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Dick Redner: A 50-Year Legacy Of Vision And Strong Work Ethic

When Earl “The Chief” Redner decided to open his first two grocery stores in the Reading, PA area in 1970, Dick Redner was still living in Silver Spring, MD, having just graduated from high school. “The Chief” had worked for Grand Union for nearly 30 years, beginning at the age of 15 in Middletown, NY and rising to the position of superintendent of the now extinct chain’s Washington, DC stores.

It wasn’t long after attending his first semester of college that Dick recognized he needed something more challenging.

“I truly missed the action of working in a grocery store,” the company’s current chairman said. “My father put me to work in the produce department in a Grand Union store in Glenmont, MD and I loved the people, the action and the whole ambience of working in a grocery store. Plus my father needed me to help with his new operations,” Dick recalled.

His mother Mary remained in Silver Spring with Dick’s younger brother Gary who was still in high school. Dick’s girlfriend (now wife) Elaine was also in her senior year at the same school, Northwood High School.

So, when 19-year old Richard E. Redner left



Dick Redner

for Reading in 1970, he knew a great opportunity lay ahead, even though his personal life would change dramatically. The company’s first two stores, former IGA units in Red Hill, PA and Leesport, PA, were originally IGA Foodliner stores, both around 10,000 square feet. Dick Redner worked in both stores supervising most departments and

further learning the business from “The Chief” and other associates including former executive Pat Ferguson.

By the mid-1970s, Dick Redner became more firmly entrenched in the company’s decision-making and strategic vision as the company continued to add more stores primarily in Central

Pennsylvania.

And in 1975, the retailer made two pivotal moves that would affect its future course. The first move was to create an employee stock ownership plan (ESOP), a vehicle in which Redner’s associates would have an opportunity to share in the future successes of the organization. The retailer not only became the first supermarket organization to become employee-owned in the Keystone State, it was also one of the first food retailers in the country to develop an employee-owned stock plan. Forty-five years ago those first shares were valued at \$3 each; today’s appraised value is worth approximately \$530 per share.

“Having been part of a chain (Grand Union) that wasn’t so considerate of its employees’ long-term needs, my father thought it was important that the associates directly share in success of the company. He knew that ownership also would bring more pride and motivation to our employees.”

Later, Redner’s provided an additional incentive to its people: it rewarded them with a bonus if they could keep company shrink to under a half of one percent. That goal has been met every year since its implementation in the late 1980s.

Also in 1975, the Redner Development Company was formed as a limited partnership with “The Chief,” Richard and younger brother Gary as partners. The partnership purchased several reasonably priced pieces of real estate, making it possible to lease buildings at reasonable rentals to Redner’s Markets.

As the business continued to grow and evolve and the landscape was also changing.

After having researched other retailers in other markets, Dick, Gary and “The Chief” believed they needed a clearer point of differentiation from their competitors. That separation point was its conversion to a warehouse store model, some-



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REDNER
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thing they witnessed a handful of retailers nationally deploying that strategy successfully.

“We were determined to work on a 16 percent margin across all department and categories store-wide,” Dick recalled. “We became much more disciplined and focused in our procurement and cost containment. And our message to our customers was very clear: no gimmicks, no game – just everyday low prices.”

Within a short period of time, same store sales tripled. The warehouse concept was clearly a success, not only in concept, but in execution.



“There’s no doubt that the associates, knowing they owned the company, were especially motivated to execute our plan,” Dick explained. “As we continued to open new stores in new markets (Redner’s now operates stores in Delaware and Maryland as well as in Pennsylvania), we quickly became known as the value retailer in that market. That alone helped us gain momentum in these new areas.”

Reflecting on today’s current market conditions, Dick Redner acknowledged that the competitive landscape has again changed. Overstoring exists in most of Redner’s operating markets as do the diverse shopping choices customers now have.

“Every bricks and mortar trade channel is very crowded today, and then we have to contend with Amazon and e-commerce, too. However, I believe we’re taking the right steps to be a strong player in the future. The elevation of Ryan and Gary Michael to the key leadership positions in the company was vital to our organization (in 2018, the Redner’s board promoted Ryan to CEO and Gary Michael to COO, with Dick, who became CEO in 1990, becoming chairman). They’ve had the necessary preparation and experience (approximately 20 years each) to understand their new roles and are already putting their imprint on the company,” Dick noted.

Clearly, Redner’s shift to a more perishables-driven model has already made a strong impression in both stores where the concept has been fully rolled out (a conversion of its Wyomissing, PA store and at its newest store in Audubon, PA). Its next new store will be in Lewes, DE (likely in 2021) and Dick Redner said that all stores will eventually utilize some aspects of the new model. He added that the company’s plan to build a new central commissary will allow it to better manage fresh product mix, labor and shrink as it expands its updated operating model.

Along the way there have been major challenges and setbacks, too. Dick Redner said the company was unprofitable for its first 20 years because of its aggressive expansion plan to open new stores. And personally, he lost his brother, Gary W. in 2008 and his dad in 2017.

“Two wonderful people – my father and my brother. Of course, their deaths bring great sadness, but I tend to remember the great times we had together and the funny stories that were part of our journey to start and build this business. People don’t know this, but when my father first opened the Red Hill store, he had no place to live. So, rather than rent an apartment, he decided to put a bed in the office of that 9,000 square foot

market and lived in the store for three months. He was also an avid pilot and would often load up his Piper Cub with product and fly to another store if it was out of stock. Crazy stuff! And my brother, Gary, he was a character, too. When my dad put him in charge of warehousing and produce, he would faithfully drive to the wholesale produce market in Philadelphia several times a week in the early morning hours, to buy produce that was fresh and affordable. He also was the architect behind our building and growing our own distribution center which gives us an advantage on deals, forward buys and commodity procurement. And since we were talking about my father and his bedroom in his office at the Red Hill store, the apple doesn’t fall that far from the tree. Shortly after Gary started his career, ‘The Chief’ named him meat manager of the same Red Hill store. Sure enough, Gary didn’t have a place to say either, but unlike my father, he decided he’d live in his van, which he parked outside the store, for a few months. Certainly, he was focused on doing the job well, but he was also a bit on the thrifty side,” Dick said.

In his new role as chairman of the board, Dick Redner has a bit more time to explore new opportunities in his personal life. Not surprisingly, he’s not all that interested, since his priorities have remained consistent for many years – his family (he and Elaine have two children and six grandchildren) and his passion for the business.

He still enjoys visiting the company’s 44 supermarkets and 21 Quick Shoppe c-stores, and especially likes talking to the company’s customers and hearing their comments, criticisms and suggestions. And as chairman of the board, he considers that job extremely important because the board not only help develops policy, but also provides the foundation for the company’s most important asset – its owner/associates.

“We’ve had a lot of good times here,” Dick Redner reflected. “But we have a lot more work to do. I’m very proud of what we’ve accomplished over the past 50 years. And I feel very confident that a third generation of Redners will be leading the company into this new era.”

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Q & A



Q&A with Gary M. Redner, COO, and Ryan Redner, CEO.

Food Trade News: What has been the biggest surprise since you were named to head the management team at Redner's and the next generation of family leadership?

Ryan Redner: Non-operationally, the biggest surprise, or biggest hurdle that I believe we had to deal with was the aging demographic of our senior management and how fast and furious retirements have happened and replacing those with the long-term vision of where we envision the company going. I can't say that was a surprise, but since we've been in our leadership roles the major hurdle we've had to deal with is replacing long-term senior management folks.

Gary M. Redner: I would say there really haven't been any surprises, other than what Ryan just mentioned about the senior management.

Food Trade News: Now that you're in the top spots, what are you seeing as the biggest challenges of running a regional supermarket chain?

Gary M. Redner: Adapting to the next generation, and being able to keep up with the big retailers, such as Walmart, Kroger, Amazon. That demographic, that next generation shops differently. Adjusting to that, when you have a little less capital expense available, that's what I see as the biggest challenge so far.

Ryan Redner: I would echo that. Competing in this new marketplace and how to compete, because we all know, the growth of Amazon, and Walmart's going after Amazon and everybody's going after everybody in that e-commerce space. But, let's face it, we all have brick and mortar grocery stores, and we can't let them fail. So, everybody, while they're going after the e-commerce piece, is getting super competitive within the brick and mortar space as well. So, it's just fierce competition, more so than we've ever seen in our young tenure growing up. But, still, it's amazing the new companies that keep popping up, like Aldi, Lidl. Even though they aren't all new, the expansion that's going on means people are still growing with brick and mortar and expanding ever so quickly into e-commerce. The change in shopping pattern habits that Gary mentioned is a big factor as well.

Food Trade News: Talk a little bit about the plan to reformat your stores to the new Redner's Fresh Market format. Talk about the special departments and initiatives this format features and why you felt this was the time to launch it. What clearly differentiates the "fresh" format from the original Redner's format?

Gary M. Redner: It's, again, trying to cater

to that next generation. Freshness is a focus for that next generation. Hyper-local is another way to put it. The first store that we did actually had ties to us because our grandfather (the late Earl Redner, founder of the company), when he first came to the area lived less than a mile away from that store (in Wyomissing, PA). That's one of the reasons we chose that store because it was close to us - we both live within a mile as well. The store really focuses on fresh. We've enhanced our service levels in each of those departments and the varieties of things that we offer. Again, really to bring in that next generation of shopper and that family because, just like we have an aging demographic within our own network of employees, we also have it with the shopping experience. So, we want to be able to cater to that next generation of shopper.

Ryan Redner: I think it works in unison with the previous question that you asked about the biggest challenges. We are combatting the biggest challenge in making people want to not only shop e-commerce but to make people want to come in to the store for more than just price but for the look, appeal, fresh feel. But to your question about the future of Fresh Markets - I don't think even if we sat here and were forced to, we couldn't say how many of our stores will become a Fresh Market, because there are a lot of other things, that we don't need to talk about today, that have to happen in order to really expand that Fresh Market. We have to take a deep dive into operating these things on a larger scale. Let's face it, even if it's half of the chain, the other half of our chain still needs some TLC as well. We've got some stores that are 20-30 plus years old that will never become a Fresh Market, but again need us to go in there and refurbish those as well. I think you'll see Fresh Market conversion and then again, not getting too ahead of ourselves, another avenue of where we want to take some other stores. Kind of refurbishing that warehouse, not



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going away from that but renewing that look as well, because not every store has the same demographic as Fresh Market. I'd say we will be staying on a dual-line approach in this area.

Food Trade News: Staying on Redner's Fresh Market, currently there are two stores with this format open and one scheduled for Lewes, DE. Are there any other current stores targeted for conversion? Are there plans to convert maybe 2-3-4 per year?

Gary M. Redner: The next two, which I think we can share at this time, that will be converted are Bel Air, MD and Langhorne, PA. But, there's no really definitive timeline for that at this time. Again, kind of alluding to some other projects that we have going on.

Ryan Redner: Right now, we really don't have much more to say than that. We will start with Bel Air like we would with remodeling any other store and then, when we're ready, we will unveil Fresh Market there, followed immediately by Langhorne. But, we don't have any definite dates right now.

Food Trade News: Staying on Redner's Fresh Market, are there any plans for net-new stores? Your team has always been good at finding value-added real estate for new sites. Beyond Lewes, DE, can we expect any new additions?

Ryan Redner: We never say never, but as of now, there are no net-new stores, ground-up on the docket other than Lewes. We will work on Bel Air and Langhorne refurbishes - renew and rebrand. If opportunities present themselves, we are always open to new locations. Not to be forgotten also is our c-stores. At the same time that we are refurbishing Fresh Market and Warehouses, we are taking a deep dive into renewing, refreshing the look and our appeal in our Quick Shoppes as well, and even what our offerings are along the same lines of Fresh Market offering, obviously on a much smaller scale. That's on our long-term cap-ex plans. One store particularly this year has a large cap-ex number for Quick Shoppe refurbishment.

Food Trade News: Redner's has had Meredith McGrath, a registered dietitian and a coordinator of the Health Cents program for many, many years. Now you've added Chef Tim Twiford, a corporate chef, to the team. Why did you feel it was important to make that addition and what do you hope to accomplish by making this change?

Gary M. Redner: I actually had a relationship with Chef Tim outside of work through non-profits. I got to see how he interacted with people and how he gave back to the community. So, culturally speaking, I knew that he fit our environment. In addition to that

though, it's what we talked about earlier with Fresh Market and catering to that next generation in fresh specifically. He has helped us develop three-compartment meals, ready-to-eat meals, that we've started in our Fresh Markets but a long-term objective is to roll that out in other stores. He helped us to be able to



develop that and come up with not only the most effective meals that cater to the guests' needs, but also honing in on the efficiency of producing those meals.

Ryan Redner: The time with Meredith is certainly great, sort of just added-value, but in conjunction with the ready meals the chef is creating we're using those two working together to let our guests know what they can buy to make this at home with the help of a registered dietitian. The two of them work great together. We also have a local radio show, "Food For Thought," that airs once a month on 830AM WABU. They've done things at our Wyomissing store, they've gone in to the EU, they promote launches. Everything from buying prepared meals to making your own meals at home, those two have really worked well together in a broad spectrum. It's a great tandem.

Food Trade News: Are there any future plans that you can share with the trade regarding your growth and remodeling plan?

Ryan Redner: I already sort of alluded to it a little bit: Quick Shoppe refurbishment is number one. Fresh Market expansion is number one-A. Then, again a refurbishment of our Warehouse Market stores. We're a little ahead of wanting to talk about that too much, but having a refresh of the Warehouse Market concept as well. Those stores that can't be Fresh Markets need some help as well, after all, they are 20-year-old stores.

Food Trade News: When we talk about future plans, do you see your Quick Shoppe concept growing?

Gary M. Redner: Potentially, yes.

Ryan Redner: We are actively pursuing, in fact have an agreement of sale to buy another Quick Shoppe site, to be announced, it's confidential right now. Refurbishing the one I spoke of as well. It's not necessarily convenience stores only, but getting pads in front of existing grocery stores.

Food Trade News: Do you have any plans to add gas at existing stores, as some other operators in the area have done?

Gary M. Redner: Yes, we will have gas in front of the supermarket we are building in Lewes. One of our other stores is going to be getting it as well. We are currently negotiating, going through some due diligence processes right now.

Ryan Redner: In all of the stores we have built in the last 10-15 stores, even the ones that don't currently have fuel, the leases say we have the right to put it in. We just have to figure out where we want to spend that pretty large cap-ex number to put fuel in.

Food Trade News: Have you found fuel to be profitable?

Gary M. Redner: Fuel is a great draw because we have a loyalty program too, and it ties in well with it. It creates one less stop that the guest has to make. So, yes, it definitely builds sales.

Ryan Redner: You know the gas market isn't hugely profitable. But to Gary's point, when you have it on site, redemption is higher, loyalty is higher. Everything's great.

Food Trade News: Redner's has a longstanding stance as an ESOP. How has this benefited the company over the years, and how will it continue to help in the future?

Gary M. Redner: I think that over the years, it's definitely benefited us in the sense that our team members have more of a sense of pride in what they do, knowing that the things they put out there, the interactions they have with the guests does impact them because we're investing into their future. Shares are given based on their hours worked with us, at no cost to them. Ultimately, when they hit retirement age, they can withdraw those funds and get supplemental income just for showing up and doing their job. So, that next generation, because we have a lot of younger folks, it's a matter of getting them to understand the value of it. But once they do, it's definitely an incentive for us and it keeps people around and keeps them wanting to stay committed to the company because they benefit from it as well.

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Rich Rabenold: Redner's Employee Longevity Key To Success

Rich Rabenold, CPA, CGMA, is Redner's Market's vice president of finance. He joined the company in 1994 and, before promoted to his current post earlier this year, served in roles as store director and corporate controller.

Today, Rabenold oversees all financial-related matters for Redner's, directs all aspects of accounting operations and provides financial commentary to the retailer's board of directors and executive staff. As a member of Redner's investment committee, he also shares in the fiduciary responsibility of managing the ESOP plan's assets and monitoring the retailer's 401(k) program.



Rich Rabenold

With 25 years of experience in the retail food industry, Rabenold has seen a lot of changes that affect the company. "The biggest change has been increased competition from non-traditional grocery retailers," he told us. "This change has created a number of challenges for every independent grocery store operator."

Redner's has worked hard to handle these changes, said Rabenold. "To counter this, we created efficiencies within the department and we were able to decrease in-

terim and year-end reporting by more than 50 percent. This has allowed our operations team to be more proactive to changes in the marketplace."

The finance team continues to work on helping keep the company strong, Rabenold stressed. "We continually look for ways our accounting and finance team can 'add value,' to our bottom line. We negotiated renewal terms with a number of our business partners re-

sulting in material increases in commissions, and reduced fees."

The company continues to upgrade systems to stay ahead of the curve. "Our IT department is currently transitioning all of our stores to a move powerful POS platform that will allow us to digitize back-office processes," he said. "These changes will yield significant productivity improvements in the near future."

Rabenold says that having a strong team is vital to success, especially in the current competitive grocery industry. "Key to facing any challenge is developing your team. The focus of the past 12 months has been the development of key team members to assume roles of greater responsibility as we transition to the future to continue to create value. The focus of everything we do is to support the store teams and our corporate mission of being a great place to shop and work."

One thing that helps set Redner's apart from its competition is its ESOP. "In 1975, Redner's Markets became the first supermarket in Pennsylvania to be employee-owned. This change fostered a team of highly motivated employee-owners that continues to enhance overall profitability and drive share price appreciation," Rabenold told us. "This synergy, combined with the tax advantages ESOP plans offer, fueled the rapid growth of our company."

There are always two sides of anything in business, however. As Rabenold told us, "The drawback to any ESOP is that they require careful cash flow planning." But he said Redner's team is well-equipped to deal with this issue. "We have a very strong management team that produces consistent results. Without a strong team, and adequate planning, repurchase obligations can compete with other capital needs."

As a 25-year veteran of the company, Rabenold is well-positioned to convey to the trade what makes the Redner's organization special. Here's how he put it: "Over the years, the Redner family has had a positive impact on the lives of thousands of our prior and current employees. Their 'promote from within' philosophy, combined with numerous training opportunities, as well as tuition reimbursement, are part of what makes Redner's Markets a great place to work," he said. "The proof is in our success and employee longevity. More than 90 percent of our accounting and finance team, as well as more than 80 percent of our executive staff, began their Redner's career working in one of our stores."

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Bill Wallace: Keeping Grocery Relevant For Redner's In An Ever-Changing Business

Bill Wallace, vice president of grocery operations, is a 26-year veteran of Redner's. In January of this year, he was promoted to his current position and like many others on the company's executive staff he started with Redner's working in the stores that he now oversees. Since joining the company in 1993, he has served in roles as store director, produce supervisor and district manager. Wallace is now responsible for overseeing the center-store grocery operations of 44 supermarkets and 13 convenience stores. With more than 35 years of industry experience, he is well positioned, to discuss the changes that have occurred in the grocery world over the years. "Since starting in this business in the early 80s the changes have been extreme. I believe the biggest change over the years has been new competition from every angle, higher costs, rising wages,

and how quickly over the last 10 years the business has evolved. It's insane," he said. "There has always been new competition and that has ebbed and flowed over the years - they come and they go."

Wallace cited two of the bigger factors that he believes have impacted Redner's, along with the entire industry was the arrival of Walmart and Amazon. "What happened with us in the late 80s and through the 90s, when I first started with the company, Redner's was the low price leader in our trading area. With our warehouse

concept and low pricing structure, we were the grocery store that people would travel 45 minutes to shop. It was not uncommon for customers to buy several hundred dollars of groceries on those trips. During those days, Redner's was the low price operator until Walmart became entrenched in our trading area. The bottom line for us was that they were the first tsunami wave to hit us. Once that happened, we had to change course, as we could no longer be the lowest price retailer. We began to see our center store grocery sales decline so we moved into a more perishable-oriented format. The Wall of Values moved into the center of the store and the Produce department moved to the entrance area. This allowed us to continue to be successful through the mid 2000's."



Bill Wallace

Wallace continued, "The second wave that affected everyone in the grocery industry was when Amazon began to get into the online grocery business. That piece, along with their later acquisition of Whole Foods has given them an immediate brick and mortar component. They have now changed the landscape of the grocery business completely and everyone has been scrambling to catch up. Consumers today want the convenience of online ordering and curbside pickup but when they do come into the store, they want a destination with a personalized experience while they are shopping. Customers expect all of this to occur without having to pay any extra for their groceries. So much for creating any additional ROI, it's getting harder and harder to make ends meet in the grocery business."

Wallace is bullish on Redner's ability to meet these challenges. "One of the things we've been doing over the years, and continue to do, is try to find new items that can add value and sales to our operation. Over the last few years we have expanded into selling our own packaged candy, wood pellets and even pool shock. We also continue to grow sales in our GM department by selling anything from patio furniture to air conditioners. Our GM/HBC buyer is always looking for any item that is becoming or may become the next hot trend. All of these items have created additional sales with very low to almost no shrink. I also feel that are greatest asset, is our associates as we have some of the most dedicated and customer service oriented folks in the industry."

What sets Redner's apart, we asked Wallace? "I would say our leadership along with being a mid-sized company gives us an edge out there. The fact that we do not have a huge chain of command allows us to make a decision, try something new and if it is not working, pivot quickly when we need to change direction." He continued, "Over the years we've been true to our roots as they were all established by Earl Redner, our founder. The company saw tremendous growth under the watchful eye of Richard and the late Gary Redner. We are now a third-generation company led by their son's, Ryan and Gary Michael. This is certainly something that you do not see often in today's business world. Both Redner's are actively involved in creating a positive culture with our associates, and the company still has a family feel that I see whenever I visit our stores."

Wallace shared a quick story with us that truly captures the Redner's story: "I had been with the company for about three weeks and I met Earl Redner for the first time. He came up to me, very friendly, and said, 'Hi, I'm The Chief' and I said 'Hi' back. Obviously, I knew who he was and he then asked me what I thought about the company. I said, 'You have a really great company Mr. Redner, he paused for a moment and asked me the same question again, so I hesitantly repeated my initial response. At that point, he stopped me and said 'Bill, this is our company and I don't want you to ever forget that. You're a part owner of this company.' 'I've never forgotten it to this day, thank you, Chief.'"

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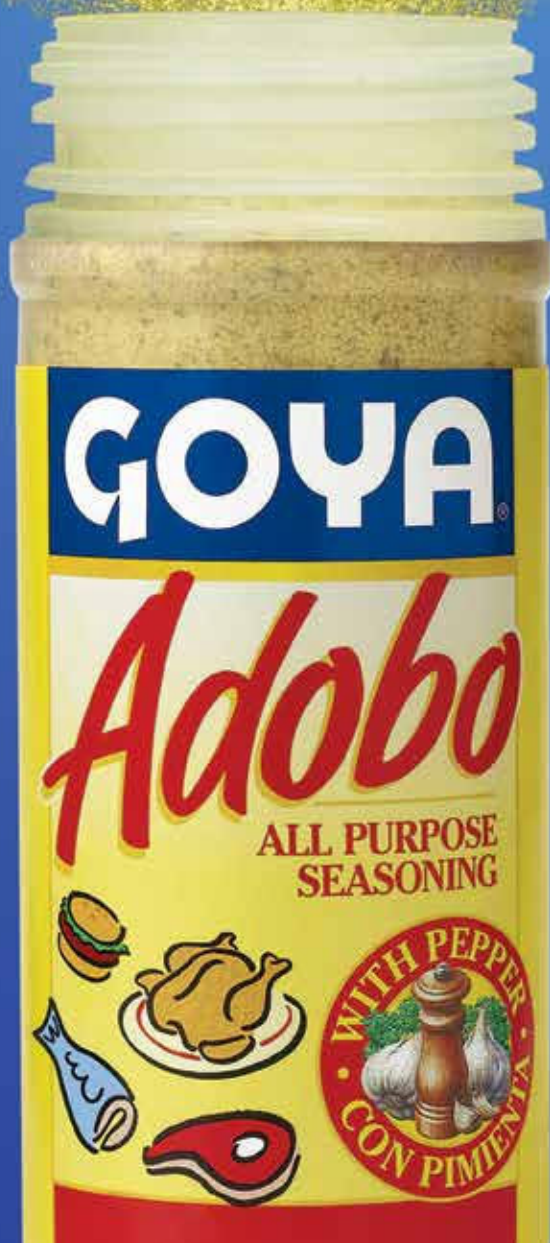
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Bob McDonough's Focus: 'Making Redner's A Great Place To Work'

Bob McDonough, Redner's Vice President of Human Resources, has been with the company for 29 years, having started as a trainee in the company's Northampton, PA store and eventually going on to manage a couple of stores. In 1995, he moved to the Reading, PA offices as Director of Training, helping to open new stores and develop and oversee all levels of employee training.

In his current VP post, McDonough has oversight of all things human resources related, from payroll to benefits, as well as employee relations, training and hiring, and all of the technology and processes that HR uses, along with employee development and succession planning. He also oversees Redner's pharmacy division, which includes eight pharmacies, six in Pennsylvania and two in Maryland.



Bob McDonough

During his years in the business, McDonough has seen some big changes that have affected the retailer. "I think people have changed, he said. "We talk about the generations and how all that has evolved. When baby boomers went

to work somewhere, they never left. As far as today's employee, many of them are seeking greater challenges and are less patient in waiting for benefits. Trying to retain people's interest - especially young people's interest - in the industry has been a challenge. We have great programs and those who choose to stay in the industry have a home here. But, getting that college student or high school student to choose the grocery industry is a challenge."

Redner's has a long record of being a great place to work, having developed many benefits to offer the folks who join the organization. "Every now and then I remind our employees of all the things that we do for them. There is a host of things, including tuition reimbursement,

Employee Assistance Program (EAP), opportunities for scholarships, a low-interest loan program for employees who are in need of quick cash for circumstances they might come under. So, we really take a very hard look at what our employees needs are and we try model benefits around the needs of our associates. Everything from health care to the loan programs I mentioned earlier where they're guaranteed not to pay more than 9 percent interest on any loan. We've partnered with a third party so they don't have to go to their 401(k) to pay for some unexpected expense. We also offer generous vacation time and personal time."

He continued, "I think we have one of the best health benefits plans in the industry; it's affordable, it offers choices. I'm really proud of what we've been able to establish in our health benefits program."

McDonough summarized it this way: "Doing the rough math on what we spent last year on employee benefits, including health plan and some of the bonuses, a 1 percent match on the 401(k) and other things including our ESOP Employee Stock Ownership Plan, we spent \$17 million. That included a company picnic, gift cards at Christmas time, and other things. Some of these things may seem insignificant, but when you add it all up, it's a powerful number. We take a lot of pride in that."

What sets Redner's apart from the competition? McDonough says, "It's family. What has evolved over the years is this relationship with each other, from this level and down into the ranks of the stores. We want to convey the message that, at any given time, one of us from the executive suite is going to be walking through a store someday and we want to be able to talk to the cashier, the meat clerk, or the deli clerk. There's no stigmas attached to having a Vice President badge. We're right out there with you. That is how 'The Chief' was, that is how Richard was: totally approachable, always considerate. And, as best we can, we work to always listen and try to understand employee's needs and trying to make Redner's a great place to work."

Looking to the future, McDonough says Redner's objective are clear: "Obviously there are some staples in business that we stick to with respect to attracting customers: quality, cleanliness, great customer service, the right price. We work hard to run a great store that people want to come back to. From the HR perspective, we're always looking for new ways to attract associates and retain them. One of the things, in fact, that we're working on now is introducing new technologies. People, especially the newer generations, are attracted to companies that embrace technology. We're looking at time record keeping systems that you can punch in on your phone and have agreed to test it in our convenience stores over the next few months. So, moving along that platform and not becoming stale with respect to technology."



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Jason Hopp: Most Unique Thing About Redner's Is Its Employee Culture

Redner's Markets' vice president and general counsel is Jason Hopp, a 13 year veteran of the company and a member of the Redner family. He joined the company after working as counsel at one of the retailer's outside legal firms.

His primary responsibilities as Redner's chief legal officer include supervising risk management, which means overseeing the company's insurance portfolios and its self-insurance for unemployment compensation. Additionally, he is responsible for overseeing the food safety areas of the business. Lastly, he supervises the loss prevention department and Redner's in-house security.



Jason Hopp

As someone who didn't start his Redner's career in the stores, Hopp knows he is different from many on the executive team. He told us, "Even most accountants here (at Redner's) started in the stores. And, while somewhat common the industry, it's especially common here. We promote highly from within."

We talked with Hopp about the changes in the industry that he has witnessed. Although his top priority is the legal side of the business, he is attuned to the overall Redner's outlook. "I also

serve on the board of directors for the company, so I do look at things from a business standpoint also. Industry consolidation and online ordering are the biggest issues today because it is obviously much harder for independents, from an infrastructure standpoint, to address the online ordering demands and needs of our customers. But, we have no choice because we have to provide what our customers want."

Hopp discussed with us the fairly new leadership of the fami-

ly's third generation since Dick Redner passed the baton to Ryan and Gary Michael. "I think Dick has instilled with Ryan and Gary the important tenets of listening to your customers, listening to your co-workers and fellow employees as really of paramount importance. And Ryan and Gary continue to do that. One of the things that gives Redner's an edge over a foreign-owned company like Giant/Martin's, is that we don't have the bureaucracy to hold us back from being able to adapt and change. If we have a customer or group of customers that have certain unique needs in a particular area, we're able to adapt and respond to those needs. Similarly, if we identify a location for a new store, we're able to move on that very quickly."

We asked Hopp what keeps him up at night when it comes to his responsibilities on the legal affairs side of the business. He said without hesitation, "Regulation, regulation, regulation. Obviously, what's most important to Redner's is that its customers and employees have a safe store environment, workplace environment, and the products we sell are of the highest quality. That is the utmost importance. But it can be difficult when you have a myriad of regulatory agencies at the state, local and federal levels throwing everything at you from every different direction. Sometimes you can see the logic and sometimes you can't. And, we experience it differently in the different states where we operate stores. Pennsylvania, where the core of our stores are located, operates more on the local level so many of the approvals and regulations for store operations comes from the local municipalities. Our stores operate on a county basis in Delaware and Maryland. So, it's different. In some ways, it's much easier to accomplish positive change, in my experience, in Pennsylvania than it can be in dealing on a county-based system like with our stores in Delaware and Maryland, where there's much more of a bureaucracy that at times means they lose track of the concept that we are all in this together. We know we have to follow regulations, but at the same time we want to be partners in their community, we want to help their community grow, and vice versa. And especially, in the last two years we've purchased roughly 17 liquor licenses in Pennsylvania. To say that Pennsylvania highly regulates the sale of alcohol is an understatement. Pennsylvania has some of the oldest liquor laws in the country, and they haven't changed in 100 years. We're slowly adapting and the PLCB (Pennsylvania Liquor

See **HOPP** on page 81

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Nick Hidalgo: Leading The Way In IT To Modernize Redner's In-Store Technology

Redner's vice president of information technology, Nick Hidalgo, has been with the company for 24 years, starting at age 16 as a part-time stock boy in 1996. Speaking to the number of folks on the Redner's executive team who also started their careers with the retailer in store positions, Hidalgo said, "Yeah, I'm probably the person on the team who has the least number of years with the company."

Hidalgo said he always wanted to work in IT, and feels himself very fortunate that, just at the time he had graduated from school and was looking to start a full-time job, a position in IT opened at Redner's.



Nick Hidalgo

"A tech position became open and I jumped at that and I've been here ever since."

In his current post, Hidalgo has responsibility for strategy and oversight for everything in information and/or technology that Redner's uses. "Anything that plugs in, basically. So, everything from phones, register systems, networking, wireless, customer data, pricing data, self-checkouts."

The list goes on, and also includes the retailer's warehouse systems, compliance and data safety. "It's definitely

grown over the last number of years where we didn't always have so much automation and data in the past. It's fun and crazy at the same time."

The biggest changes in the business have been in the area of data, Hidalgo told us. "Customers having access to data is a huge change," said Hidalgo. "Now, they can competitive shop in our

stores on their phones at the aisle. The same thing with data on both sides. On our side, we have automated replenishment versus in the past where we used to have people doing manual orders. The dairy guy would come in and know what he'd sold and he could order it himself without even looking at the shelf. We still have some of that to some degree, but now we have a system that can do that, and we have been doing it that way for about 12 years now."

Hidalgo says that Redner's hasn't yet fully capitalized on the data that they have access to. "I'd say Redner's hasn't used data as much as some other retailers. I would say nine years ago we changed our philosophy and decided customers didn't need a card to get their deals, we weren't going to do any of that extra marketing. But today, obviously Millennials and the newer consumers - and even some of our legacy consumers - want those deals and giveaways, even if it means giving up a little bit of their information. We've changed our thinking there, maybe a little late in the game, but we're working on that and ramping up to it."

Self-checkout is another big change of recent years, Hidalgo told us. "When we first got into self-checkout, 12 or 13 years ago, we got some bad press from people saying we were taking jobs away and that sort of thing. But we stayed fast with that piece of our business - we now have about 38 stores with self-checkout. And, really, now you can't go into a retailer that doesn't have self-checkout. In some cases, they're doubling down on it."

IT can do a lot to help Redner's continue to grow sales and add new customers. Hidalgo told us, "We are working on new ways for customers to shop with us. I've been in this position for about almost four years now, and came in to a bunch of legacy systems, so 2020 in my department will be all about modernizing some new point of sale applications that will allow us to do curbside pick-up, web ordering, automatic ordering, pre-orders for, say, Super Bowl, so a customer can pre-order a couple of dozen wings, for example."

We're five stores into a 60-store conversion, when you include our fuel stations, and that project pretty much touches every application that we have. So, our loyalty application will change. Our payment application will change and we'll be able to allow our

See **HIDALGO** on page 82



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As VP-Perishables, Gary O'Brien Excited About Redner's Fresh Market

Gary O'Brien, Redner's vice president of perishables, is a 35 year veteran of the company. Like most others on the executive team, he started in the stores, first as a bagger and stock clerk. He later moved into the produce department and produce procurement before moving over to the warehouse for several years. It was back to the stores after that, as a produce manager and store director, before heading into the corporate offices as produce merchandiser/buyer and produce director. He was promoted to his current post in 2007.



Gary O'Brien

O'Brien's current responsibilities include overseeing the operations of produce, meat, bakery, deli, and prepared foods. This includes sales, labor and gross profit, merchandising as well as advertising and marketing. He told us, "We have worked hard over the years to develop programs within the perishable departments that allow team leaders to see where they are coming up short while offering solutions to their problems along with sales

building tools. From a financial reporting perspective, all perishable departments at Redner's operate with the same flow of information, communication and reporting."

With many years of experience in the industry, O'Brien is clear on what's changed the most in the last 35 years: "Our biggest challenge in the supermarket business today is labor. It has become increasingly more difficult to secure labor in the supermarkets. In addition, our government continues to increase the minimum wage, naturally increasing labor dollars, even further stressing bottom line profits."

Another big change over the years has been the explosion of prepared foods, and that is an area that Redner's is now placing a lot of emphasis on, O'Brien told us. "My goal since being promoted in 2007

was to create a prepared foods department within the store. Prepared foods has always been associated with deli at Redner's. Within the last two years we made this change, separating deli and prepared foods and are beginning to see the benefits in increased prepared food sales. New programs, products and concepts within prepared foods are high on the priority list."

One significant move made in the prepared foods arena was the addition of Executive Chef Tim Twiford in April 2018. "Chef Tim and I are working closely to develop meal solutions that are both delicious and affordable," said O'Brien.

What sets Redner's apart from other retailers in today's competitive market, we asked O'Brien? He didn't hesitate when he told us, "First and foremost is our associates. We have the best associates from our supervision leadership teams down to our cashiers and clerks. We are proud of all the Redner's associates!"

Another factor O'Brien cited is the development of the Fresh Market store concept. "The Fresh Market concept, created by Gary and Ryan Redner, the third generation leadership of our company, truly focuses on fresh. For years we operated as Redner's Warehouse Markets, which in its inception had the perception of being a club store where you needed to join and pay a membership. In reality, we were a conventional supermarket focused on price. We still touted high quality products and fresh meat, which we hung our hats on for a couple of decades. Over time, there were many new competitors entering this space, naturally eroding market share. Understanding the need for change, enter Redner's Fresh Market. Intending to reach a slightly different guest, the Fresh Market comes with an impressive in-store décor package which creates a warm 'fresh' shopping experience. We are excited about the potential Redner's Fresh Market brings our organization as it focuses on the perishable operations."

Speaking to the trade as a whole, O'Brien wants them to know that Redner's is a special organization. "Redner's is a family owned and operated business with strong community ties and strong family values that carry down through the organization to its well over 5,000 associates and team members. For years, our founders Earl and Mary Redner were often quoted saying, 'We are in the people busy first and the food business second!' Redner's has been a wonderful organization to work for the past 30-plus years."

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Dan Eberhart: 'If We Say We're Going To Do Something, We Do It'

Dan Eberhart, Redner's Markets' vice president of procurement, has been with the retailer for 43 years. Like 80 percent of today's Redner's executive team, Eberhart started his career working in the stores. "I was in high school and got in a little bit of trouble," he said. "My dad told me I needed to get a job, so I did, and that was at Redner's."

Through the years, he worked his way up through the company, "I kind of did just about anything. I've been frozen manager, dairy manager, night crew leader, grocery co-manager. I worked in the convenience stores at one time. I was district manager for a while." He ultimately ended up in the corporate offices. "I've been 16 years now as buyer, just most recently in the last year and a half I was promoted to vice president of procurement."



Dan Eberhart

"I've been 16 years now as buyer, just most recently in the last year and a half I was promoted to vice president of procurement."

In his VP role, Eberhart oversees purchasing of all grocery, dairy, frozen, meat and produce - from the "40,000 foot view." Eberhart explains that he oversees the folks on his team who do the day-to-day buying and sets up the ads for grocery, dairy and frozen. "I'm not as involved in the perishables as I am in the grocery, dairy and

frozen. My responsibility, really, is making sure that we're buying at the best price and the best quality. It's those people underneath me, approximately 10 key buyers, who do the actual purchasing and I rely heavily on them."

Eberhart also meets regularly with the sales people who call on Redner's, and he says they are sometimes surprised at the scope of his oversight. "Those sales people, if they've never been to Redner's, are always amazed that I have everything. In other companies, you may go to see somebody who's the frozen vegetable guy. But I oversee it and then pass it along to the right buyer. Basically, I really oversee the

people that buy into the Redner's warehouses." Additionally, he is also heavily involved in purchasing from UNFI as well.

Like all grocery retailers today, success is key on having everything the shopper wants in one place. Eberhart puts it this way: "We're trying to find how to best please the most customers. I think about that all the time. I think the Fresh Market concept, which is very strong on the perishable side of the business, is going to be great for us. That's where the focus needs to be in the future, thinking about having better prepared food sections, more fresh foods. After all, grocery is shrinking. It's pretty easy to see where you need to go when you think about the fact that Tide is Tide and you can buy it anywhere."

As far as programs go, anything new and fresh is key. But for us, our big push is that we want to make sure we still have what our customers want. A lot of our customers are people who still want to visit the store and touch the product. So, we have to focus on making sure we have the value and the quality product that they're looking for."

Eberhart explained that, while perishables might be what gets people into a brick and mortar store, once the customer is there, Redner's needs to be sure they have everything that shopper is looking for in the grocery aisles, too, so they don't go elsewhere. "What customers are looking for in grocery is ever-changing, too. Whether it's organics in the grocery aisles, natural products, gluten free, you name it. And, today's hot point is the keto diet, so anything that ties to that, we need to be sure we have it."

In order to stay ahead of the curve on those types of changing trends, Eberhart says that he relies on the vendors who call on Redner's to help his team know what new products and trends they should be aware of. Additionally, he cited the number of publications that are always "feeding the frenzy" on new trends. He also stressed that Redner's is very proactively involved in social media, both in marketing and through the company's corporate dietitian's online presence. But, at the end of the day, Eberhart recalled what company founder Earl "The Chief" Redner told him: "Don't choke on your own prejudices." So, Eberhart said, "I'm always open to anything someone wants to bring in and show me. That's usually the ticket."

Eberhart is rightfully proud of Redner's culture and believes that it sets the company apart from its competitors. "There are several things about Redner's that are special. Our employees, as part owners in the company, are what sets Redner's apart from everyone else out there. As part owners, they treat the customer better. Also, the variety we have far surpasses anybody. Good pricing, fair pricing, is there. Clean stores.

See **EBERHART** on page 81

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Redner's Markets: Our Mission is to Create Rewarding Experiences!

Spotlight

Alexis Foreman is Redner's Markets' director of employee relations and assistant vice president of human resources after being promoted in January of this year.

Foreman has been with Redner's since she was 16 years old. As a member of the Redner's family, she started in the

stores while she was in high school, working as a cashier, usually on weekends and school holidays. At age 18, she decided to move to another department and started working in the deli throughout her college days, again, mostly working summers and holidays. Upon graduation from the University of Delaware in 1997, Foreman decided that she would make her career with Redner's, enrolling in the management training program. After completing that fairly quickly, she moved into the human resources depart-



Alexis Foreman

ment as assistant director of training and education. "We were really growing at that time, and I started interviewing and hiring for all the new stores we were opening."

We asked Foreman

what made her decide to join the family business for her career. "I actually went to the University of Delaware with thoughts of becoming a health and physical education teacher. But I decided to take advantage of the huge opportunities my grandfather (the late Earl Redner, founder of the company) offered. I've always loved people, loved relationships. If I could continue that, I figured that's what I wanted to do. That was really important to me."

Today, Foreman says her major focus is on Redner's employees, the

people in the company. "That's what makes our company, and it is my primary focus. Creating relationships with them, creating programs for them, overseeing the entire HR department, trying to get the best medical benefits. We offer a wide variety of ancillary benefits as well. So, I focus on continuing to do things that will help our employees."

The company's ESOP program is a big plus, Foreman explained. "I think the inception of

See **FOREMAN** on page 82



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Redner's Markets: Our Mission is to Create Rewarding Experiences!

Spotlight

A nearly 44-year veteran of Redner's Markets, Deb Lauer currently serves as the company's corporate director of front end operations. Like so many of the folks in executive and supervisory positions with the retailer, Lauer got her start in the stores. "I started when we opened our Douglassville

store in 1976 as a cashier. I worked scanning for a while, then I went into the cash office. Then, we developed a floater program where you go out and help the other stores and I did that for a while. Then I became a supervisor in 1997."

Currently, Lauer is in charge of all of the stores' office bookkeepers, the cashiers as well as the scanning department. Lauer spends almost every day in the stores, rarely visiting the Reading offices, so she is on the road a lot.

We asked Lauer to talk to us about the biggest



Deb Lauer

changes she's seen in the industry. "In general, you have a lot more technology to deal with. You have the u-scans, that we didn't have before. People can come in and use the cards now on their phones.

There's a lot of technology that you have to constantly upgrade," she explained. "New applications come out all the time, so that kind of change is big."

She agrees that the industry itself has changed a bit, for all retailers. "I always say we're not unique anymore as far as being a grocery store because you can go anywhere to get groceries at this point. So, we have to nudge to get customers to come into our stores. I feel like the way we do that is to promote a family environment."

With respect to how

things have changed with regards to store associates, Lauer explains, "We are very flexible with our schedules. So, in the front end, you start with a younger group, sometimes they start in the cashier position and you know that's not going to be their career. But, you also have other people that it works out because they're mothers and they want to be homer for their children. And, there are others who move up in the company. There are lots of people like myself who started in

See LAUER on page 83

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Redner's Markets: Our Mission is to Create Rewarding Experiences!

Spotlight

Jim McDonald, Redner's convenience store supervisor, joined the company 35 years ago. When the company developed the first Quick Shoppe store, he was named store manager. He's been in his current post for about 15 years and oversees the company's 19 convenience stores and eight gas kiosks. He is re-

sponsible for stores operations, which includes "Everything from personnel to the products we carry and the prices we sell them at." He also oversees merchandising, how the stores are set up, working with vendors, coordinating with Redner's executives and all other facets of business at Quick Shoppes. "A little bit of everything," is how McDonald puts it.

McDonald said the best thing about working at Quick Shoppe is "knowing that I make a difference with the decisions I make. Working with the stores and the executives at Red-



Jim McDonald

ner's, knowing that the decisions I make, the things that I put in place have meaning. When I started at the first Quick Shoppe, a lot of the policies and practices I developed are still in place today, which is very

rewarding. Back in those days, retailers like Sheetz and Wawa weren't as prevalent as they are today, so what we were doing was different."

Being part of an ESOP, says McDonald, "Makes you feel like you are working for a team, you get a real team feeling. I like that there's an open-door policy, you see the Redners in your stores, visiting, checking things out. With the company being locally owned and family owned, it's just much more of a team, the Redners are very relatable."

McDonald says today's

biggest challenge is keeping the stores staffed. "With the unemployment rate being what it is today, it's a challenge to find and keep good employees. Finding them, training them and keeping them as part of the team." While there are always challenges, he said, "The best part is knowing that I make a difference, not just in the store's value - dollars and cents profits - but making a difference to the people I've worked with through the years, and teaching them what I learned from my experience. It's a wonderful company to work for."

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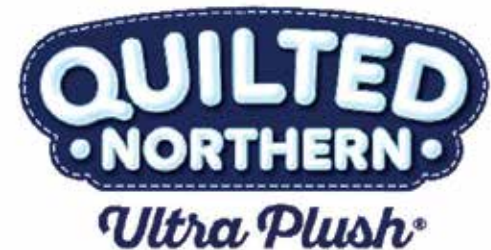
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Redner's Markets: Our Mission is to Create Rewarding Experiences!

Spotlight

In April Tony Serafin will celebrate his 44th anniversary with Redner Markets. At the time of his hire in 1976, Redner's Markets was known as Tiger Markets and affiliated with IGA operating four locations in Pennside, Leesport, Red Hill and Reamstown. Serafin states that he is very proud that

he is the second longest tenured associate among the 5,000 associates. Only Richard Redner has more years of service to the family-run operation. During his sophomore year at Penn State University, Serafin decided to forgo the rest of his college days and make Redner's a career. This decision has proven to be a winner! He worked in various store departments and became a store director in 1985. He moved out of the stores in 1996 and worked as a dairy/frozen food specialist, a district manager until his current post as director



Tony Serafin

of DSD sales and operations.

In his current post, Serafin says he has a "pretty broad base. I handle all the specialty foods, to start. That includes the buying, the ad, the promotion-

al pricing, plan-o-grams. I manage all the bread/rolls, soda, cookies, crackers, salty snacks - basically, all the stuff that comes in through the back door. And, just recently, all beer and wine, which was something totally new for me."

Speaking of beer and wine, Redner's now has 18 stores (and one Quick Shoppe) with beer and wine cafes with seating for up to 30 people. Serafin says he believes that today's younger shoppers are looking for more and that's all about the shopping experience. "You

need to create more of an atmosphere in your stores for them. It's no longer just about going into a store to pick up a loaf of bread and a gallon of milk. It's really become about convenience and the shopping experience."

Currently operating 18 café locations, Serafin states, "We have two additional locations expected to open in spring of this year." He added that operating cafés with relatively small footprints makes it a real challenge. "With the tremendous growth of

See **SERAFIN** on page 79

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Spotlight

Rick Strunk, newly named director of warehouse operations for Redner's, has been with the company for 37 years. He first joined the retailer as a produce manager and 13 years later, in 1982, moved over to the warehouse, where he's been ever since in multiple roles including warehouse manager and

supervisor.

In his current post, Strunk oversees all of Redner's warehouse and distribution operations. This includes oversight and scheduling of the product selectors, warehouse safety programs and implementations. He also works with the director of transportation to ensure that store scheduling is accurately planned to coordinate efficient product picking, staging and fulfillment to meet the needs of the transportation team. Overall, he is responsible for approximately 148 associates working three



Rick Strunk

shifts each day at the company's two warehouses in Reading, PA.

In warehouse operations, the biggest impact on business in recent years has been people, said Strunk. "People are a real

challenge, probably the biggest challenge we have with the economy being as robust as it is, and as good as it is. Basically, a person can come in and work here for a few years, or not even that long, and get a better offer down the road, and there they go," he explained. "A lot of people don't think about their future when they're young. They're not worried about when they are going to want to retire."

Taking into account the difficulty of keeping the warehouse staffed with qualified associates, we asked Strunk how he

finds the right people for the job. What we try to do here is promote from within. Between the warehouse personnel and the store employees, we are always looking for folks from within."

He said he sometimes uses temp services, when necessary, and sometimes try to find qualified employees that way. And, when it comes right down to it, he says, "There's always the good old fashioned newspaper ad. And a lot more of it is being done online, with Indeed."

See **STRUNK** on page 83

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Redner's Markets: Our Mission is to Create Rewarding Experiences!

Spotlight

Bill Hueber is a corporate dairy and frozen floater who has been with Redner's for 22 years. We asked Hueber what he has liked the best about working for the company and he told us: "Redner's is a family owned company and it's really a family atmosphere. You really feel like you are part of the family. They treat us very good, we're treated

with respect, courtesy and professionalism. It is a good company to work for."

Hueber decided to seek a position at Redner's after working for Pathmark. "I was seeking a different opportunity and I like the fact that Redner's was employee-owned, and things like that. So, I left Pathmark and joined the Redner's team. I was hired as an assistant store manager trainee after going through their training period. Then, after about a year and a half I was promoted to store manager, which was the position I was looking for as far as advancement, which wasn't there with Pathmark."



Bill Hueber

Hueber told us that he feels pride in being part of an employee owned company. "You feel like you're part of the team. The Redners actually make you feel like you're part of the family. Plus, we do get benefits

like bonus checks and other things, from being employee owned. You take pride in ownership of the company knowing that you're a part owner."

Hueber, as a floater, sees some challenges in the business, but not many. "My main responsibility is to train new dairy and frozen managers in the stores. So, for me, the travel time can be a frustration. But, I can't really say that I see that many challenges. I enjoy working for the company and working with the managers that I'm training. It's a very rewarding experience."

Hueber is excited about Redner's new foray into

the Fresh Market banner with some of its stores. "It's a different agenda from the Warehouse Market. I think it's good for the company to change. You have to keep up with the competition these days. The supermarket business is very competitive and it's a way for us to keep the company fresh and keep pace with our competitors. I think the new Fresh Market concept really freshens up the store and gives it a whole new look. That seems to be where the supermarket business is going nowadays - toward more prepared foods and things on the fresh side."



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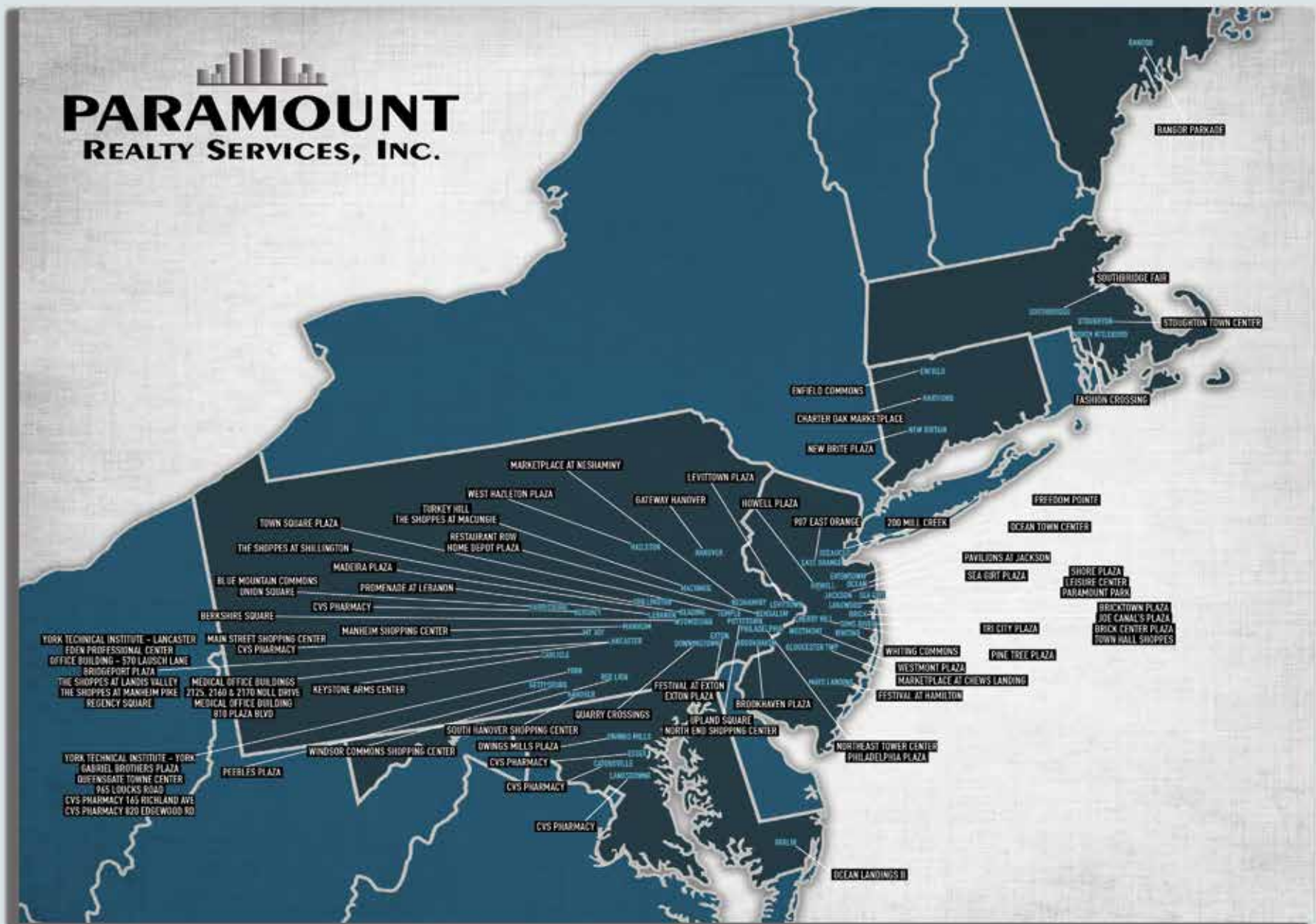
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Redner's #13

88 Salt Creek Drive, Dover, DE



(l-r) Gary Truitt, 7 years; Steven Cordero, 8 years; Kayla Campbell, 3 years; Kevin Perone, 3 months



(l-r) Lindsay Duckworth, 6 years; Ashley Swiggett, 2 years



(l-r) Tori Duke, 1 month; Brittney Robinson, 7 years; Winona Sapp, 1 year; Hector Velez, 5 months



(l-r) Mike Burris, 2 years; Rene Fretz, 6 years; Cierra Heimbach, 3 years

Redner's #18

515 College Park Lane, Georgetown, DE



(l-r) Joe Agosti, 10 years; Chris Simon, 6 years; Scott West, 4 years



(l-r) Darryl Heffley, 16 years; Ruth Frederick, 7 months



(l-r) Megan Dobson, 5 years; Kathy Ingram, 3 years; Phillip Gomez, 6 months; Drew Leitch, 6 months; Donna Frazier-Durham, 3 years



(l-r) John Belkot, 1 month; Zachary Hurley, 2 years

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Redner's Markets: Our Mission is to Create Rewarding Experiences!

Redner's #44



(l-r) Donta Mitchell, 1 year; Kayla Marshall, 2 years; John Atwell, 6 years; Darlene Patterson, 11 years; Lovell McCrae, 7 years



(l-r) Lovell McCrae, 7 years; Mildred Bramble, 8 years; Cheryl Irish, 11 years; Sue Enright, 8 years

25 Greentree Drive, Dover, DE



(l-r) Lovell McCrae, 7 years; Lindsay Auten, 3 years; Sabrina Hollis, 6 months; Bryan Maughan, 5 months; Joanne Engle, 11 years



(l-r) Lovell McCrae, 7 years; Chris Fleetwood, 5 years; Ty Heath, 2 years; Mike Norris, 6 years



(l-r) Lovell McCrae, 7 years; Dylan Gerontakos, 2 years; Amanda Little, 12 years; Zach Hosmer, 2 years; Justin Walsh, 9 months



Redner's #57

Todd Anderson, who will soon celebrate his 30th anniversary with Redner's Markets, is the produce manager at the retailer's Milford, DE store. He has stayed with the company for three decades because it's been a great fit for him. "I started working at Redner's as a 20 year old who had absolutely no idea what I wanted to be when I grew up. I had worked at other grocery stores since I was 16 and I just needed a full-time job until I figured out what I wanted to do with my life," he told us. "The more time I spent as a Redner's employee, the easier it was for me to see that I could have a career and a future with this company. There were 11 stores when I started and the company had recently transi-

tioned to the Warehouse concept. There were plans for many other new stores in the next few years and I was working hard to establish myself as someone who had the potential to grow with the company. My hard work allowed me to move up to assistant produce manager and eventually allowed me the opportunity to relocate to where I am now. I always wanted to live by the beach and, thanks to Redner's, I had the chance. When I was hired I never imagined I'd still be working here 30 years later. I not only found a full-time job with benefits, I found a rewarding career that presented opportunities I never expected. I remember a few conversations I had with Earl Redner early in my career and he always stressed how important it was to him to promote from within and reward loyalty."

He's seen a lot of other people succeed the same way. "I've watched so many of my former bosses and peers move up the lad-

der. Two of the most influential people in my career, Gary O'Brien and Bill Wallace, are now the VP of perishables and VP of grocery operations. I've learned so much from both of them and knew firsthand how much they both deserved the promotions they are in now. There are opportunities for all of us to move up as high as we want to go if we are willing to put in the work."

Anderson is also bullish on the company ESOP program. "It's amazing to work for an employee-owned company in many ways. First and most obvious is the ESOP plan. Watching my account balance grow into the six figure range was totally exciting and unexpected. I didn't put a penny into that plan, but it will allow me to have a comfortable retirement. I take great pride in that and do whatever I can to help keep the ESOP moving up. You definitely take pride in your job when you see how that hard work can help you in the long run. Besides the ESOP, it's just great

working for a family-run company. I've never felt like 'just a number' working here. It's great to work at a place where you feel like you're part of something, not just working hard for the benefit of the boss. The Redner family has been extremely generous over the years. Besides the yearly contribution to the ESOP, they have a shrink improvement bonus, yearly manager bonuses and the company trip program. I just got back from Curacao, and it was amazing. These programs really sets them apart and motivate me to do everything I can to the best job I can every day."

Anderson agrees that there are some challenges in the business, but at the end of the day, says it's been a rewarding experience. "I'd have to say the biggest challenge right now, which all retailers face, is finding and keeping good help. It's a constant struggle but it's also very rewarding when you're able to help new employees find their way into a career just like I did. Besides

28253 Lexus Drive, Milford, DE



Todd Anderson

all the of the things I've mentioned, the biggest motivation is probably doing what I can to keep and grow the business that we have. I'm fortunate to have great customers here at the Milford location. They buy a lot of produce and they are willing to try new things. That really allows me to try different merchandising and motivates me to keep learning and improving."



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Redner's #58

2500 S. DuPont Hwy., Camden, DE



(l-r) Olivia Gillis, 5 years; Jackie Sample, 8 years; Stephanie Deese, 8 years; Shayla Trower, 7 years



(l-r) Javon Cunningham, 5 years; Mike Como, 1 year; Andrew Weidert, 3 years; Michael Worth, 1 year



(l-r) John Keefe, 6 years; Jim Young, 18 years; George Robinson, 13 years; Carl Long, 17 years



(l-r) Cathy Rysinski, 2 years; Ralph Hamilton, 3 years; Joan Masallo, 1 year; Brenda Dill, 7 years

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Redner's #40



(l-r) Lisa Remines, 12 years; Carley Cabrel, 3 years



(l-r) Elaine Santos, 3 years; Tina Kahl, 4 years; Robert Keenan, 3 years; John Whitney, 7 years



(l-r) Travis Berk, 8 years; Rachel Eversmier, 2 years; Beth Strittmatter, 1 year; Courtney Hamby, 4 years; Stephanie Sgroi, 3 years



(l-r) Jake Thomas, 5 years; Ryan Eiswert, 11 years; Robert Goldring, 1 year; Nick Wilson, 6 months



(l-r) Danielle Ringgold, 4 years; Kristin Ayres, 3 years; Montserrat Vinas, 13 years; Aslam Pervaiz, 13 years



(l-r) Erin Stuart, 11 years; Ross Myers, 9 years; Ariel Subolefsky, 11 years; Bella Gray, 4 years; Jennifer Diggs, 3 years; Richard Draayer, 7 years; Rita Hartranft, 13 years; Vikki Boyd, 14 years

Redner's #49



(l-r) Stanley Richey, 1 month; Lisa Wagner, 5 years; Domyr Mathis, 7 years; Ian Ellison, 1 year



(l-r) Nancy Martin, 5 years; Domyr Mathis, 7 years; Chelsea Harding, 3 years



(l-r) Danielle McKenzie, 1 year; Nicholas Mack-Archer, 1 year; Domyr Mathis, 7 years; Saurabh Sethi, 8 months; Vonetta Harris, 2 years; Courtney Moatz, 10 years



(l-r) Steven Bergenholtz, 2 years; Holly Carson, 1 year; Christopher Drabic, 2 years; Gusden Messick, 1 year; Hunter Hamilton, 3 years



(l-r) Janet Bostic, 1 year; Domyr Mathis, 7 years; Ashley Stammer, 4 years



(l-r) Tom Clemons, 17 years; Sadonna Clough, 4 months; Krista Rideout, 5 years; Domyr Mathis, 7 years

17 Washington Square, Chestertown, MD



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Happy 50th Redner's!



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Megan Basta is the store director for the Bel Air, MD Redner's store and has been with the company for 12 years.

Basta believes that joining Redner's was the right move for her. "For me, Redner's has provided security in knowing that there's always growth within the company. Being the mother of two small children, it's reassuring knowing that Redner's is a healthy, growing company that offers great opportunities. The Redner family has always made it a point to get around and talk to the associates. From the cashiers to the managers, they genuinely want to know who they are and seek input

Redner's #54

on how work is going. I'm not just a number, they value my feedback, which makes me feel appreciated."

Her decision to join the company seemed like the right thing to do, especially when she learned of the benefits the retailer offers its associates. "I decided to join Redner's when I saw all the benefits they had to offer. Stock in the company, dental, vision, health and 401(k). That's something that's not easy to find around here. When I was first hired as a customer service representative I was assured that Redner's always promotes from within and that opportunities arise all the time. Four years later, I'm a store director. Redner's is a company of their word.

We asked Basta how she feels about the company's new "Fresh Markets" format. "I am beyond ecstatic to see the Fresh Market format taking place. It's something we're looking forward to here at the Bel Air location. It means we're investing in the future

2126 N. Fountain Green Road, Bel Air, MD



Megan Basta

and creating job opportunities and providing room for growth. It also allows us to offer a diverse range of products and services, which will allow the company to reach an entirely new customer base as well. In my opinion, the Fresh Market format can do nothing but make our success limitless!"

Redner's #59

311 Augustine-Herman Hwy., Elkton, MD



(l-r) Demina Gude, 2 years; Jacob Cole, 4 years



(l-r) Jenn Hutton, 11 years; Mary Ann Wiles, 15 years; Tracy Keithley, 7 years



(l-r) Robbin Kulakowski, 1 year; Jose Revuelta, 7 years; Dale Gooding, 11 years



(l-r) Chris Smith, 15 years; Samantha Bonsall, 1 year

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Redner's #96

7938 Eastern Avenue, Dundalk, MD



(l-r) Ron Haight, 1 year; Ken Getty, 24 years; Chris Harris, 1 year



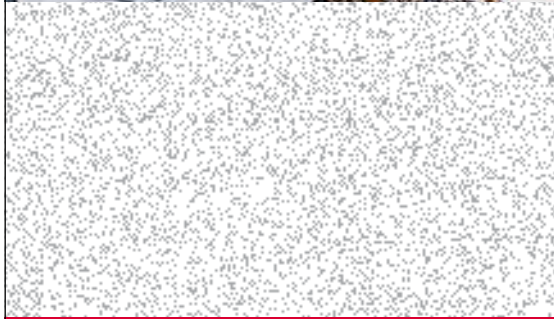
(l-r) Sara Leon, 2 years; Melissa Worthington, 5 years; Janelle Dorsy, 1 year; Priscilla Widomski, 4 months; Nick Pochmara, 15 years



(l-r) Ken Getty, 24 years; Shakia Towns, 3 years; Keisha McKinney, 4 months; Joslyn Wishon, 8 months



(l-r) Ken Getty, 24 years; Michael Bush, 6 months; Brandon Fortney, 1 year



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50

YEARS





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Quick Shoppe #1

1137 Commons Boulevard, Reading, PA



(l-r) Tonya Bellis, 8 years; Marci Gagliano, 1 year; Barb Bermudez, 3 years; Linda Hain, 8 years; Kaylee Echard, 1 month; Bruce Faust, 1 year



Quick Shoppe #6

112 Northside Commons, Palmyra, PA



(l-r) Justin Kennedy, 1 year; Madolyn Ault, 40 years; James McAuley, 27 years; Christopher Goff, 2 years



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Redner's #10

459 North 3rd Street, Oxford, PA



(l-r) Scott Owens, 25 years; Ryan Farmer, 5 years; Joel Kehler, 12 years; Alex Barker, 1 year



(l-r) Pauline Hastings, 2 years; Matt McCauley, 2 years; Crystal Lyons, 2 years



(l-r) Jason Brooks, 5 years; Derrick Wilson, 5 years; Nick Rifon, 12 years



(l-r) Liz Anderson, 4 years; Hillary Spotts, 3 years; Joyce Pagan, 15 years; Genevieve Kuchera, 20 years



(l-r) Alex Bennett, 2 years; Donna Orr, 11 years; Maria Navarro, 3 years; Hayley Price, 2 years

Quick Shoppe #12

26 Main Street, Bally, PA



(l-r) Colin Garber, 5 years; Ken Yergey, 4 years; Randy Mathies, 12 years; June Metzler, 3 months; Valerie Mordan, 1 year



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Here's to 50 more years of continued partnership!



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Redner's Markets: Our Mission is to Create Rewarding Experiences!

Redner's #14



(l-r) Mark Bobbin, 18 years; Kenneth Krobroth, 3 years



(l-r) Anne Marie Maida, 11 years; Michelle Miller, 11 years



(l-r) Jim Haldeman, 20 years; Sharon Tardanico, 15 years



(l-r) Sabrina Carl, 2 years; Tyler Oliviera, 2 years



(l-r) James Escobar, 4 years; Garrett Waterhouse, 8 years



(l-r) Crystal Crout, 10 years; Courtney Crout, 4 years; Natalia Muniz, 1 year

Redner's #16



(l-r) Julie Muser, 6 years; Mike Lehrer, 26 years; Tim Reber, 16 years



(l-r) Mike Lehrer, 26 years; Creola Brossman, 10 years; Margaret King, 8 years; Christine Schaner, 5 years



(l-r) Mike Lehrer, 26 years; Michelle McCammitt, 21 years; Amber Mogel, 8 years



(l-r) Megan Dawson, 10 years; Eileen Hoy, 26 years; Robert Abenante, 2 years; Alex Lewis, 2 years;



(l-r) Fawn Mescavage, 1 month; Brittany Hoffman, 5 years; Tammy Mescavage, 14 years

500 Hawk Ridge Drive, Hamburg, PA

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Redner's #19



(l-r) Jeremy Ezkman, 5 years; Marian Pavlick, 23 years; Brenda Ellis, 25 years



(l-r) Ron Deritis, 4 months; Fred Cannon, 15 years



(l-r) MaryAnn Bodnar, 23 years; Darian West, 2 months; Kevin Rehatchek, 1 month



(l-r) Steve Aurilia, 4 months; Scott Bartholomew, 11 years



(l-r) Karen Kusko, 23 years; Tom Evans, 3 years



(l-r) Terri Alfonso, 7 years; Lynette Eickhoff, 23 years; Theresa Reinheimer, 23 years

Quick Shoppe #25

3401 Pricetown Road, Fleetwood, PA



(l-r) Tyler Heffner, 7 months; Ruth Beebe, 4 years; Sherman Robinson, 11 years; Amanda Fair, 2 years



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Redner's #26



(l-r) Alan Gantert, 24 years; Jeff Sterner, 15 years; Don Harris, 33 years



(l-r) Jeannie Hafer, 8 years; Devon Carroll, 2 years



(l-r) Tracey Smith, 11 years; Beth Trate, 5 years; Tara Sloyer, 4 years



(l-r) Sam Pierce, 2 years; Ethel O'Connell, 14 years; Jaime Prince, 17 years; Lauren Sekulski, 12 years; Douglas Schnitker, 15 years



(l-r) Vanessa Rogers, 7 years; Jennifer Miller, 19 years; Tim Kristie, 28 years



(l-r) Rachel Armenta, 1 year; Penny Bachman, 3 years

Quick Shoppe #28



(l-r) Joe Smith, 2 months; Althea Barr, 6 years; Toni Martinson, 9 months; Steve Muessing, 13 years

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Quick Shoppe #30

1304 N. Reading Road, Stevens, PA



(l-r) Dan Markle, 1 year; Cory Easley, 1 year; Lisa Saavedra, 2 years



Redner's #31

58 East Sixth Street, Red Hill, PA



(l-r) Scott Cole, 15 years; Wayne Boschetto, 8 years; Lisa Miller, 10 years



(l-r) Katlynn Smith, 2 years; Steve Lichtley, 8 years



(l-r) Karen Arndt, 14 years; Jose Ramirez, 6 months



(l-r) Esther Bergman, 20 year; Lynette Fegley, 9 years; Sue Reinert, 1 month



(l-r) Sharon Cole, 25 years; Becky Mosser, 23 years; Courtney Blackman, 2 years



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- ✓ Increase Employee Retention
- ✓ Continuous Project Management



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Quick Shoppe #32

33 W. 21st Street, Northampton, PA



(l-r) Lisa Bowie, 2 years; Sabrina Arnold, 10 years; Shannon Stine, 18 years; Brandy Christman, 7 years



Redner's #34

in the company. They offered me an evening manager position, so for the time when I was putting out resumes for a job in my field I took that position. From there I quickly moved up to the position where I am now as a store director. From doing that I realized that staying with Redner's rather than going for a job in the field I studied in, which was graphic design, was going to be a better career move for me."

Evans says being part of an employee-owned company - an ESOP - gives him extra motivation. "Knowing that the more we contribute to our bottom line, the more Redner's contributes to our ESOP program and the return at the end is the more I get when I retire. That motivates me and helps me motivate my employees, too."

Evans says the challenges of the job include trying to make sure everybody - the employees and the customers - are satisfied when they leave the store. "The challenge is getting everybody to be happy and have a positive attitude."

Evans says his greatest motivation is to be able to rise through the ranks of Redner's. "My biggest motivation is to do good and prove that I can do as good as I possibly can and move to the next step in my career."

Evans is a Redner's Fresh Market shopper since he lives close to one of the newly rebranded locations. "We shop the Fresh Market because we like more of the prepared foods part of it. We're always on the go,

Gold Star Plaza, Shenandoah, PA



Josh Evans

so we like to pick up quick meals or be able to stop in and grab something and be able to go. I think a lot of the world is like that now, so I think gearing toward the more prepared foods aspect of it is going to be good for the company. We're looking forward to having more of the prepared foods in our store, even if we don't get the new Fresh remodel. I really like what Chef Tim is doing, so I'm excited about that."

Josh Evans, director of Redner's Shenandoah, PA store has been with the company for 19 years. He says the best thing about working for the company is, "The relationships with everybody that I have, from corporate to store level. That's what I enjoy the most. Everyone is very friendly and I really enjoy working with the people here at our store every day."

Evans made the decision to join Redner's because his parents had owned a pizzeria and they sold it, so he needed to look for another job. "I was going to a technical school at the time, and my mom told me that Redner's was hiring third shift and I ought to try to get a job there. I did, and I've been here ever since."

He tells us that one reason he's glad he did stay with the company is because it provided him the opportunity to move up the ranks. "I started third shift stock, and worked on third shift through my college years. Once I graduated from college, that's when I started to move up



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Redner's #36



(l-r) Joe Trolio, 3 years; Brooke Grater, 3 years



(l-r) Sherry Gaugler, 16 years; James Madl, 14 years

1300 N. Charlotte Street, Pottstown, PA



(l-r) Brandon Mohr, 3 years; Brian Plowfield, 2 years



(l-r) Mary Rose Bowers, 9 years; Paul Masewicz, 3 years



(l-r) Heather Hiland, 6 years; Louann Rodriguez, 16 years; Sharon Chrisman, 9 years

Redner's #37

22 Forest Drive, Hegins, PA



(l-r) Christine Tiley, 2 years; Caroline Wooster, 8 years



(l-r) Katelyn Shaffer, 1 month; Linda Damiter, 12 years; Cheryl Neumeister, 4 years; Jackie Seiger, 3 months



(l-r) Anthony Chuss, 5 years; Will Samler, 3 months; Kelly Bari, 7 years



(l-r) Kevin Buchinsky, 20 years; Deb Lowthert, 8 years



(l-r) Kathy Heffelfinger, 5 years; Cindy Moyer, 9 years; Janet Unholtz, 9 years



(l-r) Mike Hudock, 11 years; Wendy Steich, 8 years

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Redner's #42



(l-r) Jeffrey Auchey, 15 years; Deborah Reppert, 20 years



(l-r) JoAnn Ruppert, 14 years; Ron Wagner, 4 years; Alexander Nunn, 10 years

4870 Penn Avenue, Sinking Spring, PA



(l-r) Glen Yard, 6 years; James Noecker, 4 years; Sarah Wanner, 7 years



(l-r) David Hafer, 6 years; Bev Ludwig, 21 years; Ray Nye, 20 years



(l-r) Gale Auman, 14 years; Monica Lash, 20 years; Audrey Mowrer, 21 years; Tammy Nichols, 11 years



(l-r) Melanie Valente, 5 years; Carmen Diaz, 18 years

Quick Shoppe #43

8 Gold Star Plaza, Shenandoah, PA



(l-r) Joe Jefferson, 3 years; Josh Jacobs, 12 years; Chelsea Zapolsky, 8 years





Redner's Markets: Our Mission is to Create Rewarding Experiences!

Quick Shoppe #45

2320 Penn Avenue, West Lawn, PA



(l-r) Bob Martin, 4 years; Elaina Pirrone, 4 months; Amber Glucksnis, 3 years; Steve Swank, 3 years



Redner's #47

202 Schuylkill Road, Phoenixville, PA



(l-r) Tony Basiliko, 17 years; Jim Polchin, 30 years



(l-r) Josh Kohler, 8 years; Steve Watkins, 8 years; Jim Walt, 15 years



(l-r) Ian Coffelt, 16 years; David "Ziggy" Zygmunt, 4 years; Leah Hastings, 11 years; Edward Conner, 3 years; Joe Martin, 16 years



(l-r) John Aquilante, 2 years; Greg Kealey, 8 years; Tim McGovern, 8 years



(l-r) Tony Basiliko, 17 years; Jennifer Schneider, 7 years; Rachael Carney, 10 years

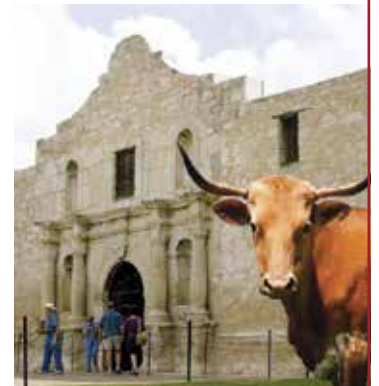
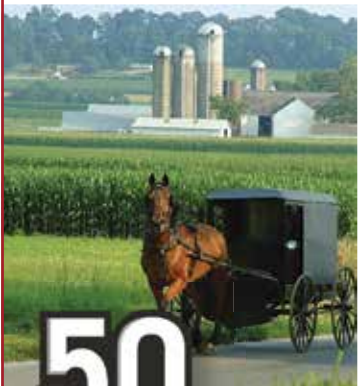


(l-r) Sonia Eaton, 15 years; Tori Jones, 7 years



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Redner's #50

801 Carsonia Avenue, Reading, PA



(l-r) Allison Sipple, 3 months; Angela Macklen, 1 year



(l-r) Billy Kay, 15 months; Linda Murray, 12 years; Rachel McIntosh, 14 years



(l-r) Kyle Tobias, 18 years; Jason Pace, 14 years



(l-r) Mike McKnabb, 19 years; Jean Haldeman, 28 years

Redner's #52

4800 Penn Avenue, Sinking Spring, PA



(l-r) Eric Kauffman, 4 years; Sarah Rinier, 2 years; Sheena Kline, 13 years



Redner's Markets: Our Mission is to Create Rewarding Experiences!



Redner's #55

2000 N. Township Boulevard, Pittston, PA



(l-r) Eric Cheatley, 12 years; Paul Shibilski, 11 years



(l-r) Christa Seward, 9 years; Jeff Treichler, 22 years



(l-r) MaryJo Vanchure, 18 years; Robert Williamson, 13 years



(l-r) Franco Martinez, 1 year; Dylan Hoover, 5 years; George Onyshczak, 11 years; Ron Prescavage, 20 years



(l-r) Luane Rusyn, 3 years; Stacey Nicholson, 2 years



(l-r) Taylor Stull, 2 years; Bob Malia, 21 years; Rick Johnson, 22 years; Mary Podminick, 21 years

Congratulations

to Redner's Markets
on 50 Years *of excellence!*

With best wishes for many more years of success.
From your friends at Best-Met Publishing





Redner's Markets: Our Mission is to Create Rewarding Experiences!



"I am the store director at the Palmyra, PA Redner's and I've been with the company for 32 years. The best thing about working at Redner's for me has been the opportunity to advance as a woman without a college degree. So I've been able to move up the food chain.

"I joined Redner's when I was in college and needed a job and Redner's was close to my house and all the high school kids went there, so that's where I went. I know for a fact that there are opportunities – I feel like if you're a hard worker and you show your work ethic, your morals, your values, there are definitely opportunities for moving up in this company. They work with you to help develop a career path. When I started, my goal was to become a deli supervisor at some point in my future. But I have veered from that and now I'm in a store director position, I'm not in perishables anymore and I feel like at different times in my career, someone has approached me and said, "Hey – don't you think you

Redner's #60

be good at – let's try this" and so that's kind of how my career path went. It wasn't one straight line, it was a little of this, a little of that, and the whole big picture in the end. I've found a lot of great mentors within the company. Each store director that I worked with, each district manager that I've worked with, each one encouraged me in a different avenue or to go down a different path. So yes, there were different people who encouraged me to do different things along the way.

"When you first start with a company and you're young, you're not thinking about 401(k) and your retirement and what am I going to do when I turn 60 and being part of an employee-owned atmosphere, we have that ESOP program that provides me with an opportunity for a retirement that I don't think I would have had otherwise. I would never had invested in 401(k) had the company not offered it to me. And being part of this company, I feel like I've been able to move up the ladder and show my work ethic with it being employee-owned versus just how long I've been here.

"So in my position currently, I'm going to say I wear about 10 different hats every day. So you're the leader, you're the counselor, you're the maintenance person, you're multi-tasking, you're many different things. You're making budgets, making schedules, so you're wearing many different hats in a day and that can be extremely challenging to do that. But it's also very rewarding and it all comes together at the end of the day. When you go

110 Northside Commons, Palmyra, PA



Lisa Merkel

at the people aspect of this job than I am the math of this job if that makes any sense. Because a store director has to do a lot of math, but I'm best at managing people.

"I'm hoping that this store gets the new 'Fresh Market' format because I shop at the Redner's in Wyomissing because I live down there and I absolutely love the way that store looks, I love the presentation of that store, and I really think that that format in this location would do really well. And I really think we could push our sales. That 'Fresh' format just has a new, fresh crisp look...I just feel like when you walk into that store, it's different, it stands out. Redner's is a growing company and it's trying to stay ahead of the game as a leader and not as a follower and I like that, I appreciate that in a company that does that, that isn't always behind the times."

Redner's #61



(l-r) Dana Lescoe, 14 years; Carol McMullin, 22 years; Samantha Heffner, 6 months



(l-r) Nicole Mohn, 9 years; Derek Merz, 15 years



(l-r) Katelyn Riggsbee, 4 years; Kaitlyn Chattin, 2 years; Butch Russlee, 22 years; Sandra Dubendorf, 21 years; Cathy Lechleitner, 22 years



(l-r) Cyndi Marx, 22 years; Nicole Bensinger, 15 years; Cindy Leiby, 21 years



(l-r) Edward Griesser, 5 years; Alishia Huber, 5 years; Devon Muncy, 5 years; Stew Dean, 1 year; Ron Flanner, 2 years



(l-r) Colleen Stoltz, 16 years; Jeffrey Hummel, 20 years; Staci Nagle, 24 years; Gloria Brensinger, 22 years

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Redner's #63

1200 Welsh Road, North Wales, PA



(l-r) Bob Klein, 23 years; Jeff Lemon, 8 years; Chelsea Hartley, 12 years; Chris Pate, 8 months



(l-r) Charles Campbell, 1 year; Devon Robinson, 1 year; Jennifer Serrano, 17 years; Nino Ciccio, 17 years



(l-r) Scott Gottenberg, 17 years; Cody Smith, 4 years; Erin Boyle, 17 years; Charlie Bryan, 4 years; Lester Barnes, 3 years



(l-r) Robert Faison, 10 years; Tina Kelly, 13 years; Vera Henderson, 16 years



(l-r) Rob Deak, 3 years; Ben Oscar, 9 years



(l-r) Jen Stefanik, 3 years; Jackson Furtado, 2 years

Redner's #66

701 S. West End Boulevard, Quakertown, PA



(l-r) Tracy Cummings, 20 years; Dawn Martin, 20 years; Dave Kratzer, 16 years; Aaron Carty, 18 years; Ken Conrad, 9 years



(l-r) Aaron Carty, 18 years; Beth Professori, 3 years; Joe Brown, 12 years



(l-r) Danny Wan, 11 years; Jim Erickson, 2 months



(l-r) Jackie Lafuria, 10 years; Renee Ritz, 29 years; Michael Gehringer, 4 years; Angela Mirarchi, 7 years



(l-r) Sue Dillard, 12 years; Jeff Kulp, 5 years



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Redner's Fresh Market #67



(l-r) John Krauss, 12 years; Mary Jo Schafer, 2 months



(l-r) Chris Gallagher, 4 months; Aung Sent, 4 months; Kelly Ryan, 5 months



(l-r) Chad Philistine, 5 months; Yolanda Jones, 5 months; Tracy Miranda, 5 months; Ashley Baldassari, 7 years; Melissa James, 16 years



(l-r) Marcus Mercon, 18 months; Connie Onley, 3 years; William Portzer, 6 months; Shaun Rhoton, 8 years



(l-r) Scott LaVan, 6 months; Shelly Guldin, 9 years; Calvin Maschal, 2 years; Damian Bartman, 2 years; Brian Armesman, 18 months



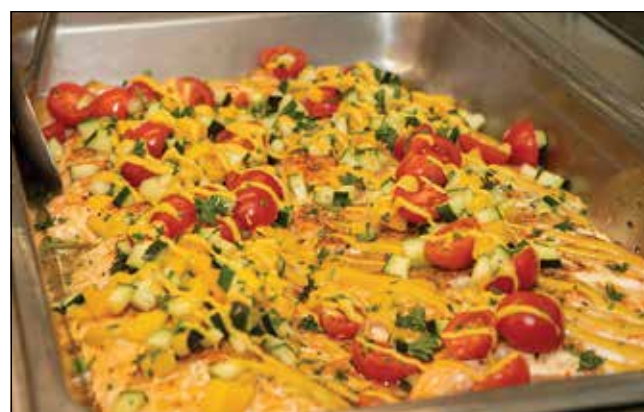
Quick Shoppe gas kiosk, Audubon, PA

Quick Shoppe #71

367 High Street, Pottstown, PA



(l-r) Michael Cilio, 3 years; Elyshea Furlong, 3 years; Don Norzlan, 2 years; Erica Nyce, 5 years; Anthony Iezzi, 11 years



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Redner's #72

3205 N. 5th Street Highway, Reading, PA



(l-r) Karen Weitzel, 18 years; Dwan Brandon, 8 years



(l-r) Anthony Mayo, 3 years; Irene Ricchuiti, 5 years; Edwin Clemente, 2 months



(l-r) Holly Boyer, 10 years; Brittany Quillman, 10 years



(l-r) Gina Schmeer, 13 years; Alberto Garcia, 16 years



(l-r) Hayden Arp, 1 year; Rosa Hernandez, 1 year; Jessica Mitil, 1 year; Diane Richards, 21 years



(l-r) David Bretz, 5 years; Ray Yeakley, 28 years; John Hurter, 26 years; Ryan Grubb, 8 years; Heidi Wagner, 17 years

Quick Shoppe #73

8380 Allentown Pike, Reading, PA



(l-r) Melissa Jennings, 17 years; Christine Troyer, 2 years; Jerry Bowman, 14 years





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Redner's #75



(l-r) Eugene Brown, 4 years; Sandra Williams, 20 years; Pierce Kelly, 4 years



(l-r) Dan Richards, 15 years; Anne Richards, 20 years



(l-r) Eric Comstock, 2 years; Bill Steele, 20 years



(l-r) Walter Lambert, 4 months; Michael Brown, 9 years



(l-r) Austin Halager, 2 years; Robert Carpinetti, 22 years



(l-r) Genifer Bauer, 6 months; Julie Sorok, 3 years

Redner's #76

(l-r) Krystal Pirulli, 1 year; Christy Monosso, 1 year; Christina White, 5 years



(l-r) Frankie Jaskel, 2 years; Andrew Rehr, 10 years; Ed D'Orazio, 13 years; Kaitlynn Wetzel, 10 years

2506 Knight's Road, Bensalem, PA



(l-r) Kelvin Asare, 2 years; Robert DiGiovanni, 1 year; Jamie Lennon, 5 years



(l-r) Ed D'Orazio, 13 years; Scott Weyant, 12 years; Anthony Morelli, 4 years; Darin Klingberg, 9 years



(l-r) Mikayla Monosso, 6 months; Suneeta Marrapu, 6 months



(l-r) Donna Iliff, 4 months; Savanna Cranmer, 6 months; Cynthia Vitelli, 4 years; Janet Ganiu, 4 months

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Redner's Fresh Market #77

that were close to home.” Turns out he made the right decision, and today is loves the fact that he is part of an ESOP. “That give me a lot of motivation. I get more than just a paycheck, I do feel like I have ownership. It’s a very personal investment in the company. I can help the company become more successful and also help myself become more successful,” he told us.

When asked what he sees as the biggest challenge for the company today, he said: “Biggest challenge – hiring, retaining the employees and making sure the customer is feeling wanted and welcomed and making this a store they want to come back to. Competition is fierce and has come from all sides that 35 years ago didn’t exist.”

The Wyomissing store was the first where Redner's launched its Fresh Market concept, and Eshbach is thrilled to be part of this new concept. “After one year of being a Fresh Market, I can say that this is definitely the way we need to go in the future. Our meals to go are addressing the conve-



Bill Eshbach

nience needs of the customers. The fresh items are a good example – you can go one-on-one with the butcher regarding preparation and cooking time. In the bakery, personal attention to the customer is still key as well. The goal is to build the one-on-one with the customer to make them want to continue shopping here.”

1149 Berkshire Boulevard, Wyomissing, PA



Bill Eshbach, store director at the Redner's Fresh Market in Wyomissing, PA has been with the company for 35 years.

Eshbach tells us that there are several things that he really likes about working for the retailer, “Mostly, it’s the opportunity to advance in the company. I started as a 16 year old in the back room and now I run a store.” When he first started, however, he didn’t think about that. “It was close to home,” he explained. “When I was young there weren’t a lot of opportunities where I lived except, Redner’s in Douglassville

Redner's #78



(l-r) Jean Houtz, 14 years; Laura Redner, 20 years; Becca Rizzolo, 12 years



(l-r) Robert Troxell, 12 years; Tom Dorward, 22 years; Sam Arcadioane, 29 years



(l-r) Lillian Sox, 20 years; Bobbi Jo Haag, 11 years



(l-r) Jessica Timberman, 3 years; Robert Johnson, 4 years; Lois Gasser, 19 years



(l-r) Dave Timberman, 2 years; Diane Petkavich, 15 years



(l-r) Joseph Terry, 3 years; Ann Stetler, 6 years



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Redner's #79

201 Second Avenue, Collegeville, PA



(l-r) Ryan Jones, 3 years; Bryce Critland, 2 years



(l-r) Donna McCormick, 3 years; Matt Herford, 4 years



(l-r) John Jennings, 4 years; Angela Kerlin, 5 months



(l-r) Ryan Haydt, 18 years; Ken Daly, 14 years

Redner's #80

2300 Lehigh Street, Allentown, PA



(l-r) Linda Young, 18 years; Sindia Riemley, 18 years



(l-r) Cassandra Ziegenfus, 6 months; Karla Orozco, 2 years; Brittany Sherman, 11 years



(l-r) Jamey Pollock, 3 years; Tammi Walper, 2 years



(l-r) Felix Castro, 17 years; Adam Iampietro, 16 years; Tom Silfies, 29 years



(l-r) Teresa Mohry, 30 years; Susan Hinelng, 2 years; Jalizabeth Aponte, 2 years



(l-r) Paula Kingsley, 25 years; Shannon Rosati, 15 years; Janet Matejija, 5 years



Redner's #85

1201 Airport Road, Allentown, PA

Diane Brown, a meat wrapper at the Redner's on Airport Road in Allentown, PA has been with the retailer for 25 years.

We asked Brown what she thinks is the best thing about her job at Redner's, and she said, "I love that Redner's is a family-oriented company. "The Chief" would always come around and say hello. He nicknamed me "Flash" because I moved so fast. All in all, it's a good company to work for."

Brown worked for other companies before joining Redner's, always in the meat department. In 1995,

someone she worked with called and recommended that she join Redner's.

As a member of the Redner's team, she takes great pride in the fact that she works for a company that is an ESOP. "I have always had motivation and having the employees own part of the company gives me even more."

When we asked Brown what challenges she faces in her job, she told us that she doesn't see any. "I look forward to coming to work every day."



Diane Brown



Redner's #86

2975 Route 22, Fredericksburg, PA

Eric Bomberger is the pharmacy manager at the Fredericksburg, PA Redner's and has been with the company for 20 years. He enjoys his job and working for the Redner family. "The best thing about being with Redner's, I think, is the autonomy, the freedom to run our pharmacy the way we see fit. All of the pharmacy managers make their own choices on how to run their pharmacy. So, yeah, the autonomy. At CVS and Rite Aid there were a lot of decisions made for you that you knew weren't the right thing to do or right in a business sense it was going to be profitable or not, whereas here we make our own decisions and they support us when we do."

Bomberger appreciates the fact that Redner's is a locally owned and operated company and believes that's an important part of their success. "I joined Redner's because I wanted to be part of a local, American owned

and employee-owned company. There are so many opportunities within Redner's. As an employee-owned company, it's amazing how people can work their way up in the company all the way from cashiers to stockers to office personnel to management and even to the executive staff. From what I've seen, they practically always promote from within. It's been great to see how our company is growing. When everyone else is closing stores, we're opening new stores and new pharmacies throughout our trade area."

As everyone in the industry can agree, food retail can be a challenging business. Bomberger tells us that's true in the pharmacy business as well. "The biggest challenges we face right now are our third party contracting and our reimbursements, the contacts that we have to deal with, our wholesaler selections and a lot of the newer government regulations that keep coming out."

However, the challenges are balanced by the positive things, too, including the customer service that shoppers find at Redner's. "My biggest motivation is the support of our management team and our executive staff. They support us and they know us by our first names, all the pharmacists, and that's very important. Having a pharmacy in our store has helped us increase sales dramatically. I'm a local guy from the area, lived here all my life, so I can relate to the local people, they are friends



Eric Bomberger

and neighbors and we want to take good care of them. The service we offer our guests blows the other pharmacies away. They don't have time to talk to people and get to know them. That service is what drives our business. Everybody here is a local person, we take care of our community's people and sometimes the big chains are our best advertisement because they don't have the time to spend with people and we do, so people come here instead. So, I think people should give Redner's pharmacies a second look. They don't realize all of the services that we have to offer and how much we care versus the big chain pharmacies. Those people aren't a number here, they're our friends and our neighbors and that's how we treat them."



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Redner's #87

1179 Ben Franklin Hwy. West, Douglassville, PA



(l-r) Brett Hartman, 4 months; Thomas Johns, 29 years; Joe Salvatore, 17 years; Trayton Budrow, 16 months



(l-r) David Hottel, 27 years; Gabrielle Creswell, 9 years



(l-r) Sam McKim, 2 years; Lauren Tomlinson, 6 years



(l-r) Bonnie Wieland, 9 years; Ryan Glanski, 1 year; Kathleen Ehrgood, 6 years



(l-r) Andrew Leech, 17 years; Josh Finkbiner, 5 years

Redner's #88

423 N. Reading Road, Ephrata, PA



(l-r) Jeremy Watkins, 1 year; Denise Tadych, 1 year



(l-r) Michelle Buffington, 15 years; Tony Cavalieri, 18 years



(l-r) Jill Adams, 19 years; Alpha Pollock, 6 years



(l-r) Mike Leggett, 9 years; Becca Salvatori, 2 years; Nicole Anderson, 1 month

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Redner's #89



(l-r) Joeanna Cabrera, 4 years; Loring Schultz, 18 years



(l-r) Damon Guidara, 34 years; Lucy Rosario, 2 years



(l-r) Karen Loeper, 14 years; Tammy Showalter, 8 years; Amber Dutka, 3 years



(l-r) Tony Romangnoli, 3 years; Marie Rodgers, 5 years; Kristie Eben, 1 month; Craig Zellers, 1 month



(l-r) Pete Bourney, 13 years; Samantha Lynch, 10 years; Nita Cruz, 15 years; "Chef" Doug Delong, 20 years; Cotton Biting, 6 years; Al Stallone, 2 years



(l-r) Casey Haage, 3 years; Sheri Shaud, 20 years; Cindy Hornberger, 31 years; Charlotte Geisler, 7 years

Redner's #93



(l-r) Tom Miller, 26 years; Kyle Walbert, 6 months



(l-r) Betty Reigle, 7 years; Randy Offenbacher, 32 years



(l-r) Donald Sell, 10 years; Michael Blake, 10 years



(l-r) Susan Snyder, 26 years; Ethan Oswell, 3 years; Deb Wiley, 38 years



(l-r) Bonnie Beard, 30 years; Deb Sowders, 13 years



(l-r) Jeanne Edinger, 4 years; Brenda Bryan, 10 years

300 Kenhorst Plaza, Reading, PA

5462 Shelborne Road, Reading, PA



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Redner's #95



(l-r) Scott Breisch, 6 months; David Reese, 26 years; Holly Carlson, 2 years



(l-r) Donna Prutzman, 15 years; Jason Gehret, 22 years



(l-r) Susan Fisher, 22 years; Shirley Lacey, 1 year; Kayla Baab, 3 years



(l-r) Deborah Prutzman, 16 years; Harley Fetterman, 25 years



(l-r) Kathy Groller, 12 years; Alicia Koehler, 16 years



(l-r) Jenine Zellner, 18 years; Robin Johnson, 25 years

Redner's #97



(l-r) Dezera Ott, 12 years; Carol Erb, 12 years; Amanda Woodland, 3 years; Cheryl Connelly, 3 years



(l-r) Linda Seymour, 13 years; David Delt, 17 years; Heather Chaback, 2 years



(l-r) Chris Richards, 12 years; David Sztuba, 3 years; Wendy Beidler, 21 years



(l-r) Jessica Bovericz, 20 years; John Rome, 6 years; Edward Lopuski, 1 year; Sandra Dotterer, 17 years



(l-r) Steven Kapustic Jr., 14 years; Sean Ferguson, 29 years; Lisa Voerman, 8 years; Jackie Lynch, 8 years



(l-r) MacKenzie Richard, 1 year; Courtney Dixon, 3 years; Debbie Wary, 20 years; Valerie Schlegel, 22 years

101 Held Drive, Northampton, PA

116 County Line Road, Boyertown, PA



Steve DeGeorgio, store director of the Redner's Levittown, PA location, is a 25-year veteran of the company. His long-term career with Redner's is due to the way the company is managed, he told us. "The best thing about working at Redner's is something I noticed right when I started with the company - it is first off, a more laid back atmosphere where supervision doesn't come in to our store and make us long lists of things that have to be done by the end of the day. It is a more relaxed attitude, and as a result I feel as though I can be more relaxed toward my employees. It's not a very uptight, nervous atmosphere that exists. I remember years and years ago when 'The Chief' Earl Redner would come in and people wouldn't have to run around and jump through hoops. It was more like, 'Hi Chief, how are you doing?' It wasn't like we started to sweat. It was that way with Mr. Redner - Dick - and also with the kids today - Ryan and

Redner's #99

Gary. I was with another company before, which I won't mention, that when executives came in, you got nervous, you needed to have things be utopian. With our company I feel as though we run it for the customer. It makes my life easier as a store director and it makes it an easier way to live every day. There's enough tension in our business as it is without having undue stress from above," he explained and continued, "In addition to that, the other thing I noticed when I got here many moons ago is that there was more of a family atmosphere here where employees, being ESOP members in the company, actually cared. In other companies, you don't often see that."

We asked DeGeorgio to give us his take on the retailer's ESOP plan, and what it has meant to him. He told us, "The ESOP plan is not a get-rich thing, it's more or less a retirement program. That being said, over the years it's created a very generous retirement nest egg for me. We have an ESOP meeting once a year where all the numbers are gone over. Traditionally Dick Redner and now Ryan and Gary Michael, tell us the company numbers, give us our company statements, and go over the up-and-coming plans for the company, which is always exciting because we're always going forward, it seems. This particular year it was mentioned that our store is going to undergo a remodel, hopefully in the next year or two. It's exciting to bring that kind of news back to our team. At this store I'm very fortunate to have a strong

1361 Lincoln Highway, Levittown, PA

nucleus of employees that have been here for a long time. This location has been open for 20 years, and a good core of people have been here since the beginning. I can tell you that a big reason for that is the ESOP and the family atmosphere that the company has created."



Steve DeGeorgio

As most people who work in retail today, particularly food retail, know, it can be challenging. "The biggest challenge of my job is the same challenge I'd have if I worked for any retailer ever - it's managing people. It's become increasingly more difficult over the years. There are a good number of people who are hard-working and caring, but in the same breath, there are some that really don't have the same interests. My job is keeping people going in the same direction and trying to make sure they understand that we do care and that it's a good place to work. I try to work directly with employees, I guess you could say that's my strong suit, because I really do care."

SERAFIN

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beer and wine seltzers, the continued expansion of the craft beer segment, a push towards great tasting light beer, and other innovation, finding shelf and display space requires time and effort. From a wine perspective the average café carries over 320 SKUs of product. We love to meet the needs of our guests and offer a very nice variety," Serafin told us. "We will continue to pursue and develop plans for additional café locations where they make logistical and financial sense. It's been a very successful venture as we continue to experience double digit growth despite an increasing amount of competition."

As someone with nearly five decades of experience in the industry, we asked Serafin what were some of the biggest changes he has seen. He told us, "It's probably just the amount of competition we face these days, and the aggressive nature of the competition.

Everybody wants a greater market share. So, that's the challenge. There may be less brick and mortar locations but the ways and means of getting your groceries via online shopping, pick-up services, and same day delivery continues to nip at your heels.

Innovation is huge. Everywhere you turn around, there's something new out there. Innovation is where the growth is. Who would have known, just a few years ago, that the energy drink section we have isn't big enough anymore? Some of the most significant areas of growth are coming from areas within Serafin's responsibility."

Despite the changes that come and go, Serafin says the one thing that remains constant at Redner's is its people and its culture, and that's what sets it apart from the competition. "We often get letters from customers about how they received great service in our stores. It happens all the time. We pride ourselves in having some of the best associates in the business."





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from page 7

Ryan Redner: To Gary's point, it obviously started as a retention-based program: a major benefit at no cost to them, obviously other than their hard work. But to Gary's point also, times have changed. There's a certain threshold of hours you have to work to become an ESOP member. You have to work here a certain amount of time and work X number of hours. In today's marketplace, people are not working that threshold of hours, so (A) they're not becoming eligible to be members of the ESOP and (B), those that are, are still young and not necessarily thinking about retirement. Once they get in and get vested, the light starts go off and they realize that this is a great part of retention. But the extreme number of part-time folks coming into the market for a couple of years and then leaving, that's where it get really difficult to sell them on the ESOP, because you have to work here a full calendar year, plus some, to be eligible.



Food Trade News: Do you target those people that you think might be great for advancement in the company?

Gary M. Redner: Absolutely. We always promote from within.

Ryan Redner: Going back to the first question: all the promotions we've had, and all the retirements we've had, have all been people who have been promoted from within the company.

Gary M. Redner: The other aspect that's been really exciting is that this Fresh Market concept really has injected life into the organization. Every store wants it, even though there's a cost tied to it and the due diligence has to be done, and the demographics have to fit, it really has invoked some energy into the company and that's a good thing too because people are

excited about that. They are looking forward to the growth, and it's helping with retention because they see a future.

Food Trade News: What are the pros and cons of being a family-run company as the competitive landscape in grocery continues to be more and more challenging with so many different ways that customers can shop - both brick and mortar and online?

Ryan Redner: I would argue that we're a little bit different than your average family-owned business. Yes, Gary and I have the same last name as what's on the company, I think everyone in here would say they're all part of one big family. So, yes, we're a family-owned, family-run organization, but the ESOP is 50 percent of us, as we just discussed. Our executive team is made up of everybody but Gary and I that don't have the last name Redner. The proof that is that yes, we're family owned, and we can make decisions as opposed to the larger guys that really have to go through a long chain of command. Our chain of command is - somebody who thinks of something comes down the hall and talks to me or Gary about it and a decision is made in an hour. So, that's the pro to being a relatively, in the grand scheme of things, small family-owned company.

Gary M. Redner: I think a con is that it's difficult, especially with changing demographics and increased competition since we started in 1970 literally in each of our demographics, that it becomes that much more challenging and competitive to compete and to make money in order to keep viable and keep funding that ESOP because as people retire, those dollars become theirs. The con really is that there is a lot of good competition out there, to their credit. It doesn't mean that it's a detriment, or that we're working in fear, it's fuel, really, to keep wanting to strive to be better.

Food Trade News: Is there anything you want to tell the vendor community and the trade about your focus in community service?

Gary M. Redner: There are so many things we participate in. I'll just rattle some off: United Way; in Berks County; American Cancer Society; Crime Alert Berks; Olivet Boys & Girls Club. We work with Feeding America agencies throughout our trade area. We also have a 1 percent savings tape program - when shoppers bring their receipts in, 1 percent of those purchases goes back to any charity of their choosing. That's been in place since 1975. Toys for Tots is a huge program for us at store level. The amount of money

that we raise, along with the help of our customers, is impressive. The focus is to touch on the things that impact our industry - kids, families and people that are struggling and need support. Those really are the buckets that we try to give back to. I think just that give back a lot more than we get credit for and we're not looking for credit.

Ryan Redner: I'd like to echo that. I don't want to say it's a fault of ours, it's what we hang our hat on. We sometimes give anonymously just because that's what we want to do but we don't need all the bells and whistles and recognition that come along with it. Certainly, Gary and I have put a pretty big emphasis on one of the pillars for our success is working with the community. We're great here in Reading and Berks County, so our challenge is to keep doing that in communities surrounding us. And we've done a really good job, especially our supervision staff and store folks that are not here in Berks County, in different cities, counties and states beyond.

Food Trade News: If you had a wish list for the vendor community, what would be on it?

Ryan Redner: One of our founding fathers, my uncle or my father, said, "Give us the same deal you give everybody else." And I know they do. We have a great working relationship with the entire vendor community coming fresh off the Redner's trip that went off last week. That's an example of how you can see our relationship with the vendor community and how we think of one another. I think that trip we do is great. The wish list to them would be, again, we're not the Walmart of the world, we're not the largest regional player, we're not the largest player in the state, per se, but I think we have a lot to offer the vendor community and we just ask that we be treated the way we want to be treated. Give us a shot. Give us the same deal you're giving everybody else, and let us do the best we can with it.

Gary M. Redner: I'd just like to thank them for their support over the years because just in this article you saw the amount of outpouring that came through. Any kind of charitable event that we do, they're there to support us. Any time we need a lending hand, they are there to support us. I think the ask really is just please continue to do that and we'll continue to give back as much as we can as well. The trip is an example of that. The golf outing that we do that benefits local charities, it really is benefiting those vendors as well. I want to thank them and encourage them to continue to support us because we want to be here long-term.

Food Trade News: Thank you.

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HOPP
from page 14

Control Board) has been great to work with. They are conscientious people, but there are a lot of regulations, some if you take a step back don't make sense. That can be frustrating."

When asked what might people in the trade not really know about Redner's that he thinks they should, Hopp told us, "I think the most unique thing about Redner's is our employee culture - and what was really I think the engine behind that for

the last 50 years has been our ESOP. Redner's is one of the first grocery stores in the country to become an ESOP and the first grocery store in the state of Pennsylvania as well. Our employees own 47 percent of the company. What I tell people, and they're always amazed - is that we've had employees that started out at the ground level at our company and, through the Redner's culture, have been promoted from within - I'm talking about non-family members - that have accumulated an ESOP balance of over \$1 million. And they

haven't had to contribute a single cent towards that. They will leave this company with a \$1 million paycheck that they haven't had to contribute any financial resources to beyond their hard work at Redner's. That is what is unique about us. And that just shows the culture of Redner's, beginning with my wife's grandfather Earl, that starts with the theory being that this is a true partnership. Some can talk the talk about something like that, but Earl 'The Chief' and my father-in-law Dick, and Ryan and Gary, they walk the walk."

EBERHART
from page 20

Customers know we are family owned, and employees play that up to our guests. They have relied on us for years and know they can count on us."

The retailer's relationship with vendors is also something Eberhart is proud of. "I think that's why we have the relationship we do with the vendors - they know

what they get when they come here. I hear it all the time, when they come here they know they're not going to be held for ransom to do business. We're going to be fair. When we say it's negotiable, it is negotiable. If we say we're going to do something, we do it. I think we consider it a real partnership."



REDNER'S





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HIDALGO

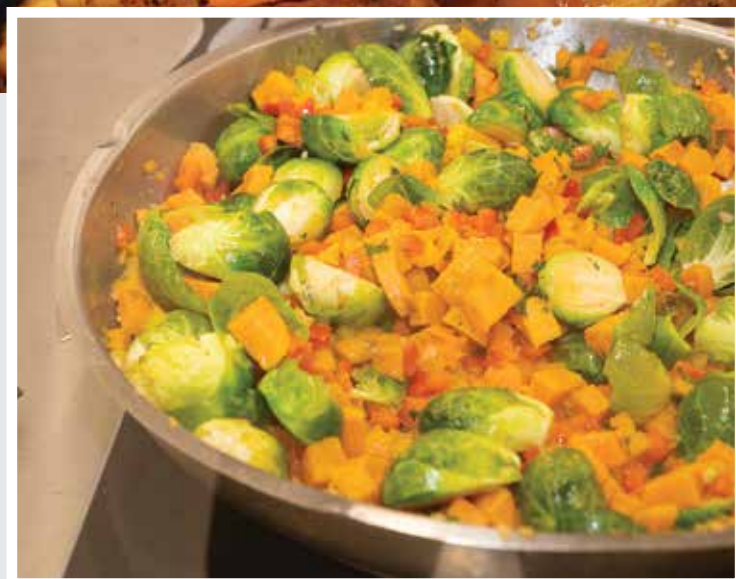
from page 16

customers to pay with a fingerprint if they want to. Convenience is what we're trying to drive, we just have a few roadblocks so we have to modernize first. We just want to help our customers be able to shop with us any way they want."

What sets Redner's apart from the com-

petition? Hidalgo tells us, "It's the people, the team aspect that we have. It's crazy how everyone here jumps in on all kinds of different scenarios when something needs to be done. It's all different kinds of things, from a power outage to personal health issues, anything that requires a response

and some care. The amount of caring from the group as a whole, from the leadership on down, is incredible. It's a caring culture that Redner's has, that extends from Dick Redner all the way down to someone that's pushing carts. It's really special."



FOREMAN

from page 22

the ESOP program was huge when we started it. We were one of the first in the country to something like that. It has always been our niche - we are employee owned so that people in our company feel like they're part of something and the things they work for they're seeing at the end of the day, too. So, they take a whole lot more pride in it. We have a lot of long-term employees with a lot of money invested in the company and themselves. I think that has continued to be something really important, especially for the long term employees."

The company also offers a number of other

benefits to its associates, including a one percent match for the 401(k) program. "It's important for us to continue to be competitive in the market." Foreman is very proud of the team at Redner's. "We have a special group with us. Most of the supervision and executive staff are all very long term employees and we do a ton of promoting from within. We rarely go outside of the company when we're looking for supervision and management. We really try to educate our people and allow them a career with us. I don't know that that happens elsewhere in the industry."

STRUNK
from page 30

com and things like that. I know we use Snagajob.com here at Redner's."

When asked what he thinks sets Redner's apart from its competition he said, "Our ability to react to a crisis situation, like snowstorms, we're able to react in minutes and hours vs. what our competition can do. We could be restocked in a matter

of hours where our competition might take a few days. That's the biggest thing I think about, from my perspective here at the warehouse - we can take care of our stores rather quickly, whereas I know some of the bigger movers and shakers in the industry can't do that. Ryan and Gary can call me and say 'Hey, what can we do to get a truck down here?' And we can rally the troops, pick the order and

get everything done and we're out on the road in no time. That's especially true in a situation like when we have a grand opening store and we do a bang-up business more than they thought. We will be able to react a lot quicker and get a truck out on the road, even if it's all the way down in Maryland or Delaware. We've done that many times."

LAUER
from page 24

the stores. Most of our supervision here at Redner's started from the bottom and moved up. We offer a lot if you want to grow with Redner's."

Lauer has no regrets about making Redner's her career and she wants to the trade to know what a great company she represents. "We give a lot back to the community, we are very family oriented. Ryan and Gary, if you sit in our meetings, they know the store associates by name. I was just in a store the other day with

a training class going on and Gary went in the back with everyone and introduced himself. You don't really find that too much anymore in a big business. They are trying to keep that family atmosphere where you feel comfortable. I've been with them for a long time and I grew up with them, so they feel like family to me. I think they're very fair to work for. Their values are very simple - you treat someone the way you want to be treated."



Redner's Markets 1970-2020



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Thanks to all our associates, vendors and partners for helping us celebrate 50 years of success!

