

Lean, Mean & Green • p.10

i to i with Tom Zaucha • p.20

i magazine

FEBRUARY 2009

FOR THE INDEPENDENT COMMUNITY™

The Road Ahead

What's over the Horizon
as the Food Industry
Gears up to Meet
the Challenges
and Opportunities
of the Future



Also Inside!
Complete 2009 N.G.A.
Convention Buyer's Guide

healthy greens



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FOR THE INDEPENDENT COMMUNITY



FEATURES

The Long Road Ahead

Change in political leadership. Change in economic environment. What does the future hold? Executive Vice President and General Counsel Tom Wenning looks at top issues.

Shining Light on Energy

The independent community is taking a leadership role on lighting and other energy conservation.

Defining Healthcare

Healthcare is everywhere these days, with a lot of definitions that don't really describe the problem, or the solutions. Executive Vice President Frank DiPasquale examines the issue.

i to i with Tom Zaucha

After more than a quarter century with the N.G.A., Tom Zaucha has witnessed a world of change in the industry...and the need for the industry's association to change in response. An i to i interview.

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DEPARTMENTS

Food on the Floor

Don't miss your opportunity to sample some of the best fresh and prepared food the independent community has to offer.

Supermarket Synergy Showcase

Your directory of all the vendors participating in this year's Supermarket Synergy Showcase, including complete contact information and company descriptions, begins here.

Creative Choice Awards

Learn the art of effective retail advertising and merchandising, as we examine what works and doesn't through the experience of this year's Creative Choice Award finalists.

New Product Showcase

The annual Supermarket Synergy Showcase offers a central location to see what's new and hot for the coming year. Here's a comprehensive list to serve as your floor guide.

Farmer Goes to Market

An N.G.A. exclusive! We bring in a group of real, working farmers so you can ask uncensored questions about what's on your mind about food production.

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WELCOME

Innovation, Information, Motivation & Enjoyment



Michael L. Jackson, Chairman
of the Board, N.G.A.;
President and COO, SUPERVALU INC.

Greetings and welcome to the 2009 National Grocers Association Convention and Supermarket Synergy Showcase (S3)! Over the years, N.G.A. has earned the reputation of delivering a program focused on significant topics affecting our industry and nation. N.G.A. continues to address the timely operational issues and trends affecting today's community-focused retailers and wholesalers.

This year's theme is "Changing Times: A Blueprint for Success." With the elections now behind us, our legislative and regulatory agenda will be set and controlled by the Democratic leadership. The new White House administration is inheriting a daunting set of domestic and global challenges. With the recent fluctuation in global food and fuel prices, a shaken economy and financial markets, unprecedented safety and security challenges, rising healthcare costs, immigration issues and investing in energy management solutions for the environment and consumers' futures, we are all under enormous pressure. Change is not only worldwide, but there are changes throughout the food industry, corporations and associations, and - most importantly - today's consumers. "Political, Economic and Leadership Changes in America" is the focus of our opening keynote session and will be led by Tom Brokaw, former anchor and managing editor of "NBC Nightly News with Tom Brokaw". In keeping with tradition, N.G.A. President and CEO Tom Zaucha will engage in a spirited discussion with

Tom Brokaw about what we can expect from one of the most important elections in U.S. history.

A powerful lineup of educational and informational sessions continues its tradition as the best in the industry. These workshops will feature topics that relate to solutions demonstrated on the concept show floor to ensure you and your team will be guaranteed a total convention experience that is innovative and informational as well as motivational and enjoyable. This year's S3 is our most interactive concept show floor to date—providing in-depth demonstrations, education and solution-oriented information on supplier related products and services. The concept show floor provides retailers and wholesalers the newest technology, products, tools and resources to develop sales opportunities in areas such as fresh and prepared foods, center store categories and financial/operational services.

Overall, N.G.A. has put together one of the most comprehensive and timely programs ever developed for a national convention for community focused retailers and wholesalers. The convention will offer a business learning experience that allows you and your staff to focus on how your company should respond to industry and marketplace trends and issues that will translate into greater success and growth. From competing with the supercenters and other emerging formats, to taking advantage of the latest technology, the convention program focuses squarely on how your company can better control costs and drive more sales.

'The convention will offer a business learning experience that allows you and your staff to focus on how your company should respond to industry and marketplace trends and issues'



Look for these banners throughout this 2009 Buyer's Guide Special of **i magazine** for the independent community. They'll alert you to convergence seminars and other highlights available at this year's convention which add value to the information you're reading.


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GOVERNMENT

Navigating the Long Road Ahead

Webster's Dictionary defines *change* as "to become different," even radically different. You and all Americans know only too well that since September 2008 our economy has undergone such unprecedented change that most U.S. citizens could not have even begun to fathom it at the time. As a result, we have also seen change in our national political leadership. The question now facing the nation is will the economic change place constraints on the new Administration's and Congressional legislative and regulatory agenda, or will the legislative and regulatory agenda dominate the economy?

Four issues are likely to dominate the economic and political "change" debate in 2009—the economy and tax policy, labor policy, health-care, and credit card interchange reform. The key to the outcome on these important national issues may largely be controlled by the Senate, where it looks as if 57

Democrats plus two Independents maintain control over 41 Republicans. Political observers have predicted the ability of the Democratic leadership to advance its agenda will rest on the ability to achieve the 60 votes necessary to end a filibuster in the Senate, by holding moderate or centrist Democrats and Independents in their camp while swaying a few moderate Republicans to vote with them. But last year's Senate votes on the auto bailout illustrated how difficult this may be to do on major issues, especially when 19 Republicans and 16 Democrats that are up for re-election already have their eyes on the 2010 elections.

Tom Wenning, Executive Vice President & General Counsel, N.G.A.



Economy and Tax Policy

The *economy and tax policy* is at the top of President Obama's agenda. President Bush on Oct. 3 signed the Emergency Economic Stabilization Act of 2008, which authorized \$700 billion of government funds to be expended to purchase financial institution assets, such as residential or commercial mortgages and securities. As of mid-December over \$350 billion of the \$700 billion had been spent. Congressional Democratic leaders retained control over the remaining \$350 billion in preparation for President Obama's Secretary of Treasury to take control. In addition, Democratic leaders have laid the groundwork for a two-year stimulus package that ranges from \$600 billion to \$1 trillion, including \$100 billion for state budget shortfalls, \$175 billion for highway and other infrastructure projects, and \$300 billion for tax relief.

In December N.G.A. communicated its recommendations for a stimulus package to President Obama and Congressional leaders on behalf of entrepreneurial independent community based retailers and wholesalers:

1 The best economical stimulus for entrepreneurial businesses is to decrease, not increase, corporate tax rates, or the taxes on individuals that operate their businesses as subchapter S corporations or other pass through entities.

2 The current expensing and bonus accelerated depreciation should be extended.

3 The estate tax exemption of \$3.5 million should be increased to at least \$5 million, the rates reduced, and the exemption extended beyond the year 2010.

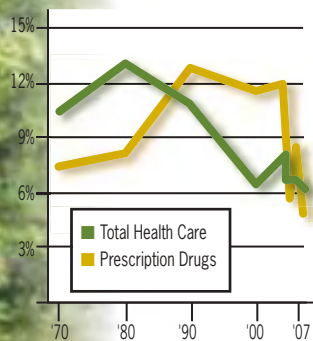
4 The Targeted Jobs Tax Credit should be increased and extended to promote job growth.

Health Care Reform

Daily the news carries story

after story about individuals, employees, employers and the government that are affected by the nation's health care problems. Too many citizens are uninsured, employees and employers are frustrated by the uncontrollable cost spiral, and governments are struggling with funding to provide Medicaid benefits to over 61 million people. Every 1 million new Medicaid beneficiaries requires another \$1.4 billion in new state Medicaid spending.

Average Annual Spending Increase



"Ideological differences and disputes over policy weren't really to blame [for the Clinton Administration's failure to pass comprehensive health-care reform]," Former Senate Majority Leader Tom Daschle and now Secretary of Health and Human Services wrote in his 1994 book Critical. The Clintons' failure was instead a matter of poor timing, believes President Obama's new leader of the White House Office on Health Reform. Most pundits expect an Obama White House with Daschle leading the charge won't repeat the blunder.

Individuals, employers and the government share the concern over the growing costs of health care and the need for reform. President Obama and Congressional leaders are aligning to address health care reform in this first session of 111th Congress. President Obama has said his platform is to build on the existing health care system, and use existing providers, doctors and plans. Former Senate Majority Leader Tom Daschle has been appointed Secretary of Health and Human Services and leader of the White House Office on Health Reform. In the words of Senator Max Baucus, Chairman of the Senate Finance Committee, "The health system is so complex that any solution will demand time and attention to make sure we get it right." Thus the road to ultimate passage of legislation can be a long one.

But in a signal of bipartisanship, leaders of the Senate Finance Committee and the Senate Health, Education, Labor and Pen-

sions Committee (Senators Max Baucus, D-Mont., Ted Kennedy, D-Mass., Chuck Grassley, R-Iowa, Mike Enzi, R-Wyo., Jay Rockefeller, D-W.V., Orrin Hatch, R-Utah, and Chris Dodd, D-Conn.) have committed to work together early in the 111th Congress toward comprehensive health care reform that includes access to effective coverage, quality care for all, and measures to control rising costs. Speaker of the House Nancy Pelosi, D-Calif., Ways and Means Committee Chairman Charles Rangel, D-N.Y., and newly elected Chairman of the Energy and Commerce Committee will be taking the lead on House health care reform.

The stories and the statistics regarding the problem are well known, but finding the solutions is the hard part. The country's failed experience in 1994 with the Clinton Administration's health care reform illustrated the complexity and divisiveness that can arise in designing a solution. Fifteen years later all concerned parties recognize the need for reform, and the country is about to embark on another journey in defining what that is.

Many observers acknowledge, and N.G.A. agrees, that health care should be a shared responsibility between individuals, employees, employers and the government. N.G.A. will carefully assess legislative proposals as they are introduced and considered by the House and Senate. As in the past, N.G.A. will be an advocate for independent community based retailers, wholesalers and their employees as the Congress debates and considers reform legislation that will focus on concepts like individual responsibility, building on the employer based system, expanding access, and strengthening public programs.

Ultimately, at the heart of the debate will be the core issue of cost containment. Will the proposals for a new system restrain the country's out of control annual increases in health care expenditures? Time will tell whether there will be change-a health care system that will become different and better. One thing is certain: The journey has begun.

changes

NEXT EXIT 

Labor Law Issues

The role of so-called centrist

Democrats and moderate Republicans is probably no more important than in the area of maintaining balance and fairness in employee relations. Numerous Congressional labor legislative initiatives pose negative economic consequences for employees and businesses in terms of maintaining jobs and the future of the business. Organized labor strongly and financially supported President Obama and many Democratic candidates based upon their support for the unions' agenda. A small group of Democratic and Republican senators are likely to be key votes in deciding whether a fair balance will be maintained. Key Senators may include:

- Blanche Lincoln, D-Ark.
- Mark Pryor, D-Ark.
- Ben Nelson, D-Neb.
- George Voinovich, R-Ohio
- Arlen Specter, R-Penn.
- Mark Begich, D-Alaska
- Kay Hagan, D-N.C.
- Mark Warner, D-Va.

N.G.A.'s top legislative priority is to defeat the union backed, mislabeled Employee Free Choice Act, which would tilt the playing field in favor of unions for union organizing in the workplace. This legislation would deny employees the right to a private vote in National Labor Relations Board supervised elections when asked to decide whether or not to be represented by a union in the workplace. It would also force employers into mandatory binding arbitration. N.G.A. feels strongly that the

same democratic principles of a secret ballot election that elected President Obama and members of Congress should be available to employees when deciding whether to be represented by a union.

The Senate is expected to follow the House of Representatives' vote on the legislation later this year, where the real battle is expected. Since October, N.G.A. has been providing its members with information on the adverse consequences of this legislation for their employees and their business. N.G.A.'s Call to Action has been enlisting retailers and wholesalers in its Campaign to Preserve a Democratic Workplace and engaging them grassroots efforts to contact Representatives and Senators in all out opposition.

The Senate proponents of the bill will need to secure a minimum of 60 votes in order to end a filibuster and to be permitted to bring the legislation up for a vote on passage, which would only require a simple majority. The Senate Republican leadership has committed to filibuster the bill and defeat the Democratic leadership's efforts to get to the 60 votes. N.G.A. along with its members are working to support the filibuster by urging Senators to vote "no" when the cloture vote is held to end the filibuster.



N.G.A. has joined in support of the Campaign for a Democratic Workplace, whose activities include advertising campaigns aimed at promoting the importance of maintaining fair and open unionizing elections.

Abusive Credit Card Interchange Fees & Rules

“The next horror for beaten-down financial firms” *Business Week* predicted in October, “is the \$950 billion worth of outstanding credit-card debt—much of it toxic.” Consumers Union recently ran an ad in the *Washington Post* advising consumers to stop piling on credit card debt—now standing at more than \$1 trillion. The U.S. Treasury has already supplied billions of taxpayer dollars to bail out banks with over \$365 billion in securitized credit card debt, similar to the bailouts for the sub-prime mortgage mess banks induced.

This has shined a bright spotlight on the abuses of the credit card companies and banks. The Federal Reserve in December 2008 issued regulations to curtail the abusive practices of credit card companies and banks in charging excessive late fees, limiting interest rate hikes and anti-consumer billing practices. Congress and President Obama’s Administration recognize much more needs to be done to regulate the credit card companies’ and banks’ abusive practices.

N.G.A. couldn’t agree more. Change is required. Visa, MasterCard and their respective banks impose \$48 billion annually in interchange fees on retailers and consumers, hidden in every credit and debit card transaction. Merchants, like retail grocers, never know the fees that are “fixed” by Visa, MasterCard and their member banks until the amount is deducted from their bank statement at the end of the month. Consumers typically don’t know about the interchange fees, and even those who don’t have credit cards end up paying for the fees in the cost of food and goods they purchase.

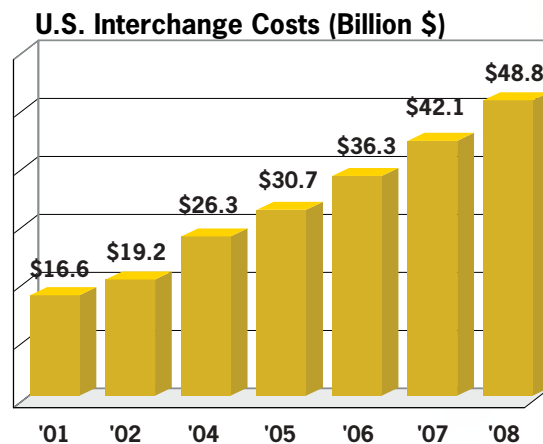
For the last three years N.G.A. has been engaged in a four-pronged approach to end this abusive practice. It has included litigation, legislation, regulation, and market-based solutions on behalf of its members and all merchants.

In November 2005 N.G.A. became a class action plaintiff before the U.S. District Court for the Eastern District of New York, consolidating over 50 lawsuits brought against Visa, Mastercard and some of their respective member banks for alleged anti-trust violations for fixing the prices of interchange fees and setting anticompetitive, abusive rules. Certification of the merchant class is anticipated sometime this

year. N.G.A., as one of the leading members of the Merchants Payment Coalition, has called on Congress to make the interchange fee system transparent and cost based, to end discrimination among merchants, and ultimately to reduce interchange fees. It has also met with the Federal Reserve Board, Department of Justice, and Federal Trade Commission.

The association has also explored—to no avail—market options in providing relief from the market power dominance of Visa, MasterCard and the banks.

The momentum for change to the credit card interchange fee system is building. N.G.A. believes strongly the



opportunity now exists in this economic environment to rein in the abusive practices. Retail grocers, like all merchants, and ultimately consumers, have been subjected to hidden interchange fees on every credit and debit card transaction. Senator Dick Durbin and Representative John Conyers are challenging these anticompetitive fees and rules on antitrust grounds in the legislation that they will again introduce, to allow retailers to join together to negotiate against Visa or Mastercard.

N.G.A. strongly urges the Department of Justice to aggressively investigate the anticompetitive activities of the monopolistic credit card companies and banks in fixing the price of interchange fees and setting arbitrary rules. Legislation should level the playing field by giving the Federal Reserve Board authority to regulate credit card interchange fees and rules that will ultimately reduce and end discriminatory interchange fees, provide transparency, and eliminate anticompetitive rules.

ENERGY

Environmental Leadership in the 21st Century

Look at Mother Nature on the run... , sang 1970s classic rocker Neil Young. I think Neil Young would be pleased that Americans increasingly express concern regarding the environment, and that manufacturer, retailers and wholesalers are taking steps to convey the ecofriendliness of their products and services - and taking an important leadership role regarding environmental issues.

Retailer and wholesaler leadership is strong and getting stronger. Many are working with the Environmental Protection Agency installing cutting-edge technologies for lighting and refrigeration systems that conserve energy and reduce their carbon footprint. Refrigeration uses a lot of energy and accounts for over 35 percent of the energy consumed in a typical grocery store. The fact is energy costs not only affect the environment but also a retailer's



bottom line. The supermarket industry operates on very thin profit margins-typically about 1.0 percent of sales. This means that a 10 percent reduction in energy costs for a supermarket facility can translate into as much as an 8.0 percent increase in gross profit! A 10 percent reduction in energy costs for the average supermarket is equivalent to increasing net profit margins by 15 percent, increasing earnings per share by \$0.06, and increasing sales per square foot by \$71.

Right now, the food industry is poised to lead, on all levels, and guide our nation on what may be the defining issue of our time: energy and the environment. Leadership is often viewed by consumers through the lens of business accepting responsibility for the issues that matter most to them, and how business guides "others" towards sensible solutions. Through continued innovation, cooperation, creativity and passion-we have an opportunity to positively impact many generations of shoppers and catch "Mother Nature on the run."

Frank DiPasquale, Executive Vice President, N.G.A.



Shine the Light on Energy Savings

Minneapolis-based SUPERVALU has made great strides in applying innovations that improve the efficiency in its 100-plus Energy Star stores across the country. Based on careful benchmarking using third-party sources, SUPERVALU estimates it's reduced annual energy demand by about 339 million kBtu of energy—enough electricity to power more than 7,000 American households. Fuel cell and refrigeration system improvements are expected to cut carbon emissions by 5 million pounds annually, the company reports. That's roughly the equivalent of removing 539 cars from the streets.

That planned strategy of continual energy improvement includes energy-sav-



ing applications in lighting, according to Edward Parker, VP of Sales and Marketing for Design Service Group, the SUPERVALU energy consulting arm. They include:

- Liberal use of skylighting. SuperValu's new Cub store in St. Paul employs 44 skylights using a GPS system to redirect sunlight inside. It's expected to cut 35 percent from lighting costs.
- Glass behind checkouts to take advantage of natural light.
- Advanced lighting controls.
- T8 HO lamps for main sales after dark and after closing.
- LED fixtures in freezer/cooler boxes and dock lights.
- Occupancy sensors in cooler boxes, backrooms and offices.



Photos courtesy SUPERVALU



Parker will discuss his experience in renovating lighting for efficiency with SUPERVALU and other retail clients at 8 a.m. on Feb. 4.

A Thousand Associates of Light

Consider it a partnership with associates when you're looking to reduce your energy consumption, advises Michael Hewett, Manager of Environmental Services for Florida's Publix Super Markets. When Publix set out on is highly visible "Get into a

nage near outlets, switches, computers and doors. The constant message was that each associate could play their part in reducing the company's energy usage.

Although some of the resulting savings since 2002 can be attributed to improvements in technology, he says, the



Extensive associate-education materials underpinned Publix's energy saving initiative, including computer monitor stickers, receiving door tags, and outlet- and switch-plate stickers.

Green Routine," corporate sustainability initiative in 2002, it relied heavily upon crossfunctional teams. As part of that team-focused effort, the retailer began the initiative with an energy conservation contest.

The associate training and awareness program enlisted tools such as a printed training materials, a web portal, and sig-

2002 contest shows that associate education and participation are critical to green initiatives. Publix results included:

- A 15 percent cut in average electricity usage for the winning store in 2002.
- A 5 percent reduction in overall electricity usage across the company.
- A \$7.5 million annual savings.
- An additional 8 percent reduction in electricity consumption for the winning store during a follow up contest, demonstrating electricity savings is a process of continual improvement.

Publix's associate training included web-based and print training materials to involve everyone in its green initiative.



Where to Start

- 1 Eliminate incandescent lighting.
- 2 Change T-12 fluorescent bulbs with magnetic ballast to HIF T-5 and T-8 bulbs with electronic ballast.

3 Consider conversion to LEDs in targeted applications first. Though initial cost is relatively high, new LED technology offers several advantages:

- Lifetimes can exceed 100 times the typical hours of tungsten bulbs.
- No moving parts, filaments or glass make them highly robust in commercial environments.
- Up to 90 percent energy savings.
- Non-toxic.
- Versatile—available in a variety of colors, and can be pulsed.
- Cool.

Potential practical applications of LED technology includes:

- Exit signs
- Signage - backlighting
- Spots and floods
- Pendants and down-lights
- Linear, string and cove lighting
- Neon replacement
- Case and under-counter
- Ambient and textural
- Parking and pedestrian lighting

4 Skylight. One study found retail sales in skylit stores were 40 percent higher than non-skylit stores. Natural light provides better light quality that lends a cleaner, more spacious atmosphere. They also run cooler than electrically powered lights, reducing air-conditioning demands during hot months.

Environmental Leadership in the 21st Century

Global demand for all energy sources is forecasted to grow by 57 percent over the next 25 years. The U.S. demand for all types of energy is expected to increase by 31 percent in 25 years.

It is also expected that electricity demand in the United States will grow by at least 40 percent by 2032.

Retailers are responding to this pressure with several notable initiatives, including:

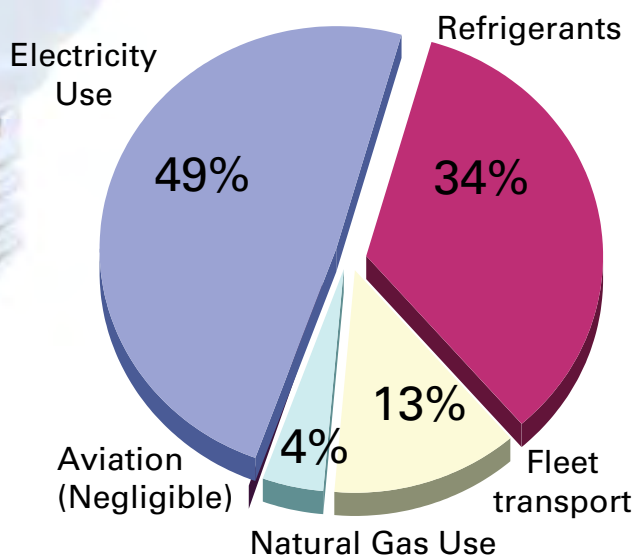
- Designing stores with energy saving innovations including reflective roofs
- Integrating “green” technology into existing buildings and working with the U.S. Green Building Council which develops and administers the nationally accepted LEED-EB standard for green buildings.

- Encouraging widespread use of reusable bags by providing customers an affordable and eco-friendly alternative to paper and plastic bags.

Next challenge? Your carbon footprint.

Coming soon on the retailer’s energy agenda... measures to reduce your contribution to greenhouse gas production. The good news is the two main targets in today’s energy efficiency are also the largest contributors to a retailer’s carbon footprint.

Contributors to Food Retail Carbon Footprint



Looking for Resources?

The U.S. Environmental Protection Agency (EPA) offers numerous programs and tools to help retailers and wholesalers begin sustainability initiatives. A target 10 percent reduction in energy use is well within reach using the EPA’s Energy Star Program, one of that series of voluntary programs designed to identify and promote energy efficiency.

On average, according to EPA’s Audrie Washington, Energy-Star compliant buildings use 40 percent less energy than average buildings and emit 35 percent fewer carbon emissions. Their utility bills are over 50 cents per square foot less than average buildings.

The Energy Star Website, www.energystar.gov, connects you with a broad range of tools and resources to help you implement a successful energy management strategy, with guidelines, checklists and toolkits as well as a number of examples and implementation plans with energy saving opportunities.

EPA’s similar, refrigerent-efficiency program, GreenChill, is an EPA cooperative alliance with the supermarket industry to promote adoption of advanced refrigeration, reduce ozone-depleting charges and emissions, benchmark operations against their historical performance and against comparable peers to evaluate progress, provide recognition for going beyond regulatory requirements, build brand equity and help achieve environmental stewardship goals.

GreenChill partners are required to baseline their corporate-wide refrigerant inventory and emissions, develop reduction plans, report their estimates and commit to using only non-ozone depleting refrigerants.

As a result, EPA estimates based on 2007 benchmarks, GreenChill supermarket partners average refrigerant leak rates of only 15 percent—about 10 points below the industry’s 25 percent average.

For more information, go to www.epa.gov/greenchill





The Industry Leader in Benchmarking, Best Practices and Decision Support.

In today's competitive and trying economic times, it is more important than ever to optimize the return on investment from all areas of your business. While most store owners are very aware of the costs of operating their physical store and how to maximize payback, many individuals do not understand how to maximize their back office efficiencies and therefore improve the bottom line. These opportunities come in two forms:

- 1) Cost Reductions**
- 2) Improving Information Flow to Better Run Your Business**

Cost Reductions

The back office functions have changed greatly over the past decade and so has technology. It is important to understand what takes place in your back office and determine whether it is providing a return on your investment or can be streamlined to reduce labor costs. Many of these changes are simpler to make than you think and can result in substantial savings.

In addition to direct labor costs, opportunities are plentiful. Reviews and re-negotiations of store service contracts, health care plans, and credit card processing fees are just a few places to start.

Improving Information Flow to Better Run Your Business

Timely and relevant information is the key for all good business decisions. New technology can put the information securely in the hands of executives and store personnel in a timely manner. If you are waiting weeks to receive your inventory results, you are missing out on valuable time to correct issues and reduce shrink.

FMS can help! With the Power of The FMS Portal and reporting tools, you can put your financial and payroll information to use. Whether you choose to outsource your accounting and payroll to FMS or use our financial, treasury, payroll and HR applications, The FMS Portal will provide you and your team with the information in a secure fashion from any where in the world.

FMS can help you understand your back office operations and how you can save money by becoming more efficient. Contact us today to learn more or schedule an FMS Right Size Assessment and Financial Operations Review. Start putting your dollars to work, growing your sales and your bottom line and not your overhead.

HEALTH

What it Is and What it Is Not

Healthcare defines everything, it now seems. Social, political and cultural domestic issues all eventually revolve back into orbit around it in some way. The impact on society, the economy, popular thought, the definition of citizenship, the foundation of individual responsibility, the role of the marketplace and expanding power of government authority over the most intimate realities of our lives are powerfully embodied within this single concern.

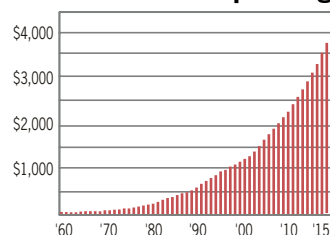
With those high stakes comes an accompanying level of vocal, agenda-driven misinformation. The result? The true nature and origin of the healthcare issue goes misunderstood,

wrongly defined. Conventional wisdom and partial, carefully selected, oft-repeated data points distort what healthcare issues are really about. The political opportunists have recognized this distortion of substance hands them the opportunity to mass more people under

an umbrella of government dependency, mobilize them on their behalf, and shift more power toward larger government and political elites.

Let's clear up some misunderstanding. Let us define: Your health is your greatest asset. It is a property right. Your good health is the source of your ability and your wellbeing. Without it, you are poorer. It belongs to you, not to the government and not to your employer. In that light, it becomes obvious that the goal of healthcare policy should be a market-based and critically

U.S. Healthcare Spending



Healthcare spending now consumes more than 16 percent of the country's goods and services. By 2025 it's expected to take more than one-fourth.



Frank DiPasquale,
Executive Vice President, N.G.A.

Continues on page 16

Healthy Eating from the Ground Up

What better way to bring consumers face to face with healthier natural eating than grow that food yourself, believes Sam Mogannam, owner of the highly successful Bi-Rite Market in San Francisco's storied Mission District. Raising the store's own heirloom tomatoes, eggplant, squash, zucchini, sweet corn, apples, peaches, flowers, herbs and others helps the family grocer "close the loop between soil and shelf."

It's a lesson the formally trained cook learned while watching chefs during an internship in Switzerland. Each morning, they opened their kitchens to local farm-

ers delivering food that was always in the appropriate season. People shopped daily, to maintain a regular connection with that food. Those are two prerequisites for healthy, sustainable food, he believes.

Today, he and his buyer choose produce they sell from growers who are as passionate as they are—based on taste and quality, not shelf-life.

"I never wanted to sell what I wouldn't eat myself," says Mogannam.



Mogannam and his wife raise their own organic vegetables and other produce in a small farm around their Sonoma, Calif., home. He believes it keeps the independent store rooted in the food community.



Courtesy Sam Mogannam



Mogannam discusses Bi-Rite's relation with organic consumers at 8 a.m. on Feb. 4.

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‘When people come to see their health as their individual property that grows in value when effectively managed, the imperative for direct individual responsibility becomes crystal clear.’

balanced policy that’s grounded and empowered in greater individual freedom and expanded choice through adoption of direct and active individual healthcare responsibility. We need to stop asking how we can afford healthcare and determine how to make healthcare more affordable. The problem is our healthcare system lacks the clear metrics that most businesses use to determine value per dollar spent. Healthcare is most popularly—and incorrectly—defined as an issue of health insurance, access, cost and the uninsured. Correctly defined it is, first and foremost, an issue and opportunity of leadership, focused on the mission of individual improved health, improved healthcare and improved healthcare security. The answer lies in more individual and consumer engagement, not less. We need to educate consumers to steward their own individual health as well or better than they would any of their other, less-valuable assets. When people come to see their health as their individual property, property that grows in value when it’s effectively managed and maintained, the imperative for active investment and direct individual responsibility becomes crystal clear.

That’s not a statement of ideology. That’s an observation about our only viable exit out of the looming crisis. Empowering individuals to take responsibility, manage their healthcare-spending risk and better manage their savings is the only substantive basis for healthcare models. Employers and employees are already successfully adopting these models in the marketplace with great success, creating more active and engaged consumers intent on managing their health and healthcare.

The time for legislators and healthcare “experts” to quit talking past one another and see clearly the root causes has come. We started the 21st century with a \$5.7 trillion debt. Now it is over \$10 trillion. With the baby boomers set to retire over the next 17 years, we’ll add 78 million recipients to the Social Security roll. The GAO estimated that last year’s unfunded obligations for Medicare and Social Security alone totaled \$41 trillion.

But the crisis we face isn’t just one of demography. It’s also a crisis of attitude. The accumulating failures in our country’s healthcare system cause profound weakness in the American economy. Any agenda to fix it must have the vision to recognize the importance of health, push prevention, coordinate care, pay for performance, streamline administration and leverage information technology. A call to action should not be about penalizing employers who can’t afford to pay for employee healthcare. It must be an honest attempt to understand the core problems, to develop meaningful solutions and to empower individuals to afford the healthcare they choose.



Courtesy GHA design studios. Northville, Mich.



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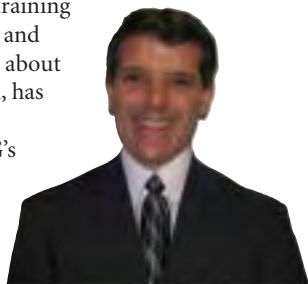
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Informed Choices Mean Healthy Choices

What started as an innocent request by a group of local dieticians to use one of his southeast Michigan VG's Food Centers in an informal training tour, to teach chronic heart disease and health-threatening obesity patients about improved health through nutrition, has evolved into a store-differentiating customer-service program, says VG's Director Nick Lenzi.



"We found that so many of our regular shoppers started following these dieticians around, and it got so congested that we started think, 'Hey, there's something to this...'"

The resulting "VG's Health Connection" shelf-tag program identifies seven different areas upon which VG's can better educate consumers on more than 30,000 food SKUs in the stores: Low Fat, Low Sodium, High Fiber, Allergy Alert, Gluten Free, Low Sugar and Organic.

"Whether or not the item met the particular definition for those factors, we created custom shelf tags for every single item in the store," Lenzi explains. The next evolution in the program, he says, is to tackle the often challenging educational task of helping consumers understand portion size and to decipher label portion information accurately.

The response to VG's Health Connection has been overwhelmingly positive and has established VG's as a community

health resource, he says. Store personnel now get involved in community outreach with dieticians, hundreds of local medical clinics now display its program materials and doctors often refer patients to the VG's program. "That's a testament to the integrity of the program," Lenzi believes.

"Our company has always been about listening to our customers. They look to us. They trust us. We're a family owned business. We're local. Helping them learn to eat healthier and manage health through their choices in our stores is just a natural outgrowth of that philosophy."



VG's program materials, designed by nearby GHA Design Studios, include shelf talkers and cart-based "cliff notes" reference materials.

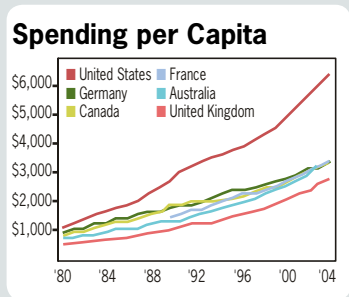


Hear Lenzi discuss VG's successful Health Connection program and other ideas to differentiate your store by helping consumers with lifestyle choices at 8 a.m. on Feb. 4.

DiPasquale: Crisis Breakdown

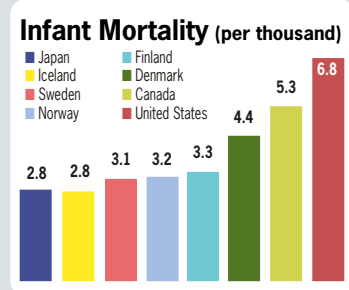
Let's get specific. What does a healthcare crisis look like?

According to the Commonwealth Fund Commission's 2008 National Scorecard on the U.S. Health System Performance, a comprehensive international benchmark of healthcare quality, accessibility, efficiency and equity, the United States achieves an overall score of only 65 out of a possible 100 across 37 core performance indicators.



The U.S. ranks 42nd in life expectancy, down from 11th place 20 years ago, according to a report from the Kaiser Daily Health Policy Report.

Despite spending more than \$2 trillion annually on healthcare—twice as much as any other nation, A GAO report on healthcare notes that the U.S. healthcare system performs below par in such measures as rates of infant mortality, life expectancy, and premature and preventable deaths.



We often hear, and rightfully so, that 47 million citizens lack healthcare. But 20 percent to 30 percent of healthcare treatments are considered unnecessary. These lead to reduced productivity, complications and overall higher healthcare costs.

Americans get the right treatment only 55 percent of the time, according to the Center for the Study of the Presidency, 2008.

Roughly 80 percent of all chronic diseases in the United States are caused by preventable factors like obesity, smoking and physical inactivity. Patients with chronic healthcare diseases account for more than 75 percent of U.S. healthcare expenditures, yet only 5 percent of healthcare spending is devoted to prevention and public health.

If the money spent in the United States just to administer health insurance were reduced to the average level of countries like Germany, Switzerland and the Netherlands—which have mixed private/public insurance systems—the estimated \$51 billion saved would pay more than half the cost of providing comprehensive healthcare coverage to all uninsured Americans.

According to the Health Information and Management Systems Society, less than 20 percent of physicians nationwide have basic functional electronic patient health records. The budgeted dollars for a sufficient infrastructure for healthcare information technology lags behind most other industries. The right information at the right time improves not only efficiency but also quality of healthcare.



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LEADERSHIP

Meeting the Global Association Challenges

When Tom Zaucha joined the National Grocers Association at its founding in 1982 B.S.C. (Before SuperCenters), the traditional grocery store still sold more than half of all food, the top five retailers' share of market still hovered at only around one-quarter, the population was still growing at a healthy 1 percent per year, and the average American ate a full 17 days' more worth of meals in the home than they do today.

You know the rest of the story. We live in an era of disruption. Increasing inroads by the retailing giants, consumers who have been conditioned to buy on price, questions about the longterm sustainability of appealing only to niche markets, it all adds up to make the old adage ring painfully true: It's never been easy to make a living at retailing, but it's never been tougher than it

is right now. And the restructuring retailers have undergone didn't spare the network of trade associations representing them across the country. Companies that have been forced to do more with less have rightfully called their representative trade groups to the carpet for their own accounting. It's left many struggling to justify their leadership value and to explore new methods to make a measurable contribution to the success of their members.

i Magazine sat down with Zaucha for an *i to i* on the future of independent, community-focused retailing and the association that represents the sector.

i: You told the crowd at the 43rd annual Food Marketing Conference last Spring that all was not rosy, but that independent grocery retailing was nevertheless still a healthy and vibrant sector of the economy. Today, with U.S. unemployment threatening to reach double digits according to some pundits and a global "financial meltdown" hard on our heels, would you like the chance to take any of that back?

Zaucha: Not substantially, no. While profitability is not as high as in years past, we at the National Grocers Association still believe the independent retail sector is a vibrant and growing contributor to the diversity and strength of the food industry. Look at the list of the top

300 retail stores: It has added 62 new retail names in the last five years. IGA, for example, is opening 175 new stores in the United States this year and plans another 200 more. Others are innovating their formats and presentation with fresh approaches that are making them the envy of the supercenters. It's never been easy to make a profit in independent food retailing, but the sector remains fundamentally strong.

i: So there's still plenty of opportunity for the Mom & Pop store to compete?

Zaucha: But see, there's your mistake. Let me correct your thinking on one point. When we say that N.G.A. represents the independent grocer, sometimes that mistakenly tends to be heard as N.G.A. represents the smaller retailer. But let me tell you, there are some very successful smaller entrepreneurs out there. There are independents who operate 10,000 square foot stores and there are independents who operate 60,000 square foot stores. There are those who operate 200,000 square foot stores, or multiples of them. All independent by any definition. Size and format do not adequately reflect the definition of "independent."

i: Then how would you?

Zaucha: How would I define "independent?"

i: Yes.

Zaucha: One of the things I believe N.G.A. has done well over its 26 year history is to focus the meaning of "independent" and, perhaps more importantly, illustrate why that independent is a necessary and valuable component of

the food industry. If you consider that our ultimate mission and vision—both the N.G.A.'s and its members'—is to best serve the consumer, then it is the consumer who benefits from a diversified marketplace. By diversity we mean having sufficient choices in terms of price, sufficient choices in terms of value, sufficient choices in terms of service and sufficient choices in terms of quality. And the broader that diversity, the broader the competition, the more assured the consumer is seeing those full range of choices and the benefits that follow.

i: So it's really about that old American ideal of stubborn individualism?

Zaucha: Well, yes...and no. I do agree that independent retailing has always been largely a question of philosophy—the philosophy of going to market. The spirit of an independent retailer begins and ends with a passion for the business, with a desire to get up every morning and go to that store or stores such that you almost can't wait for the sun to rise in order to begin. It's something that's in their nature, in their chemistry.

Just look at a Phil Woodman, for instance, from Madison, Wis. Phil is up to I think 12 stores now, each in the



i to i
one on one
with N.G.A.'s
Tom Zaucha

200,000 square foot size ranges. Phil's passion for the business is literally contagious. He is one of the most energetic and innovative marketers I've ever run into. He's an independent. Look at a Mike Provenzano with his Ranch Markets, who through sheer innovation and ingenuity has literally created the Hispanic market format in the Southwest, changing the whole shopping experience from grocery store to food festival. That's independent thinking: The ability to see what isn't there, and then go out and create it. And yes, then you do throw in a good measure of the old John-Wayne, true-grit refusal to quit. You can easily see that spirit in the success of the ShopRite/Wakefern Cooperative. When they see a challenge or feel something is threatening, they can dig in and put together a business plan in response that is second to none. One you could put them up against any major corporate entity—in any industry. That's what defines the independent retailer.

But even as I say that, you have to recognize that even those qualities don't fully capture what N.G.A. means when we speak of our vision of defending the independent grocer.

i: How so?

Paradoxically, "independent" does not mean you stand alone. Independence in the sense of community-focused grocers has throughout our history almost always involved a sense of service to the surrounding community that can't be separated from the success of the enterprise. It may sound counter-intuitive, but independents can only be independent within the context of their communities. That's the competitive essence that the multinational corporations are missing.

I believe successful independent grocery companies begin with an honest desire to serve. Successful independent grocers really love their customers. They treat them as friends. They treat them as neighbors. You can't succeed for long in community focused retailing by simply extracting dollars. Go to Butler, PA, for instance, and take a walk through a Friedmans Freshmarkets with Carole Bitter. Carole will know each and every associate by name, and a good portion of the customers. Her company has been in Butler for over 100 years. Go down to Southern Virginia to Food City, and walk through the stores with Steve Smith, our former chairman. If Steve sees a line at one of the checkstands, he'll step up and start bagging. Visit Roche Bros. in Boston and the first thing that strikes you is the

'That's independent thinking: The ability to see what isn't there and then go out and create it.'





‘Successful independent grocery companies begin with an honest desire to serve. Successful independent grocers really love their customers. They treat them as friends. They treat them as neighbors.’

pride they have in their stores and the fact they have served those communities for years. It’s almost as if they open their doors in the morning to invite in guests rather than customers.

i: Then we can safely assume you don’t particularly agree with those who would preach to grocers that the presence of “food deserts” is a particular failing of retailers to be accountable to the food security of their communities?

Zaucha: Absolutely. Over the years, N.G.A. has always held to the belief that business success goes hand in hand with social accountability. You simply do not strengthen a community’s food security when you build in business impediments, regulatory or otherwise. They only serve to weaken independent private enterprise. I’m not sure we’re well served by inviting the same people who want to re-engineer the automobile industry to attempt to re-engineer the food industry. Independents are already—by their nature—committed to their customers, to their associates, and to their neighbors. Those are their real stockholders.



One example of N.G.A.’s contribution to fostering community involvement is the Grocers Care program, in which local and national politicians work in cooperation with local food retailers to donate food to local charities in their name.

i: On that note, obviously N.G.A. sees plenty of opportunity for — to put it delicately — “involvement” with the incoming Washington administration?

Zaucha: Let me answer it this way: Our philosophy and vision has always been of a mind that it’s better to work in collaboration with government than in confrontation with government. Volunteerism is a policy option with much more potential for success than mandatory controls. Unfortunately, in our political system, especially in the last number of years, the pendulum seems to swing from right to left, from left to right, with little opportunity to reach a sensible middle ground for any period of time. We are in desperate need today to reach that middle ground, where we have collaboration, where we have more volunteerism and less mandates. We plan to remain very much an integral part of the democratic process, working toward uniform and consistent enforcement of the level playing field in the future.



N.G.A.’s vision of political involvement has always emphasized collaboration rather than confrontation to ensure the playing field remains level, says Zaucha. Here he discusses politics with (from left) former White House Press Secretary Tony Snow—in one of his last public appearances before losing his battle with cancer—N.G.A. Executive Vice Presidents Frank DiPasquale and Tom Wenning, and foreign affairs specialist Fareed Zakaria.

i: Where do you see N.G.A. fitting in that future?

Zaucha: I believe one of the common mistakes professional associations risk making is that they sometimes try to change the industry to fit the vision of the association, rather than change the association to fit the industry. As far back as the beginning of this organization, when we brought the cooperative food distributors together with the National Association of Retailer Grocers, and then made the somewhat radical decision to invite all wholesalers to work in tandem with retailers, we have shown a willingness to change as the industry changed. The vision was to create an organization that would be strong, able to sustain itself and grow in the face of the competition and to change as the economics of the industry evolved. Our key shift toward recognizing the retailer and wholesaler must function as a virtual chain by learning to collaborate recognizes the importance of interdependence in serving the community. Throughout, our initial philosophy has remained constant: Every viable industry segment deserves representation and service. As the industry changes and the economics change, organizations like N.G.A. need to make appropriate changes to ensure that industry segment is being represented. An association is only as viable as the industry segment it represents. Ultimately, an association must reinforce its total commitment to its mission, philosophy and value statement. We have done that very well.



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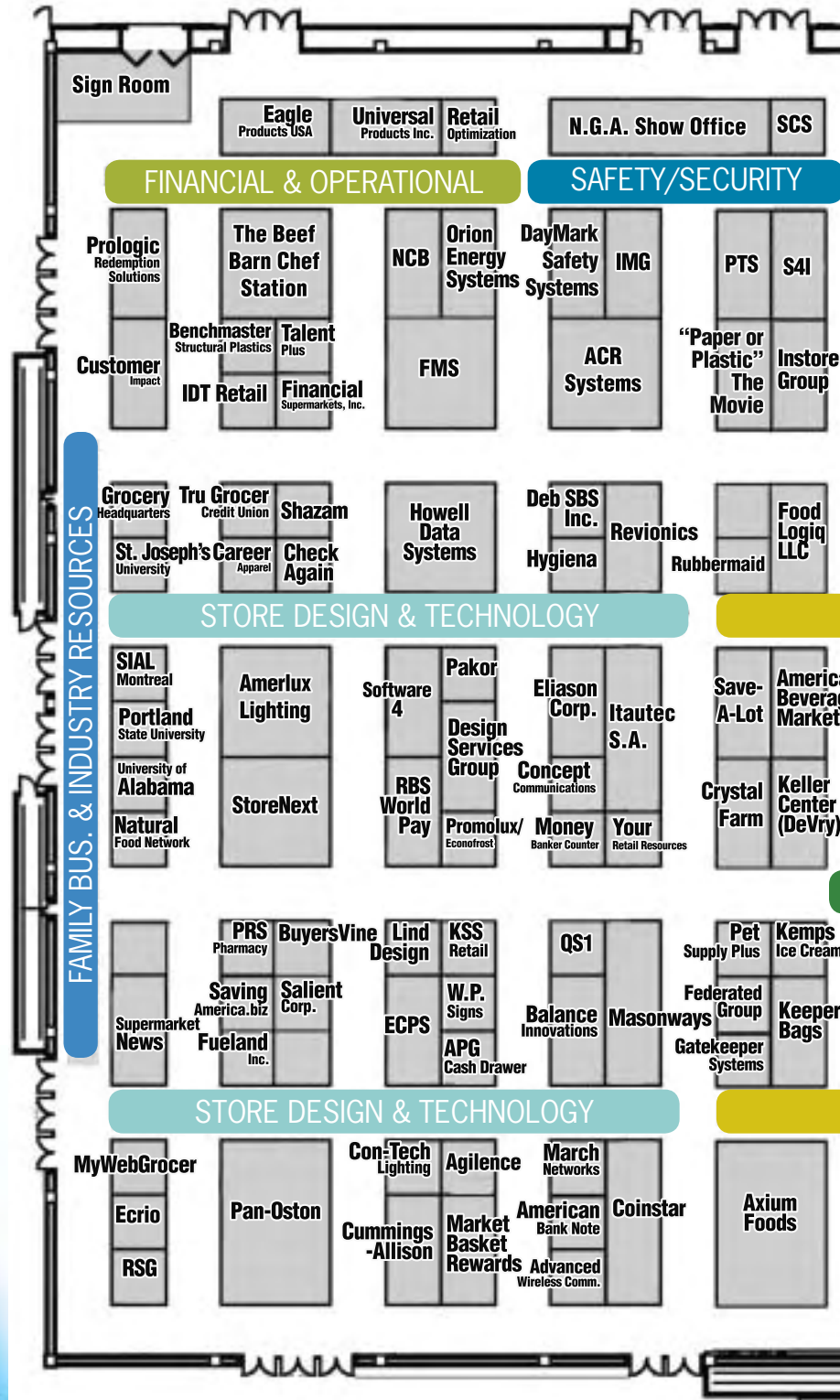
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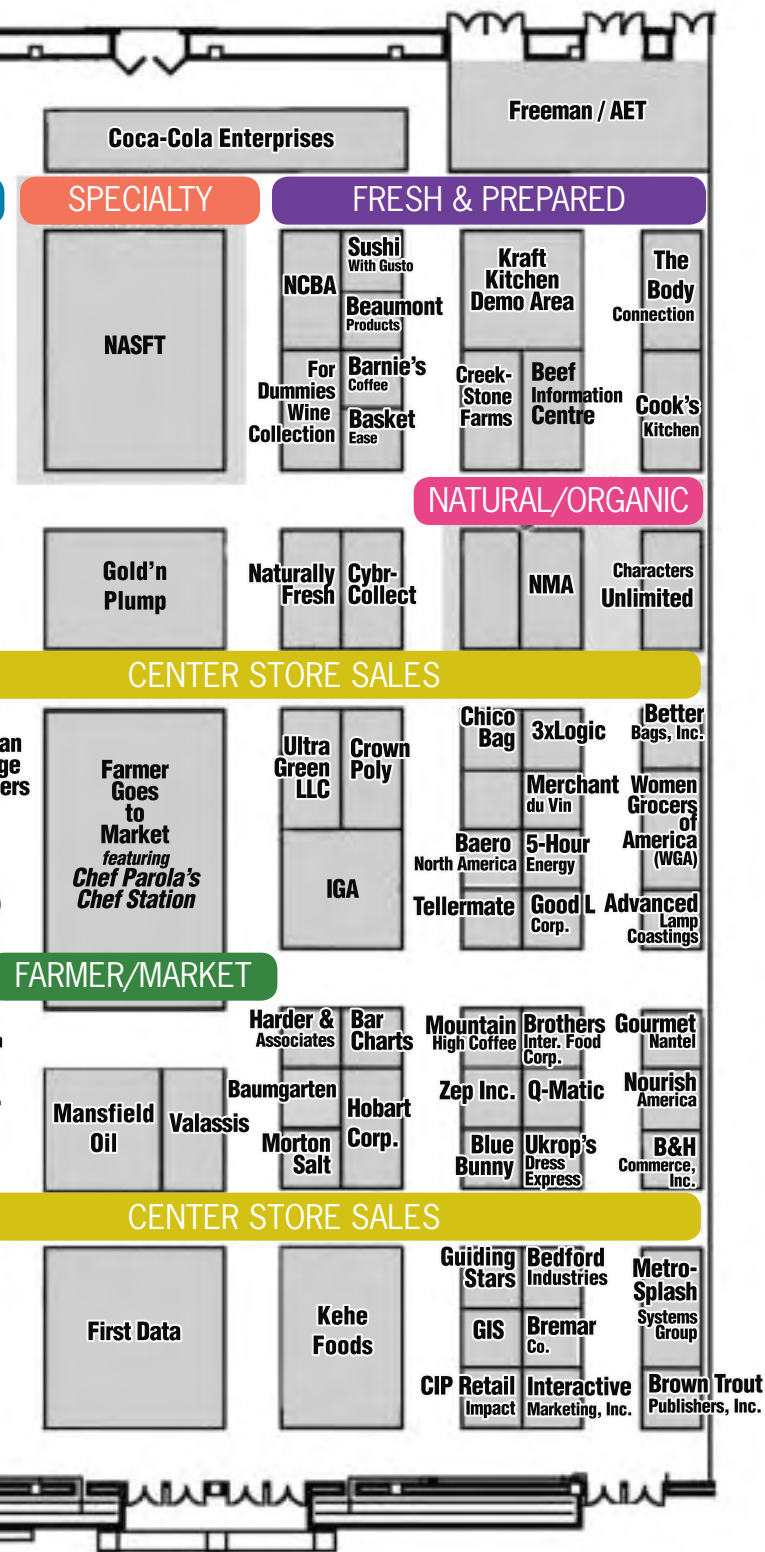
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Gold'n Plump Poultry, a leading provider of premium quality chicken, now offers two distinctive brands for today's most loyal, profitable consumers: Gold'n Plump®: Family farm raised and NEW! Just BARE™. A higher standard of all natural with no antibiotics, no animal by-products and traceable, transparent, leakproof packaging.

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www.beef.org

A non-profit organization working with cattle and beef producers to enhance the business climate and build consumer demand for beef.

Naturally Fresh, Inc.

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www.nasft.org

The NASFT is a not-for-profit trade association that represents 3,070 manufacturers, importers, distributors and retailers of specialty foods and is the owner of the Fancy Food Show.

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Retail Optimization provides predictive optimization analytics to determine the most profitable levels of product selection, category space and inventory investment while enhancing shopping experience.

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Salient helps retailers leverage their data to see how their business is performing and identify ways to improve results in terms of pricing, assortment, planning, inventory, staff balancing and more.

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S4 offers a complete suite of products for retail. S4Enterprise products: zone level price maintenance, web portal, and local SQL data-warehouse. S4Instore products: flagship S4V6 the recognized leader in back-office, S4Shelf Image, S4Accounts Receivable, and S4Mobile wireless products. S4EzScan POS systems offers ease of use reliability.

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StoreNext Retail Technologies LLC is the No. 1 supplier of retail technology to independent grocers and regional chains: POS hardware, Retailix's ISS45 and ScanMaster POS software, Retailix Store and Retailix HQ, as well as Internet Connected Services for managing stores via Web-enabled applications. Dedicated to meeting the needs of this wholesaler-served market with packaged solutions that were previously available, affordable and practical only for large chains.

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www.foodchaincommunications.com

Food-Chain Communications is a marketing firm devoted to helping food-chain stockholders communicate more effectively within our modern food system. Farmer Goes to Market is designed to bring together two groups of Food-Chain members: the farmer who grows food and the retailer who sells it.

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Ann Burkholder

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Liz Doornink

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CREATIVE CHOICE

The Best of the Best in Retail Promotion

N.G.A.'s annual Creative Choice Awards Contest honors the best advertising and merchandising in the grocery industry. All entries were judged by a panel of industry experts, and winners were selected based on the creativity, clarity and effectiveness of the entry. All winning entries will be on display in the Hall of Fame area during the convention.

The following entries were selected by the judges as the "Best of the Best" in advertising and merchandising. The Best of Show Award for Advertising and the Best of Show Award for Merchandising will be selected from these finalists and announced at the Grocers Awards Reception.

Advertising and merchandising are valuable tools for building your business and creating a point of differentiation in the marketplace. Used correctly, these tools will increase sales, enhance consumer loyalty, and strengthen customer enthusiasm. Take this opportunity to learn from the best of the best.

MERCHANDISING

BEST FRESH FOOD MERCHANDISING **"DICK'S MARKET WORLD RECORD ÉCLAIR"**

Dick's Market — Submitted by Associated Food Stores

Dick's Markets are famous for their éclairs at both of their locations in Utah. The Centerville and Bountiful stores aimed to add "filling" to the Guinness Book of World Records with éclairs for the ages and the result was two 6-foot éclairs that were "pudding" on the impressive show, one at each store. With more than five pounds of smooth vanilla filling in each éclair and at least half a pound of Dick's Market's legendary chocolate icing, these éclairs brought massive taste to our guests. Dick's Market indicated the world-record éclair event was a tremendous promotional opportunity for the stores' famous bakeries. The event received coverage on three of the four local news stations, and stories ran in the state's largest newspaper, as well. Customer counts were up during the promotion and sales were up 15 percent over the previous year.



BEST PRIVATE LABEL EVENT **"MACEY'S BAGEL BONANZA"**

Macey's — Submitted by Associated Food Stores

The bakery department of the Macey's in Orem, Utah, was looking to increase the bagel sales. To accomplish the increase they were looking for, they decided to give each bagel flavor a name tied to U.S. history, giving the bagels more personality. To reemphasize this important branding message, Macey's produced banners, posters and other signage to encourage additional sales. Macey's indicated that the Bagel Bonanza had a huge impact on the success of Macey's bagel sales. Sales continue to rise, not only for bagels, but for other bakery items as well.



BEST CHARITABLE CAUSE EVENT
"PEACE JAM YOUTH PROJECT"

Cub Foods Broadway—Submitted by SUPERVALU, Northern Region

It never ceases to amaze what an effective collaboration can accomplish. This is where the magic of youth combined with the synergies of business, non-profit organizations, educators, faith-based organizations and the government and made it happen. Archbishop Desmond Tutu, the Nobel Peace Prize Laureate, paid a visit to Cub Foods—Broadway, took the stage and participated with the youth in the launch of his "Feed the Body, Feed the Mind, Feed the Spirit and Feed the Community" project. Fresh lunch boxes were distributed to a senior center behind Cub Foods as well as several other drop locations throughout the North Side community, to address the issue of hunger within it. Cub Foods—Broadway indicated that over 4,000 people were served, all by the youth.



BEST NUTRITION/HEALTHY LIVING EVENT
"BLEND"
COBORN'S, INC.

BLEND is a communitywide collaborative effort between Coborn's and regional hospitals and clinics, three area school districts, United Way, Boy Scouts, Girl Scouts, YMCA and Daycare Centers, to raise the awareness of the fight against childhood obesity. BLEND exists so children in the greater St. Cloud area have the inspiration, motivation and integrated support systems necessary to develop healthy lifestyles and weight-management habits. Four BLEND/Coborn's Events were held in 2008: the Child-care Pilot Program, the Earth Day Half Marathon Sponsorship, the Guinness World Records Parade of Bikes and the Family Dinner Night. Coborn's indicated sales more than doubled on the coupon items for Family Dinner Night ad. Units sold tripled.



BEST GENERATIONAL MARKETING
"PRUETT'S PHARMACY MEDICARE PART D WORKSHOP"

Pruett's Food, Inc.

Senior citizens all over the country are struggling with prescription costs. Many aren't taking advantage of the Medicare Part D prescription plans, so Pruettt's Pharmacy hosted an event where customers could ask questions and get information. Flyers were faxed to local doctors and given out at the local senior center, to get out the information on the upcoming workshop. Pruettt's also had bag stuffers and in-store posters to inform customers of the workshop. On the day of the workshop, computers were set up so they could assist customers on how to input their medications on the Medicare web site. Pruettt's Pharmacy indicated they helped over 30 customers review Medicare Part D insurance plans, and that some customers will be able to save as much as \$500 a year on their medications. This event helped establish Pruettt's Food as a pharmacy where customers can get information to help lower their prescription costs.



ADVERTISING

BEST PRINT AD (CO-WINNER) **"SAN JUAN VINEYARDS"**

Haggen Inc.

As a northwest owned Grocer, Haggen proudly offers its guests many products that are locally grown or produced. Haggen dedicates two months in the summer to celebrate "Local Growers and Producers Appreciation" by featuring various local growers and producers in the media and the store. This ROP ran on Aug. 3, the beginning of Washington wine month. It featured a local, family owned winery, San Juan Vineyards, which highlighted their story of local commitment. Haggen indicated that after the ROP ran on August 3, it sold 45 bottles of San Juan Vineyard wines in targeted stores throughout Whatcom and Skagit Counties during the first week—five times the volume of the week before. Since then, Haggen has sold far more than projected for the whole year.



BEST NON-PRICE/CONSUMER VALUE PRINT AD **"FAMILY FRESH MARKET GRAND OPENING"**

Family Fresh Market—Submitted by Nash Finch Co.

As a conversion project from a pre-existing store, the introduction of the Family Fresh Market to Hudson, Wis., was a groundbreaking move for the Nash Finch Company. The concept combined superior perishable quality and service with an everyday value approach to the center store pricing program. Key perishables and/or health and wellness programs were also heavily emphasized, with each advertising vehicle and throughout the new store. Preview ads were direct mailed to the market for four weeks prior to the actual opening date, and multiple "teaser" billboards, radio spots and newspaper ads were also used. Nash Finch indicated the store opened to immediate success and acceptance within the market by achieving comparable sales gains, compared to the prior store format, in excess of 40 percent.



BEST PUBLIC SERVICE CAMPAIGN **"LIVING WELL, EATING SMART CAMPAIGN"**

Big Y World Class Market

The Living Well, Eating Smart Campaign is a consumer focused marketing program aimed at helping customers use the products Big Y sells to follow a healthy lifestyle. The campaign features a bi-monthly newsletter (in-store and online) that discusses products displayed as feature items for two weeks on the special Living Well, Eating Smart end cap. It has a distribution rate of 25,000 for each newsletter. Also included in the campaign is a bi-weekly Big Y circular ad, weekly newspaper columns in various newspapers, email our Dietitian at AskCarrie@bigy.com, where she has answered 544 nutritional questions, a radio campaign about staying healthy, a Supermarket Store Tour DVD with Health New England and a Wellness Team promotion with Dietitian and Nutritionist. Big Y World Class Market indicated since December 2007, product evaluations have shown the average lift to be 70 percent, ranging all the way to 400 percent to 600 percent.



BEST CONNECTIONS THROUGH TECHNOLOGY
“MY WESTERN FAMILY”

Member Retailers of Associated Food Stores—Submitted by Associated Food Stores

Western Family, the private-label brand featured by Associated Food Stores, took a unique approach to reaching new consumers and rewarding loyal customers. A primary component of the innovative campaign involved “webisodes” brief videos on the Internet created and produced entirely by the in-house marketing team at Associated Food Stores. Accessed from a new website, mywesternfamily.com, the sitcom-style webisodes featured the “Western” family and featured a Western Family item of the week in each episode for 13 weeks, allowing consumers to click on the item for a free coupon. The mywesternfamily.com campaign aimed to communicate with consumers between age 25 to 35 through the Internet and less traditional forms of media. Member retailers indicated the My Western Family campaign became one of their most successful branding initiatives. Over 37,000 visitors came to the site and the webisodes were watched more than 46,000 times on YouTube. Over 23,000 coupons for the Western Family Item of the Week have been redeemed.



BEST TELEVISION COMMERCIAL
“MAN SHOPPING CHALLENGE TV CAMPAIGN”

Trading Company Stores—Submitted by Quinn Group Adv.

Trading Company Stores, a five-store chain of traditional grocery supermarkets, employed Quinn Group in January 2007 to address its logo, brand and position. As it studied the competitive landscape, it realized it could stand out in the marketplace by targeting a very valuable market that no one was paying attention to: Men! Through small focus groups, Trading Company realized the message of accessibility, convenience and a straightforward yet humorous approach was the key. The TV campaign “Man Shopping Challenge” was created. Trading Company Stores indicated that by determining the most effective TV programming to reach the target audience—March Madness and the Seattle Seahawks football game—it’s been enjoying the success of double digit increases over the prior year. It has a solid male shopper presence in each store.



BEST ADVERTISING CAMPAIGN (CO-WINNER)
“BYOB/BRING YOUR OWN BAG”

Newport Avenue Market—Submitted by Every Idea

This colorful promotion consisting of print ads, e-newsletter, in-store signage, bag inserts and buttons, was developed to create a mechanism for giving out a one-time only order of eco-friendly bags and to encourage customer sustainability practices. The first step was to create awareness and desire for the “green” bags. It was decided to feature the bags for one week each month or until the bags were gone. The BYOB event was announced in the market’s monthly e-newsletter and in-store signage, and an end cap display was created to boost awareness of the promotion. Newport Avenue Market indicated the use of a memorable visual image and the bright store colors created a strong enough campaign that it has given away about 5,000 bags. The market is seeing about twice as many bags being reused since the free promotion of bags compared to the three months prior.



NEW PRODUCTS

Look for these New Products during the Supermarket Synergy Showcase

VIGIL RECORDER from 3xLogic Corp. allows you to record 360 degrees of high-definition, megapixel resolution video, permitting you to reduce the number of cameras and get video quality that far surpasses standard surveillance video.

5-HOUR ENERGY® ORANGE gives you hours of energy without the crash or jitters. Powerful blend of B-vitamins and amino acids with zero sugar, only four calories and just enough caffeine. The Two-ounce shot takes seconds to drink and in minutes you're feeling awake, alert and focused.



SERIES 1150 CASH DRAWER from APG Cash Drawer takes up only 30 percent of traditional cash drawer space. Short 11.5 inch depth allows it to be placed in the check-out downstream of the scanner.



PAJEDA'S® CORN CHIPS are perfect for a brown bag lunch, a family dinner night, or a get-together with friends. Tasty, crispy, crunchy, and a great value! We'll show you can offer shoppers more for their money.



CHUNHA RED GINSENG Drink from B&H Commerce can be served warm or cold. Suggested use is one to three single-serve 90 ml packs daily. 100 percent natural—no chemicals or preservatives.

CHUNHA RED GINSENG Jelly Root and Slices: Entirely natural product makes an invigorating and recuperative snack. Whole slices can be chewed and swallowed. No wrapper, no mess!

ECONDO BASIC NANO line of light fixture from Baero North America provides the performance and flexibility that professional store merchandisers require today.

Unique patented reflector technique and horizontally mounted lamp in a new design.



BETTER BAGS Produ2Klose Bags, Floral Bags, Side Gusset Produce Header Bags, 12x17 Header Bags W/Sleeve: Produ2Klose bags for cut veggies, Side Gusset Produce and 12x17 Header bags for bulk produce. Floral bags for cut flowers.



BROTHERS ALL NATURAL FRUIT CRISPS: A 100 percent all-natural freeze-dried fruit snack gives customers a product that is 100 percent fat free with no added sugar or preservatives, low in calories, and up to a one year shelf-life.



SEDONA FROZEN YOGURT Granola Sandwiches from Blue Bunny feature creamy probiotic frozen yogurt with fruit/fudge swirls sandwiched between two chewy honey oat granola wafers in two yummy flavors, Double Strawberry and Double Chocolate.



ASPEN FROZEN YOGURT GRANOLA BARS from Blue Bunny features layers of creamy probiotic frozen yogurt with fresh fruit fillings topped with crunchy granola pieces enrobed in a yogurt coating. Try the new Raspberry Vanilla and Double Strawberry.

BUYERS VINE WINE SELECTOR: A wine selector system for customers looking for just the right bottle of wine you sell. Customers use it on a touch screen in your store as they search for wines based on grape, region, taste, food or price.

OPTICA ADJUSTABLE TRACK FIXTURE from Con-Tech Lighting incorporates the latest in high performance optics with adjustability and energy efficiency in mind. Available in 22 and 39 watt lamp choices while featuring a 'cool-to-the-touch' adjustment knob to change the beam distribution from spot, to narrow flood to flood. Die cast housing, vertical ballast compartment, lockable, precision aiming adjustment with 360° horizontal rotation and 180° vertical rotation.





SCAN PAK SPEEDY RACKS from Crown Poly are compact multi-rack units with a minimum of three accessible racks providing three open bags within arm's length.

THE NEW FASTPAY™ Coin-Redemption Cash Dispense feature on Cummins self-service coin machines pays cash for redeemed coins on the spot. Cuts customer service transaction time, reduces fraud risk. You own the machine, set the fee and keep the money.



THE MARKET in Plymouth, MA, is a new 13,500 square foot upscale gourmet food store designed, engineered, decorated, planned, equipped and project managed by Design Services Group. Vintage barn-style architecture and rustic décor.

SELF CHECKOUT EPAYKIOSK from ECRS offers smaller, streamlined version of the ECRS Catapult Self-Checkout solution.



JUST BARE™ Chicken from Gold'n Plump is nothing but all natural chicken. No antibiotics. No added hormones. Cage free. Vegetable fed. Traceable to the family farm where raised. Cup-up items are fixed-weight scanable and packaged in clear, recyclable plastic trays.

THE PURCHEK® Loss Prevention Solution w/EventMonitor dramatically reduces cart-based theft by preventing shoplifters from pushing out carts full

of merchandise. Utilizes a DoorManager which facilitates ease of installation and eliminates the need for two separate transmitters.

GUIDING STARS is the world's first storewide nutrition navigation system. The program makes healthy choices simple by awarding one, two and three star ratings. Now available for licensing.



GUITTARD EXTRA DARK 63 percent Chocolate Chip: Deep, rich chocolate taste great for cookies, brownies, cakes, etc. Clean, bold, rich chocolate flavor baked by 140 years experience.

IMG'S HIGH RESOLUTION Image Showcase Reusable Bags feature a unique coating which allows for full color, photo quality printing on all the exterior surfaces. Present products, special promotions or your corporate

A GROCER'S BEST FRIEND

Pet Supplies "Plus" Is the Perfect Complement to Your Existing Grocery Operation



Over 2/3 of today's households own pets, and their owners are spending more on them than ever before. For over 20 years Pet Supplies "Plus" has been an active franchisor in the ever-growing pet specialty industry. With over 225 stores in 22 states, many of our franchisees are current & former grocers. As the world's largest franchised pet supply retailer, we offer a proven business model plus the tools & support to make a franchise successful. For more info, call Mark Lauten at 866-477-7747.



PET SUPPLIES "PLUS"

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image on a stylish, high visibility medium, custom designed to your specifications. Available in a variety of fabrics.

SYSTEM SURE PLUS-At P Hygiene Monitoring System from Hygiena allows determination of the hygienic status of surfaces within 15 seconds. Used wherever rapid detection of contamination is critical or validation of cleaning efficiency is necessary.



TXT-N-SAVE Text Message Marketing Program from IDT Retail provides an innovative, fun, low cost marketing solution that delivers your message directly to your customers with a 95 percent read rate!

PRIZIS from ITAUTEC is a new Point of Sales terminal for checkout lanes. Several configurations, options of LCD

with or without touch screen for both the cashier and the customer, or a customer display. Horizontal, vertical or wall mount. Six USBs and three serial connections.



"FOR DUMMIES Wine Collection" from Karadeci features a 14-by-20 foam board banner display. Two bottles of wine displayed in front of banner.

KEMP'S YOGURT PARFAIT Cups 6 ounce. Soft, smooth textured, sweet and tangy frozen yogurt cups with unique fruits and toppings. All captured in the emerging single serve size.



KEMP'S SINGLES 6 ounce Fun Flavors. Premium ice cream dripping with delicious toppings and inclusions and partnering with several major national brands in the single serve size!

ICEEBITZ 5 OUNCE CUPS. Water ice version of the tremendously successful Kemps' IttiBitz Pelletized Ice Cream that co-brands with the popular frozen drink Icee in the Single Serve size!

25 PERCENT LESS SODIUM

Nature's Seasons from Morton Salt. Custom blend of ingredients including salt, pepper, onion, garlic, celery, and parsley brings out the flavor of lighter, fresher foods.



ORIGINAL MORTON SEASON-ALL now comes in a variety of sizes and provides a balanced blend of mouthwatering seasonings that enhance the savory flavor of every dish.



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Nutritious choices made simple[™]

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Guiding Stars is the leading consumer tested and accepted nutrition navigation system for food stores, food packaging, and restaurant and food service menus.

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To learn more or to discuss licensing opportunities, please visit us in Center Store Sales.





MOUNTAIN HIGH COFFEE Company blends now include

- Full Bodied flavor and rich aroma Heritage Blend
- Bold, bright flavored Caramba Blend for Espresso and Café con Lache
- Coffee with Chicory blend NOLA Blend: A New Orleans tradition
- NOLA Instant Coffee.

NIELSEN-MASSEY PURE VANILLA PASTE. Pure paste containing vanilla bean flecks. Complemented by Pure Vanilla Extract line and Gourmet Vanilla Beans. Private label available.

UTOPIA SELF-CHECKOUT has the lowest self checkout attendant intervention rates in the world—less than 0 percent. Delayed Mediation Technology™ and ergonomic design offers the smart and simple technological approach to self-checkout.

NEW NRX SERVICE PACK by QS/1 helps track and report pseudophedrine sales. Link to the MethCheckRx web portal to comply with federal, state and local laws.

PHILMIN SEMI-GLACE gourmet sauces from Partran are low-sodium heat-and serves in five flavors.



CONNECTION™ from Retail Survey Group provides independent grocers with a powerful and affordable tool to receive and respond to on going feedback from customers.

RUBBERMAID'S SAFE ICE Handling System addresses the transfer of ice between ice machine and holders, promoting safe handling to reduce risk of cross contamination.



RISING SUN FARMS award-winning line of natural gourmet products features superb flavors and top-quality ingredients. Products include Cheese Tortas, Cheese Tortettes™, organic Pesto Sauces, and Balsamic Drizzles



PROACTIVE proven energy saving polarized refrigerant oil additive from S4I is compatible with commercial refrigeration and air conditioning systems. Regains lost efficiency in older HVAC/R equipment by permanently reversing oil fouling. Improve heat exchange in evaporators, condensers and reclaim systems.



Produce

For over 20 years **NCB** has provided the financial support and expertise to help grocery retailers grow. We are dedicated to delivering the financial solutions you need to keep your business healthy and strong.

For more information call Barry Silver at (703) 302-1955, email bsilver@ncb.coop or visit www.ncb.coop.

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- Term Loans and Revolving Lines of Credit
- Real Estate and Construction Loans
- ESOP Financing
- Acquisition and Expansion Financing

results



NCB means National Consumer Cooperative Bank, its wholly-owned subsidiary NCB, FSB, and its affiliated non-profit corporation NCB Capital Impact. Each may provide loans or technical assistance as a separate entity within the NCB Financial Group, all of which are Equal Housing Lenders. Deposit products and services are provided by NCB, FSB, which is a member of the FDIC.



VANTIUM LED Largo refrigerated case lighting series is specifically designed for open multideck food retail cases. Models for canopy and under-shelf applications.

SMART-SPICE: Organic spices in pre-measured, freshly sealed, single use packages from The Seasoned Palate. Innovative, convenient packaging ensures fresh, full strength flavors. In eye-catching stackable boxes of 4 packets.

PORK WITH BEEF GOURMET TAMALES from Texas Tamale Co. combine pork and beef blended with savory spices encased in flavorful masa and wrapped in a traditional corn husk.

FINANCIAL SERVICES and Products from TruGrocer Federal Credit Union offer an employee Benefit providing a wide range of free and low cost financial services.

ULTRA GREEN Home and Tabletop Tree-Friendly Paper Products: Earth-

friendly, biodegradable, compostable, sustainable tabletop and home paper products. Made from sugar cane and corn starch, not trees and petroleum.



ENVIROALERT® EA800 from Winland Environmental Security simultaneously monitors up to eight zones for temperature, humidity, water detection and power failure. Data temperature logs can be downloaded on-demand via USB. Can activate alarms, dialers



or transmitters when programmed limits have been exceeded.

NEW FROM ZEP INC.:

- Biofilm Purge drain treatment product
- Green Link environmentally friendly cleaners and sanitizers
- ProVisions sanitation portfolio specifically for grocery segment.

CLEARVIEW "YOUR LIST" sign systems from WP Sign is a stock, yet custom service case sign solution. Available in Meat, Deli, Seafood, Bakery and Floral, preprinted sign



has your items digitally printed on the front and PLU's on the back



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FARMERS

Both Ends of the Food Chain Can Reconnect



“The groceryman is, of course, the bridge between the farmer and the consumer, and as such must be acquainted with the desires and the needs of both.”
President Dwight D. Eisenhower, June 16, 1954

When President Eisenhower addressed those words to the National Association of Retail Grocers more than half a century ago, the chances were fairly high that a grocer personally knew a farmer. More than 4.8 million farmers in the United States farmed 1.2 billion acres of land. Today, just 2 million farmers operate on 930 million acres. That's 60 percent fewer farmers producing food from 25 percent less land!

The United States farmer has become increasingly efficient and fruitful during those years, enabling grocers to offer an abundance of food products to consumers. However, at the same time productivity has gone up, communication has gone down. There now exists a gulf, or a form of “separation anxiety”

between the farmer and grocer. The reasons for this separation are many. Here are just a few:

■ **Consolidation**

Both farming and grocery retailing have experienced intense consolidation, leaving fewer in the business. Fewer people naturally means fewer opportunities for interaction.

■ **A generation detached from the farm**

The last generation of Americans have lost ties with the farm. They therefore have little knowledge of today's food producing methods and techniques.

■ **Farms geographically relocating**

Farms have relocated away from population centers. Day-to-day contact with retailers and consumers is almost non-existent.

■ **A more complex food-chain**

The number of people who touch a product on its path to the consumer has become more complex. More people now inhabit the space between the farmer who produces food and the grocer who sells it. For example: One estimate says it now takes as many as 56 companies to produce one can of chicken noodle soup!

Continued on page 50

The cost of separation: The information vacuum that has been created by separation between farmers and grocers has increasingly been filled by political activists. Many of their messages can be sensationalized, inaccurate and a direct threat to sales of store perimeter items that represent food marketers' higher margin items.

MEATLESS MONDAY
 Start for a Healthier America
 www.100DaysMonday.com
 PETA
 PEPPER'S GUIDE TO PESTICIDES IN PRODUCE
 DIRTY DOZEN

The Farmer Grows Increasingly Scarce

A Snapshot of the Livestock Farming Sector comparing today with 1954 demonstrates the drastic changes that have occurred.

IN THE MILK CASE

- 2.8 million fewer dairy operations
- 14 million fewer dairy cows
- 59 billion more pounds of milk produced

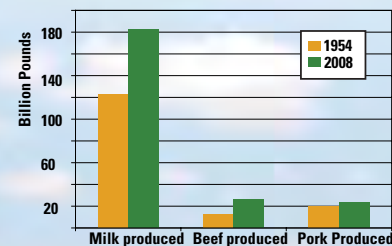
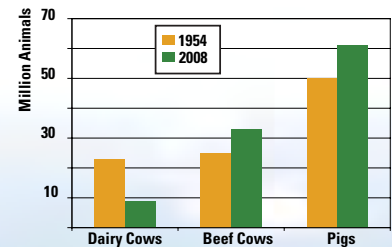
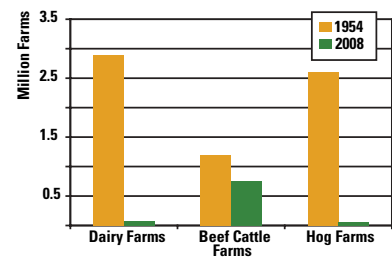
IN THE MEAT CASE BEEF

- 450,000 fewer beef cow operations
- 8 million more beef cows
- 14 billion more pounds of beef grown

PORK

- 2.5 million fewer pork operations
- 11 million more hogs and pigs
- 3 billion more pounds of pork

These figures reveal that the United States farmer has become increasingly efficient and productive, enabling grocers to have an abundance of food products to offer consumers. But has there been a cost?



—Come Meet the Farmers—

CRAIG ROWLES is a partner and general manager of Iowa's Elite Pork Partnership, an 8,000-sow farm that raises about 140,000 pigs from birth to market each year. A veterinarian, he practiced for 14 years before becoming a farmer. He has been active in promoting efficient pork production technologies, maintaining Iowa's pork industry leadership and strengthening rural development.

LIZ DOORNINK, is a Wisconsin wife, mother, and passionate dairy farm advocate. Growing up in New York City, she never understood where her food came from until she met and married a fifth-generation dairy farmer. Today, she considers it her mission to help your consumers better understand the technologies that allow her to care for animals, employees, the environment and the community.

JOHN GILLESPIE and his family grow soybeans, corn, wheat, alfalfa and beef cattle in Ontario. He is actively involved in the Beef Information Centre and other organizations.

TOM BROWN farms soybeans, corn and wheat with brother Randy, nephew Kyle and wife Susie. He family also owns a birth-to-market hog operation and feed cattle.

ANN BURKHOLDER returned to Nebraska after graduating cum laude from Dartmouth College to pursue a career as a beef cattle feeder. As president of Will Feed Inc., a farm that readies cattle for market, Ann has been a vocal advocate of the farmer's obligation to steadily improve the quality of his animals on behalf of the consumer. As a result, last year Ann was recognized by the National Cattleman's Association as the U.S. Beef Quality Producer of the Year.

■ Industrialization/specialization

As the nation became more industrialized, each member of the food chain retreated into his own segment. Communication and understanding of what other parts of the chain were experiencing was often hindered.

FILLING THE VOID

Many have stepped up to fill that communication gap. New magazines, web sites, a television network, reality cooking shows and weight loss programs are clamoring for consumers' attention. Add to this barrage activists and marketers who fervently work to disseminate misinformation about food in an attempt to profit or further their own agenda.

The result is a confused consumer who feels the disconnect within the food chain and is searching for a trustworthy source on food and food related issues.

Evidence of their search can be found in three of today's most successful food movements—Farmers Markets, Organic and "Locally Grown." In the last 15 years, farmers markets have increased 260 percent. Organic market share has tripled and "locally grown" became the latest vogue statement. The consumer has rewarded these movements with their dollar in return for "re-connection."

So while grocers may have capitalized on some of these movements, they risk missing the much larger opportunity—to claim (or, some would say "re-claim") their rightful position as the single, trusted source on food!

FIND THE ANSWERS

Grocers could capture this position by—as Eisenhower advised a half century ago—seeking to be as familiar with the farmer as they have sought to be familiar with the consumer. By growing in knowledge about the farm and farm technology,

the grocer will equip himself to be an indispensable link in the food chain. He'll be able to talk confidently on issues like

hormones, antibiotics, animal welfare, biotechnology. Contact with a farmer will also help the grocer see through errant claims about what's happening on today's farms and to stem the tide of fear marketing. For food consumers looking to find the answers about their food concerns, the grocer will become the indispensable source.



Farmer
goes to
Market
Reconnecting Farmers and Retailers.

INTRODUCING FARMER GOES TO MARKET

To help shortcut the long and intensive process of finding, meeting and reconnecting with farmers, this year's Concept Show Floor introduces the Farmer Goes to Market Pavilion. It is the only source in the nation where independent retailers can interact face to face with real, working farmers and ask questions on the retailer's home turf. Farmer Goes to Market is designed to close the information gap and provide you with direct answers to common farm and food questions.

If you're attending the N.G.A. Annual Trade Show and Supermarket Synergy Showcase, visit the Farmer Goes to Market pavilion located in the center of the show floor. Inside, you can ask a real life farmer the questions your customers are asking you. Discuss the issues you're most concerned about. Get answers unfiltered... direct from the best source.

A collaborative effort between Food-Chain Communications and the National Grocers Association, the Farmer Goes to Market Pavilion will reestablish that connection between grocers and farmers and begin the much-needed dialog many have lost. For information, go to www.FarmerGoesToMarket.com.



Don't miss your chance to ask these real farmers and others your pressing questions about why they do what they do to raise your food products, from noon to 4 p.m. Feb. 4 and 5.

COOL Label Development

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Trade in Beef Contributes to the World's Largest Trading Relationship

Canada and the United States enjoy the world's largest trading relationship. Canada is the leading export market for 36 of the 50 U.S. States, and is ranked in the top three for another 10 States*. The U.S. continues to be the largest importer of Canadian agricultural products.

Canada offers a wide variety of branded beef programs as well as market research to help determine the most relevant brand attributes to meet your needs. Our services include customized meat case POS packages, marketing and merchandising support as well as Partner Program funding assistance.

Canada's Beef Information Centre can also assist U.S. partner relationships in developing a supply chain that satisfies your requirements. Our processing plants are modern, efficient and close enough to provide timely and dedicated service to our valued customers in the United States.

The Canadian beef industry is committed to working together with our U.S. trade partners to satisfy applicable Country-of-Origin Labeling requirements. We are proud of the quality, safety and value that Canadian beef can provide to your meat business.

For more information on Country-of-Origin Labeling requirements visit www.meatcool.info

* Source: US Commercial Service – United States
Department of Commerce




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