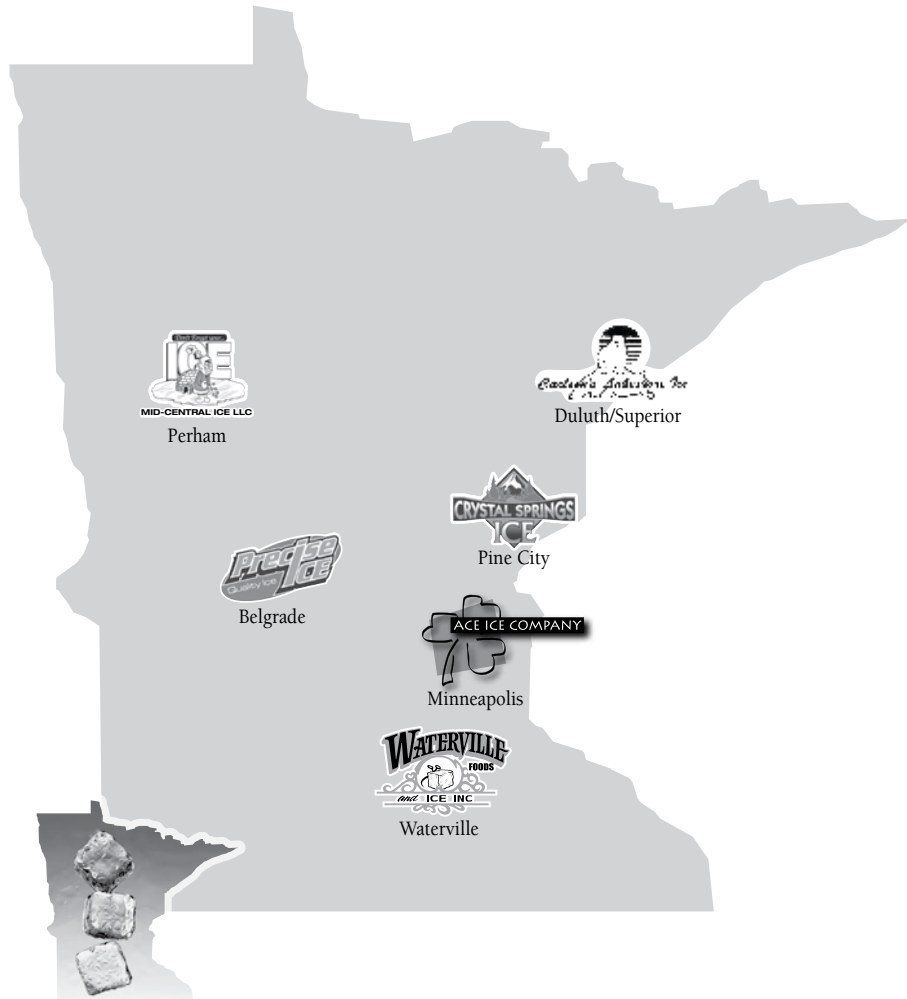


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On The Cover

Established in August 2004, the mission of the Minnesota Independent Ice Manufacturers Association (MIIMA) is to strengthen the image and visibility of independent Minnesota-based ice manufacturers.

For more information on MIIMA, go to page 13.

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MMBA President's Message



Gary Buysse
President

What I've Learned

Esquire Magazine frequently publishes a section called "What I've Learned" that features a guest columnist. Following is a list of what I have learned after serving in this industry.

- It's usually on "restaurant reserve," or a "restaurant only" package.
- Special orders are picked up late or not at all.
- Executive Director Paul is right more often than wrong.
- Edina's pricing is higher than Rogers, and I am jealous.
- Lakeville's gross sales are generally higher than Edina's.
- Lakeville Liquor Manager Brenda Visnovec is right more often than Paul.
- We all want our salespeople to be our "partners."
- For some reason it's always a "short week."
- Purchasing isn't as much fun as it used to be.
- We have some of the greatest managers in M.M.B.A.
- I don't claim to be one of them.
- None of us have as much fun at work as we should.
- Life is much shorter than we believe it to be.

- Legislative Day is very important to our Association and our industry.
- The grocers just want the money.
- Spend more time planning to make money, not filling the beer cooler.
- None of us should believe that we are "just" the MUNI manager.
- You are never too old to learn.
- Never assume you can't learn from someone younger, they may end up being your supervisor.
- It's not wrong to short pay an invoice.
- No one drinks as much wine on Thanksgiving as your sales force leads you to believe.
- It's not "flying off the shelf" anywhere.
- A two-hour tasting will not deplete a questionable fifty case purchase.
- Sometimes a "free case" is not really a "free case" at all.
- You'll look at it a long time if the dealer loader is a gas grill.
- It's not worth the gas grill.
- It's "one free on five" for a reason.

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2007 MMBA College Scholarship Winners



Paige Andrews

My future plans include going to a UW River Falls in the area of medicine. In pre-med. I will be majoring in chemistry and go on to apply for medical school to become a pediatrician.

My family has overcome the obstacle of having a major fire in our house when I was in the seventh grade. It left a financial burden on our family, but also gave me the insight of how important it is to serve others in time of need.

I have been an active member of the Unity Leo's Club, the youth part of the Lion's Club, since sixth grade. As a service organization, we have sponsored the Haunted Hayride for four years and counting.

Being a part of the Unity Tennis program since seventh grade, I've accomplished personal goals, team goals, and have built excellent sportsmanship and leadership skills. I had the honor of being selected as a team captain for the 2006-2007 tennis season.

I was actively involved with our schools FACT (Fighting Against Corporate Tobacco) organization. In addition, I was the president of our school group, and a member on the Wisconsin State board.

Finding time to help with my Church's Caravan program, teaching the preschool through first grade has been very rewarding. Since I am going in to the medical field for pediatrics, this is a great program to work with.

The opportunity to go to school is a great way to gain more knowledge, to give back to the community, and to enter a new journey in my life. It is so exciting to be at this point in my life!

Paige's father, Jim, is an employee of Lakeville Liquor.



Becky Anderson

Throughout high school, honestly I never really applied myself. I usually made it on the B-honor roll without even trying. I was bored in a lot of the classes I was taking, and didn't think they challenged me enough academically. That is why my senior year I decided to go PSEO.

I began attending a technical college in my hometown. My very first semester I ended up getting a 3.69 GPA, making it on the dean's list. Last spring I graduated from there with a certificate in American Sign Language. It is a two-year course, but I completed it in only a year.

St. Cloud State University is a wonderful school. It has a wide variety of courses I can take and that I am

interested in. It also gives me an opportunity to experience a study-abroad program, which could be a great opportunity to learn about other cultures overseas. Also, SCSU has many extracurricular activities and organizations.

I plan on acquiring my bachelor's degree in communication studies.

Becky's mother, Julie, is an employee of Voyageur Bottle Shop in Pine City.



Larissa Frolik

I see my future as accomplishing many things, as I set my goals high. Plus, I plan to stay focused on my dreams.

Soccer is my favorite sport to play. I see myself playing for a four-year college, working hard on my skills and being one of the starters on the team by the time I'm a sophomore. Maybe some day I'll be a coach for a youth soccer team around the area while I'm in college, and after college.

I really haven't decided on what I would like to study in college. I have thought about a few different careers. I know it would be something to do with kids. I love working at the day care center, so I thought about teaching the young kids in Early Childhood Education, or possibly in Kindergarten and 1st or 2nd grades. I also thought

about working with the older children who have problems with drugs and alcohol, maybe as a councilor or a probation officer.

When I figure out what my career of choice will be, I will study hard to graduate from college - then search where I would like to settle down with my first job as a professional in my career. I know it will be a long and hard search to find my first job. But, I know I'll find the job that will be right for me.

It's hard to look any further into my future, but I know whatever I dream, it's up to me to make it come true.

Larissa's father Steve is manager of Sherburn Liquor.



Andrew Grausam

Holy Angels High School has been great to me academically. I have been pushed and challenged in my studies and I have responded with consistent grades in the A's and B's, honors or high honors, and a GPA around 3.6.

I came to Holy Angels as a ninth grader and ready for a challenge. In the fall I played ninth grade football, which was the only sport I played that year. However, I kept my grades up and took the basic course of studies; Religion, English 9, World History, German I, Algebra I, Earth Science, and electives in physical education, fine arts (Intro to Photography), and computer science.

In tenth grade I did not play any sports, instead I devoted my time to studies. I heard stories that sophomores

like to slack off and that consequently hurt them in getting accepted to college. I did not want that to happen so I plugged away. Again I took the basic courses; English 10, Geometry, German II, Religion, Biology, Health, and electives in fine arts (Intro to Ceramics), physical education (Team Sports, Training I), and social studies (20th Century World Studies).

In eleventh grade I was on the football team that made it to the class 4A State Championship game. I was strong in my studies, again, and I took an advanced class for the first time. My courses were English 11, German III, Religion, Algebra II, Advanced Placement United States History, Chemistry, and an elective in fine arts (Studio Ceramics). I took the AP United States History AP exam and received a four out of five on it. I also took the ACT exam twice and received a 23 and 24 respectively. I also earned High Honors for the second and third trimesters.

In twelfth grade I participated in Knowledge Bowl. I had more fun doing Knowledge Bowl than I did participating in football. My courses drastically increased in challenge because I took three advanced classes for first and second tri and two for third tri. My courses were English 12, Pre Calc, Advanced German IV, AP United States Government, Advanced

Ethics and Morality, Physics, and Paul/New Testament Scripture.

Through out my four years of high school, I have been a Boy Scout and last summer I passed my board of review and earned the rank of Eagle Scout.

My education continues at St. John's University. I have wanted to go to SJU for as long as I can remember. I do not know what I want to major in, but I have a list of possible choices including, political science, environmental sciences, business/marketing, or history.

The one thing that remains certain to me, is that I want to become a professional bass angler on the B.A.S.S circuit. Fishing is my passion, and hopefully it will become my job. Most anglers have majored in environmental sciences, so that is a big reason why I would want to do so too. Also, many anglers make a lot of money from sponsors, and how well they market their sponsor's products. That is why I would want to major in business/marketing. It would give me a jump start in the circuit.

As for activities at SJU, I hope to participate in intramural sports and maybe join the "Rat Pack."

Andrew's father Steve is manager of Edina Liquor.

(Continued on page 9)

Maintain A Positive Attitude

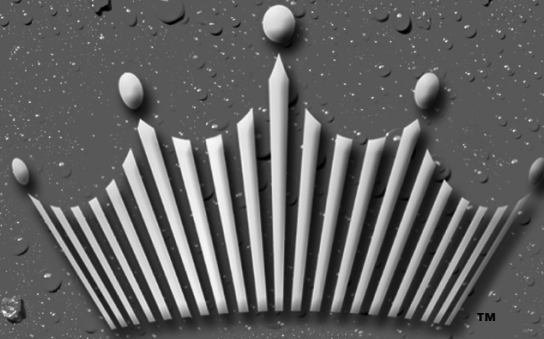
We all carry emotional baggage.

Face it: Everyone has problems. If you think yours are worse than those of other people, you are looking at your situation only from your own perspective.

Make a conscious effort to leave your emotional baggage outside the office door. Never make your customers and co-workers suffer because you have a problem.

Besides, putting your problems aside for a few hours may help. You might be able to look at things from a different perspective and maintain a positive attitude at work.

It is all in your presentation. ALL!!



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More MMBA Scholarship Winners!!



Kim Kolstad

I had a very busy high school career. I was involved in concert choir (the top choir in our school marching band/ color guard, and have participated in the annual fall musical.

I was also involved in yearbook and TARGET. TARGET is a student run organization where you pledge to be drug and alcohol free during high school. We also would go around our local community and participate in different community service activities.

To graduate from my high school, all students were required to complete 16 hours of community service. I have well surpassed that requirement. I have trick or canned for National Honor Society, caroled for cans to benefit our local food shelf, volunteered at our church festival as well as taught vacation bible school. I also had a part - time job as a junior in high school at a local grocery store.

This fall, I will be attending the College of St. Benedict in Collegetown, MN. I plan to major in the vocal performance area of music, at the College of St. Benedict, in Collegetown, Minnesota. I would also like to minor in Spanish. St. Ben's is such an amazing school. They have a black box theater, and all of the things I want to be involved with - from

choirs to theater productions. It is an amazing school! I also will be doing work-study while I am enrolled there. I will be working up to 10 hours a week.

Kim's mother Lori is an employee of Rogers Liquor.



Ross Okins

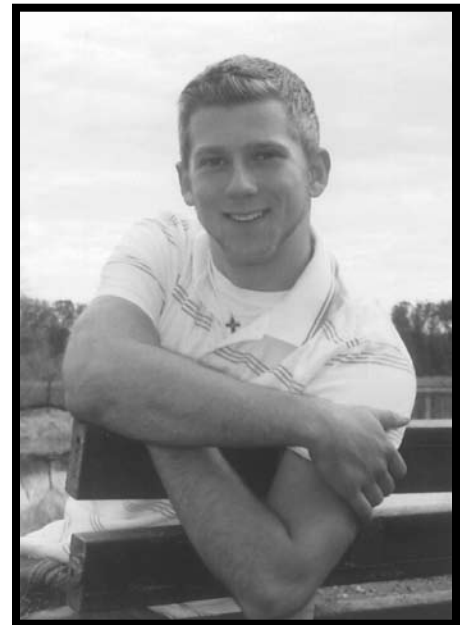
Throughout my high school career I have always put my heart into everything I took part in.

I was a hard working student who was always eager to learn. I made sure my assignments were turned in on-time, and they were thoroughly completed. In addition, teachers told me they appreciated my very neat handwriting. I also tried to support and encourage my classmates whenever possible.

I am undecided in which field I would like to study at Ridgewater College in Hutchinson, Minnesota. However, my interests include Marketing, Journalism and Graphic Design.

I look forward to the upcoming four years of my education. I am committed to maintaining my work ethic and becoming a successful member of the working community.

Ross's father Mike is manager of Olivia Liquor



Jacob Peterson

In high school, I was an active participant in many athletic activities like varsity football, BAC basketball, co-ed soccer, rock climbing, and weight training. I was also involved in Fellowship of Christian Athletes (FCA) and my church youth group.

Academically, I took honors classes such as, college in the schools classes, PSEO, and AP classes. I had a very rigorous schedule with all of my studies and church activities, but also worked 30 to 35 hours a week for two different families as a nanny, and at my local Lifetime Fitness.

I greatly enjoyed my senior year and the amazing people that surrounded me. It was such a great time in my life. But, I am now enjoying college at Central Iowa, in Pella, Iowa. Even though I do not have a plan for a major in college, I am hoping to have a career that involves working with children.

Jacob's father Blair is an employee of Lakeville Liquor.

(Continued on next page)



Still More MMBA Scholarship Winners!!



Hillary Pletta

In my high school career, I have been involved in various activities. I feel these have helped me to become a well-rounded young adult who is ready to move forward in her life.

One thing that I have been very passionate about is my involvement the 4-H program. It is a great opportunity for kids to learn and grow and be exposed to new things all the time. My key area of interest is the horse program. I first enrolled in this program when I was 11 and have been an avid member ever since. As I have grown I have assumed the roles of Junior Leader and mentor for the kids who are new to the area. I have gained a lot of great qualities through 4-H and I am thankful to have had this experience.

I have also been actively involved on the basketball team. I was a varsity player for two consecutive years. In addition to this I was a three-year choir member, and I participated in a Peer Helper program for two years, as well as drama.

I plan on progressing through my education at the University of Minnesota – Winona, and becoming a nurse. I am very excited for my future and I fully intend on making the most of it.

Hillary's mother, Cathy, is manager of Kasson Liquor.



Tanya M. Thoennes

From the time I started, I loved high school. We all remember, seventh grade; junior high school. A little bit scared, but more so excited, just wondering what is going to happen. The very first day you find out how difficult high school can be. Then, you go into the eighth grade, and then things seem a bit easier. Then comes ninth grade ... high school. As an eighth grader you thought ninth grade would be a piece of cake. Not so true. You start to make friends you thought you would never think of talking to. Sometimes you fall into the wrong group. Some may influence your life, and what very often happens is you feel pressured to do things you really don't want to do. That is what can lead you into trouble.

I know I went through all of these paths in high school life. I do believe one of the biggest lessons I've learned is to "expect the unexpected." People always say "Oh, it will never happen to me, I'm too perfect." Well, reality kicks in. Things will always happen, things you don't expect.

I plan to use this lesson in life, all of my life. It will help me, especially at Central Lakes College in Staples, Minnesota, pursuing a career in Photography.

Tanya's mother Lori is Parkers Prairie Liquor manager.



Angela Vetsch

Throughout High School, I was involved in many activities, including: concert band, pep band, marching band, Speech, Drama, One Act Play, Mystery Dinner Theater, Youth Leadership Team, and Girl Scouts.

I joined Speech my senior year, and had a very memorable first season. I took second place at the conference meet in the Informative category. I enjoy acting, and I have been in two Mystery Dinner Theater productions, a Drama Class Fall Play, and the One Act play.

Academics were also important to me during high school. I was recognized for making the A Honor roll for six consecutive years. I have also enjoyed volunteering and helping in the community. I hope to continue volunteering and making a difference.

I plan to study Library Science at the University of Wisconsin Eau Claire. I also want to expand my Spanish language skills and study abroad at some point in my future studies. I would like to minor in Spanish Language. One my goals for during college, is to expand my knowledge of digital photography. I am currently taking a course and would like to work with it more in my future.

Angela's father Marv, is manager of Dassel Liquor.

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Established in August 2004, the mission of the MIIMA is to strengthen the image and visibility of independent, Minnesota-based ice manufacturers. To accomplish this, MIIMA members have teamed together to offer excellent products and service to Minnesota customers. By working in partnership to support one another's business – be it referrals, working together to service an outlying account and a multitude of other ways the members support one another – it's all about the parts

coming together to strengthen the whole.

The ultimate goal of the MIIMA is to gain a stronger presence, gain a greater market share in the state and convert Minnesota into a state that supports its own so that ultimately, ice customers will think "MIIMA" when they think of purchasing ice.

And, customers will also think top quality. One MIIMA member, in fact, was recently recognized by the IPIA (International Packaged Ice Association). Ace Ice of Minneapolis received a special honor as only one of seven ice plants in the United States to exceed the PIQCS (Packaged Ice Quality Control Standards) Plus standards set forth by the IPIA for top-quality operating cleanliness.

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Get Real With Your Attitude

- ❖ How many games (service and sales opportunities) are you losing because you have the attitude of a loser?
- ❖ How are you serving others in a friendly, positive way to create a winning atmosphere for your facility, your customers, and especially YOU?
- ❖ How many short shots are you missing because you are not concentrating on the fundamentals of the game?

Concentrate on the fundamentals. Ninety-nine percent of all success is achieved that way!

Checking The Competition

According to Bob Johnson of the Beverage Management Institute in Clearwater, South Carolina, the best time to check out how your competition is really doing is on Monday, Tuesday, and Wednesday.

"Most bars are making it on Friday and Saturday, unless they have a special during the week," says Johnson.

Just Do It – Part One

Getting Employees to Do the Things You Want Them to Do

By 2008 MMBA Conference Presenter,
Tom Shay

You will probably remember the title of this article as being the slogan used by Nike for their commercials for several years. In addition to seeing it on television, you would have seen the slogan on much of the clothing that Nike produced. It is however, not where the slogan began. Think back to your childhood and remember what Mom always said, “You don’t need to know why. I am the Mom, and I said, just do it!”

While it may have worked for Mom, and it definitely made a lot of money for Nike, it will not work in your business as a motivational tool for your employees. Of course, if you have been in business for a number of years, you have already found this to be true. Perhaps, you would like to know why it does not work. And more importantly, perhaps you would like to know what does work.

From the many years this writer owned and managed a family business, I remember a piece of paper that was taped to the wall next to my desk. It was a small bit of information from a book by Ferdinand F. Fournies. The title of the book was, “Why employees don’t do what they are supposed to do, and what to do about it.”

All the paper had on it were the headings for each of the chapters of the book, but as I had read the book, that paper served as a reminder each time I spoke to an employee to discuss a job assignment. Again from my experiences, I was amazed at how simple each of Fournies points were, and how correct Fournies was.

In this column, and for the following column, we are going to discuss most of the ideas that Fournies shared. I invite you to take each of these articles,

highlight the various points, and tape them to the wall next to your desk. I trust you will be impressed by how well these ideas can work for you.

Reason #1: They do not know why they should do it. Again, Mom’s reason does not work here. More importantly, if you take the attitude that people want to contribute to your business, you will most likely find that they want to do so. Explaining to an employee that accessories are put next to the key item to increase add on sales can lead to an employee becoming creative in building an attractive display. And if your employees are on an incentive pay program, everyone wins.

Reason #2: They do not know how to do it. Too often we tell an employee to greet every customer. And they do so with a, “Can I help you?” This is fine if you like being a mediocre business. But if you want to increase sales, and have knowledgeable employees, you need to have staff meetings where employees are educated as to how to better perform their jobs.

Reason #3: They do not know what they are supposed to do. Ever walk into a business and see employees standing around? Or worse yet, walk into the business and have to interrupt an employee who is sweeping the floor to ask them to wait on you? These are the two classic examples of employees who do not have simple and easy to follow job descriptions.

Your job description does not need to be three pages long. It can easily be a list of 5 to 10 items, with the number one item being the top priority item, and the last item having the least priority.

Reason #4 & #5: They think your way will not work. They think their way is better. These two reasons are classic examples of an employee having a lack of confidence in their manager or owner. This lack of confidence comes from a communication problem which too often begins with an owner or

manager who, in words or actions, is telling employees their way is right because they are the boss. Asking an employee, “What do you think?”, can be one of the best team building questions the boss could possibly utilize.

Reason #6: They think something else is more important. This goes back to the job description situation. In my seminar presentations, I tell the audience that I think I could visit their business and determine their best staff members within 30 minutes. The technique is to ask the manager and each of the staff members to provide a written list, in the sequence of priority, naming their most important assignment through their least important job assignment.

When each of the staff members’ list is compared with the list given by the

(Continued on page 17)

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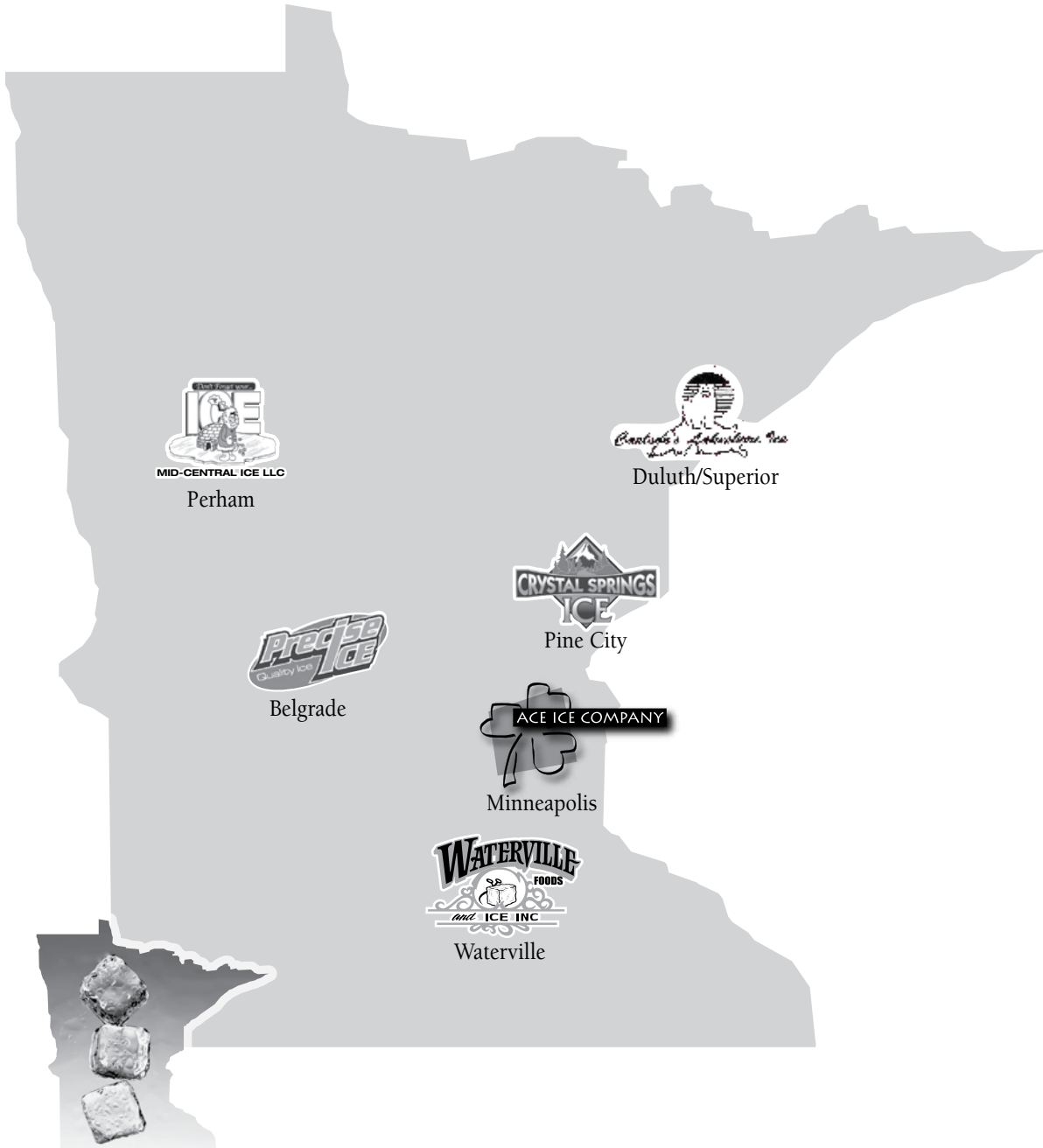
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JUST DO IT

(Continued from page 14)

manager, it will be easy to determine who the manager thinks is the best as the staff member's list will most closely match the list of the manager. Again, staff meetings being held to "resequence" the priority list, will solve the sixth reason.

Reason #7: There is no positive consequence for them for doing it.

Most businesses are paying employees an hourly rate. And when the job is done correctly, there may be little more than a "thank you" if even that. This is not to say with each completed task, you need to give a financial reward. But, giving recognition in front of their fellow staff members and having semi-annual job reviews provide this

positive reward for a job well done. In next month's list of reasons, we will discuss the reverse situation. As you will see, when the consequences are the same no matter what, the will to excel can quickly die.

Reason #8: They think they are doing it. How many times has a manager given someone an assignment, and then left them completely alone to perform the task? In many situations, a visit by the manager to review the job, even ten minutes into the effort, can provide the necessary corrective information to get the task completed on time and correctly.

Imagine how discouraged the staff member would be as they are announcing their completed task, only to hear the manager or owner say how

wrong the entire effort is. It is that occasional checking in by the manager, and the "atta-boy" that can make a difference.

So far, we have covered eight reasons as to why employees do and don't do what they are supposed to do. And as Ed McMahon used to say in his comedy book review routine with Johnny Carson, "You would think with all that information, we have covered every possible situation that could occur with regard to employee management."

Not so, my friends and readers.. See your next issue, with the second half of "Just do it - why employees don't do what they are supposed to do, and what to do about it."

Books for our Business

What do we as
municipal liquor stores sell?
The simple answer would be
Wine, Liquor & Beer.

So why do we end up with
thousands of different sizes and
types?

The truth of the matter is we sell
"Brand names".

The book I offer in this issue is by
Al & Laura Ries called
"The Origin of Brands".

I have always been
a fan of books that
take ancient theory
and overlays it with
current business
ideas. Al & Laura
have taken Charles
Darwin's theory of
the "Tree of Life"

and substituted product brand names
for evolutionary animals, then show
us how we can learn from the
successful brand names that have
evolved and grown huge over time,
as well as what we can learn from
the failures.



As you read through this book, you
will see how brand names like Coke
& Microsoft developed into the
powerhouses that now exist. Another
very important set of laws this book
concentrates on is "Convergence vs.
Divergence".

You might ask how this applies to
our industry. Well ask yourself this
question, In our retail environment
convergence would mean we take
grocery, liquor, electronics, guns,
books & clothing and put them
under 1 roof and have 1 stock person
fill the shelf and have 1 cashier ring
it all up. The idea of divergence is
keeping these retail sectors separate.

Look at the concept this way. How
many people have cameras on their
cell phones? My guess is many. It's
hard to buy a cell phone these days
without a camera. This is an
example of electronic convergence.
So why would I say divergence is
better? Well the people who have
those camera phones realize that
they don't take a real good picture,
especially when you compare it to a
nice Cannon 7 or 8 megapixel
camera. So the clear winner in the

quality debate is divergence-even
though some may argue the
convenience factor with
convergence, you will never have
the quality you will find with the
divergence concept.

So when we look at this battle
between convergence and
divergence and compare the current
legislation to allow wine in grocery,
we can come to a few conclusions.
The person stocking and ringing up
Cheerios and pork chops might not
realize the differences between a
New Zealand Pinot Noir and an
Alexander Valley Cabernet or
appreciate the celebration of the
Nouvoes this time of year.

So ask yourself, do you buy a nice
Porterhouse at the gas station? Do
you prefer convenience or quality?

Read it, enjoy it, and please let me
know what you think of the book
selections.

tagnes@ci.brooklyn-center.mn.us

Tom Agnes
BC Liquors

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