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c-store industry experts to study what it takes to

EXCELLING IN EXECUTION



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Are retailers receiving a passing grade?

Innovation in Action

The best and the brightest on what makes their businesses work

Experiential Marketing

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2006 CRC Awards

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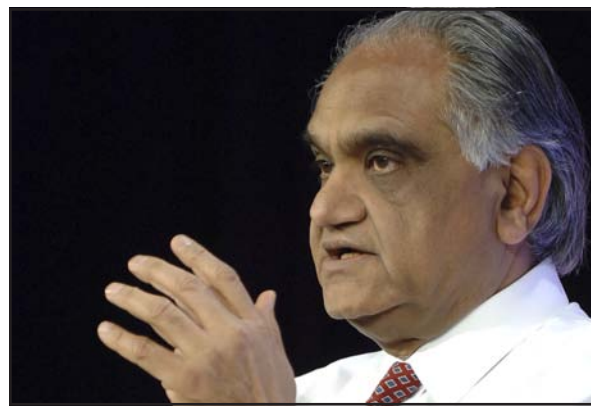
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Business Sensibility

- by Mitch Morrison



▲ Ram Charan, business consultant and author of "What the CEO Wants You to Know" and "Execution."

company's supply chain management is the envy of its industry.

▲ Laser-sharp dominant priorities: Forming a plan is great, but getting there is the challenge. Assess the key needs and the type of personnel required to achieve success. In Dell's case, it was the hiring of an executive vice president of logistics to effect unprecedented seamless distribution.

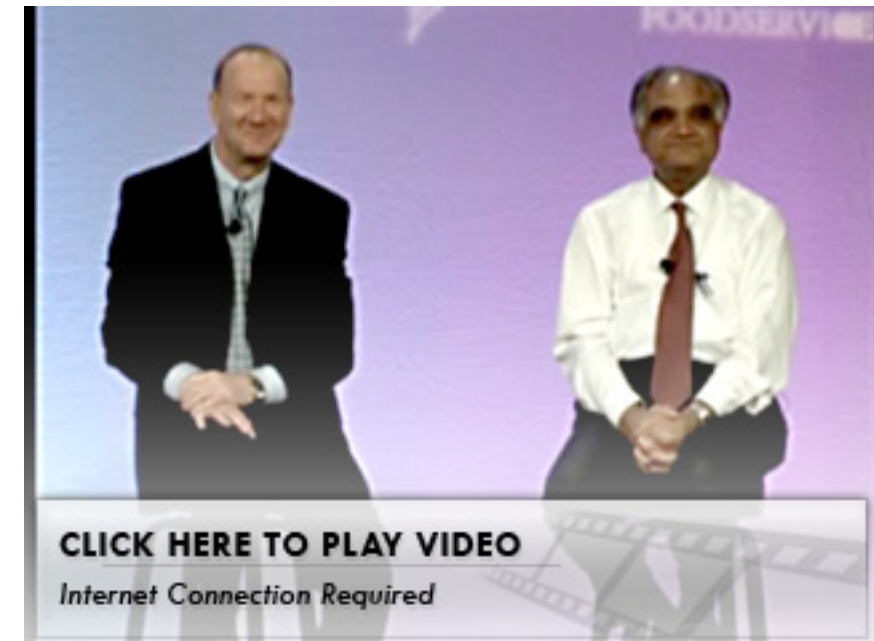
ers not how many customers entered the site daily, but what percent left without buying anything. Another question focused on what products Wal-Mart did not carry that customers sought.

"Genius is in the question. Genius is to get people to open up," Charan said.

▲ Personal habit: Charan strongly encouraged retailers to talk to business leaders in other channels to obtain different perspectives. He also emphasized the importance of making every interaction and action meaningful, challenging the group to transform meetings into decision forums, where decisive action is the goal. **CSP**

▲ Right people in the right jobs: "The best sales person doesn't necessarily make the best sales manager and the best sales manager doesn't necessarily make the best CEO," he said, underscoring that each position requires its own requisite skills and that, ultimately, leadership is more about the ability to nurture the talents in others.

▲ Manage your social system: Charan talked of how legendary [Wal-Mart](#) founder Sam Walton made it a point to chat regularly with store managers and employees, impressing upon them the importance of the consumer. The reinforcement of principles created a corporate culture imbued with Walton's style. Charan said Walton would ask store manag-



▲ Video: Business consultant Ram Charan responds to a question by Russ Quick of Fas Mart on how to better understand customers.

Consultant Ram Charan constructs keys to long-term success

With the sagacity of a wise professor grounded in the realities of corporate culture, Ram Charan, a nationally renowned consultant and best-selling author, schooled a class of seasoned convenience operators in the lessons of retailing.

Charan -- who has consulted for the likes of [The Home Depot](#), [Bank of America](#), [Verizon](#) and [GE](#) -- discussed the five ingredients he said are critical for long-term business success. But before delving into these aspects, he emphasized that despite the fulcrum of contemporary challenges, "at the end of the day it's still about running a store."

As for his ingredients, a unifying theme ties Charan with other prominent business minds such as Jim Col-

ins: the importance of people and of crafting a business mission aimed at greatness and growth, culturally, personally and financially, with an emphasis on execution of the mission's plan.

Specifically, he outlined the following:

▲ Master the guts of your business: Charan cited [Dell](#) founder Michael Dell, musing, "Thank God he didn't go to Harvard Business School. He would have been contaminated." He explained that Dell was not deterred by adopting a radically different business model than what had been vogue for the PC world. Dell determined, "If I cannot compete on margin, I will compete on inventory turns," said Charan. The upshot? Dell's computer inventory turn has skyrocketed from 9 times in 1994 to 115 in 2005-06. Today, the

- By John Callanan

BENCHMARKING \$uccess

Same-store data points
to a successful 2005



Though the official industry financial results for 2005 will not be announced until the [NACS State of the Industry Summit in Partnership with CSP](#) in early April, last year just may go on record as the industry's most profitable year ever, [CSX, LLC](#) partner Dick Meyer told Convenience Retailing Conference attendees during a special session reviewing industry financial benchmarks through the first nine months of 2005.

In a question-and-answer session with CSP Information Group President and Editorial Director Paul Reuter, Meyer outlined data points culled from the retailer CSX database, indicating a number of positive indicators closing out 2005.

"As marketers, I applaud what you've been doing," Meyer said "This is the second consecutive year of

sustained very favorable same-store sales increases and gross-profit dollar increases."

Meyer emphasized the industry needs to remain focused on efficiencies to continue the positive trend, but he added an air of caution when looking at 2006 compared to 2005. "If we keep our eye on the ball with regard to productivity, people and capital, I think we are going to be doing a lot better going forward. But, after the banner year that I expect NACS

will report at the State of the Industry Summit in the beginning of April, I think we'll have some challenges to replicate that in 2006."

According to the CSX data, which compares same-firms data reported monthly from January 2004 through September 2005, allowing for what Meyer terms "a true apples-to-apples

comparison," fuel gallons sold increased 2.4% and fuel margins were up 13.6%, to 13.5 cents per gallon through the first nine months of 2005.

"The fuel volume growth rate shows that we are continuing to invest in our better facilities and we continue to close our under-performing stores.

In-store sales through the first nine months were up 5.5%, similar to 2004, while in-store gross profit dollars were up 6.5%. "Give yourselves a hand on that," Meyer said. "That's what we need to pay the rising costs of credit card fees and salaries and wages. That's the most important number."

The biggest news through the first nine months of 2005 was the 15% or higher increase in per-store profit. Meyer would not offer his view on whether that number held through 2005 – deferring to NACS, which will announce the complete results for 2005 at the April Summit.

In discussing some of the reasons for the positive trend – Reuter said he believes the data supports his view that the industry is stronger than

ever before – Meyer referred to convenience retailers as being "resilient."

"Fear has been a good motivator, and we've been a resilient industry for a number of years," he said. "We've seen the hypermarkets begin to eat our lunch and we've seen some other threats like sales of tobacco products on the Internet and to non-native Americans on tribal lands, but we've had a terrific rebound by OTP, and in packaged beverages and in energy drinks, and we also have companies that have been scanning for years now beginning to understand what that data means. I think by focusing on the score, maybe we are improving the score." **CSP**



▲ CSP's Paul Reuter (left) and CSX's Dick Meyer review 2005 industry data



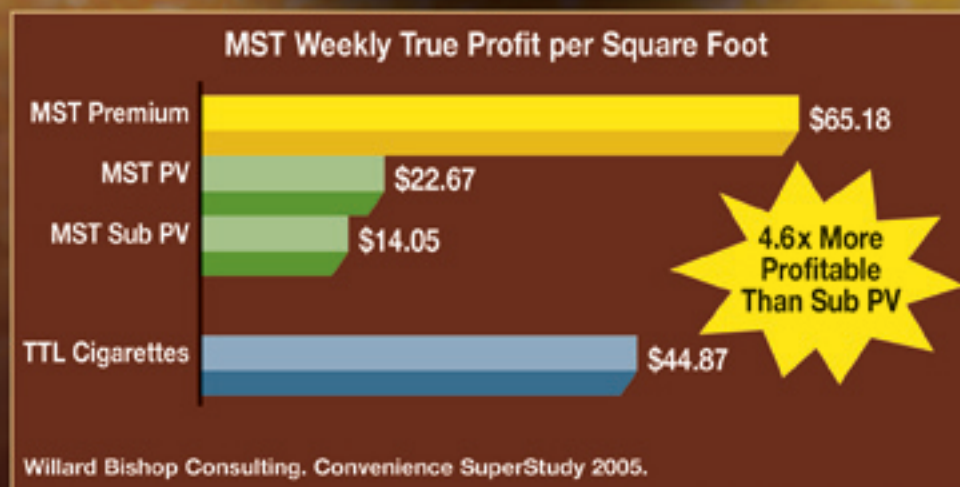
▲ **Video:** CSX's Dick Meyer and CSP's Paul Reuter discuss why 2005 just may have been the industry's best year ever.

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Innovation in Action

How the industry's best and brightest execute to win

- By John Callanan



◀ Mitch Morrison of CSP with Brad Call, Maverik; David Yamaguchi, Holiday Stationstores; Hal Adams, Valero; and Steve Kimmes, Kum & Go

Bringing together four of the more-recognized operations and marketing minds in the business for a discussion on the subject of innovation, and the result is likely to be insightful and educational.

Or, as [Kum & Go's](#) Senior Vice President Steve Kimmes put it, expect to take home a couple of \$100,000 ideas.

And that was the goal of the [Convenience Retailing Conference](#) panel discussion on Innovation, which featured four retailers and a wealth of ideas in 90 minutes' time. Joining Kimmes and moderator Mitch Morrison, Group Editor with CSP Information Group, were Brad Call, vice president of marketing and general counsel with [Maverik](#), Dave Yamaguchi, vice president of marketing with [Holiday Stationstores](#), Inc. and Hal Adams, vice president of merchandising with [Valero Energy Corp.](#)

Daypart by Daypart

In opening up the discussion, Yamaguchi shared one of Holiday's unique initiatives that has helped its foodser-

vice program develop rapidly in recent years: the installation of "daypart category managers" in its stores. Reflecting the widely varying needs of customers through different dayparts – and particularly the impact those changing needs have on managing a foodservice operation, Holiday made a significant commitment to getting the right personnel in the right places to manage a category that can sometimes toe a thin line between tremendous success and major challenges.

At Holiday Stationstores, the daypart managers have similar responsibilities to more traditional category managers, but focus on the range of products – particularly in foodservice – that are specific to their daypart. The dayparts were broken down as follows: morning, noontime, dinner, and the "snack" daypart.

In addition to establishing managers for these dayparts, Holiday has

gone so far as to create a balance sheet line item for each daypart. "So, for example, the morning daypart will have its own lines on the p&I for sales, and gross margins, etc.," Yamaguchi said.

Additional initiatives to support the organization include a web-based directly of daypart product information and a six-person quality-control team. The result has been a substantial growth in its foodservice program.

Two-Headed Marketing Monster

Not unlike Yamaguchi, Kimmes has employed

a category-driven approach to marketing and management in an effort to find new growth categories for the chain. "We're always on the lookout for that next great growth category or an ancillary source of income," Kimmes said, adding that Touchplay video gaming is currently generating ancillary revenue. "It's gotten to the point where not only did we create

a separate line item, but a separate operating unit to handle the explosion of that particular line."

Kimmes added that the chain, which tracks 14 separate product categories in its stores, has changed its approach to category management to become more "analytical," and begin making better data-based business decisions.

"We're hiring more statistics majors to do the analysis and the data mining we need to do," Kimmes said. "Someone like myself, and older-school type of category manager would not have that type of skill set. I'm not a statistics major, and we need those kinds of people in our environment. If you don't have the expertise, you hire it."

As a result, Kum & Go has essentially divided its marketing department into two separate teams – one being the analytical team and the other overseeing the buying and merchandising side. The two sides consult continually and move information back and forth to come to fully informed decisions on product selection, pricing and merchandising."

"We're hiring more statistics majors to do the analysis and the data mining we need to do. "

**—Steve Kimmes
Kum & Go**



▲ David Yamaguchi
Holiday Stationstores



▲ Steve Kimmes
Kum & Go



▲ Hal Adams
Valero



▲ Brad Call
Maverik

Going Public with Private Label

Similar to Kum & Go, Valero Energy was seeking an additional profit center when it decided to try its hand at a selection of private-label products. In the early going in its private-label initiative, the chain saw an opportunity to tap into the then-exploding bottled water business.

“We saw bottled water taking off and realized it was not being dominated by any one national brand, but instead by a large number of regional brands,” Adams said. “So we saw an opportunity to take a category that had a high margin and create an identity for ourselves with water.”

A more recent private-label initiative Valero has undertaken was driven not by an opportunity to participate in a new growth category, but to better understand – and perhaps reign in – the cost factors that were biting into its margins in bottled soft drinks.

“Just a few months ago we launched a private-label flavored bottled soft drink line,” Adams explained. “We saw another opportunity to better understand the rising costs in that category and to become a manufacturer or product.”

Adams also added the move was an attempt to limit the spread of new products in its cold vault and get a bet-

“We saw bottled water taking off and realized it was not being dominated by any national brand.”

—Hal Adams, Valero

ter handle on its offering. “This allowed us to better rationalize our offering and the number of SKUs in our vault,” he said.

What’s in a Name?

Taking the discussion from internal marketing and operations to outside the box, Call discussed Maverik’s transition from a staid, western-themed marketing image with limited appeal, to an outdoor-adventure theme that broadened the chain’s appeal to its target customer base.

“When I took over marketing, I saw that our approach was very hit-and-miss,” Call said. “The advertising guys would come in with an idea and we’d run it for the summer, then the next summer it would be something else, and there wasn’t much consistency in it.”

Call added that because the chain lacked a consistent focus, making decisions on marketing and

promotions became difficult because opinions would differ so widely as to what was correct or incorrect. To remedy the problem, Call developed a marketing “lens” for the chain, which centered in its revamped “adventure” theme. Moving forward, all marketing concepts were required to pass through the “lens” to determine if they were on target.

“Once you determine what your target is and what the focus of your ‘lens’ is, the rest becomes easy.” **CSP**



▲ Video: CSP’s Mitch Morrison discusses marketing and operations with Brad Call, David Yamaguchi, Hal Adams and Steve Kimmes.

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Experience Necessary

Can retailers harvest the power of experiential marketing?

- by Bill Donahue

With the average consumer being pelted by more than 4,000 marketing messages each day, a small but growing revolution has taken root. The ranks of the overexposed have grown purposefully oblivious to traditional marketing messages – and they'll mobilize if they feel marketers have done them wrong.

Traditional marketing is dead, claims Max Lenderman, creative director for sales-promotion agency [GMR Marketing LLC](#), who claims the way to the minds and hearts of consumers today is through a new-wave approach termed "Experiential Marketing."

"The consumer is hard-wired to smell the B.S.," said Lenderman, author of ["Experience the Message: How Experiential Marketing is Changing the Brand World."](#) He says today's consumer doesn't want to be adver-

"The consumer is hard-wired to smell the B.S."

—Max Lenderman, *GMR Marketing*

tised or marketed to; he wants to be involved. The brands that involve consumers and offer a memorable experience in doing will win the day.



▲ Experiential marketing guru Max Lenderman says consumers today can not be motivated by marketing ploys.

Appealing to segment of the population known collectively as "The Influentials," as referenced in [the book by Jon Berry and Ed Keller of the same name](#), can offer marketers the power of traditional marketing through a wide range of communications ranging from word of mouth to blogs, fashion statements and activities. The challenge, according to Lenderman, is getting products in the hands of this segment

and allowing them to share their experience with others. Influentials will tell everyone they know about their experiences.

Some companies have rethought or restructured their entire marketing operations to create their own brand "evangelists." Chicago-based Unilever, maker of [Axe Deodorant Bodyspray](#), for example, has hired "brand ambassadors" on 28 college campuses. The ambassador's "job": to host parties sponsored by Axe. Not surprisingly, brand ambassador is one of the most highly coveted jobs on campus.

Lenderman also cited [Jeep](#), which has three-day [Camp Jeep](#) excursions in which Jeep owners pay \$335 per person to push their vehicles to the limit. They might not realize it, but they're paying to be marketed to through a wicked-cool experience. The event has become so successful that other companies have jumped into the fray with co-branded sponsorships.

"[The purpose of the event] is not to get people to buy a Jeep," said Lenderman. "It's a way to get [Jeep owners] to never want to buy anything but a Jeep for the rest of their lives."

While the experiential marketing landscape offers great potential, it also has a dark side. After all, there's nothing more

powerful than an angry consumer with the means to spread the word.

Lenderman showed a video from the Neistat brothers, who grew disenchanted in 2003 when told they would need to buy a new [iPod](#) after their first-generation system's battery died. Not satisfied with that solution, the brothers made an inflammatory film about [Apple's](#) battery policy. It was viewed online more than 2 million times, ultimately forcing Apple's hand. "Being a 'prosumer' means seeing problem and wanting to fix it," said Lenderman.

"These 'prosumers' are worth six times more than the traditional consumer to a brand. If you get them on your side, you are going to win." **CSP**



▲ **Video:** Max Lenderman explains how Jeep has developed an experiential marketing campaign that ranks among the best.

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Leveraging Loyalty

Flash Foods engineers sophisticated rewards program

- by Angel Abcede

The fact that three years ago [Flash Foods Inc.](#) couldn't find an electronic loyalty program that met its specs for flexibility and cost didn't stop the 182-store, Waycross, Ga.-based convenience chain. It simply partnered with its software supplier to create one.

With the determination of a Georgia Bulldogs linebacker, the company's information technology (IT) and marketing staff, along with its software supplier, Arlington, Texas-based The Pinnacle Corp., worked to engineer a solution that had the flexibility, capability and reliability they desired, all at a cost that the company could live with.

"It was important that the program be flexible enough to be molded into our own custom program at a cost that was reasonable," says Phil Settle, director of marketing for Flash Foods, "so that our money could be spent where we really wanted it to go: rewards to our loyal customers."

Since implementing the "Rewards in a Flash" program, the program has amassed 280,000 card holders and has boosted the average ring of its most loyal customers from about \$5 to more than \$7 – an impressive figure especially considering its calculation eliminates the influence of volatile gasoline prices. Overall, the program has reaped a sales increase of approximately \$4.4 million, according to Flash Foods officials.

The process actually began in 2003 with the company's development of a wide area network (WAN), which linked stores via frame relay technology to broadband capabilities. That connection laid the groundwork and was a critical element in facilitating a complex loyalty program. The company rolled out its WAN in December 2003 and soon after explored a loyalty application.

About the same time, [Pinnacle](#), which had just forged an agreement



with a loyalty application provider, needed a retailer partner to help further develop its loyalty offering. The opportunity seemed a perfect fit because Flash Foods was already partnering with Pinnacle for back-office and point-of-sale automation, so the potential loyalty solution would naturally integrate with current systems.

In July 2004, the company initiated tests in its Florida locations. In April 2005 the program rolled out to its Georgia stores.

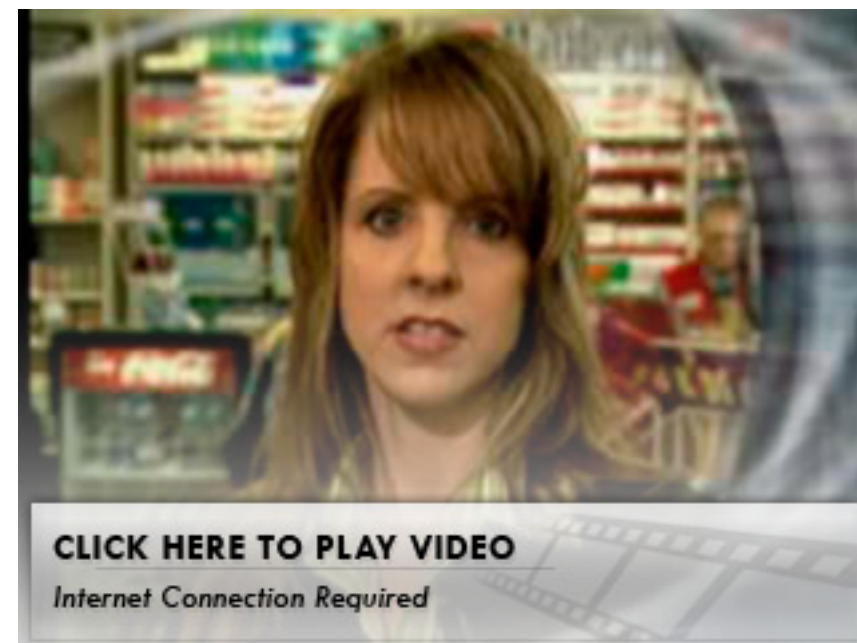
The system captures how much customers spend, what they buy and the rewards that they've received. Being a real-time database, the program becomes a valuable tool for tracking spending habits, visit frequency and market basket information.

Best Loyalty Program

◀ Jeannie Amerson (left), advertising and loyalty manager; Phil Settle, director of marketing; and Jenny Bullard, CIO.

The program today automatically offers 1% cash back after \$50 of in-store purchases and gives an immediate 2 cents per gallon off the purchase of gasoline.

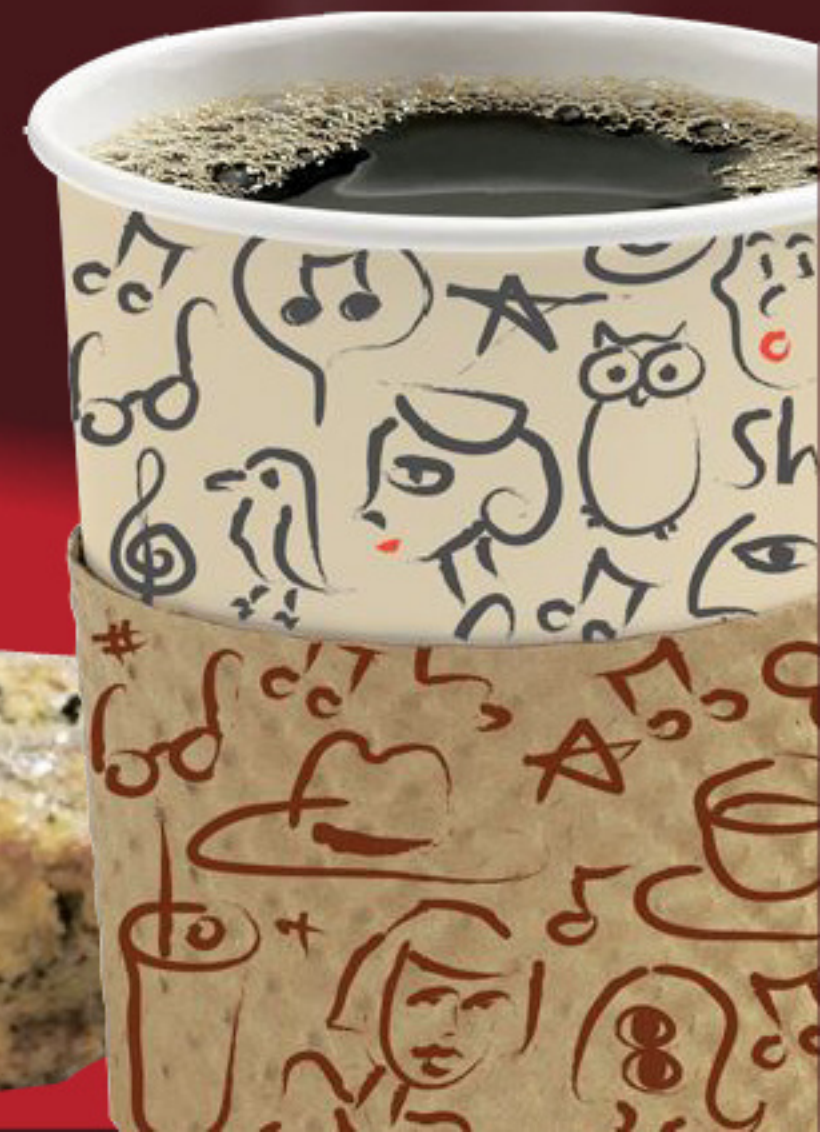
According to Advertising and Loyalty Manager Jeannie Amerson, any discount or promotion the program uses is paid for by additional sales. "We look at our difference in sales and back out the discounts or the rewards we give away, so that we end up coming out on the positive side." **CSP**



▲ **Video: A look at Flash Foods' loyalty program, how the company developed it and the results it has achieved.**

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Olympic Vibe

Open Pantry fuels competitive spirit with new design

- by Angel Abcede

Though the flame of the Winter Olympics has long since flickered into memory, the same kind of competitive spirit still burns in the look and feel of a newly designed [Open Pantry](#) site in New Berlin, Wis.

Visually, the store is a knockout. Outside, one is greeted by a tri-towered façade inspired by famed architect Frank Lloyd Wright and his Prairie-style homes; a branded coffee statement prominent at one entrance to the building; and on the other side, a large gasoline canopy, multi-product dispensers and pump islands with a dark brick theme.

Inside is a dynamic color pattern inspired by the Olympic rings, with a floor-to-ceiling stone fireplace and numerous triangular arches supporting a 20-foot-high roof. The one-two punches of what customers see both outside and inside together evoke a decidedly upscale atmosphere, complementing foodservice offerings such

as gourmet coffee and made-to-order burritos.

This vibrant blend of ambition and tried-and-true concepts makes the design unique among many companies retooling the convenience concept for the future.

The folks from the 34-store Open Pantry Food Marts of Wisconsin Inc. in Pleasant Prairie, Wis., consider the latest new build part of a larger vision. The design, according to Robert Buhler, company president, is an evolution, building upon past successes to create an ambiance that will communicate the quality of Open Pantry's propriety, high-end [Willow Creek coffee](#); branded gourmet sandwiches, pizza, sausages, salads and soups; and new Santa Fe Cafe made-to-order burritos.

In total, the 3,600-square-foot site represents a mosaic of choices all designed with the customer in mind.



From guiding traffic patterns to building parking spaces, making foodservice choices to picking what music is played over the store sound system, the new site embodies the destination concept, and represents a definitive effort to "get the customer back into the store," says Jim Fiene, senior vice president for Open Pantry.

Fiene says the design caters to the different kinds of customers who walk in the door. The layout "cuts the store in half," he says, placing impulse items that gasoline-buying customers want on the side nearest the pumps, with products for the "everyday, perpetual" customer on the side opposite the central, coffee area.

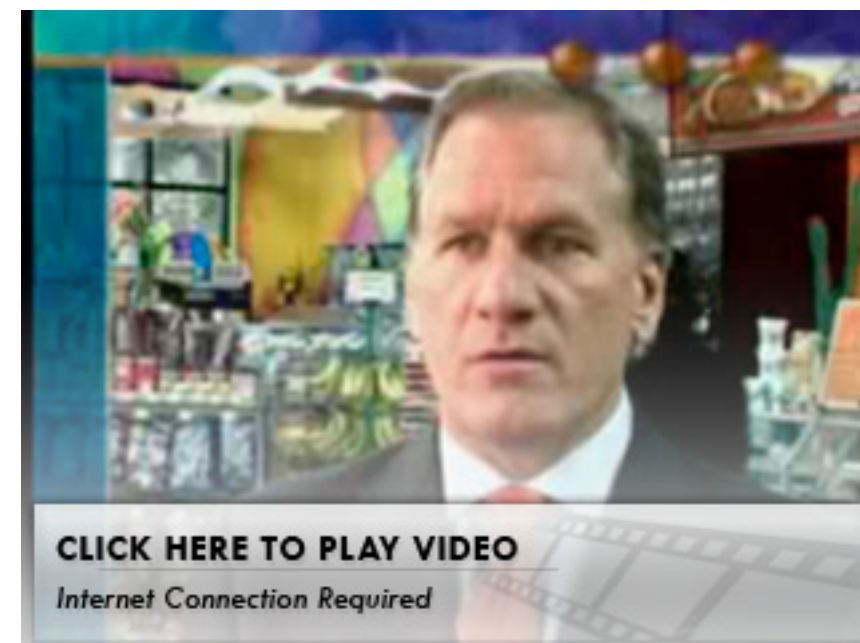
Among its other visually unique attributes is the store's fountain

Best New Store Concept

◀ Open Pantry President Robert Buhler with his company's 2006 CRC Award for Best New Store Concept

area, dubbed Frozen Tundrae, and its roller-grill offer, which features products from Sheboygan Falls, Wis.-based [Johnsonville Brats](#). The treatment both distinguishes the fountain and hotdog offers and continues the highly visual atmosphere of the entire facility.

"The key is to have consistency in branding," Buhler says. And if Open Pantry's latest store is any indication, that brand perception will be a gold-medal winner. **CSP**



▲ **Video: A look at Open Pantry's new upscale store in New Berlin Wis., plus comments from Buhler on the store and the CRC Award.**

Cracker Jack Retailing

Positive attitude makes picking up the pieces easier

- by Steve Holtz

Two weeks after having a store demolished by Hurricane Katrina, seeing his own home robbed and working through a “desperate” gasoline-supply situation, Jim Bickley, president of the Cracker Barrel convenience store chain, had one recurring way of describing these recent events: “We’re very fortunate.”

It’s this count-your-blessings attitude that drives not only Bickley, but also his entire company, to remain positive even during trying times and to excel at the things c-stores do best in the best or worst of times.

“I think convenience stores probably provided the greatest service ever provided when Hurricane Katrina came through. And I’m not just talking about Cracker Barrel,” Bickley said. “The last places to close and board up and go home as the storms were hitting were convenience stores, and the first places that got open and tried to take care of some people [after the

storms had passed] were convenience stores.

“We just have some small generators,” he continues. “We don’t have those big diesel things like grocery stores and hospitals have. We took our little generators, we got one product pumping and a couple rows of lights burning, and we got open and helped people out.”

It’s this outlook – that being a retailer is as much about helping people as it is about making money – that makes Cracker Barrel, a 53-store chain based in Baton Rouge, La., stand out. That point manifested itself in Bickley’s reluctance to raise gasoline prices in the weeks following Hurricane Katrina’s reign of devastation along the Gulf Coast.

“I just couldn’t [raise the price],” Bickley says. “No. 1, I couldn’t take the firestorm of suddenly jumping my price a dollar. And No. 2, I’ve been down



here 30 years, and these things reach beyond business. You’ve got to reach a point where you just take care of people.

“We’re dealing with people who showed up [at our stores] with nothing. What they’ve got on their backs and their vehicle is *it*. They don’t have anything left. Mentally, physically and emotionally, it’s been a very difficult time on everybody here.”

It may have meant losing money in the short-term, but he says the desperation of the situation made it unconscionable that anyone would try to profit in light of the situation.

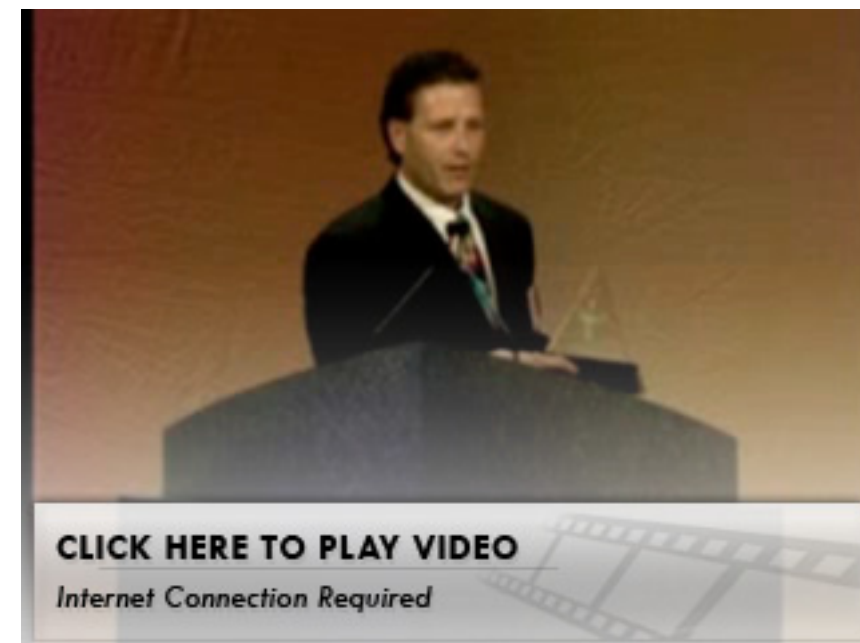
When Hurricane Katrina hit, it destroyed one Cracker Barrel site in Slidell, La., on the

Most Resilient Chain

◀ Mark Simmons, director of foodservice for Cracker Barrel Convenience Stores with the chain’s 2006 CRC Award

northwest shore of Lake Pontchartrain. The store was completely rebuilt and reopened by Dec. 15, according to Don Senft, Cracker Barrel’s vice president of operations.

“There’s so much devastation still over there [that the store is] like a big, bright beacon in the middle of a disaster area,” he says. “The consumers there are telling us the same things they told us right after the hurricane: They’re so appreciative that somebody is there for them.” **CSP**



▲ **Video: A look at how Cracker Barrel Convenience Stores touched the lives of many during and after Hurricane Katrina.**

CRC 2006

in pictures

Innovation and Activity

Convenience retailers and industry suppliers from across the country gathered in sunny Tampa to learn more about innovation and execution. And if two days of educational sessions and networking were not enough, an extra half day of fishing and classes in cooking, exercise and self defense made for an event to remember.

We've managed to capture the essence of the 2006 Convenience Retailing Conference in photos.

Using the navigation buttons at right, you can browse through our virtual photo album of photos of the event and its attendees.



Photo 1 of 22

Steve Montgomery, b2b Solutions, LLC.,
does his best to deliver the punch line.

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USSTC, a distinctly different tobacco company, is the leading producer and marketer of the only growing segment of the U.S. tobacco industry, moist smokeless tobacco. The company's leading brands, Copenhagen and Skoal, each represent more than \$1 billion at retail. Other brands include Red Seal, Husky and Rooster.

**U.S. Smokeless
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Johnsonville Sausage, LLC
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Johnsonville Sausage (located in Wisconsin) is the #1 Brand of retail fresh Bratwurst, Italian sausage and fresh Breakfast Sausage links in the country. Johnsonville pursues only the highest quality standards in the industry and is committed to providing the best sausage in the world. Please contact grech@johnsonville.com for more information.



Upcoming CSPNetwork CyberConferences

CSPNetwork
CyberConference Center

How's Your OTP Business?

Thursday, April 27, 2006
2:00 PM - 3:00 PM ET
11:00 AM - 12:00 PM PT



In a special 60-minute CyberConference, Zane Power, ConocoPhillips Tobacco Category Manager, shares how his company is reaping unprecedented sales volume and profit growth since he re-formatted his OTP section.

"It's about understanding the importance of the OTP category to your store in terms of dollars and cents, and understanding how important the OTP shopper is," Power said. "After understanding the role of the OTP category, the focus is on assortment, space, visibility, and being in stock."

Joining Power is Mary Willis, a senior manager at ACNielsen, who will delve into the key triggers that are catapulting OTP's continued growth in the convenience store channel.

CLICK HERE TO REGISTER (First 50 Retailers & Wholesalers FREE)

Tobacco Update

Featuring Bonnie Herzog
Tuesday, May 16, 2006
2:00 PM - 3:00 PM ET
11:00 AM - 12:00 PM PT

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Tobacco is not only the largest inside category, it is arguably the most complex to stay up to date. Whether its regulations, buydowns, or new product rollouts, the cigarette and OTP sectors continue to be top of mind for retailers.

To shed insight on the latest happenings, Citigroup tobacco analyst Bonnie Herzog returns to CSPN for a third year, sifting through the maze of issues confronting convenience operators.

If you're serious about staying ahead of your competition, you cannot afford to miss this program.

Register today and come with questions.

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How's Business 2006 - Improving Your Bottom Line By CStoreXchange® (CSX)

RECORDED ON:

Thursday, March 16, 2006
2:00 PM - 3:00 PM ET
11:00 AM - 12:00 PM PT

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In their 3rd year of quarterly How's Business reviews, CSX co-founder/partner Gene Gerke shares how external business benchmarks can help you make more informed business decisions. Gerke will give his best thinking on key metrics to use to improve your business and grow profits.

Joining Gerke is Martin Smith, President, Elmer Smith Oil Company, who explains how he employed benchmarking to boost store labor productivity and profits.

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