

Here Comes the

Future...

Will you survive?

Harold  Lloyd
Presents



Independent Operator

(1931? to 2015?)

WELCOME

HAROLD LLOYD'S SHARE GROUP





Jay Leno
Entertainer



Walter Robb
Co-CEO
Whole Foods Market



Harold Lloyd
Founder,
Harold Lloyd Presents



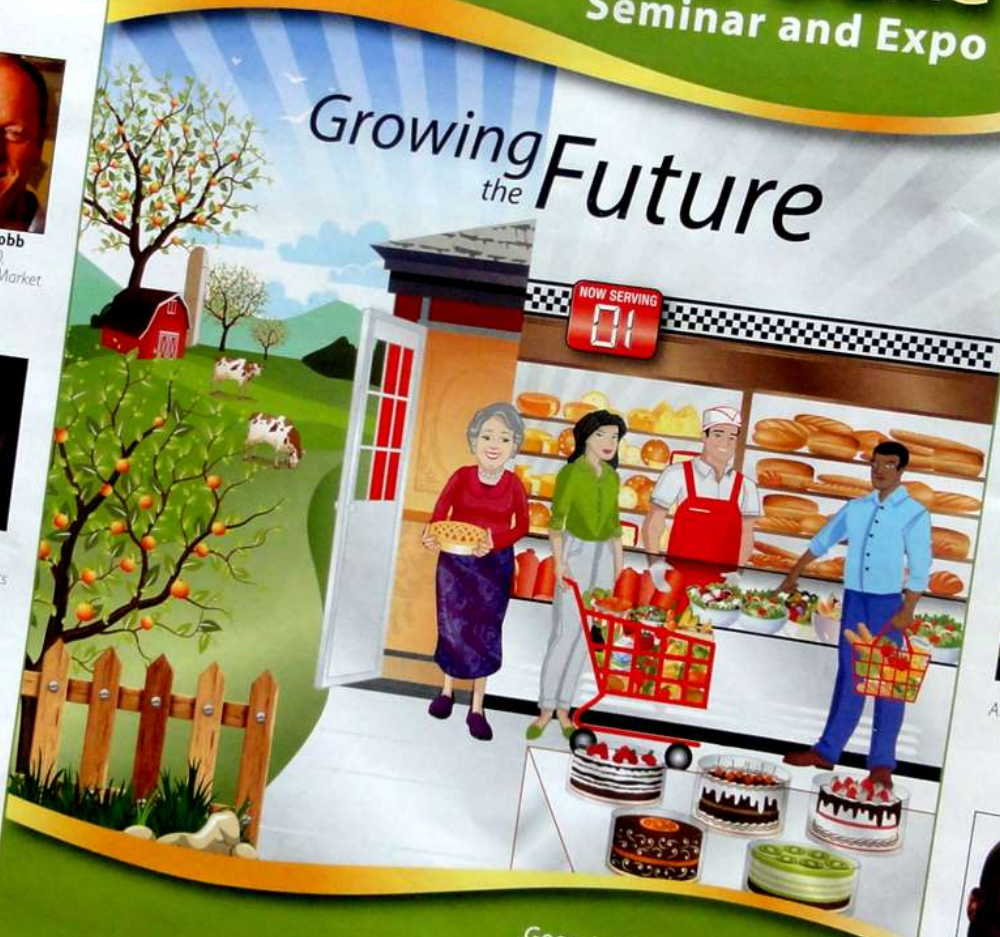
Arianna Huffington
Co-founder &
Editor-in-Chief
The Huffington Post



Dairy-Deli-Bake

Seminar and Expo

Growing the Future



Martha Stewart
Founder,
Martha Stewart Living
Omnimedia



Phil Lempert
the Supermarket Guru



Youngme Moon
Author and Professor,
Harvard
Business School



Shaquille O'Neal
NBA All-Star and Sports
Analyst for TNT and
NBATV

Georgia World Congress Center
June 7-9, 2015 Atlanta, GA



New Initiative!

Protect your customer's well-being
and strengthen your food safety culture
with IDDBA's new Safe Food Matters!
Go to iddba.org/safefoodmatters
for more information.

- Learn from renowned food safety speakers
- Improve delis with IDDBA Food Safety
- Engage in Listeria...



Here Comes the Future!

Will I Survive?

1. Points of Differentiation



No Peeking!

MEN IN KILTS™

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Window Cleaning • Gutter Cleaning • Pressure Washing



MEN IN KILTS
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RELIABLE FOOD

*Delicious
Hot &
Salad*

COMMERCIAL PARKING
METERED PARKING
3 HOUR LIMIT
7AM-6PM
MON THRU FRI

6PM-MIDNIGHT
MON THRU FRI
METERED PARKING
6 HOUR LIMIT
↔

8AM-MIDNIGHT
SAT & SUN
METERED PARKING
6 HOUR LIMIT
↔

PAY AT
MUNI-METER
↔

NYC PARKING CARD
AVAILABLE
FOR INFORMATION CALL
E781706-1042 or 786-6234



HLP's 25 Alternative Strategic Points of Difference

"Our Mission is to be the Best in executing the following 5 Strategic Points of Difference"

- ☐ 1. The *Freshest* products
- ☐ 2. The Greatest *Variety* of products
- ☐ 3. The *Low Price* leader
- ☐ 4. To be *Price Competitive*
- ☐ 5. The *Easiest* to shop
- ☐ 6. The Most *Community* Involved
- ☐ 7. The *Cleanest*, most Sanitary
- ☐ 8. The Highest *Quality* Image
- ☐ 9. The Most *Knowledgeable* Staff
- ☐ 10. The Best *Place To Work*
- ☐ 11. The Most *"Kid"* Friendly
- ☐ 12. The Most Savvy, *Niche Marketer*
- ☐ 13. The *Fastest*, Most Efficient Checkout
- ☐ 14. The Most *Fun* (i.e. Treasure Hunt)
- ☐ 15. The *Friendliest* Place in Town
- ☐ 16. The Most *Convenient* Location
- ☐ 17. The Greatest Selection of *Services*
- ☐ 18. The Most *Cost* Conscious
- ☐ 19. The Most *Technologically* Advanced
- ☐ 20. The Most *Unique* and *Creative* Operator
- ☐ 21. The Best *Meal Marketer* (Food Service)
- ☐ 22. The Most *Personalized* Service
- ☐ 23. The Strongest Controlled Label/ *Signature Items*
- ☐ 24. The Most *Socially Responsible/Environmentally* Friendly
- ☐ 25. The Most *Promotionally* Exciting

How to Choose

To choose the perfect strategy for you, answer the 3 determining questions:

1. Is being the *_____* est something YOU truly want to achieve?
Yes ☐ No ☐

2. Is being the *_____* est something the CUSTOMERS in your marketing area really want?
Yes ☐ No ☐

3. Is your COMPANY physically, financially, and intellectually capable of achieving the *_____* est?
Yes ☐ No ☐

If you can answer "Yes" for each of the 3 questions, that particular strategy is a perfect one for you.

PRODUCE



TERMINAL

Celebrating
FRESH!

BEER CAVE

COLDEST BEER IN TOWN













REALLY FRESH FISH!
Say "Hi" to *Friendly's*
Family of Fancy and
Frisky Fish









RECYCLING ARRANGEMENTS
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ALL MATERIALS

FOR FURTHER INFORMATION PLEASE CALL
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SEEK 834 8349 • 19 000 000 000

**ZAGAT
RATED**

2003 Shopping Guide

2004 Shopping Guide

**UNATTENDED
CHILDREN
WILL BE SOLD
AS SLAVES!**

No One Under 18
is permitted
without the
Supervision

HOME OF THE LIVE BUTCHER

HOME OF THE
LIVE BUTCHER

18002

Lotto
OPEN

**NORTH
DAKOTA
SAUSAGE 169**

PURE PORK
WITH SPICES

VETA
2.95

WAGAN

100% LAMB

LEG LAMB

2.99

OPEN
11 AM - 10 PM



Here Comes the Future!

Will I Survive?

1. Points of Differentiation

1 2 3 4 5 6 7 8 9 10

Add 2 points for each of your Strategic Points of Difference.

Here Comes the Future!

Will I Survive?

2. Updated Facilities















Here Comes the Future!

Will I Survive?

2. Updated Facilities

1 2 3 4 5 6 7 8 9 10

Deduct 1 point for each year since last major remodel.

Here Comes the Future!

Will I Survive?

3. Associates' Attitude



VINCE

Aber





GOLDEN PATCH

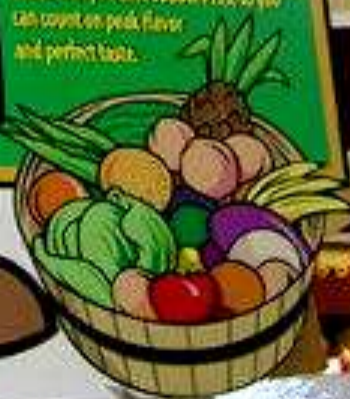
Earth's Bounty



Introducing our
Master Certified
Produce Expert



Specially trained to bring you the freshest,
most delicious fruits and vegetables in the
world! They're the Produce Pros, so you
can count on peak flavor
and perfect taste.



DELI SHOP





Here Comes the Future!

Will I Survive?

3. Associates' Attitude

1 2 3 4 5 6 7 8 9 10

*The number of your Associates (out of 10)
who would say they **really enjoy their job.***

Here Comes the Future!

Will I Survive?

4. Managers' Attitude

beer and wine

Super Friends
Produce powerhouses spark resolutions — and sales Page 74

Tech Transition
Evolution retailer leverages digital strategy Page 97

PROGRESSIVE GROCER

Walmart

Forum & Editor

CVS

SAFARI

Market Basket

2015 ONES TO WATCH

Page 33

January 2015

Register Today
August 12-14, 2015
For more info, visit
www.progressivegrocer.com

Managers Take Action

Industry Professional Store Manager Leadership Forum demonstrates the power of sharing.

By Joan Driggs



PROFESSIONAL LEADERSHIP

Harold Lloyd is dedicated to enriching the image of store managers, both within the industry and through the public eye.

The Retail Feedback Group

The first Store Manager Survey was fielded in 2012 "in order to provide our independent operator members a glimpse into the psyche of a store manager. The results offer insights into their career goals to compensation," says Dugmar Farr, SVP, FMI member services. "Given the benefit of the findings, the survey grew to include all store managers in 2014 and will be conducted on a yearly basis."

A key finding is that more than 90 percent of store managers respondents "love their jobs," but store managers said they were often challenged to find a "healthy balance" between work life and home life. "By understanding managers' job perceptions — what works well and what needs improvement — we can take steps as an industry and at our own companies to improve the engagement and performance of the men and women who are running our stores," according to the survey.

Lloyd presented the thought-provoking findings of the survey at FMI Connect and aired his idea of hosting a forum for top-level store managers. "I wanted to work through the life of a store manager and enrich it in both the eyes of the industry and the public," he says; attendees expressed support.

As a follow-up, "I contacted 40 of the best retailers in North America and received a positive response from more than 30 of them," he says. In the end, 27 retailer banners were represented by 36 store managers at the first Professional Store Manager Leadership Forum (PSMLF), held in December 2014 in Virginia Beach.

The forum was a remarkable example of industry players working to "lift all boats." "I want to share as much of my store's best practices with you as I can," a North Carolina store manager told fellow attendees as he introduced himself. "We want to grow the industry."

The Professional Store Manager Leadership Forum, the first of what should be standard industry practice, illustrates that effective change requires insight plus action.

In this case, the insight stems from the second Food Marketing Institute Store Manager Survey, collaboratively developed in early 2014 by supermarket retail specialist Harold Lloyd, principal of Virginia Beach, Va.-based Harold Lloyd Presents, and

Welcome To Gr



DUANE BABBITT
STORE SUPERVISOR









Here Comes the Future!

Will I Survive?

4. Managers' Attitude

1 2 3 4 5 6 7 8 9 10

*The number of managers in your company (out of 10) who would say they **love going to work** almost every day.*

Here Comes the Future!

Will I Survive?

5. Listening to
the Customer



**CUSTOMER
SUGGESTION
BOX**



CUSTOMER FEEDBACK

customer
feedback
only!

customer
feedback
cards are
available @
customer
service

Week 11

Week 12

what do you think? what do you think?

At Whole Foods Market, we welcome your comments, suggestions and questions. Please take a moment to give us your feedback. If you would like a personal or confidential reply, please include your name and phone number.

Consider
the Goldtree
that (Gerritson)
banks.

Love your
Store

At Whole Foods Market, we welcome your comments, suggestions and questions. Please take a moment to give us your feedback. If you would like a personal or confidential reply, please include your name and phone number.

Can you please get
House toasts
Tofu Shirataki Noodles?

Please!

Other whole Foods
have them...

Thanks!

RESPONSE

ly with AS
space as we have
only that can't
get. We are truly
recommending we
ask you to try them.

CONRAD
WHOLE FOODS

OUR RESPONSE

We are working on
getting this item in

Thanks

TEAM MEMBER NAME: Rob L

DATE: 3/22

WHOLE FOODS

what do you think?

At Whole Foods Market, we welcome your comments, suggestions and questions. Please take a moment to give us your feedback. If you would like a personal or confidential reply, please include your name and phone number.

I am a physician &
am appalled at the
open barrels of
chips, popcorn etc
that people are invited
to pick out to taste.
This is a blatant
health hazard &
must be stopped!

OUR RESPONSE

Even more appalling
is when you walk
past the public restrooms
and hear a flush
and then immediately
the door opens! Yuck!
Sample at your own risk!

TEAM MEMBER NAME: Kristin

DATE:

WHOLE FOODS

PS I don't eat the samples!

what do you think?

At Whole Foods Market, we welcome your comments, suggestions and questions. Please take a moment to give us your feedback. If you would like a personal or confidential reply, please include your name and phone number.

I love this store
the people are
friendly & helpful.
I appreciate that
very much

PK

OUR RESPONSE

We love customers
like you

TEAM MEMBER NAME: DTH

DATE: 4/27/06

WHOLE FOODS

customer
feedback
only

customer
feedback
cards
available
customer
service

what do you think? what do you think?

what do you think?

what do you think?

what do you think?

GOLDEN RIPE BANANAS

.59^{lb}

IS OUR PRODUCE
THE BEST?





Consumer Advisory Board
2000 - 2004



Consumer Advisory Board
2005 - 2009





EXIT

Hy-Vee





Here Comes the Future!

Will I Survive?

5. Listening to the Customer

1 2 3 4 5 6 7 8 9 10

*Add 2 points for **each different feedback method** currently producing customer feedback for you.*

Here Comes the Future!

Will I Survive?

6. Critical Index Reporting (KPIs)

...Pittman Group showcases those men and women in each of its operating...
...their fellow employees with the excellence they attain through their...
...safety and practices in the workplace. This year, we are proud to congratulate...

Van-Whole Produce
Sharon - Divisional Coordinator
...instrumental in improving store productivity as well as maintaining store...
...sales and overall margins in a difficult economy with a growing number of stores...
...under an increasing number of operational challenges in this very competitive...
...environment. Darwick's loyalty and dedication to the company is shown through his...
...and commitment.

Van-Whole Produce
Sharon - Divisional Coordinator
...instrumental in improving store productivity as well as maintaining store...
...sales and overall margins in a difficult economy with a growing number of stores...
...under an increasing number of operational challenges in this very competitive...
...environment. Darwick's loyalty and dedication to the company is shown through his...
...and commitment.

...in Van-Whole Produce was acquired by Buy-Low Foods in December 2001. Ben was asked...
...to move over from Buy-Low Foods to Van-Whole. He took on a greater role, positive...
...responsibility and to lead the Finance Team at Van-Whole. His hard work and positive...
...attitude and loyalty have made him a natural fit since day one. His hard work and...
...attitude and loyalty have made him a natural fit since day one. His hard work and...
...attitude and loyalty have made him a natural fit since day one. His hard work and...

...ENT

PERIOD	SALES	TOTAL
12-Jan-2013	15,000	15,000
12-Feb-2013	15,000	15,000
12-Mar-2013	15,000	15,000
12-Apr-2013	15,000	15,000
12-May-2013	15,000	15,000
12-Jun-2013	15,000	15,000
12-Jul-2013	15,000	15,000
12-Aug-2013	15,000	15,000
12-Sep-2013	15,000	15,000
12-Oct-2013	15,000	15,000
12-Nov-2013	15,000	15,000
12-Dec-2013	15,000	15,000

...PARTMENT

PERIOD	SALES	TOTAL
12-Jan-2013	15,000	15,000
12-Feb-2013	15,000	15,000
12-Mar-2013	15,000	15,000
12-Apr-2013	15,000	15,000
12-May-2013	15,000	15,000
12-Jun-2013	15,000	15,000
12-Jul-2013	15,000	15,000
12-Aug-2013	15,000	15,000
12-Sep-2013	15,000	15,000
12-Oct-2013	15,000	15,000
12-Nov-2013	15,000	15,000
12-Dec-2013	15,000	15,000

SAFETY COMMITTEE

...Flem, Derrick Main, Lane Police, Rosemary Dargatzis,
...Colleen Zimbergen,
...Schneider

...the members that their Safety Meetings are to be held
...Follow:

Date	Topic
March 13, 2012	April 9, 2012
July 10, 2012	August 13, 2012
November 13, 2012	December 13, 2012

...and conduct the meetings with the forms provided
...to encourage effective safety committee meetings
...The additional form please contact Sandra
...in Resource Department

...is immediately to (504) 882-5161 following the
...to cover your Store Manager, just all meeting
...the safety topic of the month with their...

...Dress Code Policy - Nesters Market

...Dress Code Policy: All clothing must be consistent with
...guidelines set by the company.

...Your Appearance

...We all form first impressions, good or bad, based on the
...Your appearance along with your actions will influence the
...customer's impression of our company. By using these guidelines
...you can improve that impression, as vital to the success of
...yourself and the store.

- Black shirt, provided by the company.
- Jacket provided by the company.
- Black dress pants or skirts blue or black jeans.
- Black dress shoes - clean and polished.
- Name tag - worn on the right side.
- Service First pin (when applicable) - pinned on the collar or button hole.
- Hair that is longer than shoulder length must be pulled back or worn with a hair net.

...It is the responsibility of the employee to ensure that all items
...are clean and amiable free. Any concerns should be discussed with
...your store manager.

...We recently completed a review of our wage rates for all of our employees
...Retail Store employees in every position.

...We believe that as a result of our recent review, we continue to offer one of
...the most attractive compensation packages of the industry for our people.
...to help us attract the best talent and to ensure that we remain competitive
...people we want to work for. We are committed to providing a safe and healthy
...environment - doing so brings us pleasure that we can share with all of our
...in this exciting business of grocery.

...You will continue to receive regular increases in wages based on your
...experience and length of service with us. We are committed to providing the
...highest level of safety, efficiency and effectiveness that comes with time and
...commitment to your work.

...We are proud to see the results of the new wage rates in your Store. We believe
...this week, but if you don't, unless you have been notified otherwise,
...they will not increase in the future either your hours or your pay. We are
...committed to providing a safe and healthy environment - doing so brings us
...pleasure that we can share with all of our people in this exciting business of
...grocery.

...Our company is committed to continuing to offer a compensation package
...that is competitive in the industry. We are committed to providing the
...highest level of safety, efficiency and effectiveness that comes with time and
...commitment to your work. We are proud to see the results of the new wage
...rates in your Store. We believe this week, but if you don't, unless you have
...been notified otherwise, they will not increase in the future either your hours
...or your pay. We are committed to providing a safe and healthy environment -
...doing so brings us pleasure that we can share with all of our people in this
...exciting business of grocery.

...We don't get personally enough to thank you for your contribution to the
...success of our people, who are truly valued and we are proud of the service
...that you provide to our customers - thank you.

Associated Grocers BUY-LOW FOODS
CODE OF ETHICS & CONDUCT
Version 4.0 (2011)

1. INTRODUCTION

The Code of Ethics & Conduct applies to all team members of Buy-Low Foods (BLF), all
volunteers, to Team Manager staff, and to all employees and contractors.

Team members will be responsible for ensuring that all team members of Buy-Low Foods (BLF), all
volunteers, to Team Manager staff, and to all employees and contractors.

BLF is committed to providing a safe and healthy environment for all team members of Buy-Low Foods (BLF), all
volunteers, to Team Manager staff, and to all employees and contractors.

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Associated Grocers BUY-LOW FOODS
CODE OF ETHICS & CONDUCT
Version 4.0 (2011)

2. LEGAL CONDUCT

A. COMPLIANCE WITH LAWS

All team members shall conduct all BLF business in full compliance with all applicable
laws, regulations, and codes of conduct.

B. CONTRACTS

A contract is any agreement, either written or oral, between two or more parties, which is
enforceable by law. All team members shall conduct all BLF business in full compliance with all
applicable laws, regulations, and codes of conduct.

Associated Grocers BUY-LOW FOODS
CODE OF ETHICS & CONDUCT
Version 4.0 (2011)

3. ETHICAL CONDUCT

A. ETHICAL CONDUCT

BLF will conduct its business, management and operations according to high ethical
standards of honesty, good will, fairness and integrity.

B. CONFIDENTIAL INFORMATION

We have received confidential information from our customers, suppliers, and other
parties. This information is confidential and shall be kept confidential. All team members shall
conduct all BLF business in full compliance with all applicable laws, regulations, and codes of
conduct.



BUY-LOW FOODS
Safer food
better business
for retailers



Associated Grocers BUY-LOW FOODS
CODE OF ETHICS & CONDUCT
Version 4.0 (2011)

4. EMPLOYMENT

BLF is committed to providing a safe and healthy environment for all team members of Buy-Low Foods (BLF), all
volunteers, to Team Manager staff, and to all employees and contractors.

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5. STORE POLICIES

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Only 3 in

100!

Weekly Flyer

Happy Birthday

This Weeks Goal

Quote Of The Week

● PERFORMANCE ●



Top Shrink Category In Each Department

Bakery

Dollar
Value

Deli

Output	Value
Output	Value

Meat

11

Produce

11

1)

S

1)

5

1)

5	
---	--

1)	
----	--

5

Dams White
 Almond White
 Creamy 12pk - 2
 C
 F PETITE DAWG - 6
 - W
 N
 S

Da

ne

135

1

N

100

1

1

S.

ACCOUNT #3608
APPROVAL #076529
TRANS ID -0003115503978889
VALIDATION -4LSV
PAYMENT SERVICE - E

CHANGE DUE 0.00

ITEMS SOLD 18

TC# 9247 6569 3999 59 5384 7
CRUISE WITH RUSTY WALLACE 800-288-6030
04/25/03 10:00

CUSTOMER COPY

ACCOUNT #3608
APPROVAL #001544
TRANS ID -0093114548546762
VALIDATION -LTP8
PAYMENT SERVICE - E
CHANGE DUE 0.00

ITEMS SOLD 40

TC# 4811 4624 3446 5084 7808 2
CRUISE WITH RUSTY WALLACE 800-288-6030
04/24/03 11:14:16

CUSTOMER COPY

ORE SALES



SALES PER CUSTOMER





IPM RESULTS

Monday	Tuesday	Wednesday	Thursday	Friday
Saturday	Sunday	Weekly	Monthly	Most Improved

Are you above 16?
Check your IPM's today!

CUSTOMER GREETING SCORE

HOW ARE OUR CUSTOMERS GRADING US?

GOAL!

61.2%

This Month

6 Month Average



85%
80%
75%
70%
65%
60%
55%
50%

SPEED OF CHECKOUT

GOAL!

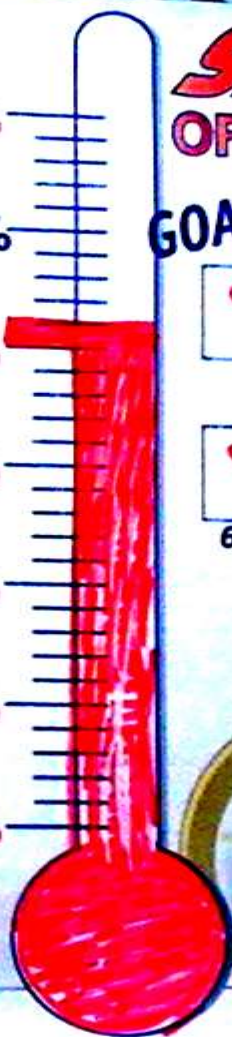
87.8%

This Month

87.7

6 Month Average

95%
90%
85%
80%
75%
70%
65%



Here Comes the Future!

Will I Survive?

6. Critical Index Reporting (KPIs)

1 2 3 4 5 6 7 8 9 10

*Add 2 points **for each Critical Index you track,**
trend, and share with your people.*

Here Comes the Future!

Will I Survive?

7. Community
Connection!

(aka...Your Relevance)

OUR COMMUNITY





**FRIENDLY'S
TUESDAYS 7 A.M.**

**CHET DORCHESTER
PRESIDENT**

54th Dan's Anniversary Celebration!

upper crust

69¢
PAPER TOWELS

CHECK OUT THIS WEEK'S
Special
SODA POP

Here Comes the Future!

Will I Survive?

7. Community Connection!

1 2 3 4 5 6 7 8 9 10

*What percent of the community truly appreciates
the fact that you are in business?*

Here Comes the Future!

Will I Survive?

8. Technologically Prepared to Fight









Here Comes the Future!

Will I Survive?

8. Technologically Prepared to Fight

1 2 3 4 5 6 7 8 9 10

*Deduct the number of **years you are behind**
the industry in technological efficiencies.*

Here Comes the Future!

Will I Survive?

9. Affiliation with Your Suppliers









Here Comes the Future!

Will I Survive?

9. *Affiliation* *with*
Suppliers

1 **2** **3** **4** **5** **6** **7** **8** **9** **10**

On a 1-10 scale, how would *a composite of all vendors*
rate you as being professional, aggressive, and fair.

Here Comes the Future!

Will I Survive?

10. Marketing Magic or Rubber
Stamped Repeats?



Fresh Picked Events

1	2	3	4	5	6	7	8	9	10	11
12	13	14	15	16	17	18	19	20	21	22
23	24	25	26	27	28	29	30	31	1	2
3	4	5	6	7	8	9	10	11	12	13

Notes:





WALL OF VALUE



Red Taped BANANAS
Reduced
\$ 19 LB

Reg. BANANAS \$49 LB



MACEYS IS... **LEGENDAIRY** JUNE IS...
NATIONAL DAIRY MONTH



FREE

**KNIFE
SHARPENING**



**BRING IN YOUR HOUSEHOLD KNIVES
AND OUR PROFESSIONAL BUTCHERS
WILL SHARPEN THEM FOR YOU!**

SERRATED KNIVES ARE NOT INCLUDED IN THIS OFFER



apple
pie • tarte aux
pommes

1.1 kg

649



wild blueberry
pie • tarte aux
bleuets sauvages

1.1 kg

649



rhubarb strawberry
pie • tarte à la
rhubarbe et aux fraises

649



wild jumbleberry
pie • tarte aux
fruits des bois

649



pumpkin
pie • tarte à la
couronne

649



cherry
pie • tarte aux
cerises

1.1 kg



PICK
OF THE
WEEK

GIANT

PICK
OF THE
WEEK

Hershey's
Limited Edition
Rock Candy

You Save With BONUSCARD
3 / 99¢

GIANT

FOOD
FOR ALL

FOOD FOR ALL



Here Comes the Future!

Will I Survive?

10. Marketing Magic

1 2 3 4 5 6 7 8 9 10

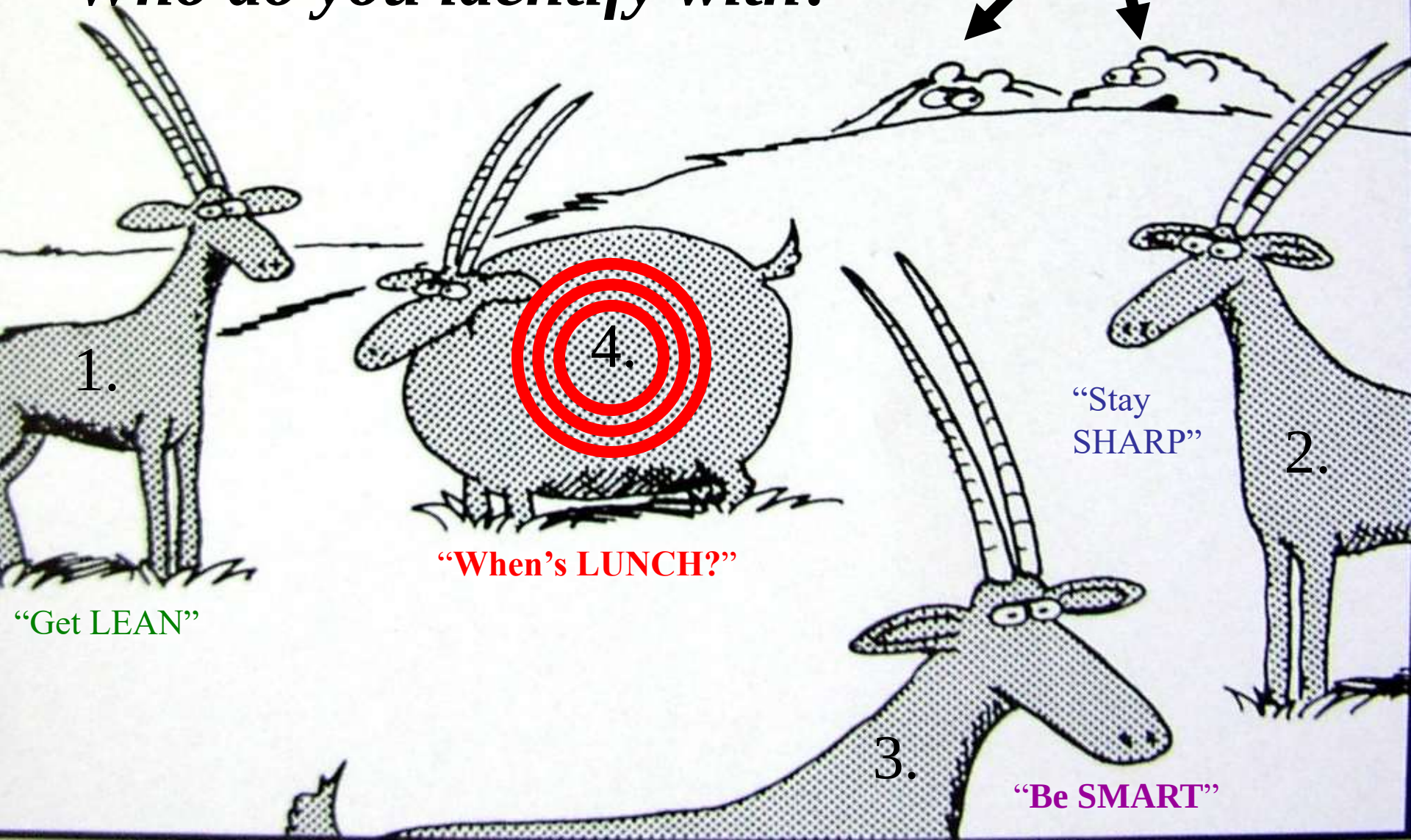
*On a 1-10 scale, **how creative, impactful,** and energized are
your Advertising/Marketing Initiatives*



Session Summary

Future

Who do you identify with?



“Stay
SHARP”

“When’s LUNCH?”

“Get LEAN”

“Be SMART”

Here Comes the Future!

Will I Survive?

Bonus Points!

Add 10 points if you love your
job at least 70% of the time.

Here Comes the Future!

Will I Survive?

The Probability is:

 %





SUPERMARKET Rules!

52 ways to achieve supermarket success
by HAROLD C. LLOYD
illustrated by STEVE HICKNER

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Thank You!

