



MLB Beverage Training

April 2024

WHAT IS THE TOP SHELF PROGRAM?

The Top Shelf Program is Delaware North's streamlined beverage program designed to enhance the guest experience, encourage guest trade-up and reduce on-hand inventory.

The 2024 Top Shelf Program is a 2-year program consisting of **CORE** and **EXPANDED** offerings across the Beer/Seltzer, Wine, Spirits and Non-Alcoholic categories.

- **CORE** offerings are mandated at all units systemwide
- **EXPANDED** offerings are additional, structured options that allow locations to add to their Beer, Wine and Spirits as traffic increases, inventory depletes and in response to their guest base. These must be approved by your subsidiary leads and Nikki Hueckel.

IMPORTANCE OF TOP SHELF:

Why comply?

- Each offering on the Top Shelf Program was carefully selected with our guests in mind. In complying with the program, we can ensure our guests enjoy quality beverages, paired with exceptional hospitality.
- Have you ever wondered how LTO Point of Sale, on-site trainings and training tools are paid for? The answer is beverage marketing support! Also known as “Top Shelf Funds” that we receive from our supplier beverage partners.

How does the program impact Delaware North as a whole, and as individual units?

- As a *whole enterprise*, being compliant with the Top Shelf program increases product depletion within our preferred partner’s brands, leading to increased beverage marketing support.
- As an *individual unit*, increased marketing supports for the Top Shelf program leads to more opportunities for a compliant unit to access the funds through their subsidiary leads. Individual units can use these funds on various beverage activations to be covered in the next slide.

WHAT CAN TOP SHELF PAY FOR?

Remember that these funds are from supplier beverage partners, which is why alcohol must be included on the menu, training, or the project being paid for with Top Shelf funds.

- Beverage Menu Art/Creative Design
- Beverage Menu Photography + Stylist
- Beverage POS Materials + Printing
 - To be used within the 4 walls
- Beverage Menu Shipping + Handling
- Beverage Research, Innovation, Development + Subscriptions
 - Technomics, Beer Board, Wine Quest, UnTappd, etc.
- Beverage Training + Education
 - Recipe cards
 - Training manuals
 - On-site program roll out and implementation training
- Beverage Related Pricing Analysis
- Responsible Beverage - Server Programs, Wine Certification Courses, etc.
- Secret Shopper Programs
 - As long as beverage is part of the analysis for beverage related programs
- Conference Expenses related to F&B, Hospitality + Meeting Rooms
 - Local/Ground Transportation Expenses during Meetings or Training Trips
 - Motivational Guest Speakers for Conferences + Meetings

A close-up photograph of a person's hands pouring beer from a tap into a clear glass. The tap is part of a larger metal assembly with a circular, condensation-covered cover. The background is blurred, showing other taps and a bar setting.

ALCOHOL SAFETY

ALCOHOL SERVICE RULES

*At minimum, an
operating unit's
Alcohol Service
Rules shall require
the following*

PROHIBITIONS

Servers of alcohol are prohibited from serving alcoholic beverages to anyone who:

- a. exhibits any sign(s) of intoxication or;
- b. is below the legal drinking age (as governed by state or local law).

AGE VERIFICATION

Servers of alcohol must verify the age of anyone who purchases beverage alcohol by requesting and inspecting a valid form of identification. Valid forms of identification must contain a clear photo, name and date of birth and are limited to the following government issued documents:

- a. A valid driver's license issued by any state or foreign government;
- b. A valid government issued identification card issued by any state, the United States or foreign government;
- c. A valid United States Military identification card;
- d. A valid United States or foreign Passport and/or Passport Card; and
- e. Other valid forms of identification permitted by state or local law.

Units are not required to accept all the forms of identification described above. Each unit must also comply with applicable state or local laws governing age verification and valid forms of identification. Each unit must also display signage at any location serving alcohol stating the Company's policy of verifying the age of customers who are purchasing beverage alcohol. Finally, each unit must provide a book at each location serving alcohol which photographically details each state's government issued driver's license.

ALCOHOL SERVICE RULES

Continued

At minimum, an operating unit's Alcohol Service Rules shall require the following

LIMITATIONS

Servers of alcohol may serve no more than two (2) alcoholic beverages per guest for on-premise consumption during a single transaction.

Alcoholic beverages in a guest's possession shall count against the service limitation of two (2) alcoholic beverages. For purposes of the Alcohol Service Rules, a "beverage" is defined as a serving of alcohol containing no more than:

- a. 1.5 ounces of liquor (a "double" shall amount to 2 alcoholic beverages); units may serve certain specialty cocktails containing more than 1.5 ounces of liquor subject to approval by the unit's Operating President/General Manager and Subsidiary Regional Vice-President;
- b. 25 ounces of beer in a single serving or in a flight; or
- c. 9 ounces of wine in a single serving or in a flight.

Servers of alcohol may serve a bottle of wine (containing 750 milliliters or more) or a single pitcher of beer (containing 50 ounces or more) to at least 2 guests, but no other alcoholic beverages shall be served during such a transaction. Further, servers of alcohol shall use approved devices to measure liquor when serving alcoholic beverages.



BEER IN SSUS

CRAFT BEER IN SSUS

GUEST EXPERIENCE

Within SSUS, the beer experience of our guest can be easily broken down into two categories. Understanding each guest's journey helps dictate products offered; both food and beverage.

1. Enjoyment & Classic

The guests consumes beer brands and styles that bring them enjoyment and nostalgia feelings. This accounts for an overwhelming majority of SSUS consumption. Domestic Light Lagers dominate this space.

2. Experiential & New

The guest is open to new beer brands and styles they have not tried. Could be due to marketing, team member suggestion, or peer influence. While a small segment in SSUS, this guest spends more during each transaction and often includes a food purchase.

STYLES

PALE LAGER
Med-high carbonation, malt taste, light body. Dry finish.

BLONDE ALE
Mild malt sweetness, low bitterness, light body. Dry finish.

HEFEWEIZEN
Low bitterness, fruity, high carbonation. Medium body.

PALE ALE/IPA
PALE: Medium hops. IPA: Pronounced hops. English style strikes balance between malt and hops. Medium to dry finish.

AMBER ALE
Hops & malt are well balanced. West Coast creation. Caramel richness, balance towards malt. Medium body.

IRISH RED ALE
Toasted malt, medium sweet caramel flavor. Clean, dry finish.

BROWN ALE
Mid to high malt character, low hops. Includes caramel, chocolate, toffee, nuts, and biscuit flavors. Medium dry finish.

PORTER
Moderate roasted malt taste with notes of chocolate.

STOUT
Strong roasted malt taste with coffee, chocolate, or caramel flavors.

PAIRINGS

CHICKEN	SALADS	SALMON	FRIED FOODS
GRILLED SEAFOOD	COBB SALAD	LOBSTER MAC & CHEESE	FRIED CHICKEN
TACOS	LIGHT SEAFOOD	SALADS	CREAM SAUCES
BURGERS	FISH & CHIPS	CAJUN SHRIMP SALAD	THAI CHILI CALAMARI
SANDWICHES	PEPPERONI PIZZA	GRILLED CHEESE	BURGERS
BEEF	PORK	KEBABS	BBQ
UNIVERSAL PAIRING	BBQ	MAC & CHEESE	PORK
MEATLOAF	BLACKENED FISH	BEEF	BBQ
BEEF	BBQ RIBS	BACON BLUE BURGER	ONION RINGS

KEG WAREHOUSE/COOLER

Increase Efficiency With These Warehouse Picking Best Practices Tips

Individual order picking, picker-to-part, or piece picking is used by smaller distributors. With this method, the selector picks the entire order and adds them to a container or shipping pallet.

Wave picking is for those distributors that pick and pack orders with multiple items and a varying number of SKUs. This method is conducted in waves, picking all zones at the same time.

Batch picking happens when selectors pick for multiple orders in one trip. They pick like items or items that are located in similar areas on each trip.

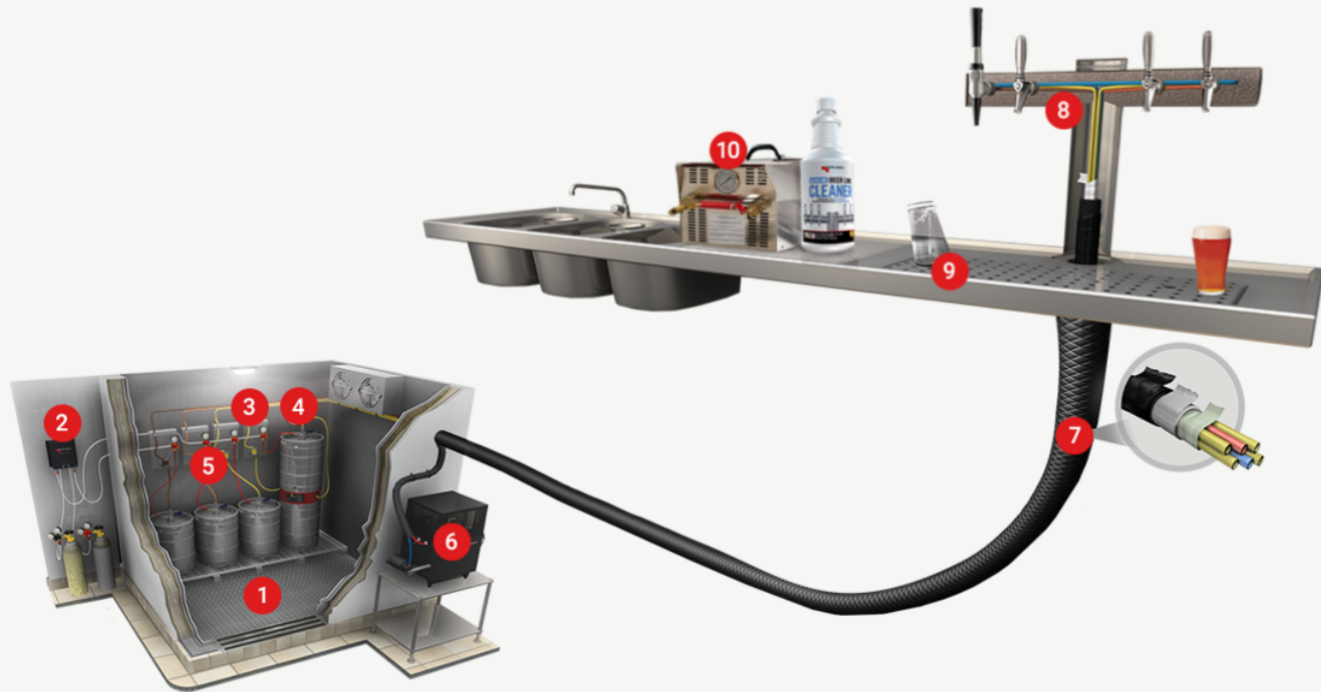
Zone picking is often used with batch picking and many distributors with large warehouses use this method. Selectors are assigned to a certain zone in the warehouse, and once they've picked all the orders, they pass them on to be packed.





DRAFT BEER

SYSTEM COMPONENTS



1 Keg Storage Temp

2 Gas Blender

3 Secondary
Regulator Panel

4 Stainless Steel
Contact

5 Profit Maximizer

6 Power Pack

7 Trunkline

8 Kool-Rite™ Tower

9 Glassware
Conditioning

10 System Cleaning &
Maintenance

TEMPERATURE & PRESSURE

TEMPERATURE

Keg beer should ideally be stored at a temperature of around 38-40 degrees Fahrenheit. This temperature range will help to keep the beer from going bad and will also help to maintain the carbonation levels in the keg.

If the beer is stored at a temperature that is too cold, the beer will become too carbonated and may become unpalatable. If the beer is stored at a temperature that is too warm, the beer will go bad quickly and will also lose its carbonation.

The worst scenario is changing the temperature of a keg product back and forth from cold to warm back to cold.

PRESSURE

Generally speaking, a good rule of thumb for carbonated beer is to set the regulator to 12-14 PSI for most lagers, 13-15 PSI for ales and 14-16 PSI for Guinness-style stouts.

It's also important to note that colder beer will require higher PSI. For instance, pouring a beer that's 36°F will require a PSI of at least 14.

Additionally, it should be noted that the pressure should never exceed 20 PSI as this can cause excessive foam and make it difficult to pour the beer.

FOB SYSTEMS



What is a FOB?

FOB (Foam On Beer) systems stop the flow of beer once a keg empties. Beer FOB's reduce beer loss associated with changing a keg and re-tapping it. When beer is flowing through the FOB. The chamber is full of beer, with the float raised up. It will stay like this if there's beer coming in from the keg. As soon as a keg runs out of beer the float will lower because there's no beer raising the float. The float will then seal off the passageway between the trunkline and keg.

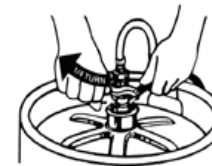


Resetting a FOB?

To change kegs untap the spent keg and tap a new keg with the beer coupler. Twist the top of the FOB counterclockwise until the top is completely raised. Press the side purge button until the chamber is full of clear beer. Turn the top knob clockwise until it locks into position and stops. The keg is ready for dispensing beer from the beer tower.

KEG RECEIVING, STORAGE, & CHANGING

1. Do not agitate the keg. If there has been excessive agitation during transport, allow the keg to settle for 1 to 2 hours before tapping
2. Make sure the beer faucet is in the off position prior to tapping
3. Make sure that the keg coupler handle is in the up (off) position
4. Align lug locks on tavern head with lug housing in top of keg; insert tavern head
5. Turn tavern head handle 1/4 turn clockwise; the tavern head is now secured to keg
6. Rotate on/off valve hand 1/4 turn clockwise to open beer and CO2 ports in keg. The keg is now tapped



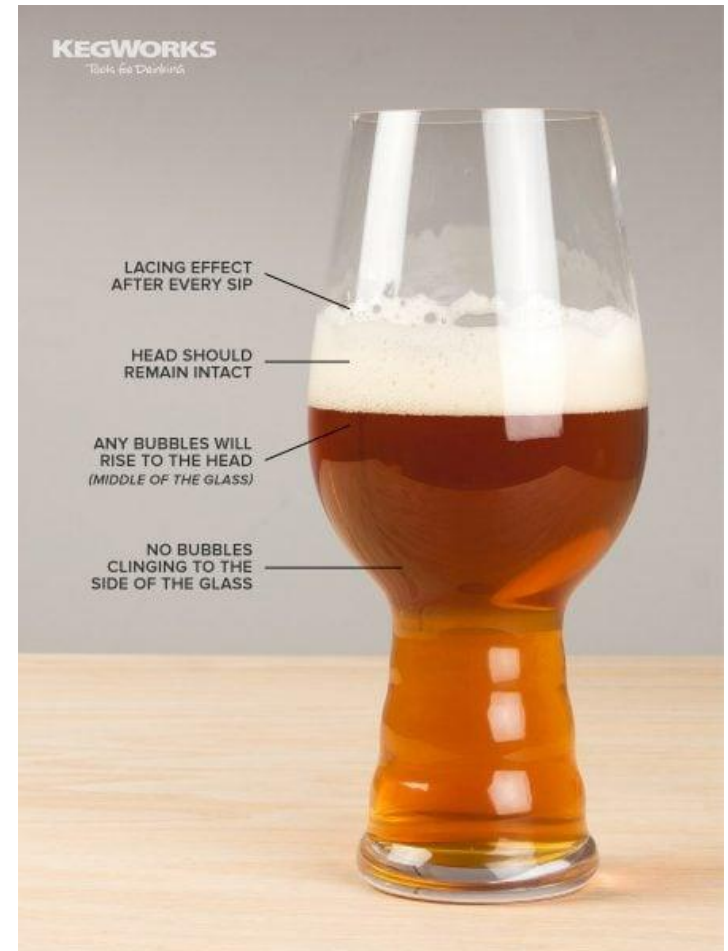
GLASSWARE/PLASTICWARE BEST PRACTICES

Beer Clean Glassware

1. Wash beer glassware separate from other dishes.
2. Air dry glassware to avoid adding lint to the glasses.
3. Pre-rinse glasses before serving to remove dust or other particulates.
4. Avoid frosted glassware

Beer Clean Plasticware

1. Store in original outer box and inner liner as long as possible.
2. Store all plasticware in a cool, dry environment.
3. Only open one inner liner/sleeve at a time.
4. Stack plasticware inverted/upside-down.
5. Keep stacks of open plasticware away from areas of spills and debris.
 - I. Not directly next to or underneath the tower



THE PERFECT POUR

Perfect Draught Pour into a Glass



Perfect Draught Pour into a Plastic Cup



Perfect Can Pour into a Plastic Cup





PACKAGE BEER

TEMPERATURE & LIGHT

Keep Beer Cool

The highest appropriate storage temperature is about 55 degrees, of the temperature of a classic wine or beer cellar underground. You can store your beer as cold as about 30 degrees to prolong its life, though this isn't optimal for drinking.

Keep Beer Dark

Prevent skunking by making sure the sunlight can't reach your beer. This means protecting it on the trip from the store to your home and making sure it doesn't sit out longer than necessary at a picnic or other event.

Keep Beer Upright

When bottles are on their sides, they expose much more of the beer to the air, which can hasten decay. Upright beer also prevent and sediment from ruining the flavor.



CAN vs. BOTTLE

	Portability	Quality	Risks	Eco-Friendly	Ease of Use
<u>Canned Beer</u>	More portable due to lesser weight	Better maintains flavor as cans are opaque	Low risk of damage due to mishandling	Less eco-friendly as cans need to be crushed and the metal recycled	Easier to open and consume beer from
<u>Bottled Beer</u>	Less portable as glass is heavier and breakable	Beer may change flavor if bottles are left in the sunlight	Glass is more likely to cause damage if not handled properly	More eco-friendly as glass bottles can be directly reused	Some bottles might need an opener to be opened securely

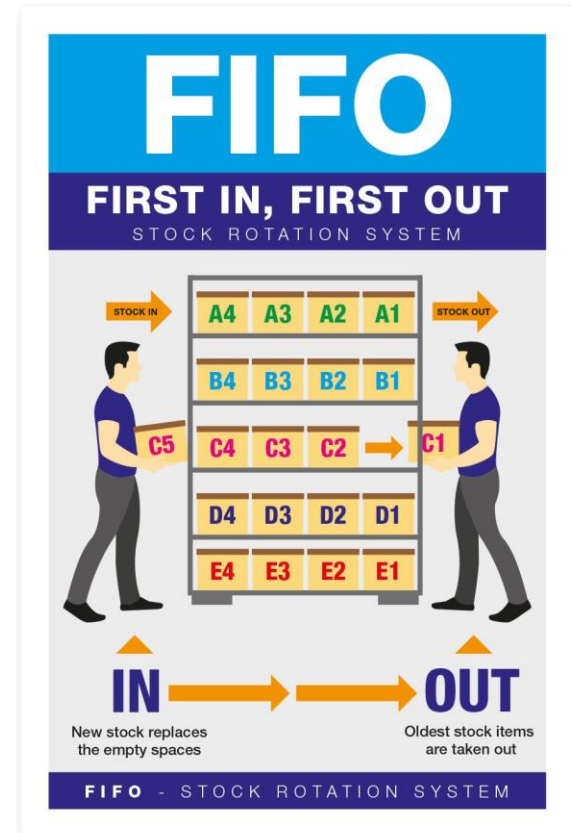
FIFO ROTATION - CONCESSIONS

FIFO

Serving our guests fresh beer lives or dies by expiration dates. These dates can vary extensively, depending on style and format of beer. But without a decent first-in, first-out (FIFO) strategy for distribution and selling, we are prone to suffering both product spoilage and waste.

Labels

Organization is the key to FIFO, beginning with SKU labels. Labeling is a critical step in the FIFO process. Labels make your inventory trackable and increase visibility, Team Members will quickly be able to identify misplaced and out-of-place items.





MERCHANDISING & SETUP

SETUP FOR MANAGERS



A well merchandised bar will drive revenue by providing an opportunity for the guest to choose from the top-quality products that are part of the Top Shelf Program rather than defaulting to a potentially lower margin item.

DISPLAY EVERYTHING YOU SELL

We work hard to provide a premium experience for our guests. Let us make sure they know we've got the best selections available.

UTILIZE CATEGORY BLOCKING

Displaying a spirit category together so that they form a line, square, or grouping.

GROUP BRANDS TOGETHER WITHIN A CATEGORY

Ensure that all line extensions of a brand are displayed side by side so guest can see all similar items easily.

ALWAYS FRONT & FLAG BOTTLES

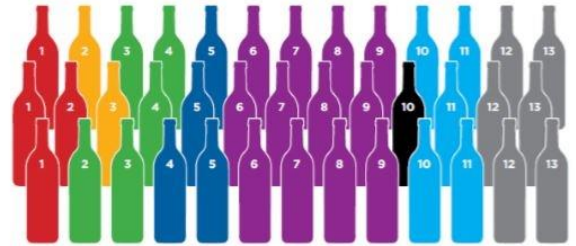
FRONT: Ensuring that bottle labels are displayed in a neat and organized fashion with the label facing the guest.

FLAG: All working display spirit bottles should have a pour spout and those spouts should be pointed to the left.

SHOWCASE SIGNATURE

Highlight the categories that we are known for within the display. Elmwood's signature items are American Classics therefore quality ingredients from our classic cocktails are highlighted throughout our displays.

PHOTOS/SCHEMATICS



ROW 1 (LEFT TO RIGHT)

- | | |
|------------------------------------|-----------------------------------|
| 1. Tito's Handmade Vodka | 8. Jack Daniel's Tennessee Honey |
| 2. Tanqueray Gin | 9. Ole Smoky Moonshine (optional) |
| 3. Malibu Coconut Rum | 10. Cointreau |
| 4. Patron Silver Tequila | 11. Jägermeister |
| 5. Jim Beam White Label Bourbon | 12. Barefoot Chardonnay |
| 6. Jim Beam Apple Whiskey | 13. Blackstone Merlot |
| 7. Jack Daniel's Tennessee Whiskey | |

ROW 2 (LEFT TO RIGHT)

- | | |
|------------------------------|-------------------------------|
| 1. Absolut Vodka | 8. Dewar's White Label Scotch |
| 2. Captain Morgan Spiced Rum | 9. Bailey's Irish Cream |
| 3. Bacardi Superior Rum | 10. Kahlua |
| 4. Crown Blue 100% Apple | 11. Dewar's Blue Curacao |



A photograph of a smiling bartender with a beard, wearing a plaid shirt and a dark apron, serving a beer in a glass. The background shows a well-stocked bar with various bottles and glasses. The image is overlaid with a semi-transparent white filter.

PRICING STRATEGY

2024 PRICING STRATEGY



Partner with Revenue Management

Strategy based on both guest data and sales analysis. Star/Dog reports read and summarized detailing deletes and additions in Q4.

Utilize Subsidiary Best Practices

Gaming moves slots based on 'heat mapping' and guest flow. Rethink what offerings have the highest profitability and focusing those a high volume areas within the stadium.

Market Basket Data

Street-side pricing has caught up to event and concessionaire pricing. No longer a difficult sell into the client for higher price cocktails and beer offerings.



POS CONTROLS

POS REPORTING

What are Exception Reports?

Based on the POS system, running reports for the following:

- CC Refunds
- Voids
- Comps/Spills
- Season Ticket Discount/Points

Do not wait for a problem to present itself, run each game, homestand, week, month.

Trust, but Verify

Theft and dishonesty will occur. Staying ahead of it and limiting it is paramount. Team Members will quickly learn what is inspected and stop the behaviors.

