



Stewart Foodservice Inc.

**PUTS EFFICIENCY  
BEFORE GROWTH**

# STEWART FOODSERVICE INC. PUTS EFFICIENCY BEFORE GROWTH

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Stewart Foodservice Inc.

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THE LEGACY OF STEWART  
FOODSERVICE, CANADA'S 100-  
YEAR-OLD FOOD DISTRIBUTOR, IS  
STILL GOING STRONG





**OWNED AND OPERATED BY** Aubrey MacMillan, an industry insider with over fifty years experience in the foodservice distribution business, Stewart Foodservice

has grown into one of Canada's leading full-line distribution companies. When MacMillan purchased the company in 1996, it was focused on the tobacco and confectionary wholesale markets. Under the leadership of a team of industry veterans, the company changed direction. The tobacco line was discontinued, and the primary focus became foodservice. Today, Stewart Foodservice Inc. has become one of the most respected distribution facilities in the industry.

## **CUSTOMER SATISFACTION**

“Our customers expect consistency in our products, our delivery, and our price. We meet these expectations; it's the key to our success,” says Dennis Hrytzak, Executive Vice President who has been with the company for 13 years. “We have a 99 percent fill rate, which means when



Order Desk



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**Stewart Foodservice**  
 for delivering the  
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 and trust



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a customer orders with us, they are confident that their order will arrive on time and at the right price.” According to the company website, “The food service industry is one of the most demanding. Even on a good day, we are faced with challenges that are all about making sure deliveries are timely and accurate, and our customers’ expectations are being exceeded.” At Stewart Foodservice Inc. customer satisfaction is at the top of the priority list. The company is committed to supplying dry-grocery, frozen, and refrigerated foods to restaurants, industrial cafeterias, and government institutions.



Stewart's Lorry

## STAYING EFFICIENT

According to Hrytzak, Stewart Foodservice Inc. intends to grow organically as opposed to growth through mergers or acquisitions. It strongly believes this approach is consistent

with the foundation upon which it is built: Customer Satisfaction. To the company, nothing stands in the way of quality customer service and satisfaction; any possible interruption to this superior service is unacceptable.

Employees prefer a consistent and secure environment, with management devoting their time to projects that continually improve performance for both the customer and the company. Financial resources are focused on systems, assets, and technology to strengthen service as opposed to servicing the debt accrued from acquisitions.

Stewart Foodservice Inc. has a variety of ordering options available to suite the individual customer,

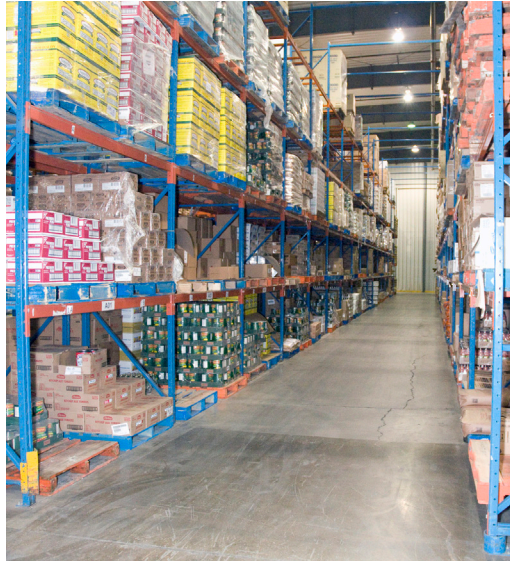
“ YOU HAVE TO MAINTAIN UP  
TO DATE TECHNOLOGY IN THE ORDERING  
PROCESS SO THE CUSTOMERS CAN  
ORDER WHEN THEY WANT  
AND HOW THEY WANT. ”

*DENNIS HRYTZAK, EXECUTIVE VP*



including online, telephone, fax, as well as traditional personalized “one-on-one” service by one of Stewart Foodservice Inc.’s many professional sales staff. “You have to maintain up-to-date technology in the ordering process so that the customers can order when they want, and how they want,” says Hrytzak.

Distribution and delivery costs are also a key factor for the company. Fuel costs are continuing to increase in Canada and as a result, many companies are initiating fuel surcharges. Stewart Foodservice Inc. has resisted this option; instead it is doing its best to control costs by upgrading its GPS tracking and routing technology, as well as incorporating operational efficiencies as



Warehouse Shelving



they become available. Implementing these improved operational efficiencies should absorb the increasing costs of distribution.

“To be successful

and pass along the efficiencies gained, you have to be efficient in all that you do including controlling the costs of operations, thereby contributing to the success of the customer,” Hrytzak adds.

### THREE KEYS TO SUCCESS

Stewart Foodservice Inc . is built on the foundation of three successful keypoints:

Number one is the customers. Their best interest forms the bases for strategic and day-to-day decisions.

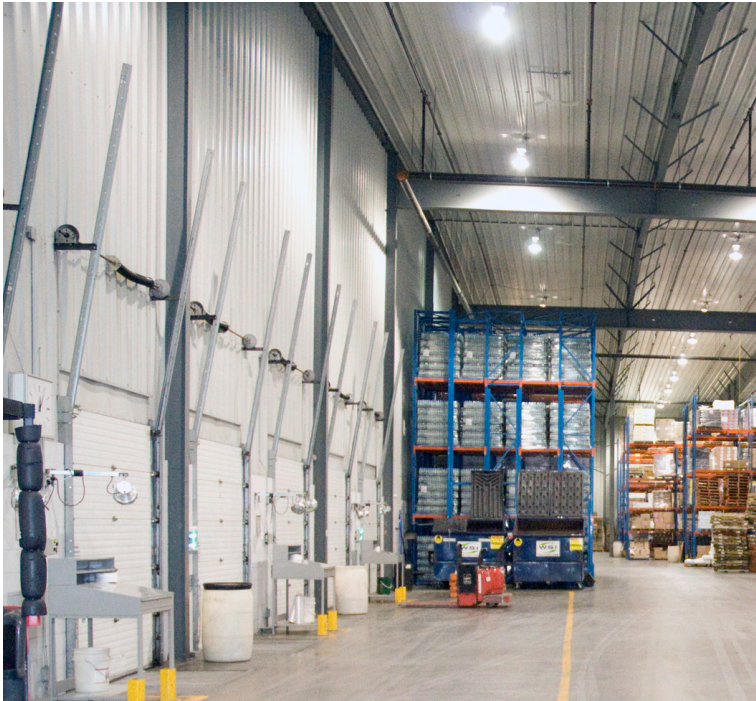
The second key to success involves the employees. The company has seen very little turnover, as many of the employees have been with the company since it was

purchased by Aubrey MacMillan in 1996. They know the company, they know the customers, and they know how to apply this knowledge to best serve the customers.

Finally, the last key to success involves the suppliers. Stewart Foodservice Inc. refrains from using a private “Stewart Foodservice” label and only carries national brands and views their suppliers as partners. They often bring end- users and manufacturers together to find product solutions which help its customers succeed and grow.

## **GOING GREEN**


Stewart Foodservice Inc. operates its fleet of trucks under maintenance contracts that require full compliance with the manufacturers maintenance schedules, including regular emission and operational testing. The company’s fleet also consists of newer vehicles that allow the company to take advantage of the on-going improvements in the field of operational performance, and remain current with emission standards as they



Stewart Foodservice Warehouse

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## LOOKING AHEAD

Over the next five years, Stewart Foodservice Inc.'s strategy is focused on organic growth. Through innovation, and flexibility to change, we will meet the needs of our customers, our employees, and our suppliers. "We do what we do best. We keep all our partners at the forefront of our business to exceed their expectations. They're like a family to us and part of our company," says Hrytzak. 

Company continually searches environmentally friendly suppliers which provide simple; a new partnership of bottled water that use recycled plastic bottles. This is a relationship with a supplier that utilizes biodegradable spoons to replace the common plastic spoons. Stewart Foodservice Inc. has also implemented its own internal recycling program for paper and plastic products.

For success continues to be achieved in changing conditions, we can work with our suppliers. "We just like to do our job with your attention and strive for excellence that's the way we areas a

## STATISTICS



**Name:**  
Stewart Foodservice Inc.

**HQ:**  
Barrie, Ontario

**Employees:** 82

**Est:** 1996

**Revenue:** \$70,000,000m

**Industry:**  
Dry, refrigerated and frozen food products

**CEO:**  
Aubrey MacMillan

**Website:**  
[www.stewartfoodservice.com](http://www.stewartfoodservice.com)



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