



IS IT FOR ME?

Taking on a pub with Star Pubs & Bars

WELCOME TO THE PUB BUSINESS OF HEINEKEN UK.



BEHIND EVERY GREAT PUB & BAR IS A **STAR**.

Being a great publican is about so much more than pulling great pints. You need to have a way with people. To listen and care. Be the local fountain of knowledge and deliverer of punchlines. And, when we find one of these exceptional people, we back them with the industry-leading support you'd expect from one of the world's largest brewers. Things like long-term investment, iconic brands on tap and the

sort of stability that leaves publicans free to make their vision a reality. Because, we understand, that behind every great pub and bar is a star.

As you take your first steps to becoming a licensee or operator, this guide will give you everything you need to know about taking on a pub with Star Pubs & Bars in this exciting and rewarding industry.





WHY STAR? SIMPLE. OUR 5 STAR PROMISE.

For over 200 years, we've helped great British publicans create the greatest pubs and bars around the UK.

Our approach is simple: you're the one with the vision and the talent, our job is to help you make it a reality.

As the pub business of HEINEKEN UK, that means you'll have access to the UK's leading portfolio of iconic beer and cider brands. All backed by our industry-leading terms and support. Taken together we call it our 5 Star Promise and it's our commitment to helping you do what you do best: being the star behind your pub or bar.

OUR FIXED RENT PROMISE

Whether you choose our 3 year fixed term Business Start Up agreement or our standard 5 year Rolling Tenancy, we make you a cast iron promise: No annual rent increases.

It's that simple. Complete peace of mind and one less headache guaranteed.

At the end of each 3 or 5 year term we will agree a new rent with you. So you can keep planning your business with certainty.

OUR INVESTMENT PROMISE

When we find exceptional publicans, we put our money where our mouth is and support them with the investment they need.

In the last few years alone we've spent £200 million on pub refurbishments to back our licensees' visions. That investment includes state of the art technology that sets publicans up for the long term – like SmartDispense, our environmentally friendly cellar system - which saves CO2 and water, as well as time and money, with every pint of beer and cider served.

Because your long-term success is ours too.



Our Fixed
Rent Promise



Our Freedom
Promise



Our Fixtures &
Fittings Promise



Our Investment
Promise



Our Marketing &
Support Promise

OUR MARKETING & SUPPORT PROMISE

We back every single Star licensee with our industry-leading retail and promotional support.

From tailored Point of Sale marketing, to food and menu builders, we'll get more customers into your pub, spending more, more often.

Which all adds up to more profit in your pocket.

OUR FREEDOM PROMISE

At Star, we understand it's your pub or bar. And you'll want to do things your way. We give you the freedom to buy your wines & spirits wherever you want, giving you total flexibility.

Or, if you prefer, you can take advantage of our buying power and get great prices and exclusive offers on over 500 iconic brands.

It's the best of both worlds. Pure and simple.

OUR FIXTURES & FITTINGS PROMISE

We believe that the expense of starting a pub shouldn't lock out the most talented licensees from making their vision a reality.

So, on our standard 5 year rolling and business start up agreements we significantly lower your start-up costs by owning the big ticket fixture and fittings items. It means things like floor mounted kitchen ranges, fryers, fridges freezers and fixed furniture are owned by us, maintained by you and replaced by us at the end of their useful life.

Freeing up your cash for those all-important early months of trading.



SUPPORT AT EVERY STEP

At Star Pubs & Bars, we’re committed to working with you to ensure you and your pub are well looked after by providing you with quality support whenever you need it. Whether it’s cutting your costs with our Star Support supplier discounts or developing your skills on our Inside Track support scheme, we aim to make you and your pub as successful as possible for years to come.

‘READY TO TRADE’ PROMISE

WE’LL MAKE SURE YOUR PUB IS READY TO MAKE MONEY FROM DAY ONE.

Taking on a pub is a big commitment! There’s a lot to do in the first few weeks of establishing the business. So, to give you the time to focus on critical business areas, we’ll take care of the condition of your pub and accommodation.

How does it work?

You will find a schedule of works identifying the works we will complete once you occupy the premises. This will be reviewed as part of the business planning process and signed off with our Property Manager at your heads of terms meeting.

WHAT WORKS ARE GENERALLY COVERED?

- Works that ensure the pub is legally compliant and safe to trade.
- The living accommodation will be upgraded to a good standard.
- Energy reduction measures that will reduce your costs and protect the environment.
- Other business critical repairs.

INSIDE TRACK

WE’LL SUPPORT YOU WITH THE BEST ACCOUNTANCY AND STOCKTAKING SERVICES IN THE INDUSTRY.

Inside Track is our fully inclusive financial support scheme, which provides accountancy advice, stocktaking services and an electronic point of sale (EPOS) till system for the duration of your lease, all from just £410 per month¹. It has been specifically designed to offer you the best accountancy and stocktaking services in the industry, and can make a significant improvement to your profit.

INSIDE TRACK PROVIDES YOU WITH:


- Expert business planning advice specific to your pub.
- Financial support including site visits from your accountant and an EPOS till system, allowing you to focus on your customers.
- Dedicated trade accountants who understand your business.
- Open book accounting to allow your BDM to support you with advice.
- Real time sales data and reporting.



Food & drink



Equipment



Support & services



Entertainment & marketing



Training & investment

MARKETING SUPPORT

WE’LL GIVE YOU THE TOOLS TO MARKET YOUR PUB.

Getting more people into your pub, more often, spending more – this is our mission. We deliver it by getting the best retail marketing advice to you, when you need it, in easy to implement ways.

MARKETING TOOLS INCLUDE:

- Business Builder – A comprehensive guide on current consumer trends and how to use them to get money into your till.
- Mystery Shopper – Twice a year we will send mystery shoppers through your door to give you insight on what works well and what could make your pub even better.
- Design Studio – A one stop shop for 100s of customisable Point of Sale items to bring events in your pub to life. All at a subsidised price!

STAR SUPPORT

WE USE OUR BUYING POWER TO GET YOU GREAT DEALS.

We have a wealth of suppliers who can provide you everything from waste management and washroom supplies, to coffee and wifi. Giving you everything you need to make the most of your pub's potential.

We will also provide you with a promotional calendar to keep you up to date with occasions that you could promote to develop your business. For more specific support information, visit starpubssupport.co.uk

¹ The fee for all the Inside Track services is calculated according to your turnover so you only pay the charge appropriate to your business. Our purchasing economies of scale mean that we are able to secure best value from these providers.



TRAINING WHEN YOU NEED IT

The pub landscape has been changing rapidly in recent years, so our programme of training and business support has been designed to help all our licensees, from first-time operators to experienced entrepreneurs, make the most of every opportunity offered by their new pub.

INNSIDE KNOWLEDGE

Our induction and residential training workshop is for all our licensees and operators because we believe this is the best way to help you launch your pub business. Alongside the five-day interactive training sessions, you will also receive a one-year online training license through CPL, one-year membership

of the BII, in-house cellar management training, plus access to the one day workshops we run throughout the year. These workshops cover subjects such as social media, cellar management, beer quality and planning for success.

THE INNSIDE KNOWLEDGE WORKSHOP INCLUDES:

- An introduction to Stars Pubs & Bars and the wider Heineken business.
- Compare and contrast your ideas with those of other licensees.
- Examine and evaluate your management style.
- Meet new suppliers who can provide services for your business.
- Revise and clarify details of your business plan.
- Devise an implementation strategy for your business plan.

ON INNSIDE KNOWLEDGE YOU'LL LEARN ABOUT:

- Licences and legal obligations.
- Finance and insurance.
- Cellar management.
- Creating a food offer.
- Employing staff.
- Health, safety and security.
- Marketing and promotions.
- Growing your business.

The fees for the Inside Knowledge are heavily subsidised by Star Pubs & Bars because we think it's one of the best ways to make sure you and your business will be a success.

THE COST TO YOU IS THEREFORE ONLY £1,000 (+VAT) PER PERSON AND INCLUDES:

- **INNSIDE KNOWLEDGE WORKSHOP** – Five-day residential workshop including accommodation and all meals.
- **SUPPORT TOOLS** – Includes templates of common forms and paperwork such as retail standards checklist, team training tools, social media training and tips, and many more useful documents.
- **E-LEARNING** – As part of the cost of Inside Knowledge you will receive a one-year subscription to the Star Pubs & Bars e-learning platform worth over £250.
- **BII MEMBERSHIP** – As part of the Inside Knowledge workshop you will receive a one year membership to the BII. This gives you access to an employment contract builder, helplines for professional advice on licensing, employment law, tax & legal assistance from approved solicitors and business tools such as a Gross Profit calculator.

OUR SUPPORT CONTINUES WELL AFTER THE INNSIDE KNOWLEDGE WORKSHOP FINISHES. OUR EXTENDED RESOURCES INCLUDE:

- **INNSERVE** – Our draught dispense specialists will arrange to visit you within a few weeks of you taking over a pub to carry out a training session for you and your staff on line cleaning and beer quality, tailored specifically to your pub. We can also offer training from Cask Marque.
- **INNSIDE KNOWLEDGE FOLLOW-UP** – Our workshop coaches will provide follow-ups and visits where required.
- **COUNTDOWN TO LAUNCH** – An intensive programme of pre and post business start-up support designed to ensure new licensees are fully prepared from day one.



RAISING THE BAR **WORKSHOPS**

Workshops designed for you to make the most out of your business. We can run these workshops for either a group of licensees or for multiple licensees and their managers. Each workshop involves a commitment to making a difference. If you want to effect real change in your business then these workshops are for you.

PASSION FOR QUALITY

This workshop run by Edward Theakston always gets great reviews. Covering all aspects of the bar and cellar it's an interactive session covering new technologies such as our SmartDispense system as well as core cellar skills such as how to get the best out of your cask ales. The programme is aimed at both new and existing licensees and key staff.

SOCIAL MEDIA

This workshop has been designed exclusively for Star by Avocado Social, who specialise in social media training. The interactive training gives you knowledge of the latest need to know trends on Facebook and Instagram, plus helps you to develop a social media strategy for your business.

E-LEARNING COURSES

We provide some essential e-learning for our licensees and operators which can be accessed via our website: starpubssupport.co.uk. This normally costs £250 + VAT but is potentially worth many thousands of pounds as it allows you to train as many staff as you have at the pub in as many modules as they want to do.

THE E-LEARNING PLATFORM PROVIDES OVER 30 MODULES COVERING AMONGST OTHER TOPICS:

- Age verification.
- Allergens.
- Cask Marque Bar and Cellar Excellence.
- COSHH.
- Health and Safety.
- Food Safety.
- Pubs and the Law.



Check out our YouTube channel for bite sized training videos on topics such as how to introduce bounce back offers, food and drink pairing and team development.





GROW YOUR FOOD OFFER WITH OUR SUPPORT

We have the most comprehensive food support offer in the leased and tenanted sector. Whether you're an experienced food operator or new to food, our programme provides training, deals, tools and advice to make sure that you can make the most of your food offer, including:

FOOD SUPPLIER COMMERCIAL DEALS

Get access to some of the best suppliers, with national pricing at a local level.

READY TO USE MENUS

We offer a range of ready to use menus, ranging from a mainstream pub menu, to a free-from menu. We provide 50 copies of menus, dish specs, allergen information and a reduced rate on ingredients.

CHEF CONSULTANCY

Training chefs and food consultants will spend up to two full days with you to develop your food offer.

STANDING OUT IN A CROWDED MARKETPLACE – 1 DAY COURSE

These are practical cookery workshops for you and your staff. Delivered regionally, they cover fish and shellfish, vegan and veggie, meat and poultry. Learn how to enhance your menu and take it to the next level.

CHEF RECRUITMENT AND TRAINING

Recruit the best quality kitchen team with a collection of interview and recruitment templates written by chefs, licensees and recruitment experts.

STAR FOOD FOLDER

Includes food safety paperwork and templates, allergens info and templates, food trends, food training and beer and food pairing advice.

MENU DEVELOPMENT PLANNING TOOL

A step-by-step guide to making sure that your menu matches your pub and target customers.

SELLING FOOD WITHOUT A KITCHEN

How to introduce a small food offer to your drinks-led business. Advice on menus, equipment and best use of space.



FIND THE PUB FOR YOU

Star Pubs & Bars operate leased/tenanted pubs whilst also offering a unique operators agreement called Just Add Talent. By investing in you to help grow your business through an equal partnership with us, we can offer you the best chance of success.

There are four main types of pub business: leased/tenanted pubs, managed pubs, free houses and franchises. Each model offers its own particular mix of risks and rewards:



MANAGED HOUSES

- No start-up cost, manager is an employee of the business.
- Excellent way to gain experience.
- Your training, management processes and trade procedures will be decided by your company's head office.
- Little or no freedom of action or input into future business strategy.
- Little or no input into brand selection.
- A fixed salary and bonus, but someone else enjoys the profits you make for the pub.
- You can be hired and fired just like any other employee.
- If you decide it's not for you, you can work your notice and leave.



LEASED PUBS (STAR PUBS & BARS)

- Low start-up costs. Some initial investment required.
- Access to financial packages, training courses and business support services.
- Access to advice for everything from a major refurbishment to installing a coffee offer.
- Access to the UK's best portfolio. One supplier for beer, cider and soft drinks.
- Free of tie for wines and spirits.
- The backing of a large company with the buying power to source best prices.
- Beer and cider pricing and discounts agreed with rent.
- With a leased pub you are your own boss but you are never on your own.



FREE HOUSE

- Large initial cash investment or bank loan required to buy a pub freehold (from £200K upwards).
- Challenging option best suited to experienced operators.
- No help or support available if things go wrong.
- No help or support with the day-to-day running of your pub or long-term business strategy.
- Free of beer tie.
- Freedom to source goods and services from any supplier.
- No buying power to attract wholesale discounts and other cost savings.
- Higher levels of discount may be available.
- A free house offers the greatest freedom but the highest level of risk.
- You can't walk away until you have sold the business.



OPERATORS' AGREEMENT/FRANCHISE (JUST ADD TALENT)

- Small amount of initial investment is required.
- A quick start-up.
- The benefits of being your own boss, but less risk than being completely on your own. Ideal for first time operators.
- The retail offer is set, including opening and closing times, though can be reviewed as part of an ongoing business review.
- Many of your pub running costs covered.

HOW MUCH DOES IT COST TO TAKE ON A LEASED PUB?

Every leased pub is different, so requires individual support and investment, please see a guide below:

£4,000	£10,000	£30,000	£50,000+
for Just Add Talent.	for a smaller leased & tenanted pubs.	for a leased & tenanted medium pub that's ideal for partnership or experienced operator.	for a leased & tenanted large pub that requires an experienced entrepreneur or licensee with multiple venues.



AGREEMENTS TO SUIT YOU

To help you and your pub succeed, we offer a choice of agreements, carefully tailored to different levels of experience and the type of business you may want to run. For our leased pubs, we usually insist applicants have a minimum of £10,000 cash to invest in their new pub business. This is the least amount of capital needed to cover the start-up costs of a typical pub and licensees with less than this sum have a higher likelihood of failure due to a lack of cash flow.

JUST ADD TALENT

Just Add Talent is a fantastic scheme to kick-start your very own pub business at a fraction of the normal cost. If you've got the talent and can bring your own staff, we can put you in charge of one of our pubs - it's as simple as that.

KEY FEATURES:

- No fixtures, fittings or maintenance costs.
- No rent, utilities, or rates.
- The latest and best technology.
- An on-trend, ready-made business.
- A proven successful model to follow.
- Fantastic training for you and your staff.

BUSINESS START-UP AGREEMENT

Whether you are new to the pub industry or an experienced operator, this is a low risk option, which is less onerous both in terms of start-up costs and length of term.

KEY FEATURES:

- Three year fixed term.
- Terminate your agreement with 28 days notice.
- Low cost entry: flat £3,000 deposit.
- Rent is fixed for the term.
- No annual retail price index RPI increases.
- Often available with our First Year Support Package.

ROLLING TENANCY

Our standard agreement is great for those who don't want to make the kind of investment required by most fully repairing and insuring leases but do want flexibility over the length of their commitment.

KEY FEATURES:

- Five year rolling agreement.
- Low cost entry available.
- Rent fixed for each five-year term.
- No annual RPI increases.
- Rent review every five years.
- Low maintenance obligation.

FULLY REPAIRING AND INSURING LEASE

Perfect for experienced licensees who want time to build up the value of their business and accrue the return on their investment with the added benefit of being able to sell their lease on should they choose to.

KEY FEATURES:

- Minimum ten year agreement.
- Assignable after two years.
- Rent review every five years.
- No annual RPI increases.
- Licensee is responsible for repairs.



BIG BRANDS MEAN BIG BUSINESS

HEINEKEN is a truly global company operating in over 70 countries and owning a portfolio of over 300 beers and ciders. We offer our licensees and operators a range of discounts to ensure their retail prices remain competitive. You will have exclusive access to our extensive portfolio of brands, including a full range of niche and speciality brands as well as beer and cider classics.

IN ADDITION:

- We offer highly competitive discounts on both packaged beer and cider, with regular promotions throughout the year.
- We offer a wide and constantly changing cask ale range from over 55 suppliers nationally, including industry leaders such as Marston's. On top of that you can select from the rotational craft scheme that brings new seasonal and guest ales every month to help drive trade on key events such as major sport tournaments, Halloween and Christmas. Our cask suppliers will also jointly fund your cask marque accreditation so that your customers know you can pour an excellent pint!
- All our licensees can sign up to our Society of Independent Brewers (SIBA) beerflex scheme giving them the option to stock a local ale brewed within 30 miles of their pubs. A great way to offer your customers hyper-local beer!
- We also have a great range of wines specially curated for pubs. Each one tasted and appraised to make sure it will be popular with consumers and drive profit in your pub.
- We work closely with spirits suppliers to make sure we have a great range at excellent prices.

HOW THE APPLICATION PROCESS WORKS:

1 FIND YOUR PERFECT PUB.

Go online to starpubs.co.uk and find your perfect pub. Once you've found it, just click apply and start the process.

1

2 TELEPHONE INTERVIEW.

Once you've applied, a Recruitment Support Manager (RSM) will call you to discuss the application, answer any questions and assess your skills and experience. We'll then ask you to complete a Pub Pitch, which is like a short, draft business plan.

2

3 FACE-TO-FACE INTERVIEW.

If you're successful, the RSM will arrange for you to meet one of our BDMs. They'll explain the practical aspects of running a pub, and they'll further assess your skills and experience.

3

4 BUSINESS PLAN CREATION.

After meeting you, the BDM will ask you to create a business plan. We give you a minimum of four weeks to allow you to get independent financial advice and finalise your vision for the pub.

4

5 BUSINESS PLAN INTERVIEW.

Once complete, you'll meet with your BDM for a second time to discuss your plans for the specific pub in more detail.

5

6 FINALISE.

We will meet up and go through the heads of terms - the key points of our agreement with you to make sure you understand and are happy with them. At this stage we will also go through any upgrade works we propose to do to the pub with you. The legal agreement is then prepared and sent to your solicitor for review prior to signature.

6

7 PRE-ENTRY TRAINING.

You'll attend our residential workshops. These run once a month and last five days.

7

8 PICKING UP THE KEYS.

Once the agreement is signed the pub is yours! We will work closely with you in the early months to make sure you make the most of your new pub business.

8

YOUR NEXT STEP? GET IN TOUCH...

Pick up the phone, email us or visit the website to see what amazing opportunities we have for you in your area. We'll help you find your ideal pub or bar with a lease agreement to suit you. You might even find an exciting pub prospect takes you further than expected. Your future starts here with Star Pubs & Bars.



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