

Bar Manager & Runner

Event Bar Operations · Staff Training Program



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- ▶ Part of Mangrove Group since 2023

Meet Your Team

MEERWERC · PERSONNEL



Emmy Wassen

Personnel Manager

Meerwerc

*Your main contact for all staffing
& HR questions.*

- Projectmanager since 2022

PART ONE

Bar Manager

Responsibilities · Systems · Leadership

The BM & Runner Connection

BAR MANAGER · RUNNER · ONE TEAM

Whether you are a Bar Manager or a Runner — pay close attention to each other's training. You complete each other.

BAR MANAGER

Manages the team & maintains overview

Depends on the Runner for stock & hygiene

Cannot be everywhere — trusts the Runner

Strong BM + weak Runner = bar under pressure

→ **Your success depends on your Runner**



RUNNER

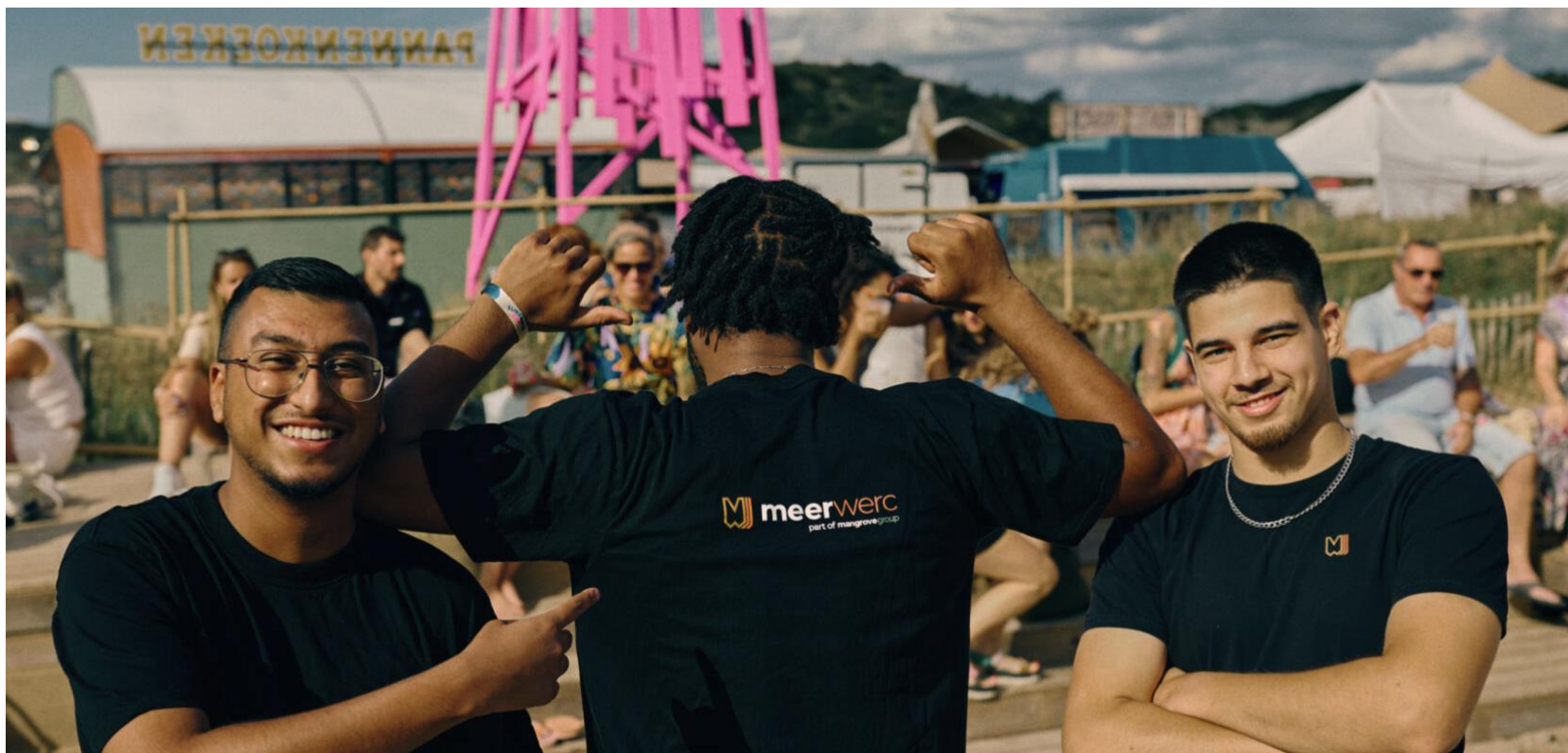
Keeps the bar alive with stock & logistics

Depends on the BM for direction & decisions

Cannot lead the team — trusts the BM

Strong Runner + weak BM = chaos at the front

→ **Your success depends on your BM**



Role Overview

BAR MANAGER · PART 1

- Responsible for the overall overview and control of the assigned bar.
- Ensure the bar is set up according to the Menu Kaart and KC Tekening.
- Assign positions within the team: kassa, tap, and drink preparation.
- Act as the main point of contact for the bar team during the shift.
- Oversee correct use of POS systems and accurate payment processing.
- Manage all materials: cups, ice, tap system, fridges, and garnishes.
- Maintain control over workflow, hygiene, and quality of service.
- Identify and solve problems quickly during the shift.

Managing Your Team

BAR MANAGER · PEOPLE MANAGEMENT

You cannot manage 20 people individually. Scale it down.

AUTOPILOT

Give them a general task

They know what to do next

Move independently

Minimal supervision needed

→ Use as group leaders

ORDER-PER-ORDER

Give them one specific task

They finish — then they stop

Wait for the next instruction

Without direction = wasted time

→ Always needs to be directed

Arrival & Pre-Event Preparation

BAR MANAGER · PART 1

1

Arrive 1 hour before the event — BM and Runner together.

2

Get familiar with the bar layout — locate the KC and rest area.

3

Review the KC drawing, verify all drinks match drawing and menu card.

4

Check all equipment: taps, coolers, cups, bins, POS, power supply.

5

Report any missing items to site crew immediately — do not wait.

6

Fill coolers, prep drinks, and stock cups and ice efficiently.

7

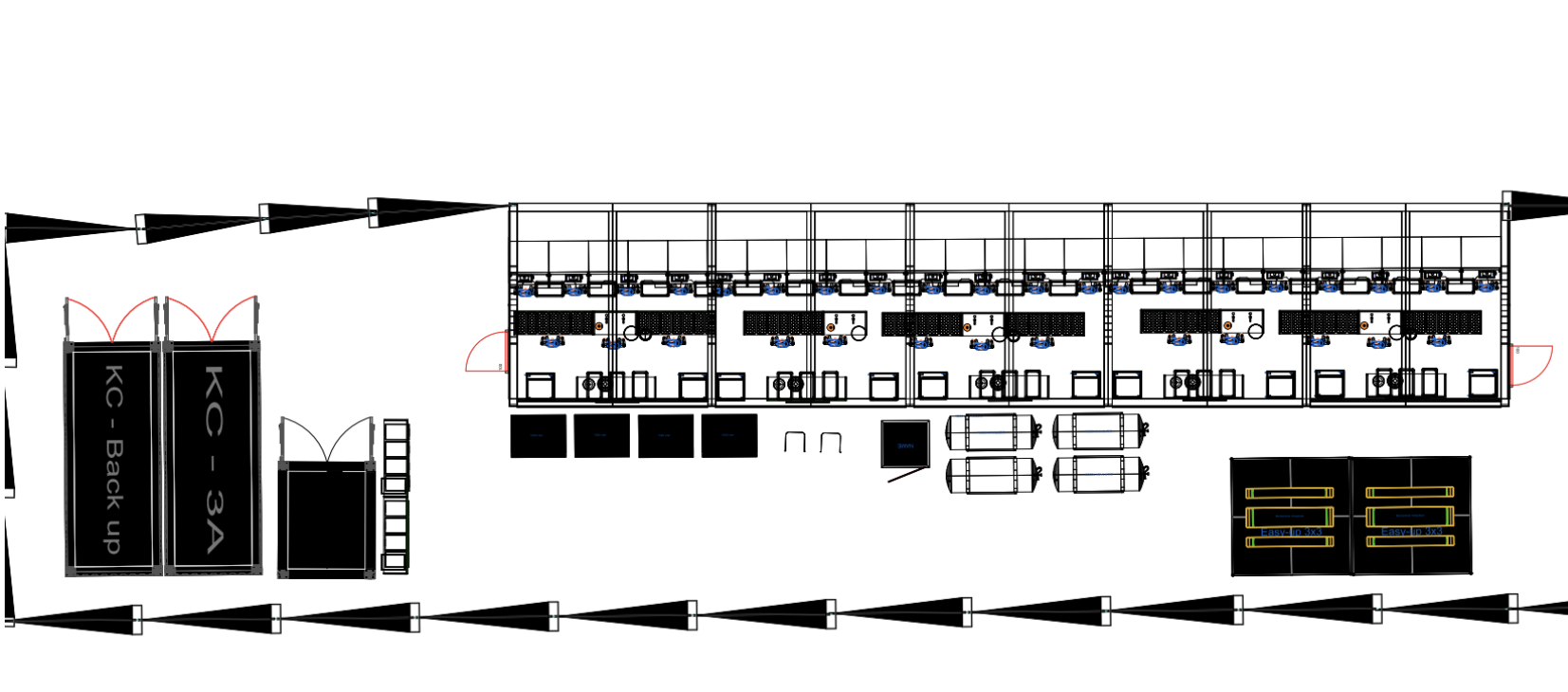
Fully equip ONE section first before expanding to the rest.

8

Open the section facing the main walking direction of the audience.

Familiarize — bar layout, KC location, rest area

One section first — fully equip before expanding



KC Drawing check — verify drinks match drawing & menu card

Stock prediction — fast vs slow sellers before opening

Verknippt Festival
Container 2

<p>EURO PALLET 100 cm x 80 cm</p> <p>Novi8 Premium Mineraalwater 12 x 50 cl - 108X</p> <p>Barproducties Vodka 14.9% 18x</p>	<p>EURO PALLET 100 cm x 80 cm</p> <p>STELZ Peach 12 x 25 cl - 70x STELZ Raspberry 12 x 25 cl - 50x STELZ Lemon 12 x 25 cl - 50</p>	<p>EURO PALLET 100 cm x 80 cm</p> <p>Gold Dry Premix 5.5% 12 x 25 cl - 30x Gold Dry Unite 5.5% 12 x 25 cl - 18x Lavish Fruit Punch 24 x 25 cl - 5x Lavish Grap 24 x 25 cl - 5x Captain Morgan & Cola 12 x 25 cl - 50x</p>	<p>EURO PALLET 100 cm x 80 cm</p> <p>Lipton Ice Tea Peach 24 x 25 cl - 14x Lipton Ice Tea Green 24 x 25 cl - 12x Pablo Beer 12 x 33 cl - 6x</p>
<p>EURO PALLET 100 cm x 80 cm</p> <p>Novi8 Premium Mineraalwater 12 x 50 cl - 108X</p> <p>Heineken 0.0% 24 x 33 cl 1x</p>	<p>EURO PALLET 100 cm x 80 cm</p> <p>Pepsi Cola 12 x 1,1 l - 12x Sisi Orange 12 x 1,1 l - 2x Pepsi Zero 12 x 1,1 l - 4x Desperados 24 x 33 cl - 30x</p>	<p>EURO PALLET 100 cm x 80 cm</p> <p>Red Bull Regular 24 x 25 cl - 40x Red Bull Sugarfree 24 x 25 cl - 10x Red Bull Summer 24 x 25 cl - 13x</p>	<p>EURO PALLET 100 cm x 80 cm</p> <p>Materialen</p>



Staff Analysis & Position Assignment

BAR MANAGER · PART 1

- Ask staff about their experience level and preferred position.
 - Assign strategically: terminals, preparation, tapping, stock support.
 - Assess each team member before assigning positions.
 - Evaluate: speed under pressure, POS experience, tapping confidence.
- Right person in the right position = more speed, fewer mistakes.
 - Balance experienced staff across sections — never cluster them.
 - At least 30% of staff must have had a break before peak hours.
 - Never assign all strong performers to one section of the bar.

Standardized Bar Drawings (KC Tekening)

BAR MANAGER · PART 1

- Every Bar Manager receives a bar layout drawing per event.
 - The drawing shows which section opens first and active terminals.
 - It shows tap & prep station positions and guest flow direction.
 - Use the KC drawing to verify stock and predict fast vs slow sellers.
- Example: 3 pallets of water = hard seller — stock accordingly.
 - Example: 4 × 24 Lavish for 12 hours = slow seller, likely sufficient.
 - Removes guesswork and creates consistency across all bars.

Cash Register (POS) Systems

BAR MANAGER · PART 1

- Receive system info before each event: Sjef, Fast Lane, or other.
 - Know in advance: payment methods, cup-return system, refund options.
 - You will be added to a group chat with terminal technicians.
 - Report failures immediately: photo + bar number + problem description.
- Every inactive terminal = lost income, longer queues, more pressure.
 - Monitor all terminals throughout the shift — detect problems early.
 - Ensure all staff are using the system correctly from the start.

Peak Moments — How to Manage

BAR MANAGER · PART 1

1

Do not stand at a terminal — manage and maintain overview.

2

Stay calm. Analyze each team member's performance continuously.

3

Identify who is slowing down or overwhelmed — reposition them.

4

Move your fastest tapper to the busiest section immediately.

5

Monitor the Runner: ice low? Fridges empty? Bins full? Act now.

6

Temporarily spare 1–2 staff to assist the Runner if needed.

7

Maintain hygiene and quality standards even under peak pressure.

8

If unmanageable → contact your Area Manager immediately. We are part of the team.

Waste Streams (Afvalstromen)

BAR MANAGER · PART 1

- Four streams must be correctly separated: Statiegeld, Plastic, Carton, Cups.
 - Black boxes inside the bar are used for temporary waste collection.
 - Runner is responsible for regularly emptying black boxes outside.
 - Waste bins are always located outside and behind the bar.
- Brief your team on correct waste separation before service starts.
 - Do not allow waste to pile up inside the bar during service.
 - Correct separation from the start = faster end-of-shift cleanup.

Beer Technique — Essential Knowledge

BAR MANAGER · PART 1

- Know how to change a beer tank and replace a beer keg (fust).
 - Know how to safely change or reconnect a CO₂ cylinder.
 - Recognise tap problems: leaking taps, loss of pressure, CO₂ issues.
 - Most common: empty keg, low CO₂, foam pouring, leaking connections.
- Technical problem → contact the producent or area manager immediately.
 - Do not attempt to fix major faults yourself — wait for the producent.
 - Training videos will be provided before your first event — study them.

Calamities & Portofoon (Radio)

BAR MANAGER · PART 1

- Receive event briefing 1–2 days before with all radio channels listed.
- On-site: also receive a printed briefing — screenshot the portofoon section.
- Key channels: Horeca channel (daily ops) · CP / Control Post (emergencies).
- Emergency outside the bar: contact Producent via portofoon, give location.
- Emergency inside the bar (staff): contact site crew via Horeca channel.
- Fire or major emergency: contact Producent immediately.
- Rules: short sentences, precise location, no unnecessary radio discussion.

Stock & Spillage Control

BAR MANAGER · PART 1

1

Monitor stock constantly — analyze approximately 4 hours before closing.

2

Use the KC drawing to predict fast and slow sellers before the event.

3

Contact site crew when 75% of stock used and event is under 50% through.

4

Contact site crew when stock is expected to run out within 1 hour.

5

Water/beer: contact immediately when only 2–3 units remain.

6

Communicate clearly: product name, remaining stock, estimated time.

7

Never wait until stock is nearly gone — early signal = solvable problem.

8

Control what gets opened in the final hours to avoid waste.

Spillage — Rules to Follow

BAR MANAGER · PART 1

- ✗ Do not wait until stock is almost empty before contacting site crew.
- ✗ Do not assume sales will slow down on their own.
- ✗ Do not open unnecessary new packages in the final hours.
- ✗ Do not allow staff to freely open boxes in the KC in the last 2 hours.
- ✓ Tell terminal staff when a product is finished — offer alternatives.
- ✓ Always sell existing open (spillage) stock before opening anything new.
- ✓ Early communication = time to redistribute stock = no panic decisions.

Closing the Bar — Soft & Hard Close

BAR MANAGER · PART 1

1

~2 hours before closing you receive the closing plan from the area manager.

2

Divide the final hour into 4 blocks of 15 minutes.

3

Every 15 minutes: close one section and shut down 2–3 terminals.

4

Redirect freed staff immediately to cleaning and waste sorting.

5

Assist the Runner with KC organization and stock return.

6

After 3 sections closed (~45 min): bar should be ~90% clean.

7

Keep the last section open until the Producent gives the signal.

8

Full hard close: completely shut down and begin dismantling.

Closing Types: 1-Day vs 2-Day Show

BAR MANAGER · PART 1

- 1-Day Show: full dismantling. All fridges emptied, products returned to KC.
- 1-Day: clean all surfaces. Nothing dismantled until bar is fully closed.
- 2-Day Show (End of Day 1): no dismantling — bar must look untouched.
- 2-Day (Day 1): fully clean, fridges organized, stock restocked, waste sorted.
- 2-Day (Day 2): treat as a 1-day show — full soft close then dismantling.
- Identify autopilot staff during closing — use them as group leaders.
- Autopilots work independently — delegate to them to reduce chaos.

Non-Negotiable Rules

BAR MANAGER · PART 1



No smoking inside the bar.



No eating or drinking behind the bar unless approved.



No personal cash inside the bar — must be reported before entry.



No telephones behind the bar — phones must be stored in lockers.



No giving away free drinks under any circumstances.



Always stay calm and professional with guests — never escalate.



Rule violations = immediate removal. No favoritism. No exceptions.

Personnel Administration (Meerwerf App)

BAR MANAGER · PART 1

- Fleks Manager App login details are on top of your bar list
- Use the app to check staff in/out, scan QR codes, register hours.
- Also receive a physical personnel list on-site — verify it matches the app.
- Each staff member has a 30-minute unpaid break — register whether taken.
- Plan breaks strategically — never schedule breaks during peak moments.
- Distribute staff shirts at start of shift, collect all shirts after or send to the lockers where mw is waiting.
- Missing staff: app/phone → Emmy/Nicole → site crew.

Maybe try-out with a new system

New app

Fleks manager app



Fact sheet Fleks Manager App

FLEKS MANAGER APP

Download & log in met gegevens

- Gebruikersnaam: Zie bovenaan je personeelslijst
- Wachtwoord: Meerwerc2025 (let op hoofdletter M)

Inchecken

Inchecken gebeurt bij accreditatie. Hier hoeven jullie niet te tijd van de noteren. Alleen als het personeel is overgeplaatst vanuit een andere bar, moet je noteren op je barlijst wanneer diegene bij jou in de bar is gekomen, noteer dit ook als er iemand uit je bar weg gaat.

Personeel is klaar met werk? = Uitchecken!

1. Kies voor optie "QR Scanner"
2. Personeelslid moet QR laten zien op zijn of haar mobiel
3. Scan QR code
4. Klik op Akkoord

Personeelslid geen QR?

Geen QR - geen telefoon - QR doet het niet?

Ga dan naar inplanningen, klik het juiste project aan en zoek het personeelslid handmatig op. Voltooi daar vervolgens de uit check stap. LET OP klik niet verder dan die stap !

Functie	Naam	Opmerking kantoor	Bar	Shift begin	Shift eind	Actuele start	Actuele eind	Pauze	Eten	Shirt	QR	Handtekening personeel
Bar Manager	Timo Slavenburg		3	12:00	00:30							
Runner	Maurits Vincent		3	12:00	00:30							
Barmedewerker	Chanelle Tham	Vrijwilliger	3	12:30	18:00							
Barmedewerker	Sibel Omer	Vrijwilliger	3	12:30	18:00							
Barmedewerker	Danielle Aguari	Vrijwilliger	3	12:30	18:00							
Barmedewerker	Dana Bredimus 3	Vrijwilliger	3	12:30	18:00							
Barmedewerker	Clara Führtbauer 3	Vrijwilliger	3	12:30	18:00							
Barmedewerker	itske van der Heijden		3	14:00	22:00							
Barmedewerker	Joep Antonis	Om 21:30 naar huis	3	14:00	22:00							
Barmedewerker	Lynn Verpoort		3	14:00	22:00							
Barmedewerker	Robbe van Dijk	Allergisch voor pinda's	3	14:00	22:00							
Barmedewerker	Wessel Holtkamp		3	14:00	22:00							

PART TWO

Runner

Stock · Hygiene · Logistics

Role Overview

RUNNER · PART 2

- Responsible for all drinks, cooling systems, and stock distribution.
- Major role in bar hygiene — empty buckets regularly, keep it clean.
- Directly responsible for the amount of spillage at the bar.
- The Runner is the engine behind the bar — without strong logistics, service breaks.
- Must maintain constant communication with the Bar Manager.
- You manage stock so the BM can focus on team and overview.
- Never hide problems and never wait too long to report low stock.

Arrival & KC Check — 1 Hour Before

RUNNER · PART 2

1

Arrive 1 hour before the event together with the Bar Manager.

2

Receive briefing from PMO, Producent, and Bar Manager.

3

Review the KC drawing carefully and understand the full stock layout.

4

Compare the KC drawing with physical stock present in the KC.

5

Verify all drinks match both the KC drawing and the menu card.

6

If anything is missing: inform the Bar Manager immediately.

7

Never wait until opening time to report shortages.

8

Use stock quantities to identify fast vs slow sellers before opening.

Fridge Planning & Stock Distribution

RUNNER · PART 2

- Divide stock strategically across all refrigerators before opening.
- Example: 10m bar, 6 fridges → 3 sections, 2 fridges per section.
- Per section: 1 fridge for soft drinks, 1 fridge for alcoholic drinks.
- Faster staff access, balanced service, less congestion during peak.
- Stock fast-seller fridges heavier — always know what moves fastest.
- If stock is limited: open gradually, avoid opening multiple boxes.
- The Project Manager calculated quantities — trust the numbers.

Hygiene & Waste Control

RUNNER · PART 2

- Empty black buckets regularly — never let waste pile up inside the bar.
 - Sort waste correctly: Statiegeld, Cups, Plastic, Carton, General waste.
 - Remind staff to use the correct bins under the bar throughout the shift.
 - When staff sort correctly, your workload decreases and speed increases.
- Lead by example — a clean bar is a fast bar.
 - Two visible performance indicators: cleanliness and amount of spillage.
 - Low spillage + clean bar = excellent. High spillage + messy = weak control.

Peak Moments — Runner's Role

RUNNER · PART 2

- By peak time: already know fast sellers, slow sellers, and weak points.
 - Focus entirely on fast-moving products — keep them stocked at all times.
 - Prevent KO (out of stock) situations — anticipate before they happen.
 - Keep ice, cups, and drinks flowing — move before the problem appears.
- If BM assigns extra staff: you are responsible for managing them.
 - Give clear instructions, work efficiently, lead the logistics.
 - Communicate all stock issues to the BM immediately — no exceptions.

Last 2 Hours — Full Stock Lockdown

RUNNER · PART 2

1

2 hours before closing: take full control of all stock and spillage.

2

No one enters the KC and opens new boxes without your permission.

3

Control what gets opened, closed, and consolidated.

4

Move sellable open items to still-active refrigerators.

5

Return all unused sealed stock to the KC.

6

Avoid opening anything new — except confirmed hard sellers only.

7

Sell what is already open first — always prioritize existing spillage.

8

Begin leveling the KC: organize boxes, consolidate partial trays.

Runner — Final Performance Rules

RUNNER · PART 2

- ✓ A good Runner thinks ahead. A great Runner prevents problems before they appear.
- ✓ If the last hour feels calm and controlled — you did your job right.
- ✓ Clean bar + near-zero spillage = strong control and excellent performance.
- ✗ High spillage + messy bar = loss of overview and weak management.
- ✗ Free stock opening in the final hours = chaos at closing.
- 📢 Always communicate early with the Bar Manager — early signal = solvable problem.

You're Ready.

Control your bar. Lead your team. Run a clean show.

Good luck — see you at the show.

