

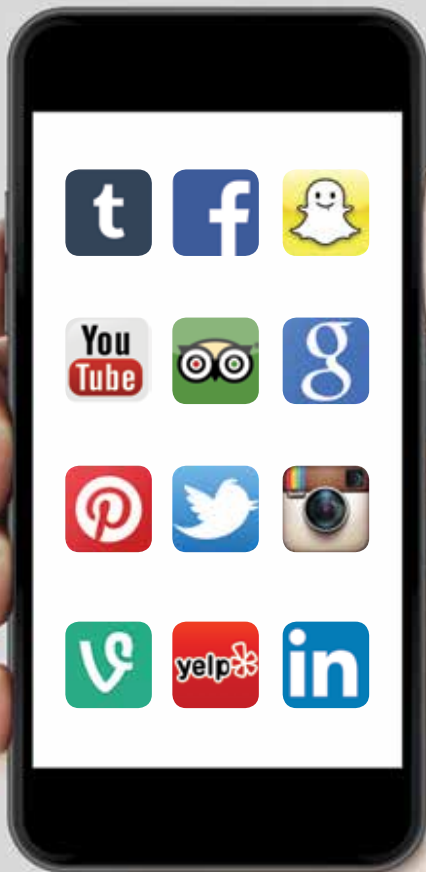
# LIQUORRETAILER

Keeping the Industry Informed

FEATURING

*Andrew Hilton*

PAGE 16



**YOU'VE GOT  
TO BE THERE**  
RUNNING A SUCCESSFUL  
SOCIAL MEDIA PROGRAM

## **LOYALTY PROGRAMS**

HELPING BUILD SALES  
AND COMMUNITY

## **UPSELLING WINE**

TIPS & TRICKS TO  
BOOST PROFITS

## **ENHANCING THE SHOPPING EXPERIENCE**

TAKING IT TO THE NEXT LEVEL

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Andrew Hilton

STORY ON PAGE 16

## FEATURES



### 6 You've Got to Be There: Running a Successful Social Media Program

Harness the power of social media to reach regular and potential customers.



### 12 Loyalty Programs: Helping to Build Sales and Community

Loyalty programs now play an important role in customer retention.



### 18 Upselling Wine: Tips and Tricks to Boost Profits

Upselling is a simple and important technique with significant impact.



### 22 Enhancing the Shopping Experience: Taking it to the Next Level

Make shopping at your store an experience that keeps customers coming back.

## REGULARS

- 4 Editor's Notes
- 5 ALSA's Message
- 10 Spirit Spotlight
- 11 Product Showcase
- 21 Beer Notes
- 24 Wine Report
- 25 What's New?
- 30 Names in the News

## EXTRAS

- 4 Upcoming Events
- 15 AGLC Quick Facts
- 26 Due Diligence
- 28 The At-Home Bartender

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## EDITOR'S NOTES

by Joyce Hayne



With new policies being implemented by the NDP government, business in Alberta will be changing. Raising the minimum wage to \$15.00 per hour and increasing corporate taxes to 12% will increase your expenses without any addition to revenue, so look for new ways to increase sales to help offset these costs.

In this issue, we explore upselling techniques to increase your average sale along with ways to enhance your customers' shopping experience and build their loyalty to improve your marketshare. Make a plan to implement these strategies in your store and you'll keep a strong bottom line.

Summer has arrived, and customers are looking for their favourite liquor products along with new flavours to try. Don't miss the opportunity to meet their needs, while offering some of the exciting new products now available in Alberta, as showcased in these pages.

Let us know what other topics you'd like us to explore in upcoming editions of *Liquor Retailer*.

Joyce Hayne, Publisher & Editor

joyce@emcmarketing.com

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## UPCOMING EVENTS

### September 25-26 Calgary Oktoberfest

BMO Centre, Stampede Park

[www.albertabeerfestivals.com/events-services/calgary-oktoberfest](http://www.albertabeerfestivals.com/events-services/calgary-oktoberfest)

### October 2-3 Edmonton Oktoberfest

Expo Centre at Northlands

[www.albertabeerfestivals.com/events-services/edmonton-oktoberfest](http://www.albertabeerfestivals.com/events-services/edmonton-oktoberfest)

### October 6 Alberta Liquor Industry Conference including IVSA New Product Salon & Tasting Seminar

Hotel Chateau Lacombe, Edmonton

Alberta Liquor Conference

[www.ivsa.ca](http://www.ivsa.ca)

### October 7 IVSA New Product Salon & Tasting Seminar

Q Haute Cuisine, Calgary

Theme: Award-Winning Wines, Spirits & Beers

Seminar Theme: Alberta Beverage Award Features

[www.ivsa.ca](http://www.ivsa.ca)

## ALSA'S MESSAGE

by Ivonne Martinez



### Changes to Alberta's Minimum Wage

Over the next few months you'll be hearing a lot about our new government's

promise to raise the minimum wage to \$15 per hour by 2018. This is an issue that affects all of our industry. ALSA is engaged in providing the Minister of Job, Skills and Training our feedback. ALSA is advocating on behalf of our members that:

- A phased-in approach be taken to increase the minimum wage.
- Minimum wage be assessed annually to reflect economic circumstances. Yearly incremental increases should take into consideration the provincial and Canadian economies as well as the effect of increased corporate taxes.
- Encourage the government to implement its minimum wage of \$15 in a manner that is sustainable for industry across Alberta, especially in these tough economic times.

We want to hear from you on this and any other topic affecting your business. Please send in your feedback to [info@alsaweb.ca](mailto:info@alsaweb.ca).

### Benefits of Trade-Only Events in Alberta

The wine and spirits industry is a dynamic, ever-changing environment and to be a part of it takes an inspired individual. Staying engaged is key, and tasting and discovering new products is one of the best ways to keep inspired. The easiest way to do this is to take advantage of events designed specifically for the trade.

There are significant benefits to participating in trade-focused events.

- Taste the latest releases and new products - Tastings are scheduled with new product releases to align with the change of season or in anticipation of elevated business levels. This is the best opportunity to discover where the market is headed and get a snapshot of industry-wide trends
- Education - Tasting is learning. It is quite easy to gravitate towards the same styles and same regions. This does not help elevate our level of knowledge. Trade tastings offer such a varied selection of

wines and spirits, it is easier to expand our palates and educate ourselves in an efficient and effective manner.

- Create community - A trade tasting with a strong agency presence and a number of on- and off-premise attendees offers the option to network, make connections, and build relationships. It is one of the few opportunities where the focus is not on the consumer relationship, but on the trade relationship and strengthening the connections that can tie the community together.

The Import Vintners and Spirits Association (IVSA) is the largest representative body of beverage alcohol import agents in Canada. The IVSA offers new product tasting salons and tasting seminars across Western Canada. These are valuable to keep your staff inspired. See you at the next tasting in October! The Edmonton event will be held in conjunction with the Alberta Liquor Industry Conference.

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the number of followers you can get. Instead, focus on gaining quality followers. For most liquor stores, your customer base is within a 5- to 10-minute drive from your store. You need to build a database of your local Twitter and Instagram customers. One way to do this is to just ask them. Run an in-store contest asking for your customers' first name, Twitter and/or Instagram handles and their favourite beverage(s). This now gives you ability to speak directly to your customer. For example, you see that Shawn enjoys Coronas and the weather on the weekend looks great, so you can now send out a Tweet:



I can guarantee that you getting a tweet on Instagram like that from your local liquor store will make many of your customers chuckle and they probably will retweet it to their followers with a comment, like "My liquor store knows me too well", not to mention that you'll benefit from increased customer loyalty.

**YOUR POSTS SHOULD DO ONE OR ALL OF THE FOLLOWING:  
EDUCATE, ENTERTAIN, AND SOLICIT A CALL TO ACTION.**

## Social Media Content

I see many Liquor and Beer & Wine stores that seem to struggle with content to post, but it doesn't have to be difficult. Your posts should do one or all of the following: educate, entertain, and solicit a call to action. Many of the brands you carry spend a lot of money on their marketing programs, and they would love for you to share those photos and videos. Include photos of your staff and customers (with their permission) because you want people to feel connected to your brand, and this adds that human connection. And yes include updates of your specials. A social media specialist a long time ago said that you shouldn't sell on social media, but they couldn't be farther from the truth. Social media is about building relationships, and people would rather buy from someone they know and feel connected to.

## Social Media Contests

Be sure you don't run a contest that may encourage photos of excessive drinking and compromising photos. #McDStories is a great case study of what not to do. This is where McDonalds encouraged their followers to Tweet good stories and memories about McDonalds. What ensued was a bashing of their brand with hilarious tweets. So don't run a contest that might encourage photos of drunk people.

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## GOOD CONTESTS WILL ENCOURAGE YOUR FOLLOWERS AND CUSTOMERS TO CREATE GOOD CONTENT

Here are some ideas for some good contests that will encourage your followers and customers to create good content:

- **Best Captain Morgan Pose** - Captain Morgan has done a great job in marketing this pose, so take advantage of it.
- **#MyOilersManCave** - Encourage followers to Tweet or Instagram a photo of the place they're watching the big game for a chance to win a bar fridge or something similar.

## Promoting Your Social Media Channels Offline

Including your social media logos in any print ads and flyers really is a no brainer. Another great way to promote your brand and encourage engagement is to have a real-time Twitter and Instagram display on your monitors. You can set up the monitor to display hashtags or handles of brands you carry. Customers are able to tweet or Instagram with a hashtag and have it display on the screens in your store. 🍷

Shawn Alain is President of Viral In Nature, an award-winning social media agency in Calgary. Follow him @ViralInNature [www.viralinnature.com](http://www.viralinnature.com) 1.844.403.BUZZ

## HASHTAG BASICS by Margaux Burgess

Hashtags are an integral part of social media and digital marketing that can be used to create a community, increase your social media presence, and share information. You can use different hashtags to target specific groups.

You can use a hashtags to do the following:

- **Start or join a conversation on social media.** Every Wednesday wine drinkers around the world join the #winewednesday conversation, sharing what they are drinking. By adding in a geographically-specific hashtag as well you can join the conversation close to you, e.g. #winewednesday #yycwine #yyc. If you want to start a conversation, be sure to check hashtag use first. You don't want to inadvertently direct an audience to the wrong place.
- **Find and identify messages on a specific topic and investigate what others are doing.** Hashtags provide a way to find cutting-edge information and share details on an area of interest. Would you like a new summer cocktail idea for rye? Search recipes with a hashtag - #cocktail #summercocktail #mixology. Want a general idea of what the public thinks of a new release, do a hashtag search.
- **Discover and engage others interested in you and your topic.** Did you just receive a new saison in-store and want to reach new beer fans? Use #beer #saisonbeer #craftbeer or geographically specific #yegbeer to reach an expanded audience that you know is interested.

## POPULAR HASHTAGS

#beer #craftbeer #wine #cocktails #mixology #winelover #beerlover

specific region, variety or style

specific spirit, beer or wine

There are a number of day-specific hashtags:

#ManicMonday

#TT(transformation Tuesday – split before & after photo. Do spirit, then spirit in a cocktail)

#winewednesday

#thirstythursday #tbt (throwback Thursday)

#FF (Follow Friday – when you thank new followers)

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# SPIRIT *Spotlight*

by Tom Firth



## Artisan Gin Goes Mainstream

Gin is a fun spirit with a spotty history. In its infancy, around the early 1720s, it was responsible for England's "Gin Craze". For a variety of reasons at that time, people just couldn't get enough gin in London. Some favourable taxes, crushing conditions, and changing international trade relationships, coupled with a slight increase in disposable income meant that the common folk could afford to drink. At the peak of the craze, Londoners were consuming around half a litre of gin every week. That's half a litre for every man, woman, and child - each and every week. After about 30 years of this, along with a few efforts from the government to sober up the populace, in 1757, the gin craze was considered to have passed. However, gin was here to stay.

Gin (derived from Jenever - or juniper in Dutch) is made from a neutral white spirit base with the addition of various botanicals. These flavouring botanicals include herbs,

spices, or other plant-based components. Juniper makes gin what it is, but botanicals can be comprised of almost anything. The Scottish gin "The Botanist" is made with 31 botanicals - 22 of them native to the island, while Tanqueray's London Dry contains as few as four, but as many as a dozen or so, though most producers keep their exact recipes a closely-held secret. Common botanicals include coriander, citrus peel, orris root, and an array of spices in addition to the requisite juniper. Most emerging craft or premium gins seem to have at least one ingredient more secret than the rest to bring that unique flavour or style to their spirit. Making good gin is very similar to making high quality perfume.

Gin comes in a few different varieties. More commercial examples include compound gins, where flavouring is simply added to the base spirit, whereas distilled gins have botanicals infused during a second distillation. London Gin is a style that doesn't have to be made in

London, but it has strict regulations regarding any additional ingredients besides the botanicals, notably colourants and sugar, so London "Dry" Gins may have less sweetness than other gins.

As to artisan or craft spirits, the definition is still in transition and it's a popular term to throw around. Typically the term is used for handmade products, or at the very least, products made by a skilled crafter overseeing the manufacturing from start to finish. For spirits though, we typically see the term applied to small batch productions where a small handful of people are heavily involved in a number of roles. The head distiller may or may not have any formal training in making spirits, but is guided by a passion to make something beautiful.

The Eau Claire Distillery, located in Turner Valley, is the first and only craft distillery to appear in Alberta in quite some time. Their craft products include a gin. David Farran, President and Founder, shares, "Of all white spirits, gin has the most depth of flavour, giving variety and complexity for consumers and aficionados alike." For mixed cocktails, he explains that gin "...is a great spirit for complementing a wide assortment of mixes." Farran is quick to share why gin is a big part of the portfolio at Eau Claire: "A well-balanced gin is perhaps the hardest spirit to produce well, particularly if you make a distilled gin from grain to glass completely in-house. We can take a traditional spirit and make it a very Albertan product by adding ingredients such as Saskatoon berries to give it extra balance and complexity."

From its earthy roots, gin has become a dignified spirit - nearly indispensable as an ingredient in everything from a martini to a gin and tonic or a gimlet. In the most recent resurgence in today's cocktail culture, gin should be included in every imbibers' liquor cabinet. Its importance should continue to grow as distillers large and small continue to innovate and produce a nearly infinite range of flavours for gin lovers.



# PRODUCT SHOWCASE



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# LOYALTY PROGRAMS

## HELPING TO BUILD SALES AND COMMUNITY

by Terri Perrin

There was a time when geographical location and pricing were two of the most important factors in determining whether or not a retail store of any kind realized success. With increased competition in all industry sectors, but especially in liquor retailing, location and price alone have become less of a competitive advantage.

Consumers today want selection, value, and exemplary service, and they are willing to go out of their way to find it. People will return to establishments that they feel cater to their needs and show appreciation for their business. Loyalty programs now play an important role in customer retention.

Whether your liquor store is a small, family-owned operation or part of a large chain, introducing a customer loyalty program into your business model doesn't have to be expensive. It can be as simple as asking people to become a fan of your Facebook page or to follow store events and promotions on Twitter. Alternatively, it can be a more complex and costly program that tracks individual customer spending and offers rewards based on purchasing milestones.

### Engagement & Product Selection

At the Keg 'n Cork Liquor Company in Edmonton, store owner Lionel Usunier clarifies that they don't have a loyalty program per se, nor do they currently collect customer profiles on a database. They are investigating database programs for future implementation, but for now they focus their efforts on hosting special events based on industry trends to attract and retain customers.

"Brown spirits is a hot category right now, and we ride the wave," explains Usunier. "This spring, we held six Scotch tastings over a six-week period - two of them supported local charitable organizations. In late May, we hosted George Grant, from Glenfarclas Whiskey, Scotland - a sixth-generation family-owned distillery that dates back to 1862. Mr. Grant is the 'heir to the throne', so to speak, so having him in our store was pretty significant. We were privileged to sample a 1966 fino cask whiskey that retails for \$1,650 a bottle. It was the first public tasting of this particular bottling and was a coveted event for whiskey lovers.

"We are a destination store with an extensive selection," adds Usunier. "All employees are trained on each product's special attributes, but we also have category specialists, which is important when your beer cooler alone stocks over 1,000 varieties. We are not the cheapest,



nor the most expensive, but we have the people and unique product selection that turns first-time customers into loyal shoppers. You don't need to ask shoppers to carry a loyalty card in their wallet to achieve that."

## Keeping Connected through E-marketing

The Keg 'n Cork ensures that events are well attended by connecting to its customers through electronic newsletters as well as social media and their website.

"Our email distribution list is under 500 recipients," explains Usunier, "but they are engaged consumers. There is no sense building a huge list of random people; you want to target those who are truly interested in what you are offering. To be fully compliant with the Canadian Anti-Spam Legislation (CASL), we ask that people sign up for the e-news on our website, rather than filling out a form in-store. The newsletters always have an 'opt out' button if people choose to unsubscribe. We outsource the design and creation of the e-news to a graphics person and consider this an advertising expense."

Not only is having an online sign-up form CASL compliant, employees don't have to handle subscriber solicitation. Staff (or signage) may inform them about the e-news, but the customer has to make the effort to sign up. Contest entry forms may also solicit e-news subscribers, but an employee must be assigned the task of entering these names into the database, and the forms must be retained as proof of subscription approval.

To learn more about CASL compliance, visit [www.fightspam.gc.ca](http://www.fightspam.gc.ca).



Photo courtesy of Legacy Liquor Store

CONSUMERS TODAY WANT SELECTION, VALUE, AND EXEMPLARY SERVICE, AND THEY ARE WILLING TO GO OUT OF THEIR WAY TO FIND IT.

## Building Trust Over Time

Founded in 1985, J. Webb Wine Merchants in Calgary has had the advantage of building customer loyalty over a period of decades. According to the store's general manager of 17 years, Kevin McLean, product exclusivity and customer service are what set their two stores apart from the competition. That said, they still have to work hard at building and retaining loyal customers.

"We have a frequent shopper program," explains McLean, "but we don't have loyalty rewards cards. Instead, we have a computerized database connected to the tills. The system tracks purchase history. Rather than collecting points, loyalty program members are offered special case discounts on wine and are invited to 'Members Only' private tastings and sales events, where they can take advantage of special pricing. We also mail out 15% off coupons twice a year."

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J. Webb keeps connected to clients through a printed newsletter that is mailed to customers five times a year - one for each season and one for the holidays. They also market through weekly e-news, social media, and their website. When he started with J. Webb, McLean says that they used the telephone to

communicate with customers. He reminds fellow liquor retailers that this is still a highly effective tool for inviting your best customers to extra-special events and product tastings, which he feels are paramount to success in this industry.

"When it comes to marketing to increase loyalty, we often wonder where our time and energy is best placed," ponders McLean. "Social media can chew up a lot of time and it is hard to determine how it is converting into actual return on investment. Other than liking or sharing a post or comment, people don't typically place an order on Facebook or Twitter. People bring copies of the printed newsletter into the store, and we get emails in response to the e-news, so we can gauge results."

"At the end of the day, our philosophy at J. Webb is to build relationships one person at a time," concludes McLean. "Whatever loyalty incentives you offer, the number one factor is that people must enjoy coming in. Without that, no reward program will be successful. I think the challenges are like anything in business, you have to pick something and stick with it. It can take time to build critical mass."

For the consumer to realize the true value in any retailer's loyalty program, discounts or points collecting must be backed by a differentiated shopping experience. Always bear in mind that in today's competitive marketplace, ensuring a superior product selection, supported with extraordinary customer service, will make more of an impact than anything else. ■

# BWI Business World

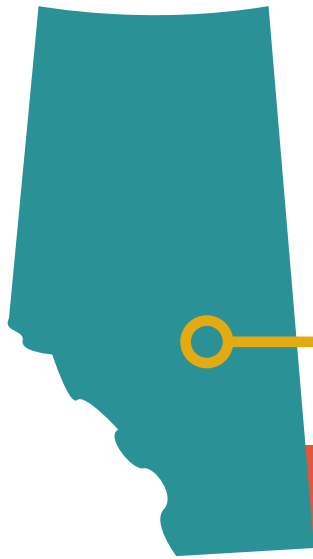
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# LIQUOR RETAILING

## IN ALBERTA

### SALES

*Fiscal year 2014-15*

#### VOLUME

*1hl – 100l*

#### DOLLARS

*Thousands*

**SPIRITS**

275,819<sup>hl</sup>

\$744,795

**WINE**

436,077<sup>hl</sup>

\$565,672

**COOLERS/CIDERS**

273,018<sup>hl</sup>

\$126,523

**BEER**

2,817,285<sup>hl</sup>

\$1,103,274

*Total:*

3,802,199<sup>hl</sup>

*Total:*

\$2,540,264

Source: Alberta Gaming and Liquor Commission

# Andrew Hilton Wines & Spirits

## A LONG TRADITION OF SERVICE EXCELLENCE

by Terri Perrin



**There was a time when Kyle Baines had aspirations of becoming a neuroscientist. In 2000, he was studying at the University of Lethbridge while working part-time at his father's wine store.**

It wasn't long before he realized that he loved the day-to-day interactions with customers and that he was more passionate about the history and production of wine, beer, and spirits than the science of the brain. He became General Manager of Andrew Hilton Wines & Spirits in 2003 and bought it lock, stock, and wine barrel from this father (now retired) in 2013. If he has ever looked back, it is only to see how far he has come.

This progressive Lethbridge retail operation opened in 1985 and

was initially called Andrew Hilton Wine Merchants. It was the third privately-held independent wine store in Alberta, a full seven years before privatization in the province. Born of a partnership between Max and Lorna Baines and Jim and Kate Langston, the first store was a whole new vision for Southern Alberta. (The name is derived from a combination of the original owners' middle names.) At the time, wine could only be purchased from government liquor stores, and both selection and customer service at these outlets was limited. With





an initial collection of about 400 specialty wines and a small core of dedicated wine enthusiasts as employees, Andrew Hilton was a world apart from the government stores. With ever-increasing product lines and a growing customer base, the store quickly outgrew its first location. In 1990, the Baines family became sole owners. They moved Andrew Hilton to a building with 2,400 sq. ft. of retail showroom space.

In 1994, with the introduction of privatization and to reflect their now expanded product offerings, the store was renamed Andrew Hilton Wines & Spirits. The name change reflected a new commitment to maintaining the same high standards they had established for the wines, now expanded to include their new portfolio of beer and spirits.

## IT IS NO LONGER JUST ABOUT PRICE.

Today, Andrew Hilton Wines & Spirits employs about a dozen people, all of whom are dedicated wine, beer, and spirits aficionados, and the store remains an industry trendsetter. It boasts an expansive selection of over 1,000 wines and nearly 200 single malt whiskeys - one of the largest Scotch whiskey selections in Western Canada.

"We focus on carrying a range of unique items and independent bottlings," explains Kyle Baines. "I carry product from many of the smaller estate wineries from Canada and around the world. In several instances, we have worked with and developed personal relationships with vintners before their wineries have become popular, which ensures us the best selection."

When craft beer started to come on strong a few years ago, Baines ensured that his store was one of the first to respond to this global trend. When growler bars became popular, Baines was one of the first to champion the concept. He challenged the Alberta Gaming and Liquor Commission's (AGLC) regulations that allowed breweries but not liquor retailers to fill growlers. "I wrote and submitted a proposal to AGLC to change the regulations," recalls Baines. "They got back to me about 10 days later and said, 'You are right!' Consequently, the rules were changed, and liquor retailers are now able to fill growlers. This regulation change opened the door for us to install the very first growler bar in an Alberta liquor store in 2013."

For the initial product launch and testing, Baines purchased and retrofitted second- and third-hand components to build his pour station. It wasn't long before his growler bar's success warranted the purchase of a top-of-the-line counter pressure filler, enabling Andrew Hilton to guarantee the freshest, most carbonated, highest-quality growler fills in Southern Alberta. Beer pours from the six kegs on tap are facilitated without releasing foam and loss of carbonation. The

pressurized air system is highly efficient, so there is less spillage, which results in overall cost savings and has drastically increased profits. Best of all, customers receive a superior product and they keep coming back for more.

"I have made a commitment to the local craft and mainstream breweries, and I always have at least one locally brewed beer available at the growler bar," adds Baines, "but I also carry beer from Belgium, Germany, and the Pacific Northwest. It is an ever-changing selection that is all driven by customer demand. It has been wildly successful."



Recently, Andrew Hilton was presented with the *Lethbridge Sun's* 2015 'Best of the Best' in the Liquor Store category. When asked how and why they may have been voted the winner of this designation, Baines is at a loss for words. "I really don't know," he says with a laugh. "For the past 10 years, the award has traditionally been given to discount retailers. To be honest, I had kind of given up on ever receiving it and was just quietly going about running the store. It was a huge surprise when we were contacted by the *Lethbridge Sun*, and we are sincerely flattered and proud of this vote of confidence from the community."

"I believe that for us to win the 'Best of the Best' award signifies that there is a definite shift in market demand," concludes Baines. "It is no longer just about price. People are becoming more open to sampling new and different wines, beer and spirits, and that is the market niche that we fill. This store is about knowing our products, listening to our customers and, above all, having knowledgeable and friendly employees who are dedicated to delivering superior customer service. That's what makes Andrew Hilton stand out."



# UPSELLING WINE

## TIPS AND TRICKS TO BOOST PROFITS

by Shelley Boettcher

Selling wine can be tricky. You want to give the customer what they've asked for, but you'd also like to make a little more money - on every single sale.

Upselling - talking a customer into purchasing a little more, or something pricier than they had originally planned - deserves special attention as you work at increasing your store's profits.

Here are 10 retail tips and tricks to consider:

**1. Tell a story** - Share something interesting about the winemaker, the winery, or the region where it's from. "A great story always works," explains Nancy Carten, from Kensington Wine Market in Calgary. She makes it a point to get to know many of the winemakers her shop represents, and she regularly visits wine regions too, so she has a catalogue of interesting anecdotes to pull from.

Blake Shaw, general manager and co-owner of the Paul Howe Liquor stores in Medicine Hat, literally makes his upselling personal. For example, he often sells one particular wine by telling customers how he opened a bottle on his first date with his now-fiancée. At the time, she claimed she didn't like wine, "but now she just loves this one," he says with a smile, "and now, all she wants to drink is this \$50 bottle." People laugh - and then they buy, time after time. "When you tell stories like that, it's really easy for the customer to connect with a product," Shaw describes.

**2. Establish a relationship with your clientele** - "Try to know your customers' names," Shaw suggests. "Each one is unique. The beautiful thing is that it only takes a couple of minutes."

**3. Engage your staff** - Training sessions, tastings, and employee discounts are easy and effective ways to get your staff to try higher-end wines. "Often the best way for them to do any upselling is to get the liquid into their own mouths," Shaw says with a laugh. "That's why I give them a very substantial discount at the till if they want to purchase something for themselves. This gives them a bit more incentive to try more expensive wines."



**4. Be enthusiastic** - "There's nothing that replaces genuine enthusiasm from someone who has tasted the product and loves it," says Ed Fong, co-owner of deVine Wines & Spirits in Edmonton. "For example, our beer guy, he really loves beer. His sheer enthusiasm is an upsell. The customer may not buy a more expensive beer, but instead of leaving with three bottles like he planned, hey may leave with five."

**5. Ask for the customer's help** - Carten suggests, "Ask what they are going to do with that bottle. Get the customer to tell you their story, and then you have something to go from." Maybe he's looking for a casual Friday bottle to share with his girlfriend, or maybe his girlfriend's parents are coming to dinner for the first time. Every bit of information will help you figure out the best wines in the shop for your customers' needs.

**6. Silently assess each customer** - "Every customer has a range within their comfort zone. If they're looking for an \$18 bottle, you might be able to sell them a \$21 bottle, but probably not much higher," Carten says. "Ten dollars more, and you're out of their comfort zone. But three, five, seven dollars more, and you tell a story? You probably have a sale."



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## CONSIDER WHAT THE STORE'S PROFIT WILL BE ON TWO EQUALLY-PRICED BOTTLES.

Fong agrees. "It's like buying a new pair of sandals," he explains. "You walk into a store with a budget of \$100 in mind for a new pair. You're not going to walk out with a pair of Jimmy Choo's."

**7. Consider your profit margins** - Fong doesn't particularly believe in selling something that's more expensive than the consumer intends to spend. However, he does consider what the store's profit will be on two equally-priced bottles. "If there are two products that I really like, and they're both the same price, but one has a higher profit margin, I could subtly direct them toward that product," he explains. "They're both equally very good products, but the profit margin is slightly higher on one."

Carten echoes his words. "Someone comes in. They want to buy a bottle of Zinfandel. It cost \$25. I sell it to them," Carten says. "But then I ask, 'Do you like Zinfandel?' 'Yes, I love Zinfandel,' they say."

That's when she tells them about other offerings. "That's a great bottle you bought, but this is our best-selling Zinfandel in the store," Carten suggests saying. People enjoy knowing what people with similar tastes like to drink.

**8. Double it up** - Sometimes it's not about selling someone a more expensive wine. It's about selling the consumer two bottles at their preferred price. "If a customer says, 'My budget is \$20,' then show them a \$20 bottle, an \$18 bottle and a \$23 bottle," Fong says. "In many cases, they'll buy two bottles."

Carten will help the customer find what they're after, and then engage them in conversation. "Here it is. Is it your favourite?" Carten always asks. "If it is, how about buying two?" Many times, she says, the customer will agree that's a great idea.

**9. Acknowledge the customer in a rush** - "Don't try to upsell them. You'll only just annoy them," Carten describes. "Acknowledge how they feel: 'I can tell you're in a hurry.'" And then sell them what they want. "If they have a good experience, they'll come back," Carten says.

**10. Listen to the pros around you** - If someone on your team sells a \$500 bottle to a new customer, ask them how they did it. Did they have a great story about the winemaker or the winery? Did they know the scores from top wine critics? Shaw encourages new staff to listen to more experienced staff when they're talking to customers. "Pay attention to us. Emulate what we do," he suggests. "When you see us in action, it becomes an easy learning tool."

Upselling wine or any other products is quite simple to do, and the results on your bottom line can be significant. Educate your team and maximize your profits. 🍷



# Beer Notes

## TIS THE SEASON FOR SAISON

by Jason Foster

You might be forgiven for giving a quizzical look when a customer asks if you carry any saison. Is it a variety of wine? An aperitif?

Actually it is a style of beer, and it may be growing in popularity faster than any other type of beer. The reason you can be forgiven for not knowing this is that a few years ago it could only be found in the dustier corners of the beer world. Only the geekiest of geeks had a sense of what it was, but this breakthrough beer has gone mainstream recently. Its new-found popularity is likely found in its light, spicy funkiness combined with refreshing bubbles.

Saison, French for season, is part of the family of beer called farmhouse ales. Farmhouse ales trace their origins to the farms of 1800s Wallonia, the French-speaking part of Belgium. The story goes that farmers supplied their workers with beer as they toiled in the hot sun. However, it was too hot in the summer to brew beer (the beer would develop unpleasant off-flavours). Their solution was to brew in the cooler months of early spring and then store the beer in cellars until the summer harvest season. The name saison likely comes from the need to wait until "the season" to drink it.

Since every farmer made his own beer, the range of flavours in farmhouse ales was extensive. In the late 1800s and early 1900s, however, there was some convergence of approach and two broad styles emerged. The first, *bière de garde* ("beer for keeping"), was stronger and generally (but not always) darker. The second style was saison, which was slightly lighter both in colour and alcohol strength.

As Europe marched toward modernity in the 1900s and beer globally became more homogenized, the art of farmhouse homebrewing died out and both farmhouse styles became almost extinct. They were kept alive by a handful of obscure breweries tucked into the rural corners of Belgium. Only the most ardent beer aficionado knew of their existence.



Then something happened. During the 2000s saison experienced a renaissance. The exact origin of its rise is not entirely clear, but it was definitely helped along when in 2005, *Men's Journal* magazine named Saison Dupont - widely regarded as the classic version of the style - the world's best beer. In the decade since, not only have the traditional saison brewers gained new fame (and customers), but craft breweries around the world have tried their hand at making a saison. Dozens of versions are now available in Alberta in the summer.

Saison is actually a notoriously difficult beer to make. It requires a deft hand, balance, and a willingness to break a few brewing rules. The base beer needs to be quite light and crisp, meaning you can't pile on too much in the way of specialty malts or hops. Saison yeast strains are notoriously finicky, and often saisons are brewed at 25-30 degrees, much warmer than normal ales, to coax out that peppery spice. For that reason, not all versions are created equal. It takes time for a brewer to learn how to find the saison sweet spot.

As for *bière de garde*, it has not gained as much from its sister's popularity. While versions are available in the province, *bière de garde* remains a niche style, likely due to its mustier and heavier complexion.

What I think makes saison so popular is that it is light and refreshing, and it offers a unique flavour profile. Saisons should be blonde or gold in colour. They should be fairly dry and refreshing, and rather effervescent. A bit of lemon or orange fruitiness is often found. However, saison also presents a slightly peppery flavour, a spicy, earthy character that gives the beer a unique multi-dimensional impression. The spiciness and grainy body should be held in balance; neither should dominate. The result is a beer that is quite quaffable without being boring. It can go down well on a patio, but can hold up to a more intentional tasting session. You can have more than one without blasting your palate and it goes well with a number of foods, including salads, chicken, and earthy vegetables.

Stock up on a selection of saisons this summer to give your customers a chance to try some different flavours.

Photo courtesy of Vine Styles



# ENHANCING THE SHOPPING EXPERIENCE

## TAKING IT TO THE NEXT LEVEL

by Tom Firth

Our privatized retail liquor system is unique in Canada, providing a selection unparalleled by any other province. Some of the best prices in the country are also found right here.

The number of liquor retailers has increased drastically since the government got out of the business 20 years ago, and there are currently over 1,350 stores. This is a lot of choice for customers, so if your customers don't enjoy shopping at your store, they may stray - looking for another option at your expense. It might be time for you to take the shopping experience you offer to the next level.

### Lighting

Stores should be well lit. Replace burnt out or flickering bulbs as quickly as possible and select bulb types or brightness to provide a natural light spectrum that also minimizes dark corners and shadowy spots. It may be tempting to get spotlight-type bulbs to draw attention to your fine wines or specialty spirits, but keep in mind that a bottle that has had halogen bulbs beaming down on it every day for a few months (or longer) is going to suffer. The newer LED bulbs are an excellent option for stores. With a natural-looking light spectrum, LEDs are expensive initially, but make up for it in energy savings, and with little to no heat.

Don't neglect exterior lighting or signage. Your customers should know where they are shopping, and feel safe while doing so.

### Layout/Signage

Your store should be easy to traverse - look at any large supermarket for inspiration. Things are easy to find, and when in doubt, a few signs help customers to the aisles they are looking for. Finding your beer cooler might be a bit obvious, but consider helping customers find out where American wine or your rye section is with the help of a few signs.

Aisles should be no closer than about three feet apart to allow for good flow through the store, while larger displays or end caps should be used sparingly. Darren Stewart, "Chief Vine Stylist" at the recently opened Vine Styles in Calgary, shares, "The goal was to create a shopping environment that is intuitive and yet customized based on a customer's individual tastes/preferences."

### Atmosphere/Ambiance

Most stores don't get the luxury (or headache) of designing a store from scratch, but it is amazing what a fresh coat of paint can accomplish. Stewart designed his store to utilize lighter wood colours, and chose to use lower aisles in the middle of the store to promote an open, welcoming space, reserving higher displays for the periphery of the store. Stewart's plan was "In the early stages, the only 'had to have' was an environment that



was visually appealing,” he describes. “We wanted to have a clear line of sight throughout the shop and didn’t want to have shelves or displays that blocked or obstructed the customers’ view. This meant that we focused on shelving which prominently displayed the bottles which is how we ultimately landed on the current look/feel.”

## Décor

Your store shouldn’t be cluttered with old beer posters, dusty neon signs, or tattered displays, but it should be recognizable as a liquor store. Supporting a local or popular brand with some merchandising pieces can drive customers to buy them.

There is nothing wrong with decorative accents showcasing the history of your town or location, or nods to the current trends of your area. Is the best bass fishing in Alberta right around the corner? Why not play off that theme to engage your customers? However, remember to keep it fresh and clean. You can consider having a customer draw or contest to win more desirable items when you’re changing themes. Try using it to fundraise for a local charity or club.

Knowing your clientele is very important, as what works design-wise for a wine boutique will be very different from a store focusing on selling cold beer and plenty of it.

## Engage Your Customers

Friendly, helpful staff go a long way to providing a pleasant shopping experience for your customers. Someone who is friendly and engaging can be more important than that person having extensive product knowledge. Your staff can keep abreast of what customers are saying about your shop, what products they are looking for, and even what is wrong. However, don’t shoot the messenger if they are



Photo courtesy of Capone's Cellar

## DECORATIVE ACCENTS SHOWCASE THE HISTORY OF YOUR TOWN

relaying bad news. View it as an opportunity for improvement.

Stewart explains, “[Staff] is the most important element to enhance the experience and build atmosphere... Tailoring the shopping experience to [customers’] tastes and preferences is really the key. The physical environment helps support what we’re looking to accomplish in terms of the type of experience our customers have, but it is the service that we provide which matters the most.”

Connecting with customers to provide the best shopping experience is about knowing them and their preferences. Every so often, solicit a friend or family member to visit your shop as a “mystery shopper” and ask them to report back on their experience - without sparing your feelings. Their experience should be welcoming, with friendly, helpful staff. Your store environment should be clean, well-lit, and laid out in a way that makes sense. Enhancing the shopping experience for your patrons may be the difference between your success or your competitor’s. 🍷



# WINE REPORT

by Tim Ellison

## Wine Cocktails

We have all heard of the classic wine-based drinks like Sangria and Bellinis. However, there are many more ways to incorporate wine into drinks. With hip cocktails being a major trend these days, you have a great opportunity to capture your customers' attention by creating displays in your store featuring a different wine cocktail each week. Print recipe cards, so customers can take one along with the ingredients to make the cocktail. Don't forget to feature the glass as well.

Start with a couple of bubbly classics that are enjoying renewed life - like the Champagne Cocktail and its variant - the French 75, named after the WW1 French 75 mm field cannon (apparently it has a similar kick!). Here are some recipes you can share:

### Champagne Cocktail

- **6 oz Sparkling Wine**
- **1 oz Brandy**
- **2 dashes Angostura Bitters**
- **1 Sugar Cube**

*Add a dash of Angostura bitters onto the sugar cube and drop it into a champagne flute. Add brandy, followed by gently pouring chilled sparkling wine. Garnish with an orange slice and/or a maraschino cherry.*

### French 75

- **5 oz Sparkling Wine**
- **1.5 oz Gin**
- **.5 oz Lemon Juice**
- **2 dashes Simple Syrup**

*Combine gin, syrup, and lemon juice in a cocktail shaker filled with ice. Shake vigorously and strain into an iced flute. Top up with sparkling wine, and stir gently.*

### Spritzer Veneziano

- **4 oz Prosecco**
- **2 oz Aperol (or Cinzano)**
- **Splash Soda**

*Combine Prosecco and Aperol. Top with soda. Garnish with frozen white grapes.*

White wine-based cocktails can be especially appealing in summer months. An easy one that is recognizable and popular is White Sangria.

### White Sangria

- **26 oz (1 btl) White wine (I like Portuguese Vinho Verde)**
- **4 oz Raspberry Vodka**
- **2 oz Brandy**
- **8 oz 7 Up or other lemon/lime soda**

*Combine wine, vodka, brandy, and soda in a pitcher. Stir well. Add some ice and garnish with one cup total chopped strawberries, whole raspberries and blueberries.*

As people are not adverse to thinking pink these days, wine-based cocktails using rosé wines can also be very popular additions to your offerings. An example is the HK Rose, a complex, refreshing, and delicately floral from a dash of rosewater and lavender-infused honey, this rosé-based cocktail is guaranteed to be a big hit, especially with the ladies.

### HK Rose

For the lavender-infused honey:

- **12 oz Honey**
- **6 oz Dried Lavender**

*Heat the honey and lavender in a small saucepan over medium-high heat for about ten minutes. Let cool. Strain and funnel into a squeeze bottle or glass container.*

For the cocktail:

- **3 oz Dry Rosé**
- **1 oz Red Vermouth**
- **1 tbsp Lavender-infused Honey**
- **1 dash Rosewater**
- **Ice**

*Fill a rocks glass with ice. Add the rosé, vermouth, honey, and rosewater. Stir to combine. Garnish with a lemon or lime curl and serve immediately.*

Educating customers on wine cocktails can increase your sales and provide a unique feature in your store.

*Tim Ellison is a Certified Chef de Cuisine and Sommelier who has recently joined the food and beverage team at the prestigious Vancouver Club. Contact him at [tim@vancouverclub.ca](mailto:tim@vancouverclub.ca)*



# WHAT'S *New?*

by Debbie Minke

## Beer & Ale

**NZ Pure Lager** is a premium lager made exclusively from New Zealand malt, hops, water, and specially selected yeast with no additives or preservatives. This refreshing, easy-drinking lager is perfect ice cold and straight from the can. 24x440ml cans \$2.19 per can wholesale +771667

**Frambözen** is Steamworks Brewing Co.'s seasonal raspberry beer. It features a beautiful rose colour with a luscious pink head, magnificent aromas and flavours of freshly picked raspberries. It has a clean, natural, effervescent taste. 650ml \$4.48 wholesale +253526

**Two Tides India Session Ale** from Granville Island Brewing is a laid-back, hoppy brew that pairs well with surf n' turf. Slightly sweet malt flavours are complemented by a subtle hop bitterness and pleasant effervescence, making it well-balanced and drinkable. 6x341ml bottles \$12.30 wholesale +772466

**Up the Creek Birch Sap Ale** is crafted with exclusive Yukon birch sap syrup. The tangy syrup gives the malty, orange-amber beer a flavour like no other. This easy-to-drink ale is a limited release. 12x650ml bombers \$64.80/case wholesale + 766740

Nelson Brewing Company's **Organic Ginger Beer** is a summer seasonal that's light in colour, easy on the palate, and perfect for summer. Subtle malt flavours, hints of lemon grass, and a refreshing ginger snap complete the taste profile. 4.5% alc./vol. 6x335ml cans \$9.36 wholesale +764857

**Russell White Rabbit Hoppy Hefeweizen** is brewed with hops that display stone fruit and grape flavours, which combine with the banana and clove character of the hefe yeast. The result is a big tropical taste with a spicy clove finish. 650ml bottles \$4.59 wholesale +394650

**Shortwave West Coast Pale Ale** from Phillips Brewing is approachable with wonderful citrus hop aromatics and a nice malt backbone. 473ml tall cans 24x473ml \$44.08 wholesale +429407

**La Trappe Tripel Ale**, from the famous Koningshoeven Trappist Brewery, is now available in Alberta in cases of six bottles. Hazy medium copper in colour, on the nose enjoy aromas of candied lemon peel, dried apricot, caramel, white flower and clove. On the palate it offers sweet fruit, spice, and a bitter hop finish. 750ml \$9.52 wholesale +770294 La Trappe Quadrupel Ale is also available. 750ml \$9.52 wholesale +770295

## Refreshment Beverages

**Black Fly Party Pack** offers 4 bottles each of Vodka Blueberry, Vodka Citrus and Vodka Cranberry. Crafted with real cranberry, blueberry, lemon and lime juices with Canadian vodka, each is lightly sweetened with real cane sugar. The 400ml custom-designed PET1 bottles are lightweight, non-breakable, BPA free, recyclable, re-sealable and quick to chill. 12x400ml \$25.56 wholesale +773606

## Wine

**Justin Cabernet Sauvignon 2012** is beautifully balanced, with aromas of cassis, black cherry, and spice on the nose. Enjoy medium-plus body with dark fruit of cassis and black cherry on the entry. Barrel notes of vanilla and cedar with savory black tea and herbal notes come through on the mid-palate. The finish is smooth, long, and clean. 750ml \$24.70 wholesale +456285

**YeeHaa!** is a brand new red Alberta Sangria crafted with Spirit Hills honey, black currants, Saskatoon berries, apples and a hint of cinnamon. Enjoy its soft sweetness with well-balanced acidity and lingering notes of apples, berries, and cinnamon as you serve it over ice, paired with orange juice or soda water, or with amber rum. 750ml \$16.75 +773294

**Devil's Rock Riesling 2013** is made by one of Germany's leading wineries. It's fresh and clean, with zesty lemon and grapefruit flavours. Full of rich, ripe fruits, it has good acidity and a delicious, rounded finish. 750ml \$10.17 wholesale +149559

**Crazy Life Rivaner - Pinot Grigio 2012** is a fresh and fruity Deutscher Qualitätswein. It's pale yellow with brilliant highlights. On the palate it's juicy and elegant with well-balanced acidity. The bottle sleeve is bright and fun - a real eye-catcher. 750ml \$10.79 wholesale +766489

**Sophia 2012** is a vintage port wine from the Golden Mile in the South Okanagan Valley. The grapes are handpicked and the juice is extracted by foot stomping! This port is dark and full-bodied with fine aromas of plush ripe fruit, licorice, chocolate, and peppery spices. On the palate, enjoy the concentrated core of dark and savoury fruit with good tannin and structure. 500ml \$28.59 wholesale +770838

**Santa Ana Sauvignon Blanc** from Argentina is now available in a 3L bag-in-box. This wine is bright yellow in colour with green hues. It offers crisp, herbal aromas and refreshing minerality. It's well balanced on the finish. 3L bag-in-a-box \$27.69 wholesale + 770512. Also available: Santa Ana Malbec has a lively red colour with violet hues. Enjoy intense fruit aromas of plum and cherry on the nose, soft and supple flavours. 3L bag-in-a-box \$27.69 wholesale +770509

**Campo ai Sassi Rosso di Montalcino DOC 2012** is crafted in the heart of Tuscany, Italy. Made from 100% Sangiovese, this fresh style of red has only one year of aging with six months in oak. Enjoy intense floral aromas of red fruit on the nose, then layers of bright and juicy berry flavours on the palate. It has velvety texture and fine tannins. 750ml \$20.17 wholesale +712893

## Spirits

**Spicebox Chocolate Spiced Rye Whisky** was inspired by a crafty Canadian bootlegger who smuggled his goods in wooden barrels stamped with "Spices" during the Prohibition. Often he would put his best rye whisky in barrels that had previously contained cocoa beans, and chocolate flavours would infuse the whisky. 750ml \$21.19 wholesale +770345

# DUE DILIGENCE

by Charlena Radic



Are you doing your due diligence? Operators and staff of liquor stores can be heavily fined and held liable in lawsuits for serving minors or intoxicated patrons, and for any alcohol-related injuries that can result.

Employees can be fined and risk losing their jobs for such infractions. The business risks a large fine, suspension, and possibly closure, or ends up with higher insurance premiums and lawyers' fees. Court hearings take up valuable time, money, and negatively affect all parties involved.

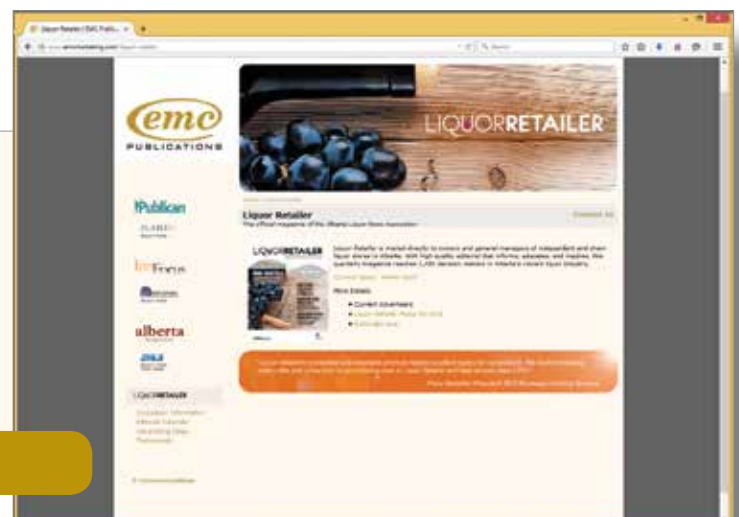
Once fined (or better still before you're fined), owners/managers must take reasonable steps to ensure they are doing their due diligence and must be able to prove it. Following are ten ways to protect your organization from exposure to liability:

1. Create a positive work environment.
2. Lead by example, providing effective management and supervision.
3. Create and implement effective policies and procedures.
4. Hire honest people (do background checks).
5. Implement internal controls (segregate duties, access controls, authorization controls).
6. Educate staff. Provide consistent training, and maintain employee records, training logs, meeting minutes, etc.
7. Implement an anonymous reporting system, such as a 1-800 number and/or comment box.

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8. Hire a spotter service to conduct third party alcohol compliance audits to make sure staff is not serving intoxicated patrons or minors, provide theft investigations, and implement mystery shopper surveys.

9. Perform regular and irregular internal financial audits and inventories.

10. Implement protocols to ensure the

preservation of evidence (daily log, incident reports, CCTV footage, etc.).

If you are not doing at least seven of the ten points above, you need to look closer at what is going on in your establishment. Due diligence protects everything about your business - from losses due to fines issued, to employee theft - and a good program can

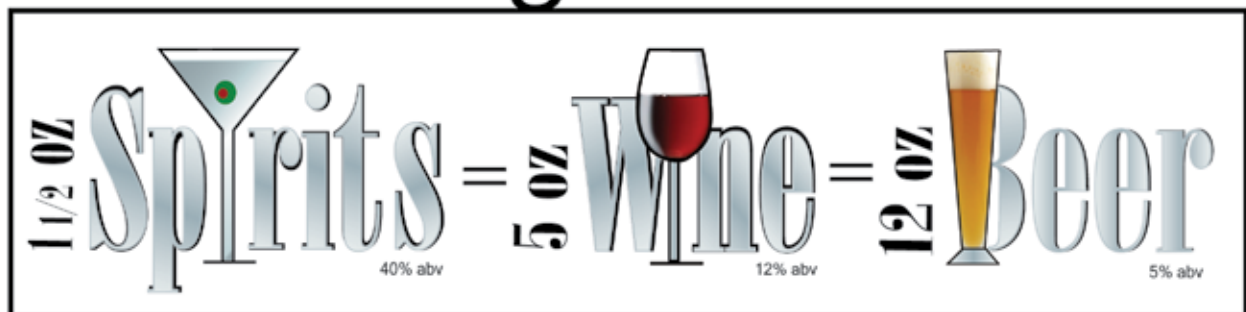
keep that profit where it belongs and stop the unnecessary shrinkage.

Avoid exposure to liability, increase employee morale, and improve customer service and overall profits! Do your due diligence! ■

*Charlena Radic is President & CEO of Sting Investigations and can be reached at 1-877-717-8464.*

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- Consider non-drinking days every week to avoid developing a habit.

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# THE AT-HOME BARTENDER

by Rebecca Davis

In the last few decades, there has been a renaissance of cocktail culture. After the Prohibition, spirit-forward, unapologetic, classic cocktails emerged, creating an entire culture of enthusiasts devoted to experimentation and creativity behind the bar. The modern popularity of classic cocktails has also made the at-home bartender an evolving trend.

With cocktail events popping up all across the country, the days of sour mix are indeed over. Bartenders are becoming the rock stars of their community, being flown all over the world to compete on an international scale. Bartending is not only a career; it can become a lifestyle with very glamorous camaraderie.

The at-home bartender is also emerging in our cocktail culture, and their expectations are becoming as sophisticated as those of professional bartenders.

As a bartender myself, I can tell you that we want everything that comes with the base spirit - the ingredients, the tools, and of course, we need our books. What is more seductive than Milagro Select Barrel Reserve Anejo Tequila, a gold-plated Cocktail Kingdom Hawthorne strainer, or the latest edition of *Imbibe*? These accessories are becoming more and more in demand so be sure you're stocking them in your store.

**Ingredients** - Just like the food we eat, there is a demand for information about where a product is coming from. Raw ingredients, water sources, and distillation techniques are all at the forefront of product knowledge. It is not only about chefs these days, bartenders and their programs are getting as much publicity and credit for their talent and creations

in the kitchen. Consumers are educating themselves about spirits and re-creating cocktails at home.

Many bartenders create their own infused simple syrups, providing an easy way to flavour a cocktail without adding alcohol. The at-home bartender should stock a variety of premixed flavour syrups as an uncomplicated alternative. Brands such as BG Reynolds or Monin offer many flavours, simple and exotic, such as orgeat (almond), vanilla, and passion fruit.

Bitters are also popular, and have been for some time, so it's surprising that they're not more readily available. With new flavours and producers emerging every year, here is an opportunity for your store to become the go-to place for ingredients needed by the at-home bartender.

**Tools** - Ice molds, shaker tins, and jiggers are becoming more sought-after by at-home bartenders. Virtually every bar book includes a list of must-have items, so why are you not selling these in your stores? Bartenders are forced to order online or seek out specialty stores to get these tools. And who doesn't want a gold-plated julep strainer?

**Books** - Bartenders, just like chefs, need their resources. It seems there is a new cocktail manual emerging every year. Not only are they essential for bartenders to find inspiration, but they are excellent how-tos for the at-home bartender. *Liquid Intelligence: The Art and Science of the Perfect Cocktail*, is a classic technical book. Another classic, *The Savoy Cocktail Book*, defines an entire period of cocktail history. Techniques, must-have tools, and crazy ingredients fill these books with juicy recipes that beg to be made. Showcase a new recipe in your store each week and put together a display with all the tools and ingredients needed to create that cocktail.

Cocktail culture is in the forefront of our society. With popular references in television and music, it has never been so cool to drink cocktails. And this trend is not going anywhere. As a bartender, never have I been so proud to be a part of this industry and support my peers. It is our responsibility to encourage hospitality, creativity and respect in this industry. Cheers! 🍷



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## NAMES IN THE NEWS

by Debbie Minke

Congratulations to the People's Choice Award winners at this year's Calgary International Beerfest:

Favourite Brewery

Gold - Tool Shed Brewing Company

Silver - Village Brewery

Bronze - Fernie Brewing Company

Here are the People's Choice Award winners at the Edmonton Craft Beer Festival:

Favourite Brewery:

Gold - Alley Kat Brewing Company

Silver - Mad Jack Premium Apple Lager

Bronze - Steamwhistle Brewing Company

*If you have any recent noteworthy accomplishments or community contributions, please email the details to [debbie@emcmarketing.com](mailto:debbie@emcmarketing.com).*

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VintageWest	11

## UPCOMING ISSUE

# Fall 2015

**Motivating & Retaining Staff** – As the labour market continues to tighten, it's becoming even more important to motivate employees in order to retain them.

**Wine & Food Pairing** – Find out the best pairings to recommend to customers based on the type of meal they are having or the occasion they are celebrating.

**Developing a Promotional Calendar** – Planning different promotions each month enables stores to regularly change their displays and promote special events to encourage repeat business.

**Preventing Internal Theft** – Employee theft is a key issue in a cash-centric business, so what can be done to keep staff from stealing? How can you prevent customers from stealing?

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