

# THE MILLER POWER PLAY

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# THE MILLER POWER PLAY

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## **GOOD. BETTER. BEST.**

Adult beverage companies have historically prided themselves on creative marketing campaigns and slogans, penetrating their products through the consumer markets across all mediums – radio, television, print, signage, the Internet, and live entertainment. While these campaigns have drawn widespread attention, the companies have not maximized their ability to brand themselves within the retail outlet. This principle leads to the notion of defining where past promotions are analyzed thinking in terms of “Good. Better. Best.” and proactively thinking and acting strategically to implement a Best in practice” retail strategy.

How long does it take to go from Good to Better to Best? This question is better asked while holding a keen perspective of the alcohol beverage industry, a category that dates back to the colonial days, generates \$11.7 billion dollars in sales on an annual basis, and shows an average individual 100,000 commercials branding their products before he/she reaches the age of 18. While these companies have resorted to extreme efforts to demonstrate why a consumer should develop a loyalty to their brand, they have not effectively created a “Best” environment in the retail setting, a time when the consumer is situated in a point of purchase. As consumers have grown accustomed to the standard happy hour specials, taste tests, giveaways, and specials on tap, there has yet to be an effective promotion in the retail setting that efficiently drives their loyalty – until now, The Miller Power Play.

## **THE MILLER POWER PLAY**

The underlying premise of the Miller Power Play is that Miller Brewing will install countdown clocks in select regional settings, providing a promotion where consumers are offered discounted beer for ten minutes when a certain scenario takes place in a live sporting event viewed on television at the establishment. For instance, when a local NFL team scores a rushing touchdown (an occurrence .842 times per game), consumers in the retail setting can purchase a designated Miller beer (or any beer depending on state laws) at a discounted price (i.e. \$1) during a ten minute period that the clock ticks down. The server at the bar will end the promotion when time expires on the countdown clock. If the Power Play event occurs within the last 10 playing time minutes of an event (or 50 laps of a race), the retail operator will responsibly distribute redeemable discount coupons in an effort to prevent customers from drinking immediately before driving.

As an idea that is applicable across sport mediums, the Miller Power Play can be used in corporate controlled scenarios (i.e. The Miller Power Pass – where the promotion is run when a Miller Lite driver first gains the lead in a race) or uncontrolled “chance” scenarios, such as when a local NHL team scores a power play goal (a 1.034 chance of occurrence). Due to the statistical chance involved with the promotion, the Miller Power Play should only occur once per contest. Some local bar owners are already conducting similar promotions, giving away free shots (at a cost of 4-5 cents per shot) every time a local team scores to boost game-day traffic in their retail locations.

As an idea originated and first implemented in the minor leagues, the Miller Power Play is a power-driven retail promotion that steers consumers to purchase and develop loyalty to Miller products using sport as a medium. The promotion also serves as an avenue for Miller corporate to provide its retailers with an opportunity to reserve ownership over a creative sales-driven idea that will increase their profits, thereby strengthening the relationship between the two parties.

To effectively activate the promotion, Miller Brewing will need to work collectively with its distributors and owners/operators of its retail settings to install branded countdown clocks in each premise (similar to that of a neon sign, please see caption below). Promotional signage for the concept will also need to be provided. Initial cost estimates for the project are approximately \$300 for the Miller branded countdown clock and an additional \$100 for signage. Miller Brewing and its local distributors will share the costs, as is the case with all promotional materials.

### **Plan of Implementation**

The plan of action calls for the Miller Power Play to be implemented in fourteen major markets and fourteen college markets, in an effort to drive brand loyalty to Miller products among a range of demographics.

In each of the NFL markets, Miller can work collectively with the team's partnering retail outlets (i.e. Buffalo Wild Wings, TGI Fridays, Hooters, etc.) to activate the promotional plan, maximizing opportunities with benefit opportunities for all parties involved. The initial implementation should feature countdown clocks in five retail outlets of each of these fourteen major markets (140 locations nationwide). Additionally the Miller Power Play will be implemented at two retail locations across fourteen major collegiate markets as Miller strives to build brand allegiance among the 21-24 demographic, a challenging market segment for alcoholic beverage providers (Appendix F).

Fourteen (14) major markets across the United States have been identified as prime locations viable by law for promotional use. The notion behind the identification of these markets is that twelve (12) of the fourteen (14) locales selected (excluding Los Angeles and Milwaukee) host NFL franchises. The markets include: Phoenix, Los Angeles, Oakland, San Diego, Miami, Jacksonville, Tampa, Denver, Washington, D.C., Detroit, New Orleans, Pittsburgh, Philadelphia, Milwaukee, and New York City.

Fourteen (14) collegiate markets across the nation have been identified according to demographics, market size and composition, and allegiance to local teams. These include: the University of Florida (Gainesville, FL), Florida State University (Tallahassee, FL), University of California at Berkeley (CA), Penn State University (PA), Auburn University (AL), University of Colorado (CO), the University of Michigan (MI), Louisiana State University (LA), the University of Arizona (AZ), Arizona State University (AZ), the University of Kentucky (KY), and West Virginia University (WV), the University of Oregon (OR), and the University of Arkansas (AR).

### **Breakdown of Promotional Expenses**

The cost of each retail Miller Power Play Clock is approximated at \$300, an estimate generated by benchmark analysis of countdown clock prices listed on ElectronicsUSA.com. However, due to the customization of the clocks (branded Miller Power Play insignia), and the bargaining power of the Miller Brewing Company when ordering in mass quantities (98 clocks), an estimate calculated to cost an approximate of \$300. In addition, \$100 in signage will be distributed to each retail location for promotional use. All costs will be split 50/50 between Miller corporate and local distributors.

#### Local

5 Retail Outlets X \$400 Expense = \$2,000 for each Professional Market  
2 Retail Outlets X \$400 Expense = \$800 for each Collegiate Market

#### National

\$2,000 X 14 NFL Markets = \$28,000

\$800 X 14 Collegiate Markets = \$11,200

**Total** \$29,200 (Split 50/50 between Corporate & Distributors)

\*This promotional campaign expense is minimal in comparison to the exuberant \$2.4 million asking price for a Super Bowl ad in 2005.

### **The Original Implementation of the Idea in the Stadium Setting**

The Rio Grande Valley Killer Bees of the CHL first implemented the “Power Play” promotion during the 2005 season in an effort to drive fan involvement, attendance, and activate its partnership with its alcoholic beverage sponsor. After benchmarking the concept’s utilization in minor league baseball, the Killer Bees applied the activation strategy to their own contests, where they award fans with a ten minute discount on alcoholic beverages if the Bees score a power play goal (an event that occurs on average 1.034 times per game). Once the power play goal occurs, the announcer tells the crowd that a (Brand Name) Power Play goal has occurred and explains that fans now have ten minutes to purchase an alcoholic beverage for one dollar (a discounted price). Televisions within the concourse are then activated with a 10-minute countdown clock (channeled using a DVD with the timer). Once the countdown clock expires the promotion ends, even for those waiting in line at the concourse. Past in-stadium trials have revealed that the promotion is not an enigma for resentment or anger among fans in line who are not afforded the opportunity to purchase a beverage before the expiration of time. While any brand may be purchased for \$1, the consumer is still driven to buy the brand driving the Power Play concept. On given Power Play promotion nights, the Grand Valley Killer Bees saw 25% increases in walk-up crowd attendance.

## THE CORPORATE REACH (EXTENDING AN ARM TO THE RETAILER)

*“Sponsors are often looking for their own exclusivity, but one thing I learned from retailers is that it’s just as important to make things exclusive and proprietary to them.”*  
- Ralph Santana, VP Pepsi

### **Who Wants to be Micromanaged?**

In the world of business, the topic of micromanaging commonly surfaces as an unhealthy business practice across a number of channels. But that is essentially what corporate levels of alcoholic beverage companies do, micromanage their retail properties through extensive distribution channels and longstanding relationships. In this system, distribution channel operators work exclusively with corporate representatives to decide what should be implemented in the retail setting to drive consumers to their brand (taste testing, giveaways, happy hour specials, etc.).

One has to question why a more open stance is not taken to involve the retail owner/operator and gauge their interest on what can be done to further drive traffic and sales (again, thinking in the mindset of How can I make my retail partner better? For, if he/she is better, then they will keep coming back to you to see what can be done next to drive your product). To complement this notion, one should consider why retail operators are not provided more ownership of promotional ideas. At first thought risk essentially comes to mind (taking one’s control and placing more of it in the operators hands), but how else can one maximize a promotion within the retail setting? If a retail operator understands that a promotion will drive traffic and sales within his establishment, he/she will put the right actions in place to make the promotional idea a success. While more responsibility is handed to the owner/operator in this case, the distributor can use his/her own power to ensure that the promotion is run effectively.

### **WIN. WIN. WIN. WIN.**

Sports marketing guru Bill Sutton preaches the notion that in order for ideas (promotions and sponsorship) to be successful, there needs to be a “Win. Win. Win. Win” involved. To achieve maximized success, the idea needs to benefit the *Brand*, the *Fan*, the *Team*, and the *Community*. The Miller Power Play essentially satisfies these four components through unique tie-ins to each arm extension, as detailed below:

**BRAND** – By aligning itself with the action of sport (and/or the local team with a developed loyalty to the fan), Miller Brewing is essentially attaching itself to the consumer in a manner similar to that of NASCAR. Sport researchers have recently begun analyzing the powerful force connecting fans to the brands attached to their favorite NASCAR drivers, a facet very similar to the attachment that will result through effective implementation of the Miller Power Play in the retail setting. By providing retailers with a promotion with a strong activation sense, Miller should gain an upper hand in controlling the taps other than the “major four – Budweiser, Bud Light, Miller Lite, and Coors.

**FAN** – “When the team scores, I score”. This notion, along with cheaper prices on beverages, exemplifies the immediate reasoning behind how the Miller Power Play directly benefits the fan. Consumers are looking to attach themselves to their favorite interests (a sports team in this case) in everyday scenarios, using an inner drive to influence their purchases within the retail setting. Time and time again, consumers are influenced by sport when choosing which razor, can of soup, case of soda, and camera to purchase. Yet, has any brand ever been able to reward consumers for being a fan when their favorite team scores? Not until the Miller Power Play.

**TEAM** – The Miller Power Play is essentially valuable to sports organizations in two ways:

1. The promotion enables teams to enhance their current partnership with their alcoholic beverage sponsor (Miller in this case), by providing a way for the company to activate its product in the retail setting where consumers are in the purchasing stage. Using the mindset of “How can I make my sponsorship partner better”, this promotion drives consumers to the Miller brand as a direct result of fan loyalty
2. The Miller Power Play drives fan attachment and interaction to another level. Now, the notion of the fan scoring when the team scores, provides the team with a way to drive interest for consumers who cannot afford to attend games and/or choose to watch games in the retail setting when the team plays on the road. This rationale stems from the recent successes of fantasy football, where fans are further attached to teams and individual players through an ability to “score when their players/teams score”, thereby increasing involvement and attachment to the game/sport.

**COMMUNITY** – The Miller Power Play serves as an influential force in the community, for it drives foot traffic to local drinking establishments (restaurants, bars, taverns, etc.), thus exchanging dollars from consumers to local owners. In addition to boosting local e-commerce, the Miller Power Play drives fan involvement and loyalty to local teams, providing individuals with a sense of feel for the community.

### **DOES MORE TRAFFIC LEAD TO MORE SALES DOLLARS?**

This question is the underlying dependent variable with the success of the Miller Power Play in the retail setting. If the promotion is implemented effectively, each retail operator should expect to achieve success through repeat business (fans returning to that select establishment over others to experience the promotion) as well as new business (additional consumers choosing to watch games at local establishments rather than their homes to experience the promotion and further their loyalty).

The decision to implement the Miller Power Play promotion will be decided upon in agreement by the local distributor and the bar owner after gauging demand and

quantifying objectives of how they would like to drive consumer interest and loyalty to their establishment.

### **LEGALITIES INVOLVED**

As alcohol and liquor laws vary from state to state, the implementation strategies of the Miller Power Play are heavily dependant upon the local governing body's regulations. Per research conducted through the National Restaurant Association, 26 states have been identified as being capable of offering the Miller Power Play Promotion. The remaining states either are governed by a local city/county governmental party or have laws restricting the promotion of any organized game that awards alcohol as a prize or promotes excessive drinking, and need to be handled on a case-by-case basis.

The states identified as being capable of offering the Miller Power Play promotion are listed in Appendix A while those with restrictions and handled on a local basis are detailed in Appendix B.

### **ISSUES TO BE EXAMINED**

As a result of the amount of responsibility given to the owner/operator of the retail setting, a system of controls must be established to prevent employees from selling the discounted beers outside the designated ten-minute time period. This topic of concern consistently arose through conversations with local retail operators and distributors. Due to variances in bar operators, there is an elevated risk that Miller products may be handled irrationally. Thus, a system of checks (tracking the number of beverages sold during the promotion) will need to be instilled upon implementation of the concept.

After recent harsh public reaction to Anheuser-Busch's "Bud-Pong" activation strategy within the retail setting, Miller Brewing needs to carefully implement the Miller Power Play promotion, noting that the drive is to reward fans with discounted beer but not promote excessive drinking. Because individuals will be limited to two beers during the promotion, there should be minimal cause for concern. However activist groups such as MADD (Mothers Against Drunk Driving) need to be addressed when questions regarding the promotion arise.

### **CASE STUDY**

Miller is currently a Pewter Partner of the Tampa Bay Buccaneers Organization, a partnership that is highly activated from an in-stadium perspective. Activation strategies within the existing relationship include the Buccaneers hosting 200 individuals at the Miller Lite Party Deck onboard the team's stadium ship, the Miller brand engaging fans at a Season Kickoff Party in Downtown Tampa, Miller Girls enacting a Tailgate Spotter



program where they ride a four-wheeler around and hand out prizes and tickets, and both respective partners hosting a team draft party in April. From an activation standpoint, the partnership is excellent, as both sides have worked hard to maximize opportunities for Miller to reach out to the everyday Buccaneer fan.

However, from a retail activation standpoint, little has been done to influence the Buccaneer fan enjoying the game in the local restaurant/bar setting when the team plays at home and on the road. In the state of Florida, where there are no laws regarding the promotion of alcohol, the Miller Power Play would be a strategic move to penetrate the consumer in the setting where they have a very high purchase tendency. By aligning oneself with another Buccaneer partner (i.e. TGI Fridays) or an official bar of the team, Miller Lite can enact a well-activated Power Play setup promotion within the retail setting. To create excitement throughout the course of the season, the retail operator can choose alternative Power Play scenarios throughout the season (i.e. Miller Power Pick in Week 1, Miller Power Score in Week 2, Miller Power Kick in Week 3, etc.). By fostering this “live chance” sense of environment, select retail outlets can build a core customer base while Miller develops loyal customers

## **RETAIL APPLICATION ACROSS SPORTS**

The simplicity of its application and understanding makes the Miller Power Play promotion conducive to a number of sectors in the industry of sport, including baseball, racing, hockey, football, basketball, and boxing/fighting. Using different activation guidelines for each of these respective sports enables the retail operator to implement the Miller Power Play for a number of sports to drive traffic and loyalty (both to the setting as well as the brand).

Detailed below is a listing of avenues where the Miller Power Play can be transformed across sports.

## **FOOTBALL**

### ***Miller Power Rush***

- ◆ The Miller Power Play countdown clock could be activated when a player on the local team scores a rushing touchdown  
*In 2005-06, National Football League Teams scored on average, .842 rushing touchdowns per game at (13.47 for the season). (Data found using NFL.Com 2005-06 Statistical Information)*

### ***Miller Power Score***

- ◆ The Miller Power Play countdown clock could be activated when the local team scores a touchdown

*In 2005-06, National Football League Teams scored on average, 2.29 touchdowns per game at (36.625 for the season). (Data found using NFL.Com 2005-06 Statistical Information)*

#### **Miller Power Reception**

- ◆ The Miller Power Play countdown clock could be activated when a player on the local team scores a receiving touchdown

*In 2005-06, National Football League Teams scored on average, 1.26 receiving touchdowns per game at (20.125 for the season). (Data found using NFL.Com 2005-06 Statistical Information)*

#### **Miller Power Kick**

- ◆ The Miller Power Play countdown clock could be activated when the local team converts a field goal

*In 2005-06, National Football League Teams kicked on average, 1.53 field goals per game at (24.469 for the season). (Data found using NFL.Com 2005-06 Statistical Information)*

#### **Miller Power Pick**

- ◆ The Miller Power Play countdown clock could be activated when the local team records an interception

*In 2005-06, National Football League Teams intercepted on average, .99 passes per game at (15.84 for the season). (Data found using NFL.Com 2005-06 Statistical Information)*

#### **Miller Power Sack**

- ◆ The Miller Power Play countdown clock could be activated when the local team records a sack

*In 2005-06, National Football League Teams recorded on average, 2.31 sacks per game at (36.91 for the season). (Data found using NFL.Com 2005-06 Statistical Information)*

#### **Miller Power Option**

- ◆ The Miller Power Play countdown clock could be activated when the local team opts to attempt a fourth down conversion

*In 2005-06, National Football League Teams recorded on average, .4375 4<sup>th</sup> down attempts per game at (7 for the season). Thus, there is a 87.5% chance that a 4<sup>th</sup> down will be attempted by either team in a contest (Data found using NFL.Com 2005-06 Statistical Information)*

## **HOCKEY**

#### **Miller Power Play**

- ◆ The Miller Power Play countdown clock could be activated when the local team scores a power play goal

*In 2005-06, National League Hockey Teams scored on average, 1.034 power play goals per game (84.83 for the season). Meaning, a first period goal (by either team) will occur in a National Hockey League game 2.07 times (Data found using NHL.Com 2005-06 Statistical Information).*

◆ *Power Play Goals Per Away Contest*

In 2005-06, National League Hockey Teams scored on average, .473 power play goals per game on the road (38.77 for the season).

◆ *Power Play Goals Per Home Contest*

In 2005-06, National League Hockey Teams scored on average, .562 power play goals per game at home (46.07 for the season).

***Miller Power Period***

- ◆ The Miller Power Play countdown clock could be activated when the local team scores a goal in a designated period

***1<sup>st</sup> Period***

- ◆ The Miller Power Play countdown clock could be activated when the local team scores a first period goal

*In 2005-06, National League Hockey Teams scored on average, .901 goals in the first period (73.9 for the season). Meaning, a first period goal (by either team) will occur in a National Hockey League game 1.802 times (Data found using NHL.Com 2005-06 Statistical Information).*

***2<sup>nd</sup> Period***

- ◆ The Miller Power Play countdown clock could be activated when the local team scores a second period goal

*In 2005-06, National League Hockey Teams scored on average, 1.047 goals in the first period (85.87 for the season). Meaning, a first period goal (by either team) will occur in a National Hockey League game 2.09 times (Data found using NHL.Com 2005-06 Statistical Information).*

***Miller Golden Goal***

- ◆ The Miller Power Play Clock can be activated when the local team scores first in the contest (either playing at home or on the road), giving Miller Brewing a scenario where they can control the odds (50%).

**Racing**

The concept of using the digital countdown clock as a promotional tool can be used to implement the Miller Power Pass into the retail setting for racing fans (NASCAR, Busch, Indy Car, etc.).

### ***Miller Power Pass***

- ◆ The countdown clock can be activated when a Miller Lite driver (Kurt Busch, etc.) passes to gain the lead in the race for the first time, etc.

### ***Miller Power Pit***

- ◆ The countdown clock can be activated when the Miller Lite Crew completes a pit stop under a designated time

## **Baseball**

### ***Miller Power Shot***

- ◆ The Miller Power Play countdown clock could be activated when a player on the local team hits a homerun  
*In 2006, Major League Baseball teams hit on average, 1.108 home runs per game (179.53 for the season). Meaning, a home run will occur in a Major League Game 2.22 times (Data found using MLB.Com 2006 Statistical Information).*

### ***Miller Power Pitch***

- ◆ The Miller Power Play countdown clock could be activated when a player on the local team strikes out a designated opposing batter  
*In Minor League Baseball, the Miller Power Pitch has begun to be implemented, where consumers in the stands are awarded with discount beer every time the home pitcher strikes out a designated batter on the opposing team. This scenario enables Miller to hold control over the given situation and the odds at play.*

### ***Miller Power Steal***

- ◆ The Miller Power Play countdown clock could be activated when a player on the local team converts a steal attempt  
*In 2006, Major League Baseball teams stole on average, .569 bases per game (92.23 for the season). Meaning, a stolen base will occur in a Major League game 1.14 times (Data found using MLB.Com 2006 Statistical Information).*

## **Boxing/Ultimate Fighting**

### ***Miller Power Punch***

- ◆ The Miller Power Play clock can be activated when a designated fighter knocks down his opponent for the first time in a match

## **Arena Football**

### ***Miller Power Pick***

- ◆ The Miller Power Play countdown clock could be activated when the local team records an interception

*In 2005-06, Arena Football League Teams intercepted on average, .96 passes per game at (15.29 for the season). (Data found using ArenaFootball.Com 2005-06 Statistical Information)*

### **Miller Power Sack**

- ◆ The Miller Power Play countdown clock could be activated when the local team records a sack

*In 2005-06, Arena Football League Teams recorded on average, .97 sacks per game at (15.47 for the season). (Data found using ArenaFootball.Com 2005-06 Statistical Information)*

### **Miller Power Rush**

- ◆ The Miller Power Play countdown clock could be activated when a player on the local team scores a rushing touchdown

*In 2005-06, Arena Football League Teams scored on average, 1.50 rushing touchdowns per game at (24.12 for the season). (Data found using ArenaFootball.Com 2005-06 Statistical Information)*

### **Miller Power Kick**

- ◆ The Miller Power Play countdown clock could be activated when the local team converts a field goal

*In 2005-06, Arena Football League Teams kicked on average, .72 field goals per game at (11.47 for the season). (Data found using ArenaFootball.Com 2005-06 Statistical Information)*

## **Player Sponsorship**

The Miller Power Play clock can also be activated when a player on the home town team performs well on the field/court. For instance, if Miller were to sign an endorsement deal with Heath Miller, TE for the Pittsburgh Steelers, the company could gain the rights to activate the Miller Power Play clock in the Pittsburgh every time he scores a touchdown on the gridiron. The same concept applies across sports to Mike Miller, small forward for the Memphis Grizzlies. Every time Mike Miller converts a three-point shot, the Miller Power Play clock can be activated in the retail setting. This promotional idea would also excel in the in-stadium/in-arena setting if implemented correctly.

Miller has a unique sponsorship opportunity at hand with a large number of athletes sporting their name, Miller, on the back of their jerseys. Miller Brewing should consider signing endorsement deals with a number of these individuals to build a “Team Miller” with strong parallels to the Jordan brand. Thus, instead of paying exuberant dollars to get as close to the field and action as possible, they will now actually be “IN” the game. This sponsorship opportunity would open a large number of doors for the company as it continue its marketing and sponsorship rights in the medium of sport (Appendix E).



## APPENDIX A

### STATES WITH LAWS ALLOWING THE MILLER POWER PLAY PROMOTION

- ◆ Alabama (Before 9 pm)
- ◆ Arizona
- ◆ Arkansas
- ◆ California
- ◆ Colorado
- ◆ Delaware
- ◆ District of Columbia
- ◆ Florida
- ◆ Idaho
- ◆ Kentucky
- ◆ Louisiana
- ◆ Michigan
- ◆ Mississippi
- ◆ Montana
- ◆ Nebraska
- ◆ New Hampshire (all advertising must be done on-premise)
- ◆ New Mexico
- ◆ New York
- ◆ Oregon (must be advertised on-premise)
- ◆ Pennsylvania One daily drink special may be offered so long as it ends by 12:00 a.m.
- ◆ South Carolina (Regular drink prices may be reduced between 4:00 p.m. and 8:00 p.m. only)
- ◆ South Dakota
- ◆ Virginia (The hours that Happy Hour can be conducted are from 6:00 a.m. to 9:00 p.m.)
- ◆ West Virginia
- ◆ Wisconsin
- ◆ Wyoming

Source: [http://www.restaurant.org/pdfs/legal/state\\_alc.doc](http://www.restaurant.org/pdfs/legal/state_alc.doc)

## APPENDIX B

### STATES WITH QUESTIONABLE/OBJECTIONABLE LAWS REGARDING THE MILLER POWER PLAY PROMOTION

- ◆ Alaska (Licensees also cannot encourage or promote any organized game which awards alcohol as a prize or promotes excessive drinking)
- ◆ Connecticut (Licensees may not offer single-priced, unlimited service drink specials or encourage or promote any organized game which awards alcohol as a prize or promotes excessive drinking.)
- ◆ Hawaii
- ◆ Illinois (Cannot serve more than one drink at a time to a person and cannot advertise lower prices)
- ◆ Indiana (Drink specials must last for the entire business day)
- ◆ Kansas - Licensees also may not encourage or promote any organized game which awards alcohol as a prize or promotes excessive drinking.
- ◆ Maine (Licensees cannot give patrons free drinks, serve more than two drinks to one person at one time, or encourage or promote any organized game which awards alcohol as a prize or promotes excessive drinking).
- ◆ Massachusetts (encourage any organized game which awards alcohol as a prize or promotes excessive drinking; or serve more than two drinks to a patron at one time.)
- ◆ Missouri (Retailers may give free drinks, have two-for-one specials, etc. However, retailers are prohibited from advertising these specials)
- ◆ New Jersey
- ◆ North Carolina - Happy Hours or drink specials must be offered for the entire business day.
- ◆ Ohio - Licensees also may not encourage or promote any organized game which awards alcohol as a prize or promotes excessive drinking
- ◆ Oklahoma - Happy Hours are illegal - no reduced drink prices. Drink specials must occur for an entire calendar week (e.g. Sunday-Saturday).
- ◆ Rhode Island
- ◆ Tennessee
- ◆ Texas (Licensees may not offer single-priced, unlimited service drink specials or two-for-one drink specials. Licensees also may not serve more than two drinks to one person or encourage or promote any organized game which awards alcohol as a prize or promotes excessive drinking. Happy Hour specials must end before 11:00 p.m. The law allows a licensee to offer a food and drink combination for a special price. There is no difference in the law between "happy hour," "drink specials" and "promotions.")
- ◆ Utah
- ◆ Vermont (Licensees cannot offer alcohol beverages at reduced prices for any period of time less than a full day.)
- ◆ Washington

DETERMINED BY LOCAL JUDICIARY

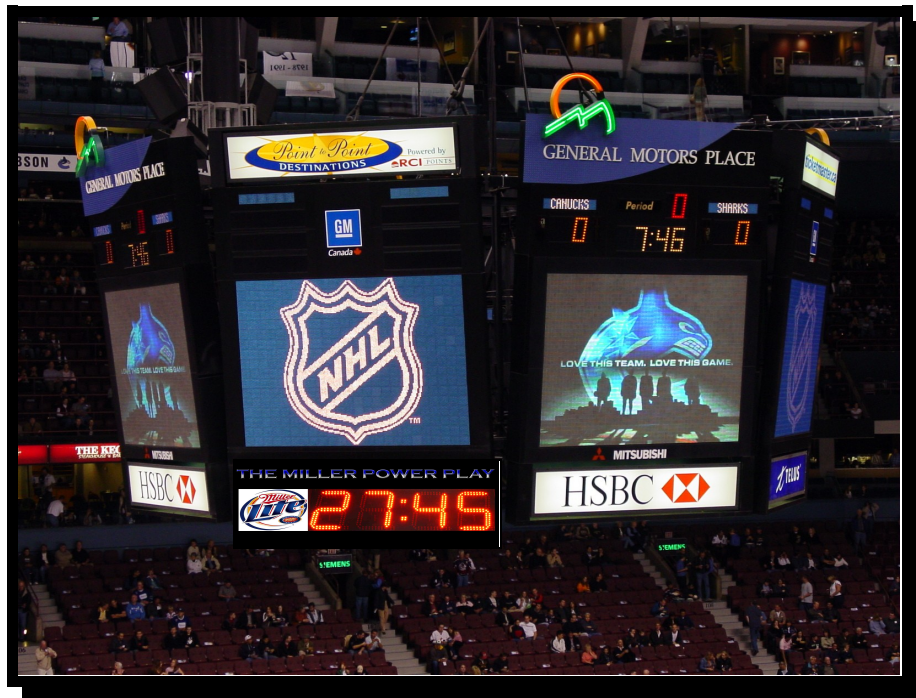


- ◆ Georgia
- ◆ Iowa
- ◆ Maryland
- ◆ Minnesota
- ◆ Nevada
- ◆ North Dakota

Source: [http://www.restaurant.org/pdfs/legal/state\\_alc.doc](http://www.restaurant.org/pdfs/legal/state_alc.doc)

## APPENDIX C

### THE MILLER POWER PLAY IMPLEMENTED IN A RETAIL SETTING



Note: Images were created in Adobe Photoshop, capturing a depiction of scenarios for implementation.

## APPENDIX D

### FACTS AND FIGURES ON THE ALCOHOLIC BEVERAGE INDUSTRY

- ◆ In 2003, the total number of establishments reached 57,032 establishments employing 370,652 people. The industry generated approximately \$11.7 billion in sales, with the average establishment accounting for \$200,000.
- ◆ States representing the majority of drinking places were Wisconsin with 4,317, Texas with 4,034, New York with 3,980, California with 3,979, Pennsylvania with 3,547, Florida with 2,697, and Michigan with 2,318. Other significant states included Indiana, Iowa, Louisiana, Minnesota, New Jersey, and Washington.
- ◆ Taverns were the largest sector within the industry, with 21,557 drinking places. Combined, they shared more than 37 percent of the market. Drinking places alone shared about 21 percent of the market. Bars and lounges represented 18.1 percent, cocktail lounges held 11.8 percent, and nightclubs had 9.2 percent.

Source: <http://www.answers.com/topic/drinking-places-alcoholic-beverages>

## APPENDIX E

### ATHLETES APPLICABLE FOR SPONSORSHIP WITH THE MILLER BRAND

#### Major League Baseball (MLB)

- ◆ Damian Miller
- ◆ Trever Miller
- ◆ Corky Miller
- ◆ Matt Miller

#### National Basketball Association (NBA)

- ◆ Andre Miller
- ◆ Brad Miller
- ◆ Mike Miller

#### National Football League (NFL)

- ◆ Heath Miller

#### National Hockey League (NHL)

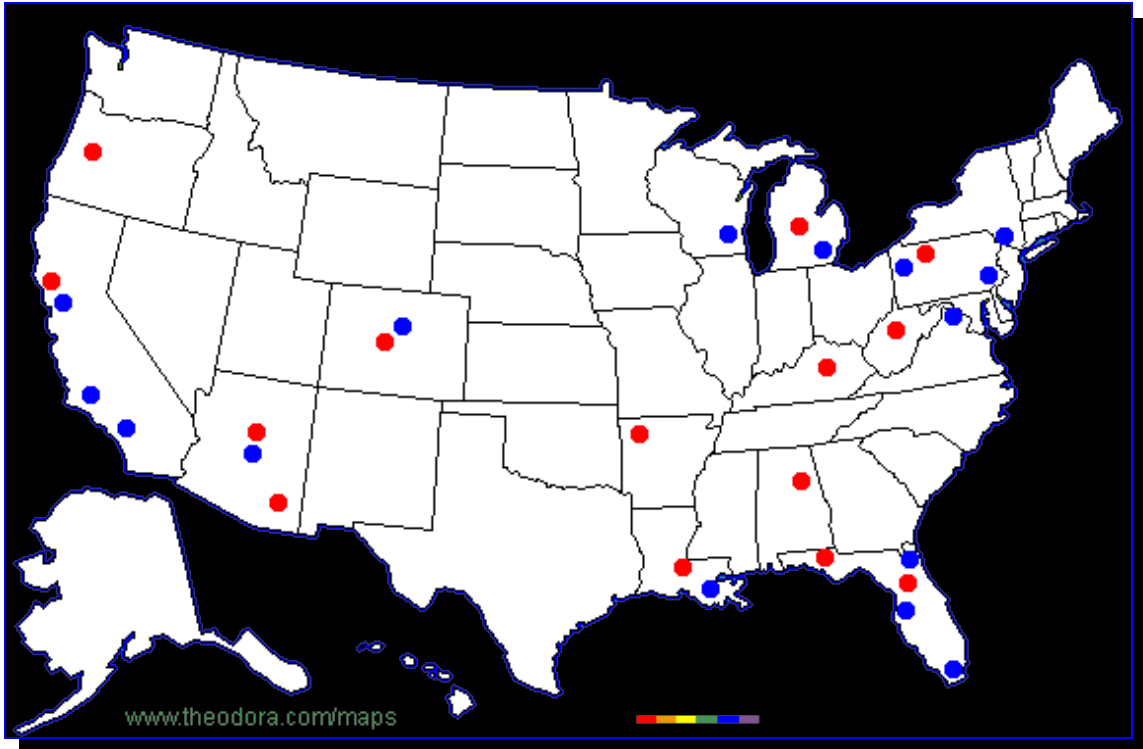
- ◆ Ryan Miller
- ◆ Aaron Miller

#### Skiing


- ◆ Bode Miller

APPENDIX F

LOCATIONS ACROSS THE NATION WHERE THE MILLER POWER PLAY WILL BE IMPLEMENTED



THE MILLER POWER PLAY



27:45

● Pro

● College

A black rectangular box containing the text 'THE MILLER POWER PLAY' at the top. Below the text is the Miller Lite logo on the left and a digital clock display showing '27:45' in red LED-style digits on the right. At the bottom of the box, there is a legend with a blue circle next to the word 'Pro' and a red circle next to the word 'College'.