



# MAKE YOUR MARK.

Taking on a pub with Star Pubs

# WELCOME TO THE PUB BUSINESS OF HEINEKEN UK.

**STAR**  
— PUBS —

## MAKE YOUR MARK, WITH STAR PUBS

Whether you're looking for your first pub, a new pub, or looking to add to your strong portfolio, Star Pubs are here behind the scenes to give you the support you need, when you need it, to help you make it a success.

We're as passionate about great neighbourhood pubs as you are. If you're looking for a long-term business partner to help you create a pub with personality, Star Pubs offers you a team of

experts and benefits to get behind your vision for a sustainable pub business.

Star Pubs and our 5 Star Promise gives you more freedom in how you run your pub, from free-of-tie choice on wines and spirits, to more say in how your pub looks and feels, making you feel truly local, empowering you to run a pub that feels more like your own.

How will you Make Your Mark?





## WHY STAR? SIMPLE. OUR 5 STAR PROMISE.

For years, we've helped great 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

None of our new agreements have annual rent increases. This means the rate agreed at the start of your agreement is fixed until the end of its initial term. So, you can plan your business with certainty and without unwanted surprises.

### OUR INVESTMENT PROMISE

We're always open to hearing your ideas on how to successfully grow your business, in the last few years alone we've spent £200 million in refurbishments to support our licensees' visions.

Backed by HEINEKEN UK, we're transforming bars and pub gardens and installing cutting edge draught dispense technology like HEINEKEN SmartDispense® system.

What's more, through HEINEKEN UK's 'Brew a Better World' mission, we're also investing in making our pubs and breweries more environmentally friendly.

### OUR MARKETING PROMISE

We want you to feel confident that you have everything you need to make your pub a success. That's why we provide ready-made retail kits and promotional support, and HEINEKEN UK industry leading insights and support, whenever you need it.

If you'd prefer to create something more personal, we'll fund 50% of the cost when you design your own point of sale materials using our 'POS' Hub.

What's more, you'll always be supported by HEINEKEN UK's extensive drinks portfolio and category-leading insights, helping you attract customers, grow sales and build a successful pub business.

### OUR SUPPORT PROMISE

When it comes to support, we promise to offer as much or as little as you like, whether that's the promise of face-to-face time with a dedicated BDM whilst you get up and running, our award-winning training programme, or just support as and when you feel you need us.

Because we know every licensee's needs are different.

### OUR MAKE YOUR MARK PROMISE

We believe your pub should feel like your pub. That's why we promise to give you the freedom to buy all wines & spirits from wherever you like, free-of-tie. We'll also give you the opportunity to stock cask beers from a selection of local brewers so your local can feel more local. In addition to promising to never plaster your pub with our Star Pubs branding, we promise to always listen to your vision for how you want your place to look and feel. We encourage you to bring your personality to the pub.

All so you can stand behind the bar of somewhere that feels independent and truly your own.



## SUPPORT AT EVERY STEP

At Star Pubs, 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.

### 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 £453.11 per month<sup>1</sup>. 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:

- 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.

### MYSTAR

**MYSTAR IS ACCESSED VIA OUR ONLINE ORDERING HUB, EAZLE.**

It is specifically designed to help you grow your business. It brings together support, insight and exclusive discounts in one easy-to-use place, allowing you to find cost-saving products, and access practical resources that can help improve your profit margins.

**WE USE OUR BUYING POWER TO GET YOU GREAT DEALS.**

**We work with a wide range of trusted suppliers to help you source everything from waste management and washroom services to coffee and WiFi, giving you the support you need, when you need it, to make the most of your pub's potential.**



### MARKETING SUPPORT

**WE DELIVER THIS THROUGH OUR B.E.E.R. 'PATH TO PURCHASE' - A SIMPLE WAY OF UNDERSTANDING AND INFLUENCING EVERY KEY CONSUMER TOUCHPOINT, FROM FIRST AWARENESS TO REPEAT VISIT.**

By supporting you at each stage, we help you attract more customers, encourage them to stay longer, spend more, and come back more often.



#### MARKETING TOOLS INCLUDE:

- Market and Consumer Insight - delivered straight to your inbox, we share the latest consumer trends and practical guidance on how to turn that insight into sales, helping you stand out through reviews, websites and social media.
- Retail marketing advice - Easy to implement advice to help convert interest into visits and visits into spend.
- Mystery Visits – twice-yearly mystery shoppers provide valuable insight into what's working well and where you could improve, supported by tailored training modules for you and your team.
- POS - Access subsidised, customisable, point of sale and digital assets designed to help you promote events and offers inside and outside your pub.
- Digital marketing support - Training, tips and ready-to-use assets for socialmedia, websites, email and loyalty programmes, helping you attract customers from their sofa and keep your pub front of mind.

**Getting more people into your pub, more often and spending more, that's our mission. Our B.E.E.R. path to purchase helps make it happen by focusing on the moments that matter most to your customers.**

<sup>1</sup> The fee for all Inside Track services is calculated on your turnover, so you only pay what is appropriate to your business. Economies of scale means 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 training workshop is for all our licensees and operators because we believe this is the best way to help you launch your pub business. The training is carried out in a virtual classroom, which means no travel or accommodation costs are incurred. You will be allocated your own personal mentor who will guide you through our training programme, which is across a 3-day interactive online classroom course. Alongside the interactive training sessions, you will also receive

a one-year online training license through the Attensi Learning platform, ongoing membership of the BII, in-house cellar management training, plus access to other virtual and face to face workshops we run throughout the year.

These workshops cover subjects such as draught beer quality, recruitment advice, apprenticeships and much more, new topics are being added as the business requires.

### THE INNSIDE KNOWLEDGE WORKSHOP INCLUDES:

- An introduction to Stars Pubs and the wider HEINEKEN UK 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.

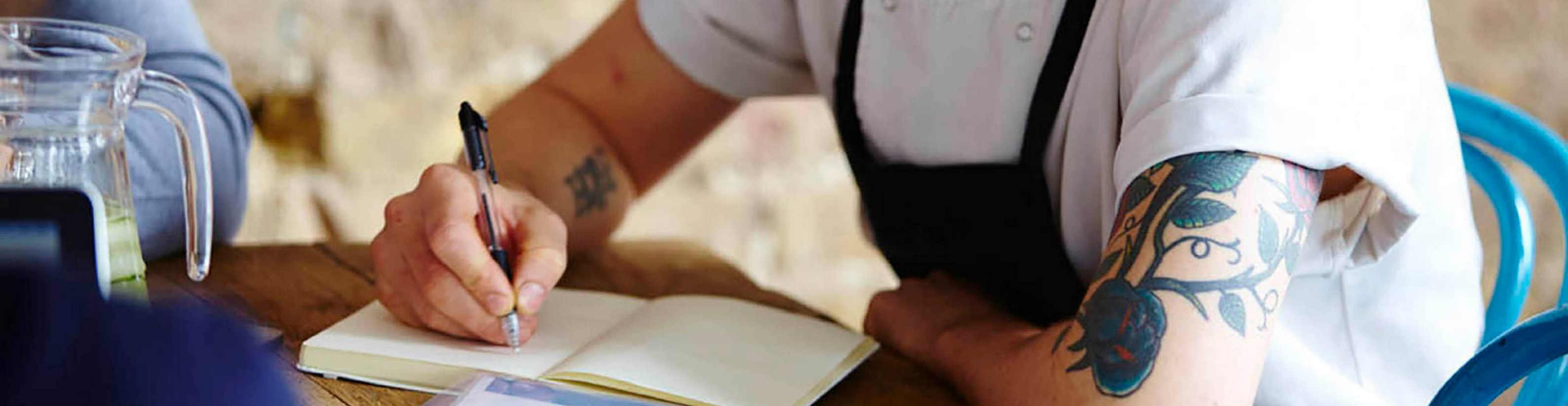
The fees for the Inside Knowledge are heavily subsidised by Star Pubs because we think it's one of the best ways to make sure you and your business will be a success.

### THE COST TO YOU IS ONLY £300 (+VAT) WHICH INCLUDES:

- **INNSIDE KNOWLEDGE VIRTUAL WORKSHOP** - More than one person can attend, the fee is the same for one or two people.
- **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.
- **FOUNT OF KNOWLEDGE** - As part of the cost of Inside Knowledge, you will receive a one-year subscription to the Star Pubs training platform powered by Attensi.
- **BII MEMBERSHIP** - As part of the Inside Knowledge workshop, you will receive an ongoing membership to the BII. This gives you access to an employment contract builder, helplines for professional advice on licensing, employment law, tax and 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.
- **INNSIDE KNOWLEDGE FOLLOW-UP** - Your mentor will check in with you once you have signed your agreement.



## FOUNT OF KNOWLEDGE 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.

## FOUNT OF KNOWLEDGE ONLINE COURSES

We will provide you with access to training content and resources to enable you to train your team to run and grow your business.

### THE LEARNING PLATFORM WILL PROVIDE CONTENT COVERING A WIDE RANGE OF TOPICS:

- Age verification.
- Allergens.
- Cask Marque Bar and Cellar Excellence.
- Manual Handling.
- Slips, Trips and Falls.
- Food Safety Level 2 (essential for a food business).
- Food Skills.
- Team Wellbeing.
- Personal Resilience.
- Conflict Management.
- Interview Skills.
- Guest Excellence.



## FIND THE PUB FOR YOU

Star Pubs operate leased/tenanted pubs whilst also offering a management 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:

## 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**

£4,000 for Just Add Talent.

**£10,000**

for a smaller leased & tenanted pubs.

**£30,000**

for a leased & tenanted medium pub that's ideal for partnership or experienced operator.

**£50,000+**

for a leased & tenanted large pub that requires an experienced entrepreneur or licensee with multiple venues.



### 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)

- Lower 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.
- 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.



### MANAGEMENT AGREEMENT (JUST ADD TALENT)

- Small amount of initial investment is required.
- A quick start-up.
- Less risk compared to being completely on your own. Ideal for first time operators.
- The retail offer is set, including opening and closing times.
- Many of your pub running costs covered.



## AGREEMENTS TO SUIT YOU

We offer a simple range of five agreements, the key features of each are explained below. The agreement that a particular pub is offered on is displayed on our website. All of our agreements are tied for beer, cider, alcopops and soft drinks but free of tie-on wine and spirits. Note that the following is a high level summary of our agreements. It is important that you take independent legal advice before you commit to an agreement.

### JUST ADD TALENT

This is our management agreement. We set the offer, pay for all of the stock and cover most other costs. You are responsible for delivering the offer and employing the staff.

#### KEY FEATURES:

- You are paid a revenue share between 20-30% of the turnover.
- You will also get 20% of the pub's net profit paid quarterly in arrears.
- No rent, utilities or rates.
- No fixtures, fittings or maintenance costs.
- Term is open-ended and can be terminated by you on three months or by us at any time.

### FOUNDATION TENANCY: ENGLAND & WALES

This is our standard tenancy agreement in England & Wales. You have freedom to set the pub's offer and you can manage your risk by having the option to break the agreement at any time with three months' notice.

It is contracted out of the Landlord & Tenant Act 1954, meaning that it will come to an end after

#### KEY FEATURES:

- Five-year fixed term.
- Rent is fixed for the term.
- We can terminate the agreement on three months' notice if there are significant rent arrears or tie breaches.
- You can terminate the agreement on three months' notice.
- Reduced repair and maintenance obligations compared to FRI.

### INVESTMENT TENANCY

This is used for pubs that we will significantly invest in and where a qualifying investment waiver is entered into as per Regulation 56 The Pubs Code etc. Regulations 2016.

It is covered by the Landlord and Tenant Act 1954, meaning that you have renewal rights at the end of the five-year term.

#### KEY FEATURES:

- Five-year rolling term.
- The agreement can only be ended once every five years on the anniversary of its start date. If no notice is served by either the Tenant or Landlord it will "roll" for a further period of 5 years.
- Rent is fixed for each five-year term.
- Rent review every five years.
- Reduced repair and maintenance obligation compared to FRI.

### 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:

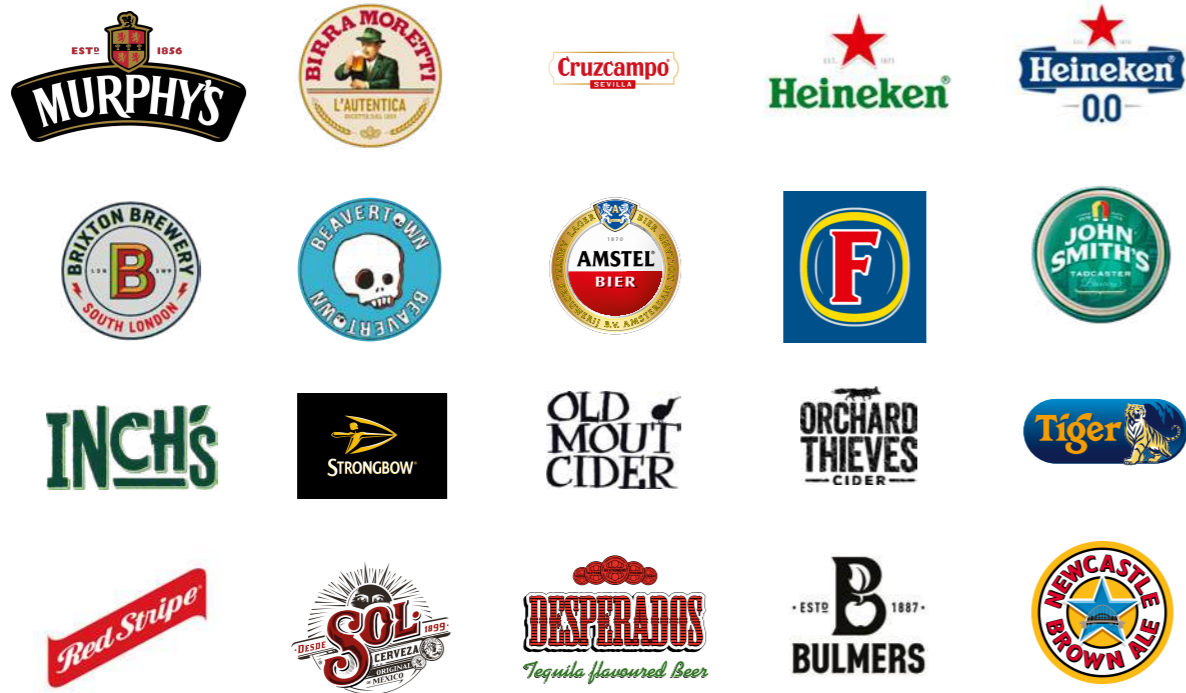
- Minimum ten year agreement.
- Assignable after two years.
- Rent review every five years.
- No annual RPI increases.
- You will be responsible for all repairs and maintenance.

### FOUNDATION TENANCY: SCOTLAND

This is our standard tenancy agreement in Scotland. You have the freedom to set the pub's offer and you can manage your risk by having the option to break the agreement at any time on 28 days' notice at any time. The agreement will come to end after three years.

#### KEY FEATURES:

- Three-year fixed term.
- Rent is fixed for the term.
- Both you and us can terminate the agreement on 3 months notice.



## BIG BRANDS MEAN BIG BUSINESS

HEINEKEN is a truly global company, operating in over 70 countries with a portfolio of over 300+ beers and ciders. We offer our operators a range of exclusive discounts to ensure their retail prices remain competitive. All of our customers have access to our extensive portfolio of market-leading brands, plus our full range of premium craft and speciality products.

### IN ADDITION to our own brands:

- We are delighted to offer competitive prices and market-leading support on our extensive range of wines, spirits, soft drinks and cask ales.
- We are proud to call Coca-Cola our soft drinks category partner, offering our customers best-in-class support for their outstanding portfolio of world-famous brands. We also work extensively with many other leading soft drinks manufacturers, including Carlsberg Britvic, Red Bull and AG Barr to ensure that there's something available for every type of pub.
- We offer a wide range of cask ales from over 40 brewers spread across the UK, including industry leaders such as Theakston's, Greene King, St Austell and Timothy Taylor. With our constantly-changing guest ale range, you'll always have new beers to choose from. Looking for even more cask ales from your local area? We fully support the Society of Independent Brewers (SIBA), giving our customers access to an outstanding range of beer that's local to their pubs!
- Our comprehensive range of wines, featuring many exclusive brands you won't find anywhere else, will ensure you have the right range to impress your consumers and drive profits in your pub.
- And to finish? We work closely with all of the major spirits brand owners, including Pernod Ricard, Brown Forman Beverages, Diageo, Sazerac and Bacardi-Martini, to offer a range of the best spirits brands in the business, backed by the latest insights and support, including cocktails and serving suggestions.

## HOW THE APPLICATION PROCESS WORKS:

### 1 FIND YOUR PERFECT PUB.

Go online to [starpubs.co.uk](http://starpubs.co.uk) and find your perfect pub. Once you've found it, just click apply and start the process.

1

### INITIAL CHAT.

Once you've applied a Licensee Attraction Manager (LAM) will call you to confirm your details, answer any initial questions you have and explain the process.

2

### 3 FACE-TO-FACE INTERVIEW.

The LAM will pass on your details to one of our Business Development Managers. They'll share their insight on the business, discuss the support we offer and assess your skills and experience.

3

### 4 PRE-ENTRY TRAINING.

You'll attend our award winning Inside Knowledge online workshop. This will focus on bringing your business plan to life to make sure you are fully prepared for opening.

4

### 5 BUSINESS PLAN CREATION.

After you pass your training, you will need to prepare 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.

5

### 6 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.

6

### 7 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.

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 an agreement to suit you. You might even find an exciting pub prospect takes you further than expected. Your future starts here with Star Pubs. How will you Make Your Mark?



Phone number

**08085 94 95 96**



Website

**[www.starpubs.co.uk](http://www.starpubs.co.uk)**



Email

**[pubrecruitment@starpubs.co.uk](mailto:pubrecruitment@starpubs.co.uk)**