Into NEW TERRITORY

The Cheesecake Factory Bakery's new Rocky Mount, NC, facility expands its reach into East Coast markets and backs up California capacity.

BY STEVE BERNE

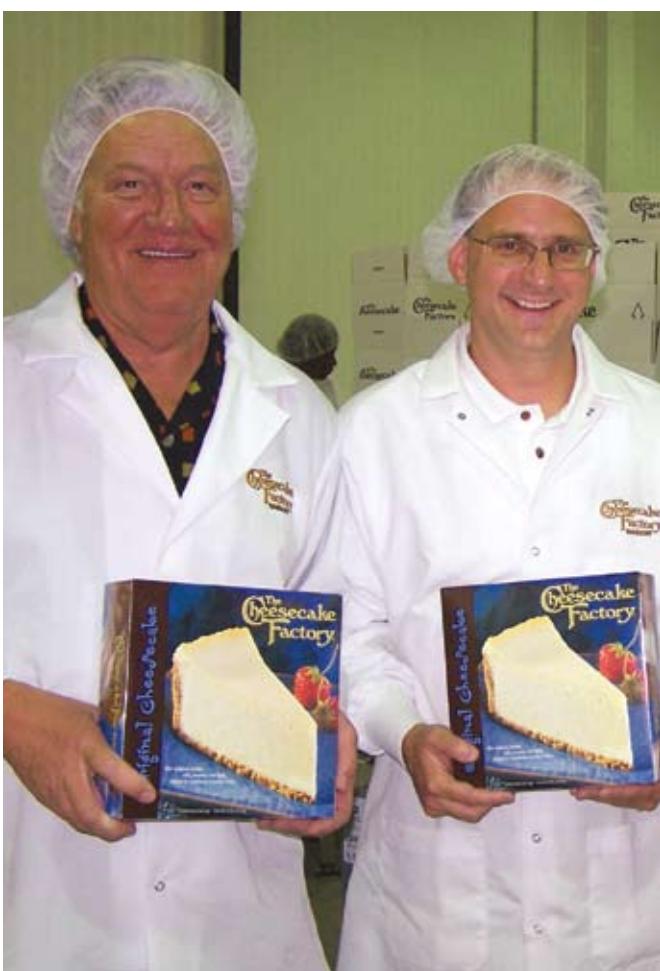
There is a dichotomy in America when it comes to food, one that The Cheesecake Factory knows well. Health, wellness and moderation occupy one pole while personal reward and indulgence hold the other. How people balance the two worlds is personal. Americans work hard, play hard and enjoy eating. Value, quality and consistency are demands consumers put on food companies and restaurants alike. The Cheesecake Factory, Calabasas Hills, CA, which opened its first restaurant in 1978, turned these attitudes and demands into the pillars of its business. However, the restaurants came after the initial business of baking, which began six years earlier.

The history of The Cheesecake Factory offers dichotomies of its own. Only when circumstances are reviewed years later are the extraordinary accomplishments of the company's baking and restaurant businesses clear (see "Which Came First: Cheesecake or Restaurant?" Page 34).

The pinnacle, to date, is the commissioning of The Cheesecake Factory Bakery's 104,000-sq-ft baking and distribution facility in Rocky Mount, NC, in June, its second dedicated baking plant. From pre-planning to design and equipment innovations, Cheesecake Factory successfully employs a mix of processing methods and cutting-edge technology to take the company into the future.

ROAD TO THE PRESENT. The new plant at Rocky Mount is the company's fourth bakery in its short history and its second "volume" production site. After outgrowing the 5,000-sq-ft original storefront facility, the company

▼ (From left) Max Byfuglin, president; Robert Michalski, plant manager; Hector Venegas, shift manager; and Keith Carango, senior vice-president bakery operations, proudly show off redesigned Cheesecake Factory Bakery packaging, an American Corporate Identity award winner.



relocated to a 16,000-sq-ft building. This also became too small, and the business moved to the 50,000-sq-ft flagship facility at Calabasas Hills in late 1995. "Four years ago, we again outgrew production capacity and relocated the corporate offices into a separate building," said Keith Carango, senior vice-president of bakery operations. "That allowed limited expansion, but we were very quickly back up to 24/7 production."

Through its growth, management never lost sight of food, experience and customers. "We are 'foodies' through and through," Mr. Carango said. "We love good food and a creative food experience. Our success has been a team effort. Our management style has very little red tape or corporate hierarchy. All team members are encouraged to contribute in every way they can, from the president to production, sales and R&D. Job scopes are not narrow. David Overton, c.e.o., and son of founders Evelyn and Oscar Overton, remains the keystone of the company, and Max Byfuglin the leader of the bakery, but all team members contribute."

Current Bakery business is divided roughly in thirds between food service, retail, and The Cheesecake Factory restaurants. The company developed a food service brand — Dream Factory — three years ago to squelch competition with restaurant sales. "These cakes are slightly smaller than those produced for The Cheesecake Factory restaurants, and are cut into 14 slices versus 12. While this provides higher value to the operator, we use the same high-quality ingredients and design creativity as with our own Cheesecake Factory products."

GOING EAST. The idea of an East Coast facility began more than six years ago. "National distribution was growing, and we could see that we were in the process of out-growing our then current capacity," noted Max Byfuglin, president of The Cheesecake Factory Bakery, Inc. "It took a few years of planning and thinking through our long-term growth needs but the result is more than we could have ever hoped for.

"The last straw to approval was recognizing our need to strengthen our supply chain," he continued. "We wanted to build system-wide manufacturing and distribution strength to support our goals over the next decade." All cheesecakes are frozen and have shelf lives ranging from six to 12 months, depending on topping and finishing.

"We looked at other alternatives such as co-packer, but we were reluctant to give up control over quality, divulge our recipes and processes and pay twice as much as our own costs to have cakes produced," Mr. Byfuglin said. "Also, no one company could produce the quantity of products we need, so our control and consistency diminish even more when dealing with multiple co-packer."

In addition to all the financial reasons for the new plant, the company needed a way to relieve production pressures at the California facility. "Having both plants at full capability provide a better platform for servicing our restaurant growth and also that of our branded retail and food service product

▲ This batter depositor uses a 3-in. feed pipe and depositing head to provide gentle product handling while maintaining ingredient integrity and quality.

demands," Mr. Byfuglin noted.

Planning started in earnest in 2001 and 2002 with site selection. The company hired a consultant who modeled The Cheesecake Factory's current and projected business based on distribution costs, order size and frequency. After verifying against actual business costs, the company simulated various growth scenarios — volume, freight costs (energy), segment growth, new restaurants, etc. "The results told us not only where to locate the new facility but also how to plan phasing in manufacturing and distribution across our supply chain," Mr. Carango said. "The quantitative analysis really supported our intuitive feeling."

The site selection model generated a triangular map that stretched from southeastern Pennsylvania to western Tennessee and east to the coast of South Carolina. Anywhere in that region would have worked well, so it became a matter of land availability, the ability to hire quality employees, state and local incentives and intangible factors like the cultural feel of a specific location. It was important to be in an area that offers a high quality of life with a feeling that fits our team culture," Mr. Carango said.

READY FOR BAKING. The $15-million Rocky Mount facility is similar to, yet vastly different from, the Calabasas Hills bakery. The new facility is streamlined to produce the company's main products. The Calabasas Hills plant was originally built to produce the several thousand active SKUs and uses a bank of rack ovens. It also uses different freezing technologies and much less automation, according to Mr. Carango. "We are very happy with the rack ovens we use in California, and we perfected the process. However, we also understand that technology continually moves forward, and we have to move with it if we plan on taking the business to the next level."

Rocky Mount uses a continuous impingement tunnel oven and spiral freezer technologies. It also installed other cutting-edge equipment and automation for added efficiency. From start to finish, cakes on the continuous production system travel more than one mile from depositing through packaging without human handling.

Currently, average run size is 3,000 cakes. "In California, we produce approximately 25,000 cakes per day with a minimum of eight changeovers," Mr. Carango noted. "Here in Rocky Mount, we are deliberately ramping up in a meticulous fashion. We have a high standard to uphold. Training, process knowledge and great execution are all critical. We are committed to upholding our tradition of quality and excellent operations."

"When we commissioned the new plant in June, we started with our Original Plain cheesecake in one size," said Robert Michalski, plant manager. "We now are very comfortable with the process and are set to add other sizes as well as other flavors." Mr. Michalski spent 25 years in the food industry with M&M Mars and Warner Lambert in positions ranging from engineering to marketing at locations in Illinois, New Jersey, Italy and North Carolina. "We have a very aggressive ramp-up plan that adds technology and equipment to get us to 200 SKU production by the end of 2007.

"The ramp-up will continue to add new flavors each week starting with cakes that require only moderate add-ons such as raspberry swirl or easy toppings," he continued. "Then we will add more complicated cakes such as those containing ganosh or multiple layers, and we will also add and train more people here so they can become the culinary artists we need for the most complex cakes. Dough-based layer cakes are also part of the ramp-up plan."

"Unlike bread, very few environmental factors affect cheesecakes," Mr. Carango said. "Our challenge has been procuring ingredients to assure consistency between plants. We did a lot of pre-qualifying of suppliers, using sources that obviously make more geographical sense considering proximity to this plant. When we first started, we insisted on shipping major ingredients such as cream cheese and sour cream from the same plants used by Calabasas Hills to be sure we were on the mark with the process without potential influences from ingredient variability."

Rocky Mount currently has one production line in operation with the long-term plan and design to accommodate three lines. One full bay is ready for line No. 2, and line No. 3 would need building additions. Current capacity is approximately 9 million cakes annually and 25 million when all three lines are complete.

DECISIONS. The plant currently runs one shift five days per week. Volume triggers are in place to increase to a second shift, five days, then 24 hours, then the second line and so on. "This project was extremely well planned from plant layout to schedule, and it never deviated," Mr. Michalski added. "I lived through three startup ventures in my career, and this is by far the smoothest one, because we lived the plan. It was not just on paper. The difference was planning."

Facility design elements were handled by an architecture firm in Raleigh that had worked on several Cheesecake Factory restaurants, along with the company's internal development team. The bakery team worked very closely with major equipment suppliers on the final layout and production flow.

The Cheesecake Factory encourages risk-taking in flavor and product development, managers adopted a decidedly risk-adverse approach to equipping the new Rocky Mount bakery. Yet even this natural caution was leavened by a willingness to consider — and adopt — new cutting-edge technologies.

"The technology must be proven," Mr. Carango stated. "We will take no chance of affecting quality, and we are fanatics on sanitation and cleanability when it comes to equipment. We broke down every unit of the process from scaling to mixing, depositing, baking, cooling and freezing. We laid it all out then identified all the alternatives based on benefits, risks, future outlook with technology and company growth. Our suppliers came through at every turn. I can't say enough about the equipment suppliers for this plant."

For batter and dough preparation, the company looked at continuous mixing but batch control, particulate integrity and level of aeration were critical. Batching was proven in Calabasas Hills, and the Cheesecake Factory's relationship with its mixing supplier and its equipment made the Rocky Mount decision easy. Improvements to mixers during the past 10 years in cleanability, control, sanitation, changeover and other features added to its validation. Even the choices in stainless steel grades improved. The Rocky Mount facility now operates one of the biggest planetary mixers in North America.

Large diameter fluid depositors are used at both locations. "We see our supplier as a top-tier company and have a lot of experience with its equipment at Calabasas Hills," Mr. Carango said. "However, we departed from our comfort zone for baking, cooling and freezing."

For baking, the company identified all possible thermal options and invited suppliers to look at the baking criteria and provide alternatives to rack ovens. Among the criteria were control, consistency, efficiency and cleanability. "Our products are very sensitive in terms of color and are extremely delicate immediately after baking," Mr. Carango added. "We decided against rack ovens in favor of continuous systems, and we turned away from direct-fired ovens. Variability across belt and sensitivity of products combined to eliminate that option. As we studied our needs and developed our performance and capacity criteria, the choice of vendors diminished. Our short list included new impingement technology, and one supplier emerged as the strongest player. It had experience with other cheesecake producers, and the system is extremely robust yet flexible.'"

The company also looked at serpentine baking technology because of footprint savings, but the final decision was strongly toward the tunnel oven. It also did some test baking running one or two cakes through an 50-ft test oven, and they came out perfect, according to Mr. Carango.

"Layer cakes will also be fantastic in this oven because of the even heat across the belt. The rise, color and cell structure will be consistent no matter where a cake is situated in the oven," Mr. Michalski added. The first salable cake came off the 110-ft oven line on May 30 with only minor tweaking needed to perfect the baking process.

According to Mr. Carango, "As business increased in California, and we went from made-to-order to made-to-stock, our ability and need to use newer technology became apparent. This new plant allowed us to take advantage of that technology. In the next few years, once this plant is at full production, we plan to possibly make changes to the baking process at the Calabasas Hills plant."

In production, cheesecake processing has little room for interpretation. If operators follow the batch sheet and

▼ Lined with coated chipboard inserts, pans automatically receive a measured portion of graham crust that is dispersed and pressed to the bottom and sides of the pan before filling with cheesecake batter.

▲ Like sentinels ready for action, the identical 600-l mixers employ state-of-the-art controls and components to assure consistent batter with minimal air incorporation.

ensure the equipment controls are set accordingly and if all ingredients meet standards, there is not a lot that can go wrong or that requires constant vigilance. However, that is not the case when finishing cakes, which the Rocky Mount plant will begin early next year.

"In Calabasas Hills, all finishing is done by hand," Mr. Carango noted. "Not only is most decorating very complicated and multi-stepped, but doing it manually gives each cake an authentic look. None are exactly the same, like a machine would produce. Our finishers are indeed artists. We have and insist on consistency, but the slight variations make the cakes more appealing. We have science in the process and artistry in the finish. It's a good balance, and it's our people that make it all happen. We have no doubt finishers in Rocky Mount will be just as capable as the team at Calabasas Hills."

MORE THAN CAPABLE. Walking through the Rocky Mount facility, one can see the attention to cleanliness and sanitation. The forethought on design was evident from the openness of the layout and the obvious space retained for future growth. There is no human handling of the product between prep and packaging.

Official ribbon cutting took place July 18 although salable production commenced May 31. The building holds 55,000 sq ft of processing area, 4,000 sq ft for packaging, a 35,000-sq-ft warehouse and approximately 10,000 sq ft of office space. Today, just less than 75 full-time employees handle all aspects of the facility, although projected full capacity of three lines will require more than 700 employees.

Raw material dry storage capacity holds 300 pallets on first-in, first-out racks four levels high. This area could

Which Came First: Cheesecake or Restaurant?

The original cheesecake concept was started in the quintessential American way. Homemaker Evelyn Overton baked cheesecakes for friends, schools, church parties and the like. Popularity and requests grew rapidly, and soon she and her husband Oscar converted the basement of their Detroit home into a small bakery baking cheesecakes, with Oscar selling and delivering by hand.

With their son David attending law school in California, the Overtons decided to move to Los Angeles, CA, and stake their claim by starting a bakery. With an investment of $5,000 they baked and sold cheesecakes up and down the street. Business grew and in 1978, David, now c.e.o. of the company, launched a small restaurant to showcase the cheesecakes with the hope to increase sales. "The first restaurant opened in Beverly Hills and was to be only cheesecake and coffee (a dessert house)," said Max Byfuglin, president of The Cheesecake Factory Bakery Inc. "Evelyn told David he might as well offer a few sandwiches as well. David added items he liked and knew how to prepare."

The two parts of the family business grew along side each other. With success of the restaurant business, demand for cheesecakes increased as well. Soon after the first restaurant opened, the Overtons sought a driver to deliver cheesecakes sold by Oscar. Enter Max Byfuglin, whose wife was bookkeeper at the bakery. Mr. Byfuglin, a recording industry promoter at the time, offered to help and began working with the founders to build demand. As the restaurant concept grew, David Overton chose to focus 100% on that business, and the founders turned to Mr. Byfuglin to run the bakery business.

From that point, the company developed not only new varieties of cheesecake and methods to produce them but also refined the restaurant concept. Growth was slow in the beginning, with the second restaurant opening in 1982. Between then and 1992, the business experienced steady growth and opened four restaurants, with the first East Coast location in Washington, DC.

Growth became exponential when the company went public in 1992, and today, The Cheesecake Factory operates 110 restaurants, and continues to open new establishments at a pace of 20 per year. Its newest concept, Grand Lux restaurants currently numbers eight restaurants.

"It has been a long and exciting road that continues today," recalled Mr. Byfuglin, now president of The Cheesecake Factory Bakery, Inc. "The business grew fast after 1992, and seeing the potential for more, we meticulously built a team of people to sell the cakes as well as to produce them with consistency and mandated superior quality."

Mr. Byfuglin recalled the company's first big customer,

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be easily expanded to handle an additional 360 pallets. A separate cold storage area is reserved for cream cheese, sour cream and whole eggs.

In production, vertical mixers currently handle all batter mixing needs within the 5,000-sq-ft mixing and depositing room. "One machine could just about do it all now, but as we start to increase the varieties, it will be much faster to changeover having two, and redundancy is critical to maintain production," Mr. Michalski said.

Capacity for mixing is 4,000 lb per hour per mixer, and each mixer is equipped with Allen-Bradley PanelView color touch-screen controls. The human-machine interface guides the operator through the mixing process, with recipe management calling for specific ingredients and weights and allowing verification of each step along the way.

With The Cheesecake Factory's high level of sanitation and commitment to cleanliness, both mixers are fully stainless steel and washdown designed. The machines are completely washed, foamed and sanitized at the end of each shift using the mixer's integrated CIP system and supplemented by bakery employees.

Each mixer has three high-pressure heads that come down from the housing above into the product area during washing. Throughout the 4- to 5-minute wash cycle, the mixing tools run at high speed to assure complete cleaning. The bowls are equipped with a tilt mechanism for emptying. This also allows operators to hose behind the mixing bowl as well as the machine exterior.

Using the newest mixing technology, the machines have specially designed mixing tools that generate consistent aeration of the cheesecake batter. This maintains the creamy texture of their "California-style" products. Mixing tools are easily interchangeable, so when the plant starts to produce other products, the appropriate tools can be inserted.

Spring-form pans having a mostly open bottom first

▼ Robert Michalski, plant manager, views the consistent color and overall appearance of freshly baked cheesecakes as they exit the 110-ft indirect-fired impingement oven.

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Velvet Turtle, a Los Angeles-based restaurant chain, with 30 restaurants. "That's where the buzz started," he said. "David (Overton) was gaining acclaim with his first restaurant as well. But cake business really exploded when we started talking to national accounts. The Sizzler was our first national account, followed by The Darden Group (Red Lobster, Olive Garden, Seasons 52) and others."

"For a time, we were selling private label products to these and other restaurants under the Cheesecake Factory brand as well as producing for our own restaurants but stopped as our brand became nationally known," added Mr. Carango.

NATURAL CULTURE. "The Cheesecake Factory culture so familiar to consumers started with Oscar and Evelyn and David," Mr. Byfuglin noted. "Their food concept was creative dishes with fresh, superior-quality ingredients and nothing extra. This concept hasn't changed in the 34-year history of the company."

"Our challenge has been to continue top quality and consistency while creating over-the-top flavors and cakes and producing at industrial speeds," Mr. Byfuglin added. "When we are developing a new product, we don't think about cost of ingredients or whether machines can produce them. Taste and quality are paramount. For example, we use a very exclusive brand of chocolate. There are more popular and perhaps less-expensive choices, but it provides the right note of flavor, and nothing will make us deviate from that standard, including cost. We worry later about producing the cake if it makes it to the restaurants. We like pushing the comfort zone."

All cakes are manually finished, including piping the cream rosettes and creating chocolate shavings. "Baking may be a science but finishing is a whole different element," Mr. Byfuglin said. "It is as critical or even more than the cake itself. It's the signature of the cakes and the customers' first impression of quality. Our finishers are truly culinary artists."

The company's executive pastry chef, vice-president of R&D, product managers and culinary staff are "foodies" not just scientists or marketers. "R&D scours all avenues for ideas on flavors and trends," Mr. Byfuglin added. "They are unencumbered by rules. We also have a great testing ground at the restaurants as to what sells and what doesn't. Without the restaurants, we wouldn't have the number of varieties we do.

In all its channels, the mantra at the company is affordable indulgence. "Our products provide a small departure from the consumer's daily grind," My Byfuglin said. "Our culinary development is totally top notch. No artificial ingredients or deviation from quality is permitted for any reason. Our goal is unique flavors and combinations. It's fun food, comfort food."

▲ Perfectly aligned pans of cheesecake from the adjacent production room convey to the entrance of the oven in a controlled and timed manner.

receive a cardboard insert and a chipboard ring that fits along the inside bottom edge. They then pass to the first depositing station that dispenses graham, chocolate or vanilla base. An oscillating press evenly disperses and presses the crust into the pans.

Pans then flow to the batter depositor. The piston pumps and depositing head gently handle the batter. The 3-in. pipes and depositor opening provide a large flow path for the batter and exert virtually no pressure that could damage ingredient integrity. All parts can be quickly disassembled without tools for cleaning.

All cakes traverse the depositing area along conveyors that feed the cakes up to the oven entrance. The infeed conveyor indexes the pans onto the loader, which makes it very simple to change from one size pan to another. A menu-driven PLC regulates the gap between pans, rows and conveyor speed.

"Then we have the oven," Mr. Carango noted fondly. "Our vice-president of R&D led the evaluation of the various thermal technologies. After extensive research and test baking, including finished product evaluation with Mr. Overton and Mr. Byfuglin, we determined that going with a continuous system would be best."

While impingement has traditionally been limited to flat items such pizza crusts, innovative airflow design and control of the air within the 110-ft indirect-fired impingement oven was far more consistent and easy to achieve quality — front to back and side to side, according to Mr. Carango. "This oven allows gentle and uniform bake of the 2- to 5-in.-high cakes."

With four burner zones, each outputting 3 million BTUs of energy, this baking process is a leap forward in technology and efficiency. After exhaustive consideration of many baking technologies, the company narrowed the field. It did a number of test bakes at the supplier's technology center.

The oven's flexibility for different cheesecakes as well as dough-based products includes total variability of the

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impingement velocity, top or bottom air only at various velocity levels, steam and unlimited air-circulation adjustments through the use of baffles along the sides. The end result is fully baked products that are consistent in color across the belt. Throughput of cheesecakes at Rocky Mount is approximately 1,100 depending on the size and type of product.

After baking, the unloader reverses the loading process but offers the efficiency option of unloading single, double or triple rows, depending on the pan size, to maximize conveyor space and cooling capacity.

POST-BAKE. The plant started operations by producing only 9-in. Plain variety cakes. "By next spring, we will be producing all sizes of cakes and many of the more simple varieties such as swirl or those with minimal toppings," Mr. Michalski said. "A year from now, all varieties will be produced on the line."

After baking, the delicate cakes are conveyed through a 3-stage cooling and freezing process, all employing the supplier's Ultra Series 2 system. The first stage consists of a spiral cooler designed to provide very gentle thermal changes in the cakes — taking out the latent heat and allowing the cake to begin to solidify and stabilize. "Gentle cooling is critical to prevent surface cracking," Mr. Carango said.

The second spiral cooler maintains reduced air temperatures. The goal here is to bring product's core temperature down before entering the freezers. The supplier identified four critical process points or zones where the system individually controls the holding time, air flow pattern and temperature. Each step has target parameters that introduce the product to the next processing stage (decorating or slicing) at precisely the correct speed, consistency and temperature. Positioned between the second cooler and the spiral blast freezer is an area dedicated to cake decorating. A bypass conveyor moves undecorated cakes directly into the blast freezer.

Dwell time in each twin-spiral system is approximately two hours. The final stage of cooling — a spiral blast freezer — uses the supplier's 7000 Series welded floor system. This fully welded base is sloped to drain and can be gently heated to maintain a specific surface temperature. The heating system is controlled by PLC and has warning indicators should the temperature get too cold or too warm. The floor is made from 10-gauge stainless steel that along with the continuous seam prevents warping. The blast freezers bring the cakes down to a core temperature suitable for slicing.

Cleaning and sanitizing was a priority for all suppliers, and belt washing systems were installed on each of the three plastic chain conveyors. Located inside the entrance of each chamber, the self-enclosed units fully cover a section of the belt, top and bottom. High-pressure water sprays from the top portion of the twin-head wash system onto and through the belt as it travels slowly along. Each wash head outputs hot water at 500 psi while rotating at 500 rpm. Water that sprays through the belt then hits deflector plates on the bottom portion of the wash unit and deflects onto the bottom of the belt, completely cleaning both surfaces. Water and product debris are directed to the floor drains. The 3-stage cleaning process includes washing, rinsing and sanitizing heads and an air blower at the end to dry the belt.

▲◀ PLC-controlled air temperature, air velocity (fan speed) and cooling/freezing time (belt speed) insure uniform quality cheesecakes, while the fully welded, 10-gauge stainless steel floors (inset) improve sanitation and cleaning in the spiral coolers and blast freezers.

Even the plastic belts used in the Ultra Series 2 systems are unique. Each system features a patented automatic belt tensioning device that maintains uniform tension across the width and along the entire length of each segment of belting. It is designed to automatically adjust the tension based on cleanliness of the belt, load and general belt wear — all factors that affect belt tension. Results for the bakery are increased belt life, decreased dirt and decreased friction. "We had to find a belt system for the spirals that would prevent debris specks from dropping onto cakes below," Mr. Carango said. "You can't package a golden-colored Original Plain cheesecake speckled with crumbs or cake residue from spiral belts above."

Cakes are manually depanned using a pneumatic lift to separate the cake from the pan, which is transported back to the makeup area, while the cake moves down the line to the cutting stations.

▲ Frozen Plain variety cheesecakes are efficiently cut, with dividers automatically inserted, at one of four twin-station portioners.

Four portioning machines, two on each side of the line, cut the cakes into 12 or 14 slices depending on the variety and customer. The pre-portioners feature duplex product holders, fully automatic product positioning, auto-indexing and automatic divider-insert feeding. The dual product holders eliminate time lost from cake loading and unloading. A single operator doubles output by operating two machines simultaneously.

After slicing, cakes are returned to the line where they are boxed, cased, palletized and transported to storage. For product protection, the shipping dock is maintained at 40°F.

"To date, the plant is running ahead of our ramp-up schedule," Mr. Carango noted. "We attribute this to the people working on this project. That includes our employees here and in Calabasas Hills as well as suppliers and all contractors that worked so hard, putting their heart and soul into this bakery. We were running at 87% efficiency after only eight weeks. And that is amazing considering the major processing changes, especially the oven, we have made at this plant."

Preparation was critical, and the company had many of the key Rocky Mount employees spend several weeks training at Calabasas Hills, and several key managers and designated trainers from the West coast plant were on hand for the first few weeks of production in Rocky Mount.

As complex as it may seem, The Cheesecake Factory Bakery is the result of simple ideas: A devotion to quality and customer satisfaction, the right people to see the job through and a thorough enjoyment of creating indulgent, over-the-top delights. Successful combination of these ideas culminated not only in international product success and a restaurant phenomenon but also a new bakery filled with cutting-edge processing systems that provide flexibility, consistency and efficiency. ■