



AVANTI

NCA
SEF
National Coalition
of Associations
of 7-Eleven Franchisees

September/October 2015

THE VOICE OF 7-ELEVEN FRANCHISEES

Looking At 2015
And Into The Future
Of 2016

Update On The
Minimum Wage

FDA Tobacco
Compliance—
An Opportunity

Focus On The
2019 Agreement

The Hot Foods
Program And My Store

Accounting
Committee
Update

The Other Side Of
Promotions—How To
Make More Money

Promos Seem More
Harm Than Good

Working Together For Our Brand

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NEVELE

A Question Of 'Control'
Investigation Of Workers' Compensation Claims
The Strengths Of The Low Volume Storeowner



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0 76840 10058 3 SLIN: 0190002
0 76840 10047 7 SLIN: 0190003
0 76840 30281 9 SLIN: 0190505



0 76840 10035 4 SLIN: 0190004
0 76840 10134 4 SLIN: 0190351
0 76840 10011 8 SLIN: 0190128
0 76840 40021 0 SLIN: 0190155
0 76840 46285 8 SLIN: 0190737
0 76840 36395 7 SLIN: 0191099
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Pringles® Tortilla Crisps Zesty Salsa	304566	263194
Pringles® Original with Dip Jalapeno Cheddar	304188	252874
Pringles® Original with Dip Creamy Ranch	304186	252965
Cheez-It Grooves® Zesty Cheddar Ranch	301216	726885
Cheez-It Grooves® Sharp White Cheddar	301075	726893
Cheez-It® Crunch'd™ Cheddar Cheese	304679	229294
Cheez-It® Crunch'd™ Hot & Spicy	302939	229302



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4
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UIN#
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& Green Apple Flavor



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11/23/15**
*exclusive launch

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HEINEKEN
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20%
DURING THE HOLIDAYS!
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1. Major Retailer Shopper Card Data, 3 weeks ending 1/3/15.

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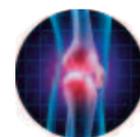
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DEPARTMENTS

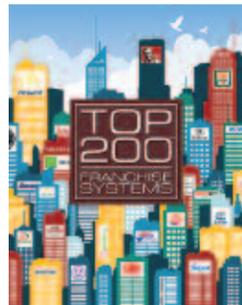
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Member News

7-Eleven Remains Steady On Franchise Times List

7-Eleven has ranked #2 on the Franchise Times Top 200+ list, which is the only ranking by worldwide revenue and locations of the largest 500 U.S.-based franchise brands. For the first time since the Franchise Times Top 200+ list began in 1999, some of the very largest brands in franchising showed year-over-year sales declines or surprisingly soft growth. No. 1 McDonald's and No. 3 Subway posted declines (1.5 percent and 3.2 percent, respectively), while 7-Eleven remained unchanged at approximately \$85 billion in worldwide sales and 3.6 percent increase in locations to 55,801.



Cal-Neva FOA & SEI Help Hungry Families

The Cal-Neva FOA and 7-Eleven, Inc. recently gave away free hot dogs and donated \$2,000 to a community program that feeds hungry families, reported the *Reno Gazette-Journal*. The FOA and SEI donated 20 cases of quarter pound hot dogs—enough to feed 800 people—to St. Vincent's Dining Room. "We also decided to make an additional financial donation of \$2,000 in order to help pay for at least another 800 meals," said Rich Rose, president of the Cal-Neva FOA. "We think St. Vincent's is doing so much in our community to help people in need. We wanted to do our part to give back to our community as well." The check was accepted just before the dining room opened at 11:30 a.m. to serve the

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Get Avanti Online!

The National Coalition is proud to announce that vendors and franchisees can now read AVANTI, the digital version, online at Issuu.com before you receive the printed copy! To join the AVANTI distribution list and receive a link to the latest issue as soon as it is uploaded, send an e-mail to debbie.avanti@verizon.net

with the subject field "AVANTI ONLINE"

and you will receive an email alert as soon as the digital magazine is posted. Feel free to include your U.S. postal address in the e-mail if you would also like to be placed on our AVANTI mailing list. AVANTI is also available on the NCASEF website in pdf format at www.NCASEF.com.



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September/October 2015

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IT'S A COMBO THEY'LL EAT UP!



**PROMOTION RUNS IN PERIOD 5:
SEPTEMBER 2ND THROUGH NOVEMBER 3RD**

STOCK UP NOW!

REESE'S Peanut Butter Cups 2.8z SLIN: 140034
REESE'S Big Cup Peanut Butter Cups 2.8z SLIN: 140152
REESE'S STICKS Wafer Bar 3z SLIN: 141478
REESE'S Minis 2.5z SLIN: 142630
REESE'S FAST BREAK Candy Bar 3.5z SLIN: 142742

REESE'S Crispy Crunchy Bar 3.1z SLIN: 142382
REESE'S PIECES Candy 3z SLIN: 141911
REESE'S NUTRAGEOUS Candy Bar 3.4z SLIN: 142612
REESE'S Big Cup Crunch Peanut Butter Cup SLIN: 143434



Member News

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hot dogs on September 14. According to the article, the \$2,000 donation would be enough to provide about 816 meals.

Seven & I Financials Reveal Robust 1st Half

Seven & I Holdings reported a 4.5 percent increase in group sales to US\$44.2 billion in its first half year (H1) financials,

with a 7.1 percent sales increase from 7-Eleven Japan, according to IGD.com. Seven-Eleven Japan continued to drive the

“Seven & I Holdings financials reveal that 7-Eleven, Inc. experienced a 3.6 percent increase in group sales in the first half 2015.”

growth of the group through its new and existing store network. The retailer opened 856 stores, reaching a total of 18,092 stores by the end of the half. Existing stores saw robust like-for-like (LFL) sales of 3.2 percent following improvements in quality and value.

The financials also reveal that 7-Eleven, Inc. experienced a 3.6 percent increase in group sales to US\$12 billion and LFL sales rose by 6.4 percent, driven by its compelling food offering. The strong performance was further enhanced by the exchange rate that led to a 38.8 percent increase in operating income to US\$0.3 billion. Although this half SEI reduced its network to 8,255 stores, a decrease of 54 stores year-over-year, the company expects to open an additional 292 stores by the end of the financial year. Seven-Eleven Japan is set to open an additional 844 stores in H2, in line with H1.

COLUMBIA PACIFIC FRANCHISEES HELP NEPAL EARTHQUAKE VICTIMS

After a devastating 8.1 magnitude earthquake struck Nepal in April, killing 9,000 people and injuring more than 23,000, four Columbia Pacific franchisees teamed with their field consultant to donate money to the Red Cross to aid in relief and rescue efforts in the country. Franchisees Nirmal Shrestha, Ravinder Waraich, Mubashar Ali, and Sunny Tanvir, along with their field consultant Kyle Rensmeyer (Market 2363) donated a total of \$5,511 to the cause. SEI then matched their donation, for a total of \$11,022 presented to the Red Cross.



Franchisee Ravinder Waraich, Market Manager Kris Bill, franchisee Nirmal Shrestha, and Field Consultant Kyle Rensmeyer donated to the Red Cross to help Nepal victims.

The National Coalition Office Has Moved!

The strength of an independent trade association lies in its ability to promote, protect and advance the best interests of its members, something no single member or advisory group can achieve. The independent trade association can create a better understanding between its members and those with whom it deals. National Coalition offices are located in Santa Cruz, California.



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THE BOMB & Breakfast Burritos

"Top Selling Burritos In C-Stores Nationwide!"



Whole Egg, Bacon & 3 Cheese - 12/7oz
SLIN #170394 • UIN #610170



Whole Egg, Sausage & 3 Cheese - 12/7oz
SLIN #170425 • UIN #070359



- Restaurant Quality Ingredients
- Filled End to End (60% fill - 40% tortilla)
- Authentic Hand-Stretched Tortillas
- Fast & Easy to Prepare
- Don Miguel will provide all necessary POP • Static Clings • Shelf Talkers • Trays



7-Select Spicy Beef, Beans & Cheese Bomb Burrito - 12/7oz
SLIN #174033 • UIN #272625



7-Select Chicken Chile Verde & Beans Bomb Burrito - 12/7oz
SLIN #174030 • UIN #272633



Fiery Mini Tacos (Bulk)
5.25 lbs/case
SLIN #172790 • UIN #327437



Mini Breakfast Empanada Bites
6.0 lbs/case
SLIN #178842 • UIN #385047



Beef Mini Tacos (Bulk)
5.25 lbs/case
SLIN #171164 • UIN #540757



Member News

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The trend is in large part a response to the increasingly hectic lives of consumers, who often don't have time to venture into the labyrinth of a grocery store for their dinner ingredients, analysts and industry leaders say. Another factor is the shaky outlook of gasoline and cigarette sales. As vehicles become more fuel-efficient and smoking rates drop, convenience stores are looking for new sources of revenue.

7-Eleven Receives CSNews Award For Tech Innovation

Convenience Store News recently named 7-Eleven as the winner of its annual Technology Implementation of the Year award. The c-store trade publication said "7-

Eleven Inc. has had a banner year in terms of technology and is being honored for its multifaceted efforts." Most of 7-Eleven's tech innovations involve its popular smartphone app and the company's mobile first strategy. These include incorporating the 7Rewards loyalty program, this year's week-long birthday celebration, the Sour Patch Kids Slurpee promotion, and All Access Chill. 7-Eleven was also cited for its



"Convenience Store News recently named 7-Eleven the winner of its annual Technology Implementation of the Year award."

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Visit the National Coalition Website: www.ncasef.com

Better-For-You Sales

Convenience stores are poised to capitalize on the growing trend of consumers seeking healthy, more convenient products, reported NACS Online, citing the results of a new Hudson Institute study. According to "Health & Wellness Trends and Strategies for the Convenience Store Sector," a report commissioned by NACS, U.S. convenience

partnership with Postmates to offer on-demand delivery via the Postmates app.

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salted caramel

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MB VANILLA MB CHOCOLATE *MB SALTED CARAMEL

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SLIN - 151837 | UIN - 648790 SLIN - 151716 | UIN - 240614 SLIN - 150530 | UIN - 230995

12 oz. | Case/12 12 oz. | Case/12 12 oz. | Case/12

*FBO ITEM: 12 OZ ROCKIN' REFUEL MUSCLE BUILDER - SALTED CARAMEL

THE #1 TRUSTED EYE DROP BRAND

Back by Popular Demand!

Visine® Original 1/2 Ounce Bottle

NEW LOWER PRICE!

Watch For Your New Item Packet!



VISINE-A.C.®

Seasonal Itching + Redness Relief contains an astringent and redness reliever to provide seasonal itching and redness relief.



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VISINE® Original

For fast relief of redness due to minor eye irritation caused by conditions such as smoke and other airborne pollutants.



Visine Original 1/2 oz. SLIN 220090



Member News

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store operators can grow sales by embracing the growing customer segment that is demanding more better-for-you items that can be conveniently purchased.

Convenience store shoppers are consuming more healthy food items, such as vegetables, fruits and healthy snacks compared to a year ago, and 75 percent of convenience store customers say they are eating healthier than they used to, the report reveals. Additionally, the number of convenience store shoppers interested in healthy foods that can be eaten "on-the-go" has increased from 59 percent

"According to a new NACS report, c-store customers are asking for more better-for-you items that can be conveniently purchased."

to 66 percent in the past seven years, and healthier snacking has become the norm.

Australia 7-Eleven Stores In Wage Fraud Scandal

A joint investigation by the Australian Broadcasting Corporation (ABC) and

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Fairfax Media recently uncovered evidence that many of the 620 stores franchised through 7-Eleven Stores Ltd in Australia were involved in altering payrolls and systematically underpaying workers, reported Agence France-Presse. The former head of the Australian Competition and Consumer Commission claimed that under the 7-Eleven model the only way franchisees could make a living was by ripping off their workers. Under the Australian franchise agreement, the head office takes 57 percent of gross profit and the franchisee gets the rest, according to the ABC.

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Greater Seattle FOA Golf Outing Benefits Swim Across America

By Ajinder Handa, President, Greater Seattle FOA

The Greater Seattle FOA collected \$5,711 for Swim Across America (SAA) during its second annual charity golf tournament held on August 3 at Bear Creek Country Club in Woodinville, Washington. This is more than double what we collected last year. The Swim Across America Foundation has a local partnership with the

Seattle Cancer Care Alliance. We are very proud to be part of such a great cause. The golf outing was a huge success. About 130 people participated in the event, including franchisees, vendor partners, and our partners from 7-Eleven, Inc.

We'd like to give a very special thanks to SEI's Jason Murray for helping us in every way possible. Also, we would like to extend our appreciation to 7-Eleven personnel from Dallas and Market 2360 for participating in such a huge way. It was a great gesture towards the franchise community.

Mr. Jason Murray said this family (franchisees, vendors, and 7-Eleven, Inc.) needs to get together more often to strengthen relationships. The GSFOA also has a vision to bring franchisees, vendor partners, and 7-Eleven, Inc. onto one stage to achieve more. The best way to accomplish this is through conjoined efforts to do good in the community as one organization. We look forward to our next charity event in hopes that it will be even more successful and fulfilling.



The Greater Seattle FOA presented a check for \$5,711 to Swim Across America from funds raised during their golf tournament held August 3.



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TIC TAC MIXERS CHERRY COLA TRAY* - with purchase -



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Item Number XUS0000246

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*One 12 ct. Tray of Tic Tac Mixers Cherry Cola 60 ct. Packs

Offer Expires 12/31/2016. While Supplies Last.



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Legislative Update

California Governor Signs Franchisee Protection Bill

Gov. Jerry Brown recently signed AB-525 into law, giving franchisees across California more protections when purchasing, transferring and terminating their franchise agreement, reported *The Davis Enterprise*. The bill was supported by a coalition of franchise owners and employee advocacy groups who reached a historic compromise with the association representing the major corporate chains.

AB-525 modifies certain provisions in the California Franchise Relations Act and increases the protections franchise business owners have regarding major chains terminating their franchise agreements. Existing law allowed parent companies the ability to revoke existing contracts over minor issues. Around the state there have been instances of small business franchisees being terminated for unfair or arbitrary reasons by their corporate parents due to small infractions.

According to the Coalition of Franchisee Associations (CFA), the new law amends the California Franchise Relations Act as follows:

TERMINATION

- Changes good cause for termination from failure to comply with “any lawful requirement of the franchise agreement” to failure to “substantially comply with the lawful requirements of the franchise agreement.”
- Changes 30-day notice and cure period to at least 60-day notice and cure period. (Current immediate health and safety issues without full cure period remain).



AB-525 modifies certain provisions in the California Franchise Relations Act and increases the protections franchise business owners have regarding major chains terminating their franchise agreements.

SALE AND TRANSFER

- Prohibits franchise agreements from preventing the sale/transfer of a franchise as long as transferee is qualified under then-existing standards for new or renewing franchisees.
- Prohibits the sale without franchisor written consent.
- Requires franchisee to notify franchisor in writing prior to the sale/transfer.
- Requires franchisors to communicate standards required for approval of new or renewing franchisees.

• Mandates that franchisors must notify franchisee of approval/disapproval of sale/transfer in writing within 60 days and if disapproved, must give reason. If not disapproved within 60 days, it is considered approved.

TERMINATION/NON-RENEWAL

- Requires franchisors who terminate/fail to renew and take possession of the premises to repurchase all resalable inventory, and purchase equipment and fixtures at depreciated value.
 - Applicable for legal terminations and non-renewals.
 - Previous law only required repurchase of inventory in cases of non-renewal or unlawful termination.

“Ten U.S. senators have proposed a bill calling for a nationwide 21-year-old age limit for tobacco.”

• Requires franchisors who terminate/fail to renew improperly as defined by the law to be liable for actual damages.

Senators Propose National Tobacco Age Of 21

Ten U.S. senators have proposed a bill mandating a nationwide 21-year age limit for tobacco in order to block sales of the products to young adults, reported *U.S. News & World Report*. The senators, all Democrats, introduced the Tobacco to 21 Act in late September. It would establish the new national age limit and allow the Department of Health and Human Services to ensure compliance. The new bill likely has no chance of becoming law unless it's embraced by a large number of Republicans, who currently control both chambers of Congress. However, it brings to the federal level a struggle happening in statehouses and local councils across the country.

Pennsylvania Bill Would Raise Smoking Age To 21

A Pennsylvania lawmaker recently introduced a bill that would raise the minimum age to buy tobacco products in the state from 18 to 21, reported *Philadelphia Magazine*. State Rep. Vanessa Lowery Brown's House Bill 1628 will next be assigned to a committee. Earlier this year, she was a co-sponsor on HB 954, a bill targeting the selling of vaping products to minors. She has sponsored a variety of tobacco control bills during her four terms in the house. Earlier this year, Hawaii became the first state to raise the minimum age for tobacco purchases to 21. Closer to

continued on page 54

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1. IRI Total US Convenience 52 wks ending 10/6/13 2. Nielsen Convenience Scanning 52 weeks ending 6/13/15 3. Nielsen ADD, Full Year 2013, Convenience Dollar Sales 4. Nielsen Panel Data, Full Year 2013, Household Penetration



The Strengths Of The Low Volume Storeowner

M. Al Haffar | Delaware Valley FOA

It is my strong opinion that to make money, and to keep making money, the owners of low volume stores must be highly skilled and keep better control over their stores than those with higher traffic and sales volume. Some of you may disagree with me, but here is why: for low volume stores to survive, the owner has to run an extremely tight ship, paying serious considerations to every aspect of the operation. They can't hide mistakes, mishaps, or any other screw-ups under the rug of sales volume.



“Forecasting an order as accurately as possible is a must with a low volume store. Utilizing the ABC analysis is essential in this kind of environment, where aggressive narrowing and deletion has to be executed as often as twice a month.”

Forecasting an order as accurately as possible is a must with a low volume store, given our financial constraints, and especially with the CDC where write-offs have to be kept to a minimum level. Utilizing the ABC analysis is essential in this kind of environment, where aggressive narrowing and deletion has to be executed as often as twice a month. Product selection must be carefully based on what sells in the store while considering the top sellers in surrounding stores. We can't afford to have products languishing on our shelves!

Paying attention to custom retails is crucial to sustaining the customer base, as the customer base is the most sensitive aspect of low volume stores. Any small negative change can have a huge impact on the store's sales, so custom retailing has to be carefully chosen up or down based on the owner's understanding of the spe-

cific store demographics and product selection for repeat customers.

Since store expenses can affect the franchisee's bottom line by a great margin, aggressive shopping and controlling of those expenses is very important. The franchisee of a low volume store must always look for better bargains when it comes to trash collection, landscaping, snow removal, and maintenance charges.

Owners of lower volume stores are very involved in every aspect of store operations and have more knowledge of the odds and ends—the inner workings of the stores—since they can't afford not to. We can't afford to pay six order writers and extra sales associates, yet we can't neglect any part of the store's operation since it can't be sustained by another part of the operation in this very tight ship. For low volume storeowners that one bad audit can be devastating and extremely hard to recover from. Usually there is not much equity in the open account of a low volume store.

I believe the difficulties that the franchisee of a lower volume store is subjected to forces him or her to become a more rounded operator. Franchisees in this situation should be given higher priority when it comes to acquiring another store, because we have proven that we can handle the complete operation of the store with very little financial and staff flexibility. I believe it is time to recognize those individuals in our community who have shown the ability to keep up with the challenge of running low volume stores and have been able to sustain themselves for quite a long time. It is my opinion that with less attentive storeowners many of our low volume 7-Eleven stores would not continue to see the light of day. I would like to recognize all low-volume storeowners and say thank you. Only your well-defined efforts to tighten the ship can keep it from sinking.

AL HAFFAR CAN BE REACHED AT maherhaffar@yahoo.com or 610-306-7119

Visit the National Coalition Website: www.ncasef.com



Foodservice sales are 19 percent of the convenience store industry's \$213.5 billion in in-store sales, according to a new Hudson Institute report. • Amazon.com is now delivering wine, beer and spirits to customers in Seattle as part of its **Prime Now speedy delivery service**, reported Reuters. • C-store retailers experienced a **6 percent increase in beverage sales** during Labor Day weekend, signaling a strong summer overall at the cold vault, reported *CSP Daily News*, citing a Wells Fargo Securities survey. The study credits **lower gasoline prices, a decrease in promotional pricing and good weather for the boost in sales**. • Roughly 86 percent of today's gas stations are connected with convenience stores, according to data compiled by the U.S. Census Bureau. The data also reveals that **there are 112,000 places in the U.S. to fill your tank**—over 100,000 fewer than in 1967. • The Seattle City Council is considering requiring **stickers on gas pumps** telling drivers that burning fuel contributes to climate change, reported the *Seattle Times*. • A St. Louis circuit judge recently struck down the city's minimum wage law just hours before it was set to go into effect, reported the *St. Louis Post-Dispatch*. **A consortium of groups sued in September to stop the city from instituting an \$11 minimum wage by 2018**, arguing the action conflicted with current state law that sets the minimum wage at \$7.65. The judge declared the wage hike void and out of step with state law. • **Uber recently launched its UberEats food delivery service in Washington, D.C.**, with plans to expand the service to other cities in the near future. • U.S. beer generates nearly \$253 *continued on page 36*

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Looking At 2015 And Into The Future Of 2016

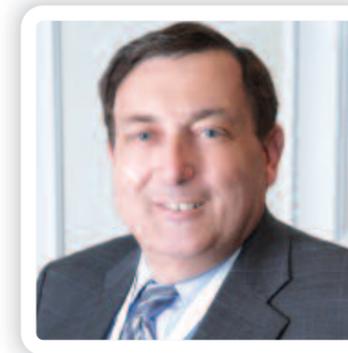
BY JOE GALEA, EXECUTIVE CHAIRMAN, NCASEF

As the end of 2015 quickly approaches, it's a good time to look back and reflect on our sales and profits. Sales in many parts of the country have exceeded expectations with good levels of sales increases, and the addition of hot foods has brought new guests to our stores via word of mouth. When I became chairman in January 2014, my first order of business was to strengthen communication with our partner, SEI. Since that time we've developed a very open and honest line of communication, and the relationship has vastly improved. With that said, we still have a way to go to get the true value of our relationship.

Looking forward to 2016, the main topic on everyone's agenda is the minimum wage increases occurring nationwide. It's affecting many stores with the added expense to their payroll line. In some cases, come the New Year we will have stores being hit with a \$3,000 per

result will most likely be that the franchisees facing the minimum wage hikes will cut back their labor hours, work more hours in their stores themselves, and operate with a skeleton crew.

Another topic of discussion recently has been the large number of promotions we've been getting every month, and the declining gross profit for stores. We understand that the promotions help us stay ahead of the competition, and we have



"When I became chairman in January 2014, my first order of business was to strengthen communication



with our partner, SEI. Since that time we've developed a very open and honest line of communication, and the relationship has vastly improved."

month increase in payroll as a result of the minimum wage increases. Given that forecasters are predicting a wet and cold winter, which normally means lower sales

JOE GALEA
CAN BE REACHED AT
831-426-4711 or
joeg@ncasef.com

and profits, many stores are going to struggle to stay afloat financially. The end

indeed benefitted from the increased sales and customer awareness that we are offering some good deals at good prices. However, with the majority of the "2 for" promos franchisees end up losing gross profits on the second item. In order for the promotions to have a truly positive impact on our store financials, we need

"In addition to minimum wage, one of our biggest concerns is the 2019 contract that looms over us as we go about our daily business."

to obtain—as we have talked many times before—the lowest possible cost of goods from all of our suppliers. If all of this can be put together, then stores will be able to offset some of their increasing costs.

Nevertheless, we do have challenges ahead of us in 2016. They are challenges that are being created for us, either by the politician, the corporation or the economic climate. In addition to the minimum wage increase, one of our biggest concerns is the 2019 contract that looms over us as we go about our daily business. We are continuously challenged by operational changes to our system, most notably the ordering, handling and selling of hot foods. Also, for the first time in many years 7-Eleven, Inc. has reduced its store network in the United States by closing more stores than it opened in 2015 for a net loss of 54 stores to approximately 8,255 stores nationally.

Whatever changes we encounter, I think it's extremely important that we all stay focused, on our businesses and our families, and that you communicate any problems or concerns to your local FOA groups and the National Coalition. We on our end will continue to talk and meet with our business partners to bring, hopefully, mutually beneficial resolutions. I am confident that we can all work through this together. **AV**

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Update On The Minimum Wage

BY JIVTESH GILL, EXECUTIVE VICE CHAIRMAN, NCASEF

Minimum wage, one of the hottest issues among the franchisee community, is causing franchisees to have fear and skepticism about the future. Folks are concerned how this is going to impact the franchise business model. In some areas, the minimum wage is going to the \$15 range over the next five years, a good 40 to 50 percent hike from where we are now. Franchisees are highly concerned about our payroll, and we are trying to do something about it.

We have been discussing the minimum wage issue with SEI since last February when SEI executives first attended the NCASEF board meeting and covered this as part of their presentation. Since that time SEI has created the Minimum Wage Committee of the National Business Leadership Council (NBLC), which has been hard at work trying to come up with solutions.

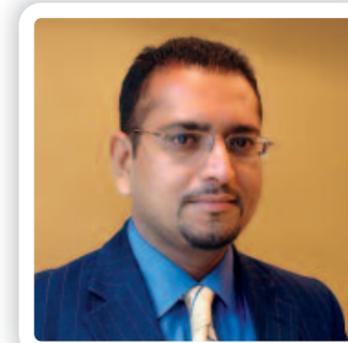
The first issue for the NBLC committee was to gather data and find out how much elasticity we have on our retail pricing. A survey was performed and SEI decided the best immediate course of action was to increase SRPs for the impacted stores three to four weeks leading up to the day before the minimum wage hike goes into affect. We focused on the hot bed areas impacted the most—Seattle, San Francisco, Chicago, Berkley and some smaller areas. The plan was to increase SRPs through custom retails in small batches raised over time. The problem is that custom retails take a lot more time, and 50 percent of the profit goes to SEI. We have made a huge request to SEI to compensate franchisees, especially low-volume storeowners, to deal with this problem.

At the NBLC meeting in Dallas on October 6, SEI expanded the team to cover the different functions that can help develop solutions in the areas where the minimum wage was increased. The depart-

“SEI’s plan for each area is to increase gross profits to the stores, focusing on the stores currently being impacted by the minimum wage hikes.”

ment heads of Marketing, Merchandising, and Planning were included, and three additional zone leaders were added (five total).

SEI’s plan is to develop a marketing plan for each area to increase gross profits to the stores, focusing on the stores currently being impacted. Seattle, where there are about 30 stores that have the ultra high



“If SEI will be responsible for the PS17 write-offs, franchisees will have more incentive to really get behind the hot foods program.”

minimum wage increase, is ground zero. On February 15 of this year, minimum wage rose to \$9.32. In January 2016 it will increase to \$13, and then go to \$15 in 2017. This is a \$5.68 increase from 2015 to 2017.

To help Seattle franchisees SEI has looked at remodeling opportunities, helping with the coffee launch, and supporting the hot foods program from the marketing perspective, by sampling free of cost. SEI is making an effort to support the

stores and we appreciate it, but the fact remains that the franchisees are pulling in all of this additional GP, and we need SEI to reinvest their 50 percent of that additional GP back into the stores to offset the additional payroll expense.

This is a huge request for us, because a big part of the fresh foods category is write-offs. If SEI will be responsible for the PS17 write-offs, franchisees will have more incentive to really get behind the program

with ordering, refreshing the hot foods and sandwich cases, and customer service. When you take away the fear of write-offs, the hesitation goes away so the franchisee can order aggressively, and when you order aggressively, you tend to focus on and build the category. Franchisees on the committee have requested that we try this as a test in these hotbed areas and see what the results are. This is a huge opportunity for SEI to step in, take a chance, and really help franchisees.

In the Seattle market, when you look at the increase in compensation and the merchandise gross profit, it is true that the gross profit so far has gone up due to the SRP and CRP activity. The initial increase in the minimum wage did not translate equally into the compensation of payroll because some

of our employees are already above the minimum wage level. The next hike in minimum wage is really going to impact us because franchisees can’t raise SRPs indefinitely. There is only so much elasticity in our retails. At some point we start impacting traffic counts, which we have worked really hard to bring up over the last few years.

The bottom line is that payroll is the biggest expense for franchisees, and the

continued on page 32

Update On The Minimum Wage continued from page 31

fact of the matter is that three out of four Americans support minimum wage increases. To keep the 7-Eleven system viable and profitable for franchisees, it's important that these fears are addressed by changes to the system.

In our conversations with SEI management, they do understand the gravity of this issue. Zone leaders are engaging

the FOA leadership. They have created a team of FCs to go in and analyze stores and look for opportunities in retails, merchandising and SRP and CRP at the store level. For the stores getting the support it helps to impact their gross profit. We appreciate the attention, but the question is, is that enough?

It appears we have survived the first

wave, but we have exhausted most of the tools in our bag. The problem with that is if the competition around you is not moving up, T counts suffer. Reinvesting with small remodels, SRPs, CRPs, and hot foods and coffee promotions is great, but in areas like Seattle franchisees need more of a creative financial solution to get through the next wave of increases. **AV**

Having issues in your area?

Want to talk?



The National Coalition has Franchise Owner's Association member organizations in all 31 states in which 7-Eleven operates.

Find the closest FOA to you. Visit www.NCASEF.com to contact one of the 42 local Franchise Owner's Associations nationwide. Want to talk to someone at the national level? Call the NCASEF Vice Chairman in your area:

- Jas Dhillon, East Coast, Chicago, Kansas, Florida
jasdhillon@rocketmail.com
818.571.1711
- Serge Hatiayan, Seattle and Midwest
sergez@comcast.net
559-355-4899
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FDA Tobacco Compliance—An Opportunity For SEI And NCASEF To Make Common Cause

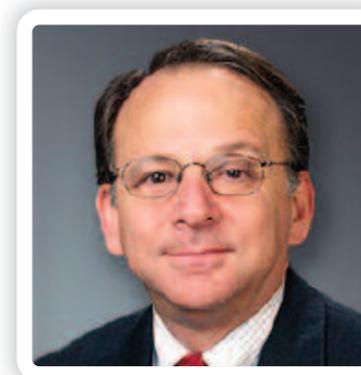
ERIC H. KARP, ESQ., GENERAL COUNSEL TO NCASEF

The dictionary defines making common cause “as uniting one’s interest with another’s.” This is another way of saying that there are certain opportunities, when two parties have similar interests and concerns, to effectuate their goals more effectively by working in concert, collaboratively, cooperatively and in good faith. Over the past 18 months, this has been my mantra to your franchisor on a wide range of issues.

Recent developments in the state of Florida and elsewhere concerning the U.S. Food and Drug Administration’s Tobacco Compliance Inspection programs presents yet another excellent opportunity for SEI and the National Coalition to make common cause with what appears to be a great injustice being carried out against both company-owned and franchised stores.

The State of Florida has entered into an agreement with Information Systems and Networks Corporation to conduct undercover tobacco purchase inspections. More about this company can be found at www.isncorp.com.

With the onset of this new contractor in Florida, the alleged rates of noncompliance have skyrocketed to levels which call into question the validity and reliability of the methods being employed by ISN, especially when compared to non-compliance rates in the



state of California, where ISN does not operate and inspections are carried out by the California Department of Health.

In August of this year, we started to bring this to the attention of the SEI legal department through a series of emails. Some of the facts uncovered with respect to the ISN program, with the invaluable assistance of Eric Donihoo, acting on behalf of two Florida FOAs, are as follows:

Florida Results

- For the 12 months ended June 30, 2015 —11,573 shops were surveyed in Florida, and the failure rate was 21.6 percent.
- 619 of those shops were 7-Eleven stores, which had a failure rate of 20.2 percent, or less than the Florida average overall.
- For the three months ended June 30, 2015 —2,906 shops were surveyed in Florida, and the failure rate



“Recent developments in the state of Florida and elsewhere concerning the U.S. Food and Drug Administration’s Tobacco Compliance Inspection programs presents an excellent opportunity for SEI and the National Coalition to fight a common injustice.”

was 33.5 percent. —150 of those shops were 7-Eleven stores, with a failure rate of 24.6 percent, or substantially less than the Florida average overall.

California Results

- For the 12 months ended June 30, 2015 —4,180 shops were surveyed in California and the failure rate was 3.1 percent.
- 158 of those shops were 7-Eleven stores, which had a failure rate of 1.3 percent, or less than the California average overall.
- For the three months ended June 30, 2015 —1,295 shops were surveyed in California and the failure rate was 3.5 percent.
- 48 of those shops were 7-Eleven stores, which had a failure rate of 2.1 percent, or less than the California average overall.

Franchised Stores v. Corporate Stores

We drilled down into the specifics of one particular market in Florida. In this

continued on page 36

“Because corporate stores are consistently underperforming franchise stores, this is not exclusively a franchisee issue.”

FDA Tobacco Compliance



continued from page 35

market, 113 7-Eleven shops were surveyed during the 12 months ended June 30, 2015.

- 24 of those stores were corporate, which had a failure rate of 33.4 percent.
- 89 of those stores are franchised, which had a collective failure rate of 31.4 percent, or materially less than the corporate failure rate.

Overall Conclusions

- The California failure rates are quite comparable to the Florida failure rate of 3.2 percent prior to the ISN contract.
- 7-Eleven stores are consistently outperforming statewide averages.
- 7-Eleven franchised stores consistently outperform 7-Eleven corporate stores.

Even this limited data shows that this upward spike in alleged noncompliance in Florida is based upon procedures that need to be investigated because the results are implausible and deeply suspect. This also shows that the problem is not just a 7-Eleven franchisee problem. And because corporate stores are consistently underperforming franchise stores, this is not exclusively a franchisee issue.

In my early August communication to the SEI legal department, I specifically requested that all current LONs and default letters issued on tobacco related sales issues be rescinded, and that none be issued until we jointly get to the bottom of this problem.

In early October, with my blessing, Mr. Donihoo met with SEI officials, including Mike Lover (Florida Zone Leader VP), Tim Hall (Asset Protection) and Mary McKaig (HR). By all accounts the meeting was positive and cordial, in recognition of the fact that SEI and its franchisees have a common enemy.

The franchisee representatives requested that LONs

“With the onset of Information Systems and Networks Corporation to conduct undercover tobacco purchase inspections, the alleged rates of tobacco noncompliance have skyrocketed to levels which call into question the validity and reliability of the methods being employed.”

and breaches stop, that all prior LONs and breaches on tobacco issues be withdrawn, and that the SEI legal department work directly with me as your General Counsel to develop separate joint letters to deal with FDA notices for warnings and civil penalties. I stand ready to work with the SEI legal department on these matters.

I continue to urge SEI to recognize the unassailable fact that the best strategy is that we work together to find a collaborative solution to this problem. Over the last two months, and as of the date of this writing, I have yet to receive any specific promise of, or concrete participation in, such collaborative efforts. My hope is that by the time you read this, SEI will have realized that the optimal way to deal with an issue like this is to make common cause with its hard-working, law-abiding franchisees. Of course, I will continue to keep you informed. **AV**

continued from page 26

billion in economic activity and produces **\$48.5 billion in tax revenue**, according to a study by the Beer Institute and the National Beer Wholesalers Association. • C-store chain **Sheetz announced that it has partnered with First Bankcard to offer its first private label credit card**—the Sheetz Personal Credit Card—which expands credit card options, discounts and rewards to its customers. • **Japan Tobacco Inc.** is buying non-U.S. rights to the Natural American Spirit cigarette brand from Reynolds American Inc. for about \$5 billion, reported the *Wall Street Journal*. • Coca-Cola Co. and its bottling partners expect to be **replenishing 100 percent of the water used in their factories by the end of 2015**, reaching a longstanding conservation goal five years ahead of schedule, reported *Bloomberg Business*. • Seven-Eleven Japan, through an exclusive distribution deal with Walt Disney Co., is **selling domestic advance tickets for “Star Wars: The Force Awakens”** from September 4 until mid-November, reported the *Japan Times*. The film opens on December 18. • The majority of U.S. consumers—62 percent—**believe new credit cards being issued by banks don’t go far enough to protect card data or prevent fraud**, reveals a new survey released by the National Retail Federation. Among those surveyed, 63 percent said **chip-and-PIN cards** provide more data security than cards that just use chip and signature. • Average **out-of-network ATM withdrawal fees hit a new high of \$4.52**, up 21 percent over the past five years as banks try to make up for having lost money in other areas, reported NBC News, citing data from BankRate.com. • **The Russian government now requires that all gas stations in the country must be equipped for electric-car charging by November 2016**, reported *Green Car Reports*. Gas-station owners will be required to cover all costs of installing and operating the charging stations. • The 500 largest American companies hold more than **\$2.1 trillion** in accumu-



continued on page 42



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FOCUS ON THE 2019 AGREEMENT

SERGE HAITAYAN
NCASEF VICE CHAIRMAN, PRESIDENT, SIERRA FOA

Some eight months ago, the officers of the National Coalition met with 7-Eleven, Inc. President Joe DePinto and his top executives for only the second time in as many years. It turned out to be a very encouraging and frank discussion, and we were promised a “holistic review” of the next franchise contract would begin soon and that NCASEF leadership along with the CEO Round Table would be involved.

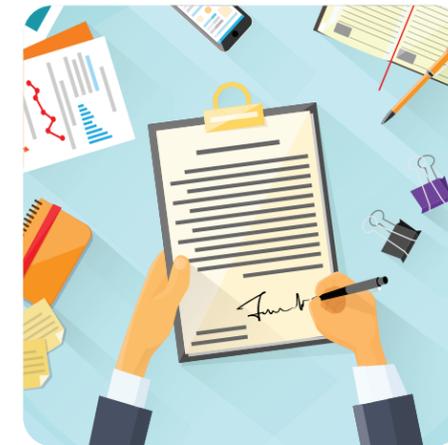
Several months passed and we heard nothing more about the holistic review. During the last NBLC meeting in September, Joe DePinto announced that we might have several different contracts to sign when the new agreement is distributed in 2019. That was news to us because of their promise to involve us in the holistic review of the franchise agreement.

“We are adamant about being involved in the new contract development process because the one aspect we want to protect is our independent contractor status.”

We are adamant about being involved in the new contract development process because the one aspect we want to protect is our independent contractor status. Recently, there have been many cases in courts all around the

country regarding the roles of franchisors and franchisees, especially after the National

SERGE HAITAYAN
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sergez@comcast.net
or 559-355-4899



Labor Relations Board—the federal government's main labor law enforcement agency—decided to look further into whether McDonald's Corp. is a joint employer of its franchisees' workers. In California there are similar cases pending in front of the state Supreme Court.

All of these cases are addressing the question of whether franchisors exercise too much control over franchisees and their employees. I will leave it to the lawyers to explain in more detail and provide analyses. But in reality, are we as 7-Eleven franchisees truly independent contractors? Is there too much control exerted on us in the daily operations of our stores? In my opinion we are highly glorified

“We were promised a ‘holistic review’ of the upcoming franchise contract, and that NCASEF leadership along with the CEO Round Table would be involved.”

store managers, and in some cases unglorified managers.

Let's start with the fact SEI is remotely monitoring our stores at will via the DVR system. Next, let's consider that the ordering system is too complex and time consuming—although, to be fair, some relief will come soon from auto replenishment for the center of the store. Nevertheless, the system remains unfriendly and too restrictive. Think about the ordering windows and their limitations.

Let's also consider the 85 percent requirement to purchase from recommended vendors, and the CDC and their up-charge costs for items we can buy cheaper from McLane such as snuff, grill items, etc. How about our stores' AC units being controlled by Dallas? Is RI really working in our stores, or is the system hindering our ability to provide the proper assortment to our customers?

The list can go on and on. At the end of the day we must ask ourselves if we are happy in our stores. Do we feel

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THE 2019 AGREEMENT... continued from page 39

we are in control of our time, our employees and our product set? Or do we feel that every aspect of our lives as franchisees is being controlled and monitored by our franchisor? The 2019

agreement is around the corner. We as franchisees should have that event in our sights. We should be ready to ask tough questions, demand fairness and expect our independent contractor sta-

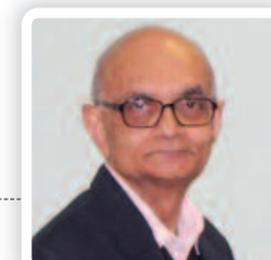
tus to be unassailably re-established. We have a lot of work to do in the next year. Our unity is essential.

This is my opinion and I welcome yours. **AV**

THE HOT FOODS PROGRAM AND MY STORE

HASHIM SYED

NCASEF VICE CHAIRMAN, FOAC VICE PRESIDENT



When 7-Eleven Inc. approached me about installing the hot foods program in my store my initial reaction was one of great anticipation because I had heard from franchisees around the country that the business was good if you had the proper clientele in the proper location. I was eager to find out. This was going to be a big change for my store and my customers and I wanted to do it right and not hurt my already tight sales.

In talking with my Zone Leader Mike Scales and my former market manager Anthony Bartoli, I informed them of my firm belief that any kind of food business requires three basic components: 1) the store should look like a food service place to its customers; 2) it should have a sufficient customer base to support the food service program; and 3) the store should have advertising to let the customers know of the new program and bring in new customers. They told me they would help me as much as possible to fulfill at least two of the requirements, and they did.

Initially the plan for my store was to install an oven and a hot foods case, but I balked at the idea, because my old tired layout was not suit-

“Over the last three weeks I found that an increase in total labor hours from 244 per week to 266 hours per week is absolutely necessary to provide good, fast hot food service to customers.”

able to sell hot foods and I insisted that SEI change the layout to make it more accommodating for selling hot foods. Over a period of several weeks Mike and Anthony worked with Real Estate to change my look and establish a food service store environment.

Within a very short time, my customers started to notice the changes and like me, showed a great deal of interest, anticipation and excitement. We know with any new program there is a period of initial excitement, then a cooling off period followed by a more realistic sustainable period that provides the honest reality about whether or not you made the right decisions with the program. With my low customer base, I really feel I took a chance that hot foods

and a new look to my store would ultimately increase my customer count to offset the added labor costs related to this new program.

Over the last three weeks my hot foods venture has been a great experience because I like changes with challenges. I found that an increase in total labor hours from 244 per week to 266 hours per week is absolutely necessary to provide good, fast service to the customers. It is too early to make an accurate

determination about the financial impact this new venture will have on my low volume store, so I have a “wait and see” attitude about it. I will let you know how it turns out. I have a good feeling that there will be a happy ending to this new hot foods program for me. **AV**



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continued from page 36

lated profits offshore to avoid U.S. taxes and **would collectively owe an estimated \$620 billion** in U.S. taxes if they repatriated the funds, reported Reuters, citing a study by the group Citizens for Tax Justice. • **The frozen bakery products market is projected to reach US \$21.2 Billion by 2020**, growing at a CAGR of 8.5 percent from 2015 to 2020, according to new report by market research firm MarketsandMarkets. • **Purple**, a new mobile app available on iOS and Android that **lets you order gas straight to your location**, now offers overnight filling, reported *Business Insider*. Simply tell Purple where your car is parked, go to bed, and wake up the next day with your tank filled. • **The global sports nutrition market was valued at \$24,700.4 million** in 2014, and it is expected to grow at a CAGR of 8.3 percent during the period 2015 to 2020, according to a report by P&S Market Research. • The first full-line department store in the U.S. was organized in Salt Lake City on October 16, 1868. Called "Zion's Cooperative Mercantile Institution," it opened the next year. **Today, there are nearly 14,000 department stores in the U.S.** • Discount chain **Dollar General** plans to roll out a new proto-



continued on page 46

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Accounting Committee Update

By Ray Dhaliwal

President, Greater Bay FOA, NCASEF
Accounting Committee

The NCASEF Accounting Committee has been going through the process of collecting issues from Board members every six weeks or so, then refining, consolidating and presenting the issues to SEI. When we receive a response from our franchisor, we then present it to the Board. Some responses come directly from the SEI Accounting Department, and some issues are referred to the NBLC Accounting Committee for resolution. Listed below are the 10 latest franchisee accounting challenges that we have passed on to SEI.

1. BANK DEPOSIT VERIFICATION METHODS

SEI's Treasury Department has plans for implementing a new bank deposit process across the nation driven by cost savings for SEI and improved cash control. We are all for cost savings, but communication and franchisee involvement has been minimal. In some parts of the country it is causing increased cost and hardship for franchisees. There is need for further franchisee involvement and training prior to implementation. These enhancements should be at SEI's expense, not franchisees'. Please share your plan with franchisees.

2. SLOW, TIME-CONSUMING ORDERING METHOD

The ordering process is extremely slow and time-consuming. In some areas of the country where BT has not been rolled out yet, the current ordering process requires high labor hours. With wage increases, this slow process has become a burden to franchisees. Please provide information regarding re-launch of BT, schedule of rollout, plans for implementation of guided replenishment and data regarding the time to complete a BT order vs. a non-BT order.

"If you have accounting issues that you would like to see covered, please send a message to your local FOA president or to me directly."

3. DAILY LOTTERY RECONCILIATION REQUIREMENT

There is much confusion about how lottery audits are calculated. Most franchisees do not understand the walk forward report provided with the audit work up. Many franchisees do not know how to find lottery audit results and their first knowledge of the audit is when they see their financial statement. The time between the audit and lottery audit



results being scanned is often as long as two weeks. It would be helpful to have a job aid or walk thru to help franchisees understand the audit process (paperwork scanned), audit prep best practices (to include handling of lottery vending machines) and to provide links for where to find job aids to help with daily reconciliation. It has also been requested that franchisees be sent a notification with the lottery audit results much like we get merchandise audit results. Posting under scanned items on 7-Hub is not a proper

method of notifying franchisees of these results, especially when weeks pass before the results are known. We need a daily report.

4. MERCHANDISE GROSS PROFIT EROSION

The franchise community has concerns regarding the recent decrease in GP% in many stores in different areas. Franchisees understand and agree with SEI's overall strategy to increase customer counts and GP\$, however, there is a strong belief that we are leaving money on the table. Almost every category in our stores is under promotion during any given sales plan and the belief is that the desired effect of traffic drivers/loss leaders is being undermined. There are many promotions that actually have a negative effect on GP\$. Please consider involving experienced franchisees in the planning process for future sales plans and promotions. Please consider reducing the amount of promotional activity in our stores.

5. FINANCIAL IMPACT COMPARISON

A general perception in the franchise community is that when franchisees have a shortage the money contributes to SEI's profits. If this is not the case, then please provide examples that will fully explain that when a merchandise shortage takes place after a store audit, how it is calculated and booked on the franchisee's side of the ledger as well as SEI's side of the ledger? In other words, show us the financial impact on both parties.

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Accounting Committee Update

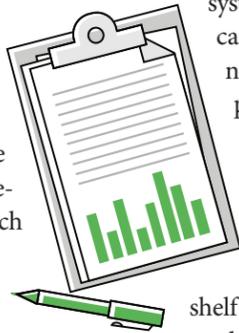
continued from page 45

6. QUARTERLY PAYROLL TAX WHEN NOT DEPOSITED ON TIMELY BASIS

For various reasons the quarterly payroll tax for franchisees is not deposited on a timely basis or there are errors in the return. Sometimes follow-up with EDD is slow, and EDD takes out liens against franchisee's personal property, making it difficult to obtain a loan. We need a foolproof process instituted. A copy of the quarterly tax report should be sent to franchisees.

7. SLOW PROCESSING OF ADDITIONAL DRAW

The franchise community has concerns regarding the time it takes between requesting and receiving excess draw checks. With the understanding that there is a process whereby franchisees can pull draws from daily deposits, the amounts needed are often very large. Since below equity situations require a deposit to be made by the 15th of each month, giving franchisees approximately 5 days to pay in, we would like to see additional draw requests funded within 5 days.

**8. MCLANE CREDITS FOR CIGARETTES & TOBACCO**

The current return process for getting credits for tobacco (snuff) and cigarette returns is a big concern in the franchise community. There is very little trust with the current process. It takes a very long time to receive credits from McLane, if they are received. When credits are received it is extremely confusing to identify them as Tobacco Returns on the M01. Many franchisees have turned to Costco and Sam's Club to do returns since they provide immediate credit. There was work done on this process with folks from Altria, USSTB and SSC, including Kelli Adrian who handed this off to Phil Wilhelm. Please update us on the status of any work being done on this process and any changes on the horizon. This is an obstacle that needs to be resolved.

9. PRINTING OF SHELF TAGS

Many franchisees would like to see a change in the shelf tag printing process whereby they do not have to bring items to the back room in order to scan and print tags. This is especially difficult and time consuming when entire sections need to be retagged. Franchisees would like to have the ability to use the H/H scanner to scan items on the sales floor and print shelf tags in the backroom. Please share any changes we can expect to help simplify this process in the future, and include an estimated time frame for completion.

In the interim, please provide franchisees with a job aid that will help simplify the process, even with the existing system (i.e. franchisees in BT areas can cycle count the items that need to be retagged and use the printout in the backroom to enter the item number to produce the shelf tags needed). Franchisees in non-BT areas can shelf sequence and use the item numbers from the shelf sequence display printout to produce the tags needed. These options, although not ideal, are better than carrying all items to the back room and will save time.

10. HAND BOOK INVENTORY ON THE DAY OF AUDIT

The quarterly audit is one of the crucial events that influence a franchisee's annual income. The current process and result does not provide required accuracy. AP has been diligently working to improve it. There are two items we need: franchisees should be able to scan a three-foot section and print the report to compare with the auditor's count so that they are able to confirm the auditor's accuracy. Franchisees need to know on-hand book inventory computed up to the day of the audit so franchisees can verify the auditor's total prior to the auditor leaving. **AV**

RAY DHALIWAL
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or (707) 328-3960



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type in 2016 similar to a convenience store, reported *CSP Daily News*. In recent years, the company has been upgrading its merchandise mix to include groceries, beer, cigarettes and more. • **CVS celebrated its first anniversary of ending tobacco sales** by releasing new data showing that approximately 95 million fewer packs were sold in the states where the company had a 15 percent or greater share of the retail pharmacy market. • McDonald's recently introduced the **new McDonald's Mobile App** to its customers in the **Greater Philadelphia Region, offering them advanced capabilities and rewards** from the convenience of their Smartphone, like a national offer for a free McDonald's large sandwich and other exclusive offers. • Discount chain Dollar General announced that its **Literacy Foundation recently awarded over \$4 million** to approximately 870 schools, non-profits and literacy organizations to enhance and support **youth literacy and education** across the 43 states it serves. • Just one week after confirming it approached SABMiller regarding a potential combination of the two companies, **Anheuser-Busch announced that it acquired Los Angeles-based Golden Road Brewing**, the largest craft brewer in Los Angeles County, reported CNBC. • Desperate and in debt, **30 percent of millennials** surveyed by MyBankTracker.com **said they would sell an organ to get rid of student loans**. • Amazon.com commands nearly half of consumers' first product search, according to a new BloomReach survey. **Forty-four percent** of consumers surveyed said they bypass the whole Web, **going directly to Amazon first to search for products**, compared to 34 percent who use top search engines like Google, Bing and Yahoo. • Scientific Games International, Inc. recently signed a five-year contract with InComm to **provide lottery gift cards in North America**. The gift cards can be used at any participating lottery retailer that has been authorized by a state lottery offering the gift card. • **Fifty-six percent of dog owners actively seek out cars and trucks that can ac-**

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TASTE VALUE SALES

A Question Of 'Control'



By Jack Rugen
President, United Franchise Owners Of Long Island

I credit my education to Sister Mary Magdalene, my elementary school teacher, just as much as I do to Professor Saltzman at the institution of higher learning I attended in my later years.

The first time either of them called on me, I wished they hadn't. In fact, I wished I were anywhere else but at that desk in a room full of students, staring at me. Over the course of my education each taught me that I had something to say, whether verbally or via the written word. And, they reinforced that essential value of empathy so much that I wanted to become an educator myself. So I majored in English to satisfy my yearning for teaching and admiration of the written word.

So what does this have to do with 7-Eleven? It is the English language and its definition of the word "control." There are two issues concerning franchisor control that have simmered under the surface for many years and are now beginning to become significant to franchisees and independent franchisee associations, alike.

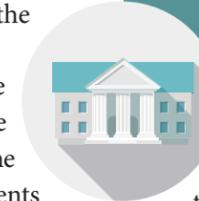
Additionally, the NLRB determination that McDonald's franchisees are mere "employees" of the giant QSR has further underscored the franchisor-franchisee relationship.

The "control" issues are Operational Control and Supplier Control. These questions have become more prevalent and evident with the arrival of stable, independent franchisee associations like UFOLI, other local FOAs and the NCASEF.

Independent Operators have the ability to do whatever he/she wants with little direction from the Franchisor. "Employee" represents the franchisee as strictly an employee and no other distinction. "Independent Contractor" exists somewhere between these two states or categories.

Operational Control denotes that the franchisor has the exclusive rights and fiduciary duty and responsibility to protect the trademark and brand. Franchisees sign an agreement with their franchisor

"SINCE A FEDERAL JUDGE RULED THAT COVERALL NORTH AMERICA MUST PAY TRIPLE DAMAGES TO HUNDREDS OF WORKERS MISCLASSIFIED AS FRANCHISEES, EVERYONE IN FRANCHISING IS NOW AWARE OF THE DANGERS OF A FRANCHISOR WHO HAS TOO MUCH CONTRACTUAL CONTROL."



to the "Employee" side of the equation, driven by actions on the part of the franchisor. In our case, becoming a franchisee is no more than purchasing a job. It is incumbent on local FOAs to become extremely aware of state and federal guidelines that determine whether we are truly "Independent Contractors" or "Employees." We are certainly not "Independent Operators!"

The issue of "supplier control" rests squarely on one question: Does exercising strict controls over certain products and services protect the brand and the brand's image?

The 7-Eleven franchise system's supply chain management has standards, supplier facility inspections, quality control metrics and the ability to protect itself from fragmentation, inconsistency and dereliction due to inferior or harmful products. In other words, SEI must be allowed to exercise control over products that would destroy the brand if due dili-

"THE NLRB DETERMINATION THAT MCDONALD'S FRANCHISEES ARE MERE 'EMPLOYEES' OF THE GIANT QSR HAS FURTHER UNDERSCORED THE FRANCHISOR-FRANCHISEE RELATIONSHIP."

Since a federal judge ruled that Coverall North America must pay triple damages to hundreds of workers misclassified as franchisees, everyone in franchising is now aware of the dangers of a franchisor who has too much contractual control.

with the expectation that the franchisor is an "expert" in its chosen field and that its plan will change according to the marketplace.

Independent Contractor is gradually, and in some cases, dramatically moving

A Question Of 'Control' continued from page 51

gence were not done. However, what seems to be occurring is a not so subtle choice on the part of franchisors to “grab” control of products and services. That has nothing whatsoever to do with brand protection and the avoidance of harming consumers.

As franchisors continue the erosion of individual aspects of a franchisee’s business, they may experience some dire consequences if not careful. What comes to my mind immediately is the McLane agreement, especially the CPM charge-back. In February’s NCASEF Board meeting, I finally got some information on this charge-

“THE NATIONAL COALITION AND LOCAL FRANCHISE OWNERS’ ASSOCIATIONS AND THEIR LEGAL COUNSELS SHOULD BE INCLUDED IN NEGOTIATIONS ON THE MCLANE CONTRACT.”

back. It seems SEI entered into an agreement with McLane that guaranteed a certain level of profitability. The deal is complicated...it also includes labor and purchasing. Even SEI can’t figure it out! It seems it involves costs of goods, operational and labor costs. Fundamentally, if it costs them more to do deliveries, that’s even included. East Coast can affect West Coast. It also depends on purchases—if you buy a lot, you get back-charged a lot.

This conundrum is the main reason the National Coalition and local franchise owners’ associations and their legal counsels should be included in all negotiations. From the new 2019 franchise agreement to the new McLane agreement due in July 2016, which is occurring as I write this article.

Joe DePinto has stated that “the new agreement will not be any worse than our current understanding.” SEI’s senior management has declared the CPM charge “will go away” with the new McLane agreement.

Can we hold them at their word? **AV**

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continued from page 46

commodate their four-legged friends, reveals Autotrader’s National Dog Day Survey. • A Bay Area man who recently **found a \$20 bill** on a street outside San Francisco International Airport used it to play the California lottery and **won \$1 million**, reported Reuters. Hubert Tang, a bartender at the airport, had not played the lottery in about a decade before using the found money to buy two scratcher tickets. • Sheetz announced it has launched its new **Sheetz Bros. Coffee** in over 500 stores companywide. The coffee features four signature blends with a light to dark progression, freshly ground in every store and served in a new environmentally-friendly cup. • **Despite its well-documented struggles over the past two years, McDonald’s** remains by far the dominant fast-food restaurant in the country, visited more in a recent seven-day period than its next two competitors combined, reported *Crain’s Chicago Business*. • Retired basketball great **Michael Jordan made more money selling sneakers** last year than he did during his entire 15-year playing career, reported SportingNews.com. Jordan’s line of Nike Air Jordans raked in \$100 million last year, topping the \$94 million he earned playing for the Bulls and Wizards from 1984 to 2003. • **Oscar Mayer brand recently unveiled Sizzl—a smart phone dating app** that helps users find their bacon soul mates. Sizzl allows people to specify their bacon preferences in a customizable profile and **check out profiles of local fellow bacon lovers**, with the ability to message and meet up with other Sizzl users based on a mutual-matching system. • British-South African beer brewer SABMiller recently **accepted a \$104.2 billion bid from rival beer giant Anheuser-Busch InBev**, reported *CNN Money*. If completed, it would be the **biggest beer deal ever** and among the top five acquisitions of all time. • A new business model in Colorado’s marijuana industry just opened its doors—**Gas and Grass, which combine a traditional gas station with a marijuana dispensary**, reported KOAA 5

continued on page 54

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Legislative Update

Pennsylvania, New York City restricts tobacco purchases to those 21 and over, and New Jersey has also pushed for a hike in the smoking age to 21.

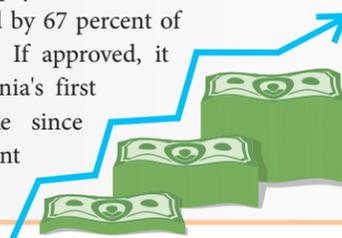
California Tobacco Tax Hike Revived

A proposal to raise the tobacco tax by \$2 per pack of cigarettes in California was given new life recently when legislation was introduced as part of a special session on healthcare, reported the *Los Angeles Times*. The measure would also extend the tobacco tax to electronic cigarettes. Supporters say the proposal has a better chance of passing than one that stalled in the regular legislative session

"A recent survey shows 67 percent of Californians favor a \$2 per pack tobacco tax increase."

because the \$1.5 billion projected to be raised by the tax could help the state pay for healthcare costs for low-income residents, a key goal of the special session. A recent Field Poll indicates that a \$2-a-pack tobacco tax to pay for healthcare

costs is supported by 67 percent of California voters. If approved, it would be California's first tobacco tax hike since 1998. The current



Boston Bans Chewing Tobacco In Sports Venues

The Boston City Council voted recently to ban smokeless tobacco and other tobacco products at all professional and amateur sports venues—including Fenway Park, reported the *Boston Globe*. The ban, to take effect April 1, 2016, makes Boston the second city to institute such a prohibition, after San Francisco put one in place in January. The Los Angeles City Council is also considering a ban.

The Boston ordinance prohibits smokeless tobacco and other tobacco products at sites used for professional, collegiate, high school, and amateur events, including open spaces, enclosed structures, and stadium parking lots. Signs describing the ban must be posted at every entrance and in dugouts, bullpens, training

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Play The Name Game!

Look carefully at each page in this issue. Somewhere in this magazine a line is hidden that contains the words \$Name Game Winner + person's name + city\$. If you find this line, and it contains your name, call AVANTI's Offices at 215 750-0178 before the next magazine is published, and win this issue's total. NCASEF Members only.



Visit the National Coalition Website: www.ncasef.com



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News. Denver based Native Roots opened its first two Gas and Grass locations in Colorado Springs in October. • **Flowfinity Wireless Inc.** recently released a case study describing how Kellogg's has successfully **used mobile technology to replace paper forms used by sales managers** for evaluating retail store conditions and the performance of field sales team members. The mobile solution also provides custom reports for identifying trends that drive sales. • **Starbucks recently brought its Mobile Order & Pay to Android smartphone users** and also rolled out the feature across the U.S. to stores it operates, reported the *Seattle Times*. Starbucks was the first national retailer to offer its own mobile payment technology combined with a deep loyalty program. • Brivo Inc recently announced the **release of Brivo Mobile Pass, a digital credential solution that lets users unlock doors** with their smartphones. • Citi Retail Services and Wawa, Inc. have announced a multi-year agreement to launch a **private label consumer credit card program for Wawa customers**. • Warehouse store chain **Costco** is planning to convert its Hackensack location to a more specialized business center that **caters to small-businesses like convenience stores, caterers, restaurants and professional offices**, reported *The Record*. • As of July 19, 2015, **Couche-Tard's** network is comprised of 7,987 convenience stores throughout North America, including 6,556 stores offering gasoline. Its North American network consists of 15 business units, with 11 in the U.S. covering 41 States, and about 80,000 people are employed throughout its network. • Supermarket chain **Kroger recently celebrated raising \$30 million** over 10 years for Breast Cancer Awareness during its annual Leadership Summit in Cincinnati. • A Loop Commerce consumer survey of online shopping reveals that 25 percent of respondents cited worrying about buying the wrong size, while another 24 percent cited

continued on page 60

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- Mintel forecasts nearly 9% growth for snack bar category with the possibility of reaching 26% growth in the category.²

1. The State of the Snack Industry, Daily Lyons Report, 2014
2. Mintel



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Member News

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Legislative Update

rooms, locker rooms, press boxes, and restrooms. Violations carry a \$250 fine per offense. State law bans smoking in workplaces and public places, including stadiums.

Chicago Lawmaker Seeks \$1.25 Tax On E-Cigs

A Chicago alderman recently introduced a plan to the City Council to institute a tax of \$1.25 for each e-cigarette cartridge and 25 cents for each milliliter of liquid to fill the cartridge, reported the *Chicago Tribune*. Ald. Proco "Joe" Moreno said the tax would raise just \$1 million per year toward fixing the city budget hole but

could be an important part of curtailing the increasingly common use of the products by young people. Moreno told the newspaper Mayor Rahm Emanuel is supportive of the electronic cigarette tax, and that he's still working to get Emanuel's support for another proposal to increase taxes on smokeless tobacco products.

Federal Tobacco Legislation Update

There are several bills pending in Congress that would tax or regulate cigarettes, other tobacco

products and electronic cigarettes, reported *Tobacco E-News*. The measures summarized below are pending in either the U.S. Senate or the U.S. House of Representatives and have been referred to congressional committees for future committee hearings and actions.

- Senate Bills 430 & 2047, House Bills 478 & 4325—Would regulate the marketing of e-cigarettes.
- Senate Bill 142, House Bills 1375 & 324—Would require child safety packaging for

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"A Chicago lawmaker has proposed a tax of \$1.25 for each e-cig cartridge."

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Item	UPC	SLIN
4 oz. Strawberry Shortcake Bar - 1/24pk	0 52548 55816 1	190227
6 oz. Vanilla Ice Cream Sandwich - 1/24pk	0 52548 55813 0	190135
8 oz. Giant Vanilla Cone - 1/12pk	0 52548 55814 7	190169
7 oz. Vanilla Cookie Sandwich - 1/12pk	0 52548 55815 4	190207

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No additives in our tobacco does **NOT** mean a safer cigarette.

Organic tobacco does **NOT** mean a safer cigarette.

SURGEON GENERAL'S WARNING: Cigarette Smoke Contains Carbon Monoxide.

100% ADDITIVE-FREE NATURAL TOBACCO

BACKED WITH A 100% PRODUCT GUARANTEE

*based on STW compounded annual growth rate for all NAS cigarette styles from 1999-2014

CIGARETTES ©2015 SFNTC (3)



Legislative Update

liquid nicotine containers to be established by the Consumer Product Safety Commission.

- The President's proposed federal budget includes a 94-cents-per-pack increase in the federal cigarette tax and proportionate tax increases for all other tobacco products.
- House Bill 1578—Would temporarily increase the federal tax on tobacco products to fund the enrollment of individuals under the pre-existing condition insurance program under the Affordable Health Care law.
- Senate Bills 39, 194, & 826—Would enact tobacco tax parity so that tobacco products are taxed at essentially the same rate as the federal cigarette tax rate.
- House Bill 3042—Would amend the Jenkins Act to prevent the interstate sale and delivery of e-cigarettes, cigars and pipe tobacco to minors.
- House Bill 662—Would amend the Federal Food, Drug and Cosmetic Act to exempt traditional large and premium cigars from regulation by the Food and Drug Administration and from user fees assessed on tobacco products by the FDA.

Florida Considers Online Lottery Sales

Legislation has recently been filed to allow the Florida Lottery to sell tickets online, reported MyNews13.com. The bill, SB 270, is aimed at broadening the Lottery's revenue base to include out-of-state customers and occasional players who might be enticed to play more frequently if online tickets were an option. Last year, the Florida Lottery posted a record \$5.5

"Since 2002, 47 states and Washington, D.C. have increased their cigarette tax rates more than 120 times."

billion in sales.

The National Association of Convenience Stores reported that it supports legislation at the federal level—the Restoration of America's Wire Act (H.R. 707 and S. 1668)—that would reverse a 2011 U.S. Justice Department decision that re-interpreted the 1961 Wire Act, a 50-year-old law that prohibited online gambling.



NACS said lottery ticket sales generate substantial in-store traffic for convenience stores, and the frequent lottery customer purchases additional items when they purchase their lottery tickets.

U.S. Court Hears Challenge To Credit Card Settlement

A U.S. appeals court recently weighed whether to uphold the approval of an estimated \$5.7 billion antitrust settlement by MasterCard and Visa with merchants over credit card fees despite the objec-

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State Cigarette Excise Tax Rates

The list below shows the cigarette excise tax rate per pack in those states where 7-Eleven operates, in effect by October 1, 2015. Since 2002, 47 states and Washington, D.C. have increased their cigarette tax rates more than 120 times. The 7-Eleven states with the highest taxes are New York (\$4.35), Rhode Island (\$3.75) and Connecticut (\$3.65), while the lowest rates can be found in Missouri (\$0.17) and Virginia (\$0.30). The highest combined state-local tax rate is \$6.16 in Chicago, IL, with New York City second at \$5.85 per pack.

STATE	TAX	STATE	TAX
Arizona	\$2.00	New Jersey	\$2.70
California	\$0.87	New York	\$4.35
Colorado	\$0.84	North Carolina	\$0.45
Connecticut	\$3.65	Ohio	\$1.60
Delaware	\$1.60	Oregon	\$1.31
Florida	\$1.339	Pennsylvania	\$1.60
Idaho	\$0.57	Rhode Island	\$3.75
Illinois	\$1.98	South Carolina	\$0.57
Indiana	\$0.995	Texas	\$1.41
Kansas	\$1.29	Utah	\$1.70
Maine	\$2.00	Vermont	\$3.08
Maryland	\$2.00	Virginia	\$0.30
Massachusetts	\$3.51	Washington	\$3.025
Michigan	\$2.00	Washington, D.C.	\$2.50
Missouri	\$0.17	West Virginia	\$0.55
Nevada	\$1.80	Wisconsin	\$2.52
New Hampshire	\$1.78		



Investigation Of Workers' Compensation Claims How & Why

By Greg Averetta, MSIG Claims Account Executive

If an employee is hurt at work, you—the owner—can help minimize the cost to your business by doing a few key things. An employer level investigation consists of:

- Documentation of the reported cause of injury
- Identification of any witnesses
- Determination whether there is any third-party involvement



Documentation

An inquiry should be made of any injured employee as to the exact cause of the injury. The employee should be asked to describe what specific incident or activities within the workplace are perceived to have caused the injury.

“Document injury specifics, and identify witnesses and any third party involvement immediately after an accident.”

The exact date and time of the incident should be provided by the employee. In addition, the employee should be asked whether there were any witnesses to the incident. It is also useful to get information from the employee about any body parts to which they believe injury has occurred.

Witnesses

The names and contact information for any witnesses should be obtained and provided to MSIG. As may be indicated, the MSIG claim staff will contact witnesses to obtain verification of the incident or mechanics of the injury reported. Information that may be available from witnesses can serve to assist MSIG in evaluating the claim of industrial injury that was filed.

Third-Parties

As with witnesses, if the injury is possibly attributable to the actions of another person not employed with 7-Eleven, contact information regarding the third party should be documented and provided to MSIG. If the injury can be successfully attributed to a third-party, MSIG can seek to recover costs paid on the claim from the third party or their insurance carrier. Such recoveries have the potential to significantly reduce claim costs to your business.

Occupational Injury Investigation Form

The MSIG website has an “Occupational Injury Investigation” form. The form can be used to assist you to obtain information regarding the injury. Please visit http://www.msigusa.com/risk_management/riskmanagement.asp

Franchisees must take these steps in the case of an accident or injury in the workplace:

1. Investigate accidents immediately
2. Determine who was involved and who witnessed it
3. Find out what items, equipment or people were involved
4. Record a detailed description
5. Determine the possible injury cause
6. Support your Claims Adjuster as they may call for additional facts. Help them to help you! **AV**

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worrying about the hassle of returns as the **most common reasons they hesitate to buy gifts online.** • A Square One Markets convenience store in Bethlehem, Pennsylvania recently launched a pilot test for a new dinner kit that allows time-starved customers to prepare family meals in less than 30 minutes. **The Six O’Clock Scramble Fresh & Fast Family Dinner Kits** contain everything needed to prepare a fast, fresh meal. • Consumers report spending **one in three food dollars** on specialty food, up from one in four in 2014, according to research by the Specialty Food Association. This comes as specialty food sales topped \$100 billion for the first time in 2014 and continues to grow. • The Equal Employment Opportunities Commission recently filed a **lawsuit against New Mexico-based Allsup’s Convenience Stores Inc.**, accusing the company of violating civil rights laws by refusing to make reasonable accommodations for pregnant women with disabilities, reported the Associated Press. • **Alimentation Couche-Tard recently announced it has sold its lubricants business to Fuchs Petrolub SE.** The sale was through a share purchase agreement, in which Fuchs acquired 100 percent of all shares in Statoil Fuel & Retail Lubricants. • **McDonald’s Canada is adding self-serve kiosks** inside its restaurants, allowing diners to quickly and easily order **custom-made burgers** with a long list of new toppings, including guacamole, sun-dried tomato pesto, jalapenos, grilled mushrooms and Sriracha sauce, reported the *Toronto Star*. • IGT Global Solutions has developed **new smartphone apps for the Rhode Island Lottery and the Tennessee Lottery Corporation** that give players, and also enables players to **scan tickets with their mobile devices to check if they hold winning lottery tickets.** • In a warning issued to the general public, the FBI said **new chip-based credit cards are safer than traditional cards but still vulnerable to fraud** and need to be used with a PIN

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The Original Brand
Pop sicle is the **#1 WATER ICE BRAND!**

Low Calorie! Low Price Point! High Profits!

Pop sicle Rainbow
SLIN: 190090

Pop sicle SpongeBob SquarePants
SLIN: 190690

Pop sicle Creamicles The Original Cream Bars
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Popsicle® Rainbow Pop is the #1 Water Ice Item in 7-Eleven!

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\$0.99 ALL SUMMER P3 & P4 Promo

CALL TO ACTION
Check that the above items are “CARRIED” AND IN-STOCK!

The Original Brand Since 1905!

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Member News

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Legislative Update

tion of several major retailers, reported Reuters. A lawyer for retailers including Target and Amazon.com urged the 2nd U.S. Circuit Court of Appeals in New York to reject the deal, saying it forces merchants to give up their rights to sue over various policies and practices. A lawyer for merchants who negotiated the deal said the settlement was fair and provided not just \$5.7 billion, but reforms an expert valued as worth up to \$62 billion.

The settlement, the largest in a U.S. antitrust class action, resolved lawsuits by merchants pending since 2005. The lawsuits accused Visa and MasterCard of fixing the fees they were charged each time customers used credit or debit cards. Merchants also claimed Visa and MasterCard prevented retailers from encouraging customers to use cheaper payment methods.

NY Passes \$15 Minimum Wage For Fast-Food Workers

New York state will gradually raise the minimum wage for fast-food workers to \$15 an hour—the first time any state has set the minimum that high, reported NBC New York. The wage hike will be phased in over three years in New York City and over six years elsewhere in the state. It will apply to some 200,000 employees at large chain restaurants. New York's increase was recommended by an unelected Wage Board created by the governor—a tactic that allowed him to circumvent the Legislature, where proposed minimum wage increases have re-

cently stalled in the Republican-controlled state Senate. To date, the cities of Los Angeles, San Francisco, Oakland and Berkeley in California and Seattle, Washington have approved phased-in increases that eventually will take their minimum wage to \$15 an hour, or about \$31,200 a year.

NY Credit Card Surcharge Ban Restored

A federal appeals court recently revived a New York state law banning surcharges on credit card purchases, saying a lower court judge erred in finding the law unconstitutional, reported Reuters. By a 3-0 vote, the 2nd U.S. Circuit Court of Appeals said the law, which subjects retailers to criminal penalties for imposing surcharges on customers who pay with plastic rather than cash, does not violate retailers' free speech or due process rights under the U.S. Constitution. The decision is a defeat for retailers that have long complained about the cost of accepting credit cards, including "swipe" fees they pay to networks such as MasterCard and Visa.

In practice, the law prevents retailers from selling a \$100 item to card customers for \$102, but lets them offer "discounts" to cash customers who might pay just \$98. The appeals court said the law does not regulate speech but rather regulates pricing practices, specifically any differences between posted prices and higher prices for card customers.

Labor Board Redefines Employee-Employer Relationship

The National Labor Relations Board (NLRB) recently voted to adopt a more expansive definition of what it means to be a

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7-Eleven Stores Ltd said it would set up an independent panel to examine underpayment claims and franchise agreement terms. During an Australian Senate investigation into the scandal, the company admitted its payroll system used to allow franchisees to pay employees whatever rate they liked, even if it was below the minimum wage. More recently, 7-Eleven Stores Ltd has agreed to change the gross profit split to 50-50 in order to "ensure a fair, equitable and sustainable outcome for all, and incentive driven ethical and responsible business practices."

7-Eleven Canada Testing Walmart Pickup Service

7-Eleven Canada and Walmart Canada recently announced the expansion of Walmart Canada's Grab & Go Locker network in six Toronto-area 7-Eleven stores. The announcement marks the first time in Canada two retailers are teaming up to offer a Grab & Go Locker service. The service offers customers using Walmart.ca a convenient free shipping option where they can pick up their order 24 hours a day, seven days a week, at no cost. The deal expands on Walmart Canada's current Grab & Go Locker service, which offers free shipping to 45 Grab & Go Lockers in the greater Toronto area. The two companies have agreed to a six-month pilot of the project to evaluate customer response and usage.

Seven & I Launches Online Shopping Service

Seven & I Holdings launched a new online shopping service in Japan on November 11, with up to 1.8 million items available for consumers, reported PetrolPlaza.com. The new "omni7" service allows registered users to order any products offered by group retail-

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3 CIGARS FOR 99¢

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WHITE GRAPE 1 CARTON - 15 THREE PACKS SLIN 321408 - UIN 773705 7 84762 07235 1	STRAIGHT-UP 1 CARTON - 15 THREE PACKS SLIN 321019 - UIN 773713 7 84762 07232 0	SWEETS 1 CARTON - 15 THREE PACKS SLIN 321349 - UIN 773721 7 84762 07236 8
GRAPE 1 CARTON - 15 THREE PACKS SLIN 321336 - UIN 634485 7 84762 07230 6	MANGO 1 CARTON - 15 THREE PACKS SLIN 321033 - UIN 634505 7 84762 07234 4	
PEACH 1 CARTON - 15 TWO PACKS SLIN 321218 - UIN 244293 7 84762 07351 8	WHITE GRAPE 1 CARTON - 15 TWO PACKS SLIN 320760 - UIN 198168 7 84762 07355 6	
STRAIGHT-UP 1 CARTON - 15 TWO PACKS SLIN 320376 - UIN 244335 7 84762 07352 5	SWEETS 1 CARTON - 15 TWO PACKS SLIN 320613 - UIN 198135 7 84762 07356 3	
GRAPE 1 CARTON - 15 TWO PACKS SLIN 320375 - UIN 244285 7 84762 07350 1	MANGO 1 CARTON - 15 TWO PACKS SLIN 320845 - UIN 244376 7 84762 07354 9	STRAWBERRY 1 CARTON - 15 TWO PACKS SLIN 320574 - UIN 198226 7 84762 07353 2
GRAPE 1 CARTON - 25 TWO PACKS SLIN 321442 - UIN 555383 7 84762 07200 9	BLUEBERRY 1 CARTON - 25 TWO PACKS SLIN 321446 - UIN 554600 7 84762 07201 6	MANGO 1 CARTON - 25 TWO PACKS SLIN 321476 - UIN 74021 7 84762 07206 1
CHERRY 1 CARTON - 25 TWO PACKS SLIN 321445 - UIN 554634 7 84762 07204 7	MELON 1 CARTON - 25 TWO PACKS SLIN 321444 - UIN 555102 7 84762 07205 4	ORANGE 1 CARTON - 25 TWO PACKS SLIN 320864 - UIN 214429 7 84762 07210 8
APPLE 1 CARTON - 25 TWO PACKS SLIN 321447 - UIN 553826 7 84762 07202 3	STRAWBERRY 1 CARTON - 25 TWO PACKS SLIN 321477 - UIN 74120 7 84762 07207 8	VANILLA 1 CARTON - 25 TWO PACKS SLIN 320814 - UIN 214452 7 84762 07211 5
PEACH 1 CARTON - 25 TWO PACKS SLIN 321443 - UIN 555201 7 84762 07203 0	STRAIGHT-UP 1 CARTON - 25 TWO PACKS SLIN 321478 - UIN 74633 7 84762 07208 5	CIGAR BLEND TOBACCO 1 CARTON - 6 POUCHES SLIN 320238 - UIN 555631 7 84762 07175 0
STRAWBERRY 1 CARTON - 25 TWO PACKS SLIN 321287 - UIN 680876 7 84762 07877 3	MANGO 1 CARTON - 25 TWO PACKS SLIN 321288 - UIN 680900 7 84762 07867 4	
GRAPE 1 CARTON - 25 TWO PACKS SLIN 321289 - UIN 680918 7 84762 07807 0	BLUEBERRY 1 CARTON - 25 TWO PACKS SLIN 321292 - UIN 680884 7 84762 07817 9	

ZIG-ZAG CIGARETTE PAPERS

ORANGE 1 CARTON - 24 BOOKLETS
SLIN 320298 - UIN 504902
0 08660 00724 7

WHITE 1 CARTON - 24 BOOKLETS
SLIN 320643 - UIN 504308
0 08660 00702 5

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Member News

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ers online and have them delivered to their homes or any Seven & I Holdings group outlets across Japan, such as 7-Eleven convenience stores. The deliveries are free if customers collect them from a group company outlet or spend a total of US\$12.40 or more. For purchases under that value, a fee of US\$2.5 applies.

SEI To Expand Private Label Offerings

7-Eleven, Inc. plans to expand its private brand SKU count by 60 percent in 2015, reported *Convenience Store News*. In an article detailing the company's store brand process, the publication reveals that within the past year SEI has added such items as 7-Select Go!Smart fruit and nut bars, 7-Select Go!Yum sweet treats, and a line of 7-Select over-the-counter medications to its private label offerings. "Private brands are a major part of 7-Eleven's strategy," SEI's Director of Merchandising Sean Thompson told the magazine. "Our organization is fully aligned that expanding our private brand offering is a key component of our future growth." Thompson also said quality is a key differentiator for SEI—products offered under 7-Eleven's own brands give shoppers items that are of "exceptional quality," driving profits for the company's franchisees.



"7-Eleven has ramped up private label SKUs by almost 60 percent in 2015."



Target Partners With Instacart On Groceries

Big-box retailer Target is teaming up with Instacart Inc. to offer same-day delivery of groceries and household items for \$3.99 in its hometown of Minneapolis as the company rolls out an alternative to online rival Amazon.com's \$299-a-year Amazon Fresh grocery delivery service, reported *Bloomberg*. Target will be Instacart's second-largest retail partner by revenue, behind Costco Wholesale Corp.

Instacart works with retailers that provide stores close to customers. The company supplies the technology to enable online orders as well as employees who fetch groceries from store shelves and mostly contract drivers who deliver

them in their own vehicles. Target's deal with Instacart adds perishable foods such as milk and eggs to online order options and faster delivery, rounding out the company's offerings for online shoppers. Grocery delivery fees through Instacart start

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"Online groceries are a \$10.9 billion industry in the U.S., and the market is expected to grow 9.6 percent annually through 2019."

at \$3.99. Online groceries are a \$10.9 billion industry in the U.S., and the market is expected to grow 9.6 percent annually through 2019, according to a December report by *IbisWorld*.

Gasoline Fuels C-Store Sales

Continued low gas prices helped grow convenience store sales both at the pump and inside the store for the first nine months of 2015 and retailers are optimistic about prospects over the fourth quarter, according to the results of a retailer sentiment survey released by NACS. Nearly 8 in 10 convenience store retailers (79 percent) said they are optimistic about their business for the fourth quarter of 2015, compared to only 8 percent who are pessimistic. While retailers are overwhelmingly optimistic about their business, overall optimism is down slightly from the second quarter (83 percent) and first quarter (86 percent).

Strong fuels sales and margins continue to drive retailer optimism. More than half of all retailers (59 percent) said fuels sales so far in 2015 are stronger than the same period in 2014 and two in three (66 percent) said that fuels margins are stronger than in 2014. Additionally, two in three retailers (67 percent) said their food sales have increased in 2015 and nearly as

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GO WITH THE #1 PRODUCTS DURING COLD AND FLU SEASON

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SLIN 221644

Vicks Nyquil Liquid Cherry 8 oz



SLIN 221231

Get your customers the rest they need with NyQuil™ Cold & Flu Nighttime Relief Liquid, a powerful 6-symptom cold & flu relief.



Vicks Dayquil Liquid Original 8oz



SLIN 221116

DayQuil™ Cold & Flu Liquid, non-drowsy, multi-symptom cold and flu relief helps your customers get their power back to enjoy the day.



Pepto Bismol Maximum Strength 4 oz



SLIN 220948

When your customers need maximum strength for digestive upsets, put a coat on it with Pepto-Bismol™ maximum strength.



Respiratory Care products are carried in 94 percent of convenience stores. P&G has an 84 dollar share in Cold/Flu Treatment products.



many (63 percent) said their “better-for-you” items are selling better this year.

First 7-Eleven Opens In Middle East

Seven Emirates Investment LLC—a master franchisee of 7-Eleven, Inc.—recently celebrated the opening of its first 7-Eleven



store in the United Arab Emirates. The store opened for business October 6, and the company held an event on October 13 with a ribbon-cutting, VIP attendance and celebratory dinner for suppliers, contractors and other guests. The location of 7-Eleven's first store in the Middle East is Bay Square, Building #4, near downtown Dubai and the world's tallest building, Burj Khalifa Tower. The new 2,000-square-foot store carries some 2,500 products that are both typical of 7-Eleven stores and special to that part of the world. The currently company-operated store employs 18, who reflect the diversity of the United Arab Emirates.

Walmart Expands Grocery Pickup

Walmart is expanding its free grocery pickup service to several markets as it seeks to capitalize on its network of physical stores amid growing competition with Amazon.com and others investing in home delivery, reported Reuters. The company started offering curbside pickup for groceries ordered online in eight new markets recently, with more to be added soon. Walmart has been testing online grocery delivery services in two markets and pickup in the five markets of Denver, Colorado;

Phoenix, Arizona; San Jose, California; Bentonville, Arkansas; and Huntsville, Alabama. The company's announcement solidifies a strategy of playing to its bricks-and-mortar footprint, with an estimated 70 percent of the U.S. population living within five miles of one of its 4,600 stores.

Amazon Expands Delivery Service To Los Angeles

Amazon.com recently announced that Prime Now, the company's one-hour delivery service, has expanded to Los Angeles and Orange County including areas such as Santa Monica, Redondo Beach, Silver Lake and Irvine, to name a few. The company said it has established four Prime Now hubs in Southern California to serve its Prime members with fast delivery on tens of thousands of items including paper towels, chilled and frozen items like milk and ice cream, and televisions and Kindle devices. Prime Now will also add deliveries from some of LA's favorite local stores, such as Sprouts Farmers Market, Bristol Farms, Sprinkles Cupcakes, Fresh & Easy, Erewhon Organic Grocer and 99 Ranch Market. With the addition of Los Angeles, Prime Now operates in 13 cities worldwide.



Consumers Order Online For Same Day Delivery

Roughly 3 in 10 consumers have ordered items online for same-day delivery in the past 12 months, excluding foods ordered for immediate consumption such as delivery pizza, according to a report by market

“Walmart says an estimated 70 percent of the U.S. population lives within five miles of one of its 4,600 stores.”

research publisher Packaged Facts. Presently Amazon and Walmart are the main beneficiaries of requests for same-day delivery. Data from Packaged Facts' August 2015 national consumer survey reveal that 44 percent of consumers have purchased products online from Amazon for same-day home delivery, while 37 percent have requested same-day delivery from Walmart. However, the growing popularity of online delivery services such as Instacart and other retailers could challenge for greater market share in coming years. This is especially true when it comes to the delivery of perishable products such as grocery items, the report states.

Wawa Opens New Flagship Store

Pennsylvania-based c-store chain Wawa recently opened a new flagship store in Philadelphia, just in time to service visitors who were in town for the World Meeting of Families and the historic visit of Pope Francis. The new center city Philadelphia store offers the company's most progressive store design prototype to date, featuring more than 4,000 square feet of space and one-of-kind features not yet available in any other Wawa store. Highlights of the new store include:

- Large corner entrance with bronze canopy
- In-door bar seating along the windows—the first Wawa store in the company to feature this option
- Upscale cabinetry, counter tops, and lighting
- Wawa's newest product offerings
- Design features such as floor-to-ceiling

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Stock up for Winter

Mix & Match HALLS Drops (9-ct. pack) Promotion November 4th – January 4th



HALLS DROPS CHERRY
SLIN 220254



HALLS DROPS HONEY LEMON
SLIN 220442



HALLS DROPS MENTHO-LYPTUS
SLIN 220255



HALLS DROPS DEFENSE ASSORTED CITRUS
SLIN 220258

*HALLS Defense is a dietary supplement





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THE OTHER SIDE OF PROMOTIONS— HOW TO MAKE MORE MONEY

Rehan Hashmi
Vice President, Alliance of 7-Eleven Franchisees FOA

It's no secret that to keep customers coming back to our stores and making their 7-Eleven shopping experiences unique, we have to offer all sorts of promotions. In any given month, we can have upwards of 150 promotions to choose from to run in our stores. Sometimes, like last month, we have 230 or more promotions. But how do we pick the right promotional deals? First, we have to determine what our customers want and pick those promotions that will make our stores unique and stand out from the competition.

Second, we have to choose promotions that offer the most profitability (few if any of

companies, suggested by SEI, we are either losing money or not making enough to cover the costs associated with the promotion—ordering the product, receiving the product, stocking the cooler, stocking the shelves, and standing behind the register and trying to plus sell the second Gatorade or the second Monster. With one Gatorade promotion, we make \$1.00 on the first bottle and \$0.10 on the second. This is basically the same deal as every other mom and pop store. The fact is SEI needs to leverage the power of 8,300 stores and negotiate better promo deals for us that include full vendor funding.

area, our FOA started advising franchisees on how to customize SEI's suggested promos to their specific needs. So if the Red Bull guy came in and said the promo is 2 for \$5.35, we suggested not to follow the line and sell it at 2 for \$5.50. What few franchisees realize is that we have no obligation to follow the promotions exactly; 7-Eleven will still give you the funding associated with the promo—even if you don't follow it blindly—as long as you participate. You can also customize the POP to reflect the new price and better advertise the promotion. Our FOA makes similar POP with the new price on it, then prints it out and gives it to area franchisees for a nominal cost.

Our market manager and field reps have

accepted our way of doing promotions. When they walk into our stores that have the customized POP, they understand why we're doing it and have even wit-

nessed the better profit margins we're generating. I would be remiss, however, if I didn't place a disclaimer here: this is not a situation that will work for everyone. If you have tough competition, if you have another 7-Eleven right next to you and that guy doesn't do it, it wouldn't work for you.

On the whole I believe this strategy is applicable nationwide, and the more we start customizing the promos instead of following the straight line, the more 7-Eleven will start thinking again and try harder to get us a better cost of goods and better funding. **AV**

REHAN HASHMI CAN BE REACHED AT
847-845-8477 or rehan711@yahoo.com

“For our own good, franchisees need to take a serious look at and understand suggested promotions, and not just blindly follow them because they were given to us. We own the business and we need to be the manager of our business.”

these promotions are fully vendor funded). If I had to choose five to 10 promotions to run in my store, I have to consider profitability, so I'll try to sell something where I make more money. However, this takes quite a bit of work because we have more than 100 promotions running at any time, and I have to analyze the whole group of promotions to

“The fact is SEI needs to leverage the power of 8,300 stores and negotiate better promo deals for us that include full vendor funding.”

determine which ones are the most beneficial to my bottom line.

For instance, for the cooler we have all of these promotions from Pepsi, Coke, Monster and Red Bull. According to my analysis, with almost every promotion from these major

We are the biggest convenience store chain in America. Period. Nobody matches our size. If we choose not to cooperate with Monster, they will lose a lot of sales. That is why Monster gives us exclusive flavors, as do Red Bull and Gatorade and Coke. We have the leverage, so we should use it to get a better cost and promotions that are best for our stores and our franchisees.

For our own good, franchisees need to take a serious look at and understand the promotions, and not just blindly follow them because they were given to us. We own the business and we need to be managers of our business. One thing we can do more of is customizing the promos instead of obediently following the straight line. In the Chicago



7-ELEVEN TEA PARTNER SINCE 2003



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UIN #004804



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SLIN #130737
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Member News

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PROMOS SEEM TO DO MORE HARM THAN GOOD

Pete Gragnano
President, Suburban Washington FOA

In reviewing the Period 5 Sales Plan (it should be called a Master Plan, as it's 231 pages that I found out the hard way by accidentally hitting the print button), I noticed buried within its contents were several promotions that were, to put it mildly, losers. By losers, I mean promos where we either make less money selling two items than a single one, or barely make it worthwhile to do the additional work to participate. Here are just a few examples of many (note all data is from the individual Sales Plan sheets):

- Coke 20oz w/Free GoYum 7-Select Popcorn—Everyday GP is \$1.56; promo GP\$ is \$0.88 (\$0.68 loss);
- Fanta 2Ltr (2 for \$2.50)—\$0.70 GP on the first and \$0.12 on the sale of the second (\$0.58 loss);
- Whole Pizza and 2Ltr Coke (\$6.99)—Regular price has \$1.85 GP, and promo has \$1.30 (\$0.55 loss);
- Whole Pizza and 5 Wings (\$8.99)—Regular price has \$3.09 GP, and promo has \$2.54 (\$0.55 loss);
- 1/4 lb and Big Gulp (\$2)—Regular price has \$1.69 GP, and promo has \$0.50 (\$1.19 loss); and my personal favorite,
- King Size Reese's and Super Big Gulp (\$2.50)—Regular GP\$ is 1.80, with the promotion the GP\$ are a minus \$0.06 (\$1.86 loss);

“IT APPEARS WE ARE MORE INTERESTED IN RAISING SALES REVENUE THAN GROSS PROFIT DOLLARS, IN DIRECT OPPOSITION TO THE PREMISE OF OUR FRANCHISE AGREEMENT.”



“The preponderance of money losing propositions in the Sales Plan makes me question the company's marketing strategy for inside store sales.”

- It goes on and on.

In the majority of the analyses for the promotions shown above, the rationale for the promotion is either a "Basket Builder" or "Traffic Driver." While I understand that there may be an occasion to have several items as a "loss leader" to generate traffic into our stores, the preponderance of money losing propositions in the Sales Plan makes me question the company's marketing strategy for inside store sales. Moreover, loss leaders are for those who can afford this strategy, like supermarket chains, where there truly is a "market basket."

It appears from the above, as well as

from the fact that almost everything in the store is on sale (remember I said there were 231 pages of promos), that 7-Eleven is more interested in raising sales revenue than gross profit dollars, in direct opposition to the premise of our franchise agreement.

In these times where we are struggling to survive the government-mandated minimum wage increases, franchisees need more than ever to make every sale profitable. However, the company continues to run promotions (e.g., \$1 1/4 lb Hot Dogs) where, when questioned that it is not profitable, we are told "it's not meant to make money" but rather to serve essentially as "live advertising." The franchise community already pays 7-Eleven 1.5 percent of

monthly gross profit for "advertising," which we always question where the money goes; we don't need to take more money out of our pockets for this purpose.

If 7-Eleven's Category Managers cannot use our size to negotiate fully funded promos with vendors, or at a minimum, have the stores make at least 50 percent of the single item profit on the second (e.g., \$1.00 GP on the first, and \$1.50 on both), then it should either make up the difference from its side of the ledger, or not run the promotion. **AV**

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*No significant difference has been shown between milk derived from cows treated with the artificial growth hormone rBST and non-rBST-treated cows.



glass, and special digital signs developed to support and showcase Wawa's offerings and commitment to the community.

McDonald's Begins All-Day Breakfast

Fast food chain McDonald's is now offering all-day breakfast nationwide in hopes that it will help boost slumping sales, reported the *Chicago Tribune*. Approved by franchisee leadership in September, the move is perhaps the highest-profile component yet revealed of the CEO's plan to reinvigorate the company. The limited menu for all-day breakfast will include McMuffins, hotcakes, sausage burritos, fruit and yogurt



parfaits, oatmeal and hash browns. The article states that time will tell if the hype translates into significant improvement in sales or profits for the Golden Arches, which has struggled in recent years as more consumers opt for fast-casual options like Chipotle and Panera Bread.

Cumberland Farms Sells \$1 Billion In Gas

Convenience retailer Cumberland Farms recently announced that it has sold \$1 billion in gas through its SmartPay program since its launch in January 2013. The company said over the last 12 months, transaction volume has more than doubled and continues to grow rapidly, making SmartPay Check-Link the most popular method of payment at its pump—exceeding any single debit brand, credit brand, or cash. Available as both a payment card and a mobile payment app, the program is free to join and free to use, and users automatically save

10 cents on every gallon of gas, every day, when they fill up at any Cumberland Farms gas retail locations throughout the Northeast and Florida.

In addition to saving 10 cents on every gallon of gas, mobile app customers receive a free Farmhouse Blend coffee or a free Chill Zone beverage for every 30 gallons of gas purchased. To date, Cumberland Farms has given away 1.5 million free drinks via SmartPay Rewards. Cumberland Farms' major suppliers have also partnered with the retailer on its reward program, providing free coupons on a variety of in-store products.

Organized Retail Crime Still Prevalent

According to the National Retail Federation's 11th annual Organized Retail Crime (ORC) Survey, nearly all retailers (97 percent) surveyed report that they have been a victim of ORC in the past year, up from 88.2 percent

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Bay Area Franchisees Promote Brand At ARTS FESTIVAL

By Sue Kumar, Board Member, San Francisco/Monterey Bay FOA

7-Eleven and Bay Area franchisees participated in the Festival of Arts in Fremont, California August 1-2 to help spread news about available franchising opportunities and potentially attract some new franchisees. The Fremont Festival of the Arts is the largest two-day street festival west of the Mississippi, with an attendance of approximately 385,000 and at least 650 artisans.

Franchise Sales Representative Tony Varela organized SEI's booth at the event. SEI field consultants Mike Gallagher, Paula Quigley and Mark Kwasigroch were there to support Tony's effort. Several local franchisees, like Van Nguyen and Henry Nguy, also attended to lend SEI a helping hand. The 7-Eleven booth was very busy, as there was a lot of interest in the world's number one franchise.

I walked around the fair distributing franchising flyers and store coupons for free Slurpees, Big Bites and Big Gulps, which were a big

hit. California Assembly Member Kansen Chu and his wife Daisy also visited the 7-Eleven booth. Overall, it was a delightful event and we were very successful in promoting the 7-Eleven brand.



EVERY 7-ELEVEN ZONE WILL HAVE ONE FRANCHISEE WINNER IN THE NESTLE ARMCHAIR QUARTERBACK PROMOTION!

ARMCHAIR QUARTERBACK
WIN A CHANCE TO WIN OVER \$100,000 IN PRIZES!

CONSUMERS BUY 1 GET 1 FREE TO WIN SEASON TICKETS* TO THEIR FAVORITE NFL TEAM!

Weekly \$500 gift cards to Sports Authority November 4 through January 4, 2015! Enter code at www.butterfingerarmchair.com to win!

One Franchisee in each Zone will Win Season Tickets* to any NFL Team by selling more than anyone else in the Zone!**

ELIGIBLE PRODUCTS:

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- Nestle Baby Ruth King Size SLIN 0141827
- Butterfinger Bar King Size SLIN 0140021
- Butterfinger Peanut Butter Cups King Size SLIN 0142917
- Butterfinger Bites King Size SLIN 0142585
- Butterfinger Peanut Butter Cup Mini SLIN 0141308

ORDER TODAY!

Shippers Available with coupons with UPC A Format and GS1 Format.

*Awarded as \$4,000 gift card to tickets.com. **Based on 7-Eleven sales data, highest store sales between promo dates.



Member News

continued from page 72

who said so last year. Retailers on average report they have lost \$453,940 per \$1 billion in annual sales over the past year. Additionally, the survey found on average retailers allocate approximately \$434,032 to specific organized retail crime personnel in their company.



Organized retail crime gangs wreak havoc throughout the country, but many cities have remained top locations for ORC activity for the past several years, including Los Angeles, Miami and San Francisco. The top 10 locations that retailers say have the most organized criminal activity are (by rank):

1. Los Angeles
2. Miami
3. Chicago
4. New York
5. Houston
6. Arlington/Dallas/ Ft.Worth
7. San Francisco/Oakland
8. Baltimore
9. Orange County, California
10. Northern New Jersey

Couche-Tard Launches Global Circle K Brand

Alimentation Couche-Tard recently announced the creation of a new, global convenience brand, "Circle K." The new Circle K brand will replace Couche-Tard's existing Circle K, Statoil, Mac's and Kangaroo Express branding on stores and service stations across Canada, the USA, Scandinavia, and Central and Eastern Europe. The new Circle K brand will also appear on licensed stores across Asia and will be a fundamental part of Couche-Tard's future growth.

Couche-Tard has chosen to retain the company's founding Couche-Tard retail brand in the Province of Québec in Canada due to the specifics of that market. The global Circle K brand will begin rolling out to stores



NACS Vice President Member Services Mike Davis and California PAC President and NCASEF CFA representative Jaspreet Dhillon met at the NACS convention to look for ways to help franchisees nationally and organize at local levels.

in the USA from January 2016. It will be seen on service stations in Europe from May 2016, while Canadian customers outside Québec will see the new Circle K brand starting in May 2017.

The company also announced that it has purchased, through its wholly-owned in-

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Legislative Update

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"joint employer" that could upend the traditional arms-length relationship that has prevailed between corporate titans such as McDonald's and its neighborhood fast-food franchises, reported the *Washington Post*. The case involved a recycling company called Browning-Ferris Industries, which used a temporary staffing agency to provide workers, and a Teamsters local that tried to organize the employees. The NLRB ruled that Browning-Ferris exercised sufficient control over hiring, firing, discipline, supervision, and work hours to qualify as a joint employer under the new standard.

The National Association of Convenience Stores reported that the NLRB might try to use the new joint employer definition in its case against McDonald's, in which the Board seeks to hold the parent corporation jointly responsible for labor violations at numerous franchise locations nationwide. According to NACS, "If franchisors are held responsible for actions at its franchise locations, or if they are responsible for bargaining with franchise employees, they may not see the benefit in continuing the franchisor-franchisee business model." **AV**



continued from page 60

instead of a signature to minimize risk. •

Despite objections by 7-Eleven, Inc. and other gas retailers, a federal judge recently gave final approval to the **\$24.5 million "hot fuels" settlement**, reported *CSNews Online*. Opponents claim those companies settling are attempting to push a pro-automatic temperature compensation campaign that was already rejected by a congressional body. • **Valet self-storage service provider Livible.Space** is bringing its popular "do it for me" service to Portland. The company, previously known as **Storage**, says the expansion is the beginning of its national rollout. **AV**

COULD WIN \$4,000!

Available only to 7-Eleven Franchisees' FOA
(Corporate Stores are not eligible)



Sweetened Original 2/1.5 L 50000-93332 UIN 341578	French Vanilla 2/1.5 L 50000-93348 UIN 341545	Hazelnut 2/1.5 L 50000-93360 UIN 341594
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Increase NESTLÉ® COFFEE-MATE® Liquid Pump Bottles over last year's Q2 and Q3 sales!

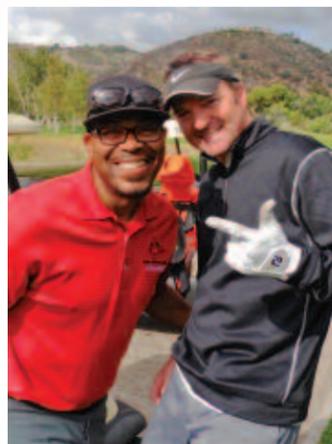
- The FOA with the largest sales increase over last year wins **\$4,000**
- The FOA with the 2nd largest sales increase over last year wins **\$2,500**
- The FOA with the 3rd largest sales increase over last year wins **\$1,000**





Member News

continued from page 74



direct subsidiary Circle K Stores Inc., all the assets operated under the Texas Star brand from Texas Star Investments, Inc. and its affiliates. The assets are comprised of 18 convenience stores, two free-standing Subway stores and a dealer fuel supply network located in the southern part of Texas. The transaction is anticipated to close in the second half of Couche-Tard's fiscal year 2016 and is subject to the standard regulatory approvals and closing conditions. **AV**

San Diego Golf Tournament Raises Money for Charity

Members of the San Diego FOA gathered at the Sycuan Golf Resort in El Cajon, CA on May 15 to help raise funds for two worthy causes. The group raised a total of \$8,000 during its 22nd Annual Charity Golf Tournament for the Warrior Foundation—Freedom Station (\$5,000) and Swim Across America (\$3,000).



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POCKET SELFIE STICK-WIRED

- Compact size, retracts to 5.25" and extends to 2' 4"
- Mount fits iPhone® and smartphones



SLIN 209691
Suggested Retail
\$8.99



HOLIDAY BLUETOOTH SELFIE STICK PHOTO BOOTH PROP KIT

- Bluetooth stick extends to 3.2'
- Includes 30+ holiday photo booth props, prop sticks, chalk & adhesive



Props Included



SLIN 209689
Suggested Retail
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6 units per case

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Reload over 100 prepaid cards at the register.*



RUSHCARD



...and many more

*Up to \$4.95 fee applies. Reload and card balance limits apply. Your receipt is proof of reload.



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Green Dot® cardholders can send money to other Green Dot cardholders free of charge! All the sender needs is the recipient's email address or mobile phone number. Personalized card required. Limits apply.

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TAKE A BIGGER SLICE OF THE PROFITS WITH 7-ELEVEN PIZZA!

Pepperoni is the number one selling 7-Eleven pizza flavor (followed by triple cheese and extreme meat)

7-Eleven first started selling pizza in 2008

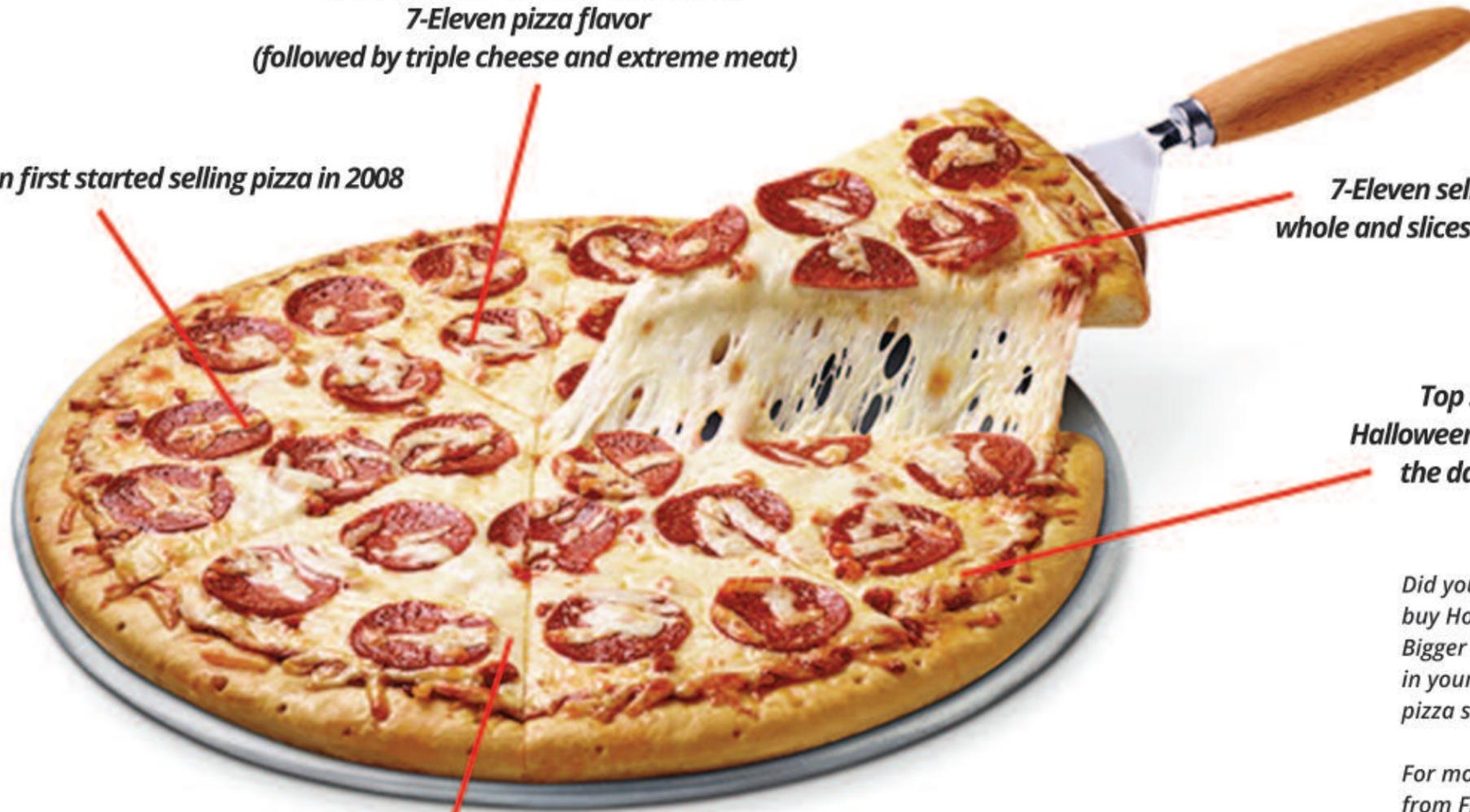
7-Eleven sells more than 22 million whole and slices of pizza combined per year

Top selling pizza days for 7-Eleven include Halloween, Christmas, Super Bowl, Thanksgiving Eve, the day after Halloween and New Year's Day

Did you know that eight out of 10 customers who buy Hot Food at your store will buy something else? Bigger margins equal bigger profits and more money in your pocket. And a strong food program, including pizza sales, drives store traffic and repeat business.

For more tips on how to grow your pizza business from Franchisees with booming pizza sales, go to OhThankHeavenForFranchisees.com!

More than 6,800 of 7-Eleven's stores in the U.S. sell pizza



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SEI News

TEDESCHI FOOD SHOPS ACQUISITION COMPLETED

Tedeschi Food Shops SEI recently announced it has closed on the acquisition of approximately 180 Tedeschi Food Shops (headquarters in Rockland, Mass.). This transaction adds to the company's existing 150 7-Eleven stores in the greater Boston and southern New Hampshire area. SEI said it has made job offers to employees working at the stores and most non-store personnel of Tedeschi Food Shops, formerly owned by the Tedeschi family. This acquisition is part of SEI's accelerated growth plan.

7-ELEVEN TO PROVIDE ON-DEMAND DELIVERY VIA DOORDASH

SEI and DoorDash recently announced a partnership to provide on-demand delivery from participating 7-Eleven stores in five major metropolitan markets across the United States. Customers in New York, Los Angeles and Chicago can now order products from their local 7-Eleven stores, with delivery service following in Washington, D.C. and Boston in the coming months. For a limited period, the delivery service fee is \$2.99.

The strategic relationship between the two companies includes in-store mar-



keting, local promotions and the availability of "Convenience Packs" or groups of products that make purchasing common items from 7-Eleven stores more convenient. For example, the "Date Night Pack" includes Ben & Jerry's chocolate chip cookie dough ice cream, a Hershey's milk chocolate bar, an 8.4-ounce Red Bull energy drink, an 18-piece pack of Trident gum and a three-pack of Trojan Ultra Thin condoms. The "Hangover Pack" includes extra-strength acetaminophen, a 28-ounce Gatorade, a large pepperoni pizza, and a smoked turkey and pepper jack sandwich.

SHARE A SLURPEE DRINK WEEK

7-Eleven started the fall season with a week-long "Share a Slurpee" drink offer. Customers who bought any size or flavor Slurpee drink during the special promo received a second Slurpee drink the same size or smaller free. The Buy One-Get One Free deal ran every day from Monday, September 14, through Sunday, September 20. Additionally, both the purchased and free Slurpee drinks counted toward the 7Rewards "Buy Six, Get the Seventh Free" drink offer available on the 7-Eleven smartphone app.

GET 7-ELEVEN COFFEE AT HOME & 'STAY HOT' CUPS

SEI recently launched 7-Eleven-branded coffee for single-serve brewing systems. With the new single-serve brew

cups, coffee-lovers who want a fresh-brewed cup of 7-Eleven coffee can get one whether they're on the go or at home.



Sold exclusively at participating 7-Eleven stores, the single-serve brew cups are available in two package sizes—an eight-pack for \$3.99 and a two-pack for 99 cents. The larger packs are available in three of 7-Eleven's most popular blends: Exclusive Blend, 100% Colombian and

seasonal Pumpkin Spice, while the two-pack varieties are Exclusive Blend and Pumpkin Spice. The 50-cent per cup cost is well below the average single-serve brew cup price of 65 cents, with some national brand brew cups costing as much as \$1 each. All varieties of 7-Eleven's single-serve coffee are made from the same high-quality 100 percent Arabica beans as the coffee available in its stores, sourced and roasted to ensure the same great flavor customers enjoy in stores.

For on-the-go customers who still grab their cups on the go, primarily while on their way to work, SEI introduced a new Stay Hot cup that keeps coffee hot longer without requiring a sleeve. While the new Stay Hot cup looks, feels and performs like foam, it is actually plastic and recyclable. Made from polypropylene, the Stay Hot cups launched nationally with a new bright white design and well-known skylines of cities across America.

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SEI News



FIRST MOBILE BILL PAYMENT CENTER FOR CASH USERS LAUNCHED

SEI has teamed with PayNearMe to introduce a new bill payment app, enabling U.S. consumers to pay over 17,000 national and local billers with cash using a convenient barcode scan at participating 7-Eleven stores. The app, called 7-Eleven Bill Pay Operated by PayNearMe, serves as a full-service bill payment center, allowing cash users to keep track of payment history, set reminders, and securely pay their bills in under 60 seconds with one trip to their local 7-Eleven store. The wide range of billers that are payable include cable companies, utilities providers and insurance companies, as well as PayNearMe's existing merchants such as Greyhound bus and Indego, the city of Philadelphia's bike share program. cent recyclable.

'OPERATION: TAKE COMMAND' WINNER OPENS STORE



With weeks of training under his belt, a store brimming with merchandise and a heart ready to serve, U.S. Navy veteran Mark Anthony Page

realized his own American dream in late August when he took over the reigns of a 7-Eleven store in Burleson, Texas after winning SEI's Operation: Take Command campaign. It was the culmination of nine months' work and competition to win first America's and then the 7-Eleven, Inc. CEO's vote of confidence.

The prize was an available 7-Eleven store of the winner's choice at a discount, valued up to \$190,000. But CEO Joe DePinto was so impressed with the three finalists, he offered each a store. Page was the first of the three winning veterans to take possession of his 7-Eleven store. The other winners—Army vets in Chesapeake, Va., and Miami—will step across their stores' thresholds in September and after October, respectively.

POSTMATES DELIVERIES EXPANDED

7-Eleven is now offering on-demand delivery in six additional markets through its partnership with Postmates. This marks SEI's second round of deployments with Postmates following an initial pilot that launched in San Francisco and Austin, Texas in July. Approximately 205 7-Eleven stores in New York City, Philadelphia, Miami, Chicago, Los Angeles and Seattle now offer an assortment of the company's products, from hot food and snacks to cold beverages and other convenience items. SEI said it plans to add participating stores in these markets as Postmates expands its service.



NEW COFFEE JUST FOR NEW YORKERS

SEI recently launched a new coffee blend created just for java lovers in the Big Apple, reports GrubStreet.com. The brew, available only in 7-Eleven stores in New York and Northern New Jersey, is a blend of Central American, Colombian and Brazilian beans that "caters specifically to the bold, rich desires of New Yorkers." According to the company, New York City franchisees actually created the new blend themselves, basing bean selection on customer feedback. SEI also released a new "Stay Hot Cup" that features the New York City skyline, does not require a sleeve, and is 100 percent recyclable.

7REWARDS FREE COFFEE WEEK

SEI didn't think one day was enough to thank its customers, so the company held a weeklong coffee party. 7Rewards Free Coffee Week ran from Monday, Oct. 12, through Sunday, Oct. 18, and included a free any-size hot beverage every day through the 7-Eleven app. During the promotion, no purchase was necessary to receive a free fresh-brewed cup of coffee, cappuccino, latte or hot chocolate using the 7-Eleven app at participating 7-Eleven stores.

Any customer who is a 7Rewards member was able to receive their daily free cup by scanning the 7-Eleven mobile app on their smartphone when checking out. The free offer appeared automatically as a coupon each day in the "Scan and Save" section of the app. Each free cup still counted as a punch in the 7Re-

continued on page 84

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- 1 serving of vegetables† • 60 calories or less per serving
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Member News

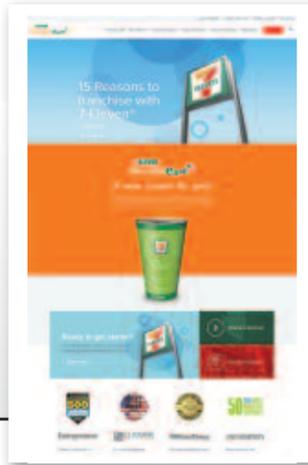
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SEI News

wards ongoing "Buy Six Cups, Get the Seventh Cup Free" offer.

SEI REFRESHES FRANCHISE WEBSITE

SEI has given its franchise recruitment website a facelift to better reflect the ease of applying for one its store franchises. The company said the re-branding team did more than just up-



date the look—the department did months of research on what makes a site appealing, and analyzed where webpage visitors landed and lingered, as well as what competitors were doing online. As a result, imagery is dominant on the new webpages and there is more interaction and even some animation. Social media is imbedded. There are more original content, blogs and fran-

chisee profiles explaining the benefits of a 7-Eleven franchise and showcasing the company's technology and operations support.

The site is divided into three easily digested segments: the basic contract, the applicant's experience and financial information. It also offers "Franchising 101," a description of what franchising is all about. It's more of an education rather than a sales tool and includes a glossary of terms to help the novice understand, for example, what a "franchise disclosure document" is. SEI said shortly after the new website was launched in late summer, the team saw the number of applications rise. ●

Now Available! Order Today.

Refresh.



- Traditional DOT#622056
- Dulce De Leche DOT#622058
- Cocoa DOT#622057

Elmhurst Naturals™ Horchata is an authentic Latin beverage made with milk, rice, cinnamon, and vanilla.

Horchata by Elmhurst Naturals™ is available in three flavors! Traditional, Dulce De Leche, Cocoa



Hydrate.

We love bananas so much we bottled all their goodness to create a nutritious and delicious beverage, without the messy peel.

Original DOT 620890	Passion Fruit DOT 620891	Mango DOT 620784
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Indulge.

Cold Stone Creamery™ Milk Shakers® are rich and indulgent, in a ready to drink bottle.

Chocolate Fudge Brownie SLIN 131170 DOT 698709 UM 398386	Strawberry Swirl SLIN 130903 DOT 698718 UM 398529	Coffee Caramel Dream SLIN 130142 DOT 698521 UM 256107	Simply Vanilla DOT 698821
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FOLLOW THE LEADER



NEW ITEMS

- Zingers Devil's Food SLIN 171133
- Coffee Cakes Cinnamon Streusel SLIN 171270
- Twinkies Chocolate SLIN 176243
- Zingers Vanilla SLIN 171259
- Twinkies Original SLIN 175407
- Donettes Crumb SLIN 174346
- Zingers Raspberry SLIN 171160
- Snow Balls SLIN 171245
- Donettes Frosted SLIN 174320
- Donettes Devil's Food SLIN 171269
- HoHos SLIN 171072
- Donettes Glazed SLIN 171374
- Donettes Powered SLIN 171248
- Ding Dongs SLIN 171161
- Cup Cakes Orange SLIN 171343
- Cup Cakes Frosted Chocolate SLIN 175408

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Sensible Portions Garden Veggie Straws® are made from real potatoes, tomatoes and spinach. Cinnamon Apple Straws are made with a taste of fresh apples and lightly sweetened with a hint of cinnamon. Both items are made with Non-GMO ingredients and contain no artificial colors or preservatives. Sensible Portions Straws are an affordable way to make better-for-you choices.



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VENDOR FOCUS

SEI Introduces New 7-Select Ice Cream Items

BOOST YOUR FROZEN TREAT SALES WITH NEW 7-SELECT ICE CREAM PRODUCTS!

7-Select Ice Cream Cone

Homemade vanilla ice cream dipped in chocolate coating and topped with peanuts and chocolate all inside a fresh crunchy sugar cone.



7-Select Ice Cream Sandwich

Velvety full fat vanilla ice cream layered between two indulgent chocolate wafers.



7-Select Ice Cream Cookie Sandwich

An indulgent velvety vanilla ice cream layered between two fresh home-style chocolate chip cookies.



7-Select Strawberry Shortcake Ice Cream Bar

A bar with a burst of strawberry flavor, made with a thick strawberry center surrounded with smooth vanilla ice cream, rolled in strawberry crunch coating.



Bomb Pop To Heat Up Convenience Retailers' Freezers



Wells Enterprises recently announced that The Original Bomb Pop and Banana Fudge Bomb Pop will be available to convenience channel customers by early February 2016. Additionally, the shape of the Bomb Pop's Jolly Rancher flavor ice pop currently sold at c-stores will be converted to the brand's iconic rocket shape.

The fan-favorite red, white and blue Original Bomb Pop is one of the fastest growing brands in the ice pop category. The ice pop known for its iconic rocket shape was invented 60 years ago, and features a three-in-one flavor profile of Cherry, Lime and Blue Raspberry. Banana Fudge Bomb Pop holds true to the Bomb Pop brand by serving up a stacked banana and chocolate fudge combination. Next year Bomb Pop's Jolly Rancher ice pop, featuring Watermelon,



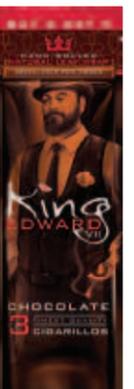
Six decades after it was invented, the Original Bomb Pop is set to land in convenience store freezers nationwide.

Lemon and Green Apple, will debut in the brand's classic rocket shape. It is currently available in the convenience channel in a twist shape. All three Bomb Pop novelties are 3.75 oz. in size, and have a manufacturer's suggested retail price of \$1.49.

Swisher Unveils King Edward VII Chocolate Cigarillos

Swisher International introduces Chocolate to the royal court of the popular King Edward VII Cigarillos. Now customers can enjoy the premium tobacco tastes in three different blends—chocolate, vanilla and natural. The cigarillos are hand rolled in the Dominican Republic in a natural Connecticut shade wrapper and are packed in re-sealable foil pouches to ensure freshness. They are offered at an affordable Buy 2, Get 3 price.

King Edward VII Chocolate Cigarillos are available now. For more information or to place your order today contact your Swisher representative at 1-800-874-9720.



Chocolate joins the royal court of Swisher's King Edward VII Cigarillos.

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New products and services for 7-Eleven Franchisees

VENDOR FOCUS

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Catch The Rush Of Swisher Sweets' Wild Rush Fruit Blend



Experience the wild, flavorful blend of sweet fruits and watermelon with Swisher Sweets Wild Rush limited edition cigarillo. It's one wild blend with a rush of fruit tastes. Available for shipment to stores nationwide, Swisher Sweets Wild Rush comes in a resealable 2-count pouch with the "Sealed Fresh" guarantee. It is available in "2 for 99¢" and "Save on 2" options.

Swisher Sweets limited-edition cigarillos with popular pricing options help drive incremental volume, so don't forget to #StockSellRepeat today while supplies last. For more information or to place an order today, contact your Swisher representative at 1-800-874-9720.

Swisher Sweets limited-edition cigarillos help drive incremental sales.

contact your Swisher representative at 1-800-874-9720.

The Return Of Game Mango

Due to popular demand, Game has brought back Game Mango Cigarillos as an everyday item. Originally scheduled to be a limited time offer in the first half of 2015 only, consumers and stores have been demanding Mango become a mainstay of the Game Cigars lineup. Game Mango is available in 2/\$.99, 2/\$1.49, and Save



Popular Game Mango Cigarillos is now an everyday item.

on 2 formats. For more information, please contact your Swedish Match Representative: 800-367-3677 or customerservice@smna.com.

Black Ultra Menthol Coolness From Djarum

Kretek International, Inc., importer and marketer of Djarum and Djarum Black filtered cigars, has announced the rollout of new Djarum Black Ultra Menthol cigars.

The new cigars feature intense menthol blended with Djarum's signature clove taste to create a cigar experience unlike any other.

Djarum Black Ultra Menthol is the first new Djarum filtered line extension since 2012. The cigars are packaged in 12-pack boxes for display in 10-count side-by-side cartons and new counter merchandisers. More information is available by e-mailing salesinfo@kretek.com or by visiting www.djarumcigars.com



Djarum Black Ultra Menthol cigars feature intense menthol blended with Djarum's signature clove taste.

Sweet Potato Skins Join TGI Fridays Line Of Snacks

Inventure Foods has expanded on its popular TGI Fridays licensed snack line with the introduction of Sweet Potato Skins. The Fridays Potato Skins Snacks are among the best-selling packaged snacks in the market today, and the new Fridays Sweet Potato Skins are available nationwide in 2.75 ounce and 5-ounce bags. A convenient 1.35-ounce single-serve bag is also available in vending machines. The suggested retail price ranges from \$1.00 to \$2.69 per package.



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LIP FACTICE DISPLAY
 UIN 279349
 Dimensions:
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 Height 14.80"



VENDOR FOCUS

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Sweet potatoes have soared in popularity recently, due in part to their uniquely sweet flavor and a nutrient-rich profile full of vitamins. In fact, each serving of Sweet Potato Skins provides 50 percent of the daily recommended value of vitamin A. The tantalizingly delicious snacks are made from real sweet potatoes and seasoned with

TGI Fridays Sweet Potato Skins are available nationwide in 2.75-ounce and 5-ounce bags.

a mild blend of cane sugar, molasses and salt to perfectly accent the natural sweetness of the potatoes.

Sweet Potato Skins join the existing Fridays line of Potato Skins Snacks that includes Cheddar & Bacon, Cheddar & Sour Cream, Jalapeno & Cheddar, Sour Cream & Onion, Chili Cheese and Bacon Ranch varieties. Since the brand crossed over to the snack chip aisle in 2000, the Fridays snacks have become a consumer favorite in grocery, vending and convenience channels, providing premium snack options that parallel the exciting flavor combinations on Fridays in-restaurant menus.

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NEW MARS PRODUCTS DEBUTED AT NACS SHOW

Mars Chocolate North America announced recently a lineup of new products that will hit store shelves in the coming months, including Snickers Crisper and goodnessknows snack squares. These innovations will join newcomers Combos Baked Snacks Chocolate Fudge Pretzel, Dove Chocolate Fruit & Nut, M&M'S Crispy Chocolate Candies, M&M'S Brand To-Go Bottles, Milky Way Midnight Bar 2 To Go and festive seasonal items. Mars Chocolate unveiled these items, along with 2016 promotions and merchandising tools, at the recent National Association of Convenience Stores (NACS) Show in Las Vegas.



surrounded by a salty, crunchy pretzel shell. (November 2015, \$2.29 for 6.0 oz. bags)

Dove Chocolate Fruit & Nut—Real fruit and spiced nuts joined with silky smooth Dove Chocolate to create an explosion of flavors and textures. It will debut in three flavor combinations: Strawberry & Cocoa Almond, Blueberry & Vanilla Cashew and Raspberry & Honey Roasted Almond. (Available December 2015, \$3.99 - \$4.29 for 5.5-oz. small SUP)

M&M'S Brand Crispy Chocolate Candies launched in January 2015 and feature a crispy center covered in creamy milk chocolate, enclosed in a colorful candy shell. (\$1.09-\$1.39 for 1.35 oz. single, \$1.69-\$1.99 for 2.83 oz. Sharing Size, \$2.99-\$3.99 for 9.9 oz. bag, \$9.49-\$10.49 for 30 oz. stand-up pouch)



M&M'S Brand To-Go Bottles are innovative, re-closable and reusable bottles containing M&M'S Brand Milk Chocolate Candies or M&M'S Brand Peanut Chocolate Candies. (Available November 2015, \$2.50-\$3.50 for 3.5 oz. bottle)

Milky Way Midnight Bar will be available in a 2 To Go Sharing Size. With two pieces enclosed in a resealable twist-wrap, the 2 To Go format provides consumers with portability and portion control. (December 2015, \$1.69-\$1.99 for 2.83 oz. 2 To Go)



Contact your Mars Chocolate representative for details on product innovations, consumer promotions and shopper insights.

Snickers Crisper combines crisped rice and peanuts topped with a layer of caramel and coated in creamy milk chocolate. Singles packs feature two pieces, each

with 100 calories. (Available November 2015, \$0.99 - \$1.09 for 1.41-oz. single, \$1.69-\$1.79 for 2.83-oz. 4 to Go, \$2.69-\$3.99 for 10.61-oz. medium FUN SIZE bag.)

goodnessknows Snack Squares—

available in Cranberry Almond Dark Chocolate, Apple Almond & Peanut Dark Chocolate, and Peach & Cherry Almond Dark Chocolate—are made with whole nuts, real fruits, toasted oats and dark chocolate. (Available September 2015, \$1.59 - \$1.99, 1.2 oz. singles, \$4.99-\$6.99 for a five-pack carton)



Combos Baked Snacks Chocolate Fudge Pretzel features a creamy fudge filling



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CIGARETTES, SNUS, MOIST SNUFF

VENDOR FOCUS

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Argo Tea's Trio Of Tea-Based Dairy Beverages



Argo Tea's Teappuccino is a ready-to-drink tea-based dairy beverage.

This fall, Argo Tea is rolling out new Teappuccino, a trio of ready-to-drink tea-based dairy beverages. The three new varieties include: Chai (Assam black tea blended with spicy ginger, cinnamon and sweet vanilla), Earl Grey Vanilla Crème (black tea infused with bergamot and sweet vanilla) and Green Tea Strawberry Crème (antioxidant-rich Japanese green tea, strawberries and vanilla). Each offers consumers an all-natural beverage, with real ingredients and smart calories that are perfect for on-the-go.

Consumers' desire for great-tasting nutritious beverages is driving retailers to re-think their drink offerings. Decadent in taste, but balanced in nutrition, these shelf-stable healthy brews of premium loose leaf tea infusions feature protein-packed milk and real fruits, flowers, spices and herbs.

All three Teappuccino flavors are available nationwide via McLane distribution in 12 fl oz. bottles for a suggested retail price of \$2.99. For more information, please visit www.argotea.com or contact Sales@argotea.com

ReTrak's Pocket-Sized Selfie Stick & Holiday Photo Booth Kit

ReTrak—the brand that specializes in compact, portable electronics to fit your on-the-go needs—introduces two new selfie sticks that reinvent the selfie game. The Pocket-Sized wired Selfie Stick extends to 2' 4" and retracts to just 5", making it the most compact and travel-friendly way to capture moments that last.

Hosting a holiday party? Forget the hassle of renting an expensive photo booth. ReTrak's Holiday Photo Booth Kit includes a lightweight Bluetooth selfie stick and 30+ holiday props so you can spread the joy with over 400 unique combinations, all in one portable kit. **AV**



Customers can up their selfie game with ReTrak's new Pocket-Sized Selfie Stick.

FOA BOARD MEETING DATES



7-Eleven FOAC

Phone: 847-975-0514
November 19, 2015
December 17, 2015

Greater Seattle FOA

Phone: 425-308-1216
November 11, 2015—Dinner Meeting
December 2, 2015—Board Meeting

San Francisco/ Monterey Bay FOA

Phone: 510-693-1492
November 10, 2015

Central Florida FOA

Phone: 407-683-2692
November 19, 2015—General Meeting Orlando

Northern California FOA

Phone: 916-782-4144
November 18, 2015—FOA Election and Meeting

South Florida FOA

Phone: 954-465-6896
November 5, 2015

Columbia Pacific FOA

Phone: 503-901-1677
November 19, 2015—General Members Meeting (Portland)
December 10, 2015—Board Meeting (Portland)

San Diego FOA

Phone: 619-713-2411
November 19, 2015

Southern California FOA

Phone: 626-255-8555
November 11, 2015

FOA Of Greater LA

Phone: 951-766-7490
November 17, 2015—w/Mini Trade Show
December 2015—No Meeting

Metro New Jersey FOA

Phone: 908-232-1336
All meetings include tabletop trade shows. Vendors are welcomed to participate.
November 19, 2015

Southern Nevada/Las Vegas FOA

Phone: 702-249-3301
November 12, 2015—Board Meeting
November 19, 2015—Board Elections

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FOA EVENTS

Want your event listed here? Send email with event name, location, dates and contact phone and email to avantimag@verizon.net

7-ELEVEN FOAC HOLIDAY PARTY & TRADE SHOW

(location to be announced)
November 6, 2015
Phone: 847-971-9457

FOA OF GREATER LA HOLIDAY PARTY

(date & location to be announced)
December 2015
Phone: 619-726-9016

CENTRAL FLORIDA FOA HOLIDAY PARTY

(date & location to be announced)
December 2015
Phone: 407-683-2692

NORTHERN CALIFORNIA FOA CHRISTMAS PARTY

(location to be announced)
December 4, 2015
Phone: 916-782-4144

SOUTHERN NEVADA/LAS VEGAS FOA HOLIDAY PARTY

(location to be announced)
December 4, 2015
Phone: 702-249-3301

SAN DIEGO FOA HOLIDAY PARTY

La Gran Terraza (University of San Diego)
San Diego, California
December 5, 2015
Phone: 619-713-2411

PACIFIC NORTHWEST FOA HOLIDAY PARTY

(location to be announced)
December 5, 2015
Phone: 253-476-2548

SOUTH FLORIDA FOA & CENTRAL FLORIDA FOA TABLE TOP TRADE SHOW & HOLIDAY PARTY

Sheraton Suites at Cypress Creek
Fort Lauderdale, Florida
December 5, 2015
Phone: 954-465-6896

SAN FRANCISCO/ MONTEREY BAY FOA HOLIDAY PARTY

Royal Palace Hotel
San Francisco, California
December 5, 2015
Phone: 650-996-9479;
408-499-3941

GREATER SEATTLE FOA HOLIDAY PARTY WITH TABLETOP TRADE SHOW

(location to be announced)
December 12, 2015
Phone: 425-308-1216

COLUMBIA PACIFIC FOA YEAREND VENDOR APPRECIATION PARTY

Red Lion Hotel Jantzen Beach
Portland, Oregon
December 18, 2015
Phone: 503-901-1677

METRO NEW JERSEY FOA HOLIDAY PARTY

(location to be announced)
December 19, 2015
Phone: 908-232-1336

FOA OF GREATER LOS ANGELES & SAN DIEGO FOA 2016 TRADE SHOW

Pechanga Resort and Casino
Temecula, California
January 20, 2016
Phone: 909-822-4122;
619-713-2411

NCASEF BOARD MEETINGS

NATIONAL COALITION 41ST ANNUAL CONVENTION & TRADE SHOW

Caesars Palace Las Vegas Hotel
Las Vegas, Nevada
July 24-28, 2016
Trade Show: July 27-28, 2016

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SLIN# 143903/UIIN# 090969/15PC JUICY FRUIT STARBURST CHERRY GUM

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WARNING: Cigars contain many of the same carcinogens found in cigarettes, and cigars are not a safe substitute for smoking cigarettes. This product contains chemicals known to the State of California to cause cancer and birth defects and other reproductive harm.

*Source: Nielsen convenience channel data latest 52 weeks ending 7/11/15.
Measure: Dollars per total distribution point (S/TDP). Cigar brands with a minimum of 20% ACV reach.