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of the Nebraska Grocery Industry  
November/December 2010



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# Nebraska Food News... People... Places... Things...

*This section of the magazine is dedicated to announcing the changes, additions, promotions, etc., regarding members of the grocery industry in Nebraska. We invite members to submit information that can be included in this section.*

B & R's ALPS becomes Save Best. The Lincoln-based supermarket chain rebranded its Always Low Price Store at 1111 N. 27th. ALPS is a franchise through the Associated Wholesale Grocers. B & R opened the store in summer 2001. Save Best is a concept created by B & R. Both are low-cost stores, but Pat Raybould, president of B & R Stores said Save Best Foods customers will find a wider variety of products, allowing one-stop shopping. The new Save Best Foods also will stock a larger selection of value and sale-priced items throughout the store.

Kelsi Swanson has been named general manager for Open Harvest, beginning in January. Swanson will assume the role of general manager from her current position as merchandising manager. Jim Nelson, who steered the co-op grocery through its 2008 – 2009 expansion, will retire at year's end after 40 years in the grocery industry. In 2006 Swanson joined the Open Harvest staff as a cashier. In two years the Doane College grad moved to management...

first purchasing, then merchandising, and then doubled as assistant project manager of the co-op's recent expansion.

Super Saver has recently invested in significant renovations to a number of its stores, with additional renovations planned, as well as a new website that incorporates time- and money-saving features. "Our goal with the new website was to focus on improving the site in areas that substantially increased the quality of our customers' in-store shopping experience," said Pat Raybould, B&R Stores, Inc., president. "As a result, customers can build online shopping lists and print coupons for products they're interested in. Those are features that help customers save time in the store and keep money in their pocket. That's shopping smarter."

Fareway Stores, Inc., has announced plans to open the company's 100th store in Nebraska City in the fall of 2011. The store will be at the former Pamida location, 1738 S. 11th St. The grocery chain, which has become one of Iowa's largest employers since it was founded in 1938 in Boone, Iowa, has been a topic of discussion in Nebraska City since Norma's IGA closed in May of 2008.



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## Transaction Versus Interaction

By Marty Stanley

When you talk to people, are you focused on the transaction or your interaction? A transactional encounter is one where you're going through the motions to get the task or the discourse done. Maybe you are texting, talking on the phone to someone else or just dazed and confused, but the bottom line is that you're not engaged with the other person or the process. Interaction occurs when two people are engaged in a dialogue or actively participating in the process.

For example, think of the last time you went out to eat. When you ordered, was the waiter friendly, knowledgeable and quick? Did he or she show authentic interest, assistance and interaction in helping you with your order and when paying the check?

That kind of interaction is so noticeably different from a typical transaction that it is now considered a fluke, instead of what customer service should be. As a consumer, it is so refreshing to be engaged in this kind interaction and on the receiving end of good service! Businesses that have employees focused on the interaction also seem to have owners who clearly have a different strategy for hiring and training people than their competitors, who are focused on the transaction.

### Effective Interaction Can Affect Outcomes

This is just one example of how effective interaction can affect the outcome. In this case, the restaurant has a loyal customer who is telling others about how great they are.

Ask yourself: What are you talking about, and are your conversations focused on the transaction or interaction? When you are talking to people, are you clear about the purpose of the conversation? Are your thoughts, words and actions aligned with that purpose and the outcomes that you hope to achieve?

If you are focused on the transaction, there can be a tendency to treat the conversation in a matter-of-fact, Sergeant Friday approach: "Just the facts Ma'am." The conversation is like a flowchart - cover all the bases and move on to the next topic, person or activity. The implied message behind the message can be interpreted as "I don't

have time for you or what is important to you."

During this challenging economic time, when organizations are "doing more with less," common after-effects include employee fatigue, increased absenteeism, low morale, and diminished productivity or quality of work. All of these impact the end user or consumer of your products or services.

There is a lot of talk about "employee engagement." But are you really walking the walk or is it really just another form of transactional communication with a fancy label? If you want to utilize real employee engagement, take a look at the quality of conversations you're having. Are they "transactional" or are you really interacting with them?

### Turning The Tide

A recent study indicated that 63% of the workforce under age 45 plans to leave their current employer when the economy improves. While it may be politically correct to say the impetus for leaving are a better opportunity for advancement or more money, the bottom line is that most people start looking and choose to leave an organization based on perceived negative interactions with management.

### So how does one turn the tide from transaction to interaction?

It's all about the level of participation in that conversation. How are you participating in the conversation? How are you listening? Are you an active participant as a listener? Or are you thinking about what to say next or envisioning the other person with a big "L" on their forehead... "Loser..."

"How many times have we heard this before?" "Here she goes again..."

Good managers and leaders understand that conversations require participation. It's more than "just the facts." They understand that when they speak to colleagues, employees, customers or suppliers, they are conveying multiple messages:

- The content of the message: is it clear and consistent with the organization's policies and practices?
- The delivery of the message: is the delivery consistent with the organization's core values, such as "respect,"

or “integrity” or “good communication”

- The quality of interaction: are you really listening? Is it participative?

If you are looking for improved employee engagement or increased customer retention, an easy and cost effective place to start is by examining your conversations. Are you talking about things that are relevant and important to the other person?

Chatting about the weather or the latest sports scores are ok, but unless you are a meteorologist or sports broadcaster or coach, you’ll get more mileage with an interaction that is focused on the person, their work or their purchase.

**One Conversation at a Time**

Authentic interaction is heartfelt, but not sappy, and comes from a place of caring and wanting to be of service or making a difference. It’s about leaving the other person feeling glad they had the interaction with you. Even difficult conversations can be authentic, caring and leave a person feeling respected. How do you start? One conversation at a time.

Start by really listening to the conversations that you’re having with people. Are you approaching it like a transaction or an opportunity for authentic interaction? Do you care enough about yourself, your organization and the people with whom you converse to choose to have authentic interactions?

If not, just know that you may be missing out on opportunities to make a difference in someone else’s life or closed to the possibility that someone might make a difference in yours.

It’s just a choice. And you can choose to change it with your next conversation.

*About the Author*

*Marty Stanley, President of Dynamic Dialog, Inc. (www.alteringoutcomes.com) is an author, national speaker and facilitator who helps organizations create their New Normal. Contact Marty to speak at your next conference, in your organization and to facilitate your visioning, planning and teambuilding sessions, at 816-822-4047 or martystanley@alteringoutcomes.com.*

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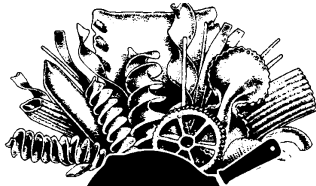
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## Movin' On Up: Nine Body Language Dos and Don'ts to Help You Win in the Business World

*If you're not winning the jobs, clients, or sales you think you deserve, you might want to take a closer look at what you're saying—not just verbally, but nonverbally. Your body language is just as important as the words you use. Here are a few helpful tips to help you move (pun intended!) ahead of your competition.*

**By Sharon Sayler**

Today's business world is more competitive than ever. As the economy continues to struggle, competition for jobs, clients, sales—you name it—continues to be tight. If you're sure that you've been saying all the right things, but you still can't get ahead, consider what you've really been saying to potential employers or customers—not just verbally, but nonverbally. While you might be *saying*, "I'm the person for the job," the message you're conveying through your body might be very different.

Have you ever heard the expression, "It's not what you're saying—it's how you're saying it?" Well, that's true not only with verbal messages but with your unspoken (nonverbal) messages as well. Words are only a small part of communication. The most influential parts of communication are your nonverbals. And in an ideas-based economy like the one we have today, your ability to influence others and get them to really listen to you is what will set you apart from the majority in your profession or industry. Your nonverbals play an important role in making that happen.

My new book, *What Your Body Says (and how to master the message): Inspire, Influence, Build Trust, and Create Lasting Business Relationships* (Wiley, 2010, ISBN: 978-0-470-59916-7, \$22.95, [www.WhatYourBodySays.com](http://www.WhatYourBodySays.com)) gives you the tools to fully master your messages. Laying out simple methods that are easy to use and remember, this helpful guide offers a proven approach based on my years of research and practice. You'll learn an array of techniques you can use in a variety of situations, allowing you to communicate with more clarity, inspiration, and influence.

True communication goes beyond words, and great communicators use every tool they have to deliver their message. When you have control of your nonverbal language, you can communicate confidence with passion, persuasion, credibility, and candor—factors that will help

you soar above your competition in the business world. Read on for a few nonverbal dos and don'ts:

**Don't fill the air with um, ah, uh, and you know.** It is natural to pause when you speak—it gives you a chance to breathe. What's not natural is to fill the silent pause with um, ah, uh, you know, and other sounds. Verbal pauses are distracting and muddle what you are trying to say, because the audience sees you searching for the next words. Meaningless extra syllables or words make you look less intelligent. Your message will be more effective once you eliminate them. This may take practice.

If you say a word and hang on it before you actually know what you're going to say next, it becomes a bridge word. The ums, ahs, uhs, and you knows are warning signs that you need to breathe. When you run out of oxygen and your brain starts feeding unintelligible words to your mouth, stop talking and start breathing. Working to eliminate the verbal pause may feel uncomfortable at first. However, the number of times you use it will decrease the more you practice. Practice often means saying a verbal pause and noticing that you did it. If you catch yourself doing it less often, then you are making progress. Eventually, the silent pause will replace the verbal pause. Remember, you don't have to fill every minute of airtime with noise.

**Don't use the fig-leaf pose.** By placing your hands to cover the groin region, you're making yourself look visually smaller. When you place your hands in the fig-leaf pose, your body says, "I'm harmless," or, "I'm afraid." Not exactly the way to convey the level of confidence that a new employer might want to see in a new hire or that a client wants to see in the genius he needs to help improve his business.

**Do use hand gestures systematically.** When we use only words to convey our message, we make it necessary for our audience to pay very close attention to what we say. Using gestures systematically, especially when giving directions or teaching, makes the audience less dependent on the verbal part of the presentation. The visual reminder created by gestures allows the listener two ways to remember: auditory and visual. It thereby increases the likelihood of accurate recall.

**Don't put your hands in your pockets.** Thumbs hanging

off the pockets and hands deep in both pockets both say something similar to the fig-leaf hand gesture, “Geez, I hope you like me.” Hands deep in the pockets jingling change say one of two things, depending on context: “Geez, I’m nervous and hope you like me,” or, “Geez, I’m so bored. Is this ever going to be over?”

Pockets and waistbands can convey multiple meanings depending on where the hands or thumbs are placed. Thumbs tucked in the waistband usually say, “I am staking my territory,” which is a gesture of power, not influence. Thumbs displayed while the hands are tucked in the pockets say, “I know I am superior and I believe I have dominance.” Pockets and waistbands are not a good place to rest your hands in business situations. You want to convey to those you work with or hope to work with that you are confident in yourself and those around you.

***Don’t hide your hands behind your back.*** Depending on the situation, grasping your hands behind your back can be interpreted as meaning, “Geez, I hope you like me,” or, “You better fear me.” Neither interpretation leaves a very good impression of you so avoid this position altogether. This can be a tough movement to break because it feels so comfortable and natural to us. People often do not know what to do with their hands, so they will start with the fig leaf, and then when they realize where their hands are, they will quickly move their hands behind their backs. The best way to break yourself of this habit is to practice being comfortable with your hands straight down by your sides—after all it is the natural place for them to be. Take notice of when you use this movement. Once you know what kind of situation elicits this motion, you can begin to consciously break yourself of the habit.

***Don’t cross your arms.*** This stance is most frequently understood to indicate upset or discomfort. In business, others often interpret it as, “I am not open to discussion,” or, “I am annoyed.”

People habitually cross their arms over their chests when listening or waiting, so this gesture can be a hard one to overcome. Those who know us well may look at our arms across our chest and make nothing of it, thinking, *Oh that’s just what John does when he listens.* Since the crossed-arms gesture is one of the most misinterpreted nonverbals, don’t do it. Why give others the chance to misunderstand?

***Do know when to put your hands on your hips.*** This is a *ready-to-take-action* gesture—think gunfight at the OK

Corral. It makes most people appear bigger, because they are actually taking up more space. Yet, it is often given negative labels by others, such as meaning you are annoyed, closed, or won’t listen, similar to placing your arms across your chest.

You have to be careful when you place your hands on your hips, because it is interpreted differently depending on the situation. It might be a great way to convey to a potential employer after an interview that you are ready for the challenges ahead. But use it during a difficult meeting with a client, and he might think you are nonverbally voicing your annoyance with him. Again, it’s important to be aware of when you are most likely to use this motion.

***Do remember the eyes have it.*** Of all the nonverbal messages one can use, the eyes are the most expressive and really are the window to thoughts and emotions. Little or no eye contact is often thought to be associated with lying, but this is not always true. Experienced liars will look you right in the eye every time. It might also indicate lack of self-esteem or interest. Obviously, none of these are messages you want to convey in your professional life. To use direct eye contact in a business situation, position your eyes between the listener’s eyes or just a bit higher. Imagine a triangle with the base below the listener’s eyes and the peak of the triangle at his mid-forehead. Keep your eyes in the middle of the triangle to maintain a professional contact. As to how much or how long to hold eye contact, take your cues from the other person: If he likes a lot of eye contact, do the same. If the listener breaks eye contact on occasion, it is acceptable to break eye contact to the same degree.

***Do stop fidgeting.*** Unintentional gestures are emotional reactions or the result of the body’s desire for physical comfort and are often lovingly called fidgets. Even though fidgets can calm us, those pesky, jerky movements or anxious behaviors often make others uneasy.

Because they often become habits, they can be difficult to stop, so people usually try to disguise them. Adjusting a cuff link, rubbing an earlobe, and picking lint off clothes are just a few examples of the infamous fidget. The quickest way to calm yourself without a fidget or two is by pushing your own internal fidget reboot button: your breathing. Since you’re nervous—and fidgety or anxious nonverbal behaviors are so automatic—it can take a bit more effort to be aware you are doing them. If you know you will be entering a “fidget” situation, make an effort to become consciously aware of, and control, your breathing. Once you are aware, breathe

with low, full abdominal breaths. The purpose is to bring the carbon dioxide and oxygen levels back in balance. Remember to maintain low, slow abdominal breathing.

When it comes to inspiring and influencing others, we can say all the right words, but if our nonverbal postures send a different message, that is what others will understand and take away. True communication goes beyond words, and great communicators use every tool they have to deliver their message. When you learn to communicate not only through what you say but also through what your body says, you can build stronger relationships, become a more influential leader, and receive enthusiastic responses from potential employers, clients, and colleagues. You will start coming in loud and clear!

###

### **Do the “Ums,” “Uhs,” and “Ahs” Got Your Tongue?: The Verbal Pause-Busting Cheat Sheet**

*By Sharon Saylor, author of What Your Body Says (and how to master the message): Inspire, Influence, Build Trust, and Create Lasting Business Relationships (Wiley, 2010, ISBN: 978-0-470-59916-7, \$22.95, [www.WhatYourBodySays.com](http://www.WhatYourBodySays.com))*

It is natural to pause when you speak—it’s when you breathe. What’s not natural is to fill the silent pause with um, ah, uh, you know, and other sounds. These verbal pauses are distracting and muddle what you are trying to say. Here’s how to eliminate them:

- Keep breathing. Maintain low natural breathing.
- Fill the silence with a gesture and/or smile.
- Use shorter sentences.
- Eliminate the reasons for audible pauses, which include lack of familiarity with the topic, discomfort with silence, nervousness, habit, or shallow breathing.
- Practice beforehand. Record yourself and listen for your favorite verbal pause fillers.

The ums, ahs, uhs, and you knows are warning signs that you need to breathe. When you run out of oxygen and your brain starts feeding unintelligible words to your mouth, stop

talking and start breathing!

###

### **Become a Power Player: The Confidence-Boosting Cheat Sheet**

*By Sharon Saylor, author of What Your Body Says (and how to master the message): Inspire, Influence, Build Trust, and Create Lasting Business Relationships (Wiley, 2010, ISBN: 978-0-470-59916-7, \$22.95, [www.WhatYourBodySays.com](http://www.WhatYourBodySays.com))*

Words are only a small part of communication. The most influential parts of communication are your nonverbals. Your nonverbals can actually destroy or produce the results you want. When you are trying to display self-confidence, your nonverbals are especially important. Here’s how you can use them to show you are a confident power player:

- Move with intent. Weight evenly centered over hips whether moving or not.
- Use more eye contact than you normally do. Limit blinking.
- Be slow to smile.
- Use side palm hand gestures to punctuate what you are saying.
- When not speaking, hold arms either at your sides or parallel to the ground.
- Use the connection voice for relationships and the credible voice for business:

*Connection voice:* This voice pattern is used to seek information, soften news, and create an emotional connection. To achieve it, use clear articulation and pacing of words. End each statement with the voice going up. Lightly bob your head as your voice flows up and down in a rhythmic pattern.

*Credible voice:* This is the voice pattern to use when stressing or sending information and working with issues. To achieve it, maintain clear articulation as well as distinct pauses and controlled pacing of words.

- Use clear articulation and pacing of the words—a calm

cadence.

- Use short pauses between segments of statements and a longer pause at end of each statement.
- Maintain low natural breathing.

*Read What Your Body Says (and how to master the message)* for more quick and easy ways to adjust the nonverbal message you're sending.

###

**About the Author:**

**Sharon Saylor, MBA**, is author of *What Your Body Says (and how to master the message): Inspire, Influence, Build Trust, and Create Lasting Business Relationships* (Wiley, 2010, ISBN: 978-0-470-59916-7, \$22.95, [www.WhatYourBodySays.com](http://www.WhatYourBodySays.com)). She teaches people how to speak and present to be remembered. As a certified group dynamics and behavioral coach, Sharon trains, counsels, and coaches professionals to become stronger, more influential communicators and leaders. Sharon is an active contributor to [SelfGrowth.com](http://SelfGrowth.com), has, for the past two-and-a-half years, written the weekly blog *Best Impressions*, and is host of [BlogTalkRadio](http://BlogTalkRadio.com)'s *Beyond Lip Service*.

Visit Sharon online at [www.WhatYourBodySays.com](http://www.WhatYourBodySays.com).

**About the Book:**

*What Your Body Says (and how to master the message): Inspire, Influence, Build Trust, and Create Lasting Business Relationships* (Wiley, 2010, ISBN: 978-0-470-59916-7, \$22.95, [www.WhatYourBodySays.com](http://www.WhatYourBodySays.com)) is available at bookstores nationwide, major online booksellers, or directly from the publisher by calling 800-225-5945. In Canada, call 800-567-4797.

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The Company's Web site can be accessed at <http://www.wiley.com>. The Company is listed on the New York Stock Exchange under the symbols JWa and JWb.

## Nebraska Grocery Industry Association 2011 Calendar of Events

Jan. 18:	NGIA Legislative Dinner, Cornhusker Marriott in Lincoln
Jan. 19:	AWG Trade Show in Springfield
Jan. 26:	AWG Trade Show in Kansas City
Feb. 13-16:	National Grocers Association Synergy Showcase
Feb. 23-24:	Nash Finch Spring Trade Show in Minneapolis
Mar. 25-26:	Affiliated Foods Midwest Trade Show in Omaha
Mar. 30-31:	Washington Public Policy Conference
April 13:	AWG Trade Show in Springfield
April 27:	AWG Trade Show in Kansas City
May 10-12:	FMI's Future Connect - Hilton Anatole Dallas, Dallas, TX
July 19:	NGIA Annual Conference at the Henry Doorly Zoo in Omaha (Make it a Family Day! Zoo passes for the kids are included with your registration)
July 20:	NGIA Sand Bagger Golf Outing at Quarry Oaks Golf Club
Aug. 10-11:	Nash Finch Fall Trade Show in Minneapolis
Aug. 24:	AWG Trade Show in Kansas City
Sept. 9-10:	Affiliated Foods Midwest Fall Trade Show in Omaha
Sept. 14:	AWG Trade Show in Springfield
Late Sept.	NGIA Golf Outing TBD




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## National Small Food Manufacturers Conference

The University of Nebraska Food Processing Center is planning this conference which will be held in Omaha on May 23-24, 2011. This conference has been designed specifically for small food manufacturers throughout the country. Attendees will learn from nationally know industry speakers, network with experts and peers and explore new opportunities. Space is limited and pre-registration is required. To receive a conference brochure contact Jill Gifford at 402-472-2819 or [jgifford1@unl.edu](mailto:jgifford1@unl.edu)

### Correction:

Sometimes we get too busy for our own good! In the last issue we introduced our new officers and listed Fred Witecy incorrecly. Fred who is serving as the new Secretary of NGIA is the President and CEO of No Frills Supermarkets.



# WHAT 97% OF AMERICAN KITCHENS HAVE IN COMMON.

At ConAgra Foods, we care about your customers as much as you do. And we promise to keep making consumers happy—to keep making delicious, nutritious, affordable foods they just can't imagine living without. Because when they're happy, you're happy...and that's what makes us happy.



To learn more about how to drive growth in your store, contact your ConAgra Foods representative.





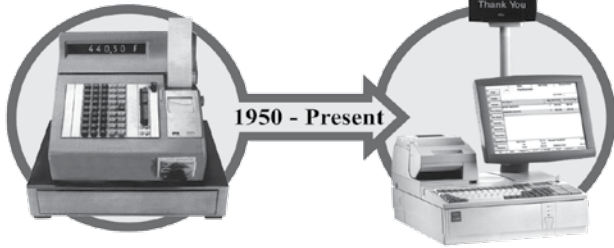
Helping People Around the World  
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Lincoln 402-464-3169

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**They're easy to get too!**  
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While the FDA has found no significant difference between milk from treated and untreated herds, some of our customers prefer their milk to come from untreated cows.

[www.robertsdairy.com](http://www.robertsdairy.com)

## Newly Elected Nebraska State Senators

### Senator Elect Burke Harr (D)- Legislative District 8

District Boundaries: East -Central Omaha / Fort Street to Hamilton Street and 72<sup>nd</sup> to 45<sup>th</sup> Streets  
Hometown: Omaha  
Occupation / Bio: ~ Attorney  
~ Formerly with Kutak Rock and the Douglas County Attorney's Office  
~ Consultant with Flatwater Strategies  
Contact Information: 402.577.0265 [www.burkeharr.com](http://www.burkeharr.com)

### Senator Elect Jim Smith (R) – Legislative District 14

District Boundaries: North Central Sarpy County / Harrison St. to Hwy 370 and 120<sup>th</sup> to 48<sup>th</sup> Streets  
Hometown: Papillion  
Occupation / Bio: ~ Graduated from the University of West Florida and Creighton University  
~ Works for OPPD and has held various management positions with that organization  
~ He and his wife own Norm's Door Service, formerly owned by his wife's father  
Contact Information: 402.690.0947 (Home) 402.636.3062 (Work)  
[jim@normsdoor.com](mailto:jim@normsdoor.com) [www.jimsmith2010.com](http://www.jimsmith2010.com)

### Senator Elect Lydia Brasch (R) – Legislative District 16

Hometown: Bancroft  
Occupation / Bio: ~ Graduated from UNL  
~ Worked at the Dept. of Revenue for 13 years  
~ Sells education software for special education students  
~ Works on the family farm  
Contact Information: 402.372.5788 (Home)  
[lbrasch@abbnebraska.com](mailto:lbrasch@abbnebraska.com) [www.brasch4legislature.com](http://www.brasch4legislature.com)

### Paul Schumacher (R) – Legislative District 22

District Boundaries: Platte and Northern Colfax Counties including Columbus, Platte Center, Howells and Leigh  
Hometown: Columbus  
Occupation / Bio: ~ Graduated from Ft. Hayes Kansas State College, Georgetown University Law School  
~ Attorney  
~ Former Platte County Attorney  
~ Founder and President of Community Lottery Systems Inc., - Lotto Nebraska  
~ Co-Founder of Community Internet Systems Inc.  
Contact Information: 402.564.1666 (Work)  
[pschumac@megavision.com](mailto:pschumac@megavision.com) [www.voiceofnebraska.com](http://www.voiceofnebraska.com)

### Senator Elect Tyson Larson (R) – Legislative District 40

District Boundaries: N.E. Nebraska / Cedar, Knox, Pierce and Eastern Holt Counties Including O'Neill, Bloomfield, Hartington and Plainview  
Hometown: O'Neill  
Occupation / Bio: ~ Graduated from Georgetown University  
~ Serves as the Head of Business Operations and Risk Management for Art Research Technologies, a small art-consulting firm  
~ Works in marketing and fundraising for small rodeo associations  
Contact Information: 402.336.8800 (Home)  
[tysonropelarsen@gmail.com](mailto:tysonropelarsen@gmail.com) [www.tysonlarson.com](http://www.tysonlarson.com)

# Lottery customers benefit Nebraska as well as Nebraska retailers.

Industry and Nebraska Lottery research has shown that Lottery customers visit retailers more frequently and spend more per visit. What's more, all 93 counties in Nebraska benefit from projects funded by Nebraska Lottery proceeds.



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To learn more, call Jill Marshall at **402-471-6122**

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No equipment, no mess, and very cost-effective!

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## FMI's State of Food Retailing 2010: Economy's Impact on Business and Fierce Price Competition Remain Top Concerns for Supermarkets

ARLINGTON, VA — November 9, 2010 — Supermarket sales grew a meager 0.12 percent in 2009, and same-store sales decreased 0.82 percent, illustrating the complex and challenging marketplace in which food retailers operate every day, according to the 2010 Food Retailing Industry Speaks: Annual State of the Industry Review released today by the Food Marketing Institute (FMI). When adjusted for inflation, the industry lost ground for the second year in a row. (See Graph 1.)

“Shoppers’ overwhelming focus on price and value has led to fierce price competition among food retailers,” said Leslie G. Sarasin, FMI President and Chief Executive Officer. “As a result, supermarkets are focused on trying to distinguish themselves from the competition by fine tuning their private label strategies, SKU reduction and price differentiation in order to retain their current customers and attract new ones.”

The industry experienced a median loss for identical-store sales of 0.82 percent, down 4.3 percentage points from 2008 when food-at-home inflation stood at more than 5 percent, compared to virtually flat food prices in 2009. (See Graph 2.) More than half, 56.9 percent of retailers, reported negative identical-store sales growth, which is up significantly from only 16.9 percent in 2008. An even higher 61.1 percent reported growth numbers below the rate of food-at-home inflation. Independent retailers (companies with 1-10 stores) were the most likely to grow sales and profits during the recession with overall sales increasing by 1.39 percent; and same-store sales increased 1.62 percent.

“Our research shows that as shoppers altered their grocery shopping behavior, some formats benefitted from this change and others have struggled to grow sales, same-store sales and profits,” said Sarasin.

The tough sales climate resulted in a drop in net profit among retailers from 1.43 percent in 2008 to 1.22 percent in 2009. A closer look shows that 12.1 percent of stores posted net losses.

Retailers also experienced a drop in net income before taxes and extraordinary items at 1.62 percent of total 2009 sales, down from 1.80 percent in 2008. While profit results

have moved up and down over the past decade, 2009 marks the lowest point. (See Graph 3.)

### Economy, Competition and Healthcare Costs Still Worrisome

In both 2009 and 2010, retailers reported record-level anxiety about the impact of the local and national economy on their businesses. On a scale of 1 to 10, with 10 being the highest, retailers rated the economy 8.7 out of 10. Retailers pointed to the recession and its far-reaching effects as being the greatest barrier to grow sales and profits.

The level of worry increased for nearly every other issue and for the first time since the question was asked in 2004, three issues exceeded the 8.0 mark — the economy, competition and healthcare costs — reflecting their extreme impact on food retail operations. Retailers are expecting an even more difficult business environment in 2010.

Competition is the second greatest worry for retailers, scoring an average of 8.1. Retailers name supercenters and other full-service supermarkets in their immediate market areas as the top two formats impacting their business, but the impact of nearly every format increased worry levels from 2009 to 2010. In fact, only 33 percent of retailers believe store loyalty is at least as strong in 2010 as it was in 2009, a year when store loyalty took a considerable large hit. (See Graph 4.)

Food retailers continue to differentiate themselves from the competition by emphasizing quality produce, fruit, meat and poultry. This is the most used strategy and also the highest rated differentiation technique among operators of full-service supermarkets.

Increased focus on private brands is the second most popular way to create a differential advantage used by more than 90 percent of retailers. Many retailers believe that the increased interest in private brands will remain even when the economy recovers. Private brand sales accounted for an average of 15.7 percent of total sales in 2009 and accounted for nearly 10 percent of the total SKUs in the store.

Price differentiation is used by 86.9 percent of retailers to attract shoppers away from the competition.

Rounding out the top three worries for retailers is healthcare spending, scoring 8.1 on the 10-point worry index. Food retailer healthcare costs increased an average of 8.1 percent between 2008 and 2009. More than one-third of retailers reported a double-digit increase in cost. Retailers will be watching the next Congress to see if healthcare reform will be repealed or modified as a result of the new leadership.

**Competing on Health and Wellness and Sustainability**

Focus on health and wellness is on the rise again as a point of differentiation for retailers. Pre-recession, the vast majority of retailers described its impact on their marketing and merchandising as profound. In 2010, 74.3 percent of retailers say it is one way they seek differentiation in the marketplace, up from 68.4 percent in 2009. However, it is still down from 84.9 percent in 2008, demonstrating that retailers’ efforts in health and wellness are subject to price and value in the current marketplace. They are addressing health and wellness in their stores in a number of ways, including:

- Promoting healthy items from all departments, fresh and dry grocery.
- Educating consumers on nutritional values of food products.
- Marketing healthy products and events with a team of registered dietitians in the community and through media outlets.

- Supporting and promoting in-store pharmacies.

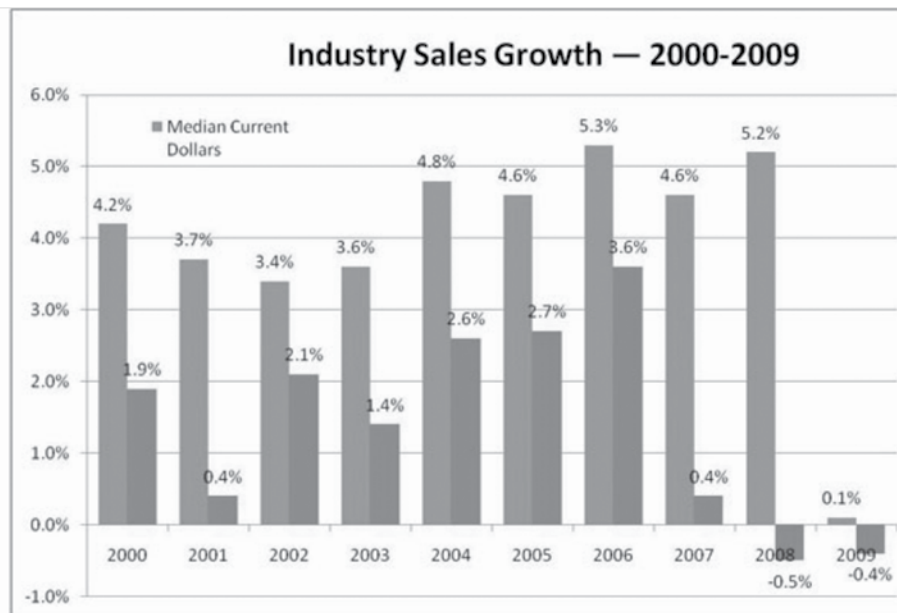
Meanwhile, retailers and suppliers are learning to capitalize on the growing demand for energy-efficient, organic, sustainable, environmentally-friendly and socially-conscious products and services. Retailers are making strides in this area with 41 percent already in the process of implementing a comprehensive sustainability program.

**Methodology and Purchasing Information**

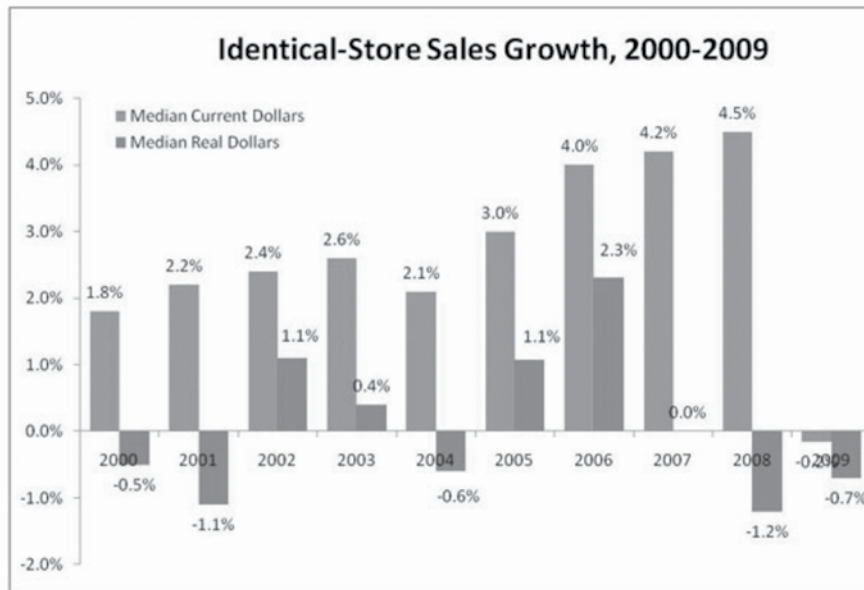
The data for this report are based on surveys of 76 food retailers operating 24,075 stores, in addition to filings with the Securities and Exchange Commission, financial data from an additional 2,000 independent operators, information from the U.S. Bureau of Labor Statistics and the U.S. Census Bureau. The analysis is also based on other FMI research, including 2010 U.S. Grocery Shopper Trends and Annual Financial Review 2009.

This report was made possible by the generous support of PepsiCo. To purchase The Food Retailing Industry Speaks: The Annual State of the Industry Review 2010, (\$150 for FMI Retailers/Wholesaler Members, \$250 for FMI Associate Members and \$350 for nonmembers), contact the FMI Store by calling 202-220-0723 or visit [www.fmi.org/store/](http://www.fmi.org/store/) .

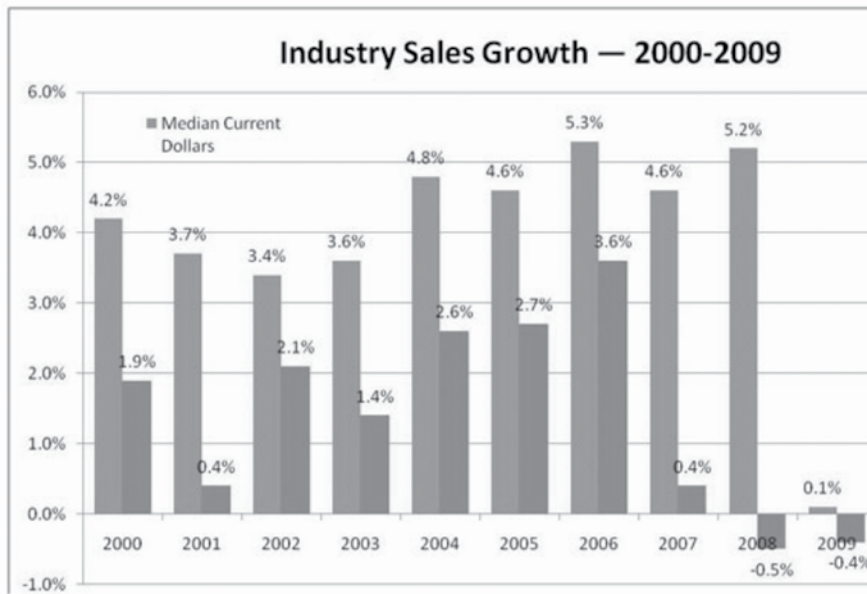
Graph 1



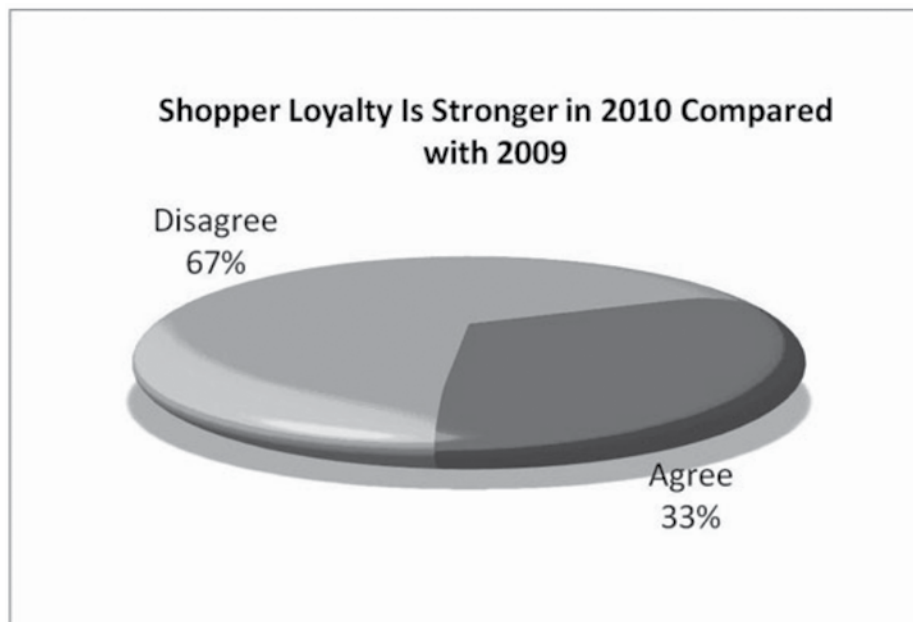
Graph 2



Graph 3



Graph 4



## Nebraska Grocery Industry to Hold Annual Legislative Reception & Dinner

Invitations will be forwarded to all state senators and other state officials regarding the Legislative Reception & Dinner that is scheduled for Tuesday, January 18, 2011. The Reception will begin at 5:30 with the meal being served at 6:30. The event will be held at the Cornhusker Marriott, 333 13<sup>th</sup> Street in Lincoln. We urge all members to contact your Senator to invite him/her to sit with you during the Dinner (then let us know so we can arrange seating). If you need to know the name of YOUR senator, call us at 800-433-6742.

### Silent Auction to be held during Legislative Reception

NGIA will hold a Silent Auction during the Reception from 5:30 – 6:30. This fun-filled event has become more popular each year. Items for the Auction can be forwarded to the NGIA office or they can be left with any one of our board members.

### UNL Athletes to be Guests

UNL Volleyball and Football players have been invited as our guests. They will pose for photos with members during the reception. The photos will be developed and autographed for members to take home as a memento of the evening. **We encourage you to bring your memorabilia for autographs.**

**Tickets are \$60 and can be purchased from an NGIA Board Member, a Lincoln Grocery Store Operator, or by contacting our office.**

Rod Anderson, ConAgra Foods, Omaha  
Larry Baus, Village Market, Lincoln  
Rick Bjorn, IGA Market Place, Lincoln  
Mike Brtek, Lou's Thriftyway, Norfolk  
Dick Cosaert, Cubby's, Omaha  
Bob DeStefano, Nash Finch, Omaha  
John Diaz, Heartland Pantry  
Greg Dillavou, Hy-Vee, Lincoln  
Kelly Dingwell, Affiliated Foods Midwest, Norfolk  
Marty Dlouhy, Russ's Market, Lincoln  
Steve Dolezal, Joe & Al's Grocery, Columbus  
Don Ehly, Sun Mart Foods, Lincoln  
Brain Hayes, Super Saver, Lincoln  
Pat Hensley, Hy-Vee, Council Bluffs  
Bill Huenemann, 5<sup>th</sup> Street IGA, Minden  
Mark Hutson, Save-Mart, Lincoln  
Maurice Jantze, Milford Supermarket, Milford  
Marty Jarvis, B&R Stores, Lincoln  
Julie Johnson, Nelson's Food Pride, Oakland  
Nick Kelso, Super Saver, Lincoln  
Matt Kempston, Super Saver, Lincoln  
Mogens Knudsen, Plum Creek Market Place, Lexington  
Jeff Lemon, Russ's Market, Lincoln

Charlie Stein, Dean Foods  
Bob Maline, Maline's Super Foods, Sutherland  
Dave McCleery, Russ's Market, Lincoln  
Jim Moore, Ideal Grocery, Lincoln  
Josh Gilbertson, Sun Mart Foods, Lincoln  
Tyler Popp, Russ's Market, Lincoln  
Steve Pirtle, Associated Wholesale Grocers, Lincoln  
Jeff Quandt, Hy-Vee, Lincoln  
Pat Raybould, B&R Stores, Lincoln  
Mike Register, Super Saver, Lincoln  
Rob Reif, Hy-Vee, Lincoln  
Scott Schlatter, Hy-Vee, Lincoln  
Tom Schulte, B&R Stores, Lincoln  
Todd Schumacher, Russ's Market, Lincoln  
Ted Stessman, Farner Bocken, Omaha  
Rob Steider, B&R Stores, Lincoln  
Kelsi Swanson, Open Harvest, Lincoln  
Bill Wagner, Russ's Market, Lincoln  
Vicki Warner, Wagner's, Lincoln  
Heather Whitney, Hy-Vee, Lincoln  
Steve Williams, Sun Mart Foods, Lincoln  
Chad Winters, Leon's, Lincoln  
Fred Witecy, No Frills, Omaha





## 2011 N.G.A. Annual Convention and Supermarket Synergy Showcase

February 13-16, 2011 • The Mirage Hotel, Las Vegas, Nevada



### A Commitment to Excellence: Taking Charge of Change

The 2011 Annual Convention offers attendees a total show experience! From world-renowned Keynote and General Session speakers to top-rated entertainment, the N.G.A. convention is one of the premier events of the grocery industry. Attendees have the chance to attend over 30 workshops and visit a show floor designed to optimize business relationships between manufacturers, service suppliers and their customers.

**Opening Keynote** • Sunday, February 13, 2011 • 5:00 p.m.– 6:45 p.m.

### America At A Crossroad



**James Carville,**  
*Media and Political Icon*

The legendary, provocative and always timely James Carville will present his captivating views on American and international politics, spiced with his own unique brand of optimism and humor.



**Jeb Bush,**  
*Former Governor of the state of Florida*

Jeb Bush applies his visionary understanding of the issues surrounding the country's future by posing the question: what are the enduring American values that can prove a strong defense against tough economic times?



### Monday General Session

Monday, Feb. 14 • 10:30 a.m.–12:00 p.m.

**Michael Becker, North America Managing Director for the Mobile Marketing Association (MMA)**

Strategies for the Future: Identifying Opportunities in Today's Mobile Environment



### Tuesday General Session

Tuesday, Feb. 15 • 10:30 a.m.–12:00 p.m.

**Phil Lempert, N.G.A. Supermarket Guru**

Today's Consumer Marketplace and What to Expect Next



### Closing Breakfast Session hosted by the WGA

Wednesday, Feb. 16 • 8:00 a.m.–10:00 a.m.

**Laura McIntosh, Host / Producer / Co-Creator**

Bringing it Home with Laura McIntosh™

### Closing Session of Financial Management Symposium

Sunday, Feb. 13 • 1:30 p.m.–2:30 p.m.

**Dr. Lionel C. M. VonFrederick Rawlins, Former Marine and President/CEO of The VonFrederick Group**

Leadership, Business and Terrorism: Understanding Your Risks and Vulnerabilities



### Monday Super Breakfast Session

Monday, Feb. 14 • 6:55 a.m.–7:55 a.m.

**Harold Lloyd, President, H. Lloyd & Associates, Inc.**  
Merchandising Magic: A "Step-by-Step" Approach to Building Your Sales



### Tuesday Super Breakfast Session

Tuesday, Feb. 15 • 6:55 a.m.–7:55 a.m.

**Richard George Ph.D., Professor of Food Marketing, St Joseph's University**

Think Like a Brand, Act Like a Retailer



### Chairman's Dinner and Gala

Tuesday, February 15, 2011 • 7:30 p.m. – 10:00 p.m.

#### Featured entertainment: The Fab Four

If you are a Beatles fan this is one night not to miss! Make sure to join us for the Chairman's Dinner and Gala and our special entertainment The Fab Four! The Fab Four is elevated far above every other Beatles tribute due to their precise attention to detail. With uncanny, note-for-note live renditions of Beatles' songs, The Fab Four will make you think you are watching the real thing.



Visit our website today at [www.NationalGrocers.org](http://www.NationalGrocers.org) to download a brochure or to register!

For more information contact N.G.A. at 703-516-0700.



**Retailer/Wholesaler**  
**N.G.A. Convention 2011 Registration Form**  
 February 13-16 • The Mirage Hotel and Casino • Las Vegas, NV  
 (You may copy this form for additional registrants.)



**STEP 1. BADGE AND DIRECTORY INFORMATION**

FIRST NAME: \_\_\_\_\_ LAST NAME: \_\_\_\_\_  
 NICKNAME: \_\_\_\_\_ TITLE: \_\_\_\_\_  
 COMPANY: \_\_\_\_\_ \*EMAIL: \_\_\_\_\_  
 COMPANY ADDRESS: \_\_\_\_\_ CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_  
 COMPANY PHONE: (\_\_\_\_) \_\_\_\_\_ COMPANY FAX: (\_\_\_\_) \_\_\_\_\_  
 MY WHOLESALER IS: \_\_\_\_\_ DIVISION \_\_\_\_\_ SPOUSE (if attending): \_\_\_\_\_

- Yes, I will also be attending Sunday's Symposium on February 13 at the N.G.A. Convention (free with your registration).**  
 \*Please check this box if you do NOT want your email information given to the Manufacturers/Suppliers participating on the N.G.A. Show Floor.

**STEP 2. REGISTRATION TYPE AND FEES (Please see reverse for GROUP rates and included events.)**

**Full Registration**

	<b>Members</b>	<b>Non-Members</b>
<input type="checkbox"/> Retailer	\$ 400	\$ 600
<input type="checkbox"/> Wholesaler	\$ 400	\$ 600
<input type="checkbox"/> State Association Staff	\$ 400	\$ 600

**For every 4 FULL registrants, the 5th registrant is FREE.**

**I am also registering a spouse or child**

<input type="radio"/> Spouse	\$ 250	\$ 300
<input type="radio"/> Child _____ (Under 18) (Name(s))	\$ 99	\$ 150

**For every 4 SPOUSE registrants, the 5th spouse is FREE.**

*(See reverse side for full details)*

**Total Fee**    \$ \_\_\_\_\_    \$ \_\_\_\_\_

**A \$50 processing fee applies to all cancellation/refund requests. NO REFUNDS ISSUED AFTER JANUARY 31, 2011.**

**STEP 3. HOTEL INFORMATION**

Arrival Date: \_\_\_\_\_ Departure Date: \_\_\_\_\_     King Bed     2 Queen Beds

Non-Smoking     Smoking     I need information on SUITES, please contact me. \_\_\_\_\_  
 Sharing room with: \_\_\_\_\_ Remarks/Special Requests: \_\_\_\_\_

Single/double rate at **The Mirage Hotel and Casino**. (One night's deposit required.)

• **\$165 plus** plus 12% County Room Tax of \$19.80 = \$184.80\*

**After January 17, reservations will be accepted at N.G.A. rate based on availability.** \*A charge of \$30.00 will be added for each guest over double occupancy with a maximum of four (4) guests per room.

I DO NOT REQUIRE HOTEL ACCOMMODATIONS    In case of emergency, you may contact me at:

Hotel name and/or emergency number: \_\_\_\_\_

**STEP 4. YOU MUST PROVIDE PAYMENT TO PROCESS YOUR REGISTRATION AND HOTEL DEPOSIT**

- Credit/Debit Card (will also guarantee hotel room)     Check Enclosed (Payable to National Grocers Association) to cover registration.  
 AMEX     Discover Card     MasterCard     VISA

Card # \_\_\_\_\_ Exp. date \_\_\_\_\_

Name as it appears on card: \_\_\_\_\_ Signature: \_\_\_\_\_

**Mail or fax form to: N.G.A. Registration and Housing, 1005 North Glebe Road, Suite. 250, Arlington, Virginia 22201-5758**

**Phone: (703) 516-0700 • Fax: (703) 812-1821**

Please check here if you require any special assistance to fully participate.

# FABULOUS

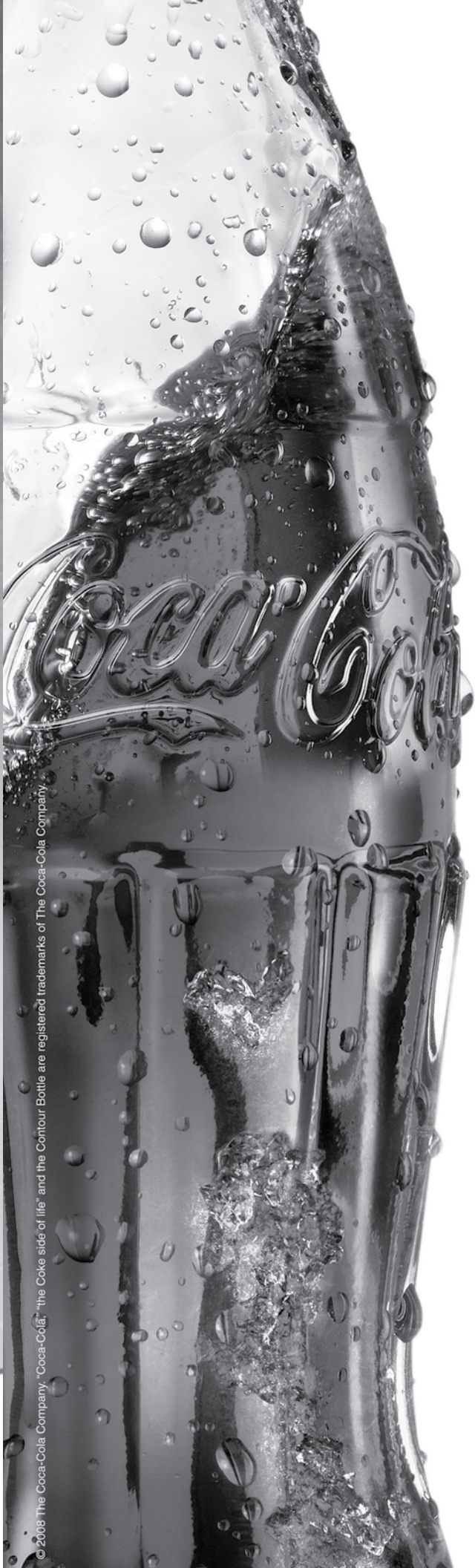


# Power of the Blue Bunny® Brand!

Whether your favorite bites are our ooey-goey ice cream, kid-friendly frozen novelties, lighter dessert options or a frozen yogurt snack, Blue Bunny® has a delicious flavor or treat sure to please every family member.



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**AFFILIATED FOODS MIDWEST**  
**\$46.6 MILLION RECORD CASH REBATE**  
 Cooperative Owners Declare Record Year

*Thank You*



AFM has been a valuable partner for our supermarket for nearly 15 years. During that time our supermarket has continued to grow and prosper. Much of this success can be attributed to the programs and services offered by AFM. We have been quite pleased with the AFM patronage rebate program as well as overall cost of goods offered by AFM. The aggressive allowances and the frequency with which the allowances are offered has allowed us to be quite competitive with our big box store and chain store competition. The TPR and Extra Savings programs have proven to be a valuable asset to us not only by helping to drive sales but also by helping us to enhance profits. AFM's retail counselors have done an outstanding job of assisting us with new ideas as well as providing help re-setting aisles and entire departments. The transportation department has, on several occasions, gone well beyond the call of duty to rectify any problems. We have found the staff at AFM to be genuinely concerned about our success and look forward to many years of partnership.



*Greg Tjarks  
 Supermarket Manager  
 Allen's Foodmart  
 Hastings, Nebraska*

To our Independent Retailer Member-Owners for supporting us & creating another record year here at AFM! We provide our members with the tools they need to be successful. If you are not a part of our cooperative, we invite you to consider joining us today.

**AFFILIATED FOODS MIDWEST**  
 Interested in being part of our **Independent Retailer Member-Owned Cooperative?**

Contact: Wayne Hall, Director of Business Development, Ph: 608-347-7318 / E-mail: whall@afmidwest.com

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