

THE
MUNICIPAL
LIQUOR STORE

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

The logo for Ste Michelle Wine Estates is enclosed in a black rectangular border. The name "Ste Michelle" is written in a large, elegant, black cursive script. A small, dark silhouette of a grape cluster is positioned above the letter "i" in "Michelle". Below the cursive name, the words "WINE ESTATES" are printed in a clean, black, all-caps sans-serif font.

Traveling
the State of Minnesota
Talking About
Washington State

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On The Cover

Over the past 5 years, Randy Dobratz, Division Manager for Ste. Michelle Wine Estates (SMWE)I has been traveling the state of Minnesota talking about Washington State Viticulture and the SMWE story. From Fergus Falls to Pelican Rapids to Bemidji all the way to Le Center and Hutchinson, the Washington story has been told to many new and current wine consumers.

Randy and his team are available to present a variety of topics ranging from Washington State and the Pacific NW viticulture, their Italian Antinori Portfolio, Wine 101 "The Basics for Beginners", wine dinners, wine club events and more.

For more information go to page 6.

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MMBA President's Message



Tom Agnes
President

Does your community know the “value” of your municipal liquor operation?

When I say “value” it is not used just as a financial term but also something that people in your community can and should feel good about. As managers of these operations it is our job to promote that value to our customers, employees, city staff, city council and citizens.

So my first question to the managers of these operations is: Do you feel good about the value your operation gives to your community? Because after all if you don't feel good about it how are you going to promote that concept to others?

I would like to offer 2 items today that can help you in this area.

#1 The 2nd annual MMBA Food Drive.

In an effort to help members Promote the Community Value of their Municipal Liquor Operation, MMBA, in partnership with MillerCoors is coordinating the *Second Annual Municipal Liquor Food Drive* **benefiting your local food shelf.**

This effort is patterned after last year's very successful effort that generated **11.5 tons** of food donations to local food shelves.

This year, there will be two competition brackets, based on 2007 annual sales:

\$1,000,000 and Above

Below \$1,000,000

The individual facility (not city) in

each category with the highest weight donated will earn a \$1,000 donation to their local food shelf from MillerCoors and MMBA.

In addition: Through a random drawing, ten \$100 donations will be made to food shelves of participating facilities, other than the category winners. So, everyone has a chance to win!

This of course will result in a fun competition between cities, so I encourage you to call up a fellow municipal liquor manger and challenge them to a food collection duel!! We all know how a little friendly competitive pride can take us, especially when we get to use that for the next year. I will put the first challenge out right now to North Branch and Hawley, let's Roll!!

Remember when we are having fun with this we are doing great things for those in need in our community.

Here are additional details:

The food drive runs from October 1 - October 31, 2009.

Each participating MMBA member is collecting dry food, can goods & cash for donation to your local food shelf of choice. Each \$1 in cash donations will be counted as 1 pound of food. Contact the MMBA office if you need assistance locating your local food shelf.

At the end of the event (November 1), please take the collected food and cash to the food shelf to be weighed. A week or so after the conclusion of the event, an MMBA director will call you for the weight total given by your food shelf. You can also send the MMBA office the information at: kaspszak@visi.com, phone: 763.572.0222, 866.938.3925 or fax, 763.572.8163.

One 7 foot banner, one 2 foot by 3 foot sign and two counter cash buckets have

been created and provided by MillerCoors. Additional signage can be obtained by contacting your MillerCoors Distributor.

#2 October is Fair Trade Month.

Fair trade is an organized social movement and market-based approach that aims to help producers in developing countries and promote sustainability. The movement advocates the payment of a higher price to producers as well as social and environmental standards in areas related to the production of a wide variety of goods. It focuses in particular on exports from developing countries to developed countries, most notably handicrafts, coffee, cocoa, sugar, tea, bananas, honey, cotton, **wine**, fresh fruit, chocolate and flowers.

According to Fair trade Labeling Organizations International (FLO), a non-profit 23 member organization, the US sales of Fair trade certified products in 2007 was approximately \$1.15 billion US dollars up 46%. The worldwide sales of Fair Trade wine was up by 79.5%, reaching 4.3 million bottles (750ml). For over 1000 beneficiaries in Argentina, Chile and South Africa that focuses on improving the living and social conditions. Purchasing Fair Trade Certified™ products support building a better life for workers and farming family communities through fair prices and direct trade. Environmental stewardship ensures sustainable development practices.

Remember every glass matters!
For more information on these products visit: Wikipedia and search for Fair Trade or visit www.organicwinetrade.com or www.eticafairtrade.com

So please keep these ideas in mind when it comes to promoting what your stores do for your community, your state and really worldwide.



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Traveling the State of Minnesota **Talking About Washington State**

Hello all MMBA members. My name is Randy Dobratz, Division Manager for Ste. Michelle Wine Estates (SMWE). Over the past 5 years, I have had the pleasure of traveling the state of Minnesota talking about Washington State Viticulture and the SMWE story. From Fergus Falls to Pelican Rapids to Bemidji all the way to Le Center and Hutchinson, the Washington story has been told to many new and current wine consumers. Currently, there are three SMWE employees in Minnesota to serve your needs: Myself; Alan Clemmensen is the Minnesota State Manager and Joe Toohey is our Business Development Manager responsible for developing the on-premise channel. We are available to present a variety of topics ranging from Washington State and the Pacific NW viticulture, our Italian Antinori Portfolio, Wine 101 "The Basics for Beginners", wine dinners and tastings, and for those of you who have wine clubs, we are happy to present these and other topics at your city's club events. If you are not familiar with our company or line of products, below is a brief description of each.

Ste. Michelle Wine Estates (the Company)

Ste. Michelle Wine Estates was first recognized for its pioneering work in developing Washington state's Columbia Valley into a world class viticultural region. Today, its broad portfolio of super-premium wines has catapulted the company into one of the top 10 premium wine companies in America.

In addition to its domestic success, Ste. Michelle wines are exported to more than 45 countries, including Canada, Denmark, Germany, Japan, Switzerland, and international cruise lines and airlines.

With a history dating back to the repeal of Prohibition, Ste. Michelle Wine Estates was formally established in 1986 to accommodate a growing winery and vineyard portfolio. Since that time, the company's holdings have grown to include several of Washington's most acclaimed wineries and more than 3,500 vineyard acres in the Columbia Valley.

This is prime real estate for world-class Chardonnay, Merlot and Cabernet Sauvignon and much of the company's best fruit comes from vines that have seen as many as 30 vintages.

The Columbia Valley owes its success to Washington state's unique geography. While Seattle is known for its rain, the Columbia Valley is protected from Seattle's marine weather by the Cascade Mountains. This majestic mountain range divides the state in half resulting in geography and weather patterns in the two regions that are as different as night and day.

Rain averages only 6 to 8 inches annually in the Columbia Valley, and when the rain does fall, it's usually in the winter. This means the Columbia Valley is less likely than many other growing regions to experience spring rain that could damage delicate buds. It also means vineyard managers have more control over vine vigor in the summer. Exposed to restricted irrigation early in the season, vines put more energy into their grapes, translating into more flavor come harvest.

Summer daylight hours are long, thanks to the Columbia Valley's northerly latitude. Daytime temperatures hover in the 80s, perfect for even ripening. Summer evenings are cool, allowing the grapes to retain their natural acidity.

Although it is the macro environment that distinguishes the appellation, one of the most notable aspects of the Columbia Valley is the diversity of its individual micro-climates. The wines of Columbia Crest's Estate Vineyards or Chateau Ste. Michelle's Cold Creek or Canoe Ridge Estate single vineyards present the best examples of the distinct differences created by terroir in the New World.

Chateau Ste. Michelle – Washington State's founding winery

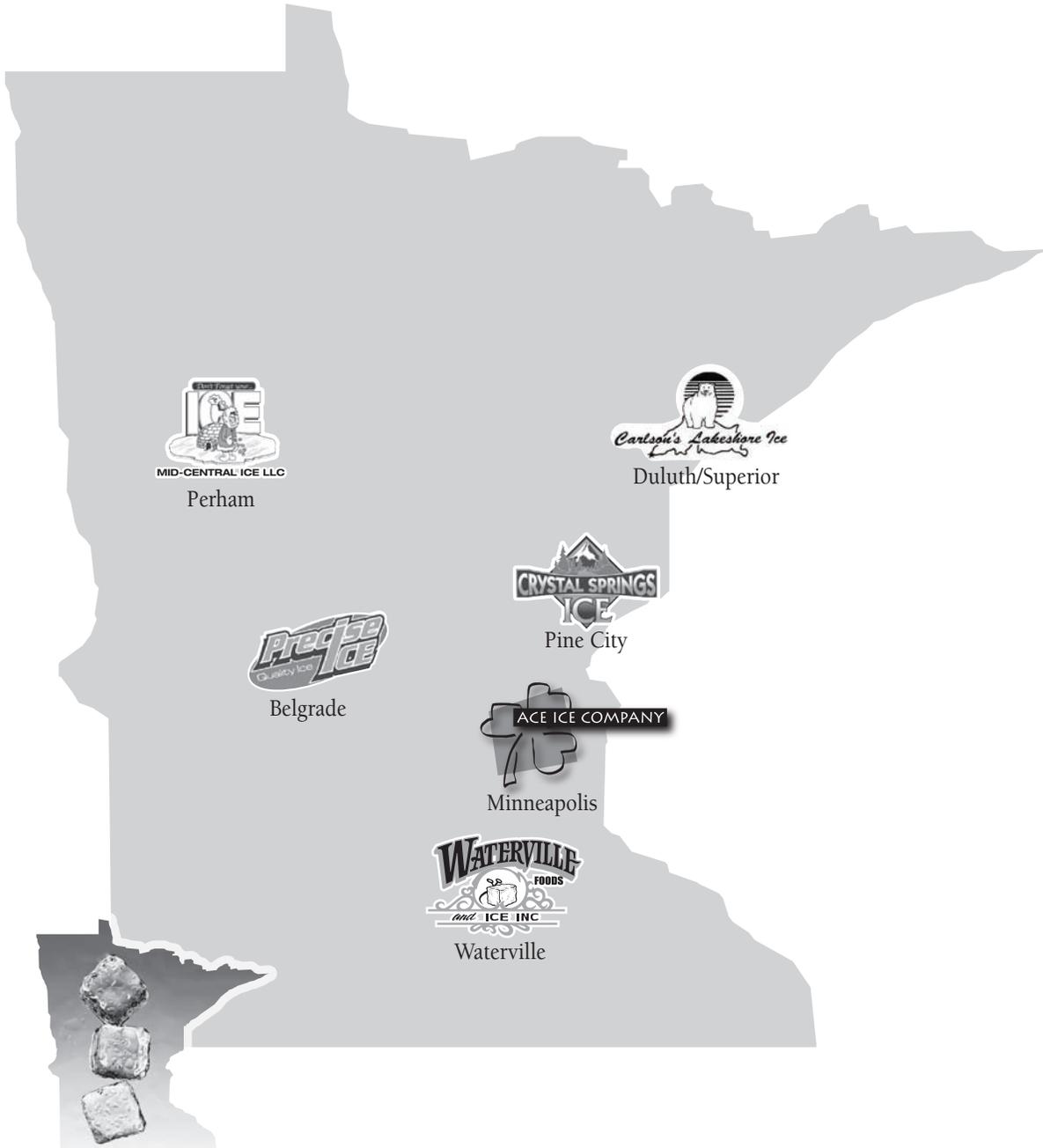
Ste. Michelle's flagship winery, Chateau Ste. Michelle, was founded in 1934 making it the oldest winery in Washington state with some of the most mature vineyards in the Columbia Valley. The winery combines Old World winemaking tradition with New World innovation and is best known for its award-winning Riesling, Chardonnay, Merlot and Cabernet Sauvignon. Its portfolio includes Columbia Valley wines styled to bring out the varietal character of the region; Single Vineyard wines that epitomize the terroir of the winery's best vineyards; Ethos wines, the winery's pinnacle tier that melds old world complexity and elegance with concentrated Washington fruit; and the Artist Series, a Bordeaux-style blend styled for power and longevity. Chateau Ste. Michelle receives some of the highest accolades in the industry today, including "Wine Brand of the Year" 2008 by Market Watch Magazine, "2005 Winery of the Year" by Restaurant Wine magazine and "American Winery of the Year 2004" by Wine Enthusiast magazine.

(Continued on page 8)

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Teaming up with Mosel's Ernst Loosen and Tuscany's Marchese Antinori

A testament to the quality of Washington's fruit and Chateau Ste. Michelle's reputation is the interest two of the world's most distinguished winemakers have taken in partnering with Chateau Ste. Michelle. Col Solare is an alliance with Tuscany's Marchese Piero Antinori. Eroica is a partnership with Mosel's Ernst Loosen. Both are international vintners renowned for their quest for quality and uncompromising pursuits of new possibilities.

Columbia Crest - World Renowned, Washington Grown

Columbia Crest, the Northwest's largest winery, is Washington's chief producer of premium wines from classic European grape varieties. Columbia Crest's Two Vines, Grand Estates, Horse Heaven Hills (H3) and Reserve wines receive acclaim from critics and consumers alike for their food-friendly, approachable style that captures the true expression of each grape variety across vintages.

Snoqualmie – Naturally Northwest

Snoqualmie winery, named after the mountain pass that serves as the gateway to Washington wine country, has been making wines that reflect the balance and natural beauty of the Pacific Northwest for more than two decades. All of Snoqualmie's wines are made using sustainable and organic techniques; the Columbia Valley wines are fruit-forward, and offer classic varietal flavors that are immediately enjoyable. Snoqualmie was one of first wineries in the state to craft wines from USDA-certified organically grown grapes, and as of 2009 has the largest certified organic vineyard in the state.

Northstar- World Class Merlot

Located in Walla Walla, Washington, Northstar aims to create Merlots that

can be considered among the world's best, using fruit sourced from one of the world's best Merlot-producing regions: Washington State. From the inaugural 1994 vintage, the Northstar winemaking team has sought to capture the pure fruit essence of the Merlot grape and endow it with a balance of power and finesse. Northstar produces three wines: our flagship Columbia Valley Merlot; the limited production Walla Walla Merlot, which showcases local vineyards; and Stella Maris, a Columbia Valley red wine blended from wines made for Northstar Merlot.

Spring Valley Vineyard – A True Estate Winery

Rough-hewn, almost Spartan, Spring Valley Vineyard is a true estate winery, which means only fruit grown on our 44-acre vineyard goes into our wines. Flourishing in the optimal sunshine, wind, and drainage, the vines bask in the reflective nature of the surrounding wheat fields. To honor the family heritage of the Corkrum-Derby family, Spring Valley names its wines for the ancestors who established and farmed this land: the Merlot blend Uriah; the Cabernet Sauvignon blend Frederick; and the 100% Syrah, Nina Lee.

Red Diamond – Show Your Red Side

The Red Diamond phenomenon began in 2003 with the release of its first wine – a Merlot – to limited markets, targeting restaurants only. The response was immediate – 25,000 cases were sold within the year and the testimonials began pouring into the winery. Consumers and restaurant professionals loved Red Diamond's fruit forward style and affordable price. For four consecutive years, the Red Diamond Merlot has been ranked as one of the "Most Popular Merlots" in Wine & Spirits Annual Restaurant Poll.

Domaine Ste. Michelle – Celebrate in Style!

Domaine Ste. Michelle grapes come from Washington state's Columbia

Valley, a growing region that parallels the Champagne region of northern France. In true, méthode champenoise fashion, the wine undergoes secondary fermentation in the bottle and is then aged for 9 to 18 months. Bottles are then riddled, disgorged, topped with a sweet liquid dosage and finished with a special cork – all hallmarks of a quality sparkling wine.

Erath Winery – A Pinot Pioneer

Erath's philosophy is to make world-class Pinot Noir available across all price points. The winery offers three distinct styles of Pinot Noir: the Oregon Pinot is soft and fruit forward for early drinking and enjoyment; the Estate Selection is a blend that highlights the finesse, balance and complexity of the best vineyard sites in Oregon, and single vineyard Pinots are crafted to showcase the unique characteristics of the single vineyard fruit from which the wine is crafted. The winery also produces Pinot Gris and Pinot Blanc, cool-climate white wines that are fresh, lively and fruit-driven.

Importers of the Antinori Family 27 Generations of wine production

The Antinori family has been making wine for over six hundred years, since 1385. Throughout its long history, spanning 26 generations, the family has always personally managed the business making innovative, sometimes courageous choices, always with unwavering respect for tradition and the land. Today Marchese Piero Antinori is director of the company, assisted by his three daughters, Albiera, Allegra and Alessia, who are personally involved in the business. The qualities of tradition, passion and instinct have made Antinori one of the leading Italian producers of fine quality wines. Brands include: Santa Cristina, Tormaresca, Villa Antinori, Tiganello, Solaia, Peppoli, Marchesi Antinori, Guado al Tasso, Pian delle Vigne, Castello Della Sala.

(Continued on page 10)

SEASONS CHANGE. TASTES DON'T.

** The Anytime Lime **

The days are shorter and the temperatures lower, but Bud Light Lime is always refreshing. It's the superior drinkability of Bud Light with the refreshing taste of lime. One taste and you'll find the summer state of mind, any time. It's in "The Lime."



Importers of Champagne Nicolas Feuillatte

In the vineyard and in the cellar, authenticity and an absolute rejection of any compromise to quality are the guiding principles by which Champagne Nicolas Feuillatte is made. Harvesting and the "press" are the subject of the strictest control. Jean-Pierre Vincent, Master Winemaker, has a complete team of winemakers and the enormous resources of an extensive "palette" of wines (grown on over 4000 acres of the best vineyard in Champagne) to help him create and blend each of the cuvées of Champagne Nicolas Feuillatte. St. Michelle Wine Estates was awarded the importing rights in July 2009. Award winning Brut, Rose, Palmes d'Or make up this stunning portfolio.

Stag's Leap Wine Cellars

In the early 1960s, the Napa Valley was experiencing a renaissance. In 1964, Warren and his wife Barbara left academic careers at the University of Chicago and drove their young family

to California, joining a fresh wave of pioneers arriving in the valley. Then he set his sights on finding land that was capable of producing wines of classic proportion and balance. He found it, in 1969, when he tasted grape growing pioneer Nathan Fay's homemade Cabernet Sauvignon. As luck would have it, an adjoining ranch was for sale. In 1970, the Winiarskis purchased the land which is known today as S.L.V. Two years later, they acquired a winery site nearby, and Stag's Leap Wine Cellars was born.

To everyone's astonishment, the 1973 Stag's Leap Wine Cellars Cabernet Sauvignon took top honors, triumphing over first-growth Château Mouton Rothschild, Château Haut-Brion and other renowned wines of Bordeaux. The stunning victory launched Stag's Leap Wine Cellars into the ranks of the world's most noteworthy Cabernet producers and placed Warren Winiarski among the ranks of world's most respected winemakers. In 2007, a partnership between Ste. Michelle Wine Estates and Marchesi Antinori

proudly accepted the stewardship of Stag's Leap Wine Cellars and its legacy.

Conn Creek and Villa Mt. Eden

Located on the Silverado Trail, Conn Creek excels at producing Cabernet and a beautiful Bordeaux red blend (Cabernet, Malbec, Cab Franc, Petit Verdot and Merlot) Anthology. These wines are created by sourcing the best grapes from all of Napa's 14 sub appellations.

Thank you for your ongoing support. Please feel free to contact us on availability for your event. We can be reached at:

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Dan Bahr **Retiring**

After 38 years in the liquor business, Bemdiji Liquor manager Dan Bahr has decided to retire.

Dan says he will miss the people the most - associates as well as vendors in the industry.

He also says he will miss MMBA and the good that comes from sharing ideas. He encourages members to keep talking to each other.

His plans are to be done with work on the 30th of September and be on the city's payroll until the 31st of October with unused vacation and comp. time.

Finally, he says, "It's been a good run, stay in touch. I will miss you all."

MMBA wishes Dan the best and thanks him for all of his hard work!!!

Here's an Idea

Have a Birthday Sale

Have a sale to celebrate a manager's, employees, facility's, city's, etc. birthday.

Have one special item for each year you are celebrating.

You can also have the last two digits of all the sales prices be the same as the age.



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Understanding Today's Generations – **Part 2**

Article continued from previous issue

Redeveloping Work Ethic –

There appears to be a significant loss in work ethic with the Millennial generation. In fact, work ethic seems to be getting worse with each generation. How can we stop this from happening?

We must always begin this discussion by defining “work ethic.” Older generations might be forgiven for a more manual interpretation of the term. After all, they came of age when most tasks were performed by hand. As technology has improved societal efficiency, it has also altered the way that work looks. In watching a Millennial work, one might conclude sometimes that there is no work being done, even though the tasks are being accomplished. That said, today’s emerging workers have also been imbued with a philosophy that says, focus on fun before work and so their “happy-go-lucky” behaviors can sometimes be misinterpreted.

Managing Multi-generational Communication Platforms –

How can firms best deal with the diverging preferences of different generations when it comes to written and voice communication?

This is bedeviling many of today’s organizations. Young people seem to prefer e-mails and texting while veteran workers seem to prefer the telephone, although this is not entirely true. Not only does this make for some difficult communication within the firm, it can also play havoc with customers and vendors. Many organizations seem to be dealing with it by providing a set of guidelines and training that outline the parameters of what the firm considers appropriate. A young worker, for example, may prefer to text-message her clients since she is most comfortable in that environment. But her 50-some-

thing client will probably prefer telephone or email. Providing a communication protocol, coupled with some coaching from supervisors will help young workers understand how to make these distinctions. Of course, when in doubt, they should not hesitate to ask. All of this said, it is also important that those older workers who resist embracing newer communication technology should also be coached on its use. As much as the young worker may deal with an older customer or vendor, the reverse is also true. None of this is cut-and-dried however. Effective communication within any organization, begins with the desire of those involved.

Worker Shortages – *I am concerned about the shortage of young workers we will see in the future. How can we best deal with it?*

There has been a lot written about the coming shortage of workers, but one must first ask about the context. Yes, in some industries and disciplines, there will be shortages. These include utilities, nursing, and a number of the skilled trades. In other areas, such as many of the business and finance disciplines, there will not. There are a number of factors impacting all of this. Immigration is certainly one. Much of this depends on the future policies and practices of the US government. Another contributing factor is the shift away from hard sciences and the skilled trades that our nation has observed over the past decade. Employers in these areas are finding it difficult to recruit workers many young people have shied away from these areas. All of that said, most recruiting is local. Where one locale struggles, another may find a substantial supply. It is critical to maintain a vigilance with regard to recruiting and maintain

a presence within the applicant markets you need.

Involving Generation Y – *Generation Y seems much more independent and hard to involve. How do we overcome this?*

This all comes down to engaging them in ways that they find attractive. After all, aren’t we all that way? Many Millennials (or Generation Y) are stimulation junkies who have come of age hearing that what ever they do should be entertaining and stimulating. With the influence of television, video games and other electronic entertainment over the years, young people have become increasingly dependent on external stimulation to guide their lives. Is it any wonder, for instance, that a teenager who watches TV in the morning, plays video games throughout the day, texts her friends, and even completes her homework on a computer would be bored from the get-go when asked to fold a pile of sweaters, shelve books or serve endless meals to endless fast-food customers? While work environments and employees can vary widely, there are some universal strategies that can be applied to encourage involvement. 1) Teach them about the business. How does the place make money? How do you make decisions about marketing, purchasing, sales and so on? 2) Initiate some competitions. Who can fold T-shirts the fastest? Who can carry a tray of beverages the furthest? Who can build the most effective display? 3) Ask for their input. What’s a better solution? How can we increase point-of-purchase sales? How can we save money? You have to decide which ones work best in your environment. For a great example of all this, check out the January 21, 2008 post on Bob Wendover’s blog at www.generationsblog.com.

Integrating Younger Generations –
Are we expected to retool the workplace to suit Why can't they just adapt to the workplace? We are all utilizing technology and changing work processes in a global marketplace. But does all this focus on young people means we have to chisel the "hole" to fit the "pegs" rather than the other way around?

Every generation enters the workplace with exuberance and expects to make their mark immediately. In some ways, this is even more intense for the Millennials due to technology. There has been a tremendous amount written and broadcasted about how employers must change their ways in order to attract and retain this enormous resource of people. The truth is that both sides needs to work together. The keys here, of course, are clear expectations and clear communications. Millennials, as a generation, have learned to press for as much as possible, but that is true of any cohort of youths. The difference this time appears to be that many of the traditional parameters in society are not being enforced. Effective managers hold the line and make consistent decisions. As Millennials begin to experience these parameters, they will adjust to workplace and its pace. Sure, employers will also find themselves adjusting, but that's just part of building a productive balance.

Boomers Who Lack Technology Skills –
What do we do about Baby Boomers and those older who lack basic technology skills?

While the vast majority of Boomers have adapted well to the evolution of today's technology, there are a few holdouts. Regardless of their reasons or resistance, they need to make this transition as soon as possible. The best place to begin is by meeting with each to explain that it is no longer acceptable to not use appropriate technology on the job. Do not allow them to debate you as to whether they can do their job just as well without these skills. The next step is to provide each one with a

technology coach, someone to whom they can turn to with questions. Preferably, this should be an age peer who is willing to be both patient and direct. If they continue to work around the technology, remove the opportunity. In one case, the manager of a recreation center came in after hours and removed all the paper forms her scheduling assistant had stashed in secret places. While there was some discomfort the next morning, the assistant finally adjusted to the new system recognizing that her job could be online. back to top

Younger Generations' Organizational Skills –
Do you see any evidence that organizational skills are related to the generational differences? I've noticed that many of my younger employees and co-workers seem to neglect the importance of keeping organized, even in terms of professional office appearance (clean

desktops, etc.). Is it a generational difference or do these folks just not have the skills or values that my generation calls "professional?" They simply don't seem to see it as an issue or concern to waste their time on.

In the past generation, a great deal of emphasis has been placed on convenience as a virtue. This, of course, has been enabled by the emergence of technology that seem to allow everything to be accomplished with a point and a click. Young workers have simply not experienced the necessity of manual organization. They have also grown up immersed in advertising and media that seems to encourage them to do the least work possible. But all of this said, it is important to examine the outcome of their efforts before assuming that sloppiness results in poor work. If

(Continued on page 15)

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clean desks and professional appearance are critical to the successful operation of the business, then set and enforce clear parameters. Be prepared, however, to explain your reasoning. Is this a generational issue? Probably not. Organization is more related to brain function and personality than age. But in our increasingly informal world, young people are less likely to see the need for professional appearance and a clean desk.

Generational Attitudes about Fairness – *What has happened to fairness at work? Young people seem to think that everyone should be treated exactly the same. Does fair mean giving everyone the same pay and benefits even though some work harder than others? What has happened being rewarded on the basis of merit?*

A good deal of this has to do with a transformation of the term “fairness.” Where fairness in the work environment has been traditionally defined as being treated equally for equal effort or behavior, many now believe that it means that everyone should have the same rights and opportunities regardless of effort and behavior. The emerging generation has come of age immersed in a society that appears to preach equality for all from every quarter. Special interest groups and causes seem to dominate the media. Governments pass legislation designed to protect every conceivable need, condition or belief. Students come of age studying the social challenges of society. But when it comes to compensation and working conditions, most managers are still in charge. There are environments where negotiated work rules play more of a role. But those aside, managers control wages, recognition, promotions, development opportunities and such. A large part of the challenge is a lack of information and understanding. Effective managers work to inform employees about expectations, rewards, and consequences from day one. If this stage has been set correctly, those who complain about a lack of fairness

can simply be referred back to the expectations that were explained at the beginning of the person’s employment. It also helps if employees have a better understanding of the organization’s business model. If they understand more about the costs of doing business, the pressures on managers, and the environment in which the organization operates, they will tend to have more empathy for those making decisions.

Millennial Entitlement Attitudes – *Why do those in the Millennial generation seem to have such a sense of entitlement?*

Millennials sometimes receive a bad rap about this issue. As this generation has come of age over the past 20 years, they have been immersed in a non-stop world that seems to focus on convenience and entitlement. They hear it from advertisers. The media has preached it endlessly. Some have grown up with over-protective parents. Then there is society in general. Rather than enforcing existing rules and policies, many institutions have allowed themselves to be manipulated by young people who are determined to get their way. This has sometimes been enabled by parents who ask those in authority to bend the rules rather

than allowing their children to learn about the consequences of their actions. It is only natural then that when these individuals go to work that they would expect the same kind of treatment. The three critical keys to dealing successfully with these individuals are selection, clear expectations and consistent enforcement of established practices. In this age of the detached worker, employers are finding that choosing the right people in the first place can add thousands of dollars to the bottom line. Develop assessments that reveal the work beliefs of applicants of all ages. Once on board, set clear and specific expectations that provide young people with a clear understanding of their responsibilities as well as their rights on the job. Finally, enforce these expectations consistently. Without this, selection efforts and clear expectations become meaningless.





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How to Increase Profitability

(If you need help answering these questions, contact MMBA)



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(The “locals” is not a good answer.)
- 2) What is the facility’s clearly defined market niche?
- 3) Do existing customers bring new customers to the establishment?
- 4) What is the average customer purchase amount?
- 5) How is advertising measured for effectiveness?
- 6) How long has it been since a new advertising media has been tried?
- 7) How long has it been since a new advertising media has been dropped?
- 8) What is the most commonly used opening comment given by an employee to a customer?
- 9) How attractive is the building when first seen by a customer?
- 10) What is the condition of the parking lot, landscaping, exterior lighting and signs?
- 11) Where do your current customers live?
- 12) Where do your potential customers live?

(More next issue)

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