

THE MUNICIPAL LIQUOR STORE

OFFICIAL PUBLICATION OF THE
MINNESOTA MUNICIPAL BEVERAGE ASSOCIATION
www.municipalbev.com



Is Your House In Order? Opportunities for Success

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Joel Gott.



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MUNICIPAL LIQUOR STORE

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ON THE COVER

At the 2016 MMBA Annual Conference, the *Is Your House In Order* document was given to all attendees.

It was created for new managers, assistant managers, city officials and seasoned personnel who want to brush up on their knowledge and includes:

- Mission, Vision, Values & Strategy
- Overall Image
- Interior and Exterior Appearance
- Product Merchandising
- Financial Statements / Pricing / Inventory Control
- Product Knowledge
- Employee Training
- Community Value

Portions of the document are included in this issue.

The entire publication can be found at: www.municipalbev.com

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MMBA President's Message



GARY BUYSSE
President

Comprehensive municipal liquor management mandates fiscal, societal and legislative responsibilities.

We are legally and morally bound to ensure absolute adherence to local, state and federal law.

Municipal liquor, as we know it, is not an absolute certainty!

Market pressure from external sources threatens your enterprise fund and your livelihood.

Industry trade associations like The Distilled Spirits Council (DISCUS) want to change the way you do business.

Legislative agendas in Oklahoma, Utah and Colorado will eventually determine how you sell beer in your community.

Your city needs more operating revenue and you had better be prepared to provide it!

Look at the big picture!

Support those who support you!

I hope all of you have a successful holiday season!

Thanks so much for the work you do in your communities!

Your city is a better place to live because of you!

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Is Your House in Order? Opportunities for Success

DETERMINE MISSION, VISION, VALUES & STRATEGY

Mission = Our purpose

This part of your strategy development is your core purpose, the underlying “why” you are climbing the mountain, why you are in business.

A mission statement is a declaration of your organization’s purpose and spotlights the business you are presently in and the customer/ constituent needs you are presently endeavoring to meet.

To build a solid foundation for a successful organization, it is essential to have a written, clear, concise and consistent mission statement that simply explains who you are and why you exist.

Keep it short.

Your mission statement should serve as a guide for day-to-day operations and as the foundation for future decision-making.

From St. Anthony Village:

Our goal is to control the sale of alcohol beverages to minors and intoxicated persons while simultaneously generating revenue for the community, in accordance with City, State and County liquor laws and ordinances.

Vision = Our destination

This statement reflects the specific mountain you are currently trying to climb – the “where.”

A vision is a picture of what your organization’s future makeup will be and where you are headed.

Vision provides a clear mental picture of what your organization will look like in 5 to 10 years from now.

Forming a strategic vision should provide long-term direction, delineate the organizational activities to be pursued and the capabilities the organization plans to develop, and infuse the organization with a sense of purposeful action.

It serves as a unifying focal point for everyone in the organization like a North Star.

It delineates the future focus and where the organization is going.

Visions are also referred to as Big, Hairy, Audacious Goals or BHAGs.

From St. Anthony Village

The St. Anthony Village Wine and Spirits brand is committed to providing a unique retail environment that is based on excellent customer service, product selection, competitive pricing, while providing safe, bright and clean stores that drive long term customer loyalty.

Values = Our compass

Values are enduring, passionate, and distinctive core beliefs, and they’re an essential part of developing your strategy.

They are based on enduring tenets—guiding principles—to adhere to no matter what mountain you climb.

Your core values are part of your strategic foundation.

They are the beliefs that guide the conduct, activities and goals of your organization.

They establish why you do what you do and what you stand for.

Values are deeply held convictions, priorities, and underlying assumptions that influence the attitudes and behaviors of your organization.

Strong values account for why some organizations gain a reputation for such strategic traits as leadership, product innovation, and total customer satisfaction.

These never change.

An organization’s values can dominate the kind of strategic moves it considers or rejects.

When values and beliefs are deeply ingrained and widely shared by directors, managers and staff, they become a way of life within the organization, and they mold organizational strategy.

Here is what Herb Kelleher, former CEO of Southwest Airlines had to say about core values:

We always felt that people should be treated right as a matter of morality.

Then, incidentally, that turned out to be good business too.

But it didn’t really start as a strategy.

It began with us thinking about what is the right thing to do in a business context.

We said we want to really take care of these people, we want to honor them and we love them as individuals.

Now that induces the kind of reciprocal trust and diligent effort that made us successful. But the



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motivation was not strategy, it was core values.

Mission, Vision & Values provide the foundation in determining Strategy = How we will get there

An organization-wide strategy establishes a way to match an organization's strengths with opportunities so the organization comes to mind when people have a need.

An organization-wide strategy is like an umbrella.

It is a general statement(s) that guides and covers a set of activities.

It answers the question "how." It explains how strengths usually fall into two broad categories: cost advantage and differentiation.

When you apply these strengths to a market that's either large and varied or small and homogeneous in its needs, three basic strategies result:

- Using operational excellence to provide lowest total cost
- Using continued innovation to provide product or service leadership
- Providing complete customer intimacy through knowing their needs and wants

By consistently executing an organization-wide strategy, or a strategy that consistently guides how you create value, you can provide a product or service that's better than your competition.

From St. Anthony Village

The St. Anthony Village Wine and Spirits brand is committed to providing a unique retail environment that is based on excellent customer service, product selection, competitive pricing, while providing safe, bright and clean stores that drive long term customer loyalty.

IMAGE

What comes to mind when customers, general public, citizens, city council etc. think about your facility?

Price Identifiers

If it doesn't have a price, it is not for sale!

Shelf pricing is easier to read than bottle tags.

In Facility Sampling

We live in a tactile-deprived society, and shopping is one of our few chances to freely experience the material world firsthand.

Almost all unplanned buying is a result of touching, hearing, smelling or tasting something on the premises of a store.

FINANCIAL STATEMENTS / PRICING / INVENTORY CONTROL

Product Selection

DO NOT pre-qualify yourself based on city size!!

- How Many Similar Items Currently Carry
- Retail Price Point
- Unique Packaging - Including Bottles & Label
- Room on Shelf
- Do Competitors Carry It
- People Ask for It
- Track Record of Sales Representative
- Wholesale Price
- Quality of Product

- Tastings and Point of Sale Available

Avoid selling .750 glass next to liters with small price difference.

Minnesota is a liter market.

.750 plastic travelers have a different target market.

Proprietary Brands

According to Minnesota Statute, all alcohol products must be available to all licensees at the same price – including proprietary items from Total Wine & More, Target, Trader Joes and Olive Garden.

Joint Purchases

According to Minnesota Statute, the joint purchase by two or more licensed retailers of up to 300, 1.75 liter or smaller, bottles of distilled spirits or wine for resale to the public is lawful.

Multiple Wholesalers

Utilization of only 1 or two wine and spirit wholesalers limits purchasing effectiveness. If they don't call you, you need to call them.

Inventory Control Reports

- Inventory Cycle Counts
- Gross Profit Reports
- Daily Sales Report
- Receiving Report
- Class Report
- Quantity on Hand Report
- Year to Date Sales Report
- Last Received Report
- Item Reorder Report (setting minimum qty, looking at 8 week sales history and other tricks to save time)

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Free Goods

- How are free goods associated with product purchases tracked in your inventory control system?
- How are they utilized?
- How do they impact posted price?

Tiered Mark-Up

Here is a general mark-up chart . Remember it is a guideline and can change based on demand, competition etc.

Pint and half-pint = 45% -50%
(31% - 33% GP).

750 = 35% - 40%
(26% - 29% GP)

Liter and 1.75 = 33% - 38%
(24% - 27% GP)

Cordials = 38% - 43%
(27% - 29% GP)

6-pack = 38% - 43%
(27% - 29% GP)

12-pack = 33% - 38%
(24% - 27% GP)

24 -pack = 28% - 33%
(21% - 24% GP)

Specialty Beer = 35% - 40%
(26% - 29% GP)

Wines = 45% - 50%
(31% - 33% GP)

Miscellaneous = 43% - 48%
(30% - 32% GP)

Do NOT Include Sales Tax on Posted Prices

Makes prices seem higher.

No other industry does this except gasoline – and in that industry all sellers follow the practice.

Odd Pricing

Suppose you are comparing two products in a store. One is more expensive, so naturally you wonder if the higher price is worth the additional cost. There is the subtraction. The only way to know the additional cost is to subtract the two prices, but we rarely do that. Instead we simply estimate the difference — because we are lazy subtractors.

Here's the psychology, proven by endless research: We tend to compare two prices starting with the left-most digits. If they are different, we stop there and make our estimate.

If they are the same, we move right one digit and compare them, and so on.

How is this relevant? Customers are most likely to ignore right-hand digits, so why wouldn't companies charge the highest "right hand" price? This is why we see .99 so frequently, and why you should consider using it.

Specifically, you should use .99 for any product where your customers will be comparing your prices to a competitor's.

Plus, you will make more money!

Conduct Regular Cycle Counts

Accountants love it, since there is on-going attention to inventory.

Avoids a January 1 full physical inventory.

Ice Prices

From an MMBA Member:

Just a short note of thanks once again. Whenever I go to any MMBA meeting I learn things that do nothing but make me money. At our regional meeting last year you said if we were not getting \$ 1.49 for our ice we were giving money away by being the cheapest in town. We

raised our price that day and in the first 6 months of 2010 have made over \$2600 more in sales than last year. (Note: Ice prices are trending toward \$1.79 - \$2.00 for a 5# bag.)

Sales tax is NOT charged on pre-packaged ice

Sales tax IS charged on ice made in the facility.

Focus on Gross Profit

24% - 25% Off Sale / 42% - 45% Combination (Could change due to on sale & off sale mix).

The following are real-life examples from MMBA members:

Example #1

2010

Sales YTD = \$1,787,782

Gross Profit = 24.4%

Net Margin = \$436,171

2011

Sales YTD = \$1,762,096

Gross Profit = 25.23%

Net Margin = \$444,587

Manipulating the overall gross profit less than one percent resulted in greater net margin dollars! Gross sales for this facility were over \$25,000 dollars less from 2010 to 2011 YTD but the net margin increased by over \$8,000 due to a manipulation of gross profit by only .83%!

Example #2

These are my numbers for this year. I set a goal of growth at a sacrifice of some gross profit It is working to improve my bottom line. Would the growth have been there without aggressive prices..... I doubt it. I focused on the bottom end of the cooler on beer and some lower end wine and spirit which seem to develop repeat sales and word of mouth increase in traffic. I realize I am in (city) it may be just an anomaly. This big picture is the most important...not just sales, not just gross profit but a blend of both. Staying vigilant in monitoring both will help make the store successful.

2010 YTD= \$ 666,579.37

GP%=23.108 GROSS PROFIT=
\$154,031.80

2011 YTD=\$ 694,647.85
GP%=22.76705% GROSS
PROFIT=\$158,150.81

Operating Hours / Scheduling

Can be seasonal

Labor 10% Off Sale / 25%
Combination

*We used to open at 9 am, but **my city was asking for more money to be transferred into the general fund.** so one place I looked at was our hours of operation.*

I found that we did not have more than 10 sales the first hour of the day even when it was a holiday. So we moved our opening time to 10 am about a year and a half ago.

I used to be scheduled to come in at 8 am to open at 9 am, I could have kept it that way, but that was a waste of salary dollars. So I adjusted my schedule and do not come in until 9 am. I can get all of my opening duties and complete all my daily paperwork before we open at 10 am.

By doing this I am saving my city a minimum of 2 hours per day and over \$8,000 that goes right to my bottom line.

In addition, if city hall expenses are directly allocated to the liquor operation, will they be eliminated or reduced if the facility were closed? If not, these expenses should be listed as a transfer, after net-income.

Make Your Own Six Packs (Retailer)

For major products being sold in the cooler, this process reduces cost of goods.

Build Your Own Six Packs (Customer)

This is a major trend.

Here is how one member tracks for inventory control:

Each product in our POS is entered as it's base unit (single bottle of beer in this example) and each quantity level it can be sold as is a different sales level of the same product. If you scan a single bottle, it has its own price and takes one bottle out of inventory...if you scan the 6-pack carton barcode, it has its own price and takes 6 bottles out of inventory. We set the price of single bottles a couple points above what ever markup of the 6-pack price is but do not adjust single bottle price to the .49/.99 rule. We always have 125+ SKU's available as singles. Before we got our new POS system, we had to do the inventory adjustments from 6-pack to single and that was a HUGE pain to do and because of that, it was often neglected and caused inventory errors...Multi-tiered SKU capability eliminated this problem. Seasonal items are a problem because they recycle the same UPC and you lose tracking ability. Also, there are a few breweries who do not put individual UPC codes on the bottles...these do not make it into our build-your-own-pack selection.

Drink Pricing

Take note of what your competition is pricing their products at, and take note of what your expected COGS percentages are, and make calculated decisions on how to create your pricing structure (and stick to it). By all means, offer specials and features, but don't get carried away with pricing new products lower just because you don't think they'll sell well. If you don't think they're going to sell, and you can't sell them for what they are worth, then why are you carrying them? Too often establishments arbitrarily price a product without doing the actual math on the cost percentages, and over time (and with enough products) this can erase profits.

Energy drinks, ginger beer, fresh juices, purees... the bar world is awash in these great additions to any drink—but at a cost. An average energy drink costs between \$1.25 and \$1.50 for an 8-ounce can, meaning that you'll likely only get two servings out of each can. That is more expensive than the liquor that is going into the drink. If you fail to charge appropriately for these additions, you'll soon find your profit margins disappear... you might even end up losing money on a specials night.

Individually cost out your mixers by the ounce, determine how much of each will be going into drink recipes, and develop an ideal profit margin on each serving. Then charge for it.

\$9.00 Bloody Mary a Hit in Nevis!

It is a topic that comes up often for those of us who have an on sale.

*It is the question everyone fears to change....**drink prices!***

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First off, let me ask this question?

How many people including yourself, walk into an establishment and ask how much they want their drink to cost?

Hardly no one - and the ones who do are not there to make you profits.

There is a reason you often see menus that do not list prices on their wines, beers or liquors at your favorite restaurants or drinking establishments.

It is because the people are there for the idea of being out, the atmosphere of your establishment and the fun and enjoyment they want to experience.

At our on sale, I took an idea I had experienced during a girls weekend. It has become a famous drink that puts us on the map to newcomers because they heard from a friend that you have to stop and have their "Special Bloody Mary".

What makes it special is not only what's in it, but the story behind it.

We had stopped at a small bar in northern Minnesota waiting for another friend to meet up with us and the owner sat down and ordered a Bloody Mary.

We chatted amongst ourselves and since we were all bartenders we watched as the bartender mixed her this awful concoction.

My friend said he must really not like his boss,...did you see what he just put in that!

Well he heard us and so did she and so he had us all try it.

It was the Best Bloody Mary we had all ever had!

I learned the recipe and started to

make them at my bar.

It took a few try's with the friends as guinea pigs, but I mastered the specialty!

It started as those friends ordering it when they would come in.

Others became curious, so they had to have one and it grew from there!

We now have people come in who have never even stopped in Nevis along their way, because they have to try what they heard someone else rave about!

The bottom line is we charge \$7.00 for our house Bloody Mary and \$9.00 for a "special" Bloody Mary.

We sell roughly 10 special ones to the regular!

People don't care what it costs, they will pay because that's what they want!

They care about the excitement of something new.

I don't think it is fair to overcharge and you have to base your prices on costs and overhead, but just because the competition is cheaper, doesn't make them better!

Don't be afraid to charge what you need to be charging.

The few who complain will be back tomorrow and will pay the price.

Cross Promotion

Feature an item in both the on and off sale for greater exposure: Bars offer a unique advantage in presenting new products.

Community Center

Consider designating the local community center as an additional

liquor facility location.

1) Have the city council formally designate the facility as an additional municipal liquor location.

2) Complete the appropriate Minnesota Liquor Control paperwork.

3) Notify your dram shop carrier.

Drink Chips

Drink Chip accountability is often very difficult.

Consider utilizing a public blackboard and internal log book.

DAILY Register Reconciliation Procedures

1) Designated employee will "X" the register and if applicable, credit card terminals, and place ALL cash and tape into a zipped bag.

2) Place bag into locked, bolted safe.

3) The following morning, designated employee will "Z" the register. Optionally, they can again "X" the register as a double check.

4) Compare the tape, count the cash and reconcile the information on the designated form.

5) Prepare the bank deposit.

6) Staple tapes and a copy of the deposit to the form.

7) Take bag to the bank for deposit or city hall for double check.

8) File the form in designated location.

(Note: Designated employee will place cash in registers as part of the opening procedure)



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Deliveries

The proper receiving of product merchandise is extremely important in maintaining the accuracy and integrity of our physical inventory. To receive product merchandise the following procedures must be followed:

1. All product is to be received through the back delivery entrance, no deliveries are to be accepted through the front door.
2. All merchandise must be brought into the building before it is checked in. Once all product is in the building, the back doors are to be shut and remain shut until all product is checked in and dispersed.
3. Storeroom doors must remain locked any time the delivery entrance is opened.
4. Confirm locale by circling store location on the invoice. Verify all

product listed on the invoice for quantity, size and description.

5. As product is checked in, place a small check mark near the product quantity to note that it has been verified and received (invoice must remain legible).
6. If a correction in the quantity received is necessary, put a line through the quantity on the invoice and write the correct total received to the left hand side of the quantity listed. A merchandise return slip must also be completed and attached to the invoice for any liquor, wine or miscellaneous product that is out of stock or returned, and a beer credit slip (Product Returns to Vendor Policy) must be completed and attached to the invoice for any beer product that is returned.
7. Once check in and verification has been completed, date and sign invoice legibly.
8. Match product received to order

sheets noting back orders and products returned, submit invoice to inventory control technician's file.

9. Product may now be dispersed to the proper storage area.

Register Drawers

Register drawers should be closed after each transaction

Doors

Ensure backroom, hallway, office, cooler doors are secure.

Do not allow non-employees to access your storage area.

Shoplifting Policy

Some retailers without loss prevention associates have policies and procedures that state only a manager or supervisor can stop and detain a person for shoplifting. Some other retailers may not allow the apprehension of shoplifters.

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(763) 253-0481**

New Council / Legislator Orientation

With new council members and legislators preparing to take their seats, now is a good time to educate them on the positive aspects of your municipal liquor operation.

Below is a recent example.



The purpose of a Municipal Liquor Store is to control the distribution of alcohol while simultaneously generating income for the community.

- The liquor store is totally self funded. Tax dollars are not used to run its operations.
- Since 2009, \$258,500 has been given back to City Projects
- 2009 sales were \$835,516
- 2016 projected sales are \$1,445,059, up \$609,543 or an increase of 42%
- Total operating income since 2009 is \$415,598
- Profits stay local– The city has designated the profits for Special Projects such as...
 - 1.) Splash Pad
 - 2.) Sidewalks
 - 3.) Holiday Lights
 - 4.) Code Red
- Paynesville Liquor saves taxpayers roughly 15% a year on their taxes

MMBA Commercial Members Are Available to You! Contact Them!

**Platinum Members
Can Be Found On
Page 4**

Gold Member

Arctic Glacier Ice

Contact: Jon Stelley
Phone: (651) 455-0410 ext. 213
E-mail: jstelley@arcticglacierinc.com

Crow River Winery

Contact: Chelsey Schrupp and
Janessa Markgraf
Phone: 320-587-2922
E-mail: crowriverwinery.com

Midwest Hospitality Solutions

Contact: Dave Putz
Toll Free: (866) 904-6527
E-mail: www.midwest
hospitalitysolutions.net

Phillips Distilling Company

Contact: Steve Vogl
Phone: (320) 291-1280
E-mail: svogl@phillipswineandspirits.com

Silver Plus

August Schells Brewing Company

Contact: Jeff Pohl (Pohlcat),
Cell: (612) 759-0368
E-mail: jpohl@schellsbrewery.com

Arvig

Contact: Charly Baune
Phone: (218) 346-8890
E-mail: charly.baune@arvig.com

Bacardi USA

Contact: Greg Aamodt
Phone: (952) 484-8860
E-mail: gfaamodt@bacardi.com

Dahlheimer Beverage

Contact: Nick Dahlheimer
Phone: (763) 295-3347
E-mail: nick@dahlh.com

Bellboy Corporation

Contact: Pat Bushard
Phone: (952) 544-8178
E-mail: patrick@bellboycorp.com

BreakThru Beverage Minnesota

Contact: Brad Redenius
Phone: (651) 646-7821
E-mail: Bredenius@breakthrubev.com

Crystal Springs Ice

Contact: Tom Valvoda
Phone: (866) 629-6267
E-mail: crystalsprings@live.com

Dailey Data & Associates

Contact: Mary Dailey
Mobile: (612) 275-9900
Web: http://daileydata.com/

Delaney Consulting

Contact: Flora Delaney
Phone: (612) 730-7941
E-mail: flora.@floradelaney.com
Contact: Jim Langemo
Phone: (612) 423-5132

Deuts Family Wine & Spirits

Contact: Lindsay Topp
Phone: (952) 693-8632
E-mail: Lindsay.Topp@deutsch
family.com

Diageo Guinness USA

Contact: TJ Shindeldecker
Phone: (574) 514-5188
E-mail: tjshindeldecker@diageo.com

Diageo Spirits and Wine

Contact: Paige Gibbons
Cell: (214) 783-8583
E-mail: paige.gibbons@diageo.
com

Electronic Game Solutions, Inc

Contact: Shelly Borowicz
Phone: (218) 790-2990
E-mail: sborowicz@egsol.com

Jackson Family Fine Wines

Contact: Laura Ulmen
Phone: (612) 201-7010
E-mail: laura.ulmen@jfwmail.com

J.J. Taylor Distributing Company of Minnesota, Inc.

Contact: Chris Morton
Phone: (651) 482-1133
E-mail: christopher_morton@
jityaylor.com

Johnson Brothers Liquor Company

Contact: Michael Johnson
Phone: (651) 649-5800 / (800)
723-2424
E-mail: mjohanson@johnson
brothers.com

Life Media, Inc.

Contact: Mike Juszczyk
Phone: (612) 920-5433
E-mail: mike@lifemediainc.com

Mike's Hard Lemonade

Contact: Brady Blaska
Cell: (651) 280-7160
E-mail: bblaska@mikeshard
lemonade.com

Palm Bay International

Contact: Dominic M. Giuliani
Phone: (763) 607-2556
E-mail: dgiuliani@palmabay.com

Paustis Wine Company

Contact: Scott Lindman
Phone: (218) 760-8199
E-mail: SLindman@paustiswine.
com

Pabst Brewing Company

Contact: Alex Merrick,
Phone: (651) 303-3072
E-mail: amerrick@pabst.com

Pernod Ricard USA

Contact: Jeff Jara
Phone: (612) 860-5190 Mobile
E-mail: jeff.jara@pernod-ricard-usa.
com

Polar Beverage

Contact: Mike Wurst
Phone: (612) 310-8109
E-mail: mwurst@polarbev.com

Retail Information Technology Enterprises

Contact: Rick Feuling
Phone: (320) 230-2282
E-mail: rick@rite.us

Stan Morgan & Associates

Contact: Skip Troyak
Phone: (952) 474-5451
E-mail: sales@stanmorganassoc
.com

Third Street Brewhouse

Contact: Mike Feldhege
Phone: (320) 685-8686
E-mail: mfeldhege@thirdstreet
brewhouse.com

U.S. Bank Government Banking

Contact: Jennifer Vucinovich
Phone: (651) 466-8750
E-mail: jennifer.vucinovich@
usbank.com

Vinocopia

Contact: Marion Dauner
Phone: (612) 455-4000
E-mail: marion@vinocopia.com

WRS Imports

Contact: Reven Stephens
Phone: (612) 588-7076
E-mail: reven@wrsimports.com

Zabinski Business Services, Inc.

Contact: Paul D. Zabinski
Phone: (320) 286-1494
E-mail: zbsonsite@yahoo.com

Bronze Member

Bernick's

Contact: Gary Barby
Phone: (320) 252-6441
E-mail: gbarby@bernicks.com

Dakota Worldwide

Contact: Marcia Pfeifer
Phone: (612) 221-5555
E-mail: m.pfeifer@dakotawww.com

Summit Brewing

Contact: Mark Stutrud
Phone: (651) 265-7800
E-mail: mstrudrud@summitbrewing.
com

The Wine Company

Phone: (651) 487-1212
Web: www.thewinecompany.net

Waterville Food & Ice

Contact: Bernie Akemann
Phone: (507) 362-8177

Supporting Member

AVIV 613 Vodka

Contact: Joe Snippes
Phone: 612-751-2322
E-mail: joe@avivvodka.com

C. Mondavi and Family

Contact: David Buchanan
Phone: (815) 762-0643
E-mail: dbuchanan@cmondavi.com

Cannon River Winery

Contact: John Maloney
Phone: (507) 263-7400
E-mail: john@cannonriverwinery.com

Carlos Creek Winery

Contact: Tamara Bredeson
Phone: (320) 846-5443
E-mail: tami@carloscreek winery.com

Chankaska Creek Ranch and Winery

Contact: Jane Schwickert
Phone: (507) 931-0089
E-mail: janes@chankaskawines.com

Chopin

Contact: Jeff Dechiro
Phone: (303) 799-4016
E-mail: jdechiro@chipinvodka.com

CNH Architects

Contact: Wayne Hilbert
Phone: (952) 431-4433
E-mail: whilbert@cnharch.com

Delicato Family Vineyards

Contact: Kimberly VanHeusden
Phone: (612) 200-7952
Web: kimberly.vanheusden@
dfywines.com

Edrington Americas

Contact: Todd Wooters.
Phone: (651) 302-0438
E-Mail: Toddwooters@edrington.com

Heartland Wine Sales of Minnesota

Contact: Steve Holman
Phone: (320) 250-6888
E-mail: steve@heartlandwinesales.
com

Edrington Americas

Contact: Todd Wooters.
Phone: (651) 302-0438
E-Mail: Toddwooters@edrington.com

Francis Ford Coppola Winery

Contact: Lindsay Pierce
Phone: (312) 282-5003
E-mail: lindsay.pierce@ffcpresents.com

Heaven Hill

Contact: Scott Bjerva
Phone: (612) 839-6332
E-mail: sbjerva@heavenhill.com

Locher Brothers, Inc.

Contact: Tim "Jonesy" Hukriede
Phone: (507) 326-5471
E-mail: jonesy@locherbros.com

Luxco

Contact: Erik Hage
Phone: (852) 270-7051
E-mail: e.hage@luxco.co

Madison Bottling Co.

Contact: Dave Bergerson
Phone: (320) 598-7573
E-mail: dbergerson@madisonbottling..
com

Minnesota State Lottery

Contact: Amy Jaeger
Phone: (651) 635-8233
E-mail: amyj@mnlottery.com

Monetto USA

Contact: Matt Marani
Phone: (708) 528-1361

mPower Beverage Software

Contact: Kris Perez
Phone: (877) 396-0141
E-mail: kperez@mpowerbeverage.com

Pro-Tec Design

Contact: Kathleen Beltz
Phone: (763) 233-7422
E-mail: kbeltz@pro-tecdesign.com

Ringdahl Architects

Contact: Dustin Tomoson
Phone: (320) 763-9368

Round Lake Vineyards & Winery

Contact: Jenny Ellenbecker
Phone: (507) 945-1100
E-mail: jenny@ellcom.us

Russian Standard

Contact: Jessica Reuwer
E-mail: Jessica.reuwer@roust.com

Scenic Sign Corporation

Contact: Daryl Kirt
Phone: (612) 239-6624
E-mail: daryl@scenicsign.com

Sunny Hill Distributing

Contact: Mike Baron
Phone: (218) 263-6886

Thorpe Distributing Company

Contact: Steve King
Phone: 763-463-2000
E-mail: steveking@thorpe
distributing.com

Treasury Wine Estate

Contact: Mike Elling
Phone: (612) 9792
E-mail: Mike.Elling@twelobal.com

Z Wines USA

Contact: Roy Goslin
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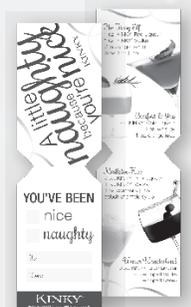
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