

*Bavarian Driver-Salesman
Handbook . . .*

BETTER DELIVERY SERVICE

for

SATISFIED CUSTOMERS

and

BETTER SALES



"The Man"

who sells in delivering

"a MAN'S Beer"

Prepared for the exclusive use of the driver-salesmen
and helpers of the Bavarian Brewing Co., Inc. of
Covington, Kentucky.

Copyright 1950 by the Bavarian Brewing Co., Inc.

We believe your job — a Bavarian Driver-Salesman's job — is one of the best any industry can offer. Not only are you paid above average, but you are given the opportunity to personally increase sales and increase your income by giving good, and courteous service. Because a Bavarian Driver-Salesman has a good position, naturally, as in any work, there are definite responsibilities and duties he should keep in mind and meet. That is the purpose of this pamphlet . . . to organize and present to you most of the important points in your Bavarian job, to better the good work you already are doing. While we hope these suggestions will be helpful, day-to-day conversation with your route boss, the salesman on your route, and when believed necessary, talks with the city sales manager are essential. You, yourself, may have many ideas of your own that you could add to the handbook.

We also would like to remind you that you are a part of the whole *Bavarian organization*. Some men go out on a Bavarian truck and act as if they were working the route alone. They act as if they were receiving no support from The Bavarian Brewery. These fellows are just truck drivers — they are not Bavarian Driver-Salesmen.



THE BAVARIAN TEAM — THE "BIG THREE"
Production Advertising Sales and Delivery

The Bavarian Brewery backs up its Driver-Salesmen by (1) A Good Beer; (2) Good Advertising; (3) An Aggressive Sales Force. The "BIG THREE" isn't complete, however, unless you are included. You provide the good delivery service; you sell in delivering A Man's Beer; and therefore are a part of the "Big Three". When a customer in a cafe asks for Bavarian's it is because of the "Big Three" —

A Good Beer
Good Advertising
Good Sales and Delivery

These Three TOGETHER put across Bavarian's "Old Style."

Number One of the "Big Three" is A GOOD BEER.

A Bavarian Driver-Salesman knows and believes that the beer he carries on his truck is the best. He receives support from the Bavarian organization because the product he sells is a good product, brewed by able brewmasters in a modern plant. The hops, malt, and grits used are the finest. It is brewed the "Old Style" way.

The Second of the "Big Three" is GOOD ADVERTISING.

A Bavarian Driver-Salesman knows his truck is a moving bill-board; that it is part of an intensive advertising campaign, costing hundreds of thousands of dollars. He receives support from a parade of stars on Bavarian's Radio and Television Shows:

Dick Bray (WSAI — 6:45 P.M. Daily)

Newscaster Fred Holt (WCKY—6:00 and 11:00 P.M. Daily)

Midwestern Hay Ride with Bill Thall and Bill Nimmo
(WLW-T 7:30 P.M. Saturdays)

New York City Wrestling (WCPO-TV — 9:30 P.M. Mondays)

Chicago Wrestling (WCPO-TV — 9:30 P.M. Saturdays)

ALSO

Newspaper Advertising

Car Cards

Bill-Boards

Painted Walls

Cab Signs

Baseball Schedules

Point-of-Sale Advertising

Neon and Flourescent Signs

BETTER DELIVERY SERVICE

. . . This intensive advertising proclaims Bavarian's "Old Style" is A MAN'S Beer. All this backs up the Bavarian Driver-Salesman and makes his selling job easier. A smart Bavarian Driver-Salesman cashes in on the support of a great product and good advertising, by talking about the goodness of Bavarian's; talking about Bavarian's TV and Radio Shows; and talking up A Man's Beer.

Completing the "Big Three" is the SALES FORCE.

A hard hitting sales force — (and remember, you as a Driver-Salesman are definitely in this picture) — completes the support of the "Big Three" which the Bavarian Brewery provides you. Good-Will Salesmen are scheduled to call on Bavarian accounts regularly. These salesmen are courteous, enthusiastic, neat-appearing and possess sales know-how. These men are friendly — they *know* their customers and understand their problems. To keep and increase the list of Bavarian Boosters, these salesmen meet cafe owners, pony keg operators, bartenders, grocery keepers, clerks, custodians, entertainment chairmen of private, veteran and church clubs, and most important of all John Q. Public, Beer Drinker. Bavarian salesmen help put up point-of-sale advertising and help to merchandise A MAN'S Beer.

While Good-Will Salesmen and Driver-Salesmen jobs are different in many respects, the jobs still have much in common. Here is where you fit in the "Big Three" — you sell when you deliver. Many drivers forget they are also salesmen — that they are actually part of the sales force. Not only does the brewery whole-heartedly know and believe this, but the brewery workers' union, the Federal Government and the State Government all call you Driver-Salesmen. All recognize that while you are a driver, you are also part salesman. The Good-Will Salesman and the Driver-Salesman are alike . . . *They both sell the same product.* The difference is in the approach — the time and way they see their customers.

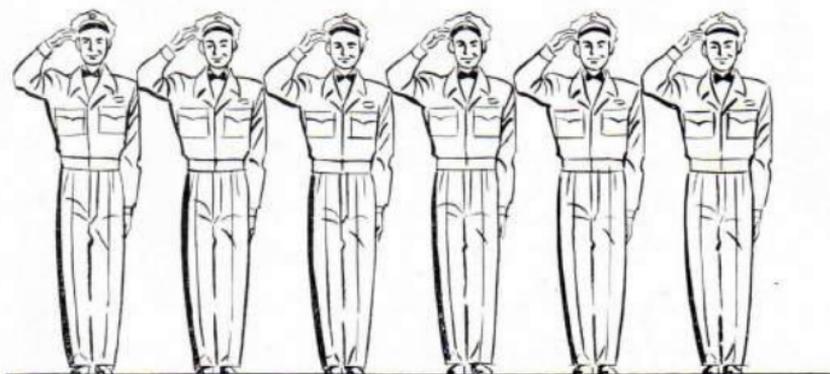
The Good-Will Salesman sees a customer about once or twice a month. You may see him twice a week. The Good-Will Salesman has more opportunity to see the owner — talk to the people working for him, and the customers in his establishment. He has more opportunity to put up Point-of-Sale merchandise. You have more opportunity to see the bartender, the porter, and to put the beer in the best display position or in the best ice-box space. Since both your work fits right into each other's, it is ever so important that the Good-Will Salesman and the Driver-Salesman work together. The Brewery will try ways and means for you to get together. Besides this, however, it is most important that both of you, on your own initiative, work together.

By remembering the "Big Three" (1—Good Product; 2—Intensive Advertising; 3—Aggressive Sales Force) the Bavarian Driver-Salesman isn't working his route alone. The Bavarian organization can be compared to a football team . . . the good product and the solid advertising program are the line. The line opens up the plays, beats down opposition. The management is the quarterback calling the plays, and trying to get all to play as a unit. The halfbacks are the Good-Will Salesmen. They throw a lot of blocks, back up the line and also do some running. The full-back is the Driver-Salesman. *He delivers the goods.* He can do some fancy running on his own. But he can only go over the goal line, day in — day out, season after season, year after year, if he knows he has support and if he will follow his interference. The Bavarian team has always pulled together in the past, climbing from the minor league to the big time. Today's schedule is harder, the competition is tougher. The opponents are "up" for the Bavarian Game. To keep up its good record, today's Bavarian team must be more coordinated than ever, and must try constantly to improve itself. A top-notch football team is composed of members who like to play — who want to win. The real test of a champion is to never let down. Any team can win once, but only a great team is able to win week after week.

BETTER DELIVERY SERVICE

To better Bavarian delivery service this handbook is dedicated. The Bavarian Driver-Salesman *can* and *does* affect sales by the way he makes deliveries. This handbook is divided into parts, giving details and specific suggestions on *how* a good Bavarian Driver-Salesman gives better delivery service . . . and how he sells in delivering.

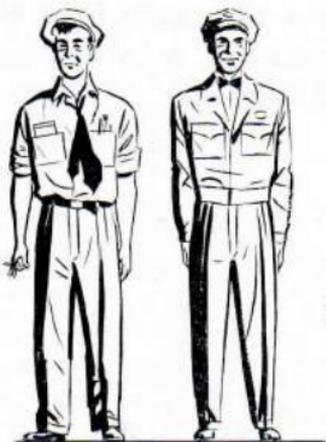
P.S. The chances are that a good Driver-Salesman at one time was a good helper. The helper can really help his driver. And the helper can help himself to eventually becoming a good Bavarian Driver-Salesman.



PART I

Delivery and Sales-Know-How For Driver Salesmen

These are put together because, as we have already mentioned, they cannot be separated. You are not only a driver, but also a salesman.



1. *Personal Appearance.* What opinion does the customer have of your looks? You are Bavarian's Public Ambassador No. 1. Neat, clean clothes, recent hair-cut, and a well-shaved face are a *must* every day in the week, to secure the complete respect of your customers.

2. *Politeness and Courtesy.* The Bavarian Driver-Salesman wears a smile on every occasion, wins friends and customers.

He . . .

- A. Never fails to say "Good Morning."
- B. Never argues with customers.
- C. Is thoughtful enough to compliment people when they do something nice or good, regardless of what it is.
- D. Makes frequent use of the words — "Thank you."

3. *Regular Deliveries to All Customers.* Whether you have a 200-case stop, or a one-case customer, every stop must be seen at least once a week, on the same day, at about the same time. Run your route every day as it is laid out, and then your customers know they *can depend upon you for service.*

Your "Sales Route Book" will help you on this point.

BETTER DELIVERY SERVICE

4. *Running Time.*

Your route should be completed in a reasonable length of time. Naturally, the running time on each individual route will vary because of different circumstances, such as type of stops, mileage, beer sold, etc. When there are delays on your route, these should be reported to the route-boss immediately, so that he may help to remedy the situation.

"Eyes and Ears Report" comes in handy here.

5. *Call-Ins.* To keep the customer happy, sometimes specials are needed, so a Bavarian Driver-Salesman should call in around 10 and 2 o'clock, and also when leaving a section of his route to which he will not return for the rest of the day.

6. *Complaints.* Be sympathetic and offer appropriate explanation and apology. Don't get mad. For anyone complaining about a bottle of beer, replace it, but be sure to give a good sales talk. Always report these instances, and be positive to bring in the bottle or can. If you approach the customer correctly, it's an example of "Selling in delivering".



7. *Two or More Deliveries Per Week.* If it will increase sales to make more than one delivery a week, it's just good business



sense to make two deliveries. If you actually do this, then you are the man who sells in delivering "A Man's Beer." "Eyes and Ears Report" comes in handy here. Let us know about the situation.

8. *Breakage.* Try to settle on the customer's premises.
- A. If the customer has the cap and neck, then always make the replacement good.
 - B. Chipped necks, etc., should be taken care of from the St. Patrick's Case (Case given to you once a week).
 - C. If a customer is unreasonable in his demands for replacement, you should refer it to the office immediately.
 - D. If either you or the customer breaks a case of beer, this should be written up on our invoice.
9. *Don't Over-stock.* While all customers should positively have enough of "A Man's Beer" — a Bavarian Driver-Salesman does not over-stock him, unless he personally demands it.
10. *Sell All Types of Beer Packages.* To get the *maximum amount of business*, try to stock the customer with all types of beer packages. Another reason for selling and stocking *all* types of beer packages is that you never know when customer preference in beer packages may change.
- A. Sell Cans, N. R. B.'S, Pints and Quarts. Sell 3.2% and 6%.
 - B. This is where your "Sales Route" book helps you. It is true

BETTER DELIVERY SERVICE

that some packages may not sell as well as others; but regardless of the size of the market, you should get your share.

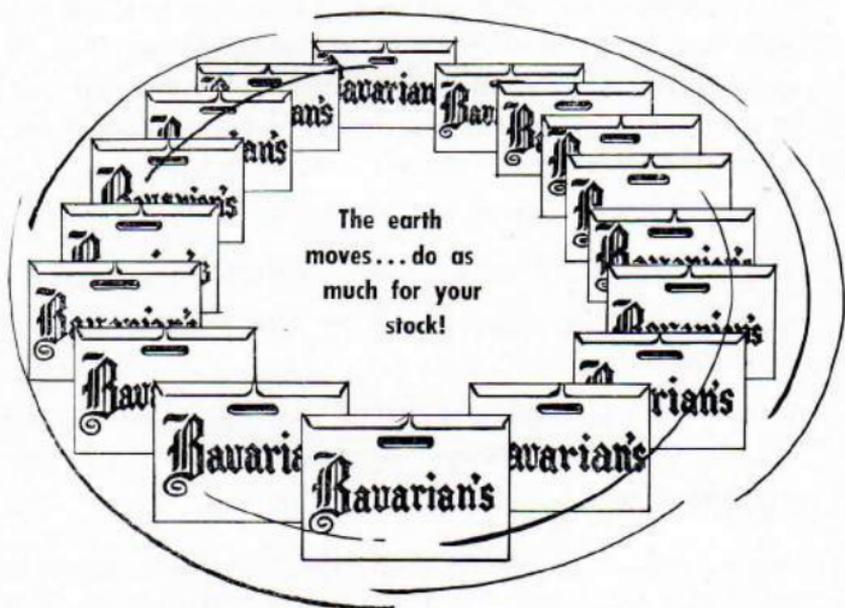
11. *Point of Sale Advertising.*

You Are The Watch Dog and Guardian Angel of our Point-of-Sale Advertising. These signs are your *invisible salesmen*. Point-of-Sale Advertising costs thousands of dollars, but it isn't worth a dime *unless it is put up and kept up properly.*

A. Straighten up any Point-of-Sale.

B. If you, yourself, put up Point-of-Sale, be careful that it is put up to stay, (preferably behind the bar near the cash register) and cannot miss being seen when you walk in the door.

12. *Rotate Beer.* Bavarian brews good beer, but you can spoil it by not keeping beer fresh. Rotate beer, not only in each account, but also on your truck. Pay special attention to cans and N. R. B.'S.



13. *Position and Displays.* *FIRST* in position and display makes it easier to be *FIRST IN Sales*. Many people buy on impulse. A



Bavarian Driver-Salesman makes it his business to see that a beer customer has an *easy opportunity to buy Bavarian's Beer*.

- A. In cafes, work for *easiest spot* from which bartender works, and get the most space possible.
- B. Always get maximum of good space in ice box and storage room.
- C. In groceries, delicatessens and pony kegs, secure good *display positions* as well as good *clerk position*. Full bottles in first position is good insurance. Then you'll pick up a lot of empties on your next trip back.

14. *Route-Sales Book.* This book helps you. You keep and build up customers if you have *written information* on how you run your route, and exactly to whom and what you sell. Also, if you are sick, or on vacation, the skipper can take good care of your route. And when you return, if any matters of importance have occurred, you will know about them.

- A. Books must be kept up to date.
- B. They must reveal the way your route actually is run.
- C. Sales must be written-in all the time — correctly and clearly.

Results — our customers can *depend* upon you for service; and you can secure the maximum amount of business in all types of package beer.

15. *Tarpaulins* — Trucks should always be covered with tarpaulins to protect Bavarian's Old Style from exposure to hot and

BETTER DELIVERY SERVICE

cold weather, as well as light. Bottle and can beer must never be permitted to freeze, as freezing will cause beer to become cloudy. Direct sunlight and heat will cause beer to develop an off odor and taste. Bavarian brews a great beer. It is part of your job to keep it a great beer, by protecting it.

16. *Report Sheets.* We believe these sheets are very important, especially if they are *followed up*. The daily report covers the 15 points we have just talked about in one way or another. You see the customers week in — week out, so you should know what is going on in your route and we *want to know about it too*. You are the eyes and ears of Bavarian. If you give us true information, you are really an active part of the "Big Three" — The Bavarian Team.

The "Big Three" can function the smoothest, when *ALL* information is relayed to the different departments and opinions and suggestions exchanged.

PART II

Personal Safety of Driver-Salesmen and Helpers

Driving a truck, handling glass, delivering in heavy traffic areas, working with heavy merchandise — all can easily cause accidents. A Bavarian Driver-Salesman is careful for his own safety. A man often forgets that at times he is in a dangerous spot — not only could he lose his income, but he may injure himself for life.

For your own benefit, here are some suggestions *for taking care of yourself*. (These suggestions were prepared by Bavarian Driver-Salesmen themselves. Some have also contributed ideas contained in other parts of this manual).

1. Handling glass.
 - A. Look in case before touching bottles.
 - B. "I find it best to always empty a case when I have a broken bottle in it and then shake out the case. This saves many a cut finger and you have a cleaner case to sell."
2. Delivering in heavy traffic.
 - A. Unload on same side of street as customer.
 - B. Watch traffic when pulling cases off truck.
3. Working with heavy merchandise.
 - A. Think of using your LEGS.
 - B. In wet weather, it may be best when going up steps with dolly, for one to push, the other to pull.
4. Regarding personal safety in warehouse.
 - A. Watch docks, so you don't slip and fall in them.
 - B. Do not ride conveyors.
 - C. No horseplay.

BETTER DELIVERY SERVICE

PART III

Safe Driving and Care of Truck

1. *Safety.* Our drivers have never had any serious accidents involving injuries. Help keep up the good work. Always drive carefully. Your truck carries a 15,000 — 16,000 pound load — about 8 tons. That means it's impossible to stop on a dime. If you speed, and the truck gets out of control, there's Hell to pay. Remember, you are a Bavarian Driver-Salesman — not a "hot-rod" racer.

Keep in mind these points:

- A. Never speed.
 - B. Positively — no drunkenness.
 - C. Different weather conditions mean different driving.
 - D. Always have your helper guide you in parking, etc.
 - E. Be sure your brakes are in perfect condition.
 - F. *You are a marked man — truck and uniform tell the general public you are a Bavarian Driver-Salesman. Don't let anyone get mad at your sloppy driving. When in doubt about a right way, always give the other fellow a break for courtesy and for safety.*
2. *You are Responsible for Care of Truck.*

Trucks cost thousands of dollars. The Bavarian Brewery puts trust in you to safe-guard this equipment. Your truck is your livelihood. A dented fender, a smashed tail-light, a burned-out clutch — all add up to a beaten truck in a year.

- A. Any damage to your truck should be reported immediately. Our insurance companies require reports of all accidents and property damage. So be sure to report all accidents, no matter how small the damage. Fill in the accident report which is in the glove compartment of your truck.

- B. It is possible for your truck to be damaged in the garage at night, but this positively should be reported before leaving the next morning. If this is not done, it is understood that the damage was done by you.

3. Care of Truck Mechanically.

Any mechanical trouble should be reported on same day it is discovered. We want to keep your truck in perfect mechanical condition at all times. Let's stop any trouble before it becomes serious.

- A. Be positive to report any trouble on "Defect Sheet."



- B. When starting motor, don't race it.
- C. Always double-clutch when shifting gear.
- D. When parking on any grade, keep it in gear and put on hand brake.
- E. When leaving garage in the morning, be sure to check your tires.
- F. When parking your truck don't rub the curb with your tires.

4. Care of Truck Body.

Your truck is a "Moving Bill-Board" so don't let it become banged up.

- A. Never climb on fender or top of cab.
- B. When tying down your tarpaulin, don't tie it to your stop light.

BETTER DELIVERY SERVICE

- C. Tarpaulins should always cover your load. Ask for leather straps if yours are bad.
- D. Keep inside of cab clean. Remove all glass.
- E. In parking and in other close quarters, be careful not to scratch truck. This is where your helper can *really help*.

Your truck is not a toy. Lives are at stake; treat it with respect. Bavarian trucks are also expensive and are an advertising medium. Don't damage your "Moving Bill-Board."

PART IV

Bookkeeping

Clean, readable sales tickets are necessary for the sales and accounting departments.

Besides unreadable tickets, the ERROR SLIPS which we receive from the office often contain mistakes in the figures. Use your price chart like a BIBLE; and add, subtract, and multiply carefully. As you know, your customers dislike those error slips, especially when they must pay. So, keep all mistakes to a minimum by following these pointers:

1. Write down name of owner.
2. Write down name of cafe.
3. Write down full address. Not just 5th & Broadway — but — 518 Broadway.
4. Right ENTRIES of prices and correct carry-overs in addition and subtraction.
5. Very important — correct amount of empties — pints and quarts.
6. Always mark type of money transaction: Paid, Charge, Refund, Book Credit, etc. As much as possible, have customers sign ticket; and this is a positive on charges, refunds, or book credits.
7. If account has changed hands, be sure to write down change on invoice, so sales dept. knows to whom to credit sales.
8. Important. Under both Kentucky and Ohio State law, all beer sales to permit holders must be cash. Under no circumstance can beer be charged, or beer be left one day and money picked up the next.

9. There are some accounts, mostly chain stores, where it is permissible to charge, because they have all ready paid in advance.
10. Sign your name to invoice.
11. On Error Slips, make any special notation of delivery, etc., and staple on to the invoice concerned.
12. Take the time to double check your tickets to make sure there are no errors. Multiply cases sold — times cost of case — minus or plus difference in deposit or refund, whichever is greater. This should equal the total of your tickets — Cash and Charge.
13. On any special order for picnic, party, etc., be sure to put down not only the name of place and address to which delivered, but also who is sponsoring the affair. *And also to what individual (and address) the bill is to be mailed.* Remember when the office sends out bills, they must know to whom the bill is to go. For example:

American Legion Post 347
Cheviot Memorial Center
3729 Robb Ave.

Charge to Bill Smith
4832 Reading Rd.
Cincinnati

PART V

What to Do in Warehouse

If a Driver-Salesman is conscientious, he will go about his business in the warehouse. He will not waste time, or get in other people's way.

Here are some suggestions:

1. The main work of the driver-salesman and his helper is on the route, not in the warehouse. You should leave promptly in the morning.
2. The driver should check his load before leaving warehouse. No shortages of beer will be honored after you have left the warehouse.
3. In the evening, do not park in front of door ways or any other place where your truck will block traffic. Save yourself from being called every minute by parking where you will not get in the way.
4. Time will be saved by the helper untying the tarpaulin when the truck comes in.
5. After parking truck, you should go to the office, hand in tickets and have load-out order time stamped. However, do not linger around office (unless there is a great wait) until you have helped your helper unload truck and have cashed in. Then, if there is something on your mind about your route that you want to talk over with your route boss, swell — there is nothing better we like to see.

PART VI

Handling Money and "Cashing In"

A Bavarian Driver-Salesman is a jack of all trades. He also has to take care of money, and take care of it properly. Every cent should be accounted for. If you're going to "cash in" with flying colors, you have to receive the correct amount from each customer you serve. Veterans in the game, say: "Don't become rattled . . . take your time when you handle money, especially when cashing checks."

Here are some suggestions when you're "cashing in" at the window:

1. Stamp all checks with pocket stamp provided you.
2. Cooperate with the boys cashing you in, by arranging money in denominations; putting charges, refunds, etc. tickets on top of invoice stack.
3. Tear all written invoices out of book or books.
4. Check over load in order; do not automatically take checker's word.
5. If you do not "HIT", no changes can be made in your load-out or load-in order unless done by office or foreman. You positively can not change the orders yourself.
6. **DO NOT GET MAD AT SOMEONE ELSE IF YOU DON'T "HIT"**
— GET MAD AT YOURSELF.

PART VII

The Customer — Your Meal Ticket

Mr. & Mrs. Customer are the final judges of the delivery service. Actually, most of the suggestions given in this manual, all refer to Mr. & Mrs. Customer — to give them good service. This can only be done if the men on the Bavarian trucks have that *deep down desire to please*. Sincere friendliness, helpfulness, good manners and a clean appearance, combined with good Driver-Salesman "tricks of the trade" are all necessary for a really successful Driver-Salesman.



1. **NEW CUSTOMERS** — *The First Impression is a Big Impression.* Whether he is a new account, or a new owner at an old spot, he should always be treated with *extra effort*.

A. Try your best to serve a new customer on the day he wants his service. If possible, make

extra deliveries until he knows how to buy.

B. If he needs shells, suggest that you'll be glad to bring them.

C. Be sure that the Point-of-Sale material is up.

D. Get that *First Position*.

E. Be sure the Good-Will Salesman will be in promptly.

2. **GENUINE INTEREST AND RESPECT FOR CUSTOMER.**

A customer may only buy a case per week, but still be sure to respect him. From little acorns, big oaks grow.

BETTER DELIVERY SERVICE

- A. Some customers may have a different temperament than you have. They may look at life differently. However, that is no reason why you can't get along with them, if you have that *deep down desire to please*.
- B. Take an interest in their problems. Learn the customer's name and the names of the people who work for him.

3. GOOD CUSTOMER REACTION IS THE SUM OF A LOT OF THINGS:

Being friendly.

Correct handling of breakage.

Regular time for delivery.

Asking customer if he wants beer brought up from cellar.

Correct handling of complaints.

A cherry "Good Morning".

No over-stocking.

Providing shells, if needed.

Very few mistakes on sales tickets.

Never arguing.

Always giving customer a chance to count full beer and empties.

Never talk about or knock a competitor's beer.

Knowing the customer's name.

Good appearance.

We hope we have been helpful to you, "the man" who sells in delivering "A MAN'S Beer".

We know your customer does not *HAVE TO BUY BAVARIAN'S BEER* nor any other brand or product. However, it will surely help his business if he *does* carry Bavarian's and it is up to you to give the *service . . .* to show your appreciation, so he *wants* to buy Bavarian's!

And so, with a *satisfied customer*, we end our story on better Bavarian's Delivery Service.



BETTER DELIVERY SERVICE