

THE MUNICIPAL LIQUOR STORE

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

Volume 76, Number 4, 2017



Questions to Ask **Before Investing in a** **New Point of Sale System**

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MUNICIPAL LIQUOR STORE

Volume 76, Number 4, 2017

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ON THE COVER

Information gained from effective use of a point of sale system is critical to operational success.

It is a good idea to ask some important questions when considering a new system.

See page 6 for information from consultant R.J Calio, a speaker your editor heard at a recent national conference.

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MMBA President's Message



GARY BUYSSE
President

My newsfeed is currently dominated with the sad tales of influential, powerful men whose careers have been cut short by abuses of power of a sexual nature.

Roger Ailes of Fox News, Matt Lauer of NBC News and Charlie Rose of PBS are recent examples of previously respected individuals whose flagrant disrespect for women has resulted in termination or forced resignation.

Closer to home, Garrison Keillor resigned as a result of allegations of sexual impropriety and Senator Al Franken's future leadership potential, as a result of admitted impropriety, is currently in question.

We have a responsibility as municipal stewards to provide a safe and secure workspace for all of our employees and customers.

A sense of familiarity amongst staff and amongst staff and customers can result in a relaxation of the high standards we must set for ourselves and city employees.

Comments of a sexual nature among employees are strictly off limits and inappropriate comments from customers are also out of bounds, even in a bar setting.

The inclusion of beverage alcohol does not excuse inappropriate behavior. Staff should expect the same type of mutual respect that is exhibited daily at a major retail location such as Target. The organization must establish the boundaries necessary to protect staff

and consumers alike from comments, gestures and touching; including unwanted hugs.

Staff should feel comfortable expressing their concerns regarding any unwanted advances and expect management to address the concerns to the guilty parties.

Customers should be aware of the standards you have set for yourself and your staff and given the opportunity to change any negative behaviors.

In certain cases you may need to remove the guilty party for a period determined by policy in order to illicit a behavioral change.

In the case of repetitive offenses, the banishment may be permanent.

Any unwanted physical content, sexual or otherwise, should result in immediate removal pending an investigation by management.

Threats to staff or management by customers should be handled similarly, with potential involvement by law enforcement depending on severity.

Any physical violence should result in immediate expulsion.

It is our responsibility to provide a safe and secure working environment for all staff.

We are also responsible for the safety and security of our customers.

Any detriment to this standard is unacceptable.

Our staff members are our greatest asset and we must provide them with respect and a work environment they can be proud of.

It is our legal and moral responsibility.

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Questions to Ask Before Investing in a New Point of Sale System

By R.J Calio, <http://www.rcalio.com/>

The questions you should ask yourself before investing in a new POS system

I frequently get calls from potential clients who are considering replacing their POS system.

My initial reaction is to determine their motivation for wanting to make the change.

These are the questions I typically ask and can be used as a guide for anyone contemplating an investment in a new system.

1. What is compelling you to make this considerable investment and change in your business?
2. What features are lacking in your current system that are impeding your ability to effectively manage your business?
3. Are you contemplating or need any of the following which can't be implemented with your current system:
 - Opening new a new store(s)
 - An integrated e-commerce site
 - A customer marketing and loyalty program
 - Better access to information and analytics
 - Business intelligence and dash boards
 - Integration to social and mobile media
 - Having a consolidated view of all your customer activity rather than "silos" of information
 - Create a more efficient customer experience at the check out counter
4. Are you willing to commit yourself and your key people to the changes required to implement a new system?
5. Have you made a list of the features and reports in your current system that you want to preserve moving forward, "must have features"?
6. Have you thoroughly evaluated your current system to see if there are workarounds or minor customizations that can be made to address these needs?
7. Are there any third party programs that can integrated to your current system that will give you the features and functionality you're missing?
8. Are you going to be able to convert your existing data, inventory, customers and vendor and inventory and customer history?
9. Have you established a budget for the project including training, installation, data conversion and annual support and software upgrades.
10. Are you willing to put in the time and effort to thoroughly evaluate new systems and put together a detailed plan for the process you will follow?

In the final analysis don't invest in any new technology until you can clearly identify the problem you want to solve and can articulate a strategy for getting a return on your investment.

To quote Seth Godin for the Purple Cow, "Instead of trying to use your technology and expertise to make a better product for your user's standard behavior, experiment with inviting the users to change their behavior to make the product work dramatically better."

Whether you invest in a new system or decide to better utilize your current system its' great opportunity evaluate and improve all your internal practices and procedures.

The new tread mill won't make you any fitter than your old tread mill, if you don't use it.

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Mark-Up and Profit Tables

Cost Per Bottle	12%	15%	18%	20%	25%	30%	34%	40%	45%	50%
	<u>Mark-up</u> 10.71% Gross Profit	<u>Mark-up</u> 13.04% Gross Profit	<u>Mark-up</u> 15.25% Gross Profit	<u>Mark-up</u> 16.67% Gross Profit	<u>Mark-up</u> 20.00% Gross Profit	<u>Mark-up</u> 23.08% Gross Profit	<u>Mark-up</u> 25.37% Gross Profit	<u>Mark-up</u> 28.57% Gross Profit	<u>Mark-up</u> 31.03% Gross Profit	<u>Mark-up</u> 33.33% Gross Profit
1.00	1.120	1.150	1.180	1.200	1.250	1.300	1.340	1.400	1.450	1.500
1.10	1.232	1.265	1.298	1.320	1.375	1.430	1.474	1.540	1.595	1.650
1.20	1.344	1.380	1.416	1.440	1.500	1.560	1.608	1.680	1.740	1.800
1.30	1.456	1.495	1.534	1.560	1.625	1.690	1.742	1.820	1.885	1.950
1.40	1.568	1.610	1.652	1.680	1.750	1.820	1.876	1.960	2.030	2.100
1.50	1.680	1.725	1.770	1.800	1.875	1.950	2.010	2.100	2.175	2.250
1.60	1.792	1.840	1.888	1.920	2.000	2.080	2.144	2.240	2.320	2.400
1.70	1.904	1.955	2.006	2.040	2.125	2.210	2.278	2.380	2.465	2.550
1.80	2.016	2.070	2.124	2.160	2.250	2.340	2.412	2.520	2.610	2.700
1.90	2.128	2.185	2.242	2.280	2.375	2.470	2.546	2.660	2.755	2.850
2.00	2.240	2.300	2.360	2.400	2.500	2.600	2.680	2.800	2.900	3.000
2.10	2.352	2.415	2.478	2.520	2.625	2.730	2.814	2.940	3.045	3.150
2.20	2.464	2.530	2.596	2.640	2.750	2.860	2.948	3.080	3.190	3.300
2.30	2.576	2.645	2.714	2.760	2.875	2.990	3.082	3.220	3.335	3.450
2.40	2.688	2.760	2.832	2.880	3.000	3.120	3.216	3.360	3.480	3.600
2.50	2.800	2.875	2.950	3.000	3.125	3.250	3.350	3.500	3.625	3.750
2.60	2.912	2.990	3.068	3.120	3.250	3.380	3.484	3.640	3.770	3.900
2.70	3.024	3.105	3.186	3.240	3.375	3.510	3.618	3.780	3.915	4.050
2.80	3.136	3.220	3.304	3.360	3.500	3.640	3.752	3.920	4.060	4.200
2.90	3.248	3.335	3.422	3.480	3.625	3.770	3.886	4.060	4.205	4.350
3.00	3.360	3.450	3.540	3.600	3.750	3.900	4.020	4.200	4.350	4.500
3.10	3.472	3.565	3.658	3.720	3.875	4.030	4.154	4.340	4.495	4.650
3.20	3.584	3.680	3.776	3.840	4.000	4.160	4.288	4.480	4.640	4.800
3.30	3.696	3.795	3.894	3.960	4.125	4.290	4.422	4.620	4.785	4.950
3.40	3.808	3.910	4.012	4.080	4.250	4.420	4.556	4.760	4.930	5.100
3.50	3.920	4.025	4.130	4.200	4.375	4.550	4.690	4.900	5.075	5.250
3.60	4.032	4.140	4.248	4.320	4.500	4.680	4.824	5.040	5.220	5.400
3.70	4.144	4.255	4.366	4.440	4.625	4.810	4.958	5.180	5.365	5.550
3.80	4.256	4.370	4.484	4.560	4.750	4.940	5.092	5.320	5.510	5.700
3.90	4.368	4.485	4.602	4.680	4.875	5.070	5.226	5.460	5.655	5.850
4.00	4.480	4.600	4.720	4.800	5.000	5.200	5.360	5.600	5.800	6.000
4.10	4.592	4.715	4.838	4.920	5.125	5.330	5.494	5.740	5.945	6.150
4.20	4.704	4.830	4.956	5.040	5.250	5.460	5.628	5.880	6.090	6.300
4.30	4.816	4.945	5.074	5.160	5.375	5.590	5.762	6.020	6.235	6.450
4.40	4.928	5.060	5.192	5.280	5.500	5.720	5.896	6.160	6.380	6.600
4.50	5.040	5.175	5.310	5.400	5.625	5.850	6.030	6.300	6.525	6.750
4.60	5.152	5.290	5.428	5.520	5.750	5.980	6.164	6.440	6.670	6.900
4.70	5.264	5.405	5.546	5.640	5.875	6.110	6.298	6.580	6.815	7.050
4.80	5.376	5.520	5.664	5.760	6.000	6.240	6.432	6.720	6.960	7.200
4.90	5.488	5.635	5.782	5.880	6.125	6.370	6.566	6.860	7.105	7.350
5.00	5.600	5.750	5.900	6.000	6.250	6.500	6.700	7.000	7.250	7.500



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5.10	5.712	5.865	6.018	6.120	6.375	6.630	6.834	7.140	7.395	7.650
5.20	5.824	5.980	6.136	6.240	6.500	6.760	6.968	7.280	7.540	7.800
5.30	5.936	6.095	6.254	6.360	6.625	6.890	7.102	7.420	7.685	7.950
5.40	6.048	6.210	6.372	6.480	6.750	7.020	7.236	7.560	7.830	8.100
5.50	6.160	6.325	6.490	6.600	6.875	7.150	7.370	7.700	7.975	8.250
5.60	6.272	6.440	6.608	6.720	7.000	7.280	7.504	7.840	8.120	8.400
5.70	6.384	6.555	6.726	6.840	7.125	7.410	7.638	7.980	8.265	8.550
5.80	6.496	6.670	6.844	6.960	7.250	7.540	7.772	8.120	8.410	8.700
5.90	6.608	6.785	6.962	7.080	7.375	7.670	7.906	8.260	8.555	8.850
6.00	6.720	6.900	7.080	7.200	7.500	7.800	8.040	8.400	8.700	9.000
6.10	6.832	7.015	7.198	7.320	7.625	7.930	8.174	8.540	8.845	9.150
6.20	6.944	7.130	7.316	7.440	7.750	8.060	8.308	8.680	8.990	9.300
6.30	7.056	7.245	7.434	7.560	7.875	8.190	8.442	8.820	9.135	9.450
6.40	7.168	7.360	7.552	7.680	8.000	8.320	8.576	8.960	9.280	9.600
6.50	7.280	7.475	7.670	7.800	8.125	8.450	8.710	9.100	9.425	9.750
6.60	7.392	7.590	7.788	7.920	8.250	8.580	8.844	9.240	9.570	9.900
6.70	7.504	7.705	7.906	8.040	8.375	8.710	8.978	9.380	9.715	10.050
6.80	7.616	7.820	8.024	8.160	8.500	8.840	9.112	9.520	9.860	10.200
6.90	7.728	7.935	8.142	8.280	8.625	8.970	9.246	9.660	10.005	10.350
7.00	7.840	8.050	8.260	8.400	8.750	9.100	9.380	9.800	10.150	10.500
7.10	7.952	8.165	8.378	8.520	8.875	9.230	9.514	9.940	10.295	10.650
7.20	8.064	8.280	8.496	8.640	9.000	9.360	9.648	10.080	10.440	10.800
7.30	8.176	8.395	8.614	8.760	9.125	9.490	9.782	10.220	10.585	10.950
7.40	8.288	8.510	8.732	8.880	9.250	9.620	9.916	10.360	10.730	11.100
7.50	8.400	8.625	8.850	9.000	9.375	9.750	10.050	10.500	10.875	11.250
7.60	8.512	8.740	8.968	9.120	9.500	9.880	10.184	10.640	11.020	11.400
7.70	8.624	8.855	9.086	9.240	9.625	10.010	10.318	10.780	11.165	11.550
7.80	8.736	8.970	9.204	9.360	9.750	10.140	10.452	10.920	11.310	11.700
7.90	8.848	9.085	9.322	9.480	9.875	10.270	10.586	11.060	11.455	11.850
8.00	8.960	9.200	9.440	9.600	10.000	10.400	10.720	11.200	11.600	12.000
8.10	9.072	9.315	9.558	9.720	10.125	10.530	10.854	11.340	11.745	12.150
8.20	9.184	9.430	9.676	9.840	10.250	10.660	10.988	11.480	11.890	12.300
8.30	9.296	9.545	9.794	9.960	10.375	10.790	11.122	11.620	12.035	12.450
8.40	9.408	9.660	9.912	10.080	10.500	10.920	11.256	11.760	12.180	12.600
8.50	9.520	9.775	10.030	10.200	10.625	11.050	11.390	11.900	12.325	12.750
8.60	9.632	9.890	10.148	10.320	10.750	11.180	11.524	12.040	12.470	12.900
8.70	9.744	10.005	10.266	10.440	10.875	11.310	11.658	12.180	12.615	13.050
8.80	9.856	10.120	10.384	10.560	11.000	11.440	11.792	12.320	12.760	13.200
8.90	9.968	10.235	10.502	10.680	11.125	11.570	11.926	12.460	12.905	13.350
9.00	10.080	10.350	10.620	10.800	11.250	11.700	12.060	12.600	13.050	13.500
9.10	10.192	10.465	10.738	10.920	11.375	11.830	12.194	12.740	13.195	13.650
9.20	10.304	10.580	10.856	11.040	11.500	11.960	12.328	12.880	13.340	13.800
9.30	10.416	10.695	10.974	11.160	11.625	12.090	12.462	13.020	13.485	13.950
9.40	10.528	10.810	11.092	11.280	11.750	12.220	12.596	13.160	13.630	14.100
9.50	10.640	10.925	11.210	11.400	11.875	12.350	12.730	13.300	13.775	14.250
9.60	10.752	11.040	11.328	11.520	12.000	12.480	12.864	13.440	13.920	14.400
9.70	10.864	11.155	11.446	11.640	12.125	12.610	12.998	13.580	14.065	14.550
9.80	10.976	11.270	11.564	11.760	12.250	12.740	13.132	13.720	14.210	14.700
9.90	11.088	11.385	11.682	11.880	12.375	12.870	13.266	13.860	14.355	14.850
10.00	11.200	11.500	11.800	12.000	12.500	13.000	13.400	14.000	14.500	15.000

2016 Municipal Liquor Report: The Rest of the Story

The 2016 report of municipal liquor operations has been released by the Minnesota State Auditor.

The report indicates record sales but reduced net profits and a high number of facilities losing money.

The report offers no context to the

information.

In many cases, especially in the Metro, margins have been tighter due to increased competition.

However, effective management is showing these margins increasing. The major factor impacting this report

is a change in accounting rules for cities, requiring them to report public pension liabilities.

While this has been an issue for the past couple of years, it had a huge impact in 2016.

For example, in a Rochester Post-Bulletin ARTICLE:

[This change in accounting rules had] a big impact in the city of Plainview, where the liquor store reported a net loss of more than \$68,000.

Interim city administrator John Chattin said that number is misleading because the accounting rule change required them to report more than \$98,000 in potential retirement liability in the liquor store account. "It's a liability that will probably never have to be paid," Chattin said.

If the pension liability was not factored in, the store would have shown a net profit of nearly \$30,000.

In addition, the report identifies cities who decided to discontinue their municipal liquor operation.

However, it does not mention the growing number of cities who are entering the business, including: Sartell, New Hope, Golden Valley, Becker, Duluth, Inver Grove Heights and St. Cloud.

Employers Cannot Fire Workers Who Refuse to Share Tips

By Brandon Stahl, Star Tribune

A divided Minnesota Supreme Court ruled last week that employers cannot fire workers who refuse to share tips.

Beginning in 2007, Todd Burt worked as a bartender at Bunny's Bar & Grill in St. Louis Park.

Sometime before July 2014, he was told that he needed to give more of his tips to table bussers and that there "would be consequences if that did not happen."

Burt refused and was fired.

He sued for wrongful termination, citing the Minnesota Fair Labor Standards Act prohibition of an employer requiring workers to share tips.

Bunny's acknowledged that while that was true, the law did not prohibit businesses from firing workers who refused to share tips.

A district court initially threw out

the lawsuit, but the state Court of Appeals reversed the decision.

The Minnesota Supreme Court found that Burt should not have been fired.

"In everyday language, threatening to terminate an employee for failing to do something imposes a 'requirement' on the employee and, at the very least, constitutes coercion by the employer," Justice Natalie Hudson wrote in her opinion.

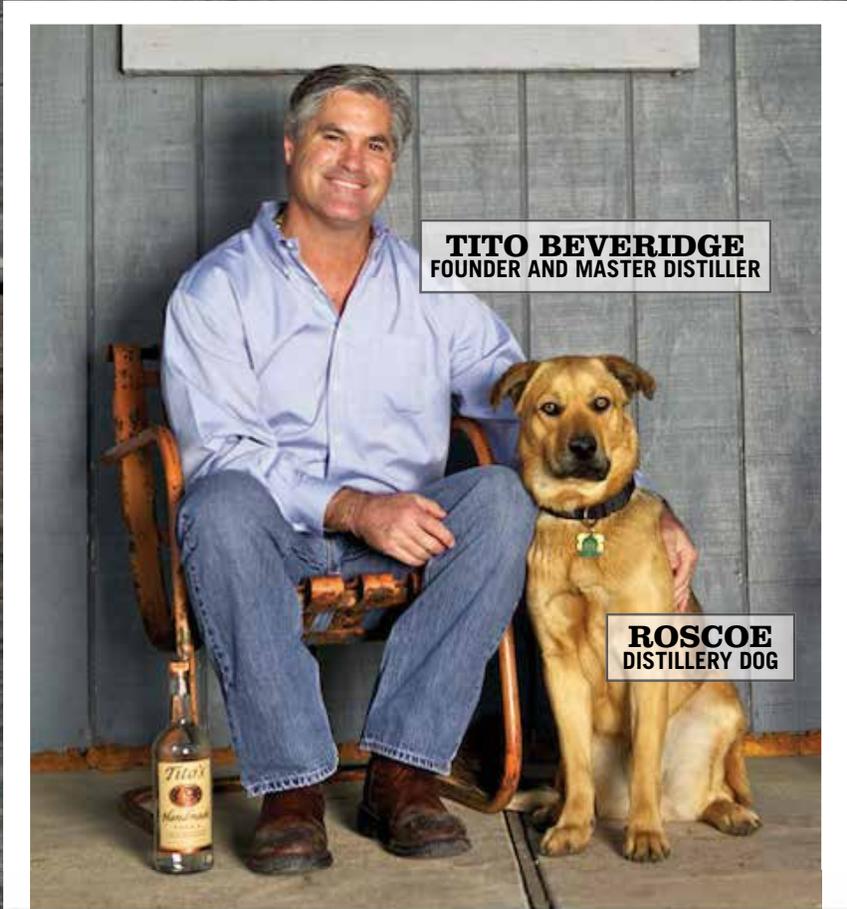
"We hold that [the law] unambiguously prohibits an employer from terminating an employee for refusing to share gratuities."

Chief Justice Lorie Gildea and Justice Barry Anderson dissented. "Minnesota has long recognized the common-law rule of employment at will," Gildea wrote in her dissent.

"Consistent with this principle, an employer may terminate an employee for any or no reason and cannot be sued for wrongful discharge."



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 SCORE OUT OF 100 POINTS

TITO'S® HANDMADE VODKA USA	95 PTS
Ketel One® HOLLAND	89 PTS
Grey Goose® FRANCE	84 PTS
Belvedere® POLAND	84 PTS
Absolut® SWEDEN	84 PTS

My **American Handmade Vodka** beats the giant "Imports" every day. That's because I distill it six times in old-fashioned pot stills I built myself and taste test every batch to make sure you get only the best.
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BREWED THE HARD WAY



THIS BUD'S FOR YOU

Minnesota Municipal Beverage Association

P.O. Box 32966, Minneapolis, MN 55432

Toll Free (866) 938-3925 Ph (763) 572-0222 Fax (763) 572-8163 www.municipalbev.com

Mark-Up and Profit Tables

Cost Per Bottle	12%	15%	18%	20%	25%	30%	34%	40%	45%	50%
	Mark-up 10.71% Gross Profit	Mark-up 13.04% Gross Profit	Mark-up 15.25% Gross Profit	Mark-up 16.67% Gross Profit	Mark-up 20.00% Gross Profit	Mark-up 23.08% Gross Profit	Mark-up 25.37% Gross Profit	Mark-up 28.57% Gross Profit	Mark-up 31.03% Gross Profit	Mark-up 33.33% Gross Profit
10.10	11.312	11.615	11.918	12.120	12.625	13.130	13.534	14.140	14.645	15.150
10.20	11.424	11.730	12.036	12.240	12.750	13.260	13.668	14.280	14.790	15.300
10.30	11.536	11.845	12.154	12.360	12.875	13.390	13.802	14.420	14.935	15.450
10.40	11.648	11.960	12.272	12.480	13.000	13.520	13.936	14.560	15.080	15.600
10.50	11.760	12.075	12.390	12.600	13.125	13.650	14.070	14.700	15.225	15.750
10.60	11.872	12.190	12.508	12.720	13.250	13.780	14.204	14.840	15.370	15.900
10.70	11.984	12.305	12.626	12.840	13.375	13.910	14.338	14.980	15.515	16.050
10.80	12.096	12.420	12.744	12.960	13.500	14.040	14.472	15.120	15.660	16.200
10.90	12.208	12.535	12.862	13.080	13.625	14.170	14.606	15.260	15.805	16.350
11.00	12.320	12.650	12.980	13.200	13.750	14.300	14.740	15.400	15.950	16.500
11.10	12.432	12.765	13.098	13.320	13.875	14.430	14.874	15.540	16.095	16.650
11.20	12.544	12.880	13.216	13.440	14.000	14.560	15.008	15.680	16.240	16.800
11.30	12.656	12.995	13.334	13.560	14.125	14.690	15.142	15.820	16.385	16.950
11.40	12.768	13.110	13.452	13.680	14.250	14.820	15.276	15.960	16.530	17.100
11.50	12.880	13.225	13.570	13.800	14.375	14.950	15.410	16.100	16.675	17.250
11.60	12.992	13.340	13.688	13.920	14.500	15.080	15.544	16.240	16.820	17.400
11.70	13.104	13.455	13.806	14.040	14.625	15.210	15.678	16.380	16.965	17.550
11.80	13.216	13.570	13.924	14.160	14.750	15.340	15.812	16.520	17.110	17.700
11.90	13.328	13.685	14.042	14.280	14.875	15.470	15.946	16.660	17.255	17.850
12.00	13.440	13.800	14.160	14.400	15.000	15.600	16.080	16.800	17.400	18.000
12.10	13.552	13.915	14.278	14.520	15.125	15.730	16.214	16.940	17.545	18.150
12.20	13.664	14.030	14.396	14.640	15.250	15.860	16.348	17.080	17.690	18.300
12.30	13.776	14.145	14.514	14.760	15.375	15.990	16.482	17.220	17.835	18.450
12.40	13.888	14.260	14.632	14.880	15.500	16.120	16.616	17.360	17.980	18.600
12.50	14.000	14.375	14.750	15.000	15.625	16.250	16.750	17.500	18.125	18.750
12.60	14.112	14.490	14.868	15.120	15.750	16.380	16.884	17.640	18.270	18.900
12.70	14.224	14.605	14.986	15.240	15.875	16.510	17.018	17.780	18.415	19.050
12.80	14.336	14.720	15.104	15.360	16.000	16.640	17.152	17.920	18.560	19.200
12.90	14.448	14.835	15.222	15.480	16.125	16.770	17.286	18.060	18.705	19.350
13.00	14.560	14.950	15.340	15.600	16.250	16.900	17.420	18.200	18.850	19.500
13.10	14.672	15.065	15.458	15.720	16.375	17.030	17.554	18.340	18.995	19.650
13.20	14.784	15.180	15.576	15.840	16.500	17.160	17.688	18.480	19.140	19.800
13.30	14.896	15.295	15.694	15.960	16.625	17.290	17.822	18.620	19.285	19.950
13.40	15.008	15.410	15.812	16.080	16.750	17.420	17.956	18.760	19.430	20.100
13.50	15.120	15.525	15.930	16.200	16.875	17.550	18.090	18.900	19.575	20.250
13.60	15.232	15.640	16.048	16.320	17.000	17.680	18.224	19.040	19.720	20.400
13.70	15.344	15.755	16.166	16.440	17.125	17.810	18.358	19.180	19.865	20.550
13.80	15.456	15.870	16.284	16.560	17.250	17.940	18.492	19.320	20.010	20.700
13.90	15.568	15.985	16.402	16.680	17.375	18.070	18.626	19.460	20.155	20.850
14.00	15.680	16.100	16.520	16.800	17.500	18.200	18.760	19.600	20.300	21.000
14.10	15.792	16.215	16.638	16.920	17.625	18.330	18.894	19.740	20.445	21.150
14.20	15.904	16.330	16.756	17.040	17.750	18.460	19.028	19.880	20.590	21.300
14.30	16.016	16.445	16.874	17.160	17.875	18.590	19.162	20.020	20.735	21.450
14.40	16.128	16.560	16.992	17.280	18.000	18.720	19.296	20.160	20.880	21.600
14.50	16.240	16.675	17.110	17.400	18.125	18.850	19.430	20.300	21.025	21.750
14.60	16.352	16.790	17.228	17.520	18.250	18.980	19.564	20.440	21.170	21.900
14.70	16.464	16.905	17.346	17.640	18.375	19.110	19.698	20.580	21.315	22.050
14.80	16.576	17.020	17.464	17.760	18.500	19.240	19.832	20.720	21.460	22.200
14.90	16.688	17.135	17.582	17.880	18.625	19.370	19.966	20.860	21.605	22.350
15.00	16.800	17.250	17.700	18.000	18.750	19.500	20.100	21.000	21.750	22.500

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15.00	16.800	17.250	17.700	18.000	18.750	19.500	20.100	21.000	21.750	22.500
15.10	16.912	17.365	17.818	18.120	18.875	19.630	20.234	21.140	21.895	22.650
15.20	17.024	17.480	17.936	18.240	19.000	19.760	20.368	21.280	22.040	22.800
15.30	17.136	17.595	18.054	18.360	19.125	19.890	20.502	21.420	22.185	22.950
15.40	17.248	17.710	18.172	18.480	19.250	20.020	20.636	21.560	22.330	23.100
15.50	17.360	17.825	18.290	18.600	19.375	20.150	20.770	21.700	22.475	23.250
15.60	17.472	17.940	18.408	18.720	19.500	20.280	20.904	21.840	22.620	23.400
15.70	17.584	18.055	18.526	18.840	19.625	20.410	21.038	21.980	22.765	23.550
15.80	17.696	18.170	18.644	18.960	19.750	20.540	21.172	22.120	22.910	23.700
15.90	17.808	18.285	18.762	19.080	19.875	20.670	21.306	22.260	23.055	23.850
16.00	17.920	18.400	18.880	19.200	20.000	20.800	21.440	22.400	23.200	24.000
16.10	18.032	18.515	18.998	19.320	20.125	20.930	21.574	22.540	23.345	24.150
16.20	18.144	18.630	19.116	19.440	20.250	21.060	21.708	22.680	23.490	24.300
16.30	18.256	18.745	19.234	19.560	20.375	21.190	21.842	22.820	23.635	24.450
16.40	18.368	18.860	19.352	19.680	20.500	21.320	21.976	22.960	23.780	24.600
16.50	18.480	18.975	19.470	19.800	20.625	21.450	22.110	23.100	23.925	24.750
16.60	18.592	19.090	19.588	19.920	20.750	21.580	22.244	23.240	24.070	24.900
16.70	18.704	19.205	19.706	20.040	20.875	21.710	22.378	23.380	24.215	25.050
16.80	18.816	19.320	19.824	20.160	21.000	21.840	22.512	23.520	24.360	25.200
16.90	18.928	19.435	19.942	20.280	21.125	21.970	22.646	23.660	24.505	25.350
17.00	19.040	19.550	20.060	20.400	21.250	22.100	22.780	23.800	24.650	25.500
17.10	19.152	19.665	20.178	20.520	21.375	22.230	22.914	23.940	24.795	25.650
17.20	19.264	19.780	20.296	20.640	21.500	22.360	23.048	24.080	24.940	25.800
17.30	19.376	19.895	20.414	20.760	21.625	22.490	23.182	24.220	25.085	25.950
17.40	19.488	20.010	20.532	20.880	21.750	22.620	23.316	24.360	25.230	26.100
17.50	19.600	20.125	20.650	21.000	21.875	22.750	23.450	24.500	25.375	26.250
17.60	19.712	20.240	20.768	21.120	22.000	22.880	23.584	24.640	25.520	26.400
17.70	19.824	20.355	20.886	21.240	22.125	23.010	23.718	24.780	25.665	26.550
17.80	19.936	20.470	21.004	21.360	22.250	23.140	23.852	24.920	25.810	26.700
17.90	20.048	20.585	21.122	21.480	22.375	23.270	23.986	25.060	25.955	26.850
18.00	20.160	20.700	21.240	21.600	22.500	23.400	24.120	25.200	26.100	27.000
18.10	20.272	20.815	21.358	21.720	22.625	23.530	24.254	25.340	26.245	27.150
18.20	20.384	20.930	21.476	21.840	22.750	23.660	24.388	25.480	26.390	27.300
18.30	20.496	21.045	21.594	21.960	22.875	23.790	24.522	25.620	26.535	27.450
18.40	20.608	21.160	21.712	22.080	23.000	23.920	24.656	25.760	26.680	27.600
18.50	20.720	21.275	21.830	22.200	23.125	24.050	24.790	25.900	26.825	27.750
18.60	20.832	21.390	21.948	22.320	23.250	24.180	24.924	26.040	26.970	27.900
18.70	20.944	21.505	22.066	22.440	23.375	24.310	25.058	26.180	27.115	28.050
18.80	21.056	21.620	22.184	22.560	23.500	24.440	25.192	26.320	27.260	28.200
18.90	21.168	21.735	22.302	22.680	23.625	24.570	25.326	26.460	27.405	28.350
19.00	21.280	21.850	22.420	22.800	23.750	24.700	25.460	26.600	27.550	28.500
19.10	21.392	21.965	22.538	22.920	23.875	24.830	25.594	26.740	27.695	28.650
19.20	21.504	22.080	22.656	23.040	24.000	24.960	25.728	26.880	27.840	28.800
19.30	21.616	22.195	22.774	23.160	24.125	25.090	25.862	27.020	27.985	28.950
19.40	21.728	22.310	22.892	23.280	24.250	25.220	25.996	27.160	28.130	29.100
19.50	21.840	22.425	23.010	23.400	24.375	25.350	26.130	27.300	28.275	29.250
19.60	21.952	22.540	23.128	23.520	24.500	25.480	26.264	27.440	28.420	29.400
19.70	22.064	22.655	23.246	23.640	24.625	25.610	26.398	27.580	28.565	29.550
19.80	22.176	22.770	23.364	23.760	24.750	25.740	26.532	27.720	28.710	29.700
19.90	22.288	22.885	23.482	23.880	24.875	25.870	26.666	27.860	28.855	29.850
20.00	22.400	23.000	23.600	24.000	25.000	26.000	26.800	28.000	29.000	30.000

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GREAT BEER GREAT RESPONSIBILITY®
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Can You Say Awkward?

One of the questions brought up by Tom Shay at this year's annual conference was "Are you checking out your competition?"

Sounds obvious to me, but during my many visits to stores across the state, this is also one of the first questions I ask a store manager.

Unfortunately, the most common response is a proud and defiant "NO!"

The question is not implying we suspect of you of secretly making purchases from your competition.

It is asking if you are checking out the competition to see how you compare to them.

How can you improve without knowing how high the bar is set?

Want to know something else???

Your competition is checking up on you!

By now I'm sure you've all heard, a rather large and intrusive retailer opened shop in the metro area a couple of years ago.

Just last week, our store manager was working the sales floor when she observed a customer walking the aisles talking on his cell phone.

She approached and asked him if he needed assistance.

He declines and continues perusing the aisles.

She remained close, and heard him quoting prices over the phone.

She again approached him and asked if he needed assistance.

He again declined her offer.

She pushed a bit more when she continued hearing him quoting prices over the phone.

He stuttered a bit and then informed her he is in conducting a survey.

She asked what company he was with.

He turned around, frustrated by her persistency, and informed her he was with the large competitor up the road.

He looked at her sheepishly as if he was anticipating to be booted out of the store.

But instead..... She turns up the volume on her pleasantry meter and welcomed him.

She told him if there was anything he was unable to locate, or if he had any further questions, to please be certain to ask.

She was still in earshot when she heard the voice on the other end of the phone ask the individual in the store, "Did I really just hear her welcome you and offer her assistance to you?"

Yes, he had heard it correctly!

In fact, she informed staff if the gentlemen ended up purchasing product, no matter what it was, she wanted them to ensure it was carried out of the store for him.

He ended up purchasing a six pack of craft beer and our staff carried the product out to the car for him.

Can you say awkward?

Not for us, but for him.

He had to return to his store and superior to inform them the competition just welcomed him and

provided the best customer service experience possible.

Bottom line, the competition is watching you and as store managers we need to get out and ensure we are watching others.

Items to observe include:

Are their stores cleaner than yours?

Compare entry ways, register stations and even the restrooms.

Do they offer better selection?

Check out their product selection, their tastings and other offerings.

Are they beating you on customer service? That is easy to compare within the first thirty seconds of entering a store.

Are you being approached quickly and cheerfully?

Are they knowledgeable?

Did they fully satisfy your questions?

Lastly, did they offer carry out?

Taking a half-hour of your time to check out the competition is one of the wisest investments you can make for your operation.

Make the time to do so!

Brenda Visnovec
Lakeville



Howard Lake Liquor Run by Spirited “Pro-Local” Staff

by Nan Royce, Winstead Herald Journal

Myra Hirsch Laway and Howard Lake’s historic city hall building have something in common: they’re both well-known fixtures in the community.

Family focus

Laway, who manages the Howard Lake Municipal Liquor Store located on the first floor of the old city hall building, has marvelous memories of growing up in town.

Laway is the fifth of six girls born to Dale and Noreen Hirsch. Dale worked at the muni when his daughters were young. He passed away when Laway was 8 years old.

Her mother, Noreen, worked at Nelson’s Bakery while her girls were growing up.

A mission from her heart

Growing up among the businesses of downtown Howard Lake and attending St. James Lutheran School, made big impressions on the little girl.

Laway fondly remembers visiting liquor store manager Clayton Perry.

Perry had a unique, seemingly magical talent of spotting Eisenhower silver dollars hidden around his store, which Laway retrieved and got to keep. She still treasures some of those old coins. Perry was also known to subtly hand out Snickers bars and other treats to young visitors.

Laway also remembers loving to bake with her mom, something she does to this day.

Laway graduated from Howard Lake-Waverly-Winsted High School. She bought the house in which she grew up. She spent time chasing her artistic spirit,

by participating in local theater productions, and singing in St. James Lutheran Church’s choir.

Fifteen years ago, she applied for and landed a job working at the same muni where her father had worked. “This is really more of a mission for my heart,” Laway said.

Of course, she cherishes the memories she has of her father there, but also the memories of customers who frequented the bar side of the business. The bar eventually closed for good Christmas Eve in 2014.

“This was a working man’s bar for 70 years,” Laway said. “I wanted to live the legacy those good guys left. It was like a social family here.”

When Laway became the muni’s manager six years ago, it didn’t take long for her creative “retail nut” side to come to the foreground.

The building begins to breathe again

Not long after Laway became manager, city staff started thinking about restoring and remodeling the muni’s historic building. Laway believes the muni building may be the second-oldest operating building in Wright County.

Plans for restoration have been in the works for six years. The project relies heavily on grants, as well as funding from the Minnesota Historical Society.

The MHS has very exact criteria regarding restorations, and city staff and planners have put countless hours into making sure they are in compliance with these standards.

Big picture: the old, closed bar sitting dusty and unused behind the liquor store will be turned into additional retail space.

The thought of increasing the current store’s cramped space is exciting for Laway and her employees.

“We’ll have more room to run around,” she enthused. “It’ll be great.”

Laway and Howard Lake City Administrator Nick Haggemiller have been tossing store setup ideas around for quite some time. Laway envisions being able to run aisles down the full length of the current store and the old bar, easily doubling the current amount of inventory area.

Laway estimates that the muni currently stocks 2,500 to 3,000 different beverages, and can’t wait to have space to bring in more.

She envisions expanding the muni’s already “classy” wine section, and turning her small office into a “cool zone,” or a “beer cave,” where people can grab cold ones to go.

Laway also anticipates she may change the staff schedule from its typical solo-staffing model, and add an additional cash register.

She has already acquired shopping baskets and carts, which will come in even more handy after the planned expansion. “We are so supported as a staff by the city council,” she said. “We’re very grateful for that.”

Upstairs opulence

The city council has committed to a complete remodel of the building’s second floor.

They intend to turn the space into a historically appropriate gathering space for up to several hundred people.

The freshened up quarters will offer area residents a large area in which to

host bigger events, such as wedding or graduation receptions, big family reunions, and a wide number of other populous events.

An elevator to the second floor will be installed, making access available to everyone.

Laway figures it is only natural that the muni would provide beverages needed for celebrations booked upstairs.

“We’re gaining and we’re winning,” Laway maintains. “And we’ll never stop trying to do better.”

Pro-local, know local

Laway declared that she is a life-long “pro-local” shopper, and hopes others will follow that example, by keeping their business in town.

She indicated there are new and exciting things happening at the muni all the time, and invites people to stop in and say “hi.”

She enjoys the fact that she and her staff know many of their customers, and can either anticipate their favorite beverages, or help them find new ones.

“We have a friendly and knowledgeable staff,” she said. “We’re here to walk you through options, and to help with your spirit events.”

Laway keeps a large, varied inventory on hand, and will order whatever a customer wants if she doesn’t have it in stock.

“I remember who I’m selling to,” she said, “and I do cater to those who come in here.”

She loves to use her creative nature when planning new decorations or displays, but remembers the importance of stocking standard favorites.

She said Fireball is popular right now, noting it has all but replaced the formerly popular Jägermeister.

Laway said beer currently accounts for approximately 60 percent of the municipal’s sales.

Wine is also gaining in popularity, and she makes sure to have something for everyone by stocking organic wines and gluten free varieties, too.

“Box wine is crazy,” she laughed, noting Naked Grape is a local favorite. Craft brews continue to multiply rapidly, and she stocks a sizable and ever-changing variety. Laway makes a point of bringing in a couple of new craft beers each week, and has an entire shelving space dedicated to them.

She takes pride in offering prices competitive to any other liquor store in the region, and frequently reminds people that the profits made by the muni go directly back into the Howard Lake community.

Community cheerleaders

Laway ensures the Howard Lake Municipal is participating in, or the driving force behind many city business events.

Events included:

- Trunk or Treat at St. James Lutheran Church parking lot. This event allows businesses and groups to bring a trunk load of candy to share with trick-or-treaters all in one safe spot. All businesses were welcome to participate, and all families were encouraged to attend.
- Third annual Taste of Minnesota at the Howard Lake Municipal. Wine, beer and liquor from more than a dozen local vendors were be available to try after paying a \$5 charge at the door. Laway said the first 25 people through the entryway won door prizes.
- Small business Saturday took place Saturday, Nov. 25, and the muni hosted a celebration.
- Holiday season means sample time. Laway often pops open holiday-themed

beverages for shoppers to try.

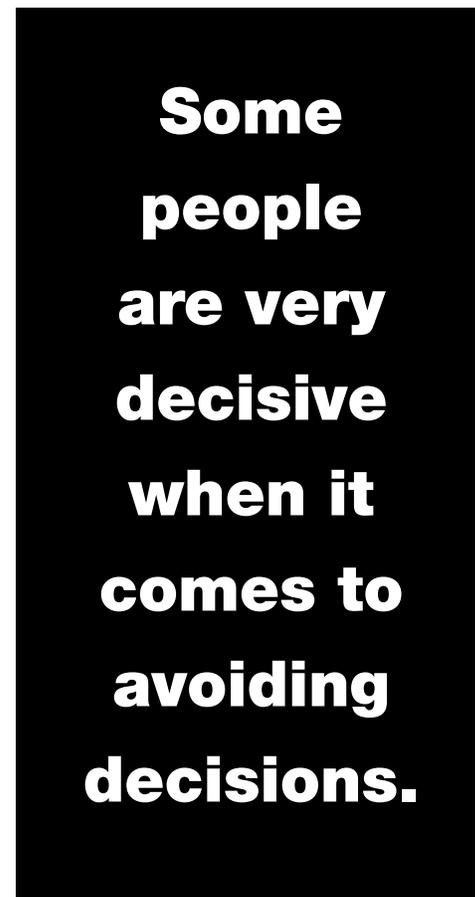
Contests and collections for charitable causes

One of Laway’s sisters once told her Laway was “a giving soul. It’s how you’re made.” It’s hard to dispute that, given the number of charitable events the Howard Lake Municipal hosts. Just a few examples include a coat drive each February, a pet food drive in April, Support a Solider in July, and in October, a food drive.

All the work, fun, and activity makes Laway happy, and challenges her to do even more. “It’s like karma,” she said. “Doing good begets good.”

The Howard Lake Municipal Liquor Store can be found at 733 6th Street. Normal store hours are: Monday through Thursday, 10 am to 9 pm; and Friday and Saturday, 10 am to 10 pm.

Anyone interested in any of the business events listed, or in helping with charity drives mentioned, is welcome to call Laway at (320) 543-2038.



MMBA Commercial Members Are Available to You! Contact Them!

Silver Plus

August Schells Brewing

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E-mail: jpohl@schellsbrewery.com

ATM Source

Contact: Chad Woolson
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E-mail: chad@asiatm.net

Bacardi USA

Contact: Greg Aamodt
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Brown-Forman

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E-mail: avreeland@thehiveinc.com

Catalyst North America

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E-mail: GlennDrovercatalystdirect.com

Dahlheimer Beverage

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Bellboy Corporation

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E-mail: patrick@bellboycorp.com

BreakThru Beverage Minnesota

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

Crow River Winery

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

Crystal Springs Ice

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

Dailey Data & Associates

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Mobile: (612) 275-9900
Web: <http://daileydata.com/>

Delaney Consulting

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

Diageo Guinness USA

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E-mail: tjshindeldecker@diageo.com

Diageo Spirits and Wine

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Electronic Game Solutions, Inc

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E-mail: sborowicz@egsol.com

Fishbowl Spirits

Contact: Corey Herzog
Phone: (612) 239-6624
E-mail: corey.herzog@fishbowlspirits.com
comgn.com

FuturePoint Solutions

Contact: Bruce Anderson
Phone: (612) 375-1200
E-mail: Bruce@futurepoint.us

Heartland Payment Services

Contact: Karen Lamb
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E-mail: karen.lamb@e-hps.com

Independent Merchant Services

Contact: Brian Roering
Phone: (302) 290-6433
E-mail: bkrholdings@yahoo.com

Illinois Casualty Company

Contact: Howard Beck
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E-mail: HowardB@ilcasco.com

J.J. Taylor Distributing

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Johnson Brothers Liquor Company

Contact: Michael Johnson
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E-mail: mjohanson@johnsonbrothers.com

KLB Insurance Agency

Contact: Kim Brown
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E-mail: kim@klins.com

Mike's Hard Lemonade

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E-mail: bblaska@mikeshardlemonade.com

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Third Street Brewhouse

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The Wine Company

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Minnesota State Lottery

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Molecule Marketing

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Monetto USA

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mPower Beverage Software

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Scenic Sign Corporation

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Phone: (612) 239-6624
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Sunny Hill Distributing

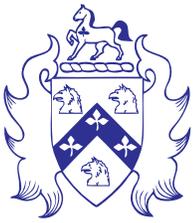
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Z Wines USA

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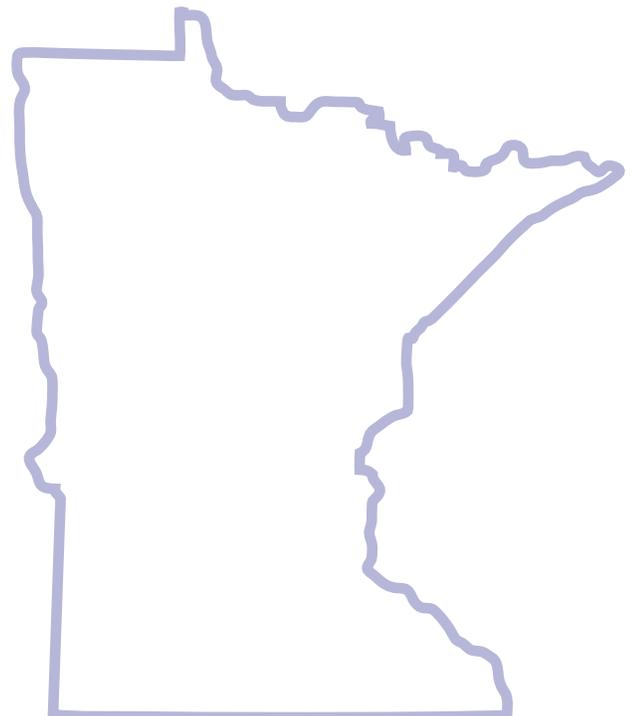
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