



EXPRESSION OF INTEREST: INDUSTRY CAPTAIN

Introduction:

Manitoba Liquor and Lotteries (MBLL) is a Crown corporation of the Province of Manitoba, responsible for the distribution and sale of beverage alcohol, and for providing gaming and entertainment experiences, all in a socially responsible manner.

As a retailer, there are 63 retail outlets (Liquor Marts) across the province. As a wholesaler and distributor, MBLL serves more than 1,700 commercial customers across Manitoba including privately-owned liquor vendors, duty-free stores, and specialty wine stores.

With over 1000 front-line staff, supported by an effective head office, Manitoba Liquor & Lotteries is one of the largest purchasers of beverage alcohol in North America.

Objective:

MBLL's Expression of Interest (EOI) is not a competitive bid process or a legal offer. The objective of the EOI is solely to gather information from interested organizations on being an Industry Captain for a three (3) year period commencing January 1, 2026, with the understanding that within the third year of the contract MBLL will begin another EOI for Industry Captaincy to commence upon the completion of the previous Industry Captain contract. Any organization that has previously held a position as industry captain may reapply for the following EOI. MBLL is seeking a partnership with two (2) to three (3) organizations who have a footprint in at least two (2) of the beverage alcohol categories in market (wine, spirits, beer or ready-to-drink) to support strategic operational development of beverage alcohol sales in Manitoba. This EOI and any submitted responses are not subject to any process except as set out herein, and do not in any way constitute a commitment by MBLL.

Background:

MBLL's vision is to "Create world class retail experiences that benefit customers, partners and Manitobans". Two of the strategic goals supporting this vision, to meet the changing needs of our customers and partners and deliver net income, are predicated on having the right product in the right place at the right time while maintaining convenience, selection and price.

Historically, MBLL has partnered with multiple industry leaders in a category captaincy role specific to one of the four major categories. We want to have a comprehensive and integrated view of the Canadian marketplace. As the suppliers' portfolios have changed, there has also been the creation and need for captains to expand their reach as well.



Capabilities Requirement:

A key partnership within the industry is essential to share consultation, direction, engagement, sales trends, and insights with the objective to achieve our strategic vision.

The focus areas would include, but not be limited to:

- A category management approach to merchandising with focus on customer centric models
- Development of space to sales management (Planograms/Plano-guides) capabilities and global industry trends and Manitoba market insights to support philosophies.
- Access and ability to syndicated data and shopper insights across all categories from 3rd party (e.g., AC Nielsen, ACD), independent or vendor-initiated consumer research.
- Best practice examples and recommendations for all aspects of merchandising using quantitative metrics and analytics.
- Qualitative and quantitative assortment recommendations at a category, shelf group and SKU level from established and ongoing research.
- Category and shelf group merchandising placement recommendations relative to overall shopping environment and customer experience.
- Category sales, trends, analytics, and segmentation data for the Manitoba consumer and global marketplace.
- Reporting of category performance across various sales periods, promotions, and markets.
- Promotional programming evaluation as it relates to effectiveness, resonance, profitability, expandability, and elasticity.
- Participation in panel conversation with other such partners/captains to strategize capabilities and solutions in the face of various headwinds or changes in consumer behavior.

Terms and Conditions:

1. MBLL will not be responsible for costs incurred by any organization in responding to this EOI. MBLL may cancel this EOI process at any time.
2. Additional information from any, all, or none of the organizations may be requested after the closing date and time at the sole discretion of MBLL without penalty.
3. MBLL reserves the right to award, in whole or in part, in the best interests of the organization.
4. By submitting a response to this EOI, organizations consent to MBLL incorporating any submitted ideas, concepts, approaches, solutions or strategies into the MBLL planning, design, or procurement process without obligation, liability, or consideration on the part of MBLL.



Proposal Requirements:

MBLL invites organizations to provide a proposal in response to this EOI following the outline below. As part of the decision-making process, MBLL will ask select proponents to make an in-person presentation to the points identified below

Please include in your proposal a response to all questions below.

1. Provide an overview of your organization including team member profiles, education, and experience as partner to provincial, state, or other liquor jurisdictional bodies. Please explain any organizational resources that may exist in other markets or related industries that would support the focus areas identified above.
2. Provide a brief overview of which categories are currently being represented in your organization's portfolio and where your organization ranks in terms of national or international market share.
3. Outline your organization's vision and expectations from MBLL with regards to why this captaincy partnership would be a good fit for your organization, the consumer and ultimately the MBLL.
4. Provide details on any other additional services your organization could provide that fall outside of the ones described herein.
5. Include any additional information that would support this EOI such as efforts or contributions made in collaboration with another partner that resulted in a positive impact for the consumer, the retailer or a particular product segment or category. (Please share changes introduced, sales impact, customer and category impacts. Please include pictures, sales or share impacts statistics and consumer feedback)

Questions:

All questions must be submitted by email to the Industry Captain mailbox industrycaptain@mbll.ca. Responses will be issued as quickly as possible.

Submission Information:

All submission information is to be emailed to industrycaptain@mbll.ca no later than; 11:59 pm CDT, August 1, 2025 with the Subject line "Industry Captain EOI".

Submissions received after the deadline will not be accepted for review.