Is it for me?
Taking on a pub with Star Pubs & Bars

Support
whenever you need it

Freedom
to run your pub your way

Food Matters
How to make a tasty profit
As you take your first steps to becoming a licensee or operator, this guide will give you everything you need to know about a career with Star Pubs & Bars in this exciting and rewarding industry.

First of all, we think you've made a great decision by considering Star Pubs & Bars to be your partner. When you take on a pub with us, we work with you to ensure that you and your pub are well looked after. Whether it's our extensive range of training courses or our 'Ready to Trade' promise, we'll make sure you have the support you need so you can concentrate on running a great pub.

If you already think becoming a Star Pubs & Bars licensee or operator is the right move for you, then don't hesitate to contact us. All of our contact details can be found on the back page.
Why choose Star Pubs & Bars?

We’ve been creating great British pubs for over 200 years and have premises across England, Scotland and Wales. We’re big enough to negotiate the best deals with suppliers but get to know our licensees and operators well enough to offer the individual support every pub business needs. What we offer is based on a choice of quality properties, flexibility to get the right deal for you and the pub, and a high quality of business support.

When taking on a pub with Star Pubs & Bars, you will have the freedom to run your own business as well as receiving support whenever you need it. We aim to work with you to make you and your pub as successful as possible. As the pub business of HEINEKEN UK, you’ll have access to the UK’s leading cider and beer producer and the name behind a superb portfolio of iconic brands, essential for high performing pubs. You’ll also have a choice of great pubs to let, all backed by a major capital investment programme.
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 Innside 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.

Innside Track

We’ll support you with the best accountancy and stocktaking services in the industry.

Innside 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 month. 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.

Innside 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.

Licensee Support Package

If your pub is trading below its potential, we can offer additional help for a year.

This package is designed to improve cash flow by helping you keep more money in the business. Pubs qualifying for this offer will display the Business Start-Up logo on their website and other advertising.

This support package includes:

- Payment of certain fixed costs by Star Pubs & Bars such as business rates.
- Generous additional discounts on tied products.
- Further discounts for achieving volume targets.
- Significant financial rewards of up to £5,000 for great retail standards.

Star Support

We’ll give you support whenever you need it.

At Star Pubs & Bars, we have access to a wealth of suppliers who can provide you industry leading retail advice, packages and products. Star Support has much to offer, from food training and supplier discounts to financial and legal guidance, you’ll have whatever support you need to make the most of you and 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 starpubbsupport.co.uk

Who is responsible for what?

Your Business Development Manager (BDM) will agree any necessary repair work as part of the review of your business plan – so if you believe any particular works are important, raise and agree them at this stage.

When will the work be done?

Wherever possible, the work will be completed between the date you sign your agreement and the day you move in. Where we do not have possession of the property during this period, we will undertake to carry out the work within two weeks of you moving in.

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.

1 The fee for all the Innside 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 licence through CPL, 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 fees for the Innside 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.
- **Training pack** - Includes a memory stick with digital templates of common forms and paperwork (such as fire risk assessment forms and staff contracts).
- **E-learning** - As part of the cost of Innside Knowledge you will receive a one-year subscription to the Star Pubs & Bars e-learning platform worth over £250.

Our support continues well after the Innside Knowledge workshop finishes. Our extended resources include:

- **Innsolve** - 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 calls** - Our workshop coaches will provide follow-up calls 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.

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.
Raising the Bar Workshops

We have introduced three new workshops designed for you to make the most out of your business. We can run all of 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. These include:

- Surfing for Success
  For all things social media: we'll advise you on how to run advertising campaigns through social media, reach new customers online and know when and what to post on your pages.

- The Customer’s Journey
  The art of silent selling: we'll help improve the way you present your pub and your products, helping to persuade people to visit more and spend more.

- Passion for Service
  This workshop’s practical, it’s pub focussed, and it’s all about that great customer service which gets the customer spending more and coming back more often.


99% of workshop attendees recommend the workshops.

Hospitality and Catering News, 10 March 2016

E-learning Courses

We provide some essential e-learning for our licensees and operators which can be accessed via our website: starpubsupport.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:

- Training.
- The role of the Business Development Manager.
- Types of agreement.
- Repair obligations.
- Assignments – things to check, questions to ask.
- Business plan requirements.
- Stock.
- Insurance.
- Innside Track.
- The fundamentals of pub finances.
- Practical advice on hitting your key numbers.
- Business planning.
- Pubs and the Law.
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.

Off the Shelf Menus
Five “off the shelf” packages developed by our chef, including menu design, artwork and print, POS, food spec book, costing and allergen information.

Menu Print and Artwork Deals
Take advantage of special rates we have set up with Menu Print UK for all your menu artwork and print needs.

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

Cookery Skills Training for Licensees
Hone your own craft cookery skills by attending Star Pubs & Bars’ free five-day residential cookery training course.

One-Day Food Master Classes
These are regional workshops for your staff. Fish and shellfish, meat and poultry, menu development and healthy food and allergens.

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.

Chef’s Academy
A four-week cookery skills training course if you want to invest in developing your talent in partnership with a national cookery school.

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.

This support is partly funded.
Access to the course will be subject to availability, terms and conditions apply.

74% of Stars’ pubs sell food

In 2015 we launched our own programme to help licensees make the most of the opportunity that food represents.

Sales up 6%
A year on, the ratio of food to drink sales in Star pubs is up 6% on average and we’re putting in a further £250,000 of support over the next 12 months.

30% of our estates’ sales come from food and we aim to increase this accounting for 50% of sales by 2020.
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.
- 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.
- Three month cooling off period and a rolling three months notice clause.

**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.

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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:

- **£10,000** for a smaller pub/first time operator.
- **£30,000** for a medium pub that’s ideal for partnership or experienced operator.
- **£50,000+** for a large pub that requires an experienced entrepreneur or licensee with multiple venues.

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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. All applicants who are new to the leased pub business will also be required to complete the British Institute of Innkeeping online Pre-entry Awareness Training (PEAT) module. Please note, not all agreements are available on each pub.

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 three months 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.
HEINEKEN is a truly global company and operates 140 breweries in 71 countries. 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.
- The discounts we offer are typically half to two thirds of the discounts that we offer to the free trade. Far higher than the discounts offered by most regional brewers.
- To receive the discounts offered to the free trade you would need to buy a free house, which requires a significantly higher level of initial investment than taking a lease.
- Our licensees receive full Free Trade discounts on Coca-Cola, Schweppes and Britvic soft drinks.
- Our licensees are free to choose their own range of wines and spirits, whereas many other leased and tenanted houses are tied.
The industry we love

At Star Pubs & Bars, we are focused on quality pubs that offer multiple income streams. With the growth and potential of craft beer and casual dining in recent years, there’s never been a better time to get into the industry and bring your set of unique talents to one of our pubs.

Running a pub requires a whole range of skills and we take on people with transferable skills from a wide variety of backgrounds, often unrelated to pubs. The type of licensees and operators we are looking to attract are business-minded and entrepreneurial, with the ability to maximise all opportunities that our pubs provide.

It’s a lifestyle as well as a business choice. To be successful you have to have a passion for pubs and love the environment – that’s something you can’t train and it’s the first thing we look for.

The essential third element we are looking for is an understanding of hospitality. Competition and customer expectations are high so great service and standards aren’t ‘nice-to-haves’, they are retailing skills, which are essential to a thriving pub.
Top 5 things our licensees and operators love

1. **Every day is different.** Whether you are reviewing your menu, recruiting new staff, posting pictures on social media or catching up on paperwork, the huge variety of tasks is what a lot of our licensees and operators love about their job.

2. **The customers.** The opportunity to interact with people from all walks of life is something many of our licensees and operators love. Being a part of so many people’s lives within a community is a privilege.

3. **The challenge.** Running a pub isn’t easy sometimes, but that’s exactly what our licensees and operators love about it. Taking a pub that isn’t doing so well and turning it into something that the local community can be proud of is a big source of motivation.

4. **The food and drink.** Who doesn’t love a good pint or a roast dinner? Serving up good food and drink to people and seeing their enjoyment gives a great buzz.

5. **Staff and colleagues.** Working in the trade attracts all sorts of people, whether it’s students looking to earn some extra cash or travellers from far-flung places looking to fund their journey. The variety of people and camaraderie within a good team is hard to beat!

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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.

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.

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.

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.

5. **Business plan interview.**
   Once complete, you’ll meet with your BDM for a second time to discuss their plans for the specific pub in more detail.

6. **Schedule of works/ refurbishment plan.**
   If your pub needs refurbishment, we’ll discuss this in-depth with you. We’ll then draw up plans and detail the work that will be included in the lease. Each refurbishment plan must get sign off at leadership level. This can take a number of months. Please note that this is not applicable to every site.

7. **Pre-entry training.**
   You’ll attend our residential workshops. These run once a month and last five days. This is on top of our online training which can be found here: www.starpubsbars.cple-learning.co.uk

8. **Picking up the keys.**
   Finally, once you’ve been formally offered a pub, completed negotiation and signed the lease we will do all we can to help you move in as quickly as possible. This stage requires independent legal advice with solicitors and can take a minimum of six weeks.
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.

Phone number
08085 94 95 96

Website
www.starpubs.co.uk

Email
enquiries@starpubs.co.uk