



National

# Clothesline

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## Spinning Yarns



On April 1, Netflix released its new show, *Worn Stories*, based on Emily Spivack's *New York Times* bestseller of the same name. The show tells stories of the impact garments can have on their owners who treasure them. More importantly, it's the kind of tale drycleaners know well. Columnist Peter Blake explores how you can use the show as a way to connect with customers (see page 10).

## Drycleaning sales are on the climb overall

The drastically declining drycleaning sales in the country during the past year have not painted a pretty picture for the industry, although it is indeed a pretty confusing one when you examine it even closer.

The best metric available to create those brush strokes has been the sales graphs compiled by SPOT Business Systems, which have publicly offered its statistical set tracking its base of hundreds of drycleaners.

Recently, the figures released in mid-April displayed an overall upward trend with retail sales making notable gains.

Last April, route sales were down more than 60% from the previous norm — that norm being defined by comparing 2018/2019 totals to 2020/2021 totals.

This April, however, routes were sitting close to 30% down, a significant improvement (see top right graph on page 12).

Retail/counter stores seem to tell a similar story. Retail sales were down well over 70% on average last April; this April they have climbed back up in order to only be down about 35% from the norm.

That means, during the past year SPOT users have made up over half of their sales deficits both in-store and with delivery, which is certainly good news for the industry. However, it is not the whole story.

Toran Brown, vice president of product management for SPOT Business Systems and owner of Rytina Cleaners of Sacramento, CA, noted that the company released the numbers

as a service to the industry. Since then, he has seen a few notable patterns over time.

"We are seeing accelerated growth," he said. "Certainly, we are in a seasonal period where growth is traditional within the industry right now, but we are seeing growth occur at a faster rate than it would normally occur. That's an indication that the U.S. drycleaning market is returning to some normalcy, although it still has a long ways to go."

Some states have longer to go than others. Colorado, Iowa and South Carolina are, on average, performing considerably lower than the national sales averages. Colorado and South Carolina are about 10% lower; Iowa is closer to 25%.

Iowa, in particular, is inter-

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## Clean 2022 open for general booth sales

During the second half of April, National Public Radio had reported that the U.S. vaccination campaign was progressing well. Since vaccination began in mid-December, more than 209 million doses had been administered.

Overall, 84.3 million people in the U.S. were fully vaccinated, representing 25.2% of the total population.

At the current rate, there may be reason for optimism looking ahead to Clean 2022, scheduled to take place from July 30 to August 2 in Atlanta, GA.

In that vein, Messe Frankfurt

has officially opened general booth sales for Clean Show 2022 exhibitors.

Currently, the exhibit floor has sold out approximately 50% of the available space.

Clean 2019 in New Orleans, the sixth time the trade show had been hosted by the Big Easy, sold out the exhibition hall and witnessed about 11,000 attendees altogether.

This year, Messe Frankfurt has already hosted physical trade shows. Their first in-person event of 2021 was Beautyworld Japan Fukuoka, which included

*Continued on page 12*



With a little over a year to go until the next Clean Show, Messe Frankfurt has officially opened sales for its 2022 edition in Atlanta, GA. The company hopes for solid attendance numbers such as the ones from the 2019 edition in New Orleans, LA (pictured above).

## DLI to host its inaugural virtual spotting class

After a year of travel restrictions as a result of the COVID-19 pandemic, many Americans are traveling by air again, perhaps seeking a much-needed, vacation. However, in late April, the Centers for Disease Control and Prevention still recommended those not vaccinated yet to refrain from traveling and increasing the potential to spread the virus.

Fortunately, drycleaners who need to improve or brush up on their stain removal skills, will

not have to worry about making any travel arrangements.

"The pandemic hit our industry hard," noted Brian Johnson, DLI's director of education and analysis. "In its nearly 100-year history, DLI's school was only closed one other time during World War II. With this course, we're offering in-depth, virtual, live training. This will help students understand this complex, but very important, aspect of the business."

The new virtual course is de-

signed specifically to give students maximum flexibility. Overall, it will take place in six separate sessions, all lasting three hours and taking place on Tuesdays and Thursdays throughout this month.

The course will begin on May 4 and continue on May 6, 11, 13, 18 and 20.

It will cover a lot of ground, including: removing coffee, ink, grease and other stains from clothing; identifying cotton, silk,

*Continued on page 12*



## Sneak Peek Inside

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A business that can run smoothly without the owner is more valuable and capable of thriving.

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Don't make the mistake of hiring or promoting the wrong person to management.

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Bruce Grossman begins his series on how to obtain, measure and evaluate boiler water samples.

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### Working up steam

The steam gun is the most commonly used item by spotters. It is also taken for granted too much.



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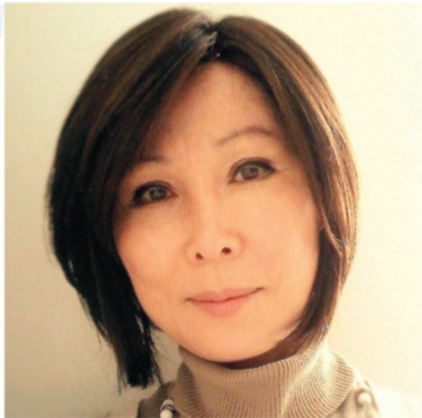


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# Finding balance

**G**rowing up while working at Fox Cleaners of Greensboro, NC, Lindsey Beane was taught the keys to running a successful drycleaning plant by an industry legend — Sto Fox. Of course, she just knew him as dad.

"I was in the call office," Lindsey recalled. "So, I was marking in, assembling and waiting on customers, and inspecting and the tagging and bagging... dealing with customer complaints. He wanted me to learn."

She learned quite well about the ins and outs of drycleaning, but she had struggles with lessons at school. "When I was growing up, I had some difficulties in school and I was in the special education program. I had some really good teachers who helped me realize that there was nothing wrong with me. I just learned a little differently."

"So, I wanted to be that person for other people, and I wanted to have a job where I had my nights and weekends and summers off — all of that. I really didn't understand what it meant to be a teacher and that you don't really have all of that."

After high school, she pursued a teaching degree while working for another cleaners, though later she went back to helping her father out in her spare time. In 2008, she graduated with a Bachelor of Education from the University of North Carolina at Greensboro and spent the next several years helping many students overcome their learning frustrations.

"Teaching was an incredible thing to do. I met some amazing humans in my students and in the other teachers I worked with and people in society who actually take the time to volunteer to help at schools. I've worked with some amazing people," she noted.

"I really loved the light-bulb moment my kids would get. I was reteaching curriculum that other teachers had tried to teach them. They'd be like, 'That's what she's been trying to tell me,' she laughed.

Over time, however, she became less enamored with the public's perception of the profession. "I just didn't want to do it anymore. Teaching is not a very thankful career at this point in time. It's just not. Teachers just don't get any respect they deserve and it really burned me out."

Finding herself at a crossroads to pick a new career, Lindsey had her own light-bulb moment. She realized she actually enjoyed drycleaning.

**T**he family business can trace its roots back to 1947 when Lindsey's grandparents, Watson Fox and Mary Lewis, started it after Watson returned home from World War II.

"My grandfather's theory was 'You must be pleased' so he was very strong on the customer service side, as was my grandmother," Lindsey explained. "My grandmother was a southern lady whose door was always open. We always had sweet tea and some kind of dessert for you. She always loved having company. I kind of got the feeling that was the way they ran the counter."

While the first generation of the Fox family to own the cleaners set a high

bar, the second generation raised it considerably. Sto took over the reins in the late 1960s when his father passed.

"He definitely carried on the tradition of high quality and I think he carved out more of the niche couture market," Lindsey said. "With the incoming of all of the discount drycleaners, I think he was trying to make that

where and not knowing what my total [cost] is going to be. I want to give my customers transparent pricing. I also do not upcharge a lot the way my father did. As a matter of fact, I upcharge very rarely."

Another difference is she has been more of a hands-on owner. "My father had a plant manager and they man-

dustry. It's always very circular," she said. "I feel like drycleaning is going to cycle back up. I definitely feel like wash-dry-fold is going to become a much bigger part again, like it was in the 1940s, 1950s and maybe 1960s. There's just a lot of people who don't want to do their laundry or can't for whatever reason."

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## Lindsey Beane

niche of making sure everything was done to the best of our ability and everything was touched up and as close to perfect and back-to-new that you could possibly get."

**W**hen Lindsey made the decision to buy her own drycleaning business, she was lucky that one that could trace its roots back to 1947 was up for sale. It was not named Fox Cleaners, though — Lindsey's brother Greg Fox has long owned the family business. Instead, it was Fordham's Cleaners, located a few miles away. When she bought it in 2015, it was actually struggling some.

"It was not doing as well as it had in the past," she recalled. "So, I basically came in and just made it mine. I followed my dad's and grandfather's theory and I spent a lot of time at the counter. I spent probably 60 hours a week, if not more, just being on the counter meeting customers, talking to customers... getting to know everybody. Everybody got to know me."

In time, everybody trusted her, as well, and the business improved. "The first couple of years, there was a lot of growth," Lindsey recalled. "There was a lot of new business. I did a lot of marketing."

She also had to bring the business into the 21st Century. "It didn't have an online presence at all," she said. "That was one of the things that I did when I took over. I did a Google page and a Yelp! page and I made the website. Teachers have to do those things. I made the website and I have an app that I am actually getting ready to cancel because not enough people use it."

While Lindsay learned a lot from the previous generations of her family, she also isn't afraid to break away from some traditional mindsets.

"Having prices listed on my website is huge. That is something my father never would have done," she explained. "I don't like going in some-

aged his plant and he managed the paperwork and the people. I'm right back there with you the whole time we're doing production," she said. "I think part of that is how our economy has changed. The [profit] margins just aren't there for me to sit in the office and let other people do it when I have one business."

**W**hile Fordham's Cleaners grew during the first few years of Lindsey's ownership, the more recent past has been less fruitful. In the wake of the pandemic, she found herself working more and more hours.

Fordham's was more fortunate than most cleaners who were hit with much bigger volume reductions, but the long hours were keeping her from family.

"I had worked an average between 60 and 80 hours a week through Covid. I would come in before 5:30 a.m. and work until 7 or 8 some nights in the spring. Lots of people do it, but when society sees it from the perspective of a mother with young children, we see it differently," she noted. "It's always challenging to have a good family life/work life balance. I think that's one thing that Covid really taught me... that as much as this business is important, it is not worth 80 hours a week of my life and missing my children's entire childhood."

So, the business was closed down on Saturdays and the result is that Lindsey feels she has a new lease on life.

"Being able to be home every weekend with my kids was amazing," she said. "It was like a whole new life for my relationship with my husband and my children."

Even with the recent struggles of the industry, Lindsey is not too concerned with its future. "I feel the industry has changed a lot over the course of my lifetime. The 1980s boomed. The early 1990s were pretty good. The late 1990s were kind of... meh. I feel like there's been a lot of ups and downs in the in-

**N**ow that Lindsey has achieved a better work/life balance, she wants to spend more time working on a new vermiculture venture in Greensboro.

"Vermiculture is just a fancy word for a worm farmer," Lindsey said.

The idea to become a worm wrangler originated from her desire to achieve better balance... for the planet.

"I feel like I need to balance my life with something to give back to the earth," she explained. "I really enjoy messing around with earthworms, so I'm going to collect food waste from residents and restaurants and feed it to my worms and create compost."

The business, called Happy Earth Composting, can get a bit dirty at times, but then, so can cleaning people's dirty laundry. Lindsey notes that she can house about 1,000 worms per square foot and she currently has about 15,000 worms altogether.

"I have 15,000 worms that can eat a third of their weight a day in waste — which is really the side I'm interested in. I'm more interested in reducing what goes in the landfill. The compost is just a byproduct that I will end up with to make money," she noted.

Vermiculture is a growing industry. It probably doesn't hurt that the EPA estimates that food scraps and yard waste together make up more than 30 percent of what we throw away.

If Lindsey ever decides to expand the composting business, it's easy enough. She simply can order more worms from her local worm farmer in Raleigh through the mail. While it remains to be seen if she can succeed with her new business as she has with Fordham's Cleaners, Lindsey probably won't beat herself up too much if it doesn't.

"Sometimes, the customer is just not going to be happy. Sometimes, the spot is just not going to come out," she said. "Sometimes, you just have to give yourself a break and know that it's OK that these things happen."





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# BUILDING VALUE



BY KERMIT ENGH

## Why you should fire yourself

If you find yourself in a position where your customers insist on speaking with you directly instead of your employees, then you might want to consider shifting your structure so you can improve the value of your business. When we bought Fashion Cleaners in 1992, we had one very high maintenance customer who always asked for the prior owner. I would just answer that he was not in today, but could I help? After a couple of months, she said, "Rueben isn't there anymore, is he?" I said, "No, but can I help you?"

Here is why: A business that can thrive without the owner at the center of all its operations is more valuable because processes can run smoothly with or without you. If you are too stuck in the weeds, you will have a difficult time improving or evolving — and your employees will not have the opportunity to grow and become advocates for your brand. To maximize the value of your business, you should set a goal to quietly slip into the background and let your staff take center stage. Here are five ways to make customers less inclined to call you:

**1. Re-rank.** If you display the

bio of key staff members on your website, re-order the list so that it is alphabetical rather than hierarchical.

**2. Rebrand.** If your surname is your company, consider a rebrand. There is nothing that makes a customer want to deal with the owner more than having the owner's surname featured in the company name.

**3. Hire a president or general manager.** Giving someone the title of president or GM conveys the message that they have the real authority to solve customer problems.

**4. Use an email auto-responder.** Tim Ferriss, author of *The 4-Hour Workweek* among other books, made the email auto-responder famous, and it can serve you well. Set up an automatic response to anyone sending you an email explaining that you are travelling or attending to a strategic project and unable to answer their questions immediately. Instead, train customers to direct questions to the person best suited to answer them quickly.

**A word of caution using this strategy:** If you continue to answer customer emails after setting up an auto-responder, it is going to become transparent that

you are just trying to hide behind your autoresponder, which could diminish your credibility. If you set one up, you need to be ready to let others step in.

**5. Play hooky.** If you have the kind of business that customers visit in person, set up a home of-

strong as the hub. The moment the hub is overwhelmed, the entire system fails. Acquirers generally avoid these types of managed businesses because they understand the dangers of buying a company too dependent on the owner. Here is a list of five

Table Rock Lake, MO, or Mexico. Choose your place, and then Go!

**4. You know all your customers by first name.** It is good to have the pulse of your market, but knowing every single customer by first name can be a sign

### To maximize your business value, you should set a goal to slip into the background.

five so you can spend more time away from your location. I enjoy my home office and find I can accomplish working on my business as well as reading books and articles to further my knowledge. Remember, leaders are readers.

#### Five Reasons Why Your Business is Too Dependent on You

If you were to draw a picture that visually represents your role in your business, what would it look like? Are you at the top of an organizational chart, or stuck in the middle of your business like a hub in a bicycle wheel?

The hub-and-spoke model is a driver of value that shows how dependent your business is on your for survival. The hub-and-spoke model can only be as

top warning signs that show your business could be too dependent on you.

**1. You are the only signing authority.** Most business owners give themselves final authority... all the time. But, what happens if you are away for a couple of days and an important supplier needs to be paid? Consider giving an employee signing authority for an amount you are comfortable with, and then change the mailing address on your bank statements so they are mailed to your home (not the office). That way, you can review everything coming out of your account and make sure the privilege is not being abused. I have yet to give up this one. I still sign all the checks and reconcile the bank accounts. This all is the result of one really bad apple many years ago. It is important to start letting go, and always trust but verify.

**2. Your revenue is flat when compared to last year's.** Flat revenue from one year to the next can be a sign you are a hub in a hub-and-spoke model. Like forcing water through a hose, you have only so much capacity. No matter how efficient you are, every business dependent on its owner reaches capacity at some point. Consider narrowing your product and service line by eliminating technically complex offers that require your personal involvement, and instead focus on selling fewer things to more people. With 2020 behind us, how would you reevaluate your services?

**3. Your vacations... do not feel like vacations.** If you spend your vacations answering questions and putting out fires from your cell phone, it is time to cut the cord. Start by taking one day off and seeing how your company does without you. Build systems for failure points. Work up to a point where you can take a few weeks off without affecting your business. I know owners who have graduated to turning their phone off except for a short time in the a.m. and late in the afternoon. This is hard as we have trained ourselves to always be available. What would you do during that time? Pick a destination and visualize it. I gravitate towards

that you are relying too heavily on your personal relationships being the glue that holds your business together. Consider replacing yourself as a rainmaker by hiring a sales team, and as inefficient as it seems, have a trusted employee shadow you when you meet customers so over time your customers get used to dealing with someone else. When we acquired our first cleaners in 1992, I worked hard to know everyone who came in the door. Now, I enjoy hearing customers that our customer relations managers know all of their names, or even better, having my managers introduce me to our customers.

**5. You get cc'd on more than five e-mails a day.** Employees, customers and suppliers constantly cc'ing you on e-mails can be a sign that they are looking for your tacit approval or that you have not made it clear when you want to be involved in their work. Start by asking your employees to stop using the cc line in an e-mail; ask them to add you to the "to" line if you really must be made aware of something — and only if they need a specific action from you. Start asking, "What would you do if I were not here today?" and use these answers for coaching. Soon the questions will stop, and actions can happen more quickly.

This list is pretty heavy, but keep in mind the reason you are in business is to provide a better life for you and your family. As I have written previously, getting time back is always at the top of my yearly priorities. How you use that time is up to you. Until next month, keep Building Value.

**Kermit Engh has been an owner/operator in the drycleaning industry for over 28 years and has been a Methods for Management member for over 24 years. His current position as managing partner and as a Certified Value Builders Coach allows him to share his extensive background in strategic planning, finance, process improvement, packaging and branding, employee training programs, profitability, cost analysis, acquisition analysis and succession planning. Contact him at kengh@mfmi.com.**

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# AN OUTSIDE PERSPECTIVE



BY PETER BLAKE

## Has drycleaning hit the mainstream?

It is not often that drycleaning makes an appearance in the mainstream unless it is negative press, publicity, or jokes at our expense on *Seinfeld*. I can't tell you how many times I have been called about how our industry has been portrayed by popular culture. If you are like me, Netflix accounts have gotten quite a workout over the past 12 months. I was intrigued to see a new Netflix show this April: *Worn Stories*.

The premise is very poignant and has a great message that our industry should

understand. Here is the excerpt from the Worn Stories Project:

### About the Project

*Our clothes are full of memory and meaning. That's why we all have garments — hanging in our closets, shoved in the back of drawers, and boxed up in garages — which we haven't worn in years but just can't part with. And there are the clothes we wear every day whose stories are still unfolding. Everyone has a memoir in miniature in at least one piece of clothing. The first-person accounts Emily Spivack has collected in Worn in New York and*

*Worn Stories reveal how those clothes protect us, serve as a uniform, assert our identity, or bring us back to a place and time — how they are encoded with the stories of our lives.*

This is exactly the message our industry needs to understand. The clothing and garments we clean often have a story and hidden meaning.

It is not just a dress, or shirt, or suit — it can have significance and value beyond what we initially see. Often, there is real meaning behind the garments your customers are entrusting you with. As an indus-

try, we need to treat every garment like there is a story to tell.

### An Opportunity for Cleaners

When things like this occur, I look for ways I can relate to it and how this can impact our industry. I think of ways members of the industry can leverage this to their benefit. You have a natural occurring story in mainstream media and an opportunity to capitalize on it.

I would embrace the project, and I would use my social media outlets to highlight the premise. I would use the books and new Netflix series

as a segue to discussing your customer's garments. Highlight it on Instagram, Facebook, etc. Then use the hashtags #wornstories, #Netflix and invite your customers to tell their own worn stories.

The real value of social media is to engage your audience and your customers. You want to interact with them and have a dialog. This is a great opportunity to do that. Invite your customers to the discussion.

Occasions like this to foster a positive image for the industry are too far and few between not to capitalize on them. Ask your customers for the stories behind their garments. Invite them to post pictures of the garment or themselves wearing the garment. Maybe offer a special or incentive for sharing a story on your Facebook or Instagram pages. You could offer to clean the garment for free or 50% off. You could have a contest for the best story and picture. There are some great possibilities, but you must seize opportunities like this and leverage them to your advantage.

You might be amazed by some of the stories your customer's garments have to tell. If you do jump on this opportunity, let me know and share the stories you hear with me on my Facebook pages.

### The "Worn Stories"

In the spirit of full disclosure, the series is not as on-point as the Worn Stories Project and books.

For a program about clothing, there was a significant lack of wardrobe in the first episode, to say the least. So, be forewarned: This series is not for everyone.

By the second episode there were better stories being told including a man who discusses his simple button-down dress shirt. It is the first shirt he purchased since being released from prison and the project focused on the feeling of pride and freedom it represents to him.

So, when your customers have a claim, and they tell you it is their "favorite blouse," think back to this project.

There might just be a hidden story. As garment care professionals, we care for the fabric of life and it can go much farther than the textiles we clean. You very well may be keeping stories and memories alive.

Peter Blake serves as executive director of the North East Fabricare Association, the Southeast Fabricare Association, the MidAtlantic Association of Cleaners and the California Cleaners Association. He can be reached by email at [peteblke@aol.com](mailto:peteblke@aol.com) or by phone at (617) 791-0128.

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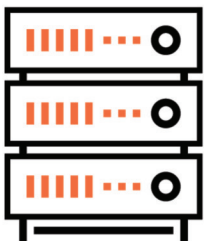


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# Drycleaning sales on the climb

*Continued from page 1*

esting to examine because it is a bit of an anomaly. At press time, they were ranked #16 in the nation in terms of states with highest percentage of fully vaccinated people (28.4%), according to National Public Radio. Additionally, they were ranked low in unemployment — #7 with only 3.7% unemployed according to the U.S. Bureau of Labor statistics for March 2021. Both of these factors should help local businesses.

Even more perplexing, Iowa is one of the few states that have mandated in-person learning in schools that took effect on February 15 of this year. Logically, this should also help business sales, but there are clearly other factors at play.

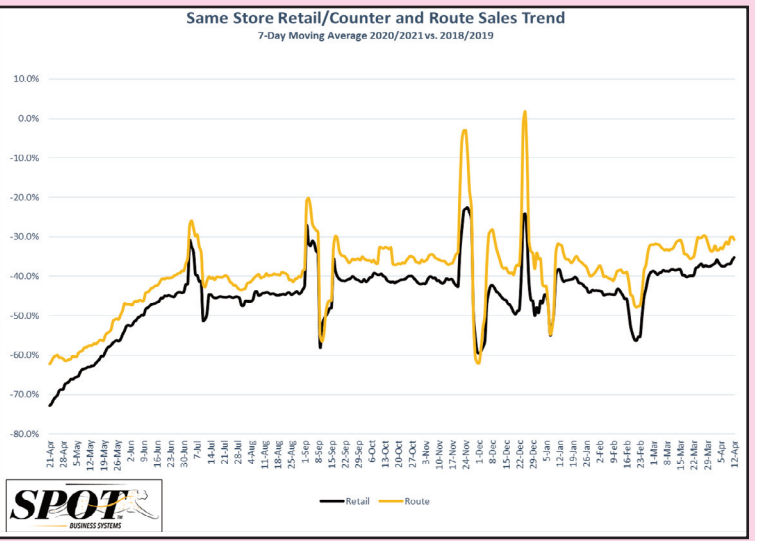
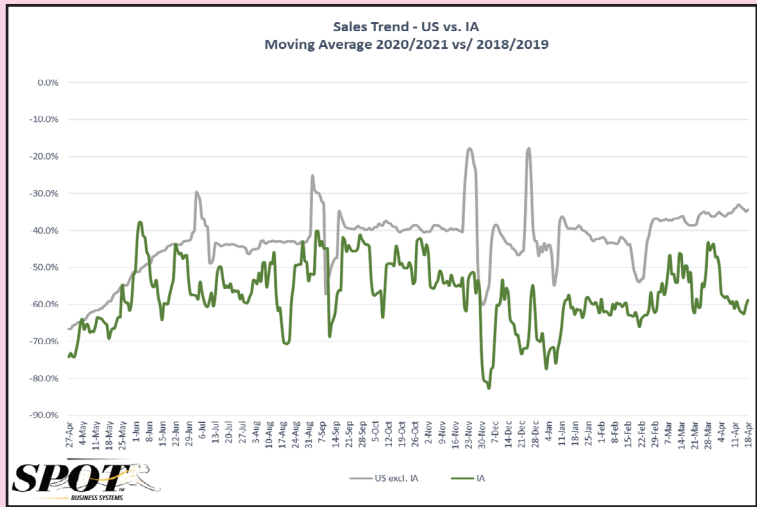
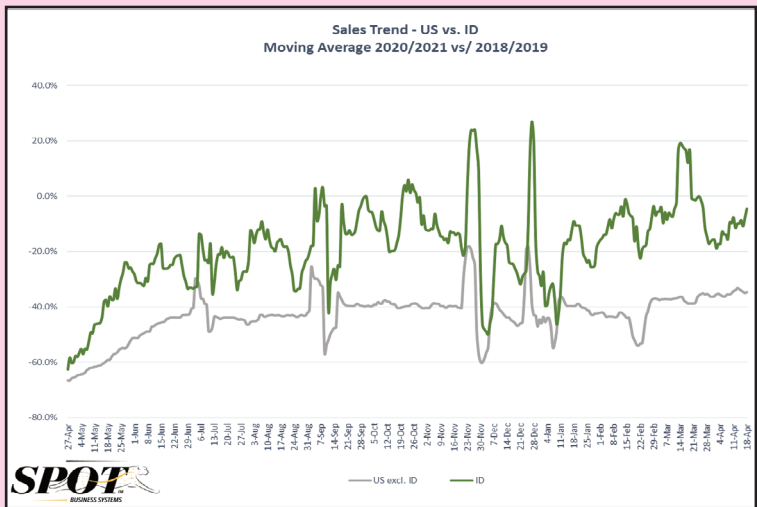
On the other end of the spectrum, Arizona, Idaho, Montana, Nevada, New Mexico, Oklahoma and Texas are all currently performing significantly higher than the national average for drycleaning sales.

One aspect all seven states have in common is that they are geographically located on the western side of the U.S. map, though, to be fair, so is Colorado, which is one of the most under-performing states.

The two states that are actually performing the best in terms of sales right now are Idaho and Nevada, both close to climbing back up to even sales as compared to their norms two years ago.

Idaho might benefit from a low unemployment rate (ranked #6 with only 3.2% in March) and it has been generally less stringent with Covid restrictions than many other states.

Nevada, on the other hand, has high unemployment (ranked #46 with 8.1% in March) and its vaccine rollout has covered



**SPOT Business Systems has charted the national retail and route sales for its customers over a seven-day average, comparing figures from 2018/2019 to the same dates in 2020/2021. The chart above reveals route sales are close to -30% from two years ago and retail sales are about -35%. More recently, SPOT offered *National Clothesline* graphs of state average sales totals for areas performing above and below the national average. For a tale of two states with opposite fates, reference the top graph on the left that shows Idaho's averages are near 0 (meaning, on average, sales are almost even with two years ago) and over 30% above the national average. Meanwhile, Iowa (left) is struggling with sales down close to 60% below the norm and about 25% down from the national average. When comparing an individual state to the national average, SPOT removed that state's sales totals from the average.**

about 24% of the state, ranking it #38 on NPR's list — both factors that would likely be less conducive for strong sales. However, Nevada began to re-open schools for various grades recently following a tragic surge of at-home student suicides during the pandemic.

As for the remaining five states which are significantly above the national average, the numbers have been a little more varied. Arizona and Texas, both states with larger populations, have currently hovered around 5% and 10%, respectively above the U.S. average. New Mexico is up about 15% and Oklahoma is up about 20%.

These numbers point to the

fact that the three regions achieving the best overall numbers at this time are the Southwest, Southeast and West.

Ultimately, the drycleaning market's health hinges on many factors that vary from state to state, but the sales numbers have revealed one interesting pattern.

"One of the current trends that we've seen is an increase in revenue per piece because there has been a decrease specifically in the shirt business," Brown explained. "Business people aren't going into the office. The shirt business has dropped dramatically, which has caused drycleaning — what little drycleaning that is coming in — to represent more of the mix."

"If you look at the pieces per visit for retail... steady decline over the past year... this is the commencement of Covid," he continued. "We're not seeing pieces on a visit-basis pick up."

The numbers have also suggested that many drycleaners have not raised prices during the pandemic, which could certainly hurt sales numbers.

This brings us to the management factor. Some SPOT customers are actually doing better than they were two years ago, but that is more of an exception to the general sales rule. Still, business strategy must obviously plays a pivotal role.

Brown offered his thoughts on the cleaners who are perform-

ing well right now. "I would describe them as being agile," he said. "They are looking at the marketplace and they are looking for opportunities to modify the way in which they do business and respond to the needs of the market."

Responding to the needs of their markets, many cleaners have added wash-dry-fold subscription services and on-demand delivery, but there is no simple formula to follow to solve all volume deficiencies.

"It's more how you choose to attack the problem in a mindset than it is some magic service of some magic point-of-sales system. In my opinion, there is no magic bullet at all," Brown said.

## Clean 2022 open for general booth sales

*Continued from page 1*

122 exhibitors and close to 4,000 visitors.

Messe Frankfurt also hosted Texworld Evolution Showroom Paris, allowing attendees to make face-to-face business discussions while complying with hygiene and safety standards.

Some precautions they have incorporated so far include: fully registering all participants be-

cause the maximum number of visitors is limited; providing disinfectant dispensers as well as medical care on site; and training of its employees, hostesses, elevator drivers, service and catering staff to be up-to-date on all COVID-19



measures. The company remains in close contact with various health authorities to make sure any recommendations and instructions are implemented.

Messe Frankfurt's decision to postpone the Clean Show for over a year will now result in, at the very least, a temporary change to the trade show's schedule, which, tradi-

tionally has taken place on odd-numbered years.

As a result, after Clean 2022 in Atlanta next year, the company plans to host the following installment in Orlando, FL, in August of 2024.

The Clean Show is organized in collaboration with five industry-leading associations: Association for Linen Management (ALM), Coin Laundry Associa-

tion (CLA), Drycleaning and Laundry Institute (DLI), Textile Care Allied Trades Association (TCATA), and Textile Rental Services Association of America (TRSA).

It is North America's largest exposition of laundering, drycleaning, textile care services, supplies, and equipment. For information on Clean 2022, visit [www.cleanshow.com](http://www.cleanshow.com).

## DLI will host its first virtual spotting class

*Continued from page 1*

polyester and othe fabrics; using bleaches without damaging the fabric color; using specialty products such as digesters, amyl acetate and acetone in stain removal; and identifying fibers and fabric construction.

Despite being a virtual offering, space for the class is still limited. Tuition is \$295 for DLI Budget Members, \$236 for DLI Standard Members and \$177 for

DLI Gold Members. The course is free for DLI Premier Members. Non-members must pay \$495 for the course.

To register for the spotting course, contact DLI either by email to [Education@DLIonline.org](mailto:Education@DLIonline.org), or by phone, (800) 638-2627.

In terms of DLI's other offerings, three free webinars are planned for this month.

"As business improves,

members are busier and have less time to spend online," noted DLI CEO Mary Scalco. "We're slowing down but only a little and continuing to offer educational and networking opportunities every week. Now is the time to make sure you and your staff have the skills required to take on new challenges or even brush up on some old ones."

The upcoming schedule will include "How and Why to Hire

an Outside Sales Team on a Budget" with Robert Bobo IV of Infinite Time Solutions on Wednesday, May 5.

On May 12, DLI will present a panel discussion on "New Services Members Are Offering" followed by "The Power of Setting Your Business and Personal Three-Year Vision" with marketing coach Dave Coyle of Maverick Drycleaner on May 19.

In addition to attending classes for free or for discounted prices, DLI members also gain the additional benefit of unfettered access to DLI's extensive video library.

The collection includes more than a few dozen videos covering a wide variety of topics. Categories include: diversification, maintenance, management, marketing, production, finishing and business sales and acquisitions.





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but raise the bar a little higher  
each time you succeed  
~ Mia Hamm*



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# SHIRT TALES



BY DON DESROSIERS

## Which type of manager have you hired?

Let's face it, it's difficult to find managers in this business. Wait. Let's be more specific. It's difficult to find *qualified* managers in this business. This is a very inconvenient truth because I believe that the most valuable investment that you can make — the one with the most significant return on investment — is a qualified manager. I see clear patterns.

**1. Hard workers with an exemplary work ethic are promoted to management.** I am as guilty as anyone on taking a great employee and withing them into a supervisory role. This has a clear advantage. It is important that employees view their leader as a person who isn't ever afraid to "roll up their sleeves."

If you expect a lot out of your staff, but are personally a slouch, you will fail as a manager. However, the downside will keep you stagnant. This person will do whatever it takes to get the work out. They will push through anything to make it happen. They will work long hours if necessary.

This is the most common type of manager I see. The problem is they work harder than they should. They are just fine with being the best employee in the company, but they don't groom their subordinates to be the same way.

There was a drop store manager in Louisiana some years ago who I am certain was the best drop store manager ever. And he knew it. He loved being the envy of his peers; the one who they looked up to. He

would do anything that was asked of him except for one thing. I believe that he would have been more valuable to the company if he worked to make the other managers in the company as good as he was rather than just viewing them from his ivory tower.

These managers are often too involved in the day-to-day and in their own agenda to look for ways to improve the company, streamline the operation and improve the customer experience. Change is tough for them and they cite being "too busy" as the reason for wanting everything to remain status quo.

**2. Long-term employees are promoted as management.** This type of manager isn't quite as common as the previous type, but there's a bunch out there and they are often very poor. Most times I find that they are on the wrong team. They are in a management role but they aren't on your team. It's easy to see this once you peel back the candy coating.

Let's say this person is your production manager and you pressure him/her to improve pressing productivity. Their response will be: "I keep telling them ("Them" being the press staff.) but nothing improves." Many managers think that they have done their job because they "keep telling them." Their job isn't to tell them; their job is to make it happen. Anybody can do the telling!

When push comes to shove, the manager still has failed to improve pressing productivity, but now the defense for failure

becomes more vivid. Now, instead of saying, "I keep telling them," they say "These people need their hours." You know that you have the wrong person in place when they say this. This statement shows that they are on the employees' team, not yours. When I hear this, I am not even sure that they ever sincerely addressed a productivity

habits that has continually thwarted his/her success or advancement.

If he is the former, then he is demonstrating his flexibility and his ability to adapt. Just because you need a manager does not mean that any of your procedures need changing. Just because you hire someone from the outside does not mean that

### I have found that former restaurant managers adapt well to the drycleaning industry.

issue with the press staff. I consider that they probably chose to sidestep the issue in order to avoid a confrontation with the staff. Remember, this "manager" was once their equal, but now they are expected to be their superior when they jumped to your side of the fence. That change in their thinking never took place, in spite of their words. The results, or lack of them, proves this.

**3. New hires who used to be a manager for another drycleaner are promoted to management.** Sometimes you think you've scored a touchdown when you stumble upon a person who was a manager at another cleaners, near or far. Sometimes you will be right, but not always. The trick is to make sure that this person adopts your methods first rather than you adopting his or her style. They might come to the table with everything you need, or they may come with a set of bad

their ideas are better than yours. I see this often with new startup plants. Someone completely unfamiliar with this industry hires a (much-needed) manager with an extensive resume. Every word this person utters sounds like gospel.

This is very dangerous, especially in the case of these industry newbies. By the time the new owner catches on, much damage has been done. And sometimes it's too late.

As a costly byproduct of any of these situations, investments in equipment are made in an effort to do the management work. Equipment doesn't run any business. Managers do. When you have any sort of problem, the solution always lies within management. But, it's a costly lesson. Examples of this are everywhere. You find that your shirt pressing quality is lacking. Customers are complaining or worse.

You see a shirt unit at the

Clean Show that presses shirt after shirt, flawlessly. You buy that but do not get the same results. Because you are only getting 20 pants per hour, you buy a sandwich legger so that you can get 50 pants per hour. It doesn't happen. You switch to bar codes to speed up assembly and eliminate errors. Nothing changes.

All of these undesirable results happen because you didn't need a shirt unit, a pants press or an assembly machine. You needed a manager who continually develops the staff, works to improve the company and to enhance the customer experience. Equipment minus management often turns out to be a train wreck.

I have found that former restaurant managers adapt well to this industry. The environment in which they work is similar to ours in that the surroundings are not glamorous, the need to get it done now prevails, and it can be hot and uncomfortable to work.

Admittedly, the learning curve can be steep, but the right person easily overcomes that obstacle.

Unfortunately, the epilogue here does not contain a magical answer, only wisdom. We all have made bad hires, but the trick is to be capable of recognizing when enough is enough; being able to read the handwriting on the wall to be able to (one more for the cliché-fest) to see inside the crystal ball.

If you have multiple plants, train a new manager for Plant A at Plant B. If you don't have more than one plant, train a new manager at a drop store so that he/she gets as much experience as possible with everything that goes on there... including reading lots of back issues of this and every other industry publication.

Good luck. It's a challenge out there!

*"If you do what you've always done, you'll get what you always got."*

Don Desrosiers has been in the drycleaning and shirt laundering business since 1978. He is a work-flow engineer and a management consultant who provides services to shirt launderers and drycleaners through Tailwind Systems. He is a member of the Society of Professional Consultants and winner of DLI's Commitment to Professionalism award. He can be reached at 40 Winchester Ln, Suite #5, Fall River, MA 02721, by cell (508) 965-3163, or email at [tailwind.don@me.com](mailto:tailwind.don@me.com). The Tailwind web site is [www.tailwind-systems.com](http://www.tailwind-systems.com).



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# THE ROUTE PRO



BY JAMES PEUSTER

## The value of on-boarding and training

One of the main reasons why we have employee turnover is because we do not have a solid on-boarding and training system or procedure that ensures that you will be able to retain your newer employees.

As we continue to see people struggle to hire, we are also seeing people bring in quality staff members and it's all due to the initial buy-in.

Here are a few steps that you can do that will help you get your new hire going and

believe that they have an excellent opportunity ahead of them.

1) Create a comfortable interview location and make them the number one focus.

Too often we see people getting interviewed by the same person who's covering the counter or the phones.

They are striving to make a good first impression and you should, too.

2) Create a career opportunity for them. The incoming prospect should feel like they

have a great opportunity to go past this position and they're not starting off with a dead end job.

Paint a picture of what the future looks like for them and this will increase their chances of staying longer.

3) Training and on-boarding is the absolute most critical element.

Obviously, you don't want to have your outgoing employee training the incoming newbie.

Recently at Route Pro Uni-

versity, we trained Randy Marsh from La Mer Dry Cleaners whose second day on the job was sitting in our office. Owner AJ Davidson completely gets it as he knows that any new hire needs to hit the ground running.

4) Build off the training and continue to lead and coach the new employee as you want to celebrate their successes and hold them accountable through the lessons learned.

I look at training and on-boarding as a continual

process, not just a 30-day program.

**By balancing both accountability and motivation, you will experience less turnover.**

5) Finally, as Mark Albrecht of The Route Pros says it, "Do not reward mediocrity, but celebrate accountability."

By balancing both accountability and motivation, you and your company will experience longer employee tenures and less turnover.

The bottom line is this: There are 150 things you can do that don't require you to pay them more to "keep" them.

Provide a great workplace atmosphere and make it fun so that the employees can find no reason to look elsewhere.

James Peuster is a consultant who specializes in route development, management and maintenance. He offers onsite consulting as well as ongoing coaching across the country. He also has cost groups to monitor route efficiency. For information, call (816) 739-2066 or visit [www.theroutepro.com](http://www.theroutepro.com).



Randy Marsh (left) from Le Mer Cleaners in Juno Beach, FL, recently spent his second day on the job with The Route Pros where he learned firsthand about "hitting the ground running." He is pictured receiving a certificate of training completion for his efforts from Route Pros owner James Peuster (right).



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# WRENCH WORKS



By BRUCE GROSSMAN

## Boiler water testing — Part I

In the past, companies supplying boiler maintenance chemicals like “boiler compound” had representatives visit your plant, take water samples and analyze them in order to prescribe the proper blow-down procedures and how much boiler compound to add and when.

However, the business model which provided that type of high-level service is no longer workable in most areas. Therefore, these test procedures must now be carried out by either sending samples to a lab for analysis or by onsite water testing by plant personnel.

The purpose of this series of articles is to teach how to use modern testing devices to analyze the water samples and determine the proper balance of boiler chemistry and blow-down procedure. Also, this series of articles will teach the methods used to obtain, measure, and evaluate boiler water samples.

Water is often referred to as the universal solvent and therein lies the problem. Water can dissolve almost anything

that comes in contact with it. Salts, sugars, acids, bases, many gasses — water just doesn’t care; it just dissolves them and keeps on rolling, rolling along.

**Water is often referred to as the universal solvent and therein lies the problem. Water can dissolve almost anything that comes in contact with it... salts, sugars, acids, bases, many gasses.**

Take a moment and think about it. What barbarian amongst us would confuse a glass of sparkling San Pellegrino or Perrier with a glass of common tap water, after all, it’s just H<sub>2</sub>O, isn’t it?

Well, the difference in taste is what is dissolved in the water (a solute is the term for something that is dissolved in a solvent, in this example water is the solvent) and water being added to the boiler must be treated in order to remove or control the concentration of most of these solutes.

There are three sources of water referred to in this and future articles on this subject:

**A. Tap, makeup or city water.** This is the raw water used to make up for water that has been lost in the process of using the steam generated by the boiler.

**B. Feed water.** This is the combination of fresh makeup and condensate returning to the return (condensate) tank.

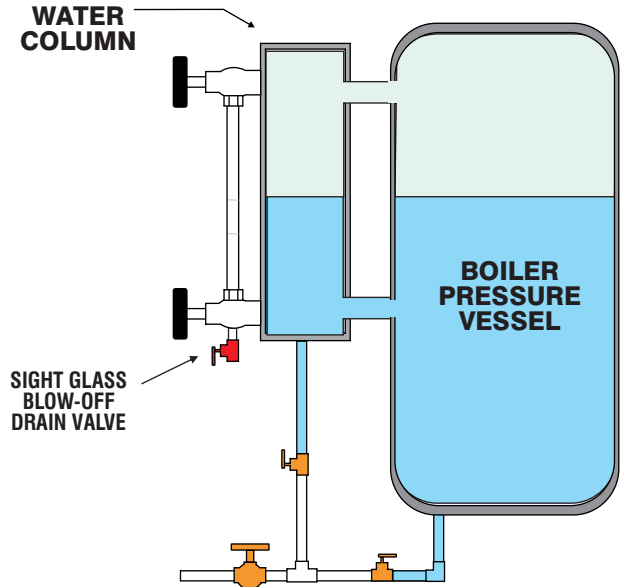
**C. Boiler water.** This is the water contained inside the boiler itself which will be converted to steam.

We will only be concerned with feed and boiler water from this point forward.

There are maximum allowable quantities of dissolved impurities for both feed and boiler water, and these will vary slightly with each boiler

### OBTAINING A WATER SAMPLE

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manufacturer. Although there is a long list of impurities to be found in water entering a boiler, in the drycleaning and laundry industries, by far, the major ones affecting the operation of boilers are:

1. Dissolved solids are known as TDS or total dissolved solids. This family of impurities provides the chemicals which form scale. As scale accumulates on the heat transfer surfaces inside the boiler it acts as an insulation blanket reducing the efficiency of the boiler which greatly increases fuel costs. Additionally, over time scale clogs the tubes and/or internal flow-path of water inside the boiler resulting in local hot spots on the heat transfer surfaces leading to early boiler failure.

2. Oxygen is dissolved in the new city water entering the return tank. This oxygen combines with carbon dioxide to form carbonic acid, a destroyer of the metal in the boiler and piping throughout the steam/return systems. The concentration of acids in boiler water is indicated by the pH (pH is a scale used to specify how acidic or basic [alkaline] a water-based solution is).

Fortunately, test equipment in the form of electronic meters are readily available, inexpensive, and easy to use. They provide the data to control the concentration of these bad actors. Measuring TDS and pH levels can indicate the condition of the treated water entering as well as inside the boiler, allowing us to adjust the blow-down frequency and the volume and timing of boiler compound addition to the re-

turn tank to prevent boiler damage.

### Obtaining a Water Sample for Testing

Where’s the best place to get a water sample? I’ve found the easiest and safest place to obtain a water sample is from the blow-off drain at the bottom of the sight glass on the water column. After turning the boiler on wait until there is just a few pounds of steam pressure and, while wearing a leather or rubber glove as well as eye protection, drain about a cup of water for testing. If there is not a ball valve at the bottom of the sight glass fixture, install one.

**Caution:** Steam will scald you on contact. Observe extreme caution when obtaining a sample! That’s it for this issue. Next month, I’ll be continuing on how to use the two boiler water measuring devices — the TDS and pH meters.

Bruce Grossman is the chief of R&D for EZtimers Manufacturing, the manufacturer of the Tattler steam trap tester; Drop In The Bucket and Sahara line of high purity separator water mister/evaporators and the new EZ Level line of return tank level and temperature controllers. The EZ Level replaces the problematic ball-float valve in your boilers’ return tank, helping to eliminate boiler damage and lost production caused by boiler down time. See our ad in this issue and for further information on the EZtimers product line or visit [www.eztimers.com](http://www.eztimers.com). Address any questions or comments to [bruce@eztimers.com](mailto:bruce@eztimers.com) or call (702) 376-6693.

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# THE SPOTTING BOARD



BY DAN EISEN

## The proper use of the steam gun

Spotting is an art indicated by the fact that some spotters are able to remove stains while others cannot even when they have access to the same equipment and materials. The steam gun is the most commonly used item that is often taken for granted by many spotters. Some spotters use it correctly and efficiently while others do not, causing results to vary.

The steam gun requires skill and knowledge to make it work effectively for you. The heat and pressure of the steam gun can aid or hinder you in removing a stain. The heat at the tip of the steam gun can reach a temperature of 300°F. In some instances, the heat and pressure is useful in removing stains quickly, especially on a dark garment with a built-up sweet stain. A sweet stain is defined as a stain composed of sugar, salt or starch.

It must also be noted that the heat and pressure of the steam gun can damage delicate fabrics such as silk and rayon, as well as fuse heat-sensitive fabrics such as polyester and acetate. On light-colored garments, the heat and pressure can oxidize and set the

stain. On light-colored garments, most stains are composed of substances that only partially dissolve with residue remaining that can become completely oxidized.

In my spotting classes I demonstrate this by having a student use the steam gun on a mustard stain in attempts to remove it. The result is a residue that cannot be removed without using bleaches. The correct distance that the steam gun is used is 3 to 5 inches above the fabric. You would easily know the proper distance by holding your hand over the stain and judging the heat that you feel.

A comfortable temperature that you feel is about 105 to 110°F, which does not set stains. The other problem a spotter faces is their attempts to flush a stain which appears to be wet side, but is frequently an oxidized oil stain. The heat of the steam gun further oxidizes this type of stain.

### Enzymes

The heat of the steam gun can be used to heat up an enzyme-based spotting agent. Some enzymes can work at a critical temperature between 100 and 120°F.

### Heating Chemicals

The steam gun is effective for heating up chemicals. This is one of the areas that cleaners tend to be in error when at-

The existing vapor coming from the gun is just enough to heat up the chemical process and produce the right chemical action.

### Fogging Method

On some rayons and silks you may encounter a discolored area due to a sizing shift. The steam gun is very useful

**The steam gun is effective for heating up chemicals. This is an area that cleaners tend to be in error when attempting.**

tempting. Chemicals are accelerated by heat. Every 18 degrees rise in temperatures doubles the chemical action. To heat up the chemical, you must use a light feather of steam. Many cleaners do not do this effectively. They use a little too much steam pressure which flushes away the chemical. A light feather of steam means the steam gun only emits a light vapor from the gun. If you have a problem adjusting the steam gun vapor by the pedal application or an adjusting knob, the following procedure can be used. Expel the steam from the steam gun on the floor and immediately release the pedal and quickly hold the gun over the stained area with the chemical on it.

### Feathering

The steam gun can also be a valuable tool for feathering a wet area. After spotting, bring the wet area over the vacuum area of the spotting board. Then, flush the outer area of the ring and use the air pressure to dry the wet area while applying vacuum. Always dry the outside of the wet area progressing toward the center.

### Bleeding Dyes

While doing wet side spotting, if you find an area bleeds, the following procedures for correction can be used. Place the garment over a towel and apply dry steam. This is accomplished by emptying the gun on the floor so any wet moisture is emitted. Quickly flush the areas that bled and then quickly dry it. The air pressure applied over the wet area will often force the dye into the towel.

### Flushing Chemicals

The steam gun flushes chemicals, but often not completely. For example, when using rust remover there is no amount of flushing that removes the rust remover, which is dangerous when remaining in the fabric.

This is a very dangerous chemical and therefore should be neutralized with a protein formula and then flushed again.

for correcting this type of problem. Put the discolored area over the spotting board. Then, apply dry steam so it only dissolves the sizing but does not wet the fabric. After the area has been fogged, use the air gun to dry it quickly. This method works very effectively.

### Clean Brushes

Before using the white wet side brush, steam it out to remove dye and chemicals. Do not use water on the black brush which is only used with dry side lubricants.

### Double Creases

If a garment has a double crease, the heat and pressure of the steam gun can be used effectively to remove the double crease.

### Ground-In Soil (Hemline, Collar and Cuffs)

After wet side pre-spotters are applied to ground-in soil, the steam gun can be an aid in removing this ground-in soil. Steam the affected area lightly which activates the lubricants, softens the fabric and allows better release of soil when mechanical action is applied.

Dan Eisen, former chief garment analyst for the National Cleaners Association, can be reached at (772) 340-0909 or (772) 579-5044, by e-mail at [cleandan@comcast.net](mailto:cleandan@comcast.net) or through his website at [www.garmentanalysis.com](http://www.garmentanalysis.com).

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# KEEP IT LEGAL



BY FRANK KOLLMAN

## Even managers need proper training

**F**requently, employees are promoted based on their skills as counter employees, mechanics, production employees, salespeople, clerical employees, or administrators.

Putting out product, handling customers, doing construction work, selling service contracts, entering payroll, and preparing budgets do not train individuals to be good supervisors. The net result of a promotion of a great employee can often be (1) the loss of a great employee, and (2) the addition of an inadequate supervisor. Very few people are promoted because of their apparent supervisory skills.

While some people are not suited to management, most great employees, if properly trained, can grow to be good to great supervisors.

Promotion without training, however, is like giving a supervisor a license to create human resources problems: discrimination lawsuits, employee complaints, lost productivity, and constant turmoil.

How many experienced supervisors, much less new ones, would know what to do in the following situations?

1. An employee insists that

he does not want to be paid overtime for the extra time he spends at his desk learning a new accounting program. He is willing to sign a waiver stating that it is his idea not to get paid. As an alternative, he asks if he can work through lunch.

2. An opening in the plant is created. An African American employee asks to be transferred, but you think a particular white employee

uations for the 15 years she has been with the company, but you think she is incompetent. She has a sign on her locker that says: "Age Discrimination is Against the Law."

5. You learn that a truck driver may have sold Amway to a customer. You want to talk to him about it, and he asks if Phil, the other driver, can sit in on the interview.

due in 4 months. She wants to know whether her job will be open when she returns from maternity leave.

8. John tells his coworkers that he has received a raise, and it causes morale problems. You need to prevent this kind of fallout in the future.

9. Sally tells you that she has three disabilities: depression, diabetes, and kleptomania. She says she will need to

lems, and there are real, practical solutions. But would a typical new supervisor know what to do?

There are five areas that need to be covered in supervisor training. A training program, regardless of its length, should cover these topics:

1. Federal, state, and local laws.

2. Company policies, especially if there is a union contract.

3. How to interact with employees.

4. Writing human resources documents.

5. Problem solving, such as solving the problems detailed above.

At a bare minimum, two to four hours would be needed to touch on these topics. Of course, training supervisors costs money and time. That is the main reason why employers take the "sink or swim" approach for supervisors, rather than give them training.

Nevertheless, managers or company officials can be "trained to train" new supervisors, drastically reducing the expense.

Labor and employment laws get more complicated each year. Further, employees are more and more inclined to sue, where in the past they merely looked for other work.

If a supervisor mishandles a promotion, termination, salary issue, or leave request, it could cost thousands of dollars to defend, even if the supervisor was not motivated by illegal reasons. Labor and employment laws are too complicated for the average supervisor to administer without some help.

If it is worthwhile to have "orientation" for new hires, it is worthwhile to orient new managers. In the long run, the cost will be far exceeded by the benefit.

Frank Kollman is a partner in the law firm of Kollman & Saucier, PA, in Baltimore, MD. He can be reached by phone at (410) 727-4300 or fax (410) 727-4391. His firm's web site can be found at [www.kollmanlaw.com](http://www.kollmanlaw.com). It has articles, sample policies, news and other information on employee/employer relations.

### Promotion without training is like giving a supervisor a license to create human resource problems.

has better skills and attendance. The white employee expresses no interest in the transfer.

3. It snows on a Thursday, and you close the shop at 3 p.m. to allow employees to get home before the roads are impassable. You decide to pay employees for the day. Three of your employees normally leave at 4:30, rather than 5:00. They ask to leave at 2:30 or be paid a half hour of overtime.

4. You inherit a 65-year-old employee from another supervisor. She has great eval-

6. The new counterperson is very attractive, and she dresses provocatively. She hears from one employee that some employees in the plant have been talking about how "hot" she is. She tells you it bothers her knowing that they talk about her, but she does not want you to do anything. She says she quit her last job because she had problems with the way the manager "glared" at her. That's why she filed a lawsuit against him.

7. The new hire announces that she is pregnant and is

report to work late several days a week, has to have three breaks a day to administer insulin and eat some carbohydrates, and probably will steal worthless trinkets from people's lockers now and again.

10. An exempt (from overtime), salaried employee starts coming in late every day, and leaves early two days a week. He says he has a drug addiction under treatment that will require him to keep this schedule for the next 18 weeks.

All of these are real prob-

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# NewsMAKERS



Jennifer Marquardt

The Route Pros recently announced that **Jennifer Marquardt** is joining the team as the customer service expert for on-site training.

“We know it is vital for our clients to have access to an expert who has hands-on experience at the counter, as well as retention,” said **James Peuster**, owner of the company that has been operating about 20 years.

“Jennifer is exactly what this industry needs — a fresh and positive spirit,” added **Mark Al-**

**brecht**, chief experience officer for the company. “The addition of Jennifer to the Route Pros’ team is exciting! Now, more than ever, Route Pros members are looking to achieve superior client relations and separate themselves from their competitors.”

Marquardt was also excited about taking on her new role with the company.

“I am very happy to be joining the Route Pros team,” she explained. “With a combination of James, Mark and myself, we are

excited to offer members the tools they need, not only to grow, but to thrive. Thank you James, Mark and all of the Route Pros members for putting your trust in me. Together, we are going to accomplish amazing things. I can’t wait to get started.”

Previously, Marquardt worked for almost 17 years in various leadership capacities for Arthur’s Executive Cleaners of Clarence, NY.

For more information, visit [www.theroutepros.com](http://www.theroutepros.com).

**ByNext**, the leading technology-enabled home services company, providing eco-friendly laundry, drycleaning and residential home cleaning, announced that it has acquired **WashBox**, a Los Angeles-based laundry and drycleaning delivery company.

The WashBox acquisition will accelerate ByNext’s expansion into a new market and solidify its position as a national leader in the home services space.

For more information, contact [press@bynext.co](mailto:press@bynext.co).

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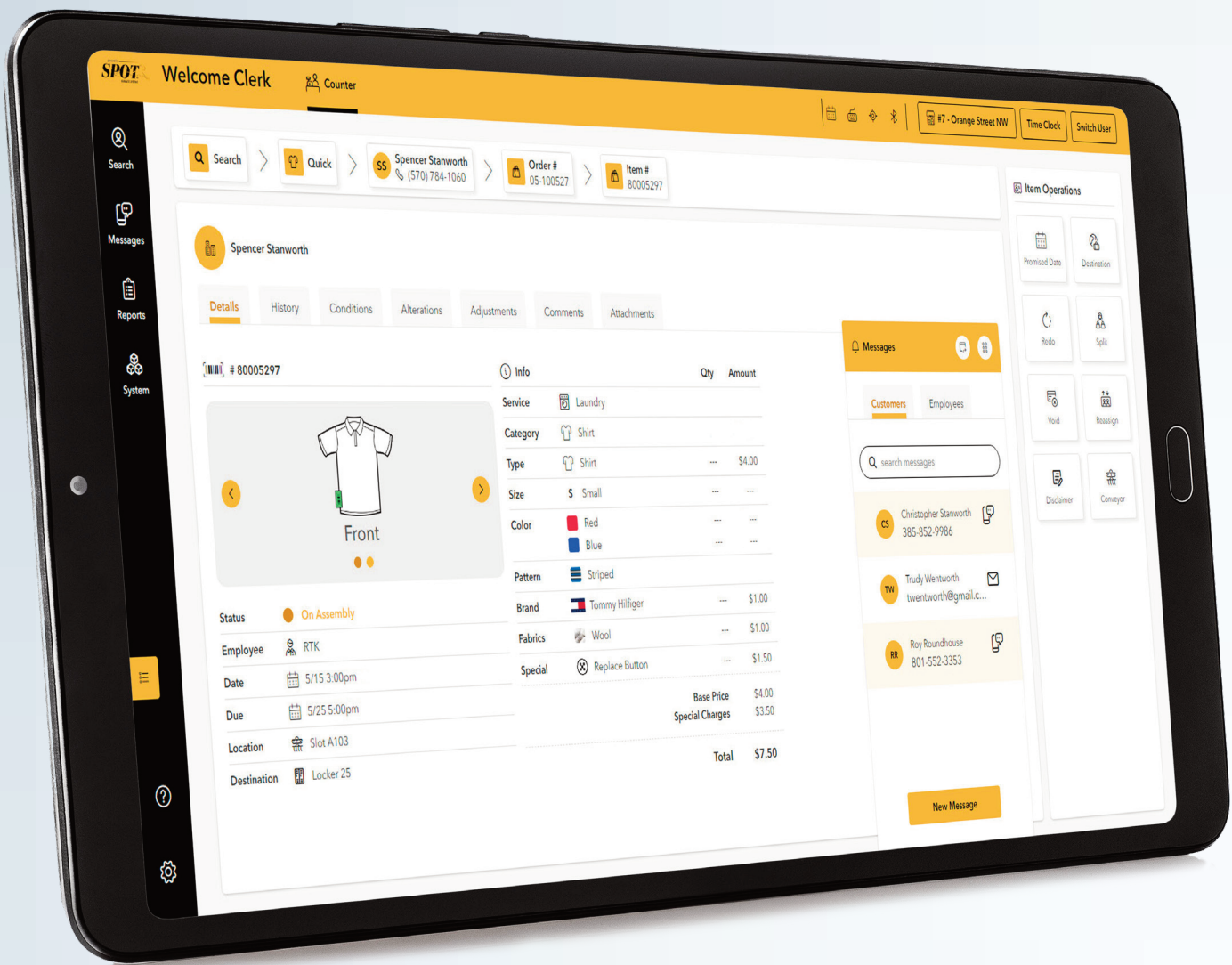
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Our new platform is built on the latest, industry-leading technologies from Microsoft, Google and Apple—technology you count on for your future.



## Integrations that Matter

We understand the integrations that make a difference. Metalprogetti, Twilio, BeCreative360, Zubie, Alexa and much more.







# **SAM-451 and TURBO-JR Plus**

## *Beautifully Finished Garments*

### **SAM-451**



### **SAM-451 MULTI-GARMENT FINISHER**

- For shirts, blouses, suit jackets, polo shirts, lab coats, chef coats
- No broken buttons, little or no touch-ups
- No shine or discoloration on dark colored shirts
- All size shirts small to 3XL
- All Fabric types (cotton, linen, silk, spandex, etc.)
- Soft to heavy starch
- Simple to operate; No experience needed



### **TURBO-JR Plus TENSIONING SHIRT & BLOUSE FINISHER**

**NEW, HIGH-SPEED,  
HIGH PRODUCTION,  
ECONOMICAL**

- 60+ shirts per hour
- Affordable
- No hot metal buck, no broken buttons, no color loss
- Small blouses to size 3XL shirts
- Fine quality finish
- Easy to operate
- Touch screen control
- Also Available TURBO-Jr.(E), *Electric Shirt Finisher*, No Boiler



### **TURBO-JR Plus**



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## **EUROPEAN FINISHING EQUIPMENT CORP.**

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