



OPERATIONAL
TACTICS TO
PERSEVERE IN A
VOLATILE WORLD

TACTICAL OVERVIEW

- Background & Overview
- Strategic Alignment
- Adapting to Our Environment
- Flexibility in a Rigid Framework
- Change is the Constant
- Surviving an Evolving Environment
- Summation



WHAT IS OUR
STRATEGY?



STRATEGIC ALIGNMENT

- Is our Vision still Viable?
 - Over Specialization is Dangerous in Volatility
 - Can we Determine Long-Term Outlook
- Has our Vision Changed our Mission?
 - Redefining Strategic Goals
- Do we Have to Change our Tactics



ADAPTING TO A CHANGING ENVIRONMENT

- Understanding our Tactical Capabilities Came from Necessity
 - Need to Survive in an industry with significant fixed costs
- A Broader View in The Foodservice Distribution
- Warehousing and Logistics
- What Else Can we Do?
 - What Can't or Shouldn't be Done?
 - Start at the Fundamentals



FLEXIBILITY IN A RIGID FRAMEWORK

- Flexibility is Limited by Your Capabilities
 - Short Term Problems or Long Term Obstacles
 - Specialization vs Abilities
- Realizing our Current Limitations
 - Health and Safety
 - Tech
 - Assets
 - Capital
 - Human
 - Financial
 - Risk and Regulation
 - Organizational Adaptability
- Drive Thru Everything, Death to Retail



CHANGE IS CONSTANT

- Change Management is Fundamental and a Tactic
 - Effecting Change is a Principal
 - Effecting Change Rapidly is also a Tactic
 - Long Term Adaptation or Short Term Change?
- Successful Change Management
 - Understanding Your Objective
 - Determining Share Holders
 - Collaborative Process
 - Timeframe May Dictate When
 - Identifying Solution
 - Effective Communication
 - Implementation
 - Reinforcement
 - Reevaluation



SURVIVING AN EVOLVING ENVIRONMENT

- Retail and Table Cloths are History
- Changes we Experienced
 - Health and Safety
 - CoVid Preventatives
 - CoVid Reactionary Process
 - Cross Training
 - Sharing Resources
 - Centralization
 - What Goes Down.....
 - Rapid Rollout Redesign
 - Spot Freight
 - Critical Freight
 - Supporting Our Industry
 - Supporting Our Community



SUMMATION

- Never Stop Growing
- Retool Physical Limitations
- Rethink Intangible Objects
- Contingency Plan
- Shore up Your P&L
- What Else Can We Do????
- Constantly Monitor the Evolution and Adjust Short/Long Term Strategy
- Break Down Barriers
- Continue to Embrace Change
- Thank Your People

