

## C&S's Holiday Heroes

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It's time to take a moment to recognize some of the heroes among us, following what's always our busiest time of year! Over the last couple of months, team members across the C&S family of companies stepped up, working as one team, handling problems quickly and effectively and troubleshooting in noteworthy ways to ensure we upheld our Company values and our commitments to our customers throughout the critical holiday season.

### *Going Ham in the Southeast*

**C&S Hammond** in Louisiana received recognition from Southeastern Grocers' (SEG) Regional Vice President Joey Medina, along with several of the SEG staff, after the Hammond team worked to make special off-cycle ham deliveries for two locations. **Transportation teams in Mauldin, S.C. and Hammond** also worked a special last-minute transfer of hams from Mauldin to Hammond to help cover service and ensure our customers received a superior experience.

### *Ice Cold Commitment*

In November, led by **Maile Miyashiro**, Manager, Retail Sales, Hawaii teams rallied in Kapolei for a party — but this was not your average holiday party. The team gathered in a 34-degree chilled area for a Holiday Packing Party, putting together thousands of Reser holiday side kits by hand for Foodland and independent customers Choice Mart and Okimoto Corp. C&S Hawaii Logistics, Hansen Distribution and Rainbow Sales and Marketing teams worked as one team to build more than 3,000 kits in record time, tenaciously putting our values in action and fulfilling our commitments. Their hard work and dedication ensured our customers drove sales and increased shopper loyalty.

### *Driving Positivity in the Pacific*

Over the holidays, one of Hansen's customers reached out to give special recognition to Oahu Driver **Juanito Carlos**. He was seen making an exceptionally large delivery by himself — not only facing the task head-on but doing it all with a smile on his face. C&S and Hansen are proud to have Juanito out in the field representing us. The positive energy and urgency he brings to work every day is a true testament to our values.

### *Working Hard in the Yard*

ES3 York's yard was extremely busy with inbound and outbound trailers this holiday season. Yard Manager **Joe Gary** and his team undertook a huge challenge — to increase throughput and capacity, both for storing trailers and by providing service to the warehouse inbound and outbound teams. In preparation for the season, Joe and his team secured offsite lots and developed a flow strategy to keep unnecessary empty trailers at one site and low priority inbound trailers at another. In order to execute their plans, Joe had to collaborate at a high level with several teams, including **Transportation, Account Management, local IT, Security and Systems Optimization**. Additionally, Joe and his team worked with the onsite transportation provider to move the trailers to the correct offsite lots, while also ensuring that the trailers were returned in time to execute on service levels for our partners and customers.

Normal yard operations average 1,300 trailers onsite with no offsite capability, but at the peak of the holiday season, they had 300 trailers offsite and 1,700 trailers onsite! From a security perspective, the team gated in an astounding 27,085 trailers and gated out 26,945 trailers between the weeks leading up to

Thanksgiving and the Christmas holiday. Joe and his team's accomplishments kept the warehouse operating at peak level despite the extreme yard volume, all while providing great service to our customers.

### *'Twas the Season for Demand Planning*

Procurement's Distribution team of Demand Planning Rep II's, led by **Jess Carpenter**, Team Lead and **Roland McNary**, Demand Planning Analyst — **Charlene Thomas, Stephanie LaPlante, Stacy Cloutier, Kimberly Corcoran** and **Jeremiah Lonie** — is nothing short of masterful. Though more than 50 percent of the team has under four months of C&S tenure, they were able to achieve something this team has never achieved before — distribution excellence throughout the holiday period. Even with a multitude of last minute special customer requests, their diligent efforts and persistence allowed them to execute flawlessly.

### *Crossed T's and Dotted I's*

A complex and sensitive transition with a Private Brand manufacturer arose over the holiday season, and **Cody Watkins**, Analyst, Supply Chain, ensured everything was in perfect order for a smooth transition. **Erin Dourdounas**, Senior Analyst, Merchandising, recognized Cody for his attention to detail and diligence in following up with all parties involved to guarantee a flawless move and zero service interruptions to C&S's private brand items.

### *Fresh Merchandising Delivers the Beef*

**Sue Colby**, Supervisor, Inside Sales, received notice that a customer reported that they were missing \$5,000 in choice beef tenderloin needed for part of their customer's special order. Sue jumped into action, contacting Customer Service, the warehouse and outside C&S support. **Ashley Trudeau**, Router II, in Customer Service provided a load number and emailed the team updates to keep everyone abreast of the status of their joint mission. **George Murray**, Account Manager, left his family holiday party from Boston to transport product to the store. Meanwhile, Sue was setting up pickup in North Hatfield and Warehouse Supervisor **Mark Haapanen** was creating invoices. He handed off product to Jay Pooler, Manager, Perishable Merchandise and Jay met George in Springfield, Mass. with the beef. They drove quickly and safely to deliver the product to the store, while George provided updated ETAs to Dennis, the store's General Manager. Within four and a half hours of first contact, the missing product was delivered and the customer expressed being "very happy!"

### *Lots of Props to Center Store Procurement*

Merchandising saw extraordinary performance on the Olean account during the holiday season. **Eric Seder**, Merchandising Analyst, demonstrated tenacity, dedication and focus on team development and the implementation of Olean ad billing process. Merchandising Analyst **Mark Mangan** continued to lead the Olean division and collaborated with Merchandising to provide best-in-class holiday service, which earned C&S strong, positive feedback from retailers.

Meanwhile, the Ahold Delhaize Grocery team saw a couple of their own impactful events taking place on Buyer **Spencer George's** desk. C&F Foods decided to close their business; after communicating this, the manufacturer was attempting to ship C&S what was left of Ahold's store brand items, as we'd been out of stock for a significant period of time. Spencer worked diligently with both the customer and manufacturer to keep everyone organized and up-to-date on current inventory and open order status. Although the manufacturer ultimately was unable to fulfill their residual inventory commitments, Ahold was very complimentary of Spencer's diligence and communication during what they called a "nightmare"

transition from the manufacturer.

During the same timeframe, Ahold had late promotional changes on one of their high volume pasta sauce lines. They were very concerned they would not be covered — but Spencer worked with the manufacturer to ensure product was landing at the right time and communicated a daily status update to help ease the customer's concerns. Again, Ahold reached out to recognize Spencer for his consistent, clear and proactive communication, which showcases his resolute commitment to our customer. Theresa Mullaney, Ahold's Dairy Manager, Replenishment, made a point to reach out with feedback: *"Just wanted to call out Spencer here, and what a great job he has been doing. Especially on the C&F line, which was a nightmare. Good stuff from him — consistent, clear, advance look-ahead. Nice work!"*

### *Procurement's Cross-Functional Feats*

Each week, Procurement teams across each functional area — Buying, Merchandising, Demand Planning, Sales and Operations Execution (S&OE), Scheduling, Procurement Solutions Optimization (PSO) and Inventory Quality — executed key holiday activities based on a comprehensive timeline that began in late August. The teams performed well each week, consistently completing the responsibilities designed to ensure success in driving results on service level, inventory management and reduction, gross profit, operational excellence and all other core areas of focus. And our customers took notice!

**From Don Pfeiffer, Manager of Own Brands at Tops Markets:** *"C&S Team ... Thanks for an excellent holiday. Great job."*

**From Deb Goldstein, Vice President, Demand Planning, CGO and Space Planning at SEG:** *"Team, Thanks to all of you for your part in helping to deliver a very solid Supply Chain performance in support of our business through the holiday season. I am proud of the team work and partnership this team showed as we worked to plan the season, address the issues as they came at us and in the end deliver the best service level performance we've ever seen to our stores and our guests. The bar will continue to move higher, so we must continue to work together to clear it. I look forward to our continued supply chain collaboration in 2020."*

**From a conversation with David Dessoify, Director of Supply Chain at SEG:** In his entire time at SEG, he said he has "never seen holiday performance this high in Center Store, even before C&S." Every holiday call with SEG started with mention of how well Center Store was performing and how our performance and communication made their ... calls easy and also drove sales.

**From Tony Chicarelli, Senior Vice President, Independent Sales and Bob Morton, Director, Retail Sales:** *Thank you for all of the hard work and great numbers. Even when issues did arise, everyone acted quickly and resolved them very fast. [Our customers] recognize that it isn't easy with everything we are faced with [and] appreciate everything we have done this holiday season."*

Team members within the C&S family of companies and their dedication to offering best-in-class service builds on our already strong relationships with existing customers and helps make us the partner of choice with newer customers. With many more untold stories in every location and department across the country, we would like to recognize each and every one of you for making C&S the best during the holidays and all year round.