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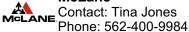
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Chairman's Note

Dear Members,

I am truly honored to have been elected as your Chairman and excited to embark on this remarkable journey with all of you. As we step into this new chapter, I am filled with optimism about our shared future and the immense opportunities that lie ahead. I would also like to congratulate the recently reappointed Directors and welcome our newest Board Member, Mr. Rahim Kassam.

At the core of my vision for our organization is a commitment to lead with integrity while fostering a culture of innovation. In these rapidly changing times, it is imperative that we not only adapt but actively shape the future of our industry. This means embracing new ideas, exploring cuttingedge technologies, and continuously striving for excellence in all that we do.

Collaboration stands as one of our greatest strengths. By working together, we can achieve incredible results. I am eager to continue cultivating an inclusive environment that encourages every member to share their unique insights and expertise. Together, we can overcome challenges, celebrate successes, and make meaningful strides toward our goals.

I am also thrilled to announce that the 2025 Programs with all of our major vendor partners have been finalized. We will be updating members with program benefits and details in the coming days. Additionally, the 2025 cold vault resets will commence in the coming weeks, marking another milestone in our progress. Key features of the 2025 cold vault programs include right-sizing categories and product assortment to maximize sales, increased member option space in the majority of cold vault configurations and the capping of planogrammed space at 11-doors.

Given the current environment, businesses across all sectors are seeing decreased demand from consumers. Therefore, we encourage members to focus on stocking high-demand items and adjust inventory based on consumer behavior to reduce excess stock and mitigate inventory shrink. Members are also encouraged to review operating expenses and identify areas where costs can be reduced without sacrificing quality. Additionally, members would be prudent to maintain a healthy cash reserve to handle unexpected expenses. In addition to the strategies referenced above, members would benefit from carefully analyzing their pricing strategy from a price elasticity perspective.

Understanding and leveraging pricing elasticity is crucial for convenience store owners in today's highly volatile environment. Pricing elasticity measures how sensitive consumer demand is to changes in price. First, determine which products are price elastic (demand changes significantly with price changes) and which are inelastic (demand changes little with price changes). Increase prices on inelastic items where demand is stable regardless of price changes, such as staple goods or essential items, in order to improve margins without significantly impacting sales volume. For products that are highly elastic, consider competitive pricing strategies to avoid losing customers to other market players. Small price reductions can lead to a significant increase in quantity sold. By understanding which items in their inventories are price elastic, members can make informed decisions on pricing strategies to optimize sales and profits.

As we look to the future, I am inspired by our shared passion and commitment to excellence. Together, let's continue to push boundaries, explore new horizons, and lead our industry into a prosperous future.

Lastly, I would like to express my deepest gratitude to outgoing Chairman Yousuf Dosani. Chairman Dosani's leadership and dedication have been instrumental in steering our organization to new heights. We are all grateful for his contributions and wish him success in his future endeavors.

Thank you for your trust and support.

Irfan Lakhani

Chairman - Atlanta Retailers Association

In this issue



CONTENTS

| Digital Promotions |
|----------------------------------|
| Point of Sale Guidelines |
| |
| 2025 – 2026 Board of Directors |
| ARA Plus App6 |
| Coca-Cola Botling Company United |
| Monster Energy |
| Pepsi Pricing |
| Red Bull North America |
| Frito-Lay24 |
| PBA Referral Program |



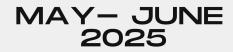


















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Point of Sale Guidelines



SIGNAGE PLACEMENT GUIDELINES

May 1 – June 30, 2025



- 1 Spanner Board Promotions Valid May 1 June 30, 2025 (Installed by ARA).
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May 1 – June 30, 2025

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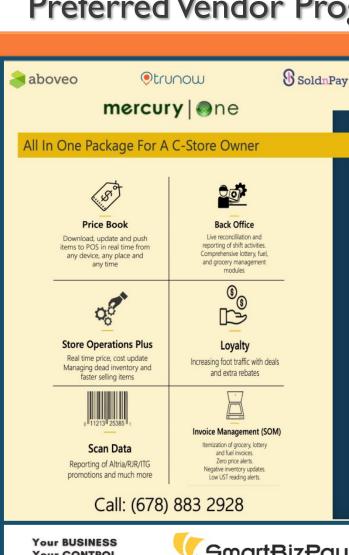


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2025-2026 Board of Directors



Introducing the ARA Board of Directors for the term 2025-2026

The Atlanta Retailers Association (ARA) is excited to introduce and welcome the newly elected Executive Committee and Board of Directors for the 2025-2026 term. ARA is fortunate to have a talented and dedicated leadership team in place to steer the association toward continued success in the coming year. With a deep commitment to excellence and growth, the new Board of Directors is prepared to build on ARA's legacy of supporting and advancing the interests of those in the convenience store and fuel service industries.

Meet the ARA Board of Directors for the term 2025-2026:



Irfan Lakhani Chairman



Mushtaq Kamruddin Vice Chairman



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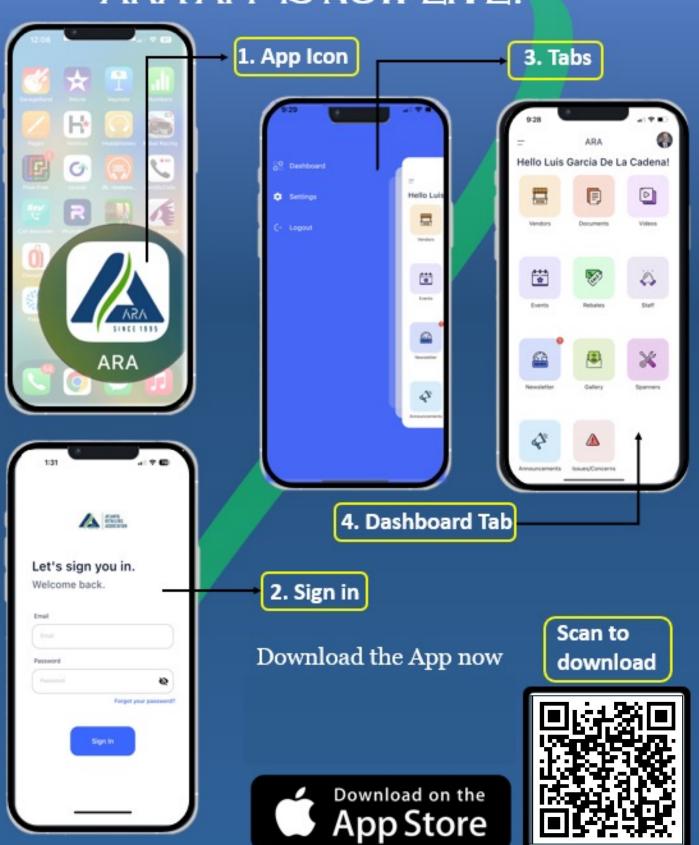
A Bright Future Ahead

The newly elected Board of Directors is committed to continuing the great work of the association, advocating for the retail and fuel service industries, and ensuring that ARA remains a leading voice for its members. With this strong leadership team in place, the future looks promising for ARA, and we look forward to achieving even greater milestones together.

Stay tuned for more updates and initiatives from ARA as we continue to support the convenience store and fuel service industry!



ARA APP IS NOW LIVE!



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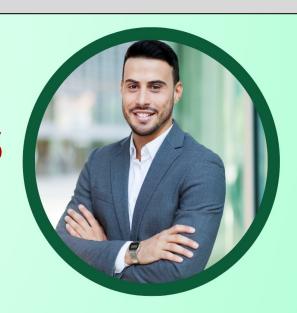
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Industry Insights



How Convenience Stores Can Boost Profitability

Leveraging technology, enhancing the customer experience and optimizing price points can all drive revenues in a competitive retail market.

In today's evolving retail landscape, convenience stores face increasing competition from supermarkets, online retailers and food delivery services. To remain competitive, store owners must adopt innovative strategies that enhance the consumer experience, optimize operations and diversify offerings.

However, maximizing profitability has become increasingly challenging with rising costs and competition from larger retail chains. Many convenience stores continue to struggle with inconsistent supply chains, leading to product shortages and increased costs. Shipping delays, labor shortages in manufacturing and rising fuel costs have made it harder to stock high-demand items efficiently.

Finding and retaining front-line employees also continues to be a major challenge. The labor market has shifted, with many workers demanding higher wages and more benefits. Convenience stores often operate on thin margins, making it difficult to compete with larger employers like Amazon, which can offer higher hourly wages and benefits.

Customer behavior has changed significantly since the pandemic. There is a growing demand for healthier food options, contactless payment systems and digital loyalty programs. Stores that fail to adapt to these trends may lose customers to competitors who continue to invest in these platforms.

To address these challenges, convenience stores must embrace technology, improve employee retention strategies, grow the foodservice business and optimize supply chain management. Investing in automation, partnering with delivery services and offering unique in-store experiences can help stores remain competitive in the post-pandemic world.

Here are some strategies that will drive profitability and repeat store visits:

- Optimize Product Selection and Pricing. One of the easiest ways to boost profits is by carefully curating product selections. Store owners should analyze sales data to identify high-margin items and prioritize stocking them. Offering private-label or exclusive products can also drive profitability. Additionally, dynamic pricing strategies, such as adjusting prices based on demand and seasonality, can help maximize revenue.
- Enhance In-Store Experience and Convenience. A clean, well-organized store with easy
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Industry Insights



- payments and a loyalty rewards program can increase customer retention and spending.
 Being in the foodservice business doesn't mean you have to be McDonald's or Chick-fil A. Offering pre-packaged meals, gourmet coffee or grab-and-go healthy snacks can differentiate a store and create new revenue streams.
- Leverage Technology and Data Analytics. Using modern technology, such as point-of-sale systems with built-in analytics, allows store owners to track inventory trends and optimize stock levels. Mobile apps and digital promotions can also help drive foot traffic and boost sales. Automated inventory management ensures that best-selling products are always in stock while reducing losses from overstocking less-popular items.
- Expand Product and Service Offerings. Diversifying product offerings can significantly increase revenue. Adding high-margin items like fresh food, barista-style coffees and alcoholic beverages like canned cocktails (where permitted) can enhance profits.
 Convenience stores can also generate additional income by offering services such as bill payments, ATM access or Amazon lockers.
- Strengthen Supplier Relationships and Reduce Costs. Negotiating better deals with suppliers is a crucial strategy for improving margins. To lower costs, convenience store owners should explore bulk purchasing discounts, regional supplier partnerships and direct sourcing. Reducing waste by implementing better inventory management practices can also help cut down unnecessary expenses.

By implementing these strategies, c-stores can improve profitability while enhancing customers' shopping experiences. A combination of smart pricing, improved customer experience, technological integration, diversified offerings and cost-efficient supplier management will help stores remain competitive and financially successful even as market conditions change.

9

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Consumer Insights



Smart Snacking

By Terri Allan - NACS

Consumers are increasingly looking for snacks that are high in protein, and this growing demand is changing the alternative snacks market. Products like meat snacks, protein bars, granola, and fruit snacks are all adapting to this trend. Convenience store owners expect this category to keep growing as more people change their snacking habits.

Andrew Mendez, co-owner of Mendez Fuel in Miami, said, "We've seen more interest in items like beef jerky and protein bars lately. People are aiming for healthier and cleaner diets, so they're looking for more protein."

Farris Jamal, a merchandising manager at Chestnut Market, which has stores in New York, New Jersey, and Connecticut, noted that many buyers of these alternative snacks are active individuals, engaging in exercise, outdoor activities, or other health-focused routines. These snacks are popular because they provide quick, portable protein, energy, and nutrition, making them ideal for people on the go.

Alternative snack companies have recognized the growing demand for snacks with added protein and energy, and they're working to offer a variety of options for convenience store customers.

"Consumers today want snacks that do more than just satisfy their hunger. They want snacks that give them energy," said Thomas Pryor, vice president at Jack Link's. "We're changing the way people think about snacks by offering convenience, protein, and bold flavors—all in one bite." Jack Link's has recently expanded its selection with new products like Turkey Sticks and the Duos line, which combines flavors like buffalo and ranch in one package. What's stood out in 2024 is the rise of health, energy, and protein bars, while sales of meat snacks have decreased," said Emma Tainter, a research analyst at NACS. "People are focusing on getting more protein and cutting back on carbs.

Alternative snacks are not only attracting more customers to stores but also increasing sales, as people are adding these products to their daily routines. Customers are also buying other related items, like cold-pressed juices and plant-based drinks. "By focusing on this fast-growing category, we're not just following trends—we're setting ourselves up to be the top choice for people looking for healthier, on-the-go snack options," Jamal said.

Meat snacks continue to lead the category. "Meat snacks aren't just a passing trend; they're a key source of profit," said Pryor. "With meat snacks being the top product, the alternative snacks category is one that no convenience store can afford to overlook."

In this category, meat sticks and new snack bites are becoming more popular. Ashley Spade, vice president at Conagra Brands, which owns Slim Jim, Duke's, and Fatty brands, explained that more affordable meat sticks are selling better than traditional jerky. Because of this, meat sticks deserve more shelf space in convenience stores, especially near the front of the store.

Consumer Insights



Mark Falconi, senior vice president of sales and marketing at Greenridge Naturals, agreed. "Meat sticks are more affordable and are driving growth in the category. They offer better value for suppliers, convenience stores, and customers," he said, pointing out that single sticks typically cost between \$1.99 and \$2.49.

Bite-sized meat snacks are also becoming more popular. Conagra Brands recently launched Slim Jim Bites, which come in portable, resealable packages that are "perfect for snacking on the go," according to Spade. "At \$6.49 for a 3.75-ounce resealable bag, they offer great value compared to jerky sold in similar spots," she said.

Meat snacks aren't just limited to regular shelf storage. Greenridge, for example, sells refrigerated meat snacks made for open-air fridges. These products are doing well at Pit Stop Express in Dorton, Kentucky, according to assistant manager Kerrigan Branham. "We recently upgraded our cold deli with more refrigerated units," she explained, creating space for the meat snacks. "Customers have reacted positively," Branham said, while sales of shelf-stable meat snacks at the store have been slower.

For most of the first half of 2024, average sales of health, energy, and protein bars per store each month were higher than the same period the previous year. "Bars continue to be a staple for shoppers," said Dan Meyer, shopper insights manager at General Mills. "Depending on their needs, shoppers are choosing bars for either breakfast or as high-protein snacks."

General Mills recently launched Protein One Max Bars, available exclusively in convenience stores, in two flavors—chocolate peanut butter and double chocolate brownie. Each bar contains 20 grams of protein. "Protein One Max Bars are a low-calorie, high-protein snack that taste great at an affordable price, aiming to overcome the common complaints about protein bars being too expensive, too chalky, or too hard to eat," Meyer said. These 2.1-ounce bars are priced at \$3.49.

"When a new protein bar hits the market, it gets a lot of attention, and customers come in specifically to try it," said Mendez. He mentioned the recent addition of David protein bars at his Miami stores, which are priced between \$4.29 and \$4.49 per bar. "They're selling well. We go through a case pretty fast."

However, at Pit Stop Express, protein bars don't sell as well. "Sales are few and far between," said Branham. "We carry them, but they aren't big sellers since we don't have many health-conscious customers."

Fruit snacks are also benefiting from the nutrition trend in c-stores. Lance Smith, EVP of PIM Brands, highlighted that Welch's Fruit 'n Yogurt snacks have seen a 48% sales increase through October 2024, driven by consumer demand for healthy, convenient snacks.

Marketers of alternative snacks suggest c-store operators use creative displays to boost sales, with multiple placements around the store. "Top c-stores know visibility is key for meat snacks," said Jack Link's Pryor. "Place them at checkout, in beverage coolers, and busy snack aisles to increase sales."

Chestnut Markets places alternative snacks in wellness sections, while Mendez Fuel features a dedicated protein section with jerky.

Consumer Insights





Though consumers often buy health/energy/protein bars in bulk at big-box stores, General Mills' Meyer pointed out that single bars in c-stores encourage trial, as shoppers can mix and match flavors without buying large quantities.

Sampling is another great way to boost sales, according to Greenridge's Falconi, who also suggests promoting meat sticks in loyalty programs, like offering a free one on certain days.

Consumer demand for protein snacks is growing, and retailers are ready to take advantage of this trend. "People want cleaner products and are more aware of what they consume," Mendez said.

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Industry Insights



Be a Slow Adopter of New Ideas

By: Roy Strasburger – Strasglobal.com

I grew up surrounded by the latest technology during the 1970s. My parents were early adopters and always had the newest gadgets, which allowed me to experience cutting-edge consumer electronics firsthand. The list of tech toys we had was impressive: 8-track tapes, CB radios, quadraphonic sound systems, a Betamax video player, and laser disc movies (large plastic discs that would stop working with even a small scratch).

These products were all marketed as the "next big thing," but they were quickly overtaken by longer-lasting technologies—VHS players, CDs, DVDs, surround sound, and cellphones. While many of these items were technologically advanced for their time, they didn't capture enough of the public's attention to sustain a business. Instead, cheaper alternatives that served the same purpose eventually dominated the market (except for the 8-track, which was just a bad idea).

Chasing Trends In retail, we are often lured by new trends and "solutions." Companies are constantly installing new equipment, offering specialized food items, and building modern, eye-catching stores. The message we often hear is that these are necessary for success. As a small retailer, it's easy to feel like you're missing out if you don't follow the latest trends. However, this mindset can be risky. Running a small business requires careful consideration of new ideas and concepts. With limited time and resources, it's crucial to invest in things that will actually bring a return—whether that's financial (increased revenue) or emotional (community support).

Evaluate Carefully Take the time to assess who is implementing these new ideas. Are they large chains? Is the trendy store part of a new development, or is the program being tested in just one or two locations? Once you determine if the trend is scalable, assess how it fits with your business. Does it align with your model, meet actual customer needs, and is it sustainable long-term with your resources?

The EV Example Take electric vehicles (EVs), for instance. There's no doubt that EVs are the future of transportation. However, it's uncertain whether traditional convenience stores are well-positioned to thrive in the EV charging business.

I recently attended a session with the Convenience Leaders Vision Group (CLVG) discussing the potential of EV charging as a business. Many participants had installed EV chargers but weren't making a profit from them—despite not having spent money on the equipment itself. Most small retailers are adopting a "wait and see" approach to see how the market develops. As Annie Gauthier of St. Romain Oil stated, "We do not have the scale to fail," meaning they can't afford to invest in a program that isn't likely to succeed.

Before diving into any new program, it's important to do thorough research and be confident that it will generate returns. In a fast-moving world, taking a slower, more cautious approach to adopting new ideas can be a smart strategy.

By the way, does anyone still want to buy 8-track tapes?

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Store Operations



Breaking Down Food Safety Risks

By: Chrissy Blasinsky - NACS

About 10 years ago, I heard someone say something I strongly disagreed with: "Food safety isn't measurable." This struck me as odd because the CDC reports that each year, 48 million people get sick, 128,000 are hospitalized, and 3,000 die from foodborne diseases in the U.S. Maybe the person didn't realize how companies manage food safety. They invest in training, resources, and processes to prevent issues and track risks through their food protection programs.

Convenience stores are one of the fastest-growing food retail sectors. According to NACS data, foodservice sales—like prepared foods, commissary items, and beverages—account for 35% of inside sales at topperforming c-stores, compared to the overall industry average of 27%. At the NACS Food Safety Forum, Dr. Jay Ellingson, chief science officer at Kwik Trip Inc., discussed how company growth and food safety risks are linked. He warned that risks can increase if a company's growth outpaces its food protection systems, making it harder to protect consumers and the brand. Convenience store leaders must recognize the serious risks of a foodborne illness tied to their brand.

Top Food Safety Risks

At this year's Food Safety Forum and a related NACS Show session, convenience store leaders emphasized their focus on safe food handling and providing great food service.

While there are many food safety risks, these five are the most common causes of foodborne illness and health inspection violations:

- 1. Poor personal hygiene (handwashing is still the top issue)
- 2. Buying food from unsafe sources
- 3. Not cooking food thoroughly
- 4. Using contaminated equipment
- 5. Holding food at the wrong temperatures

"By focusing on these five, your organization will be better equipped to reduce foodborne illness risk," said Evan Powell, retail food protection manager at Kwik Trip Inc., during the NACS Show Education Session, "Protecting Consumers and Your Brand with Food Safety Basics." These risks are also responsible for the most frequent health inspection violations. "A violation means there's a chance for foodborne illness to happen in your store," explained Wade Robinson, senior food service manager at Mirabito Convenience Stores.

Sarah Friedrich of Kwik Trip Inc. and Beth Hoffer of Weigel's Stores Inc. shared how they choose food suppliers. "Our Food Protection Administration team evaluates food suppliers by assessing risks and



Store Operations



visiting their production facilities. We use a scorecard to rate the risk of each vendor before the visit," said Friedrich, a food protection analyst at Kwik Trip.

Kwik Trip also builds relationships with vendors by touring their facilities and ensuring they share similar values. "We want to establish a connection before any issues arise, so we know who to contact if something goes wrong," she added. Retailers should also ask suppliers for audits and certifications to ensure they meet food safety regulations. Hoffer, vice president of food and beverage at Weigel's, said her team audits high-risk ingredients, like raw chicken, by visiting the plant annually. For lower-risk items, she recommends working with distributors who can help ensure safety.

Cooking to the Right Temperature

Not keeping raw and cooked foods at the correct temperatures is a major food safety risk.

The Food and Drug Administration (FDA) says the only way to be sure meat, poultry, seafood, and eggs are safe is by using a food thermometer. This ensures the food reaches a safe internal temperature that kills harmful bacteria. To make it easier for store teams to check food temperatures, "Have plenty of thermometers and check multiple temperatures from each batch," suggested Powell. For example, take the temperature of the thickest part of a chicken tender, pieces from different parts of the fryer, and the thickest part of larger pieces of meat.

Friedrich added that when thermometers need recalibration, the instructions should be clear and simple. At Kwik Trip, they make sure employees don't have to search for calibration instructions. "They have a picture with step-by-step instructions right on the calibration mug, and it works well," she said.

Powell also recommended video training for visual learners. While posters and documents are helpful, "It's even better if you can show them what to do with a training video that's available right in the store or kitchen," he said.

Holding Temperatures

Hot foods should be kept above 135°F (57°C), though some states may require 140°F if they're still using an older food code. Cold foods need to stay below 41°F (5°C).

David McIntyre, senior health and safety specialist at EG America, tested participants at the Food Safety Forum using a pot of chili to see how well they understood cooling food properly. Most got it right: According to the Food Safety and Inspection Service, chili should cool from 135°F (57°C) to 70°F (21°C) within two hours to prevent bacteria growth, then down to 41°F (5°C) in the next four hours, for a total of six hours.

Roller grill items like hot dogs often get a bad reputation for being food safety risks. "But here's the thing," McIntyre explained, "we're not really cooking on the roller grill. The food is already cooked, and we're just reheating it." He pointed out that hot dogs and other TCS (time/temperature control for safety) foods should be kept at 135°F or higher to avoid bacteria growth.

"You can't leave TCS food in the danger zone between 41°F and 135°F for too long, or bacteria will grow quickly," Powell warned. If TCS food stays in that danger zone for four hours or more, harmful bacteria will

Store Operations



double every 20 minutes. Using temperature logs to track hot and cold food holding is an effective way to reduce risks. The Food Safety Modernization Act (FSMA) requires food safety records to be kept for at least six months, and they should be accessible within 24 hours.

"We have a system that continuously monitors temperatures and alerts our team if anything goes above 41°F in our fresh cases, meat cases, and coolers," said Friedrich. Additionally, they log temperatures every four hours. Powell emphasized that in case of a foodborne illness investigation, it's important to have documentation showing your food safety measures are in place. "Say what you do, do what you say, and prove it."

Cross Contamination

Cross-contamination happens when harmful germs or allergens are transferred from one food to another, but it's different from cleaning and sanitizing. Robinson explained that cross contamination occurs when disease-causing germs from one food, like raw chicken, get onto another food, like lettuce, due to shared tools or surfaces, such as a cutting board.

"This is risky," Robinson warned. While cooking raw chicken to 165°F will kill the harmful germs, they've already been transferred to the lettuce, which isn't cooked, creating a food safety issue.

Cross contact, on the other hand, involves allergens. According to the FDA, the "big nine" allergens are milk, eggs, fish, shellfish, tree nuts, peanuts, wheat, soybean, and sesame. For example, cross contact can happen if peanut cookies and sugar cookies are made on the same surface. "Now, a person with a peanut allergy could eat the sugar cookie and have a reaction because of the peanuts," Robinson said.

Preventive Actions

Powell recommends five "SMART" criteria for crafting effective corrective action plans before health inspections:

- 1. **Specific**: Clearly define the action steps.
- 2. **Measurable**: Ensure progress can be tracked.
- 3. **Action-Based**: Focus on achieving specific outcomes.
- 4. **Realistic**: Set achievable goals.
- 5. **Timely**: Establish attainable deadlines.

Without such plans, recurring violations, especially critical ones, are more likely. Kwik Trip addresses this by using a digital system for easy access to corrective actions. Robinson emphasizes involving both store employees and management to understand the objectives and importance of food safety initiatives. Powell adds that transparency in food safety practices benefits everyone, stating, "There's no secrets regarding food safety and it's not a competitive advantage." By focusing on the top five risk factors, businesses can mitigate nearly 95% of foodborne illness risks. This approach is both actionable and measurable.



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