Fundamental changes throughout the food supply chain create new value propositions for logistics providers and their customers.
Since 1925, Burris Logistics has expanded and evolved. Today, we serve a wide variety of categories and distribution channels at all points of the cold chain from production to consumption. We will work to gain your trust today and be here to maintain it tomorrow.
Dear Friends:

Burris Logistics, a fifth-generation family owned business with more than 90 years of experience in managing the cold chain, is pleased to partner with Food Logistics in the production of this special edition publication. As food logisticians today, we are all faced with new challenges, an increasing rate of change and disruptive forces in the marketplace. We are often asked: What are you doing to address these challenges? And, what exactly does Burris Logistics do? The answers are not simple, but perhaps maybe better answered by describing "How" rather than "What" in both cases. It is our hope to offer a glimpse of our industry vision, and approach to the future.

Clearly technology, digitization and empowered consumers are major contributors to change. Increased demand for product variety, especially fresh choices, and the rising number of retail, foodservice and alternate channel outlets are creating multiple challenges and subsequent opportunities. Additionally, there is rampant change in management being created by mergers, acquisitions, and change of ownership conversions from private to public, public to private equity, and so on. While we feel it is essential to embrace change, we do not change for the sake of change. Rather, we listen closely and learn from our customers and the industries we serve, then thoughtfully react where and when appropriate. We monitor change, and evaluate new technologies constantly, but we choose to be selective and collaborate with our partners in making prudent decisions regarding new service offerings, process and systemic changes, and investments in technology.

We believe in transparent long-term relationships and are willing to make substantial investments for the right partners. We strive to maintain a high level of flexibility in providing customized solutions and a greater level of agility in execution while maintaining cost efficiencies. We also work very hard to assure some things do not change. Staying the course on continuous improvement with a steady hand, integrity in all we do, cold chain excellence, an unrelenting commitment to service excellence, and truly valuing people are among the essential constants. Changing these things for the sake of short-term gain, would compromise our heritage and deep rooted core values. The industries we serve, our customers, and their needs drive us. To be responsive, flexible and agile in service, we need to remain stable, committed and disciplined in our focus. Sometimes that means working at getting better, rather than bigger, doing a few things right, but not everything at once, and being selective.

Finally, we think all progress starts with people and there is nothing more rewarding than collaborating with our team members and the people from our industry on innovative solutions. People and relationships are at the foundation of our organization. We have been blessed and honored to serve the food industry and the people in it for over nine decades. Our doors and minds are always open and we welcome you to share your thoughts with us and visit with us if possible. We would be thrilled to hear from you and engage in conversation.

Sincerely,

Donnan R. (Donnie) Burris
CEO, Burris Logistics
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Third-party logistics providers have their work cut out for them. Competition is fierce and the expectations and demands from customers only get tougher each year.

How do individual 3PLs stand out? What can they offer to secure the business and loyalty of prospective and existing customers?

Let me start by acknowledging that there are many excellent 3PLs in the industry, particularly those who specialize in handling temperature-sensitive products such as fresh, perishable food. The reality, however, is there is no margin for error in this space. Mistakes, delays and taking your eye off the ball can result in running afoul of food safety regulations and potentially endangering consumers, or at the very least, diminishing shelf life and contributing to food waste.

Competency is critical when it comes to cold chain management. However that’s only the starting point. What qualities give one logistics provider an edge over another?

I kept coming back to these questions as I worked with the team at Burris Logistics on the content of this publication.

Some of what I observed is this:

Company culture counts. When employees feel valued and respected by their employer, they do their best work, not only in terms of productivity, but more importantly, in quality. And, when it comes to overseeing the intricacies of a perishable food supply chain, that’s imperative, and it’s also what separates Burris Logistics from other logistics providers.

In other words, when employees feel empowered to suggest process improvements, knowing that upper management will evaluate and take action, then that makes for a competitive differentiator. Likewise, when employees feel like they, just as much as management, are cold chain stewards, and have a key role in assuring food safety, and respect the organization they work for, the distinction and separation between one logistics provider and another becomes even more compelling.

Another takeaway for me was that family businesses with long histories of serving their communities and customers are driven to uphold this legacy, and they are extremely proud of their contributions to both entities. I view it as a kind of self-fulfilling prophecy, but in the business sense. When a company believes they owe it to their communities and customers to perform excellently in all that they do and really strive to be an upstanding corporate citizen, then great things do happen—and customers notice.

The story of Burris Logistics began in 1925 when John W. Burris and his father, Edward, started shipping tomatoes from the Delmarva Peninsula to Philadelphia. On the way back, they carried Acme Markets’ bread to its Delmarva region stores. Over 90 years later, the company has diversified into custom distribution, public refrigerated warehousing, foodservice redistribution and freight management, and is revered as a leader in this legacy, and they are extremely proud of their contributions to both entities.

On behalf of AC Business Media’s Supply Chain Network, which includes Food Logistics and its sister publication, Supply & Demand Chain Executive, I am honored to help Burris Logistics continue to tell their story.
COVER STORY

FUNDAMENTAL CHANGES THROUGHOUT THE FOOD SUPPLY CHAIN CREATE NEW VALUE PROPOSITIONS FOR LOGISTICS PROVIDERS AND THEIR CUSTOMERS

Major shifts in how Americans shop for and consume food combined with the growing preference for fresh, fast and healthy options are unleashing opportunities upstream and establishing new thresholds for performance and partnerships.
Today’s consumer wields incredible power and influence especially when it comes to food, and their demands read like a virtual shopping list of sorts.

High on that list is a desire for a rich variety of fresh, healthy produce, dairy and meat, as well as local and organic selections. Plenty of prepared meals and grab-and-go options are another must-have, whether at the supermarket, convenience store or supermarket. To top it off, the on-demand economy means consumers want to shop when and how they want to, including online, all of which is generating new obstacles—and opportunities—for food manufacturers and distributors, grocers and other retailers, along with logistics providers who are ultimately charged with supporting this new and evolving food supply chain.

An Appetite for Fresh, Fast and Healthy

The trend towards food that is fresh, fast and healthy is one that transcends age group, ethnicity and socioeconomic background, although Millennials are at the forefront of the trend. This impact is clearly evident at the supermarket, which has undergone a dramatic transformation of its own to keep up with the mounting changes underway.

According to NPD Group, “Supermarkets are raising the bar on their foodservice offerings and by doing so are attracting the attention of the coveted Millennials,” or those born between the mid-1980s to early 2000s. “Restaurant-quality and fresh food, chef-driven menus, in-store experiences have given rise to the grocerant and inspiration to Millennials to visit and spend,” finds NPD Group’s report, A Generational Study: The Evolution of Eating.

In-store dining and takeout of prepared foods from grocers has grown nearly 30 percent since 2008, and accounted for 2.4 billion foodservice visits and $10 billion in consumer spending during 2015. Moreover, the report finds that visits to grocerants (grocery stores that offer a restaurant-like feel, selling prepared foods to eat in the store or to take home) are rated higher than traditional quick service restaurants on variety and healthy options. Millennials are responding favorably to grocerants’ efforts to provide them with an experience over a simple stop at the supermarket by serving up an array of specialty food categories, from Asian to seafood to barbecue, lavish food bars and even sushi bars as well as comfortable, chic, in-store dining areas.

“Millennials’ interest in the benefits and experience that supermarket foodservice offers will continue to be strong over the next several years,” notes David Portalatin, vice president of industry analysis at NPD Group. “This forecast bodes well for food manufacturers and retailers who have their fingers on the pulse of what drives this generational group. Give the Millennials what they want—fresh, healthier fare and a decent price—and they will come.”

Another option that is starting to gain traction are meal kits like those offered by companies such as Blue Apron, HelloFresh, and even Whole Foods Market and Amazon, which are among the newest entrants to the segment.

Researchers say that only 3 percent of the U.S. adult population has tried meal kits, yet about two-thirds report being extremely or very satisfied. Despite the higher price for meal kits (they generally average $10 per person, roughly the same as a restaurant meal, compared to $4 for a conventional home-cooked meal) the attraction is not having to search for recipes, shop for ingredients and prep the food.

Customization is also hot. Millennials are looking to build their own burgers, pizzas, salads, sushi, wraps and bowls, and they want an assortment of toppings, vegetables, sauces and other options to choose from, whether they are at the grocery store or restaurant.

Meanwhile, grocery retailers are stepping up their tech game to connect with shoppers and their smartphones, in particular, with
According to Donnie Burris, CEO, Burris Logistics, “Historically, retailers have really had only two viable choices for perishable distribution. They could receive delivery through a wholesaler, where control is limited and the true cost of product and distribution can be a little cloudy. Or, they could put together a self-distributing perishable supply chain, which requires a tremendous resource load to assemble the knowledge, systems, physical infrastructure and regulatory compliance expertise needed.” However, there is a worthy alternative, he notes. “At Burris, we have combined our many decades of experience as both a wholesaler and a 3PL to offer a third solution that we call Custom Distribution. It allows us to create dedicated, highly customized supply chain solutions that put the retailer completely in control and provide clear visibility for both product and distribution costs. This frees up the retailer’s financial and human capital to focus on creating a compelling shopping experience for the customer while Burris handles the procurement, warehousing and transportation responsibilities,” explains Burris.

With today’s consumers looking for grocerants and other food retailers to provide the experience that analysts describe, supermarkets and others are devoting more time and resources toward exceeding customers’ expectations with an aesthetically appealing environment and a bounty of fresh food choices. Many forward-focused retailers are parlaying this strategy into an opportunity to build, or in some cases refresh, and elevate their brand in a highly competitive marketplace.

The Impact on Logistics Providers is Wide-ranging

As consumers continue to drive dramatic changes in the food supply chain, the result is the creation of new prospects upstream for logistics providers, especially those that specialize in perishables.

Burris Logistics’ Custom Distribution division is capitalizing on these prospects. The goal of Custom Distribution is to provide a unique collaborative solution for customers delivering all the benefits of self distribution and none of the headaches, and supporting them as they navigate the myriad changes characterized by the rapidly evolving food supply chain in order to remain highly competitive in the marketplace.

According to Altierre Corp., “Digital shelf tag technology provides an opportunity to link each SKU to the Internet and internal supply chain systems in real time. This begins the seamless integration of online and offline offerings by the retailer—providing more inventory, delivery and planograms details to store associates; information from manufacturers to the consumers at the shelf; reducing out of stocks with real-time monitoring of the shelf; and when combined with POS data, providing more dynamic promotional capabilities similar to online.”

The ESL market is forecast to grow from $186.5 million (in 2014) to $399.6 million by 2020, at a CAGR of 14.1 percent between 2015 and 2020, according to market research firm Reportbuyer.com. In North America and Europe, grocery retailers see substantial benefits in accessing real-time product positioning information, while also using ESLs to provide accurate and detailed information pertaining to allergens, GMOs and other information mandated by state and federal government regulations.

Asia-Pacific is expected to grow at the highest CAGR during the forecast period, which Reportbuyer.com says is due mostly to ongoing pilot projects and growing demand for retail automation and connected infrastructure.

Full-graphics labels will dominate the ESL market globally, adds the research firm. These are e-paper-based electronic labels that support graphics and incorporate new communication technologies such as near-field communication (NFC) to broadcast price, product and promotional information, while also giving the retailer new ways to engage and interact with consumers.

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erated distribution to focus more on exceeding customers’ expectations and optimizing their brands are finding that it pays attractive dividends.

Reducing waste and shrinkage is one such advantage. Retailers that turn fresh and perishable food items quickly not only reduce loss and waste, but also appeal to consumers’ desire for higher quality, better tasting, and longer lasting fruits, vegetables and other fresh foods.

Moreover, consolidation in the retail food sector means companies are often operating with reduced head counts. The resulting impact on operations is yet another reason that retailers are finding value in outsourcing their perishable refrigerated distribution.

The growing concentration on perishables is impacting cold storage, too.

John Hochmuth, vice president of sales with Burris Logistics’ PRW Plus division, says the focus on food safety, warehouse efficiency and sustainability have also evolved tremendously in recent years.

The PRW Plus division is in the process of obtaining SQF (Safe Quality Food) certification for all of its facilities—a step that is common for food manufacturing facilities, but not necessarily so for public refrigerated warehouses like those operated by PRW Plus. According to Hochmuth, one facility has already received its SQF certification, while the other three PRW Plus facilities are expected to have their certification by midyear, 2017.

Mike Pitcher, sales manager with PRW Plus, says SQF certification goes a long way in reassuring customers about Burris Logistics’ commitment toward food safety, which includes proper handling and storage of products that contain food allergens and the necessity to avoid any cross-contamination in the warehouse.

For example, the PRW Plus division has gone so far as to turn down business because a potential customer’s product and the allergens it might have contained posed an unacceptable risk to other fresh products in the facility, explains Hochmuth.

“We felt that the risk was too great, and that what we would have to do to minimize that risk was not in our best interest or the best interest of our customers, so we declined that potential business,” he says.

This dedication to risk management illustrates what “Plus” means to the PRW Plus team. Hochmuth explains that the “Plus” concept comes down to “whatever we need to do to satisfy the customer.”

The PRW Plus team works with the customer to identify any particular requirements. If there is an added cost to a special request, it will be explained to the customer so the customer can make the final determination, he says.

Activities such as repackaging, labeling and making specific pallet configurations are some of the value-adds performed by PRW Plus, says Hochmuth, who adds that, “Ultimately, it is important to know what the customer’s customer is requiring, so that we can help make that relationship a success.”

Joe Adams, vice president of sales and purchasing at Honor Foods (www.honorfoods.com), a redistributor of frozen, refrigerated and dry foodservice products, and a division of Burris Logistics acquired in 2007, says pressure on grocery retailers and restaurants to adapt to changing consumer demands are the types of challenges that Honor...
Honor Foods offsets these challenges by consolidating products from different warehouses and multiple vendors, transporting them on a single truck, and maintaining the customer’s access to multiple vendors without having to manage multiple deliveries. Like his colleagues, Adams also sees the effects of more stringent food safety regulations, specifically in the form of increased food recalls. He credits a robust ware-
house management system (WMS) and advanced tracking and traceability for helping Honor Foods respond promptly and accurately to product recalls, which Adams says are unfortunately “a huge part of the foodservice industry.”

On the transportation front, Burris Logistics’ Freight Management (www.burrisfreight.com) division offers both a company-owned and managed transportation fleet, and also partners with contract carriers to facilitate truckload and LTL shipments nationwide.

Anthony Megale, vice president, transportation business development, notes that Freight Management is seeing the impact of more fresh products in the pipeline, manifested in more frequent deliveries and increased use of LTL freight.

“Many of our customers—big box stores, retailers and a lot of smaller vendors—are not ordering full truckload quantities,” he explains. “Rather, we’re seeing more LTL deliveries on a weekly basis.”

Megale says that end customers are driving the transition to LTL over truckload, because end customers do not want to hold product themselves, even frozen products.

At the same time, Megale says it is becoming difficult for customers to find dependable LTL service for temperature-controlled shipments, especially on a national level. Furthermore, “Keeping costs down is a challenge. In fact, the highest landed cost for the vendor is LTL,” he points out.

John Haggerty, vice president of business development for Burris Logistics, points to another reason for the increase in LTL demand.

“Every manufacturer is faced with addressing the challenges of omnichannel fulfillment,” he says. “In addition, every retailer is trying to optimize the supply chain with on-shelf availability, and balancing that with true landed cost efficiency. At the end of the day, if it’s not on the shelf you can’t sell it; and if it’s not on the shelf, you lose a customer.”

There is only so much shelf space available, Haggerty adds, and the ongoing proliferation of SKUs means there is even less shelf space today, even for certain dairy and frozen items that do not need to turn as quickly as fresh products. What’s more, SKU proliferation is only going to become more challenging considering grocery retailers will continue to stock even more produce, gourmet cheeses, yogurt and specialty items such as hummus.

Logistics Providers’ Customers Reap the Rewards

There is consensus among supply chain executives that managing today’s cold chain effectively, safely, and with a commitment toward wringing out inefficiencies, maximizing shelf life, and exceeding the expectations of retail grocers and their customers requires a great deal of experience and knowledge.

The many complexities of managing time- and temperature-sensitive products are truly daunting. As a cold chain steward, Burris Logistics is dedicated to complying with stringent food safety regulations; making continuous investments in software, technology, assets and highly skilled employees; and forging strong and lasting relationships with customers in order to achieve the highest levels of performance possible.

The company’s deep understanding of cold chain management coupled with its highly regarded longevity in the industry is very much admired and valued. Since its start in 1925, Burris Logistics has earned its reputation as one of the leading logistics providers in the transportation, warehousing and distribution of temperature-controlled fresh and frozen foods. It is one of the largest and most sophisticated temperature-controlled food distribution operations in the United States, and continues to build upon its heritage of integrity, quality and dependability.

Retailers, therefore, can seize the opportunity to stay ahead of the competition by focusing on “building the brand” and delivering exceptional customer service, which is paramount. They can concentrate on these core competencies and allow an experienced partner such as Burris Logistics to integrate a customized and transparent solution that supports the retailer in delivering their product to the consumer.

It is for these reasons that customers reap the rewards of logistics providers like Burris Logistics that demonstrate a commitment to their customers by improving productivity and efficiency gains, generating transportation and distribution cost savings, and creating a more responsive and agile food supply chain. Most importantly, the win-win relationship established between the customer and its logistics provider ultimately extends to the consumer, where the real success is measured.
SERVING THE FOOD INDUSTRY

OVER 273,000
PALLET POSITIONS OF STORAGE SPACE IN DRY, COOLER, FREEZERS AND BLAST FREEZERS

CASES SHIPPED
OVER 500,000 DAILY

POWERED BY
TECHNOLOGY
VOICE PICKING SAVES PRINTING
100,000,000 CASE LABELS

TEAM MEMBERS
OVER 1,800 STRONG

MAKE IT HAPPEN
GET IT RIGHT
I AM BURRIS
WOW SERVICE

CULTURE
Customized – Your Way

Custom Distribution – provided by Burris Logistics – delivers all the benefits of self-distribution with none of the headaches for operators in retail, foodservice, alternate, and specialty food channels. While no two Custom solutions are identical, all solutions start with a collaborative transparent approach to creating the very best client specific supply chain solution.

For many operators the attraction to self-distribution can easily be overshadowed by the risks associated with capital investments and the expertise required. However, the benefits of such a Custom distribution solution created in partnership with Burris can be substantial. The anticipated benefits of self-distribution might vary from company to company, but two common broad based benefits would include gaining control and improving performance. Such opportunities for improvement can be found in several aspects related to product, process, efficiency, and execution.

The Burris Custom approach allows the operator to gain full control over the procurement process including product selection without limits, greater private label opportunities, deal negotiation, and vendor relations. However, the day to day responsibility for execution lies with Burris. Procurement is provided as a service by Burris on behalf of clients with full transparency. Essentially, the client maintains vendor relationships to the extent desired, crafting deals and promotions, planning, and focusing on their customers, but not the mechanical aspects or logistics operations. Leading edge technology executed by an experienced team and a talent strategy laser focused on acquisition, development and retention allows Burris to support these decisions as a highly experienced asset based logistics and supply chain partner fully aligned in the process.

Burris and its customers become joined in the effort to determine the most efficient processes from end-to-end at the start and throughout the relationship. Clients gain full visibility and control at all levels. What starts with procurement collaboration, continues to inventory planning, delivery schedules, ordering processes, pallet construction, delivery processes, communication, and personal attention. The total solution including delivery schedules, reporting, inventory visibility, systemic and data integrations, and more are driven by each specific customer’s needs. Such a Custom solution may be created to serve as a replacement to an under-performing distribution model or as a supplement to an existing model. Further, the solution can be designed to consolidate several product categories or be limited to just a few. Simply put, the client focuses on what they do best and Burris handles the rest.

As a Burris Custom Distribution customer, you will be treated as a true partner, and you will be allowed to dial in the exact services you need. We will work with you to understand your needs, and collaborate to create a long-term solution, which will be built to last and be efficient, but also be dynamic and allow for change with your needs.

— Brian Haley, VP Sales and Purchasing, Burris Custom Distribution

Historically, operators have really had only two viable choices for perishable distribution. They could receive delivery through a wholesaler, where control is limited and the true cost of product and distribution can be a little cloudy. Or, they could put together a self-distributing perishable supply chain, which requires a tremendous resource load to assemble the knowledge, systems, physical infrastructure and regulatory compliance expertise needed. At Burris, we have combined our many decades of experience as both a wholesaler and a 3PL to offer a third solution that we call Custom Distribution. It allows us to create dedicated, highly customized supply chain solutions that put the operator completely in control and provide clear visibility for both product and distribution costs. This frees up the operator’s financial and human capital to focus on creating a compelling and exceptional experience for the customer while Burris handles the procurement, warehousing and transportation responsibilities.

— Donnie Burris, CEO, Burris Logistics

We will work with you to understand your needs, and collaborate to create an efficient and dynamic long-term solution.”
CUSTOMIZED – YOUR WAY

FRESH BENEFITS

WITH CUSTOM SOLUTIONS

Custom starts with you, your customers, and the unique needs, challenges and opportunities you face. We collaborate with you and focus on creating the best possible procurement, warehousing, and distribution solutions; providing all the benefits of self-distribution – with none of the headaches.

BURRISLOGISTICS.COM
ALL ABOUT THE CUSTOMER

Burris’ PRW Plus Division, where the “Plus” is all about the customer. It is about their needs, requirements, expectations and the all-important “wish list”. In this pursuit, we have been assembling a world-class organization that is dedicated to our people, our customers and our culture.

Burris Public Refrigerated Warehousing, known as Burris PRW Plus, provides a wide variety of solutions with flawless execution. While we offer the standard services expected of a PRW company, the differentiator is we compliment those services with the special requirements of our customer’s...customer!

Our service goal is to exceed the level of service expected from our customers by their customers...ALL while being transparent in the process. Team Members and their dedication to service and continuous improvement cannot be duplicated.

As we continue to increase the engagement of our Team Members we are encouraged by their willingness to provide input into our processes. This endeavor will be key to our future success and assist in promulgating the Burris culture by improving the work environment. The Burris family strives to foster a culture of honesty and integrity by what we say and what we do. The decisions we make every day reflect that.

Burris uses advanced technology to drive down costs at all levels of our business. We write most of our own software — which makes us unique in this industry — enabling us to do things faster than our competitors.

Current customers describe us as Dedicated, Passionate, Professional, Confident and Visionary. We gladly accept them all but it is the Burris Family Culture..."Make It Happen", "Get It Right", "WOW Service" and "I Am Burris" that make up the bedrock of our existence. This is what motivates us to GUARANTEE our service offerings as we operate at a level of quality that is legendary. Since 1925, the Burris family business has expanded and evolved in offering trend-setting logistics with deep-rooted values.

What does this mean to you as a customer? It means you’ll get exceptional service, continuity, a commitment to efficiency and the assurance that your business partner is going to be here for you today — and tomorrow.

Woodland Partners Inc, a Burris customer for more than 15 years, is a Massachusetts based distributor focused in the retail grocery business. The Store Brand and Sourcing Division of Woodland Partners, offers turnkey Sourcing & Freight Consolidation programs to the retail market in the frozen category.

Dan Maloney, Vice President of Woodland Partners Southeast Division says it best. “Our Southeastern division has been privileged to manage the Store Brand Frozen Fruit & Vegetable Program for a major retailer for close to thirty years. We exclusively use Burris Logistics facilities in Lakeland and Jacksonville Florida to support this program.”

The Burris facilities involved provide exceptional service day in and day out. Everyone at Burris from the management to the receiving dock team members offer a high level of service which has benefited both our company and Burris with increased business opportunities. Meeting the customer needs is their top priority.

Our partnership with Burris is evident by the fact that most of their team members are recognized by name during visits and are told “thank you” for the great job they do and how important each one is in the supply chain by the Woodland Partner folks.

Much of our success is from the service providers we engage with that helps separate us from our competition. Please do not hesitate to call or reach out. We would like to share our program and why we feel that the Burris partnership works. They make a difference for us and I am sure they will do the same for you also”.

Dan Maloney, Vice President of Woodland Partners Southeast Division, can be reached at dmaloney@sbbss.com or 863-709-8000.

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From tracking merchandise to providing transportation, Burris supports the needs of producers and retailers of perishable food products. Our public refrigerated warehouses can be found in 17 strategic locations.
Honor Foods is a regional foodservice redistributor that has been in business since 1949. As a foodservice redistributor, Honor Foods purchases food and beverages from manufacturers and sells the same to food-service distributors servicing foodservice operators, i.e., anyone preparing and selling food away-from-home. This typically includes restaurants, schools, hospitals, hotels/motels, entertainment venues, etc.

While many foodservice distributors have the opportunity to purchase directly from manufacturers themselves, they often choose to buy through a redistributor. They do so for many reasons, i.e., they can’t meet a manufacturers’ minimum purchase requirement, they prefer not to warehouse a particular vendor or it’s simply more convenient to purchase from a redistributor within their trading area. That said, redistributors such as Honor Foods have proven to be a critical link in the foodservice supply chain. In 2007, Burris Logistics recognized the value-add of foodservice redistribution and acquired Honor Foods. In so doing, it was able to leverage its substantial warehousing and transportation capabilities. Burris quickly extended Honor Food’s reach from the mid-atlantic into the northeast through the acquisition of another foodservice redistributor in western Massachusetts in 2009.

Honor Foods employs nearly 150 people between the two facilities that total nearly 150K square feet of dry, frozen, and refrigerated warehouse space,. It services nearly 1,000 diverse foodservice distributors throughout 13 states in the northeast and mid-atlantic.

The foodservice redistribution space is highly competitive.

What has set Honor Foods apart from many competitors over the years has been its customer service – also a key distinguisher for Burris Logistics. In a survey administered by a third party provider, Honor Foods captured the top spot among customers for its overall customer effectiveness as defined by service, sales representation, product line, and company image. Burris’ widely-acknowledged reputation for “WOW” service is alive and well within Honor Foods.

Foodservice redistribution is a foodservice supply chain success because of the value it provides both its suppliers (manufacturers) and its customers (foodservice distributors). For manufacturers, redistribution provides cost reduction via the outsourcing of their high cost-to-serve customer orders, marketplace distribution penetration via efficient access to small and mid-size independent distributors, and significant administrative time and cost savings. For foodservice distributors, redistribution allows for lower inventory and improved turns, order consolidation (one order, delivery and invoice for several manufacturers), and fast recovery from out-of-stocks.

Honor Foods extends Burris’ reach as a supply chain solution vendor within the Food Industry. For many food manufacturers, that means Burris supports their retail, foodservice, warehousing, and transportation operations – how’s that for WOW service!
FOR INVENTORY CONTROL

Our redistribution services are flexible and responsive making it easier for you to buy more efficiently. A vital strategic resource for many distributors, we deliver the right product to your door when you need it.

BURRISLOGISTICS.COM | HONORFOODS.COM

IT’S OUR HONOR TO SERVE YOU
ONE STOP SHOPPING

Burris Freight Management (BFM) is the freight brokerage division of Burris Logistics. Our focus is to bring value added services to existing Burris customers as well as growing our customer base by educating the industry on all the services that BFM has to offer. Working with our vast network of carriers, our Burris DC’s and our private fleet it enables BFM to offer many solutions to our customers. **Combine this with 90+ years of experience and a dedicated team we make from the farm to table, processing plant to table or the Port to table, a reality.** We like to ask our customers to share their “pain points” and then work together transparently to design a customized solution. BFM has the resources to “Make it Happen”!

BFM works hand in hand with the other Burris divisions, Custom Distribution, PRW Plus and Food Service redistribution to allow process efficiency for the customer. We have service offices in three Burris locations, Elkton MD, Jacksonville FL and Orlando FL.

At BFM we know what it’s like to be a Carrier or Distributor, because we are one. **We understand what a late truck can do to inventory; we understand the importance of having product on the shelf for the consumer.** With that knowledge we treat every shipment like it is our own because we know how important each shipment is to our customer. Our commitment to service excellence is our number one priority.

At BFM we offer a broad range of nationwide transportation solutions including:

- National Truck Load service
- Intermodal solutions
- Regional temperature controlled LTL
- Port drayage service
- Drop trailer service on dedicated lanes
- Operations is staffed 24x7

Besides our Burris assets and our over 90 years of experience what makes BFM stand above the rest in our industry is the Burris culture, our extraordinary team members and our commitment to WOW service. We care about our customers, their product and picking up and delivering on time all with a unique level of integrity.

We take great pride in developing Carrier relationships. We treat our carriers with the same respect that we show our customers and team members.

“In this day of email or text when you call BFM a person picks up the phone, they do exactly what they say they are going to do. Simple and easy and that’s unusual in the trucking business today” – Joe Witfield Heyl Truck Lines.

**More and more customers tells us they like the one stop shopping that Burris Logistics has to offer.** Currently, we have customers where we pick up containers from the Port, store their product in one of our DC’s and provide delivery to the end customer. Drayage, storage, truck load and LTL all dealing with one organization BFM. We cannot do it all today, but the service that we can provide is comprehensive and ever expanding and delivered by the extraordinary team members with a passion for service excellence, “Focus on the customer’s needs and wants. The customer is the only required element for a business. Never take a customer for granted! Think I Am Burris” – Bob Burris

The industry is in need of reliable LTL options and consolidation DC’s, the future of BFM working with our PRW Plus Division is to begin to provide this service where we can, stay tuned.

Anthony Megale
VP Transportation Business Development

“We care about our customers, their product and picking up and delivering on time all with a unique level of integrity.”
FRESH FOCUS

FOR SHIPPING CHALLENGES

We offer comprehensive transportation solutions including a vast network of carriers and facilities. Combined with nearly a century of experience and a dedicated team, our customers count on Burris to “Make It Happen.”

BURRISLOGISTICS.COM | BURRISFREIGHT.COM
SUPPLY CHAIN IS A PEOPLE BUSINESS

Automation, digitization, Uberization, Google, Amazon, smartphones and drones, the Internet of Everything. Bigger, better, smaller, faster, and get it to me today, tomorrow or sooner if I choose. What about choices? There are 375 million products on Amazon alone! Where does it end? It may never end, but it starts with and depends on people. People drive demand, people create demand, and people innovate and create ways to meet this demand along with all the disruptive forces changing our lives and businesses at an accelerating pace and increasing magnitude. Supply chain people plan, deliver and execute every day and supply chain is most definitely a people business. The importance of people and the need for talent—in this increasingly complex multi-channel supply chain world—has never been greater.

According to Rick Blasgen, president and CEO of the Council of Supply Chain Management Professionals (CSCMP): “Today’s global business leaders understand that efficient, professionally managed supply chains play critical roles in the profitability of their organizations.” Therefore, “The most successful companies will be those whose leaders recognize that supply chain professionals hold the keys to increased productivity and better bottom lines.”

Furthermore, “Identifying, hiring and retaining top talent continues to be at the top of corporate agendas as supply chain management becomes a core competency in progressive organizations,” he adds. “Today’s talent will be valued not only for their cost-cutting skills, but for their expertise in doing the things that grow their companies, such as implementing and managing efficient operating processes, and creating revenue through innovative tailored solutions with customers.”

Blasgen notes that, “Supply chain leaders will also play more prominent roles in their firms as they, more often than not, will be members of the C-suite. Their responsibilities will continue to increase and expand to include oversight of not only their organizations’ supply chains, but of all areas of business. Their management and leadership skills will be in great demand as companies look to these professionals to drive their enterprises forward into the future.”

The right people at all levels of any business can create competitive advantages, deliver service excellence, and WOW the customer. In spite of all the technological changes we see, the importance of frontline customer-facing team members can never be underestimated. That consistently warm greeting at Chick-fil-A, “Welcome to Chick-fil-A, how may I serve you today?” is a great example. The food is great, but the people are truly exceptional. The people of Southwest Airlines have been passenger favorites for years. At Crest Cleaners, a small chain in Florida, attendants pass out dog treats in a drive-through window, buttons are replaced free, and same day service is provided with a “Thank YOU!” on every visit. While in awe of the convenience and execution of online businesses like Amazon, Wayfair and Zappos, we realize great people are behind the scenes at these machines. Crest Cleaners, Southwest and Chick-fil-A maintain loyalty to their organizations by providing exceptional service delivered by people who personalize experience, and always take the extra steps to assure satisfaction.

That WOW factor; how does this seemingly happen naturally at...
value and service excellence. However, none of this can be accomplished without the right people. “The right people are our greatest asset,” says Donnie Burris, the company’s fifth generation CEO, with an emphasis on “right.” “The work we perform is not easy. Temperature-controlled logistics and the demands of cold chain stewardship isn’t for everyone. Our family and company are honored and privileged to have many long-term customers, who rely on us to provide exceptional service and do it all cost effectively. Our leaders must be fully committed to our customers and our people who serve them. We invest heavily in facilities, fleets, systems and technology, but the reality is; just about any company can buy all these things. It’s our people who bring it all together and make it happen. We work very hard to get the right people on the bus and in the right seat. We also invest heavily in training and the development of our team members, which also prepares them for advancement opportunities. We can’t emphasize enough the importance of getting all our people working in the same direction to serve our customers.”

At Burris Logistics, the commitment to providing WOW service everyday through the I am Burris team approach to service excellence is paramount. Make it Happen, Get it Right and I am Burris is the focus, discipline and commitment of all team members. This mission of providing WOW Service, a team approach to service excellence, and a true-partnership approach to customer relationships is supported by Burris’ core values. These values emphasize service excellence, safety, ethics, integrity, respect and fair treatment of all team members, as top priorities. Core values coupled with a commitment to, and engagement of, all team members in high performance and competency through training, development, constant process improvement and utilization of new technologies are primary drivers of service excellence.

Cameras on reach trucks provide visibility at all rack levels to operators.

“Just as companies need an integrated technology strategy, they need an integrated approach to recruiting, developing and retaining the right people for the supply chain.”

Brian Gibson, Center for Supply Chain Innovation at Auburn University
book talent management series published by CSCMP and titled Acquire, Develop, and Advance. Brian Gibson, Ph.D, co-author of the series and executive director of the Center for Supply Chain Innovation at Auburn University, advocates for a balanced approach to these three areas of talent management.

"Just as companies need an integrated technology strategy, they need an integrated approach to recruiting, developing, and retaining the right people for the supply chain," Gibson recommends. "Companies need to create a strategic hiring plan with active recruiting techniques to find people with appropriate skills and cultural fit. Next, an investment in continuous training will develop the essential capabilities of the team and help people grow professionally. Finally, give people a reason to stay for the long run. Create advancement paths and succession plans that improve retention of essential talent for key leadership roles."

The structure of the Human Resources service group at Burris is based on the company’s servant leadership philosophy and upside down pyramid view of the organization and its org-chart. In this structure, leaders are at the bottom of the pyramid serving up to those closest to and serving customers every day. Local or facility level HR teams are empowered to serve their teams and they are supported by Laura McCann, director of Team Member Relations, home office support group.

According to McCann, "It’s our role to provide the tools, systems, and guidance to assist, serve, and work with our HR teams standing by their side, but never over them or riding their backs."

While this may seem somewhat unconventional, the servant leadership mentality is a cultural expectation of all centralized service units and leaders, not just HR. Burris IT, Finance, Engineering, Process Improvement, Safety, Facility and Fleet support teams are expected to assist the team in executing the common objective of service excellence for customers and their customers.

The development of the right people is a key objective. Burris team members participate in primary and position specific training programs from day one of their careers. During on-boarding, comprehensive training is conducted at the local site level by dedicated trainers in classroom settings, through the on-line Burris career center, video, practice simulations, testing and certification. Team members also receive extensive personalized training in the areas of safety, preferred work methods, technology applications, and food

Advances in fleet technology have greatly improved safety, fuel economy, and real-time visibility to operating conditions, product temperature, and more.
What does the future of supply chain look like? What role will predictive analytics, artificial intelligence, machine learning, automation, additive manufacturing and robotics play; and how will all these technologies interface with people?

Steve Tracey, executive director of Penn State’s Center for Supply Chain Research, offers the following thoughts: “The three most important things in exceptional supply chain execution are people, process and technology. The order is important because it’s people first and foremost—this will never change.”

Burris is right when he says just about any company can invest in systems and fleet so the only real difference-maker is the people deploying those assets. The dichotomy is that innovations continue to make our jobs both harder and easier. Tools to collect and analyze data make it incredibly easy to find out just about anything related to our customer and operations but databases are so large that we need to have new skills just to know which data to look at and for what end purpose. AI and ML can potentially “think and learn” faster for us but still rely on people to ask the fundamental “right” questions that need answered. The employee of the future needs to be more technically savvy, not only in how to use technology but also how to maintain and deploy those technologies and for what end purpose.

One example of a future disruptive innovation is the driver-less vehicle. Do we really think millions of vehicles will be roaming around completely “un-supervised?” No, of course not. Replacing a traditional driver behind the wheel will create a whole new generation of jobs; maintaining these complex systems, continually making them safer and more efficient and monitoring their every move from origin to destination to assure exceptional customer service. It’s the natural evolution of jobs, as technology replaces one set of jobs it creates whole new sets that never existed before.” FL
WHAT TO LOOK FOR WHEN EVALUATING A SUPPLY CHAIN PARTNER

The demands and complexities associated with managing today’s cold chains are truly challenging and are on track to become even more rigorous going forward. Leading grocers, restaurants and other food retailers realize that successful cold chain management is not merely a requirement; it can actually contribute significantly in elevating a company’s brand and cultivate deep loyalty from its consumers.

What are the criteria for identifying the right supply chain partner to manage a company’s cold chain? For starters, it takes a genuine transparent partnership committed to innovation and a demonstrated commitment on the part of the supply chain partner to make investments in equipment, infrastructure, regulatory compliance, innovation, technology—and of course, knowledgeable and experienced people.

A diversified, asset-based logistics organization with an extensive network comprised of a modern transportation fleet, state-of-the-art cold storage and distribution facilities, and a willingness to invest in the most innovative technologies is essential.

For example, a significant portion of Burris Logistics’ temperature-controlled trailers boast three temperature zones, which gives customers the utmost flexibility for transporting an array of products and extra assurance that products will remain fresher longer, and stay within the designated temperature set points. On the cold storage side, Burris Logistics is going the extra mile to obtain SQF (Safe Quality Food) certification for all of its facilities. This investment, coupled with Burris Logistics’ hyper focus on food safety and stringent compliance with the FDA’s Food Safety Modernization Act (FSMA), HACCP and Country of Origin labeling raises the industry’s bar for cold chain management.

“Diversification of services is definitely one reason to use Burris Logistics today,” affirms Anthony Megale, vice president, transportation business development.

There are not many logistics providers that can offer a comprehensive, turn key solution for cold chain management. For that reason, Burris Logistics with its four divisions and array of capabilities make the logistics provider a standout among the competition.

The ability to offer a diversified and comprehensive portfolio of services makes it seamless for customers to outsource their perishable refrigerated distribution, giving them a strategic advantage when it comes to enhancing the consumer’s experience and continuing to build their brand.

Outsourcing offers so much more. It helps reduce waste and shrinkage for perishables and generates consistent turns, providing fresher product to the consumer and improved cost control for the retailer. The less resources the retailer has to commit to distribution means more are available to boost consumer satisfaction.

In their entirety, these aforementioned attributes and investments clearly qualify Burris Logistics as a leading logistics provider. However, there are other equally important and frankly, uncommon attributes, that distinguish Burris Logistics for other logistics providers and narrow the competitive field even more.

Trust, integrity and longevity matter a great deal when it comes to vetting a logistics provider. Burris Logistics is one of the largest temperature-controlled logistics providers in the United States and moves millions of cases to major supermarket and food retail operators every week. It is a family business with deep rooted values with beginnings that harken back to 1925. When it comes to trust, Burris Logistics remains committed to fostering a culture of honesty and transparency. In return, customers get exceptional service, continuity, and the assurance that Burris Logistics is going to be there today—and tomorrow.

ASKING THE TOUGH QUESTIONS

John Haggerty, vice president of business development for Burris Logistics, emphasizes that choosing the right cold chain partner is crucial. “Several factors should come into consideration when evaluating partners,” he says. Here are some of the tough questions on his list:

- Will your potential partner be a true partner, one willing to go the distance, and share the pain and the gain with you?
- Does your partner invest in people, training and talent management? Does your partner invest in “owned” cold chain assets and their proper maintenance? Is your partner experienced and capable at multiple temperatures?
- Do they have a solid track record and reputation for integrity? Is your partner committed to constant improvement, process improvement and process reengineering?
- Does your partner invest in new technologies?
- Is food safety and agency compliance part of your partner’s DNA and culture and do they live this every day?

“Today, cold chain logistics partnerships can create substantial value and be executed with seamlessness, visibility and transparency,” explains Haggerty. In addition, “New and emerging technologies allow for real-time visibility, as well as time, place and temperature validation. Inventory visibility and full functionality through systemic integrations can essentially join two companies at the hip,” he says. “The challenges of fresh supply chain execution can be addressed effectively through collaboration and true partnerships.”

www.foodlogistics.com
THE FUTURE COLD CHAIN

The cold chain has emerged as one of the most dynamic sectors in supply chain management, propelled in large part by consumers’ demand for fresh foods that support healthier lifestyles, local foods that are unique to a particular geographic area or season, and highly customized food choices and meal options that appeal to a younger generation of consumers accustomed to the personalization and immediateness associated with an on-demand economy.

One thing is absolutely certain: the future cold chain promises even more of the same, only at a faster rate of change.

How then will logistics providers continue to add value to their relationships with customers? What will be the new expectations for tomorrow and beyond? What new kinds of technology and innovations will the supply chain acquire?

At the heart of this new cold chain paradigm is an obligation between logistics providers and their customers to operate in an environment of openness, and to create a highly intimate relationship to achieve mutually beneficial business goals. This “blurring of the lines” will require the sharing of critical data, analytics and intelligence in order to reach a stronger, more transparent relationship better equipped to adapt and respond to the fundamental industry changes underway.

What does that look like in real terms, and how are logistics providers gearing up to meet the future? At Burris Logistics, an in-house IT team looks for technology-based strategies that improve tracking and tracing, responsiveness, visibility, and regulatory compliance for Burris and its customers. Indeed, the proliferation of food safety legislation such as the FDA’s Food Safety Modernization Act and other federal, state and local regulations are central to the cold chain management, and customers are increasingly relying on their logistics provider to meet and exceed these requirements, forging close working relationships that can meet the challenges of the future. They also recognize that people will always be at the heart of the supply chain and are committed to acquiring, developing and retaining the best talent available to service their customers.

Nurturing this intimate relationship requires superior levels of customer service, including clear communication and outlining of expectations to support the demands of the future cold chain. Burris Logistics’ success over 90+ years was built on the tenet of “Integrity delivered” and that will not change in the years to come. It is embedded in the company’s culture and way of doing business.

Finally, Burris Logistics understands its responsibility and relationship to the global community. As cold chains expand both domestically and abroad, there is much at stake for food safety and security.

Simply put, logistics is not a commodity at Burris Logistics. The company takes the long view, the holistic view on what the future cold chain looks like, which includes redefining sustainability to encompass the reduction of food waste at the wholesale and retail levels, optimizing fuel and energy consumption and implementing renewable energy sources for fleets and cold storage facilities, all of which improves the bottom line in terms of business as well as corporate social responsibility.

By its very definition, sustainability is aligned with the role of the 21st century cold chain steward. Burris Logistics got its start as a cold chain pioneer in 1925, and today leads the industry in applying the knowledge and experience of the past with the technology and vision necessary for the future.