

BEVERAGE AUTHORITY

February 2008 ~ Volume 7, Issue 2

manage. serve. profit.

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THE BIG PICTURE



Drink Pricing and Consumer Perception

Increasing sales of premium spirits makes good things happen, namely revenues go up, profits rise and the guest experience is enhanced. Consumer research reveals that a back bar well stocked with premium brands is perceived as stylish and sophisticated, and effectively prompts guests to trade-up their purchases.

Not surprisingly, the ever-growing fascination with cocktails has been a boon to premium spirits. When it comes to cocktails, research shows that consumers are willing to pay a premium for drinks prepared with high quality, branded ingredients.

The concept that better brands make better drinks has been well received by consumers. Next Level and I conducted an extensive research project last November in which we found that 78% of people surveyed fully expected that cocktails made with premium spirits would taste appreciably better than those made with

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SPOTLIGHT ON COCKTAILS

New Classy Cocktails Crafted with Fortified Wines

There is a natural affinity between spirits and fortified wines, and mixologists today are continuing to explore the extent of their relationship. These wines, such as sherry, port, vermouth and Madeira, are imbued with tremendous flavors and velvety textured bodies, which makes them incomparable ingredients in cocktails.

Vermouth is the most frequently relied upon fortified wine behind American bars. After aging, both dry and sweet vermouth are fortified with distilled spirits and infused with aromatics, herbs and spices, the composition of which are closely guarded trade secrets.

Andria Herron is sommelier and mixologist at Seattle's elegant Ibiza Dinner Club. Her latest sensation is the **King 10**

Martini, a classically structured cocktail made with Duckhorn Vineyard's King Eider Vermouth, No. TEN by Tanqueray and capped off with two plump Cabrales bleu cheese stuffed olives. Says Herron, "The vermouth is produced from sauvignon blanc grapes grown in Napa Valley and blended with a special mix of herbs and flowers. It's a marvelous aperitif and makes a great Martini."

Two of the bestselling specialties at the Mosaic Restaurant in Scottsdale are the **Oliver Twist Martini**, a cocktail featuring Junipero Gin and Quady's crisp, light Vya Dry Vermouth, the **Manhattan BH** is constructed using Jim Beam's Basil Hayden Bourbon, and equal parts of Vya Dry and Sweet Vermouth.

Sherry is a fortified wine produced in the district of Jerez de la

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PRODUCT PROFILE by Robert Plotkin

Starbucks Coffee Liqueurs

It's hard to imagine a better conceived and more welcomed product than **Starbucks Coffee Liqueur**. Considering that there will soon be a Starbucks on every street corner in the U. S., it's safe to presume that Americans have an insatiable hankering for Starbucks' coffee. Now that signature flavor is available in a delectable coffee liqueur. The question remains though, what took so long?

Super-premium Starbucks Coffee Liqueur is an impressive product that ranks with the best in its class. It is made with a light, sugar-based spirit that is infused with the company's famed blend of high grade, Arabica coffee beans. The 40 proof liqueur has the rich, inviting look of brewed espresso, a satiny, lightweight body and an alluring bouquet of fresh ground coffee. It rolls over the palate without a trace of sweetness, another attribute that distinguishes it from the competition. The coffee-steeped finish is delicious, slightly bitter and remarkably long lasting. The

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Building Repeat Business

Creating a core of loyal patrons who make your establishment their destination venue of choice is a goal shared by every operator. Gimmicks and slick promotional schemes won't accomplish the objective. The only tried and true means of building a core of loyal guests is to carry out the prime mission, that being to ensure that you do a great job the first time they come in. Dissatisfied guests will leave and tear out your listing from the yellow pages and advise everyone they come in contact with for weeks to do the same.

The following is a strategy for achieving the "Cheers paradigm," you know, creating a place where people want to go and where everybody knows your name. That's how you build repeat business.

⇒ **Acknowledge Regulars** — Everyone on staff should make a concerted effort to acknowledge guests they recognize as having been in before. A quick "welcome back" is like money in the bank. The next step is to capture guest contact information. Staying in contact with your core constituency is a proven means of building repeat business.

⇒ **Hospitable Service** — Welcome people into the business as you would welcome guests into your home. There's little difference. Rendering hospitable service is a learned skill that is performed gracefully and naturally. It requires concentration to remain hospitable under pressure. Regardless of how demanding the guests may behave they deserve the staff's hospitable best.

⇒ **Streamlining Sales** — People shouldn't have to beg to be served. Staff a sufficient number of people to handle anticipated demand — wasting a few labor dollars is better than losing potential sales and making good people wait for bad service. Guests will nearly always heed menu suggestions or beverage recommendations. But make them get rid of the canned delivery. The staff should offer suggestions like they were feeding guests insider information. People love the personal attention.

⇒ **Fair Pricing** — Gouging people on the price of drinks is a thing of the past. Competition is such that it is better to ratchet down prices a quarter or two

than to look to grab every dollar possible. High-perceived value is an essential element of getting quality patrons to return another night. Value is as powerful of a force as gravity. Who doesn't want to think they are getting the most for their hard-earned money? Don't you?

⇒ **Slam Dunk Drinks** — Creating a spectacular beverage line-up is essential to the strategy. Your drinks must be original, visually appealing and singularly delicious. Replicas of the drinks poured down the street won't cut it. Make sure as well to offer guests an interesting and creative mix of drinks, everything from cocktails and tall, iced libations to blended specialties and alcohol-free specialties.

⇒ **Prevent Stagnancy** — There's no room at the top for the complacent and uninspired. It's all about stepping over the rut, not falling in it. So look to shake things up. Regularly change how your place looks. Move a mirror, or paint a wall. Even subtle changes can make a difference in the feel of the place. Guests will appreciate the scenery change, as will the staff. Give your people a new look. Wearing the same
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"ONE MORE THING. . ." by Robert Plotkin

A Belated Resolution for '08

Change comes in many guises. A few weeks ago I was in a high volume nightclub and witnessed an ugly altercation erupt. The first security person on the scene was a huge young man with a tight tee shirt, distended biceps and pumped up torso. The alcohol-fogged combatants weren't impressed and the situation continued to escalate. The hulk was clearly in trouble.

A moment none too soon the head of security arrived, forcefully maneuvered herself between the combatants and directly in harm's way. It was an extraordinary thing to do, especially since the woman appeared to be well over 60, stood all of five foot nothing, and weighed less than a folding chair. The confrontation quickly lost its potency.

Honestly she defused the situation in less than a minute, all without shouting, threats, or show of force. Even these drunken brutes jacked up on adrenaline couldn't muster the gumption to get abusive with someone's grandmother. Shortly thereafter I watched as the hulk and Whistler's mother ushered the louts out of the club and into waiting cabs. I later talked with the woman and learned that she had been on the job nearly a year and had yet to encounter a situation that she couldn't handle.

Changing times often require changes in how we approach business. For example, I think most restaurant owners and bar managers are missing the boat when it comes to how they "comp" guests food or drinks. All too often the gesture fails to assuage or impress. Guests realize that owners and managers aren't really taking

money out of their own pockets to pay for the items. The gesture is merely a cost of doing business and everyone knows it.

Ah, but what if the transaction were changed? What if managers or owners actually reached into their pockets and dropped cash on the bar to pay for the drinks? Now that would make an impression. At that point it can only be construed as a bona fide act of kindness. The sale is rung up under a promotional key, the bartender keeps a 20% gratuity, and the individual is given the change. The bookkeeping is straightforward and the impact is huge.

Perhaps it's time to embrace change. It's the only thing that you can really count on.—RP ♦

Drams of Eire — The Irish Boom Continues

While bourbon and Scotch get more press, Irish whiskeys have quietly become the fastest growing, barrel-aged spirit in America. According to *Adams Liquor Handbook*, sales of the classy import continued their climb up the charts, growing at a blistering 19% in 2006, this compared to ostensibly flat growth for Scotch (0.1%) and Canadian (0.3%) last year. So what's the attraction?

It may be no more complicated than Irish whiskeys are exceptionally easy to drink. They're accessible, highly aromatic and loaded with palate pleasing flavors. Equally tempting, years of steadily increasing popularity hasn't significantly driven up their price, making them relative bargains. For a category long existing with nary a pulse, these are heady days.

There was a time when Irish whiskey ruled supreme. By the end of the nineteenth century, there were over 160 active distilleries in the country producing 400 brands of Irish whiskey. It was exported to every port of call in Europe, the British Empire and America, exceeding the worldwide sales of all other types of whiskey combined. It had become the world's spirit of choice.

Two historical events brought the Irish whiskey industry to its knees. The first was the 1916 Irish War of Independence against Great Britain. In retaliation,

England leveled a trade embargo with Ireland, which denied distillers access to markets throughout the British Empire. Then in 1919 came the American Prohibition and overnight Irish whiskey's largest consumer base effectively vanished. The cumulative effect on the Irish economy was devastating.

During the same time, Scotch whisky distillers were thriving. Unaffected by the British embargo, exports of Scotch skyrocketed and truckloads of whisky found their way across the Canadian border and into American speakeasies. Scotch soon became this country's whisky of choice, a distinction that it hasn't yet relinquished.

There are several telling differences between Irish and Scotch whiskeys. Unlike Scotch, Irish whiskey is distilled from both malted and unmalted barley. The malt used in the distillation is dried in closed kilns, rather than over peat fires as is the traditional practice in Scotland. As a result most Irish whiskeys lack the peaty smokiness of Scotch. Irish producers also triple-distill their whiskey and prefer to develop its character in the vat, rather than post-distillation blending.

Ireland's standards of quality are such that there is no such thing as a mediocre Irish whiskey. In a marketplace where demand for super-premium spirits is soaring, Irish whiskeys are hot commodities. The strategy is clear, give

the people what they want and order more bar stools.

Mastering the Irish Coffee

One of the best reasons to open a bottle of whiskey is the *Irish Coffee*. As the story goes on a particularly cold evening in 1952, the chef at the Shannon airport restaurant laced his coffee with a healthy dram of whiskey, a spot of sugar and a layer of whipped cream. The combination was pronounced utterly delicious. The drink soon became a specialty of the airport's bar and took on a life of its own after that.

The same year, a columnist and travel writer for the San Francisco Chronicle passed through Shannon on his way home. He sampled several of the coffees and was immediately smitten. Word of the Shannon airport's coffee made its way to the Buena Vista Café on Fisherman's Wharf. The drink became an immediate hit and has been ever since.

Despite its simplicity, the appeal of the Irish Coffee is nearly universal. It's prepared by lacing freshly brewed coffee with a splash of simple syrup, a measure of Irish whiskey and a layer of frothed milk or whipped cream. For sport try the *Irish Coffee Royale*. It features an additional shot of Kahlúa. Another version includes Bailey's Irish Cream and a touch of Irish Mist or Celtic Crossing. ♦

PRODUCT PROFILE *continued from page 1*

overall result is a sensational recreation of the Starbucks experience.

In a nation fueled by coffee, exploring your drink making options when it comes to coffee-infused products makes good sense. Starbucks' light body and dry, authentic flavor is perfectly suited for mixology. For example, Starbucks exquisite balance makes it the definitive choice for making a Coffee Martini. It yields cocktails that are noticeably less sweet, which is perfectly in step with contemporary trends.

Who wouldn't crave flavor-laced cream infused with a dram of alcohol? Those cravings are bound to thump off the charts once

you taste *Starbucks Cream Liqueur*. Strap yourself in because this is great stuff.

Super-premium Starbucks Cream Liqueur is made with dairy fresh cream, sugar-based spirits and flavored with the company's famed blend of high grade, Arabica coffee beans. It's bottled at 30 proof and packaged in a replica art deco cocktail shaker.

Sure, most cream liqueurs will taste good when chilled, but a truly world-class brand will taste delicious even when sipped neat. Such is the case with delectable Starbucks Cream Liqueur. The recent arrival has the look of cafe au lait and a discernible brewed coffee aroma. The liqueur has a supple, medium-weight body

that coats the palate with chocolate and toffee flavors. The finish is where it really shines. As the liqueur slowly ebbs away the slightly dry, coffee flavors become prominent.

Change is a good thing, especially when it involves an ingredient so popular in mixology as cream liqueurs. Not only will Starbucks Cream Liqueur contribute a singularly marvelous coffee dimension to your cocktails, it will do so without adding cloying sweetness. What more can one ask? —RP ♦



Increasing Profitability by Controlling Costs

Beverage operations have to be hitting on all cylinders to be profitable. When they fall out of tune, profits take a beating. If your bar isn't running at optimum profitability and its bottom line not as healthy as you'd like, scrutinizing the operation to see where it's losing potential profits is a prudent survival tactic.

Considering the significant capital investment made in stocking the bar with liquor, beer and wine, implementing an effective inventory control system is of paramount importance. Product can disappear at an alarming rate. To minimize the risk, beverage operators need a system that accurately tracks inventory as it moves throughout the operation, such that they know exactly what inventory they have, what it cost them, at what rate it's depleted, and exactly where each product it is at any point in time.

Tracking cost percentages is another fundamental means of keeping a finger on the bar's financial pulse. Pour cost — jargon for cost percentage — is a reliable indicator of profit/loss performance. It's determined by dividing the cost of depleted inventory by the gross sales generated over

a given period of time. Because liquor, beer and wine sell at radically different cost percentages, each must be calculated separately for the process to have true significance.

Most operators look for a liquor pour cost percentage in the high teens. The higher the percentage, the lower the profit margin. A liquor pour cost of 18.3% means that it costs the bar just over 18¢ to



generate \$1 of liquor sales. It also means that the bar's monthly gross margin on liquor is 81.7%, or about 82¢ profit per dollar.

No two operations are the same. An 18.3% pour cost could be cause for elation

or alarm depending on its relationship to the bar's previous performance. Perhaps the single constant in pour cost is that every manager would like to see it move lower; every percent it decreases gross profit increases by the same amount.

The more frequently you conduct an audit and determine your pour costs, the more insight you'll gain into what's actually happening behind the bar. Should the audit indicate a problem, you'll be able to respond to the situation more quickly and appropriately. Costs typically shouldn't deviate more than a point between inventory periods. A swing of one or two points in either direction should trip an alarm.

While challenging, controlling beverage costs can have a significant pay-off. For an owner or bar manager, controlling costs is a challenging task with a significant pay-off. For a bar with annual sales of \$500,000 shaving just 2 points off pour cost will yield a return of \$10,000 in savings, profits that would have gone down the drain, down someone's gullet, or out the door in someone else's pocket. ♦

THE BIG PICTURE *continued from page 1*

lesser brands. Nine out of ten consumers sampled expected branded drinks to cost more.

When the people were asked how much more they thought a branded cocktail would cost, nearly a third expected that the increase in price would fall within the \$1 to \$1.50 range. More importantly, the same consumers said that they'd willing to pay \$8, \$10, or more for signature cocktails made with top-shelf brands, explaining that paying \$2 or \$3 more for a drink prepared with the enhanced ingredients would be well worth it.

In another market research study, we spoke at length to 505 people of legal drinking age who said that they frequently entertain with beverage alcohol at bars, restaurants, and cocktail lounges. The consumers discussed in detail their drinking habits and preferences regarding spirits and mixed drinks.

At one point in the project, we presented each of the individuals in the group a drink

menu with three different Margaritas and no mention of their prices. The so-called "House Margarita" was described as being made with gold tequila. The promotional copy on the menu stated that the "Top-Shelf Margarita" featured Sauza Hornitos and Citronge Orange Liqueur, and the "Ultra-Premium Margarita" was

“Premium spirits make good things happen.”

branded with Patrón Silver Tequila and Citronge.

When asked which of the three Margaritas they would likely purchase, not surprisingly almost half of the consumers (45%) said that they'd order the House Margarita, 36% responded the Top-Shelf Margarita, while the remaining 19% replied that they would choose the Ultra-Premium Margarita.

We then gave the people in the study the same drink menus, only this time with the

prices printed next to the three Margaritas. When asked which of the three cocktail they would now most likely purchase, their responses changed dramatically. Nearly two-thirds (65%) of the consumers said that they'd order the Ultra-Premium Margarita priced at \$8.95, this compared to the 23% who preferred the Top-Shelf Margarita at \$6.95, and the 11% who chose the House Margarita priced at \$4.95.

Their responses reflect a social mega-trend referred to as the pursuit of small indulgences. It states that we as a society feel justified occasionally treating ourselves to the finer things in life, a prevailing attitude that largely explains why high-end spirits and ultra-premium cocktails continue surging in sales. Life's too short to drink anything but the good stuff.

As I said at the onset, premium spirits makes good things happen.

Mike Ginley
Next Level Marketing

Frontera, the famed wine-growing region in southern Spain between Cadiz and Seville. Sherries are typically made from Palomino grapes. There are principally two styles of Sherry, the dry and delicate Fino, and Oloroso, which is full-bodied and semi-sweet.

Francesco Lafranconi, master mixologist and director of the Academy of Spirits and Fine Service in Las Vegas, frequently uses Sherry as an ingredient when creating signature cocktails for clients. For example, the **Capote Martini** is made with Level Vodka, Harvey Bristol Cream Sherry and a small teaspoon of rosemary needles. Also high on his hit parade are the **Heirloom Martini**, which showcases Level Vodka and Domecq Manzanilla-Fino style Sherry, and the altogether delicious **Pineapple Sherry Mojito**, a libation that has become a specialty of the house at the Wynn Hotel in Las Vegas.

Chicago's ultra-popular Nacional 27 is a Pan-Latin restaurant. Their general manager and cocktail authority Adam Seger wows his guests with the **Amontillado Perfect**, a luxurious signature made with Amontillado Sherry, Disaronno Amaretto, sweet vermouth, bitters and

a splash of grenadine. "The cocktail has all of the complex flavors of a bourbon Manhattan, but with more food-friendly acidity," says Seger.

The famed Million Dollar Cocktail Collection at Harry Denton's in San Francisco includes the **Heavenly Dram**, a classy offering featuring Macallan 25-year Single Malt, Pedro Ximenez Sherry, lemon juice and honey syrup, and the **Angels' Share**, a decadent combination of Louis XIII de Rémy Martin Cognac, Porto Rocha 20-year Port, Charbay Nostalgie Black Walnut Liqueur, and a splash of Chartreuse VEP.

Made in Portugal, Madeira is fortified with grape spirits or brandy, and aged in soleras similar to sherry. While typically a sweet dessert wine, there are dry styles of Madeira as well.

Also at Nacional 27, the favorite after dinner specialty is the **Century Alexander**. Priced at a cool \$55, the extravagant dessert-like drink is made with Blandy's Verdelho Madeira 1934, Camus XO

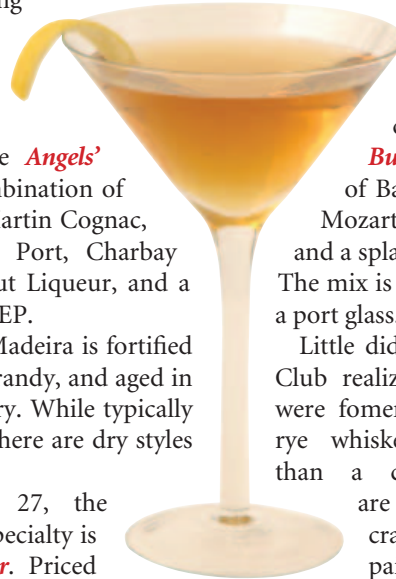
Cognac, Clement Shrub Creole Liqueur and homemade Tres Leches ice cream. The drink is a genuine treat.

The **Charleston Chew** is one of two specialties at Scottsdale's Mosaic Restaurant that feature Madeira in their recipes. It combines Charleston Barbieto

Madeira Grand Marnier and Disaronno Amaretto.

It is shaken over ice and strained into a frosted cocktail glass. The **Barbeito Bullet** is made with equal parts of Barbeito Madeira, Stoli Vanil, Mozart Dark Chocolate Liqueur and a splash of butterscotch schnapps. The mix is shaken and served chilled in a port glass.

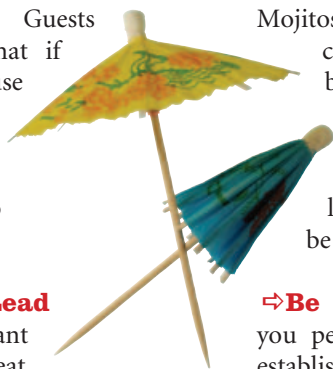
Little did the staff at the Manhattan Club realize the revolution that they were fomenting when first they laced rye whiskey with vermouth. More than a century later, mixologists are still following suit and crafting timeless classics by pairing spirits with delicate fortified wines. ♦



SAFEGUARDING YOUR PROFITS *continued from page 2*

clothes to work gets old and takes a toll on staff morale. Put a bounce in their step with a uniform change.

⇒**Clean, Clean, Clean** — Unless seedy is integral to your concept, a dirty bar and unsanitary restrooms are major turnoffs. Guests naturally presume that if the front of the house is sketchy, the same must be true for the kitchen. Coincidentally, so do health inspectors.



⇒**Take the Lead** — An important part of being a great bartender is the ability to match each guest with the right cocktail. Guests will nearly always heed drink recommendations. But bartenders need to dump the canned delivery and offer suggestions like they were feeding guests insider information. Bartenders can't be reticent to ask guests questions. The more

they know about their guests' preferences, the better service they can render.

⇒**Develop a Specialty** — Some bars proudly let it be known that their Martinis are second to none; others boast of concocting unrivaled Margaritas or Mojitos. Whatever your interest, choose a category of drinks and make it your bar's specialty. People naturally want to sample what you do best, and when they discover that it lives up to advanced billing, like-minded aficionados will soon be calling your bar home.

⇒**Be Unpredictable** — What if you periodically bought people in your establishment their dinners? Or sent a bottle of wine to a table compliments of the management? Or bought a party a round of drinks? There'd be a massive outbreak of goodwill. Perhaps change decades now and again and go "retro." It's a blast for the staff, a novel change for the clientele, and a boost for business. Pick a decade and work with it — music,

costumes, classic drinks, period decor, etc. Have fun, it's contagious. ♦

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New Classy Cocktails Fortified with Wines

The secret to the Manhattan's enduring popularity can be attributed to the total compatibility of spirits and fortified wines. The explanation is that in the process of making these wines grape spirits are added raising their alcohol level to 13% to upwards of 20%. Mixology is replete with classic cocktails that marry fortified wines and spirits, and today's practitioners are continuing to explore and redefine the boundaries of this magical pairing. *Salud!* —RP ♦

Angels' Share

Specialty of Harry Denton's Starlight Room

Created by Jacques Bezuidenhout

Brandy snifter, heated

Pour ingredients into an empty mixing glass

1 1/4 oz. Louis XIII de Rémy

Martin Cognac

3/4 oz. Charbay Nostalgie Black

Walnut Liqueur

1/2 oz. Porto Rocha 20 year old Port

Stir and strain

Garnish with a lemon spiral twist

Century Alexander

Specialty of Nacional 27

Created by Adam Seger

Cocktail glass, chilled

Pour ingredients into an iced mixing glass

1 1/2 oz. Camus Borderies XO Cognac

1/2 oz. 1908 Malmsey or Bual Madeira

1/2 oz. Liqueur Créole Clément

3 oz. tres leches ice cream

Shake and strain

Garnish with a homemade maraschino cherry and dust with freshly grated nutmeg

NOTE: Homemade Maraschino

Cherry Recipe

Fill a glass jar with pitted, organic sour black cherries (fresh or frozen). Fill to cover with equal parts simple syrup and Luxardo Maraschino Liqueur. For every cup of cherries, squeeze in half of a lime. Refrigerate up to 2 months.

Charleston Chew

Specialty of Mosaic Restaurant

Created by Stephanie Kozicki

Cocktail glass, chilled

Pour ingredients into an iced mixing glass

2 1/4 oz. Barbeito Charleston

Sercial Madeira

1/2 oz. Disaronno Amaretto

1/4 oz. Grand Marnier

Shake and strain

Garnish with a Marcona almond

Heavenly Dram

Specialty of Harry Denton's Starlight Room

Created by Jacques Bezuidenhout

Cocktail glass, chilled

Pour ingredients into an iced mixing glass

1 1/2 oz. The Macallan Sherry Oak

25 Years Old Single Malt Scotch

3/4 oz. Garvey Pedro Ximenez Sherry

2 teaspoons honey

1/2 oz. fresh lemon juice

Stir and strain

Garnish with a lemon spiral twist

La Perla

Specialty of Tommy's Mexican Restaurant

Created by Jacques Bezuidenhout

Cocktail glass, chilled

Pour ingredients into an iced mixing glass

1 1/2 oz. Gran Centenario Reposado

Tequila

1 1/2 oz. Domecq Manzanilla Sherry

3/4 oz. Mathilde Poire d'Anjou Liqueur

Shake and strain

Garnish with a lemon twist

Manhattan BH

Specialty of Mosaic Restaurant

Created by Stephanie Kozicki, Matt Rinn

Cocktail glass, chilled

Pour ingredients into an iced mixing glass

2 1/2 oz. Basil Hayden's Bourbon

1/2 oz. Vya Sweet Vermouth

1/4 oz. Vya Extra Dry Vermouth

2 dashes Angostura Aromatic Bitters

Stir and strain

Garnish with a lemon twist

Where Does this Beer Come From?

The world's most widely produced and consumed alcohol beverages, beer is a relatively simple substance, the basic components of which are barley, hops, yeast and water. Its personality is largely derived from where it is made. The taste of the water used and the yeast used in fermentation leaves an indelible mark on its character. So let's see what you know about where the world's great beers hail from. Match the following labels of beers with their country of origin.

Questions

1. Bank's Ebony
2. Boon Rawd
3. Brahma
4. Brain
5. Braü AG
6. Carib Lager
7. Carling O'Keefe
8. Carlsberg Elephant
9. Pelforth Pale
10. Lindemans Kriek
11. Lion Lager
12. Red Stripe Lager
13. San Miguel
14. Singha Lager
15. Tooth's Sheaf Stout

- A. Austria
- B. Australia
- C. Barbados
- D. Belgium
- E. Brazil
- F. Canada
- G. Denmark
- H. France
- I. Jamaica
- J. Philippines
- K. Singapore
- L. Sri Lanka
- M. Thailand
- N. Trinidad
- O. United Kingdom

- 15-B
- 14-K
- 13-J
- 12-I
- 11-L
- 10-D
- 9-H
- 8-G
- 7-F
- 6-N
- 5-A
- 4-O
- 3-E
- 2-M
- 1-C