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Nota di contenuto	Business Development in Licensed Retailing: A unit manager's guide; Copyright; Contents; Foreword; Preface; List of figures; List of tables; CHAPTER 1 What business are you in?; Bar and pub services management; The downside of licensed retail branding!; About services . . . ; Working with customers; About hospitality; CHAPTER 2 Looking for more than breath on the mirror in recruitment; Recruiting and selecting staff for effective service; Flexible employees; The local market for labour; The importance of planning ahead; Describing the job to be done; Describing the ideal recruit Attracting candidatesMaking the selection; Approaches to recruitment and selection; CHAPTER 3 It takes happy workers to make happy customers; Team leadership and motivation; What kind of leader?; A matter of choice?; Working in teams; Benefits of working in teams; CHAPTER 4 It's people, people, people; Working with people; Individual differences; Individuals in groups; Influencing others; Dealing with conflict; Motivating people at work; CHAPTER 5 Now you see them, now you don't; Staff retention and turnover in licensed retailing; Causes and types of staff turnover; Counting the cost Measuring staff turnoverWasted millions: some industry examples;

Keeping your staff - it's not rocket science! Everyone can do it!;  
CHAPTER 6 Training improves business performance; Employee training and development; The benefits of training; Training your staff; The ABC of training; CHAPTER 7 Serve hot food hot, and cold drinks cold, and everybody smiles; Managing service quality; Licensed retail service quality; Quality management and licensed retail operations; CHAPTER 8 Get it hot to the table on time; Managing food operations; Food operations in licensed retailing  
Managing key points of controlCHAPTER 9 On turning a profit; Financial control in licensed retailing; The principles of control; Financial targets and business performance; Identify and understand cost and sales data; Analysing the financial data; Analysis of cost-volume-profit data; CHAPTER 10 On turning more profit; Further financial controls to improve business performance; Profit sensitivity analysis; Reviewing sales patterns; Menu engineering; Budgets; CHAPTER 11 There's more to it than cutting wages; Labour cost management; Elements of labour costs; Measuring staff costs  
Adding to staff incomeScheduling employees; CHAPTER 12 Meeting and exceeding customer expectations; Marketing - understanding your market; A customer focus; Segmentation; Customer occasions; Capturing information; CHAPTER 13 Let's keep in touch; Marketing - promoting your business; Understanding the competitors; Understanding the local community; The SWOT analysis; What is promotion?; CHAPTER 14 Improving the chance of reaching your destination; Preparing a unit business plan; Describing the business; Competitive business strategy; Operations; Forecasting results  
Writing up, presenting and working with your business plan

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#### Sommario/riassunto

'Business Development in Licensed Retailing: a unit manager's guide' details the indispensable skills and techniques needed to manage units within licensed retail organisations in a flexible and entrepreneurial manner. This book: · Forms the basis of a complete course for a unit manager's development. · Provides an overview of the range of skills needed for effective unit management. · Supports the development of techniques with examples from existing best practice and case examples from companies such

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