

- Stores were open more hours than both Costco and Sam's stores; typical hours of operation were 9:00 A.M. to 7:00 P.M. Monday through Friday and 9:00 A.M. to 6:00 P.M. Saturday and Sunday.
 - While many items were sold in bulk, BJ's offered some smaller package sizes that were easier to carry home and store, including sizes that were comparable to those offered in supermarkets. Smaller package sizes were typical in a number of fresh-food categories, including dairy, meat, bakery, fish, and produce. Management worked closely with manufacturers to develop packaging and sizes well suited for selling through the warehouse club format in order to economize on handling costs and help keep prices low.
 - In some product assortments, BJ's had three price categories for members to choose from—good, deluxe, and luxury.
 - BJ's was the only major warehouse club operator to accept manufacturers' coupons, which provided added value for members; it also accepted more credit and debit payment options than its warehouse club competitors.
 - BJ's warehouses had a number of specialty services designed to enable members to complete more of their shopping at BJ's and to encourage more frequent trips to the clubs. These services included full-service optical centers, food courts, full-service Verizon Wireless centers, home improvement services, BJ's Vacations, garden and storage sheds, patios and sunrooms, installation of home security systems, a propane-tank-filling service, an automobile-buying service, a car rental service, muffler and brake services operated in conjunction with Monro Muffler Brake, television and home theater installation, and electronics and jewelry protection plans. Most of these services were provided by outside operators in space leased from BJ's. As of January 2010, there were gas station operations at 104 warehouse club locations; like Costco, BJ's sold gasoline at a discounted price as a means of displaying a favorable price image to prospective members and providing added value to existing members. In early 2007, BJ's abandoned prescription filling and closed all of its 46 in-club pharmacies.
 - At the BJ's website (www.bjs.com), members could shop from thousands of additional products not found in the company's warehouse clubs. Items sold on the BJ's website included electronics, computers, video games, office equipment, products for the home, health and beauty aids, sporting goods, outdoor living products, baby products, toys and jewelry, and such services as auto and home insurance, home improvement, travel services, and television and home theater installation.
 - Club locations were clustered in order to benefit from greater name recognition and maximize the efficiencies of management support, distribution, and marketing activities.
 - BJ's strove to establish and maintain the first or second industry leading position in each major market area where it operated.
- Food accounted for approximately 65 percent of BJ's merchandise sales in 2009. The remaining 35 percent consisted of a wide variety of general merchandise items. Food categories at BJ's included frozen foods, fresh meat and dairy products, beverages, dry grocery items, fresh produce and flowers, canned goods, and household paper products. General merchandise included consumer electronics, prerecorded media, small appliances, tires, jewelry, health and beauty aids, household needs, chemicals, computer software, books, greeting cards, apparel, furniture, toys and seasonal items. More than 70 percent of the products BJ's sold were items that could also be found in supermarkets.
- BJ's private-label products were primarily of premium quality and were generally priced below the top-competing branded product. During the past two years, BJ's had pruned its private-label offerings by about 12 percent, opting to focus on those items having the highest margins and biggest sales volumes. Private-label goods accounted for approximately 10 percent of food and general merchandise sales in 2009, versus 11 percent in 2008 and 13 percent in 2007.