



2001 Award Recipient

Anheuser-Busch, Inc.

Midwest Region Sales Office

In 1860, Eberhard Anheuser, a successful St. Louis businessman, first financed a loan for a struggling local brewery and later bought up the interests of minority creditors. Four years later, his son-in-law—Adolphus Busch—joined the company as a salesman. Adolphus eventually became a partner and then president of the company. As the driving force that took a struggling local brewery and transformed it into an industry giant, Adolphus is considered the founder of the company.

The strategic vision of Adolphus included a dream for a national beer market and a national beer that would appeal to virtually every taste. This pioneering and innovative spirit still guides Anheuser-Busch, Inc., the world's largest beer brewer, with a portfolio of over 30 brands, each with its own individual brewing process, flavor characteristics and targeted consumer profile. Anheuser-Busch, Inc. is a manufacturing, distribution, sales and marketing organization with over 7,000 employees and gross sales exceeding \$14 billion annually. Anheuser-Busch, Inc. sold approximately 98.3 million barrels of beer in 2000, representing a 48.3% domestic market share.

The Midwest Region Field Sales Office is a business unit of Anheuser-Busch, Inc. and one of nine Region sales offices throughout the country. These nine Re-



gional offices are sales service support centers for Anheuser-Busch, Inc. The Midwest Region covers sales and marketing responsibilities in the states of Missouri, Iowa, Kansas, Minnesota, Nebraska, North Dakota and South Dakota. The Sales Division is a department of Marketing, one of several departments at Anheuser-Busch, Inc., the primary subsidiary of our parent company, the Anheuser-Busch Companies.

The Midwest Region Sales Office's primary function and purpose is service. They are a regional support office that promotes various Anheuser-Busch, Inc. sales and marketing programs to wholesalers and retailers through field managers. They work together with wholesaler partners to execute sales and marketing programs at retail accounts that ultimately drive sales and profitability.

The Midwest Region office, located in Overland Park, Kansas, provides support for field managers working from home offices located within their assigned geographical territory. The Region office staff supports three geographically located Sales Area teams, that are responsible for the profitable sales and volume growth of Anheuser-Busch products in their respective areas. Combining the region office and field sales staff, there are forty-one members of the Midwest Region team.

The Midwest Region's quality journey began in 1995 with the charter of the Steering Team, which is the leadership vehicle for the Region. This leadership has created an environment focused on customers, creativity, innovation and growth.

In 1996, the Steering Team developed a mission, vision and values to guide decision-making. These guiding principles of the Region define their culture, climate and purpose:

Mission - To take personal ownership for the profitable sale of the world's finest malt beverage to everyone we touch.



Vision - To be the most professional sales team, creating innovative methods to increase profitable market share.

Values - Trust, teamwork, personal development, leadership, attitude, community involvement and ethics.

In 1997, the steering team began using the Malcolm Baldrige criteria to assess the team's performance.

The Midwest Region uses a three-step process to develop its strategic plan. The first two steps financial and market plans are used by all Regions, but the Midwest Region has added another dimension to their planning, a Balanced Scorecard. The Balanced Scorecard, added to the planning process in 1999, serves as a framework for short-term and long-term planning.

The Region gathers feedback and data from multiple sources and provides full data access to all personnel. The Region team is empowered to make decisions based on the data in support of their customers. Use of the Balanced Scorecard ensures the alignment and deployment of the strategic plan with every member of the Region team's daily activities.

Focusing on customers is key to the Midwest Region. Field personnel use Anheuser-Busch's Wholesaler Equity

Agreement, which specifies 39 areas of quality control, operations management, sales and marketing and leadership management to assess wholesaler performance. Market Managers work with wholesalers to develop data-driven action plans to achieve compliance with the Wholesaler Equity Agreement and identify best practices that can be shared with all Region wholesalers.

The Midwest Region has a strong focus on personal learning and uses Individual Development Plans for formal personal development and a certification program developed in conjunction with the core curriculum from the Anheuser-Busch University's College of Sales and Marketing. This certification program is tied to the Midwest Region bonus program to ensure that employees understand the importance of and company commitment to employee development.

The Midwest Region Sales office believes that excellence is customer driven and that the key to success is in the success of the Region's wholesalers and retailers as well as consumers' satisfaction. In order to ensure the success of these customers, this team creates an atmosphere where it is fun to work, development is encouraged and innovation is rewarded. In other words, "Work smart, have fun, sell Budweiser!"

The Midwest Region is well positioned to face the opportunities and challenges the future will bring. The Region will do this while continuing its pursuit of quality, as well as the planning and development of the finest service organization possible.

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