

Summer 2026

FROM THE BOARD ROOM

What Customers Need Most Right Now



Steve Push, Chairman

Written by Steve Push, Executive Chairman.

If there is one thing we have learned in the foodservice industry, it is that change is constant.

Over the years, our industry has navigated economic ups and downs, labor shortages, shifting consumer preferences, supply chain disruptions, and countless other challenges. While the specific circumstances may change, uncertainty is something every operator, supplier, and distributor understands well.

Today is no different.

Operators are managing rising costs while trying to maintain value for their customers. Labor remains a challenge in many markets. Consumer spending habits continue to evolve. New technologies are changing the way businesses operate. In an environment like this, it is natural for business leaders to ask an important question:

“What do our customers need most from us right now?”

In my view, the answer is *certainty*.

Customers need partners they can rely on. They need consistency in service, communication, and execution. They need suppliers and distributors who are willing to have honest conversations, provide solutions, and help them navigate challenges before they become problems.

At Legacy Food Group, we believe our role extends beyond delivering products. We are in the business of helping our customers succeed.

That means staying close to our customers, understanding their needs, and being responsive when circumstances change. It means investing in strong relationships

and maintaining the flexibility to adapt as markets evolve. Most importantly, it means showing up every day with a commitment to service and accountability.

One of the greatest strengths of our organization is that while we continue to grow, we remain deeply connected to the local markets and communities we serve. Our operating companies know their customers personally. They understand the unique challenges within their regions. They have built trust over decades, and trust becomes even more valuable during uncertain times.

We often remind our teams that customers may not always remember every order, every delivery, or every conversation. What they do remember is how we made them feel when they needed us most.

Did we answer the call?

Did we solve the problem?

Did we follow through on our commitments?

Those moments define relationships.

As we move through the remainder of this year, I remain optimistic about the future of our industry. Foodservice has always been built on resilience, innovation, and hard work. The businesses that continue to focus on their customers, invest in relationships, and stay committed to service will be the ones that thrive. AI might help you become a better writer, but it won't help you build close relationships. While none of us can eliminate uncertainty, we can provide something just as valuable: confidence.

Confidence that we will be there.

Confidence that we will do what we say.

Confidence that together, we can navigate whatever comes next.

Thank you for all you do for our industry. The customer is critical in all our relationships.

DIVISION NEWS

Honoring a Remarkable Career: Congratulations, Ed Thomsen

After more than 50 years of leadership, service, and dedication to Thomsen Foodservice, Ed Thomsen is retiring this month, closing an extraordinary chapter in the company's history.

The Thomsen story began in 1951 when Ed's father founded the business, supplying juice products to bars and restaurants throughout New England. Although the company was family-owned, Ed's path into the business was not guaranteed. A graduate of Brown University with a degree in Mathematics, Ed knew he wanted to

join the family business. But only after considerable persistence on Ed's part, was he finally able to join Thomsen Food Service in 1973.



Over the next five decades, Ed helped guide the company through significant growth and transformation. Thomsen expanded beyond its original focus, finding success in non-foods before evolving into a full broadline distributor in the mid-1990s. Under Ed's leadership, the company achieved numerous milestones, including joining the buying group Pocahontas Food USA in 1996, and strategic acquisitions in the early 2000s that fueled substantial growth.

The company's current facility, built in 1988, became a foundation for continued expansion. Over the years, the building was enlarged multiple times, including the addition of refrigerated and frozen storage capabilities that supported Thomsen's growing customer base and service offerings.

Throughout its history, Thomsen remained a true family business. Ed worked alongside his siblings for decades, and when Legacy Food Group acquired Thomsen Foodservice in 2023, three of his sisters were still actively involved in the company.

What made Thomsen special, however, was not just its growth. It was the culture. Ed and his family built a business that valued people as much as performance. Success was important, but so was maintaining balance, spending time with family, and creating an environment where employees could build meaningful careers while still enjoying life outside of work.

As he enters retirement, Ed is looking forward to spending more time with family and returning to the golf course following recent recovery from rotator cuff surgery. On behalf of everyone at Legacy Food Group, we congratulate Ed on an incredible career and wish him all the best in this well-earned retirement.

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