

Ashdale Quarterly Newsletter

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Dealing with difficult staff

This quarter we ask How effective are operators at dealing with difficult members of staff?

Anyone who runs a pub, bar or restaurant knows that their staff are one of their most important assets. Unfortunately no matter what sort of outlet you run, from time to time you will encounter situations where your staff aren't behaving or delivering in the way that you need them to.

Over the last few years I have had a number of clients who have had major issues with members of their teams. And I am not just talking about casual or part-time staff, but employees who had been in role for years and in some cases this has even included supervisors and managers.

In bigger companies there are sometimes HR departments who can help with these things. However for single site and even some multi-site operators these issues



usually have to be dealt with at a local level.

So how should business owners and managers go about dealing with difficult members of staff?

The nature of the problem...

In the same way that staff come in all sorts of different shapes and sizes, so do the challenges and problems they bring. These situations need to be looked at on a case by case basis. One size will rarely fit all.

One of the first things I suggest operators establish when dealing with a problem with one of their team, is how long

have things been going on for. If something is quite recent, assuming it's not too severe, then the way you can deal with it is likely to be different compared to something which has been going on for a longer period of time. In these situations I would often recommend treating the employee almost as you would a complaining customer.

To read this in full and previous articles go to Ashdale Articles

www.ashdale-consulting.com

Although Pubs & Restaurants were allowed to re-open in July significant restrictions meant trading remained well below seasonal norms

The 2nd lockdown in England in November and continued restrictions in pub & restaurant open times remains a major issue

Wine performed well in Q3 as it continued to benefit from sales through supermarkets during the pandemic

Beer Update

Latest data from the British Beer & Pub Association shows that beer sales in Q3 2020 were down **(2.3%)** on the same quarter a year ago. The decline was driven by sales through Pubs, Bars & Restaurants following the Covid-19 shutdown. Sales through Pubs, Bars & Restaurants in the UK

in Q3 were down **(27.2%)**. This compares to a decline of **(95.6%)** in Q2 this year and a growth of +0.9% in Q3 2019. Sales through Supermarkets & Convenience Stores in the UK in Q3 were up +18.2% compared to the same quarter last year. This compares to growth of +39.3% in Q2 this year

and a growth of +5.8% in Q3 in 2019.

Total MAT sales as of Q3 2020 were down **(7.4%)** vs. +2.5% in the MAT to Q3 2019.

Source: BBPA November 2020



Cider Update

Latest data from HMRC shows that cider returns in Q3 2020 were down **(10.3%)** on the same quarter a year ago. The quarter started off poorly as returns in July were down **(13.4%)** vs. July the previous year. This performance recovered as returns in August were up +9.6% vs.

August 2019.

The quarter came to an end with returns for September down at **(29.0%)** compared to September 2019.

A result of this has been that Cider returns on a MAT are now in decline at **(11.6%)**.

These numbers are for traditional apple Ciders

only. Fruit based Cider volumes are categorized as Made-Wine for duty by HMRC.

The outlook for Q4 doesn't look good as restrictions continue.

Source: HMRC November 2020



Wine Update

Latest data from the HMRC shows that still wine returns for September 2020 were up +16.5% versus September the previous year. This combined with July up +28.9% and August up +8.3% meant that Q3 was up +17.7% vs. 2019. This means that the current MAT is up +8.1% vs. this time last year.

Sales of sparkling wines in September were down **(7.2%)**.

Combined with a growth in July of +20.5% and growth of +19.5% in August meant Q3 finished up +10.3% vs. 2019.

This means that the current MAT is in decline of **(2.5%)**.

Fortified wine saw an

increase during Q3 up +46.2% vs. 2019 with the MAT now at +4.7%.

Source: HMRC November 2020



Pubs & Bars Update

Trade bodies and operators have been reacting to the fact that the majority of England's venues will be operating in tiers two and three as during December. The BBPA has said that the tiers will have a devastating impact on over 30,000 pubs, with 16,454 pubs being forced to close within tier three

regions. M&B (inc. Vintage Inns, Sizzling Pubs, Nicholson's and O'Neill's) has announced total revenue declined by **(34.1%)** in its full year results. This covers the 52 weeks ending 26 September 2020, as the group's operating profit fell from £297m in 2019 to just £8m.

New YouGov research, conducted on behalf of CAMRA, has revealed the majority of pub goers believe hospitality venues offer a Covid-safe environment.



CAMRA has also called on the Scottish government to re-examine strict restrictions on pubs as part of its five-tier system

Casual Dining Update

The Welsh government has announced it will provide £340m to support businesses in the country, amid a fresh wave of new rules affecting the way hospitality businesses can operate from Friday 4 December. The new measures demand that restaurants, cafés, bars and pubs close to dine-in customers by 6pm and

will not be allowed to serve alcohol. Trade body UKHospitality has said that £7.8bn worth of trade is due to be wiped out over the coming month, should the rules remain unchanged for the whole of December.

Dishoom has launched its first delivery kitchen outside of the capital,

enabling Brighton residents to order the Bombay café-inspired brand's dishes, drinks and sundries at home.



The Dishoom delivery menu has been specially curated to ensure all food travels well, and includes the keema pau, chicken ruby and house black daal

Supermarket Update

Latest 12 week figures saw the Grocery Market grow +9.3%, as prices have been rising since January 2017, following a period of price deflation in the 2 years prior.

Asda has announced it will allow children to eat for free in its cafés throughout December, in a move to help families in the pandemic. The

supermarket said all 216 of its cafés would provide children under the age of 16 with a free meal, when they were accompanied by an adult.

Aldi is hiring up to 100 additional staff to work in its Welsh stores on a temporary basis over the Christmas period. They said it was part of its biggest-ever festive

recruitment drive hiring more than 1,000 people across the UK. It is also extending its click & collect service.

Source: Kantar World Panel



The 100 temporary Christmas roles are in addition to the 4,000 permanent jobs Aldi has already created in 2020 across the UK

Helping clients...

**Sell More
Charge More
Lower Costs**

Dates and Events for Your Diary*

General

January

1st New Year's Day
4th New Year Holiday (Scot)
25th Burns Night

February

12th Chinese New Year (Ox)
14th Valentine's Day
16th Shrove Tuesday

March

1st St David's Day
9th-13th Sports Relief
19th Red Nose Day
14th Mother's Day
17th St Patrick's Day
28th Clocks Go Forward

Licensed Trade

January

1st-31st Veganuary
1st-31st Dry January

February

18th Drink Wine Day (USA)

March

10th-11th Casual Dining Show

Sports

January

18th-31st Tennis Open (Aus)

February

7th Super Bowl (USA)
28th League Cup Final

March

21st Australian Grand Prix
28th Bahrain Grand Prix

*Events and Sports maybe subject to postponement or cancellation due to the Coronavirus

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About Ashdale Business Consulting

I help my clients *sell more, charge more* and *lower costs*.

Having been a client myself I understand you always have *more things which need doing* than you ever have time for. Sometimes you also need *additional skills* or *experience* to complement those already in your organisation.

Sound familiar?

That's where help. I provide an independent flexible resource to draw from on just those occasions. I work across a range of different industry sectors providing *analysis, insight* and *strategic thinking*, however I specialise in helping the UK alcohol and hospitality sector.

Clients range from *individual outlets* and *microbrewers* through to *regional/national brewers*, as well as *global drinks companies* and *trade organisations*.

For more information go to my website:

www.ashdale-consulting.com

