LEVEL ONE TRAINING COURSE

Service Training
to become an

**Associate**
Welcome to Vino Volo! As a new Team Member you will start as a Trainee.

We have designed our training program as a series of modules covering all the topics you will need to know in order to be a great member of our Vino Volo team.

We believe that for you to get the most out of training, it should be an interactive learning process that is both fun and informative. So we’ve included lots of activities to keep you involved in the material, and also to provoke any thoughts and questions you have on how we operate here at Vino Volo.

TRAINING GOALS

We’ve designed our training program to……

• Make you confident in being able to give the highest level of service to our guests.
• Enable you to ensure smooth store and team operations.
• Welcome you as the newest member of our highly successful team.

TRAINING FORMAT

Our training programs for the Associate, Wine Associate, Senior Wine Associate, and General Manager levels are organized into individual modules, which will be covered during your training. Come prepared with all of your training materials everyday and be flexible, as the training schedule may be modified to fit the shift.

TESTING

At the end of each module, you will be given a test on the information you have learned. In preparation for the tests, be certain to read and study the module carefully. If you do not reach the required 80% pass rate, you will be required to retake the test. Tests can be taken the next day and each day after that up to the eighth day of training. If a trainee has not passed all tests by the end of the eighth day, they are unable to fulfill the basic knowledge requirement and found unfit for employment with Vino Volo.

In order to have completed training and start a solo shift as an Associate, you must demonstrate comprehension of the material in all modules of both the Service and Wine Training manuals.

To ensure retention, this material will be retested annually in the month of January.
ADP Level 1: Training to be an Associate Introduction

TESTING CONTINUED

POLICY TITLE: Testing Policy
EFFECTIVE DATE: July 1, 2017
REVISION DATE: April 1, 2018

PURPOSE
Associates and Managers are expected acquire a level of wine and service knowledge through a series of our self-guided and proctored test. This helps all Vino Volo team members to demonstrate a commitment to our Core Values of “Being Extraordinary” and “Plant and Grow,” and provide customers with the exceptional Vino Volo experience they have come to expect from our brand. In order to accomplish this and confirm the validity of these assessments, tests may be proctored by a manager in person or by video surveillance.

SCOPE
This policy applies to new and existing Associates, Wine Associates, Senior Wine Associates, and General Managers.

ELEMENTS
1) Training Test
2) Cumulative Test
3) Quarterly Wine Menu Quizzes
4) Recertification Test

PROCESS
All testing must be completed closed-book and without assistance from fellow team members, including sharing previous versions of the test.

1) Training Test
Associates in training have a total of eight (8) training days to pass four (4) Service Manual module tests, four (4) Wine Manual module tests, and a quiz on the current store wine menu with a grade of 80% or higher. Homework and ThinkHR certificates for each module should be completed before testing on each of the corresponding modules.

If the Associate trainee fails a test, they may retake the test the next day and once each day after that, up to and including the eighth day. If they are unable to pass all tests by the end of the eighth day, they are demonstrating a failure to meet minimum job standards and requirements. Should this happen, the Associate in training will be separated from the company.

2) Cumulative Test
Cumulative Tests for Wine Associate, Senior Wine Associate, and General Manager are administered for the consideration of promotions or promotion-ready status. These tests can be taken within the following open testing period after all training and homework have been completed:

16th-22nd of March, June, September, and December

Grades will be returned in time for possible promotion on the 1st of the month. If the team member should fail to pass the test, they may retake the test during the next quarter’s open testing period. Testing completion and grade will be noted on the Training Checklist by the Talent Development Manager once the team member has passed their test.
3) Quarterly Menu Quizzes
Basic knowledge of the wines available to customers in our stores is a key element in being able to engage with and serve our customers. Wine menu quizzes are conducted on a quarterly basis and completed by all Associates, Wine Associate, and Senior Wine Associates.

These quizzes will be proctored by Regional Managers during their store visits. If a Regional Manager is unable to test an individual due to unaligned scheduling, the General Manager will proctor the test.

A passing grade for each quiz is an 80%. If a team member does not achieve a passing grade they will be issued a Verbal Counseling.

Failure to pass a second quarterly quiz with a grade of 80% or higher will result in progressive discipline in the form of a Written Warning for failure to meet job standards and requirements.

Failure to pass three quarterly wine quizzes in the span of one year, or in any three consecutive quarters, with an 80% or higher will result in separation from the company.

4) Recertification Tests
Beginning in January 2018, there will be an annual streamlined recertification test for each level of the Associate Development Program. These tests must be passed with a grade of 80% or higher. If a team member does not earn a passing grade on their first test, they will be issued a Verbal Counseling. They will have one week to study and retake a second recertification test. If a team member does not earn a passing grade on their second test, they will be issued a Written Warning. They will have one week to study and retake a third recertification test. Failure to earn a passing grade on their third test will result in separation from the company.

- **Associates** will take one test reviewing information from the Associate Service and Wine training materials.
- **Wine Associates** will take one test reviewing information from the Associate and Wine Associate Service and Wine training materials.
- **Senior Wine Associates** will take one test reviewing information from the Associate, Wine Associate, and Senior Wine Associate training materials.
- **General Managers** will take one test reviewing information from the Associate, Wine Associate, Senior Wine Associate, and General Manager training materials.
- **Regional Managers** will take one test reviewing information from the Associate, Wine Associate, Senior Wine Associate, General Manager, and Regional manager training materials.

I have read this Testing Policy and understand the contents. In addition, I also agree that I release Vino Volo from any and all liability related to this policy and for surveillance undertaken pursuant to this policy.

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Employee Name (print)

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Employee Signature Date
The Associate Development Program (ADP) career pathway map for service and leadership training

- **Trainee**
  - Study
  - Promotion
- **Associate**
  - Study
  - Promotion
- **Wine Associate**
  - Study
  - Promotion
- **Senior Wine Associate**
  - Study
  - Promotion
- **General Manager**
  - Study
  - Promotion

Level 1: Training to be an Associate
- Vino Volo
  - Offerings
  - VIP Service & Salesmanship
  - Operations

Level 2: Training to be a Wine Associate
- Financial Management
- Talent Development
- Partner Management
- Initiative
- Management
- Business of Leading

Level 3: Training to be a Senior Wine Associate
- Ctuit & Inventory Support
- Sourcing Support
- Talent Support
- Administrative Support
- Leadership

Level 4: Training to be a General Manager
- POS System
- Advanced Operations
- Opening & Closing
- Teamwork & Professionalism
Vino Volo’s proprietary Training Program has been developed to ensure every associate provides our guests with a service level above and beyond that of other food and wine establishments:

**PROPRIETARY TRAINING FOR EACH LEVEL:**

- Associate
- Wine Associate
- Senior Wine Associate
- General Manager

**MODULES FOR EACH LEVEL**

- Cover different aspects of working in the store

**TESTS FOR EACH MODULE:**

- Must pass all tests before first non-training shift or promotion

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<th>SERVICE LEVEL 3: Senior Wine Associate</th>
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<td>MODULE 5 Leadership</td>
<td>MODULE 5 The Business of Leading</td>
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**ADP Level 1: Training to be an Associate Introduction**

**Introduction**
The following manual is designed to teach you everything you need to know as a Vino Volo Associate, and is broken down into four modules in the following areas:

1. **Vino Volo**
   - Mission & Vision
   - Core Values
   - Who’s Who at Vino Volo Corporate
   - Answer the basics (How, when, do we franchise, want to invest, etc.)

2. **Offerings**
   - Vino Volo Food Pairings
   - Can prepare all items to Vino Volo Specifications
   - Loyalty Program – levels, benefits
   - Gift Cards

3. **VIP Service & Salesmanship**
   - Greets guests and delivers against Vino Volo service and time standards
   - Understands and executes CAPs framework
   - Engages in wine conversations
   - Understands sales strategies for maximizing guest experience
   - Maintains professionalism with team mates and guests

4. **Operations**
   - Understands Vino Volo operations policies (5 Minute Rule, Last Call, Trash, etc.)
   - Participates in and understands sidework and running duties
   - Understands each section of the Store Visit Report
   - POS basics
   - Understanding of Roles and Zones
ADP Level 1: Training to be an Associate

Introduction

JOB DESCRIPTION

This job description is not a contract of employment and its provisions are not intended to imply a contractual relationship. It does not alter your at-will employment relationship with Vino Volo, Taste Inc.

Position Title: Associate
Department: Operations
Completed by: Talent Development Manager

FLSA Status: Non-exempt
Reports To: General Manager
Revised: January 2017

Job Summary:
The Associate is responsible for surprising and delighting Vino Volo customers through sophisticated customer service and wine expertise at the tasting bar, in the tasting lounge or in the retail section of the store. The Associate is responsible for assisting their team with all aspect of daily operations of the store. The primary goals of the Associate are to 1) impress customers with the quality of the Vino Volo experience; and 2) sell flights, glasses, and retail bottles of wine to these same customers.

Essential Duties and Responsibilities:

- Provide excellent service to customers. Engage customers in a friendly and approachable manner, answer any questions they may have, quickly serve them wine and/or food and tender payment
- Actively up-sell guests on food, wine and merchandise in order to enhance their experience
- Ensure that all food orders are prepared quickly and properly
- Responsible for wine knowledge including, but not limited to flavor profiles and talking points of current list along with our pricing guidelines
- Ensure that all alcohol beverage control regulations are followed. Help prevent underage and intoxicated persons from being served
- Clean, stock and maintain the store
- Other duties as needed

Supervision Received and Exercised:
Works under the general supervision of a General Manager. No formal supervisory responsibilities.

Education and Experience Requirements:
High school diploma or equivalent required; 2-year college degree is favored. Work experience must include one or more years as a server in a well-respected full-service restaurant, wine bar or equivalent position in the hospitality industry. All applicants must also be at least 21 years of age.

Knowledge and Skills:

- Skilled at and enjoys delivering excellent customer service
- Enthusiasm for wines and a desire to learn more about wines
- Highly responsible and reliable
- Experienced with and proficient at using retail point-of-sale systems
- 21 years of age or older (must be able to taste and evaluate product)
- Ability to communicate in English effectively, both orally and in writing. Able to work overtime or late into the evening in the event of flight delays
- Able to carry and balance a flight of wine
- Able to push, pull, lift ad/or carry up to 50 pound

Physical Demands and Work Environment:
The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands: While performing the duties of this job, the employee is regularly required to stand long periods of time; walk; and be able to sit; use hands to finger, handle, or feel; reach with hands and arms; and talk or hear. The employee must regularly lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, color vision, and ability to adjust focus.

Work Environment: The noise level in the work environment is usually moderate. No, or very limited, exposure to physical risk.

Diversity is extremely important to us. We recruit, hire and promote employees based on their individual ability and experience, in accordance with Equal Employment Opportunity, Department of Fair Employment and Housing, and Affirmative Action laws and regulations. Vino Volo does not discriminate on the basis of race, ancestry, color, national origin, religion, gender identity or gender expression, sex, pregnancy, genetic information, age, marital status, veteran status, sexual orientation, medical conditions, or physical or mental disability.

General Sign-off: I have read and understand this explanation and job description:

<table>
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<tr>
<th>Employee Name</th>
<th>Employee Signature</th>
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Approvals:

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<th>Manager/Supervisor</th>
<th>Manager Signature</th>
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<th>Third Sign-off, if needed (HR or Exec)</th>
<th>Third Sign-off Signature</th>
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TRAINING RESOURCES SITE

On your first day of training, your trainer will show you how to access the Training Resources Site. This is accessible to anyone with a Vino Volo email account, which includes our store email account. Once logged in to the store email, select Sites from the list of Google apps. Select “browse all sites” on the left hand side of the page and/or type “Training Resources” into the search bar.

It is also available through non-Vino Volo accounts through the following web address:
https://sites.google.com/a/vinovolo.com/training-resources/

This is home base for everything referenced in your training manuals. As you can see from the tabs displayed above, you can access:

- Training Documents – Electronic copies of your manuals, training checklists, the Training Policies and Tools handbook, and more
- Books – Books on wine, restaurants, leadership, and management. Some of these will be assigned reading as your progress through your training with the company. Other books are simply great resources for improving your knowledge and skills.
- HR – You will find links to the HR site, links and information regarding ThinkHR, and other HR training materials
- Videos – Links to the videos discussed in your manuals, as well as other helpful videos to assist you in improving your knowledge and skills.
- Articles – Helpful articles that may be utilized by your General Manager to assist you with overcoming challenges you may encounter.
- Websites – There are some fantastic companies and websites out there that we recommend as resources for all of our teams.
- Videos – Access to all the required videos included in your training manual, as well as supplementary videos
- Opportunities – Access to all the internally posted open positions in the company
When joining any new organization it is important that you learn the history of “Who, When, Where, How and Why”. That is the goal of the first Module. While working in the store you will encounter many people who will be fascinated with our concept and it is vital that you be able to answer questions accurately. From the beginning, and to this day, “word of mouth” has been at the core of our success.

• A concept is born.
• Mission Statement - What does it mean and why?
• Core Values - What are they and how do they apply to everyday situations.
• Who’s Who at Vino Volo Corporate – So you know who to contact for what.
• Answer the basics (How, when, do we franchise, want to invest, etc.) – You will need to be able to answer a myriad of questions everyday.

Remember, there is a test at the end of this module and a passing grade is 80%.
A CONCEPT IS BORN

Doug Tomlinson, Vino Volo’s founder conceived the idea for the company while traveling extensively for his consulting career.

Finding himself with several hours in an airport terminal after a delayed flight, he wondered why there wasn’t a place where he could relax in a comfortable environment and indulge his passion for great wines.

Consulting the knowledge and expertise of a highly talented group of industry advisors, the concept was refined, and wines were sourced from the top producers all over the world.

OUR IDEA BECOMES A REALITY

With its name derived from ‘wine flight’ in Italian, Vino Volo was founded in 2004, and opened its first store at Dulles International Airport in September 2005, just outside the nation’s capital. The store was an immediate success.

Customers started raving about their newfound “oasis”, with the press heralding it as one of the best new concepts in air travel. Travelers across the country began anticipating the next Vino Volo stores.

In 2018, Vino Volo was acquired by Paradies Lagerdère. This partnership will enhance our ability to expand in current and new airports and increase our opportunities to surprise and delight our guests.

COMPANY DETAILS

Based in the Bay Area, the Company has a lineup of experienced team members nationwide, who share a great passion for wine.

Vino Volo
1111 Broadway, 3rd floor
Oakland, CA 94607
(415) 723-2480 phone
Vino Volo’s executive team has many years of experience in launching new ventures and operating multi-unit specialty retail. This experience includes fine-dining restaurants with a focus on wine as well as high-volume retail operations in challenging non-traditional environments.

Regynald G. Washington, President of Paradies Lagerdère Dining Division, has over 50 years of experience in the hospitality industry. He started his career bussing tables in the Florida Keys at the age of 13. Regynald was Vice President of Worldwide Food and Beverage operations for Walt Disney Parks and Resorts. He has earned dual certifications as a Foodservice Management Professional and as a Certified Food & Beverage Executive. Regynald is a graduate of Florida International University, holding a Bachelor’s of Science degree in International Hotel & Restaurant Administration. Regynald.Washington@paradies-na.com

Mark Sill, Senior VP of Vino Volo, has worked in the hospitality and wine industry for more than 20 years, ranging from wine retail and wholesale, to corporate, hotel, and independent restaurant management and ownership. Mark was hired as GM to open BWI (Baltimore) in 2007, later opening DTW (Detroit), then took over our SMF locations (Sacramento), became our first Western Regional Manager in 2010 and has now been VP/Director of OPS since 2011. Mark.Sill@vinovolo.com

Marco DiBernado, VP of Development, Marco has over 19 years of experience in retail and finance, the last 10 years in Concessions Development in the Aviation industry. Previous to Vino Volo, he worked at LS Travel Retail North America as Business Development Manager. At Vino Volo, Marco leads all Development efforts for the company in its pursuit of new airport locations in North America. Marco.DiBernardo@vinovolo.com
At Vino Volo, we are serious when we say we promote from within. One of our Core Values is “Plant and Grow”. The paths our Operations Team Managers have taken demonstrate this point.

**Nate King**, Senior Director of Operations, started as a part-time Associate at our Seattle store (SEA) in 2010. In 2011, he moved to San Francisco to open our SFO store as SWA. 5 months later he took over as GM of SFO and in 2012 moved to SLC to open our joint venture Vino Volo Ale House. Nate became RGM of the Mountain Region in June 2013 and Senior of Director of Operations in March 2019.

[Nate.King@vinovolo.com](mailto:Nate.King@vinovolo.com)

**Susan Magen**, Director of Operations, started as a part-time Associate at our Seattle store (SEA) in 2007, became SWA 2009 and GM in 2011. In 2012 she relocated to Vancouver BC to open our first 2 Canadian stores in YVR. Susan became RGM of the West in June 2013 and Director of Operations in the fall of 2017.

[Susan.Magen@vinovolo.com](mailto:Susan.Magen@vinovolo.com)

**Sally Campa**, Regional General Manager – Canada, started in 2012 as an Associate on the opening team of Vancouver, BC, our first Canadian store. She took over as GM of this store in June 2013 and has since assisted with the openings of the rest of our Canadian stores. Sally became our first RGM based in Canada in the fall of 2017, handling stores across four time zones!

[Sally.Campa@vinovolo.com](mailto:Sally.Campa@vinovolo.com)

**Michelle Boury**, Regional General Manager-Atlantic, started with Vino Volo in June 2009 in Philadelphia. She became SWA in 2011 and GM in 2012. She was promoted to RGM in April of 2019.

[Michelle.Boury@vinovolo.com](mailto:Michelle.Boury@vinovolo.com)


[Lynn.Patrick@vinovolo.com](mailto:Lynn.Patrick@vinovolo.com)
Chad Kosacz, Regional General Manager-Mountain, started at the San Antonio store as a part-time Associate in 2010. He was promoted to SWA in 2011 and GM in 2012. Chad opened the Dallas store in 2013. He was promoted to Regional General Manager in April 2019.

Scott Birch, Regional General Manager-West, started in the Sacramento (SMF) store as an Wine Associate in 2012. He was promoted to SWA in 2013 and GM in 2014. He took the position of Regional General Manager in January 2019.

Charlotte (Kamilla) Bock, Regional General Manager-Midwest, started with Vino Volo in June 2012 at IAD B. She was prompted to GM of IAD C in March 2014 and then became the GM of both stores in January 2016. After IAD C closed she continued as the GM of IAD B until being promoted to RGM in January 2020.

Tristan Dyer-Kindy, National Wine Director, started as a Wine Associate Detroit Store (DTW) in 2008. At the beginning of 2010, he became SWA and later that year was promoted to GM. In 2011, he relocated to be GM of Dulles (IAD-C). 2013 saw Tristan relocate to New York (JFK) to assume the GM position there. In 2014, while still a GM at JFK, he became District Manager of the Northeast. In 2015, Tristan took a dual role as National Wine Sourcing Manager and Training Manager. In 2018, Tristan became National Wine Director.
Vino Volo believes in hiring talented and competent individuals to support our store teams. Here are a few of the support team members you may be interacting with as an Associate with Vino Volo.

**Dhiren Mewada**, Director of Corporate Finance & Strategy, brings 10+ years of Finance, Operations, and Marketing experience across the Food & Beverage, Consumer Products, and Retail industries. Dhiren holds an MBA from The University of Michigan Ross School of Business and a Pastry Certification from The French Culinary Institute. [Dhiren.Mewada@vinovolo.com](mailto:Dhiren.Mewada@vinovolo.com)

**Alice Wu**, Director of Marketing, joined the company in December 2019. She has over 13 years of experience with Treasury Wine Estates, Williams-Sonoma, Campari America, and OpenTable. Alice has a bachelor’s degree from UCLA and an MBA from Northwestern University. [Alice.Wu@vinovolo.com](mailto:Alice.Wu@vinovolo.com)

**JC Alvarez, Director of Human Resources**, joined the company in January 2020. Prior to joining Vino Volo, JC was the Director of People at Virgin Hotels where he focused on building culture and employee engagement. Before working for Virgin, he worked in HR for several other hotels. He holds a BA in International Business Administration from National University of Mexico. [JC.Alvarez@vinovolo.com](mailto:JC.Alvarez@vinovolo.com)

**Elyn Willy**, Learning and Development Manager, started as an Associate in Seattle in November 2007. She transferred to the JFK store in 2009 when she was promoted to GM. She moved to Denver in 2012 as the opening GM of the 2 stores there. In October 2019, she became the Learning and Development manager. Elyn holds an MBA from Thunderbird School of Global Management and a MS in Strategic HR from University of Denver. [Elyn.Willy@vinovolo.com](mailto:Elyn.Willy@vinovolo.com)

**Anna Allen**, Regional Human Resources Manager, started as an Associate in Austin 2014. She transferred to the CVG store in 2015 when she was promoted to GM. She briefly left the company but returned in 2018 when she became GM of Boston A. In January 2020, she became the Regional HR manager. Anna has a BS in International Studies from University of Buffalo. [Anna.Allen@vinovolo.com](mailto:Anna.Allen@vinovolo.com)

**Ran Huynh, HR Coordinator**, started with Vino Volo in May 2019. He recently completed his bachelor’s in Business Administration from San Francisco State University. Ran works closely with payroll as well as other managers to support operations. He also handles all administrative duties for the Vino Volo corporate office. [Ran.Huynh@vinovolo.com](mailto:Ran.Huynh@vinovolo.com)
WINE PHILOSOPHY

Often wine appears snobby and unapproachable. Our goal is to make wine discovery and purchasing as simple as possible. In order to achieve this, we take a no nonsense approach when describing our wine flavors, food pairings and the information about the wineries. This is done through our marketing materials, as well as in the manner our associates interact with guests about the wines.

VISION STATEMENT

Vino Volo is a dynamic organization focused on enabling our guests to discover and enjoy great wine. Exceptional wines, delicious food, and most importantly, extraordinary service combine to create the uniquely Vino Volo experience our guests rave about.

**Our Vision:** Become the World’s Favorite Wine Destination

Our guests are passionate about wine, discovery, and making connections. Vino Volo provides an environment where they can indulge these passions in a relaxed and sophisticated setting. We believe our extraordinary Vino Volo experience will translate beyond today’s airport setting to fit many environments: from urban to suburban, both domestic and international. And with your help, we can make it happen!

MISSION

Some people feel that wine is intimidating and are overwhelmed by all that there is to know about varietals, regions, and what makes a good glass of wine. Others are convinced it is impossible to find a good glass of wine or a civilized atmosphere in today’s hectic airport environment.

**Our Mission:** To change how people experience great wine

Vino Volo aims to change these assumptions by creating an easy, approachable way for people to discover and enjoy great wine.

Vino Volo is a place where guests can:

SIP  RELAX  ENJOY

a place to discover.....
CORE VALUES

You have joined an exciting team of bright, fun, wine-savvy and service-oriented people who work together to bring the Vino Volo vision to life. Vino Volo has built a strong culture based on four common values and each person in our organization strives to bring these to life every day. These core values guide all of our policies and new initiatives.

**Be Extraordinary**

Vino Volo is a hard-working, performance-oriented culture. Our first priority is to offer exceptional service to our guests. Team members also show strong organization, reliability, high quality output, and proactive problem solving.

**Share the Wine**

At Vino Volo, our guests experience the thrill of discovering great wines with each visit. Team members have a genuine passion for wine and a love of sharing this passion with others, with an approach that is warm, inclusive, and attitude-free.

**Plant and Grow**

Vino Volo prioritizes learning and development in a collaborative environment. Team members demonstrate a desire to grow and improve their performance, lead initiatives, and mentor those they work with.

**Cultivate Community**

Vino Volo values creating a wine community where the passion for wine is contagious. Team members foster these strong connections through store and corporate level collaboration, training sessions, team and company-wide retreats, and bringing an overall sense of fun to the job.
CUSTOMER OVERVIEW

Our customers can be divided equally into three categories; savvy wine lovers, wine novices, and the quick bite guest. Each of these types of guests visit Vino Volo for different reasons and it is important that you be able to identify and manage them accordingly.

Wine Lovers
Wine aficionados that are excited to find a concept like Vino Volo in an airport.
Our most loyal customers.
Approach-
In depth wine conversation
Upsell to higher end and boutique wines

Wine Discoverers
In Discovery Mode
May be intimidated
Wants to learn but is afraid to ask questions
Approach-
Use simple language
Focus on what they DO like about wine

Quick Bite Guests
Looking for food, Vino Volo was convenient
Disconnected, out of their element
Approach-
Sell wine as a gift idea
Get them in and out

No matter which type of guest you are talking to, Vino Volo’s wine list and tasting flights are perfectly suited to help them discover new wines they can enjoy.

Through our service model and wine conversations, we can engage our guests in discussion about a subject they are passionate about. In this way, we create for each guest an exceptional experience and a lasting connection to Vino Volo.
For many, wine can be confusing. At Vino Volo we take wine:

**From...** | **To...**
---|---
Intimidating | Fun
Snobby | Approachable
Common | Sophisticated

**FUN**: For many, wine has been intimidating for too long. One of our goals at Vino Volo is to make experiencing wine FUN!

**APPROACHABLE**: We want to make discovering wine approachable. This means providing no-nonsense wine write-ups and useful information about our wines. Knowledgeable servers who can talk to customers about wine at any level are key to our approach.

**SOPHISTICATED**: Vino Volo’s world class food and wine cater to the increasingly sophisticated American and international palates.

**We achieve this through:**

- Sophisticated surroundings with comfortable, natural wood furnishings
- High levels of continuous training to our staff
- Top of class wine selections, as well as the best local products we can find
SERVICE PHILOSOPHY

In order to create the best customer experience possible it is essential to have knowledgeable team members who provide our guests outstanding service.

We are highly selective in whom we hire to join our team. You are one of the very few who have been selected to be part of our exciting company.

Since we only hire the extraordinary, we expect nothing less than your best. In return, you can look forward to a rewarding career as we grow Vino Volo into the World’s Favorite Wine Destination.

TEAMWORK

Our success at Vino Volo depends on teamwork. That’s because at a Vino Volo Store, every team member will take on the following roles throughout a shift whenever the need arises:

• Wine server
• Cook
• Cleaner
• Food runner
• Bus person
• Sommelier
• Wait staff
• Food Prep
• Maitre d’
• Sales person
• Brand ambassador

Everyone is expected to work together and take on whatever role is needed at any time. This is demonstrated by the fact that we pool our tips, and that our bonus is also based on team performance.
ASSOCIATE
An Associate is a new employee that has a passion for wine, but may not have an extensive amount of wine knowledge. This position is all about developing a working level of wine knowledge and providing extraordinary service to our guests. An Associate must master the basics of Vino Volo philosophies, methodology and operations as well as attain a high degree of wine knowledge before being promoted.

WINE ASSOCIATE
A Wine Associate has mastered a certain level of wine knowledge to be able to pass the Wine Associate’ s Wine Course modules. A Wine Associate is also a mentor to Associates aspiring to attain the Wine Associate level. The Wine Associate begins training in the operations side of Vino Volo to learn all the facets of opening/closing and begins to assist with some of the administrative duties required to run the store.

SENIOR WINE ASSOCIATE
A Senior Wine Associate will assist in the more advanced administrative duties in the store such as inventory, wine and catering programs, and talent planning. The Senior Wine Associate has mastered more in-depth knowledge of wine regions, their varietals and terroirs. The Senior Wine Associate will also work as a shift leader and act as a mentor to the staff.

GENERAL MANAGER
The General Manager is the leader of the store and is responsible for overall financial management, as well as the development of the team. To accomplish this, the General Manager must be a master of all tasks required by Associates, Wine Associates and Senior Wine Associates. They must lead by example with exemplary knowledge of all Vino Volo policies, procedures, and practices. It is the responsibility of the General Manager to create a strong and healthy community among team members. The General Manager also acts as a liaison between corporate and the airport community.
UNIFORM

All team members working in the front of the house wear the same uniform.

- Black button-up uniform shirt
- Black dress pants
- Black rubber-soled shoes that you are able to polish; with black socks
- Black belt
- Smile
The joy of learning about and experiencing great wines is part of the job.

WINE RETREAT

One of the most exciting parts of being a member of the Vino Volo team is the annual Wine Training Retreat. Once you have worked with us for the equivalent of one-year full time, you will be eligible to discover the great world of wines on a company sponsored retreat designed to increase your knowledge of wine. As an Associate, you will be eligible to attend one Wine Training Retreat. Once you have attended a retreat, you will only be able to attend subsequent retreats when you have reached the level of Wine Associate.

These Wine Training Retreats are an opportunity to “Plant and Grow,” as we learn about exceptional wine in the places it is made, “Cultivate Community,” as we meet, share ideas, and engage members of other teams from across the US and Canada, and “Share the Wine,” as we taste some amazing new wines with new and existing friends.

Retreat Locations have included:

- Napa
- Sonoma
- Central Coast
- Willamette Valley
- Washington State
- Paso Robles

Activities Include:

- Private wine tasting with winemaker and winery owners
- Personal Winery and Vineyard tours
- Winemakers’ Dinner with multiple winemakers at a local wine country restaurant
- Tasting/blending seminars
GUEST WI-FI

Many of our US-based locations offer free wi-fi to our guests so that they can connect with work, friends, family, and Vino Volo while they relax in our stores. Our Canadian stores may offer free guest wi-fi, however, it is store specific. Check with your trainer regarding your store’s guest wi-fi offerings.

To connect a guest will need to select the #Vino Volo Guest network from their available wi-fi networks. When the guest connects to it they will see the following:

They can choose to connect with either their social media or email account. In order to connect, they must agree to terms of service. Their social media or email information is for internal Vino Volo marketing purposes only, and they will have the option to unsubscribe from any emails they receive from us.

This network is for guest-use only, and is the only Vino Volo network they should be given access to.
OUR WEBSITE

As well as providing information about Vino Volo, our website is also an online Vino Volo store. If permitted by state law, customers can order online to have bottles shipped to them.

Vino Volo guests can also provide us with feedback on our concept or ask for more information via the website.

www.vinovolo.com

TWITTER

The Vino Volo twitter page sends out fun and informative tweets to its followers with wine facts about growing, harvesting, history, and tasting notes. It also tells our customers about in-store promotions and weather forecasts at our locations.

www.twitter.com/VinoVolo

FACEBOOK

The Vino Volo Facebook page provides images and information for each of our store locations. It also informs fans of major Vino Volo happenings such as wine promotions and new store openings.

https://www.facebook.com/vinovolo/

We Cultivate Community by encouraging our guests to become a part of our fun and exciting culture online and in the store.
## FAQs About Vino Volo

<table>
<thead>
<tr>
<th>Question</th>
<th>Suggested Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are you only in airports?</td>
<td>Yes, we are currently only in airports, however, we are always looking into other opportunities.</td>
</tr>
<tr>
<td>Is this a franchise?</td>
<td>No, all locations are corporately owned and operated.</td>
</tr>
<tr>
<td>How do I invest?</td>
<td>Paradies Lagerdère is a subsidiary of Lagerdère, a publicly traded company.</td>
</tr>
<tr>
<td>Who came up with this idea?</td>
<td>Doug Tomlinson, our founder, was a frequent business traveler who came up with a great idea.</td>
</tr>
<tr>
<td>Do you take foreign currency?</td>
<td>No. Only US currency in our US stores, and we do accept US dollars as well as Canadian dollars in our Canadian stores.</td>
</tr>
<tr>
<td>Are children allowed in the store?</td>
<td>Ask your trainer about the laws regulating children in your store. None of our locations have children’s menus. However, if they are allowed to bring children in the store, they are allowed to bring food from another establishment.</td>
</tr>
<tr>
<td>Do you have a children’s menu?</td>
<td></td>
</tr>
<tr>
<td>Can I take a glass of wine ‘to-go’?</td>
<td>This depends on your location. Most of our liquor licenses only extends to our restaurant space. Ask your trainer for store specific laws.</td>
</tr>
<tr>
<td>Is this duty free?</td>
<td>No, if we operated as duty free we would not be able to sell wine to domestic travelers.</td>
</tr>
<tr>
<td>How much wine can I take on an international flight?</td>
<td>As much as you like, but after a certain quantity, you may be charged tax. (Refer to the operations manual for details).</td>
</tr>
</tbody>
</table>
After completing this module, you should:

- Know all about Vino Volo and it's people
- Know the roles of each company and store position
- Know our vision statement and core values
- Know where our stores are located
- Answer some basic questions about us

MODULE ONE TEST

On the following page you will find a practice quiz. Use this practice quiz as a study guide...go back to revisit any pages if you are unsure of the answer. The test questions are not limited to those included in the practice quiz.

You will be required to score 80% or better in order to pass the module test. If you do not pass, you will be asked to study the material again and re-take the test.
**PRACTICE QUESTIONS**

The following questions are examples of the type of information that will be required of you on the exam. It should be noted that these particular questions may or may not be asked. You will be expected to show competency over the entire module.

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>What are the three places online that guests can learn more/keep up to date on Vino Volo?</td>
</tr>
<tr>
<td>2</td>
<td>List All Core Values.</td>
</tr>
<tr>
<td>3</td>
<td>Who is our Senior Director of Operations?</td>
</tr>
<tr>
<td>4</td>
<td>When and where was the first Vino Volo opened?</td>
</tr>
<tr>
<td>5</td>
<td>What are the 3 categories of guests that visit Vino Volo?</td>
</tr>
<tr>
<td>6</td>
<td>Do we have Wireless available for the Guest? Why or why not?</td>
</tr>
<tr>
<td>7</td>
<td>As an Associate, what are the things you must master?</td>
</tr>
<tr>
<td>8</td>
<td>List five roles you may take on while working a shift at Vino Volo.</td>
</tr>
<tr>
<td>9</td>
<td>List 10 cities in which we have a Vino Volo location.</td>
</tr>
<tr>
<td>10</td>
<td>Describe the Vino Volo uniform.</td>
</tr>
</tbody>
</table>
OFFERINGS: MODULE OVERVIEW

This module is designed to introduce you to the Food menus we offer at Vino Volo. Upon completion of this module you should be familiar with the following:

- Vino Volo Food Pairings – You need to be familiar with what is in our recipes and be able to make food and wine pairing suggestions
- Can prepare all food items to Vino Volo Specifications – You will spend time in the BOH preparing our food items.

Remember, there is a test at the end of this module and a passing grade is 80%.
FOOD OFFERINGS

Catering to the sophisticated palate, Vino Volo’s food offerings set a new standard of excellence for airport food.

In addition to featuring local wines where possible, Vino Volo develops strategic partnerships with specialty food purveyors to source gourmet produce, artisan cheese and cured meats.

We offer small plates, or “tapas style” portions. For guests wanting to enjoy a more substantial meal, suggest pairing several plates. All of the items on the menu can be packaged “to-go”.

We follow the traditional thought process to recommend pairing the following food items with the following types of wines. Your trainer will explain why.

- Meat dishes with red wines
- Vegetable and Cheese options with white wines
- Beans and grain based items with Sommelier Series Wines
- The most important rule is, “there are no rules!” If a guest wants a glass of zinfandel with salmon, your response is, “fantastic choice!”

Each store has a store prep and plating guide to walk team members through the preparation and plating of each item on our menu. Your trainer will provide you with a copy of your store’s guide for you to study. You will also spend time practicing prep and plating in the BOH. It is important that you are aware of the ingredients of each dish in case a guest has an allergy, such as, to nuts, or a food sensitivity, such as, to gluten.
As with our food and wine, we strive to provide the best service possible to our retail guests. Always welcome guests to Vino Volo and invite them to have a look at our wonderful wine collection. Taking a bottle with them allows guests to continue to Share the Wine even after they have left our stores.

**GUIDING RETAIL PURCHASES:**

We expect you to help guide customers through their retail selections as well. To assist you, here are some suggestions:

- **Step 1.** Understand what type of buyer they are – are they looking for a gift, something for themselves, etc.

- **Step 2.** Find if they are looking for wine from a certain region or style. Suggest wines based on their responses. If they aren’t sure what they are looking for, point out a few of your favorites. Suggest wines appropriate for the occasion.

- **Step 3.** Confirm that they have made a great selection and are sure to enjoy the wine.

- **Step 4.** Show them our handy three pack carriers for the plane and ask them if they would like to purchase three bottles. Also mention that many of the wines we carry are hard to find and that they may not be able to find them elsewhere.

- **Step 5.** Let them know that we have free shipping when they purchase four or more bottles depending on the state.

*Always invite retail shoppers to sit and enjoy a taste, glass or flight and a bite to eat; people who taste our wines buy more than those that just browse!!!*

Vino Volo also offers wine related items for customers, such as wine magazines, wine equipment, wine novelties.

During the first part of your shift, familiarize yourself with our retail items and their prices. Please ask your trainer to show you where we keep a hard copy of the merchandise prices.
As part of Vino Volo’s vision to be the world’s favorite wine destination and our core value “Cultivate Community,” a Loyalty program has been developed to:

- Cultivate an ongoing relationship
- Build a lifetime relationship
- Create a community and sense of belonging
- Increase guest spend
- Increase frequency
- Drive referral / word of mouth

Vino Volo’s Loyalty Program will:

- Reward guests
- Capture purchase history
- Increase guest interaction
The program consists of 3 levels:

**CELLAR MEMBER**

**RESERVE MEMBER**

**GRAND RESERVE MEMBER**

---

**Level 1: Cellar Member**

**Benefits**

- **Special Taste**

  Loyalty members may receive a 1.5oz featured taste offered for $2. These tastes will rotate and will include high-end, unique, hard-to-find or coveted wines. The member may then order a second taste, glass, or bottle at full price. This wine is only available to loyalty members.

- **Special offers/communications**

  Loyalty members will also receive communications about VIP tastings and special offers.
Level 2: Reserve Member

Qualification: $250+ Annual Spend

Benefits

- **Cellar Member Rewards**: Receives all Cellar Member rewards

- **Amuse Bouche**: A complimentary amuse bouche (small bite) provided at each visit; the daily selection will be posted on the Loyalty Chalkboard and will be paired with $2 special taste. Additional Amuse Bouche can be purchased for $4. Only available to Reserve and Grand Reserve members.

- **20% off 3+ bottles**: 20% discount off 3+ regularly-priced retail bottles in-store only. Not applicable to non-retail locations.
Level 3: Grand Reserve

Qualification: $1,000+ Annual Spend

Benefits:

- **Reserve Member Rewards +3 Guests**: Receives all Reserve Member on-premise perks for themselves + 3 guests (at time of visit)

- **20% Off All Purchases**: 20% discount off all purchases

- **1 Cent Shipping on 3+ Bottle Shipments**: One-cent shipping on 3+ bottle shipments Where shipping eligible

- **Concierge Service**: Receives personalized service ranging from wine country planning to wine selection and sourcing advisory
CONCIERGE SERVICE PROGRAM

Vino Volo’s Loyalty Program is rewarding its most valuable customers. The Concierge Service, specifically, will provide Grand Reserve members with personalized advice and service. They include:

Access to wine travel planning (in participating regions)
- Personalized list of recommendations for wineries and activities
- Complimentary VIP winery tastings
- Initial participating regions: Napa, Sonoma, CA Central Coast, Washington and Oregon

Access to hard-to-find wines or tailored recommendations

Wine selection and sourcing advice for personal occasions (dinner parties, food pairings, etc.)

Other tips, guidance and pairing advice

LOYALTY APP

The Loyalty program will be managed through a mobile app, which means there are no cards or membership numbers required.

To sign-up, guests simply download the app by searching for “Vino Volo” in either the Apple App or Google Play Android store.

The App is available for iOS, Android and BlackBerry. BlackBerry users should install the Android version. Once the guest has downloaded the app, a welcome tutorial screen will appear prompting sign-up via Facebook / email.

The home screen serves as the guest’s Loyalty card – guests will show this to Vino Volo servers when they enter the store or sit down.

Animated tagline prevents users from screenshotting their home screen and sharing it with friends

Background image and text indicates the guest’s membership tier
EARNING LOYALTY POINTS

Steps for Customers to Earn Points:

1. Open the Vino Volo mobile app
2. Click the “Earn” button
3. Line-up Bar Code reader at the bottom of the receipt
4. Wait for scan confirmation

LOYALTY FAQ

Loyalty Benefits:
Q: Can a customer just order the special taste?
A: While we always want to encourage our Loyalty guests to enjoy a menu item in conjunction with their special taste, it is not required. Limit one per Loyalty member.
Q: What if a Loyalty customer does not want the special taste – can they get a different taste?
A: No, each store should only pour one special taste at a given time.
Q: How many special tastes can a customer order?
A: Just one. If they want more of that wine, however, they can purchase it by the glass using standard BTG pricing.
Q: What if a customer would like an additional amuse bouche?
A: As with the special tastes, Reserve and Grand Reserve customers may only have one each (complimentary serving). They can, however, purchase additional amuse bouche at $4 / unit based on store supply.
Q: What if a Cellar Member would like an amuse bouche?
A: Cellar members are not eligible for the free amuse bouche.
Q: What if a customer has an allergy or dietary restriction to an item in the amuse bouche?
A: Unfortunately, there is only one amuse bouche offered per visit. However, it is to the server’s discretion to modify the offering if it is feasible.
GIFT CARDS

- 3 denominations
  - $30
  - $50
  - $100

- What comes with the gift card?
  - Credit card style gift card
  - Envelope
  - Gift card holder

When a customer wants to buy a gift card, ensure you select the correct denomination ($30, $50, $100), then swipe the card and press “Give X” to add value to the card.

Place the gift card in the envelope and place in the slot of the gift card holder.

- Guest doesn’t have time to shop for a bottle of wine
- Guest doesn’t know which wine to buy
- Guest is looking for gift for employees
- Guest wants to take something home to wife/brother/mother/uncle that travels frequently
- Guest wants to buy a gift for someone but doesn’t want to carry wine

Don’t hard sell!
Always try to sell wine first, but if guest isn’t sure you can say:

“Alternatively, we sell gift cards for either $30, $50 or $100 which come in a great gift card holder, if that would be more suitable”
GIFT CARD FAQ

• Do I get loyalty points for buying a gift card?
  — No, the loyalty points are acquired when the recipient redeems the gift card against a purchase

• Can I add a value amount other than $30, $50 or $100?
  — No, we only offer gift cards in these denominations

• Does the gift card need to be used in one transaction?
  — No, the remaining value will stay on the card for a future transaction

• Is there an expiration date?
  — No, the balance will never expire

See the Gift Card Quick Reference Guide on the Training Resources Site for more detailed information on funding and processing gift cards.

• My check is only $25, what will happen to my remaining card value?
  — It will remain on the card for use another time

• Can I buy anything in the store?
  — Yes

• Is my card reloadable?
  — Yes, just ask your server and they will be able to place another $30/$50/$100 on the gift card for you.

• How do I find out the balance on my gift card?
  — You can check the balance on your gift card at any Vino Volo location

• What happens if my gift card doesn’t cover my full check?
  — You will need to pay the remaining balance using a credit card or cash

• I lost my gift card
  — We are unable to replace lost or stolen gift cards.
HOMEWORK ASSIGNMENT

On a separate piece of paper or computer document, answer the following questions. Remember, these will be submitted to your trainer and General Manager for review.

1) Choose three discovery wines and three tastes of the food items. We would like you to pair these up and tell us why.

2) In your own words, describe why the Loyalty Program is an important part of our company.
After completing this module, you should:

- Understand and know our wine and food pairing specs.
- Be familiar with our gift cards

MODULE TWO TEST

On the following page you will find a practice quiz. Use this practice quiz as a study guide...go back to revisit any pages if you are unsure of the answer. The test questions are not limited to those included in the practice quiz.

You will be required to score 80% or better in order to pass the module test. If you do not pass, you will be asked to study the material again and re-take the test.
ADP Level 1: Training to be an Associate Module Two: Offerings

PRACTICE QUESTIONS

The following questions are examples of the type of information that will be required of you on the exam. It should be noted that these particular questions may or may not be asked. You will be expected to show competency over the entire module.

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>How would you describe the Salmon Rolls to a customer?</td>
</tr>
<tr>
<td>2</td>
<td>What does tapas-style mean?</td>
</tr>
<tr>
<td>3</td>
<td>What salads do we have on the menu?</td>
</tr>
<tr>
<td>4</td>
<td>What items on the menu are or could be vegetarian?</td>
</tr>
<tr>
<td>5</td>
<td>What is the most important rule of pairing food and wine?</td>
</tr>
<tr>
<td>6</td>
<td>What does FIFO stand for and how do we practice that at Vino Volo?</td>
</tr>
<tr>
<td>7</td>
<td>What types of sandwiches do we have available?</td>
</tr>
<tr>
<td>8</td>
<td>Which food items are available for take out/to-go?</td>
</tr>
<tr>
<td>9</td>
<td>Name the three meats on the meat plate.</td>
</tr>
<tr>
<td>10</td>
<td>What are the 3 levels in the Loyalty program?</td>
</tr>
</tbody>
</table>
VIP SERVICE: MODULE OVERVIEW

This module will introduce you to the Vino Volo service model and philosophy. Great customer service is not an accident; going above and beyond, being extraordinary and focusing on the guest as an individual has earned us the “Highest Regard for Customer Service” award at the Airport Revenue News convention more than nine years in a row!

After completing this module you should be able to:

• Greet guests and deliver against Vino Volo service and time standards – Being fast and efficient will ensure our guests that they will be able to have a relaxing time and not worry about missing a flight.

• Understand and execute CAPs framework – Three basic elements that are core to our uncompromising service standards.

• Engage in wine conversations – With every guest…we need to show our passion for wine and facilitate sales and retail purchases.

• Understand the key aspects of our loyalty program - Creating customer loyalty is key to building our brand

• Implement effective sales strategies – Being proactive sales associates increases profitability and enhances the guest experience.

• Maintain professionalism and integrating teamwork and stress management skills into daily life – Our approach to our teammates and guests is crucial to creating the welcoming, fun, supportive culture we want to cultivate

Remember, there is a test at the end of this module and a passing grade is 80%.
You never know who your customer might be.

Every customer is a VIP. We treat everyone as we would like to be treated, regardless of who they are. The customer might also be someone we are especially eager to impress

- Airport Authority personnel
- Investor
- Critic
- Journalist
- Friend of team member
- Friend of executive or one of our Board members

Vino Volo is much more than an ordinary bar or restaurant. We are here to help customers discover great wines. To be successful, we must provide not only excellent service, but also a degree of engagement with the customer that simultaneously entertains and educates them about wines. This is important for our most important kind of advertising, word of mouth. We want our customers to leave our stores ready to recommend us.

Here are some examples of how we are different from traditional restaurants, we:

- Entertain
- Educate
- Engage
- Guide

Setting a higher standard for service is a critical component of our business. Wine is an inherently complex sale – it involves making the customer feel comfortable with an array of varieties and brands in order to select a wine they are going to enjoy.

At Vino Volo, we continue to expect our team members to find new ways of making the customer experience extraordinary. This ranges from suggesting wine that you think the customer will enjoy, helping to pair food with their wine, to sharing your knowledge of wine and having fun doing it!

During every shift, find ways to show the customer we’re going out of our way to give them the best experience possible.

Remember, management often gives out spot bonuses for ABOVE AND BEYOND service. We hope you will always strive to provide a high level of service to our guests. We’re expecting a lot from you, but that’s why we’ve hired you, we know you have great potential!
ENGAGING THE CUSTOMER

We believe that the guest will have had a more rewarding experience if they are involved in the process. This is why we try to engage the guest at every stage of the process.

We have divided the guest experience into six steps:

- **STEP 1**: Greeting
- **STEP 2**: Menu Presentation
- **STEP 3**: Order Development
- **STEP 4**: The Wine Conversation
- **STEP 5**: Food Delivery
- **STEP 6**: Showing Gratitude
The first interaction you have with the guest is critical; it sets the tone for their visit as they begin to form an opinion of Vino Volo.

To help build our brand and image, we want to make sure to announce the name Vino Volo upfront to our guests. When a customer enters, greet them by welcoming them to “VINO VOLO”.

---

**Greet customers within 15 seconds**

**INVITING CUSTOMERS INTO VINO VOLO**

- When a guest enters the store, and asks to see a menu, suggest that we could either seat them right away, or start them with a glass of wine at the bar.

- If a guest is considering whether or not to come into Vino Volo, greet them and invite them to join us, suggesting a space at the bar if the restaurant is full.

- It is everyone’s responsibility to invite and welcome customers into Vino Volo. If you are working the floor, be sure to be aware of what’s going on around you as you take your orders - especially at the entrance of the store.

- This invitation is especially important during the potentially slow early hours of business. Few people want to enter an empty restaurant. The earlier we have guests, the sooner we can get the business day started! We can encourage travelers who appear to be looking, to spend some time with us, relax in our comfy chairs, re-charge their devices at our stations, and even use our free Wi-Fi! It is a great way to get into a conversation with no expectation—but you just might end up with a new regular!

**SEATING CUSTOMERS**

- If there are available tables, please ask guest to seat themselves wherever they would like, make themselves comfortable, and tell them that a server will be with them in just a moment.

- If there are no available tables, please advise the guest that there will be a short wait for a table, but that we’d love to start them with a flight of wine at the bar. Ask them if we can add their name to the waiting list.

- Maximize Seating- many of our guests are traveling by themselves, if you have ‘one tops’ politely ask if they would mind sharing the table. Many travelers enjoy the company and the wine conversation. This is a great way to Cultivate Community in the store!

---

**GIVE IT A TRY**

Your trainer is going to ask you to participate in some role-plays covering this material.
Vino Volo Time Standards

15 Seconds  
Greet customers

30 Seconds  
Present Menu

2 Minutes  
Develop Order

3 Minutes  
Wine Conversation  
(After receiving wine)

4 Minutes  
Food Delivered

1 Minute  
Table Cleaned  
(After guest leaves)
MENU PRESENTATION

Each guest is to have a copy of the wine and food menu on their table.

- Ask the guest if they are familiar with our menu. This is a great way to recognize a regular without insulting them.
- Take time to explain how our wine menu is organized. While there will be many opportunities for suggestive selling, this is a GREAT time to suggest a flight!
- That we offer wines on the wine menu by the flight, taste, glass and bottle.
- That we have paired the food menu to compliment the wines.
- That any wines in the store can be served by the bottle for a nominal on-premise fee, including wines not offered by the glass.

**Menus should be clean and free of stains and wrinkles!**

**Present menus within 30 seconds of choosing a seat**

Many kinds of people enter Vino Volo looking to satisfy a variety of needs. In order to make every guest’s visit as enjoyable as possible, try to recognize what ‘type’ of guest they are and anticipate their needs:

- The wine lover
- The wine discoverer
- The quick-bite guest

For each type of guest, you need to alter your introduction to the menu. For example, the “quick bite” drinker probably only wants a quick description of the menu, and have the quick food items brought to their attention.

Develop you own introduction for each different type of guest. During your training shifts, try them out, and your trainer will give you feedback.

**Suggest ways to make their stay even better:** Explain to customers how the menu works; we serve wines by the taste, flight, glass and bottle.

- Highlight any specials we are pouring by the glass but that are not on the menu.
- Suggesting flights gives you a better chance to sell bottles, start wine conversations and gives the guest more of a “discovery” experience.
- Let the customers know the size of our food offerings.

**GIVE IT A TRY**

Your trainer is now going to ask you to participate in some role-plays covering this material.
DEVELOPING AN ORDER

At Vino Volo, we are not order takers, we are order developers. Assisting a guest to determine which items they will be enjoying in our stores is a way to enhance their experience. One of the most important aspects of the guest experience is timing. When serving guests, please follow these guidelines to ensure maximum satisfaction. Time is often of the essence in the airport.

Return within 2 minutes to see if they would like to place an order

Suggest ways to make their stay with us even better:

The initial order placement is an ideal time to upsell the guest and add on to their order

• Would they like to enjoy some olives or nuts with their wine?
• Would they like to start their meal off with a small mixed greens salad?
• Would they like to try the tasting flight so they can try all the wines before deciding on a glass to enjoy?
• Would they like a bottle of water?

As the expert on the menu, you know what will best enhance their experience. We will discuss specific sales strategies later in the module.

Repeat it Back: When all the customers have finished ordering, repeat the order back to them. This not only helps them feel comfortable, it gives them a chance to change or add an item.

Once you take the customer’s order, leave one menu in the menu holder. Guests are much more likely to order a second glass or an additional food pairing if they do not need to ask to see the menu again and are tempted by the descriptions beside them.

How old are they? If they appear under 30, ask for ID from anyone ordering wine. Most customers will be flattered. If you serve alcohol to someone under 21, you could lose your job, get fined or in some states, be taken to jail! Vino Volo could also incur fines and penalties or have our liquor license suspended …and it is tough to run a wine bar if you can’t sell wine!!!

On Premise Fee: If a customer orders a bottle to be enjoyed on-premise at a location with retail sales, be sure to tell them about the on-premise fee as soon as they order. All our bottles at these locations are priced the way you’d find them in a wine shop, not the way they’d be in a restaurant. Because of this, we ask for a nominal on-premise fee for any bottle enjoyed in our bar or lounge.

GIVE IT A TRY

Your trainer is now going to ask you to participate in some role-plays covering this material.
DELIVERY OF WINE AND FOOD

While Vino Volo may not look like a fine dining establishment with white linen table cloths and pre-set silverware, we still want to provide the highest level of service to our customers.

However, we also want to create a warm and inviting atmosphere where guests can relax. Our service approach is like upscale casual dining, a bit more relaxed and friendly.

So we have just a few important simple things to remember when serving our guests:

• Place a napkin on the table when you take a guest's order to signal your teammates that this guest has already placed an order.
• Make sure guests have silverware before their food arrives. This should not be pre-rolled, and should be set after the guest orders their food.
• Serve wine before food!
• Announce wine and food items as they are delivered; it adds formality and ensures accuracy.
• If several small plates are ordered, offer to “course” the selections so not to over-crowd the small table.
• Be sure to clean away empty glasses as soon as possible.

Tasting Sheets: When serving flights, deliver them on a metal flight tray with the flight tasting sheet. With tastes and glasses place a tasting note under each wine.

Coasters: when serving a bottle of water or other non-alcoholic beverage, place a cork coaster under the bottle, and a beverage napkin under the glass. Never serve dirty or torn tasting notes with wine.

SERVING ETIQUETTE

There are a few rules to follow that are important to both etiquette and sanitary service. These rules help support our upscale casual dining approach.

Delivering and clearing flatware: We do not pre-wrap our flatware. It is delivered to the guest after they have ordered their meal, but before or as food is delivered, based on the requirements of the meal they have ordered. Flatware should be placed on a napkin on the guest’s table. Flatware should be carried by the handle, never by the food contact surface. This is important for maintaining the sanitation of the parts of the utensils that will come into contact with the food and the guest’s mouth.
DELIVERY OF WINE AND FOOD CONTINUED

Delivery of glassware: Wine glasses should always be held close to the base of the stem, never by the globe. This is important for three reasons.
1. Prevent fingerprint residue on the globe of the glass
2. Maintain the temperature of the wine within the glass
3. Maintain sanitary condition of the food contact surface, aka the rim of the glass, which a customer’s mouth and the wine will come into contact with.

These are all acceptable options

Clearing glassware: Similar rules apply for clearing all glassware. Your hands should never come into contact with food contact areas or areas which come into contact with a guest’s mouth, even after they are dirty. In addition to frequent hand washing, this practice protects all guests by mitigating the risk of food borne illnesses, which can be highly contagious. Some of these, like Norovirus, can spread through saliva.
DELIVERY OF WINE AND FOOD CONTINUED

Delivering and clearing plates: Similar rules apply to the delivery and clearing of plates. The most sanitary way to handle plates is by the bottom of the plate or braced on the edge by your thumb. The less contact you have with the food contact surface of the plate the better!

Check back within 3 minutes of the guest receiving their order

Suggest ways to make their stay even better:

- Let guests know they can buy a bottle of the wines that they enjoyed to take with them.
- Inform them that we can also ship wine, and offer free shipping when four bottles or more are purchased. (If State Law Allows).

GIVE IT A TRY

Your trainer is now going to ask you to participate in some role-plays covering this material.
THE WINE CONVERSATION

Perhaps the most important part of your interaction with the guest is the wine conversation. This should occur after the customer has tried each wine that you have served.

We want to show guests that Vino Volo is different from other wine bars because all of our servers have great wine knowledge.

In talking to guests about wine, gauge their interest in different styles of wine and suggest wines they might like to try, either as part of a flight, taste, or a glass.

Here are some suggestions in how you may want to approach the wine conversation:

• How did you enjoy the X wine?
• Have you tried many wines from the Y region before?
• If they had a flight of wine, ask them if there was a particular wine they enjoyed the most?
• Comment on specific aspects of the particular wine, such as the amount of oak in a Chardonnay, the tannins in the heavier red wines.
• Talk about the more interesting and unusual fruit flavors in the wines.
• Refer to interesting facts from the talking points such as case quantities produced, information about the winery, winemaker, vineyard, etc.

Anticipate: Be sure to gauge the guest’s wine knowledge level. If they seem to know a lot, go into the details with them, if not, try to keep the wine language approachable.

Remain alert: When talking to a guest about wine, keep your eye on what’s happening in the rest of the store. If no other guests need you, feel free to spend time talking about wine.

The White Zinfandel Customer: There will always be guests who are only familiar and like the ‘sweeter’ style wines, such as White Zinfandel. We usually have one wine that is off dry, so be sure to lead them towards this wine.

GIVE IT A TRY

Your trainer is now going to ask you to participate in some role-plays covering this material.
SHOWING GRATITUDE

After the guest has paid their check, be sure to show our gratitude for their patronage.

Here are some suggestions of how you can show your appreciation:

- Thank-you very much, we look forward to seeing you next time.
- We hope you will enjoy discovering more great wines at our other stores in…
- Thank-you, please check out our website at www.vinovolo.com. You can also find us on Facebook and Twitter.

Exiting: When you notice a guest leaving the store, be sure to thank them.

New Stores: If a guest remarks on their wonderful experience and that they think Vino Volo is a great idea, inform them of our announced new stores openings, and invite them to enjoy another great glass of wine on their next visit.

STORE CAMERA

Every store has a digital camera; use this to capture special moments, pictures of celebrities that visit the store, or team events. Always be sure to ask before taking pictures, and graciously accept if the person in question declines to have their picture taken. All pictures should be sent to marketing@vinovolo.com.
YOUR ROLE: PART SERVICE, PART ENTERTAINMENT

Our service is different from that of a traditional restaurant. We are not just about serving food and drink. We are about entertaining and educating the guest about wine.

At Vino Volo you will find yourself engaging and educating guests much more than in a traditional restaurant.

Prepared Lines: Throughout this training program, you will have a chance to develop some pre-prepared lines to help unfamiliar guests through the wine experience at Vino Volo.

CAP FRAMEWORK

In order to help you feel more comfortable engaging with guests, we have developed a framework for all of our associates to practice. This is known as our CAP framework:

Charm: Win over the guest with approachability, likeability and interest.

Anticipate: See the guests’ needs before they do, match your service approach to customer mindset, know “what” the guest is looking for.

Persuade: Make guests comfortable choosing our products and wanting to buy more.

This framework is what sets Vino Volo apart from other wine and food service establishments. Take time to read over the next few pages and delve into the three parts of the framework. Make sure to complete the activities in each section.
CHARM

We want our associates to charm our guests at all times. If you remember these points, you’re sure to win over your guests.

SERVE WITH HUMILITY

The best server is always a humble server. No one enjoys a restaurant experience where they are served by a ‘snooty’ or arrogant server. This is especially important with Vino Volo, as many people are already intimidated by wine. Therefore, extra effort is required on your behalf to make the guest feel at ease.

If you remember these following points, you’re sure to win over your guest:

- Be selfless.
- Respect yourself.
- Respect others.
- Be patient.

“To Each His Own”: People approach wine in different ways; it is vital to remember that there is no RIGHT or WRONG way to enjoy and appreciate wine.

HAVE FUN

If you are having fun and enjoying your work, this will rub-off on your guests. Working at Vino Volo presents many opportunities for fun and learning: discovering new wines; meeting new people; and most importantly, sharing your passion for good wine and food.

If you remember to do the following while working, your guests are sure to enjoy their experience at Vino Volo:

- Smile – it’s your greatest attribute.
- Share your knowledge.
- Tell a story or a joke!
ANTICIPATE

As a Vino Volo associate, you are required to always be on your toes and anticipate customers every need. If you are prepared, it will make handling challenging situations much easier, and our guests are sure to appreciate your efforts.

PREPARATION

If you see that something is likely to occur, go ahead and prepare for the situation. Be ready and able to deal with the situation smoothly.

What kinds of guest situations should you anticipate?

– The guest may be in a hurry and need their check early.
– The guest is nearly finished their glass of wine and would like to order another.
– The guest has expressed interest in buying bottles

What kinds of work situations should you anticipate?

– It’s Thursday.
– Will the table want separate checks.
– Flights are delayed due to weather.
– I might have to take a late lunch today.
– Jane was feeling sick yesterday.
– This guest’s bags are very large.
– That guest looks anxious.

Ask Questions: Sometimes a guest’s needs may not be obvious, always ask questions if you think they may need help.
PERSUADE

Persuasion is an art and mastering it requires the use of tact, skill and, charisma. The idea is to sell something without actually looking like you are trying to sell it, get the customer to think it was their idea!

LISTEN AND ASSIMILATE

Listening becomes a powerful tool when combined with assimilation. The following outlines how you can use this tool when interacting with customers.

- Repeat what you hear
  - A name
  - A career
  - Travel plans
- Use your new knowledge
  - I overheard you say (______) so I thought I might do (______)
    - Example of fill in the blank; you were in a hurry, drop the check now, you were attending a dinner, suggest a bottle to take with you, etc.
- Ask questions

USE DIPLOMACY

The key to persuasion lies in diplomacy. The following tools should be your guide in order to be the utmost persuasive associate.

- Show integrity
- Compromise
- Don’t show up, or argue with, the guest
- Always look for the win/win solution
- Ask questions
START WITH WHY

Let’s start our discussion regarding sales strategies with this presentation entitled “Start With Why” featuring Simon Sinek. You can access this 18 minute video several different ways.

1) From the embedded video below. If you are viewing this document electronically, you can press play on the embedded video below.

2) Training Resources site. Access the Training Resources site. Select the tab labeled Videos. This video will be located under Associate Training.

3) Copy and paste the link. If you are viewing this manual electronically, you can copy and paste the link into your browser: http://youtube.com/watch?v=sioZd3AxmnE

Be sure to watch the video to completion. There will be a homework question about the content.

The main theme of this presentation is that people don’t buy what you do, they buy why you do it. We can offer our guests all the facts and figures about the wines on our menu, but this doesn’t drive behavior. In this situation, most guests will tune out, order the least expensive glass, drink it, and leave. In order to offer a guest an experience that they will want to extend through a meal and beyond, we need to start with why. We want our guests to feel engaged in our excitement about our wine and in the fun, adventurous environment of trying new things and changing the way people experience wine. This is what drives sales and keeps people coming back to Vino Volo instead of the many other options lacking identity in the airport. Being an order taker is boring, but sharing why you, personally, and the company, do what we do, creates an experience for everyone involved.
A perfect Vino Volo experience includes selling a flight, glass, small plate and a bottle to go to the same guest. It should be your goal with every customer!
SALES STRATEGIES

As you become familiar with our offerings and work on recognizing and capitalizing on opportunities to enhance our guests’ experience, it is important to remember that becoming a great salesperson isn’t just about offering these options, it is also about how you offer them. Sales strategies, like those discussed below, can make a big difference when it comes to maximizing a guest’s purchases.

Attitude: The most elementary key to being a great salesperson is attitude. While some people see sales as "trickery" or "scamming," it simply is not the truth. You have to believe that your customer will genuinely like the product, so you have to first eliminate those doubts in your own mind. You are investing a lot of time and effort into learning our products. As an employee of Vino Volo, you are the expert! You should make recommendations and guide our guests through the menu with confidence. It puts them at ease when they feel like you know what you are talking about. The important word here is confident, which is very different from pushy or snobby. We are here to make sure the guest has the best possible experience, not feel badgered or talked down to. This is why the best sales strategies are subtle. The customer should not feel like they are being sold a product; they should feel like they are being escorted through a dining experience by an expert who knows the best things to recommend just for that particular guest. In order to be successful at persuading people to buy what you’re selling, you must first make them feel as if you know what is best for them. Trust can be acquired by demonstrating that you know what you are talking about but also by showing that you care about your customer. These two factors must be in perfect balance. If your customer believes that you know a lot about wine but thinks that you’re only there to run their credit card for the highest dollar amount, there is no trust. If your customer thinks that you are very nice but that you know nothing about the wine list, then there is also no trust. It is important to communicate that you are on their side at all times, and a large part of that is believing that about yourself as a salesman from the very beginning. Attitude is contagious. If you are excited about what you’re selling, then the guests will be excited too.

Charisma: This is the ability to attract, charm, or influence people around you. While this may sound like an innate ability, it is actually a skill set that can be learned and practiced. A charismatic person makes a great salesperson because they are able to make guests like them, trust them, want to spend more time with them, and want to do business with them. Here are some key ways to increase your charisma:

• Be present in the guest interaction – It is a fine line between awareness of the restaurant and interacting in a distracted manner with your current guest. Focus on what your guest is saying, make eye contact, allow them to finish their thoughts, and don’t think about how you will respond while they are still talking. Make your guests feel important and special.
• Convey a sense of expertise – This means conveying the ability to affect the world around us through expertise. You are both an expert on our product and the airport. By advising a guest on how to reach their gate, when they need to leave to arrive at their gate on time, whether the smoked salmon rolls are a good to-go item, or whether that Chardonnay is oaky enough for their palate, you are displaying a level of power that you can exert to make sure they have a stress-free, enjoyable experience.

• Convey Warmth – Without warmth, the other two aspects of charisma can seem cold and pretentious. Warmth makes people feel understood, acknowledged, and taken care of. Smiling, open body language (no crossed arms!), and thinking of yourself as a host and our restaurant as your home, which you are inviting our guests into, are all great ways to convey warmth.

UPSELLS AND ADD ONS

Upsells and add ons serve two very important functions. First of all, they boost a store’s sales. A few extra dollars on every check can add up to tens of thousands of dollars in generated revenue every year. Secondly, many of our guests are busy, stressed, overwhelmed travelers who may not have read our menu completely or fully comprehend all of the options available to them. Suggestion is extremely powerful, especially if you already have a rapport with the guest. They will appreciate that you are invested in improving their dining experience.

Bottled water: This should be offered to the guest when they place their wine order, or while they are considering the menu.

“Would you care for a bottle of sparkling or still water with your flight/while you consider the menu?”

Or, if they ask you for water before you offer it:

“Would you care for a bottle of sparkling or still water?”

We should never offer tap water unless it is requested. Many guests, if given a choice between two options (sparkling or still), will choose one or the other, not the third unmentioned option of tap water.

If a guest’s bottle is gone or they did not buy a bottle, always offer them a bottle of water to take on the plane with them before dropping the check. Most people will buy a bottle before boarding the plane; they may as well save themselves a stop and do it while they are dining with us.
UPSELLS AND ADD ONS

Food add ons: Many guests will claim they are just there for a glass of wine. These guests usually are in a rush or just had lunch. When dropping off a glass of wine or a flight, which can look lonely on a table all by itself, try something along the lines of:

“This wine pairs very well with our roasted marcona almonds/cured olives, shall I bring some to the table?”

This line very carefully avoids asking, “would you like” or “do you want.” These two phrases open the guest up to introspection. What do I want? Am I hungry enough for a snack? Instead, by asking permission to bring a specific item to the table, you avoid a dangerous line of questioning and increase your odds of the guest approving the purchase.

If a guest orders food, it is usually an easy upsell to ask if they would like to start with a small mixed greens salad. The emphasis is on the small portion so that they don’t feel like they are making their meal too big.

Another easy way to open up options to a guest is to suggest adding a protein (chicken, salmon, pork) or crumbled goat cheese to their salad. These are not listed on the menu, and may be options that our health conscious salad ordering guests hadn’t considered.

You should ask every guest if they would like dessert when clearing away their dishes. However, it is easy to say no to dessert. It is a lot harder to say no if someone asks:

“May I offer you our rich flourless chocolate torte or our summer berry tart to finish off the meal?”

Creating the image of those delicious options in the guest’s head can make a difference in their decision.

Dessert wine: Whether or not a guest has agreed to food for dessert, we should always recommend a dessert wine to finish the meal.

“That apple tart pairs excellently with our Sauternes. Shall I bring that to the table to go with your tart?”

Or

“We have a lovely tawny Port as a lighter dessert option. It is an excellent way to finish off the meal.”
UPSELLS AND ADD ONS CONTINUED

Retail bottles: Though there are many options for upselling food, we are still all about WINE! Many guests don’t realize that they can take wine on the plane with them once they are post-security. When a guest comments on how fantastic a wine is, it is easy to remind them about this option.

“I am so glad you are enjoying it! The wine maker chose this vineyard site specifically because he wanted to make Cabernet Franc. Let me know if you want to take a bottle with you. We have single bottle bags and a very convenient three-bottle carrier if there is something else you are interested in as well.”

Retail bottles are a great way to boost Loyalty membership points! Our Reserve and Grand Reserve members receive a discount on retail bottles!

Flights: Though you have already incorporated an explanation of a flight into your menu presentation, some guests, especially those new to Vino Volo, need a little reminder about this great option. If a guest is having difficulty choosing between two different wines, you should always recommend that they try a flight.

“Why choose just one? How about I make a flight out of the Sauvignon blanc, the gewürztraminer, and the Chenin blanc, which will be similar in style to the first two? That way you can try a few different things before making up your mind.”

If the guest simply orders a glass, you can clarify that they don’t want the flight by asking: “Are you sure you don’t want to try the flight of all three? It is equal to a single glass, but you get to try that Malbec and two other fantastic wines from Argentina.”

GIVE IT A TRY

Your trainer is now going to ask you to participate in some role-plays covering this material.
UPSELLS AND ADD ONS CONTINUED

Tastes: One situation you will encounter frequently is guests requesting a small free sample prior to purchasing a glass of wine. This is a common occurrence in many bars and restaurants. However, since we are specifically a tasting bar focused on discovery, which sells individual tastes of wine, it is against company policy to give away free tastes. Depending on your city, liquor license, and permits in the airport, it may even be illegal. This can be a tricky conversation to negotiate, so here are some things to keep in mind in order to keep the interaction pleasant and maybe sell a few extra tastes of wine.

1. Do not apologize – While it seems natural to apologize for not being able to accommodate a guest's request, apologizing in this situation puts them in the mindset that they are in the right to request free wine and you are in the wrong for not complying with their request.
2. Do not make the guest feel bad for the request – The guest is concerned about spending their hard earned money on a glass of wine. This is understandable. We should never attempt to avoid the situation by making them feel silly or cheap for asking.
3. Don't focus on what we can’t do, focus on what we can do – Your guest is concerned, so offer them a solution by explaining the great opportunity they have, by coming to a tasting bar like Vino Volo, to try something new by the taste. It is part of what makes us unique!

Here are some examples of how to navigate the conversation:

Guest: “I want to try a little taste of the Napa Cabernet.”

Associate: "I am really glad you want to try something new. The great news is, that since we are a bar specializing in discovering new wines, we encourage and give all of our guests the opportunity to purchase a third of a glass of any wine they may be interested in. Shall I bring you a tasting size of that wine?"

The guest may persist in requesting the free taste: “You can’t just give me a little splash? I get a free taste all the time before purchasing a glass. That is a lot of money to spend on a glass if I don’t like it.”

Associate: "I understand that you don’t want to purchase a whole glass without trying it first, I hate doing it too, which is why the tasting size portion is so great. I am very familiar with all of the wines on our list and would be happy to help you select a wine that fits what you are looking for.“

If the guest continues to persist, you can get to the final no nonsense approach of: “Since we have locations across the US and Canada, and the law is different depending on the state, city, and type of alcohol licenses we obtain, it is company policy that we do not give away free tastes.”

GIVE IT ATRY

Your trainer is now going to ask you to participate in some role-plays covering this material.
LOYALTY FAQ CONTINUED

Loyalty Points / Upgrades:
Q: What if a customer does not receive his/her points immediately?
A: This may happen depending on Internet connectivity. Please explain to them the delay and encourage them to contact help@punchh.com if it has not been resolved within 48 hours.
Q: How will instant upgrades be executed?
A: Please inform your customer that instant upgrades will be handled by the system. If they have not received an instant upgrade within 48 hours, please encourage them to contact help@punchh.com with their receipt information.
Q: What if a customer forgot to scan a receipt? Can they still receive points for this transaction?
A: Yes, they are eligible to receive points. However, they must have a valid copy of their receipt to receive their points. Please refer them to the original store to retrieve a copy of their receipt if they no longer have it.

Technology:
Q: How do customers sign up for the app?
A: Please refer them to download the app from the Apple Store or the Google Play Store, and then sign up with their Facebook account or email address and start earning points right away.
Q: What if a customer asks if s/he should join via email or Facebook?
A: You should encourage them to use Facebook as that allows us to capture more information and allows users to login more seamlessly with each transaction.
Q: Are there cards or membership numbers as well?
A: No, to keep things really simple, we have created an app that links accounts to an email address. All a customer needs to do is show you the home screen of their app each visit.
Q: What if a guest cannot verify his status because of a dead or broken phone?
A: Please call Vino Volo HQ to verify member status if you are ever in doubt of member status, or use your best judgment if s/he is a frequent visitor.

“Loyal customers, they don’t just come back, they don’t simply recommend you, they insist that their friends do business with you.”

--Chip Bell
LOYALTY PROGRAM CONTINUED

In addition to our exceptional customer service and guest interactions, our loyalty program is another one of the ways in which we try to inspire customer loyalty. However, it isn’t enough that you know about it; you need to make sure our guests know about it. Our loyalty program is an extension of our brand and an easy way to enhance the guest experience. Receiving their in-store rewards makes each guest feel special. Everyone likes to feel special. People like to feel that others value them and think they are important. But making customers feel special involves more than just professional, courteous service. As important as that is, it’s just not enough to really connect with customers and make them feel that we make that extra effort just for them, because they really are very important to us. When customers get that feeling from doing business with us, they want to come back and deal with us again so that they can feel that way again.

It is easy to introduce the Loyalty Program to potential members, and we often need to remind our existing members, who are often preoccupied with the rigors of travel, that they are entitled to little something special for being such loyal guests. Thus, the loyalty program should be a part of every guest interaction.

See the next page for example of how to insert the loyalty program into a menu presentation that hits all the previously discussed points:

- “Welcome to Vino Volo”
- Has the guest been to a Vino Volo?
- We specialize in flights
- Our food portions
- The Loyalty Program opportunity

Welcome back! Let me just remind you that our wine flights, on the first page, are equal to a single glass and a great way to try a few different wines. Our food pairings are on the second page. Are you a member of our loyalty program? If so, go ahead and pull up your app and I will bring you your special loyalty taste while you review the menu.

I am a loyalty member! Here is my app. I would love to try the special loyalty wine!

No?! Well, it is a free app that you can download right now and automatically be eligible for a $2 taste of a premium wine that is exclusively available to our loyalty members. We have several levels of membership: the more you visit us, the better the rewards. Just go to your app store and search for Vino Volo. Let me know if you have any questions about the app or the menu.

Welcome! We are glad to have you here. Let me explain a little bit about our menu. On the first page you will find our wine flights, which are a selection of two to three wines. You can order these wines by the taste, glass, flight, or bottle. The flight is a lot of fun because it is equal to one glass, but you get the opportunity to try several different wines. Just let me know if you have any questions about these wines, or need help selecting. On the second page you will find our tapas style food pairings. If you are looking for a meal, I recommend a light bite in addition to a plate. We also have a fantastic premium wine available exclusively to our loyalty members. It’s okay that this is your first visit, you can download the free app and automatically be eligible for the $2 taste.
INTERNATIONAL GUESTS

As many of our locations are in major international airports, it is inevitable that we will encounter guests who are not from the U.S. or Canada. Every guest in Vino Volo deserves excellent VIP service and consideration, regardless of their country of origin. It may be frustrating at times to provide service to someone who does not speak the same language as us, but patience and empathy can go a long way.

Be sure to greet guests the same way, regardless of what language they speak. Intonation and facial expressions can help to transcend the language barrier. By welcoming guests to Vino Volo, making eye contact, and smiling we will communicate to potential international guests that we are there to assist them.

There will be instances in which guests mistakenly enter our store when they are looking to make a purchase from a duty-free shop. You may offer them bottles to purchase if they are flying to their destination but make it clear that our stores are not duty-free, and let them know where the duty-free stores are located in the airport.

If a guest is trying to purchase a retail bottle, do your best to assist them in what they may be looking for. Gesturing and pointing to key words on bottles may help them to understand you. Don’t talk too fast or try to do too many things at the same time since that may be confusing and your guest may get frustrated and leave. If a guest would like to be seated hand them a copy of the menu and be sure to show them the different wine and food menus. Many guests may be more comfortable pointing to the item they would like to order so make sure you are focused and engaged while they are ordering.

In many countries it is customary for guests to get your attention whenever they need to order something rather than wait for you to come to them. Try to understand they are not being rude or impatient, this is simply the custom in their home country. Your guest may also be from a country where tipping may not be necessary or expected. As tipping is standard in the U.S. and Canada this can be frustrating, especially to new Associates. Try to be understanding and show empathy to those travelling outside of their own countries and communicate positively to your teammates if they are dealing with a particularly difficult situation. As employees of Vino Volo we are paid a living wage and this should make up for the rare instances in which we do not receive a tip for service.

Our stores only accept U.S. currency in the United States and Canadian currency in Canada. If a guest offers to pay with any currency besides what we accept in our store, please direct them toward the currency exchange or ATM or offer to take a credit card instead. Many guests assume that because we are in airports that we accept different forms of currency.
INTERNATIONAL GUESTS CONTINUED

It is also a good idea to know the area outside the airport as many guests who may be visiting for the first time will ask questions about hotels or restaurants in the area. When at work we should aim to be ambassadors in not only our brand but our city as well!

DID YOU KNOW? --- In many places such as Australia, Belgium, and many Asian countries it is not customary to tip in restaurants as their gratuity is included in the cost of their check. In fact, in Japan it is considered rude to tip under any circumstance because good service is standard and expected!

TEAMWORK & PROFESSIONALISM

One of the keys to maintaining a high level of customer service and a supportive and inclusive team is professionalism.

Our goal is to create a fun, inviting, and sophisticated environment; we want everyone to feel comfortable. Our stores are like a theater. When you are in the FOH, you are on the stage and the guests are the audience. Some examples of things that are not appropriate:

- Dirty jokes
- Racist, political, sexist, or sexual comments
- Complaining about co-workers, guests, or the company

Remember the only place safe to discuss issues regarding customers or a team member is off the floor and in the BOH. Personal complaints or other issues should be addressed in a professional manner, away from others, and to the appropriate people.

Your POS register, though it feels safe, is still on the floor where prying eyes and listening ears are.

When you are a full time employee, you spend more waking hours with your team than with almost anyone else. It is absolutely crucial to be supportive of your teammates both on and off the floor. We all come to know one another with a high level of familiarity in this small team environment. It is easy to forget that these people are not just your friends, but also your co-workers, and you need to maintain respect for these very different roles by never saying anything that might make someone uncomfortable. This can undermine the productivity of the team by negatively affecting the work environment.
WORKPLACE DIVERSITY

Contrary to common myths, diversity does not only refer to race and gender. A truly diverse company fosters an inclusive culture that values the contributions of a workforce made of individuals of diverse genders, races, sexual orientations, religions, ages, and life experiences. Vino Volo prides itself on celebrating the diversity of all our team members and guests. Interacting with people who offer fresh, new perspectives can teach us how to broaden our horizons and find creative ways to solve problems. A diversity of viewpoints can push us towards more productive, unique, and vibrant store cultures. Diversity provides a broad range of talents from which your team can draw support and creativity.

Be sure to familiarize yourself with our company policies on discrimination, which can be found in the Employee Handbook. You reviewed this as part of your onboarding, but an updated copy can always be accessed on the Human Resources Site: https://sites.google.com/a/vinovolo.com/vino-volo-hr/ by logging into the store account.
STRESS MANAGEMENT

The airport is a stressful environment. Guests enter our stores after potentially experiencing delays, cancelled flights, tense business meetings, extended periods with family, lost luggage, being frisked by TSA, and a myriad of other potentially nightmarish events. Not to mention, a large segment of the population has at least a little anxiety regarding flying. They don’t always leave those frayed nerves at the door.

We pride ourselves on providing an oasis from the chaos of the airport. It is always important to handle guest complaints and difficult guests with grace, but that is doubly true at the airport. It is important to remember that even though a guest may be short tempered, our service or product is not always the root of their distress. Regardless of the cause, if a guest has a complaint regarding our product, we should always handle it graciously and seek to correct the issue. Specific policies regarding this will be covered in the next module.

It is easy for a guest’s stress to become your stress. Be conscious of how an interaction with a guest is affecting you. It is easy for one negative interaction to affect your demeanor with all of your other guests, and negatively affect your customer service. If you notice that you are becoming anxious or stressed beyond your normal limits, there are several things you can do:

• Explain the situation to a teammate. Ask that they take over the guest for you.

• Tell you manager or shift lead that you need a minute off the floor. Step into the back or just outside the restaurant. Take a few deep breaths. Remind yourself that one negative guest is not worth ruining the whole day over.

• Smile. It sounds counter-intuitive, but it’s actually science! Smiling produces dopamine in the brain, which reduces stress indicators and sparks feelings of happiness.

If a guest is being abusive, you should always seek the guidance of a manager. You deserve to work in a safe, comfortable environment. We reserve the right to deny service to anyone who does not treat our team members with respect.
HOMEWORK ASSIGNMENTS

On a separate piece of paper or computer document, answer the following questions. Remember, these will be submitted to your trainer and General Manager for review.

1) Write down an experience at a restaurant when you had an amazing service. What made it so?

2) Describe how you would handle these situations:
   - The store is full and on a wait; there is a customer browsing in the retail area.
   - All the tables are full (but not all seats) and there is a guest reading the menu in a cubby at the front of the store.
   - Explain our menu to a first time guest.
   - A group of three travelers are contemplating ordering a bottle of wine to share:
     - Explain the On Premise Fee.
     - What alternatives might you suggest? Why?

1) Tell how, at a previous place of employment if necessary, you:
   - Charmed a guest-
   - Anticipated a guest’s needs-
   - Persuaded a guest’s decisions-

4) How does Simon Sinek’s Golden Circle apply to your role at Vino Volo? How does it apply to leadership?
After completing this module, you should:

- Know that we treat every guest as a VIP
- Be able to guide guests through the ordering process
- Be confident interacting with guests
- Understand the CAP framework
- Know and deliver against Vino Volo service time standards
- Feel comfortable implementing common sales strategies

**MODULE THREE TEST**

On the following page you will find a practice quiz. Use this practice quiz as a study guide…go back to revisit any pages if you are unsure of the answer. The test questions are not limited to those included in the practice quiz.

You will be required to score 80% or better in order to pass the module test. If you do not pass, you will be asked to study the material again and re-take the test.
## PRACTICE QUESTIONS

The following questions are examples of the type of information that will be required of you on the exam. It should be noted that these particular questions may or may not be asked. You will be expected to show competency over the entire module.

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>What does the &quot;C&quot; &quot;A&quot; and &quot;P&quot; stand for in CAPs?</td>
</tr>
<tr>
<td>2</td>
<td>If a guest orders a bottle of wine, what do you need to explain? Explain it and the reason.</td>
</tr>
<tr>
<td>3</td>
<td>List three questions you could ask to start a wine conversation.</td>
</tr>
<tr>
<td>4</td>
<td>How do we greet a guest?</td>
</tr>
<tr>
<td>5</td>
<td>What are three things it is not appropriate to discuss with or in front of guests?</td>
</tr>
<tr>
<td>6</td>
<td>List the 6 steps in the customer experience.</td>
</tr>
<tr>
<td>7</td>
<td>Describe your menu presentation speech.</td>
</tr>
<tr>
<td>8</td>
<td>What is the time standard for greeting a guest?</td>
</tr>
<tr>
<td>9</td>
<td>How does suggestively selling a flight to a guest make their experience better?</td>
</tr>
<tr>
<td>10</td>
<td>What are three things you could recommend a guest “add on” during their visit?</td>
</tr>
</tbody>
</table>
OPERATIONS: MODULE OVERVIEW

While working in the store there are some basics you will need to understand. This module is designed to help you learn the following:

• Understands Vino Volo operations policies (5 Minute Rule, Last Call, Trash, etc.) – Knowing the “how and why” will allow you to be a better team member.
• Participates in and understands sidework and running duties – Teamwork is a critical element of our operating model.
• Understands each section of the Store Visit Report – This feedback mechanism is designed to improve store operations at every level.
• POS basics – Speed and efficiency, as well as accuracy, on the POS system is essential for stellar guest service.
• Understanding of Roles and Zones – Knowing who does what and where everyone should be will facilitate teamwork and efficiency in the store.

Remember, there is a test at the end of this module and a passing grade is 80%.
**CUSTOMER POLICIES**

Here is some information that will equip you in taking care of our guests. Please ask your trainer if you have any questions.

| Product/Complaints | We will always take wine back if corked, DO NOT question the guest; we will always open a new bottle or replace it. We will always take item back if customer is not satisfied; manager may comp on POS. If it is wine, give wine to the manager and they will determine if the bottle is actually corked. Treat the customer as if they are right and thank them for pointing out the problem. |
| Customer Cell Phones | Allowed |
| Outside Food and Beverage | Tolerated if the guest buys something Early in the day, when we are not busy, it will help attract more customers by giving us an “open” look. “Our tables are reserved for patrons, but I can get you a wonderful glass of wine to go with that.” |
| Pilots/Flight Attendants | Not to be served alcohol if they are in uniform, but can order food or take out to-go food orders |
| Children | Allowed if accompanied by adult and permitted by state. Obviously, watch to ensure no alcohol is consumed. Not bar seating. |
| Removing wine glass from the premise | Customers are not allowed under any circumstance to take glasses of wine onto the concourse. In airports where wine to-go is permitted, we use “Go Vino” glasses. |
| Baggage | If a customer has to leave to check a flight time, they must take all their baggage with them under TSA requirements. |
| Flight Times | Never commit to remind a guest of their flight departure time. Suggest they set their PDA or cell phone alarm. |
| Customer Returns | Glasses/flights of wine & food: We will accept any of these back if the customer is not satisfied and will remove it from their check. We should make every effort to find something else that the customer likes. Customer should have finished less than half the item (subject to server’s best judgment, ask the manager if unsure) Open bottles: We will always accept back if the bottle has gone bad (corked) and replace it with a new one. Unopened bottles: We will accept any unopened bottle for a full refund or for store credit, regardless of whether it is accompanied by a receipt This may require the help of a manager to find the price if there is no receipt. |
| Gifts and Gratuities | From Customers: All guest tips and gratuities are pooled and divided among front-of-house associates each pay period in proportion to hours worked. From Vendors or Other Suppliers: Anything over $25, thank the vendor and direct them to contact the Support Center. |
DEALING WITH DIFFICULT CUSTOMERS & HANDLING CUSTOMER COMPLAINTS

Handling difficult customers and dealing with their complaints is a delicate process. We are not always in a position to rectify complaints, especially those that pertain to airlines, the airport as a whole, or policies that are set by company leadership. Knowing how to identify the different types of difficult customers and the steps to take in handling their complaints can help resolve most issues.

Different types of difficult customers:

1. Angry Customer
   - Important to move beyond the emotions to get to the root of the problem
   - Acknowledge their feelings of anger or upset: “I can see that you are upset. I want to help solve this so please help me understand what has happened.”
   - Stay positive – focus on what can do for them not what cannot do

2. Dissatisfied Customer
   - Listen carefully to their complaint
   - Use positive words like “issue” or “concern” instead of negative words like “problem”
   - Don’t use negative words or defensive words – focus on what you can do to solve the complaint instead of what cannot do: “What I can do is _____ or ______.” If you become defensive you become part of the problem not part of the solution.

3. Indecisive Customer
   - Have difficulty making decisions
   - Ask them open-ended questions to get as much background as possible
   - Suggest options but don’t make the decisions for them

4. Demanding Customer
   - Be professional – it is important not to lose your composure
   - Show respect through maintaining good eye contact, professional body language, and remaining calm
   - Listen attentively and apologize if necessary

5. Rude Customer
   - Are often insecure and defensive – quick to take offense
   - Important to remain calm, assertive, and in control
   - Maintain professional body language and be mindful of tone of voice

Seven Steps for Dealing with Difficult Customers

1. Listen attentively
   - Talking about their frustrations often relieves the stress the customer is feeling
   - Be careful not to interrupt
   - Repeat back the issue to the customer in a calm, non-judgmental tone of voice
   - Ask open-ended questions to get to the root of the problem and to help prompt a resolution

2. Thank the customer for his/her complaint
   - “Thank you for bringing this to my attention”
   - Now that you are aware of the issue – you can work to find a solution

3. Apologize
   - Be sincere – make it clear that you want to help
   - Don’t take complaints personally – focus on the solution not trying to justify the issue
   - If something serious (for example, a complaint about food poisoning) do not apologize. This can be seen as an admission of guilt. Instead collect the customer’s information and pass it on to your GM.

4. Seek out the best solution
   - Ask the customer what he/she wants: “What can I do to make this right for you?”
   - Asking gives the customer an opportunity to participate in the solution

5. Seek to reach an agreement
   - Ask the customer what he/she thinks would be a reasonable solution
   - Remember that the customer wants the issue resolved too

6. Take quick action
   - Once you have agreed to a solution, have a sense of urgency in caring it out
   - It is important the customer sees that you are going to follow through on the resolution

7. Follow up with the customer to make sure the customer is satisfied with the solution
What are our policies on the following?

- **Entering Waste:** all waste not rung up in the system should be entered at the end of the night in the waste log; food and beverage.

- **Music:** music volume should be loud enough to create energy in the store and draw attention of passersby.

- **Trash:** ask your trainer who can take out trash and where it goes.

- **Security and Alarms:** being post-security in an airport means we don’t need an alarm system. If a problem arises, security numbers should be posted next to the phone. Store gates should be locked when not occupied.

- **Store Keys:** store keys are issued to Wine Associates and above for opening and closing purposes. Should an employee leave the company, these must be returned, as they are property of Vino Volo. If keys are lost, the employee will be charged the cost of replacement.

- **Store opening time:** five minutes prior to the posted time on the door.

- **Last call:** given 15 minutes before closing time.

- **Store closing time:** 5 minutes after posted closing time on the door. However, if business warrants, we will stay open as late as legally allowed to accommodate delayed flights, be it weather, mechanical, etc.
While for the most part, the airport is a closed market and marketing in the terminal is strictly controlled by our lease, there are ample opportunities for you to talk to key people about Vino Volo. Here is an abbreviated list.

- **Press** – Members of the press from local and national newspapers, magazines, TV and radio are constantly moving through airports and may stop into our store. Make sure they are treated well and fall in love with the Vino Volo brand. Articles written about us are our most important source of advertising.

- **Vintners and Distributors** – People from the wine world are attracted to our store for obvious reasons. They will often want to talk to you about their product or services. Use your best judgment when talking with these people. Representatives from important labels with national distribution should be referred to the Support Center. You should work with local vintners and distributors directly.

- **Wine Critics and Sommeliers** – Be on the lookout for important names in wine moving through our store.

- **Investors** – Vino Volo has a significant number of investors who travel through airports constantly. They love to stop in to “see how things are going.”

**Interviews:** If a member of the press asks for an interview or a quote for an article, it’s important that we present a consistent message. Do not offer to give the interview yourself. Rather, refer them to our VP of Marketing, Kim Winter, in the Support Center.
SHIFT WORK

We are all responsible for the general housekeeping of all Vino Volo locations. Every staff member will be responsible for an assigned zone in addition to general housekeeping duties to ensure the store is spotless at the end of each shift. Each store has specific guidelines of shift work that needs to be done, and when it is to be done during each shift. The following is a general outline but you should refer to your stores checklists as duties may vary slightly from location to location:

Remember, before punching in you must be…

- On time.
- In clean, pressed Uniform.
- Well-groomed and neat.
  - Refer to your employee handbook for more information.

Start of Shift: Setting Your Station

- Check Redbook for new wines and potential issues
- Print new menus and tasting sheets as necessary
- Polish and clean and dust:
  - All store surfaces
  - Wine bottles and cubbies.
  - Silverware.
- Check supplies and stocks:
  - Napkins.
  - Knives.
  - Takeout bags and silverware.
  - Wines in retail and bar storage areas.

Preparing for the Next Shift

- All paperwork will be turned in according to Vino Volo standards (more on this later).
- Check supplies and stocks of:
  - Napkins.
  - Knives.
  - Takeout bags and silverware.
  - Wines in retail and bar storage areas.
ZONES

There can be up to four serving zones in a Vino Volo store. Here are the duties that are to be performed when working in each zone. Keep in mind that a team member may be required to cover more than one zone at a time, especially when it is slower but, zones are the best way to efficiently manage the shifts.

Behind the Bar

In addition to serving guests in the same manner as on the floor, there are additional duties when working behind the bar. These include:

- Wash and polish all wine glasses
- Pour wine orders for all zones
- Date wine bottles

The Floor

- Invite guests into Vino Volo
- Greet within 15 seconds
- Present menu & engage guest within 30 seconds
- Taking Order
- Serving Wine and Food
- Check-back & Re-engage within 3 minutes
  - Up selling
- Tender Payment
- Thank the guest

During Downtime

- Clean & straighten
- Polish silverware
- Help cover retail area if necessary

Retail

- Greet and Engage Guest
  - Helping select a bottle
  - Profiling guests
- Packaging the order
  - Take & Go
  - Shipping
- Thank the guest
- During Downtime
  - Straighten & Stock displays
  - Help at bar
  - Box/Wrap bottles sold in the bar & lounge

BOH/Kitchen

- Set up Station (Follow store guidelines)
- Keep re-stocked with fresh products
- Prepare orders as they come in, 4 minutes or less.
- Put away all food orders (label, date, and rotate)
- Keep up with kitchen dishes.
- Break down station at close.
- Check for freshness and discard products that have exceeded shelf life.
- Record all food waste.
- During down time, keep kitchen clean.
- Prep for the day based on item pars.
SAFETY

Safety is a priority with Vino Volo. Take time to review the following safety guide and procedures. Please ask your trainer if you have any questions.

Safety is Everyone’s Concern

• Lift with your legs, not your back.
• Keep floors clean, promptly clean up all spills.
• No horseplay or roughhousing.
• Know the location of first aid kit in the back of house.
• Know the location of fire extinguishers.

Proper Storage

• Keep chemicals separate from food areas.
• Stack boxes and other items appropriately.
• Never stack boxes or other goods in an unstable manner.
• Do not place or stack food items on the floor.
• Never stack items against doors or in front of fire extinguishers or electrical panels.

What to do if a Team Member is injured:

• Alert the Manager on duty.
• Assess the severity of the injury.
• If the injury is serious, see your Operations Manual for location of nearest clinic and other important information.
• Address the cause of the injury to make sure it is corrected.
• Complete Associate Injury Form and any Workers Comp forms, if necessary (see Operations Manual).

What to do if a Guest is injured:

• Alert the Manager on duty.
• Do not admit responsibility or discuss with anyone other than the store manager.
• Alert airport security if the customer needs to see a doctor.
• Get the name, address, and telephone numbers of the customer and any witnesses.
• Complete a Customer Accident Report in your Operations Manual and email it to the Support Center.
**ADP Level 1: Training to be an Associate Module Four: Operations**

**STORE VISIT REPORT**

<table>
<thead>
<tr>
<th>Store:</th>
<th>Date:</th>
<th>Day:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Visit By: SVR</th>
<th>Time in:</th>
<th>Time out:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Share the Wine</th>
<th>35% weighted</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. General wine knowledge</td>
<td>10 questions - 2 people minimum</td>
<td></td>
</tr>
<tr>
<td>1. Loyalty Club mentions/scans</td>
<td>greet every guest with question about loyalty membership</td>
<td></td>
</tr>
<tr>
<td>1. Talking points</td>
<td>The story behind the wines</td>
<td></td>
</tr>
<tr>
<td>1. Taste Menu Knowledge</td>
<td>What are the wines on the menu: winery, region, producer [technical knowledge]</td>
<td></td>
</tr>
<tr>
<td>1. Wine Conversations</td>
<td>10 points if every guest engaged-</td>
<td></td>
</tr>
<tr>
<td>1. Wine upsells</td>
<td>Upsell from glass to flight, reorder offers, offer retail to go [where applicable]</td>
<td></td>
</tr>
<tr>
<td>1. Wine Club</td>
<td>Club offering, ship-to-states, frequency</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cultivate Community</th>
<th>10% weighted</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Info on airport</td>
<td>Other airport offerings, atm's, shoe shine, courtesy phone, lost &amp; found</td>
<td></td>
</tr>
<tr>
<td>1. Hellos to potential guests (75%)</td>
<td>Getting guests to talk (50% + of guests)</td>
<td></td>
</tr>
<tr>
<td>1. Connecting guests to each other (20%)</td>
<td>Local fare, bars, wineries, local flavor</td>
<td></td>
</tr>
<tr>
<td>1. Being the guests’ concierge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. % of thank you/farewells to guests (100% of guests)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Staff always separate &amp; visible &amp; focused</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plant &amp; Grow</th>
<th>10% weighted</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Red Book (info in Cnt Manager Log)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Self-assessments completed regularly by all staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Company information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Knowledge of VV stores</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Knowledge of offerings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Schedule (2 weeks ahead)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Steady movement on ADP program.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Be Extraordinary</th>
<th>60% Weighted</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Fast [20% weighted]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Assess type of customer at outset</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Greet/seat/waitlist &lt; 15 seconds and proper greeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Presentation/explain menus &lt; 30 seconds and proper explanation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Deliver beverages in correct timing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Food/order item appropriate timing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Upsell &amp; add-on food, bottled water</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Check dropped &lt; 2 minutes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Clear tables &lt; 1 minute</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Module Four: Operations

### Fresh [10% weighted]
- Wines properly dated, checked. Sample bottles dated in BOH only.
- Refrigerators at correct temp zone & Backup thermometers inside refrigerators.
- Prepped and delivered food properly dated, checked.
- Prep levels appropriate and items in stock when at all possible.

### Clean [10% weighted]
- Spotless Glassware
- Logos intact on glassware
- Clean tasting notes and trays
- Clean menus and covers
- Clean, well-pressed attire
- Check presenters free of grease, check after each use
- Light fixtures clean.
- Bar area organized; no clutter behind bar
- Storefront area & barrels, Signage
- Clean Chairs and tables, (leveled).
- BOH (floor, prep area, desk)
- Refrigeration filters clear.
- Dish machine filters clean
- Gloves used in food prep as needed.
- Sanitation buckets in use, correct concentration
- All chemical feeds stocked and working.
- Ceilings free of dust buildup, Front & BOH
- Floors, wood and/or tile
- Clean walls, cubbies, lounges, ledges/shelving
- Lighting levels, spot angles, bulbs all working

### Correct [10% weighted]
- Music style & volume sets correct tone for day-part
- Tasting notes correctly written, Notes on national deals are uniform.
- Wine COGs posted and current wine Guidelines
- Minimal Open tickets
- Food presentation & wine pours correct
- Staffing levels correct for volume
- OSHA Log current and/or blank incident reports printed, on file
- Licenses all current [note those in need of renewal]
- Correct Wine Pricing. Glass pricing not up and down - on menu
- Menu formatting correct-spacing, fonts, guidelines followed

---

**SCORE**

0.0

**GRADE**

F

---

Wines tasted:
Food tasted:
Comments:
STORE VISIT REPORT

The Store Visit Report plays a big role in assessing the overall store operation. They are also a contributing factor to the store bonus report card and the overall grade the store will receive when calculating the quarterly bonus payout.

Store Visit Reports are conducted by the Regional General Manager, Vice President of Operations, and/or the CEO whenever they visit the store. A store should receive several reports over the course of the quarter and the quarterly grade is based on an average of all the scores by all the reviewers.

You will notice that all of the categories map directly to the Core Values. For the store to score well on the report, it is important that you understand each of the categories and what is being assessed. The following pages outline each section and speak to the individual items within each category.

SELF ASSESSMENTS

One way to ensure a solid understanding of the process is for the store to conduct regular Self Assessments. These should be conducted approximately once a week, twice per month minimum, and should be completed by a different team member, on a rotating basis, each time. Conducting the assessment will give you a deeper understanding of the process as well as give you a better perspective of how the store should be operating.

The scores from Self Assessments will not count toward the bonus average for the store report card, so it is very beneficial to be hyper-critical on the Self Assessments. The entire team can learn from the feedback and will only serve to facilitate a better score when an actual Store Visit Report is being conducted.

SCORING FOR A STORE VISIT REPORT OR SELF ASSESSMENT

Each category is worth a total of 10 points but can be weighted either 10% or 20% so the 7 total categories add up to 100%. Points are deducted for errors, mistakes, improper procedures or systems that are not enforced or in place.

Judgment calls can be made by the scorer for issues that repeat from visit to visit. For example, if a store is marked off for not dating the Sommelier Flight bottles, they may just get marked off 1 point; if on the next visit, the store is marked off for the same infraction, 5 points may be deducted. On a third consecutive visit if the bottles are not dated, a 0 is VERY possible! Remember, an A grade on a store visit report, like the bonus grades, indicates “Above and Beyond” performance. This is a very difficult grade to achieve.
Store Systems

Back Office PC

POS Terminals

Merchant Card Vendors

CTUIT

Laptops used for menus, tasting sheets, file management, browsing, and e-mail

The Internet

RADAR

Store desktop for POS system use ONLY

ADP Level 1: Training to be an Associate Module Four: Operations
POS SYSTEM

When using the POS system to serve customers, the process can be outlined in five simple steps:

<table>
<thead>
<tr>
<th>STEP 1</th>
<th>Opening a Table</th>
</tr>
</thead>
<tbody>
<tr>
<td>STEP 2</td>
<td>Entering the Order</td>
</tr>
<tr>
<td>STEP 3</td>
<td>Printing a Check</td>
</tr>
<tr>
<td>STEP 4</td>
<td>Processing a Payment</td>
</tr>
<tr>
<td>STEP 5</td>
<td>Finishing a Payment</td>
</tr>
</tbody>
</table>

There are many POS functions you will practice with your trainer over the course of your training. Your trainer has a checklist of functions you will need to practice and become proficient in, including the following:

CLOCKING IN AND OUT

At the start and end of every shift and when you take a 30 minute unpaid break you are required to punch in and out.

If you should ever forget to punch in or out, simply let your manager know and they will adjust your time.
CREATING NEW TABLES

The first part of entering an order is setting up the table in the system.

Covers: It is vital that you enter the correct number of covers into the system. This information helps us know how many guests we are serving and when. We use this to understand all aspects of our business, especially in planning for inventory levels and evaluating our performance.

If you close a check, and a guest decides to have one more glass, when starting a new check enter 0 for covers, we don’t want to count them twice.

Duplicate Table Numbers: If you have entered a table number that is already in the system, the system will sound an alert and ask you to re-enter the table number. This may be due to a check not being closed out before the next guests have sat down. If so, enter the table number followed by “A”, but find the check and get it closed ASAP. This will also be done when there are two separate parties sharing the same table. In this case, “A” will be to the left, and “B” to the right.

WINE AND FOOD ORDERS

FOOD MODIFICATIONS

Sometimes you will need to enter food modifications into Squirrel to communicate with the kitchen to adjust the food item. We have buttons to accommodate many of the most common alterations or additions. There is also a keyboard to manually type food specifications

PRINTING GUEST CHECK

PROCESSING CASH PAYMENT

PROCESSING CREDIT CARD PAYMENT

Government and Corporate Credit Cards: As we are listed as a wine retail establishment, often government and corporate credit cards will not process. Please kindly explain this to the customer and ask if they have an alternate form of payment

JOINING TABLES

Sometimes a table may have been entered by mistake under two numbers. For example, someone may ring in a wine order when they are at the bar, and then another server may enter the food order when they have sat down.

In this case, the best thing to do is to join the two tables that have been entered into the system, rather than voiding and re-entering one of the table entries.
AIR VOUCHERS

Airlines often give out air vouchers when a plane is delayed. In most instances, airline vouchers are for FOOD ONLY and are not redeemable for alcohol; however please check the voucher itself and honor whatever it says. In a few instances, it will not say valid for food only; in those cases, the traveler may use the voucher for wine. When a customer presents an air voucher, please follow the steps below:

**Change:** With air vouchers, no change can be given if the total is less than the amount allotted on the voucher.

Print an extra copy of the closed check and the payment summary. Staple both to the airline voucher and place under the drawer. These are sent to the corporate office to be processed for reimbursement from the airlines. **LOST VOUCHERS OR VOUCHERS WITHOUT SUPPORTING DOCUMENTATION = LOST REVENUE**

RENAMEING TABLES

Often we will start serving customers a glass of wine at the bar while they are waiting for a free table. Once they are seated, it is often necessary to change the name of the table.
HOMEWORK ASSIGNMENTS

On a separate piece of paper or computer document, answer the following questions. Remember, these will be submitted to your trainer and General Manager for review.

1) Describe what to do if:

   • A teammate is injured on the job-
   • A guest is injured in the store-

2) Analyze a copy of the last Store Visit Report and make suggestions on how to improve overall performance in the following categories.

   • Share the Wine-
   • Create Community-
   • Plant and Grow-
   • Be Extraordinary
     • Fast-
     • Fresh-
     • Clean-
     • Correct-
3) Fill in a blank floor plan for your store on the back of this page; label the following:

- Table Numbers
- Bar Seats
- Zones

3) List five examples of teamwork you have observed in the store:

5) Describe how you would handle the following guests:

- Press
- Vintners and Distributors
- Wine Critics and Sommeliers
- Investors

6) How would you handle an angry guest who complains that their wine was corked?
After completing this module, you should:
- Be able to perform basic POS functions
- Participate and understand side work and running duties
- Understand our policies
- Understand each section of the store visit report.
- Be familiar with the roles and zones within the store
- Be able to handle a guest complaint

MODULE FOUR TEST
On the following page you will find a practice quiz. Use this practice quiz as a study guide...go back to revisit any pages if you are unsure of the answer. The test questions are not limited to those included in the practice quiz.

You will be required to score 80% or better in order to pass the module test. If you do not pass, you will be asked to study the material again and re-take the test.
**PRACTICE QUESTIONS**

The following questions are examples of the type of information that will be required of you on the exam. It should be noted that these particular questions may or may not be asked. You will be expected to show competency over the entire module.

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>What is the Five Minute Rule?</td>
</tr>
<tr>
<td>2</td>
<td>Where and when is trash taken out? Who does it?</td>
</tr>
<tr>
<td>3</td>
<td>List three different &quot;running&quot; duties.</td>
</tr>
<tr>
<td>4</td>
<td>What wines are dated after opening? Where and how are they dated?</td>
</tr>
<tr>
<td>5</td>
<td>What is done with an air voucher once we have accepted them?</td>
</tr>
<tr>
<td>6</td>
<td>List the Four main categories on the Store Visit Report.</td>
</tr>
<tr>
<td>7</td>
<td>When working the floor, what should you be doing during downtime?</td>
</tr>
<tr>
<td>8</td>
<td>What should you do if a Team Member is injured?</td>
</tr>
<tr>
<td>9</td>
<td>What is the maximum amount of change given on an Air Voucher?</td>
</tr>
<tr>
<td>10</td>
<td>What are three things that you are responsible for if you are working behind the bar?</td>
</tr>
</tbody>
</table>