



## From the Waste Bin to the Bottom Line

*5 stars international hotel chain*

*Covers per month : 60 000*

*Rooms : 500*

### Successes

The LightBlue team started the implementation of their food waste monitoring system by analyzing data and evaluating existing practices throughout all phases of the property's food value chain, including purchasing, receiving, storage, preparation, service, and waste handling.

The team then designed a comprehensive, bottom-up and cross-departmental food waste prevention and diversion system that included roles and responsibilities for all departments that deal with food.

Rigorous training was conducted, followed by side-by-side shadowing of all departments and shifts to ensure understanding and proper adherence to the new program. This resulted in an overall reduction of **20.1%** from the property's baseline food waste level, with a direct impact on the cost per cover for restaurants of **6.7%**. This shows what an aligned, focused, and engaged team can do as these results were achieved in just four months.

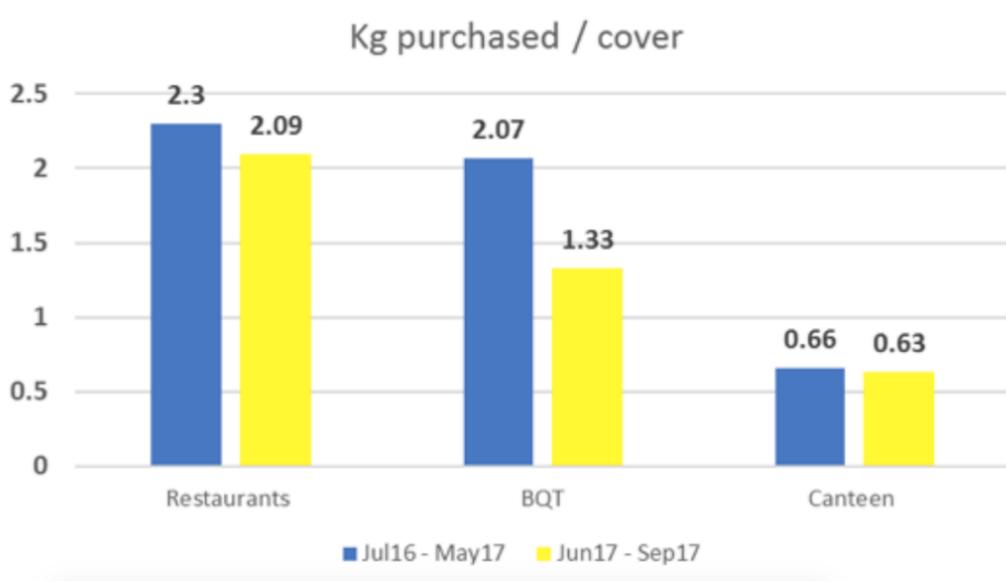
#### Reduction in Cost / Cover

 Restaurants	 -6.7 %
 Banquet	 -4.6 %
 Canteen	 -3.3 %



## Prevention

The LightBlue team aims for prevention as their primary goal. To do so, they tracked food waste through the online Food Excess Monitoring platform at its many sources throughout the value chain, as well as at the different outlets and at each shift to gain a real understanding of the sources of waste. Kitchen staff members were taught to review headcounts and trends to improve forecasting for preparation. Additional measures, like an emphasis on the training of knife skills helped reduce previously unacceptable levels of trim, and intense efforts on raising awareness of the hotel team reduced food waste at the preparation level. Knowledge gained from this translated into more accurate ordering, which helped the property deliver a **13.2%** reduction in food purchased per cover. Over the four-month pilot, this equated to **46.5** fewer tons of food being ordered, for savings that went straight to the bottom line



## Donation

LightBlue also introduced a local food bank, to help further reduce the property's food waste. The partnership is on target to save over **5,5** tons of food in the first year of operation. In that year, roughly **16,500** meals will be made possible through this effort, meals that will help fight hunger.

## Challenges

Given the industry's high level of turnover, improvement can only be sustained if waste prevention is embedded in the organization's culture, values and operating procedures. Close monitoring of results will help ensure that performance doesn't slip. Proper data collection affords analysis to the shift, outlet, and kitchen level to help identify any issues as they develop.

Food waste programs are often viewed as CSR efforts that are nice to have, but not essential to the organization's performance. Maintaining focus on this as an operational standard, rather than a bolt on CSR program will help improve employee retention and overall profitability.