

THE
MUNICIPAL
LIQUOR STORE

OFFICIAL PUBLICATION OF THE
MINNESOTA MUNICIPAL BEVERAGE ASSOCIATION

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MUNICIPAL LIQUOR STORE

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ON THE COVER

From February of 2013 to November of 2014, Fridley Liquor transformed from an antiquated alcohol outlet to the contemporary store we know today.

From steadily declining revenue to increased competition from Total Wine, protecting the business's vitality became ever-important.

With impeccable timing, the renovation was overwhelmingly successful.

The process included a new mission statement, logo, spokesperson, Fred Lee, and more open communication to community members.

For the complete story, Go to page 6.

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MMBA President's Message



GARY BUYSSE
President

Our industry is facing many challenges; competitive, legislative and operational.

At times it seems that this liquor market as we once knew it is changing irrevocably due to the inclusion of new distributors, new competition and pressure from consumers.

The beer market may change due to legislative changes in Oklahoma and Utah; an issue completely out of our control.

The projected profit margins we once planned for have diminished for many of us as competition from large box stores has forced us to rethink our purchasing and pricing.

Many retailers are reevaluating who they support.

There are suppliers and distributors who provide us with lip service regarding their support concerning legislative agendas, but their national personas and affiliations are contrary to this gossamer allegiance.

At times our legislative and operational concerns are met with partisanship and dogma; free market and you don't want to work Sundays, when national evidence overwhelmingly supports our claims of increased cost and the lack of sales increases associated with Sunday legislation in other states.

We want to work hard and preserve the revenue streams our communities desperately need!

I do know this, regardless of what happens to this market, competitively, operationally or legislatively, municipal liquor will continue to be a strong and consistent voice.

Our managers are some of the best that can be assembled and we will strive to find solutions to any issue we face in the near and distant future.

We must continue to work together with all of our industry peers to seek new direction in an ever changing business climate.

Our unified pursuit of solutions is what strengthens our individual locations and bolsters the entire market.

There is no longer any room for division as we move forward!

As we move toward this new reality, whatever it may bring, continue to inspect your business, your market and most of all look in the mirror.

Are you seeing the big picture as it applies to you?

Are you planning for a future that includes the revenue your city needs?

Only you can answer that question.

Congratulations to Larry Scott, Columbia Heights, who retired in January! I wish you best of luck in your new life.



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Fridley Liquor Renovation is Overwhelmingly Successful

By Amy Felegy

From February of 2013 to November of 2014, Fridley Liquor transformed from an antiquated alcohol outlet to the contemporary store we know today. Wally Wysopal, Fridley city manager, explained the desperate need for the recent facelift. From steadily declining revenue to increased competition from Total Wine, protecting the business's vitality became ever-important. With impeccable timing, the renovation was overwhelmingly successful.

Kicking off the transformation meant speaking with neighboring city managers and finance directors to achieve the results Fridley Liquor sought after. Delaney Consulting helped strategize a customer service model to differentiate them from other liquor stores. Creating a new logo and brand for the operation was a new process for both the store and the city, and such change did not come without its concerns.

The city significantly relies on the liquor industry to financially stabilize the community. "[I] quickly realized how important the revenues from our liquor operation were to the city's operation," said Wysopal. In addition to boosting Fridley's financial health, emerging competition also ignited the transformational fire. "We knew we didn't have the ability to take on Total Wine in pricing... [but] we need[ed]... to keep the livelihood of the operation," said Wysopal. This new rivalry was certain to alter the competitive atmosphere, and Fridley Liquor managers knew they could not afford this continually decreasing revenue.

Kyle Birkholz, Fridley Liquor operations manager, described how drastically the building changed during the overhaul. "The whole building was run-down. The interior of the store had been the same for 16 years... Now, everything looks

new again. You drive by... [and] you wouldn't realize this building has been here since [the 1960s]."

Also new to the establishment is a mission statement, logo, spokesperson, Fred Lee, and more open communication to community members. "We've been more articulate in our budgeting to show exactly what the money is going into," such as park and capital equipment funds, said Wysopal. "[We have been] more specific about how the liquor operation benefits the city." This helped publicize benefits of shopping at Fridley Liquor.

Fridley finance director Shelly Peterson explained how new informational posters highlighted where "their dollars are going... Back into the community." Peterson described changes within the employee sector as well. New supervisor training, employee engagement strategies, and team collaboration software tools all emerged from the transformation.

"The liquor operation really had to feel like it was a part of the city operation," said Wysopal. We want [employees] to... sense that what they are doing is every bit as important as what police... fire, and public works are doing."

The success of the operation can be attributed to the timing of nearby development. The Fridley Market was gaining prominence through Duluth Trading, Teppanyaki Grill, and Cub Foods, which increased the area's retail environment and helped Fridley Liquor grow financially.

At the same time, the surrounding circumstances proved to be difficult for the business as well. It was challenging to understand the condition of Fridley Liquor among their own building's renovation, in addition to the shopping center's. Without the identifiable

exterior of Fridley Liquor, many community members believed the business was closed. 18 months of construction traffic and only two days of closed doors were significant obstacles, but when remodeling ended the customer base saw an extreme upsurge.

"People used to just come in, grab what they want, and leave. Now, people want to shop for liquor. They'll spend 20 minutes to an hour in here looking at all of the different craft beers," said Birkholz.

Aiming to curb competition, increase financial revenue, and include Fridley Liquor employees in the municipal process, it can be agreed that the overall renovation was triumphant. The company has already seen a 30 to 40% increase in the number of customers coming through the doors.

"It's tough when you're going through the construction and remodel," said Birkholz. "You think going into it, 'is it going to be worth it?'" With the results as evidence, the answer remains an undeniable 'yes'.

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Nine Ways to Turn Off Customers

By Shari Waters, About.com

As individuals, we all have our own little pet peeves. What may turn off one customer may not bother another. As retailers, we can't afford to turn off a single customer and image is everything. Keeping our stores neat and clean is not only easy to do; it is generally an inexpensive way to attract customers and create a pleasant store atmosphere.

Take a look around your retail store. Do any of the following situations exist? Here are nine ways your store may be turning off customers:

Dirty Bathrooms

This customer pet peeve clearly deserves the number one spot on this list. Retail store restrooms should always be sparkling clean, whether they are open for public use or not. Make sure to stock the bathrooms with plenty of paper products, soap, trash receptacles and clean it daily.

Loud Music

Playing music in a retail store can help create a certain atmosphere for our shoppers. Music that is too loud, inappropriate or of poor quality can run a positive shopping experience.

Handwritten Signs

In this era of technology, there is no excuse for displaying handwritten signage. It is too simple to print a sign from our computers or use pre-printed signs. Printed signs simply look more professional and signs with hard-to-read handwriting can be a customer turn-off.

Stained Floor or Ceiling Tiles

It is true, accidents happen. However, our customers don't have to see them. Dirty carpet, stained flooring and ugly ceiling tiles can turn off many shoppers. Sweeping, vacuuming and mopping

should be done on a regular basis. Consider hiring a professional cleaning crew to polish tile floors. Replace stained portions of carpet and ceiling tiles where possible.

Burned-out or Poor Lighting

Replace any burned out light bulbs as soon as possible. Make sure all customer areas of the store have ample lighting and take into consideration shoppers with aging or less than perfect eyesight. Your store should be well illuminated for all customers.

Offensive Odors

Customers understand if they visit a lawn and garden center they will have to deal with the smell of fertilizer. The same goes for shoppers of a feed supply store. Certain odors are understandable and may even appeal to the customer's sense of smell. However, shoppers don't want to smell an employee's lunch drifting across the store. Use neutralizers to combat any offensive odors.

Crowded Aisles

Consumers like a selection but not if it means sacrificing comfort while shopping. Be sure your store is designed to allow adequate space between aisles and keep walkways free of merchandise. Cramped spaces can ruin a shopping experience and turn off a customer.

Disorganized Checkout Counters

Sloppy work areas behind the checkout is a huge customer turn-off. This particular area where a customer's financial transaction is taking place should not show any signs of disorganization. Like messy dressing rooms, a disorganized checkout counter can lead to theft. Keep those register areas neat and tidy.

Lack of Shopping Carts/Baskets

Your type of retail shop may not require a shopping cart or your store may be too small, but there's not a single type of retailer that wouldn't need at least some sort of shopping basket. If you hope for your customer to purchase more than one item in your store, be sure to have an adequate supply of shopping carts or baskets on hand.

Platinum Member

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Restroom Cleaning Must Be A Top Priority

By Lee Polevoi

Restroom cleaning must be a top priority for every retail and small business where customers gather. Here's how to do it right.

If you have any doubt that restroom cleaning should be an important element of your business's overall cleaning strategy, consider these findings from a consumer survey of more than 2,000 adults conducted in 2015:

- 85 percent of respondents wouldn't use a business that has negative online reviews about the cleanliness of its facilities.
- 81 percent of adult women wouldn't go to a restaurant with reported cleanliness issues.
- The top five businesses affected by negative online reviews of facility cleanliness are restaurants, hotels, doctors' offices, hospitals and hair/nail salons.

“With the increased use of consumer review sites, consumers form a perception of a business long before they set foot in the door,” says David Mesko, Cintas vice president of product development. If your place of business (including the restrooms) are dirty “and someone mentions that in an online review, it will have a negative impact on your bottom line.”

In terms of customer perceptions, there's too much at stake to settle for anything less than a truly clean restroom. Pristine facilities put customers at ease with your business as a whole, and encourage more confidence in the quality of your customer service. When you consider all the surfaces and touched objects in a typical restroom — including toilet seats, urinals, door handles, sinks and faucets, soap dispensers, counter tops, paper and feminine

hygiene dispensers — it's clear that significant work is required to get the job done right. Keep these tips in mind to keep a clean restroom at your facility—every day.

Assign and Educate

Make sure your team features specific employees who are ready and able to take on the task. More consistent cleaning results are likely if the same employees are responsible for cleaning the restrooms each time. They should be trained in all aspects of cleaning, including the importance of both cleaning and disinfecting. You should also make sure they know your standards and exactly what is expected of them.

Armed for Success

A truly clean restroom depends on high-quality cleaning and disinfecting products, so be sure your team is well-equipped with the right gear and supplies to get the job done right. Employees should be armed with a fully-stocked custodial cart, containing germicidal cleaning products, a professional toilet brush or wand, disposable wipes, glass cleaners and other multipurpose products.

Concentrate on Hard-to-reach Areas

All the obvious surfaces, objects and fixtures should be kept clean, of course, but it's in the hard-to-reach areas where grime and dirt build up and lead to those “mysterious” odors you don't want customers to encounter. Such areas include:

- Toilet base
- Underside of urinals
- Grout lines
- Ceiling vents and fans

Be sure employees know the best ways to tackle these areas, and don't neglect

them in their cleaning routine.

Use a Two-bucket/Ringer Combination

Mop with the appropriate chemical cleaning products and do a “gentle” soak of the floors to get at any soil in the grout. Then, using fresh water, a clean mop and a two-bucket/ringer combo, complete a final pass.

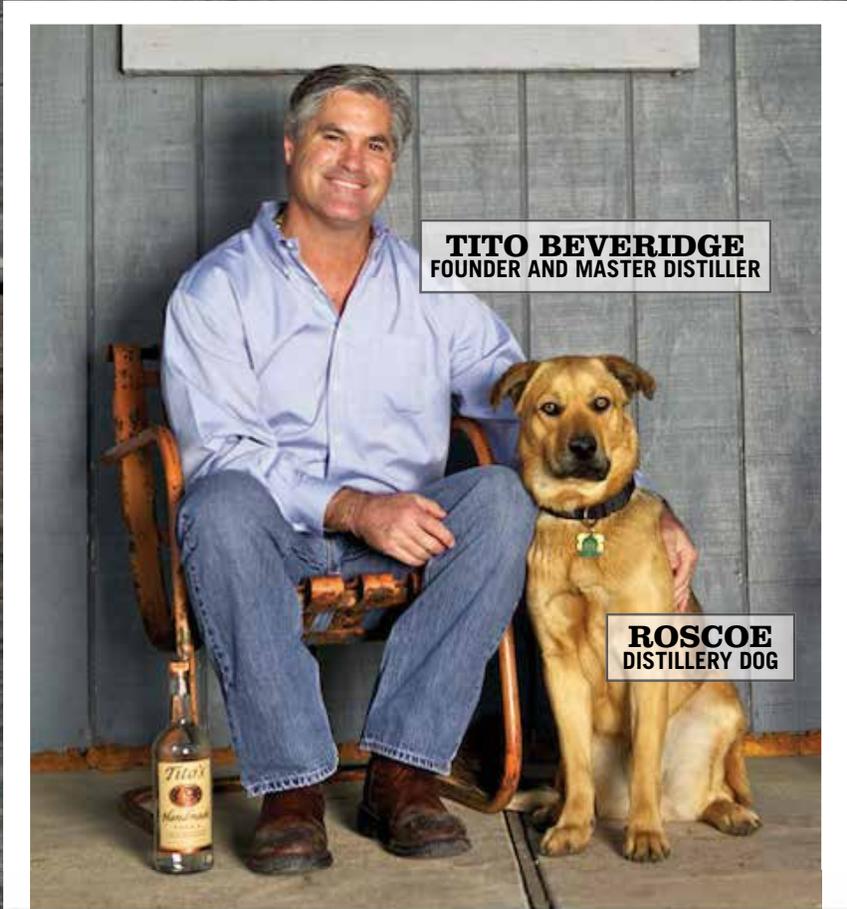
Disposable wipes are useful in getting at awkwardly situated edges and corners.

Conduct Regularly Scheduled Deep-Cleaning

Proper ongoing maintenance will ensure that customers have a favorable experience when they use your restrooms, but to guarantee the best possible degree of cleanliness, it's advisable to schedule regular deep cleans. Heavy-duty equipment designed specifically for this purpose can incorporate power-scrubs of the floor and detailed cleaning of walls and doors. Best of all, these deep cleans make it easier for employees to maintain a desirable, ongoing level of cleanliness.

It's not enough to clean your facility restrooms and forget about it. Basic cleanliness is what your valued customers expect. If you commit to truly clean restrooms, customers will always encounter surfaces free of stains or puddles, fresh liners inside trash cans, fully stocked paper products, no sign of dust on vents, sparkling clean mirrors and absolutely no unpleasant odors. By committing to a process that actually exceeds expectations, you'll enhance the quality of your brand and your facility where customers and/or patients gather. You can also be sure that they'll spread the good word among their friends.

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Mazeppa Liquor Makes Huge Financial Turnaround

By Heather J. Carlson, Rochester Post Bulletin

Flash back one year ago and the financial future for Mazeppa's municipal liquor store appeared grim.

The city-run business had lost nearly \$8,000. Other small towns with struggling municipal liquor stores had opted to shut down their operations.

But one year later, it's a very different story in the town of 800.

The on-and-off sale liquor business had a profit of nearly \$18,000 in 2015, according to a new report from the Minnesota State Auditor's Office.

The liquor store's manager Heather Groby said the business is on track to do even better in 2016.

So why the big turnaround?

Groby, who became manager one year ago, said there has been a big push to change the way business is done to help the small town "muni" better compete in today's crowded liquor marketplace.

"I'm kind of a determined individual, and I love a challenge," she said.

"I grew up on a dairy farm so I'm a rural, country, small-town girl.

I don't want to see these towns going to ghost towns.

We need revenue in these communities."

Paul Kaspszak, executive director of the Minnesota Municipal Beverage Association, said municipal liquor stores are grappling with increased competition.

For instance, many grocery stores are beginning to open their own liquor operations.

Kaspszak said the biggest reason munic-

ipal liquor stores end up closing comes down to an unwillingness to change how business is done.

"The business basics are the same, and it boils down to whether or not you have a manager who is really willing to go and make those changes and whether you have got a city that is willing to work with that manager to make those changes," he said.

Kaspszak credits Groby for being willing to make key changes to help the Mazeppa liquor store compete.

"She's working really hard and bringing in new ideas and adapting, and that's what it takes in any business," he said.

Those changes include reducing prices to make the Mazeppa liquor store more

competitive.

Groby said efforts also are underway to spruce up the bar, including adding a patio with heaters.

She is adding more food options at the bar, such as chicken strips and potato poppers, and encouraging bartenders to introduce patrons to new cocktails - such as caramel apple sangrias. But changes cannot always solve the problem.

Sometimes, Kaspszak said municipal liquor stores close because the towns themselves are evaporating, losing residents to nearby regional centers.

In that environment, "it would be difficult for any business to survive."

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It's Time to Raise the Bar

By Lee Cockerell

If you are in the bar business it is time to quit "free pouring" excuses and stop blaming others for the situation you put yourself and your nightclub or bar into. Excellence is a state of mind. If you want it, you can have it. As Bill Marriott told me once, "Lee, if you have flies in your bar or restaurant it is because you like flies." If you have poorly trained staff or have hired the wrong people then you must like that, because you can change that situation if you admit that your responsibility is to move from average to good, good to great, and even great to greater in your operation.

It is never too late to get better, friendlier, cleaner, more creative, healthier, or knowledgeable. Every day in your operation you are either getting better or you are getting worse. There is no middle ground as your competition is working hard to "eat your lunch." The three most important things you can do (after, of course, having a great product) are to:

1. Hire and promote the right people and get rid of the people who are not right with their performance or their attitude.

Poor employees make a poor operation, average employees make an average operation, and, of course, great employees make a great operation. Never forget: Your employees are your brand. It is not about the beer and cocktails, it is about the people.

2. Train, test and enforce you training and standards.

Lots of businesses say they train their teams, but most don't do a great job. Total clarity about your expectations for performance is the most important part of training. After being clear like a mother, train your team so they can perform their role in the show at a world-class level. After you train them, test them to make sure they got it, and then, most of all, enforce your training.

This is one of the owner's and manager's most important responsibilities, and one often not done well. Attention to detail and consistency matter, and they matter a lot. You are putting on a hit show. You are the director of the show, so get in your director's chair and watch the performance every day to make sure everyone is performing their role in the show to a T.

3. The last and probably the most important thing is for you, the leader, to be a great role model for excellence in all ways.

Understand your most important role in the show is for you to create an environment and culture where all of your team members wake up in the morning and want to come to work versus having to come for a paycheck. Also, your role is to create a culture where everybody matters and they know it.

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Minnesota Department of Health Fact Sheet

Potluck Events

Applying Minnesota Statutes, section 157.22, on “potluck”

What is a potluck? A meal at which attendees bring food that is donated and shared by the attendees. Also known as a potluck supper. Any fundraising efforts must be separate from the potluck event. Events sponsored by a licensed food establishment or for which food is prepared or held in the kitchen of a licensed food establishment is not a potluck event.

Situation

Organization ABC publicly advertises a potluck event. The ad states that everyone bring a chicken (cooked at home or bought ready-to-eat from a store) and a side dish to share. The organizers of the event will provide desserts, beverages, and paper supplies.

Application

This is a potluck event because food and/or supplies are donated and shared by attendees.

Situation

A religious group would like to sell frozen pizzas to the community to raise funds for a new addition.

Application

This is a special food event, not a potluck, and the governmental agency may require a license.

Situation

A school PTA publicly advertises a potluck event for the parents of third grade students. Each parent brings some food to share; the school provides paper supplies and beverages. The food is served in the school’s cafeteria, but it is not brought into the kitchen.

Application

This is a potluck event. The food is donated and shared, and it is not brought into the licensed kitchen. (MN Statutes, chapter 157, requires school kitchens to be licensed.)

Situation

Organization ABC publicly advertises a lutefisk dinner. All of the food will be prepared at a local social club.

Application

This is not a potluck event. This event requires a license. The attendees are not donating or sharing food.

Situation

Organization ABC publicly advertises a food event that will be held at a licensed food establishment. All of the hot food will be held hot in the ovens in the kitchen of the licensed food establishment.

Application

A food event does not qualify as a potluck event if it uses the kitchen of a licensed food establishment.

Situation

Organization ABC publicly advertises a food event. Someone is willing to roast a pig for the event, but will not be reimbursed by the organization for the cost. All food is donated and shared among attendees. The food is not brought into a licensed kitchen.

Application

This is a potluck event. If the person is roasting and donating the pig as their contribution to the event, no license is required.

For Further Information Contact the Following MDH District Offices

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Leveling the Playing Field

By Tom Shay, MMBA Conference
Presenter

Imagine the game in which the batter takes a swing at a pitch and drives a hit over the shortstop's head and between the center and left fielders. He rounds first, heads for second, and dives into second base as the shortstop receives the throw from the outfielder. The umpire, with a good look at the play, quickly raises his hand, extends three fingers and shouts, "third down".

Wait a minute! Are we not playing baseball here? What is the umpire saying? We can all agree that this is not the game that we all knew, for apparently there are a new set of rules. Sometimes, it appears there are no rules anymore in the retail world. Considering the intense competition, along with margins having eroded in the past 15 years, you might question your motives for being a part of the industry.

"The competition is just too great", is a statement frequently spoken by business owners. "I can't compete because they buy better than I do", is another similar statement. And many of the comments of this nature are true. The mass merchants can do many things that the independent cannot do.

However, there is plenty of room for a retailer not only to survive, but to thrive in the extremely competitive market today and into the next generation. There is an opportunity for the independent retailer that the mass merchants cannot take advantage of. This opportunity is not a secret; it is just a detail that the majority of independent retailers do not utilize. "Nobody else does it. Why should we?" That is the secret. Doing things that nobody else does. What if every person that walked into your store was met by someone that greeted them by name and shook their hand?

There is one mass merchant known for having a retired or handicapped person sitting at the front door waiting to greet a customer. But what are your chances of finding a knowledgeable person on their sales floor? Does every person in your business that comes into contact with the customer know the basics of the product you are selling? If not, then what advantage do you have over the mass merchant?

In small business as a whole, we as retailers have listened too much to the advertising of the mass merchants. They continue to promote price, and they have to because it is the main advantage that they have. **Yet, according to a study of 20,000 shoppers conducted by Dr. Richard Feinberg of Purdue University, price is not one of the main concerns of shoppers.** It can become the main concern when both the mass merchant and the independent retailer fail to pay attention to the top five important issues.

Those five issues are:

1. *Have in stock what the customer wants*
2. *Value the customer's time*
3. *Sell value*
4. *Have excellent visual merchandising*
5. *Have professional help*

The first customer requirement is that you have what they are looking for. When we examine a business, we rank inventory according to how fast it will sell. The "A" items sell the most frequently, and the "E" items sell much slower. Too many businesses give as much time and effort to the "E" items as they do the "A" items. This is where you have an inventory imbalance.

The second concern of your customers is that you value their time. This may be your need to have enough sales people available at peak hours, or that you are stocking related items. As far as the customer is concerned, if he has to go to the mass merchant to get an accessory, he might as well look at all their merchandise.

The third concern of your customer can be shown in a simple equation. Everything that everybody buys and sells utilizes this equation. **It is: QUALITY plus SERVICE plus INFORMATION plus PRICE equals VALUE.** If your item sells for more you have to be able to explain the value in the item.

Having excellent visual merchandising is the fourth concern. Our customers are telling us there is no appeal of a business that has a dirty floor, dirty windows and lights that are burnt out. The fifth and final concern is having professional help. Surely, this is one area where the mass merchant should be no competition for you. The customer, no matter how experienced, has questions. It becomes the responsibility of your salesperson to engage the customer in a conversation so that he or she feels comfortable enough to respond.

Notice that price did not make it into the top five of Dr. Feinberg's list. But in the absence of these five needs being properly addressed, the customers default to price. I think you should take the time and make the effort to invest in the opportunities that you have that the mass merchant does not have. You need to; it is third down. Remember?

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BREWED THE HARD WAY



THIS BUD'S FOR YOU



2017 MMBA **FACILITY AWARDS**

Purpose

Provide industry / community recognition and an example for others to emulate.

Categories

- Best Themed Promotion
- Best Product Launch
- Best Business Development: New Build, Refit or Launch
- Commitment to Customer Service
- Commitment to Staff Development
- Community Involvement Award

Judging

All member facilities are eligible to participate. An independent panel will determine the winners. Panel participants might include current MLS managers, city staff / officials / industry representative and MMBA staff. Panel participants will vary each year.

2017 Nomination Timeframe

Entry window is between January 1, 2017 – March 1, 2017, for activities in 2016.

Awards will be presented at the 2017 annual meeting.

Winners will receive a plaque and \$250 community project monetary award.

Submissions must be received in the MMBA office by March 1, 2017

MMBA, PO Box 32966, Minneapolis, MN 55432 or kaspszak@visi.com

Nominate Yourself or Others!!!

2017 MMBA Award Criteria

Entries may be submitted individually or jointly by key parties involved.

Best Themed Promotion

Awarded to the facility demonstrating the most innovative themed promotion to reach and appeal to its customers. Entrants must describe how the campaign or promotion was conceived, executed and evaluated for success, giving necessary data to support their claims. Each entrant must submit photographic evidence and relevant items of promotional material to support their entry.

Best Product Launch

The best product launch for sale through the facility to the consumer. This must be launched within the qualifying period and demonstrate innovation and fill a gap in the market. Entrants will submit photographs of the product and information on how it was a) conceived b) the response to it c) show its commercial success. Entrants should explain why stocking the product is important or beneficial to their operations.

Best Business Development: New Build, Refit or Launch

Awarded to the best facility development within the qualifying period. This may be a new building, concept, extension, rebuild, refit or relaunch. It should show best practice in design, innovation and environmental standards. Entrants should describe how the initiative was a) conceived, b) executed and c) quantified in terms of commercial success.

Commitment to Customer Service

Awarded to the facility showing customer service above and beyond the norm (i.e. carry out service). Please include any feedback available from customers and evidence of what your facility's customer service offer involves. The award winner will demonstrate how it offers its customer's advice, information, attention to detail and a pleasant customer service above and beyond its competition.

Commitment to Staff Development

Awarded to the facility with the best attitude and commitment to developing staff. Entrants will submit written evidence, with supporting printed material if available. Entrants should demonstrate how they are a) committed to training of the highest standard, and b) how they have enabled staff to better their knowledge for improved performance and possible career development.

Community Involvement Award

Awarded to the facility showing the most commitment to getting involved in activities within its local community. Entrants will provide written and photographic evidence, including media coverage, of how being committed to the community benefited business and added to the facility's appeal. The Awards winner will show how a municipal liquor operation is more than just a retailer that sells alcohol.

MMBA Commercial Members Are Available to You! Contact Them!

**Platinum Members Can
Be Found On Page 8**

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
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E-mail: charly.baune@arvig.com

Bacardi USA

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Dahlheimer Beverage

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Bellboy Corporation

Contact: Pat Bushard
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E-mail: patrick@bellboycorp.com

BreakThru Beverage Minnesota

Contact: Brad Redenius
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Crystal Springs Ice

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Dailey Data & Associates

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Delaney Consulting

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Illinois Casualty Company

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Jackson Family Fine Wines

Contact: Laura Ulmen
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J.J. Taylor Distributing

Company of Minnesota, Inc.
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E-mail: christopher_morton@
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Johnson Brothers Liquor Company

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brothers.com

KLB Insurance Agency

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The Wine Company

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Waterville Food & Ice

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