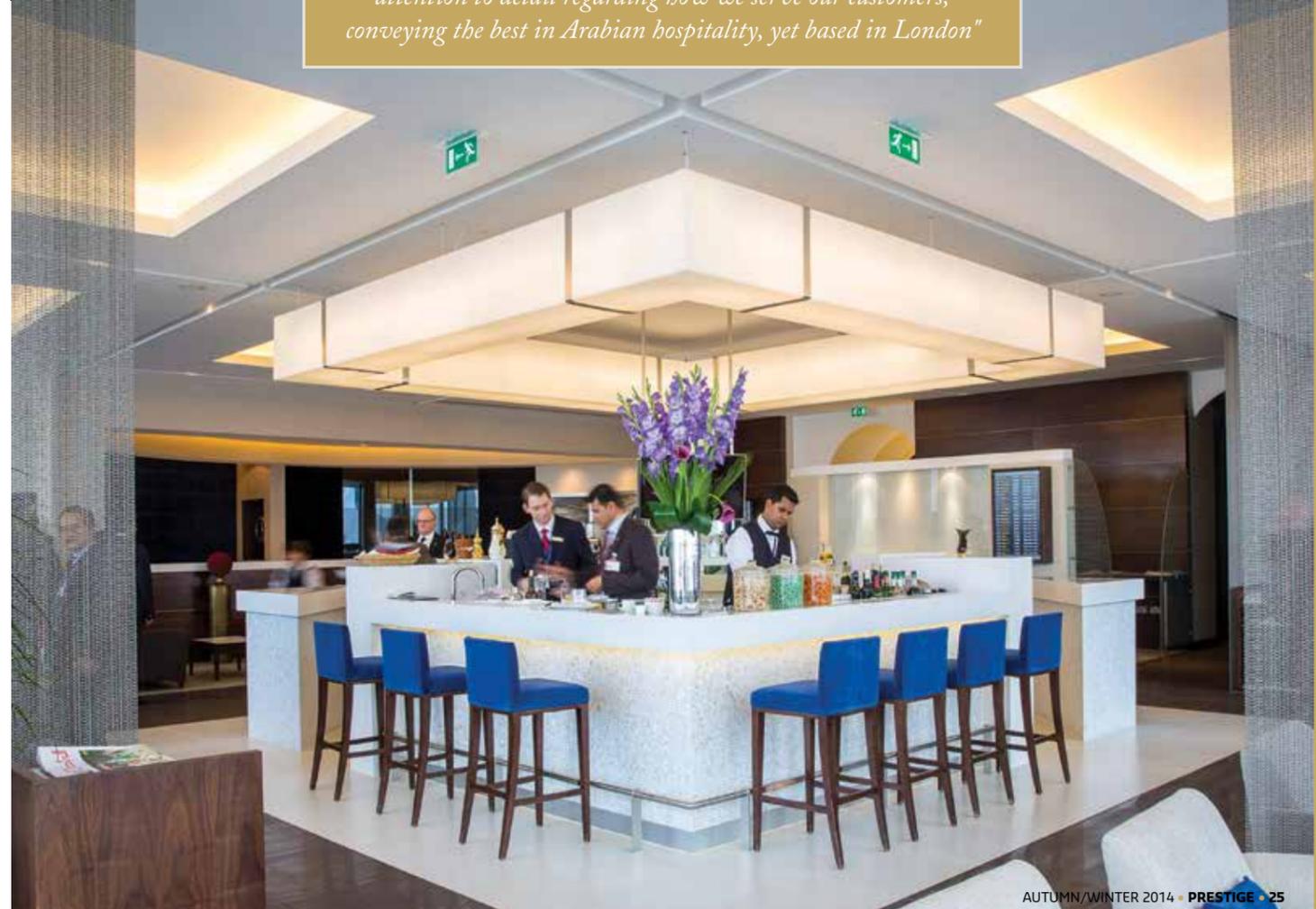
"Our team from Bahrain also paid a visit to some of Sodexo Prestige's other events and operations and were most impressed with both the hospitality and cuisine"

It was important to Gulf Air that the food provided in the lounge echoed the best in Arabian flavours and Sodexo Prestige took that to heart by ensuring their team were trained in specific Arabian delicacies and how they should be presented and served. Video and photo specifications of the product range were made to ensure there was consistency in their delivery and Nasneen commented, "I was impressed by the innovative, flexible approach and attention to detail regarding how we serve our customers; conveying the best in Arabian hospitality, yet based in London."

Since mobilisation, Nasneen has said she expects a long relationship with Sodexo Prestige. Particular praise is reserved for her Sodexo Prestige lounge manager, George Swanepoel. "George has gone out of his way to make this lounge a success. He is very committed and dedicated. He is passionate about his work and has great vision, combining his ideas with our requirements perfectly."



"I was impressed by the innovative, flexible approach and attention to detail regarding how we serve our customers; conveying the best in Arabian hospitality, yet based in London"





CELEBRATING FUTURE CHEFS ON BOARD BATEAUX LONDON

A STAR-STUDDED FUNDRAISING EVENT SET SAIL ON THE THAMES TO CELEBRATE 15 YEARS OF SPRINGBOARD'S FUTURECHEF PROGRAMME



FutureChef is a nationwide competition for budding chefs aged between 12 and 16 run by hospitality charity Springboard. The programme has been designed to inspire young people to consider careers in hospitality by giving them the opportunity to work directly with chefs and industry professionals and to take on real-life catering challenges.

charity auction and guests were treated to a four-course meal, with each course having been prepared by one of the host chefs working with a past FutureChef finalist while hospitality, food and beverage students from Westminster Kingsway College worked alongside the Bateaux London team to serve guests.

As a Springboard Business Partner, Sodexo has been a key corporate supporter of FutureChef over the last 15 years. This year's event was held aboard Sodexo Prestige Venues & Events' Bateaux London and attended by rugby star Matt Dawson and a selection of top UK chefs including Alan Bird, Allan Pickett, Alyn Williams and Sodexo Prestige's own Gareth Billington, who mentored this year's FutureChef winner.

"As a Springboard Business Partner, Sodexo has been a key corporate supporter of FutureChef over the last 15 years"

Anna Carmichael won FutureChef this year, beating 8,200 entrants from across the UK. Currently completing work experience at the prestigious Belmond Le Manoir aux Quat'Saisons, Anna has been mentored by Gareth Billington, Executive Chef at Everton FC. As part of her

FutureChef prize she spent time working with Gareth at Everton FC and completed her training with the Sodexo Prestige culinary team at Royal Ascot.

"I've been told by Gareth about the industry realistically which I am grateful for," she explains. "Although I've learnt about the long hours and hard and demanding labour, I have also been told

about how rewarding and enjoyable cheffing is and it is because of Gareth that I have had all these experiences first-hand."

After enjoying the meal, the star chefs and their young protégés were interviewed by Matt Dawson. The young chefs talked about the amazing impact of the competition in getting them started in the industry. Anna described the programme as 'life-changing' and Bronwen Jenkins, now Apprentice Chef at the Royal Garden Hotel Kensington, said that FutureChef had been instrumental in getting her an apprenticeship in a top restaurant. It was clear that the programme had really inspired the mentor chefs as well – who all stressed the importance of this type of hands-on

MENU

STARTER:

Marinated Scottish scallops, melon, squid ink infused cucumber, red amaranth
Cooked by Allan Pickett and Bronwen Jenkins

FISH:

Cod with a bean casserole, Alsace bacon and autumn truffle
Cooked by Alyn Williams and Kerry Johanson

MAIN:

Lamb and kidney pudding, mashed neeps and tatties, scrumpets and mint sauce
Cooked by Alan Bird and Connor Blades

DESSERT:

Orchard of Apple – Scouse honey and apple tart, apple and elderflower jelly, apple and toffee ice cream
Cooked by Gareth Billington and Anna Carmichael





ABOUT BATEAUX LONDON

The stunning river views of London are a unique talking point for an exclusive event on the Thames, and Bateaux London offers the perfect venue for private dining. The capital's leading Thames dining cruise provider, Bateaux London offers scheduled lunch, dinner and afternoon tea cruises, in addition to private event packages for celebrations and corporate events alike. Each private dining room on board the two vessels offers a different dimension to your experience. The Symphony is a glass-sided boat, providing 360 degree panoramic views of the spectacular

London riverside; the Harmony boasts the largest open deck space on the

BATEAUX LONDON CRUISES

Thames – a unique fully turfed area perfect for summer barbeques. Each brings you closer to the amazing sights of London. Guests are greeted at the private pier and reception area and then led to their floating venue. Both

boats are available for white-labelling so client brands can ensure the maximum impact for their event. Find out more at www.prestigevenuesandevents.sodexo.com



Charity, explained. "Today, we have many examples of up and coming chefs who have started through FutureChef and are well on their way to becoming the stars of tomorrow. We really are shaping young people's futures for the better. We are truly grateful to Sodexo for their generous support for this fantastic event."

As the night drew to a close, Matt Dawson was also on hand to act as auctioneer. Prizes included a spa break, a premiership football hospitality package and a whole host of London dining and hotel experiences. In all, the auction and event raised close to £25,000 for the entire night which will provide vital funds for the FutureChef programme. Chris John, Managing Director of Sodexo Prestige expressed how proud Sodexo was to be working in partnership with

FutureChef, adding "It's one of the most influential initiatives within this industry for young people. We are honoured to have hosted this event at one of our finest Prestige Venues & Events venues. We are grateful to Matt and the chefs for making the evening so memorable. It was a great chance to come together as an industry to celebrate our future stars."

Watch interviews and a short film of the event at...



ABOUT SPRINGBOARD AND FUTURECHEF



Springboard's FutureChef is a nationwide culinary programme run by The Springboard Charity, helping young people aged 12-16 to learn to cook, explore food and develop a vital life skill. It develops culinary skills, educates about food provenance, health & safety and food hygiene and informs about entry routes to worthwhile careers in hospitality. The programme encourages the next generation of young chefs and, of course, through its four stage national competition, each year crowns one talented participant as the Springboard's FutureChef winner! For more information about FutureChef, visit www.futurechef.uk.net

The Springboard Charity is a leader in helping young, unemployed and disadvantaged people improve their prospects for economic wellbeing. It provides opportunities for sustainable employment and vibrant careers in hospitality, leisure and tourism, and equips people with the knowledge and skills they need to achieve their potential. For more information about Springboard, visit www.springboard.uk.net



MAKING WAVES: HENLEY ROYAL REGATTA

AMONGST THE SUMMER SEASON'S MOST PRESTIGIOUS SOCIAL EVENTS, HENLEY ROYAL REGATTA IS ALL BUT UNMATCHED FOR PROPRIETY, SPECTACLE AND A GOOD OLD BRITISH SENSE OF OCCASION. IT STANDS TO REASON, THEN, THAT THIS YEAR'S EVENT SAW SODEXO PRESTIGE BECOME ITS OFFICIAL HOSPITALITY SUPPLIER FOR THE NEXT FIVE YEARS, PROVIDING LAVISH LUNCHES, CASUAL CANAPÉS AND EVERYTHING IN-BETWEEN AT THE FAWLEY MEADOWS HOSPITALITY VILLAGE AND ON TEMPLE ISLAND



It goes without saying that an event of Henley Royal Regatta's size and stature requires the utmost attention to detail in order to run smoothly, with the hospitality planned and executed with military precision by a dedicated team of up to 130 people, including event managers, chefs and waiting staff. This includes preparing for often unpredictable stock logistics such as alcohol consumption, which can vary dramatically depending upon the weather and the type of package, and overcoming the challenges posed by individual venues – not least amongst them the task of transporting supplies to Temple Island by boat, and

addressing the need for gas, electricity and toilet facilities on a riverbank. Then there's planning the menus, testing them out and making sure the correct ingredients and equipment are sourced and available, keeping around 1,200

daily guests across four tents fed, watered and entertained at all times.

Principle Chef Malcolm Emery counted 2014 as his twenty-seventh year on the Thames at Henley, and knows first-hand how involved and

meticulous the process is.

"I am actively involved with sourcing the ingredients," he explains. "We use as much local produce as possible and

"We've got four menus on offer for Henley, but logistically you need to remember that we're essentially in a field without a postcode"



have to take into account any seasonal variances. We try to remain sustainable and buy British, and also try to keep many of the suppliers local so the food can get to the event quicker. There's a two-day cycle of ordering, so on the Thursday we'll look at what we'll require for Saturday and Sunday. We've got four menus on offer for Henley, but logistically you need to remember that we're essentially in a field without a postcode, and that can make deliveries from suppliers very tricky."

In taking up the new contract, Sodexo Prestige were also eager to help boost the profile of Fawley Meadows, making it a more recognisable destination and a brand that was more readily associated with both Sodexo and the 175 year-old Royal Regatta.

"We wanted to ensure that the hospitality isn't viewed as inaccessible, and to be



able to provide for a range of different audiences, not just those on high budgets." Events director Alex Beaumont explains. "With this in mind, we work to deliver the brief and have created a range of packages to meet those requirements, then we look at the facility and how we'll put this into practice – for example, the numbers have steadily grown so we've had to adjust our plans and add more tents on the river bank."



GUEST RESPONSES

"As I soaked up the sun and sipped the first of many Pimm's, I realised my Henley debut would be memorable to say the least; little did I know it would be the hospitality at Fawley Meadows that would steal the show.

Varied yet complementary, the menu started with an amuse bouche of suitably chilled horseradish and caviar soup, which was closely followed by a delicious portion of oak-smoked British salmon. For our main we indulged in a classic; chicken 'n' peas, before I demolished, without shame, the most decadent of chocolate tarts.

Having proudly cleared just about every plate, I was a little panicked to discover there was still afternoon tea to come. The whole experience was only made better by the outstanding selection of wines, impeccable service and a picturesque setting, all the elements befitting of a truly prestigious occasion."

TIFFANY EASTLAND

"Not having rowed competitively for nearly 20 years, attending this year's Henley Royal Regatta was a long-overdue homecoming of sorts, and watching the races from Temple Island could not have been more perfect. Extremely intimate and yet so close to the action, the island is truly special. It's an ideal location for private entertaining and a unique vantage point from which to watch the Regatta.

I was engrossed in the racing all afternoon, reliving my old rowing days. From the banks of Temple Island, I could see the start of the race, cheer the crews on as they rowed, and immediately get the results at the end of each race. Being not even a stone's throw from the action, I cannot imagine a more perfect location.

The hallmark of great hospitality is when it is an afterthought in the mind of the guest. The staff were friendly and helpful when needed but otherwise kept behind the scenes. Everything was executed perfectly, creating an outstanding and memorable day out. I very much look forward to returning to Temple Island next year."

MICHAEL LU

And the brief doesn't stop there. Though the Regatta is thriving and attracting more visitors than ever, the committee in charge of overseeing the entire event were eager to emphasise its quintessentially British nature through the hospitality packages on offer.

"The brief was to bring back the festival feel whilst keeping a focus on the rowing," says Sodexo Prestige Sales and Marketing Manager Chris Wickham. "So we've offered a prediction game to

our customers, predicting the outcome of some of the races with Champagne prizes. In addition, we're offering our customers unique insight into the event with committee members coming to talk about the history of the Regatta. We're hoping to keep that interactive feel over the next few years."

"The committee in charge of overseeing the event were eager to emphasise its quintessentially British nature through the hospitality packages"

For 2015 package details, please contact the hospitality team on +44 (0)845 597 9476, scan the QR code below or email HenleyRoyalRegatta.uk@sodexo.com



THE STATS:



THE BAMBOO STAR SHADE:

ITS TENSILE ROOF WAS HELD DOWN BY OVER

150
GUY ROPES

A brand new product from Ascot Structures
The UK's only eco-friendly sustainable event structure

THE FACILITY:

OVER

160m
LONG

Covered nearly 3000msq

Kitchens: over 400msq

5m x 5m private function tent

240m of outside decking

400 MAN HOURS TO CONSTRUCT OVER
FOUR DAYS WITH A TEAM OF

twelve
BUILDERS

ASCOT STRUCTURES UNIQUE BAMBOO CASSETTE FLOORING SYSTEM:

Provides a finished floor

Eliminates the need for carpet

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The largest
bamboo facility
ever created by
Ascot Structures



A SHINING EXAMPLE

GLASGOW 2014 WAS HAILED AS "THE STANDOUT GAMES IN THE HISTORY OF THE MOVEMENT" BY COMMONWEALTH GAMES FEDERATION CHIEF EXECUTIVE MIKE HOOPER, AND – WITH MORE THAN 600,000 UNIQUE VISITORS AND 7,300 SPORTS TEAM MEMBERS PARTICIPATING IN THE GAMES – THIS WAS THE IDEAL OPPORTUNITY TO SHOWCASE SODEXO'S PEDIGREE AND EXPERTISE IN THE DESIGN, MANAGEMENT AND DELIVERY OF GLOBAL SPORTING EVENTS



From fuelling the finest athletes from across the Commonwealth to serving Games-time lunches to royalty, Sodexo Prestige successfully delivered catering and hospitality services during the Glasgow 2014 Commonwealth Games at the Athletes' Village and the main athletics stadium at Hampden Park, the two most prestigious contracts of Glasgow 2014. This involved serving in excess of 800,000 meals to athletes, officials and staff based in the Athletes' Village, as well as catering for the public, staff and hospitality clients at Scotland's national stadium Hampden Park. This was a significant undertaking for Sodexo Prestige, particularly for the team based in Scotland, as these venues were the two largest and the highest profile contracts awarded for the Games.

Sodexo Prestige was already responsible for providing catering and hospitality at Hampden Park, home of the national football team. Rated by UEFA as a five-star stadium, the venue has seen unforgettable football matches as well as historic Scottish events, not forgetting live performances from superstars of sport and music, landmark conferences and award-winning hospitality.

Hampden Park was home to the athletics competition for the Games and in total there were 10 sessions plus the closing ceremony, so plenty of preparation went into planning, redesigning and rearranging the facilities to upscale the site and ensure a memorable and unique customer experience for spectators, hospitality guests and staff.

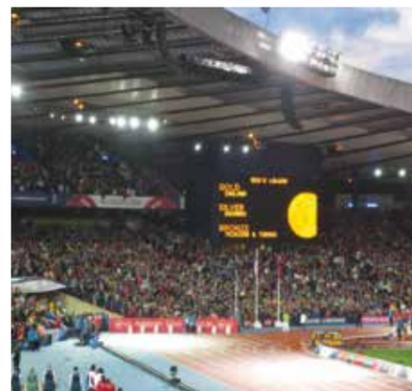
For such a high-profile event of this scale, Hampden Park Catering Services Director David Trotter had to "think outside the box." The Sodexo team at Hampden Park were used to football fans and concert-



goers, whereas the Games brought a different customer demographic – more families – and different buying patterns, such as customers wanting to have the opportunity to 'graze' over a longer period rather than short bursts of activity.

Based on market research and benchmarking Sodexo Prestige's other major event contracts, the team introduced a wide variety of cuisines and healthier options for spectators in order to appeal to a much broader audience. There truly was something for everyone, taking street-food inspiration from all corners of the Commonwealth, from the Caribbean to Asia. For the more traditional diner, the deli kiosks did a roaring trade in sandwiches, wraps and salads, not

"There truly was something for everyone, taking street food inspiration from all corners of the Commonwealth"



forgetting fish and chips. The team also created for the Games a Scottish signature dish named The Discus, a round Scottish steak and Haggis pastry, by working with a local bakery.

The double-header sessions were extremely challenging and pushed the dedicated and motivated Sodexo Prestige team to the limit. Monday, Tuesday and Wednesday saw 70,000 people a day come through Hampden Park from 8 am to 10.30 pm. The session on Wednesday was the most challenging with only one hour and 15 minutes to turn around the stadium for the second session, but everything went to plan to keep the focus on the sport, where it should be.

The Athletes' Village, developed by Glasgow City Council with City Legacy (a private-sector consortium), was home to the majority of the 7,300 athletes and officials attending the Games. As part of the overall construction of the Village, Sodexo Prestige designed and project managed the fit-out of the purpose built, production kitchens and service areas for the main dining hall which could serve up to 2,000 people in a single meal period. This was complemented by a casual dining restaurant featuring an al fresco grill station and smoothie bar and three satellite cafés serving barista style coffee, cold drinks and sandwiches across the site.

The 24-hour operation and 8-day menu cycle provided a minimum of



120 nutritionally balanced choices each day, including halal, Italian, deli bar, gluten-free, classic local dishes as well as 'grab and go' options. Breakfast choices included cereal, yoghurt, a range of fruits, pastries and cakes and for the heartier stomach the full Scottish breakfast, including sausages, bacon, eggs and black pudding not forgetting the Scottish delicacy, haggis. The entire menu and service operations were designed based on in-depth focus group interviews with London 2012 athletes and coaches and consultation with Sodexo Prestige's in-house nutrition and dietetics team. The team developed a menu that provided core nutrients required to help athletes perform at the top of their game.

"Sodexo's in-house nutrition and dietetics team developed a menu that provided core nutrients required to help athletes perform at the top of their game"

Every single dish was analysed for its nutritional content and allergen status, which were then displayed at the point of choice to help athletes make informed decisions on what they put into their bodies. With a team of sports dieticians available throughout the Games, there was full support for those with general queries or with special dietary needs including allergies, diabetes, lactose intolerance and celiac disease.



From a kitchen perspective, there was a brigade of 92 chefs working day and night to keep the athletes in top shape. "To be involved in this amazing event was a real privilege. My team had to work at the top of their game to feed athletes to sustain years of training that allowed them to compete at the highest level successfully for, perhaps, that once in a life time chance of Gold. It was a huge responsibility. I honestly feel the Sodexo Prestige team achieved that goal," said Trevor Garden, Sodexo Prestige executive chef of the Athletes' Village.

Working within the ground-breaking Glasgow 2014 Food Charter, Sodexo Prestige played its part in ensuring the food served at the Games was sustainably and ethically sourced as well as being fully traceable from farm to fork. Sustainability is at the core of what both Glasgow 2014 and Sodexo Prestige did and, through Sodexo Prestige's existing relationship with Scotland Food and Drink, the company was able to further strengthen its supplier relationships and extend the number of Scottish products in its supply chain.

Local sourcing was a key factor for the Glasgow 2014 Organising Committee in awarding Sodexo Prestige the two coveted contracts. Fulfilling their promise of using sustainable, seasonal and regional products, Sodexo Prestige's menus showcased a wide range of Scottish products. Fresh products from Scotland were served whenever possible and included milk, cream, yoghurt, speciality cheeses, bread, salmon, beef, lamb, venison, poultry, eggs, potatoes, raspberries and strawberries. In total, close to 90 tonnes of food served at the



Games was produced in Scotland from suppliers such as Stoats of Edinburgh (oats), Bruce Farms of Balmyle (fruits), Taste of Arran (ice cream) and Braehead Foods who successfully went through Sodexo Prestige's strict supplier management processes.

Stephen Frost, Sodexo Prestige executive chef who led the culinary team at the Commonwealth Games, said; "Being involved from the beginning with the craft teams from both venues, from initial tender to planning and seeing the evolution of concepts and menus through to delivery was a great experience. We focused on showcasing Scotland's larder by sourcing Scottish products and fully embraced the Glasgow 2014 Food Charter. The successful delivery of Glasgow 2014 was a massive project relying on commitment from all parts of our business. It reinforced the fact that we have an innovative and experienced craft team that rose to the challenge to reach



the finish line. I was honoured to be part of that process."

Unsurprisingly, an event of this scale required the best and most experienced recruiting and training team in the industry, with the Sodexo Prestige's HR team adopting the same successful recruitment process it used for London 2012 for the 1,400 local staff it needed from the Glasgow and Edinburgh area to operate the two contracts.

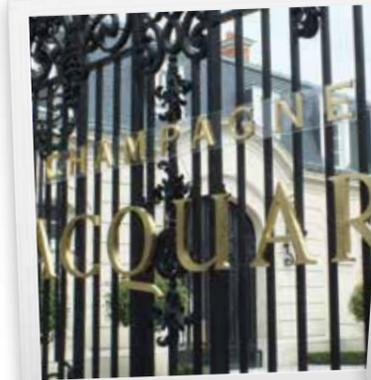
Sodexo Prestige's award-winning 'Be More than a Spectator' recruitment campaign made it possible to recruit candidates and process their information efficiently, speeding up the accreditation process. Recruiting online through the www.bemorethanaspectator.com website proved to be a highly effective and efficient way in reaching the young target audience for many roles and was supplemented by existing resources such as Jobcentre Plus, Gumtree and S1jobs. Successful candidates were invited to an intensive training programme that included sessions on general orientation, Sodexo Prestige induction, food safety, health and safety, licensing laws and job specific tasks.

As with any major event, legacy is the key to ensuring the effort and resources put into these occasions bears fruit for years to come. First, the change and innovation implemented for the Games at Hampden Park will be an ongoing legacy for the stadium. The client at Hampden



Park has plans to retain some of the public food offers for football match days, carrying the progressive spirit of the Games through. Sodexo Prestige also played its part in ensuring the food served at the Games was sustainably and ethically sourced, as well as developing a larger, more experienced pool of staff that now can operate across Sodexo Prestige contracts on the west coast of Scotland.

Austin Tilsley, Sodexo Prestige Operations Director who led the operations at the Commonwealth Games, said; "Glasgow 2014 has been widely recognised as one of the most successful catering operations that the Commonwealth Games has ever seen. Our first night of catering in the Village was an incredibly proud moment and I think everyone was thrilled to see 15 months of hard work come together. It was also great to experience the atmosphere of the crowd on the night of the 100m final. Moments like that make you realise how lucky you are to be part of something so special."



A visit to our Champagne suppliers



Santé to the chefs



When in Paris...



Fragrant starters...



...and delicious dishes



Le Jules Verne restaurant at Le Tour Eiffel



That's a lot of bottles

CREATE AND INNOVATE: TRAINING THE BEST

FROM PARIS TO RIVER COTTAGE, SODEXO PRESTIGE CHEFS HAVE THE CHANCE TO RECEIVE TOP QUALITY TRAINING AND EXPERIENCES TO ENCOURAGE THEIR DEVELOPMENT TO BECOME THE BEST OF THE BEST

The culinary craftsmen and women who represent Sodexo Prestige are certainly not just any chefs – they're a highly qualified and award-winning team of experts. From competitions to exhibitions, sponsorships and research trips, Sodexo Prestige's chefs are provided with constant support and opportunities to hone their talents and to keep up to date with the latest food trends and new products.

The training calendar is the foundation of this development and through encouragement and support the

opportunities to participate in company and industry events is available to all Sodexo catering staff – from chefs to baristas.

Amongst the myriad of activities and programmes run by Sodexo to develop their chefs' talents is the Sodexo Chef of the Year competition, an annual contest for Sodexo chefs which took place this year at Hotelympia. Held at ExCel London, Hotelympia is a national event for the whole industry and one of the world's leading foodservice and hospitality shows. The entrance criteria is set by David Mulcahy, Craft and Food Development Director of Sodexo UK & Ireland. Eligible chefs compete in regional heats, with the finalists taking advantage of a special mentor day including masterclasses, demonstrations and advice workshops. Some of the mentors taking part this year in December will be Mark Hill, Executive Chef at the House of Commons, Russell Bateman, current UK Chef of the Year and Executive Chef at The Grove, and Chris Basten, National Chairman of The Craft Guild of Chefs.

"Without exception, every chef who has entered has benefitted from the experience. It is as if they have a light bulb moment and can see that by being involved, they will benefit" states David. This year will be another very competitive competition as finalists prepare a three course menu to be cooked in 90 minutes using specified ingredients for the grand

"When a chef learns how a product is grown and prepared for their use, there is a new appreciation and respect for the ingredients and those people who are behind these ingredients" – David Mulcahy

finale, taking place in January 2015 at The Hospitality Show, NEC Birmingham.

Top chefs are selected to join the Sodexo Culinary Team to compete in La Parade des Chefs, a competition also held at Hotelympia and The Hospitality Show, where eight competing teams of chefs cook for visitors and their guests. The teams put their culinary skills on show by preparing a three-course menu for one hundred people on the day. In order to showcase and deliver the best fine dining experience, in addition to training on culinary and presentation skills, Sodexo focuses the team intensively on building teamwork, learning each other's

methods and becoming as familiar as possible with the strengths and weaknesses of their teammates.

All Sodexo chefs are also invited to participate in the prestigious Salon Culinaire; a combination of conference, exhibition and festival held each year at Ascot Racecourse. The event is designed to give suppliers an opportunity to showcase their products, and for chefs to submit their own recipes, compete in various competitions and enjoy demonstrations and live classes put on in one of ten bespoke kitchens built exclusively for the event. This year there was a demonstration by acclaimed chef Alan Bird, head chef at The Ivy for twenty years and now owner of Bird of Smithfield, a chic eatery in London's Square Mile.

As if that wasn't enough, the night before Salon Culinaire, six teams (one from each business area at Sodexo) are challenged with the task of producing a three-course meal for twelve guests, many of whom are – to make sure the pressure's really on – senior Sodexo staff or clients. Indeed, Alan Bird also supported the Springboard's FutureChef charity event sponsored by Sodexo Prestige Venues & Events on board the Bateaux London Symphony. This was done, alongside Gareth Billington, Head Chef at Everton's Goodison Park, owner of Piquet Restaurant Alan Pickett (opening Spring 2015), and Michelin-starred chef Alyn Williams at The

Westbury. (Read more about the event on page 26)

The Salon Culinaire is now the largest of its kind in the UK and second only to Hotelympia. With over 1,000 Sodexo colleagues taking part this year, this is a fantastic achievement and a real measure of engagement among Sodexo's chefs and front of house employees.

And then there's the research and reward trip to Paris. This exciting three-day excursion took place in September and saw David Mulcahy take Principal Executive Chef Malcolm Emery, Gareth Billington and Unilever Head Chef Lloyd Walker on a fact-finding mission designed to help the chefs develop their skills and plan for the future, as well as rewarding them for their hard work over the

previous year. The group visited various restaurants and vineyards from which the company sources Champagne, including that of preferred supplier Jacquart. The group also visited Le Jules Verne, a Michelin starred restaurant atop the Eiffel Tower run by Sodexo in partnership with culinary legend Alain Ducasse.

David is a strong believer that "When a chef learns how a product is grown and prepared for their use, there is a new appreciation and respect for ingredients and those people who are behind these ingredients". The team have already prepared a public demonstration on the topic of taking favourite dishes from the trip to a region with a long history and extensive food industry. Next year's trip will take in the very best of British, highlighting our great resources at home.



Grapes a plenty!



All ears at River Cottage



Munchies at River Cottage



Street food stalls at Salon Culinaire



Trigger fingers at the ready!



Amazingly this was made from sugar



Learning from one of the cookery demos



Beautiful cake creations on show at Salon Culinaire

September 2014 also saw fourteen of Sodexo's chefs visit the idyllic River Cottage in Dorset, made famous by its award-winning cookery and chefs' schools and Hugh Fearnley-Whittingstall's much-loved television series. The fourteen chefs joined 350 others from across the country to enjoy a one-day food festival and outdoor conference run by the Craft Guild of Chefs, intended to provide an opportunity for chefs to share opinions and advice, as well as expanding their knowledge and learning new techniques.

To top it all off, chefs are also often taken on Street Trend Tours. This is a day trip following an intriguing itinerary, meandering across London via a handful of carefully selected cafés, eateries, restaurants and coffee houses. This gives chefs the chance to see what new trends are currently emerging and to gain inspiration by talking to managers and baristas. The most recent 'Café Culture' tour took place on September 17, beginning at the Delice de France Academy in Covent Garden then wending its way

through such locations as Monmouth, Kaffeine, Taylor Street Barrista, Foxcroft & Ginger and 21 Berwick Street, home of the oldest coffee machine in Soho. Recent 'Food Trend' tours have included visits to restaurants such as Peyote, House of Ho, Bubbledogs and Ember Yard, concluding with a stop at The Restaurant Show.

2015 promises to build on this activity with more farm and fishery visits, additional training courses and the continued building of the Sodexo Culinary Team. In addition, the National Craft Forum, a network for all Sodexo Chefs, will continue to drive innovation and

knowledge across all segments of Sodexo to support the wider business.

David has a goal to engage chefs at Sodexo and "build up loyalty, team spirit, camaraderie and ultimately motivate the chefs which will be reflected in their attitude and approach to work." Ultimately the purpose of these initiatives are to "allow chefs to walk away being reinvigorated and energised by their experience with a desire to do better, push harder and strive for a higher level of excellence."



David Mulcahy, Sodexo's Craft and Food Development Director



Alan Bird cooking up a storm at Salon Culinaire



Paul Rankin giving a demonstration at Salon Culinaire

DISCOVER OUR HIDDEN GEMS

TO COINCIDE WITH PRESTIGE VENUES & EVENTS' HIDDEN GEMS CAMPAIGN, WE INVESTIGATE THE DIVERSE RANGE OF EXPERIENCES ON OFFER THAT ENHANCE THE VENUE EXPERIENCE FROM DINNER CRUISES TO SPY GAMES, AND OFF ROAD DRIVING TO TREASURE HUNTS



With more than fifty venues on offer in the UK, it's no surprise that Sodexo Prestige Venues & Events is thought of by many as the go-to service for company retreats, meetings, conferences, product launches and dinners. In an effort to showcase this diverse range for those not already in the know, they've recently launched the Hidden Gems campaign, a round-up of the many different locations and the unique experiences they offer. The initiative will focus particularly on showing the ability each venue has to create perfectly tailored packages and bespoke services, making their offer totally unlike anything else available and resulting in the most successful and memorable events.

"Sodexo Prestige Venues & Events is thought of by many as the go-to service for company retreats, meetings, conferences, product launches and dinners"

Each venue very much has its own character and style – perhaps illustrated

best by one of the more historic experiences; The Captain's Challenge on board HMS Belfast. The three hour-long event is designed for groups of between twenty and two hundred – perfect for team-building company days out. During this time, employees are treated to a programme of hand-picked naval-themed activities tailored specifically to each group, designed to incorporate common business objectives such as leadership, problem solving and communication through madcap games which involve dodging lasers, negotiating minefields and code breaking.

Those looking for a more tranquil event should look to the dining cruise experience aboard Bateaux London, the capital's most highly acclaimed and



The Captain's Challenge on board HMS Belfast



well-loved Thames cruise providers. Groups of between ten and seventy guests are able to book private dining areas aboard one of the company's two vessels; Harmony or Symphony, then sit back and enjoy a journey along the river which takes in many of London's most famous and spectacular attractions and landmarks. The most impressive offering is, without doubt, the Bateaux London Signature Private Dining Package, which begins with a ride on the EDF Energy London Eye (in a private capsule, no less) followed by a cruise down the Thames with Champagne, live entertainment and fine dining.

If it's a whimsical day out that would suit your company best, it's difficult to beat the Botanics Explorer Treasure Hunt at the beautiful Royal Botanic Garden Edinburgh. Surrounded by Scotland's historic capital, the hunt takes guests on a magical tour of the gardens, equipping them with unique GPS (accessible via the latest Samsung Galaxy tablet) which allows them to go deep into the furthest



The Land Rover Experience at Perth Racecourse

reaches of the extensive grounds. Included in all lunch and away day bookings for fifteen or more guests at the Caledonian Hall or David Douglas Room, the hunt is without doubt one of the most natural and picturesque experiences in the Sodexo Prestige collection, not to mention a fantastic way to encourage colleagues to get to know one another in a relaxed setting without the formality of an indoor event, and a fabulous excuse to enjoy the great outdoors.

There are also a host of more physically demanding team building activities on offer, this time at the historic sporting venue of Perth Racecourse, a beautiful course set in the grounds of the historic Scone Palace, skirting the banks of the River Tay on Scotland's eastern coast. Here, groups can enjoy one of six 'off the track' activities which include inflatable human table football, bungee runs and Land Rover driving experiences, giving groups the opportunity to indulge their competitive sides in a fun and safe environment, as well as giving them a chance to get to know one another in a completely new and memorable way.

For those less inclined towards sporting pursuits, the packages offered at one of Sodexo Prestige's most educational venues are likely to go down well. Based in Newcastle upon Tyne and home to one of the largest and most diverse collections of artefacts of any non-national institute in Europe, the Great North Museum: Hancock gives guests the chance to experience

Left: Churchill War Rooms, Below: Meet Monty the Python at the Great North Museum: Hancock, Below: Royal Botanic Gardens



the world through natural science, archaeology and ethnography. For those who choose to hold a private event here, unique packages offer the opportunity to meet the curators of the museum and get up close and personal with the collections, which cover everything from a life-size cast of an African elephant and the Egyptian mummy Bakt-hor-Nekhht; to a full size replica of a T-Rex skeleton, and even Sparkie, Newcastle's famous talking budgie, who was stuffed after his death in 1962. The museum is also a registered zoo, with residents such as Stinky the Skunk and Monty the Python, meaning that the more daring private event attendees can also get acquainted with the animals and their keepers as most visitors could only dream.

With packages and venues covering every conceivable theme and preference, and scattered right across the country, the Sodexo Prestige portfolio of Hidden Gems is certainly worth exploring – and, whether your team is one of sport-hungry athletes or clued-up history buffs, you're sure to find something to suit one and all.

"It's difficult to beat the Botanics Explorer Treasure Hunt at the beautiful Royal Botanic Garden Edinburgh"

Knebworth House



DID YOU KNOW?

Sodexo Prestige is the proud catering and event management partner in over 50 extraordinary venues and events around the UK forming the Prestige Venues & Events portfolio

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DELIVERING THE DIFFERENCE

JO SEATON HEAD OF OPERATIONAL FINANCE FOR SODEXO PRESTIGE



Jo started her career in finance after gaining a degree in history, starting out with MyTravel (later taken over by Thomas Cook) and working in a variety of roles in financial reporting mainly for the retail division. After the company was bought by Thomas Cook, she moved to Peterborough for a year to work on the transition of the two companies. Finding that she missed the North, Jo soon returned to Manchester and started her career at Sodexo as the Financial Controller for Corporate Services. After several restructures she then moved into her current role at Sodexo Prestige as Head of Operational Finance, and has now been with the company for just over five years.

A typical day in her role can involve anything from preparing financial models for new business and re-tenders and preparing reporting for month-end reviews, to involvement in segment and company-wide projects, budgeting and forecasting. "I love the variety of the

role, which means I am involved in bids and contract improvement projects," she tells us. "I also work with a great team who are very dedicated and passionate about the business, so that makes all the difference. The key focus for the coming year for finance will be to support new business tenders and the profitable growth of the segment with real emphasis on improving performance through initiatives such as the casual labour improvement project, driving technological improvements via SAP and new systems and improving the reporting and analysis that we can provide to the business."

Jo also loves to travel, having explored Thailand and Singapore and hopes to visit Australia or Bali in the coming months. "I am also on the seemingly never ending journey of keeping fit so have discovered spinning recently and love it," she says. "I just need to keep up the good work!"

ALISON HARRIS HUMAN RESOURCES MANAGER FOR SODEXO PRESTIGE

Alison joined Sodexo as a placement student for one year during her university course. She worked for a year in the operations team at Wisley Gardens and re-joined Sodexo after graduating. She joined the HR department, initially focussing on casual recruitment for Sodexo's racing and events business, then moved in to a HR administration role providing advice and administration support for Sodexo Prestige before continuing to rise through the ranks. She loves the variation and flexibility of her role, enjoying the opportunity to meet with people and help them, as well as being able to interact with people at different levels within an event. "I don't think there is such a thing as a typical day which is something I really value,"

she says. "A day can involve working operationally at one of our events, supporting the staffing teams with staff check in, welfare and engagement activity through to time spent either in the office or at a venue. There are also various projects on the go. Either way, every day involves lots of time on the phone!"

Over the coming year, Jo expects to be focusing on progressing with the full review of the casual labour practices within Sodexo Prestige that was launched in October 2014, as well as looking at how Sodexo can continue to roll out the "Be More Than a Spectator" brand activity within the business – the award-winning recruitment programme used for London 2012 and Glasgow 2014.



Jo enjoys sports in her free time, though she admits that the emphasis is "more watching than doing!" she is a season ticket holder for Watford Football Club – which she describes as "a bit of an emotional rollercoaster", and likes to spend time with her two nephews, who are three and seven.

JAMES STALLBRASS
EVENT MANAGER FOR
SODEXO PRESTIGE



British Summertime Concerts in Hyde Park, Patrons at The Open Championships and supports the private catering business. He has also recently looked after the hospitality at the Volvo World Match Play Championships at the London Club in Kent.

His favourite thing about working as an Event Manager is, without doubt, the wide variety of different challenges the job provides. "From a grandstand in Hyde Park, to a beautiful championship golf course, each event has its own hurdles to overcome - it keeps you fresh and alert all the time!" James explains. "There are so many levels to the job from the logistics

of temporary structures, planning kitchen layouts and installations, deliveries, lorries, shipping containers and the volume of food and beverage required, to the fine detail, table cloths, wall colours, flowers and customer service."

James started work in an award-winning gastro-pub in the Cotswolds where he grew up, and from there went on to run a resort bar and restaurant in Soldeu, Andorra for several ski seasons. He started event hospitality management on a casual basis in the summer months as it lent itself perfectly to working at high-profile, challenging events in the summer whilst being able to spend the winter in the mountains. After a knee injury in 2007, James came back and worked as a freelance event manager year round for various different caterers, allowing him to develop rapidly and gain a wide range of experience across the event hospitality market.

He joined the Sodexo Prestige events team in early 2012 to support the London 2012 contract and the Prestige Ticketing Limited Pavilion at the Olympic Park. He is now account manager for M&G (Chelsea Flower Show Sponsors), The Barclaycard

of temporary structures, planning kitchen layouts and installations, deliveries, lorries, shipping containers and the volume of food and beverage required, to the fine detail, table cloths, wall colours, flowers and customer service."

James lives in London with his girlfriend Victoria - whom he met in St Andrews the last time The Open Championship was there in 2010 - and enjoys spending weekends exploring London's ever-changing cityscape or escaping to the Cotswolds, saying "I'm a country boy at heart so nothing beats a walk with friends and the dogs and an open fire in a country pub."

During the working week, James spends the winter months working on concepts and designs and planning for the peak period ahead, while the summer months are spent in a flurry of activity moving from event to event around the country. "Our office becomes a portacabin on an event site and everything has to be moved around with us," he says. "There's a real buzz in the summer, the hours and weeks are long but the whole team pulls together and the results are always hugely rewarding!"

CARL SMITH
HEAD OF SERVICE EXCELLENCE - ASCOT RACECOURSE
SODEXO PRESTIGE



comments and addressing any concerns which they raise and, last but not least, developing modules of the Ascot Academy of Service Excellence. And these are only the days he spends at Ascot - the next day you may find him at any one of a number of UK airports visiting a first or business class lounge, checking on service and mentoring the team.

Carl loves the opportunity that his job provides to constantly interact with those around him. "If I don't see people, it's like a day without sunshine," he explains. "I've been doing this role with Sodexo Prestige for nearly two years, and each day I still get excited to be involved with the guest journey and ensuring it's perfect, as well as engaging with the team. Every day is different; I can be dealing with two team members at one event, then looking after more than 2,000 on a busy race day ensuring

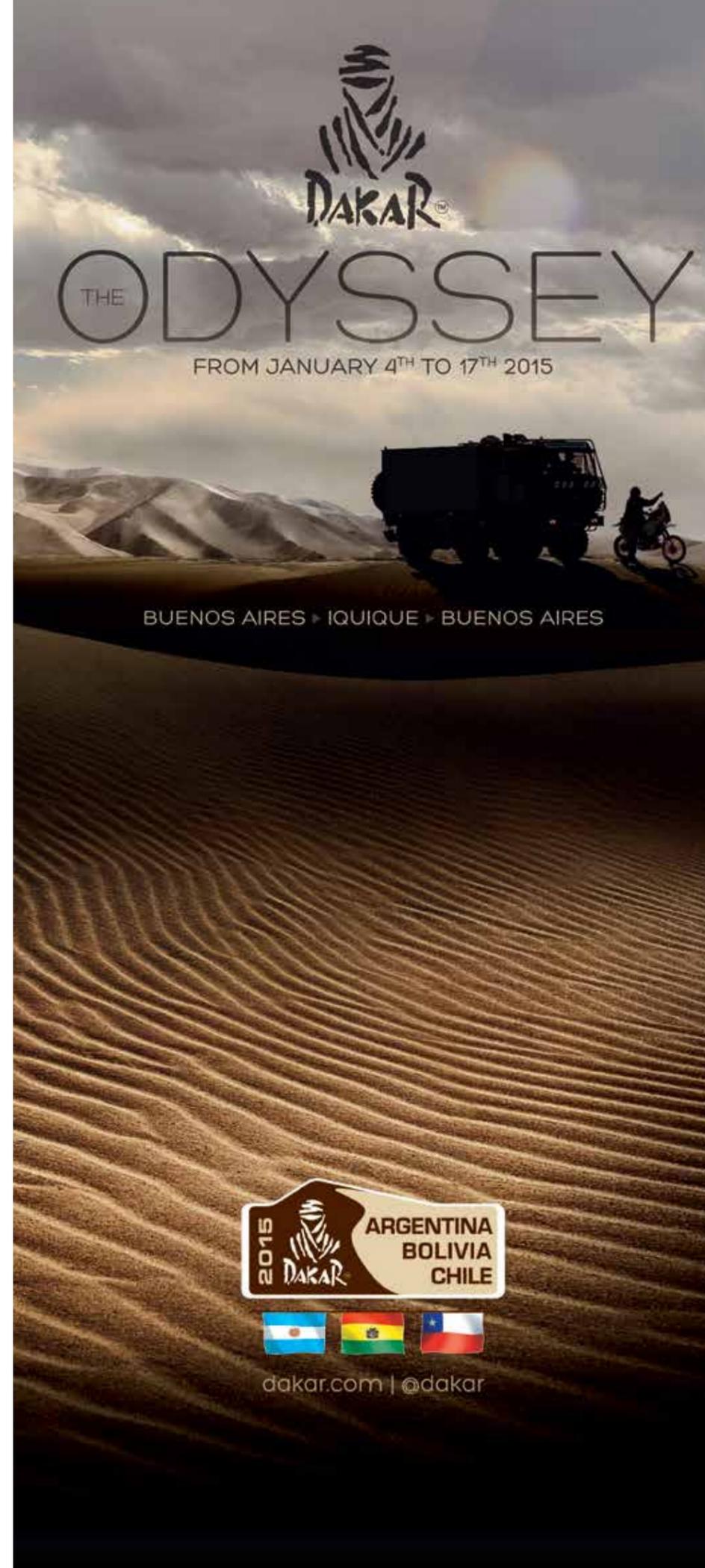
they all deliver a seamless experience, it's about ensuring service excellence is part of each team member's day, and also to have fun!"

Carl boasts a thirty year career which has included stints at such prestigious venues as the Cumberland Hotel, the Royal Lancaster Hotel and the Four Seasons Park Lane, not to mention a year as training manager for the London 2012 Olympic and Paralympic Games. Since March 2013 he has, as Head of Service Excellence, been responsible for developing world-class hospitality standards at Ascot Racecourse with a workforce of around 6,000, as well as supporting key contracts within Sodexo Prestige including monitoring service excellence at a collection of first class airport lounges.

A typical day for Carl starts at 5am, beginning with the journey to Ascot and a review of the day's appointments. By mid-morning, he is reviewing training standards and planning forthcoming training, filling the rest of the day by supporting his team, checking guest

they all deliver a seamless experience, it's about ensuring service excellence is part of each team member's day, and also to have fun!"

In his free time, Carl enjoys fine dining, theatre, travel, networking within the industry to enhance best practice, and getting involved with the Springboard Charity - for whom he is a fundraising committee member - as well as supporting education advisory sectors. Carl even trained the students from Westminster Kingsway College for the Springboard fundraising event on Bateaux London in November (read more on page 26).



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