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September 26, 2013

Welcome to the Seventh Annual National Team Selling Competition! We are looking forward to meeting all of you when you arrive at the Indiana University campus on October 10th.

We hope everyone will find the case challenging and will learn from the experience. At the same time, we want everyone to have fun working with your teams, interacting with Altria and 3M and meeting students from other universities.

As the corporate sponsors of the competition, we worked closely with the faculty and staff at the Center for Global Sales Leadership at the Indiana University Kelley School of Business to develop a case that would showcase your abilities. Our goal is to give you the opportunity to take your classroom knowledge and experience and apply those skills in a selling situation that is realistic and relevant in today's market.

The Altria and 3M employees participating in the case competition have a wide range of sales and other career experiences. During your visit, we hope you will take the opportunity to get to know us a little better.

On behalf of Altria Group Distribution Company and 3M, good luck and good selling!



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# 2013

# Case Overview and

# Objectives



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**Note: The case is a fictional situation.**

The following case situation was developed for the Indiana University National Team Selling Competition presented by Altria Group Distribution Company and 3M. Although it reflects real-life conditions, both the company you are representing and the account you are selling to are fictitious. All similarities to actual companies are coincidental and unintended. Any actual trademarks used or mentioned are the property of their respective owners.

In this case, you will find the use of actual and fictional market data about the beer industry to develop the case scenario. The market and volume data is not intended to reflect real life market data for companies mentioned. The selling situation depicts a fictitious brewing company. The market volume and pricing data for the account has been fabricated. Market information about the brewing company you are representing was also fabricated.

### **Case Overview**

As the co-founder of Home Plate Brew, your role is the sales manager and marketing lead. Along with your partner Jack, you have worked hard since the brewery opened in 2011 to build the business and achieve “The Ultimate Homerun”. This includes your plan to expand your business into convenience stores in 2014.

To achieve your primary business goal for next year, you and your sales team are meeting with a new potential customer, Booley Express. Booley Express is a 22-store convenience chain located in Indiana. Each store is a full-service convenience store specializing in take-and-bake pizzas. You are thrilled to have a meeting arranged with the owners’ son, Jamie, to discuss your future partnership. Jamie is a former college roommate that shares your love of baseball. You have big hopes for this meeting and Jack is depending on you to get the sale.

### **Case Objectives**

You and your sales team represent Home Plate Brew. Your team will have two appointments scheduled with Booley Express to discuss how your products could be an asset to their declining business. Your time is limited for both appointments, so being prepared will be essential.

Your objectives are:

- 1) Sell distribution of Home Plate Brew products in Booley Express.
- 2) Create a plan to merchandise and price the products.
- 3) Agree upon a timeline and execution plan.

### First Appointment (15 Minutes)

Your team will be meeting with Jamie from Booley Express. Your primary objectives are to gather information and test possible solutions that will help you be better prepared for the second appointment.

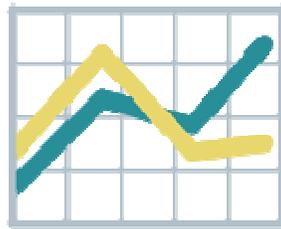
### Second Appointment (20 Minutes)

In this appointment, your team will be providing a sales presentation to Jamie and one of the owners, Mr. or Mrs. Booley. Your objective is to deliver a business proposal to gain distribution and agree upon an execution plan which includes merchandising and pricing.

**Have fun and good luck!**

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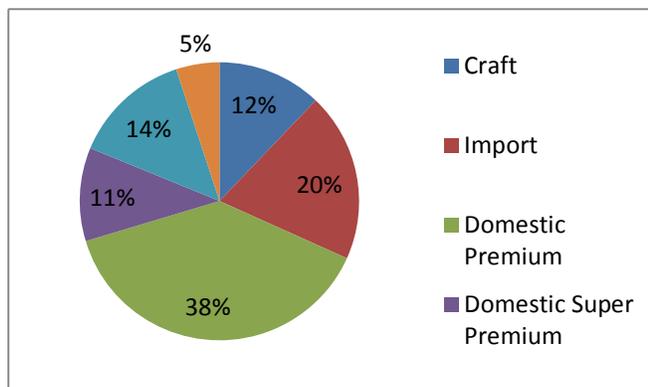
# Industry Facts



## U.S. Beer Facts

- Beer is the third-most popular drink overall, after water and tea
- Beer is a \$99 billion industry
- Overall U.S. beer sales were up an estimated 1% in volume in 2012
- Imported beer sales grew 2.5% in 2012
- 2,403 total breweries operated for some or all of 2012, the highest total since the 1880s
- Beer is still the largest segment of the U.S. adult beverage industry, accounting for slightly more than 82% of total alcohol volume
- One barrel equates to 31 U.S. gallons
- A microbrewery is defined as a brewery that produces a limited amount of beer

## Beer Industry – 2012 Segment Representation of Volume



	Industry Beer Segments					
	Craft	Import	Domestic Premium	Domestic Super Premium	Domestic Sub-Premium	Other
<b>% Volume Chg. 2012 vs. 2011</b>	14.30%	2.50%	-1.00%	13.00%	-3.00%	-2.00%

## Craft Brew Facts

- In the U.S., the American Brewers Association defines a "craft brewery" as "small, independent and traditional", and gives a production size of less than 6,000,000 U.S. beer barrels a year and cannot be more than 24% owned by another alcoholic beverage company that is not itself a craft brewery.
- In 2012, craft brewers reached 12% segment volume in the U.S. beer market, a growth of 14.3%
- Craft brewers currently provide an estimated 108,440 jobs in the U.S.

## Convenience Store Data

TOP 10 IN-STORE CATEGORIES IN CONVENIENCE STORES				
CATEGORIES	PERCENT OF IN-STORE SALES		PERCENT OF GROSS MARGIN DOLLARS	
	2012	2011	2012	2011
1. Cigarettes	33.74%	34.25%	18.64%	19.94%
2. Foodservice	13.93%	13.33%	23.63%	22.44%
**2a. Pizza**	8.52%	7.80%	10.46%	10.22%
3. Packaged beverages	11.43%	11.10%	14.08%	13.56%
4. Beer/malt beverages	9.92%	9.66%	6.77%	6.60%
**4a. Craft beer**	2.34%	1.99%	2.79%	2.25%
5. Edible grocery	5.09%	5.23%	6.13%	6.26%
6. Other tobacco	4.51%	4.48%	4.11%	4.08%
7. General merchandise	3.25%	3.32%	4.69%	4.77%
8. Candy/gym	3.21%	3.13%	4.95%	4.78%
9. Salty snacks	2.39%	2.30%	2.62%	2.47%
10. Fluid milk products	2.27%	2.22%	1.55%	1.54%

## Beer Consumer Information

- Taste preferences have evolved, especially among young adult consumers, and adult beer drinkers are seeking different styles and more complex or varied flavor profiles.
- Customers are changing their buying patterns more than ever, a trend that seems to be based on what the brand delivers to the customer. High-end, especially craft, delivers quality, more taste and other value-added benefits.
- Facts show that when a new item is placed on a secondary display in the store, consumers are more likely to take notice and sales increase by 10%.
- Consumers are price sensitive and a competitive retail price drives volume and inventory turn.
- New item advertising and promotions appeal to the consumer and help increase sales by 15%.
- The craft consumer brings more dollars and increases your average total market basket in your store to \$17.
- Millennial consumers seek out establishments who offer craft brews.

## Cater to Your Most Loyal Customers

Every store has its unique mix of shoppers with varied purchasing habits and preferences. To remain competitive, retailers must cater to their customers' on-the-go needs, particularly those of their most frequent customers. This includes offering an optimal assortment of preferred products and brands; creating a superior shopping experience so satisfied customers will return – and bring a friend; and drawing customers via social media to their store with promotions or deals, generating “likes” to raise awareness among their always-connected friends.

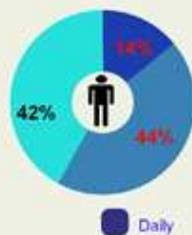
### Which shopper segments typically visit Convenience Stores most often?



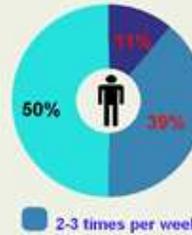
Millennials, aged 18-34 years, typically shop this channel more often than their older counterparts, with 51% visiting at least two times a week.

As shown to the right, Millennial Males visit more often than Millennial Females.

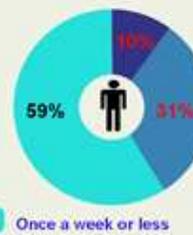
**Males 18-34 Years**



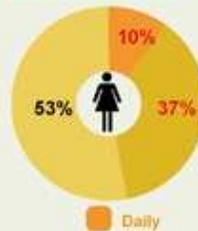
**Males 35-54 Years**



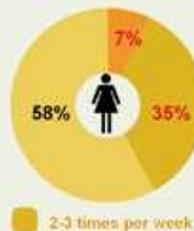
**Males 55+ Years**



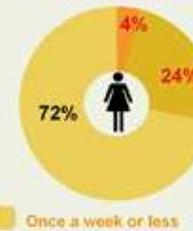
**Females 18-34 Years**



**Females 35-54 Years**



**Females 55+ Years**



#### About the Convenience Consumer Insights Panel

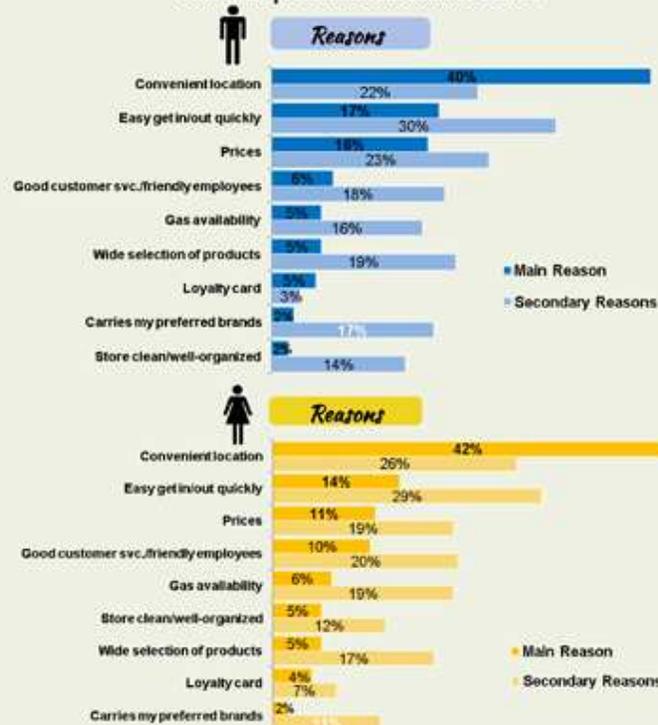
The Convenience Consumer Insights Panel (cciPanel), a mobile research panel from Management Science Associates (MSA) and Paradigm Sample, tracks the behaviors and attitudes of convenience store shoppers. In partnership with Convenience Store Decisions, cciPanel examined the recent market basket (8/6 - 9/4/12) of convenience store shoppers who had visited within the past 60 days. Respondents were balanced by U.S. Census regions and results include responses from 1,878 adults (18 years and older).

## What are the reasons Millennial frequent shoppers (at least two times per week) visit their preferred Convenience Store?



Their primary reasons are "Convenient location," "Easy to get in/out quickly" and "Prices."

"Carries my preferred brands" is relatively more important to Millennial Males among their secondary reasons than Millennial Females.

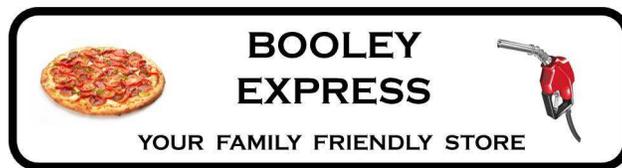


### About the Convenience Consumer Insights Panel

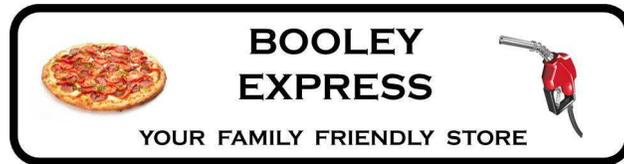
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# Booley Express



"It's not what you know but who you know that makes the difference."  
~Anonymous



## Homecoming

Two hours into the flight, Jamie Booley was becoming restless. The long trip home was tough, especially after making some major life changes. He was nervous, and his mind was racing as he thought about how he quit his job two weeks ago and moved out of his apartment. Did he make the right decision? What will the next year be like?

Jamie graduated college in 2010 with a degree in Computer Science. He enjoyed the challenge of technology so he took a job with a software company located in Seattle. He thought it would be his chance to “make it big” and have some fun. Over the last three years, Jamie enjoyed the weekends in the “Emerald City”, but five straight days of writing computer code in a six-by-six cubical with no end in sight was mind-numbing. Each day started to feel more like scenes from the movie Office Space. He knew it was time to make a change, but was it the right one?

As his mind replayed events from the last three years, he was jarred from his thoughts as the flight attendant asked if he wanted something to drink. His request for a beer was blurted before he had even processed the question. It made the flight attendant chuckle and she asked, “Having a rough day?” Jamie smiled politely and nodded. The beer tasted great, and slowly he began to relax as he flipped through an in-flight magazine.

It could not have been a coincidence that the first article that caught his attention was regarding family businesses. There was a quote from a former U.S. Senator named Kit Bond that said, “According to the Small Business Administration, more than 70 percent of all family businesses do not survive through the second generation, and 8 percent do not make it to a third.” Jamie was shocked and saddened. He knew he could never let this happen to the Booley family business, Booley Express.

Jamie was proud of Booley Express. He had been concerned that his parents, who had founded the company, were disappointed when he chose to move to Seattle rather than stay home and be groomed to carry on what they worked so hard to build. The quote from Kit Bond startled him; he read it again, first in disbelief, then to sear it into his memory. All the doubts he had wrestled with regarding his decision to move back home and help with the family business vanished as he read it one more time. He closed the magazine and placed it back in the seat pouch in front of him. He took a long swig of his beer and closed his eyes.

Jamie had countless fond memories of spending happy times in the Booley Express store. There were pizza dough fights and suspenseful games of hide-and-seek in the aisles. He always enjoyed talking to the never-ending parade of vendors that visited. Jamie had grown to love the family business and it meant too much to him to see it die. He was eager to help the Booley business get back on its feet, and deep down Jamie really missed the Midwest. Although he had kept in touch through social media, he

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wanted to return home to Javis, Indiana and be with his family and friends. He felt himself straighten his back, square his shoulders and lift his chin. He was ready to start the next chapter in his life.

“Welcome to the Indianapolis International Airport” said the flight attendant. Jamie was excited to be back. It would only be a short drive to Javis from the airport. As he approached the baggage claim area he spotted a huge sign that said “BOOLEY!” Jamie’s dad was holding the sign while his mom was holding a dozen multicolored balloons. Mrs. Booley shrieked with delight when she caught sight of her only son. It had been eight months since Jamie had visited for Christmas, and his mom was thrilled to have him home.

Mr. and Mrs. Booley were still dressed in their aprons from working at the original Booley Express store located in their hometown of Javis. This store opened in 1983 and the chain had grown to 22 stores located throughout central and southern Indiana. All 22 locations are full-service convenience stores with a specialty in preparing take-and-bake pizza. They all offer gasoline to their customers with 8 self-service pumps and are located in rural areas. The Booleys founded their business with the principles of family, freshness and fun in local communities.

### **Family Pride**

Each product carried at Booley Express has to align with their principles and goals; it is refused if it does not meet the family, freshness, and fun criteria. Mr. and Mrs. Booley always discuss each new item before it is placed in distribution. They take pride in their products, and just two years ago, adopted an auto-replenishment system to ensure proper inventory. All Booley Express locations carry typical convenience store items including coffee, candy, salty snacks, grocery items and more; however, they do not carry any beer. Indiana laws are strict, and only warm beer is allowed to be sold in convenience stores. The lack of beer does not seem to be an issue with local customers. Pizza is the Booley Express niche, and that is the way the Booleys want to keep it.

Booley Express has a unique formation for their pizza. The pizza is made on-site with only the freshest organic produce. Local produce is preferred when it is available. Since all Booley Express stores are located in rural areas, store managers coordinate with local farmers to supply their ingredients and all Booley Express locations receive daily produce deliveries. Customers select their crust, sauce and toppings. Their pizza is called “Booley Pizza Pie”. Once the pizza is assembled, it is carefully wrapped in cellophane and in a Booley Express bio-degradable box. Directions on the box indicate how the pizza should be cooked at home. Customers love the fresh ingredients, and it makes meals easy and healthy. Everyone claims, “Booley Pizza Pie is the best!” Every year Booley Express Pizza Pie wins numerous local awards recognizing their specialty.

Booley Express stores were created to be family-friendly stores. In the back of each store, there is a Family Fun Zone. Mr. and Mrs. Booley created a fun space for families to wait while their pizza is being made. Each Family Fun Zone is 10x10 square feet with a couch and a card table. There is a large chalk board on the far wall, and the room is fully stocked with chalk, playing cards, coloring books and

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crayons. The kids always love to snatch a free sucker and Booley Express stickers from a bucket on the table, and the parents love relaxing and watching their kids have fun.

Booley Express is well known throughout each community where their 22 stores are located. The manager at each location is encouraged to support their community. Funding local Little League teams, sponsoring school fund raisers, and helping others in need is important to the Booley's. Once a year, the family awards a "Booley Local Hero" for their efforts in helping others. The annual "Booley Local Hero" announcement typically makes the front page of the local newspaper. Each of the 22 local heroes are given free Booley Express pizza every week for a month as part of their recognition as well as having their picture hung on the "Wall of Honor" in each store.

### **Jamie's New Venture**

Now that Jamie is home, he is eager to start working for Booley Express. Three months ago during their weekly Sunday afternoon phone calls, Jamie asked how Booley Express business was performing. Mr. and Mrs. Booley had reluctantly shared their unfortunate news that due to economic and consumer trends the business had been suffering.

Over the last two years sales were declining. Mr. and Mrs. Booley were seriously contemplating selling the Booley Express business and beginning retirement. Booley Express had too many obstacles to overcome with the economy declining. Even though the convenience store industry was growing in-store sales by almost 2%, Booley Express stores were declining -1% resulting in the Booley's heightened concern for their business. The pizza business was keeping Booley Express afloat even though customers were purchasing fewer in-store items where they typically made higher margins. The Booley's were struggling to pay overhead and employee costs. Soon the business would need to get a loan to stay afloat. However, acquiring a loan had also become more difficult in the past five years as financial requests were highly scrutinized for sustainability.

Another point of frustration is maintaining a consistent workforce. In the 80's and 90's high school students were always looking for part-time employment. Over the last ten years more extra-curricular options emerged. Many students are focused on other activities besides a part-time job and their parents are supportive. The parents feel the activities are making their children more "well-rounded" and are willing to forgo the extra income. Good, loyal employees are hard to find.

When Jamie discovered that Booley Express was in danger, his instincts told him he had to act. He asked his parents to give him a month to formulate a plan before they took any actions. Two months ago he sent his parents a formal proposal. Jamie would like to take over the family business. The chain means too much to him to allow someone else to operate it. He proposed that he manage 10 Booley Express locations for the duration of one year. These 10 locations would be a true representation of the overall chain business. If Jamie can achieve positive growth on overall inside sales, then his parents would transition the management of all 22 Booley Express locations to him. Mr. and Mrs. Booley would continue to support the business and serve as advisors. Jamie was serious about this endeavor and is willing to give his 10 stores his full attention and spend his limited savings account to save the business.

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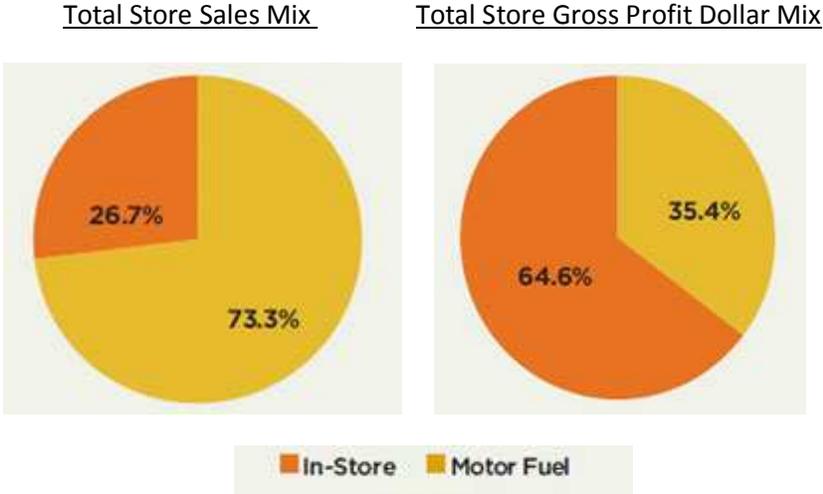
Mr. and Mrs. Booley were initially surprised that Jamie had interest in taking over Booley Express. They knew he wasn't happy in Seattle, but never imagined he shared their dream of running the family-owned convenience store chain. Mr. and Mrs. Booley beamed with admiration and Jamie was determined to make them proud. It is his second day back in Jarvis, and he was ready to get to work. Having grown up in the business, Jamie was very familiar with the day-to-day operations. His first step towards leading his 10 stores is to examine the business landscape and determine where improvements can be made. Where are the key revenue opportunities for Booley Express?

**Business Overview**

The pizza business is lucrative, but its success alone to keep Booley Express profitable is not a sustainable plan. When poor weather conditions ruin local harvests, it affects the Booley Express business. Using fresh produce is difficult at times, but the Booley's want to stay loyal to their local farmers whenever possible. The last two years were ideal weather conditions for produce and outdoor activities. This led to nearly 5% growth in their pizza sales each year. Today, pizza currently equates to 20% of the Booley Express in-store sales dollars.

On average each Booley Express location sells 20 pizzas each week day and doubles that amount on Saturday and Sunday. The average pizza sells for \$10.00 and the Booley's achieve approximately a 60% margin. Booley Express rural locations provide another strategic strength with their motor fuel sales. While motor fuel is a strength, there are unique challenges with this low-profit segment.

**Booley Express**



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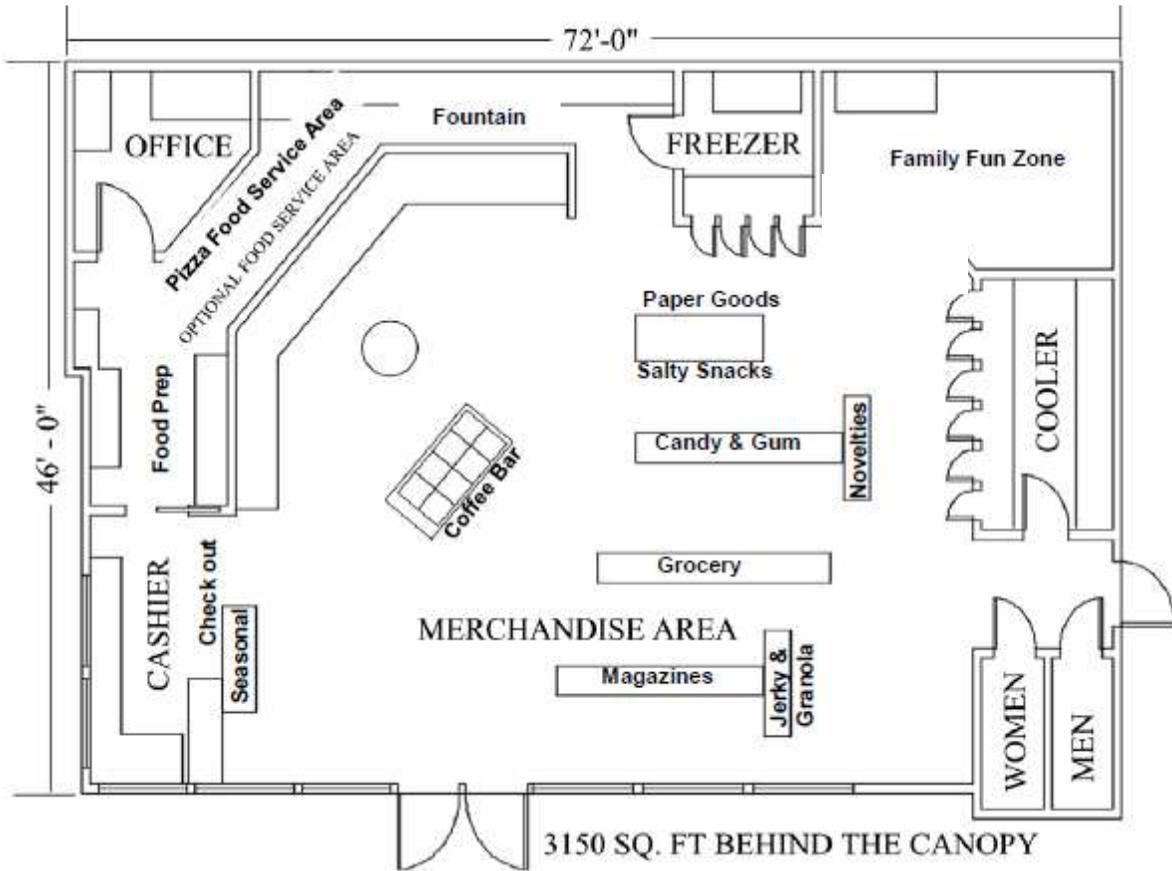
### **Additional Revenue Streams**

Despite the efforts of the Booley Express to wean themselves off their dependence on motor fuel sales, the share of in-store sales fell, illustrating that their business continues to generate a higher percentage of its sales from one of its lowest-margin product categories.

Higher fuel prices contributed to an increase in the percentage of the Booley Express motor fuel gross profit dollars, but profits from in-store categories were still almost twice as much as fuel profits as a percentage of total gross dollars at 64.6%.

With recent economic conditions and business trends, Jamie knows that Booley Express needs to gain additional high-profit in-store revenue streams to take the business into the future.

**Booley Express- Typical Store Layout**



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# Home Plate Brew



"Every strike brings me closer to the next home run."  
~Babe Ruth



## History

As two poor college buddies trying to save some money, Jack and Brad began experimenting with brewing craft beer. Jack had a little bit of knowledge from his grandfather. Growing up as a child, Jack had helped his grandfather make home brews in his family's basement. Jack always felt like he was his grandfather's favorite when he would allow him to taste test the beer by dipping his pinky finger in the new brew. Jack always loved the memories that drinking beer produced, and Brad just loved the taste.

Jack and Brad had known each other for nearly their entire lives. They met when playing t-ball in their hometown of Kadon, Indiana. They were both competitive pitchers and loved playing the sport. As best friends, they ended up attending the same college and graduated in 2010. Jack graduated with a degree in finance, and Brad graduated with a management degree. Jack and Brad quickly found jobs, not perfect jobs, but jobs that would help support their master plan. Their master plan was to brew beer for a living and watch baseball while working. The master plan deemed the "Ultimate Home Run" (UHR) was inspired by their love of beer and baseball. The two friends were determined and made a pact to earn money for a year before kicking off the UHR. Finally, Home Plate Brew was founded in 2011.

## The Ultimate Home Run

Jack and Brad both had the strong desire to get a great education as a foundation and make millions doing what they loved. After numerous late night conversations, they agreed that working together and building a craft beer business would be the plan. Jack felt his finance background, along with Brad's ability to persuade people, would be a great combination. They knew they would need to network with friends and family to get the business off the ground. Growing up, both were actively involved in baseball year round and had lifeguard positions at the local community pool, making them well known among all age groups. What better place to launch their business than in their hometown of Kadon, Indiana. Prior to graduation in 2010, Jack and Brad worked together to finalize a business plan for their soon-to-be company. They agreed to start small and see where their passion would take them.

Their business plan included the ability to serve their craft brews in a small brewery environment. This would allow locals the opportunity to taste test their craft brews prior to making a purchase to take home. Jack secured a lease at a building in downtown Kadon that had the perfect amount of space. The area was large enough for all of the brewing technology as well as a kitchen and seating for approximately 40 people. It also had plenty of room for wall-to-wall televisions so nearly every national baseball game could be played simultaneously.

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Jack and Brad had played baseball through high school, and both loved eating hot pretzels after a long game. Once they were of legal age, they loved to eat pretzels while drinking beer so it was an easy decision to serve homemade baked pretzels with various cheese dipping sauces at the brewery.

Jack and Brad quickly agreed they must define their individual roles in the business. Jack would be the head brewer and managing partner of all finances. Brad would be the sales manager and marketing lead. They also created a mission statement. The Home Plate Brew's mission is to brew, sell and serve high quality, robust craft brews in a responsible manner.

### **Business Overview**

Home Plate Brew is a microbrewery and by the end of 2012 brewed approximately 400 barrels. Jack and Brad were thrilled that they had doubled their production from 2011. Home Plate Brew had grown to hire five employees. They attribute their success to the hometown feel and brewery atmosphere. On game nights, the brewery is standing room only. Patrons rave about the various brews and the delicious homemade baked pretzels, a menu favorite. Home Plate Brew even provides suggestions in the menu for which cheese dipping sauce compliments the different style of brews.

Currently, Home Plate Brew offers six different craft brew varieties in addition to their "Bat Boy" Root Beer. The craft beers include the following:

1. **Homerun Crush** (152 barrels brewed in 2012) - Hazy straw color, light orange hop aroma, fruity ale flavor, creamy body. The lightest of all our beers. Perfect for a day at the field.
2. **Grand Slam Ale** (89 barrels brewed in 2012) - Pours a golden amber with a creamy head. This ale is brewed with Centennial, Cascade, and Simcoe hops giving it an intense citrus aroma and a crisp hoppy finish.
3. **7<sup>th</sup> Inning Stretch** (50 barrels brewed in 2012) - American style India Pale Ale brewed using Anthonum, Cascade, Centennial and Magnum hops. A beer with crisp hop flavor and bitterness boasts citrus florals after being dry hopped for a week.
4. **Fastball Brew** (40 barrels brewed in 2012) - Toasty, biscuit-like malt flavors coasting in equilibrium with hoppy freshness while carbonation and light sweetness finish clean on your palate. Vienna and Munich malts are used to brew this Belgian Style Ale.
5. **Home Plate Slide** (39 barrels brewed in 2012) - A smooth, toasty brown ale with hints of caramel and cocoa, the malt body has the depth to stand up to cool weather, but does not come across as heavy. This balancing act is aided by the generous use of American hops. A lighter brown beer brewed with Williamette and East Kent Goldings hops.
6. **Dirt Dog** (30 barrels brewed in 2012) - Deep and dark mahogany highlights the Dirt Dog has a rich coffee-like flavor with malty chocolate undertones. Great any day of the year.

In addition to the draft beer sold at the brewery, Home Plate Brew also sells their take-home craft beers for patrons to enjoy during the long work week. Like other microbreweries, Home Plate Brew sells packs (available as a variety pack option), cases and growlers to customers. A growler is a jug that typically has a capacity of 64 fl. oz. and is used to transport draft beer. The term dates back to the late 19th century when beer was carried from the local pub to one's home by a small galvanized pail. It is claimed the sound that the CO<sup>2</sup> made when it escaped from the lid as the beer sloshed around sounded like a growl.

Draft on-site continues to be the most popular form of purchase. While the sales for take-home brew currently totals 28% of overall sales, Home Plate Brew's goal is to continue to grow this segment. Specifically, Jack and Brad established their primary goal for 2014 is to grow overall sales by 37.5% and be brewing 550 barrels by year end. To help achieve this goal, they want to expand and sell their craft brews to convenience stores. While this was a long term goal in the original business plan, the time was quickly passing and 2014 was right around the corner.

### **Brewery Pricing (Customer Prices)**

<b>On-site</b>	<b>Beer</b>	<b>Root Beer</b>
<b>Pint (16 fl. oz.)</b>	<b>\$2.00</b>	<b>\$1.00</b>
<b>Beer Sampler</b>	<b>\$8.50</b>	<b>----</b>

<b>To Go</b>	<b>Beer</b>	<b>Root Beer</b>
<b>Glass Growler Bottle</b>	<b>\$4.00</b>	<b>\$4.00</b>
<b>Growler Fill (64 fl. oz.)</b>	<b>\$8.00</b>	<b>\$4.00</b>
<b>Pack (Six 12 fl. oz. Bottles)</b>	<b>\$9.00</b>	<b>\$4.50</b>
<b>Case (24 12 fl. oz. Bottles)</b>	<b>\$32.00</b>	<b>\$16.00</b>

### **Wholesale Pricing (Retail Shipments)**

<b>Packaging</b>	<b>Beer</b>	<b>Root Beer</b>
<b>Pack (6 Bottles)</b>	<b>\$8.00</b>	<b>\$4.00</b>
<b>Case (24 Bottles)</b>	<b>\$31.00</b>	<b>\$15.50</b>

\*Listed prices include tax and delivery charges.

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Jack and Brad poured over every detail of the brewing and bottling process to establish a profitable wholesale selling price for this venture. Once they established a wholesale price that fit their business model, both agreed that Home Plate Brew would rather “strike out” with an account before reducing their prices. Jack’s financial research on expanding their business was littered with start-ups like themselves that failed as they transitioned into retail sales and lost control of their own profit structure. The firms that made successful transitions to retail sales found ways to establish partnerships based on mutual goals and building profits rather than reducing costs. The two friends vowed that as they moved forward, they would never sell a case below their profit structure. They were committed to their plans and principles.

### **Responsibility Matters**

Home Plate Brew intentionally created a mission that they knew would be a guiding light in the business. The mission to brew, sell and serve high quality, robust craft brews in a responsible manner was of utmost importance to both Jack and Brad. For those under legal age that visit their brewery, a homebrewed “Bat Boy” Root Beer option is offered.

The best friends always rely on each other to make responsible decisions when they drink and expect all patrons to do the same. Not only is carding every customer, regardless of age, a standard practice, they also take advertising very seriously. When accessing their website, all visitors first must enter their birthdate to validate their age. If they are not at least 21 years old, they are not permitted to enter the website.

### **Marketing**

Due to their limited advertising budget, Jack and Brad immediately gravitated to social media to help get the word out on their new hometown business. Social media was quick, interactive and best of all free! They brainstormed to create a list of contacts that included former classmates, teammates, friends and family. Prior to the grand opening of Home Plate Brew, Jack and Brad had created a business Instagram, Twitter, Facebook and Linked-In accounts that frequently posted updates to their followers to generate excitement.

In addition to social media and a company website, Home Plate Brew advertised on the local radio station and paid for several print ads in the newspaper. They also did some good old-fashioned advertising by posting flyers on local bulletin boards.

### **Future Business Plans**

Jack and Brad knew they had challenging goals to expand their business into convenience stores. As Sales Manager, Brad had some initial ideas for local businesses in which to go and visit to sell their craft beers. Earlier in the day, Brad received a tweet from a former college roommate, Jamie. Jamie was a good friend of Jack and Brad as well as a native of Indiana. They had all played intramural baseball together in college. Jamie had taken a job in Seattle after graduation and had no plans to return to his

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small Indiana hometown of Jarvis. The tweet simply said, “Back home again in Indiana and working for Booley Express, who knew?”

Brad talked with Jamie later that day. They caught up on old times and discussed their current ventures. Jamie explained that he had plans to take over the Booley Express family business. Brad shared his own adventures with opening Home Plate Brew and asked if they could meet to discuss a future business partnership. Jamie agreed to meet Brad. This was a huge opportunity for Home Plate Brew and Brad hoped to potentially get an additional meeting with either Mr. or Mrs. Booley.