

## ID Top 50 Distributors 2008

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### 1. Sysco Corp.

Houston, TX

Year founded: 1969

Chairman: Manny Fernandez

CEO: William DeLaney

Vice Chair, President, COO: Kenneth Spitler

Web site: [www.sysco.com](http://www.sysco.com)

2008 calendar year sales: \$37,850,000,000

2007 calendar year sales: \$36,370,000,000

&bullet; 89 broadline operating companies

&bullet; 20 SYGMA chain distribution units; specialty divisions in hotel supply, fresh produce, fresh meat

&bullet; 8,000 Marketing Associates (DSRs)

&bullet; 400,000 accounts

&bullet; 64% commercial, 36% noncommercial

&bullet; 360,000 SKUs

&bullet; 42% of broadline sales are of Sysco brand products

&bullet; 49% of broadline sales are Marketing Associate served

Sysco continues to focus on cost-saving operational efficiencies to offset recession-induced revenue losses. Headcount has been cut by 6 percent and the company is pushing ahead with centralized sourcing, transportation management and RDC (Redistribution Center) initiatives. Design continues on a new ERP (enterprise resource planning) project, as well. President and COO Ken Spitler describes it as a "technological enhancement that is the enabler for the future refinement of our core business model" and that will "make it easier for customers to do business with Sysco." Earlier this year, Sysco expanded its global reach with the acquisition of Ireland's Pallas Foods, a \$200 million broadliner.

### 2. U.S. Foodservice

Rosemont, IL

Year founded: 1853

Owners: Clayton, Dubilier & Rice, Kohlberg Kravis Roberts & Co.

President/CEO: Robert Aiken

Web site: [www.usfoodservice.com](http://www.usfoodservice.com)

2008 calendar year sales: \$19,800,000,000

2007 calendar year sales: \$20,000,000,000

- 69 broadline operating divisions
- 6 North Star Foodservice chain distribution units
- 13 Stock Yards specialty meat units
- 5,000 DSRs
- 250,000 accounts
- 300,000 SKUs
- Estimated sales split: 55% street, 45% multiunit

U.S. Foodservice in 2008 remained fairly quiet on the broadline side of its business, with the exception of following through on its commitment to invest in a new facility in Ogden, Utah, and undertake significant expansions of facilities in Florida and Minnesota. The company's sales for the past three years have remained essentially flat, with 2008's \$19.8 billion on par with 2006 performance of \$19.2 billion. A new Web site and positioning campaign, "Beyond the Plate," debuted earlier this year. USF's systems division, North Star Foodservice, has contracted considerably the past couple of years due to the loss of key chain account customers.

### 3. Performance Food Group

Richmond, VA

Year founded: 1987

Owners: Blackstone Group, Wellspring Capital Management

President/CEO: George Holm

Web site: [www.pfgc.com](http://www.pfgc.com)

2008 calendar year sales: \$10,200,000,000

2007 calendar year sales: \$6,300,000,000

Group affiliation: UniPro Foodservice

- 66 distribution centers

- Broadline territory is concentrated in central and eastern U.S., customized business is coast-to-coast
- 1,200 DSRs (broadline and Roma)
- 23 Managers, marketing managers, merchandisers and specialists
- Specialists in beverage/chemicals, produce, COP, E&S, cheese, culinary
- Estimated 68,000 SKUs

Performance Food Group went private in 2008 after its May acquisition by equity firms Blackstone Group and Wellspring Capital Management for \$1.4 billion. PFG was merged with the consortium's existing holdings of vending specialist Vistar Corp. and Italian specialist Roma Foods. Vistar's leader George Holm replaced PFG's Steven Spinner as president and ceo. Earlier this year, PFG became UniPro Foodservice's largest member when it merged its Progressive Group Alliance purchasing arm with UniPro. The company's volume jump over 2007 reflects the integration of Vistar and Roma Foods into the mix. Traditional broadline foodservice is not reported separately.

#### 4. Gordon Food Service

Grand Rapids, MI

Year founded: 1897

CEO: Dan Gordon

President: Jim Gordon

Web site: [www.gfs.com](http://www.gfs.com)

2008 calendar year sales: \$6,800,000,000

2007 calendar year sales: \$6,200,000,000

Group affiliations: DMA, Markon

- 19 distribution centers (9 in Canada)
- Estimated 35% of sales are in Canada
- Broadline territory spans northern Michigan to Key West, Florida, and coast to coast in Canada
- 130 GFS Marketplace cash-and-carry stores
- 45,000 accounts
- 16,000 SKUs

Though headquartered in a region hit especially hard by the economic downturn, Gordon Food Service reports 10 percent growth in 2008, down slightly from its 13 percent gain in 2007. GFS continues to expand: In May of this year it broke ground on a 15,000-square-foot distribution center in Pottsville, Pennsylvania, and last summer began construction of a 480,000-square-foot facility in Kenosha, Wisconsin. The Pottsville site is expected to open this October, while Kenosha is slated to start shipping in spring 2010.

## 5. Reinhart FoodService LLC

La Crosse, WI

Year founded: 1972

Owner: Reyes Holdings

Co-Chairs: Chris Reyes, Jude Reyes

CEO: Mark Drazkowski

President: Boyd Jordan

Web site: [www.rfsdelivers.com](http://www.rfsdelivers.com)

2008 calendar year sales: \$3,599,000,000

2007 calendar year sales: \$3,087,000,000

Group affiliations: DMA, IMA, Markon, SEFA

- 25 distribution centers

- 615 DSRs

- 325 managers, marketing managers, merchandisers and specialists

- 44 specialists, including COP, healthcare, produce, E&S, menu analysts, quality assurance, priority suppliers/brands

- 39,000 active accounts

- Estimated sales split: 84% commercial, 16% noncommercial

- 52.2% of sales to street accounts, 44.8% to multiunit accounts

Reinhart FoodService (RFS) in 2008 continued its buying spree, acquiring IJ Company in Atlanta, Banta Foods in Springfield, Missouri, and Supreme Foods in Suffolk, Virginia. On the technology front, RFS last year rolled out its new TRACSCAN program, which enables electronic scanning and verification of product at delivery, and voice-activated product selection. Earlier this year, it completed construction of a new "fold-out" distribution center in Chicago. The company is coping with the recession by focusing on optimizing relationships with existing customers, collaborating to drive traffic and take costs out of the system, and utilizing sophisticated supply-chain management and logistics technologies (i.e., bar coding, RFID) in virtually all areas.

## 6. Maines Paper & Food Service Inc.

Conklin, NY

Year founded: 1919

Owners/Co-chairman: David and William Maines

President/CEO: Christopher Mellon

Website: [www.maines.net](http://www.maines.net)

2008 calendar year sales: \$2,700,000,000

2007 Calendar year sales: \$2,071,000,000

Group affiliations: IMA, Markon, SEFA

- 9 distribution centers
- 4 MaineSource cash-and-carry units
- 66 DSRs
- 103 sales professionals including DSRs, ISRs, CSRs
- 40 managers, marketing managers, merchandisers and specialists
- Specialists include beverage, produce, brands, chemicals, corporate chef, tech support, COP, E&S, school bid
- 6,484 accounts
- Estimated sales split: 92% chain (average order \$4,123), 8% street (average order \$1,400)
- 41% of multiunit sales are to fast food
- 18,549 SKUs
- Product line: 97% national brands, 0.50% private label, 2.5% group labels

In 2008, Maines built a new distribution facility in Conklin, New York, and implemented a formal "business review" process designed to help customers boost sales and profits. A newly redesigned Web site launched to increase ease of online interaction with customers and a new portal provides access to metrics such as customer-service level and fill rates. The company has upgraded its current system software by implementing SAP, and new routing software enables daily review and adjustment of unprofitable routes. Maines's warehouse management system uses RF and voice technology to track product from receipt to put-away, replenishment, selection, loading and delivery. Going forward, value-added services to help customers increase sales and profits are strategic priorities, as is continual review of procedures and metrics to manage all cost sources.

## 7. Services Group of America

(Food Services of America-FSA, Systems Services of America-SSA)

Scottsdale, AZ

Year founded: 1987

Chairman/President/CEO: Thomas J. Stewart

FSA President: Doug Minert

SGA President: Peter K. Smith

Web site: [www.servicesgroupofamerica.com](http://www.servicesgroupofamerica.com), [www.fsafood.com](http://www.fsafood.com)

2008 calendar year sales: \$2,650,000,000

2007 calendar year sales: \$2,550,000,000

Group affiliation: DMA

- 13 FSA broadline distribution centers
- 4 SSA chain distribution centers
- Broadline territory spans 15 western and midwestern states
- Estimated 14,000 SKUs

Food Services of America earlier this year named Doug Minert to the post of president. He succeeded Tom Staley, who had been president since 1995 and with FSA since 1986. Another recent addition to the corporate senior staff is Lee Clark, who was named senior vice president of finance and chief financial officer.

## 8. Ben. E. Keith Foods

Fort Worth, TX

Year founded: 1906

President/CEO: Mike Roach

Web site: [www.benekeith.com](http://www.benekeith.com)

2008 calendar year sales: \$2,005,000,000

2007 calendar year sales: \$1,639,000,000

Group affiliations: DMA, Markon, NESAs, UniPro Foodservice

- 7 distribution centers
- 1,745,900 total warehouse square footage
- 470 DSRs
- 540 sales professionals, including DSRs, ISRs, CSRs
- 102 managers, marketing managers, merchandisers and specialists
- Specialists include E&S (6), beverage (12), produce (4), COP (4), culinary (7)
- Territory spans 11 South-central states
- 28,341 active accounts: 90% commercial, 10% noncommercial
- 56% of sales to street account sales (\$1,095 average order size); 44% multiunit accounts (\$4,032 average order size)
- 16% of multiunit sales are to fast food
- 33,644 SKUs: 85% national brand, 15% private label, 0% group label

Recent moves made by Ben E. Keith (BEK) include the acquisition of specialist Winn Meat Company and implementation of a new purchasing system, a new DSR order-entry system and increased business intelligence for operations. Additional technological enhancements include a new data mining tool for customers, participation in the iTrade network

for electronic purchase orders and contract/rebate management, paperless order deliveries and on-board computers. Construction is underway on a new \$50 million, 400,000-square-foot distribution center in Houston. BEK won the 2008 IFMA Distributor Sales & Marketing Performance Award and its president, Mike Roach, won the IFDA Cornerstone Award for leadership and contributions to the industry.

#### 9. Shamrock Foods Co.

Phoenix, AZ

Year founded: 1922

Chairman: Norman P. McClelland

President/CEO: Kent McClelland

Web site: [www.shamrockfoods.com](http://www.shamrockfoods.com)

2008 calendar year sales: \$1,700,000,000

2007 calendar year sales: \$1,625,000,000

Group affiliations: DMA, IMA, Markon, SEFA

- 4 distribution centers
- Estimated 310 DSRs
- Territory spans nine Intermountain and Southwest states
- 25,000 SKUs: 60% national brand, 10% private label, 30% group label
- Estimated 15,000 accounts
- Sales split: 80% commercial, 20% noncommercial
- 60% of sales are to street accounts, 40% to multiunit
- 20% of multiunit sale are to fast food

Shamrock in 2008 added a fourth warehouse—a systems distribution center in Denver—to service fast-food accounts. The prior year, the company expanded its presence in New Mexico with a new state-of-the-art distribution center in Albuquerque. Its flagship 850,000-square-foot headquarters facility in Phoenix is fully automated, including voice-activated picking, pick to belt, automated put-away and retrieval. Cadec and Roadnet transportation and fleet management technologies are used.

#### 10. Labatt Food Service

San Antonio, Texas

Year founded: 1968

President/CEO: Blair Labatt

COO: Al Silva

Web site: [www.labattfood.com](http://www.labattfood.com)

2008 calendar year sales: \$810,000,000

2007 calendar year sales: \$675,000,000

Group affiliations: UniPro Foodservice

- 4 distribution centers

- 811,425 total warehouse square footage

- 61 DSRs

- 106 sales professionals including DSRs, ISRs, CSRs

- 25 managers, marketing managers, merchandisers and specialists

- Specialists include processed beef/pork, dairy, bakery, produce, dry grocery, commodity dry, condiments, poultry, entrees, beef/pork commodity, seafood, nonfoods

- 7,408 accounts

- Sales split: 52% commercial, 48% noncommercial

- 13% of sales are to street accounts (\$1,211 average order size); 87% to multiunit (\$2,000 average order size)

- 13,265 SKUs: 100% national brands

Labatt showed strong growth in 2008, surging 20 percent over 2007 sales. Growth came across the board, according to President and CEO Blair Labatt. The company over the past several years has placed primary focus on growing multiunit sales, which now account for 87 percent of total revenues. In 2007, Labatt opened its fourth distribution center, a 147,866-square-foot facility in Houston. It also operates centers in Lubbock and Dallas, Texas, in addition to San Antonio headquarters.

#### 11. Cheney Brothers Inc.

Riviera Beach, FL

Year founded: 1925

Chairman: Byron Russell

Presidents: Bill Foley (Riviera Beach), Phil Schwab (Ocala)

Web site: [www.cheneybrothers.com](http://www.cheneybrothers.com)

2008 calendar year sales: \$787,000,000

2007 calendar year sales: \$750,000,000

Group affiliations: UniPro Foodservice

- &bull; 2 broadline distribution centers, 1 specialty meat division (Orlando Foodservice)
- &bull; 945,000 total warehouse square footage
- &bull; 265 DSRs
- &bull; 278 sales professionals including DSRs, ISRs, CSRs
- &bull; 100 managers, marketing managers, merchandisers and specialists
- &bull; 15,100 active accounts
- &bull; Sales split: 95% commercial, 5% noncommercial
- &bull; 70% of sales are to street accounts (\$600 average order size), 30% to multiunit accounts (\$2,500 average order)
- &bull; 5% of multiunit sales are to fast food
- &bull; 15,750 SKUs: 78% national brand, 20% private label, 2% group label

In 2008, Cheney Brothers Inc., (CBI) added Cadec transportation management technology, enabling real-time delivery/driver tracking. This year, the system is being enhanced with paperless invoicing and online availability to customers. The company also launched a new healthcare division, tapping the OptimaSolutions dietary management system, and has targeted that segment for significant growth. Cheney is also marketing "Green Balance," a variety of green initiatives both internally and for customers through value-added services and product alternatives. This year, the company is considering a new enterprise resource planning (ERP) system.

## 12. Institution Food House

Hickory, NC

Year founded: 1966

Owner: Alex Lee Inc.

President/CEO: David Stansfield

Web site: [www.ifh.com](http://www.ifh.com)

2008 calendar year sales: \$596,000,000

2007 calendar year sales: \$545,000,000

Group affiliations: DMA, Markon, UniPro Foodservice

- &bull; 2 distribution centers
- &bull; 860,000 total warehouse square footage
- &bull; Territory includes Florida, Kentucky, the Carolinas, Tennessee, Virginia, West Virginia
- &bull; 142 DSRs
- &bull; Estimated 6,000 accounts
- &bull; Estimated sales split: 95% commercial, 5% noncommercial
- &bull; Estimated 50% of sales are to street accounts

&bull; Estimated 27,000 SKUs: 75% national brands, 15% group labels, 5% private labels

IFH owner Alex Lee Inc. is made up of the foodservice distributor, as well as wholesale grocery distributor Merchants Distributors Inc. and Lowes Foods, a grocery retailer with more than 100 stores. IFH completed expansions to its headquarters distribution facility in both 2003 and 2004, and to its satellite center in Florence, South Carolina, in 2006.

### 13. AGAR Supply Co. Inc.

Taunton, MA

Year founded: 1940

Chairman: Alan Bressler

President/CEO: Karen Bressler

Web site: [www.agarsupply.com](http://www.agarsupply.com)

2008 calendar year sales: \$551,000,000

2007 calendar year sales: \$527,000,000

Group affiliations: F.A.B.

&bull; 1 distribution center

&bull; 275,000 total warehouse square footage

&bull; 54 DSRs

&bull; 73 sales professionals including DSRs, ISRs, CSRs

&bull; 31 managers, marketing managers, merchandisers and specialists

&bull; Specialists include beef/pork/poultry (10), produce (1), processed (2), paper (1), seafood (4), Latino (1), grocery (2)

&bull; 4,900 active accounts

&bull; Sales split: 73% commercial, 27% noncommercial

&bull; 85% of sales are to street accounts (\$1,600 average order size), 14% to multiunit (\$2,400 average order size)

&bull; 90% of multiunit sales are to fast food

&bull; 11,000 SKUs: 97.5% national brand, 2% private label, .5% group label

Agar last year put strong marketing focus on a new in-house test kitchen and corporate chef program to help customers with menu development and food-cost management. The company also is upgrading its ERP system and continues to push online ordering with customers. Other technology applications include RF scanning for inbound freight, voice-activated selection, an upgraded satellite tracking system for rolling stock and a virtual warehouse program for smallwares. In &ldquo;green&rdquo; initiatives, a new sustainable private-label seafood line packed in 100 % recyclable materials recently debuted, in-house recycling has been expanded and energy-efficient facility modifications are being explored. Customer and product-line rationalization are top priorities for 2009.

### 14. Glazier Foods Company

Houston, TX

Year founded: 1936

President/CEO: Bill Mathis

Web site: [www.glazerfoods.com](http://www.glazerfoods.com)

2008 calendar year sales: \$429,000,000

2007 calendar year sales: \$343,000,000

Group affiliations: MUG, UniPro Foodservice

- &bull; 2 distribution centers
- &bull; 557,000 total warehouse square footage
- &bull; 53 DSRs
- &bull; 80 sales professionals including DSRs, ISRs, CSRs
- &bull; 34 managers, marketing managers, merchandisers and specialists
- &bull; Specialists include disposables (1), operator trainer (1), COP (1), prepared foods (1), chemicals (1)
- &bull; 2,095 active accounts
- &bull; Sales split: 76% commercial, 24% noncommercial
- &bull; 31% of sales are to street accounts in Houston market (\$1,704 average order size), 0% of sales in Dallas market are to street accounts
- &bull; Multiunit account average order size is \$3,437
- &bull; 12% of multiunit sales are to fast food
- &bull; 11,027 SKUs: 98% national brand, 2% group label

Last year, Glazier focused on improvement in cost monitoring and using technology to help ensure DSRs don't sacrifice gross profit due to pricing errors. The company also continued to work on improving routing profitability and established a trust program with a healthcare broker to bring premiums down while maintaining benefits. Enhanced product resources, including CN information for schools and pictures of products on DSRs' laptops, were added, as was improved data communications via cell and wireless. Priorities this year include boosting employee efficiency; improvements in throughput, inventory control and damages; improving insurance; evaluating customer profitability and monitoring shifts in consumer habits.

## 15. CONCO Food Service

Metairie, LA

Year founded: 1901

Owner: Consolidated Food Companies Inc.

CEO: Victor J. Kurzweg III

President: Winslow Chadwick Jr.

Web site address: [www.concofoods.com](http://www.concofoods.com)

2008 calendar year sales: \$420,000,000

2007 calendar year sales: \$391,000,000

Group affiliations: DMA, IMA, Markon, SEFA

- 3 distribution centers
- 520,000 total warehouse square footage
- 115 DSRs
- 113 sales professionals including DSRs, ISRs, CSRs
- 2,700 active accounts
- Sales split: 65% street accounts, 35% multiunit (no fast food)
- 10,000 SKUs: 55% national brands, 45% private label, 0% group labels

In 2008, CONCO matched its 2007 growth rate of 7 percent, relatively strong for a distributor whose market was still struggling to recover from Hurricane Katrina losses when the current economic storm hit. Key issues this year, according to CEO Victor Kurzweg, are credit and deflation.

#### 16. Nicholas & Company

Salt Lake City, UT

Year founded: 1939

Chairman: Bill Mouskondis

President/CEO: Peter Mouskondis

Web site: [www.nicholasandco.com](http://www.nicholasandco.com)

2008 calendar year sales: \$404,000,000

2007 calendar year sales: \$367,000,000

Group affiliations: DMA, IMA, Markon

- 1 distribution center
- 12,000,000 total warehouse cubic footage
- 80 DSRs
- 100 sales professionals including DSRs, ISRs, CSRs

- &bull; 19 managers, marketing managers, merchandisers and specialists
- &bull; Specialists include COP (2), produce (1), brands (1), beverage/chemical (1), value-added service (1), culinary (1)
- &bull; 4,000 accounts
- &bull; Estimated sales split: 85% commercial, 15% noncommercial
- &bull; Estimated 43% of sales are to street accounts, 22% to local/regional chains, 35% to national chains
- &bull; 11,500 SKUs: 60% national brands, 30% group labels, 10% private label

In 2008, Nicholas & Company completed an expansion of its Salt Lake City distribution center, effectively doubling its dry storage and freezer space. Best innovations of the year, according to the company, were the introduction of segment catalogs, expanded POS marketing, adoption of and training on conceptual selling techniques, and implementation of Lotus and RF warehouse technology.

#### 17. Saladino's Inc.

Fresno, CA

Year founded: 1944

Chairman: Donald F. Saladino

President/CEO/owner: Craig A. Saladino

Web site: [www.saladinos.com](http://www.saladinos.com)

2008 calendar year sales: \$386,721,000

2007 calendar year sales: \$273,500,000

Group affiliations: UniPro Foodservice

- &bull; 2 distribution centers
- &bull; 212,000 total warehouse square footage
- &bull; 12 territory managers (DSRs)
- &bull; 37 sales professionals including DSRs, ISRs, CSRs
- &bull; 8 managers, marketing managers, merchandisers and specialists
- &bull; Specialists include protein (1), cleaning and sanitizing (2), produce (1), customer relations (4)
- &bull; 2,620 active accounts
- &bull; Sales split: 99% commercial, 1% noncommercial
- &bull; 25% of sales are to street accounts (\$1,625 average order size), 75% to multiunit (\$2,800 average order size). No fast food.
- &bull; 6,155 SKUs: 65% national brand, 30% private label, 5% group label

In 2008, Saladino's added customer-relations specialists assigned to specific multiunit/chain customers. They serve as information facilitators on new items, item transitions, promotions and operational requests such as delivery-day change and price-change communications. The company also put a call center in place to assist customers with order placement and provide options to suite customer needs. Its Territory Managers are non-commissioned sales consultants and do not take orders. Internally, the Saladino Leadership Team was created. It's comprised of five officers and vice presidents who function as a "vital decision making body with succession plan structure." Bio-diesel is used in all vehicles and a 100 % recycling program is in place, as is high-efficiency lighting. A new "green agenda" that touches many departments is being further defined this year and a new SAP solution is being implemented.

## 18. Perkins

Taunton, MA

Year founded: 1915

Chairman: Gary Perkins

President/CEO: Larry Perkins

Web site: [www.perkins1.com](http://www.perkins1.com)

2008 calendar year sales: \$381,000,000

2007 calendar year sales: \$ 387,000,000

Group affiliations: Golbon, SEFA

- 2 distribution centers
- 3 Restaurant Superstore cash-and-carry units
- 534,000 total warehouse square footage
- 117 DSRs (includes 13 DMs who sell)
- 167 sales professionals including DSRs, ISRs, CSRs
- 17 managers, marketing managers, merchandisers and specialists
- Specialists include seafood (1), meat (1), broadline (1), Italian (1), bakery (1), warewashing (1), E&S (2), jan/san (2), CAD (2)
- 12,000 accounts
- Sales split: 80% commercial, 20% noncommercial
- 38% of sales are to street accounts, 26% to multiunit,
- 38% of multiunit sales are to fast food
- 12,700 SKUs: 90% national brand, 8% group labels, 2% private label

Last year, Perkins switched its group affiliation from Federated Foodservice to Golbon. The company operates from a new 12-million cubic foot, state-of-the-art headquarters and distribution center in Taunton, plus a satellite DC in New Windsor, New York. Warehouse technologies include bar coding/RF inventory control, a high-velocity picking tunnel, wire-guided VNA (very narrow aisle) and a pick-to-light carousel system.

## 19. Cash-Wa Distributing

Kearney, NE

Year founded: 1934

Web site: [www.cashwa.com](http://www.cashwa.com)

2008 calendar year sales: \$343,000,000

2007 calendar year sales: \$308,000,000

Group affiliations: ProMark, SEFA, UniPro Foodservice

- &bull; 3 distribution centers
- &bull; 320,000 total warehouse square footage
- &bull; 65 DSRs
- &bull; 90 sales professionals including DSRs, ISRs, CSRs
- &bull; 7 managers, marketing managers, merchandisers and specialists
- &bull; Specialists include chemical, beverage, dietitian
- &bull; 7,500 accounts
- &bull; Sales split: 70% commercial, 30% noncommercial
- &bull; 79% of sales are to street accounts, 21% to multiunit
- &bull; 39% of multiunit sales are to fast food
- &bull; 18,000 SKUs

Cash-Wa this year is expanding its facility with a 70,000-square-foot freezer addition. The company cites possible deflation and a shrinking foodservice market as key issues for 2009.

## 20. Merchants Foodservice

Hattiesburg, MI

Year founded: 1904

President/CEO: Andy Mercier

Web site: [www.merchantsfoodservice.com](http://www.merchantsfoodservice.com)

2008 calendar year sales: \$310,000,000

2007 calendar year sales: \$234,000,000

Group affiliations: F.A.B., Tailor Made Distribution Solutions

- 3 distribution centers
- 75 DSRs
- 95 sales professionals including DSRs, ISRs, CSRs
- 6 managers, marketing managers, merchandisers and specialists
- 6,500 accounts
- Sales split: 67% commercial, 33% noncommercial
- 40% of sales are to street accounts (\$1,100 average order size), 25% to multiunit (\$2,900 average order size)
- 60% of multiunit sales are to fast food

Merchants' impressive growth in 2008 came in large part from the acquisition of Thomas & Howard in Newberry, South Carolina, which expanded its territory into both South and North Carolina. A founding member of Tailor Made, the industry's newest group enabling independents to better compete for chain business, Merchants moves up five notches in the rankings this year. The company utilizes RF and voice-activated picking in its warehouses, and EDI in purchasing. CEO Andy Mercier calls the Obama administration's proposed policies the biggest concern the company has this year.

#### 21. BiRite Foodservice

Brisbane, CA

Year founded: 1966

Chairman: Bill Barulich

President: Steve Barulich

Web site: [www.birite.com](http://www.birite.com)

2008 calendar year sales: \$291,000,000

2007 calendar year sales: \$263,000,000

Group affiliations: DMA, UniPro Foodservice

- 1 distribution center
- 275,000 total warehouse square footage
- 50 DSRs
- 62 sales professionals including DSRs, ISRs, CSRs
- 23 managers, marketing managers, merchandisers and specialists

- 2,500 accounts
- Sales split: 76% commercial, 24% noncommercial
- 48% of sales are to street accounts (\$2,056 average order size), 28% to multiunit (\$4,564 average order size)
- 5% of multiunit sales are to fast food
- 12,000 SKUs: 60% national brand, 25% group label, 15% private label

Coming off 5 percent and 3 percent growth in 2006 and 2007, respectively, BiRite achieved double-digit gains in 2008. A strong focus on marketing and advanced training for DSRs—including new protein seminars and margin management training—were introduced, delivery routes were realigned for greater efficiency, and fuel surcharges on non-contract customers were dropped last November. The company has aggressive green initiatives in place and has redesigned its Web site to better market those initiatives. Street sales growth and market expansion are among the key issues BiRite is focusing on this year.

## 22. Fox River Foods Inc.

Montgomery, IL

Year founded: 1956

President/CEO/owner: Ken Nagel

Vice president/owner: Frank Karabetsos

Web site: [www.foxriverfoods.com](http://www.foxriverfoods.com)

2008 calendar year sales: \$282,000,000

2007 calendar year sales: \$250,000,000

Group affiliations: ProMark, MUG, NESAs, UniPro Foodservice

- 1 distribution center
- 285,000 total warehouse square footage
- 56 DSRs
- 88 sales professionals including DSRs, ISRs, CSRs
- 35 managers, marketing managers, merchandisers and specialists
- Specialists include education (8), healthcare (6), nutritional sales (3), chains/multiunit (4), COP (1), E&S (2) chemical /beverage (5)
- 5,700 accounts
- Sales split: 53% commercial, 47% noncommercial
- 32% of sales are to street accounts (\$700 average order size), 25% to multiunit (\$3,000 average order size)
- 15% of multiunit sales are to fast food
- 10,929 SKUs: 70% national brand, 25% group label, 5% private label

In 2008, Fox River installed RF scanning in its warehouse, as well as energy-efficient lighting. Servers were replaced, as well. CEO Ken Nagel says the company's mix of business has enabled it to continue to grow during the recession and return to double-digit growth last year. Fox River was presented with the 2008 IFMA Excellence in Distribution Award, which honors a distribution organization that has demonstrated excellence in the categories of management and leadership, customer relations, supplier relations and industry/community contributions.

### 23. Wood Fruitticher Grocery Co. Inc.

Birmingham, AL.

Year founded: 1913

Chairman: Dave Wood II

President/CEO: John Wood

Web site: [www.woodfruitticher.com](http://www.woodfruitticher.com)

2008 calendar year sales: \$275,000,000

2007 calendar year sales: \$224,000,000

Group affiliations: UniPro Foodservice

- 1 distribution center
- 400,000 total warehouse square footage
- 55 DSRs
- 75 sales professionals including DSRs, ISRs, CSRs
- 10 managers, marketing managers, merchandisers and specialists
- Specialists include healthcare and smallwares
- 3,600 active accounts
- Sales split: 65% commercial, 35% multiunit
- 65% of sales are to street accounts (\$2,000 average order size), 10% to multiunit (\$3,000 average order size)
- 25% of multiunit sales are to fast food
- 17,000 SKUs: 85% national brand, 10% private label, 5% group label

Coming off of 4 percent growth in 2007, Wood Fruitticher had a strong year last year, growing its sales by 23 percent. The company achieved gains in average street account order size, from \$1,300 reported for 2007 to \$2,000 in 2008. Marketing and technology innovations were key areas of focus last year, as was staying on top of collections to maintain profitability during the recession.

### 24. C.A. Curtze Co.

Erie, PA

Year founded: 1878

Co-CEOs: Bruce Kern Sr., Doug Kern

President: Bruce Kern II

Web site: [www.curtze.com](http://www.curtze.com)

2008 calendar year sales: \$274,000,000

2007 calendar year sales: \$274,000,000

Group affiliations: ProMark, UniPro Foodservice

- 3 distribution centers
- 375,000 total warehouse square footage
- 128 sales professionals including DSRs, ISRs, CSRs
- 7,850 accounts
- Sales split: 99% commercial, 1% noncommercial
- 93% of sales are to street accounts, 7% to multiunit
- 14,000 SKUs

Recent developments at C.A. Curtze, which reports flat sales for 2008, include a redesigned Web site, a new voice-recognition ordering system and bar coding in the warehouse.

#### 25. Martin Bros. Distributing Co.

Cedar Falls, Iowa

Year founded: 1940

Chairman: John Martin

President/CEO: Brooks Martin

Web site: [www.martinsnet.com](http://www.martinsnet.com)

2008 calendar year sales: \$248,000,000

2007 calendar year sales: \$219,000,000

Group affiliations: UniPro Foodservice

- 1 distribution center
- 225,000 total warehouse square footage

- 42 DSRs
- 55 sales professionals including DSRs, ISRs, CSRs
- Specialists include registered dietitians (6), service representatives (15), jan/san (6), smallwares (2), large equipment (4), warewash/laundry (1), produce (1), COP (1)
- Sales split: 47% commercial, 53% noncommercial
- 77% of sales are to street accounts (\$1,012 average order size), 23% to multiunit (\$2,213 average order size)
- 1% of multiunit sales are to fast food
- 10,900 SKUs: 79% national brand, 17% group label, 4% private label

Last year, Martin Bros. added 55,000 square feet to its warehouse and implemented scanning technology for drivers when unloading. The company also hired back-of-the-house expertise to help customers during the recession and continued to work with them on menu management and waste analysis. In addition to customer reviews, Martin has started a distributor review process in which customers can evaluate the company. Key issues for 2009 include the ongoing impact of the recession and fear of government regulation, particularly on the labor front.

#### 26. Feesers Inc.

Harrisburg, PA.

Year founded: 1901

President/CEO: Lester Miller Jr.

Executive VP/COO: John Tighe

Web site: [www.feesers.com](http://www.feesers.com)

2008 calendar year sales: \$235,700,000

2007 calendar year sales: \$206,000,000

Group affiliations: UniPro Foodservice

- 1 distribution center
- 279,000 total warehouse square footage
- 4,000-plus accounts
- Estimated sales split: 70% commercial, 30% noncommercial
- Estimated 75% of sales are to street accounts, 25% to multiunit
- 13,000-plus SKUs: national-brand focus

Recent news at Feesers includes discontinuing operations at a second warehouse, in Lewistown, Pennsylvania, and consolidating all business into Harrisburg headquarters. The company also earlier this year won a long-standing pricing discrimination lawsuit against supplier Michael Foods and foodservice management company Sodexo. Though appeals

are pending, the decision has been hailed as a watershed for foodservice distribution.

## 27. Pate Dawson Company

Goldsboro, NC

Year founded: 1885

Chairman: Mike Pate

President/CEO: Mac Sullivan

Web site: [www.pdco.com](http://www.pdco.com)

2008 calendar year sales: \$234,827,000

2007 calendar year sales: \$220,721,000

Group affiliations: UniPro Foodservice

- 2 distribution centers
- 136,000 total warehouse square footage
- 15 DSRs
- 22 sales professionals including DSRs, ISRs, CSRs
- 12 managers, marketing managers, merchandisers and specialists
- 1,500 active accounts
- Sales split: 95% commercial, 5% noncommercial
- 25% of sale are to street accounts (\$2,340 average order size), 75% to multiunit (\$3,855 average order size)
- 85% of multiunit sales are to fast food
- 7,500 SKUs: 70% national brand, 25% group label, 5% private label

Pate Dawson focused in 2008 on continuing to develop its strategic business partner program with key customers and furthering a new go-to-market strategy that seeks to help customers manage food costs by buying for them instead of selling to them. A new satellite distribution center was opened in Atlanta, and voice-based truck loading technology was rolled out. The company uses RF and barcode scanning in its warehouses for receiving and put-away, as well as voice-based order selection and scanning at delivery.

## 28. Doerle Food Services LLC

Broussard, LA

Year founded: 1950

Chairman: Paul Doerle Sr.

President/CEO: Carolyn Doerle

Web site: [www.doerlefoods.com](http://www.doerlefoods.com)

2008 calendar year sales: \$226,062,000

2007 calendar year sales: \$105,831,000

Group affiliations: Produce Group LLC, UniPro Foodservice

- 3 distribution centers

- 441,000 total warehouse square footage

- 32 DSRs

- 41 sales professionals including DSRs, ISRs, CSRs

- 10 managers, 1 Marketing Manager, 9 Merchandisers, 3 Specialists.

- Specialists include COP, dietician, energy and marine, casino, white tablecloth, beverage

- 2,350 active accounts

- Sales split: 80.3% commercial, 19.7% noncommercial

- 33.2% of sales are to street accounts (\$1,565 average order size), 48% to multiunit (\$2,700 average order size)

- 89% of multiunit sales are to fast food

- 10,110 SKUs: 80% national brand, 19% group label, 1% private label

Doerle roared into the Top 50 last year, with a whopping 120 percent sales gain over the prior year. Most of the gains came from the addition of \$120-million in chain account business lost by larger competitors in its market area. To handle the new volume, the company added 28,000 square feet of frozen and refrigerated space, expanded its Fourchon distribution center and increased layers of management in operations and transportation. Among its best innovations were implementation of GPS/RydeSmart technology in delivery vehicles, safety training, cost-control and human resources systems, and the segregation of chain business from street sales to increase efficiencies. Doerle's Web site was upgraded and the company installed full backup generator power for its facilities. Earlier this year, Carolyn Doerle was honored with the IFMA Distinguished Industry Achievement Award.

29. Upper Lake Foods Inc.

Cloquet, MN

Year founded: 1967

Chairman: Steven Sorensen

President/CEO: Jim Bradshaw

Web site: [www.upperlakesfoodsinc.com](http://www.upperlakesfoodsinc.com)

2008 calendar year sales: \$220,000,000

2007 calendar year sales: \$191,000,000

Group affiliations: Produce Alliance, UniPro Foodservice

- &bull; 2 distribution centers
- &bull; 330,000 total warehouse square footage
- &bull; 40 DSRs
- &bull; 75 sales professionals including DSRs, ISRs, CSRs
- &bull; 15 managers, marketing managers, merchandisers and specialists
- &bull; Specialists include protein (2), produce (2), E&S (3)
- &bull; 3,500 accounts
- &bull; Sales split: 100% commercial
- &bull; 50% of sales are to street accounts (\$1,500 average order size), 45% to multiunit (\$5,000 average order size)
- &bull; 34% of multiunit sales are to fast food
- &bull; 14,000 SKUs: 90% national brand, 5% private label, 5% group label

Upper Lakes in 2008 focused on fine tuning its Xata trucking programs to maximize routing efficiencies and warehouse programs to increase pick speed and accuracy rates. The company also achieved full implementation of its new Northfield, Minnesota, warehouse and is adding environmentally friendly product alternatives in the jan/san category. Key issues for 2009 are finding increased efficiencies, strengthening customer relations and offering more value-added services.

### 30. Zanios Foods

Albuquerque, NM

Year founded: 1956

CEO/owner: Jim Zanios

President: James Zanios

COO: Michael Schumacher

Web site: [www.zaniosfoods.com](http://www.zaniosfoods.com)

2008 calendar year sales: \$211,592,000

2007 calendar year sales: \$201,126,000

Group affiliations: PRO\*ACT, UniPro

- &bull; 1 distribution center
- &bull; 205,000 total warehouse square footage
- &bull; 44 DSRs
- &bull; 6 inside sales reps

- &bull; 5 managers, marketing managers, merchandisers and specialists
- &bull; 3,125 active accounts
- &bull; Sales split: 90% commercial, 10% noncommercial
- &bull; 8, 500 SKUs
- &bull; 65% of sales are to street accounts, 35% to multiunit
- &bull; 80% of multiunit sales are to fast food

Recent news at Zanios includes closure of its satellite distribution center in El Paso, Texas, and consolidation of business done there into Albuquerque headquarters. The El Paso center had opened in 2007. CEO Jim Zanios emphasizes that El Paso customers continue to be served and it remains a growth market, but logistics have shifted to Albuquerque, from which the company's full product line is available.

### 31. Hawkeye Foodservice Distribution Inc.

Iowa City, Iowa

Year founded: 1952

Chairman: Dick Braverman

President/CEO: Jeff Braverman

Web site: [www.hawkeyefoodservice.com](http://www.hawkeyefoodservice.com)

2008 calendar year sales: \$202,700,000

2007 calendar year sales: \$185,000,000

Group affiliations: DMA, SEFA, UniPro Foodservice

- &bull; 4 distribution centers
- &bull; 75 DSRs
- &bull; 115 sales professionals including DSRs, ISRs, CSRs
- &bull; 20 managers, marketing managers, merchandisers and specialists
- &bull; Specialists include beverage/chemical, E&S, heavy equipment, layout/design, corporate chef
- &bull; 75% of sales are to street accounts, 25% to multiunit

Earlier this year, Hawkeye completed the acquisition of certain assets of H & H Foodservice in West Union, Iowa, which was slated to go out of business at the end of May '09. In recent years, Hawkeye has expanded significantly with the addition of a distribution facility in Danville, Illinois; the acquisition of the former Draper Foods in Fairmont, Minnesota, and the acquisition of the former Droege Foodservice in Washington, Missouri.

32. HFM FoodService

Honolulu, HI

Year founded: 1964

Owner: Kerr Pacific Corp.

Chairman: E. Randolph Labbe

President/CEO: Barry O'Connell

Web site: [www.hfmfoodservice.com](http://www.hfmfoodservice.com)

2008 calendar year sales: \$175,000,000

2007 calendar year sales: \$164,000,000

Group affiliations: UniPro Foodservice

- 5 distribution centers
- 190,000 total warehouse square footage
- 24 DSRs
- 40 sales professionals including DSRs, ISRs, CSRs
- 2 product/market specialists
- 2,550 active accounts
- Estimated sales split: 90% commercial, 10% noncommercial
- Estimated 48% of sales are to street customers
- 8,500 SKUs: estimated 75% national brands

33. J. Kings Food Service Professionals Inc.

Holtsville, NY

Year founded: 1974

Chairman/President/CEO: John King

CFO: Bob DeLuca

Web site: [www.jkings.com](http://www.jkings.com)

2008 calendar year sales: \$170,424,000

2007 Calendar year sales: \$169,050,000

Group affiliations: PRO\*ACT, Tailor Made Distribution Solutions, UniPro Foodservice

- &bull; 1 distribution center
- &bull; 125,000 total warehouse square footage
- &bull; 42 DSRs
- &bull; 52 sales professionals including DSRs, ISRs, CSRs
- &bull; 10 managers, marketing managers, merchandisers and specialists
- &bull; 1,800 accounts
- &bull; 50% of sales are to street accounts (\$800 average order size), 45% to multiunit (\$1,500 average order size)
- &bull; 2% of multiunit sales are to fast food
- &bull; 10,000 SKUs: 90% national brands, 10% private label

Further development of buy-local initiatives, an on-site farmers market for customers and the public and the opening of a new 24,000-square-foot fresh meat cutting operation (WB Stockyard) were highlights for J. Kings in 2008. The company also implemented voice picking technology and gained marketing mileage with its Great Local Restaurants campaign offering free advertising and promotion to independently owned local restaurant customers.

#### 34. Van Eerden Foodservice Co.

Grand Rapids, MI

Year founded: 1920

Chairman: Jack Van Eerden

President/CEO: Daniel Van Eerden

Web site: [www.vaneerden.com](http://www.vaneerden.com)

2008 calendar year sales: \$157,596,000

2007 calendar year sales: \$153,005,000

Group affiliations: PRO\*ACT, UniPro Foodservice

- &bull; 1 distribution center
- &bull; 180,000 total warehouse square footage
- &bull; 35 DSRs
- &bull; 45 sales professionals including DSRs, ISRs, CSRs
- &bull; 4 managers, marketing managers, merchandisers and specialists
- &bull; Specialists include one each in beverage, COP, chemical, produce
- &bull; 1,325 accounts

- Sales split: 94.55% commercial, 5.45% noncommercial
- 41% of sales are to street accounts (\$1,010 average order size), 59% to multiunit (\$4,427 average order size)
- 5% of multiunit sales are to fast food
- 5,200 SKUs: 60% national brand, 30% group label, 10% private label

Van Eerden grew sales by 3 percent in 2008, in part a reflection of the especially tough economic climate in its Michigan marketplace, as well in its broader Midwest territory encompassing Indiana, Illinois, Kentucky and Ohio. The company has reported sales growth of less than \$10 million since 2000.

### 35. City Line Distributors

West Haven, CT

Year founded: 1930

Chairman: Robert Berkowitz

President/CEO: Robert Berkowitz

Web site: [www.citylinefoods.com](http://www.citylinefoods.com)

2008 calendar year sales: \$155,000,000

2007 calendar year sales: \$148,000,000

Group affiliations: UniPro Foodservice

- 1 distribution center
- 70,000 total warehouse square footage
- 35 DSRs
- 41 sales professionals including DSRs, ISRs, CSRs
- 2 managers, marketing managers, merchandisers and specialists
- 1,600 accounts
- Sales split: 95% commercial, 5% noncommercial
- 100% of sales are to street accounts (\$730 average order size)
- 15,000 SKUs: 75% national brand, 20% group label, 5% private label

City Line delivers to customers in Connecticut, Rhode Island, New York and Massachusetts and operates a USDA-inspected meat and poultry processing facility within its distribution center. The company uses voice-activated selecting, receiving and put-away technology, and is adding scanning for loading trucks. Key projects this year include a warehouse expansion.

### 36. Yancey's Food Service

Loveland, CO

Year founded: 1940

President/CEO: Greg Yancey

Web site: [www.yanceys.com](http://www.yanceys.com)

2008 calendar year sales: \$149,000,000

2007 calendar year sales: \$130,000,000

Group affiliations: MUG, PRO\*ACT, UniPro Foodservice

- 1 distribution center
- 100,000 total warehouse square footage
- 16 DSRs
- 33 sales professionals including DSRs, ISRs, CSRs
- 15 managers, marketing managers, merchandisers and specialists
- Specialists include business development (1), produce (3)
- 1,700 accounts
- Sales split: 95% commercial, 5% noncommercial
- 15% of sales are to street accounts (\$902 average order size), 80% to multiunit (\$910 average order size)
- 60% of multiunit sales are to fast food
- 5,500 SKUs: 68% national brand, 26% group label, 6% private label

Yancey last year implemented a call center phone system to reduce hold time and also increased routing efficiencies. A new chain sales manager was added and stronger focus was put on customer reviews for correct product applications. Key issues for this year are recession-related: the economy, restaurant closings and collections.

### 37. Driscoll Foods

Clifton, NJ

Year founded: 1971

President/CEO: Tim Driscoll

Web site: [www.driscollfoods.com](http://www.driscollfoods.com)

2008 calendar year sales: \$148,000,000

2007 Calendar year sales: \$121,000,000

- &bull; 1 distribution center
- &bull; 217,000 total warehouse square footage
- &bull; 35 DSRs
- &bull; 50 sales professionals including DSRs, ISRs, CSRs
- &bull; 15 managers, marketing managers, merchandisers and specialists
- &bull; 3,000 accounts
- &bull; Sales split: 65% commercial, 35% noncommercial
- &bull; 65% of sales are to street accounts (\$950 average order size). No chain sales.
- &bull; 10,000 SKUs: 30% national brands

Driscoll enters the Top 50 this year with a 22 percent jump in 2008 sales over 2007. The company last year consolidated its former headquarters in East Rutherford, New Jersey, and a second warehouse in South Hackensack, into a new facility in Clifton, which effectively tripled its available warehouse capacity. A major issue for the company this year, according to Tim Driscoll, is collections.

### 38. Dierks Waukesha

Waukesha, WI

Year founded: 1920

Chairman/CEO: Eric Muehl

President/COO: Tom Meuhl

Web site: [www.waukesha.foodorderentry.com](http://www.waukesha.foodorderentry.com)

2008 calendar year sales: \$145,000,000

2007 calendar year sales: \$134,000,000

Group affiliations: MUG, ProMark, UniPro Foodservice

- &bull; 1 distribution center
- &bull; 181,000 total warehouse square footage
- &bull; 67 DSRs
- &bull; 79 sales professionals including DSRs, ISRs, CSRs
- &bull; 22 managers, marketing managers, merchandisers and specialists
- &bull; 3,700 active accounts
- &bull; Sales split: 90% commercial, 10% noncommercial
- &bull; 64% of sales are to street accounts (\$725 average order size), 24% to multiunit (\$2,160 average order size)
- &bull; 3% of multiunit sales are to fast food

• 13,300 SKUs: 88% national brand, 10% group label, 2% private label

In 2008, Dierks Waukesha implemented a new formal training program for newly hired DSRs and focused on better DSR training overall, including business review techniques. During the year, the company acquired Glandt-Dahlke Inc. in Milwaukee and added 18,000 square feet of refrigerated storage to enable expansion of its produce program. A fuel surcharge policy was put in place with street accounts, with weekly rate changes based on the average price of Midwest diesel. Dierks's entire facility was outfitted with motion-sensor lights, resulting in a reduction in electricity consumption in excess of 20 percent with an 18-month payback. This year, the company is focusing on trying to grow street sales at a faster rate than chain sales, according to CEO Eric Muehl.

### 39. DiCarlo Distributors Inc.

Holtsville, NY

Year founded: 1963

Chairman: Vincent DiCarlo Sr.

President/CEO: Vincent DiCarlo Sr.

Web site: [www.dicarlofood.com](http://www.dicarlofood.com)

2008 calendar year sales: \$142,000,000

2007 calendar year sales: \$135,000,000

Group affiliation: MUG, NESAs, Unipro Foodservice

• 1 distribution center

• 151,427 total warehouse square footage

• 45 DSRs

• 53 sales professionals including DSRs, ISRs, CSRs

• 8 managers, marketing managers, merchandisers and specialists

• 3 product/market specialists

• 2,480 accounts

• Sales split: 88% commercial, 12% noncommercial

• 65% of sales are to street accounts (\$1,230 average order size), 35% to multiunit (\$1,760 average order size)

• 8% of multiunit sales are to fast food

• 9,890 SKUs: 80% national brand, 10% private label, 10% group label

DiCarlo focused in 2008 and early 2009 on sales training programs and making changes to its sales structure. The company also has been working to install new lighting systems and to implement recycling systems for cardboard and plastics. Shrinking margins is cited as a key issue for 2009.

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40. Goldberg and Solovy Foods Inc.

Vernon, CA.

Year founded: 1974

President/CEO: Earl L. Goldberg

Web site: [www.gsfoods.com](http://www.gsfoods.com)

2008 calendar year sales: \$135,023,000

2007 calendar year sales: \$137,065,000

Group affiliations: UniPro Foodservice

- &bull; 1 distribution center
- &bull; 115,000 total warehouse square footage
- &bull; 24 DSRs
- &bull; 32 sales professionals including DSRs, ISRs, CSRs
- &bull; 3 managers, marketing managers, merchandisers and specialists
- &bull; Specialists include one each in E&S, beef, poultry
- &bull; 1,200 accounts
- &bull; Sales split: 80% commercial, 20% noncommercial
- &bull; 51% of sales are to street accounts (\$1,600 average order size), 25% to multiunit (\$3,000 average order size). No fast food.
- &bull; 8,000 SKUs: 65% national brand, 20% private label, 15% group label

G&S added natural and organic foods to its inventory in 2008 and focused on marketing ideas that "touch the customer," as well as on new purchasing and pricing programs. The company says it is working on category management with its two largest vendors to enhance transparency and efficiency in the supply chain. Top issues this year are protecting sales and margin, creating more customer value and reducing bad debt.

41. Jordano's Foodservice Inc.

Santa Barbara, CA.

Year founded: 1915

Chairman/President/CEO: Peter Jordano

VP/General Manager: Jim Spencer

Web site: [www.jordanos.com](http://www.jordanos.com)

2008 calendar year sales: \$132,084,000

2007 calendar year sales: \$128,682,000

Group affiliations: PRO\*ACT, SEFA, UniPro Foodservice

- &bull; 1 distribution center
- &bull; 138,000 total warehouse square footage
- &bull; 40 DSRs
- &bull; 50 sales professionals including DSRs, ISRs, CSRs
- &bull; 20 managers, marketing managers, merchandisers and specialists
- &bull; Specialists include chemical/beverage (1), E&S (1), COP (2), gourmet/specialty (1)
- &bull; 1,800 active accounts
- &bull; Sales split: 85% commercial, 15% noncommercial
- &bull; 75% of sales are to street accounts (\$1,200 average order size), 25% to multiunit (\$1,700 average order size)
- &bull; 10% of multiunit sales are to fast food
- &bull; 10,100 SKUs: 80% national brand, 20% group label

Best innovations implemented at Jordan's last year were fully automated warehousing, including automated receiving and voice-activated selection. The company also changed group affiliations from Progressive Group Alliance to UniPro and completed a freezer/cooler expansion. It is helping customers cope with the recession by providing advanced menu management training for DSRs, increasing efficiencies and focusing on value-added services while eliminating "over servicing." Accounts receivable management and growing street business are cited as key issues this year.

#### 42. José Santiago Inc.

Bayamon, PR

Year founded: 1902

Chairman/President/CEO: José E. Santiago

Web site: [www.josesantiago.com](http://www.josesantiago.com)

2008 calendar year sales: \$128,000,000

2007 calendar year sales: \$124,000,000

Group affiliations: UniPro Foodservice

- &bull; 1 distribution center
- &bull; 140,000 total warehouse square footage

- 58 DSRs
- 70 sales professionals Including DSRs, ISRs, CSRs
- 9 managers, marketing managers, merchandisers and specialists
- Specialists include special accounts (2), government (1), export (3)
- 4,780 accounts
- Sales split: 100% commercial
- 78% of sales are to street accounts (\$700 average order size), 15% to multiunit (\$800 average order size)
- 10% of multiunit sales are to fast food
- 4,600 SKUs: 83% national brand, 15% group label, 2% private label

Jose Santiago, which services Puerto Rico, Vieques, Culebra and the U.S. Virgin Islands, expanded its territory last year. This year, the key issue faced by the company is the financial stability of local foodservice operators.

#### 43. Jacmar Foodservice Distribution

Irwindale, CA

Year founded: 1959

President: Frank Visvikis

Website: [www.jacmar.com](http://www.jacmar.com)

2008 calendar year sales: \$124,000,000

2007 calendar year sales: \$123,000,000

Group affiliations: DMA, UniPro Foodservice

- 2 distribution centers
- 170,000 total warehouse square footage
- 25 DSRs
- 33 sales professionals including DSRs, ISRs, CSRs
- 7 managers, marketing managers, merchandisers and specialists
- 1,000 accounts
- Sales split: 100% commercial
- 55% of sales are to street accounts (\$1,226 average order size), 60% to multiunit (\$3,390 average order size)
- 80% of multiunit sales are to fast food
- 8,000 SKUs: 94% national brand, 5% group label, 1% private label

Jacmar last year increased warehouse and transportation throughput, decreased losses due to damage and effected an overall reduction in costs through error reduction. The company changed its group affiliation from Progressive Group Alliance to UniPro as a result of the merger of those two entities. To cope with the recession, Jacmar has tightened credit terms to new customers and implemented "more creative methods" of debt reduction for financially healthy customers.

#### 44. Costa Fruit & Produce

Boston, MA

Year founded: 1953

President: Manny Costa

Web site: [www.freshideas.com](http://www.freshideas.com)

2008 calendar year sales: \$124,000,000

2007 calendar year sales: \$124,000,000

Group affiliations: PRO\*ACT, UniPro Foodservice

- 1 distribution center
- 100,000 total warehouse square footage
- 12 DSRs
- 32 sale professionals including DSRs, ISRs, CSRs
- 2,600 accounts
- Sales split: 55% commercial, 45% noncommercial
- 3,000 SKUs

Costa, which reports flat sales for 2008, has made significant inroads in green initiatives. Boston's mayor issued the company a Boston Green Award for its comprehensive "Greening our Goods and Services" program. Highlights of that program include energy-efficient lighting; automatic start/stop technology in delivery vehicles; newly insulated loading dock; fruit/vegetable waste recycling to local farms for composting and feed; environmentally friendly EnviroTote program to reduce corrugated box use; and strong support of local agriculture.

#### 45. Appert's Foodservice

St. Cloud, MN

Year founded: 1935

Chairman: Tim Appert

President/CEO: Joe Omann

Web site: [www.apperts.com](http://www.apperts.com)

2008 calendar year sales: \$123,767,000

2007 calendar year sales: \$118,026,000

Group affiliations: American Distribution Produce Group, UniPro Foodservice

- 1 distribution center
- 122,000 total warehouse square footage
- 30 DSRs
- 39 sales professional including DSRs, ISRs, CSRs
- 12 managers, marketing managers, merchandisers and specialists
- Specialists include healthcare, beverage/chemical, multiunit, brands, value-added trainer
- 2, 600 accounts
- Sales split: 85% commercial, 15% noncommercial
- 66% of sales are to street accounts (\$933 average order size), 29% to multiunit (\$2,164 average order size). No fast food.
- 7,000 SKUs: 86% national brand, 10% private label, 4% group label

In 2008, Appert's implemented voice-directed selection in the warehouse and a new food expo order-processing system. It is helping customers through the recession with stepped-up emphasis on value-added services such as food costing, inventory control and staff training.

46. Y. Hata & Co. Ltd.

Honolulu, HI

Year founded: 1903

Chairman/President/CEO: Russell J. Hata

Web site: [www.yhata.com](http://www.yhata.com)

2008 calendar year sales: \$116,395,000

2007 calendar year sales: \$107,277,000

Group affiliations: NAFED, UniPro Foodservice

- 2 distribution centers
- 136,000 total warehouse square footage
- 14 DSRs
- 25 sales professional including DSRs, ISRs, CSRs

- 15 managers, marketing managers, merchandisers and specialists
- Specialists include corporate chef (1), pastry chef (1), COP (2), product line manager (1), business development (2), restaurant supply (2), nonfoods (1)
- 1,548 accounts
- Sales split: 66% commercial, 34% noncommercial
- 47% of sales are to street accounts (\$1,050 average order size), 48% to multiunit (\$2,850 average order size)
- 33% of multiunit sales are to fast food
- 8,070 SKUs: 90% national brand, 10% group label

Last year, Y. Hata implemented a "company-wide vision that provides a framework for relationships with employees and customers." A new warehouse management system was put in place as well, and earlier this year voice-directed order selection technology was added.

#### 47. Ginsberg's Foods Inc.

Hudson, NY

Year founded: 1909

President/CEO: David M. Ginsberg

Web site: [www.ginsbergs.com](http://www.ginsbergs.com)

2008 calendar year sales: \$113,500,000

2007 calendar year sales: \$103,200,000

Group affiliations: PRO\*ACT, UniPro Foodservice

- 1 distribution center
- 76,000 total warehouse square footage
- 46 DSRs
- 59 sales professionals including DSRs, ISRs, CSRs
- 11 managers, marketing managers, merchandisers and specialists
- 3,610 accounts
- Sales split: 75% commercial, 25% noncommercial
- 95% of sales are to street accounts (\$1,160 average order size), 8% to multiunit (\$1,695 average order size)
- 6,415 total SKUs: 85% national brand, 12% group label, 3% private label

A comprehensive sales training program was developed last year to enhance the value sales reps offer to customers and a full-time employee was recently brought on to manage all aspects of training. In addition, the distributor offers customer

and merchandising programs that enable independent restaurants to remain successful. A new Web site was recently launched and a major independent restaurant group, which had been served by Sysco for the past decade, was added to the account base. Ginsberg's, new to the Top 50 this year, is celebrating its 100th anniversary throughout 2009.

#### 48. Affiliated Food Service

Amarillo, TX

Year founded: 1946

Owner: Affiliated Food Inc.

Chairman: Roger Lowe

President/CEO: George Lankford

Web site: [www.afiama.com](http://www.afiama.com)

2008 calendar year sales: \$109,000,000

2007 calendar year sales: \$102,000,000

Group affiliation: F.A.B

- 1 distribution center
- 1,100,000 total warehouse square footage
- 23 DSRs
- 28 sales professionals including DSRs, ISRs, CSRs
- 4 managers, marketing managers, merchandisers and specialists
- 1,275 accounts
- Sales split: 85% commercial, 15% noncommercial
- 95% of sales are to street accounts (\$1,500 average order size), 5% to multiunit (\$2,500 average order size)
- 38,000 SKUs (foodservice and retail): 70% national brand, 25% group label, 5% private label

Last year, Affiliated implemented voice-directing selection technology in its warehouse and focused on increasing efficiency through transportation consolidation.

#### 49. Glover Wholesale Company

Americus, GA

Year founded: 1906

Chairman/Owner: William S. Harris

President/CEO: David Harris and Ed Shattles

Web site: [www.gloverfoods.com](http://www.gloverfoods.com)

2008 calendar year sales: \$106,000,000

2007 calendar year sales: \$108,000,000

Group affiliations: F.A.B., Tailor Made Distribution Solutions

- &bull; 2 distribution centers
- &bull; 155,000 total warehouse square footage
- &bull; 36 DSRs
- &bull; 41 sales professionals including DSRs, ISRs, CSRs
- &bull; 14 managers, marketing managers, merchandisers and specialists
- &bull; 3,000 accounts
- &bull; Sales split: 75% commercial, 25% noncommercial
- &bull; 70% of sales are to street accounts (\$800 average order size), 15% to multiunit (\$1,000 average order size)
- &bull; 50% of multiunit sales are to fast food
- &bull; 6,400 SKUs: 50% national brand, 30% group label, 20% private label

Following an 11 percent gain in 2007, Glover reports a 2 percent drop in sales for 2008. The company reports it is focused on sales training for profitability.

50. Pocono Produce Co. Inc.

Stroudsburg, PA

Year founded: 1940

Chairman: Rosemary Driebe Olofsson

President/CEO: Terrence B. Snyder

Web site: [www.poconoproduce.com](http://www.poconoproduce.com)

2008 calendar year sales: \$105,000,000

2007 calendar year sales: \$102,000,000

Group affiliations: F.A.B., PRO\*ACT

- &bull; 2 distribution centers
- &bull; 140,000 total warehouse square footage

- 33 DSRs
- 49 sales professionals including DSRs, ISRs, CSRs
- 10 managers, marketing managers, merchandisers and specialists
- Specialists include produce, fresh meat, fresh seafood, certified executive chef, certified wine specialist
- 1,800 accounts
- Sales split: 100% commercial
- 80% of sales are to street accounts (\$1,200 average order size), 20% to multiunit (\$3,400 average order size)
- 7,000 SKUs: 84% national brand, 15% group label, 1% private label

Logistics and technology upgrades were areas of focus for Pocono in 2008, which enters the Top 50 this year. The company has transitioned to a new AFS ERP system and is bringing technology updates to “all disciplines of our business.” Voice-directed picking is being added this year, as is Web conferencing for large groups. The company is coping with the recession by reducing delivery frequency and consolidating routes, increasing order minimums and increasing backhauling. “Green” projects include exploration of solar and wind power, and key issues for this year include deflation, government regulation, food safety and customers’ limited ability to obtain financing.