

THE
MUNICIPAL
LIQUOR STORE

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MINNESOTA MUNICIPAL BEVERAGE ASSOCIATION
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Joel Gott.



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MUNICIPAL LIQUOR STORE

Volume 75, Number 3, 2016

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ON THE COVER

In 2014, the City of Golden Valley gained legislative approval to designate their municipally owned Brookview Golf Course and Lawn Bowling as a municipal liquor operation.

Until then, the city only had private liquor establishments in the community.

Since the designation, the property experienced a staggering 70% increase in revenue between 2014 and 2015.

The full story can be found on page 6.

Since 2014, Duluth, Becker, Inver Grove Heights and St. Cloud have passed similar legislation.

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MMBA President's Message



GARY BUYSSE
President

Don't throw the baby out with the bathwater.

I'm certain that most of you have heard this familiar idiom.

Don't throw the baby out with the bathwater essentially means don't discard something valuable in your eagerness to rid yourself of some useless thing associated with it.

Being careful not to discard the flatware when cleaning the plate comes to mind.

Discarding a municipal enterprise fund due to poor management is another. I have traversed the state visiting municipal liquor stores attempting to assist cities who wish to enhance the profitability of their liquor departments.

Many have smaller markets due to population decline, some have buildings that are falling into disrepair, others are facing new competition and need help retaining and increasing their gross sales.

Some have complacent managers who refuse to change and city officials who refuse to hold these managers accountable for the decline of what may be the city's only enterprise fund.

I have encountered managers who told me they weren't concerned about job loss because they were part of an organized labor group and couldn't be fired. Their job performance improved when the mayor of the community

threatened to close the store.

I have seen managers who ignored recommendations for change because they thought their jobs were safe, only to see the store close instead. Their city officials were unwilling to hold these people accountable, which cost the city its only source of potential revenue.

Some of these stores were allowed to fall into considerable disarray until the choice to close or sell was much easier than it would have been if it appeared there was an opportunity for success.

One of our underperforming stores was recently sold for approximately what it would have made in four years; yes I said underperforming! And yes I also said four years!

We are all stewards of public funds

regardless of our municipal roles. Councilors, administrators, city clerks and liquor store managers are all entrusted to be diligently improving the lives of our citizens by reducing the economic burdens of necessary city services.

This requires education, hard work and the ability to make the hard decisions required to run a successful business.

If your store is not as successful as you feel it should be you should first look to your management. They are responsible for the ultimate success of your enterprise fund.

If they are unwilling or unable to find the answers you require they need to be replaced. You owe it to the rest of your community.

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Brookview Golf Course Increases Revenue with Municipal Liquor

By Amy Felegy

When Brookview Golf Course and Lawn Bowling emerged in the 1920s, few could have imagined its remarkable progress. Today, the Golden Valley establishment is home to a growing supply of liquor available to its customers. But the operation endured an intricate alcohol licensing process to become the Brookview we know today.

In the 1960s, Brookview was a privately owned operation that was far from thriving, and looking to sell. City residents approved a referendum allowing Golden Valley to acquire the area, prompting purchase of the private golf business. Transforming the site into a municipal facility in 1969, the operation was fully serving as an enterprise fund within the city, utilizing a 3.2% liquor license.

In late 2013, the city considered expanding the liquor operation. Ben Disch, Brookview's Golf Operations Manager of eight years, was immensely interested in obtaining a full liquor license.

"Through the years, we toyed with the idea [of] what a liquor license could mean to us. A 3.2% [was] getting harder and harder to provide different options," he said. Disch noted how customers were taking notice to the limited liquor selection, and he sought to provide the amenities they desired.

"I felt strongly a municipal liquor license would help Golden Valley to distinguish itself amongst competitors, remain viable in the market, offer products and services Brookview's customers had come to expect, and increase the profitability of [our] operations," Disch stated. So he set out to do just that.

As Disch examined Minnesota statutes pertaining to liquor licenses, it became apparent this process was not the smooth ride he was anticipating. After continued research, he ultimately

presented three options to city officials: Continue to operate with the 3.2% option, explore the route of contractual catering, or legislate their way into obtaining a full municipal liquor license. Despite the convenience of an agreement with a catering company, pursuing a municipal liquor license aligned best with Brookview's logistic and financial goals. In conjunction with staff, the city management team, and the parks and recreation board, the decision to proceed was obvious.

Brookview pursued special legislation for a provision to attain a municipal liquor license. After close to eighteen months of research, Disch and his advocates were ready to propose their unique motion to the state capitol in the 2014 legislative session.

In June of 2014, a few weeks after the legislative proposal was heard, news of the approval came flooding in. "It was a phenomenal moment. [There were] a lot of high fives and happiness running around here," Disch said.

Becoming a municipal liquor operation meant major renovations for Brookview and its staff. Disch acknowledged the possibility of increased problems with intoxicated customers, complexities related to storage and ordering processes, a shift in inventory procedures, and a significant increase in staff training. With a wider variety of attainable drinks than the 3.2% license offered, the staff at Brookview immersed into a new territory of liquor procedures.

Entering the liquor business with about ten selections of alcohol available, choices were limited. Today, with the municipal license in place, options are continually increasing. Now able to serve mixed drinks, strong beer, wine, specialty cocktails, seasonal and craft beer, Disch acknowledges what leverage the municipal liquor authority gave to the operation.

"It really expanded our horizons and opened up all the different brands we can carry. It's been so fun to have all these different options," he said. The arrival of new selections, however, came with massive changes in the operations realm.

Nearly doubling Brookview's food and beverage staffing meant an increase in server and alcohol compliance training. Yet the larger drink selection allowed Brookview to gain traffic in tremendous ways, attracting crowds and yielding far more earnings.

The property experienced a staggering 70% increase in revenue between 2014 and 2015. This increase is a result of beverage sales, yes, but also of accompanying food sales, corporate outings and private rentals. The approaching months foresee a continuation of this success.

"What I see [in] the next couple of years [is] continuing to expand upon the different amenities we offer to the public and really taking advantage of this beautiful property...Our municipal liquor license is crucial to that," Disch said.

With a new building on the horizon, Brookview is developing a new area with a three-story youth center, a year-round restaurant and a 200+ person banquet facility that will benefit from the new license.

"I might have been behind the initial concept and the push for [municipal liquor], but it was a collaboration of some pretty talented, creative and hardworking people... Without the support of those people, there's no way I could've gotten this to go through... I wouldn't change going through the process for a second because it's been such a wonderful experience," he said. Reflecting on Brookview's unimaginable progress in just two short years, Disch reminds us of the power of not just a municipal liquor license, but the capacity of an impassioned idea.

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Saving Money Adds to the Bottom Line

As we are winding down on the busy summer months and looking forward to the holiday season, it is a good time to take a look at some things we all may overlook from time to time.

For example; how we can save money on our day to day operational expenses?

Some everyday items tend to eat away at the bottom line.

One everyday necessity we all need for our operations is electricity.

The electric bill is nearly the same every month, but can be a costly expense!

At the beginning of the year, we had a ballast go out on one of coolers.

This opened the door to ask what was the most cost effective way to fix it.

During this process, our local electric company performed an energy audit on our establishment.

They emphasized LED Lighting and how much we can SAVE!

Switching to LED lighting will pay for its self in 2 years.

In addition, the electric company was offering several rebates to switch, and another company was offering a grant to help cover the transition expenses.

Consequently, we had all the cooler lighting, and lighting in and outside the store converted to LED lighting.

That got the ball rolling for some other improvements to our establishment.

Another item used every day, and generally as an expense to us, are paper bags.

We bag customers' purchases every day.

Like many products, we can buy these

from many different suppliers.

The cost can vary, but it can be almost \$10.00 a bundle cheaper from some vendors.

Kind of surprising for paper bags isn't it?

Credit Card Processing.

Again, we checked rates to make sure we are paying the least amount of fees to process customers' credit cards.

As many of us in our industry found out, whether it was converting our software or being EMV chip and pin ready, this can be a difficult task to figure out which service is the least expensive.

Demand a direct comparison!

Give the company claimings to have the better deal a copy of your current statement ask them to show you how they are going to save you money.

Advertising dollars.

How do we best spend the advertising dollars we budget every year?

Thinking of ways to maximize these dollars can be challenging.

Why not tie into community involvement programs such as the "Support Our Troops Supplies Drive" sponsored by Anheuser-Busch and the MMBA?

Appealing to your community's patriotism can help your store attract donations as well as customers!

July is the busiest month in Isanti, with the 4th of July, followed by the Isanti Firefighters Rodeo the following weekend.

We advertise many different items during this time!

During those weeks, get a lot of people from out of town.

It's important to truly know your store's busy seasons and put some brainstorming into capitalizing on these times.

Get to know your community and track the events in your area that could benefit from a collaborative advertising opportunity.

Think big and consider new advertising outlets!

As I See It... there are a lot of ways to save money.

You just have to find ones that work for you!

John Jacobi
Isanti Liquor

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MMBA Respected at All Levels

Bryant H. McGill stated; “ One of the most sincere signs of respect is actually listening to what others have to say.”

If this is true, MMBA is an organization that is truly respected at a local, national and international level.

People are observing as to how we act and listening to what we have to say!

“How do we know this,” you ask?

Well at the local level, Sunday Sales would not have been defeated had it not been for the respect and relationships our organization and members have with their legislators.

For the most part, our legislators rely on our managers as their local experts regarding alcohol policy.

They listen to what you have to say, all you have to do is communicate with them.

These types of relationships are extremely critical.

Even if you don't have your legislators vote this time, you at least have their ear and their respect.

So yes, the MMBA and our managers are respected at the local level.

Nationally, our association is well respected in the liquor industry as well.

In attendance at the most recent MMBA conference was Store Manager, Tom Atkinson from Kotzebue, Alaska.

His city has embarked on starting up the first municipal liquor operation in the state of Alaska.

Tom made the trip to Minnesota to learn about how we operate and is now looking to opening up an on-sale location to complement their off-sale

operation.

In addition, our Board Members routinely attend the Annual NABCA Conferences and our Executive Director, Paul Kaspszak is routinely featured as a keynote feature at these events.

NABCA stands for National Alcohol Beverage Control Association and is the association that represents states that control alcohol through government agencies, whether it is through the wholesale or retail level.

Paul's most recent seminar was on providing community value.

What our association has been communicating and practicing for so long is proving to be a benefit for others to follow.

Lastly, as an association, and as retailers we are being watched at both a national and international level.

The manner in which we promote control and responsibility, our ability to operate businesses at an efficient level, and the value we bring to our communities are being watched and duplicated around the nation and around the globe.

How do we know?

Because we have been there, done that.

As well as a call from a Canadian retailer today who had questions on how we operate.

People and other retailers are listening to us, and they respect us.

Brenda Visnovec
Lakeville Liquor



The Cost of Supplying Alcohol to Minors

As college students across Minnesota go back to school, those who are 21-years-old or who will turn 21 during the year, could be pressured into buying alcohol for their friends.

Supplying alcohol to a person under 21-years-old can result in up to a year in jail and up to a \$3,000 fine.

Those who provide alcohol to a minor can also face civil liability in cases of injury, property damage or death.

A driver cited for underage drinking can face up to 90 days in jail and/or a \$1,000 fine.

If an adult provides alcohol to an underage person who is killed or injured or kills or injures someone else, the alcohol supplier they can be charged with a felony and face prison time.

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Congratulations New Bar Manager!

By David Klempt, Nightclub.com

So, you've proven yourself and earned the position of bar manager. Congrats, superstar!

Do you have any idea what's expected of you? David Alan of Patrón, Justin Elliott of The Townsend, and Michael Sanders of drink.well. have the inside information you need to become an outstanding bar manager.

It's a good idea to keep in mind that there isn't just one way to do things but you need to at least have a plan and solutions in place.

"There are few businesses more chaotic

than the hospitality business," says Elliott. You will have an easier time as a bar manager if you're the type of person who likes to fight chaos, and being a problem solver will make you a more valuable asset.

The following is trio's best advice for succeeding in your new role as bar manager.

Communication

One of the most effective solutions to chaos is communication. As Sanders says, however, "The problem with communication is the assumption that it exists."

Bearing that in mind, you need to have

a grip on top-down and bottom-to-top communication. Putting systems in place tends to be difficult at first but once you've got them implemented they're easier to manage and evolve. Create your policies (communication policies, management policies, etc.), put them in place, and keep your employees informed. Alan, Elliott and Sanders warn against coming up with policies on the fly.

Instead, develop an employee handbook. Take the time to think of as many policies as you can and load your handbook with them. Rules, policies on comps, policies on social media, dress code, rules about expected behavior, cutting off and/or removing customers... Leave no stone unturned.

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If you've made it to bar manager you've more than likely worked in a few bars: mine your experiences to help you create policies and your handbook.

The Townsend also uses a weekly newsletter to bolster communication and keep employees informed. Up coming events? They're in the newsletter. Are there employees on vacation?

That information is in the newsletter. Made changes or additions to policies? You know it's in the newsletter. There's also a daily data sheet that employees are expected and required to check and initial upon clocking in. The data sheet brings employees who were not around at the start of service up to speed for their shift.

Speaking of meetings... Yes, they are incredibly important. However, good bar managers know that they can be overused. You need to respect your employees and respect their time. Be mindful of the frequency of your meetings, along with their duration. Elliott has manager meetings and project days every 2 weeks. The trio doesn't believe that meetings and memos should serve only to correct mistakes or bad behavior. Rather, there should be compliments and good news included as well.

Good communication is regular. Alan, Elliott and Sanders suggest weekly memos, daily data sheets, and pre-shift meetings as the most effective tools for sharing information with your employees. There are also a number of digital tools at your disposal, so take advantage of their power and convenience. Elliott and Sanders both like Wunderlist Pro (\$4.99 per month) for its ability to help users make checklists, assign tasks, and attach documents to tasks. Elliott also uses Dropbox for Word documents so he can share notes with employees about what projects people are working on. Of course, good communication is also consistent. Avoid changing the days that schedules are posted, newsletters are sent out, or payroll is released.

Cleanliness

Chaos doesn't only affect communication. Anyone who has worked a shift in a bar or restaurant knows that cleanliness can be threatened by the chaotic nature of hospitality venues. A dirty establishment simply cannot be accepted as the norm. Cleanliness enhances the guest experience, and every little thing is important.

The use of thorough checklists with cleaning tasks is possible the most effective tool for maintaining cleanliness. As a bar manager, you must be diligent and you must enforce the checklists. To make sure tasks are completed at times that make sense, add times to the checklists. You should also update them to make sure all of the tasks are valid. This ensures that employees believe the checklists are reliable and relevant. In terms of what should be included on the cleaning checklists, don't assume anything is common sense or too small. If it isn't on the checklist, it's likely it won't get done. Put everything on your cleanliness checklists.

When it comes to who should check the lists, the trio says the closing manager should do it. If an employee doesn't initial or sign the checklist, they didn't do it. If they did sign or initial it and the task wasn't completed, they should be considered a liar. That is where the handbook containing the policies you created comes into play. One of your policies should be that employees are not to give false information to management or owners, which would include signing off on checklists that were not completed.

If you have to – and you may – explain to all of your employees why checklist tasks need to be accomplished. Give them context and purpose to ensure they take their tasks seriously. One of the best ways to do this is to tell them, "This must be done because of [insert benefit] to you/your coworkers/the business."

Money Management

More than likely, this is the first thing you thought of when it came to your brand-spanking-new role as bar manager: the money. It is critically important that you know your costs so that you understand the value of every item you purchase. This includes your liquor costs, true liquor costs (liquor plus consumables), labor costs, cocktail costs (spirit, mixer, garnish, pick, etc.), and comps. A purchase journal can help you manage and understand costs, make predictions for future purchases, and understand the value of what you're ordering.

Part of managing money is managing vendors. Make sure that you are vigilant when checking invoices. Delivery invoices must match what you ordered. After all, you can't expect if you don't inspect. Take your time and crosscheck your order versus what was actually delivered. The trio recommends checking vendor prices once per week to see if anything you purchase is increasing in price. Let's be honest, your vendors are necessarily going to tell you about increases. Make sure what you were told is what the cost actually is when checking invoices.

Again, congratulations on your promotion to bar manager. Cheers!

**Knowledge
has a
beginning
but
no end**

BREWED THE HARD WAY



THIS BUD'S FOR YOU

How to Compete Against the “Big Box”

As I sit at my desk contemplating what to write for this article that may be different from other articles that have been submitted recently, I come back to a conversation I had earlier from a wise man I trust and respect.

So my article is going to focus on the last two years in this topsy-turvy retail liquor market.

A little over 2 years ago we had a new big retailer come into the market (TWM) and boy did things change for a lot of us in the metro area.

What started with one store in March of 2014 has now blossomed into six stores as of May 2016, with 2 more maybe in the works. I cannot speak for others that have stores near TWM, but I know they (TWM) and others in the market had a huge effect on our business from Nov. of 2014 through all of 2015.

Here are some numbers I would like to share:

- Our business dropped over 10% in Nov. & Dec. of 2014 vs 2013 (TWM opened in Nov. 2014 in Bloomington)
- Overall sales were down 7.6% in 2015 and customer count was down 4.4% when compared to 2014.
- Our gross margin dropped almost 2.5% in 2015.
- Our net income in 2015 was almost 50% less than what we made in 2013.
- Every week (or so it seemed) in the Star Trib there was a full page ad in the front section promoting brands at rock bottom prices, with some even below normal cost to the general retail trade.

So what did we do to combat the changing market?

- We re-branded our stores in 2014, with more consistent signage inside and outside our stores.
- We remodeled our smallest store in 2014 to bring us up to date with our other two locations that had been remodeled previously.
- We hired Delaney Consulting to help us identify areas in our operation where improvement was needed.
- We focused on customer service with all of our staff and developed a customer service training manual.
- We created the tag line “Where profits get poured back into the community.”
- We adjusted our prices on many of the most popular items, be it liquor beer or wine to be more competitive in the market. Our goal was to have our customers continue to shop with us even if they had to spend a buck or two more.
- We had to change how we bought product, in order to fit our new pricing structure.
- We knew we would make mistakes, but that didn’t stop us from trying different things.

So what is happening now?

- Sales through July are up 3.5% and customer count is up 2.6%

- We have been able to raise the prices on our most popular items a buck or two with very little impact to sales. In fact some items have increased in sales so far YTD, even though they retail for more now than they did a year ago.
- Our gross margin is up almost 2% over last year to date.
- We hear more customers comment on buying locally and supporting the community then we ever have before.

I know I have missed a few things.

But, the most important info I can give you is that no matter where your store is located there will be competition in some way, shape or form at some point, and that competition can only make you better.

If you think you can just keep doing the same thing as always, you are wrong.

It will affect your business at some point and most likely not for the better.

Our customers demand more than they ever have before, so listen to what they say and change.

You will be better off in the long run.

If you need help, no matter what the reason or concern, MMBA will be there for you, just ask.

Steve Grausam
Edina Liquor

Being “ON” For Your Customers

By MMBA Conference Presenter
Tom Shay

After speaking at a recent tradeshow, this writer flew Southwest Airlines from Las Vegas to Tampa with a stopover in Nashville. The flight from Las Vegas to Nashville was the type of flight I enjoyed and had come to expect from Southwest: flight attendants and crew members engaging in conversations with passengers, telling jokes, tossing bags of peanuts, singing, and generally engaging the passengers.

They were quite proud of their additional efforts. At the end of the flight, this announcement was made, “Thanks for flying our airline. If you had a good time, this was Southwest flight 157. If you did not have a good time, this was Delta flight 1.”

In Nashville, all but five passengers got off. Oddly enough, the five of us all sat in the same area. We had a discussion among us about our flights as the Nashville-to-Tampa flight was quite different from the first one. On the second flight, the pilot—the same as on the first—was “matter of fact” with his comments in the one time he spoke to the passengers on the second flight. The flight attendants, while also the same crew as the first flight, gave the usual type of service experienced on airplanes. They served the customary drinks and snacks, but something was missing.

Passengers were not given the individual attention that we had in the first flight. The flight attendants did not give passengers a sincere look in the eye or smile at them. The fun was gone, and now the Southwest flight attendants were performing their jobs in the same manner as flight attendants on other airlines.

The response by the Southwest flight attendant, while lengthy and filled with a combination of explanations, could be summarized by the last sentence she gave. “Hey, we can’t always be on.”

Of course, anyone can have an off day: a headache, a cold, a problem at home with the kids, or dealing with personal finances. Almost everyone has an occasion where he or she has gone to work with a less-than-ideal personal situation.

However, when it comes to interacting with customers, co-workers, management, or even the delivery person from UPS, being “on” is not an option. If you are truly a professional at what you do (sales, installation, service, office support, warehouse or delivery personnel), your job requires you to be “on” when you perform your duties.

This writer remembers from his days of store ownership when a radio announcer was emceeding a contest at our business. The announcer, after performing part of his duties, began to complain about the microphone, the speakers, the acoustics of the building, and the lack of time to warm up his voice. His remark was, “I am a professional. I have to have things just so when I work.”

Tiring of a complainer, my response was, “Gee. I thought being a professional meant you could do your job in any circumstances.” I remember that was the last of our discussion for the day.

On the other hand, how many times have you worked with someone who always has a smile on his or her face? You know—the person who always has a kind word for co-workers and at least two kind words for each customer. These are the staff members whom customers ask for by name.

The pleasant disposition is not something that can be taught. More simply, it is something that can be pointed out to a new staff person observing a co-worker who is enjoying his or her work or interaction with the customer.

Imagine the scenario as you and the new staff person observe and discuss the techniques and skills shown. After several of these efforts, you should

expect the new staff person would be able to handle his or her duties.

Of course, there are some people who just are not suited to work in situations where they interact with customers.

This writer remembers speaking to a group in South Carolina last year about this issue. Visiting with one of the attendees some six months later, she said that as I spoke she knew exactly the person in her business about whom I was talking.

While her business rarely had a customer complaint, she said she was surprised if the complaint was about anyone other than this one staff member. She went on to say that she had a restless night thinking about the situation; and that when she went to work the next day, the first thing she did was to terminate that employee. Hearing that story, I gasped and asked what happened next. Her response was, “That was the best thing I ever did for my business. And I felt a lot better afterward.”

Not recommending this as a cure-all for any business, there are two other points that need to be made. The first is that the person who is not “on” is indirectly working to cause all of his or her co-workers to not be “on.” It is like algae in a pool. It spreads, and it spreads rapidly. Like the algae, it does not just go away on its own; it has to be dealt with.

The second point is that a management person who is “on” can do more to get the rest of the staff in the “on” position than the lowest ranking staff person can do to get his or her “on” position to filter up through the business.

Undoubtedly, you know the advantages of you and your staff being “on.” The disadvantages of not being “on”? Most likely your customers will tell others about their experience—much like this writer told others of his experience with a Southwest Airlines staff that decided not to be “on.”

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, throw-away item at a discount store – say a

79-cent pen – you may not be upset if it doesn't last very 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*

Platinum Members Can Be Found On Page 9

Gold Member

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