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## POINTING THE WAY TO EVEN BETTER

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# Kalibrate's 7E Assessment of Best-in-Class Retailer

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### CLIENT PROFILE

[Cumberland Farms](#)—“a brand new 75 year old company”—has aggressively evolved from its traditional fuel-focused roots to become the leading fuel and convenience retailer in the Northeast. The company is now expanding geographically down the East Coast, rolling out a [spacious, contemporary store format](#), and offering new Cumberland Farms-branded product lines on the forecourt and in the store. What could Kalibrate tell this savvy organization that it didn't already know?



### 7E ASSESSMENT OFFERS FRESH PERSPECTIVE

“The reason we're a leader is because we're never satisfied that we've seen all the angles. We keep asking what we could do better, and Kalibrate's 7E Assessment gave us some fresh perspectives,” said Ron Saumur, VP of Petroleum Operations for Cumberland Farms. “If there's something that will help us to widen the gap between Cumberland Farms and the next competitor, we want to know about it.”

The [7E](#) Assessment Kalibrate conducted for Cumberland Farms had two components:

- Gap analysis to reveal opportunities for improvement
- Benchmark snapshot of their position relative to key competitors

Kalibrate's 7 Elements structure fuel and retail performance analysis around elements that, taken as a whole, afford a holistic view into the business. The elements are **market, location, facilities, operations, merchandising, brand and price.**

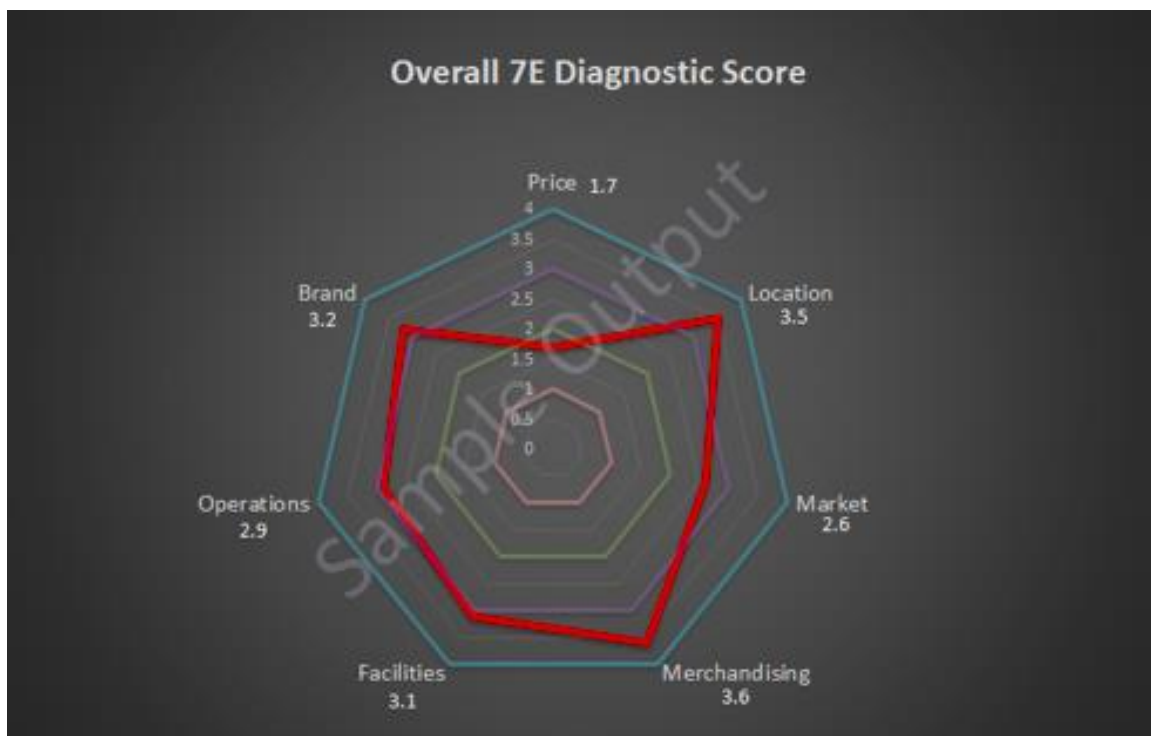
Cumberland Farms management was looking for insight into questions that many retailers face, such as:

- Is there demand that we're missing on the forecourt and in the store?
- Our new store format is doing well — but could it do better?
- Is our pricing system optimizing volume and margin?
- Is there opportunity to get closer to our consumer through our mobile payments and loyalty programs?
- Is our customer experience as consistent and compelling as it can be?
- Where can we grow brand value and create competitive differentiation?

## VISIBILITY DELIVERS VALIDATION, INSIGHTS AND OPPORTUNITIES

The market-by-market 7E Assessment offered insights, recommendations and an execution roadmap. It gave Cumberland Farms management a consistent way to view all parts of the business, from merchandise to customer service to parking to pricing, and question the impact each part has on the others.

“A key management challenge we see with fuel retailers today is understanding the connections between the different parts of the business—fuel, merchandise, customer service, brand impact, choice of location—every part of the business is working with different sets of data and different metrics. Executives often don’t even realize that the lack of a common understanding can hurt them,” said Anila Siraj, Principal Consultant, Kalibrate Strategy Group. “7E is the common ground that gives management a way to see and align impacts among business units for the best customer experience. We call it **Total Site Visibility for Total Site Profitability.**”



*Fig. 1 Sample data slide from 7E diagnostics*

The 7E Assessment validated Cumberland Farms’ direction in investment and strategy as well as revealing some opportunities. Among other actions, this encouraged management to continue with commitment to the new, larger revenue-generating store format. Saumur said, “The 7E Assessment was a great demonstration of the integrated mindset we need in this era of retailing. It helped people from different parts of the business have a robust discussion about how we need to move forward together. It’s essential to keep fuel, store and location always in mind, leveraging the data to make business decisions that support our common goal.”

## **KALIBRATE'S 7 ELEMENTS FOR FUEL AND CONVENIENCE RETAIL SUCCESS**

Best-of-practice fuel and convenience retailers maximize performance by considering the role of 7 Elements in the daily tactics and strategic horizon of their sites. The 7 Elements are market, location, facilities, operations, merchandising, brand and price. Optimizing the 7 Elements depends on a fuel retailer's specific business, but only an integrated focus can ensure that every possible area of value is being leveraged. Read the whitepaper "[Uncover Hidden Value with 7 Elements for Fuel and Convenience Retail Success](#)" to learn more.

## **ABOUT KALIBRATE**

For over 20 years, Kalibrate has advised fuel and convenience retailers worldwide on how to be best-in-class operators in the fast-changing marketplace. Kalibrate provides strategic expertise and technology solutions in fuel pricing, retail network planning, location analysis and global market intelligence. These solutions have been deployed in over 70 countries with hundreds of clients of all sizes, including oil companies, convenience stores and supermarkets.

For more information, visit [kalibrate.com](http://kalibrate.com)