

ASPIRE

Made in Marston's

INFORMATION GUIDE





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1. What is Aspire?

At the heart of Marston's are all its team.

Growing our team from within and giving them the tools to be successful within our pubs/bars is extremely important to us. How we demonstrate this is by giving them our commitment and our resources to go as far as they want to in their career. The career pathway enables our people to learn all of the technical skills they need to be successful in their roles. Aspire sits as the final stage of their development once they are ready to manage their own pub/bar.



1.1 Aspire core principles

- Aspire acts as a finishing school to support our Assistant Managers and to prepare them to manage their own pubs/bars
- It is the only route to becoming an internal General Manager / Pub Partner at Marston's
- It focuses on an individual's journey to become even more successful in their personal life and professional career
- It provides Marston's with an internal talent bank that can be used right across the business



1.3 Aspire eligibility

Aspire eligibility	✓
Applicants must have line manager / AOM approval prior to receiving the application form	
Applicants must have 8-12 months' experience of the Assistant Manager role	
Applicants should have completed all mandatory training at Marston's	
Applicants should have completed 2 external reliefs with relief logs to reflect their learning. External relief is a minimum of 10 days at a business which isn't their regular place of work.	
Applicants should be ready and capable of running a business within 3 months of them starting Aspire	



2. Aspire process map

Application form with GM / Pub Partner and AOM approval

AOM to support candidates with their PDP

Applicants present to another AOM

Start Aspire and complete within 6-months

Completion consists of Business Plan



2. Aspire process map

Application form

Available on Campus once your GM / Pub Partner and AOM agree for you to take that next step to apply to join Aspire.

Personal Development Plan

Completing / updating your own PDP with the support of your Area Operations Manager.

90-Day plan presentation

To be presented to a different AOM prior to being accepted on to Aspire workshops. Candidate will be invited by an AOM to a Teams meeting on an agreed date and time.

Starting Workshop 1, 2, and 3

Pre-work will be sent to all successful applicants. Overnight stay for 1 night is recommended, however, an evening meal with the group is compulsory. Candidates are given a folder and workbooks to take away with them and apply for maximum benefit.

Business plan presentation

To be presented to your own AOM and 1 other at the end of the programme as your final sign-off. You should decide whether this is going to be on your business or another of your choice. Your AOM must agree on what business you will present on.



3. Aspire & Marston's behaviours

Aspire ensures that we develop our people in line with our 5 key values of 'Passionately local', 'Moments that matter', 'Always ambitious', 'Everyday excellence' and 'Win together'.



Our Values & Behaviours



3. Aspire & Marston's behaviours



Passionately local

We are sociable, inclusive and authentically local, embedded at the heart of the communities we serve. We care and actively look for new ways to support and engage our local communities and enhance the positive impact we have on them and each other.



Moments that matter

We pride ourselves on the quality of service and support we provide to our guests and each other. We are welcoming, attentive and passionate, creating amazing experiences that leave a lasting impression.



Always ambitious

We are results-driven, entrepreneurial and adaptable, committed to continuously learning and improving. We work at pace, embracing innovation and fresh approaches that delight our guests, develop our people and drive our performance.



Everyday excellence

We are disciplined and set high standards which we work hard to achieve every day. We are responsible and committed to health & safety, while continually seeking out more productive, efficient and sustainable ways to operate our business.



Win together

We are a united team focused on performance and exceeding expectations through collaboration, inclusion and teamwork. We commit to what we say we will do and always deliver, trusting and supporting each other to achieve our goals and celebrating success together.



4. What is a 90-day plan?

A 90-day plan is an individual's opportunity to demonstrate their ability of how they can strategically analyse a business to impact its current and future performance.

90-day plan check list

1. Introduction to the candidate
2. The candidate's intention of what they will set out to achieve in the first 90 days (broken down by month)
3. How they will engage and motivate the team
4. How they will evaluate their competitors
5. How they will analyse and create an action plan with the financial information
6. How they will drive sales
7. How they will effectively market the business to improve performance
8. How they will identify risks to the business
9. Where they would prioritise their time over the 90 days
10. Identify and discuss their personal development requirements

Every individual will have their own approach to producing a 90-day plan and there is ultimately no right or wrong answer however justifying their approach with their own depth of knowledge is what we are looking for with this task.



5. What is a 90-day plan?

A business plan is used to produce a strategic plan of action based on the following criteria:

1. Introduction to themselves and the importance of having a business plan
2. SWOT analysis
3. Competitor analysis
4. Team overview and plan
5. Financial overview and plan
6. Sales driving plan / activity
7. 30/60/90-day overview

Sign off for the Business Plan sits with the candidates AOM and 1 other that the AOM wishes to choose.

The candidate will have the full length of the programme to complete a business plan. They should request access to any information that will support their final delivery. Aspire will also provide tools and resources to help them.



6. Aspire content overview

Workshop 1 Always ambitious	Workshop 2 Win Together	Workshop 3 Everyday Excellence
<ul style="list-style-type: none">• Personal goal setting• Time management• Well-being & resilience• Development reading	<ul style="list-style-type: none">• Management & leadership skills• Coaching & effective listening• Managing change• Motivating team• Development reading	<ul style="list-style-type: none">• Business prioritise goal setting• Sales driving & selling more• Always marketing• Competitor edge• Leading smart• Business planning• Development reading



7. Responsibilities & accountabilities

AOM responsibilities

- To advance the skills, knowledge and experience of their Assistant Managers within their pubs and bars
- To encourage their General Managers / Pub Partners to develop their Assistant Managers by allowing external reliefs in the business, as well as further access to all management duties within their business
- To complete BDR's alongside the Assistant Managers to maximise their exposure and experience
- To ensure succession planning conversations take place in each business which identifies future General Managers / Pub Partners at Marston's
- To ensure succession planning conversations are captured within RAG documents
- To ensure your People Partners have sight of your talent pipeline and when they might be able to share them for Marston's to utilise
- To actively seek internal talent for their General Manager / Pub Partner vacancies (where appropriate)
- To support the Aspire programme by attending requested dates and assessing candidate applications prior to them starting their development as well as support their final sign off.



7. Responsibilities & accountabilities

General Manager / Pub Partner responsibilities

- To advance the skills, knowledge and experiences of their Assistant Managers to reach their goal of running their own pub / bar at Marston's
- To allow their Assistant Managers to take full responsibility of management duties within the business to develop their learning and experience
- To effectively succession plan so their Assistant Managers can complete external reliefs for a minimum of 10 days to develop their skills for their next role
- To encourage their Assistant Manager to grow via exposure to meetings and conversations with their AOM, including BDR's. Where possible, they should be allowed to lead these meetings
- To cascade succession planning conversations with the AOM and People Partnering team and record and share the details of these conversations with relevant stakeholders



7. Responsibilities & accountabilities

Candidate responsibilities

- To ensure they take accountability for their own development and progression through their line manager
- To ensure they are available to attend development meetings and reviews with their line manager and/or AOM
- To ensure all mandatory training is completed and up to date before undertaking any further learning with Aspire
- To actively seek a first time General Manager / Pub Partner vacancy at Marston's within 12-months of starting Aspire



8. Overall expectations

Why Aspire?

- To demonstrate to our teams that we encourage the internal route to them running their own pubs / bars by our open and honest conversations about their development
- To ensure we have a continual, healthy pipeline of internal pub / bar managers or Pub Partners within our talent bank for our People Partnering team to share across the business
- To ensure we attract, retain and develop all our Assistant Manager talent at Marston's



8.1 Key metrics

- Aspire aims to promote our talent from within, supporting Marston's to achieve their ambition of 75% internal succession
- We aim to keep turnover of our internally developed Aspire graduates below 10% each year
- To deliver a minimum of 2 cohorts per year with a potential for 40+ General Managers / Pub Partners for the business to utilise
- To evolve Aspire with feedback from our internal customers to be the best in the industry



8.2 Your feedback

We welcome your input and feedback on Aspire and will keep all lines of communication open to suggestions you may have.

Please contact your People Partner regarding any feedback you would like to give.



Appendix 1: Application form

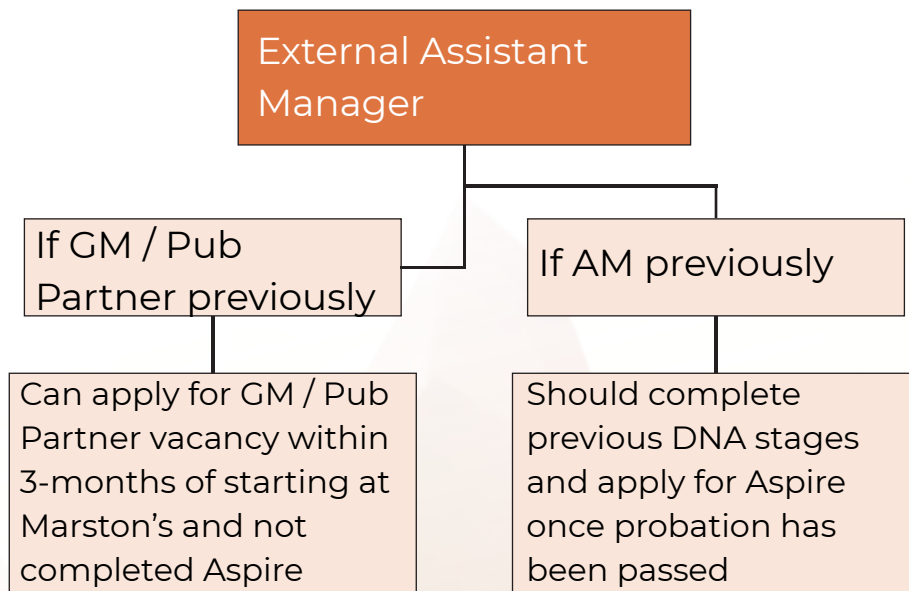
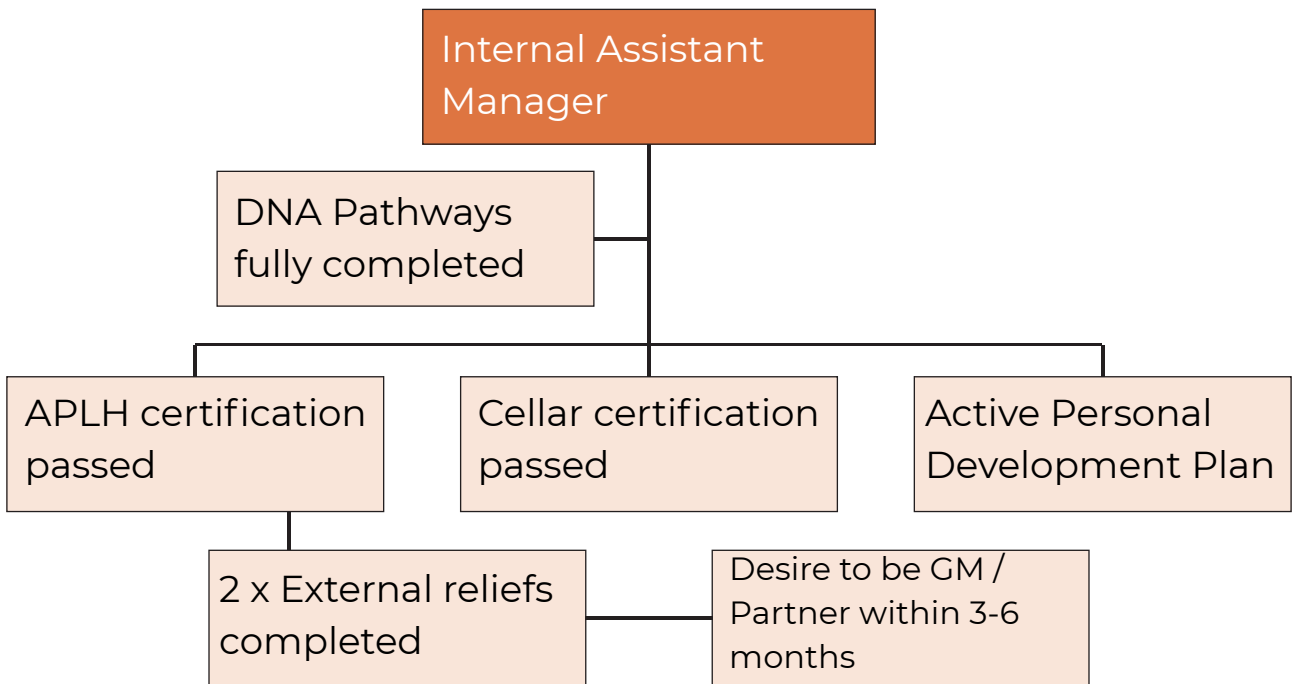
Aspire application questions

Candidates will have access to apply for Aspire several times throughout the year. Opening and closing dates will be cascaded in advance.

Number	Question
1	Name
2	Employee number
3	Telephone number
4	Email address
5	Current pub / bar
6	Current pub / bar PHC number
7	Current format
8	AOM name
9	Confirm employee want to run their own pub in 12-months
10	Confirm employee has been AM longer than 8-months
11	Rate knowledge of Opstat
12	Rate knowledge of ER
13	Rate knowledge of Risk & Policy
14	Rate knowledge of kitchen management
15	Which courses have been completed prior to applying?
16	Do they have cellar / APLH and/or Apprenticeship qualifications?
17	How many external reliefs have they completed?
18	When will they apply for their first pub / bar?
19	What format do they want their first pub / bar to be?
20	What town or city do they want their first pub / bar in?
21	How far are they willing to relocate? (If applicable)



Appendix 2: Internal & external candidates





Additional information

Q. What is the difference between 'ready to apply' and the 'length of the programme'?

A. Candidates should be ready and capable of managing a business within 3 months of them starting Aspire. If they cannot find a business suitable or a position doesn't become available, they have up to 12 months to actively look and apply 'length of the programme'

Q. What happens if a candidate doesn't apply for a vacancy or one doesn't arise in 12 months of them starting?

A. We are introducing a refund agreement where candidates are liable to pay back the cost of the programme if they either leave the business within 12 months of starting or they do not apply for vacancies. AOMs should have enough opportunity to let them apply to gain experience in the interview process

Q. What are the three workshops called?

A. Always Ambitious, Win Together & Everyday Excellence

Q. Will all AOMs be involved in the 90-day scoring process?

A. All AOMs are invited to assess applicants on an allocation basis. These dates will be briefed out in advance.

Q. When can candidates apply for vacancies?

A. As soon as they successfully complete the 90-day plan they can apply for first time General Manager/Pub Partner suitable vacancies. When they successfully complete the business plan presentation, they can have their job role / contract changed

Q. Do they get any development once they've finished Aspire?

A. First time General Manager/Pub Partners receive a supervision session once a quarter and those not promoted receive a top up session twice a year. Both are designed to engage our candidates with their peers who are in a similar position on topics that are relevant to them.



Appendix 4: Partnership agreements

Understanding Partnerships

Partnership Pubs make up almost two thirds of the pub estate at Marston's. These pubs are self- employed opportunities, on different agreement types. The perfect opportunity to be your own boss!

The agreement type you choose is largely dependent on how much support you want from Marston's (as well as how much money you want to invest).

Some people really want the all-out freedom to organise themselves, get creative and work tirelessly to develop a truly independent business. Others prefer a partnership that offers a bit more security and support from the Marston's team.

Whichever type of agreement you're looking for, there's a pub for you. What's more, there's one thing all of them offer in droves – the chance to really free your ambition!

As can be seen below, all of our partnership pubs require a deposit to be paid, however, as Aspire graduates you will be able to access a deposit builder – removing the need to put down the full lump sum up front. Instead, for our turnover share agreements, you'll be required to pay £1000 initially and will build your deposit up to the full amount over your first 12 months in your pub.

As part of Aspire you will learn more around our Partnership offerings.

Testimonials

Karl @ The Milestone

You've got to weigh up the options, you can't look at what the pubs doing now you've got to see the potential. When we came in it was taking £3.5k or £4k, now it takes £17k! We get a lot of freedom from our area manager, which is great!

Leigh @ The Carriers Inn

We were both trained chefs and we wanted to run our own food menu and the Marston's pillar agreement was a good opportunity for us, it's like a partnership because we're sharing costs and profits. So, it's a win-win really, for us."



Appendix 4: Partnership agreements

Compare our agreements

	Retail	Foundation	Pillar Partnership	Tenancy Pathway
Income split	% of total weekly turnover	% of total weekly turnover	% of total weekly turnover	
Length	5 years	5 years	5 years	3 and 5 years
Deposit	£5,000	£5,000	£5,000	£5,000 or 25% rent (Whichever is higher)
Other costs	<ul style="list-style-type: none"> Working capital Professional advice (legal, financial & property) Personal costs Insurance Council tax Staff costs 	<ul style="list-style-type: none"> Working capital Professional advice (legal, financial & property) Personal costs Insurance Council tax Business Rates Decorating fund Staff costs Water bills 		
Rent				
Repairs				
Beer tie				
Branded menu				
Service charge				
Ingoing costs				