



# Jay Heubner

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**President & General Manager  
Ace International**

# Welcome to Niagara Falls!



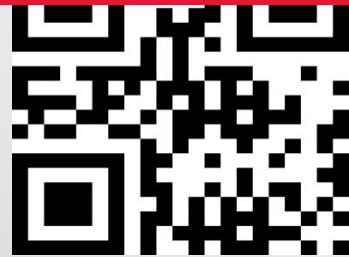
**“Letterman Top 10”  
Video Clip**

# The Game has Changed: Complacency = Death

“Productive Paranoia”

Price transparency & sensitivity forces us  
to sharpen our value proposition

Differentiate  
– OR –  
Die to Digital



amazon supply



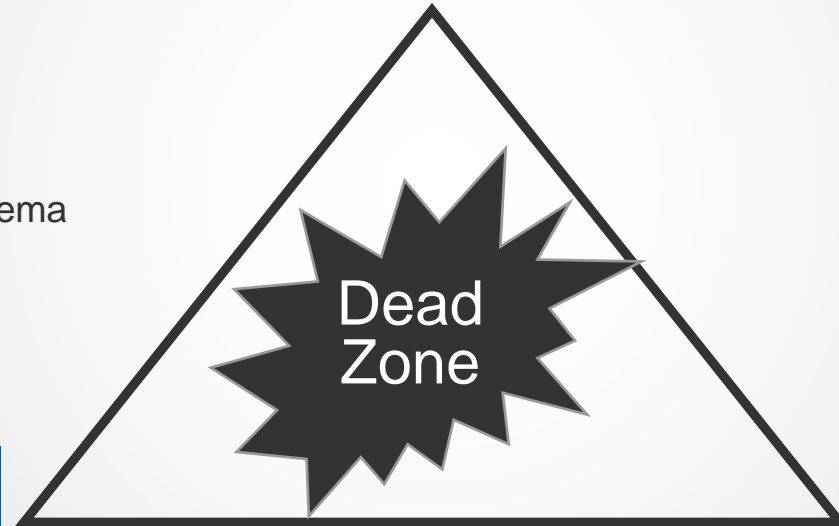
# Competitive Edge

**Amaze every customer, every time!**

**Customer Intimacy**

*“The Discipline of Market Leaders”*

By Michael Treacy and Fred Wiersema



**Products / Services**

**Operational Excellence**

- Focus on one...be as good as the competition on the other two
- Differentiate on something besides price.

# Competitive Edge

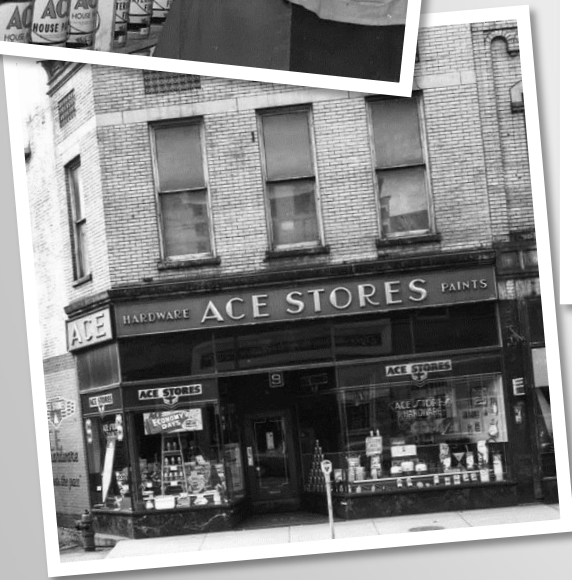
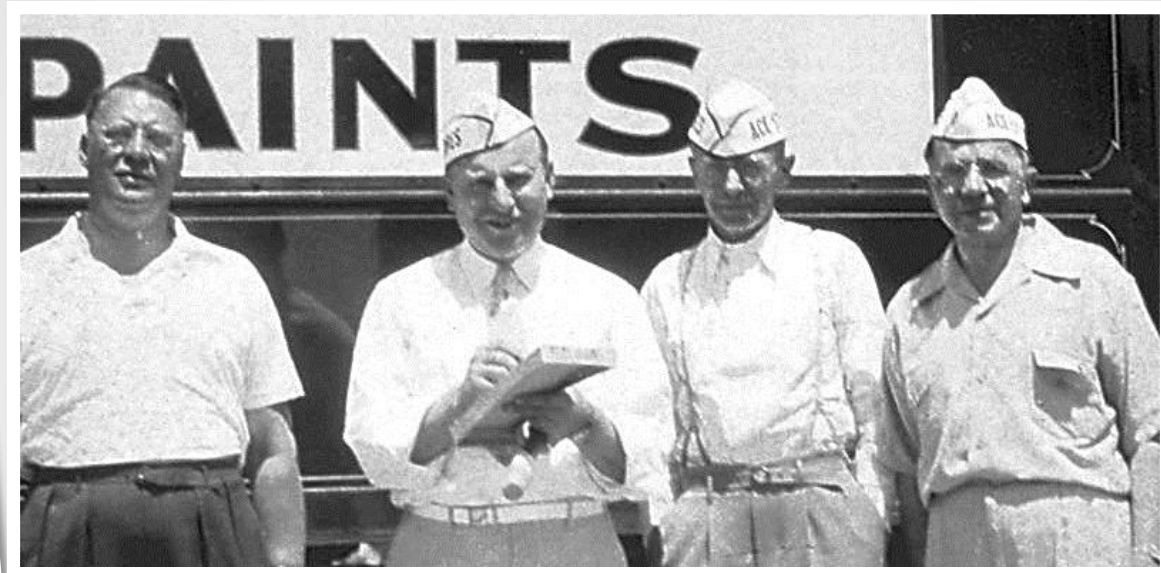
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Are  
you  
**SATISFIED?**

Are  
you in the  
**DEAD ZONE?**



# It All Began in 1924...





# The Keys to Our Success

- Co-operative retail model
- Entrepreneurial business owners
- Products tailored to each market
- Best people in the industry





# Service: Our Competitive Differentiator

- We are available, willing, friendly, knowledgeable.
- We know how to solve problems.
- Our service is predictably consistent.
- “We are blessed to be in the business of serving others.”





# Ace the Brand



**“This is the Brand”  
video**

# Talk is cheap...

**Ten years in a row.**  
We're blushing, but red is our color.



Thanks to you, Ace has once again been ranked "Highest in Customer Satisfaction among Home Improvement Retail Stores," according to J.D. Power.

Ace Hardware received the highest numerical score among retail stores in the proprietary J.D. Power 2007-2016 Home Improvement Retail Store Studies. 2016 study based on responses from 2,995 consumers measuring six stores and opinions of consumers who purchased a home improvement product or service within the previous 12 months. Proprietary study results are based on experiences and perceptions of consumers surveyed January-February 2016. Your experiences may vary. Visit [jdpower.com](http://jdpower.com).



# Helpful 101 ... The Basics

Friendly



Not Enough!



The helpful place.

Need both!



Knowledgeable





# Helpful 101 ... Takes 2 to Say “No”

Our Brand Promise can be summarized in one word...



=

YES!



# AMAZE EVERY CUSTOMER EVERY TIME



52 TOOLS for Delivering  
*the Most Amazing*  
Customer Service *on the Planet*

## SHEP HYKEN

*New York Times and Wall Street Journal* bestselling author

52 TOOLS for Delivering  
*the Most Amazing*  
Customer Service *on the Planet*



**SHEP HYKEN**  
Customer Service Expert  
National Best-Selling Author

# Equipping Companies to Deliver on Helpful



CENTER FOR  
EXCELLENCE

*Empowering YOU to **amaze** your customers*

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





# Globally Trusted... Locally Embraced

INTERNATIONAL PRESENCE  
IN 60+ COUNTRIES







600+ INTERNATIONAL  
**STORE LOCATIONS**

Regional Distribution Centers: Panama, Dubai, Shanghai



# Franchise Times

Franchise Times  
**TOP200+**

Top 6 Franchises				
Rank	Company	System Sales	U.S. Locations	Total Locations
1		\$82,714,300,000	14,251	36,525
2		\$81,500,000,000*	7,995	58,711
3		\$22,600,000,000*	4,248	19,952
4		\$17,303,700,000	7,166	15,003
5		\$17,100,000,000	26,831	44,105
6		\$14,856,000,000	4,402	4,981

\*Franchise Times Estimate





# Global Expansion

Ace Malaysia opened their 17th store in 2016



Ace Colombia opened 2 stores in 2016



Ace Indonesia opened their 100<sup>th</sup> store in 2014 123 current stores!



Ace Canada now has 66 stores and growing!



Ace Kuwait opened their 3rd store in 2016





# Ace Indonesia Largest Ace Store in the World – 158K s.f.





# Ace Philippines Largest Ace Chain in the World – 134 >





# Barranquilla, Colombia - New Ace Store

Before





# Barranquilla, Colombia - New Ace Store

After





# Santa Marta, Colombia - New Ace Store



Before



After



# Ace Canada





# People Matter more than Profits



**John Venhuizen**  
**President and CEO**

***“In business we keep score with money. But business is about much more than just making money, it’s about people...”***



# Success to Significance



**“We Salute You”  
Video Clip**

# The Story of Jaci



People  
make the  
**DIFFERENCE!**





**Thank You!**

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