



## IBG INTANGIBLES

### February 2010

Often it's the intangibles that make the difference between success and failure. At IBG we hope when you think about consolidation (buy/sell/merge) you consider everything including: knowledge, skill, creativity, and persistence.

**Knowledge:** It is imperative that when considering whether to buy/sell/merge you work with someone who is completely familiar with all aspects of the beer business. This includes history, current events, and a realistic view of the future. In today's environment any mistake is costly. Working with someone who has a respected view of all parts of the industry is critical. IBG is considered not only a leader in consolidation but also a leader in working to move the beer industry forward in a positive way. We actively work with suppliers, state associations, NBWA, analysts, retailers, media, as well as large and small distributors all over the country. We believe our broad-based knowledge makes us a valuable resource to our clients.

**Skill:** It's nice to know what to do, but unless you have the skills necessary to execute it's useless. It's one thing to develop the correct strategy but having the skill to finish is rare. We hope you take the time to meet personally with anyone you are considering working with on consolidation. With all the land mines you must navigate in today's hectic environment you must have a gifted point person to work with you. At IBG performance is only measured by results. We are available to meet with any wholesaler any time. We look forward to competing for your business. We encourage you to make your decision after you have met everyone in person and determined for yourself who has the skills to help you.

**Creativity:** There are no easy transactions left. With evolving supplier consolidation, new banking rules, legal hurdles, tax changes, etc. the need to work with people who are not afraid or able to try new solutions has never been more important. Transactions today rarely end like they start. The ability and experience to adjust mid-stream is necessary. If you are unable to creatively adjust you most likely will fail to complete the transaction. IBG can give you numerous recommendations from distributors that worked with us through very difficult situations that required creative solutions.

**Persistence:** Not quitting, not giving up, working through seemingly insurmountable obstacles is one of our best qualities. Transactions today are frustrating and scary. Working with someone who will not quit is frequently needed to pull everyone through. In the last 25 years IBG has dealt with suppliers selling, banks shutting down, distributors changing their minds and all sorts

of deal-breaking circumstances. By staying with the transaction and providing leadership we made it to the finish line. Again, let IBG give you specific examples.

At the end of the day if you want to buy/sell/merge you really need to carefully select who you want to help you succeed. We encourage everyone to check references and personally meet the team you choose. At IBG we are always available and look forward to hearing from you.

Visit our web site at [independentbeveragegroup.com](http://independentbeveragegroup.com) or you may contact us if you are considering buying/selling/merging at the following:

Joe Thompson  
Office: 843-681-6333  
Cell: 843-384-0828  
Email: [ibg@hargray.com](mailto:ibg@hargray.com)

Todd Arnold  
Office: 303-410-7748  
Cell: 719-331-9517  
Email: [toddarnold88@msn.com](mailto:toddarnold88@msn.com)

Gary Styles  
Office: 916-791-3505  
Cell: 916-801-9898  
Email: [gstyles1@me.com](mailto:gstyles1@me.com)

Jeanette Foley – Corporate Office  
Office: 770-487-0277 or 888-354-0066  
Email: [ibg@hargray.com](mailto:ibg@hargray.com)