

# REDEFINING OUR FUTURE





# A Vision Fulfilled

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## **“If you build it, they will come.”**

That famous line from the movie “Field of Dreams” sums up for me the journey that the NAMA Foundation has been on for the last five years. In 2012, the visionary leaders of NAMA and the Foundation saw the potential in what could be and were relentless in their efforts to bring it to fruition. With the unwavering support of Positioning for Growth campaign donors — and all of the other companies and individuals who have joined the cause since then — the NAMA Foundation has grown and matured beyond what anyone expected.

In 2016, as part of NAMA’s rebranding, the Foundation established its own logo, which reflects both its strong partnership with NAMA and its own prominence and impact in the industry. With a new focus on the future, the Foundation Board of Trustees held its first-ever strategic planning retreat in August. The outcomes included a revised mission statement and new long-term and strategic goals, all of which will help our organization evolve to meet the needs of a rapidly changing industry.



As a donor, you will also be happy to know that the Foundation is more committed than ever to financial sustainability. This means delivering consistent service and support to the convenience services industry, even in the absence of a capital campaign. To achieve this will take the continued focus and resolve of the Foundation board and staff, as well as ongoing financial support from our generous donors. It will also take new commitments from many who have been watching the successes of the last four years play out from the sidelines.

So join us on the field! The Foundation is full of promise as we start a new season, and I hope you will decide to be a part of our winning team.



Howard Chapman, NCE, CCS  
*Chair, NAMA Foundation Board of Trustees*

# A Plan for the Future

The NAMA Foundation's new strategic plan supports its refined long-term goal: "To be an enduring source of support for the convenience services industry by enabling growth and positively influencing public perception."

How exactly does this happen? On the programmatic side, our work focuses on the three strategic priorities below, with benefits flowing to both NAMA members and the industry at large.

## NAMA FOUNDATION STRATEGIC PRIORITIES



### Advocacy

- Support research that helps grow the industry and educates policymakers and the public
- Help expand NAMA's grassroots advocacy education efforts
- Fund promotion of industry initiatives around wellness and sustainability



### Education

- Fund operator education aimed at business growth
- Expand thought leadership and knowledge that address critical competencies
- Support workforce development and continuing education in the industry



### Research

- Deliver research/data on workplace, consumer and technology trends and their impact on the industry
- Supply research/data essential for operator business growth

**BENEFICIARIES: NAMA + INDUSTRY AT LARGE**



## Advocacy: Education at the Grassroots

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In 2016, a key focus of the Foundation's commitment to advocacy came in the form of education at the grassroots level. Numerous examples of this took place at NAMA's second annual Fly-In held in Washington, DC, in July. The two-day event drew a record 261 attendees who participated in 230 meetings with elected officials, boosting the association's credibility and awareness of the industry on Capitol Hill.

At this event, the Foundation unveiled NAMA Grassroots, a mobile app that it funded in 2016, giving participants access to a valuable advocacy tool. The app provides information on pending legislation, voting records of elected officials and timely alerts on important issues. More than 100 members have downloaded the app and used it to reach out to their legislators.



“

**The students were impressed to meet with the congressional members and for the opportunity to share their experiences.**”

—Cheryl McFadden, Office of Career and Technical Education, School District of Philadelphia

Support from the Foundation also ensured a wide variety of voices and perspectives at the Fly-In. Two students from Randolph Technical High School in Philadelphia were awarded NAMA Foundation scholarships to attend the event, providing them with an impactful, once-in-a-lifetime experience.

Lastly, Foundation support underwrote the expenses of securing the dinner speaker for the Fly-In, political expert and publisher Charlie Cook. Mr. Cook not only educated attendees on the political process and why grassroots advocacy is important, but also, by his presence, elevated the image of the Fly-In as a whole.

# Other Notable Advocacy Outcomes

## Advanced the FitPick Program

- The Foundation continued to support FitPick, including new tools for operators that have helped expand the program in innovative ways. For example, NAMA member company Kimble's Food by Design has introduced FitPick-branded micro markets at several large client company locations, including the one pictured. The Foundation also funded a refresh of the FitPick website and two new videos — one for operators and one for stakeholders and influencers — expected to launch in Q2 2017.

## Supported the Micro Market Channel

- The Foundation underwrote expenses associated with NAMA's participation in the 2016 Biennial Conference for Food Protection, which resulted in the creation of the Guidance Document for Unattended Food Establishments. This will protect micro markets by creating a national standard for food safety for the channel, making compliance easier. The industry-friendly regulations are also expected to be written into the FDA's Food Code.

## Invested in Proactive Coalition Partnerships

- The Foundation joined coalition partners in proactive research initiatives to stay ahead of possible regulatory threats to the industry. For example, we helped fund a GMA study focused on front-of-pack labeling. The resulting data and insights proved vital for NAMA's government affairs team in its successful calorie disclosure rule negotiations with the FDA. The Foundation also partnered with the National Coffee Association to fund the communication costs of a potential campaign to counter a claim from the scientific community connecting coffee consumption with cancer.



// Kimble's Food by Design launched a FitPick-branded micro market at a customer location serving 900 employees in Georgia. The event set an example for other industry members on how to creatively implement the program and leverage it to best meet customers' needs. One employee (above) credited the micro market's better-for-you options in helping her lose 126 pounds.





# Education + Research: At the Forefront of Thought Leadership

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By helping to fund the program design and content development of NAMA's first-ever Executive Forum, the Foundation assisted in bringing this groundbreaking executive thought leadership event to fruition — a goal initially articulated in the 2012 Positioning for Growth Campaign Case for Support.

The Executive Forum attracted nearly 100 CEOs and other C-level members — nearly half operators — to learn first-hand from Silicon Valley's foremost innovators and be exposed to thought-provoking ideas. Participant evaluations showed a 98% positive response overall, with 95% saying they would attend in the future.

The success of this event has established NAMA as an influential thought leader in the industry and sets the stage for continued innovation in the association's programs and services, particularly at the executive level.



**The NAMA Executive Forum provided a platform to look forward and focus on opportunities, while networking with the smartest folks in our industry. From where I sit, I can't think of a better use of Foundation resources.**



— Marc Whitener, President, Refreshment Solutions

# Other Notable Education + Research Outcomes

## Assessed Education Offerings

- The Foundation conducted a comprehensive review of NAMA's education, certificate and certification programs. Among the findings were that small to mid-sized operators turn to external sources of education more than large companies, that soft skill topics are preferred over technical skill topics, and that in-person and virtual modalities are equally valued. These results will guide a significant update of NAMA's education and certification programs in 2017.

## Researched Better-for-You Vending

- The Foundation launched a nationwide benchmarking study to quantify the proliferation of better-for-you products in vending machines in government buildings, health care facilities and educational institutions. The results will demonstrate to elected officials the positive, consumer-focused trends underway and will serve as a benchmark for future work.

## Awarded Scholarships

- We continued our rich tradition of providing scholarships to the industry's rising stars, as well as children/employees of NAMA members, including:
  - » Tuition and a travel stipend for three industry leaders to attend NAMA's prestigious Executive Development Program at Michigan State University (from left): Duncan Smith, All Star Services; Ashilyn Sunderman, Smith Vending; and Jack Brown, Eagle USA.
  - » \$2,500 undergraduate scholarships to: Jose Gonzalez, Northlake, IL, sponsored by A.H. Management Group; William G. Schneider, Memphis, TN, sponsored by Monogram Foods; and Kirsten M. Schwotzer, Jefferson, OH, sponsored by AVI FoodSystems.



# Sustainability + Stewardship: Ensuring Future Growth

The Foundation continued to build momentum in its efforts to be financially self-sustaining. For the first year since the conclusion of the Positioning for Growth campaign, the Foundation achieved self-sustainability in 2016 by securing enough new revenue to fund operating expenses while still having enough to contribute to its operating reserves.

## Sources of New Growth:

- Headshot Lounge at OneShow
- Golf Classic at Coffee, Tea & Water Show
- Major Gifts/Annual Giving
- Planned Giving

**71%**  
year-over-year  
increase in  
donor base



// NAMA's Women of the Industry (WIN) group once again raised awareness and support for the NAMA Foundation and one of its signature programs, FitPick, by donating \$2,500 from the proceeds of its Fun Run at CTW.

“

I support the Foundation to help protect and grow my family's legacy and to drive the industry toward a sustainable future. ”

— Craig Hesch, A.H. Management Group



// NAMA doesn't do all of its development work in the office; staff hit the road in 2016, visiting several donor companies, including Iowa-based Mid-America Roasterie.





The NAMA Foundation is the funding source that helps allow NAMA to do the work that benefits my company and our industry.



— Jerry Scott, Canteen of Coastal California



## 2016 Annual Fund Investors\*

Thanks to the support of the following companies, and the dozens of other companies that contribute (in any amount) annually, the Foundation has made tremendous strides toward self-sustainability.

### Cornerstone Investors

**\$20,000+**

Vendors Exchange, Inc.  
Wittern Group

### President's Circle

**\$10,000+**

Dole Packaged Foods  
Leonard Pfeiffer & Company

### Visionary

**\$5,000+**

365 Retail Markets  
National Association of Blind Merchants



### Gold

**\$2,000+**

Accent Food Services, LLC  
American Food & Vending Corporation  
Black Tie Services  
Imperial  
NAMA WIN  
Vend Natural Holdings

\*Represents annual contribution amount. Does not reflect cumulative multi-year pledge totals.

# Positioning for Growth Investors

The NAMA Foundation remains grateful to the committed donors of the Positioning for Growth campaign, who, through their continued support, have made all of the progress and accomplishments over the last five years a reality. In addition, their leadership has bred a new generation of Foundation supporter that will ensure the Foundation is able to sustain momentum and fortify its legacy well into the future.



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## **Pinnacle Investor** **\$1,000,000+**

Pepsico Foodservice

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## **Legacy Investor** **\$500,000+**

The Coca-Cola Refreshments

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## **Founder Investor** **\$250,000+**

Mars, Inc.

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## **Cornerstone Investors** **\$100,000+**

AdvancePierre Foods  
Aramark Corporation  
Canteen Vending Services  
Dr Pepper Snapple Group  
General Mills, Inc.  
The Hershey Company  
Kellogg's Food Away From Home  
Vistar

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## **Heritage Investors** **\$50,000+**

Buffalo Rock Company  
Crane Merchandising Systems  
Crane Payment Innovations  
DS Services of America, Inc.  
G & J Marketing and Sales, LLC  
Gaviña Gourmet Coffee  
The Kraft Heinz Company  
Mondelēz International  
Royal Cup Coffee  
SEVA  
Vend Catering Supply

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## **Ambassador Investors** **\$25,000+**

365 Retail Markets  
A.H. Management Group, Inc.  
Avanti Markets, Inc.  
Bunn-O-Matic Corporation  
Burdette Beckmann, Inc.  
California Automatic Vendors Council  
Cargill, Inc.  
Company Kitchen  
Flowers Foods/Mrs. Freshley's  
GES  
Holiday House/Brew Tek/  
Kool Tek  
Keurig Green Mountain, Inc.  
MD - D.C. Vending Association, Inc.  
Mid-America Roasterie  
Nestlé Professional  
Pentair Filtration Solutions, LLC  
R. C. Bigelow  
Red Bull North America  
Sodexo Vending and Retail Services  
Tri-State Automatic Merchandising Council

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## **Friends Circle Investors** **\$10,000+**

Alabama Vending Association  
All Star Services, Inc.  
Associated Services  
Cantaloupe Systems  
Canteen of Coastal California  
Coin Acceptors, Inc.  
Continental Vending, Inc.  
Evergreen Vending  
Follett Corporation  
Georgia Automatic Merchandising Council  
Gourmet Coffee Service, Inc.  
Inventure Foods, Inc.  
LightSpeed Automation, LLC  
Lincoln County Vending

Mark Vend Company  
Mississippi Automatic Merchandising Association  
Monumental Vending, Inc.  
Newco Enterprises, Inc.  
The Pepi Companies  
ProStar Services, Inc.  
Refreshment Solutions, LLC  
Smith Vending Corp./Canteen  
Southern Refreshment Services  
Sugar Foods Corporation  
Tomdra  
U-Select-It  
Vending Machine Operators of Louisiana

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## **Supporters Circle Investors** **\$5,000+**

All Brands Foods, Inc.  
Arizona Automatic Merchandising Council  
Atnip Company, Inc.  
Automatic Food Service, Inc.  
Automatic Merchandising Association of Florida  
Avtobar J.S.C.  
Carla Balakgie, FASAE, CAE  
Chicago Vendor Supply, Inc.  
Cloverhill Bakery  
Excelso Coffee and Tea  
Greg Breland  
Illinois Automatic Merchandising Council  
Indiana Vending Council  
Jack Link's Beef Jerky  
Jimmy Wilmore  
Kentucky Automatic Merchandising Council  
Kimble's Food by Design, Inc.  
M & M Sales Company, Inc.  
Minnesota Automatic Merchandising Council  
Monogram Meat Snacks  
New York State Automatic Vending Association

Northwest Automatic Vending Association  
PBP - Premier Broker Partners  
Pod Pack International, Ltd.  
PrairieFire Coffee Roasters  
Royal Vending, Inc.  
Saverino & Associates, Inc.  
Tennessee Automatic Merchandising Association  
Texas Merchandise Vending Association  
United Food Group, Inc.

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## **All Other Investors** **Up to \$5,000**

Acme Music & Vending Company, Inc.  
Baker & Baker Vending, Inc.  
Brella Productions  
Connecticut Vending Association  
Dan Mathews, NCE5, CCS  
DFW Consulting  
Healy Consulting & Communications, Inc.  
Heritage Coffee Company  
KNJ Sales  
Iowa Automatic Merchandising Association  
J & S Vending  
Jonathan Howe  
Lima Enterprises, Inc.  
Lindsey K. Nelson, CAE  
Michael L. Kasavana, PhD, NCE5, CHTP  
Mid-America Automatic Merchandising Association  
Midlantic Vending Corporation  
Patterson Company, Inc.  
PRG  
South Alabama Vending Company  
Sylvia Rowe  
Vertex Water Products  
W. Eric Dell, Esq.

# Financial Position

2016\*

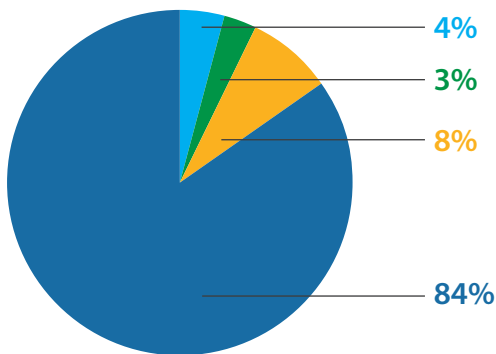
**Total Revenue:** \$982,749\*\*

**Total Expenses:** \$732,274

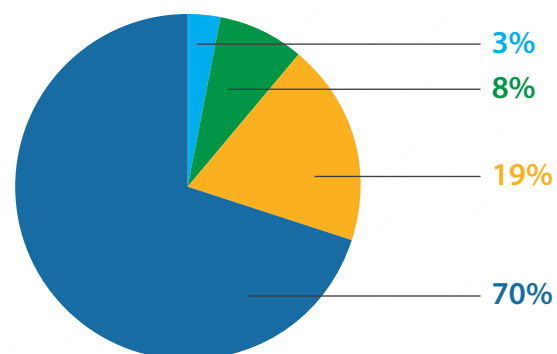
High Positioning for Growth donor satisfaction has resulted in a stellar pledge fulfillment rate of **96%**

The charts below depict the Foundation's progress toward achieving the board-established expense allocations targets that were set at the conclusion of the Positioning for Growth campaign. With one more year to go in the six-year time frame, the Foundation is on track to meet its targets for spending on Strategic Objectives — Advocacy, Education and Research — and has successfully offset increased expenses in the areas of Development & Sustainability and Administration through the diversification and growth of new revenue streams.

TARGETED ALLOCATIONS



CUMULATIVE SPEND



■ Strategic Objectives    
 ■ Development & Sustainability    
 ■ Administration    
 ■ Reserves

## 2016 NAMA Foundation Board of Trustees

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**Craig Kushner**  
*Monumental Vending*

**Jerry Scott**  
*Canteen of Coastal California*

**Jeffery Smith**  
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**Sylvia Rowe**  
*SR Strategy*

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*NAMA President & CEO*

**Dan Mathews, NCE5, CCS**  
*NAMA Executive Vice President  
 & COO*

**Lindsey K. Nelson, CAE**  
*Executive Director,  
 Development/NAMA Foundation*

\* Based on unaudited year-end financials

\*\* Total cash and cash equivalents



[www.vending.org/Foundation](http://www.vending.org/Foundation)

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