accenture

Reinvention at your convenience

Key trends accelerating new growth opportunities for the fuels and convenience retail industry

Authors

Brian Gray
Managing Director,
Fuels and convenience retail
global lead

Maribel Nowak
Senior Manager,
Fuels and convenience retail
North America lead

Rushad Chinoy
Principal Director,
Fuels and convenience retail
Europe, Middle East & Africa lead

Table of contents

Refueling for reinvention

Imagine: You're on your way to work, a couple of miles away from the fuel station where you usually stop to fuel up. Your convenience store (c-store) app prompts you to confirm if you'll be stopping by for fuel and your usual coffee. You confirm. By the time you arrive, your coffee is ready and waiting. As you pull up to a pump, sensors instantly recognize your vehicle, authorize the fuel transaction and send you a welcoming text message with an offer. Not only is it relevant, but it's exactly what you need at this time of the day.

Additionally, when you step into the store, you find yourself surprised and pleased to see freshly baked bread from your favorite local bakery. Your experience feels welcoming, fresh and familiar at the same time. You leave realizing that you'll probably return even before it's time to refuel.

Soon, many fuel retail stations won't primarily be places to refuel. Working within the limits of their space, some will transform into dynamic, multi-service hubs that cater to a broad spectrum of consumer needs.

Others will hyper-localize, offering goods and services tailored to the preferences and needs of the local community. In both situations, consumers will start to think about these stores differently, stopping for the experience even if they're not fueling up.

Why? Our global survey reveals four key trends that are rapidly reshaping the industry. These trends highlight a clear message: the strategies that worked in the past 10–20 years won't work over the next decade. The industry must reinvent itself to stay relevant as the market shifts toward sustainable energy and consumer expectations evolve.

To be competitive in a fast-changing industry, leaders will need to unlock new revenue streams, requiring them to reimagine the role of their convenience stores, expand their offerings and broaden their partnerships.

> In July through September 2024, we conducted a global pulse survey and held interviews with 80+ clients, ecosystem partners and industry experts to explore the challenges the industry faces and identify key priorities to accelerate new growth opportunities.

They will also need to take a more holistic approach to embracing technologies, such as Artificial Intelligence ("AI") and Generative AI ("Gen AI") that will power their reinvention and help them continue to evolve. It won't be easy. Along the way, some retailers will embrace transformation while others will simply fall behind.

> Among organizations that have invested over the years in new technologies, skills and ways of working, returns on those investments have varied. The advent of Gen AI presents businesses with an unparalleled opportunity to leapfrog ahead of their competitors. Will they seize that opportunity and accelerate their reinvention to set a new performance frontier? Or will they fall further behind in the ongoing technology revolution?[1]

A majority of our respondents (65%) believe that extraordinary consumer service and experience will give them the competitive advantage in the next five years.

And it's telling that respondents are more worried about shifting consumer behaviors, technology, operating costs and competitors than they are about the declining demand for traditional fuel. (See figure 1.)

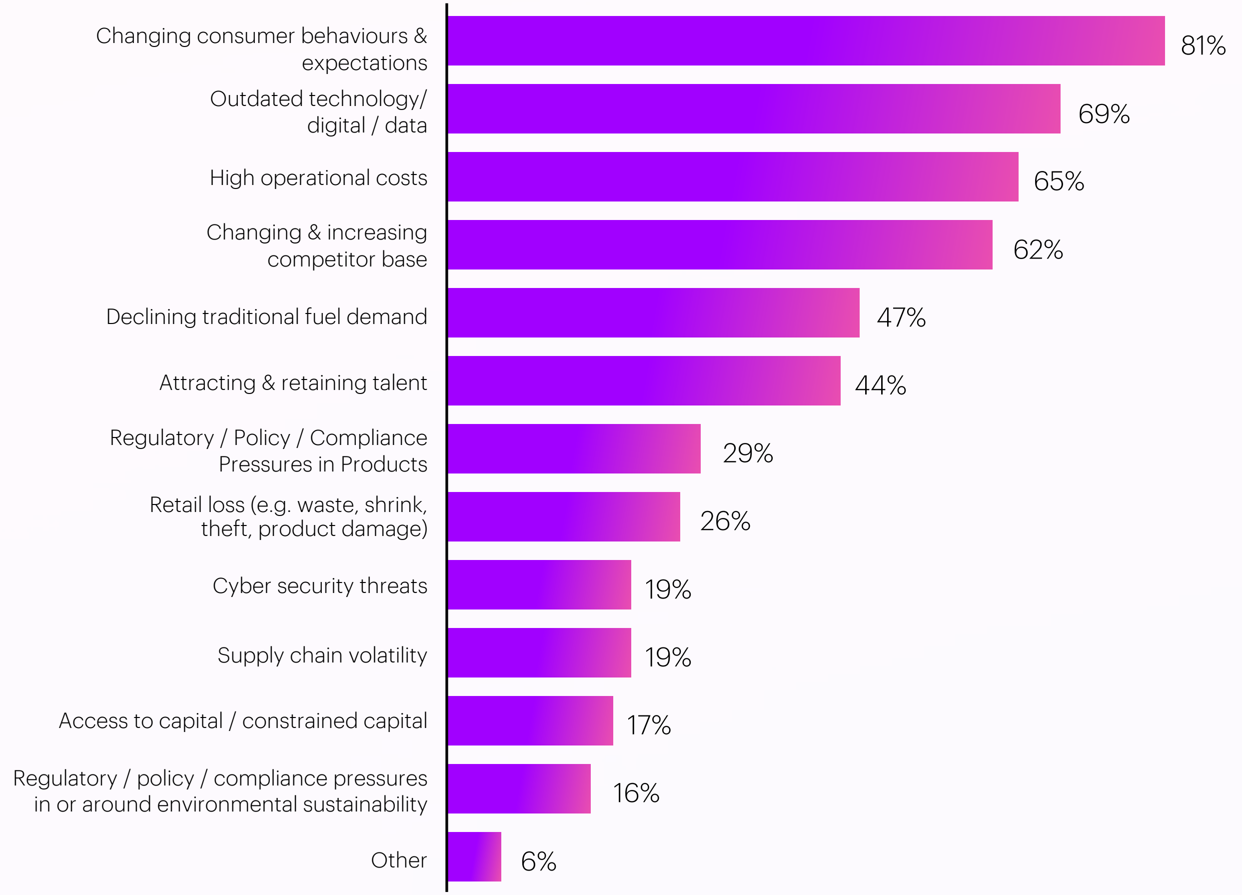
Fortunately, the trends themselves suggest the path to unlocking greater value—now and in the future.

> It's no surprise that shifting consumer behavior and expectations remain the top challenge, with 81% of respondents listing it among their top five concerns. Beyond that, we found that fuels and convenience retail executives and managers differ on the challenges they prioritize. Executives* view high operational costs as a greater issue (62% vs 50% for managers**), while managers are more concerned about outdated technology, digital and data readiness (58%).

*C-level, EVP, VP, owner

**respondents below VP

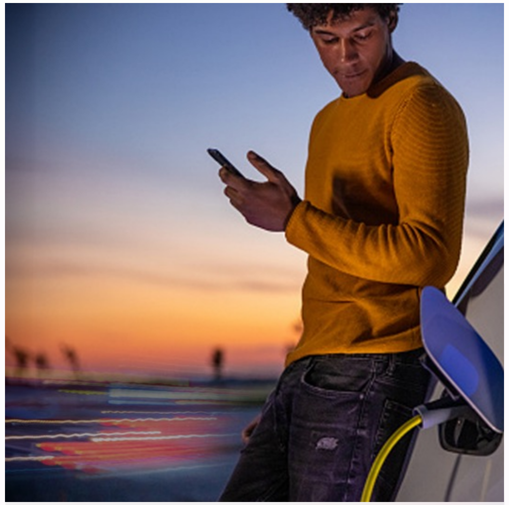
Figure 1: Respondents view on the top 5 challenges facing the fuel and convenience retail industry



Source: Accenture fuels and convenience retail industry global pulse survey, 2024

Notes: Share percentage of all surveyed execs mentioning a challenge among top 5 challenges. Other include- Local Civil/Municipality Governance; Transaction Processing Fees; Customization by Region; Changing Business. For Rank 5, n=65, for others n= 66, reweighted.

Our four trends for the fuels and convenience retail industry



Trend #1

Value sources are evolving and expanding

As fuel sales decline while consumer habits and expectations shift, convenience stores need to find and tap new revenue streams that push them well beyond their traditional comfort zones.

Trend #2

Consumers increasingly value personalization

As competitive noise reaches new levels, a seamless omnichannel experience that shows consumers that they're known and valued can help differentiate the brand.

Trend #3

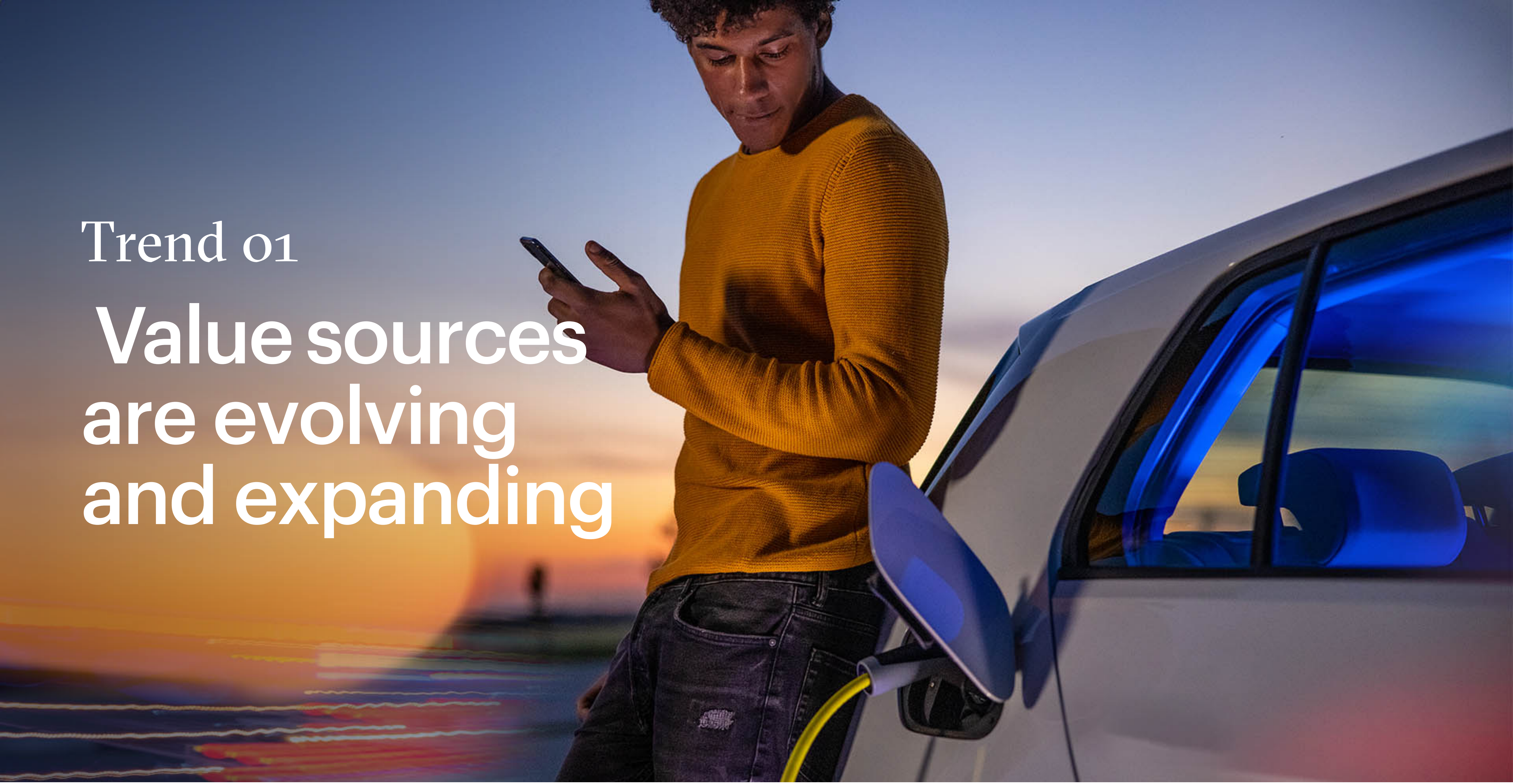
Delivering on "convenience" means more—and more

To keep up with customer wants and needs, business leaders can reimagine the role of convenience by leveraging partnerships, reinventing store and property formats and connecting with consumers.

Trend #4

Operational resilience is becoming a competitive advantage

The more agile the business becomes by using advanced technologies, the better it can outpace competitors.



Trend 01

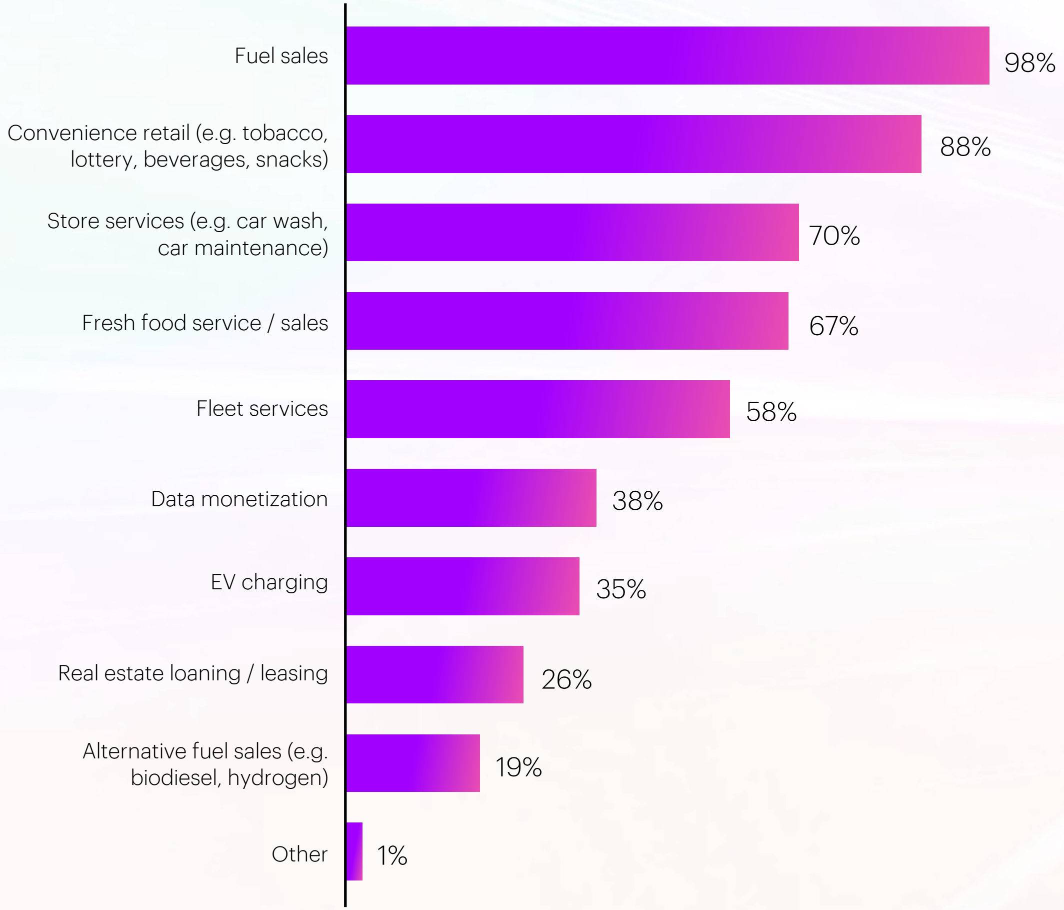
Value sources are evolving and expanding

As demand for traditional fuel decreases while consumer habits and expectations shift, fuels and convenience retail businesses will need to expand their sources of reliable growth.

Almost all respondents see fuel sales and retail including tobacco, lottery and beverages as major opportunities today (See figure 2). But a majority (57%) aren't as sure (or flat out don't believe) that the industry's primary value sources will be the same 10 years from now.

> One of the most important and controversial industry discussions is current and future value sources over the next 10 years. Our research reveals a striking disconnect between fuels and convenience retail executives and managers when it comes to their outlook.
>
> While 46% of executives believe future value sources will be different from today's, 58% of managers (and below) expect them to stay the same. To bridge this gap, industry leaders must develop a clear strategy and vision that resonates across all levels of their organizations.

Figure 2: Respondents view on the top 5 current value sources



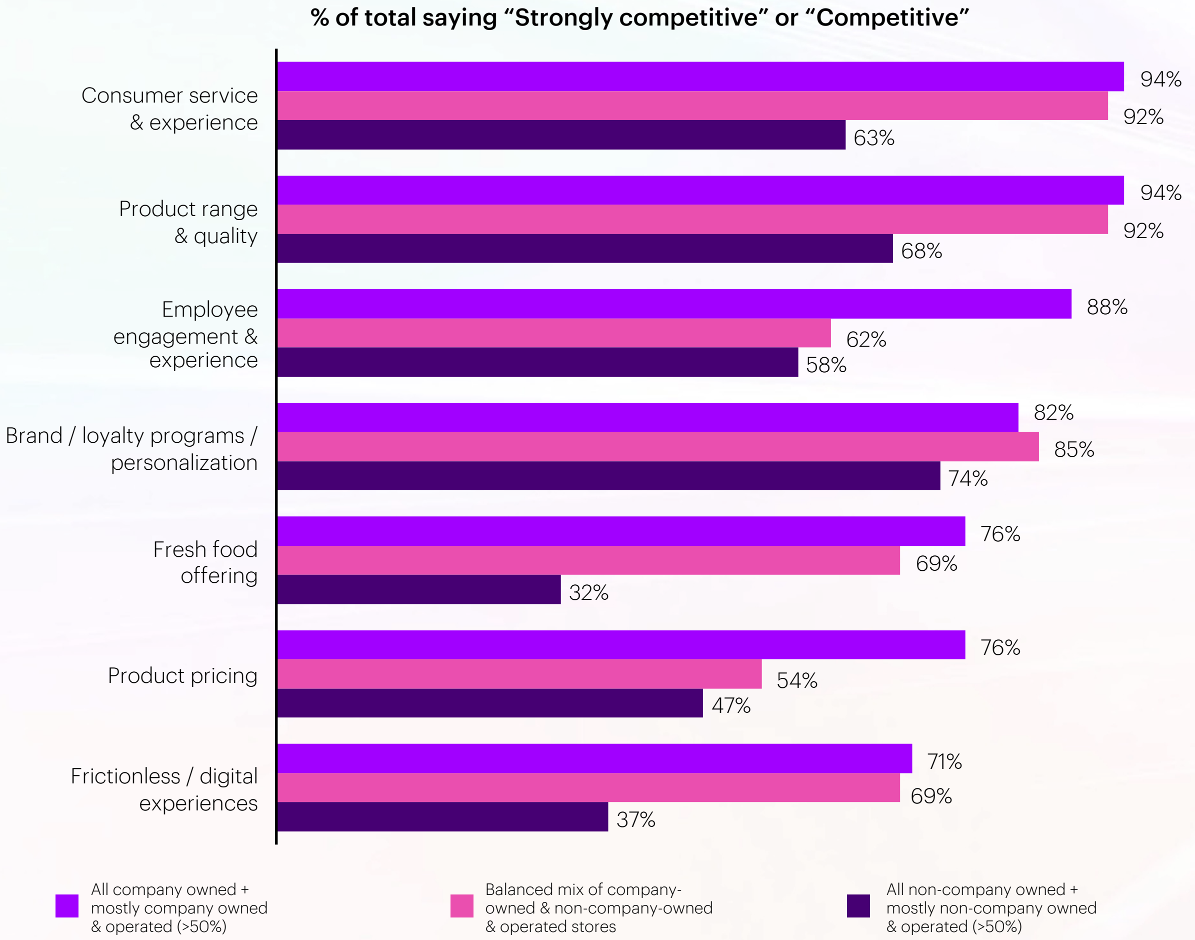
Source: Accenture fuels and convenience retail industry global pulse survey, 2024

Notes: Other includes "Loyalty". For Rank 5, n=65, for others n= 66, reweighted.

The question is, how best can they build on their convenience store foundations, differentiating their brand and individual stores and influencing consumers to try new things.

Furthermore, when we look across different business channels, respondents measure themselves differently across key dimensions (see figure 3.)

Figure 3: Respondents view on competitiveness of current retail networks across dimensions



Source: Accenture fuels and convenience retail industry global pulse survey, 2024

Notes: n= 33, reweighted, with only Fuels / Energy & Convenience Retail executives. Original question "How competitive do you believe your current retail network is across the following dimensions?".

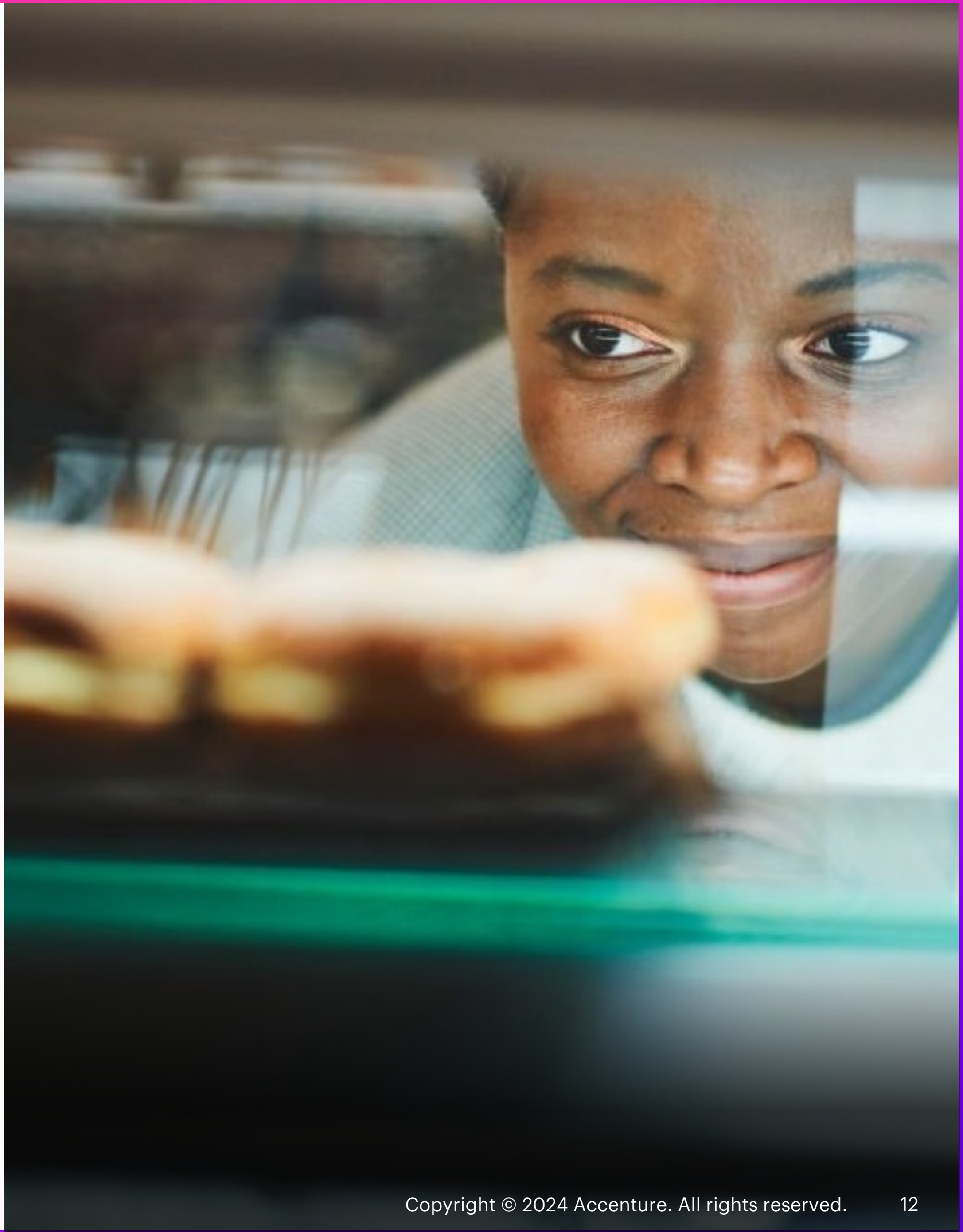
Incremental changes to existing offerings won't be enough to attract and retain new consumers or increase their "share of wallet" across all consumers.

What's needed are bold, data-driven moves that push boundaries, break new ground and work in concert to attract new consumers and enhance loyalty.

Options to explore are diverse, including offering alternative fuels and Electric Vehicle ("EV") chargers, optimizing prices and adding new services for franchisees. Opportunities also include data monetization and new revenue streams like retail media, where retailers sell data and ad space, creating value from both ad sales and consumer purchases.

A differentiated and unique partnership, for example, with a local restaurant, can set a store apart and attract a loyal community following, but the incentives need to be strong. While these partnerships could also support businesses with on-site EV chargers, only 20% of fuel retailers plan to add EV chargers at most of their locations.

Only
20%
of respondents plan to install EV chargers across more than 60% of their networks.



Challenges to growth

The readiness of retail locations to change is a key challenge.

65% of the respondents indicate that 40-79% of stores are not adequately prepared to succeed in the next decade (see figure 4).

Companies will need to evaluate the potential of each property for diversification. If installing EV chargers, they'll need to offer features that attract customers over those available elsewhere. This may involve redesigning store layouts, updating infrastructure and redefining and reskilling employee roles.

Ultimately, exploring new value sources means, for many executives, breaking out of long-held assumptions about the purpose of the business they're in.

Many may need to move outside their comfort zones to explore new potential value streams and embrace the idea of making big, bold changes to familiar territory.

Figure 4: Respondents view of locations not ready for success over the next 10 years

Source: Accenture fuels and convenience retail industry global pulse survey, 2024

Notes: n= 66, reweighted.

Priorities

Optimize and diversify your current network.
A data-driven approach to analyzing store performance and identifying opportunities for growth ensures informed decision-making, enhancing profitability and market competitiveness. This strategic insight allows for targeted expansion and improved operational efficiency. Not all stores are created equal and understanding which optimal set to invest in will help retailers focus on the best path for growth.

Explore and test new revenue streams using AI tools to drive innovation.
Tap AI tools to support and accelerate innovation. Leverage Gen AI to quickly analyze and predict consumer behavior in detail, helping to create enhanced, tailored experiences. Gen AI can also optimize inventory, automate tasks and cut costs, freeing up resources to focus on new services and offerings.

Evaluate the implications of the evolving EV ecosystem and alternative fuels when developing new strategies.
While current priorities address the present, today's actions must also anticipate future shifts. The transition from traditional fuels is accelerating. Fuels and convenience retailer respondents predict gasoline and diesel will account for just 63% of the fuel mix by 2040 (fuel retailers predict this number will be 67%). As demand for traditional fuels declines at varying rates across regions, retailers must adapt quickly to stay competitive.

Trend 02

Consumers increasingly value personalized experiences

About 74% of people who participated in our empowered consumer research told us they had walked away from purchases simply because they felt overwhelmed due to information overload surrounding purchase decisions.

And despite companies' efforts to become consumer-centric, most (71%) had seen no improvement—or even said they saw an increase in the time and effort it took them to arrive at a purchase decision.[2]

The thing is, consumers don't necessarily want less information, but they do want an easy, delightful and tailored experience. Moreover, they now expect retailers to understand their needs and preferences based on their past purchasing behaviors. Delivering a personalized, curated experience is one way to meet these expectations.

In the fuel and convenience retail industry, however, this is a tall order. Most businesses haven't traditionally delivered on such hyper-personalized experiences, especially retailers (with wholesaler/dealer models) that do not fully control the consumer experience at all branded sites. Some independent site owners have launched more differentiated experiences, but these are few and far between, and there remains an opportunity to recognize the consumer across sites and create a seamless experience for the brand holistically.

> 82% of retailer respondents whose companies control their own stores say they're most competitive in customer service and experience, while 53% of those whose companies do not own and operate their stores believe they are most competitive in ensuring product range and quality.

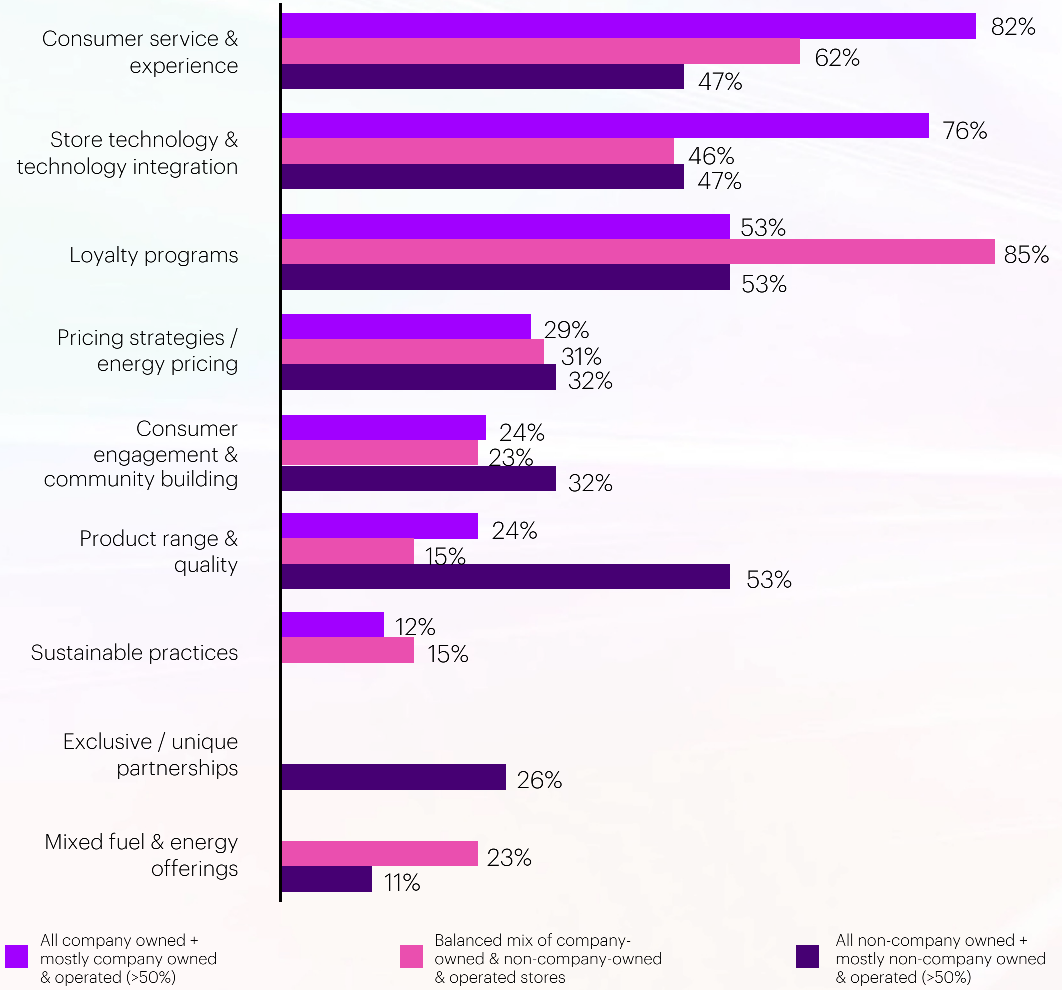
But whether a fuel and convenience retailer has more, or less, direct control over influencing their consumer based on the business channel, the majority of retailers agree customer service, experience and loyalty will be among the top 3 competitive differentiators (see figure 5).

Personalization can transform everyday pit stops into meaningful interactions that drive loyalty and increased revenue. Sometimes, small touches can make a big difference, even in routine transactions.

For example, a personalized message, with a relevant offer, can give a consumer just the right kind of lift at the right time. And these experiences can have positive ripple effects, as consumers share their experiences on social media and by word of mouth.

Store employees will also be instrumental to the overall experience, offering more opportunities for meaningful consumer interactions and tailored support.

Figure 5: Respondents view on the top 3 competitive differentiators in fuel retail over the next five years



Source: Accenture fuels and convenience retail industry global pulse survey, 2024

Notes: n= 33, reweighted, with only Fuels / Energy & Convenience Retail executives. Original question "what will be the greatest differentiators of the most competitive fuel and convenience retail companies in the next 5 years? (Top 3)".

Challenges to delivering on personalization

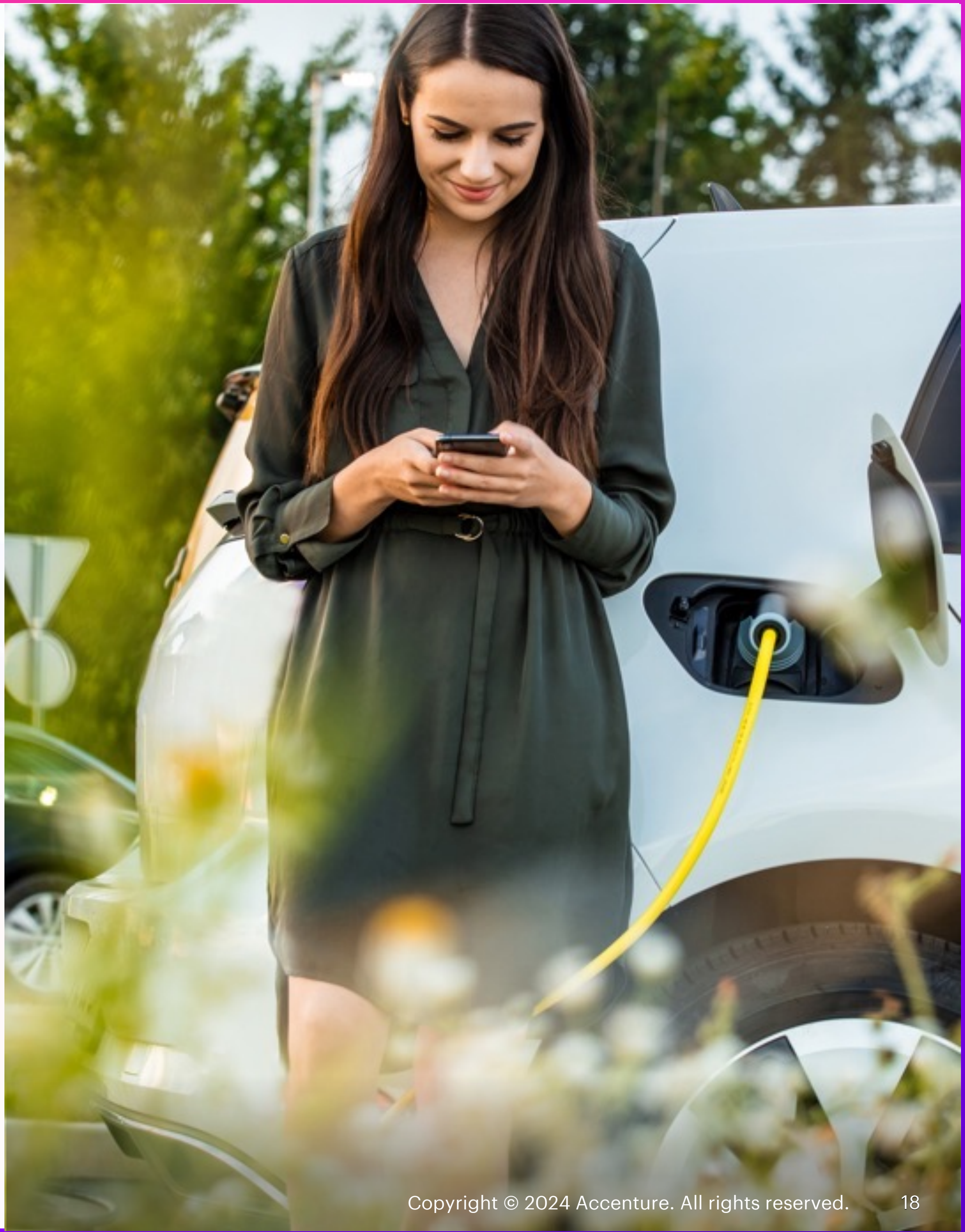
Most organizations have considerable ground to cover to be able to deliver the level of personalization consumers are coming to expect.

To start, fragmented data systems and data silos have historically prevented retailers from establishing a unified view of the consumer. Outdated technologies, like legacy POS systems, often lack the ability to process data in real time or seamlessly integrate with other platforms, leading to delays or inconsistencies in delivering personalized experiences.

To add to this

85%

of respondents told us their customer relationship management ("CRM") platform is only somewhat or moderately ready at the moment, highlighting a large area to focus on.



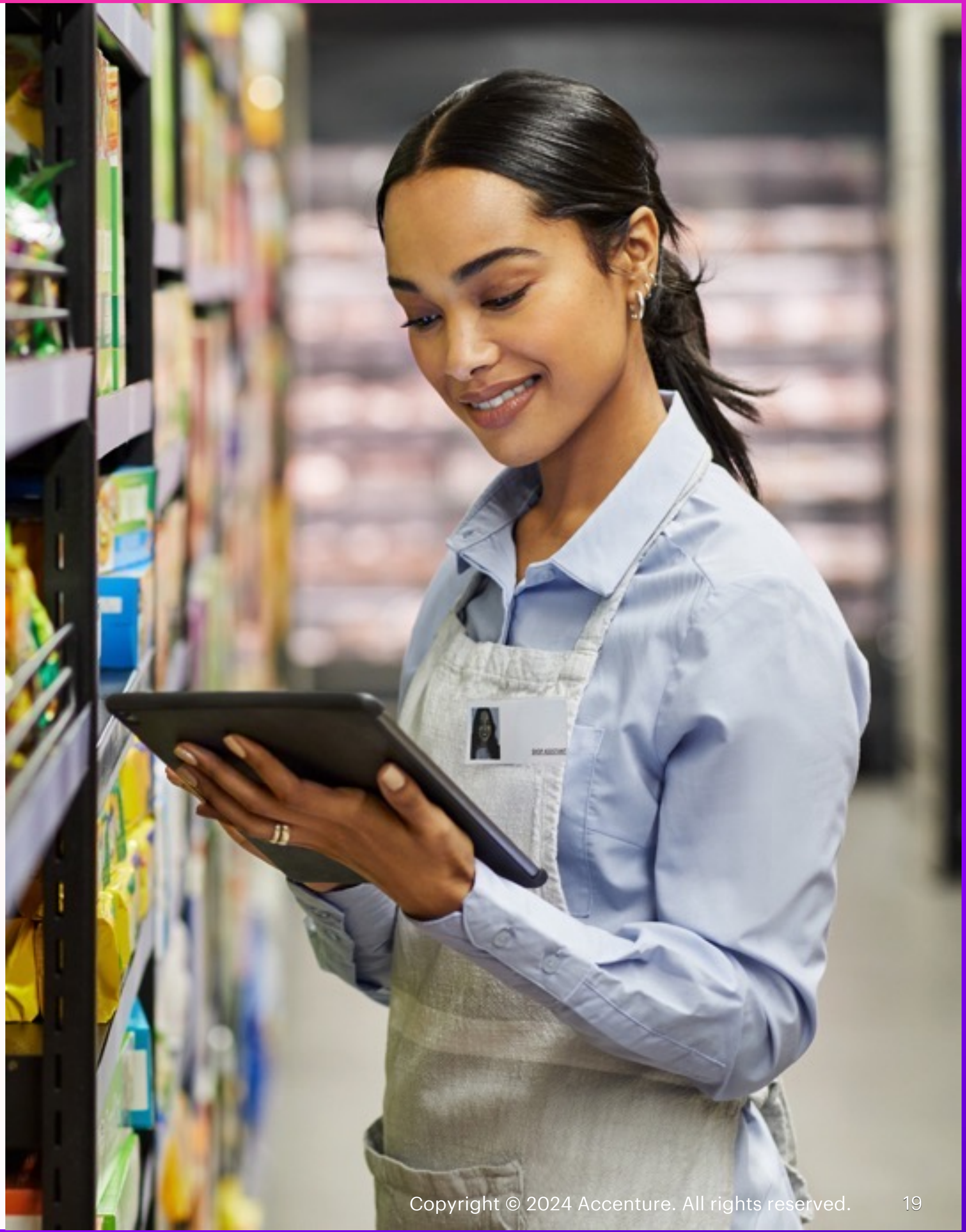
Challenges

Another limiting factor is a conflict in views across the retailer's organization on AI: although every level agrees that insights and personalized marketing can yield the most value by leveraging AI and Gen AI, 96% of fuels retail executives believe Gen AI will moderately or significantly disrupt the industry while only 69% of managers or below hold this belief.

To progress, executives must help align perspectives across the organization. Our extensive research and experience show that AI-driven tools, especially Gen AI, will be a key factor in the next wave of growth, driving efficiencies across the industry.

Business leaders will need to lean into these technologies and better understand how AI-driven tools can help power their omni-channel consumer experience and enhance their core CRM program.

Retailers that do not own or operate their stores will have the added complexity of securing wholesaler/dealer buy-in and potentially integrating with varying technology stacks, but this can certainly be achieved.



Priorities

Priorities

Develop a 360-degree view of each consumer with AI-powered tools.
By integrating data from all touchpoints—like fuel transactions, in-store purchases, mobile apps and loyalty programs—retailers can create detailed customer profiles. These profiles enable personalized recommendations, predict behaviors at scale and help identify opportunities for differentiation across locations, enhancing the overall consumer journey.

Put insights to use in real time.
Connect them to systems that automate personalized services at the right moment. Go beyond traditional marketing channels like email, SMS and push notifications to personalize your mobile app, loyalty programs, digital displays/signage and in-store experiences. Enhance relevance by integrating external data, such as third-party consumer information or local weather, into AI-driven insights to deliver highly tailored experiences on the consumer's preferred channels.

Focus on creating a seamless omni-channel experience.
Improve digital platforms to ensure consumers can easily connect with your brand and be recognized wherever they are—at home, in their car, at the pump or in-store. Eliminate service friction and messaging disconnects across all channels. Use Gen AI to train and support employees, allowing them to deliver personalized experiences. By automating routine tasks and providing advanced technical support, employees can dedicate more time to improving the customer experience.

7-Eleven enhances end-to-end customer experience with data, AI and technology

7-Eleven is enhancing the entire customer experience by using data, AI, and technology. With insights from its 95 million+ loyalty members, the "Brainfreeze Collective" research panel, and its "C-Shopper" analytics platform, 7-Eleven tailors its marketing to individual shopper preferences.

To start, 7-Eleven recently updated its mobile app to incorporate tailored promotions and real-time interactions while seamlessly integrating with loyalty to offer a simple, personalized digital experience.

And in an effort to influence the consumer closer to the point of purchase, 7-Eleven also introduced its Gulp Media Network that provides targeted messaging through social, display and TV ads throughout the store. This comprehensive, data-driven approach to personalization not only enhances customer satisfaction and loyalty but also drives significant growth for 7-Eleven and its suppliers.[3, 4, 5]

Trend 03

Delivering on "convenience" means more—and more

New value sources and personalization converge here, as the meaning of "convenience" evolves.

What does "convenience" mean to a person who has an EV versus an Internal Combustion Engine ("ICE") vehicle? What does it mean for a hybrid worker or a household that is managing multiple schedules on a Saturday morning?

For a long time, the fuels and convenience retail store was simply a place to pick up "drinks and snacks" when refueling. But tomorrow, it could mean a place for EV drivers to relax and recharge—themselves and their cars, their phones and their laptops.

It could mean finding a comfortable spot to enjoy a coffee or get some work done as they charge. It could also mean grabbing lunch with friends, or shopping for groceries, or completing other errands that would formerly have taken several stops.

For the local community, it could also mean having easy access to a host of different products and services tailored to the store's location—whether urban or rural—to meet evolving consumer trends and behaviors.

Challenges to meeting evolving expectations on convenience

Nearly two-thirds of respondents believe that the overwhelming majority of their retail locations are not prepared for future success.

Besides keeping up with consumer expectations – many see their legacy technology / technology debt as being the second biggest hurdle they must overcome.

However, there is agreement that store technology and integration will be among the top three key factors for future success. This is because modern systems help integrate services, improving the overall retail experience and enabling future changes both "inside" and "outside" the store.

For example, without advanced payment systems, offering a seamless digital experience becomes increasingly difficult. This can have a negative ripple effect that weakens consumer loyalty, ultimately harming brand equity.

If a customer tries to redeem a personalized offer from their app but can't do it in store or faces payment issues, how will that affect their experience? Equally, if a retailer's back office isn't in order, how can they effectively test new offerings and store products? Without the ability to adapt quickly to the results, protecting their bottom line becomes much harder.

Ultimately, delivering on "convenience" means serving the consumer like never before, and driving more trips and bigger baskets.

Priorities

Break away from traditional formats to better meet consumer needs. These could include services tailored for longer visits due to EV charging (whether it's providing space to relax or eat a healthy meal) or time-saving services such as package drop boxes or curbside pickups. Consider strategic partnerships that help you onboard unique services and offerings.

Use data and analytics to drive hyper-localization. Understand and implement Stock-Keeping Unit ("SKU") strategies that resonate with local consumers. This can include curating regionally sourced products, offering sustainable supply chains (for example, partnerships with the local farming community or beverage producers that shorten transit timelines) and tailoring menus to local tastes.

Invest in frictionless experiences. Whether it's ensuring that the fuel dispenser or EV charger authorizes a transaction quickly and efficiently or a consumer is able to choose various payment options to avoid standing in long lines in the c-store—the goal is to foster experiences that are easy and seamless.

PTT Oil and Retail Business embraces local and sustainable solutions with flagship station

In 2023, PTT Oil and Retail Business (OR) introduced the PTT Station Flagship Vibhavadi 62, a forward-thinking prototype for future service stations. The new flagship station in Bangkok is part of its "Living Community" model, focusing on sustainability, technology and community engagement.

The station is fully equipped with services designed to meet a wide range of lifestyle and consumer needs, embodying OR's mission to create opportunities for people, communities and the environment, fostering inclusive and sustainable growth.

It incorporates eco-friendly designs, and a variety of retail options, including locally sourced eco-conscious products, dining, retail, personal care, vehicle repair, grocery shopping and co-working spaces, catering to diverse customer needs in one convenient stop.

It also supports advanced mobility solutions with EV chargers and alternative fuel options, reinforcing OR's commitment to carbon neutrality and inclusive growth.[6,7,8]

Trend 04

Resilience is becoming a competitive advantage

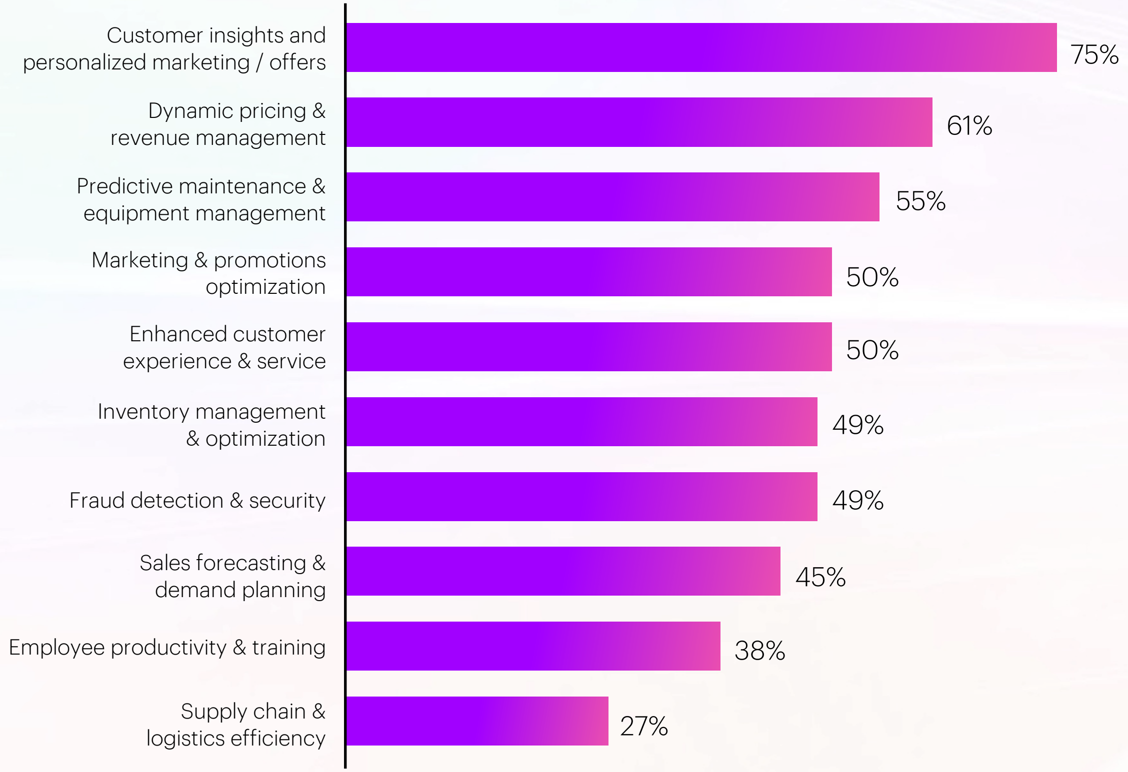
Resilience means building store operations that enable unique and highly relevant customer experiences, time and again.

It's about having the technology, capabilities and skills to not just survive but thrive—anticipating change before it demands action and adapting swiftly when markets shift or unexpected disruptions arise.

The key to doing this well is making decisions based on robust and real-time data and analysis. Today, AI-driven tools are doing this best, supporting meaningful differentiation by offering new levels of granularity and nuance.

For example, in addition to delivering increasingly relevant consumer insights, AI-driven tools can support dynamic pricing and revenue management, a priority for 61% of respondents. These tools are also setting new bars for excellence at predictive maintenance, a priority highlighted by 55%. (See figure 6.)

Figure 6: Respondents view on the top 5 areas that can yield the most value by leveraging AI / Gen AI



Source: Accenture fuels and convenience retail industry global pulse survey, 2024

Notes: For Rank 4 & 5, n=58, for others n= 66, reweighted.

It's about having a digital core the business can trust to be durable and secure.

A strong digital core enables the organization to achieve its ambitions efficiently, using the right mix of cloud practices for agility and innovation, data and AI for differentiation, applications and platforms to accelerate growth through next-generation experiences and optimized operations.

> To thrive amid change and capture the value of innovative technologies like Gen AI, companies need a digital core that is reinvention ready. To do this, companies must build an industry-leading digital core, boost investments in innovation and balance technical debt. According to our research, executing against all three in an integrated manner creates a 60:40 effect: 60% higher revenue growth rate and 40% higher profitability.[9]

Challenges in building resilient operations

Industry business leaders clearly recognize the need to keep technology front and center as they confront today's and tomorrow's challenges. Our survey found the overwhelming majority (93% of respondents) are currently upgrading two or more store technology components, such as payment capabilities or back-office services.

But the majority are only somewhat or moderately ready across these major technology components (see figure 7). And the work of integrating these components to unlock their full potential remains a major hurdle. Embracing Gen AI more fully will be key to progressing quickly.

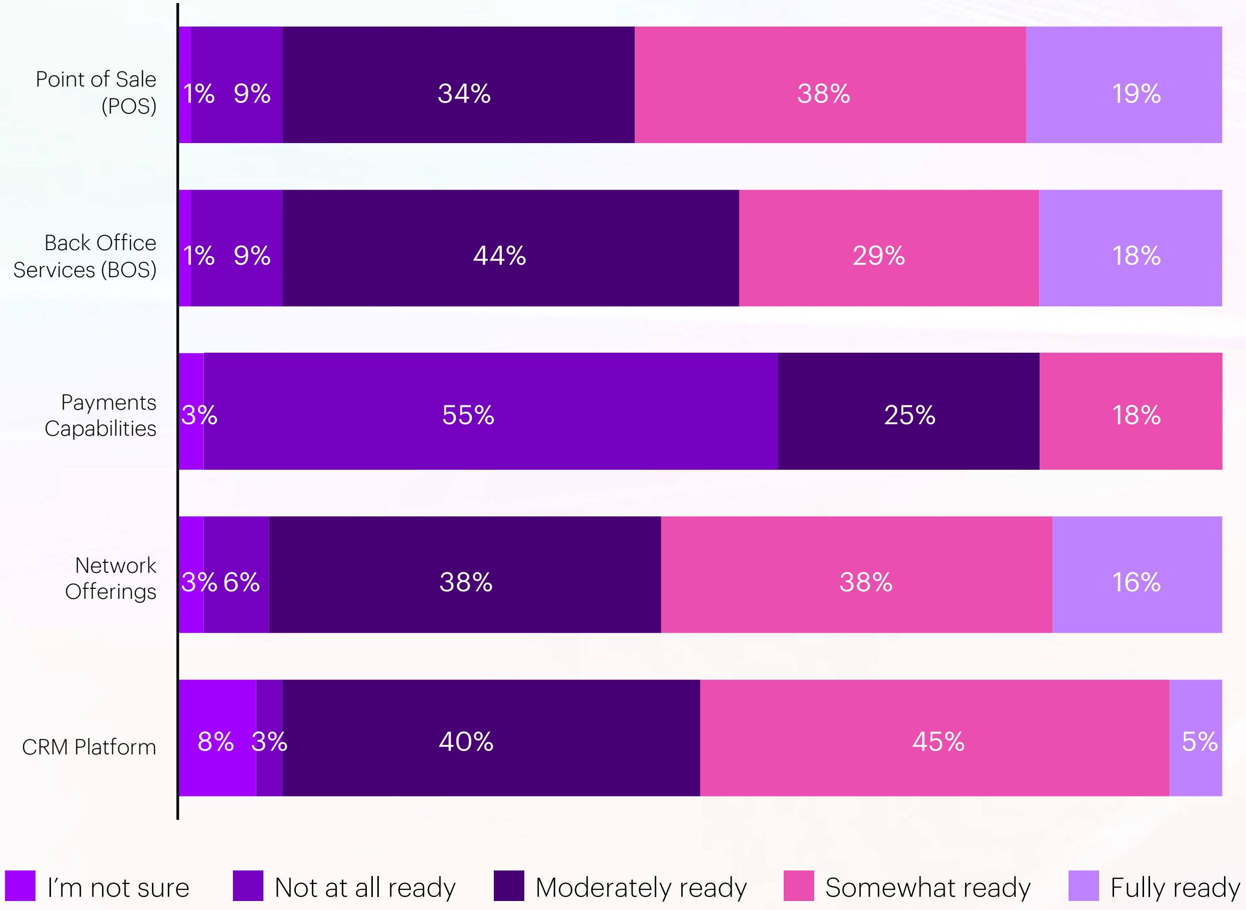
However, the Gen AI learning curve in this industry promises to be steep. Just a slight majority of our industry respondents (59%) view AI/Gen AI as an integral part of the technology stack. Only 36% see it as a catalyst for enterprise reinvention.

Yet look outside of the fuels and convenience retail industry and the perspective is different, with 97% of all executives surveyed saying Gen AI will transform their enterprises and industries and will play a major role in their strategies over the next three to five years.[10]

93%

of respondents are upgrading two or more store technology components.

Figure 7: Respondents view on existing store technology components that can support evolving experiences over the next five years



Source: Accenture fuels and convenience retail industry global pulse survey, 2024

Notes: n= 58, reweighted.

Priorities

Adopt a holistic approach to investing in advanced technologies.
Building resilience and agility into operations doesn't have to be an "all-at-once" prospect, but all the pieces need to fit and work together. Identify where AI/Gen AI can deliver quick wins and build confidence in the technology. Evaluate the balance of building vs buying applications and platforms that will transform your operations.

Prioritize reskilling and employee experience.
As the business identifies and pursues new opportunities for using advanced and emerging technologies such as Gen AI, employees' roles and work may change significantly. Approaching these changes proactively can also free up time for employees to add new value. Most workers (94%, according to our Change Workforce Survey[11]) are willing to learn new skills to work with Gen AI. Tap that willingness.

Optimize operational costs with automation.
Use automation supported by AI to reduce operational costs by improving workforce efficiency and resource management. Automated inventory systems can optimize stock levels and reduce waste, while AI-driven demand forecasting can cut excess supply chain costs.

Circle K drives innovation with API-powered information superhighway

In 2019, Circle K's technology was functioning well but struggled to keep pace with evolving customer demands and rapid tech advancements. To address this, Circle K developed an integration layer that allowed them to pilot new solutions without replacing legacy systems, enabling fast testing and innovation.

Their API-based platform, "Information Superhighway," uses mesh architecture to streamline digital experiences, ensuring consistency across the chain. Built on six core principles—scalability, selective partnerships, flexibility, real-time data access, limiting vendor lock-in and building an efficient team—the platform supports rapid innovation and seamless system integration.[12]

Ready for reinvention?

Disruption is here to stay, and industry leaders need to act decisively and swiftly to help their businesses set the course for future growth.

Reinvention is not just about remaining relevant; it's about creating a future where fuel and convenience retailers can thrive in an increasingly dynamic market landscape.

To remain competitive, it is imperative to strengthen consumer connectivity and streamline operations—leveraging the power of your data to unlock the next chapter of growth. Retailers must rethink their offerings in order to access new value pools—and ultimately win the consumer of the future. With traditional fuel demand declining, developing a robust strategy for both the near and long-term is essential.

> "Those who take bold, proactive steps today will unlock new revenue streams, gain the loyalty of the next generation consumer and pivot their business into a new era of mobility and convenience. The rest will find themselves playing catch-up in a landscape that's quickly pivoting. The opportunity to lead is clear—and the need to reinvent is urgent. It's time to accelerate change. "
>
> **Brian Gray, Managing Director, Fuels & Convenience Retail Global Lead**

What's your priority?

An organization's immediate priorities will vary depending on a host of factors, including its ownership model, locations and the state of its technology infrastructure. Which priorities will help your business best respond to the four trends?

Value sources are evolving and expanding	Consumers increasingly value personalization	Delivering on "convenience" means more – and more	Operational resilience is becoming a competitive advantage
Optimize and diversify your current network.	Develop a 360-degree view of each consumer with AI-powered tools.	Break away from traditional formats to better meet consumer needs.	Adopt a holistic approach to investing in advanced technologies.
Explore and test new revenue streams using AI tools to drive innovation.	Put insights to use in real-time.	Use data and analytics to drive hyper-localization.	Prioritize reskilling and the employee experience.
Evaluate the implications of the evolving EV ecosystem and alternative fuels when developing new strategies.	Focus on creating a seamless omni-channel experience.	Invest in frictionless experiences.	Optimize operational costs with automation.

How Accenture can help

We help companies transform and reinvent every aspect of their enterprise with our Gen AI services that span strategy and roadmap, design and build and operationalize and run.

Companies can visit our network of Gen AI studios around the world to explore ways to reinvent their business through the responsible use of Gen AI applications. These studios have a range of areas of specialization, enabling companies to explore industry use cases, co-innovate, conduct AI pilots and rapidly initiate and scale programs. Our industry-specific diagnostics help organizations shape a blueprint for successful reinvention and define how best to use Gen AI across the enterprise. We have developed a detailed set of new performance frontiers for businesses in 19 sectors—integrated with sustainability, talent and the digital core—alongside the key business capabilities for realizing them.

Our AI Navigator for Enterprise is a Gen AI-based platform that can then help clients define business cases, choose architectures and understand algorithms and models to drive value responsibly, in accordance with the applicable legal frameworks and regulation, notably related to data protection. With a strategy in place, our proprietary "switchboard" allows clients to select a combination of Gen AI models to address the business context or based on factors such as cost or accuracy.

About the research

A global survey was conducted with 66 executives across the fuels and convenience retail value chain. The total number of retail stations they support globally is categorized as follows: up to 1,000 (23%), 1,001 to 3,000 (6%), 3,001 to 10,000 (12%), and over 10,000 (59%). The business models* supported by their companies include: all company-owned and operated, and mostly company-owned and operated (more than 50% of stores) (23%); all non-company-owned and operated, and mostly non-company-owned and operated (more than 50% of stores) (27%); and a balanced mix of company-owned and non-company-owned and operated stores (38%).The aim of the survey was to understand the current value pools and their relevance for the future within the fuels and convenience retail industry, industry challenges, differentiators, and enablers, readiness of store technology components, sustainability initiatives, and the views on the potential impact of AI and generative AI.

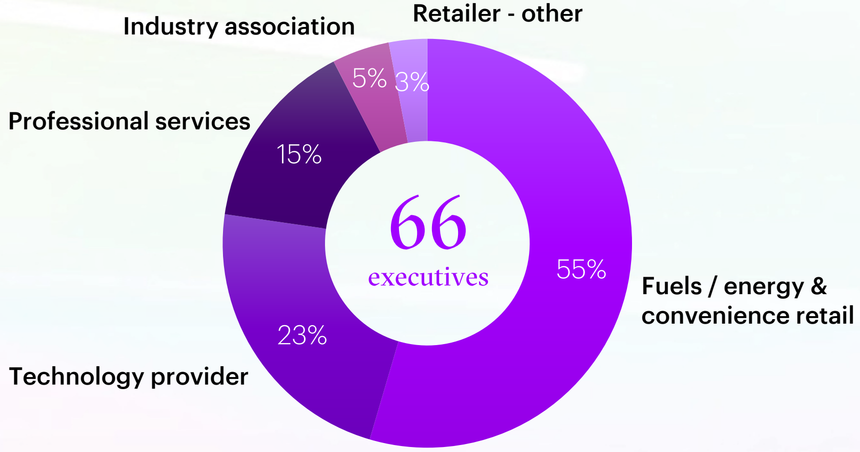
Expert interviews with 15 senior executives from the leading fuels and convenience retail companies

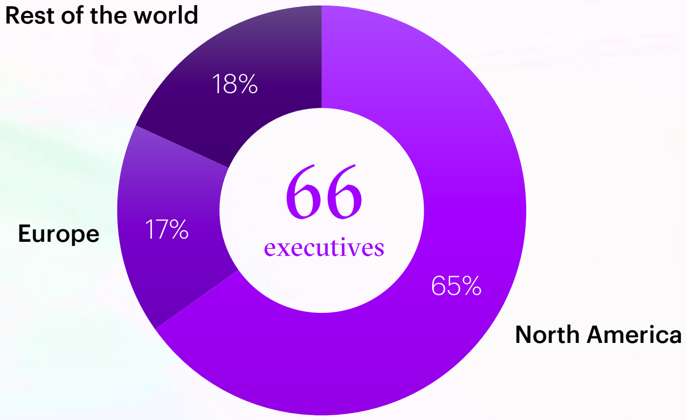
Re-weighting: we assigned a weight of 50% to the responses from North America and 100% to all other responses received from regions outside of North America. This methodology was implemented to provide a balanced global perspective.

*The business model of 12% of the respondents is unavailable.

Note: for a few questions, the sample size is slightly lower. Industry segment, retail stations and business models are as reported by the respondents

Executive survey respondent breakdown by industry segment and region





Acknowledgements

Accenture research leads

Lasse Kari, Arif Mohd

Accenture research editorial

Regina Maruca, Priya Verma

Marketing and communications

Andrea Brady, Ojasvi Nath

Thank you to the following contributors for their expertise:

Casey Furr, Kendra Gargas,
Colton Studebaker, Richard Taylor,
Sara Ursin, Iachi Zonnenschein

References

1. Accenture, Reinvention in the age of Gen AI, January, 2024
2. Accenture, The empowered consumer, April 2024
3. CSP, Behind the Scenes of 7-Eleven's Retail Media Network, June 2024
4. 7-Eleven, Inc. Unveils Redesigned 7-Eleven App, August 2023
5. PYMTS, Convenience Stores Are Stepping up Their Personalization to Drive Loyalty, June 2024
6. Korean Herald, OR launches new PTT Station Flagship as a gateway to embrace more diversification and pursue its objectives of becoming sustainable growth platform, December 2023
7. OR, OR registers a growth in its 2023 operating results, aiming to fortify the lifestyle business alongside a sustainable future, February 2024
8. Accenture desk research
9. Accenture, Reinventing with a digital core, July 2024
10. Accenture, Reinvention in the age of Gen AI, January, 2024
11. Accenture, Work, workforce, workers, January 2024
12. CSP, Circle K, Sheetz and Nouria's Approach to Technology in the C-Store, May 2024

About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent- and innovation-led company with 733,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Accenture Song. These capabilities, together with our culture of shared success and commitment to creating 360° Value, enable us to help our clients succeed and build trusted, lasting relationships. We measure our success by the 360° Value we create for our clients, each other, our shareholders, partners and communities.

Visit us at www.accenture.com

About Research

Accenture Research creates thought leadership about the most pressing business issues organizations face. Combining innovative research techniques, such as data science led analysis, with a deep understanding of industry and technology, our team of 300 researchers in 20 countries publish hundreds of reports, articles and points of view every year. Our thought-provoking research developed with world-leading organizations helps our clients embrace change, create value and deliver on the power of technology and human ingenuity.

Visit us at: www.accenture.com/research