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## Nightclubs: A training manual: To increase sales performance for bartenders and cocktail servers in nightclubs.

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Nightclubs: A Training Manual: To Increase Sales Performance for Bartenders and  
Cocktail Servers in Nightclubs.

by

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Bachelor of Science  
University at Buffalo  
2006

A professional paper in partial fulfillment  
of the requirements for the

**Master of Science Degree in Hotel Administration**  
**William F. Harrah College of Hotel Administration**

**Graduate College**  
**University of Nevada, Las Vegas**  
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## Part One

### *Introduction*

Competition in the Las Vegas nightclub industry has been growing fiercer over the last five years. This is due to the sheer number of nightclubs opening as well as millions of dollars spent on their construction and design. Long gone are the days of the warehouse style nightclubs of years past. We are in a modern era for nightclubs where architects from all over the world are collaborating to build the next best venue in Las Vegas. In order to compete in this highly competitive marketplace, owners and managers must give their employees all the tools necessary to succeed. Employees must be highly trained and efficient sales people in order for the venue to be successful. It is not enough to build a great space, the people inside that space need to back it up. The bottom line is the name of the game in this industry, so employees must have all the training necessary to not be simply order takers, but sales people.

Nightclub owners and operators spend significant portions of their budget on marketing and promotions to get people to come to the venue. Once inside these guests need to be maximized for every dollar of potential spend. This needs to be done in a way in which people are getting perceived value for their money spent, as well as capitalizing on the environment in which people are purchasing. Training cocktail servers and bartenders with the knowledge of sales skills and techniques is the only way in which to maximize the spending potential of every guest. In order to train bartenders and cocktail servers affectively, nightclub managers need an adequate training manual. This tool will guide them as well as their employees through the training process. It serves as a reference to be utilized not only during a training session, but after the training session

has ended. Designing a manual that has relevant and applicable information, in an easy to find minimalist format is most effective. Employees who are new to a process are not inclined to read a training manual, employees are generally more interested in putting things into action and working on real tasks then reading (Carroll, Smith-Kerker, Ford, & Mazur-Rimet, 1987). This is why creating an engaging manual with usable information is important.

This paper is designed in a three part format. Part one, will outline the purpose of the paper, problem being addressed, justification, and possible constraints. Part two, will analyze other research already performed in sales training and what research was used in creating this training manual. Part three, will demonstrate the results of sections one and two. This section will show how both sections combined to form the applicable training manual.

### *Purpose*

The purpose of this paper is to develop a training manual for bartenders and cocktail servers in nightclubs. The training manual will be dedicated to improving sales skills and performance for these specific positions. In nightclubs these two positions handle all direct sales interactions with guests. For cocktail servers they handle all sales for table guests with bottle service and cocktails. Bartenders handle sales occurring at the bar with guests.

### *Statement of problem*

The problem currently faced is that there is not a sales training manual for cocktail servers and bartenders. There are training manuals for uniform policy and

discipline policy, as well as other organizational information, but none dedicated to sales training.

### *Justification*

This training manual and the implementation of it is essential for a nightclub to remain profitable in a highly competitive marketplace. Nightclubs are revenue generators for Las Vegas hotels and casinos, and in order to generate the highest potential revenue, front line employees must be highly trained sales people.

### *Constraints*

Even with creating a well organized and insightful training manual, there is still the opportunity for human error. The owner or manager who is implementing the training manual might not have a high degree of knowledge themselves. These managers must be trained themselves before they can train others. The employees who are receiving the manual will have different levels of participation (buy in). It is up to the owner and operator to measure the success rate post implementation to measure the manual's success. The training manual will not be as applicable to nightclubs that do not feature tables for bottle service.

### *Glossary*

Bottle Service- “is a feature of many upscale bars and nightclubs where patrons may purchase entire bottles of liquor for their personal consumption” (2010, June 27).

## PART TWO

### *Introduction*

The second section of this paper will focus on the analysis of literature from experts in the hospitality field as well as sales profession. This paper details the development of a sales training manual for bartenders and cocktail servers in nightclubs, so drawing from both bodies of knowledge is essential. Problems identified in part one will be addressed in part two, and will demonstrate what went into creating the sales training manual. This section will be formatted by first giving a brief history of nightclubs as well as basic roles and responsibilities of bartenders and cocktail servers. The next section will review the importance of manager knowledge and understanding of the training manual. Understanding the guest and their needs will be reviewed, as this is a key concept of the training process. The types of training that experts in the field recommend for sales training will then be reviewed. The bulk of the literature review will be found in the skills and knowledge section. This is where the skills, techniques, and knowledge that make up the majority of the training manual will be represented. The last section of part two will focus on how to measure the effectiveness of the training manual, and if the intended goal is being accomplished.

## LITERATURE REVIEW

### *Nightclub History*

The term bottle service was defined in part one as “a feature of many upscale bars and nightclubs where patrons may purchase entire bottles of liquor for their personal consumption” (2010, June 27). This term is at the epicenter of what a majority of the training manual focuses on. We are in the modern nightclub era where bottle service has

become the norm and seemingly only way to go. The question must then be asked, how did we get here? When did we go from drinks at the bar to bottles at the table? Niemietz (2006) created a timeline for the evolution of bottle service in nightclubs. The timeline dates back to 1941 in wartime Japan when soldiers would be seated and served bottles of sake. During postwar Japan this practice led to businessmen buying bottles and having the ability to keep them in lockers on premise for their later consumption. Move ahead to 1988 and into the downtown Paris nightclub Les Bains Douches where faced with the problem of over capacity crowds, the club sells table reservations (Niemietz, 2006). With the reservation the guests receives a complimentary bottle. Moving into the 1990's is where drastic changes in the reasoning of bottle service begin. Niemietz describes how owners of the nightclub Tunnel in New York City, used bottle service to promote a VIP section of their venue. They featured bottle service at a \$90 price point, which was certainly a deal when guests otherwise had to pay \$6 per drink (Niemietz, 2006). In 1995 Niemietz notes how two more New York City nightclubs, Spy Bar and Chaos start offering bottle service, but this time it is not to give the guest a deal it is instead the only way to gain VIP access. Now to the turn of the century in 2001, bottle service in nightclubs begins to catch fire. Pangea and Bungalow 8 open in New York City and together with the nightclub Lotus they begin to dominate New York City nightlife. The price for a bottle of Grey Goose vodka now reaches \$500 dollars, and the trend begins to spread to Miami and Las Vegas (Niemietz, 2006). The early to mid 2000's is where Las Vegas nightclubs begin to open and gain in popularity. All new clubs in Vegas during this time feature bottle service and there has been no turning around since. With this explosion in popularity you are then faced with the need to staff and train employees to

serve these guests. The employees who have the most customer interaction during a sales experience are cocktail servers and bartenders.

The two types of employees that the sales training manual was created for are bartenders and cocktail servers. A bartender's responsibilities in nightclubs remains much the same as many bars. These duties include making cocktails, servicing the guests, operating within the established systems and procedures. However, some differences include price points for cocktails as well as speed of service when compared to ordinary bars. With many Las Vegas clubs pushing thousands of people through the doors every night, bartender's sales skills are important. A bartender might serve more than 300 guests in a night, and if every one of those sales is not maximized the venue can be losing on a huge amount of money. Despite the fact that selling skills are undoubtedly a determining factor in sales performance, research in the field of selling skills has been limited (Rentz, Shepard, Tashchian, Dabholkar, & Ladd, 2002). There is a need to create this training manual as there is a serious lack of scholarly research on nightclub sales training.

Cocktail server responsibilities differ drastically in nightclubs over the perceived notion of the typical lounge cocktail server. The title may be the same but the job duties are drastically different. Cocktail servers in nightclubs serve cocktails from the tables purchased bottles, but they also are the catalyst for additional bottle purchases after the initial purchase. Every bottle buying customer is different, with some guests the server has to keep the party going, and with others they just need to stay out of the way. Either way it is the responsibility of the server to match their attitude and selling skills with what the guest prefers. Selling skills can be described as the person's learned efficiency



at executing the requirements of the sales position, and they can be further broken down into three categories (Rentz et al., 2002):

1. Interpersonal skills, the ability to handle and resolve conflict.
2. Salesmanship skills, having the ability to sell yourself and the product.
3. Technical skills, being knowledgeable about the product you are selling and how it will benefit the guest.

These skills that cocktail servers must learn and many others will be further analyzed in the skills section. There is no longer an excuse for a cocktail server to not be knowledgeable on liquors and champagne. When guests are spending hundreds and thousands of dollars for a night out they expect their server to know the difference between single malt Scotch whisky and blends (Smith, 2009). All these cocktail sales and service responsibilities are not going to be learned by server alone. It is the responsibility of the manager to provide the server with the selling skills and training necessary to be a skillful salesperson (Rentz et al., 2002).

### *Management Participation*

This training manual was not only created for bartenders and cocktail servers to utilize, it was also created to give managers a tool to use in training. An important aspect in career development is gaining “human capital” is the skills that lead to career advancement; these skills are learned throughout a person’s entire career (Ladkin, 2000). It is referred to in many companies as training the trainer, but the process of training and development of managers takes up a sizable portion of training dollars, yet there are limited numbers of studies to aid in training design and implementation (Gist, 1989). Gist aim was to shed more light on training which was achieved and through her findings

discovered that modeling was a superior training tool that showed positive results.

Management training is the activities designed to give managers specific skills which they can immediately put into use in the organization and apply when training staff (Gist, 1989). The same concept can then be transferred to employees as managers teach employees specific skills that they can then apply to their work. Innovation is important to managers as encouraging risk taking can encourage new ideas, and spawn creativity bringing out employees personality (Gist, 1989).

In order to build a successful sales team, managers must first look at the overall category of sales and decide what individual skills the team members will need (Stevens, 1989). Being able to have a training manual dedicated solely to sales training gives managers the upper hand in educating their team. This way we can hopefully avoid the idea in Tesone's (2002) research that management may be teaching the "wrong things to the wrong people in the wrong way" (pg. 37). In order to prevent this, managers themselves must embrace the changes necessary perhaps even in themselves in order to educate others. Tesone (2002) goes on further to suggest that learning may be considered the change that takes place within the individual, which then transforms that person. This deep thought really means that learning facilitates self-development, and reflecting upon the developmental process can have a significant affect. What this means for managers is that they themselves must open up to the learning process before they can instruct their employees. If managers are not readily preparing themselves for training and educated on the material they want their employees to learn, then they might be getting into the viscous cycle proposed by Tesone.

Pettijohn, Pettijohn, & Taylor (2007) research on salespersons specific sales skills and relating positively to sales performance findings reveal that managers can “obtain numerous benefits by ensuring that his or her salespeople possess high levels of the requisite sales skills” (pg. 85). They further suggest based on their findings that managers should invest significant time and resources to develop salespeople’s skill levels (Pettijohn et al., 2007). From this research it appears obvious that the benefits are numerous for managers to “buy in” to sales training. In the research the authors also found that whether managers invested in traditional sales training, managerial coaching, on-the-job training, or other forms, that these investments will not only pay off for the manager but for the organization as well. This is due to the fact that when employees have high sales skills, they reported higher job satisfaction, more organizational commitment, and lower turnover rates.

#### *Understanding the Guest*

It is essential that before creating a training manual on sales skills and techniques, you have an understanding of what guests (buyers) expectations are from the sales interaction. Not only do you need to understand this, but what the guest wants out of the sales experience. Standlee (2006) supports the concept that selling is a combination of “helping, respecting, and understanding the customer and their needs” (pg. 41). You want to create an environment in which people want to buy your product, and an environment where your product and sales people are “irresistible”, this is what differentiates you from the competition. It is summed up by Standlee (2006) as saying that, “selling is simply buying in reverse”, people work as sales people to make money to go buy their own items (pg. 41).

Stevens (1989) describes how buyers can be placed in one of four categories, experts, new buyers/ users, established buyers, routine buyers. Better knowing what these four types of buyers expect and want out of a sales interaction helped in determining what should be included in the manual. Relating these titles to bottle service customers is the purpose for this section. Expert bottle service customers want the newest most hip experience. They want the new flavor of vodka or a special release of vintage champagne. Servers need to know how to qualify these guests, as well as assigning guests into the other categories. Through their use of the manual they will understand how to get this information. New buyers for the manual's purposes will be guests who may not have experienced bottle service before. They are new to the scene and will need more "coaching" by the cocktail server. Established buyers are those who have some but not extensive experience with bottle service in nightclubs. They know what to expect out of the situation, but the server should be quick to guide the guests night. Finally, there are routine buyers. These guests purchase bottle service on a regular basis and know what they want. They typically do not want to be sold on something but, they want to choose for themselves. In this case the server generally needs to be more of an order taker then suggestive.

Studies have examined the sales person skills from the perspective of the buyer. Pettijohn et al. reported on the relationships between what the buyer perceived as sales techniques and how effective they were. The results showed that buyers do respond differently to techniques depending on characteristics of the buyer. Further relevant information garnered that buyers tended to respond similarly when sales people used "product-focused" techniques, which were showing the product stimulating visual appeal

(Pettijohn et al., 2007). Another idea on buyer perspective showed that asking the customer for their preference on a purchase can be misleading. Based on the idea that people do not want a sales person to “sell them on” something, because they don’t want to seem easily persuaded. However, this may not be in the best interest of the buyer, as there may be situations where the buyer will be better off taking the advice or suggestion of the sale person. This should be true of bartenders and cocktail servers in nightclubs who are trained using the sales training manual. They should be able to make recommendations that increase the enjoyment of the guest’s experience without gauging them on something they are not comfortable with purchasing.

This leads directly into a similar question posed by Riley (2005) which is the similar concept of choice and how much choice should we give customers. Riley (2005) describes this process as a dilemma between limiting the buyer’s choices and making available a wide array of selections. This concept can be very damaging to business operations in a nightclub or any other hospitality outlet as providing unguided choice leaves the option for goods and services to go unconsumed. If a cocktail server or bartender is made aware during an employee meeting by management that the club got in a large shipment of Grey Goose on a special purchase, they should know that they need to guide their customers to purchasing this vodka brand. This will ensure that the club will not have an overstock of an item they are not selling.

What particular items, prices and services are guests in the nightclub industry looking for? Skinner, Moss, & Parfitt’s (2005) article details surveys conducted of nightclub going guests and what they most desire about service and offerings in bars and nightclubs; for the purpose of this paper the concepts relating strictly to nightclubs were

examined. One particular respondent gave an answer that is influential in understanding the perspective of the buyer in nightclubs, “I think quality is just as important as price, because um, I don’t think you go to a place just because it’s cheap and the quality isn’t very good. I think you need a even balance of both to make it a good venue all round” (Skinner et al., 2005, pg. 120). This supports the idea that people are willing to pay a higher amount for a good if there is perceived quality, and the service backs up the price. This opens the door for cocktail servers and bartenders to be able to utilize learned skills from the training manual in guiding a guest decision to higher end items. There needs to be an educated level of restraint used by employees as other respondents answered the question of whether drink prices are important to you, “price of drinks doesn’t bother me that much [but] I don’t like to be raped by the prices” (Skinner et al., 2005, pg. 120 ). This returns to the concept of not wanting to gauge the guest, but serving them within their comfort zone. For cocktail servers this applies to when a guest asks you what your favorite bottle of vodka is and you reply with the “Reserve Blend” that is three times as expensive as popular brands, this can be perceived as gauging by the guest. Instead offer up a mid priced popular brand as your favorite, and then add in if you want something very special the “Reserve Blend” is smooth as silk. Building up trust with the guest is important in the sales interaction. If the guest believes you truly have their best interest in mind, they are more apt to possibly purchase above their comfort zone.

### *Importance of Training*

The objective of this paper is on the creation of a training manual that will act as a guide in the sales training of bartenders and cocktail servers in nightclubs, it is important to note that the manual itself is only a part of the overall training process. While the

amount of literature on training in business fields is massive, it is amazing how little attention has been paid to training in the hospitality industry as a whole (Barrows, 2000). The importance of training in the hospitality field is stressed in literature, it has not been until recently that industry leaders have come out demanding increased training efforts across the industry (Barrows, 2000). This demonstrates the idea that if literature is sparse in the field of hospitality training as whole, there is relatively no literature on sales training in nightclubs. Whether they are not thought of as academic, nightclubs are becoming an ever more essential piece of resorts offerings. This is certainly true of Las Vegas resorts where it is common for not only one nightclub in a resort, but multiple venues for guests. With this being said, it is important to look at the types of training that managers should use to effectively implement the sales training manual.

There is no doubt that training is an essential function in order to increase employee performance and service quality (Barrows, 2000). Training not only benefits the employee and customer, but it also benefits the organization through increased revenue and retention rates (Kline & Harris, 2008). This is absolutely the case of nightclubs where service is truly the only defining characteristic beyond decor. Unlike restaurants there are no different menus, the Grey Goose vodka served at one nightclub is going to taste the same as the other. There might be cocktail recipe variation but it is slight when being compared to the vastly different offerings of restaurant menus. Cairncross, Wilde, & Hutchinson (2008) further support the importance of training in the hospitality field, training helps achieve a professional work environment, improves overall service quality, increases the experience of the staff as well as setting standards. Training employees in providing guests with quality service is a large contributing factor

to guest satisfaction, and a positive perception of the service provided. The only way to provide quality service in a nightclub is to ensure that the two sales people positions, bartenders and cocktail servers, are educated on skills and techniques. If they have low sales skills, guest's perceptions of quality service will diminish. The benefits of training are not only to the venue by hopefully increasing the sales performance; they are also to the employees as they should receive stimulation from the training process (Cairncross et al., 2008).

### *Manual Design*

Part three of this paper will demonstrate a more thorough understanding of the design process used. A few overall philosophies on the objective of the design are included in this section. In designing the manual it was important to create something that was user friendly. Barrowing from the technological industry and their thoughts on training manuals, the minimalist design was chosen as to reduce "information overload" by reducing the number of pages and search effort of the reader (Scott, 2005).

Minimalist design for this manual's purposes simply means having far fewer pages than typical training manuals, and easy to find information. There is no need to hunt around for information, because research has shown that people only read documentation as a last resort when using new software when they cannot get help from another person, training with minimalist manuals reported impressive findings, with learning time reductions of 40%, simply by cutting the sheer number of pages by 75% (Scott, 2005). The same results are expected using a minimalist style sales training manual for nightclubs. Extensive task-oriented manuals seem to be a burden to adult employees who are naturally going to resist learning something new, instead a minimalist style manual



gives the employee more details and less information to sift through. Terms and language used in the manual design are those of its users because this will increase learnability so that the information can be easily applied to the employees job (Scott, 2005).

### *Types of Training*

The purpose of a training program is to reach organizational goals, while at the same time a truly effective program must meet the goals of the person being trained (Cairncross et al., 2008). This section gives expert opinion on the implementation and effectiveness of different types of training. These processes are outlined as the physical training manual will be used as a tool during these training sessions. Although expensive, modeling, more specifically behavioral modeling proved to be an effective form of training during Gist's studies (Gist, 1989). "Behavioral modeling involves a visual observation of the behaviors of a model performing a task. An alternative form of modeling is based on a process of attending (or "listening") to one's *thoughts* as one performs an activity and utilizing self-instructional thoughts (or "statements") to guide performance" (Gist, 1989, p.788). There are four key processes that determine the level of observational learning one can receive from behavioral modeling: attention, retention, motor reproduction, and motivation (Gist, 1989). How appropriate and effective the learning cues are determines the success level of the training (Gist, 1989). The use of two types of symbolic codes: "descriptive codes (a summary of the model's key verbal behaviors) and rule codes (stated principles underlying the model's key verbal behaviors)" (Gist, 1989, p.789). Typical hospitality and more specifically nightclub training is done through pre-shift meeting, weekly meetings for service staff, where

problem areas are identified and modified (Barrows, 2000). Other managers in Barrows surveyed agreed almost without exception that training that takes place “often and over a short period of time seems to be the most effective” (Barrows, 2000). Other reliable training methods used were the use of guest speakers, in these cases visiting industry professionals or wine purveyors who had expertise on specific products (Barrows, 2000).

Training videos are a different but can be similar form of training as modeling. In order to create an effective training video you have to meet certain objectives including, creating an atmosphere shown that is similar to what employees experience and if there are differences explain them in an introduction (Anonymous, 1995). You want to make sure not to overload the viewer with information, or overload the video with entertainment. Characters and situations shown must be realistic, and behaviors modeled must be done so in way that employees can copy. It must also be said that the content of the video should be organized in a way that is thoughtful, and easy to follow.

Executing spotlighting is another form of training that gained popularity in the classroom setting at Michigan State University, Northwestern University, and Western Michigan University (Dwyer, et al., 2001). This is the concept where the person who is participating comes to the front of a group of trainees and receives a question on a 3x5 card based upon the particular training topic of the day. “The student has 15 seconds to consider the question. Then the student answers the question to the class. The student is required to answer for at least 1 minute and no more than 2 minutes” (Dwyer et al., 2001, p. 315). The purpose of this type of training practice is to better help the trainee in adaptive selling competence, as sales people have to be adaptive when faced with questions or objections from the potential buyer. Oral communication skills are certainly

utilized during this exercise so this allows for the trainee to be able to understand their strengths and weaknesses while speaking in a sales situation. The results of the Dwyer et al. 2001 study showed positive results in two specific areas, ending poor speaking habits, and developing more coherent and thoughtful responses. This type of exercise would be recommended to use by nightclub managers as they would be able to develop these skills in their bartenders and cocktail servers which would be important during the sale interaction. It is a lot easier to buy from someone who is thorough and confident in their explanation than someone who is timid and shy.

### *Skills and Techniques*

One of the more commonly understood sales techniques is the up sell. Up selling can best be used when “drinkers are willing to pay more per unit of pure alcohol for some brands because of differences in product characteristics such as taste, packaging, product image, and other factors” (Gruenewald, Ponicki, Holder, Romelsj, 2006, p.96). Up selling, while some believe it to be a sales art form is an essential skill for cocktail servers and bartenders to learn. In nightclubs it is the concept of moving up to a higher priced brand of alcohol or mixer. In a UK report where employees who up sold guests offering them Red Bull as a drink mixer (extra charge to cocktail) as many as one in four customers was willing to “trade up” when prompted by the employee (Anonymous, 2009). “Staff were advised to attempt to influence the decisions of customers who weren’t sure what they wanted to order – as well as encouraging customers to select particular spirits and wine brands”, while utilizing this technique as well as other up selling techniques revenue increased by as much as 67 percent at the bar (Anonymous, 2009, para 1). Wine showed the highest percentage of guests saying yes to more

expensive brands with up selling techniques with 57%, then spirits with 20% and beer with 17% agreement (Anonymous, 2009). Respondents of hotel guests who were going to a hotel bar were split almost 50-50 on their drink of choice before entering a bar according to Smyth, this indecision provides bartenders and cocktail servers the perfect opportunity to up sell beverages to these guests (Smyth, 2006). There not knowing what they want leaves the door open to a bartender or cocktail server to recommend their favorite new drink that is being featured. Main (2005) echoes these opinions when discussing that servers should be suggestive sellers, reinforce their unique elements that separate them from the competition at every stage of service and guide the guest. As mentioned earlier with cocktail servers knowing what type of bottle customer they are selling to, it is crucial for bartenders and cocktail servers to guide the sale and not simply be order takers. Guests will not know what the featured cocktail is unless you tell them. Sometimes that's all it takes is simply offering a feature of the day or product that you were just pre-shifted about.

Some skills and techniques are basic and thus go forgotten. Standlee (2006) mentions that managers should, "not assume that everyone knows that smiling, greeting and listening to a customer is great customer service" (pg. 42). These skills should be taught and practiced everyday with co-workers and guests. From this basic principal to another basic principal, that to understand selling skills, you first have to understand the knowledge that a skillful salesperson has obtained (Rentz, et al., 2002). One such skill is being able to adapt the sales approach to fit the individual situation, once again this refers back to understanding who your guest is before you sell to them. These authors also addressed the idea of two types of research, the "micro-skill stream" (focusing on

individual sales skills) and the “macro-skill stream” (focusing on knowledge possessed by effective sales people) as identifying sales skill (Rentz et al., 2002). They go on to clarify individual skills into categories of interpersonal skills which include:

1. listening
2. empathy
3. optimism
4. perceptive observation (Rentz et al., 2002).

The second category they define is Salesmanship skills which include:

1. adaptability
2. consultative selling
3. negotiation & questioning
4. salesperson cues & communication style (Rentz et al., 2002).

The final category is technical skills which include:

1. customer knowledge
2. client evaluation cues
3. buyer/seller relationship management
4. competitive information (Rentz et al., 2002).

These classifications will also make up a large percentage of the structure of the training manual and will be further addressed in section three.

### *Conclusion*

Section two of the paper focused on a literature review which displayed the gathering of professional knowledge that went into formulating a sales training manual for bartenders and cocktail servers in nightclubs. A brief review of nightclub history was

given to familiarize the reader with the processes of a typical nightclub and the responsibilities of bartenders and cocktail servers. A section was dedicated to the importance of manager's involvement in their own knowledge and training and the ability to pass that along to employees. Taking into account the customers perspective was also an important aspect in this section, along with understanding the guest and their needs. Training was a focus of the literature review, and the different forms that have been proven to be successful in the hospitality field. The final section on skills was introduced and laid the groundwork for the conclusion of this topic in section three.

### PART THREE

#### *Introduction*

This section of the paper will showcase the training manual that was created based off of the literature found in part two. The purpose which was addressed in section one was to create a training manual for bartenders and cocktail servers in nightclubs. The focus of this manual would be on improving sales performance for these two positions. The manual is focused entirely on bartenders and cocktail servers, because these two positions handle the majority of sales interactions with guests in the nightclub. This manual was created using the literature that was presented in part two, to create a manual that is efficient and useful to these positions. Information was gathered from the food and beverage arena, sales, and nightclub specific literature.

The manual is divided into sections that make it easy for employees to access specific information they are seeking. These sections in some instances coincide with the sections of part two. Much of the literature that was presented in part two went into producing these sections. There was a heavy focus on product knowledge in the manual as many sources in the literature found that educating sales people on the products they are selling is of the utmost importance (Rentz et al., 2002). The manual was designed to be user friendly, and have bits of humor added to make it more enjoyable for the employee to read. Many times people do not want to use manuals they would rather get the information from another person, so making it easier to read was a priority (Scott, 2005). There are practice sections in the manual that allow for employees to apply the topics they are learning about. Modeling types of behavior and breaking down scenarios was an effective form of training that was included in the practice sections (Gist, 1989).

Ultimately using others expertise and experience to form a training manual that employees want to use was achieved.



# *Nightclub: Bartender & Cocktail Server Handbook*



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*The Basics*

## Cocktail Server

### Tools

Every cocktail server must have a few essential tools on their person at all times. Think of these tools as your driver's license, you would not drive down the road without your license, so don't come to work without your tools.

I. Flashlight- Your flashlight is an essential tool. You will use it to:

- 1.) Show guests the bottle menu.
- 2.) Light up the bottle as you carry it out to the table (this "Shows it Off" to other club guests).
- 3.) Use it around the table to check drink levels and table maintenance.



- 4.) Show guests the bad news (bill) at the end of the night.
- 5.) Alert Security of a situation.



II. Wine Key- The wine key should be used for its most obvious purpose of opening wine, as well as peeling back the foil on champagne bottles.

III. Pen- Seems pretty basic, but then again that's the name of this section. Use it to write down all orders and mixers. Save the memorizing for algebra class, write down guests orders to ensure perfect accuracy.

IV. Lighter- Always have lighter to assist guest with cigarettes and eyebrow trims (this



is a joke in case you were napping, be careful your guests are consuming alcohol).

## Bartender Tools

Bartenders you get double the responsibility in this section (Cheers!) as you must have all the above tools for cocktail servers as well as the following:

I. Bottle opener- You will not be able to use your teeth, only the



tool below.

II. Shaker Tins- Basic bar tool for any bartender, even more important for nightclub bartenders due to all the fun

filled  
will be



ingredient  
shots you  
making.

III. Strainer- To ensure there are no icy chunks floating in your Patrón shots; use a strainer to keep them out.





## *Product Knowledge*

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*(Knowledge)*

Before we can sell anything we better know what products we are selling and what they are made of. People are paying a lot of money for our bottles and drinks so we have to know the products we are recommending. Would you trust a car salesman who didn't know how to start a car?

This section will go through the many different types of liquor we offer and will give you a brief fact list of the product. The keyword there is brief. This is not meant to be the liquor bible with every bit of information imaginable. It is simple meant to act a reference from which to draw information from to use during a sales interaction. In this section a few brands for the corresponding section that we offer will be listed. Learn something new about each product

and store these little facts for a sales interaction with a guest. Instead of just being able to say that a particular brand of vodka tastes good, you should be able to say I like it because it is distilled from grapes and that gives it a smoother feel (Cîroc). Brands followed with (BS) mean they are available for table service as well as the bar.

*Vodka*- Information regarding the production and history of vodka is from the working definitions in the Wikipedia database. The basic form for making vodka is fermenting and then distilling simple sugars from pale grain or vegetable mash. Vodka is made from a variety of different sources including: grain, potatoes, molasses, fruits, and others. The traditional grains used to produce vodka are rye and wheat, with different regions of the world having preference for their production of vodka. When vodka is distilled it comes out of a still as a clear, colorless spirit. Vodka is typically not aged or stored in wooden casks like other spirits. Flavored vodkas can be infused or flavored with many different fruits, herbs, and spices. There are many different regions where vodka is produced and the more prominent regions include: Eastern and Western Europe, Russia, Poland, Finland, Sweden, and the U.S. (Vodka, 2010).

Now, information about the Vodka brands we carry that will help in a sales situation. Brands that are available for bottle service will have (BS) following the brand name. Once again that stands for Bottle Service not what you typically think of training.

Absolut (BS) - Made in Sweden, all the water to produce Absolut Vodka comes from one well and all of the wheat used to produce the vodka comes from nearby fields, even the bottles come from a local Swedish glass maker (Absolut, 2004).



Absolut Flavors (BS) - We serve Acai Berry, Vanilla, Mandarin, Peach, Citron, and Mango flavors, use these flavors to recommend a blended pitcher cocktail or individual drink. All flavors are also available for table service.



Ketel One (BS) - Distilled from wheat, this vodka is produced at the Nolet Distillery in the Netherlands. The Nolet family has

over 300 years of experience in distilling vodka (Ketel One, 2010).

Ketel One Flavors (BS) - We serve Citroen and Oranje flavors which are available to produce cocktails as well as bottles for table service.



Grey Goose (BS) - This vodka is produced in Cognac France, from French Wheat. It was introduced to the U.S. market in 1997 and has exploded in popularity ever since, and is our top selling vodka bottle (Grey Goose, 2008).

Grey Goose Flavors- We serve La Poire as our only other Grey Goose flavor which pairs nicely with soda or Sierra Mist.

Stolichnaya- Fermented from wheat and rye and artesian water, this vodka is produced in Russia. This vodka is often referred to as simply “Stoli” (Stolichnaya, 2010).

Stolichnaya Flavors- We serve Stolichnaya Razberi and Blueberi flavored versions.

Stolichnaya Elite- The high end luxury version of the classic vodka is ultra-filtered for a smoother taste.

Belvedere (BS) - This vodka is named after the presidential palace of Poland. It is produced in Poland using only Gold Rye. The frosted label lights up beautifully and has a dramatic effect when presented to the table (Belvedere, 2010).

Skyy (BS) - This vodka is produced in California, and is also produced from Wheat. If guests are looking for an American made product this would be a great product to recommend (Skyy, 2010).

Ultimate- Currently the only vodka on the market that combines – potato, wheat, and rye, this Polish made vodka is ultra smooth.

The blue crystal decanter the bottle comes in is beautiful and a showpiece behind the bar.

Cîroc - This is the wild card in the vodka category due to this vodka being distilled from grapes.



Snap frost grapes are used to produce this mildly sweeter smooth vodka. Making it more prevalent lately is an advertising campaign featuring Sean P. Diddy Combs (Cîroc, 2010).

*Gin*- Information regarding the production and history of Gin is from the working definitions in the Wikipedia database. This spirit has a flavor that is derived from juniper berries. Gin traditionally is labeled in two categories, distilled gin and compound gin. Distilled Gin is the traditional style by re-distilling a neutral spirit (similar to vodka) with the juniper berries or other ingredients. Compound gin is simply flavoring the neutral spirit without re-distilling, and this type is usually cheaper and not well respected. Gin can be distilled using juniper berries and often other ingredients are added to the process such as, lemon peel, orange peel, anise, cinnamon, and lime peel, to name a few (Gin, 2010).



Information about the brands we offer.

Bombay Sapphire (BS) – This gin produced in England was launched in 1987, and combines juniper berries, with anise, almond, lemon peel, and others to form this very popular Gin (Bombay Sapphire, 2010).



Tanqueray (BS) – Originally distilled outside of London in 1830 this gin has a long history and is now produced in Scotland. Tanqueray has had a recent surge in popularity due to the successful advertising campaign in which Tony Sinclair asks “How do you Tanqueray” (Tanqueray, 2010).

Tanqueray 10 (BS) – Introduced in 2000 this quadruple distilled product is the high end offering from Tanqueray.

Beefeater- Produced in London this dry gin is also distilled and uses juniper berries as well as lemon peel, almonds, oranges, and other ingredients to form this easily recognizable product (Beefeater Gin, 2010).



Hendrick's – This gin produced in Scotland not only uses juniper berries but also Bulgarian Rose and cucumber for their Gin. It is thought of more as smaller production cult type of Gin (Hendrick's Gin, 2010).



*Rum* - Information regarding the production and history of Rum is from the working definitions in the Wikipedia database. This liquor is distilled and fermented and is made from sugarcane products, molasses and sugar cane juice. Rum is often aged in barrels to finish the production process. Rum is traditionally produced in the Caribbean and South America. Unlike other spirits there are many different types of Rum which include, Light Rums, Gold Rums, Spiced Rum, Dark Rum, and Flavored Rum. All of the Rum that we serve can be put into one of these categories. Rum is a great summer time spirit that can be drunken strait, on the rocks, mixed with Pepsi, or a refreshing mojito (Rum, 2010).



Information about the brands we offer.

Bacardi (light) (BS) – Now produced in Puerto Rico, Bacardi has a turbulent history with production being moved several times in its history. Bacardi is by far the most popular

rum on the market and in our venue.

Bacardi is an easy sell and easily recognizable brand (Bacardi, 2010).

Captain Morgan (spiced) (BS) – Currently produced in Puerto Rico this rum will be on the move as it will be produced in the Virgin Islands beginning in 2012. This spicy sweet rum is distilled from sugar cane and is most famous for its original Captain Morgan Spiced rum but now boasts nine varieties (Captain Morgain, 2010).



Malibu (flavored) (BS) – Made in Barbados using natural coconut extract. The original concept of the brand was for making piña coladas easier to produce for bartenders. The brand transitioned to being able to stand on its own and now is popular to mix with fruit juices and soda (Malibu Rum, 2010).



Mount Gay (dark) – This sugar cane

rum is also produced in Barbados. It is dated back to 1703 making it one of the oldest rum producing companies in the world (Mount Gay Rum, 2010).

*Bourbon/Whiskey/Scotch Whisky* - Information regarding the production and history of Whisky is from the working definitions in the Wikipedia database. What is going on with this section and all the names? There is confusion surrounding these spirits, the spellings and where they come from. All of these spirits are barrel aged and the aging process only takes place in the barrel and stops once it is bottled. This section will clear up the confusion and give examples of each from this section (Whisky, 2010).

Bourbon – Bourbon is an American whiskey (the “E” gets added for whiskeys from the U.S. and Ireland) which is distilled and produced using corn (51%). It can be produced anywhere in the U.S., but it is typically from Kentucky (Bourbon whiskey, 2010).

Jim Beam – This is the bestselling brand of Bourbon in the world. The distillery was founded in 1795 and is family operated. There have been seven generations of distillers in the family (Jim Beam, 2010).

Makers Mark – This Bourbon is classified as small batch (limited production), and throws a kink in the works as they spell Makers Mark Whisky noticeably without the “E”. This can be explained by their Scottish heritage that is associated with the brand. It is easily



recognizable due to the square bottle and red wax covered spout (Maker's Mark, 2010).

Whiskey – Whiskey with an “E” for those coming from the U.S. and Ireland. They are made in the similar process as bourbon.

Jack Daniel's is more commonly known as a Tennessee Whiskey due to it being produced in Tennessee (Whisky, 2010).



Jack Daniels – One of the more famous labels for American whiskey, this whiskey is produced in Lynchburg Tennessee. There have been eight master distillers since the distillery was founded in 1866. Jack Daniels also produces a Single Barrel and Gentleman Jack label that we serve (Jack Daniel's, 2010).

Scotch whisky – Scotch whisky is also fermented from grain mash and aged in barrels. It depends on the variety as to what grain is used. One important distinction in Scotch Whisky (we call it Scotch in America, in Scotland they simply call it Whisky) is the difference between single malt and blended whisky. Single malt whisky is from a single distillery, and typically the name is of the distillery from the whisky comes from. Blended whiskies are produced from a combination of grain and malt whiskies and are typically blended from many distilleries to ensure a consistent product year after year (Whisky, 2010).

Macallan 18 year (Single malt) (BS) – The Macallan label is one of the most recognizable labels for single malt whisky. Macallan has a countless number of different bottling for different batches. Of those a more popular selection is the Macallan 18. It is produced in the Speyside region of Scotland and matures in sherry oak casks (The Macallan, 2010).



whisky. There are many different classification of Johnnie Walker; however the Black Label is a blend of at least 40 whiskies aged for no less than 12 years (Johnnie Walker, 2010).



Johnnie Walker Blue Label (Blend) (BS) – One of the most expensive blends in the world. This blend is said to be whiskies that are no younger than 20 years. For the connoisseur looking for a fine blended





Scotch whisky there is not much better than this (Johnnie Walker, 2010).

*Tequila* - Information regarding the production and history of Tequila is from the working definitions in the Wikipedia database. This is the money making liquor. Tequila is a great product to sell as a shot that accompanies a drink order, or bottle purchase at a table. You should pick one or two “go to” labels to recommend to your guests. Everyone in nightclubs knows about Patrón, but there are a few others that are similar in price, but better on taste (Tequila, 2010). Tequila is distilled using the blue agave plant. The plant after being harvested resembles a pineapple. There are also mixtos which are blends of Tequila that are produced from other sugars and blue agave. Tequila, now this might come as a shock, is made primarily in the area of Mexico surrounding the city of Tequila. Tequila can only be produced in

Mexico and no other country has rights to this word.

There are five different types of tequila:

- Blanco or as many call it silver, typically has little to no aging and comes out as clear spirit (Don Julio Blanco).
- Joven or as many call it gold tequila simply has coloring added to a silver tequila (Sauza Gold).
- Reposado has a short aging process in oak barrels of between two months and a year (Patron Reposado)
- Añejo has an again process in oak barrels between one year and three years (Don Julio Añejo).
- Extra Añejo this relatively newcomer which began in 2006 is aged for over three years (Tequila, 2010).



The classifications of tequila are fairly simple to understand as they are based primarily on the aging

process. Let's now look at a few that we sell and some information about them you can use!

Don Julio (Blanco) (BS) – This is a great alternative for people who like patron but want something different. This is 100% blue agave tequila that was a pioneer in the



luxury tequila market and many claim it to be the first (Tequila Don Julio, 2010).

Patrón (Silver) (BS) – A tequila section would not be complete without at least mentioning Patrón. Since its introduction in 1989 it has been one of the fastest growing tequila brands, in part due to its recognition in pop culture and music. Patrón is pure agave and an easy sell due to label recognition. An up sell opportunity would be suggesting an existing Patrón fan try Patrón Platinum, the high end label from Patrón that is much smoother (Patrón, 2010).



Don Julio (Añejo) (BS) – This is another great pure agave tequila from Don Julio. This tequila is añejo so you now know that means that it has been aged, in this case for just less than three years. If a guest is looking for a nice sipping tequila, this would be a great recommendation, as the aging process smooths out the sharpness tequila can have (Tequila Don Julio, 2010).



*Wine & Champagne-* Information regarding the production and history of Wine and Champagne is from the working definitions in the Wikipedia database. In nightclubs the wine section is fairly limited so the majority of this section will focus on Champagne. It is still important to have a basic knowledge of the wine we offer, even though it is not a popular item. We offer two basic varietals Chardonnay and Cabernet Sauvignon. You could write entire books on wine and these two varietals so we will keep it simple. Chardonnay is a green in color grape that is used to make white wines. The grape varietal originated in France but cultivation of the grape has now spread all over the world. It is a very useful grape in that it can be manipulated into many different forms. It can be used to make strait chardonnay, a blending grape for white wines, a key grape in Champagne, and also in late harvest or dessert wines (Chardonnay, 2010). Cabernet Sauvignon (Cabernet) is one of the more popular red

grape varieties grown throughout the world. Cabernet came into prominence for being used in producing the great wines of Bordeaux. Cabernet has most recently been the prominent grape grown in the California region of Napa Valley where it has had great success. Cabernet like chardonnay is a very versatile grape that is often times blended with other red grapes to form red wines (Cabernet Sauvignon, 2010).

Far Niente Chardonnay (BS only) – This is one of the finest examples of chardonnay coming from Napa Valley. It is buttery, not over oaky in flavor with a crisp finish. The guest will get flavors of citrus fruit and honey.



Quintessa Red Wine (BS only) –  
Quintessa is made in an interesting way.  
The predominant grape varietal is cabernet however other red blending grapes are used. They are all picked separately and aged in oak separately for up to two years. Then after aging the blending of the cabernet with the other varietals is performed. This allows the winemaker to blend a wine that is in perfect balance.



*Champagne* - Information regarding the production and history of Wine and Champagne is from the working definitions in the Wikipedia database. Champagne comes from the Champagne region in France where it is produced. They get the little bubbles in there during a secondary fermentation that takes place inside the bottle. There are traditionally three grape varietals used in producing Champagne,

Chardonnay, Pinot Noir, and Pinot Meunier. The first brush with wealth and extravagance associated with champagne was due to it being used during ceremonies to appoint French Kings. Champagne comes in Non-Vintage (NV) or vintage which states the specific year the Champagne is from. Vintage champagne is traditionally reserved for high quality growing years. NV uses wines from several vintages. Rosé Champagne (it's pretty so sell it to the ladies in the club) is made commonly in the same method as Champagne, but a small amount of still (non-sparkling) Pinot Noir is added to give it the pink color. Let's talk about some of the Champagnes that we have for you to sell (Champagne (wine), 2010)!

Dom Pérignon (BS) - Is produced by the Moët & Chandon Champagne house.

Dom Pérignon is only produced during vintage years. For NV years it is not produced. Approximately 5





million bottles are produced each vintage. Dom Pérignon is one of the most easily recognizable labels and guests who know champagne, know Dom Pérignon. Dom Pérignon Rosé is made by adding a small amount of pinot noir to give it the pink color (Dom Pérignon (wine), 2010).



Cristal (BS) - Cristal is produced by Louis Roederer. It is distinctive in design in that it has a flat bottom instead of a typical punt (bell shape at the bottom). In order to pull this off the producers had to use lead crystal as it would be strong enough not to explode under the pressure of the champagne. Cristal has surged in popularity due to its presence in rap and hip-hop culture. Once again, it is a popular label that guests will know and recognize when you are suggesting it (Cristal (wine), 2010).

Perrier-Jouët (BS) – Perrier-Jouët or “PJ” as it is commonly referred to as, is also produced in Champagne France. This champagne house was founded in 1811 and they produce vintage and NV champagne. We sell the Fleur de Champagne and Fleur de Champagne Rosé which are both vintage champagnes. The distinctive characteristic about PJ is the elegant bottle design. Painted flowers grace the bottle and truly make this champagne a work of art (Perrier-Jouët, 2010).



Veuve Cliquot (BS) – This label and Champagne house date back to 1772. This brand is credited with advancing the production of Champagne to more modern approach. We sell the NV Veuve Cliquot as well as La Grande Dame and Rosé vintage Champagne. NV Veuve is often regarded as consistent champagne that

is great for any occasion. La Grande Dame on the other hand is in the competing category with the above mentioned labels. The easiest way to sell Veuve is the price point; it is a great deal when compared to the prices of the other

labels  
Cliquot,

quality  
(Veuve  
2010).





*Customer Perspective*

Your uniform has been decided for you, the design of the nightclub has been pre-determined. The glassware and equipment, all ordered by someone else. What is in your control? Your attitude is in your control, and your attitude towards our valued and about to be intoxicated guests. Part of your attitude should be formed by understanding the guest from their perspective and understanding their needs.

Three ideas you must always keep in mind about selling, it is a combination of:

- Understanding
- Respecting
- Helping.

You have to understand what the guest is looking for, is it a wild crazy night of keep the drinks flowing, or is it couples who just want to relax and have fun.

We want our guests to feel they cannot help but have fun around you; you are the life of the party. Many of our guests are from out of town, they will probably think that you live in a nightclub and you are a crazy partier, and that is ok. We are selling the dream!

Selling can be simplified by saying that it is buying in reverse. You are the buyer or customer almost daily. You know how you like to be treated in a sales interaction, use that to your benefit when you are the one who is selling.

Now let's focus on the ability to qualify our guests into different categories so we can better meet their needs.

There are four main groups we can assign our customers into:

1. Experts – Expert customers come to nightclubs often, they know the drill. They want the latest and greatest experience. You will be able to identify this guest by distinct characteristics:

- They have been to the club before and are always looking for something new.
- This guest talks to you about all the other clubs they have been to and how the competition does it.
- These tend to be the flashy guests who talk about their cars, homes, planes etc.

How should you sell to this guest?

Sell them the world, if they talk about Champagne let them know we just got in the 2002 Vintage of PJ Rosé and it is unbelievable. Do not hold back, this is when you can take your product knowledge and put it to work! Bartenders if they order Patrón tell them they have to try Don Julio 1942, there is nothing like it!

2. New Buyers – This guest may not have much experience with nightclubs. They know they want to be in a nightclub but don't know all the ins and outs. You will be able to identify this guest by distinct characteristics:

- They flat out tell you they have not been to a nightclub before (easy).

- They tend to look around in wonder like a child in Disneyland (this is good).

- We have no record of them being a previous guest with us.

How should you sell to this guest?

Start out slow with this guest, inform them of how bottle service works and let them know how great it is, and how special they are. Make the guest feel they are joining an elite group of people. Show this guest the menu and make recommendations that other guests have enjoyed, or are enjoying right around them. Bartenders, run through the verbal list of options when they are looking to order. Make



recommendations that are reasonable. We don't want to be overbearing with this type of guest.

3.) Established Buyers- These guests have some experience with nightclubs but are not regulars to the scene. These are the guests who typically only go to nightclubs when they are on vacation in Las Vegas. You will be able to identify this guest by distinct characteristics:

- They come right out and tell you they have been out a couple times to clubs.

- We have a brief history with this guest coming into the venue.

- They are perhaps a referral from another venue.

How should you sell to this guest?

You will have to read this customer on a case by case basis, these are the guests that are just coming out of their newbie stage but aren't quite expert status. Guide this guest through their options, suggest bottles that are middle priced and get a reaction. Bartenders run through a verbal list and hit

on a few top shelf brands to provoke an emotion. If they seem ok with it close the sale and take the order, if they are hesitant retreat back to middle of the road labels.

4.) Routine Buyers- These are typically casino hosts or independent hosts who are taking guests out. They go to clubs on a regular basis and many times purchase bottle service. You will be able to identify this guest by distinct characteristics:

- You are informed that it is a casino host or independent host that the reservation is for.

- When you ask the guest what they do, you find out they are a regular to nightclubs.

- We have an extensive history with the guest coming in and the host may even work on property.

How should you sell to this guest?

You unfortunately are primarily an order taker in this situation. The sales skills will have to lie in waiting with this guest. They know what they want, and have done it a million times. Suggest labels or

up-sell only when requested by this guest, they will let you know if they want a recommendation.

## PRACTICE SECTION!

Identify what category this guest belongs, and tailor the sales interaction to their needs.

### Cocktail Servers

GUEST- Hey I'm here with my wife and another couple, we have gone to clubs back home, but nothing like this. We want to purchase a bottle but we are not sure what to get?

### Bartenders

GUEST- Looking to do some shots, I like Absolut, got anything different?

### *Sales Skills and Techniques*

This would not be a sales skills and technique training manual without talking about up selling, so let's start there. Up-selling is an art form and the best do it without guests even noticing. Nobody wants to say wow I wanted Skyy Vodka but that bartender totally up-sold me to Grey Goose. We want them to say I'm used to ordering Skyy but hey the bartender is right I should try something different. Up-selling by definition is when a salesperson influences a guest to purchase more expensive items, or add-ons with the goal of making a more profitable sale (2010, April 15). In nightclub terms this is the concept of the guest "trading up" to a higher priced brand of alcohol or mixer.

How do you do it?

Let's go through a few case by case situations and look at how it is done.

### Scenario 1.)

Guest: I would like to order a bottle of Absolut.

Cocktail Server: Ok great I love Absolut, I actually just tried their new mango flavor with Red Bull and it was an unbelievable combination. Do you want to mix it up and try that?

The server has opened the door to the guest trying a flavor of Absolut, but more importantly has introduced purchasing Red Bull without actually asking for a direct Red Bull sale. Red Bull was simply brought up as a mixer to the mango infused vodka.

### Scenario 2.)

Guest: I'm just not sure on what I want to get.

Bartender: What is your typical drink?

Guest: Gin and tonic.

Bartender: We actually just got in a new lime infused tonic, when you pair it with Bombay Sapphire it's delicious.

The bartender had a typical bar guest that is 50/50 on what they want to order, not sure if they should step out of their gin and tonic comfort zone or not. The bartender recommended a new way to spice up an old drink with the use of an infused tonic. What they also did was pair the tonic with a call gin that makes it appear that they are matched together. The bartender peaked the curiosity of the guest with a new tonic then slid in a call Gin without ruffling any feathers. Smoooootthhhh.

Scenario 3.)

Guest: We want a couple of beers for some of the people who are not drinking the bottle.

Cocktail Server: No problem we have our beer buckets on our cocktail menu you get 6 for the price of 5, saves you a little money.

The cocktail server is fulfilling the needs of the guest who want to get a couple beers for the people who don't drink liquor at the table. The server is building the guests trust by trying to "save them money" by getting one free. However, the server took it from a two beer order to a \$30 add on purchase to the table.

## Back to Basics

Remember in Section 1 the basics section, you didn't forget already did you! There are also some sales skills basics that cannot go forgotten. Please start a drum roll these are revolutionary ideas coming here:

## 1.) SMILE!



Seems basic, but many people don't smile enough to guests and to each other. A warm genuine smile will go a long way to gain the trust of a guest, and get them in a positive mood to buy from you.

## 2.) GREETING!

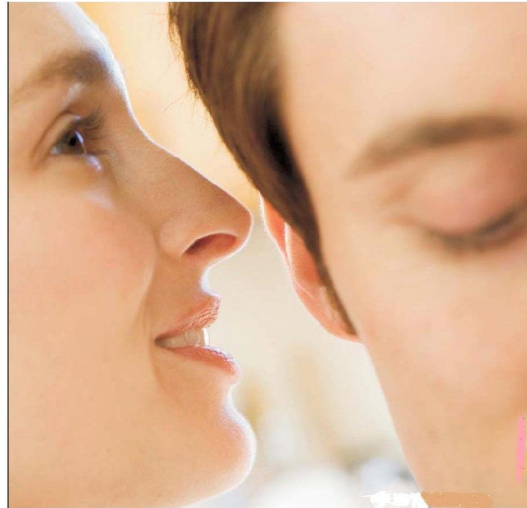




Greet your guests with a smile and a warm welcome.

This doesn't have to be physical contact; this can simply be "hello welcome to Rok Vegas!"

### 3.) LISTENING!



If we are going to meet and exceed our guest's needs and expectations we have to listen to what they are saying. Be an active listener and do not assume they need or don't need something.

### PRACTICE SECTION!

Smile at your neighbor, greet them, and then tell them 3 things about you that they do not know. Tell that person back those 3 things to ensure you listened and understood them.

Individual Sales Skills

There are 3 groups of sales skills that are fundamental to an educated sales person. They are; interpersonal skills, salesmanship skills, and technical skills. Let's look at them individually and what skills define those categories.

### 1.) Interpersonal Skills

- Listening, we just went over this, actively listen to your guests, people are not genetically good listeners you have to focus on listening.
- Empathy, this is when you understand your guests feelings, and you actively share in those feelings.
- Optimism, is being in a great mood and this will rub off on your guests. If you tell them it's going to be a great night, before you know it they will be feeling that way to.
- Perceptive Observation, watch over your guests for anything they need or might need. People order on whims in nightclubs. If the

guest has ordered Jack and coke from the bar twice in a row, when they come up next time call their order back, “another Jack and coke?’ This shows you are aware of who and what is going on around you.

## 2.) Salesmanship Skills

- Adaptability, is taking the skills you learned in the guest perspective section and applying them. Adapt and change your sales techniques to fit the needs of the guest.

- Consultative selling is letting the guest feel that you’re in on the decision with them. You are there to help them get the ideal product for the night.

- Negotiation & Questioning, this is where you need the tools in the toolbox from the product knowledge section. If you recommend Cristal Champagne, you better be able to answer why you like and not just

because it is the most expensive thing on the menu!

-Salesperson Cues & Communication Style, once again you need to match your selling strategy to the guest. If they are partying and crazy, you can be more of a free spirit and crazy with them. If they are clear that they want to decide on what they are ordering, stop making recommendations, let them order.

### 3.) Technical Skills

-Customer knowledge, we had an entire section dedicated to this. You have to know who you are selling to, in order to know how to sell to them. Once you identify the type of customer they are adapt your selling strategy to them.

-Client Evaluation Cues; once again we identified some of these cues in the previous section. This involves using listening skills to

evaluate what type of guest you are dealing with.

-Buyer/Seller Relationship Management, gain the trust of the person you are selling to. Do not gauge the guest and tell them you think they should order the most expensive items. Qualify your buyer and then match a recommendation to their needs. Someone's first time with bottle service recommend the middle priced vodka Ketel One. Someone just acquired a million dollar account; recommend Dom Pérignon the ultimate way to celebrate.

-Competitive Information, we will address this further in the competition section. Know who your competitors are and what they offer their guests. Do they do something better, or perhaps they do something you should seek to avoid.

## PRACTICE SECTION!

Identify what skills should be utilized in the following scenarios:

GUEST: I really kind of feel intimidated by this kind of scene. \_\_\_\_\_

GUEST: What type of vodka should we get that is really smooth and everyone will enjoy?  
\_\_\_\_\_

GUEST: Why is PJ your favorite Champagne?  
\_\_\_\_\_

GUEST: I think we are not going to order more and head to TAO their drinks are much cheaper over there and we should be able to get in for free cover.  
\_\_\_\_\_

GUEST: You made a good recommendation for starting with the Veuve Cliquot, now we want something better, what do you think?  
\_\_\_\_\_

*Competition*



In order to be competitive in the sales market we have to keep an eye on what the competition is doing.

Maybe they are doing something we should do, or perhaps something we should avoid doing. Guests are undoubtedly going to ask us about other clubs and our opinions of them. Always remain professional and never speak badly about another venue. Remain neutral and only use factual information (Tryst charges a \$30 cover on the weekends). 10 years ago this list could have fit on a fortune cookie fortune, now we are faced with a wide array of competition that is only expanding faster and faster.

TRYST- Hours: Thursday thru Saturday, \$30+ Men, \$20 Ladies.

XS- Hours: Friday thru Monday, \$30+ Men, \$20 Ladies.

TAO- Hours: Thursday thru Saturday, \$30 Men, \$20 Ladies.

LAVO- Hours: Tuesday thru Sunday, \$30 Men, \$20 Ladies, free local ladies.

JET- Hours: Thursday thru Saturday and Monday, \$20 Men, \$10 Ladies, free local ladies.

BANK-Hours: Thursday thru Sunday, \$30+ Men, \$20 Ladies.

SURRENDER- Hours: Wednesday thru Saturday, \$30+ Men, \$20 Ladies

54- Hours: Tuesday thru Saturday, \$20 Men, \$10 Ladies, free local ladies.

TABU- Hours: Friday thru Monday, \$20 Men, \$10 Ladies, free local ladies.

LAX- Hours: Wednesday, Friday, Saturday, \$20 Men, \$10 Ladies, free local ladies.

HAZE- Hours: Thursday thru Saturday, \$30 Men, \$20 Ladies.

EVE- Hours: Wednesday thru Saturday, \$30 Men, \$20 Ladies, free local ladies.

PURE- Hours: Thursday thru Sunday, Tuesday, \$30 Men, \$20 Ladies, free local ladies.

MOON- Hours: Tuesday, Thursday thru Saturday,  
\$30 Men, \$20 Ladies, free local ladies.

RAIN- Hours: Friday and Saturday, \$30 Men, \$20  
Ladies

BLUSH- Hours: Tuesday thru Saturday, \$30 Men, \$20  
Ladies, free Local Ladies

This is the only type of information you should give to guests about other venues. This is a very small city and we do not want word to get out they we are speaking poorly about another venue. Venues in this city are in steep competition, however we depend on each other to provide viable options to our guests when they want to try something new, or go out on a night we are closed.

### *What's New?*

In this section we want to go over some of the new products we are offering and possible ways to serve them or recommend them to a guest. This section will be constantly changing as we bring in new

products to try and to pass along to our guests. It will provide you with another sales tool by offering something that a guest might not have already tried. The new spirit or mixer will be shown and a corresponding drink recipe will be given. We will also taste these new products so you know from experience what your recommending (this is the good part)!



Ketel One

## Recipe: KETEL ONE ORANJE FIZZ

1.5 oz of Ketel One Oranje

3 oz Fresh Orange Juice

Splash of Soda Water

Orange slice garnish!

Mix Ketel One Oranje and Orange Juice in a Shaker with ice then pour into rocks glass. Top off with a splash of soda and garnish!

\$11



## Recipe: ABSOLUT BERRI AÇAÍ SOUR

2 oz ABSOLUT BERRI AÇAÍ

1 oz Lemon Juice

1 oz Simple Syrup

Mix all ingredients in a shaker over ice, then strain into a martini glass served strait up. Add a lemon twist for garnish.

\$12



## Recipe: SWEET TEA & LEMONADE

1.5 oz Jeremiah Weed Sweet Tea Vodka

4oz Lemonade

Pour Vodka and Lemonade over ice in a Collins glass, lemon wedge to garnish!

\$10





### Recipe: CRUZAN CAIPIRISSIMA

2 oz Cruzan Aged Light Rum

2 Lime wedges

1 oz Simple Syrup

Muddle lime wedges in the bottom of a rocks glass with the simple syrup. Add the Cruzan Rum and ice, stir do not shake, finish with mint leaf garnish!

\$12

*Conclusion*

This training manual was not completed to be stored on a shelf. This manual was created to be implemented in a nightclub. It will be administered to the staff of ROK Vegas Nightclub starting September 1<sup>st</sup>, 2010. The staff will be trained using this manual to add to the sales skills they already possess.

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