

Video Case Incident

Case 3 (CBC): Flair Bartending

Remember *Cocktail*, the movie in which Tom Cruise was a flashy bartender? That style of bartending actually has a name. It's called *flair bartending*. Gavin MacMillan is the top-ranked Canadian flair bartender, and second-ranked in the world. He is also an author and the owner of a bartender-for-hire business called *Movers and Shakers*. Now he is developing a brand-new idea for a bartender school called *Bartender 1*. Eventually, he wants to franchise the idea across Canada, the United States, and the world. He wants to earn enough money to buy a yacht with a helicopter pad on it.

Potential franchisees will like his idea to use an actual bar to teach students flair bartending. MacMillan does not rent space; rather, he borrows a bar for an evening to hold his classes. On one Monday evening, he is at a Toronto bar that is closed, but he has talked the owner into letting him run his class there for free. In return, the bar gets first pick of the graduates of MacMillan's bartending school.

In his first class of 12 students, MacMillan's expenses are \$11 000, against \$6000 in revenues. He hopes to reduce the cost of running future classes by re-using demonstration equipment. He needs to prove his concept works before he franchises it.

MacMillan discovers there is no problem finding students who want to be bartenders, but there is a problem finding people who can be instructors. There are only about 10 flair bartenders in Toronto and 40 in all of Canada. Finding teachers is not MacMillan's only problem. He is a perfectionist who is always fussing over the little things. Sometimes he focuses so much on the details that he does not see the big picture. He also lacks time to do all the things he wants to do.

MacMillan designed, built, and financed a portable bar to sell to golf courses and hotels. He brings his idea to a business group that runs entrepreneurial self-help sessions. He tells the group that he wants to make 10 of the portable bars in order to be more cost-effective, and he wants the group to help him with ideas to market the bar. But one of the group members questions whether MacMillan should even pursue the idea, noting he already has too many balls in the air. He needs to prioritize.

Two months later, MacMillan is conducting a two-day bartending course at the University of Guelph. His school is now making money, and everything is going well because he listened to the advice about focusing on just a few projects. He has stopped putting energy into his portable bar for the moment, and he has begun delegating duties to others.

Questions

1. What is the difference between terminal and instrumental values? Which of the terminal and instrumental values shown in Exhibit 3-1 apply to Gavin MacMillan?

2. Consider the following statement: *“Individuals who place a great deal of emphasis on the pursuit of money and material possessions are quite narrow in their perspective and are missing out on the really important nonmaterial things in life like friends, family, and helping others. They are also showing a lack of concern for the environment because their desire to acquire things like a yacht leads to environmental damage.”* Do you agree or disagree with the statement? Explain, and be sure to consider the importance of values in your discussion.

3. Explain the difference between “values,” “attitudes,” and “job satisfaction.” How do these ideas apply in practice to Gavin MacMillan? Give examples.

Source: Based on “Flair Bartending,” *CBC Venture’s Dreamers and Schemers*, November 8, 2006.