

# *Food & Beverage Management 2017*

## *Controlling Costs*



**Bowling  
University**

**TRAIN MORE. BE MORE.**



# *Controlling Costs*



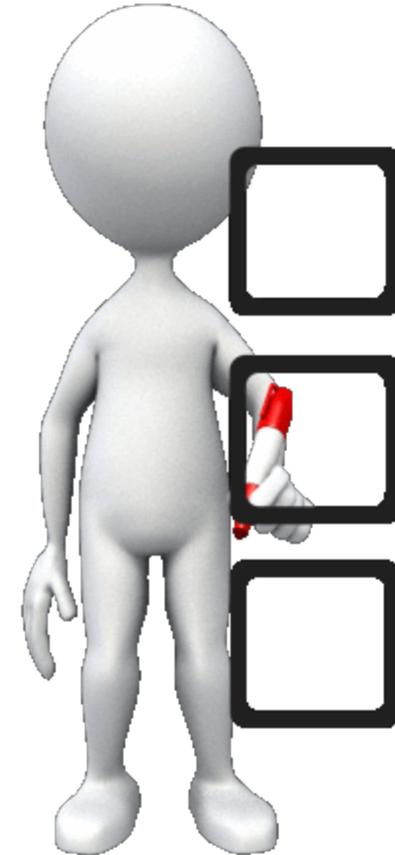
## **SOBERING FACT--**

**60% of new restaurants  
close or change  
ownership within 3 years.**

# Controlling Costs



List the costs associated with owning/running a restaurant and/or bar.



# Controlling Costs

## Costs associated with running a restaurant/bar

- Cost of product
- Occupancy costs
- Utilities
- Repairs & maintenance
- Supplies
- Labor
- Labor-related
- Insurance
- Advertising & marketing
- Service contracts
- Professional fees
- Recruiting
- Training
- Research & development

# Controlling Costs



## Prime Costs

Cost of Goods + Labor + Labor-related = PRIME COSTS

60-65% is the GO range for Prime Costs in Profitable Restaurants

# Controlling Costs

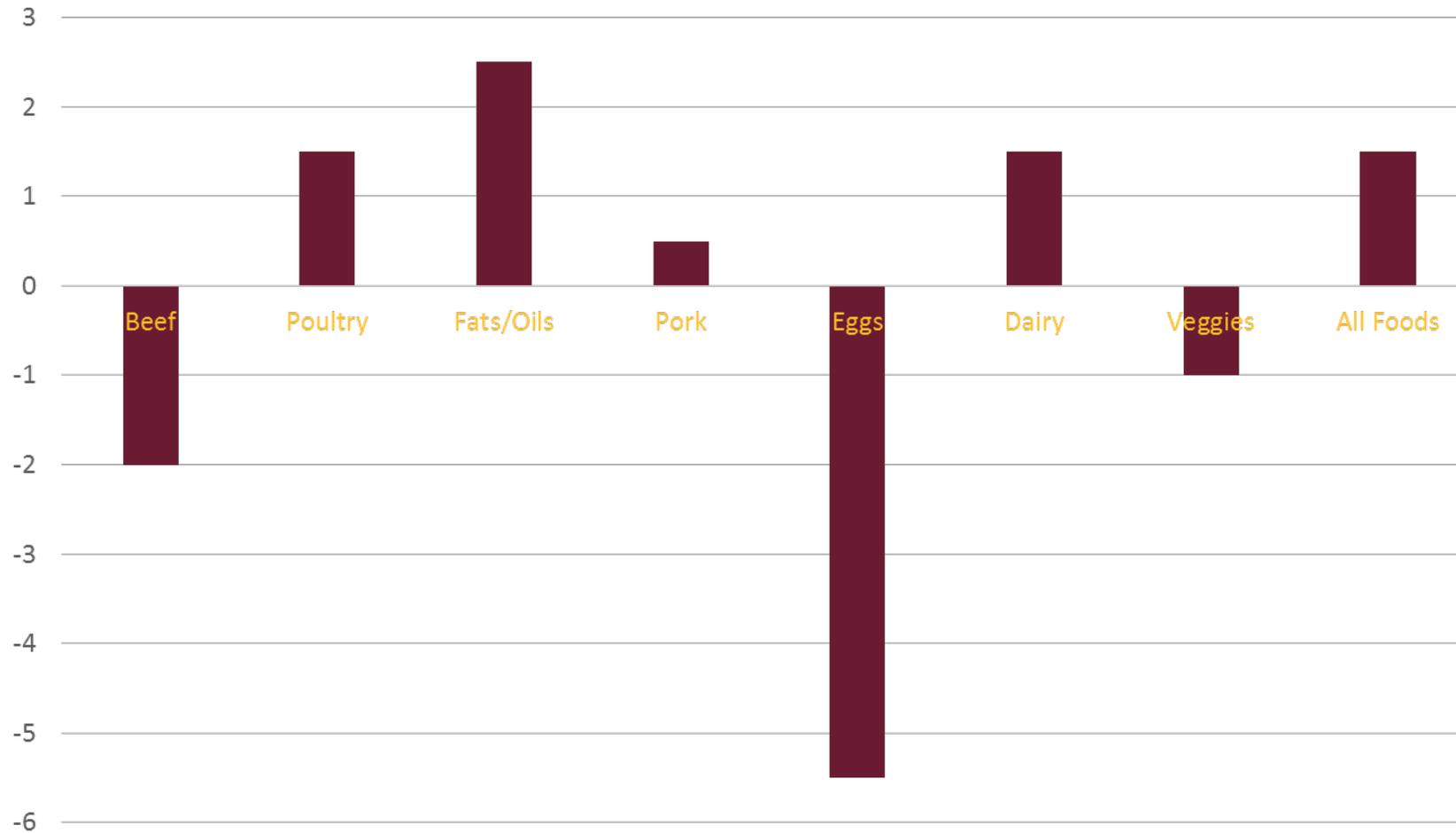


## *2016 Restaurant Trends-Costs*

In 2016, something happened in the food industry that has not happened since 1967—what was it?

# Controlling Costs

## 2017 Restaurant Trends-Costs



# *Controlling Costs*

## *THE IMPORTANCE OF COGs %*

### *ILLUSTRATION*

2% variance in COGs % for a center doing \$400,000 in Food & Beverage sales equals

\$8,000 annually!

5% variance in COGs % for a center doing \$400,000 in Food & Beverage sales equals

\$20,000 annually!

# Controlling Costs



## ***MANAGING COST OF GOODS***

- Smart purchasing
  - Delivery charges and drop sizes
  - Driving to buy—bad idea typically
  - Know your agreements
- Right pricing
  - Review at least twice per year; adjust as necessary
  - Know your competitors' pricing
  - Bundle for value & increased check average

# Controlling Costs

## ***MANAGING COST OF GOODS***

- Recipe and Portion Control
  - Develop and utilize a detailed recipe & shelf life guide
  - Pre-portion wherever possible
  - Train and test to standards
- Administrative Controls
  - Management or Supervisory order acceptance
  - Regular inventories and COGs calculations
  - Track waste
  - Measure adherence to policy (observe, document)

# Controlling Costs

## MANAGING COST OF GOODS Waste Sheet Example

Date	Waste Item	Reason	#	Cost	Approval
4/10	Hamburger	Guest Complaint	1	1.12	Joe Manager
4/10	Quesadilla Chicken	Expired shelf life	3	1.24/3.72	Julie Supervisor
4/11	French Fries	Dropped on floor	1	.45	Janet Manager
4/11	Bud Light Bottle	Server spilled	2	1.04/2.08	Jim Supervisor
4/11	Sliced Tomatoes	Spoiled	16	.08/1.28	Joe Manager

# Controlling Costs

## MANAGING COST OF GOODS Waste Sheet Results Communication

WEEK ENDING FEB 24

WASTE LOSS:

**\$85.75**

THIS WEEK'S GOAL:

**\$45.00**

4-10% of all food purchased at the typical food industry establishment is never sold—it is lost to waste!

# *Controlling Costs*

## MANAGING COST OF GOODS PORTION CONTROL DISCIPLINE

### **Portion Abuse Top Five**

5. French Fries
4. Draft Beer
3. Pizza Cheese
2. Liquor
1. Ice

# *Controlling Costs*

## **MANAGING COST OF GOODS PORTION CONTROL DISCIPLINE**

### **Portioning Improves**

- ❖ Consistency
- ❖ Guest Satisfaction
- ❖ Speed of Service
- ❖ Sanitation
- ❖ Profitability

# Controlling Costs

## MANAGING COST OF GOODS PORTION CONTROL DISCIPLINE

Consider this:

- ❖ A center sells 25 small & 50 large pizzas per week
- ❖ The staff tops each large pizza with 2 oz extra cheese, & each small with 1 oz extra
- ❖ Weekly, the center wastes 125 oz of cheese; 6,500 ounces on a yearly basis
- ❖  $6,500 \text{ ounces} \times 20 \text{ cents per ounce} = \$1,300!$

# Controlling Costs

## MANAGING COST OF GOODS UNDERSTANDING POTENTIAL COG<sub>s</sub>

Menu Item	Selling Price	Cost/Item	COG %
Soft Drink	\$1.79	\$.28	15.6%
Pizza	\$11.99	\$3.87	32.3%
Hamburger	\$3.99	\$1.55	38.9%
Chicken Wings	\$7.99	\$3.30	41.3%

What COG % would you expect the center to run?

# Controlling Costs

## MANAGING COST OF GOODS UNDERSTANDING POTENTIAL COGs

Item	Price	Sold	Sales Total	Cost/Item	Total Cost	COG %
Soft Drink	\$1.79	200	\$359.00	\$.28	\$56.00	15.6%
Pizza	\$11.99	45	\$539.55	\$3.87	\$174.15	32.3%
Hamburger	\$3.99	53	\$211.47	\$1.55	\$82.15	38.9%
Chicken Wings	\$7.99	36	\$287.64	\$3.30	\$118.80	41.3%
		334	\$1,397.66		\$431.10	<b>30.84%</b>

Center A

# Controlling Costs

## MANAGING COST OF GOODS UNDERSTANDING POTENTIAL COG<sub>s</sub>

Item	Price	Sold	Sales Total	Cost/ Item	Total Cost	COG %
Soft Drink	\$1.79	100	\$179.00	\$.28	\$28.00	15.6%
Pizza	\$11.99	45	\$539.55	\$3.87	\$174.15	32.3%
Hamburger	\$3.99	53	\$211.47	\$1.55	\$82.15	38.9%
Chicken Wings	\$7.99	136	\$1,086.64	\$3.30	\$448.80	41.3%
		334	\$2,016.66		\$733.10	<b>36.4%</b>

Center B

# Controlling Costs

## MANAGING COST OF GOODS UNDERSTANDING POTENTIAL COGS



Which Center is more profitable, Center A or Center B?

# *Food & Beverage Management*



## Tools of the Trade

- Sales or Product Mix Report
- Preparation Lists
- Pull/Thaw Sheets
- Opening/Closing Checklists
- Line Checks/Waste Sheets
- Ordering & Recipe Guides
- Inventory Worksheets

# Food & Beverage Management



## Tools of the Trade—Preparation

Item	Amount	Weekday Par	Weekend Par	On Hand	Make	Initial
Sliced Tomatoes	Sixth Pan	1	3	2	1	RH
Large Pizza Cheese	9 oz	10	40	13	27	RH
Small Pizza Cheese	5 oz	6	15	4	11	RH
Shredded Lettuce	Sixth Pan	2	5	4	1	RH
Sliced Pepperoni	Third Pan	1	2	2	0	RH
White Bread	Loaf	1	2	1/2	2	RH

# Food & Beverage Management



## Tools of the Trade—Line Check

ITEM	TEMP	TASTE	AMOUNT	INITIALS/TIME
Soup of the Day				
Queso				
Salsa				
Spinach Dip				
Chopped Romaine				

# *Trouble Shooting Cost of Goods*



- 1) Check ending inventory extension—validate that all extensions are correctly priced and calculated.
- 2) Ensure no products were substituted
- 3) Make sure inventory sheets are constructed correctly (unit used and cost/unit match up)
- 4) Are you ensuring that all orders are rung into the POS system (no verbal orders)

# *Trouble Shooting Cost of Goods*



- 5) How is the quality of perishable items coming in the back door?
- 6) Back door security solid? Lock all food storage areas during closed hours.
- 7) Use clear garbage can liners to inspect contents of waste cans.
- 8) Check adherence to recipes. Re-train cooks on recipe execution, proper yield/portion of all ingredients in recipes & handling of food.

# *Trouble Shooting Cost of Goods*



- 9) Watch for proper plating and over-portioning
- 10) Use weights & measures during portioning
- 11) Wastes related to over-preparation (prep lists)
- 12) Staff grazing/not adhering to meal policy
- 13) Tighter inventories typically mean better COG
- 14) Food cost issues & challenges communicated to all team members
- 15) Stocking levels of service areas

# Costing out a (Whole) Menu



Costing your menu (80% of restaurants don't do this, and an additional 5% do it incorrectly)

- Portion control discipline must be in place
- Remember condiments, oils, sauces
- Complete at least twice per year
- Have more than one person check the cost calculations
- Remember, platters, buffets, cocktails, snacks
- There is no engineering without accurate costing

# Costing out a Buffet Example-Fajita Feast



Ingredient/Menu Item	Unit	Unit Cost	Amount per Guest	Cost per Guest
Boneless Chicken Thighs/Breasts	Ounces (raw)	.18	4	.72
Skirt Steak	Ounces (raw)	.30	4	1.20
Marinades	Ounces (mixed)	.07	1	.07
Tortillas (mixed C/F)	Each (6 inch)	.08	2	.16
Charro Beans	Ounce (cooked)	.06	5	.30
Mexican Rice	Ounce (cooked)	.07	5	.35
Sour Cream	Ounce	.17	2	.34
Sauteed Pep/Onions	Ounce (cooked)	.12	2	.24
Cheddar/Jack Cheese	Ounce	.22	2	.44
Shredded Lettuce	Ounce	.09	1	.09
Salsa	Ounce	.10	2	.20
Corn Chips (cooked)	Ounce	.09	2	.18
Diced tomatoes	Ounce	.16	2	.32

# Costing out a Buffet Example



## FAJITA FEAST

Cost per Guest	\$4.61
Price per Guest	\$16.99
Cost of Goods %	27.13 %

# Food & Beverage Management



## TEAM WORKSHOP

### Costing and pricing menu items

#### Your team's assignment: First Pick a TEAM NAME

1. Calculate fully and record the cost of the 3 menu items
2. Study the provided competitive pricing survey
3. Establish and record a retail price for each of the 3 menu items
4. Calculate and record the COG% for each menu item
5. Support your team's pricing decisions
6. Choose a speaker and present your team's decisions

# Controlling Costs

## BAR OPERATIONS



Fill Your Brain

Fill Your Lanes

# Controlling Costs—Bar Operations



## *Liquor Controls*

- ❖ Recipes, training, practice and follow-up
- ❖ Pouring methods—worst to best
- ❖ The importance of frequent inventories
- ❖ Ice portion and mixer portion
- ❖ Glass size importance
- ❖ Understand and know potential COGs %

# Controlling Costs—Bar Operations



## ***DRAFT BEER Controls***

- ❖ Weekly draft analysis/measure draft waste
- ❖ Train & remind staff constantly
- ❖ Prepare drinks in proper order
- ❖ Pour a d\*\*\* head on the beer!
- ❖ Utilize TruPour FOB detectors
- ❖ Maintain cooler compressors and draft lines
- ❖ No head vs. 1" head on 60 oz pitchers=6 extra pitchers per ½ barrel or approximately \$70 !

# Controlling Costs—Bar Operations



## *Reduce Theft*

- ❖ Tip jars away from register
- ❖ Bartenders don't cash in their own tips
- ❖ No written tabs used
- ❖ No verbal orders
- ❖ Unannounced drawer pulls
- ❖ Employee policies in place
  - ❖ No tabs for employees
  - ❖ No friends seated at that bar

# Controlling Costs



## TIPS FOR MANAGING LABOR

- Hire slow, fire fast
- Hire easy, manage hard OR Hire hard, manage easy
- Invest heavily in staff orientation & training
- Commit to continuous training
- Give regular feedback to staff
- Communicate goals, vision, purpose, mission

# Controlling Costs



## TIPS FOR MANAGING LABOR

- Be competitive with wages and increases
- Load up with part time staff; minimize full time
- Practice “zero-based” staffing
- Practice quarter hour scheduling
- Utilize the art of cutting staff at the right time
- Cross-train to improve efficiencies
- Become a “Master Forecaster”

# Controlling Costs—Other Expenses



- ❖ Supplies—disposable versus re-usable
- ❖ Utilities—start and stop times on equipment
- ❖ Repairs & Maintenance—train staff & use it right
- ❖ Recruiting—Bounties, Facebook, Website use
- ❖ Advertising—go digital
- ❖ Research & Development—utilize vendors
- ❖ Marketing—utilize vendors

# *Food & Beverage Management 2017*

## *Food & Beverage Trends*



**Bowling  
University**

**TRAIN MORE. BE MORE.**



# Food & Beverage Trends 2017



## 2017 Trends—Menus & Pricing

- In many restaurants, less is MORE
- Consistent ending numerals
- Careful with pictures, boxes & highlights
- Two choices—on the 9s or even dollars
- Price break points that impact demand
- Bar & Food menus—different mindsets



# 10 things to know about menus



1. Your menu should be original (kind of)
2. Your menu should be versatile (cross-utilize)
3. Your menu should have the correct costs
4. Your menu items should be easy to prepare
5. Your menu should be easy to read



# 10 things to know about menus



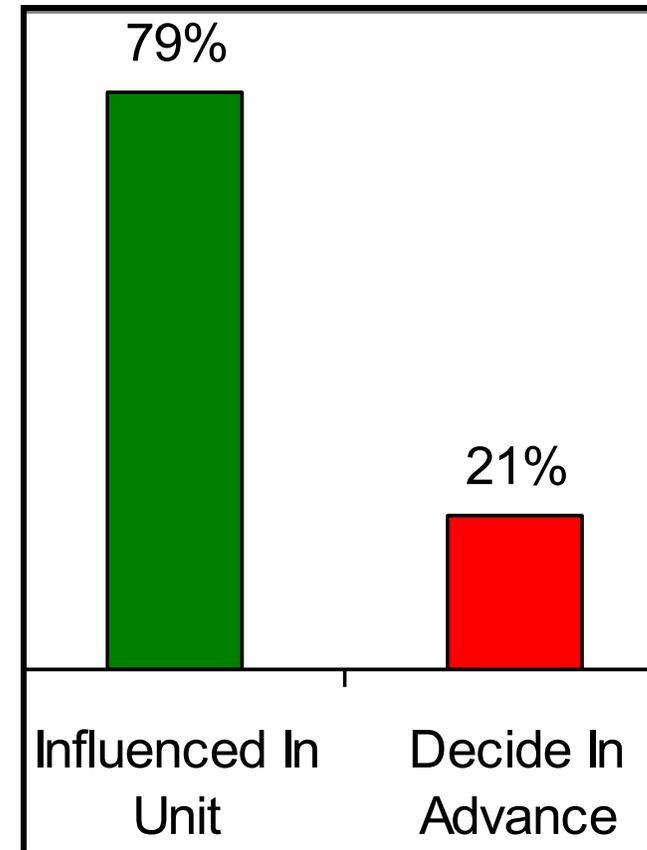
6. Your menu size should be manageable
7. Know when to update your menu
8. Know what to avoid on your menu
  - Too many pictures
  - Too many highlights
9. Price it right (consistent, competitive)
10. Always, always proof read your menu!



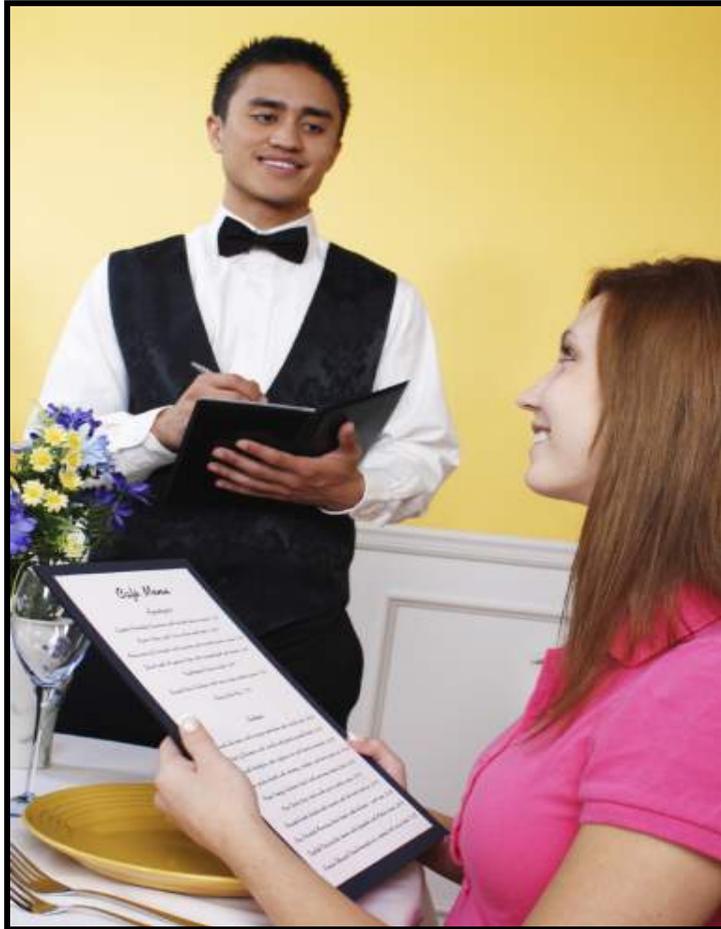
# Food & Beverage Trends 2017



Nearly 80% of consumers do not know what beer, wine and spirit drink they will order in advance.



# Food & Beverage Trends 2017

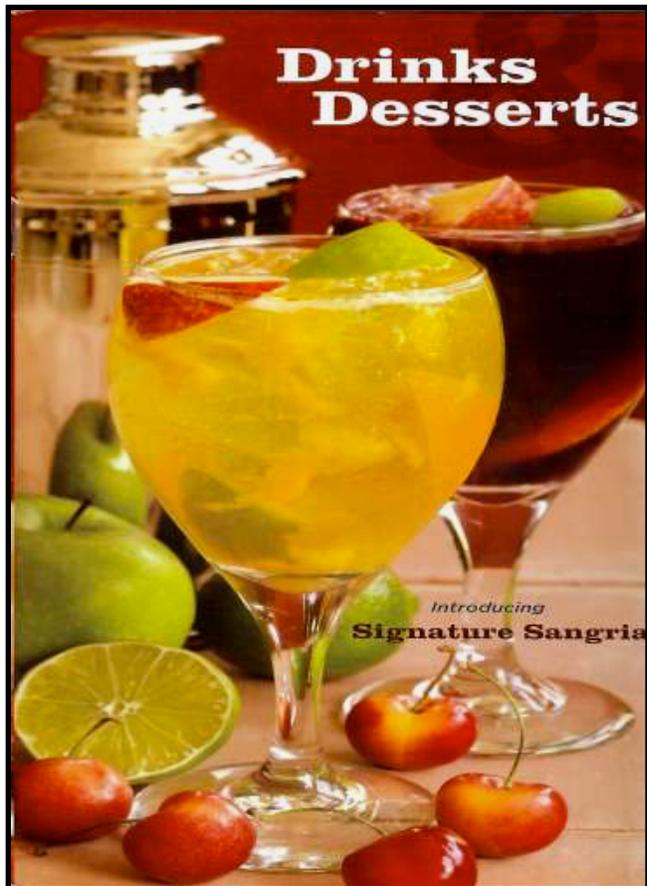


Order Influencer	Percent
Beverage menu listing drink offerings	29%
Bartender or server suggestion	25%
A house specialty	19%
Recommendation from friends or family	18%
Poster or sign that promotes a drink	17%
Drink being featured on special promotion	15%
Matches the food that I am eating	15%
Something on table that promotes drinks	10%
Drinks listed on food menu	9%
The restaurant or bar is sampling a drink	9%
Bar tap handles	8%
Seeing what others are having	6%
Brands/bottles on display	6%
Promotional button on server/bartender	3%
Drink coaster / napkin on table	2%

# Food & Beverage Trends 2017



Consumers clearly prefer stand alone drink menus over drink listings on food menus, table tents or insert cards.



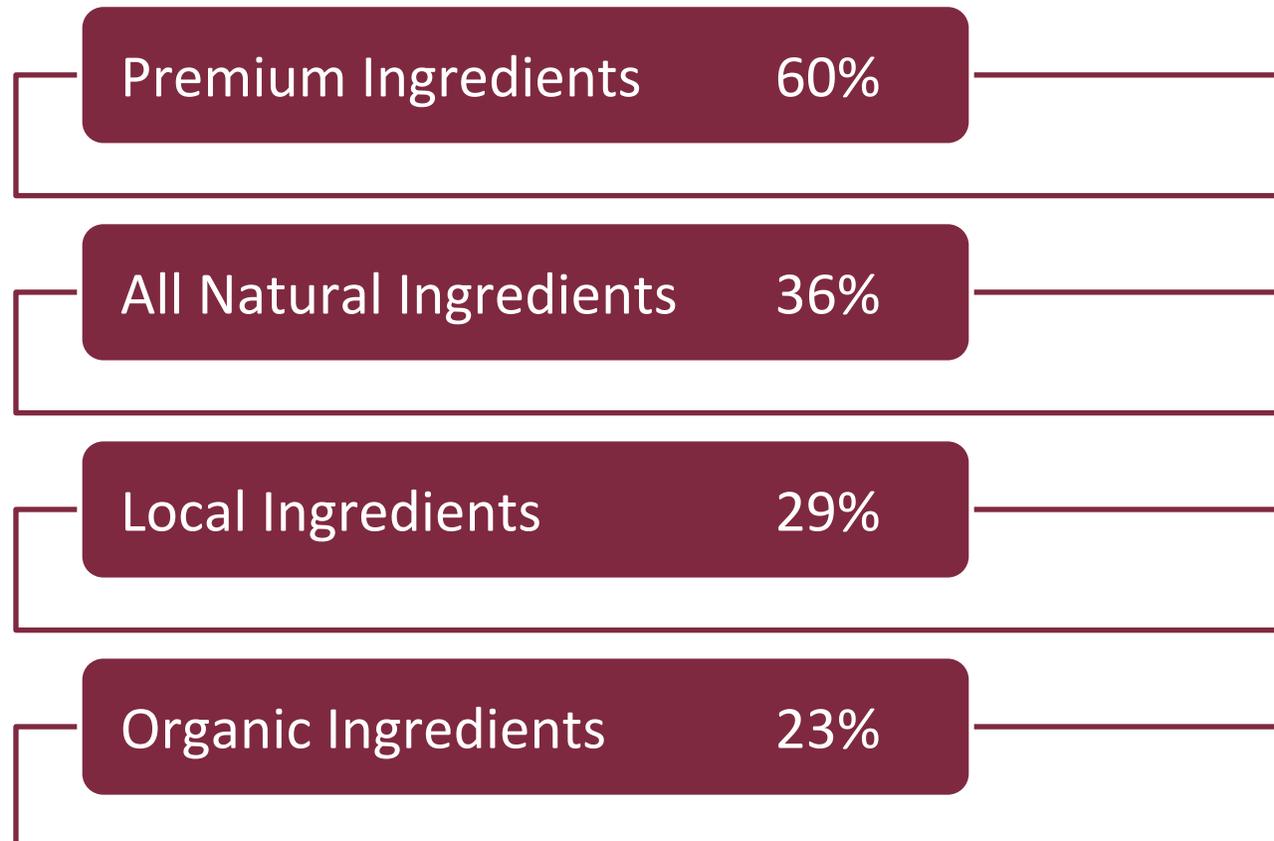
Menu Type	Percent
Stand-alone drink menu	59%
Drinks on food menu	15%
Drinks on table tent	14%
Drinks on a menu insert	12%

# Food & Beverage Trends 2017



## 2017 Trends-Consumer Behavior

Enhancing Food Quality Provides Value Consumers are Willing to Pay More For



# *Food & Beverage Trends 2017*



## ***2017 FOOD SERVICE TRENDS***

- ❖ Breakfast all day (non traditional meal times)
- ❖ Comfort foods (politics, politics)
- ❖ Pickling, ethnic spices in—reduced sodium out
- ❖ Natural, clean, gluten free in, vegan out
- ❖ Street food in, tapas and dim sum out
- ❖ Food trucks out, meal kits in
- ❖ Informed, educated & demanding consumers
- ❖ Ethnic-inspired breakfast items

# Food & Beverage Trends 2017



## Comfort Foods by State

- ❖ New York
- ❖ Illinois
- ❖ Texas
- ❖ Georgia
- ❖ Missouri
- ❖ South Carolina
- ❖ North Carolina
- ❖ California
- ❖ Wisconsin
- ❖ Arizona
- ❖ Chicken Wings
- ❖ Deep Dish Pizza
- ❖ Smoked Brisket
- ❖ Peach Cobbler
- ❖ Toasted Ravioli
- ❖ Shrimp & Grits
- ❖ BBQ Pulled Pork
- ❖ Ramen
- ❖ Cheese Curds
- ❖ Chimichangas

# Food & Beverage Trends 2017



## NON-ALCOHOLIC BEVERAGE TRENDS



Gourmet lemonade; Specialty iced tea;  
House-made soft drinks; Organic coffee;  
Coconut water; Mocktails; Smoothies;  
Milk Shakes, Cold Brewed Coffee



# Food & Beverage Trends 2017



Fresh, Unique  
Toppings



Flatbreads,  
Sauce Variations

# *Food & Beverage Trends 2017*



## ***BETTER BURGER TREND***



# Food & Beverage Management



## TEAM WORKSHOP

### Devising New Menu Items

**Your team's assignment: Develop 3 new menu items**

1. Utilize ingredient list from first breakout
2. Add up to 3 new ingredients (total) to the current ingredient list
3. Estimate the cost of the new ingredients
4. Calculate the cost of the new the new menu items
5. Determine your selling price for the new items
6. Present your findings to the group

# Catering Options & Menus



- Run correctly, the most profitable food segment
- Include ingredients/items from core menu
- Buffet/plated/platters
- Decide on a service style (unlimited/fixed portions)
- Research equipment: aesthetics and durability
  - Consider shapes of heating equipment
  - Purchase enough to have complete sets
  - Match utensils with serving equipment

# *Catering Options & Menus*

- Don't over-complicate the menu
- Leave room for customization
- Be prepared for dietary requests
- Select only the very best staff to serve as hosts
- Train “specialty” staff or hosts on execution
- Conduct pre-event meetings
- Complete post-event recaps

# Catering Options & Menus



Menu Suggestions: Appetizer assortment, wraps & salads, Italian, Mexican and/or BBQ

# Promoting Food & Beverage Sales



Fill Your Brain

Fill Your Lanes

# *Promoting Food & Beverage Sales*



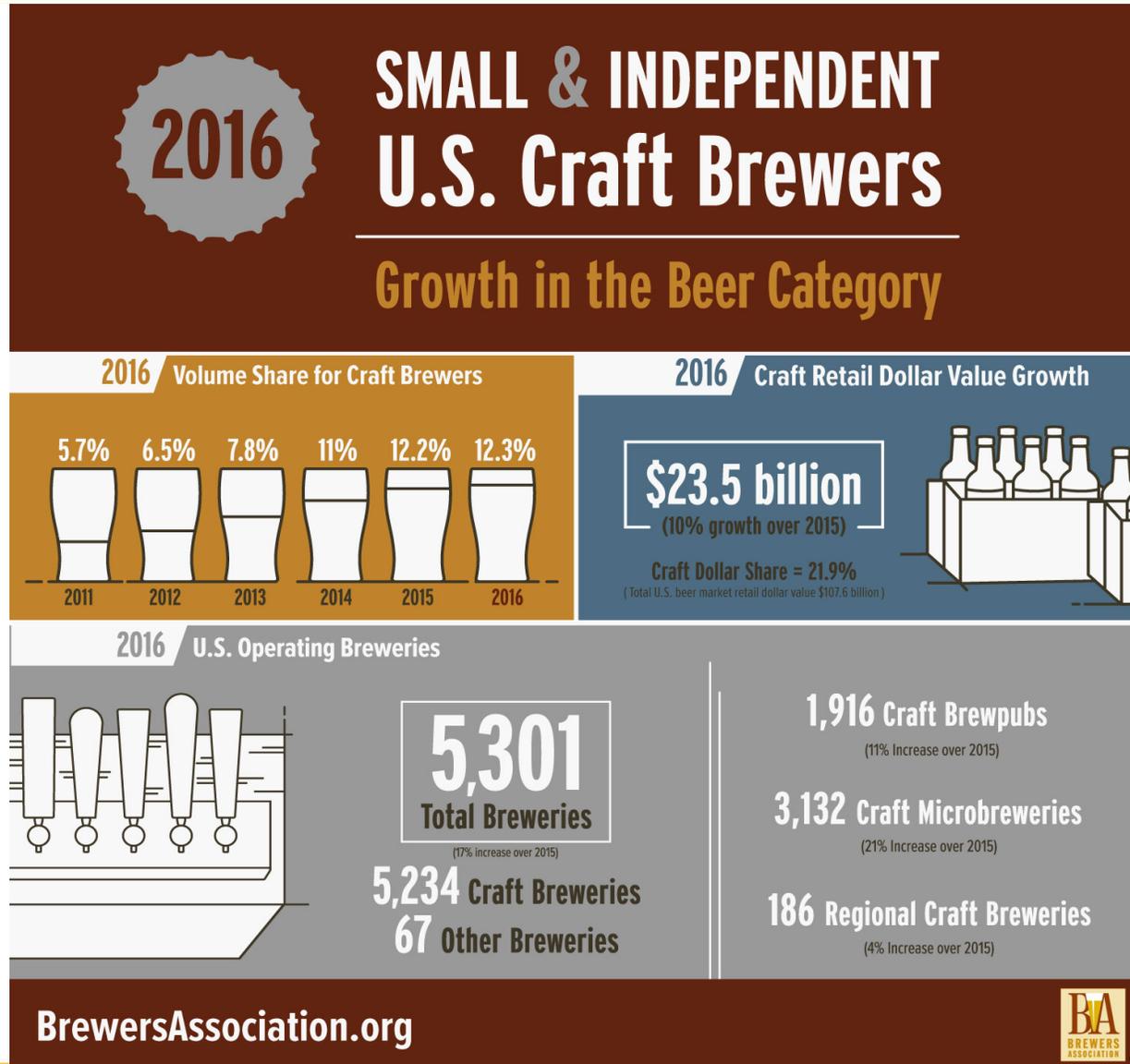
## *2017 Bar Trends*

- ❖ Craft & locally distilled spirits
- ❖ Locally produced wine and craft beer
- ❖ Onsite barrel-aged drinks
- ❖ Culinary & regional signature cocktails
- ❖ Brown spirits remain on a roll

# Food & Beverage Trends 2017



The BIG NEWS in Beer!



# Promoting Food & Beverage Sales



## ***DRAFT BEER CONSUMPTION***

FROM 2002-2015

- Draft share grew from 9.0% to 11.0%
- Total draft volumes grew at 1.2% CAGR
- Total beer industry grew at 0.2% CAGR
- Total US draft industry was 660 million gallons in 2015



# *Food & Beverage Trends 2017*



## *THE IMPORTANCE OF CRAFT BEER*

- Craft beer drinkers' check average are 36% higher than premium beer drinkers'
- 60% of beer drinkers drink craft beer & want to be traded up
- Craft beers are the most exciting & growing segment of the beer business
- Millennials seek out craft offerings establishments
- Craft brands bring authenticity, flavor & credibility to the establishment that offers them
- Craft beer enhances the customer experience

# Food & Beverage Trends 2017



## CASHING IN ON THE CRAFT BEER TREND

- Focus first on delivering the beer properly
  - Storage
  - Pouring
  - Glassware
- Staff Education & Training
  - Know styles and flavor profiles
  - Suggest craft beers first
  - Food & beer pairings (dinners/clubs)
- Local focus
  - Establish partnerships
- Rotation of brands & breweries



# Food & Beverage Trends 2017



## CRAFT BREWING FACTS

- Craft brewing was up 12.3% in volume sales in 2016
- Craft sales grew 97% from 2009-2016
- Craft brew sales were 11% of total beer dollar sales in 2016; 4.6% in 2009
- Overall beer sales were flat in 2016
- IPAs accounted for 25% of the craft beer sales in 2016
- Golden ales, Pilseners and Pale Ales up 33% in volume sales in 2016
- 50% of Millennials aged 27-36 consume craft beer



# Food & Beverage Trends 2017



## CIDER & “HARD” POP

- Sales have increased 300% from 2010 to 2016
- Sales up 75% in 2014
- Sales up 11% in 2015; 8% in 2016
- Dry, sweet, semi-sweet, low carbonation, high carbonation
- Sells at premium or super-premium level
- Craft ciders gaining share
- Hard pop/soda taking large chunk of market share



# Food & Beverage Trends 2017



## ***SPIRIT TRENDS***

- Spirits sales up 2.4% in 2016
- Premium brands driving category
- Growth in local (micro) distilleries
  - 60 distilleries in 2003; 1315 today
- Craft liquor share of market 2.2% in 2016
- Growth rate of craft liquors 25% in 2015 & 2016
- Brown spirits killing it from 2014-2016

# Promoting Food & Beverage Sales



## COCKTAIL TRENDS

- Fresh Vegetables, Fruits, Juices & Herbs
  - Cucumber
  - Jalapeno
  - Basil, Mint, Rosemary
  - Berries, Citrus, Exotics
- Return to classics with fresh twists
  - Harvey Wallbanger
  - Tequila Sunrise
  - Collins
- Whiskey drinks (Old Fashioned)
- Margaritas still King of the Cocktail; Mojito versions close behind



*Very Sexy Cocktail Recipe - montage.kimollee.com*

# Food & Beverage Trends 2017



## WINE TRENDS

- Sangria (Red & White)
- Sweet Wines growth continues
- Wine Consumption flat in 2016
- Red blends top growth: Rose, Moscato, Sauvignon Blanc, Prosecco also growing fast



# *Food & Beverage Trends 2017*



## ***CONSUMER TRENDS***

- ❖ Two of the most important service elements to consumers are taking orders quickly and delivering drinks promptly.
- ❖ Consumer prefer server/bartender greetings that provide them with more information and they will respond to suggestive selling recommendations.
- ❖ Most Consumers do not know what they will order in advance and the drink menu is the key influencer.

# *Food & Beverage Trends 2017*



## ***CONSUMER TRENDS***

- ❖ Consumers are going out less often, and they are more promotionally minded than ever.
- ❖ Drink prices that offer good value are important but price is not very important to consumers when they place their order.
- ❖ Consumers believe premium brands taste better than standard brands and they expect to pay more for them.
- ❖ Consumer prefer drink menus with pictures.

# Menu Design & Development



- **Menu Engineering:** The study of the profitability & popularity of menu items and how these 2 factors influence the placement of items on a menu. The goal is to increase profitability per guest. (science)
- **Menu Design:** The look, feel, colors, content & style that make up your menu(s). (art & science)

## WIIFM?

- \*10-15% increase in sales
- \*15-20% increase in profit



# Menu Engineering



## MENU ENGINEERING—The Process

- 1) Cost your menu (80% of restaurants don't do this, and an additional 5% do it incorrectly)
  - Portion control discipline must be in place
  - Remember condiments, oils, sauces
  - Complete at least twice per year
  - There is no engineering without accurate costing

# Menu Engineering



## MENU ENGINEERING—The Process

- 2) Categorize menu items according to profit & popularity levels.
  - Profitability factors-plate contribution & COG%
  - Use at least 2-3 months of velocity reporting
  - Categorize within menu sections (burgers, pizzas, appetizers, sandwiches)
  - 4 Categories: Stars, Horses, Dogs & Puzzles

# Menu Engineering-Categorizing



## 3) REVIEW YOUR ANALYSIS

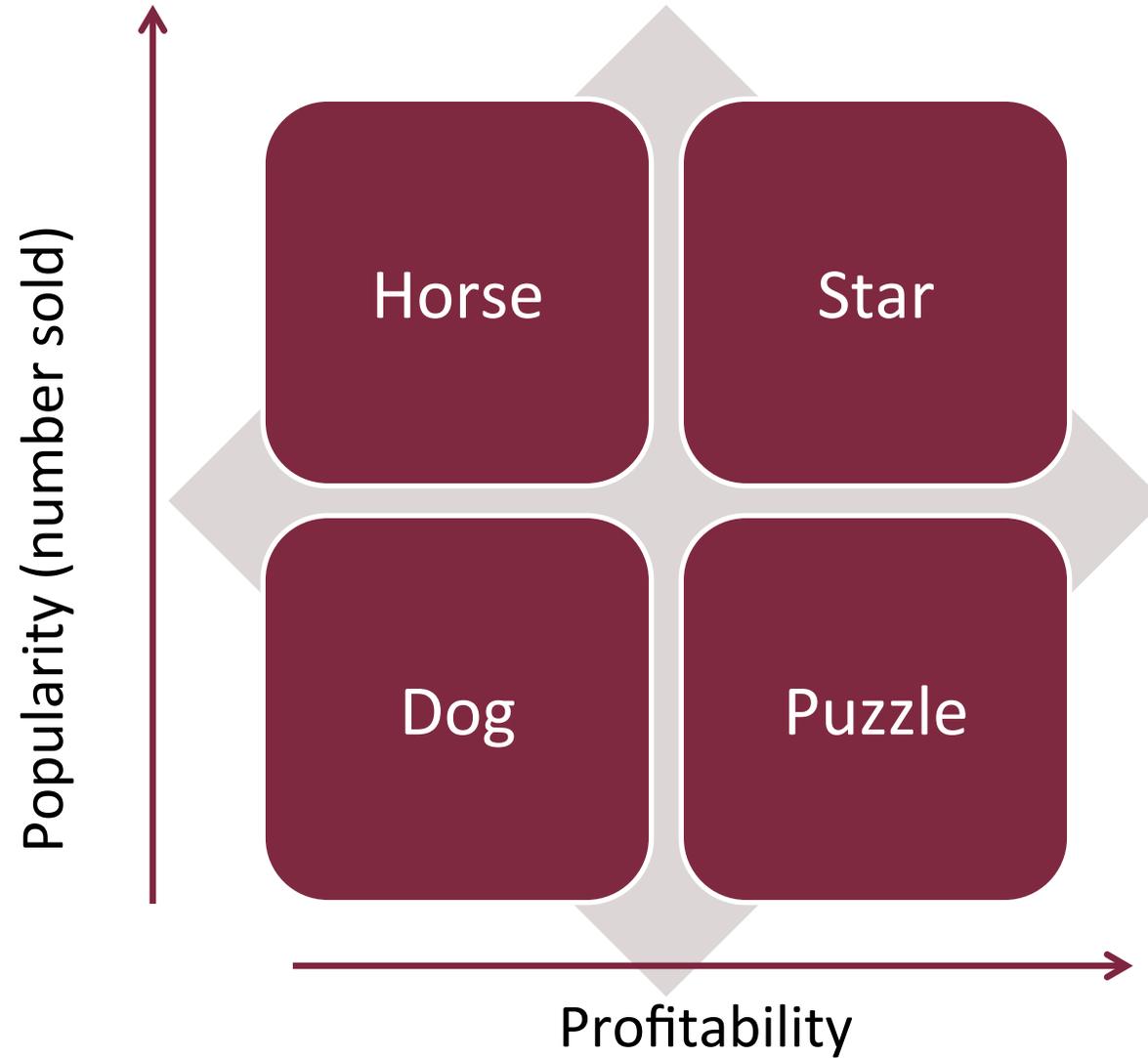
- 1) Find Stars, Puzzles, Dogs & Horses in each menu subcategory
- 2) Select 1 or 2 Stars in each subcategory
- 3) If no Stars, pick a Puzzle you want to elevate to Star
- 4) Treat these selections as highlighted items
- 5) Train your staff to suggest these items when a guest asks “What do you recommend?”
- 6) Consideration now is given to position placement on the menu based on the identification of Stars and potential Stars

## 4) DESIGN YOUR MENU—With Placement in mind

# Menu Engineering-Categorizing

- 1) **STARS:** Your best items—you may have a pricing opportunity here, or menu extension opportunities.
- 2) **PUZZLES:** Profitable, unpopular items. If you can answer the questions “Is this us?” or “Does this fit our brand?” with a “YES” then consider a downward price adjustment.
- 3) **HORSES:** Use these “cash cows” to attract guests to new items by surrounding them with Puzzles and Stars.
- 4) **DOGS:** Check for any value they add (easy to prepare, use in place items). If menu reduction is in order, these are the first to go.

# Menu Analysis



## People Considerations

- Are Managers setting the “Hospitality” tone?
- Training processes & procedures crucial:
  - Identify, qualify and empower trainers
  - Test for skills and knowledge
  - Define in depth your service standards
  - Make feedback an integral part of training
- Make people and staffing priority #1
- Communicate, educate & motivate through shift meetings
- Let personalities out, let innovations percolate up from team members
- Be flexible with scheduling staff members



# Case Study Exercise



- Study all reports on the center
- Read the background information
- Answer the questions based on your team analysis
- Elect a spokesperson
- Present your findings to the team

# Food & Beverage Trends 2017



## PUTTING IT ALL TOGETHER

- Pizza, burgers, wings, tacos
- Craft beer– a “must have”
- More draft, less bottle
- Gotta have specials-lots of ‘em
- Find and use locally made spirits
- Create your own cocktails
- Develop “signature” dishes
- Get “fresher” and GO LOCAL
- Don’t lose the “veto vote”
- Train & develop an “expert” staff
- Study, study, study!!



# Food & Beverage Management



- [www.draughtquality.org](http://www.draughtquality.org)
- [www.beerinstitution.org](http://www.beerinstitution.org)
- [www.beeradvocate.com](http://www.beeradvocate.com)
- [www.wineinstitution.com](http://www.wineinstitution.com)
- [www.cocktailchronicles.com](http://www.cocktailchronicles.com)
- [www.bevintel.com](http://www.bevintel.com)
- [www.bevindustry.com](http://www.bevindustry.com)
- [www.nrn.com](http://www.nrn.com)

# Thank You!



**LEARNING SO EFFECTIVE  
YOU'LL NEED CROWD CONTROL.**



**Fill Your Brain**

**Fill Your Lanes**