

# Brighten your Energy Star

*The Journey of Continuous  
Improvement;  
Energy Opportunities in our Stores*  
-Bob Gambone, Giant Eagle Inc.

## ENERGY & TECHNICAL SERVICES CONFERENCE

SAVE ENERGY & REDUCE CARBON FOOTPRINT  
OMNI ORLANDO RESORT AT CHAMPION'S GATE,  
ORLANDO, FLORIDA. SEPTEMBER 7-10, 2008



Dateline: Jan. 30, 2007

# Budgets

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***DEADLINES!***

***Low- Hanging Fruit***



...and someone said,

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**Hey, what about that  
FMI video we saw...  
“Energy Management  
in Your Store”**



The Video Debuted at the 24th Annual  
Energy and Technical Services  
Conference in Seattle, WA.

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Some simple energy saving practices  
addressed in the video include:

- Proper stacking of cases.
- Closing freezer and cooler doors when not in use.
- Regular cleaning of equipment grills and filters.
- Maintaining HVAC and refrigeration temperature controls at approved set points.
- Turning down oven temperatures during non-peak times.



# Video

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*“By observing a few easy steps on a daily basis, every employee can affect energy consumption levels of the store and potentially save hundreds of thousands of dollars each year,” said **Kathy Loftus**, director of energy and environmental management, Shaw’s Supermarkets, Inc., and chair of the FMI Energy and Technical Services committee. “The video offers easy, low-risk guidelines for energy management which could dramatically improve the financial bottom line of supermarkets.”*

...once again...

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**Hey, what about that  
FMI video we saw...  
“Energy Management  
in Your Store”**

# Answer?

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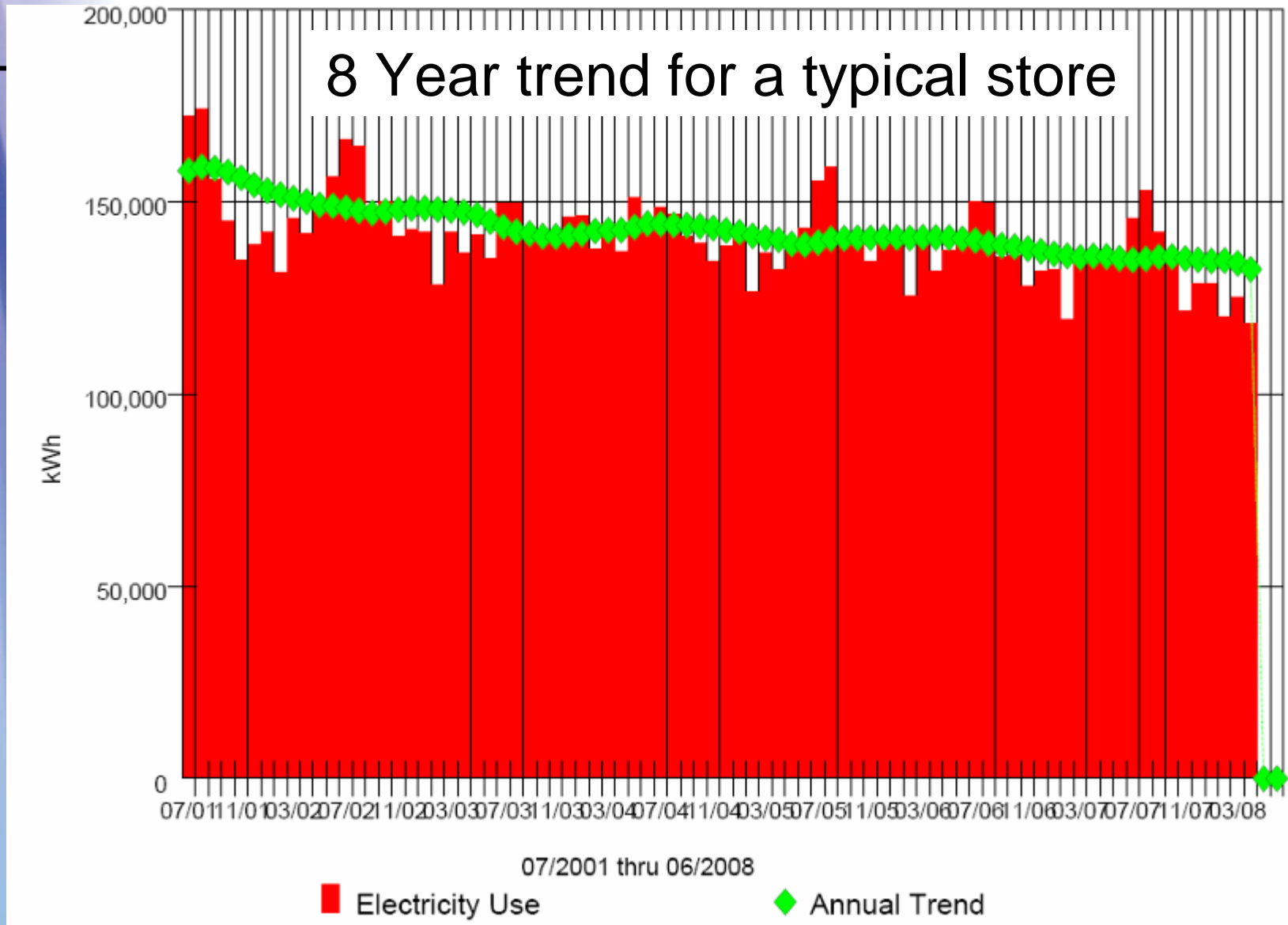
Denial?



Skeptical?



# Look at our track record!





# ENERGY STAR & Other Environmental Achievements

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- EPA ENERGY STAR Partner since 2001 with 130 labeled stores.
- ENERGY STAR Partner of the Year in Energy Management in 2004 & 2005
- ENERGY STAR Sustained Excellence in Energy Management in 2006 & 2007.
- Opened 1<sup>st</sup> LEED-certified supermarket in Brunswick, Ohio in 2004.
- Opened LEED Silver-certified supermarket in Pittsburgh in 2006.
- Partner with EPA Green Power with 3% renewable wind energy to offset electric use.
- One of the founding partners with EPA Green Chill in effort to develop technologies to reduce refrigerant losses.



# Quote from one of our Store Directors After viewing the FMI video...

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*“ So you are assuming that all opportunities presented in the video are happening in our stores and that is how we are going to save on our utility bills?...Well I don't think those things are happening in my store...”*



Insert here!



So, did we find....

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## ***Low- Hanging Fruit***



# First, we needed to Identify ‘Current Conditions’

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- Kick –Off meetings; Region / Divisional level
- Presentations-Store level
- Assign Store level ‘Point Person’”
- Store visits by core team
- Checklists / audits
- Sharing of opportunities / best practices
- Listen, listen, listen
- Share the why and how... the buy-in / ‘ownership’ at store level will be the “who” that gets the results.



*Bottom-up approach*

And now the answer-Absolutely!

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*We formally announced---* our

***“Quick Wins: Energy Savings  
Opportunities in our stores”***

# Quick Wins

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- **Bakery hearth ovens and rack ovens being left on hours after final use, and in some cases left on 24 hours a day / seven days a week, at temperatures ranging from 180 to 400.**
- Annual Cost \$1,500 to \$4,000 per location

“...takes 45 minutes to heat up, I need to start baking as soon as I start...”

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# Quick Win

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- **Self serve and service hot cases in Prepared Foods are being turned on hours before they are needed and turned off hours after they are emptied, and in some situations left on 24 / 7.**
- Annual Cost \$300 to \$1,500 per

“I was trained to turn everything on when I started at 6:00 am”

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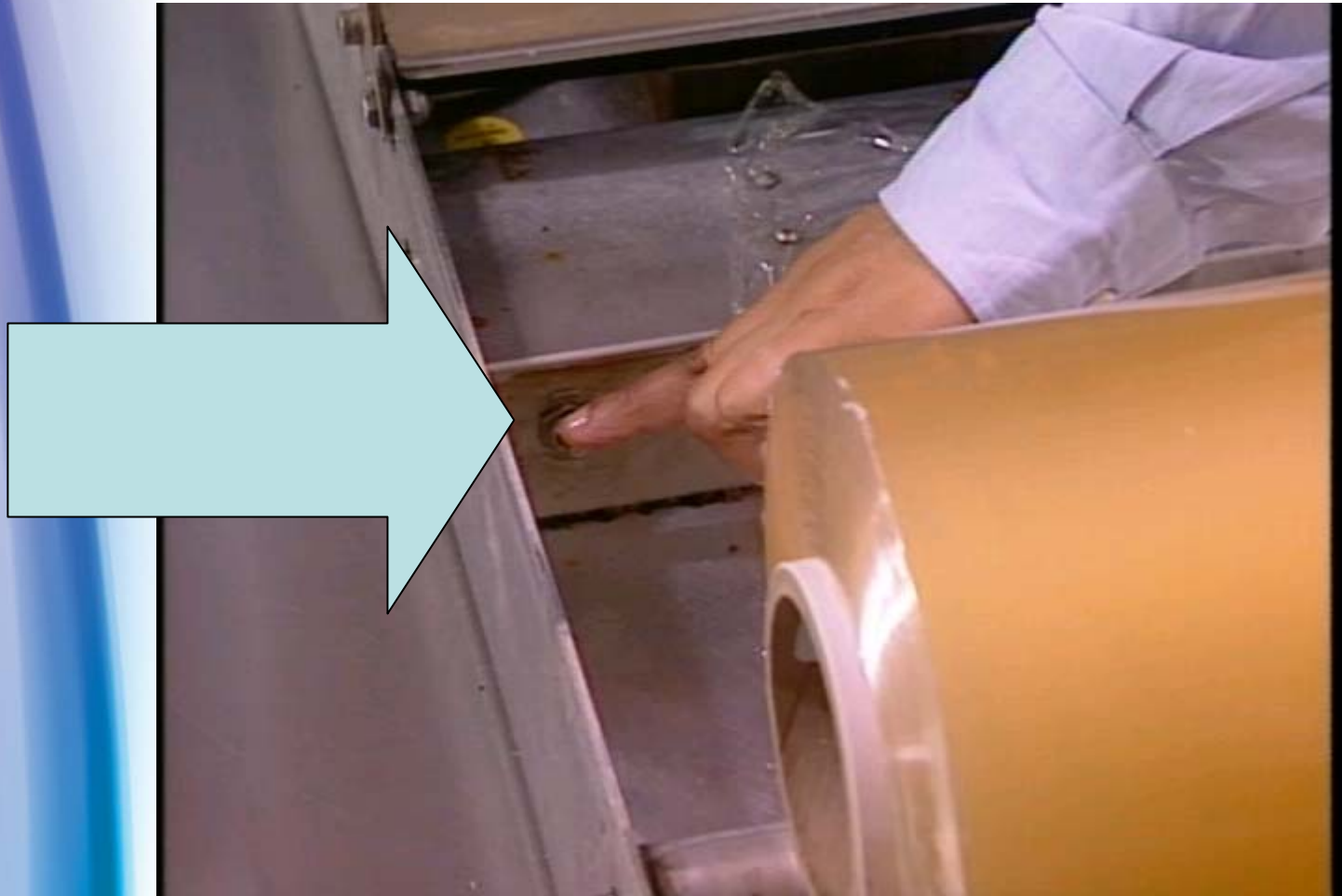
# Quick Win

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- **Hand wrappers / shrink wrap machines left on 24 / 7.**
- 10 machines left on overnight = the energy used in an average home for a 24 hour period

“I have been in this business for over 30 years and was told when I started never to turn those off!”

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# Quick Wins

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- **Sales area lights and case lights that burn 24 / 7 and are not cycling / dimming down at night.**
- Annual savings from lights cycling down at night range from \$6,000 (small stores) to \$18,000 (large stores).



“I have worked night crew for 7 years...the lights are always on.”

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# Quick Win

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- **Cooler, freezer, receiving doors being left / propped open. Doors to the outside left open will cost you big bucks in excess energy spend and becomes a freeway for flies!**
- DSD door open 20 hours during summer months: \$100 to \$230 week.



“I really don’t have time to roll the door up and down all day long.”

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# What about Plastic Strips?





“...its saves me time and keeps it cool  
back here...”

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“...they get in my way when I bring in the carts...”



# Quick Win

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- **Product stocked above load limits in perishable cases blocking vents and jeopardizing product integrity**

# Vents completely blocked



SAFETY!

← Load Limit

# Opportunity / Problem

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How can Giant Eagle reduce its utility consumption in areas controlled by store team members?



# Current Conditions

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- Limited awareness of what is happening in stores.
- No “best practices” established.
- Need ROI / Business Case.
- Need Operational support.

# Target Condition

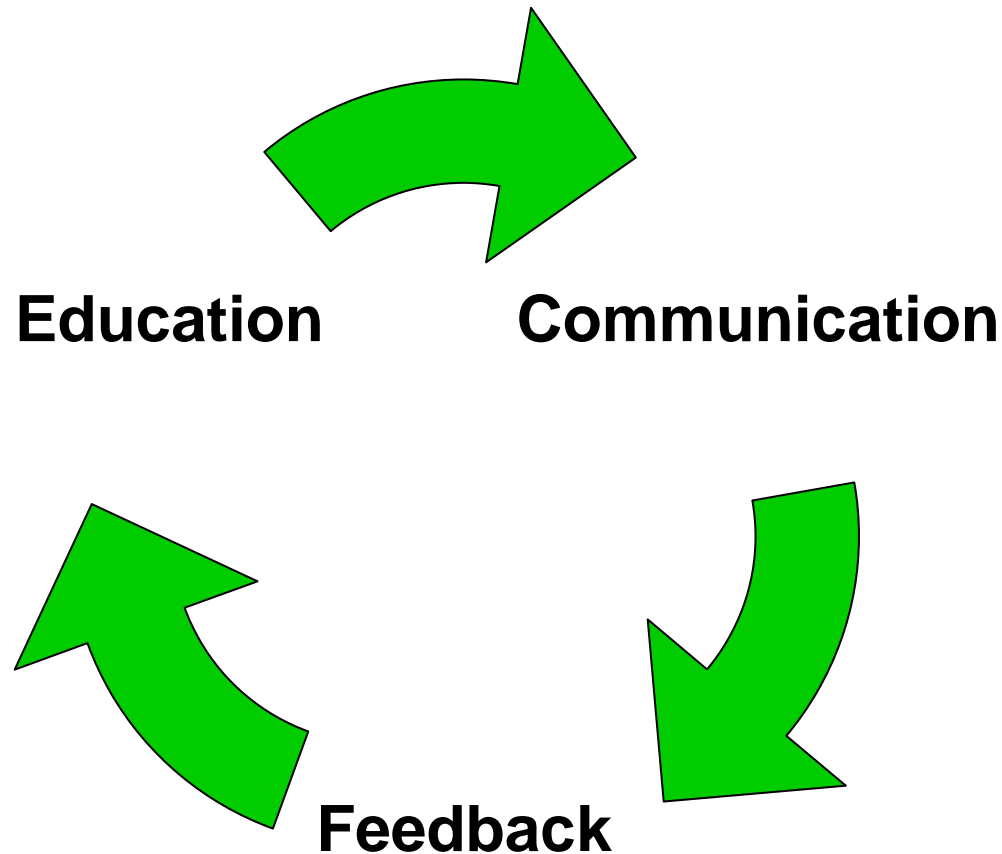
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- To have a sustainable process for utility consumption reduction, in the corporate stores, through the execution of “best practices” by team members.

# How?

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Continuous Follow up = Continuous Improvement



# Action Steps: 2 Part Implementation Plan

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- “Behind the Scenes...Technology”
- Operational “Best Practices”

# Capex Projects (behind the scenes)

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- Install Power Monitoring in 60 locations (not ground up stores; acquisitions over the years)
- Occupancy Sensors – install and update
- EMS upgrades; lighting controls, etc...

# Action Plan / Steps / Activities

## Operations

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Please utilize the following tools for training and communication in order to succeed in the *Quick Wins*:

- “Energy Management in Your Store” video should be viewed by all managers, department heads, leads, MICs and other “key” employees in your store. (some stores are pulling it out for a second time and revisiting their store specific opportunities).
- Complete the Monthly M&R/Supplies/Utility and Recycle Checklist and share results with your teams.
- Read the Utility and Recycle Updates and take action when necessary.
- Visit and utilize the information in Conservation Department Web site.

<http://knowasisll/livelinek/llisapi.dll?func=ll&objId=636999&objAction=browse&sort=n>

# Team Member “buy-in / ownership”

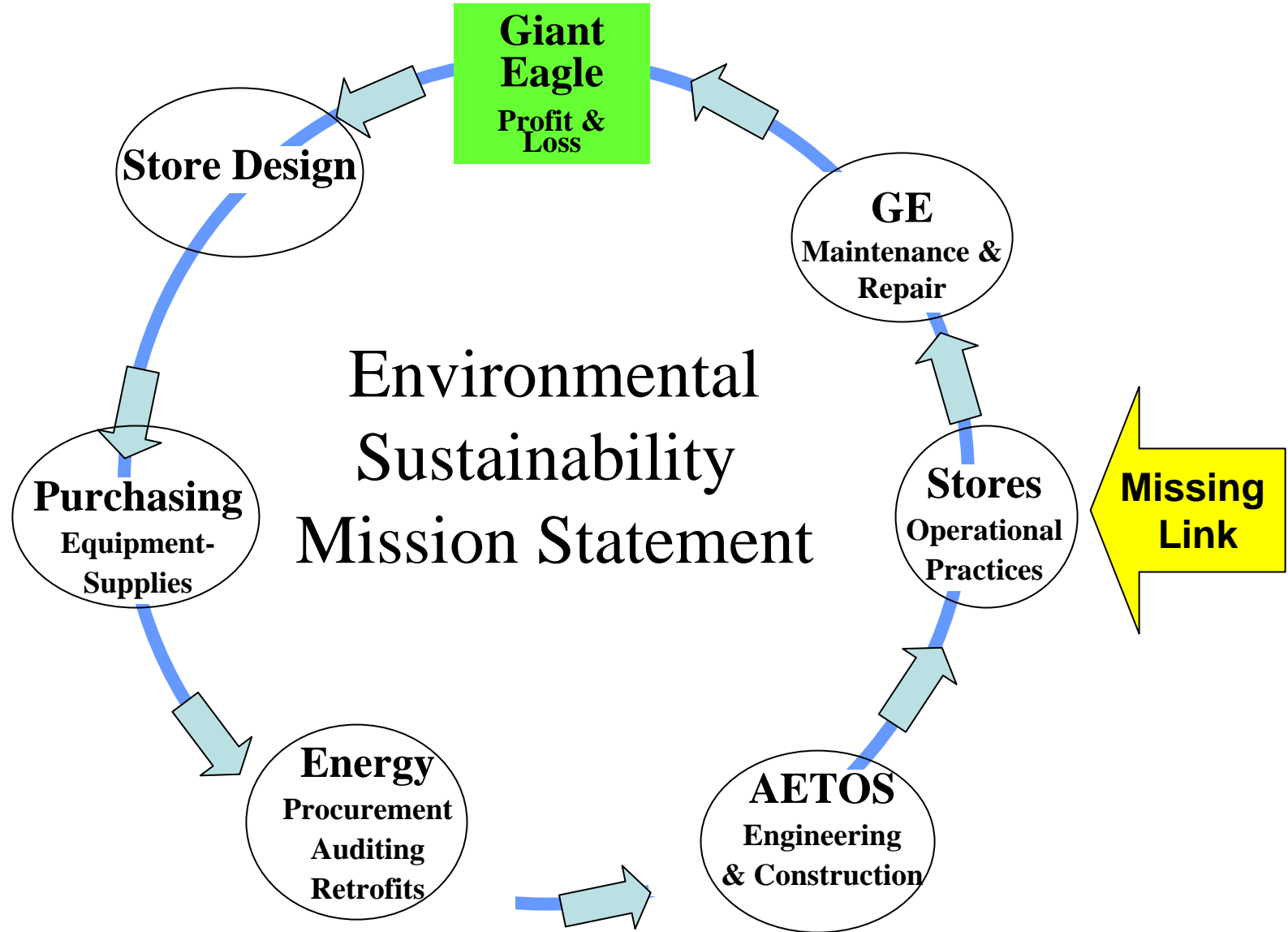
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**“Everyone is installing the most efficient energy saving systems... the point of difference, to capture all of the savings potential, is in the hands of the end user; the employees in the stores.”**



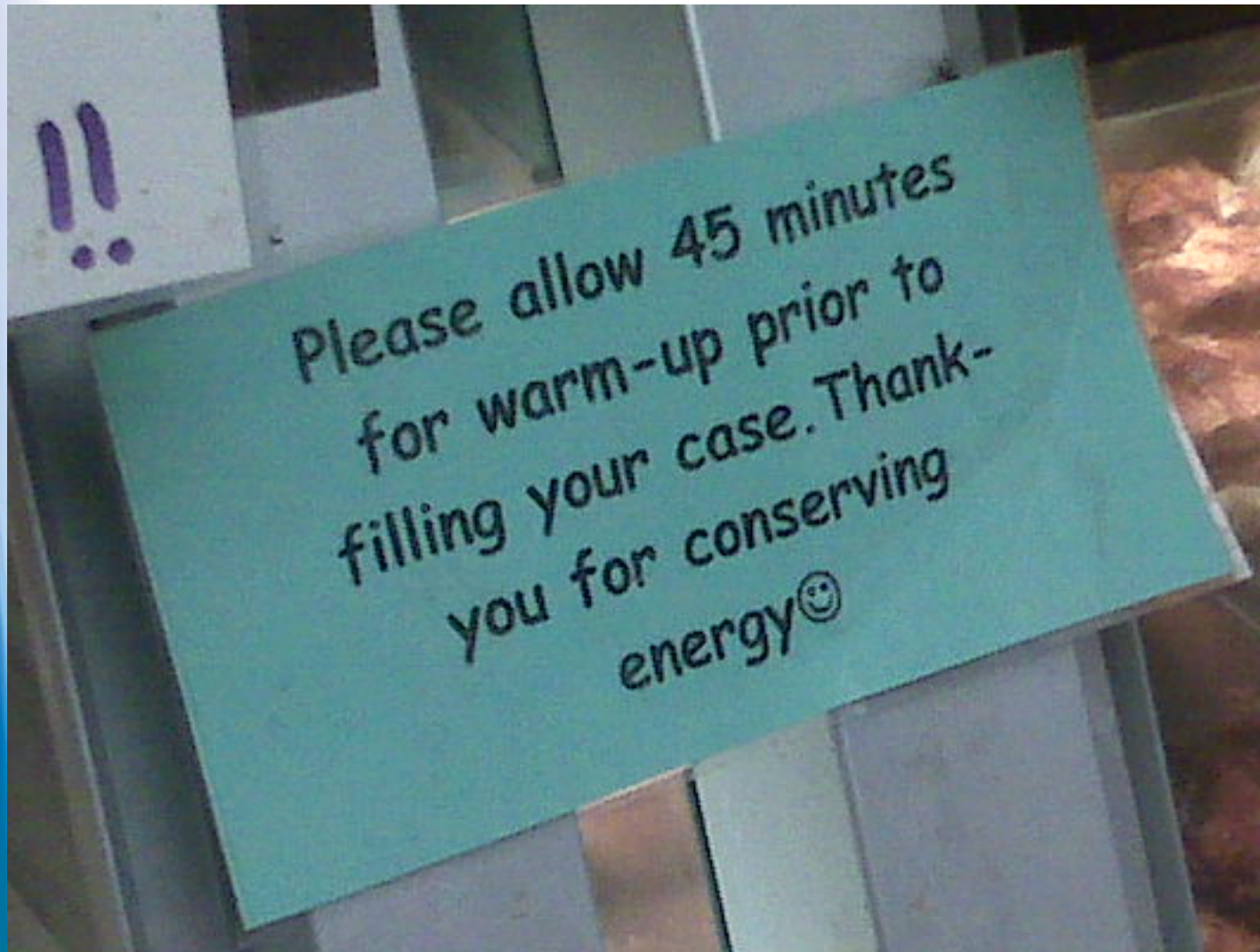


# Continuous Improvement Strategy



# Let's look at a Few Examples of Best Practices Generated from Store Team employees

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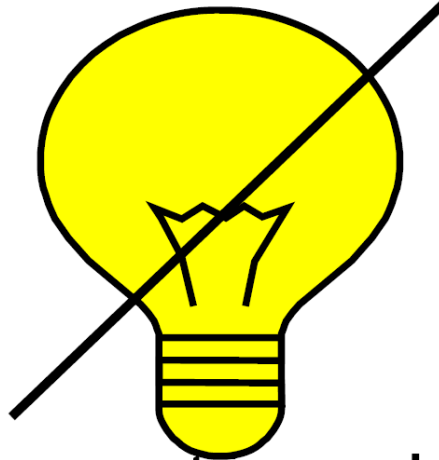


# Examples of Best Practices

## -Visual Cues-

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Turn off the juice



when not in use!



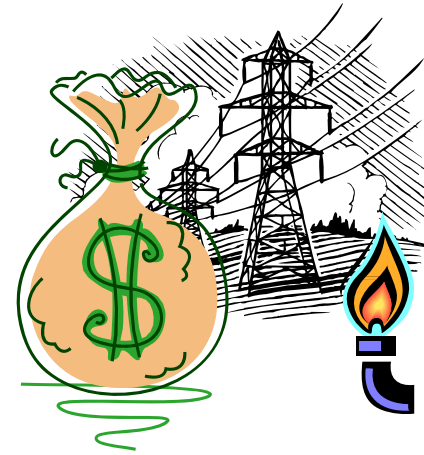
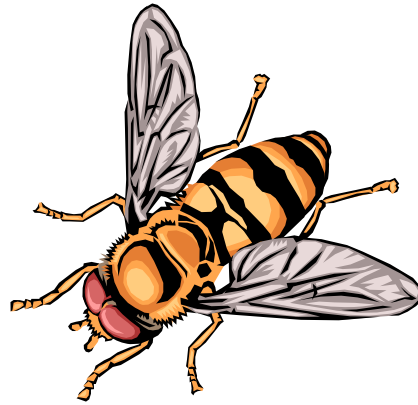
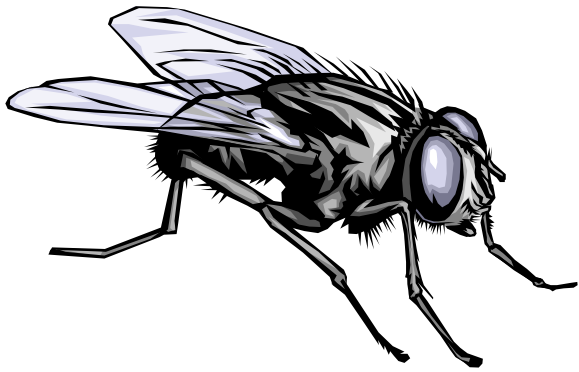
**Please  
Adhere to  
warm-up times!**

-do not turn on equipment  
until needed-

**Thank you**



**-Education-**



ROI on Install- 6 months max.



ROI on Repair- 90 day max.

# Examples of Best Practices

## -Visual Cues-

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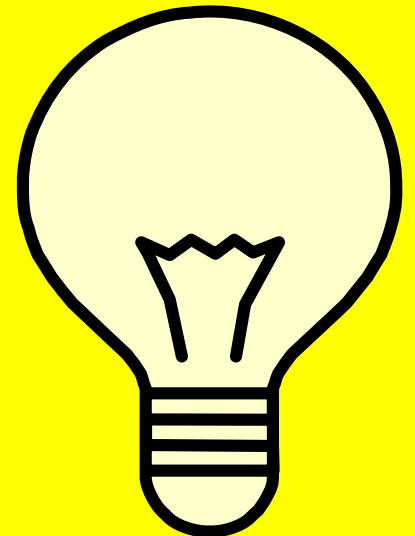


LIGHTS TO TURN OFF AT 10:00 P/M



case  
se  
ler  
boiler/Freezer  
case  
e and end caps  
case and end  
inside  
OFF LIGHTS

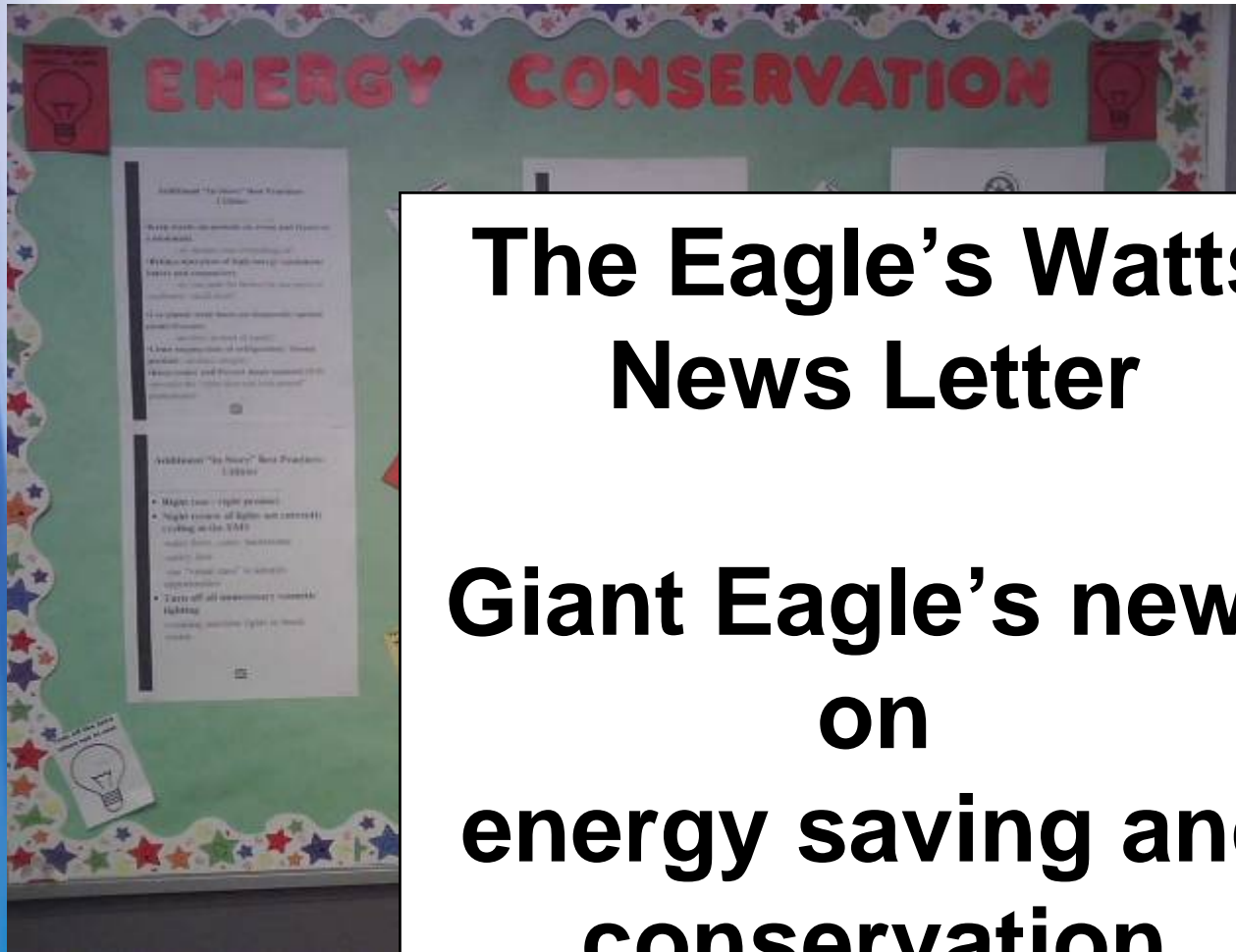
*Turn off the juice  
when not in use!*





# Examples of Best Practices -Communication-

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## **The Eagle's Watts News Letter**

**Giant Eagle's news  
on  
energy saving and  
conservation**



# Examples of Best Practices

## -Recognition-

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# “What gets measured, gets improved”

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Operations had access to a monthly reporting tool:

- Budget kWh vs. actual
- Both Graph and Table view
- Period and YTD.
- Monthly 10 /10 list was published
- Surprise day and night audits

# Results!

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- **160 Stores**
- **4.7% reduction in electrical usage (store to store)**
- **22,514,000 kWh (from base point)  
\$1.5 million +**
- **Power for 7 stores for one year!**

## Food for thought----

You can design or buy a fine tuned, energy efficient car...but if the end user-

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- Drives at excess Speeds
- Habit of excess Idling
- Aggressive driving
- Incorrect Tire Pressure
- No scheduled Oil Changes
- Lack of route and trip planning



# Bottom Line

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**Maximum Utility Efficiency  
Is a partnership**



## Final Thought

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“Great companies sustain greatness by always being open to continuous improvement opportunities.”

# Thank you

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- Questions?