

FOR THE ELITE OF THE DRYCLEANING INDUSTRY

Creating a Marketing Plan the Easy Way

“Staying ahead
of the competition”



BY
DENNIS MCCRORY

Put yourself in the shoes of your customers. Do you know why they buy your services? Is your pricing appropriate? Do you simply knock off 20 to 30 percent whenever clients turn scarce? Have you set any marketing targets or sales goals for the next 12 months or 5 years?

A marketing plan gives you a roadmap that can drive action and point the way. A marketing plan can help you:

- Identify which customers are your best prospects.
- Evaluate company data against the rest of the industry.
- Track results so you learn what works.

Without a plan, you may be moving fast, but you may not be moving in the right direction. Here are five steps to creating a strategic and practical marketing plan.

Step 1: Strategy vs. Tactics

This one business secret can be more important to your business success than anything else you do. It can determine how much success you eventually achieve through your business.

Strategy is the long-term direction you will take to

achieve your planned objectives, while tactics are short-term actions used to implement your strategy.

Strategy is something you do carefully, methodically and calculatingly to accomplish your precise, well-defined goals. It enables you to exercise complete control over competitive issues, threats and opportunities. Basically, strategy is your detailed master game plan and tactics are the individual means used to successfully implement that plan. Your strategy is the most important single business function you will ever develop.

Tactics are merely the steps and actions you use to help achieve your strategic goals. The four Ps of strategic marketing are:

• Product:

Offering the right services for your market.

• Price:

Selling your services for an amount that makes your target customer feel it's a good deal.

• Promotion:

Creating the right image in all of your advertising: print – direct mail, flyers, brochures, and postcards, TV or radio spots, newspaper or magazine ads, and online.

What's Inside?

<i>Antidote Drycleaners' Disease</i>	.3
<i>Good to Great</i>5
<i>Member Profile</i>6
<i>James Peuster</i>8
<i>Voice Touch</i>9
<i>New Members</i>10
<i>Don Desrosiers</i>11
<i>Grandma</i>12

- **Place:** Offering your services where your target customers find them convenient.

If you can offer the right services at the right price in front of the right customers, your profits will soar. Keep in mind that a high volume of sales isn't the key. Profit is. The goal of marketing is to generate the interest or recognition that will lead to the sales that will boost profits. That's the reason to create a strategy. You want to craft persuasive messages for the customers you target. You also want messages that promise only what you can actually deliver.

Step 2. Tap your brain trust.

To find the best marketing strategy for your company, set up brainstorming meetings with advisors you trust, such as friends, staff, or other drycleaners. Meetings can be brown-bag lunches or informal offsite meetings. Just stay away from ringing phones and don't expect to get everything done in one meeting.

You might consider taping these sessions and distilling the best ideas and suggestions. Start putting notes on paper. Describe the state and size of your marketplace, what mediums will work best, your target customer (age, income, locations, and purchase patterns) and how your services rate against competitors.

Step 3: Listen to customers

Next, you need to know how customers react to your quality and price, service and delivery, image and brand—everything, in short, that influences their purchasing decision.

To discover what customers think, just ask them.

Survey some of your current customers as well as customers you want to reach. Make personal calls or send them surveys via e-mail or postcards. Include an incentive to boost participation, such as a discount or a free cleaning.

Based on what you learn, prepare a SWOT analysis that looks at your business in fresh ways:

- **Strengths:** What makes your business thrive?
- **Weaknesses:** What are your vulnerabilities?
- **Opportunities:** What market conditions or segments can lead to growth?
- **Threats:** How are competitors snapping at your heels?

Step 4: Draft the plan

Now that you have an overview of customers and market conditions, you can develop a marketing plan. This plan needn't be a formal document, but should at least consist of a written outline to share with staff or outside consultants and to refer to later.

Step 5: Track results

Track your marketing efforts to know if they are paying off or if you should rethink your approach. Calculate the category and cost of marketing communications and compare with set sales before and after. Also make sure to include plans for a marketing calendar. Plans are great, but if you don't also designate responsibility, set deadlines and hold people accountable, marketing efforts can't succeed.

Finally, don't rest on your laurels. Markets change all the time and you must be ready. Make sure to review the plan every year to see what needs to be revised. ♦

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The Antidote for “Drycleaners’ Disease”



BY ED ROTH

In last month's article I wrote about drycleaners' disease. I received a lot of comments from other Golomb Group Members about their own experiences. Most of the Members said

that they, unfortunately, had come down with the disease. Despite their efforts and their promises to themselves that they would never succumb to the illness, they had found themselves becoming grouchy and rude. They related stories about how they “just don't want to be taken advantage of.” One manager of a multi-store operation wrote to me, “I definitely believe that I have it (the disease) and my motivation as I get older is to resist being taken advantage of, even though it is not my money.” I had promised to give the antidote to the disease in this month's article. Especially with the

number of responses and admissions that I received, I think it is essential that we cure this fast spreading plague.

First of all, I want us all to think back to when we were kids. Depending on how old you are, you might remember that before the pharmacy industry decided to make medicines taste sweet and candy like, the medicines that we had to swallow when we were sick were nauseating and could make you cringe and almost throw up. I remember that we had to be coaxed and cajoled just to take our doses. I'm sorry to say that the antidote to the drycleaners' disease harkens back to those days when we were hesitant and told our Mom that there was no way we would swallow it. It won't be easy, but I want you all to take a deep breath, relax, and realize that if we take our medicine, we will get better, and rid ourselves of the disease.

Second of all, I want us all to look at the big picture. It's not one or two customers that we are talking about: it's our business. It's all of our customers that we must be concerned about.

Since I wrote the article I have had two incidents that made me cringe and swallow the medicine. Mrs. Z was very unhappy and disgusted because her religious article that had some fringes on it had come back with some fringes a drop shorter. Some fringes had been tangled and we had made it look great by shortening the fringes a fraction of an inch to make them all look perfect. Understand that the article we are talking about it called a Tzizis and it is worn as an undershirt, beneath all normal clothing out of sight. Of course she

(Continued page 4)

Members Only

Would you like to read your
Golomb Group newsletter on line?

It's now available under the
“Members' Section” of our website
www.golombgroup.com.

Simply enter the
USER NAME: “golombmember”
PASSWORD: “iamawinner”

We'll be changing these from time
to time, so keep posted!

(Continued from page 3)

detected this shortened length with her micrometer and demanded new fringes. I took a deep breath and asked her how much the new fringes cost. She thought it was about \$46. I told her to please replace them as soon as she could and just bring the bill and there would be a check waiting. She thanked me and was in a few days later for her check. However, she brought in a big order and just asked that the \$46 be deducted from her bill. Today I deposited her check for the balance of the order, which was \$122.00.

Tracy has always been a crazy lady. My manager related the story that Tracy had said we were supposed to install a new zipper in her pants, she went to put on the pants, the zipper was not replaced, she was fuming, and demanded that it be replaced. She was very obnoxious and rude to the manager. My manager was annoyed and looked up her history and found no record of a pair of pants needing a new zipper. She called Tracy and told her this. Tracy went ballistic on the phone, said that she was never coming back, that we could keep her \$165 order that she brought in yesterday, that she was rich enough to buy new clothes, and it wasn't the \$12 that was the issue, it was the way she was questioned and treated and hung up. Upon hearing about the incident, I took a deep breath, swallowed the antidote, and called Tracy on her cell phone. I apologized. I told her a new zipper was being put in as we spoke. I apologized for Angie's misunderstanding and reminded her of how much we appreciated her business and how

much I always enjoyed seeing her and the years that we've shared as customers and friends. I hoped she could forgive us and realize it was a mistake that would never occur again. She quickly changed her tone, and thanked me for calling her, and had hoped that I would have called her when she left the store. Today, I deposited her check for \$165 for the order she picked up.

**“You will have
to take
actions that
will bring
customers
through
the door”**

The world is different today and it is changing rapidly. In his book, “Hug Your Customer,” Jack Mitchell points out that “There is a new business landscape out there. Business has undergone a fundamental shift in thinking and behavior in the last decade. A shift that cries out for hugging. Business is no longer reactive, now it is proactive. In the 1970s and 1980s it was okay to say, “May I help you?” and we did. That doesn't work any longer. You will have to take actions that will bring your customers through the door. You must initiate the sale, not simply complete it. It is not a transaction any longer, you must make it a relationship.”

Jack Mitchell is a highly successful owner of a men's wear company based in Westport, Connecticut. He has written a book that I feel currently defines where we must go in today's business atmosphere if we are to succeed. “Anyone can sell a dark blue suit. The “May I help you?” must be transformed into “Is this for a

(Continued page 9)

Good to Great

Most people in business are content merely to get by. They don't really want to be a leading force in their market.

Most business owners say they want their business to be special, distinctive, far more valuable to their marketplace - but they do very little (if anything) to achieve that goal.

Most business owners seem happy with whatever sales the market chooses to give them.

And frankly, when you operate your business in a mediocre way - you are lucky to get whatever business and income you make. Few people who run mediocre businesses make a lot of income.

Most struggle throughout their lives, while all the time, hoping and wishing that their lives, business, lifestyles were different.

There really is only one long-term way to achieve the personal, financial and emotional success you crave. You need to commit yourself and your business to becoming great. Not good. Great!

Great means doing more for your prospects and customers. Great means giving more value, more service. Great means seeing more needs and filling them in far more superior ways. Great means falling in love with the people you serve rather than being a simple servant to mere moneymaking. Great means always looking for breakthroughs in marketing, strategy, innovation and business philosophy. Great means being fully interested in others --- focus-

ing squarely on, THEIR hopes, dreams, fears, wants, and needs.

Great means not following the trite, superficial and ingenuous "typical" marketing approaches that everyone else uses. Great means having a strong, meaningful point of view and executing it. Great means interacting with your market on multiple impact points so you envelop them in a positive web of delightful satisfaction -- that they never want to leave. Great means having your customers' best interest ALWAYS at heart - not your own self-serving greed.

Great means creating unbreakable trust. Great means loving what you do - because you love the impact it has on people.

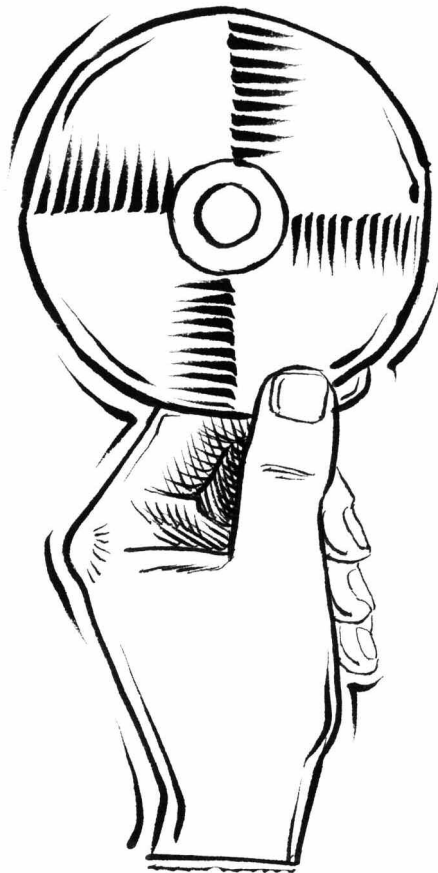
If you crave true prosperity, stratospheric success - you need to perform a quick (maybe painful) "reality check" on yourself and your business.

If you're not passionately committed to being great, you may want to seriously think about changing businesses. There's no way you'll ever be able to achieve the goals you're after by merely being mediocre.

If, (upon careful self examination), you see that you and your business desperately need a "Greatness Makeover..." you're in luck! The enclosed CD "Good to Great" by Jim Collins will put you on the path to make you and your business GRRRRRRREAT!

By the way, greatness has nothing whatsoever to do with size or type of business.

You can operate a great ice cream stand. It's all about your mindset, methods, motivation and intent. ♦



Matt Whitehurst

Stan Golomb Marketing and Management Scholarship Winner

Birmingham, AL

In Birmingham, Alabama, the Masters Of Marketing recently met and visited the very successful operation run by David Whitehurst. David was a very successful CPA and CFO of a very successful Insurance Company. Career changes brought him to the dry cleaning industry where he bought a Champion Cleaners franchise. The franchisor of Champion went through some changes and David decided to buy the whole Champion Cleaners franchise. With one successful store he decided to build another from the ground up. The Masters of Marketing visited the shell of the new store, which is now in full operation and in many ways mirrors his first successful store. A full shirt operation, a full dry cleaning operation and a full compliment of employees (almost the same as the original). David even installed his unique separate call office, filled with lockers for customers to use as a place to pick up or drop off their cleaning, if their hours do not coincide with Champion store hours. Some customers use the room sparingly only when they are late for a pick up, while others use it weekly as their special place to drop off their cleaning and pick it up.

One of the reasons to revisit

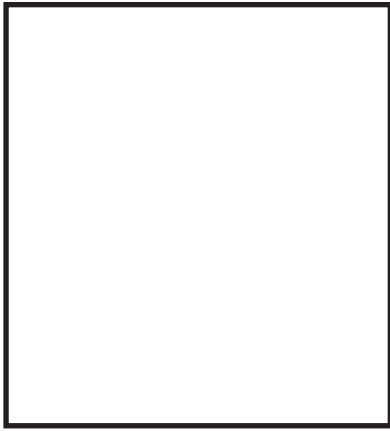
David's operation is the new inclusion in the business of his son Matt. Matt recently graduated from the University of Alabama. He had worked as a young boy ever since his Dad bought Champion five years ago. At that time Matt was seventeen years old and a high

Stan Golomb Marketing and Management Scholarship Winner

school student. After school, he would work the counter, help with the assembly and learned the basics of pressing and spotting. While he attended college, he would work at the plant during vacation and college breaks. Upon his graduation he was the recent recipient of the Stan Golomb Marketing and

Management Scholarship to the DLI (formerly IFI) school. This is the award that Dennis started in Stan's name and is awarded to a worthy Golomb Group Member. It is a scholarship for \$1,000 towards a choice of DLI's programs. Matt chose the basic program that taught cleaning and spotting and customer service. He graduated the class. He was one of 19 students. Some came from places as far away as Israel. Most students were in their mid 30s and hoping to start dry cleaning businesses of their own. Many were very interesting people including a mother and daughter. Matt loved the course and felt that it was just incredible how much he learned. For five days the students went to class from 9:30 to 4:30 with only a half hour break for lunch. They were taught extensively on new fabrics and the latest cleaning and spotting techniques. They were also taught pressing. By far, Matt felt that the most important part of the training was the emphasis on customer service. Matt said, "There is no doubt about it. You must do what you say you will do. You must make the customer happy. Customer service is all about making sure the customer is pleased." He described a situation where a wrong order was given out at

(Continued page 7)



MATT WHITEHURST

got. Make sure you make eye contact. No gum chewing, no cell phones, and of course no rudeness. We have a popcorn machine and we put out small bite size candy bars. We are also planning to install a coffee machine. We do whatever we can to make the customer feel at home and that they have friends at Champion.” Much of the success of Champion Cleaners is do to its successful route operation. To build the route the drivers are constantly putting out VIP bags on doorknobs to prospective customers. It s filled with a packet of printed material about Champion and an instructional note about leaving the bag outside. A few days later a driver passes by and picks up the new bags. If the customer doesn t want the service, a pleasant note asking for the return of the bag is included. A follow up phone call is made and a look and see is done to check if the bag is placed out. Matt claims that Champion gets about 9% new customers with this routine, and that most of the new bags are returned if the customer does not want the service. Route service is offered at no extra charge to the regular store prices. Matt explained that route customers are much more loyal and much better customers in the volume that they spend each month. The customer is given the choice of where the clothes hang, if they are not home. Champion supplies a special hook for their convenience. There is even one customer who leaves the door open and asks that the clothes be put away in the closet.

Another reason for revisiting Champion Cleaners in this profile is that most cleaners across the

Champion. Matt tracked down the correct order then went and picked it up and drove cross town to deliver it to the correct customer. Matt continued to talk about the emphasis on customer service at Champion. “You must give all you ve

country are reporting that business is down. At Champion, things are going great. The routes are up, the sales are up and David and Matt have plans for 3 more stores. It is important to understand the reasons for their continued success. A visit to Champion will tell the story. The stores are clean and neat. The staff is enthusiastic and upbeat. The manager, Rick, makes sure that each day starts with energy and excitement. There is a glass enclosure between the call office and work area. All customers can see the workers in their diligence and enthusiasm working on the clothes. The area is bright and well lit. Happy faces are all about the place. The popcorn and candy add to the festive atmosphere. The uniformed staff adds to the professionalism. The drive thru and locker area all add to the convenience for the customer. It really is an awesome sight to view the extensive attention to detail of Champion Cleaners.

How many of us have taken a good look at our call offices lately? How many of us have noticed the way our are staff is dressed? How many of us put out popcorn, candy, and coffee? How many of us have sent a new employee for the latest training in techniques of stain removal, fabrics, and customer service? It s not just one thing that makes Champion so special. It s all these things added together. Matt explained that someday he hoped to be the manager of Champion Cleaners and he hoped to have five stores under the Champion banner. I m sure that when we return to do a follow up in a few years, Champion will be reaching their goals and will continue to prosper even in these tough times. Instead of being down beat and negative, take a lesson from Matt and Champion Cleaners and strive to be the best you can be. As other stores will slip and fall and go out of business, the better ones will rise to the top and take their place and be profitable. Decide now, which one your store will be, and go out and make it happen.

We all congratulate Matt on his winning the Stan Golomb Scholarship and wish him continued success in his work at Champion Cleaners. ♦

Step into the 21st Century



BY JAMES PEUSTER

It's 2008. Do you know where your marketing dollars are going? I am amazed at how many ways people are trying to build their routes and businesses and continue to do the same things and get the same, lackluster results.

Granted, we focus so much on developing a game plan that is centered on discounts, catchy phrases, and even door-to-door that use to work in the 20th century. I hate to say this, but many of you are living in the past and it shows in monitoring your growth, or lack thereof.

Ok, so you may be calling me an insulter right now, but sometimes honesty hurts. Gary Kelly, the CEO of Southwest Airlines recently wrote this: "As a prisoner of habit, we resist change. Any business that wants to survive and prosper must avoid those duh moments. What happens when a company relies on outdated methods? It fails. When was the last time a Pony Express rider galloped up to your door? Or when was the last time you traveled on a Wells Fargo Stagecoach? Wells Fargo knew that railroads would soon overcome the stagecoaches, and adapted their business. Pony Express, on the other hand, never saw the telegraph coming."

Great quote that hits home with many of you right now. You have invested in marketing and experienced limited results. Marketing is similar to gambling, and if you increase your odds, you can come out ahead. But how? Well let's examine what works and how to increase your odds.

First of all, when it comes to targeted areas, it pays to research buying habits, income levels and other demographics. Seriously, you don't put a billboard in the middle of the forest, so why go about other marketing efforts blindfolded. Second, make sure your marketing piece reflects your image, message and the overall personality of your business. This is why I focus on convenience more on your route pieces versus other incen-

tives to get your prospect's attention. Finally, I believe follow-up is ever so critical in your marketing effort. Most people send out marketing pieces and expect the phone to ring off the hook.

So what tools do you utilize? All of them! Networking, direct mail, door-hangers, door-to-door, etc. they all work together to assist in your marketing. I have covered all these before, but what matters is separating yourself from your competition. Know what they do and dare to be different, but not necessarily with out-discounting them, especially in developing routes. I focus on what impacts a prospect the most. Is it quality? Is it service? Is it Price? What is the major feature and benefit of delivery services? Well, it is none of the above. It is convenience.

Sure, you want to promote a quality product, but everyone does that. How about customer satisfaction? I dare you to look up the definition of "satisfaction" and stick with it in the branding of your business. Anyway, EVERYONE brags about their customer service so you are actually no different than your competition there. OK, let's battle in the price department. Well, many of you have been losing this war for a while. So what do you have left?...convenience! People are getting lazier and busier and need something that money can't buy - time!

I dare you to take off the discounts on your route marketing pieces. Try it, you'll like it. I look at Geico's advertising; they change it up and keep you interested in their ads. We must do that in our industry. Odds are your competition has done something similar in their marketing efforts. Don't get caught in this trap. Be different and capture more drycleaning customers.

It is the 21st century, times have changed and so has your customers' buying habits and mindsets. You must adapt with this. Otherwise you might as well sell your vans and hire the Pony Express to deliver your clothes. ♦

James Peuster is a nationally known author, speaker, trainer, and coach who specializes in route development through Marketing, Management and Maintenance training. James has costs groups specifically designed for route costs and growth and his website is www.theroutepro.com

THE ANTIDOTE FOR “DRYCLEANERS’ DISEASE”
(Continued from page 2)

special occasion?” If it s for a birthday or anniversary it should be recorded and used in the future. If it s for a new job, a call or card might go out wishing them luck. It s not enough for that magic list of the little extras. It used to be okay to give free alterations, free parking, and a liberal return policy. Now we must give free coffee, birthday cards, huge smiles, travel cross town to deliver a suit after hours or even open the store on a Sunday to let a customer get a suit for that dinner that they had forgotten about. Jack s store has a special number on the door in case of special emergencies. Each one of the managers is responsible for answering calls that might come in after hours for a customer s emergency. Jack talks about the old days when they had a summer barbecue afternoon where they gave out hot dogs. They still have the event but now must offer Kosher Hot dogs, veggy-burgers, turkey burgers, and low cholesterol hot dogs. It might sound funny, but it s true. It s no longer okay to have satisfied customers; you must have very satisfied customers. Now it is no longer okay to have very satisfied customers; you must have extremely satisfied customers. It s no longer okay to meet expectations; now you must exceed expectations.

Hugging your customers does not really mean the physical hug. It means the emotional hug. The book is filled with lots of stories that will help you get over the drycleaners disease and realize the big picture of business in today s atmosphere. “When you hug often enough, you find that your customers hug back. They smile at you. They send you notes. They say nice things to friends and they turn their friends into customers. Huggers sell with passion and develop long term personal relationships that create loyal customers. It means seeing, listening, and caring about your customer. It means treating your customer as your friend. A hug is a mindset that is anything that exceeds your customer s expectations. There is no one way to hug. It can be a smile, a high five, a special delivery, or a birthday card.”

I hope that you all read the book and think about your businesses. I wish it was okay to just do the right thing. In today s world and in today s business atmosphere it just isn t enough. Start each day with an attitude that this is really a crazy mixed up world, with crazy mixed up situations, and we must play by new rules if we are to succeed. Take the edge off, think how funny and unique things are, start a diary of all the crazy stories, and lean back and enjoy the ride. Give a hug, get a hug, and laugh about playing the game. It really is the only alternative we have.

Ed Roth is the owner of U.N. Cleaners in Flushing, NY. He is an active member of the Golomb Group. If you have comments or questions about Ed's articles, please contact him by e-mail: edrothun@aol.com or tel:(718) 969-0207

Voice Touch Results

Golomb Group Member, Lesa Diehl of Tuesday’s Cleaners in Vancouver, B.C. used our Voice Touch program in January and February to offer “25% off any dry cleaning order.”

As you know, the Canadian winters can be particularly harsh and business is difficult to generate during this time. However, 10% of her customers responded to her Voice Touch offer, resulting in a 10% increase in overall sales for January and a 10.5% increase for February over last year.

Give me call if you would like to participate in the Voice Touch program.

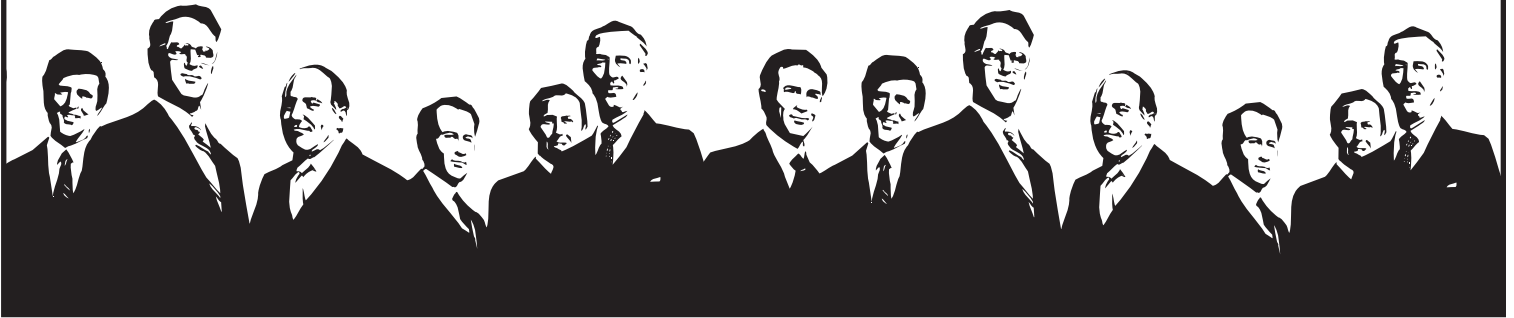
THE GOLOMB GROUP WELCOMES THIS MONTH'S NEW MEMBERS

Greg Meyers

Southside Cleaners
Lakeland, FL

Steve Gregory

Lees Summit Cleaners
Lees Summit, MO



“Should I have Routes?”

A Webinar by James Peuster

Monday, April 14, 2008

6:30 Central Time

The Golomb Group is proud to announce that James Peuster is conducting a live Webinar on **Monday, April 14, 2008**. The topic will be “Should I Have Routes” and is geared to those who struggle with the concept of routes or struggle building their delivery services. For more information or to sign up, go to **www.theroutepro.com**, cost is **\$39.00**.

How Good Is Your Quality Inspector?

By Don Desrosiers

How do you evaluate your inspector? What I usually see is a completely nonsensical evaluation: The well-reviewed inspector is the one that evidently looks at the garments – that is, opening the pant legs for example – and generally keeps up to the pressers by working at a quick enough pace that there isn't really a back-up of garments at the inspection arena. Many of you would probably be quick to dismiss that as a reasonable method of evaluation and you'd be right to think that.

The inspector, your “buck stops here” person that prevents sub-standard work from getting to the customer, sometimes becomes too mechanical.

A well-reviewed inspector, doing a good job suddenly allows quality issues to get by. You learn about it because customers complain. When you question the inspector the defense, however lame, is that the pressers are pressing too fast. At first reading, that may not sound too queer, but, truth be told, that defense is absurd. If, for whatever reason, perhaps your insistence, your pressers are producing more than they once did and for this or some other reason, pressing quality slips off, how is that a reason for an inspector to throw the quality standards out the window? If quality slips off, then it should be extra-ordinarily obvious to everyone in the plant because the inspector is now rejecting piece after piece and no orders are being completed. The same is true when you have a new, ill-trained presser that isn't doing a good job. If Bobby is a lousy pants presser doing 35 pieces per hour, exactly zero of those lousy pants should get by the inspector, no matter the number of pieces returned. That is when you know that you have a good inspector. The inspector's standards must not vary with the pressers' quality standards. This question often comes up when someone is contemplating a move from an hourly wage to piece-work pay. They question what will happen to their quality. The answer is “nothing”!! Provided, of course, you have a qualified inspector. At a plant I visited recently, the pressers were pressing alarmingly fast. One presser was doing 72 pants per hour! I didn't believe it. But I checked the next day and learned two things: Yes, she was doing that number and secondly the quality was awful. The owner and I took clothes off the conveyor and found that the quality going to the customers was the same. We re-trained the inspector and the problem went away within hours. Dozens upon dozens of pieces were returned to the pressers and the piece-paid pressers pressed these garments twice and got paid once. The problem here is that the inspector's quality standards had stooped to the presser's standards. This can never happen. Standards are standards.

Sometimes an inspector will say that “pressing is really bad today.” I investigate that comment and find that the inspector is not returning a great number of pieces. Perhaps even the usual number. When I question that, the inspector says, “Well, I can't send everything back!” Why not? Isn't that the inspector's job? The buck stops there!

“If you do what you've always done, you'll get what you've always got.”

Don Desrosiers
Tailwind Systems
Westport, MA 02790
Cell 508.965.3163 Fax. 508.636.8839
tailwindsystems@charter.net
don_desrosiers@charter.net
www.tailwindsystems.com

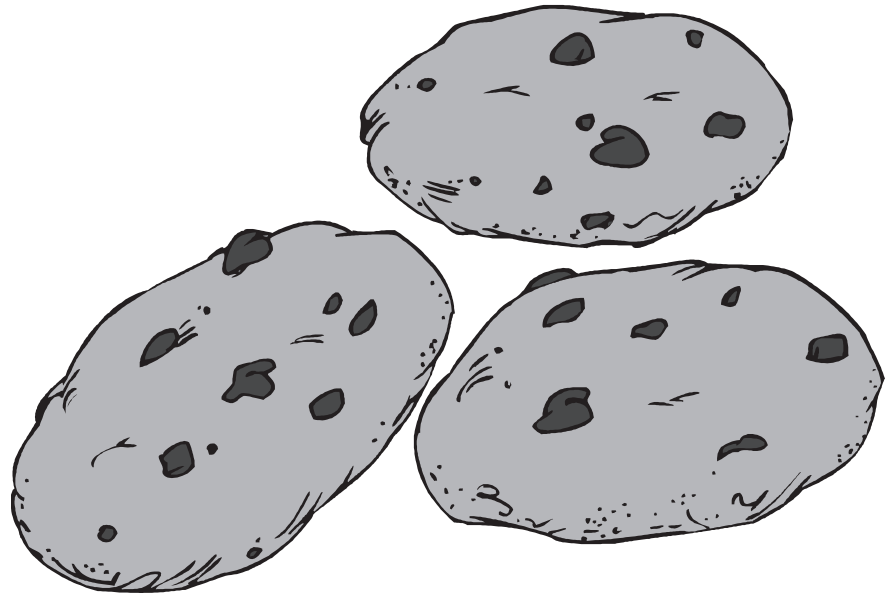


Just like grandma used to make!

Remember when you were a kid and your mother or grandmother used to bake homemade cookies? Think for a minute, the aroma was so wonderful that even today you can still recall how good it made you feel.

Nothing makes people feel more at home and relaxed than fresh baked cookies and Golomb Group Member Dennis Porter of Nu Yale Dry Cleaners in Jeffersonville, Indiana has found a way to use this idea in his stores.

To do this right, you'll need a kitchen cart, like the kind used for microwave ovens, a small refrigerator, and a toaster oven. The total cost can be less than \$200. At Sam's Wholesale Club, and other mega food stores, you can buy tubs of chocolate-chip cookie dough to keep in the refrigerator.



Several times a day, have a designated counterperson scoop out the cookie dough on to a baking pan that fits inside the toaster oven. Your call office will soon have such a wonderful aroma that customers will forget their cares. In fact, many customers will find excuses just to pay an extra visit, or two, each week.

As an added bonus, Dennis stocks the refrigerator with bottled water that customers help themselves to, free of charge!