



**THE VOICE OF FOOD RETAIL**

Feeding Families  Enriching Lives

**2013 SPRING BOARD MEETING BACKGROUND MATERIAL**  
**April 29, 2013**  
**Orlando, Florida**

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**PLEASE NOTE: FMI Audited Financial Statements have also been provided in a separate document on the Board webpage for download. *Board Approval Required.***



## FMI ANTITRUST STATEMENT

FMI believes strongly in competition. Our antitrust laws are the rules under which our competitive system operates. It is FMI's policy to comply in all respects with the antitrust laws.

Association meetings or workshops by their very nature bring competitors together. It is expected that all member representatives involved in FMI activities, as well as FMI consultants and other participants, will be sensitive to the legal issues and act in compliance with applicable antitrust and competition laws both at FMI meetings and FMI-sponsored events.

Accordingly, it is necessary to avoid discussions of sensitive topics that can create antitrust concerns. Agreements to fix prices, allocate markets, engage in product boycotts and to refuse to deal with third parties are illegal under the antitrust laws. At any association meeting discussions of prices (including elements of prices such as allowances and credit terms), quality ratings of suppliers, and discussions that may cause a competitor to cease purchasing from a particular supplier, or selling to a particular customer, should be avoided. Also, there should be no discussion that might be interpreted as a dividing up of territories.

An antitrust violation does not require proof of a formal agreement. A discussion of a sensitive topic, such as price, followed by action by those involved or present at the discussion is enough to show a price fixing conspiracy. As a result, those attending an association-sponsored meeting should remember the importance of avoiding not only unlawful activities, but even the appearance of unlawful activity.

As a practical matter violations of these rules can have serious consequences for a company and its employees. Antitrust investigations and litigation are lengthy, complex and disruptive. The Sherman Act is a criminal statute, and may even result in penalties punishable by steep fines and imprisonment. The Justice Department, state attorneys general and any person or company injured by a violation of the antitrust laws may bring an action for three times the amount of the damages, plus attorney's fees.

If you have any questions or concerns at this meeting, please bring them to the attention of FMI staff.

February 2008



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**BOARD OF DIRECTORS  
SCHEDULE OF EVENTS  
APRIL 29 – MAY 2, 2013**

<b><u>April 29</u></b>	<b><u>Meeting/Event</u></b>	<b><u>Location</u></b>
7:30am – 8:45am	<b>*FMI Officers Breakfast Meeting</b>	Coral Spring 1
8:00am – 11:00am	<b>Board Hospitality Suite &amp; Badge Pick Up</b> <i>Breakfast will be available for Board Members as well as their spouse and/or guest.</i>	Coral Spring 2
9:00am-11:15am	<b>*Executive Committee Meeting</b>	Barrel Spring 2
11:30am – 12:30pm	<b>Board Lunch</b> <i>Badges will be available for pick up</i>	Orlando N
12:45pm – 3:30pm	<b>Board of Directors Meeting</b>	Orlando L-M
4:00pm – 5:00pm	<b>Untangling the Social Web: Insights for Users, Brands and Retailers</b> Presented By: Coca – Cola Refreshments	Plaza D-F
5:30pm – 6:30pm	<b>FMI FoodPAC Reception</b>	Garden Terrace
6:30pm – 8:30pm	<b>Board Dinner</b>	Orchid
8:30pm-10:30pm	<b>FUNDAY Night Opening Party</b>	Peabody Ballroom
<b><u>April 30 – May 2</u></b>	<b>FMI Future Connect</b>	

*\*Committee Members Only*



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**BOARD OF DIRECTORS MEETING**

**The Peabody – Orlando, Florida**

**April 29, 2013**

**12:45 – 3:30pm**

*Lunch will be provided at 11:30am.*

**AGENDA**

- |       |   |                           |
|-------|---|---------------------------|
| I.    | Chairman's Call to Order  | Fred Morganthall          |
|       | A. Introductions  |                           |
|       | B. Review of FMI Antitrust Compliance Policy  | George Green              |
|       | C. Approval of January 19, 2013 Board Meeting Minutes   |                           |
|       | D. Consent Agenda Items   |                           |
|       | 1. Public Affairs Update  |                           |
|       | 2. Food Safety Update   |                           |
|       | 3. SQF Update   |                           |
|       | 4. "One to Many" Project Update   |                           |
|       | 5. Joint FMI/GMA Food Waste Project Update  |                           |
|       | 6. FMI Foundation Update  |                           |
| II.   | Nominating Committee Report   | Steve Smith               |
| III.  | Chairman's Report   | Fred Morganthall          |
| IV.   | Audit Committee Report  | Darioush Khaledi          |
| V.    | Future Connect Update   | Dave Dillon               |
| VI.   | Rapid Recall Exchange Update  | Joe Sheridan              |
| VII.  | President's Report  | Leslie Sarasin            |
|       | A. FMI Response to Swipe Fee Legislation  |                           |
|       | B. Strategic Plan Implementation Status   |                           |
| VIII. | Finance Committee Report  | Henry Johnson             |
| IX.   | The Changing U.S. Health Landscape --<br>How Can Food Retailers Most Effectively<br>Manage Through this Changing Landscape? | Mike Lovdal, Oliver Wyman |
| X.    | Open Forum Discussion   | Fred Morganthall          |
| XI.   | Adjournment   | Fred Morganthall          |



## Don't miss this session ... 4-5pm, April 29, 2013 at FMI Future Connect

**Untangling the Social Web**, the on-going study from the Coca-Cola Retailing Research Council provides a wealth of information and ideas. Parts 6 and 7 of the study focus specifically on the challenges facing companies and managers in building successful practices in the world of Facebook, Twitter, LinkedIn and more.

The presentation will feature council members Mark Irby, vice president of marketing for Publix, and Tim Massa, who heads up talent acquisition for Kroger. Mark will share insights about how the social web is changing the way customers and companies interact. Plus, he'll talk about how his company overcame hesitance over the social web. Tim will discuss the internal/personnel issues including how the social web aids recruitment, retention and internal communication.

Coca-Cola Retailing Research Council - North America research director Michael Sansolo, will moderate this popular and robust discussion about understanding social media strategies and engagements.



Dear FMI Board of Directors,

We hope to have many of you will join us for the first reception of the year to benefit FMI's Food PAC. It is a great cause and we are going to have fun. We will begin at 5:30pm and will end just before the Board dinner with a special rooftop reception outside the Duck Palace at the Peabody Orlando. Everyone will win a prize and I will leave it at that! If you have any questions about how nice our prizes can be, ask Lauri Youngquist. An invitation is below and please see FMI's [FoodPAC Credit Card Contribution Form](#) if you wish to make a contribution via credit card or you can certainly bring your personal check. Once you have contributed for the year, you are included at all events for no additional fee. You are allowed to contribute up to \$5000 in personal funds per year to Food PAC.



# Lucky Duck

## FOODPAC Reception

Monday, April 29, 2013

5:30-6:30pm

(Immediately prior to the Board Dinner)

Orlando, FL

Rooftop Peabody Hotel  
Outside the Duck Palace

All \$1,000 and above contributors win a prize!  
One Lucky Duck wins a custom piece of jewelry!

RSVP to Sarah Patterson at [spatterson@fmi.org](mailto:spatterson@fmi.org) or  
Jennifer Hatcher at [jhatcher@fmi.org](mailto:jhatcher@fmi.org)



Contributions to FOODPAC from corporations are prohibited. Personal funds only please,  
and an individual may contribute no more than \$5,000 per calendar year to FoodPAC.



## ***Kraft Foods Group***

*cordially invites you and a guest to attend the*

### ***FMI Board Dinner***

*orchid Room/Veranda Room at the Peabody Orlando*

*Monday, April 29th, 2013*

*Cocktails & Dinner: 6:30-8:30 p.m.*

*Dress Attire: Business*

***Please join us for Fun Day Night afterwards***

# FUN DAY NIGHT

@ futureconnect

EAT • DRINK • ENJOY

Join your fellow Future Connect attendees for great food, drinks and live entertainment!

**LOCATION:** Peabody Grand Ballroom at the Peabody Orlando

**DATE:** Monday, April 29<sup>th</sup>, 2013

**TIME:** 8:30 p.m. to 10:30 p.m.



**Food Marketing Institute**

**Board of Directors Meeting  
Scottsdale, Arizona  
January 19, 2013**

**I. Chairman's Call to Order**

Introductions

FMI Chairman Fred Morganthall convened the January 19, 2013, FMI Board meeting at 8:45 a.m. in Scottsdale, Arizona. Mr. Morganthall welcomed the members of the Board, Board members attending for the first time and invited guests to FMI's Midwinter Executive Conference and first co-location meeting with GMA. Mr. Morganthall thanked the Board members that participated in the Committee meetings held the previous two days and urged those not serving on a Committee to make a decision to do so. Mr. Morganthall reminded the Board that the real work of the FMI Board is done in committees and asked they contact staff should they have any questions about committee participation.

Mr. Morganthall thanked Ms. Leslie Sarasin and the FMI staff for all of their effort with the Strategic Planning process. Mr. Morganthall concluded his opening remarks by thanking Steve Cahillane and Coca-Cola Refreshment for the Board dinner and John Bryant and the Kellogg Company for hosting the Board breakfast.

Mr. Morganthall introduced the FMI Board Colleague program and called on veteran Board member Tom Heinen to introduce Chris Coborn who was joining the Board for the first time. Mr. Morganthall welcomed special guests: Danny Wegman, CEO, Wegman's Food Markets, Inc.; Rodney McMullen, president and COO, The Kroger Co.; Gordon Campbell, CEO, Spar International; Marc Poulin, president and CEO, Sobey's; Craig Schnuck, Chairman of the Executive Committee, Schnuck Markets, Inc.; Roland Smith, president and CEO, Delhaize America; Mike Beal, COO, Ball's Price Chopper/Hen House Markets; Scott Beckwith, COO, Fareway Stores; George Motel, Executive Vice President, Retail Development, Bozutto's, Inc.; Vicente Yanez, executive chairman of ANTAD; and Bob Aiken, president and CEO, Feeding America.

Moment of Silence

Mr. Morganthall called for a moment of silence to recognize the loss of a terrific leader and friend: Mark Hollis, retired president and director emeritus, Publix Super Markets, Inc. Mr. Hollis served on the FMI Board of Directors from 1985 to 1995 and was the 1996 recipient of FMI's distinguished Sidney R. Rabb Award.

### Review of FMI Antitrust Compliance Policy

FMI's General Counsel, George Green, reviewed FMI's Antitrust Policy and reminded the Board that it is FMI's policy to comply with the antitrust laws in every respect, including during social occasions.

### Approval of Minutes

On a motion duly made and seconded, the Board approved the October 19, 2012, minutes of the FMI Board of Directors meeting held in Dallas, Texas, which were posted on the FMI Board of Directors webpage.

### Consent Agenda

Mr. Morganthall noted that the Board background materials included *Aisle by Aisle – Reflections on 2012* and *Decade of Donations: the 2012 Survey of The Food Retail Industry's Support of Food Banks*. Mr. Morganthall noted that *Aisle by Aisle* provided the membership with a complete picture of the opportunities and challenges, by department in 2012.

Mr. Morganthall thanked those who participated in the *Decade of Donations* Report and noted that food retailers are now the number one source for donations to food banks. Mr. Morganthall added that from the government relations perspective, the strong record of food retailers in donations to food banks goes a long way on Capitol Hill when FMI talks about the need for a permanent food donation tax credit for both S and C corporations. Mr. Morganthall also pointed out how supermarket donations have helped address hunger and now exceed the donations of the federal government commodity program. Mr. Morganthall added that two food banks joined FMI in 2012, the Greater Boston Food Bank and the Palm Beach County Food Bank.

Mr. Morganthall provided time for the Board to ask questions about the reports and the materials provided. There were no questions asked. Mr. Morganthall recognized and thanked Jerry Garland for sharing the *Aisle by Aisle* report with his entire Board at Associated Wholesale Grocers, Inc.

### Agenda

Mr. Morganthall recognized the ConAgra Company for their sponsorship of the Board lunch and noted that FMI's Associate and Private Brands members who are Midwinter sponsors and Platinum Plus members would also be in attendance. Mr. Morganthall noted that Gary Rodkin, outgoing Chairman of GMA, had been a great partner to FMI during his tenure as GMA Chairman.

Mr. Morganthall announced the FMI/GMA Joint Board Forum, the FMI Food Industry Golf Tournament and the NFL Tailgate Party sponsored by PepsiCo, Anheuser Busch, Campbell's, Unilever, McCormick and the Hershey Company and the dinner sponsored

by Crossmark and the Band Perry sponsored by General Mills would all take place on Sunday, January 20<sup>th</sup>.

## **II. Chairman's Report**

FMI Chairman Fred Morganthall reported on the January 18, 2013 Executive Committee meeting, the Strategic Thinking Committee, food safety, SQF and the Midwinter Executive Conference.

### Executive Committee

Mr. Morganthall reported the Executive Committee reviewed and thoroughly discussed the proposed Strategic Plan and would recommend adoption by the Board. Mr. Morganthall added that Scott Schnuck, chairman of the Industry Relations Committee, shared his Committee's strong support for the Total Store Collaboration component of the Strategic Plan and continued work of the Trading Partner Alliance.

Mr. Morganthall reported that the Committee approved adding Ern Sherman, vice president, Retail Industry Affairs with Coca-Cola Refreshments to the FMI Foundation Board of Trustees.

### Food Safety

Mr. Morganthall noted that the Board Food Safety Committee chaired by Joe Colalillo, approved the 2013 food safety priorities recommended by the Food Protection Committee and the Board Food Safety Committee. Mr. Morganthall called on Mr. Joe Colalillo to share the priority issues:

1. *Listeria* control at retail
2. Produce Safety
3. FSMA Implementation and Compliance, including Sanitary Transportation of Food
4. Traceability of foods
5. Ground Meat recordkeeping at Retail
6. Tie between two issues:
  - a. Recalls
  - b. Validation of processes at retail

Mr. Morganthall thanked Mr. Joe Colalillo for his leadership and commitment to food safety. Mr. Morganthall added that the Food Protection Committee and the *Listeria* Workgroup completed the "*Listeria*" Action Plan. Mr. Morganthall noted that the plan was seven pages, simple and had action steps for each recommendation that was developed by the industry's food safety experts. Mr. Morganthall urged all members to note the importance of the information and to implement the recommendations. Mr. Morganthall noted that the results of the FMI Foundation funded study on *Listeria* by Dr. Hailey Oliver would be released this summer.

### Safe Quality Foods

Mr. Morganthall reported on an additional milestone for FMI's food safety efforts in the Food Safety Modernization Act (FSMA) proposed rules for Preventative Controls. "FDA cites Global Food Safety Initiative (GFSI) framework, and GFSI-recognized certification schemes such as Safe Quality Food (SQF), as a valuable tool for supplier verification." Mr. Morganthall noted that this was further evidence of the importance of FMI's program and that such recognition would assist in extending the reach of SQF and the retail food industry's food safety efforts.

### Midwinter Conference

Mr. Morganthall thanked Mr. Jerry Garland, FMI's Midwinter Chairman, for all of his efforts with the conference and noted that the Board would hear a separate report from Mr. Garland. Mr. Morganthall thanked Board members for participating in the Strategic Exchange sessions and noted the value of these sessions for the suppliers.

Mr. Morganthall recognized Mr. Kevin Davis for his commitment to the specific programming for Independent Operators; including the One-to-Many Business session and the "live pilot" that was to take place at the Independent Operator Committee meeting on Monday, January 21<sup>st</sup>. Mr. Morganthall noted that the members of the Wholesaler Committee, chaired by Mr. Joe Sheridan, were invited to attend the Independent Operator Committee meeting, a first for FMI. Mr. Morganthall reminded the Board of the presentation by FMI staff on the issue of pensions would immediately follow the Independent Operator Committee meeting.

## **III. Finance Report**

Due to Finance Committee Chairman Henry Johnson's absence, Mr. Morganthall called on Mr. Sam DiCarlo to give the Finance Committee report. Mr. DiCarlo presented the FMI 2012 Performance Review which included the 2012 Operating Results vs. Budget, the 11 year Annual Operating (Deficit)/Surplus, the 2012 Operating and Non-Operating Results and 10 year FMI Net Assets at Year-End report and FMI's Investment Activity.

## **IV. Midwinter Update**

Mr. Morganthall called on Mr. Jerry Garland, chairman of FMI's Midwinter Executive Conference, for his report. Mr. Garland reported that the 2013 Midwinter Executive Conference attendance was the highest in 16 years and the highest number (264) of appointments in the Strategic Executive Exchange program. The 2<sup>nd</sup> Annual Industry Leadership Dinner, with over 400 attendees, reflected over \$728,000 in pledges. Mr. Garland also presented the Midwinter 2013 financial projections which showed a 32% increase in sponsorships and a 20% increase in the operating surplus.

## V. President's Report

President and CEO, Leslie Sarasin noted 2012 as a challenging election year and the need for FMI and the industry to further relationships on Capitol Hill especially with the 97 new Members of Congress. Ms. Sarasin noted FMI's *Making A Difference, A Congressional Chronicle of the 112 Congress and a Preview of What's Ahead in the 113<sup>th</sup>*. Ms. Sarasin urged members to participate and engage in upcoming events: the FMI/NGA/FIAE Day in Washington, April 17-18 in Washington, DC, and the October Board meeting, October 16-18 in Washington, DC. Ms. Sarasin reminded the Board that FMI's Government Relations team was available at any time to set appointments for members to visit their Members of Congress.

### Public Policy Update

Ms. Sarasin called on Ms. Jennifer Hatcher, FMI's senior vice president of government relations for her report. Ms. Hatcher highlighted FMI's 2013 Priority Legislative and Regulatory Issues, upcoming key dates for the 113<sup>th</sup> Congress, 2012 FoodPAC totals and the upcoming 2013 Food Industry Golf Tournament and Silent Auction. Ms. Hatcher noted that all silent auction proceeds benefit FMI's LEAD Program.

### Future Connect Update

Mr. Sarasin called on Mr. Dave Dillon, board champion of Future Connect for an update on Future Connect. Mr. Dillon noted that the Future Connect Leadership Conference was the best leadership event he had attended and that he had committed to bring over 200 of Kroger's associates from his key leadership team to top store managers to this year's conference. Mr. Dillon noted the companies who had already committed to bring associates through FMI's Group Advantage Program. Mr. Dillon reminded the Board to submit entries for the 2013 Store Manager Awards. This award recognizes exceptional supermarket managers who generate sales growth, provide great customer service, contribute to attaining company goals and are an integral part of the communities they serve. A new category in 2013: International retailers operating outside of North America.

Ms. Sarasin announced after 34 years of service to FMI, the pending retirement of Anne Curry, FMI vice president of government and political affairs. Ms. Sarasin noted that Ms. Curry led and grew FMI's political program and had effectively worked with both sides of the aisle and both sides of Capitol Hill while maintaining a stellar reputation through the many legislative battles she had faced. Bill MacAloney and the entire FMI Board congratulated Ms. Curry.

Ms. Sarasin recommended the approval of David Fikes, FMI's new vice president of consumer and community affairs and communications. On a motion duly made and seconded, the Board approved the recommendation.

## **VI. Strategic Thinking Committee Report**

Mr. Morganthall called on Strategic Thinking Committee Chairman Ed Crenshaw for his report. Mr. Crenshaw was pleased to present to the Board the proposed Strategic Plan that represented the collective work of the Strategic Thinking Committee, the Executive Committee and Board, the FMI Staff and FMI's partner, Oliver Wyman. Mr. Crenshaw called on Mike Matheis, partner in the Oliver Wyman group to provide an overview and update on the Strategic Plan which had been posted on the FMI Board webpage.

After a full and thoughtful discussion, on a motion duly made and seconded, the Board approved the FMI Strategic Plan.

Mr. Morganthall thanked the members of the Strategic Thinking Committee: Ed Crenshaw, Rob Bartels, Pierre-Olivier Beckers, Craig Boyan, Steve Burd, Joe Colalillo, Kevin Davis, Dave Dillon, Mike Erlandson, SUPERVALU, Steven Goddard, Henry Johnson, Steve Junqueiro, Ric Jurgens, Tres Lund, Fred Morganthall, Al Plamann, Art Potash, Scott Schnuck, Steve Smith, Colleen Wegman, Laurie Youngquist and Leslie Sarasin. Mr. Morganthall also recognized and thanked the members of the Oliver Wyman team: Mike Matheis, Paul Beswick, Joel Rampoldt, Mark Baum, Salim Poonawalla, George Faigen, Jacque Martinez, Remi Seners, Jennifer Chong, John Engstrom, Matthew Isotta, Matt Hamory and David Trounce.

Mr. Morganthall noted that the communication process of the plan included presentations scheduled to take place during the Trading Partner Alliance meeting, other GMA meetings and to all the Midwinter attendees on Monday, January 21<sup>st</sup>.

## **VII. Emerging Issues**

Mr. Morganthall called on Ms. Leslie Sarasin to introduce the Emerging Issues Identification Session and breakout groups. Ms. Sarasin noted that in order for FMI to serve as the Voice of Food Retail, it was imperative that FMI be ahead of the key emerging issues and opportunities.

Ms. Sarasin announced that the objective of the breakout session was to discuss and prioritize a list of pre-identified emerging issues identified by FMI's Senior Team for FMI to focus on. Each breakout session would be facilitated by an Oliver Wyman associate. Following the breakout sessions, the FMI Senior Staff would review the discussion and issue priorities and provide a follow-up to the Board. The Board was asked to reconvene in the Board room following the breakout session.

## **VIII. Open Forum Discussion**

Mr. Morganthall called for an open forum and reminded the Board of FMI's Antitrust Compliance Policy.

Mr. Jack Sinclair reported on Wal-Mart's effort to offer jobs to recently discharged military veterans and to expand sourcing of products from domestic suppliers. Mr. Sinclair urged the Board to support these kinds of activities within their own companies.

Mr. Steve Smith, chairman of the FMI Foundation, thanked the companies for their participation and contributions in FMI's 2<sup>nd</sup> Annual Foundation Leadership dinner scheduled for Monday, January, 21<sup>st</sup>. Mr. Danny Wegman, honorary Board member, urged FMI members to continue to support FMI's food safety program and commitment to health and wellness. Mr. Rob Bartels, vice chairman of public affairs, thanked the FMI staff for their commitment and work in developing the newly adopted FMI Strategic Plan. Mr. Morganthall recognized Mr. Bill MacAloney again for his tremendous support of FMI's LEAD and FoodPac program. Mr. Greg Calhoun reminded FMI and the Board that FMI honor the commitment not to schedule FMI's Midwinter Executive Conference over Martin Luther King Day.

#### Next Board Meeting

Mr. Morganthall announced the date of the next Board meeting: **Monday April 29, 2013**, at the Peabody Hotel in Orlando, Florida.

#### Fall 2013 Board Meeting

Mr. Morganthall announced the dates of the fall Board meeting: **Friday, October 18, 2013** in Washington, DC. Committee meetings would take place Wednesday, October 16 - Thursday, October 17, 2013.

#### Midwinter 2014

Mr. Morganthall announced the dates of FMI's Midwinter Executive Conference: **January 12 – 14, 2014** at the Phoenician Hotel in Scottsdale, Arizona.

### **IX. Adjournment**

There being no further business, on a motion duly made, seconded and carried, the meeting was adjourned at 12:30 p.m.

---

Dagmar T. Farr

Senior Vice President, Member Services and Corporate Secretary



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## **Public Affairs Committee Report April 2013**

We wanted to update you on the activities and issues facing us in Public Affairs and Government Relations.

A reminder for those of you who will be with us in Orlando to go ahead and make your FoodPAC contribution for 2013, and join us the night of Monday, April 29 at 5:30pm for our “Lucky Duck” reception on the roof of the Peabody, just outside of the Duck Palace. A link to a credit card contribution form is [here](#) or you can certainly bring a check. The reception invitation can be viewed [here](#).

First, a huge thank you to the following Board members who joined us for a very effective Day in Washington on April 18<sup>th</sup>: Fred Morganthall, Rob Bartels, Joe Colalillo, Tim Devanney, Rudy Dory, Ron Edenfield, Boyd George, Steve Goddard, Art Potash, Stephanie Skylar and Christy Spoa.

The LEAD Golf Tournament at Midwinter was a big success. We raised \$166,000 for LEAD, which was our highest amount since our start in 2000. If you have not already made your LEAD contribution for 2013, I would urge you to consider that as well. LEAD contributions do not benefit candidates and thus can be corporate funds.

With the lack of action on the legislative front in Washington, we have seen an increase in the regulatory activity. FMI’s regulatory counsel, Erik Lieberman, provided an update to FMI’s Government Relations Committee last week that covers many of the highlights and we thought was worth sharing: [Regulatory Update](#).

With the number of fiscal clean up items from the last Congress that had to be taken care of, there has been a limited amount of legislative activity in the first quarter. There are however, several key areas where we continue to make progress.

### **Menu Labeling:**

The FDA Commissioner has indicated a final rule will be released by the end of this year. H.R. 1249 has been introduced and has 33 bipartisan co-sponsors. We are seeking a Democratic Senator to join on legislation that is planned to be introduced in the Senate. The National Restaurant Association (NRA) and some of their larger members are working against us because they believe grocery stores have “chosen” to compete with them.

### **Marketplace Fairness:**

There are a number of companies urging passage of the Marketplace Fairness Act legislation (S.336/H.R. 684) to achieve tax parity with on-line retailers as we see erosion in a growing number of categories from on-line sales. Majority Leader Reid is planning to begin Senate floor action on the legislation S. 743 April 22<sup>nd</sup>.

**Health Care:**

The Affordable Care Act imposes complex challenges and a short window to comply with what is estimated to be 30,000 pages of regulation for the 3,000 page law. We are working to make needed changes through the regulatory process, but there are areas we have identified that require a legislative change. Those include modifying the definition of a full time employee to be in line with the FLSA, not 30 hours per week; some type of transition relief to allow employers adequate time to comply; providing employers with flexibility for voluntarily offering health coverage to part-time employees; repeal the auto-enrollment provision, allow an opt-in; and restore Flexible Spending Account (FSA) card purchases of over-the-counter (OTC) medicine without a prescription, consistent for what is allowed for non-medicine purchases such as bandages.

**Pension Reform:**

The Government Accountability Office (GAO) released a long-awaited report on the state of the country's multi-employer pension plans. The report, *Timely Action Needed to Address Impending Multiemployer Plan Insolvencies*, highlights some of the problems of underfunded multi-employer plans and recommends potential reforms that should be implemented as a way to stabilize the multi-employer pension system. The GAO report can be accessed [here](#). FMI's Andy Harig, [aharig@fmi.org](mailto:aharig@fmi.org), has engaged our pension task force and we are all very encouraged by the Chairman of the Subcommittee of jurisdiction, Congressman Phil Roe (R-TN), who has an expertise and personal interest in the needed legislation.

**Bailers Compactors and Balers:**

FMI has heard from a number of member companies regarding fines imposed by the Department of Labor's (DOL) Wage and Hour Division for alleged violations involving balers or compactors. FMI believes DOL's Wage and Hour Division should not be issuing fines for what is essentially a technical violation, where no injuries occurred and the equipment is ANSI standard compliant. We have scheduled a meeting with officials from the Wage and Hour Division to talk about the alleged violations and would encourage you to see if your company has had this type of violation that may need review.

**COOL:**

Last month, the Department of Agriculture (USDA) released a [proposed rule](#), which amends existing country of origin labeling (COOL) regulations and responds to a ruling by the World Trade Organization (WTO) that COOL is an illegal trade barrier under the WTO Technical Barriers to Trade Agreement. The proposed rule requires muscle cuts or meat and poultry subject to COOL to bear labels or signage, detailing which country or countries the animal was born, raised and slaughtered. Produce, seafood and other commodities are not affected by the COOL rule. FMI submitted written comments to submit to USDA on its proposed rule as we do not believe that the proposed rule addresses the WTO ruling, and, as such, we ask USDA to delay the compliance date of any final COOL rule until well after the WTO issues a decision. If the WTO decides that the final rule does not comport with international trade agreements, we ask that USDA rescind its final rule.

**State, Federal Efforts to Limit SNAP Food Choice:**

This session, some ten states took up the issue of limiting what may be purchased by Supplemental Nutrition Assistance Program (SNAP) recipients. In order to make a change, a state must apply to the Department of Agriculture (USDA) for a waiver to limit food. To date, USDA has denied waiver requests they have received from Minnesota and New York City. Members of Congress have taken notice of the pending legislation in the states and the growing media attention to what SNAP participants are purchasing with their benefits. There are two lines of interest in limiting what participants may

purchase with their benefits. Some Members are concerned with the overall health of SNAP participants and would like to restrict the use of SNAP benefits to only purchase foods deemed to be healthy. They believe that limiting SNAP purchases to foods that are lower in fat and higher in nutritional value will change participants eating habits. Other Members are concerned with the use of federal dollars and oppose using SNAP benefits to buy items considered to be luxuries versus necessities. SNAP is authorized in the Farm Bill, which expired in 2012 and was extended through September 2013. As Congress begins to consider reauthorizing the Farm Bill, it is expected that restrictions to SNAP will be debated in both the House and Senate. FMI staff works closely with other interested stakeholders to present the specific retailer challenges with implementing and enforcing the kinds of restrictions on SNAP purchases that have been proposed. Restrictions that vary by state and are not available via a real-time electronic database would increase errors and are technologically not feasible.

**GMA Public Policy Event:**

GMA is hosting a Public Policy Event in Washington, July 16-18. It will begin with a series of committee meetings and breakout sessions. The FMI Government Relations Committee is planning to hold a meeting in conjunction with this event on Wednesday afternoon, July 17<sup>th</sup> and then we plan to join with them for their congressional reception that evening. Certainly, any of you would also be welcome to attend if you plan to be in town for the events.

**State Government Relations/ Association Planning Retreat:**

There are a number of parts of our efforts on the state government relations front. Part of that includes working to ensure that we have effective state associations that have the resources and support they need. Each year, we hold a planning meeting for them that includes a focus on both management and issues. FMI covers the costs of this retreat for the invited state executives. With your help, we will work to identify additional needs that state associations may have (beyond financial resources) that we may be able to help provide, again with the goal of strengthening the resources of the state associations. We certainly had a very active state legislative session this year and in a few states, it is not yet over. This year's state association planning retreat is planned for August 6-8 in Nashville, TN.

**October Regulatory Visits:**

We are also excited to have another opportunity to have many of you in Washington, October 16-18 in conjunction with our Fall Board meeting. We would like to try making an impact on the regulatory side as we are planning to set aside some time for visits with agency heads that regulate our industry.

**Food Safety Update**  
**FMI Board**  
**April 2013**

**SafeMark Food Safety Training and Certification Program**

FMI has implemented a comprehensive marketing program to promote SafeMark to retailers for all food safety training needs. An ad campaign is in full force in dozens of food safety and retail publications, e blasts are being sent at least monthly, a peer letter from Wakefern went to all FMI members and prospects on the benefits of SafeMark for food safety training, and we are sponsoring multiple food safety events to improve brand recognition.

SafeMark is owned by FMI and revenue from SafeMark provides additional support for FMI programs.

**Food Protection Committee Priority Issues Updates**

1. Listeria control at Retail

- The Listeria Action Plan was released to all members in January and focuses on deli sanitation
- The revised FDA and USDA retail risk assessment publication is expected in May.

2. Produce Safety

- The produce safety workgroup is writing a produce safety guidance document with United Fresh Produce Association and Produce Marketing Association that will focus on two parts 1) produce safety standards throughout the supply chain – including small and local growers and 2) produce handling practices at retail
- The workgroup is also preparing and reviewing comments on the FSMA produce safety proposed rule

3. FSMA Implementation and Compliance including Sanitary Transportation of Food

- We are working with FMI member companies to obtain input and draft comments on two FSMA proposed rules
  1. Standards for the Growing, Harvesting, Packing, and Holding or Produce for Human Consumption (Produce Safety Proposed Rule)
  2. Current Good Manufacturing Practice and Hazard Analysis and Risk Based Preventive Controls for Human Food (Preventive Controls Proposed Rule)Comments on both proposed rules are due on May 16, 2013 unless an extension is granted by FDA

- We are working with FDA in advance of upcoming rules such as sanitary foods transportation and the reportable food registry (RFR) improvement providing industry based information from FMI member companies to result in more practical regulations.

#### 4. Traceability

- The Food Protection Committee held a traceability roundtable at the committee meeting on April 3-4 in Baltimore, MD. At the roundtable meeting, Leavitt Partners, GS1US, the Institute of Food Technologists (IFT), and Tyson Foods joined us to add expertise and perspective to the issue.
- The FPC identified the following as the most important factors when considering improving traceability
  1. Having full upstream supply chain visibility
  2. Consideration of the cost of implementation and operation
  3. Protection of public health & ability to identify implicated products during investigations
  4. Having all your suppliers adopt the same system
  5. Having all your suppliers adopt different systems but that are interoperable
  6. Improve consumer confidence in the food supply
- The outcome of the meeting was that the FPC recommends support for the [Produce Traceability Initiative \(PTI\)](#) as the best place to start with implementing traceability at distribution centers and retail level. We will expand to other commodities once we have produce under control. The FPC also recommends interdepartmental support for traceability projects citing IT/IS, food safety/QA, operations, and merchandising as examples of departments that should collaborate with retail companies.
- FMI will be working with IFT on their new [Global Food Traceability Center](#) and helping to support the center through the FMI Foundation.

#### 5. Ground Meat recordkeeping at Retail

- With increasing pressure for mandatory recordkeeping, we are working with USDA, our meat industry partners, and FMI members to identify practical recordkeeping solutions that will meet the needs of investigators during trace backs that can be implemented by the retail industry.
- USDA and a committee established by the Conference for Food Protection have accepted the [FMI Sample Ground Meat Record for Retail Stores](#) as having all of the essential information required by USDA in the case of an investigation.
- The proposed rule from USDA remains at the agency and has not yet been sent to OMB for review.

## Executive Summary

**Overview.** The use of global food safety and quality standards, such as SQF, have become a major driver of the implementation of preventive controls in the food industry. FDA’s proposed rule entitled “Current Good Manufacturing Practice and Hazard Analysis and Risk-Based Preventive Controls for Human Food” (the “Preventive Controls Rule” or “the Proposed Rule”) also has a heavy focus on preventing food safety problems, taking effective corrective actions and maintaining robust documentation. Given the obvious parallels between GFSI and the FSMA preventive controls, SQF contracted with Leavitt Partners Global Food Safety Solutions (LP GFSS) to compare the elements of SQF Level 2 (specifically Modules 2 and 11) to the proposed Preventive Controls rule requirements, in order to identify similarities, and to enable SQF leadership to address any areas in which they could be in better alignment with these new rules.

**Similarities and Differences.** Table 1 summarizes the key areas addressed in SQF and/or the FDA Proposed Rule (preventive controls and/or cGMPs). The main areas addressed by SQF are largely comparable to FDA’s expectations. In some areas FDA is more prescriptive, however SQF’s requirement to be in compliance with regulations (2.4.1) addresses the fact that requirements may vary slightly by country, and takes into account that SQF is a global program that is not intended to be US or FDA-centric.

In many areas, SQF is more specific than FDA in the requirements. For example, SQF requires environmental monitoring for high-risk processes, whereas FDA requires consideration of environmental pathogens for ready-to-eat foods but does not go so far as requiring environmental monitoring in the proposed rule.

SQF also has clearer requirements than FDA around ensuring the safety of incoming and raw materials.

**TABLE 1**

	SQF – Level 2	FDA Preventive Controls Food Safety Plan	FDA GMPs (117 subpart b)
Overarching policy statement	Yes	No	No
Written Plan	Yes	Yes	No
Experienced individual in charge	Yes	Yes	No
Trained Staff	Yes	No	Yes
Prerequisite programs	Yes	No	Yes
Raw material/ incoming product safety assurance	Yes	No	No
Supplier Verification	Yes	No	No
Allergen Management	Yes	Yes	Yes
Validation of Controls	Yes	Yes	No
Finished product testing	No	No	No
Sanitation Control	Yes	Yes	Yes
Environmental monitoring	Yes	No	No
Corrective Actions	Yes	Yes	No
Traceability	Yes	No <sup>1</sup>	No
Recall	Yes	Yes	No
Record retention	Yes	Yes	No
Food defense	Yes	No <sup>2</sup>	No
Internal Audit	Yes	No <sup>3</sup>	No

<sup>1</sup> FDA has already established traceability requirements under regulation stemming from the 2002 Bioterrorism Act, and traceability is a component of sec 204 FMSA which is separate from Preventive Controls

<sup>2</sup> Although FSMA addresses food defense in sec 103 FDA has stated that regulations pertaining to intentional contamination will be issued separately

<sup>3</sup> Some of the record review requirements accomplish similar objectives to the internal audit

Table 1 shows that generally the SQF elements are comparable to the proposed Preventive Controls Rule requirements. However, in some cases, the SQF requirement is different in that it is not as prescriptive as the FDA requirement. Impressively, there are several areas addressed by SQF that have not been addressed in the proposed rule. Some items may be covered by existing regulations or are covered by FSMA and will be addressed in other forthcoming regulations (e.g. traceability, for which FDA has already established traceability requirements under regulation stemming from the 2002 Bioterrorism Act), and traceability is a component of sec 204 of FMSA which is separate from Preventive Controls. Moreover, the Preventive Controls Rule provides FDA the authority to require additional records for high risk foods. In other areas, SQF contains elements that were not included in the proposed rule (such as food defense for which FDA has not yet issued a regulation). In the full comparative table each SQF Module 2 and 11 element is listed along with the Preventive Control Rule counterpart (if one exists) and the designations of Exceeds, Comparable or Different are noted.

**What Should SQF-Certified Facilities Do Now?** As the food industry looks to protect customers and their brand as well as be in compliance with the proposed new rules, our analysis indicates that being SQF level 2 certified to today's SQF standards is a very strong start. This said SQF-certified facilities that are regulated by FDA will want to ensure that they pay particular attention to the areas where FDA may currently have more prescriptive or specific requirements than SQF (refer to Table 1). While these areas are identified more fully in the comparison table in the full report, of note, facilities should ensure that their FDA food safety plans identify the corrective actions specified by FDA, include monitoring at a frequency that meets FDA's requirements, and ensure that the food safety plan include clear procedures for retaining and reviewing records (with regard to calibration, testing, monitoring, etc.).

**Conclusion:** Companies will want to stay abreast of the on-going rule-making process, the issuance of the final rule, as well as new FDA regulations as the agency continues to implement FSMA to ensure that they are ready to fully

implement the final preventive controls rules while continuing to meet SQF requirements.



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## **FMI One-To-Many Virtual Business Planning Zone**

### **Executive Summary**

In March 2012, the Industry Collaboration Committee and the Independent Operators Committee initiated a plan to develop a One-To-Many virtual business planning zone to improve the communication channel between manufacturers and independent operators. The tool will generate incremental revenues, market share and profits for the subscribing Retailers, Wholesalers and Manufacturers.

A core team composed of 4 manufacturers, 4 retailers, FMI leadership and a project manager was established in July 2012. Several key milestones have led to this recommendation to include the platform RFP selection process, a proof of concept test with 13 manufacturer-led webinars to 10 retailers and 1 wholesaler, and the unveil to Independent Operators and Wholesalers at the FMI Midwinter Executive Conference in January 2013.

The Best in Class planning zone will not only answer the specific need expressed by our members, it will also contribute to FMI industry collaboration leadership and increase membership. It is a complement to the other FMI business planning sessions and will be positioned as such to minimize redundancy and revenue cannibalization. Strong community involvement, quality and relevancy of the published materials will help deliver mass scale and long-lasting industry significance to the tool.

### **1. Project Overview**

#### **Business Case & Opportunity**

**CPG Cost to Serve Models and IO Business Models are in conflict, resulting in lost sales and business building opportunities for all training partners.**

Manufacturers used to have large organizations calling on Independent Operators to present upcoming initiatives or promotional programs for buyers to plan their assortment or merchandising. Buyers used to hold regular buying hours to listen to presentations. Today, Independent Operators often rely on paper or e-mail communications from a time-starved supplier or sales agent, making it challenging to understand if an initiative is truly breakthrough or another variant in a tired line. Even when a representative is calling on a smaller retailer, they often lack the content expertise or time to describe the initiative with the kind of depth provided to larger grocery, mass or drug chain. The Independent Operator's decision capability is by circumstance, less informed. A new dialogue focused on a 21<sup>st</sup> century solution established the concept for the technology enabled business collaboration platform. FMI currently offers business planning capability via the Midwinter's Strategic Executive Exchanges, Annual Business Conference, and Private Brands Business Conference. An opportunity exists to bring similar opportunities to an underserved audience facing barriers to entry in the physical programs...by doing it virtually.

#### **A Total Solution Business Planning Tool**

- Pre-scheduled 20-minute webinars for manufacturers to present "Top-Tier Initiatives" to smaller and mid-cap retailers. Specific days of the week may be selected to encourage best habits and practices. Webinar attendance would become a part of a business planning routine.
- Information sharing through file uploads with 24/7 access for subscribers
- Advanced registration with user profile through calendar function.
- One-on-one scheduling opportunities

#### **Project Milestones**

- **Project Establishment: March 2012** by ICC and IO Committee.
- **Project Core Team establishment: June 2012**
- **Platform RFP: July-Nov 2012:** Ten vendors bid process was coordinated by Corbus Technology procurement. Three were selected for review by FMI: PGI (FMI Adobe Connect reseller), Supplier Gateway and Coroware. Supplier Gateway is lead contender offering the most comprehensive community management solution and a strategic partnership.
- **Proof of concept test: Sept-Oct 2012:** Objective was to better understand the right content, flow, and frequency of sessions. For the project to be successful we must establish "habits and practices" among the "buyers". To establish these habits, we need to understand if manufacturers have enough "Top-Tier Initiative" content. Conducted thirteen webinars from P&G, Hormel,

Clorox, Unilever, WhiteWave, McCormick, MillerCoors, Hillshire Farms, Mars, General Mills, Campbell's, ConAgra and Ocean Spray to Dorothy Lane, Rice Epicurean Markets, North Gate Markets, Wakefern, Bristol Farms, Heinen's, Festival Foods, Longos, Lund Food Holdings, Affiliated Food Midwest. Surveys and interviews conducted after each webinar concluded that 92% of retailers found the material somewhat to very valuable and 90% of retailers found the material somewhat to very actionable. Results provided insights in to the entire process— from pre-read material to post session action plans, the presentation content, and presenter's engagement.

- **Midwinter Unveil and Tool Demo: Jan 2013.** The concept and tool demo was very well received both in the IO business session and during a joint committee meeting with Independent Operators and Wholesalers.

#### **Key business requirements:**

##### **Member subscription:**

- No cost to the retailer and wholesaler member. Nonmember retailers/wholesalers to join or opt in at a cost (cost TBD)
- Manufacturer members will opt in at an annual cost of \$7,500 for 5 webcast sessions. Annual cost was benchmarked with current manufacturers' per-customer meeting cost at SEE and ABC and vetted with ICC members. Nonmember manufacturers to join or opt in at a premium cost to be determined.
- Wholesalers acting as a manufacturer and webcasting to their members will opt in at cost (premium cost for nonmembers)

**Security:** Webcast content needs to be secure to provide confidentiality and ensure that only retailers can listen to the manufacturers' presentations.

**Speed to market:** Manufacturer's initiative timing needs to fill current gap for IOs vs. larger retailers.

**Webinar content:** Material needs to be relevant to IOs. Governance guidelines will be established, vetted and monitored to ensure the zone's long-term relevancy.

**Retailer participation:** The virtual business planning concept will need to become an intricate part of retailers' habits and practices.

**Community management:** The tool should simplify overall community business planning processes for FMI and its members.

## **2. Project recommendation**

#### **Platform vendor**

##### **Supplier Gateway is the recommended vendor**

They are an online supplier data management services and solutions provider who has developed and maintains online secured portal solutions for a wide variety of organizations to include Ahold, Cargill, Sara Lee, Campbell's, Phillip Morris and Major League Baseball. Their proposal offers a comprehensive solution meeting the secure business planning needs of both the manufacturers and retailers. It is a true community management platform vs. a Webcast/File sharing solution offered by the other RFP vendors. Their strategic partnership proposal limits FMI's financial risk and allows the necessary marketing and project management investment to develop a successful tool without prohibitive subscription fees. It provides robust operational support and the opportunity to enhance the tool and meet the member-community's evolving needs by taking advantage of technology advances.

#### **Critical Path Schedule**

- Jan 2013: Midwinter Executive Conference presentation and demo "unveil"
- April 2013: FMI Project launch alignment decision
- April/May 2013 Vendor award and agreement
- May-August 2013 Platform development
- June-Dec 2013: Recruitment and training
- September 2013 Platform live (Date TBD)

#### **Marketing & Sales Plan**

Proposal request for branding and communication tactics has been made through our marketing department but full-fledged marketing plan will not start until after the project is approved.

The sales plan is a key success component of the project that will require a robust ongoing and coordinated effort to recruit and retain retailers, wholesalers and manufacturers.

#### **Member Recruiting**

**FMI events, industry events and one-on-one selling:** A coordinated effort throughout the organization with all applicable member touch points will be put in place to include conferences with top-to-top appointments. A membership piece will assist membership department conversations with new and renewing members.

#### **Subscriber Base Expansion to Other Industry Groups**

**NGA, NACDS, NAC and Others TBD:** Strategy, business and implementation plan to be developed in alignment with FMI leadership

## Operation Plan

**There is a need for a project team leader to be the “GM” of the total business planning solution.** The project leader will have the responsibility to attain the strategic and financial objectives of the project as approved by FMI leadership.

Supplier Gateway will be responsible for the platform technical support, webcast reliability, user support and user training. User training content and schedule will be jointly developed and maintained by Supplier Gateway and FMI. Manufacturers will manage their own webcasts, communications and file management. An FMI zone admin resource (estimated 3 FTE) will oversee a number of administrative needs.

**User Onboarding & Training:** User onboarding and follow up training webinars will be moderated by Supplier Gateway and FMI admin resource at a frequency to be determined based on enrollment flow. Initial assumption is 100 hours per year. Sessions will focus on user category needs.

**A team of core users**— sample of manufacturers, retailers, wholesalers, FMI resource—to meet every quarter. Team will review program governance adherence, user feedback, issues/opportunities, and tool improvement. Sessions to be led by project leader and will also include other FMI departmental support as well as platform vendor depending on agenda.

**Webcast resource and oversight:** Although webcast presenters will schedule their own webinars, the FMI admin resource will monitor/help with non-technical issues to identify potential timing conflicts, high number of simultaneous presentations, etc. The FMI admin will need to be able to monitor sessions during session times, while not needing remain throughout the duration of all the sessions. Monitoring of sessions in year one will be important to ensure the adherence to the program governance structure. This is not a technical support position per se, but would be an additional moderator on sessions to ensure timely start and stop times, coordinated Q&A and other basic troubleshooting items that may come up. Based on 200 webinars a year, time spent can be estimated at 50 to 70 hours a year. The FMI admin and project leaders will regularly monitor the site to identify such issues as number/size/age of files posted to document library and calendar activity. Issues/opportunities will be reported to the project leader who can address items with the proper party. She/he will coordinate all other related administrative tasks such as keeping updated user and tracking admin KPIs.

## Zone Governance

Governance guidelines will be established, vetted and monitored to ensure the zones long-term relevancy and success. The proof of concept test has provided us with preliminary insight, which will contribute to establish “habits and practices” for subscribers taking part in the one-to-many sessions.

**Content:** Content can cover any or all of the following three “session types” that were observed during the small scale test: shopper insights, category reviews, and new initiatives/products. Retailers want to understand how to reach their shopper, how to best leverage a category, and be on schedule with new product launches. Information presented will need to take the attendee in to consideration and customize the sessions for their business needs (regional, store size, etc.) Suggested next steps should be presented, making the sessions actionable and encourage continuous communication. Besides addressing the content needs of the session, the presenter needs to be well versed in their subject to answer questions during the session. The presenter is accountable for familiarizing him/herself with the web tool prior to the session. The presenter’s engagement greatly impacts the session success.

**Attendance:** Register early and provide profile information to assist presenters in customizing the presentation to meet retailers’ expectations. Read the session pre-read items and come prepared to optimize learning, if need be, share with internal team to identify best function(s) and individual(s) to attend. It is the participant’s responsibility to access session materials and engage in post-session follow up—whether with the appropriate manufacturer’s contact or the participant’s wholesaler.



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## FMI Board Update on Food Waste Reduction Alliance

FMI, along with GMA and NRA are founding members of The Food Waste Reduction Alliance (FWRA) that was launched in June 2011 in an effort to be proactive on this emerging issue. This collaborative effort provides industry benefits which include: reducing costs, spurring innovation, reducing regulatory risk, and creating community and environmental benefits.

The primary goals of the FWRA are:

1. Reduce – Prevent food waste from happening wherever possible by raising awareness around this important issue and reducing shrink within our own operations and throughout the supply chain.
2. Reuse – Divert as much safe and nutritious food that might have been wasted and send it to our partnering food banks.
3. Recycle – Divert unavoidable food waste away from landfills and move it to productive use – animal feed, compost or food to energy.

Our work so far has resulted in two research reports. The first one provides the current landscape of food waste in the U.S., how much is generated and where it goes. The second is a ground-breaking survey of the retail, wholesale and supplier industry. It reports on how much food waste is generated by sector and where that waste goes – whether to landfill, food donation, animal feed, compost or waste to energy. (The restaurant industry is not included this year, but will be in ensuing reports.)

According to the FWRA survey, of the approximately 3.8 billion pounds of food waste created by U.S. retailers each year, about 44.4% is currently going to landfill, 17.9% is donated to food banks, and 37.7% is being recycled (mostly composting, but also animal feed and other uses). The report also identifies a number of key barriers to diverting unsaleable food and other food waste away from landfills. FWRA intends to issue the survey annually with the expectation that participation, accuracy and best management practices will increase as members focus on and improve their measurement and management of food waste.

A major goal of the FWRA is documenting and sharing best practices to help move food waste to productive use. To that end, we will be developing a Food Waste Toolkit with best practices, guidelines, checklists, barriers and opportunities. This toolkit will be unveiled at the FMI/GMA Global Sustainability Summit and available for free for the industry on the FMI website this August.



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Food Waste continues to gain traction as a topic of interest for governments across the globe, Non-Government Organizations, consumer groups, academic institutions and our member companies. The Environmental Protection Agency (EPA) and the U.S. Department of Agriculture are involved in significant collaborative efforts with the United Nations Environmental Programme, the European Union and the Food and Agriculture Organization, focused on the common goal of reducing food waste. These collaborators have scheduled an event in New York City on September 21, 2013, which will draw even more public and government attention to the issue of food waste. Pm a more local scale, the state of Massachusetts is closing landfills in 2014 to commercial food waste, and other states and localities may be considering such actions.

We encourage member companies to be engaged with the FWRA by (1) Assigning a point person to be the lead contact with the FWRA. (2) Committing your company to participate in the survey to help build our accuracy in the benchmarking progress. (3) Sharing this update with key executives throughout your company. The chart below shows the structure and leadership of the FWRA; please feel free to have your staff make contact with us.

## Food Waste Reduction Alliance Structure

### Food Waste Leadership

- **GMA Co-Chair: Susan Kujava, General Mills**
- **FMI Co-Chair: Michael Hewett, Publix**
- **NRA Co-Chair; Bridgette Bell, Yum Brands**
- **GMA Staff Lead: Meghan Stasz, mstasz@gmaonline.org**
- **FMI Staff Lead: Jeanne von Zastrow, jvonzastrow@fmi.org**
- **NRA Staff Lead: Laura Abshire, labshire@restaurant.org**





Date: April 29, 2013

To: FMI Board of Directors

From: Catherine Polley, Executive Director, FMI Foundation

Re: FMI Foundation Update

### **Annual Fundraising Gala**

On January 21, in conjunction with our MidWinter Executive Conference, we hosted our 2<sup>nd</sup> Annual FMI Foundation Industry Leadership Dinner. This year's dinner raised \$819,677.35 to support the foundation's mission of research and education in food safety, health and nutrition. A revenue summary follows.

• Raffle Tickets (hot-rod car)	\$ 21,500.00
• Contributions	\$638,750.00
• Auction	\$ 46,427.35
• Outstanding Pledges	<u>\$113,000.00</u>
	\$819,677.35

Please save-the-date and plan to attend the **FMI Foundation 3<sup>rd</sup> Annual Leadership Dinner on Monday, January 13, 2014**. As part of FMI's core leadership, your support - added with those of your industry peers - can ensure the Foundation's continued ability to fund research and education that makes a difference for our industry and the customers we serve.

Below is an overview of our major grant recipients over the past year.

#### Partnership for Food Safety Education Grows

The FMI Foundation has enabled the Partnership for Food Safety Education (PFSE) to develop the only public-private collaborative to focus exclusively on the prevention of foodborne illness in the home. The Partnership created the consumer food safety education campaign, Fight BAC!®. With continuing support from the Foundation, the Partnership will ensure that educators work together to improve food safety education.

### Research to Help Prevent *Listeria* in Retail Settings Launched

Since early 2011, the Foundation and the American Meat Institute Foundation (AMIF) supported the launch of a joint initiative for research to develop practical and feasible control strategies for *Listeria monocytogenes* in retail delicatessens. Researchers at Purdue University's Department of Food Science, and the Cornell University Department of Food Science collaborated on the initiative which concluded in 2012. Building on the results of the Foundation's partnership with AMIF and the USDA, the Foundation provided additional support in 2012 to identify factors that might lead to increased risks for *Listeria* in retail food establishments and determine appropriate interventions strategies.

The FMI Foundation also supports the Food Safety Research Projects Fund which in turn supports food safety research projects funded by the Center for Produce Safety (CPS) at the University of California, Davis.

### Future Accredited Third-party Food Safety Auditor Scholarships

Food buyers and sellers increasingly rely on accredited third-party certification to ensure that the products they sell are safe. In North America, there is a shortage of well-trained auditors. The FMI Foundation will help fill that gap by offering scholarships, providing funding to university food science programs and administering a college internship program through the Safe Quality Food Institute (SQFI), a division of the Food Marketing Institute. [www.sqfi.com](http://www.sqfi.com)

### Let's Put Our Plates Together

Recent research, funded in part by the National Center on Addiction and Substance Abuse (CASA) at Columbia University, concludes that children benefit both physically and emotionally from family meals. Through the "Let's Put Our Plates Together" initiative, the Foundation inspires food retailers to become community promoters of family meals. The FMI Foundation is a supporter of the CASA at Columbia University and Common Threads, Inc. [www.fmifamilymeals.com](http://www.fmifamilymeals.com)

### A Playbook to Combat Childhood Obesity

Fuel Up to Play 60 (FUTP 60) is an in-school nutrition and physical activity program launched by the National Dairy Council and the National Football League (NFL), with support from the U.S. Department of Agriculture (USDA). Through educational programs and outreach, the FUTP 60 program encourages youth to consume nutrient-rich foods and to participate in at least 60 minutes of physical activity daily.

The FMI Foundation supported the creation of two Healthy Living Play within the program's online "Playbook" that encourages students and adult program leaders to reach out to supermarket health and wellness professionals. [www.fueluptoplay60.com](http://www.fueluptoplay60.com)



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## FMI Board Update on Rapid Recall Exchange

FMI, GMA and GS1 US were asked by the members of the FMI-GMA Trading Partner Alliance, comprised of the executive committees of FMI and GMA, as well as their respective boards of directors, to drive greater industry adoption and usage of Rapid Recall Exchange (RRE). The initial stated goal is to establish RRE as the first and primary recall notification tool for the food, beverage and consumer products industry and their retail partners.

To accomplish this goal, the TPA appointed Joe Sheridan of Wakefern Food Corporation and Frank Tataseo of The Clorox Company to serve as executive board sponsors and to lead an effort in conjunction with FMI, GMA and GS1 US to drive industry adoption and usage of the RRE tool.

At the January 20, 2013, meeting of the TPA, we asked our industry peers to embrace RRE as the primary mechanism for delivering and receiving recall notification information.

The specific ask of **manufacturers** and the actions against which industry members will be measured for compliance are:

1. Assign a company representative to serve as the primary point of contact and person accountable to the CEO for RRE adoption.
2. Subscribe to the Rapid Recall Exchange.
3. Complete RRE system training.
4. Set up end users in the system.
5. Complete a mock recall using the RRE system.
6. **Commit to use RRE to communicate with retail customers before or at the same time as other methods of communication (e.g., press release, customer packets, etc.) and facilitate organizational and cultural change management processes.**
7. Accept and act on usage feedback.
8. Encourage participation by acting as RRE advocate.

The specific ask of **retailers and wholesalers** and the actions against which industry members will be measured for compliance are:

1. Assign a company representative to serve as the primary point of contact and person accountable to the CEO for RRE adoption.
2. Subscribe to Rapid Recall Exchange.
3. Complete RRE system training.
4. Set up end users in the system.
5. Complete a mock recall using the RRE system.
6. Set up store banner names in the system.
7. **Initiate “ramp” activities (e.g., communications with supplier base encouraging use of RRE).**
8. **Commit to receive recall information through RRE first and facilitate organizational and cultural change management processes.**
9. Accept and act on usage feedback.
10. Encourage participation by acting as RRE advocate and “scorecarding” supplier progress.

To date, FMI has received 29 points of contact information from its retail, wholesale members and private brands members to include:



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## FMI Rapid Recall Exchange Point of Contacts

4/17/2013

### **FMI Retailers/Wholesalers (19)**

Bristol Farms	Lynn Melillo
Merchants Distributors	Jason Ramsey
United Supermarkets	Heather Newberry
Wakefern	Mike Ambrosio/Bill Mayo
Fiesta Mart	John Valentine
Schnucks	Dianna Pasley
Harris Teeter	Brenda Bacon
Hy-Vee	Monte Wise
Publix	Michael Roberson
Price Chopper	Jim Baldwin
Wegmans	Kathleen O'Donnell-Cahill
Key Foods	Abe Politan
Spartan Stores	Chuck Behrend
Meijer	Kay Hudson
Delhaize USA	Larry Kohl
Associated Wholesale Grocers	Steve Arnold/Lucky Hicks
Kroger	Payton Pruitt
Safeway	Mike Gillette
Bi-Lo/Winn-Dixie	Jeff Gleason

### **FMI Private Brands Manufacturers (10)**

Spartan Foods	Alf Van Fossen
Knouse Foods	Mervyn DSouza
Sun Products	John Lovro
Furmanos	Craig Adams
MOMBrands	Roxanne Davis
McCain Foods	Mark Collins
Shearer's Foods	Chris Hammond
Continental Mills	Pat Kvietkus
Mother Parkers	Marla Benjamin
Clement Pappas	David Bernier



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Next steps will be to conduct and hold a training session with FMI and GMA points of contact to define next steps relative to adoption and usage.

In addition, a Rapid Recall Exchange industry scorecard was developed to include common trading partner definitions to measure progress against this initiative.

# Rapid Recall Exchange Industry Scorecard

## Manufacturers

79 Companies

<b>Adoption, Readiness, &amp; Usage</b>	Not Determined	Yes	In Process	No
<b>Advocate</b>	Not Determined	Industry Leader	Active within Industry	Not active in Industry Adoption

BOD Member	Company	ADOPTION		READINESS			USAGE		ADVOCATE	
		75%	34%	39%	71%	39%	0%	0%	3%	
		Subscribed	Appointed POC	Training Complete	Set up End Users	Mock Recall Complete	Commit to RRE as 1st Notification	RRE sent as 1st Notification	RRE Not Used	Advocate
BOD	Abbott Nutrition									
	ACH Food Companies, Inc.									
	Acosta Sales & Marketing Company									
	Advantage Sales and Marketing									
	B&G Foods, Inc.									
	Bellisio Foods (L)									
BOD	Bimbo Bakeries USA									
BOD	Bruce Foods Corporation									
BOD	Bumble Bee Foods, LLC									
	Bunge North America, Inc.									
BOD	Bush Brothers & Company									
BOD	Campbell Soup Company (L)									
BOD	Cargill, Inc.									
BOD	Church & Dwight Company, Inc.									
	Clabber Girl Corporation									
BOD	Clement Pappas & Company, Inc.									
	Clemmy's LLC									
	Colgate-Palmolive Company									
BOD	ConAgra Foods (L)									
	Continental Mills, Inc.									
	CROSSMARK									
BOD	Dean Foods Company									
BOD	Del Monte Foods Company									
BOD	Diamond Foods, Inc.									
	Dole Packaged Foods Company									
BOD	E. & J. Gallo Winery									
	Energizer Holdings, Inc.									
BOD	Faribault Foods, Inc.									
	Ferrero USA, Inc.									
BOD	Flowers Foods, Inc.									
BOD	Furmano Foods									
BOD	General Mills, Inc.									
BOD	Georgia-Pacific LLC									
BOD	Heinz North America									
BOD	Hormel Foods Corporation									
	Idahoan Foods, LLC									
	Inventure Foods, Inc.									
	JOH									
BOD	Kellogg Company									
BOD	Knouse Foods Cooperative, Inc.									
BOD	Kraft Foods Group									
BOD	Lakeside Foods, Inc.									
BOD	Land O'Lakes, Inc.									
	Mariani Packing Company, Inc.									
BOD	Mars Food North America (L)									
	McCain Foods USA, Inc.									
BOD	McCormick & Company, Inc.									
	Mead Johnson Nutrition Company									
	MOM Brands									
BOD	Mondelez Global LLC									
BOD	Moody Dunbar, Inc.									
BOD	Morgan Foods, Inc.									
	Morton Salt									
	Musco Family Olive Co.									
BOD	Nestlé USA, Inc. (L)									
BOD	Ocean Spray Cranberries, Inc.									
BOD	PepsiCo, Inc. (L)									
BOD	Pinnacle Foods Group LLC (L)									
BOD	Ralston Foods, Inc.									
	Reckitt Benckiser Inc.									
	Reilly Foods Company									
BOD	Rich Products Corporation									
	S.C. Johnson & Son, Inc.									
BOD	Shearer's Foods, Inc. (L)									
	Signature Brands, LLC									

**Rapid Recall Exchange Industry Scorecard**

**Manufacturers**

79 Companies

<b>Adoption, Readiness, &amp; Usage</b>	<input type="radio"/> Not Determined	<input checked="" type="radio"/> Yes	<input checked="" type="radio"/> In Process	<input type="radio"/> No
<b>Advocate</b>	<input type="radio"/> Not Determined	<input checked="" type="radio"/> Industry Leader	<input checked="" type="radio"/> Active within Industry	<input type="radio"/> Not active in Industry Adoption

(L) Late (X) Request to Cancel

BOD Member	Company	ADOPTION		READINESS				USAGE		ADVOCATE
		75%	34%	39%	71%	39%	0%	0%	0%	3%
		Subscribed	Appointed POC	Training Complete	Set up End Users	Mock Recall Complete	Commit to RRE as 1st Notification	RRE sent as 1st Notification	RRE Not Used	Advocate
BOD	Smithfield Foods, Inc.	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Snyder's-Lance, Inc.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Starbucks Coffee Company (L)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BOD	Sunny Delight Beverages Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BOD	The Clorox Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BOD	The Coca-Cola Company	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BOD	The Hershey Company	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BOD	The Hillshire Brands Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BOD	The J. M. Smucker Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BOD	The Procter & Gamble Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
BOD	The Sun Products Corporation	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BOD	Tree Top, Inc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
BOD	Unilever (L)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
BOD	Welch Foods, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Rapid Recall Exchange Industry Scorecard**  
**Retailers**  
**106 Companies**

<b>Adoption, Readiness, &amp; Usage</b>	○ Not Determined	● Yes	● In Process	● No
<b>Advocate</b>	○ Not Determined	● Industry Leader	● Active within Industry	● Not active in Industry Adoption

BOD Member	Company	ADOPTION		READINESS				USAGE		ADVOCATE	
		52%	15%	17%	50%	17%	0%	0%	0%	0%	3%
		Subscribed	Appointed POC	Training Complete	Set up End Users	Mock Recall Complete	Set up Store Banner Names	Ramp Initiated	RRE was 1st Notification (REC)	RRE Notification Read	Advocate
(L) Late (X) Request to Cancel											
	Affiliated Foods Midwest Cooperative, Inc.	●	○	●	●	●	●	●	○	○	○
	Ahold USA, Inc. (L)	●	○	○	●	○	○	○	○	○	○
	Albertsons LLC (L)	●	○	○	●	○	○	○	○	○	○
	Alex Lee, Inc. (L)	●	●	●	●	●	○	○	○	○	○
	Associated Food Stores, Inc. (L)	●	○	●	●	●	○	○	○	○	○
	Associated Grocers, Inc. (L)	●	○	○	●	○	○	○	○	○	○
	Associated Wholesale Grocers, Inc. (L)	●	●	●	●	●	○	○	○	○	○
	Associated Wholesale, Inc. (L)	●	○	○	●	○	○	○	○	○	○
	B&R Stores, Inc.	●	○	●	●	●	●	●	○	○	○
	Bashas' Inc.	●	○	●	●	●	●	●	○	○	○
	Big Y Foods, Inc. (L)	●	○	○	●	○	○	○	○	○	○
	BI-LO Winn-Dixie (L)	●	○	○	●	○	○	○	○	○	○
	Bozzuto's Inc.	●	○	●	●	●	○	○	○	○	○
	Bristol Farms, Inc. (L)	●	●	○	●	○	○	○	○	○	○
	Brookshire Brothers Ltd.	●	○	●	●	●	●	●	○	○	○
	Brookshire Grocery Company	●	○	○	●	○	○	○	○	○	○
	C&S Wholesale Grocers, Inc. (L)	●	○	●	●	●	○	○	○	○	○
	Central Grocers, Inc.	●	○	●	●	●	●	●	○	○	○
	Coborn's Inc.	●	○	●	●	●	●	●	○	○	○
	Daymon Worldwide Inc. (L)	●	○	●	●	●	○	○	○	○	○
	Delhaize America	●	●	○	●	○	○	○	○	○	○
	Dorothy Lane Market, Inc. (L)	●	○	●	●	●	○	○	○	○	○
	Fareway Stores, Inc.	●	○	●	●	●	●	●	○	○	○
	Federated Group, Inc. (L)	●	○	○	●	○	○	○	○	○	○
	Festival Foods	●	○	○	●	○	○	○	○	○	○
	Fiesta Mart, Inc. (L)	●	●	○	●	○	○	○	○	○	○
	Fresh & Easy Neighborhood Market Inc. (L)	●	○	●	●	●	○	○	○	○	○
	Giant Eagle, Inc. (L)	●	○	○	●	○	○	○	○	○	○
	Haggen, Inc.	●	○	●	●	●	●	●	○	○	○
	Harris Teeter, Inc. (L)	●	●	●	●	●	○	○	○	○	●
	HEB Grocery Company (L)	●	○	○	●	○	○	○	○	○	○
	Heinen's Fine Foods, Inc. (L)	●	○	○	●	○	○	○	○	○	○
	Hy-Vee, Inc. (L)	●	●	○	●	○	○	○	○	○	○
	IGA, Inc.	●	○	●	●	●	●	●	○	○	○
	Imperial Distributors, Inc.	●	○	●	●	●	●	●	○	○	○
	Ingles Markets, Inc. (L)	●	○	○	●	○	○	○	○	○	○
	KeHE Distributors	●	○	●	●	●	●	●	○	○	○
	Key Food Stores Co-operative, Inc.	●	●	○	●	○	○	○	○	○	○
	Krasdale Foods, Inc.	●	○	●	●	●	●	●	○	○	○
	K-VA-T Food Stores, Inc. (L)	●	○	●	●	●	○	○	○	○	○
	Laurel Grocery Co., LLC (L)	●	○	●	●	●	○	○	○	○	○
	Lund Food Holdings, Inc (L)	●	○	●	●	●	○	○	○	○	○
	Marsh Supermarkets, Inc.	●	○	○	●	○	○	○	○	○	○
	Martin's Super Markets, Inc.	●	○	●	●	●	●	●	○	○	○
	Meijer, Inc.	●	●	○	●	○	○	○	○	○	○
	Mother Parkers Tea & Coffee Usa, Ltd.	●	●	○	●	○	○	○	○	○	○
	Nash Finch Company (L)	●	○	○	●	○	○	○	○	○	○
	National Cooperative Grocers Association	●	○	●	●	●	●	●	○	○	○
	Niemann Foods, Inc.	●	○	●	●	●	●	●	○	○	○
	Northgate Gonzalez Market (L)	●	○	○	●	○	○	○	○	○	○
	Price Chopper Supermarkets (L)	●	●	○	●	○	○	○	○	○	○
	Publix Super Markets, Inc. (L)	●	○	●	●	●	○	○	○	○	●
	Raley's Family of Fine Stores (L)	●	○	○	●	○	○	○	○	○	○
	Redner's Warehouse Markets, Inc.	●	○	●	●	●	●	●	○	○	○
	Roche Bros. Supermarkets, Co.	●	○	●	●	●	●	●	○	○	○
	Roundy's Supermarkets, Inc. (L)	●	○	○	●	○	○	○	○	○	○
	Safeway Inc. (L)	●	○	○	●	○	○	○	○	○	○
	Save Mart Supermarkets (L)	●	○	○	●	○	○	○	○	○	○
	Schnuck Markets, Inc. (L)	●	●	●	●	●	○	○	○	○	○
	Sears Holdings Corporation	●	○	●	●	●	●	●	○	○	○
	Southeast Food Distribution	●	○	●	●	●	●	●	○	○	○
	Spartan Stores, Inc. (L)	●	●	○	●	○	○	○	○	○	○
	Stater Bros. Markets	●	○	●	●	●	●	●	○	○	○
	SUPERVALU Inc. (L)	●	○	○	●	○	○	○	○	○	○
	Target Corporation (L)	●	○	○	●	○	○	○	○	○	○
	The Grocers Supply Co., Inc. (L)	●	○	○	●	○	○	○	○	○	○
	The Kroger Company (L)	●	●	●	●	●	○	○	○	○	○
	Topco Associates LLC	●	○	○	●	○	○	○	○	○	○
	Tops Markets, LLC	●	○	●	●	●	●	●	○	○	○
	Tripifoods, Inc.	●	○	●	●	●	●	●	○	○	○
	Unified Grocers, Inc. (L)	●	○	○	●	○	○	○	○	○	○

**Rapid Recall Exchange Industry Scorecard**  
**Retailers**  
**106 Companies**

<b>Adoption, Readiness, &amp; Usage</b>				
<b>Advocate</b>				

BOD Member	Company	ADOPTION		READINESS					USAGE		ADVOCATE
		52%	15%	17%	50%	17%	0%	0%	0%	0%	3%
		Subscribed	Appointed POC	Training Complete	Set up End Users	Mock Recall Complete	Set up Store Banner Names	Ramp Initiated	RRE was 1st Notification (REC)	RRE Notification Read	Advocate
	United Supermarkets, LLC										
	W. Lee Flowers & Co., Inc.										
	Wakefern Food Corporation (L)										
	Walgreens (L)										
	Wal-Mart Stores, Inc.										
	Wegmans Food Markets, Inc. (L)										
	Weis Markets, Inc.										
	WinCo Foods, LLC (L)										
	AG Kings Holdings										
	Baesler's Inc.										
	Ball's Price Chopper/Hen House Markets										
	Bert's Red Apple Market, Inc.										
	Calhoun Enterprises, Inc.										
	Chief Super Market, Inc. (L)										
	DMLS, Inc.										
	Dyer Foods, Inc.										
	E. W. James & Sons, Inc.										
	Fresh Encounter, Inc. (L)										
	Friedman's Freshmarkets										
	Gregerson's Foods, Inc.										
	Grocery Outlet Inc.										
	Harmon City, Inc.										
	Harvest Market										
	Highland Park Markets Inc. (L)										
	Jax Markets										
	K.V. Mart Co.										
	Knowlan's Super Markets, Inc. (L)										
	Mollie Stone's Markets										
	Newport Market IGA										
	Potash Bros. Market (L)										
	Prisco's Fine Foods, Inc.										
	Pro's Ranch Markets (L)										
	Wayfield Foods, Inc.										

Adoption, Readiness, & Usage	
○	Not Determined
●	Yes
●	In Process
●	No

## Point of Contact Information Manufacturers

Company	ADOPTION		Primary Point of Contact Information					Executive Point of Contact Information					Renewal Dates	
	75%	34%	First Name	Last Name	Title	Phone Number	Email Address	First Name	Last Name	Title	Phone Number	Email Address	From	To
Abbott Nutrition	●	●	Lesa	Scott	Director, Audit & Strategic	614-624-5099	lesa.scott@abbott.com						8/1/2012	7/31/2013
ACH Food Companies, Inc.	●	●	Brian	Gardner	Director of Corporate Quality	630-928-2855	bgardner@achfood.com						5/1/2013	4/30/2014
Acosta Sales & Marketing Company	●	●												
Advantage Sales and Marketing	●	●												
B&G Foods, Inc.	●	●	Bill	Wright	EVP, Quality Assurance	973-630-6414	bwright@bgfoods.com	David	Wenner	CEO	(973) 401-6500	dwenner@bgfoods.com	5/1/2012	4/30/2013
Bellisio Foods	●	○											6/2/2011	5/31/2012
Bimbo Bakeries USA	●	●												
Bruce Foods Corporation	●	○											7/1/2012	6/30/2013
Bumble Bee Foods, LLC	●	●	Steven	Mavity	Senior Vice President, Technical	858-715-3005	mavitys@bumblebee.com						10/1/2012	9/30/2013
Bunge North America, Inc.	●	●												
Bush Brothers & Company	●	●	Tim	Haley	Director of Regulatory Affairs	865-909-8658	thaley@bushbros.com						11/1/2012	10/31/2013
Campbell Soup Company	●	●	Steve	Armstrong	Senior Food Law Counsel	856-342-8587	steve_armstrong@campbellsoup.com						10/2/2011	9/30/2012
Cargill, Inc.	●	●												
Church & Dwight Company, Inc.	●	○											6/1/2012	5/31/2013
Clabber Girl Corporation	●	○											6/1/2012	5/31/2013
Clement Pappas & Company, Inc.	●	●	David	Bernier	Director, Quality Assurance & Technical Services	455-1000 x 7415	dbernier@clementpappas.com						10/1/2012	9/30/2013
Clemmy's LLC	●	●												
Colgate-Palmolive Company	●	○											5/1/2012	4/30/2013
ConAgra Foods	●	○											10/2/2011	9/30/2012
Continental Mills, Inc.	●	●	Pat	Kvietkus	Quality Systems & Regulatory	206-816-7757	patrick.kvietkus@continentalmills.com						9/1/2012	8/31/2013
CROSSMARK	●	●												
Dean Foods Company	●	○												
Del Monte Foods Company	●	○											10/1/2012	9/30/2013
Diamond Foods, Inc.	●	○											10/1/2012	9/30/2013
Dole Packaged Foods Company	●	○											5/1/2013	4/30/2014
E. & J. Gallo Winery	●	●												
Energizer Holdings, Inc.	●	○											2/1/2013	1/31/2014
Faribault Foods, Inc.	●	●												
Ferrero USA, Inc.	●	●												
Flowers Foods, Inc.	●	○											6/1/2012	5/31/2013
Furmano Foods	●	●	Craig	Adams	VP Quality Assurance	(570) 473-3516	craig.adams@furmanos.com							
General Mills, Inc.	●	●	Mark	Wilhite	VP Zone Sales and Industry Initiatives	763-764-3091	mark.wilhite@genmills.com						10/1/2012	9/30/2013
Georgia-Pacific LLC	●	○											1/1/2013	12/31/2013
Heinz North America	●	○											11/1/2012	10/31/2013
Hormel Foods Corporation	●	●	Marty	Demro	Quality & Process Control	507-434-6748	mademro@hormel.com						10/1/2012	9/30/2013
Idahoan Foods, LLC	●	○											4/1/2013	3/31/2014
Inventure Foods, Inc.	●	○											2/1/2013	1/31/2014
JOH	●	●												
Kellogg Company	●	●	Cathy	LeRoux	Director Customer Communications	269-961-6544	cathy.leroux@kelloggs.com						10/1/2012	9/30/2013
Knouse Foods Cooperative, Inc.	●	●	Mervyn	Dsouza	Director, Technical Services	717-677-8181	mdsouza@knouse.com						11/1/2012	10/31/2013
Kraft Foods Group	●	○											10/1/2012	9/30/2013
Lakeside Foods, Inc.	●	●												
Land O'Lakes, Inc.	●	●	Bill	Fox	Manager, Central Data Team	651-375-5180	wjfox@landolakes.com						8/1/2012	7/31/2013
Mariani Packing Company, Inc.	●	●												
Mars Food North America	●	○											1/2/2012	12/31/2012
McCain Foods USA, Inc.	●	●	Mark	Collins	Manager Regulatory and Consumer Affairs	630-857-4397	mark.collins@mccain.com						5/1/2012	4/30/2013
McCormick & Company, Inc.	●	○											11/1/2012	10/31/2013
Mead Johnson Nutrition Company	●	●												

Adoption, Readiness, & Usage	
<input type="radio"/>	Not Determined
<input checked="" type="radio"/>	Yes
<input type="radio"/>	In Process
<input type="radio"/>	No

## Point of Contact Information Manufacturers

Company	ADOPTION		Primary Point of Contact Information					Executive Point of Contact Information					Renewal Dates	
	75%	34%	First Name	Last Name	Title	Phone Number	Email Address	First Name	Last Name	Title	Phone Number	Email Address	From	To
MOM Brands	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Roxanne	Davis	Director Quality and Food Safety	612-322-8044	rdavis@mombrands.com	John	Batz	VP Food Safety and Product Excellence	952-322-8100	jjbatz@mombrands.com	10/1/2012	9/30/2013
Mondelez Global LLC	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Tom	Pilrun	Manager, SLS Policies & Special	973-503-2000	tom.pilrun@mdlz.com						3/1/2013	2/28/2014
Moody Dunbar, Inc.	<input type="radio"/>	<input type="radio"/>												
Morgan Foods, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											8/1/2012	7/31/2013
Morton Salt	<input checked="" type="radio"/>	<input type="radio"/>											11/1/2012	10/31/2013
Musco Family Olive Co.	<input checked="" type="radio"/>	<input type="radio"/>											5/1/2012	4/30/2013
Nestlé USA, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	John	Bowers	Director, Sales Communication & Administration	818-549-5734	john.bowers@us.nestle.com						4/1/2012	3/31/2013
Ocean Spray Cranberries, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/1/2012	9/30/2013
PepsiCo, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Greg	Buckley	Sr. Director Customer Supply Chain	914-253-3528	greg.buckley@pepsico.com	John	Phillips	Senior Vice President Customer Supply Chain & Logistics	972-963-6757	john.s.phillips@pepsico.com	4/1/2012	3/31/2013
Pinnacle Foods Group LLC	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Ralston Foods, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											11/1/2012	10/31/2013
Reckitt Benckiser Inc.	<input type="radio"/>	<input type="radio"/>												
Reily Foods Company	<input checked="" type="radio"/>	<input type="radio"/>											6/1/2012	5/31/2013
Rich Products Corporation	<input checked="" type="radio"/>	<input type="radio"/>											5/1/2012	4/30/2013
S.C. Johnson & Son, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											9/1/2012	8/31/2013
Shearer's Foods, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Chris	Hammond	VP Quality Assurance	330-834-4456	chrishammond@shearers.com						1/2/2012	12/31/2012
Signature Brands, LLC	<input type="radio"/>	<input type="radio"/>												
Smithfield Foods, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											11/1/2012	10/31/2013
Snyder's-Lance, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/1/2012	9/30/2013
Starbucks Coffee Company	<input checked="" type="radio"/>	<input type="radio"/>											2/2/2012	1/31/2013
Sunny Delight Beverages Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Joe	Buechel	Technical Director	513-483-3355	joe.buechel@sunnyd.com						11/1/2012	10/31/2013
The Clorox Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Jason	Hackney	Senior Supply Chain Manager	510-271-7284	jason.hackney@clorox.com	Frank	Tataseo	Executive Vice President Professional Products, Mergers and Acquisitions, and IT	510-271-2783	frank.tataseo@clorox.com	7/1/2012	6/30/2013
The Coca-Cola Company	<input checked="" type="radio"/>	<input type="radio"/>											10/1/2012	9/30/2013
The Hershey Company	<input checked="" type="radio"/>	<input type="radio"/>											10/1/2012	9/30/2013
The Hillshire Brands Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Michael	Rybolt	Director, Food Safety and Quality	312-614-7661	michaelrybolt@hillshirebrands.com						5/1/2013	4/30/2014
The J. M. Smucker Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Mary Kay	Stephenson	Director, Corporate Quality Services	330-684-3507	marykay.stephenson@jmsmucker.com						10/1/2012	9/30/2013
The Procter & Gamble Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Lisa	Hennessy	Retail Supply Process Leader	513-983-0383	hennessy.la@pg.com	Jim	Flannery	Director, Customer Development, P&G Global Operations	513-983-5219	flannery.jm@pg.com	10/1/2012	9/30/2013
The Sun Products Corporation	<input checked="" type="radio"/>	<input checked="" type="radio"/>	John	Lovro	Director, Quality Assurance	203-665-7334	john.lovro@sunproductscorp.com						7/1/2012	6/30/2013
Tree Top, Inc.	<input type="radio"/>	<input type="radio"/>												
Unilever	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Welch Foods, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Dave	Aukstikalnis	Sr. Manager Customer Operations	978-371-3746	daukstikalnis@welchs.com						12/1/2012	11/30/2013

Adoption, Readiness, & Usage	
<input type="radio"/>	Not Determined
<input checked="" type="radio"/>	Yes
<input type="radio"/>	In Process
<input type="radio"/>	No

## Point of Contact Information Retailers

Company	ADOPTION		Primary Point of Contact Information					Executive Point of Contact Information					Renewal Dates	
	52% Subscribed	15% Appointed POC	First Name	Last Name	Title	Phone Number	Email Address	First Name	Last Name	Title	Phone Number	Email Address	From	To
Affiliated Foods Midwest Cooperative, Inc.	<input type="radio"/>	<input type="radio"/>												
Ahold USA, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											1/1/2011	12/31/2011
Albertsons LLC	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Alex Lee, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Jason	Ramsey									10/2/2011	9/30/2012
Associated Food Stores, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Associated Grocers, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Associated Wholesale Grocers, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Steve	Arnold	SR. VP; Grocery Products	(913) 288-1000	sarnold@awginc.com						10/2/2011	9/30/2012
Associated Wholesale, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
B&R Stores, Inc.	<input type="radio"/>	<input type="radio"/>												
Bashas' Inc.	<input type="radio"/>	<input type="radio"/>												
Big Y Foods, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/1/2010	9/30/2011
BI-LO Winn-Dixie	<input checked="" type="radio"/>	<input type="radio"/>											1/1/2011	12/31/2011
Bozzuto's Inc.	<input checked="" type="radio"/>	<input type="radio"/>											1/1/2013	12/31/2013
Bristol Farms, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Lynn	Melillo	Sr Director Asset Management	(310) 233-4742	lmelillo@bristolfarms.com						10/2/2011	9/30/2012
Brookshire Brothers Ltd.	<input type="radio"/>	<input type="radio"/>												
Brookshire Grocery Company	<input checked="" type="radio"/>	<input type="radio"/>											10/1/2012	9/30/2013
C&S Wholesale Grocers, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											1/2/2012	12/31/2012
Central Grocers, Inc.	<input type="radio"/>	<input type="radio"/>												
Coborn's Inc.	<input type="radio"/>	<input type="radio"/>												
Daymon Worldwide Inc.	<input checked="" type="radio"/>	<input type="radio"/>											1/2/2012	12/31/2012
Delhaize America	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Larry	Kohl									10/1/2012	9/30/2013
Dorothy Lane Market, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Fareway Stores, Inc.	<input type="radio"/>	<input type="radio"/>												
Federated Group, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Festival Foods	<input checked="" type="radio"/>	<input type="radio"/>											4/1/2013	3/31/2014
Fiesta Mart, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	John	Valentine									10/2/2011	9/30/2012
Fresh & Easy Neighborhood Market Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Giant Eagle, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											1/2/2012	12/31/2012
Haggen, Inc.	<input type="radio"/>	<input type="radio"/>												
Harris Teeter, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Brenda	Bacon	Director of Quality Assurance	704-844-4443	bbacon@harristeeter.com						10/2/2011	9/30/2012
HEB Grocery Company	<input checked="" type="radio"/>	<input type="radio"/>											1/1/2011	12/31/2011
Heinen's Fine Foods, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											3/2/2011	2/29/2012
Hy-Vee, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Monte	Wise									10/2/2011	9/30/2012
IGA, Inc.	<input type="radio"/>	<input type="radio"/>												
Imperial Distributors, Inc.	<input type="radio"/>	<input type="radio"/>												
Ingles Markets, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											7/1/2010	6/30/2011
KeHE Distributors	<input type="radio"/>	<input type="radio"/>												
Key Food Stores Co-operative, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Abe	Politan		(718) 370-4200	abep@keyfoods.com						12/1/2012	11/30/2013
Krasdale Foods, Inc.	<input type="radio"/>	<input type="radio"/>												
K-VA-T Food Stores, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Laurel Grocery Co., LLC	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Lund Food Holdings, Inc	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Marsh Supermarkets, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											5/1/2012	4/30/2013
Martin's Super Markets, Inc.	<input type="radio"/>	<input type="radio"/>												
Meijer, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Kay	Judson		(616) 735-8588	Kay.judson@meijer.com						10/1/2012	9/30/2013
Mother Parkers Tea & Coffee Usa, Ltd.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Marla	Benjamin									6/1/2012	5/31/2013
Nash Finch Company	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
National Cooperative Grocers Association	<input type="radio"/>	<input type="radio"/>												
Niemann Foods, Inc.	<input type="radio"/>	<input type="radio"/>												
Northgate Gonzalez Market	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Price Chopper Supermarkets	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Jim	Baldwin			jimbaldwin@pricechopper.com						10/2/2011	9/30/2012
Publix Super Markets, Inc.	<input checked="" type="radio"/>	<input type="radio"/>	Michael	Roberson	CQA Director	(863) 688-1188	michael.roberson@publix.com						10/2/2011	9/30/2012

Adoption, Readiness, & Usage	
<input type="radio"/>	Not Determined
<input checked="" type="radio"/>	Yes
<input type="radio"/>	In Process
<input type="radio"/>	No

## Point of Contact Information Retailers

Company	ADOPTION		Primary Point of Contact Information					Executive Point of Contact Information					Renewal Dates	
	52% Subscribed	15% Appointed POC	First Name	Last Name	Title	Phone Number	Email Address	First Name	Last Name	Title	Phone Number	Email Address	From	To
Raley's Family of Fine Stores	<input checked="" type="radio"/>	<input type="radio"/>											1/1/2011	12/31/2011
Redner's Warehouse Markets, Inc.	<input type="radio"/>	<input type="radio"/>												
Roche Bros. Supermarkets, Co.	<input type="radio"/>	<input type="radio"/>												
Roundy's Supermarkets, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											1/2/2012	12/31/2012
Safeway Inc.	<input checked="" type="radio"/>	<input type="radio"/>											1/2/2012	12/31/2012
Save Mart Supermarkets	<input checked="" type="radio"/>	<input type="radio"/>											5/1/2010	4/30/2011
Schnuck Markets, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Dianna	Pasley		(314) 994-4346	dpasley@schnucks.com						10/1/2010	9/30/2011
Sears Holdings Corporation	<input type="radio"/>	<input type="radio"/>												
Southeast Food Distribution	<input type="radio"/>	<input type="radio"/>												
Spartan Stores, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Alf	Van Fossen				Chuck	Behrend	Director, Risk Mgt.	(616) 878-8334	chuck_behrend@spartanstores.com	10/2/2011	9/30/2012
Stater Bros. Markets	<input type="radio"/>	<input type="radio"/>												
SUPERVALU Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Target Corporation	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
The Grocers Supply Co., Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
The Kroger Company	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Payton	Pruitt	VP, Corporate Food Technology & Regulatory Compliance	513-762-4223	payton.pruett@kroger.com						4/1/2012	3/31/2013
Topco Associates LLC	<input checked="" type="radio"/>	<input type="radio"/>											5/2/2011	4/30/2012
Tops Markets, LLC	<input type="radio"/>	<input type="radio"/>												
Tripifoods, Inc.	<input type="radio"/>	<input type="radio"/>												
Unified Grocers, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											1/2/2012	12/31/2012
United Supermarkets, LLC	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Heather	Newberry									10/1/2012	9/30/2013
W. Lee Flowers & Co., Inc.	<input type="radio"/>	<input type="radio"/>												
Wakefern Food Corporation	<input checked="" type="radio"/>	<input type="radio"/>	Mike	Ambrosio	VP	(908) 527-7700	michael.ambrosio@wakefern.com						1/2/2012	12/31/2012
Walgreens	<input checked="" type="radio"/>	<input type="radio"/>											1/2/2012	12/31/2012
Wal-Mart Stores, Inc.	<input type="radio"/>	<input type="radio"/>												
Wegmans Food Markets, Inc.	<input checked="" type="radio"/>	<input checked="" type="radio"/>	Kathleen	O'Donnell-Cahill									2/2/2012	1/31/2013
Weis Markets, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/1/2012	9/30/2013
WinCo Foods, LLC	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
AG Kings Holdings	<input type="radio"/>	<input type="radio"/>												
Baesler's Inc.	<input type="radio"/>	<input type="radio"/>												
Ball's Price Chopper/Hen House Markets	<input type="radio"/>	<input type="radio"/>												
Bert's Red Apple Market, Inc.	<input type="radio"/>	<input type="radio"/>												
Calhoun Enterprises, Inc.	<input type="radio"/>	<input type="radio"/>												
Chief Super Market, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/1/2010	9/30/2011
DMLS, Inc.	<input type="radio"/>	<input type="radio"/>												
Dyer Foods, Inc.	<input type="radio"/>	<input type="radio"/>												
E. W. James & Sons, Inc.	<input type="radio"/>	<input type="radio"/>												
Fresh Encounter, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Friedman's Freshmarkets	<input type="radio"/>	<input type="radio"/>												
Gregerson's Foods, Inc.	<input type="radio"/>	<input type="radio"/>												
Grocery Outlet Inc.	<input type="radio"/>	<input type="radio"/>												
Harmon City, Inc.	<input type="radio"/>	<input type="radio"/>												
Harvest Market	<input type="radio"/>	<input type="radio"/>												
Highland Park Markets Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Jax Markets	<input type="radio"/>	<input type="radio"/>												
K.V. Mart Co.	<input type="radio"/>	<input type="radio"/>												
Knowlan's Super Markets, Inc.	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Mollie Stone's Markets	<input type="radio"/>	<input type="radio"/>												
Newport Market IGA	<input type="radio"/>	<input type="radio"/>												
Potash Bros. Market	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012
Prisco's Fine Foods, Inc.	<input type="radio"/>	<input type="radio"/>												
Pro's Ranch Markets	<input checked="" type="radio"/>	<input type="radio"/>											10/2/2011	9/30/2012

## Point of Contact Information Retailers

Adoption, Readiness, & Usage	
<input type="radio"/>	Not Determined
<input checked="" type="radio"/>	Yes
<input type="radio"/>	In Process
<input type="radio"/>	No

Company	ADOPTION		Primary Point of Contact Information					Executive Point of Contact Information					Renewal Dates	
	52% Subscribed	15% Appointed POC	First Name	Last Name	Title	Phone Number	Email Address	First Name	Last Name	Title	Phone Number	Email Address	From	To
Wayfield Foods, Inc.	<input checked="" type="radio"/>	<input type="radio"/>												

# Issue Priorities for the Retail Food Industry

Summary from FMI Board of Directors  
January 19, 2013

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## Introduction

On January 19, 2013 the Food Marketing Institute Board of Directors approved a new strategic plan that will chart the future course for the association. FMI's role as the Voice of Food Retail was highlighted as a core capacity in the plan. To actively and accurately represent the retail food industry it is essential that FMI be cognizant of what issues the industry considers key concerns. Therefore, as recognition of the industry's need for FMI to actively scan for industry risks and opportunities and collect industry input in establishing issue priorities, Emerging Issues was also identified as a core proposition.

At the January Board meeting, break-out sessions were conducted to focus on emerging issues for FMI. Each group was given the same set of topics to discuss and lively conversations took place in each group. While the group discussions took on very different tones and directions, there was also a degree of consistency across the groups. In addition, each Board member was asked to identify the top five priorities from the list of issues. This document provides a summary of those discussions and the priorities selected.

## Clear focus on areas that are in FMI's core proposition

Across all the break-out groups, one message was clear: the issues that rank among the member's greatest concerns line up well with FMI's core proposition. Following a group discussion of eleven issues identified by the FMI senior staff, each participant was asked to choose up to five issues he or she believed should be the focus of FMI's attention. Participants were also given the option of writing in additional issues. Here are the top five issues, and the percentage of participants who chose each:

1. Food safety	87%
2. Health care and associated regulations	79%
3. Regulations playing a role in our businesses and lives	62%
4. Consumer confidence in the food supply	51%
5. Crisis management	41%

The concerns captured within issues one, two and three fall within the very heart of FMI's core capabilities in the areas of Food Safety and Government Relations. Issues four and five are directly related to FMI's growing core capacity to serve effectively as the Voice of Food Retail. The feedback from the break-out groups validated what we learned through our strategic planning process: we have core capabilities in the areas that matter most to our members. Improving those core capabilities is the first pillar of our strategic plan.

## Recognition of 'inter-connectedness' of issues

While the priority setting exercise clarified the top concerns, the discussions emphasized the degree to which some of the emerging issues are tightly connected. The issues manifest themselves in different ways, touching numerous categories, but they are still related. This may necessitate FMI recalibrating the definition and scope of the priority issues. Also to effectively address multidimensional issues will require enhanced teamwork between various FMI departments.

While "Food safety" and "Consumer confidence in the food supply" are identified as separate issues, the connections between the two are apparent and most groups ended up discussing them together. Food safety topped the list, with 87% of participants listing it as one of the top five areas of FMI focus, and consumer confidence in the supply chain was also high on the list, at 51%. The small group exchanges made clear that these are two facets of a similar basic issue. At the same time, there is recognition that there are many issues that are impacting consumer confidence in the food supply that are not related to food safety.

"Health care and associated regulations" was listed by 79% of participants and "Regulations playing a larger role in our businesses and lives" was listed by 62%. While the issue of the role of regulations in business represents a large number of individual regulatory issues, the specific regulatory topic of health care regulations remains a top priority.

The most popular write-in issue—brought up in four of the six groups—was nutrition and obesity. Clearly this topic hits home and is one designated as deserving more attention. In one group discussion, a strong theme emerged around helping individuals make informed personal choices, rather than having retailers or governments force them to choose a certain option.

## Next steps

The FMI Staff will analyze each priority issue to identify the scope, FMI's role, the resources needed, accountability tracking and provide feedback to the Board of directors.

## Summary of Issue Priorities

### Prioritized Issues for the Retail Food Industry

Feedback from 61 Executives at the FMI Board Meeting on January 19, 2013

Rank	Topic	Number of Votes	Percent of Participants
1	Food safety	53	87%
2	Healthcare – new regulations are rolling out	48	79%
3	Regulations playing larger role in our businesses/ lives	38	62%
4	Consumer confidence in the food supply	31	51%
5	Crisis management	25	41%
6	Technology enhanced shopping	22	36%
7	Sustainability issues	21	34%
8	Changing economics	16	26%
9	Succession planning & leadership development	13	21%
10	Taxation & pensions	10	16%
11	Generational issues in the workplace & marketplace	9	15%
12	Nutrition & obesity	8	13%
13	Diversity of consumers	6	10%
14	Food traceability & recalls	2	3%
-	Overall economic issues	1	2%
-	Rulemaking (in addition to law making)	1	2%
-	Talent attraction	1	2%
-	Unions	1	2%
-	Evolving consumer trends	1	2%
-	Fragmentation of shopping channels	1	2%
-	Top line sales/ changing buying habits/ brick & mortar	1	2%
-	Media marketing on behalf of the industry	1	2%
-	Consumer advocacy	1	2%
-	Promote capitalism & how it positively impacts society	1	2%
-	Social media	1	2%