
Running a Bar
FOR
DUMMIES®

by Ray Foley and Heather Dismore



Wiley Publishing, Inc.

Running a Bar

FOR

DUMMIES®

Running a Bar
FOR
DUMMIES®

by Ray Foley and Heather Dismore



Wiley Publishing, Inc.

Running a Bar For Dummies®

Published by
Wiley Publishing, Inc.
111 River St.
Hoboken, NJ 07030-5774
www.wiley.com

Copyright © 2007 by Wiley Publishing, Inc., Indianapolis, Indiana

Published by Wiley Publishing, Inc., Indianapolis, Indiana

Published simultaneously in Canada

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning, or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, 978-750-8400, fax 978-646-8600. Requests to the Publisher for permission should be addressed to the Legal Department, Wiley Publishing, Inc., 10475 Crosspoint Blvd., Indianapolis, IN 46256, 317-572-3447, fax 317-572-4355, or online at <http://www.wiley.com/go/permissions>.

Trademarks: Wiley, the Wiley Publishing logo, For Dummies, the Dummies Man logo, A Reference for the Rest of Us!, The Dummies Way, Dummies Daily, The Fun and Easy Way, Dummies.com, and related trade dress are trademarks or registered trademarks of John Wiley & Sons, Inc., and/or its affiliates in the United States and other countries, and may not be used without written permission. All other trademarks are the property of their respective owners. Wiley Publishing, Inc., is not associated with any product or vendor mentioned in this book.

LIMIT OF LIABILITY/DISCLAIMER OF WARRANTY: THE PUBLISHER AND THE AUTHOR MAKE NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO THE ACCURACY OR COMPLETENESS OF THE CONTENTS OF THIS WORK AND SPECIFICALLY DISCLAIM ALL WARRANTIES, INCLUDING WITHOUT LIMITATION WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE. NO WARRANTY MAY BE CREATED OR EXTENDED BY SALES OR PROMOTIONAL MATERIALS. THE ADVICE AND STRATEGIES CONTAINED HEREIN MAY NOT BE SUITABLE FOR EVERY SITUATION. THIS WORK IS SOLD WITH THE UNDERSTANDING THAT THE PUBLISHER IS NOT ENGAGED IN RENDERING LEGAL, ACCOUNTING, OR OTHER PROFESSIONAL SERVICES. IF PROFESSIONAL ASSISTANCE IS REQUIRED, THE SERVICES OF A COMPETENT PROFESSIONAL PERSON SHOULD BE SOUGHT. NEITHER THE PUBLISHER NOR THE AUTHOR SHALL BE LIABLE FOR DAMAGES ARISING HEREFROM. THE FACT THAT AN ORGANIZATION OR WEBSITE IS REFERRED TO IN THIS WORK AS A CITATION AND/OR A POTENTIAL SOURCE OF FURTHER INFORMATION DOES NOT MEAN THAT THE AUTHOR OR THE PUBLISHER ENDORSES THE INFORMATION THE ORGANIZATION OR WEBSITE MAY PROVIDE OR RECOMMENDATIONS IT MAY MAKE. FURTHER, READERS SHOULD BE AWARE THAT INTERNET WEBSITES LISTED IN THIS WORK MAY HAVE CHANGED OR DISAPPEARED BETWEEN WHEN THIS WORK WAS WRITTEN AND WHEN IT IS READ.

For general information on our other products and services, please contact our Customer Care Department within the U.S. at 800-762-2974, outside the U.S. at 317-572-3993, or fax 317-572-4002.

For technical support, please visit www.wiley.com/techsupport.

Wiley also publishes its books in a variety of electronic formats. Some content that appears in print may not be available in electronic books.

Library of Congress Control Number: 2006939605

ISBN: 978-0-470-04919-8

Manufactured in the United States of America

10 9 8 7 6 5 4 3 2 1

1B/RU/QS/QX/IN



About the Authors

Ray Foley, a former Marine with more than 30 years of bartending and restaurant experience, is the founder and publisher of *BARTENDER* magazine. *BARTENDER* is the only magazine in the world specifically geared toward bartenders and is one of the very few primarily designed for servers of alcohol. *BARTENDER* magazine is enjoying its 27th year, currently has a circulation of more than 150,000, and is steadily growing.

After serving in the United States Marine Corps and attending Seton Hall University, Ray entered the restaurant business as a bartender, which eventually led to his becoming assistant general manager of The Manor in West Orange, New Jersey, with more than 350 employees. At The Manor, he instituted a video-in-house training program — one of the first in the country. Ray is very proud to say that many of his students are now serving in such capacities as owners, managers, and vice presidents of national restaurants, general managers of major hotel chains, as well as bartenders and waiters at some of the nation's finest dining establishments. In 1983, Ray left The Manor to devote his full efforts to *BARTENDER* magazine.

Ray is the author of *The Ultimate Cocktail Book*; *The Ultimate Little Shooter Book*; *The Ultimate Little Martini Book*; *The Ultimate Little Blender Book*; *Advice from Anonymous*; *Spirits of Ireland*; *Jokes, Quotes and Bartoons*; and, of course, *Bartending For Dummies*, now in its third edition. He has also published numerous articles in many magazines, including *Playboy* and *Men's Health*, and has appeared on TV and radio shows, including *The David Susskind Show*, ABC-TV News, CBS News, NBC News, *Good Morning America*, *The Joe Franklin Show*, *Larry King Live*, Patricia McCann, WOR-TV, and *Live with Regis and Kathy Lee*. Ray also serves as a consultant to some of the USA's foremost distillers and importers. He is also responsible for naming and inventing new drinks for the liquor industry, including the Fuzzy Navel.

Ray is the founder of the Bartender Hall of Fame, which honors the best bartenders throughout the United States, not only for their abilities as mixologists but for involvement in their communities. Ray is also the founder of The Bartenders' Foundation Inc. This non-profit foundation raises scholarship money for bartenders and their families. Scholarships awarded to bartenders are used to either further their own education or go toward the education of their children.

Ray resides in New Jersey with his wife and partner of 25 years, Jackie, and their son, Ryan. He is also the father of three other wonderful and bright children: Raymond Pindar, William, and Amy.

Ray is foremost and always will be a Bartender.

For more information, please contact Jackie Foley at *BARTENDER* magazine, P.O. Box 158, Liberty Corner, NJ 07938; phone 908-766-6006; fax 908-766-6607; e-mail barmag@aol.com, Web site www.bartender.com.

A veteran of both the restaurant and publishing industries, **Heather Dismore's** published works include such titles as *Running a Restaurant For Dummies*, *Jewelry Making & Beading For Dummies* (both published by Wiley), and most recently, *Start Your Restaurant Career*, published by Entrepreneur Press. She has contributed to many books on a variety of subjects, including *Diabetes Cookbook For Dummies*, 2nd Edition, *John Paul II For Dummies*, and *Einstein For Dummies*.

A graduate of DePauw University, she succumbed to the restaurant business while applying to law school. She orchestrated the openings of 15 new restaurants and developed the training, procedural, and purchasing systems that were used as the gold standard in numerous concepts throughout her tenure. She rapidly rose through the ranks at such regional and national chains as The Italian Fisherman, Don Pablo's Mexican Kitchen, and Romano's Macaroni Grill.

She's an active food writer and trend spotter in the food and beverage industry and a regular contributor to FoodChannel.com. She can be contacted at heather@heatherdismore.com. She lives in Missouri with her husband and daughters, who are her first loves, inspiration, and never-ending source of new material.

Dedication

Ray's Dedication:

This book is dedicated to all who serve the public with long hours, tired bodies, and great patience (and still know how to have fun): bartenders, bar employees, owners, and maybe to a couple of great customers!

And, of course, to Jaclyn Marie, whom I love the best, and Ryan Peter, who loves me the best. Both have made my cup overflow.

Heather's Dedication:

I dedicate this book to my college friends with whom I first explored the magic of bars and discovered the mystery contained therein: Tracy, Jeanne, Biddle, Chrissie, Steph, Claire, Staci, Natasha, Lisa, Diz, Vince, Rock, Russ, and all my other DePauw pals.

Authors' Acknowledgments

Ray's Acknowledgments:

First and foremost, I want to thank Heather Dismore for her outstanding writing ability and patience with me. You're the best! Tracy Boggier, Natalie Harris, and Vicki Adang for all their help and assistance; my best friend, Loretta Natiello; Scott Young for all his input and experience; John Cowan, CPA, with more than 30 years' experience at the Nutley Pub and as my bartending partner; Marvin Solomon and his 50 years' experience; Dr. Lawrence Nastro, Rita Mazzarisi, Martin Margolis, attorney-at-law, James Zazzali, George Delgado, Dave Conway, Rene Bardel at Tu Tu Tango, Hymie Lipshitz, and, of course, the best teacher, mentor, general manager, U.S. Marine, and friend, William Boggier.

Heather's Acknowledgments:

A big thank you to our project editor, Natalie Harris, and our copy editor, Vicki Adang, for working their magic with our meager manuscript. To Tracy Boggier, for your confidence in us, your encouragement, and for keeping us on track, whether we liked it or not. To Bill Tobin, for reviewing the facts and figures. As always, thanks to Diane Steele, Joyce Pepple, and Kristin Cocks, for supporting this book from the beginning.

Thank you, Ray Foley. You are a delightful man and an exceptional bartender. I hope to have the opportunity to sit across the bar from you someday soon. Thanks to Pat Duran, a terrific restaurateur and one of the best bar managers in the business.

Thanks to my family who puts up with crazy schedules, my kitchen-table "office," late nights, and sometimes grumpy mornings. I adore you!

Publisher's Acknowledgments

We're proud of this book; please send us your comments through our Dummies online registration form located at www.dummies.com/register/.

Some of the people who helped bring this book to market include the following:

Acquisitions, Editorial, and Media Development

Project Editor: Natalie Faye Harris

Acquisitions Editor: Tracy Boggier

Copy Editor: Vicki Adang

Technical Editor: Bill Tobin

Editorial Manager: Christine Beck

Media Development Manager:
Laura VanWinkle

Editorial Assistants: Erin Calligan, Joe Niesen,
David Lutton, Leeann Harney

Cover Photos: © David Vintiner/zefa/Corbis

Cartoons: Rich Tennant
(www.the5thwave.com)

Composition Services

Project Coordinator: Kristie Rees

Layout and Graphics: Stephanie D. Jumper,
Laura Pence, Alicia B. South, Erin Zeltner

Anniversary Logo Design: Richard Pacifico

Proofreaders: Cynthia Fields, Techbooks

Indexer: Techbooks

Publishing and Editorial for Consumer Dummies

Diane Graves Steele, Vice President and Publisher, Consumer Dummies

Joyce Pepple, Acquisitions Director, Consumer Dummies

Kristin A. Cocks, Product Development Director, Consumer Dummies

Michael Spring, Vice President and Publisher, Travel

Kelly Regan, Editorial Director, Travel

Publishing for Technology Dummies

Andy Cummings, Vice President and Publisher, Dummies Technology/General User

Composition Services

Gerry Fahey, Vice President of Production Services

Debbie Stailey, Director of Composition Services

Contents at a Glance

.....

<i>Introduction</i>	1
<i>Part I: Cheers! Getting Started in the Bar Industry</i>	7
Chapter 1: Bar Business Basics	9
Chapter 2: Understanding What It Takes to Own and Operate a Bar	17
Chapter 3: Minding the Money and the Law	31
Chapter 4: Deciding What Type of Bar to Have	51
<i>Part II: Gearing Up to Open the Doors</i>	61
Chapter 5: Putting Your Business Plan Together	63
Chapter 6: Selecting Your Bar's Site, Décor, and Name	81
Chapter 7: Stocking Up on Smallwares and Equipment	105
Chapter 8: Setting Up Your Bar's Inventory	125
Chapter 9: Planning and Creating Your Menus	143
<i>Part III: Employees, Customers, and Products: Managing the "Right Stuff"</i>	163
Chapter 10: Hiring, Training, and Keeping Your Employees	165
Chapter 11: Rule #1: Practicing Good Customer Service	189
Chapter 12: Boning Up on Bar Beverages	201
Chapter 13: Getting Ready for Your Grand Opening, Step by Step	219
<i>Part IV: Managing Your Inventory, Revenue, and Future</i>	233
Chapter 14: Controlling Expenses and Operating Efficiently	235
Chapter 15: Keeping Your Bar's Bottom Line from Hitting Bottom	257
Chapter 16: Building and Keeping Your Bar Crowd	271
<i>Part V: The Part of Tens</i>	289
Chapter 17: Ten Ways to Run a Safe Bar	291
Chapter 18: Ten Myths about Running a Bar	295
Chapter 19: Ten Bar Owner Sins Not to Make, Ever	299
Chapter 20: Ten (Okay, More Than Ten) Bar Jokes You Can Tell Your Customers	303

<i>Part VI: Appendixes</i>	309
Appendix A: State Alcohol Beverage Control Boards	311
Appendix B: Useful Web Sites for Every Bar Owner	319
<i>Index</i>	327

Table of Contents

.....

***Introduction*..... 1**

About This Book.....	1
Conventions Used in This Book.....	2
Foolish Assumptions.....	2
How This Book Is Organized.....	3
Part I: Cheers! Getting Started in the Bar Industry.....	3
Part II: Gearing Up to Open the Doors.....	3
Part III: Employees, Customers, and Products:	
Managing the “Right Stuff”.....	4
Part IV: Managing Your Inventory, Revenue, and Future.....	4
Part V: The Part of Tens.....	4
Part VI: Appendixes.....	4
Icons Used in This Book.....	5
Where to Go from Here.....	5

***Part I: Cheers! Getting Started in the Bar Industry*..... 7**

Chapter 1: Bar Business Basics 9

Deciding Whether the Bar Business Is Right for You.....	9
Why do you want to be in the bar business?.....	10
What do you expect to get out of your place?.....	10
Starting Fresh or Taking Over an Existing Bar?.....	11
Location, location, location.....	12
Getting in with the right people.....	12
Staying on Top of the Latest Bar Trends.....	13
Figuring Out Your Financial and Legal Obligations.....	14
Setting yourself up to succeed.....	14
Hiring other people to help you steer the ship.....	15
Bringing In the Crowds and Keeping Them Coming Back.....	16

Chapter 2: Understanding What It Takes to Own and Operate a Bar 17

Social Skills 101: Do You Really Like People (And Their Problems)?.....	17
Considering your motivation.....	18
Mastering the key traits of a successful bar owner.....	19
Checking your expectations.....	20

Staying on the Positive Side of the Success–Failure Rate	21
Why do so many fail?	22
Figuring out why others succeed	22
Understanding the Financial Ramifications	23
Preparing yourself for personal guarantees	23
Accepting the worst-case scenario	24
Looking at the upside	25
Balancing Your Bar Life with Your Personal Life.....	25
Combining your professional and social lives.....	26
Celebrating holidays, birthdays, and other special times with family and friends	27
Getting support from your family	28
What if you really need a vacation?	29
Chapter 3: Minding the Money and the Law	31
Figuring Out Your Start-up Costs	31
Financing Your New Business.....	33
Contacting a bank.....	33
Beg, borrow, or sweat: Finding partners	34
Familiarizing Yourself with Liquor and Zoning Laws, and Other Legalities	36
Obtaining a liquor license	37
Other legal requirements	41
Getting to Know the Health Inspector	42
Establishing a regular cleaning schedule.....	42
Avoiding cross-contamination.....	44
Keeping critters out	45
Bringing In the Big Three: Accountants, Insurance Agents, and Attorneys	45
Hiring an accountant.....	46
Working with an attorney	46
Protecting yourself with insurance.....	47
Taking Over an Existing Bar: Some Things to Watch For	48
Looking Closely at Contractor Paperwork.....	48
Getting your Certificate of Occupancy	49
Fire codes and capacity.....	50
Chapter 4: Deciding What Type of Bar to Have	51
Determining Your Bar’s Potential Market	51
Conducting your own market research.....	52
What type of clientele do you want?.....	53
Using competitive analysis	53
Scratch that niche: Identifying an opportunity	54

Exploring Your Options: What Kind of Bar Do You Want?	55
Sports bar	56
Local drinking establishment	56
Upscale lounge.....	56
Martini bar or lounge.....	57
Wine bar.....	58
Bar and grill.....	58
Live entertainment venue	59
Remembering to Choose One Theme and Be Good at It	60

Part II: Gearing Up to Open the Doors.....61

Chapter 5: Putting Your Business Plan Together63

What's a Business Plan and Why Should You Create One?	64
Considering the Benefits of Having a Business Plan	65
Looking at the Parts of Your Plan	66
The cover page and table of contents	66
Your business concept	66
A sample drink and food menu.....	68
Market analysis and clientele demographics	68
Your management team.....	69
Putting Your Financial Forecasts on Paper.....	69
Forecasting your sales.....	70
Forecasting your expenses	72
Forecasting your cash flow	76
Generating an income statement	76
Creating a balance sheet	76

Chapter 6: Selecting Your Bar's Site, Décor, and Name81

Finding Your Bar's Ideal Location	81
Is location truly everything?	82
Identifying possible areas.....	83
Knowing what to avoid	84
Considering traffic and parking in the area	85
Thinking about a location's security	86
Comparing an apple (martini) to an orange (whip):	
The final choice.....	87
Choosing and Establishing Your Bar's Name.....	88
The name: A few words about your bar	89
Protecting your bar name and trademarks.....	90
Picking Out Your Bar's Décor	92
Finding furniture.....	92
Looking at lighting.....	94
Figuring out flooring	96
Working on the walls.....	97

Fun and Games: TVs, Video Games, Pool Tables, and More.....	98
Tuning in with TVs and programming	98
Considering games for your bar	100
Music, Professor! Jukeboxes, DJs, and Live Tunes	102
Getting your jukebox	102
Finding and signing live performers	103
Hiring a DJ or karaoke company	104
Chapter 7: Stocking Up on Smallwares and Equipment	105
Picking Out Your Bar Equipment	105
Getting your glassware	106
Touching on basic bar tools.....	107
Stocking up on smallwares.....	115
Stocking the table.....	117
Acquiring Bar Appliances	118
Selecting Kitchen Appliances	119
Leasing versus Buying, New versus Used.....	120
Looking at leasing.....	121
Negotiating for new equipment	122
Evaluating used equipment.....	122
Chapter 8: Setting Up Your Bar's Inventory	125
Creating Your Storerooms.....	125
Tracking your day-to-day inventory	126
Securing your inventory.....	126
Keeping Your Inventory Well Stocked	127
Stocking your drink items	127
Stocking your basic food items	140
Items for the Back of the House (Like Restrooms!)	142
Chapter 9: Planning and Creating Your Menus	143
Planning Your Food Menu 101	143
Figuring out what kind of food to serve	144
Considering what hours to serve food	147
Determining the size of your menu	148
Analyzing your kitchen space.....	148
Thinking about signature dishes.....	150
Establishing good-quality recipes	150
Planning Your Drink Menu 101	151
Selecting beers for your menu.....	151
Creating a signature cocktail menu.....	151
Planning your wine list	152
Including nonalcoholic drinks	152
Pricing Your Menus Right.....	153
Using food cost to price your menu	153
Pricing your drinks.....	155

Designing and Printing Your Menus.....	157
Experimenting with layout	158
Menu engineering basics	158
Writing the menu text	159
Placing your menus in the bar.....	159
Making Changes to Your Menu.....	161

***Part III: Employees, Customers, and Products:
Managing the “Right Stuff” 163***

Chapter 10: Hiring, Training, and Keeping Your Employees 165

Identifying the Players on Your Team	165
Front of the house: Bartenders, servers, hostesses, and security staff.....	166
Back of the house: Cooks and dishwashers.....	170
Managers	172
Finding the Right Employees	172
Sourcing potential employees	173
Interviewing candidates	175
Testing bartenders and servers before hiring them.....	175
Selecting the best applicants for your bar	178
Making the job offer	178
Must-have forms for hiring staff members.....	179
Training New Employees.....	179
Creating standards and keeping them up	180
Providing on-the-job training.....	182
Developing a mentoring program	182
Improving Employee Performance	182
Growing employee skill sets	183
Motivating your staff.....	184
When It Doesn't Work Out: Dismissing Employees	185
Looking at causes for immediate termination	186
Considering the legal issues involved	186
Changing staffing levels during a business slowdown	187

Chapter 11: Rule #1: Practicing Good Customer Service 189

Why Customer Service Is So Important	189
Making people feel important.....	190
Building customer loyalty	190
Training Your Team in the Art of Customer Service.....	193
Hiring people with a service mind-set	193
Empowering your staff to make things right	194
Keeping your employees in the loop	194
Dealing With Difficult Customer Situations	195
Handling unhappy customers.....	195
Handling intoxicated patrons	197
What to do with troublemakers.....	199

Chapter 12: Boning Up on Bar Beverages	201
Knowing the Bar Basics and Then Some.....	201
Wondering about wines	202
Appreciating beer	205
Demystifying distilled spirits and liqueurs	206
Musing over mixers.....	208
Mixing and Pouring the Best Drinks in Town	210
Choosing your pouring strategy.....	210
Pouring the perfect beer	211
Maintaining your draft beer equipment	212
Considering the importance of ice.....	213
Shaking versus stirring	214
Prettifying Drinks with Garnishes	214
Having fun with citrus fruit	214
Other must-have garnishes	216
Rimming: Why, when, and how to do it	217
Chapter 13: Getting Ready for Your Grand Opening, Step by Step	219
Figuring Out How Much Time You Need to Prepare.....	220
One Year Out: Planning!.....	221
Nine Months Out: Finding Funds, a Location, and POS Systems	222
Seven Months Out: Signing the Lease and Setting Up Finances.....	222
Six Months Out: Getting Organized!.....	223
Five Months Out: Building and Buying.....	225
Four Months Out: Manuals and Menus	226
Three Months Out: Supervisors, Suppliers, and Vendors	226
Two Months Out: Preparing to Hire, Attending to Details	227
Six Weeks Out: Finalizing All Paperwork.....	229
Thirty Days Out: Navigating the Final Month	229
Ten Days Out: Fine-Tuning	230
Three Days Out: Dress Rehearsal!.....	231
The Day Before: Relaxing before the Big Opening.....	231
<i>Part IV: Managing Your Inventory, Revenue, and Future.....</i>	233
Chapter 14: Controlling Expenses and Operating Efficiently	235
Perusing the Power of Purchasing	235
Putting together your list of supplies	236
Finding the best suppliers for your bar.....	238
Using purchase orders (POs).....	240
Reordering your supplies.....	240
Maintaining Your Bar's Inventory	243
Par levels: Consistently keeping enough product on hand	244
Taking your bar's inventory.....	245

Paying Attention to What Goes On in Your Bar.....	249
Reducing waste.....	249
Battling breakage.....	252
Reducing and eliminating theft.....	252
Watching out for your staff's sticky fingers	253
Chapter 15: Keeping Your Bar's Bottom Line from Hitting Bottom . . .	257
Reading Your Income Statement	257
Deciphering Your Balance Sheet	258
Analyzing Reports in the Bar Business	259
Using a daily business review.....	259
Controlling cash flow	261
Creating a cost of goods sold (COGS) report	262
Setting Up Your Payroll System.....	264
Determining your payroll period.....	265
Doing payroll yourself or outsourcing it	265
Keeping and Protecting Your Records.....	267
Preventing identity theft.....	268
Hackers be gone! Protecting your computer system.....	269
Chapter 16: Building and Keeping Your Bar Crowd	271
Generating Word of Mouth.....	271
Making sure everyone knows your name (and logo)	272
Whipping up a Web site.....	273
Getting your employees excited about your place	274
Making the most of community involvement	274
Getting New Customers in the Door.....	276
Handling your first customers: The grand-opening crowd.....	276
Promoting your, uh, promotions	277
Drink and food specials	278
Making the most of music	280
Giving Your Customers a Reason to Come Back.....	281
Ensuring good customer service.....	282
Making changes to your business as necessary	285
Maintaining Your Success	286
Researching your competition	286
Staying marketplace savvy.....	287
Part V: The Part of Tens	289
Chapter 17: Ten Ways to Run a Safe Bar	291
Hiring Safely	291
Practicing Fire Safety	291
Using Video Cameras.....	292
Using Locks and Alarms	292
Preventing Slips and Falls	293
Installing Lighting.....	293

Checking IDs	293
Serving Hot Food.....	294
Keeping a First-Aid Kit.....	294
Following Handicapped and Discrimination Laws.....	294
Chapter 18: Ten Myths about Running a Bar	295
The Hours and Days Are Short.....	295
Free Drinks All Day, Every Day	295
There's Not Too Much Paperwork.....	296
Your Family Will Want to Work for You	296
You Can Hire Good Help in a Snap	296
You Know Everything about Everything.....	297
Nobody Would Steal from You.....	297
Everyone Is Trustworthy	298
Everyone Loves the Boss.....	298
Anyone Can Run a Bar or Tavern.....	298
Chapter 19: Ten Bar Owner Sins Not to Make, Ever	299
Depending on Your Friends and Family	299
Extending Lines of Credit to Customers	299
Allowing Gambling or Betting.....	300
Not Taking the Keys from an Intoxicated Patron	300
Believing the Customer Needs "Just One More"	300
Lending Money to Anyone	301
Becoming Romantically Involved with an Employee	301
Drinking and Working	301
Drinking and Working (Did We Say This Twice?)	301
Last Call Is Last Call. The End. No More!.....	302
Chapter 20: Ten (Okay, More Than Ten) Bar Jokes You Can Tell Your Customers	303
Bounce This!	303
Generous to a Fault.....	303
Sign of the Times.....	304
If You Haven't Got Your Health	304
When Do You Open?	304
Which Are You?	305
Your Wife's Not Looking for You.....	305
Nurse or Bartender?	305
Bartender (bärtndr).....	305
A Horse.....	305
A Duck.....	306
A Pony.....	306
A Snake	306
A Giraffe.....	306

The Famous Quasimodo Bar Joke.....307
Part two:307
Part three:.....308

Part VI: Appendixes309

Appendix A: State Alcohol Beverage Control Boards311

Appendix B: Useful Web Sites for Every Bar Owner319

Bar supplies and equipment319
Beer321
Spirits322
Trade associations325
Wines.....325

Index327

Introduction



The bar business is exciting. Every night's a party. We're thrilled you're looking to get involved, and you've definitely come to the right place to get started. From the neighborhood bar to the local wine bar, opportunities in the industry have never been greater. This book is your guide to getting started in the right direction.

A lot of books have been written on being a bartender (heck, coauthor Ray wrote *Bartending For Dummies!*), but to run a bar, you have to be more than just a great bartender. To be the owner, you have to see beyond the glamour of standing behind the bar flipping bottles, pouring draft beers, and chatting up customers. You have to feel the anxiety, and the blood, sweat, and tears that accompany it. As you read this book, we think you will come to understand, if you don't already, that the bar business really is a *business*. You crunch numbers, make sales projections, watch labor costs, and so on, just like in every other business. And ultimately, your success is judged like any other business, on your profitability.

Whether you're a salty bartender or a cocktail waitress looking at your long-term goals, reading this book is a terrific step in launching your own business in the bar industry. Read on for tips on how this book is organized.

About This Book

You don't have to pass an exam or earn a degree to prove you can run your bar. Instead, you have to work at it, gain experience, and have more than a little common sense. We wrote this book to help you to determine what skills you need to get into the business, and we help you figure out where you need to fill in the blanks. After you read the pages between these gorgeous yellow-and-black covers, you'll have a good idea whether this is the racket for you — and you'll have the knowledge to get started on the right foot.

You can find plenty of books that tell you how to open a bar, but you won't find many about how to *keep* it open. This book does both. Why? Because even after opening day arrives, you can never stop improving your service, evaluating your product, scoping out the competition, or researching opportunities in the marketplace. Change is the only constant in this business. To succeed, you must anticipate and act on new trends, new pressures, and whatever else the market throws your way. The spoils go to those who see opportunities before they happen.

Conventions Used in This Book

To help you navigate through this book, we use the following conventions:

- ✔ *Italic* is used for emphasis and to highlight new words or terms that are defined.
- ✔ **Boldfaced** text is used to indicate keywords in bulleted lists or the action part of numbered steps.
- ✔ `Monospace` is used for Web addresses.
- ✔ Sidebars, which look like text enclosed in a shaded gray box, consist of information that's interesting to know but not necessarily critical to your understanding of the chapter or section topic.

Foolish Assumptions

Bar owners have to make assumptions about the patrons sitting on the other side of the bar, and authors have to do the same thing — we have to make assumptions about our readers. With that in mind, we've come up with the following list of assumptions about why you've picked up this book:

- ✔ You're thinking about opening your own bar, and you want practical, how-to advice to accomplish your goals.
- ✔ You're a bartender or other bar employee who wants to take your experience to the next level and manage a bar.
- ✔ You've never worked in a bar but you've had success in other professional endeavors and have skills that you may be able to apply to this business.
- ✔ You buy every book that sports a yellow-and-black cover.
- ✔ You currently own or operate a bar, and you're seeking advice, tips, and suggestions to keep things running smoothly and successfully.

- **[download Clash of Eagles \(Clash of Eagles, Book 1\)](#)**
- [Pure Joy: The Dogs We Love.pdf, azw \(kindle\), epub, doc, mobi](#)
- [Dirty Politics for free](#)
- [click The Social Conquest of Earth here](#)
- [Death Clutch: My Story of Determination, Domination, and Survival.pdf](#)

- <http://cambridgebrass.com/?freebooks/Learn-Bookkeeping-in-7-Days--Don-t-Fear-the-Tax-Man.pdf>
- <http://musor.ruspb.info/?library/Pure-Joy--The-Dogs-We-Love.pdf>
- <http://cambridgebrass.com/?freebooks/The-Encyclopedia-of-Ghosts-and-Spirits--3rd-Edition-.pdf>
- <http://test.markblaustein.com/library/Arrest-Proof-Yourself.pdf>
- <http://growingsomeroots.com/ebooks/Medieval-Religion--New-Approaches--Rewriting-Histories-.pdf>