



## Customer Profile: Legal Sea Foods Restaurants



**Voice of the Customer:**  
*"Legal Sea Foods has been working with Lily since 1998. Our decision to use Lily to transport our seafood to our restaurants throughout the Mid-Atlantic and New York Metropolitan areas was based on their knowledge of the time sensitivity of our product. The implementation of the new system has enabled us to deliver the same highest quality seafood to our out of state restaurants as our local Boston restaurants."*

John Olson, Vice President of Operations,  
Legal Sea Foods

### Start Date: April, 1998

*"If it's not fresh, it's not Legal"™*

Legal Sea Foods of Boston, Massachusetts, with 34 restaurants from Massachusetts to Florida entered into a Dedicated Logistics Agreement with Lily to most efficiently manage and operate their Time Sensitive Delivery operations to their restaurants from their state of the art commissary on Black Falcon Pier in Boston. Lily manages the entire delivery process and utilizes Lily driver teams travelling non-stop and over-night to get to the restaurants On-Time. Lily has also reduced the total transport cost through the utilization of the dedicated fleet for back-hauling the freshest seafood from Florida and the Mid Atlantic for processing at the Boston Commissary.

### Why Lily?

Lily was chosen because of Lily's proven ability to operate Same-Day, On-Time Team service. In addition Lily provides a customized and extensive reporting database that allows for reporting on all aspects of the operation featuring customer focused Key Performance Indicators (KPI) and the Lily Plan, Do, Check, Act (PDCA) Process. Together, the Legal Sea Foods and Lily

Team's commitment to the Lily Platform for Continuous Improvement has resulted in 99.8% On-Time store deliveries at a reduced Cost per Delivery.

### System Architecture: 24x7

- Lily Management:
  - 1 Lily employee dedicated to Legal Sea Foods
- Drivers: 4 Full Time Lily employees
- Part-Time Drivers: 1 Lily employee
- Dedicated Core Tractors: 2 Team Sleeper tractors
- Dedicated Core Trucks:
  - 2 Air-Ride with 24' Refrigerated bodies
- Dedicated Core Trailers:
  - 3 Refrigerated and Dry Van

### Lily Management Responsibilities:

- Drivers and Productivity
- Equipment Utilization
- Store Delivery Service level
- Back-haul pickup as requested,

***Continuously Improving Supply chain Efficiency and Integrity***



Standardized Continuous Improvement process utilized since 1987

## Our Process Delivers Performance

### PDCA

results in seamless implementation - transition systems results in continuous improvement (lower cost)

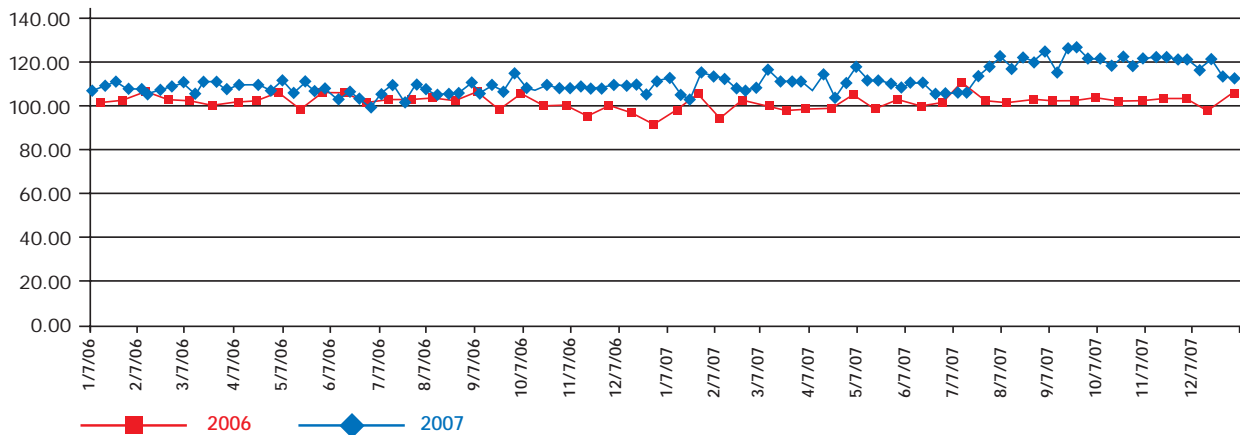
### Key Performance Indicators

to continuously track & analyze cost and service levels provides "readily-available" data for ongoing PDCA process

### Continuous Improvement Methodology

results in seamless transitions from private fleet, or other carriers, to Lily

### MSF - Manufactured Square Foot per Load (Sample)



### Performance Measurement System

An effective performance measurement system is the early warning system for problems. Lily's computer based performance measurement system provides reports that monitor our performance quality and supports the decision making process that is found in driving out cost and waste. Lily tracks the following performance measurements and can tailor any measurements to your specific operation:

- On-time versus standard
- Delay time at customers, over standard
- Number of empty miles
- Miles per gallon
- Miles per truck
- Driver productivity
- Delivery overage, shortage, and damage
- Number of drivers per vehicle
- Cost per unit
- Cost per delivery

### Delay Costs (Sample)

