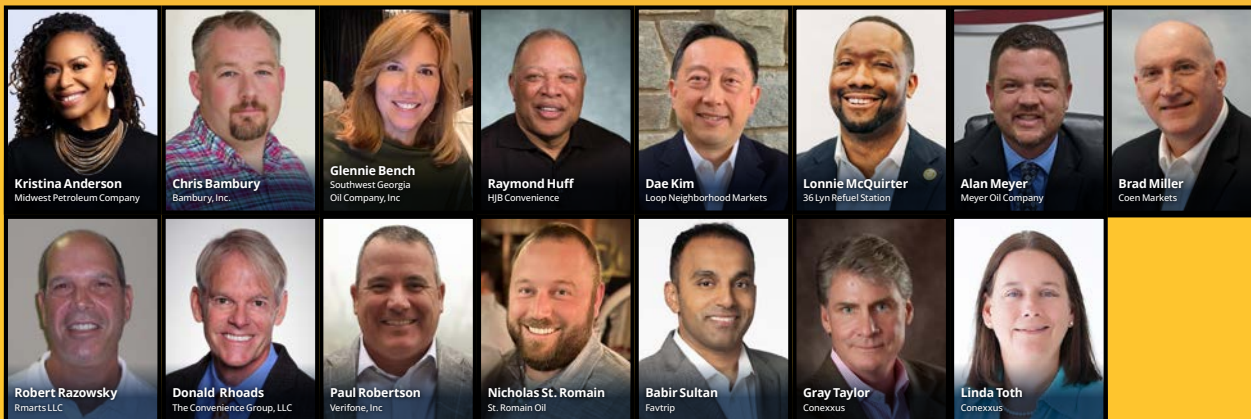




CONEXXUS VISION GROUP

PART OF **VISION GROUP NETWORK**

CXVG MEMBERS



VISION GROUP NETWORK CO-FOUNDERS



Owning the Numbers: Data-Driven Decisions from Strategy to Store

CxVG VISION REPORT NO. 3
MAY 2025

FACILITATOR



James Maxey
Industry Expert, Trinity University

FEATURED SPEAKER



Babir Sultan
President, FavTrip



sharing today to shape tomorrow



We are Conexxus Vision Group (CxVG), a group of invited technology leaders of the convenience industry who have volunteered our time to help our fellow retailers, solution providers and product suppliers. The only reason we gather is to discuss, debate and share our experiences and ideas. Each of us is offering our personal opinions. We are not looking for “group think” — our mission is to expand Conexxus’ retailer and supplier engagement and amplify Conexxus’ goals and achievements. We make our conversations available to everyone in the industry through CxVG Vision Reports. These reports will help you better understand current challenges, solutions, and opportunities while giving you access to different opinions and perspectives, regardless of the size of your business.

Conexxus Vision Group is part of the Vision Group Network, whose mission is to gather the best minds in the industry, put them in a virtual room, and let the ideas and opinions develop.

This **CxVG Vision Report** includes **CxVG Views**, a summary of the conversation with additional resources for extra context including in the **Valuable Resources** section for more in-depth education.

In The Room With CxVG transcript is online and searchable by keywords. It provides the full meeting transcript, so that you can be “in the room” with us, rather than only having access to selected quotes and paraphrasing.

Both **presentations** that were given are also online, including videos of the demonstrations.

The main topics in this CxVG Vision Report

Data Visualization as a Business Tool

- Weather Data and Location Analytics
 - POS Systems and Technology Integration
-

Data-Driven Inventory Management

- Vendor Relations and Supply Chain Optimization
 - Business Performance and Monetization
 - Dabbling In Data
 - Labor Management and Staff Empowerment
-

Lightning Round Review



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Verifone is the payments architect shaping ecosystems for in-person and online commerce experiences, including everything businesses need – from secure, reliable payment devices to intuitive POS systems tailored for convenience retailers. Our suite of solutions includes eCommerce tools, payment services, site management tools, POS and payment applications, advanced business insights and much more.

As a global FinTech leader, Verifone powers omni-commerce growth for companies in over 165 countries and is trusted by top global brands, leading convenience retail chains, major oil companies, financial institutions and small businesses alike. The Verifone platform is built on a four-decade history of innovation and uncompromised security, annually managing more than 14B transactions worth over \$500B on physical and digital channels.

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CxVG VIEWS

A CONEXXUS VISION GROUP DISCUSSION

The Connexus Vision Group (CxVG) April 2025 meeting focused on how convenience retailers of all sizes can leverage data visualization, analysis, and inventory management tools to make better business decisions. Members saw presentations demonstrating practical applications, emphasizing that even small operators can harness their own data to improve operations, optimize inventory, and enhance vendor relationships.

Owning the Numbers: Data-Driven Decisions from Strategy to Store

The April 3, 2025 CxVG quarterly virtual meeting was facilitated by **James Maxey**, a convenience industry expert now teaching at Trinity University. Synergistic demonstrations from Maxey on data visualization tools and techniques and a presentation from CxVG member **Babir Sultan**, president of FavTrip, showed how small chain operators can use accessible data tools to improve data and inventory management. The presentations sparked lively discussions about how all retailers can leverage data to optimize operations, enhance vendor relationships, and empower staff.

In his opening comments, **Gray Taylor**, executive director of Connexus, expressed enthusiasm for the topic, saying, "Everything we do is about data and how it passes back and forth between systems." He emphasized the challenges facing medium and small operators in getting the data views they need, noting the day's presentations would explore modern tools that would be useful to retailers of all sizes.

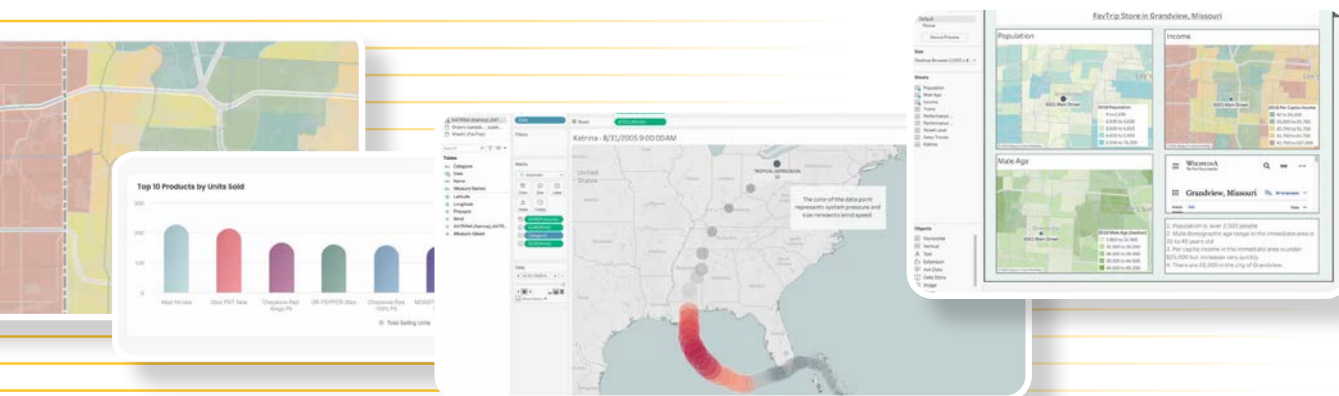
Myra Kressner, president of Kressner Strategy Group and Vision Group Network co-founder, highlighted the topic's importance, connecting to other Vision Group Network meetings, including the January 31st Convenience Leaders Vision Group (CLVG) meeting, which focused on "AI strategies for large and small companies, an interesting juxtaposition to what Babir and James are going to be talking about today."

Download these other Vision Reports to read more on topics mentioned in this report:

CLVG Lead the Future: Transformative AI Strategies, March 2025

CxVG Third-Party Delivery: A Double-Edged Sword?, March 2025





Data Visualization as a Business Tool

The meeting opened with a presentation from Maxey demonstrating the power of the data visualization tool Tableau, showing how convenience retailers can analyze and utilize their business data. Maxey began with a stark comparison between the past and present of data analysis in convenience retail. “[Years ago] I had a team of analysts – it was me and two other people. We arrived on site Monday morning, and we had to do performance reporting for the previous week,” he recalled. “Between the three of us from 7:30 in the morning till 2:59 in the afternoon, we were gathering data, we were printing data, we were inputting data into spreadsheets and looking at trends, looking at

performances of promotions, etc., etc., across our various markets.” The contrast with today’s capabilities was striking: “I look at today’s technology environment, the skills that I have, and the changes in Excel over the years, and I can now do that entire report in probably two or three hours by myself.”

Maxey gave a live demo of Tableau, presenting several examples of how data visualization enhances business understanding. He showed how simple color-coding can transform standard profit and sales tables into actionable insights and visually compare great and not-so-great sales days.

Additional tools

The following tools were mentioned in this section of the report. Additional tools mentioned during the meeting are included in the transcript section.

Tableau: Tableau is a visual analytics platform that helps users connect, analyze, and share data through interactive dashboards and visualizations, empowering people and organizations to make data-driven decisions.

Power BI: Microsoft Power BI is an interactive data visualization software product with a primary focus on business intelligence.

Modisoft: Modisoft is a cloud-based POS and back office business efficiency tool.

ChatGPT: ChatGPT is an AI chatbot developed by OpenAI that engages in conversational dialogue, answering questions, generating different creative text formats, and assisting with various tasks by understanding and responding to prompts in a human-like way.

Taiga Data: Taiga Data is a project management application that can handle both simple and complex projects.

Weather Data and Location Analytics

The visualization capabilities extend beyond basic financial data to location analytics. Using an example store location, Maxey showed how Tableau provides demographic data and geography to analyze the store's surrounding area. This analysis revealed higher income demographics with a younger male population in surrounding neighborhoods, despite a wider population dispersion. He demonstrated how such analysis could help with strategic decisions about store locations, merchandising, and marketing.

Maxey also showcased how visualization tools can bring data to life through animation, using both a promotional sales trend and a hurricane tracking visualization as examples. **Kristina Anderson**, chief service officer at Midwest Petroleum Company, shared her experience integrating weather data with historical sales data, noting correlations with snowstorms or tornados.

Taylor expanded on the weather data discussion to local events. "Web scraping," as he called it, can flag weather, traffic and local events to stores so they can be staffed or supplied sufficiently.

POS Systems and Technology Integration

Wondering if there is a solution for real-time alerts that operators could tap into, **Roy Strasburger**, CEO of StrasGlobal, president of Compliance Safe, and Vision Group Network co-founder, questioned if there is a solution available to cross reference live happenings with store traffic.

Calling out the usefulness of data in general, **Paul Robertson**, manager of partnerships and key initiatives at Verifone Inc., emphasized how the presentation demonstrated that "even small operators can utilize tools to analyze data that they already have." He highlighted the practical applications that retailers like Anderson have at their disposal and alongside their vendors, can work with the data to optimize operations. He affirmed that store-based POS systems may be able to do such analysis and Taylor further suggested that integration with other cloud-based tools, such projections, is possible.

Robertson noted that "the cameras in your stores are already counting people. You can take those people counts, ingress, egress statistics, and overlay them into...Tableau...to do that sort of real-time analysis at a headquarters."

Taylor described the Conexus IoT WoT (Internet of Things, Web of Things) project, which aims to integrate various in-store data sources: "You can also scrape a lot of data coming out of your own store, door open, door close. When the customer count in the store was X, did I have a second register open or not?" He suggested this could enable proactive notifications to store staff.

Eva Strasburger, president of StrasGlobal, CEO of Compliance Safe, and Vision Group Network co-founder, shared a practical example of real-time tracking data integration: "During COVID, we had quite a few stores across the nation. So we said, how do we base each store on when we should insist they're using masks because they were at different levels of COVID in different states." She described how their technology director created a Power BI visualization by linking to government data sources to provide updated regulatory and other guidance.

[Learn more about the Conexus Working Groups.](#)

[IOT Working Group](#)

[W3C Web of Things](#)

Data-Driven Inventory Management

The meeting's next presenter was CxVG member Babir Sultan of FavTrip, a twelve-store company (four owned and eight leased) located in Kansas City, Missouri. Sultan demonstrated how he uses data analysis tools in his four company-operated stores, including both commercial software and free AI applications, to optimize inventory management. Initially, he thought meaningful data analysis was unobtainable, noting that monthly fees for data systems often put it out of reach for small operators. But he now believes that disruption in the market has changed that landscape. He repeatedly emphasized that every operator should be in control of their own data and with all of the new programs available, a little imagination can take data to new levels.

Sultan emphasized his desire to steer away from gut-feeling decision-making to data-driven operational management. He demonstrated how FavTrip uses Modisoft software to track inventory, set minimum and maximum levels, and stay ahead of vendor price changes.

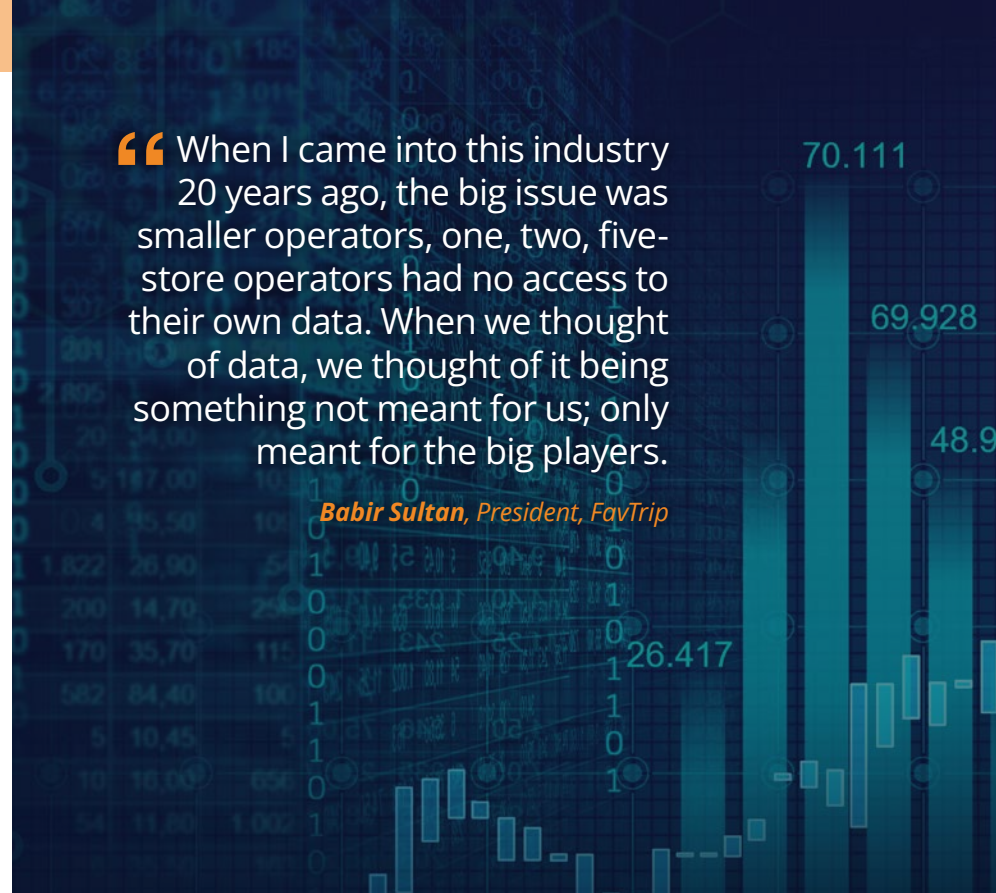
One particularly powerful analysis Sultan demonstrated was how FavTrip identifies items that cannot be out of stock at any store which he calls their "Top 10 Forbidden Items." These high-priority items are identified through sales data analysis. He explains, "Internally, we call out some of these products per department. They're forbidden items that we cannot be out of in any particular store, whether it's 44-ounce fountain drinks or a Cheyenne brand. It's based on sales. We will go out of our way to find Monster Green. Our main distributor, which is Coca-Cola, may deliver only once a week or

“When I came into this industry 20 years ago, the big issue was smaller operators, one, two, five-store operators had no access to their own data. When we thought of data, we thought of it being something not meant for us; only meant for the big players.

Babir Sultan, President, FavTrip

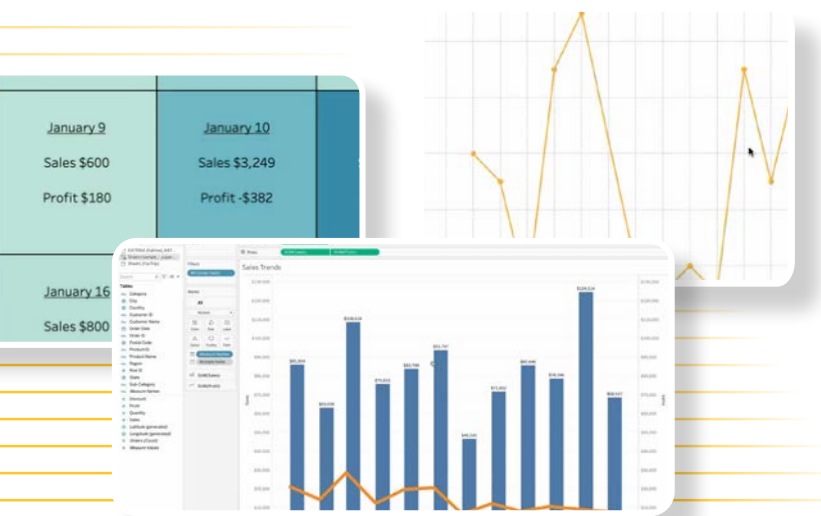
maybe once in two weeks. I tell my staff, our customers don't care if the vendor comes in two days. All they care about is getting their product. As a retailer, it's our job to do everything within our power to make sure we don't run out of at least the common products that we should carry.”

Sultan showcased how FavTrip leverages free AI tools like ChatGPT to analyze and visualize data. He demonstrated a live example using a month's worth of transaction data for vape products. Within minutes, ChatGPT produced a clear visualization of top-selling items that could be easily understood by staff members, especially younger generations.



He also noted that different staff members are responsible for different departments, and these visualizations make it easy for them to understand their area of responsibility.

FavTrip also uses AI tools to identify potential theft or fraud by analyzing patterns in register activities like voids and returns. “We take a full month’s data, and we like to tell the AI to make sense of areas where no-sale/void ticket returns are being over-utilized,” Sultan explained. “And the beauty about AI is it does have recommendations. I don’t have to do any guesswork. It is telling me that from 8 to 9 is the highest risk period. There’s these many voids, these many no sales, right? It’s the evening shift, and this is when it is high, and it has recommendations as well. Now we can address the issues before they get worse. That is a top priority.”



Vendor Relations and Supply Chain Optimization

A large portion of the discussion focused on how data analysis has transformed vendor relationships for retailers. Sultan described a fundamental shift by emphasizing that, “Our vendor relation has changed quite a bit for the better. Early on, we would just take them at their word.” The data-driven approach has changed this dynamic: “Nowadays, our relationship has flipped very much, and we look at it as a positive. We don’t want the vendor making the order anymore. Our relationship now is, ‘Here’s what we want and send it to us.’”

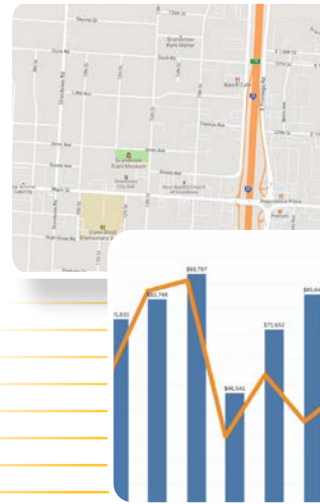
This discussion highlighted distribution challenges that many operators are facing. **Raymond Huff**, president of HJB Convenience, noted increasing problems with beverage vendors. He shared that some vendors are now limiting deliveries to once per month, prompting his stores to look for alternative sources. Huff described turning to Costco for some beverages.

The group discussed how data analysis can help navigate these distribution challenges. Taylor explained that the trend toward less frequent deliveries is likely to continue. He emphasized that data-driven ordering can reduce this need for safety stock. Rmarts LLC CEO **Rob Razowsky** and Bambury, Inc. President **Chris Bambury** agreed with the distribution and inventory challenges that Huff and others articulated.

Sultan shared how FavTrip has adapted to changing vendor relationships, seeing it as an opportunity to maximize their

“ You have a competitive edge if you know your store data and you can make smarter decisions from that.”

Babir Sultan,
President, FavTrip



relationship with vendors, such as requesting better product marketing, rather than creating orders. He emphasized that retailers shouldn't fear changing vendor relationships if they understand their own data, bluntly stating, "You know your store."

Eva Strasburger contributed to the inventory discussion by referencing insights from another Vision Group meeting that addressed Aldi's (a low-cost grocery chain) approach to product selection: "One of the things they like is the limited items in each category. Because they know that if there is one pack of beans on there, that's already earned its place of its the kind to buy." She noted that limiting options in categories like water creates space for other, potentially more profitable items.

Business Performance and Monetization

A recurring theme throughout the discussion was how smaller operators can leverage technology and data tools despite limited resources, especially to help with inventory and vendor management.

CEO of Meyer Oil Company **Alan Meyer** mentioned his successful experience with a transactional data analytics tool from Taiga Data. He has used it for price elasticity analysis, margin analysis, and promotion analysis as well as to analyze new products.

Meyer suggested a potential for anonymizing and aggregating data across retailers beyond what is currently available. Sultan shared his journey

trying to leverage industry data from Nielsen IQ and NACS. He also noted challenges he encountered due to his chain's small size, facing rejection from Amazon and Google.

Taylor also highlighted the potential for data confederation across retailers, proposing the value of a large pool of pseudonymized store data that could be monetized.

Anderson shared her experience with inventory analysis that revealed surprising inefficiencies: "We created a days-on-hand report for all of our SKUs in the store...[it] showed us just how many weeks on hand of inventory we had in certain SKUs. And at first we just didn't believe it." This data-driven approach helped identify "how much money is sitting in unmoving inventory in the store," she said, allowing for better inventory management and more productive vendor conversations.

Maxey summarized how data-driven inventory management impacts multiple aspects of the business: "As I follow this through the balance sheet, it's impacting your working capital. It's impacting your inventory turnover. It's impacting your sales. It's favorably impacting your customers so you don't have out stocks. It's all the things that we're chasing."

“It's impacting your working capital. It's impacting your inventory turnover. It's impacting your sales. It's favorably impacting your customers so you don't have out stocks. It's all the things that we're chasing.

James Maxey, Industry Expert,
Trinity University and CxVG Facilitator

There's a Learning Curve

Some retailers have started the journey into AI-powered data analysis and are finding the task daunting. **Glennie Bench**, president of Southwest Georgia Oil Company, Inc., appreciated Sultan's approach of starting with free tools like ChatGPT. "I like the idea of maybe using the ChatGPT free and grow into that," she said. "Maybe we have a better opportunity if we just get people in the habit of using the data on a regular basis and then you can go to a paid version or some sort of subscription version," she continued.

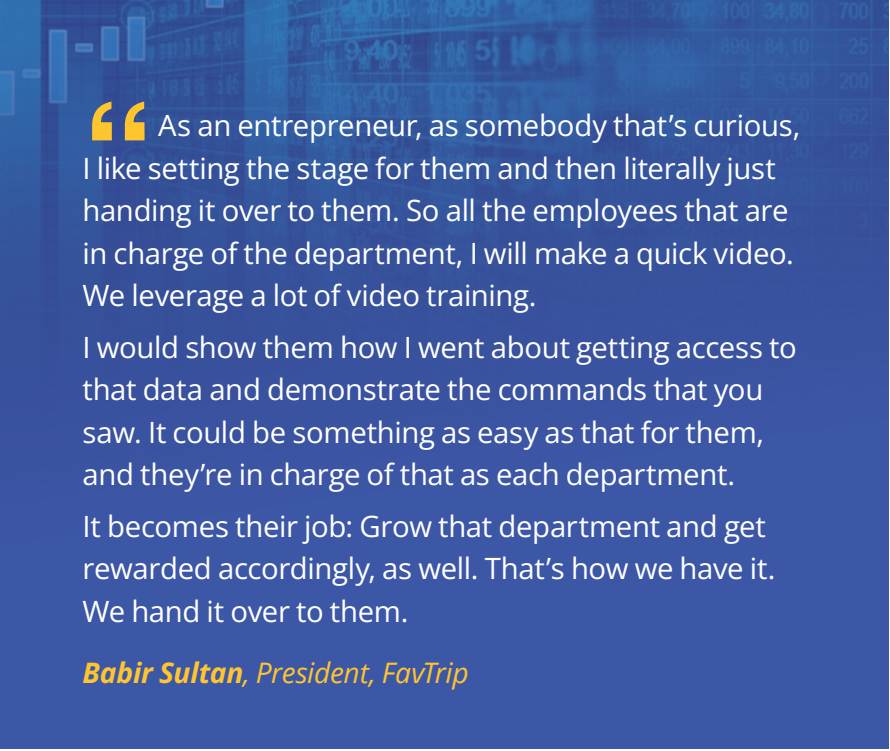
Ryan Razowsky, president of Rmarts LLC, and guest of CxVG member Rob Razowsky, raised the challenge of making data actionable: "Generally speaking, we don't really have problems with access to our data. We have the data. We have the ability to source it. We have the ability to review it. But to really come up with concrete plans to take it and produce actionables off of it on a consistent basis in multiple parts of your business is actually very difficult." He commended Sultan for creating a system that consistently turns data into action.

Sultan suggested taking small bites, setting single actionable goals to get started and progress when ready. He also addressed the practical side of training employees to use these tools. When Bench expressed concern about whether store managers would actually use data tools, Sultan suggested explaining what the data has shown, perhaps as simply as printing out a list of things that can't be out of stock.



Labor Management and Staff Empowerment

A distinctive aspect of Sultan's presentation was his approach to staff management and empowerment through data tools. He elaborated: "As an entrepreneur, as somebody that's curious, I like setting the stage for them and then literally just handing it over to them." This approach empowers employees while improving operations.



“As an entrepreneur, as somebody that's curious, I like setting the stage for them and then literally just handing it over to them. So all the employees that are in charge of the department, I will make a quick video. We leverage a lot of video training.

I would show them how I went about getting access to that data and demonstrate the commands that you saw. It could be something as easy as that for them, and they're in charge of that as each department.

It becomes their job: Grow that department and get rewarded accordingly, as well. That's how we have it. We hand it over to them.

Babir Sultan, *President, FavTrip*

Roy Strasburger asked about Sultan's staff structure, particularly if different employees manage different departments and responsible for their success.

Sultan confirmed and further explained, "It becomes their job: Grow that department and get rewarded accordingly." Strasburger noted that this approach is "very enlightened," as many owners he's worked with "were very, very reluctant to share information with their employees."

The discussion turned to how this approach affects employee relations. Eva Strasburger asked whether giving staff more technological responsibilities had changed the profile of FavTrip's employees. Sultan affirmed this shift, referencing "The Good Job Strategy" book, "When you give folks autonomy and ownership, the relationship will change because they feel this is their baby, their department."

Sultan described how this approach has positively transformed FavTrip's relationship with employees. He shared examples of employees creating social media content about their work at FavTrip, noting that if these channels become monetized, "It's all

their money. They just leverage our brand."

Eva Strasburger connected this to feedback from other Vision Groups, where retailers found decreasing store sales, generally because the store managers felt disenfranchised. She asked whether FavTrip has had less trouble finding workers because of this empowering environment, to which Sultan responded affirmatively.

Final Reflection

The April CxVG quarterly virtual meeting highlighted how modern data visualization and analysis tools, particularly Tableau and AI, can transform operations for convenience retailers. Free, accessible technology can enable even the smallest operators to gain powerful insights into inventory, SKU management, sales, staffing, and weather-related trends, replacing outdated, time-consuming methods. A shift from reactive to proactive decision-making, in addition to empowering staff with data ownership and reshaping vendor relationships for better control and profitability can lead to more power over inventory management, promotions and profitability.

LIGHTNING ROUND **Review**

In the Lightning Round, **James Maxey** asked participants to share their thoughts and new experiences since the previous January 28th CxVG meeting, which featured a presentation about the intersection of third-party delivery, QSRs, and convenience stores and uses of foodservice ordering and delivery platforms.

Babir Sultan appreciated the practical nature of the previous session, both reinforcing the importance of foodservice and particularly the emphasis on staff utilization. He noted the importance of having team members who take pride in what they're serving, such as by wearing branded shirts and using digital screens to highlight key products.

Don Rhoads, president of The Convenience Group, agreed with Sultan that operators should take pride in and share their success and he is also thankful to have CxVG to help amplify and explain important technology issues, especially as they pertain to him as a smaller operator.

Hearing of the increased prevalence of delivery apps was important to **Kristina Anderson** who shared that she learned how important DoorDash and other food apps are to her company and reported increased sales from these delivery platforms. She also expressed her desire to integrate sales of age-restricted products into these popular platforms and emphasized

the importance of visually marketing foodservice items online.

Alan Meyer mentioned his company's use of Vroom for delivery, noting that functionally it works well but marketing it to customers remains a challenge instead trying to encourage use of food delivery apps like DoorDash and Grubhub, just like QSRs.

To read the complete presentation and discussion from the January 28th meeting, download the CxVG Vision Report, ***CxVG Third-Party Delivery: A Double-Edged Sword?***

NOTABLE AND QUOTABLE

“ This group is invaluable for, in my case, the smaller operators. We do a wonderful job inside our four walls. It's communicating that in a way where we get beyond those four walls is really important. And that's what we're all working on now with how we do that. Technology is a big, big part of what we're going to be doing in the future.

Don Rhoads, President/CEO,
The Convenience Group, LLC

“ This type of a presentation is super valuable to the small operator that wonders, “So what, you've given me all this T-log data?” I can now pull that out of the cloud. I don't even have to save it individually at each one of my stores. I can pull it out of the cloud and dump it right into a reporting tool like this. This is fantastic.

Paul Robertson, Manager of Partnerships
and Key Initiatives, Verifone Inc

“ I would love to try to work out anonymizing the data and then aggregating that out amongst a lot of retailers in our industry. And then you can start doing things like elasticity analysis, margin analysis, promotion analysis. You can look at new item categories where you bring something into your cooler. You can kind of gauge that performance relative to other retailers that are also submitting that data.

Alan Meyer, CEO, Meyer Oil Company

“ I look at today's technology environment and the skills that I have and the changes in Excel over the years, and I can now do that entire report in probably two or three hours by myself. So if you look at the number of man hours, it's just incredible how times have changed.

James Maxey, Industry Expert, Trinity University

“ If you make a mistake in that order process, you're challenged to make returns. So this [the use of AI] could be a huge asset in trying to help them place orders, because it's amazing to me that they relinquish that responsibility.

Rob Razowsky, CEO, Rmarts LLC

“ We created a days-on-hand report for all of our SKUs in the store. And I love your point about monetizing the data because that days-on-hand report showed us just how many weeks on hand of inventory we had in certain SKUs. And at first we just didn't believe it. We said, well, the report has to be wrong. There's no way we have this much inventory in our store, but we actually did.

Kristina Anderson, Chief Service Officer,
Midwest Petroleum Company

“ As a medium or small operator, it's very difficult to get the data views that you want. So today is going to be one of those experiences where we're going to learn some of the modern tools that are out there that vastly improves the capabilities of a small and medium retailer. Again, we get back to what Connexus does. Our job is to make sure that the data is as clean as possible so that the output, garbage in, garbage out, clean in, clean out.

Gray Taylor, Executive Director, Connexus

VALUABLE RESOURCES

The quantity of materials on this topic would make for an insurmountable pile. To help you navigate through the masses, here are resources worthy of making your “must-read” list.



Myra Kressner
*Vision Group Network
Co-Founder*

Another category management technology resource is the **Association of Retail and Consumer Professionals (ARC)**, which includes the Category Management Association (CMA) and Shopper Insights Management Association (SIMA).

According to CMA/SIMA, “While category management focuses on assortment, pricing, and placement, shopper insights add a deeper layer of understanding, ensuring strategies are aligned with real consumer behavior. Having dedicated technology solutions, training, and resources for shopper insights ensures that both functions can operate with precision, driving better business outcomes through integrated, data-driven decisions.”

The ARC Master Community is a hub is for sharing, connection and leadership across the retail and consumer landscape with members in over 20 countries.



James Maxey
CxVG Facilitator

After we completed the April 3rd meeting, I took a moment to look back on my career where I presented various charts and matrices to communicate department or category performance. During this reflection I realized how much has changed in both technology and focus. Babir’s presentation effectively demonstrated how he has embraced his data and the tools available to motivate/reward employees ultimately improving the business performance. The goal of my presentation was to demonstrate some of Tableau’s functionality and some interesting potential convenience store demonstrations.

It is so important to have effective visualizations to drive business decisions. There’s an interesting article from Deloitte regarding **five benefits of visualization**.

My secondary goal was to present some best visualization best practices. A few of these best practices are:

1. Selecting the best chart for the data you are presenting is important. This **article** does a great job of summarizing various types.
2. I personally prefer bar over column charts (unless you are looking at performance over time) because they are easier to read and compare values.
3. Pie charts are not encouraged because they can be cluttered and it’s difficult to compare categories.
4. Dashboards should be straightforward and only have three to five visualizations where the most important one is on the top left and moves the center.
5. There should be a text box on each visualization noting the most important data point.
6. If you create a visualization that does not have a specific metric to communicate, then it should be removed from the presentation.

TRANSCRIPT AND PRESENTATIONS



In The Room Transcript

The full meeting transcript is online and can be searched by keyword so that you can be “in the room” with us, rather than only having access to selected quotes and paraphrasing



Meeting Presentations and Demonstration Videos



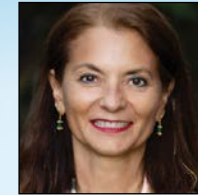
James Maxey
CxVG Facilitator and
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Kristina Anderson
Chief Service Officer,
Midwest Petroleum Company



Chris Bambury
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Babir Sultan
President,
Favtrip



Gray Taylor
Executive Director,
Conexxus



Linda Toth
Managing Director,
Conexxus

The Connexus Vision Group (CxVG) brings together convenience leaders for quarterly virtual meetings. CxVG has been created to expand Connexus' retailer and supplier engagement and amplify Connexus' goals and achievements and will identify strategic technology innovations regarding convenience/mobility industry issues, technologies, and practices. The group is committed to sharing its views and perspectives to advance the convenience retailing and mobility industry. CxVG operates under the Vision Group Network, which gathers the collective knowledge and ideas of its members to create a legacy of sharing within the retail community. For more information and to sign up for future Vision Reports, visit our website: vgnsharing.com/vision-report-library



A part of Vision Group Network

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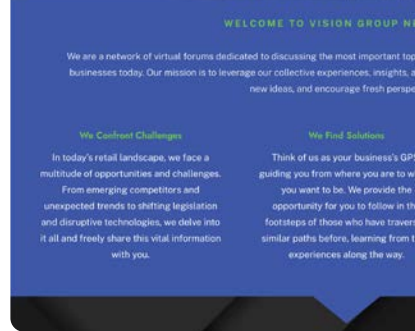
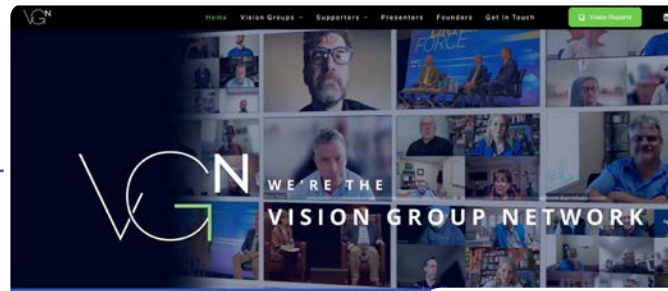


VGN Vision Report Library

The VGN Vision Reports will not only provide you with insight into the issues that leading retailers are concerned about but will give you a vantage point to “listen” to their conversations.

Learn about the specific solutions or programs that VGN members are utilizing – and the ones that didn’t work. VGN wants to provide real world solutions for real world issues.

vgnsharing.com/vision-report-library



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