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Bourbon: America's Native Spirit

Municipal Liquor Store Box 32966 Minneapolis, MN 55432

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On The Cover

The U.S. Senate declared, by unanimous vote, last September as "National Bourbon Heritage Month." This resolution reinforced bourbon as "America's Native Spirit" by celebrating the family heritage, tradition and deep-rooted legacy that the bourbon industry contributes to the United States. The resolution also called for consumers who enjoy bourbon to do so responsibly and in moderation.

For more on the resolution see page 10.













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MMBA President's Message



Gary Buysse President

Ask and it shall be given

When I tell people I manage a municipal liquor department, the reactions I receive are very diverse. Most express amazement over the existence of municipal liquor, many tell me they believe our prices are high, and a few question the rationale of government and enterprise funds. In addition, a very small minority ask, "What is the difference between private and municipal liquor?"

As you all know the primary philosophical difference between private and municipal liquor involves controlling the dispensation of beverage alcohol within our communities, and the profits being utilized by the cities we serve. The emphasis placed on profits varies throughout our member cities, but there is no question these revenues are becoming increasingly important as our city councils attempt to retain municipal service levels without levy increases.

The primary operational difference that separates us from the private sector, is our willingness to share information. Our unique organizational structure promotes information sharing on any operational or political issue.

Many of our managers with new stores or new remodels are willing to allow complete access to other managers looking for direction in their impending projects. In fact, member cities have even shared architectural drawings! In addition, I frequently receive calls from member cities looking for specific spirits or wines.

A variety of information is available through our Email blast list. All you need to do is direct your questions to Paul! He can be reached at kaspszak@visi.com.

Furthermore, all MMBA directors are willing to assist you in answering any

of your questions. Your directors have many years of experience, both off-sale and combination. They will also assist you in finding a resource if an answer is not readily available.

Bottom Line: Our members are our most valuable resource.

The dumbest people I know are those who know it all. Malcom Forbes



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Marketing Techniques: Then and Now

Editor's Note: In the last issue, I brought up the phrase, "We live in a world of cycles" – meaning issues of the past often re-surface in the present. The following speech was made in 1978 by then MMBA president Alec Parkin, at a League of Minnesota Cities Mini-Convention.

While some of the details of his speech have changed over the years, the concepts he addresses remain an issue today in some cities. It is also important to note many of these issues also occur in the private sector. However, municipal liquor operations have developed a culture of addressing these concerns head on.

The League staff asked me again this year to participate on this panel and gear my remarks to Marketing Techniques. I don't consider myself an expert; that is, that I have all of the answers to your problems, but I do have 27 years experience behind me as a Municipal Liquor Store employee. I managed combination outlets for many years, but have spent the past ten years mainly operating package stores.

You should be aware that since repeal of fair trade some years back, the profit picture has changed dramatically, as has the method in which we operate our liquor stores. It happens to be a fact, ladies and gentlemen, that there are still Municipal Liquor Stores in this state that are still operating exactly the way they did some 20 years ago. There are city councils that will not leave enough money in the Liquor Fund in order for the Manager to buy sufficient inventory when the time is right. There are managers that will not carry a proper inventory, even if the funds are available.

I recently, by the request of a city council, went out to make an analysis of their liquor operation, which had been failing badly for the past several years, and was in fact, on the verge of going broke. After spending 20 minutes in the store, I could easily see why. This store was actually operating 30 years behind the times and was the poorest excuse for a package store, in this day and age, I have ever seen.

This store, just outside the metropolitan area, believe it or not, carried only 4 different brands of 12 packs of beer, 6 brands of six packs and six brands of case beer. They had a beautiful new walk-in cooler, but just didn't want to expand the selection.

The liquor selection wasn't much better. Dozens of fast selling, nationally advertised brands and sizes were absent from the shelves and many of the brands being carried were nearly depleted. I found brands on the shelves that had been discontinued by the wholesalers as long as five years ago. Labels were old, dirty and even part missing, but there they sat, gathering dust at the old fair trade price.

The wine selection was almost nil. They carried Mogen David, Port, Muscatel, two Vermouths, two types of Champagne and a few assorted dry wines. It was a complete disaster!

During the hour I spent in the store, there were four customers who walked out because they did not carry the popular products they wanted.

This store today, under new managment, is doing a terrific business. The location was excellent, the potential was there. So was complacency - the manager simply did not want to change or keep up with the times. It is against my nature to criticize other people or the way they operate their stores, however, the store I mentioned here, I hope, was an isolated case.

A municipal liquor store is in your community to control the sale of liquor, to make a profit for your city and to make available to the consumer the products he desires to purchase. The purchaser believes he will get satisfaction from the exchange of his dollars for the store's goods. This means the person must believe he will derive more satisfaction from purchasing the liquor than he will from keeping the money. Now, to carry this one step further, he believes he will receive more satisfaction from exchanging his dollars at your location than at any other for the same product. Since you are in competition, not only with other municipal stores in the same area, but with private as well, the level of satisfaction must be greater when he does business with you.

I don't care where you're located, whether it's in the metropolitan area, Bird Island, or Tim-Buck-Too, you have to create a clean, pleasant and enjoyable atmosphere in your store, that is going to attract the consumer to your place of business rather than your competitors. Once that customer is in the store, then it's up to the manager to satisfy not only his needs by making sure you carry the brands and sizes he wants, but to suggest other items that he might be in need of. If a person buys gin, suggest that he might need Vermouth or mix or ice. Always without pressure; try to make that extra sale. At any rate, when that customer leaves your store with what he came in for, at a favorable price and was treated with courtesy and respect - then that customer is going to come back. If you didn't have what he wanted, and had a negative attitude toward that person, chances are that you'll never see him in your store again.

This is where I'd like to talk briefly about the public relations aspect of your liquor store. This is one of the most important parts of any business, and I'm sure all of you have at one time or another, been in a business place where you weren't treated the way you felt you should have been. Chances are that you resented that fact and probably never went back again. It takes effort on the part of the employee, but it's a must, that each customer that walks thru your doors is greeted with a warm, friendly and sincere greeting. If that customer is known by name he should be greeted by his name. Everyone likes to be recognized and it makes him feel good when he is. It's so much easier to smile at a person and be pleasant, than it is to frown and have a negative attitude.

I just can't stress enough how important it is to your business to treat every customer with every bit of respect and courtesy you can master. Also most important - when that customer leaves your store, be absolutely sure to offer a sincere "thank-you" and offer him a pleasant day. Always treat other people like you prefer to be treated.

Municipal liquor stores out-state are sometimes the only store for several miles around, so a lot of times the attitude is; they can either buy what we have on hand, or go somewhere else. This is exactly the reason many small stores are in trouble or have already closed their doors. Times have changed and those that haven't changed with them and kept pace with today's wants and needs are going to be out of business.

Wine sales in Minnesota have increased something like 400% in the past six years and this is your big profit item. Have the wine sales in your stores shown anywhere near that increase???? If they haven't, then ask yourself why? Chances are, when the salesman offers you a new product, you tell him you don't have room for any more wines.

It's true that none of us can carry all of the new products offered, but if that item is going to be highly advertised on radio or television, then you can bet your butt that item is going to sell.

I'm firmly convinced that if someone advertised cow dung on TV, it's going to sell. When the consumer sees something advertised that looks pleasant and delicious, he's going to be in your store asking for it.

If you haven't got room, MAKE ROOM. Cut down on your facings on other items, or get rid of dogs that aren't selling. Why tie up your money and space in inventory that is collecting dust on your shelves? Get rid of slow movers and try the new ones. I don't care how crowded your store seems, there's always room for more. Remember, if you don't have the selection your customer wants, you've lost him! Why not take a drive around and look at other liquor stores that are successful - maybe you'll see where you're missing the boat - don't wait too long or your boat might sink. Remember, he who hesitates is lost.

I'd like to make one more point, and that is concerning prices and what should your mark-up be. Some years back when fair trade was on, all we had to do was to look in the Beverage Journal each month, and that told us exactly what we should sell our product for. Well, there is noone to publicize our prices anymore, we have to figure them out ourselves. For the life of me, I don't know how some stores figure their percentages of mark-up. I have actually visited some of your stores and found three different brands of Canadian Whiskey, in quart sizes, that cost exactly the same price per bottle, yet prices will vary from \$5.69 to \$6.50. They were

not on special, they were all bought at the same time, yet three different prices. It just doesn't make sense!

I can't tell anyone what kind of a mark up they should use, but I can tell you this, that we cannot and very likely never will again, make the profit we did when fair trade was here. There are different factors involved in your various operations such as freight rates, rent, wages, insurance, etc., so you have to decide what kind of profit you must have, and go from there.

I have taken a number of surveys of municipal stores in the suburban areas and their percentages seem to run pretty much the same. The majority of the stores surveyed start with the **net** bottle cost, before the discount is taken for prompt payment, which is usually 2% within 7 days. Liquor is generally marked up 25% - Cordials from 30 to 35 percent - Wine 50% and beer, 25% on returnables and 30% on non-returnables. I'll repeat those mark-ups for you in case you wish to make a note of them - I realize that many of you that are in the outlying areas, pay some ridiculous freight rates, so you will probably want to add those onto your retail prices after you figure your percentage on markup. You certainly can't be expected to absorb them. It would be too costly.

I'm afraid, I've rambled on here longer than I should have, but I hope that what I've said here may have been some help to you. If there is time, I would be happy to answer any questions if I can - if not, I will be available when this workshop adjourns. Thank you.

Missing Two Footers?

By Jeffrey Gitomer

In 1960, at age 14, I met a college basketball coach on the court and asked him for his best, niftiest pointer. He took the ball, walked under the basket, and shot an easy lay-up.

"See that shot?" he said gruffly. "Ninety-nine percent of all basketball games are won with that shot. Don't miss it." And he walked away.

I felt cheated that day. But, 20 years later, I realized it was the best business lesson I ever got.

The science of serving and selling in business has nothing to do with nuclear physics or brain surgery. It's about asking questions, helping others, and believing in yourself, your product, and your company. It's about establishing long-term relationships, and having fun. It's all fundamentals.

You don't need to be a professional ballplayer. You just need to know how to shoot lay-ups and NOT MISS THEM.

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Wine Tasting Laws

At the recent MMBA Regional Meetings, several attendees requested the following information regarding Wine Tastings.

340A.419 WINE TASTINGS CONDUCTED BY EXCLUSIVE LIQUOR STORE.

Subdivision 1. **Definition.** For purposes of this section, a "wine tasting" is an event of not more than four hours' duration at which persons pay a fee to participate and are allowed to consume wine by the glass without paying a separate charge for each glass.

Subd. 2. Tastings. (a) Notwithstanding any other law, an exclusive liquor store may conduct a wine tasting on the premises of a holder of an on-sale intoxicating liquor license that is not a temporary license if the exclusive liquor store complies with this section.

(b) No wine at a wine tasting under this section may be sold for offpremises consumption. A participant in the tasting may fill out a form indicating preferences for wine. The form may be held on the premises of the exclusive liquor store to assist the participant in making an off-sale purchase at a later date.

(c) Notwithstanding any other law, an exclusive liquor store may purchase or otherwise obtain wine for a wine tasting conducted under this section from a wholesaler licensed to sell wine. The wholesaler may sell or give wine to an exclusive liquor store for a wine tasting conducted under this section and may provide personnel to assist in the wine tasting.

(d) An exclusive liquor store that conducts a wine tasting under this section must use any fees collected from participants in the tasting only to defray the cost of conducting the tasting.

340A.418 WINE TASTINGS.

Subdivision 1. **Definition.** For purposes of this section, a "wine tasting" is an event at which persons pay a fee or donation to participate, and are allowed to consume wine by the glass without paying a separate charge for each glass.

Subd. 2. Tastings authorized. (a) A charitable, religious, or other nonprofit organization may conduct a wine tasting of not more than four hours duration on premises the organization owns or leases or has use donated to it, or on the licensed premises of a holder of an on-sale intoxicating liquor license that is not a temporary license, if the organization holds a temporary on-sale intoxicating liquor license under section 340A.404, subdivision 10, and complies with this section. An organization holding a temporary license may be assisted in conducting the wine tasting by another nonprofit organization.

(b) An organization that conducts a wine tasting under this section may use the net proceeds from the wine tasting only for:

(1) the organization's primary nonprofit purpose; or

(2) donation to another nonprofit organization assisting in the wine tasting, if the other nonprofit organization uses the donation only for that organization's primary nonprofit purpose.

(c) No wine at a wine tasting under this section may be sold, or orders taken, for off-premises consumption.

(d) Notwithstanding any other law, an organization may purchase or otherwise obtain wine for a wine tasting conducted under this section from a wholesaler licensed to sell wine, and the wholesaler may sell or give wine to an organization for a wine tasting conducted under this section and may provide personnel to assist in the wine tasting. A wholesaler who sells or gives wine to an organization for a wine tasting under this section must deliver the wine directly to the location where the wine tasting is conducted.

(e) This section does not prohibit or restrict a wine tasting that is:

(1) located on on-sale premises where no charitable organization is participating; or

(2) located on on-sale premises where the proceeds are for a designated charity but where the tasting is primarily for educational purposes.

(f) The four-hour limitation specified in paragraph (a) shall not apply to a wine tasting at a convention of fine wine and gourmet food exhibitors, provided the convention has at least 100 exhibitors and takes place over not more than three days.

<u>Emphasize</u> <u>People</u>

The best way to motivate employees with non-monetary rewards is to emphasize PEOPLE.

When you recognize employees with praise, ceremonies, or perks, do so in ways that involve their peers.

People rarely succeed alone – and they rarely want to celebrate their achievements that way.

Bourbon: America's Native Spirit

Beam Global Spirits & Wine, Inc., the world's number one bourbon producer, proudly applauds that the U.S. Senate declared, by unanimous vote, last September as "National Bourbon Heritage Month." This resolution reinforced bourbon as "America's Native Spirit" by celebrating the family heritage, tradition and deep-rooted legacy that the bourbon industry contributes to the United States. The resolution called for consumers who enjoy bourbon to do so responsibly and in moderation.

Specifically, the resolution stated:

Whereas Congress declared bourbon as "America's Native Spirit" in 1964, making it the only spirit distinctive to the United States;

Whereas the history of bourbonmaking is interwoven with the history of the United States, from the first settlers of Kentucky in the 1700s, who began the bourbon-making process, to the 2,000 families and farmers distilling bourbon in Kentucky by the 1800s;

Whereas bourbon has been used as a form of currency;

Whereas generations have continued the heritage and tradition of the bourbon-making process, unchanged from the process used by their ancestors centuries before;

Whereas individual recipes for bourbon call for natural ingredients, unitizing the local Kentucky farming community and leading to continued economic development for the Commonwealth of Kentucky;

Whereas generations of people in the United States have traveled to Kentucky to experience the family heritage, tradition, and deep-rooted legacy that the Commonwealth contributes to the United States; Whereas each year during September visitors from over 13 countries attend a Kentucky-inspired commemoration to celebrate the history of the Commonwealth, the distilleries, and bourbon;

Whereas people who enjoy bourbon should do so responsibly and in moderation; and

Whereas members of the beverage alcohol industry should continue efforts to promote responsible consumption and to eliminate drunk driving and underage drinking: Now, therefore, be it Resolved, That the Senate:

- 1) designates September 2007 as "National Bourbon Heritage Month";
- 2) recognizes bourbon as "America's Native Spirit" and reinforces its heritage and tradition and its place in the history of the United States; and
- 3) recognizes the contributions of the Commonwealth of Kentucky to the culture of the United States.

"This is a great honor the U.S. Senate bestowed upon the bourbon industry," said Bill Samuels Jr., president of Maker's Mark Distillery. "The tradition of family heritage, authenticity and craftsmanship behind bourbon is what has made it an American Icon."

"This recognition was a long time coming...my great-grand-daddy would be proud," said Fred Booker Noe III, seventh-generation Jim Beam family member and native of Bardstown, Ky. "The U.S. Senate recognized bourbon's unique place in American history."

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Bourbon is America's Native Spirit

As America's only indigenous spirit, bourbon was recognized in 1964 by an act of Congress when it declared bourbon "America's Native Spirit." "The bourbon industry is a source of pride for Kentucky and its Heritage and has served as a major part of the Commonwealth's economy for over 200 years," said U.S. Senator Jim Bunning.

"Earlier this year, Beam Global declared 2007 as the 'Year of Bourbon' because of the significant growth numbers and popularity in the category," said Jim Clerkin, president, Beam Global Spirits & Wine, North America. "The dedication of an entire month in celebration of bourbon heritage was a significant milestone for the entire bourbon industry, bourbon lovers and our company," added Clerkin.

The Bourbon Category is Growing

Bourbon consumption is surging, particularly the interest and demand for high-end, super-premium and ultrapremium small batch bourbons. In fact, the global bourbon market grew by three percent in 2006*. In the United States, since 2003, high-end bourbons have seen revenue grow from \$450 million to over \$500 million, some 2.2 million cases, according to DISCUS, the Distilled Spirits Council of the United States. High-end bourbon sales accounted for eight percent of total spirits growth in 2006.

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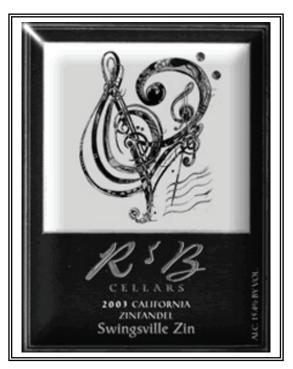
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Recognize What Turns Off Your Customer

By Paul R. Timm, Ph.D. 50 Powerful Ideas You Can Use to Keep Your Customers

Research in customer service repeatedly indicates that 60-70 percent of lost customers leave because of problems other than product quality or price. They get frustrated by the experience of doing business with the company. They feel they are not valued.

Get a few people together and ask them to describe some pet peeves about their experiences as customers and you get some very emotional reactions. Everyone can recall situations where they were treated poorly, inconvenienced, or bought products that just didn't measure up.

THREE CATEGORIES OF CUSTOMER TURNOFFS

The *customer turnoffs* that trigger negative emotions and cause dissatisfaction arise from three categories: *value, systems and people.*

Value Turnoffs

Customers are turned off when they receive poor value from a shoddy product or sloppy work.

Value is defined as *quality relative to price paid*.

If you purchase an inexpensive, throwaway item at a discount store – say a 79-cent pen – you may not be upset if it doesn't last vey long. But buy a \$79 fountain pen that leaks in your shirt pocket and you are furious.

The purchase of an automobile, appliance, or professional service that quits working or fails to meet our needs, will create a value turnoff.

Systems Turnoffs

The term systems is used to describe any process, procedure, or policy used to "deliver" the product or service to the customer.

Systems are the way we get the value to the customer, including such things as:

- Employee training and staffing
- Facility location, layout and parking facilities, and phone lines
- Record keeping (including computer systems for handling customer transactions)
- Policies regarding guarantees, returns, and so forth
- Delivery or pick-up services
- Marketing and sales policies
- Customer follow-up procedures, and so on

When a company does a poor job in any of these system areas, it creates unhappy customers.

People Turnoffs

People turnoffs arise when employees fail to communicate well, both verbally (with words) and non-verbally (without words).

Some examples of people turnoffs are:

- Failure to greet or even smile at a customer
- Inaccurate information given, or lack of knowledge conveyed
- Talking to another employee, or allowing telephone interruptions while ignoring a customer
- Rude or uncaring attitude
- High-pressure sales tactics
- Inappropriate, dirty, or sloppy appearance (of the employee or the work location)
- Any communicated message that causes the customer to feel uncomfortable

It ain't the rain, the snow, the boss, the competition, the spouse, the money, the car, the job or the kids – IT'S YOU!! AND IT ALWAYS HAS BEEN.

How To Get The Most From Your Employees

Getting the most out of employees begins with hiring the best people you can afford and.....

- Training them properly
- Providing the equipment and work spaces they need to do their jobs well
- Letting them know you care about how things are done and are aware of what happens
- Soliciting ideas for improvement and making them aware they are important to the organization
- Supervising them carefully

Bottom Line: Get Rid Of Roque Employees!

By Jerry R. Wilson 151 Quick Ideas to Get New Customers

Not every person is cut out to help you gain new customers. You've been told before and you'll hear it again, "hire for attitude and train for aptitude." The people in your business who meet and greet customers have to do it with a smile. Obtaining and maintaining new customers requires people with a pleasing, positive, and agreeable attitude. Anyone without that mindset needs to leave your business!!!

When an Illinois farm implement dealership confronted the fact their parts manager was a walking

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encyclopedia for tractors, combines, and implement equipment, they also had to admit he was the most cantankerous guy east of the Rocky Mountains. He constantly aggravated fellow employees and drove away customers.

They had to debate between the value of his knowledge and his continual conflicts with customers.

They finally reached a decision and had to invite him to pursue other employment.

Immediately after this problem employee left, many prospects returned to the company and became customers. It seems he had alienated a great number of people over the years, and they had begun to avoid this dealership. However, once he was gone, things changed and business soon picked up.

<u>BOTTOM LINE:</u> A good manager evaluates the people who are helping him or her to achieve his or her goals. If you have people who are not willing to help obtain and maintain new customers, you need to evaluate whether they should stay in your business.

The only thing worse than allowing a rogue employee to destroy your attempts to get new customers is paying him or her to do it!!!

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I'll Be Right Back

At the recent MMBA Regional Meeting there were requests for cards customers can put next to / under their cocktails while they go outside to smoke. Below are some examples from Rogers Muni.



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Manufacturers Association

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