



Responsible Beverage Service Toolkit

A guide to creating RBS programs



How to navigate in this Toolkit

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Executive Summary

Responsible Beverage Service (RBS) is an intervention program to support alcohol service staff in preventing sales to minors and reducing underage drinking, binge drinking, and drunk driving.

The program takes on many forms depending on a community's need, readiness, consumption culture and capacity. For example, a region with established alcohol sales protocols may conduct compliance checks such as the **Mystery Shopper** program or **online refresher trainings** for servers while a city with lax alcohol regulations may work on advocating for a minimum drinking age.

Cost varies by size and scope of program but is anticipated to be **~\$100K-\$200K** per year for ~10K-20K individuals for a frontline program. Note: COVID-19 has proven the **cost efficiency (scalability) and effectiveness of online RBS trainings** especially through ABI's ordering platform such as BEES.

This toolkit provides a step-by-step approach to defining the right format and implementation of a RBS program for your region.

Further reference material can be found in the [Appendix](#).

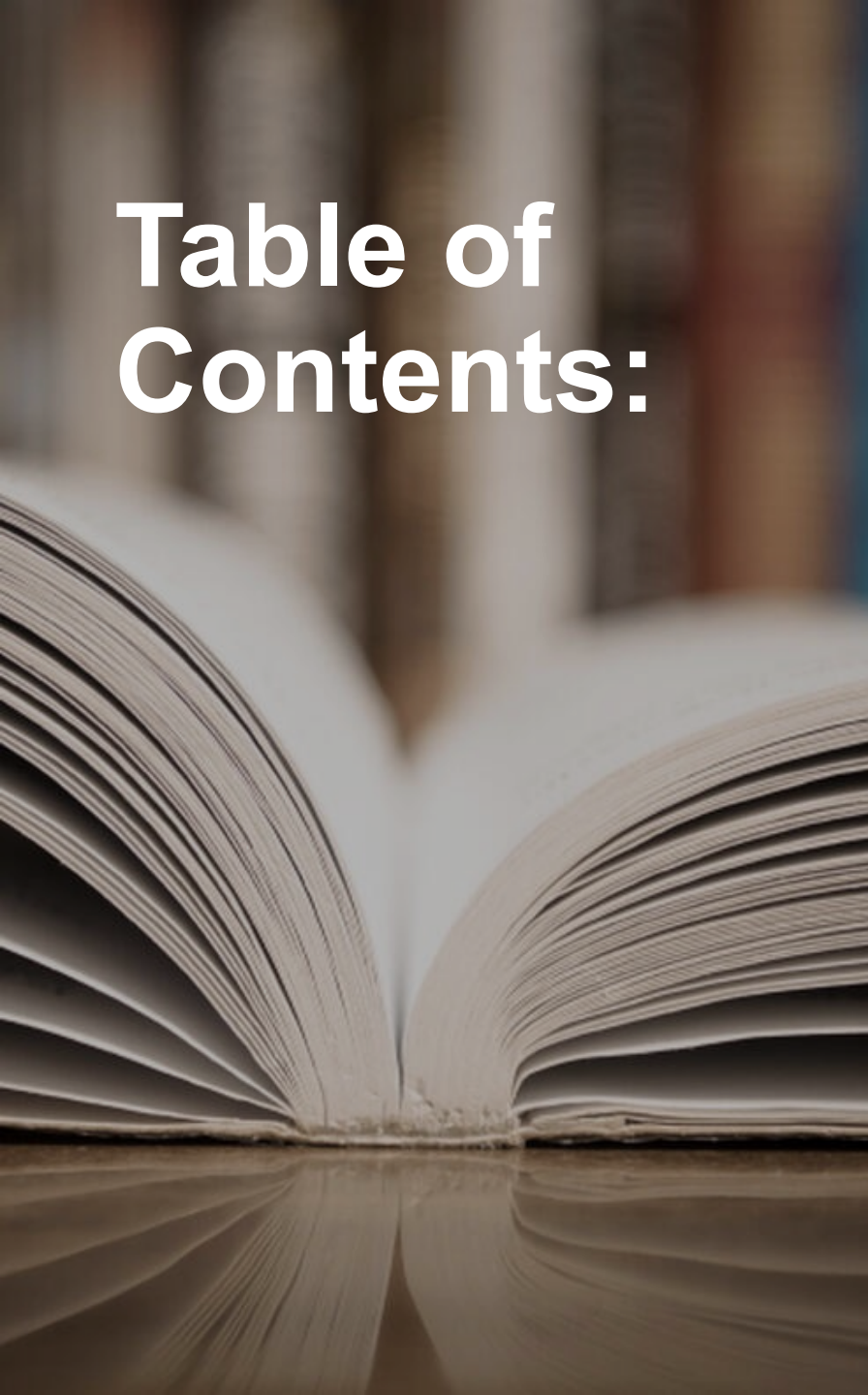


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- a. Phase 1: Plan
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Purpose of the Toolkit



Purpose

This toolkit is intended to help ABI BUs develop and implement effective Responsible Beverage Service (RBS) programs by providing best practices and practical guidance learned from successful RBS programs



It will help you

1. Identify the best RBS program for your community
2. Create, adapt & implement RBS programs which strengthen responsible beverage service practices through a comprehensive community approach—targeting alcohol outlets, supplemented by awareness campaigns, compliance checks and advocacy work
3. Collect relevant data to determine the effectiveness of your program and iterate



Who is this toolkit for?

AB InBev corporate affairs teams and partners developing RBS programs and campaigns in their communities to help decrease the harmful use of alcohol while increasing AB InBev's social footprint

Topic Overview

The Harmful Use of Alcohol





Overview of the Harmful Use of Alcohol

What is the harmful use of alcohol? The harmful use of alcohol is a term coined by the World Health Organization to describe any use of alcohol that causes harm to the drinker, or those surrounding the drinker. It is monitored by levels of alcohol consumption.

Some key consequences are...

- 1 **3 million deaths** each year, representing 5.3% of all deaths
- 2 **200+ diseases and injuries** with harmful use of alcohol as causal factor
- 3 **~13% of deaths** among 20-39 year olds attributed to alcohol
- 4 **Causal relationship** between harmful drinking and incidence of infectious diseases such as tuberculosis
- 5 **Social and economic loss** to society

RBS and the Harmful Use of Alcohol

Research has demonstrated that service and sales environments can impact the harmful use of alcohol such as:

- Impaired driving (i.e., drink driving)
- Binge-drinking
- Underage drinking
- Physical violence
- Alcohol-related mortality

Responsible Beverage Service (RBS) programs refer to initiatives which address the various features of the sales environments.

These features can be:

- Static (e.g., physical location, regulatory environment),
- Situational (e.g., staff, management and consumer behavior), and/or
- Periodic (e.g., festivals, sporting environments)



Desired intermediate outcomes of RBS programs include:

- Increased knowledge
- Change in attitudes
- Shift in personal norms & perceived social norms
- Improved self-efficacy

Program Overview



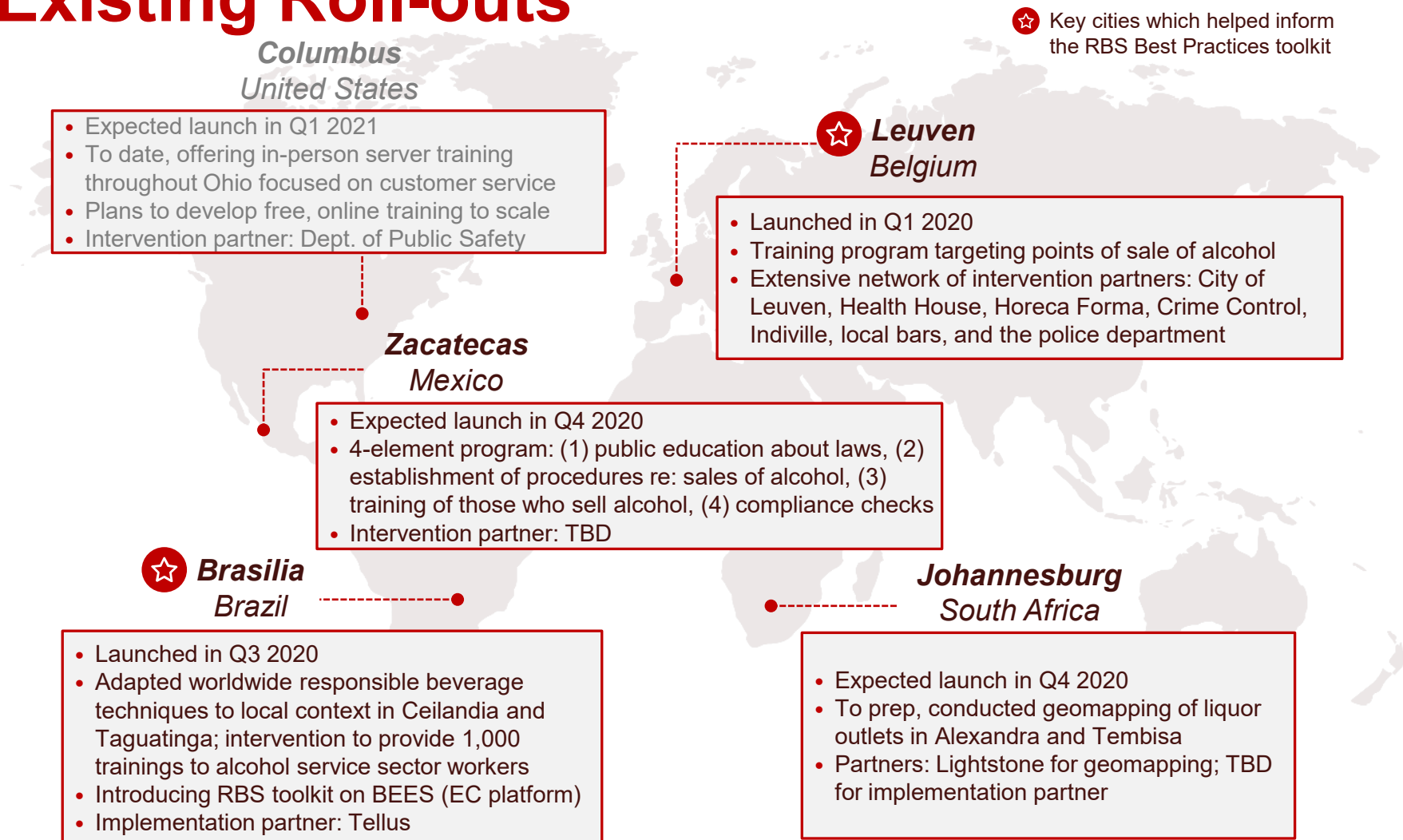
About RBS and Existing Roll-outs

Program overview

Responsible Beverage Service (RBS) is an intervention to support wait, and alcohol service staff at establishments like bars, restaurants, and liquor stores in preventing sales to minors and reducing underage drinking, binge drinking, and drunk driving.

The program may also include educating the public on alcohol-related laws and compliance checks of establishments.

Roll-outs during COVID through digital platforms have shown promising scalability of the initiative.



This toolkit is a compilation of best practices derived from existing RBS initiatives

Menu of RBS Program options

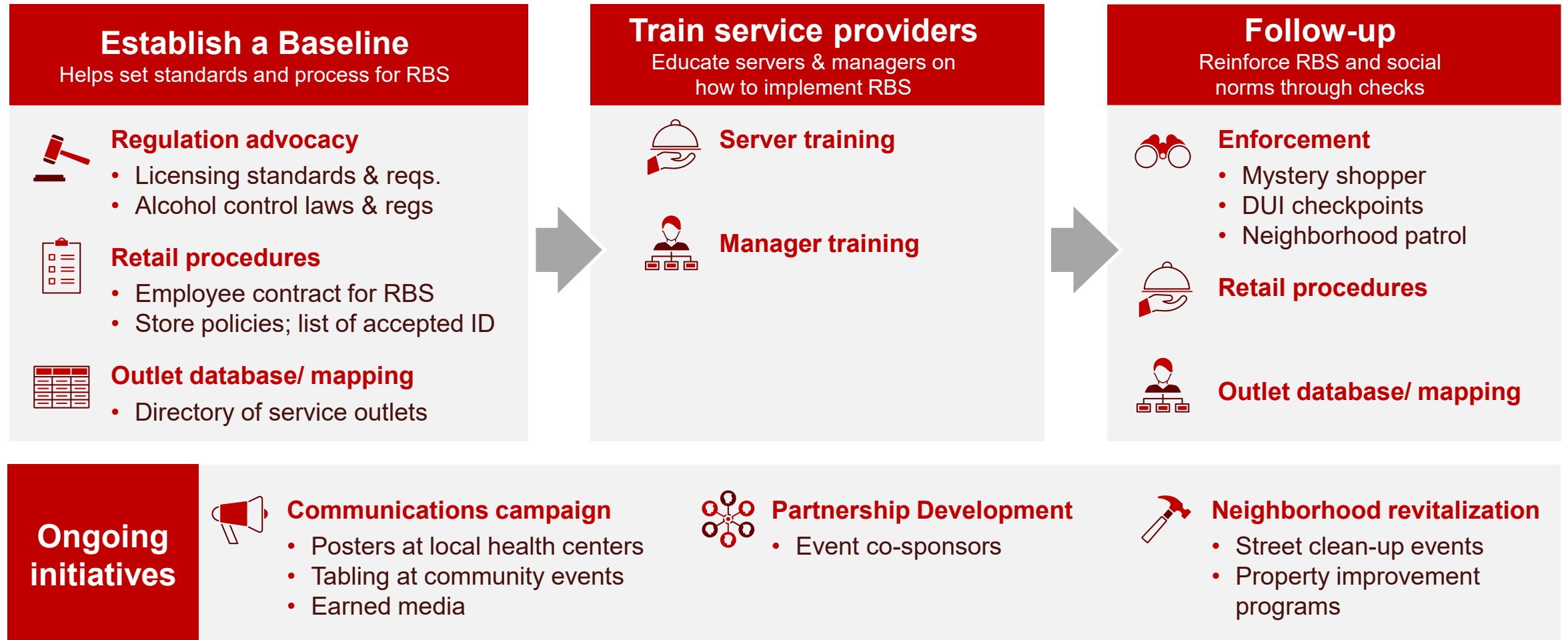
RBS takes on many forms; consider community capacity, culture, and other attributes to select best program


Focus of this toolkit

Frontline Programs Signature program referred to as RBS		Enabling Programs Ensures RBS is a 360° program	
 RBS Trainings		Baseline Development	Community Engagement & PR
 Server Training Train personnel involved in the sales of alcohol to implement RBS and provide topic education		 Regulation development  Work with local gov'ts to advocate for Smart Drinking regulations (e.g., min. alcohol consumption age, license reqs.) which facilitate the adoption of RBS	 Communications campaign Raise awareness of RBS programs and related law enforcement efforts using community events and earned media
 Manager Training Train personnel who own, operate, or supervise establishments to create a RBS-friendly environment incl. tips on training new employees and incorporating retail procedures (e.g., BEES)		 Retailer procedure dev.  Assist in establishing retailer policies and procedures regarding the sale of alcohol (e.g., employment contract)	 Neighborhood revitalization Host community events and programs to improve neighborhoods (e.g., street clean-up)
 Enforcement		Outlet database	Partnership development
 Compliance Checks Reinforce RBS and consumer awareness through follow-up checks of establishments (e.g., Mystery Shopping) and consumers (e.g., DUI checkpoints)		 Outlet database Creates directory of access points in the community; can be used for planning programs, tracking progress and measuring impact	 Partnership development Establish partners and allies to support and further RBS initiatives

Relative sequence of programs and specific examples

Note: Shows possible relationship between possible RBS programs but sequence does NOT have to be followed



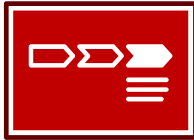
Cost components and ranges for RBS Program

Note: Note: Program cost dependent on cost of living and scale program

	In-person RBS training (~% distribution of total cost)	Online RBS training (~% distribution of total cost)	Mystery Shopper (~% distribution of total cost)
Content creation (e.g., adapting questionnaires and training material, websites etc.)	10%	25%	10%
Monitoring & Systems (e.g., data collection and reporting systems, technology etc.)	20%	30%	20%
Personnel (e.g., implementation and technical support)	40%	30%	40%
General & Admin Expense (e.g., routine PMO and accountability systems etc.)	<10%	<10%	<10%
Advocacy & Stakeholder Engagement (e.g., trade associations, communities, civil society and law enforcement and public safety, social norms campaigns)	20%	5%	20%

Cost varies by size and scope of program but is anticipated to be ~\$100K-\$200K per year for ~10K-20K individual beneficiaries reached

Key steps to implement RBS in your community



PHASE 1 PLAN

Design a program tailored to your city and prepare for launch

1. Select a geography
2. Identify partners
3. Select a program
4. Design, tailor, prepare
5. Set goals



PHASE 2 IMPLEMENT

Roll out Programs and troubleshoot as needed

6. Mitigate risk
7. Collect and monitor progress; refine program



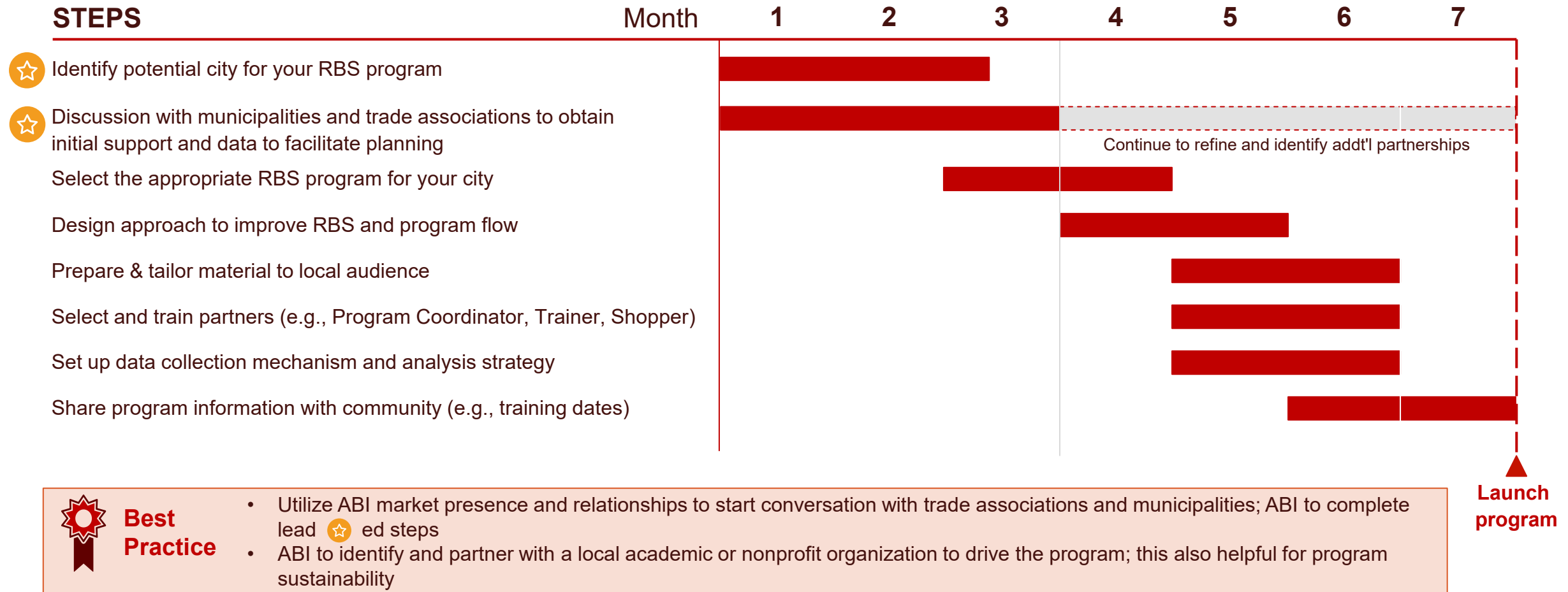
PHASE 3 EXIT

Ensure sustainability and impact of program; handoff

8. Evaluate and share results
9. Scale and exit

Selection and adaptation of an approach to improve RBS practice

Depending on city readiness, could take ~6-8 months to launch*



***Timeline mostly depends on city's readiness with the right partnerships to plan and implement programs**

RBS Program Descriptions



Regulation & Retailer Procedure Development

Program overview

- 1 Improving national, state, and local laws and regulations regarding the sales and consumption of alcohol
- 2 Providing guidelines and procedures to help businesses create a culture of RBS

Required partners

- Municipal & state gov'ts
- Trade associations
- Local businesses¹

Required services or contractors:

- Legal services
- PR agency¹

1. Primarily for the implementation of Retailer Procedure Development outcomes

1 Advocate for the creation or improvement of national, state, municipal laws and regulations regarding alcohol service and consumption across **three dimensions**

Restrictions on Sales

- Min. age for admittance
- Prohibition of entry and/or sales to already intoxicated patrons
- Limits on days and hours of operations

Marketing & Promotions

- No extremely low-price drink specials incl. time-limited "happy hours"
- No ad. or in-store signage that promotes alcohol misuse

Owners, Managers, Staff

- Owner and management training, as a condition of licensure
- Server training with certification as condition of employment
- Mandatory refresher training
- Min. age for working in an establishment
- Commercial host (dram shop) liability laws

2 Assist in creating retail procedures re: the sales of alcohol across **two dimensions**

Note: These programs may be an implementation of the laws established in 1 but are not new regulations. They are procedures that can help businesses create a comprehensive RBS environment.

Management Practices efforts

- Establish written RBS policies for new employee orientation
- Refuse sales to underage and intoxicated customers
- Establish protocol for checking identification, with scripts for refusing service to customers without proper ID indicating they are of legal age and additional steps (e.g., confiscate the ID, call law enforcement)
- Establish protocol for refusing service to already intoxicated customers, with optional scripts for handling customers' resistance
- Outline when to call manager for help in enforcing RBS policies
- Keep a record of staff training certificates and expiration dates
- Use a log to record incidents that can be discussed when reviewing best practices with staff
- Remind staff of outlet's RBS policies regularly
- Create an employee incentive program to encourage consistent ID-checks

Customer Awareness efforts

- Place signage regarding outlet's sales policies
- Promote smart drinking and harm reduction strategies
- Create signage, coasters, table tents, menus, and point-of-sale messaging
- Message delivered by servers

Management & Server Training

Program overview

Training personnel involved in the sales of alcohol, or own or supervise establishments to incorporate and implement RBS-inducing process and programs.

Min. required partners

- Municipal & state gov't
- Trade associations
- Local businesses

Required services or contractors:

- RBS Training Trainer
- Training materials (web developer for online)
- PR agency

Training typically includes the following:

- Overview of the individual and community impacts of alcohol overconsumption and underage drinking
- Overview of the role alcohol servers and sales-clerks have in reducing those harms
- Local relevant laws and penalties regarding alcohol sales, possession, consumption, public intoxication and impaired driving
- Physiological effects of alcohol:
 - Standard drink sizes
 - BAC levels and variables that affect it
 - Signs of intoxication
- Methods of age verification
- Skills for intervening with an intoxicated or underage patron
- Management responsibility and expectations. For example:
 - Decoupling wages from alcohol sales volume
 - Rewarding responsible sales
 - Supervision and review of employees assuring compliance with sales laws and business practices
 - Removing advertisement or other promotions that may positively promote over consumption
- Maintaining safe environment

Note: Training can easily be customized or adapted to fit the mode of teaching and community best practices. For instance, some may use a pre-test post-test to frame the learning objectives

RBS Training delivery mode and trainer selection

Two modes of delivery for the RBS Training...

	 In-person	 Online
Features	• Opportunity to practice RBS skills live including getting corrective feedback	• Good for broad implementation and refresher training • Quality control is guaranteed vs. in-person instructions • Can be designed to make sure trainees don't skip sections

Best Practice 	• Ideally, 10-12 trainees per class • Training off-site (e.g., a hotel conference room) to avoid distractions • ~4 hours of instruction to allow time for individual attention	• Include videos and interactive exercises to enhance learning • Include test checkpoints and quizzes throughout program
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Implementation of RBS courses via WhatsApp and BEES in Brasilia has allowed for scaling

Recommend finding an instructor with a hospitality background who is knowledgeable about RBS policies and procedures, and be experienced with interactive teaching strategies

Topics to cover for Frontline RBS Trainings based on staff type

Training Topics											
Type of establishment	Off-premise: Shops				On-premise: Restaurants, Bars, Clubs, Etc.						
Topic / Role	Owner	Manager	Clerk	Security	Owner	Manager	HR Manager	Bartender	Waitstaff	Other Staff	Security
TOPIC OVERVIEW & HOW-TO MODULES											
Essential knowledge about alcohol and its effects	X	X	X	X	X	X	X	X	X	X	X
Introduction to RBS	X	X	X	X	X	X	X	X	X	X	X
Laws regarding the sale and consumption of alcohol	X	X	X	X	X	X	X	X	X	X	X
Correct method for ID checks		X	X	X		X	X	X	X	X	X
How to: (1) deny sales to intoxicated or underage customers, and (b) identify and respond to dangerous behavior		X	X	X		X		X	X		
PROCEDURE / POLICY MODULES											
Recruiting and interviewing qualified job candidates	X	X			X	X	X				
Tips for training and motivating employees on implementing RBS	X	X			X	X	X				
Ways to introduce retailer's policies re: smart drinking in store	X	X	X		X	X	X	X	X	X	
How to use an incident log and file complaints to police		X	X	X		X	X	X	X	X	X
Managing alternative transportation for impaired customers		X	X	X		X	X	X	X	X	X
How to protect your business #1: (a) Configuration and monitoring, (b) maintaining required documents and signatures (b) Taking steps to reduce illegal consumption of alcohol		X	X	X		X	X	X	X	X	X
How to protect your business #2: (a) guidelines for responsible alcohol promotions; (b) hours of sale	X	X			X	X	X				

Compliance Checks

Program overview

Reinforce RBS and consumer awareness through follow-up checks of establishments (e.g., Mystery Shopping) and consumers (e.g., DUI checkpoints)

Required partners

- Municipal & state gov'ts
- Trade associations
- Local businesses
- Law enforcement

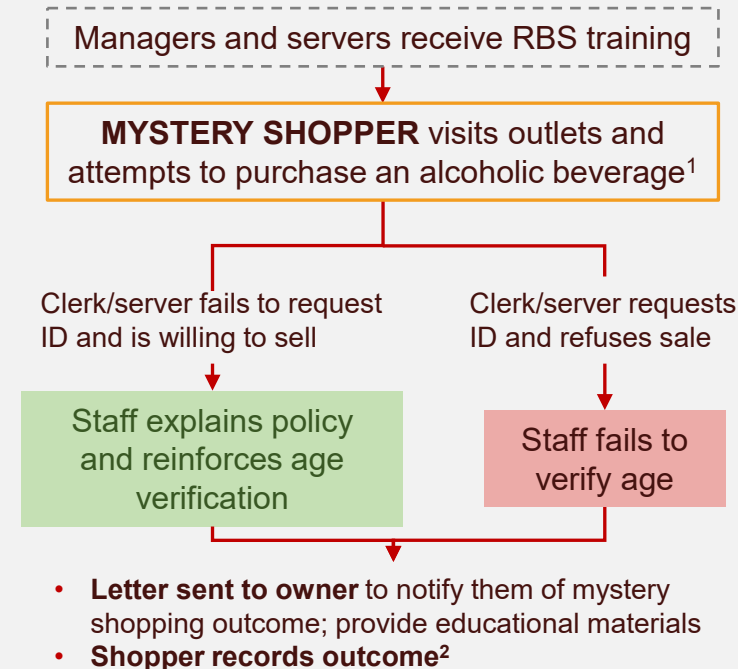
Required services or contractors:

- Mystery Shopper
- Experienced Coordinator

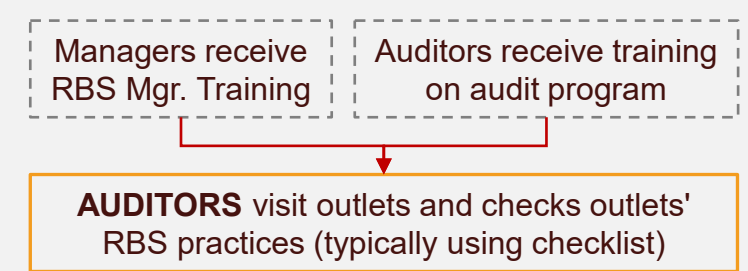
Compliance check options

- Check adherence to closing hours
- Conduct **mystery shopping** to verify that an outlet is enforcing drinking laws (i.e., not serving minors)
- Audit retailer's policies and procedures to assess level of integration of RBS-related initiatives such as training completion rate among staff and posting RBS-awareness campaign information in-store
- DUI checkpoints; and information on place of *Last Drink* for DUI offenders

Sample flow of mystery shopper program



Sample audit of retailer's incorporation of RBS practices in their outlets



Some items the auditors may check:

Outside environment—Presence of:

- Street lighting
- Front patio lighting
- Visible security
- Signage that they check ID

Inside environment—Presence of:

- Entry lighting
- Legally required signage
- Signage that they will not serve impaired customers
- Back patio lighting



Best Practice

- Be sure to keep track of compliance check outcomes (i.e., gather data)
- Ensure mystery shopper program complies with local laws (e.g., some municipalities may have mystery shopper age requirements); work with local authorities

1. Mystery shoppers can be deployed in three ways—(a) not act drunk to see if they are asked for ID and refused service, (b) act drunk to see if they are refused service and/or asked to leave the premises, or (c) act drunk after spending time at the venue, car keys in hand, to see if they are asked to call for a ride-share or taxi

2. Recommend recording add'l data such as clerk's sex and apparent age, presence of point-of-purchase signage

Implementation Steps & Best Practices



Select geography

Identify geographies with maximum likelihood of success using six criteria

Step
1

Identify partners

Key stakeholders for a successful program

Step
2

Select a Program

Select the best RBS program for your community

Step
3

Design, tailor, prepare

Designing and tailoring the program

Step
4

Set goals

Step
5

Implementation Steps & Best Practices

Step
6

Mitigate risk

Step
7&8

Collect and monitor progress; refine program

Collect, monitor and share results

Step
8

Evaluate and share results

Communication

Step
9

Scale and exit

Sustainability, Scaling and Exit Plan

Step
1

Identify geographies with maximum likelihood of success using six criteria

At a minimum,
 municipality, trade
 association and BU
 buy-in required

	Key dimensions	Evaluation criteria
Land-scape	1 Community need	Magnitude of harmful use of alcohol in the community What are the statistics on the prevalence of harmful drinking in the community? Any recent events?
	2 Community interest	Level of interest in harmful drinking intervention Has the community identified reduction of harmful alcohol use as a priority topic to address?
Implementation	3 Local partners	Anticipated support from and capacity of local public & private entities and ABIF BU Are there local organizations (e.g., non-profits) and government agencies who can assist with implementation? Does the program have buy-in from local ABIF BUs (e.g., Sales)?
	4 Sustainability	Ability of potential partner to independently sustain program long-term How reliant would the implementation partners be on ABIF resources?
Outcome	5 Anticipated impact	Degree of anticipated impact on the community How much reduction in harmful drinking can we expect? How many people?
	6 Thought leadership	Likelihood of uncovering new insights and contributing to thought leadership Is there lack of coverage of the community and its harmful use of alcohol? How can implementing the program lead to local and global conversations on the topic?

Note: Funding is a plus and should be considered but should not discourage teams from selecting an otherwise promising city



Step
2

Key stakeholders for a successful program



AB InBev Zones and local BUs, ABIF



Municipal & state governments



Law enforcement agencies

- State or local alcohol beverage control agency
- Police



Businesses & trade associations

- Chambers of restaurants, bars, businesses
- Restaurants, bars, clubs, tavern, convenience stores, liquor stores, off-premise retailers (e.g., grocers)



Transportation agencies & businesses

- Public transportation agencies and companies
- Rideshare programs
- Taxi associations

Avoid incentive programs that may encourage over-consumption



Major retail and hospitality chains



Stadium & area managers



Other retailers



Other local public & private organizations

Organizations which can add credibility, visibility, and momentum to the program



Selected contractors

- Legal services
- Trainers
- Mystery shopper agency
- PR (marketing & communication) agency



Best Practice

- Support of three groups—municipalities, trade associations, and BUs—essential to start RBS
- However, you do not need all remaining partners before starting RBS; getting started can often fuel additional partners and final set of stakeholders involved may vary by program



Step 3

Select the best RBS program for your community

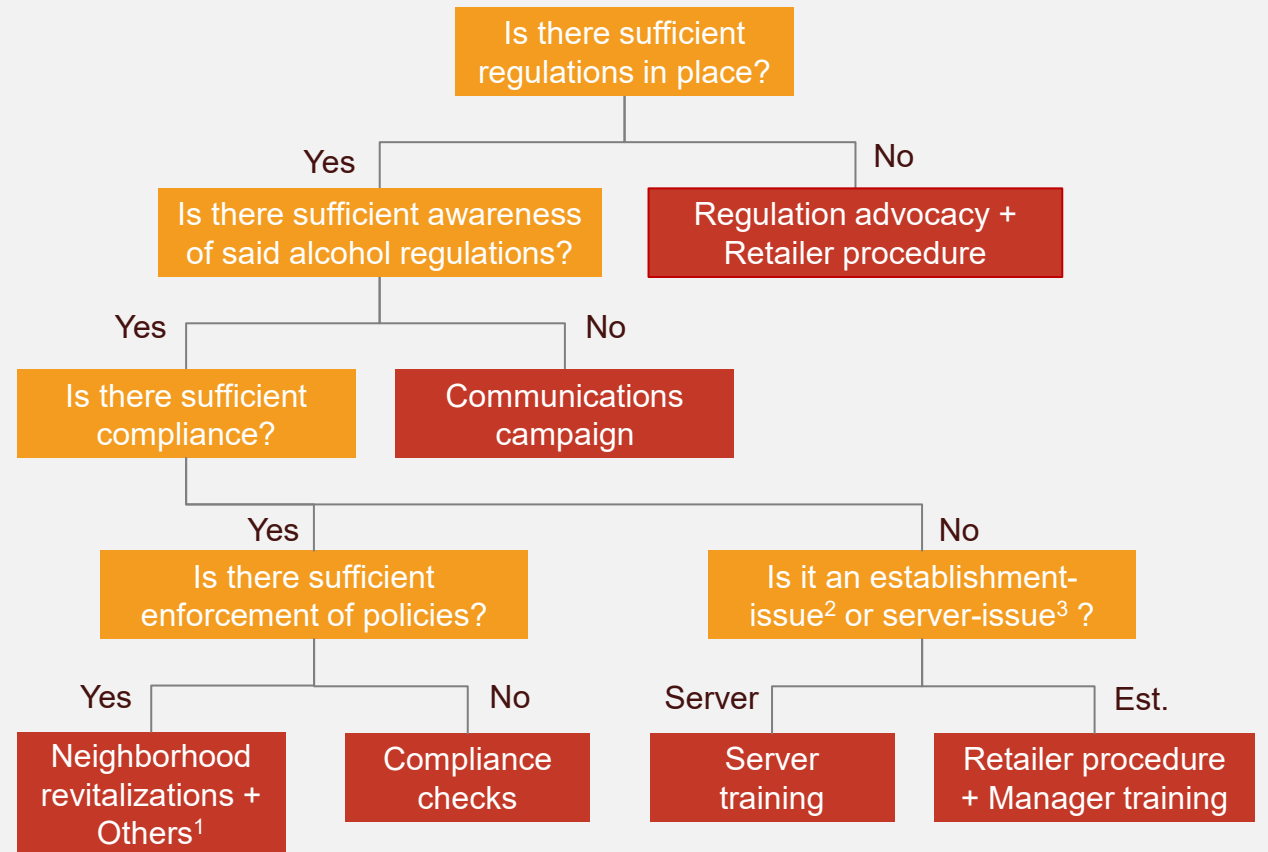
Key aspects to consider

- 1 **Regulatory framework**
at local, regional, and national level
- 2 **Awareness of regulations**
by consumer, servers, store owners
- 3 **Compliance**
by servers and managers
- 4 **Enforcement**
by law enforcement, etc.

Note: The decision tree identifies the 1-2 programs based on the current state of a community. Based on capacity and interest, communities are encouraged to implement more programs to create a comprehensive program.

1. Consider expanding into other Best Practices like SBI and Road Safety or implementing recognition programs 2. Potential lack of procedure and awareness at establishment-level 3. Procedures exist but are either not enforced or communicated to employees

Decision tree





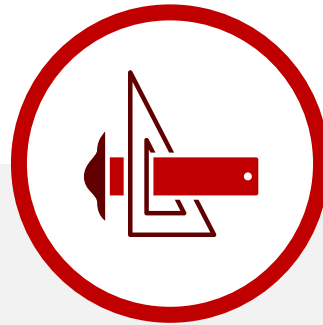
Step
4

Designing and tailoring the program



Channel

Determine the appropriate **channel for delivering** training. Consider modes which are **accessible** and allows **enrollment** of significant portions of the employee base



Tailor

Tailor the program to your communication. Consider **community standards, language, and literacy**

Note: To date, most RBS programs have been conducted in Western Countries; important to tailor to your country and/or city



Monitor

Develop an appropriate monitoring and tracking framework to support program implementation. Use the results to adapt accordingly



Step
5

Set a goal

First, determine baseline...

Understand the scope of the issue in your community using existing data and high-level community outreach. This will help determine **addressable market** and an inform goal setting.

Baseline can be determined using:

- Enforcement and offense data
- Hospital records
- Local experts—Relevant NGOs, professors
- Community survey
- Mystery Shopper—Small-scale program to establish baseline; separate from pilot or actual program
- Key informants, including servers, managers etc.



Best Practice

Keep baselining at a high-level; do not get hung up on this stage and spend more time on program planning

...then set a goal

Establish **realistic** goals taking into consideration:

- The proportion of employees that can be trained
- Distribution and impact of various business practices on the community. For example:

Scenario 1)

% of harmful alcohol consumption from on-premise consumption: 100%
 % of staff trained employees who substantially modify their practice: 25%
 % of practices impacted: 50%
 Overall community impact = $25\% \times 50\% = 12.5\%$

Scenario 2)

% of harmful alcohol consumption from on-premise consumption: 50%
 % of staff trained employees who substantially modify their practice: 25%
 % of practices impacted: 50%
 Overall community impact = $50\% \times 25\% \times 50\% = 6.25\%$

- The fact that policy goals are typically long-term goals, and count on implementation to reap real impacts

Types of measures and specific examples

Set both quantitative and qualitative measures, to track program performance over time

Quantitative measures

Primary quantitative measure include:

- Number or proportion of establishments requiring RBS training certifications
- Number or proportion of clerks/servers trained
- Reduction of intoxicated patrons served as established through Mystery Shopper, community surveys¹ and place of last drink (POLD) surveys

Secondary measures include:

- Reduction in public intoxication, underage nuisance violations, crashes, DUI

Qualitative measures

Qualitative feedback is often gathered using surveys or verbally during check-in meetings, trainings, store audits and other community events

Specific examples include:

- Satisfaction with training
- Clerk / server's perceived ability to intervene
- Establishment manager's acceptance of business practice changes
- Community approval



Step
6

Mitigate risk considerations

Include all major stakeholders in the planning and implementation phases to ensure buy-in and ensure program sustainability

Ensure local enforcement and relevant governance and regulatory agencies have reviewed legal and regulatory information within the training and overall program

Prior to any on-premise compliance checks, ensure that privacy and legal requirements are met*

Ensure accurate documentation of training completion as a means for quality control and validation.

If surveys or data are being collected be sure that human subject's ethics requirements are followed and adhered to throughout the process.

Ensure systematic analysis and dissemination of findings in order to track progress, share lessons and provide feedback

*For instance, using underage pseudo-patrons may not be legal or considered ethical, instead use young looking adults for compliance checks.

Step 7&8

Collect, monitor and share results



Step 8 (cont'd) | Communication

In addition to communication about results of the program, use social marketing to enhance and reinforce the RBS programs

Communication channels

- 1 Publicize the RBS program and related law enforcement efforts
- 2 Remind owners/managers and staff about their RBS responsibilities
- 3 Discourage underage drinkers from attempting to illegal purchases
- 4 Prompt parents to talk (again) with their children about their family rules

Communication channels

- 1 Use **social media & “earned media”** (e.g., press events, talk shows) to lower costs
- 2 Call on partners to devote a portion of their communication resources to promote RBS
- 3 Call on **traditional channels** (e.g., billboards, newspaper, radio) to publicize RBS as a public service

Step
9

Sustainability, Scaling and Exit Plan



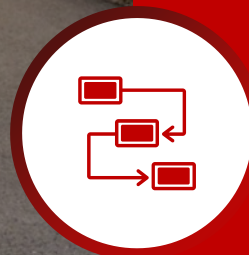
Obtain explicit commitment from authorities like:

- Country, regional or local trade associations
- Community and public safety systems
- Nongovernmental associations

to continue and adopt the program



Develop a transition plan together including mandating the program, guidelines and actions



Fully **institutionalize the RBS practice** in the training manuals and recruitment procedures in outlets that serve alcohol

Conclusion

Following an RBS approach is a commitment to sales practices that reduce both the individual and community risk of alcohol-related harms

Expectations of the community regarding alcohol sales are reflected in regulation and laws related to sales. For instance, communities often have laws around alcohol because they expect:

- Underage and youth will not be served
- People will not be intoxicated in public
- Drivers will be sober

Therefore, those businesses that sell or serve alcohol in a manner that reduce harms are responsible in that they uphold the expectations of their community

Training, appropriate regulation, monitoring and enforcement can help a community change the way alcohol is sold and served, and reduce alcohol related harms



Frequently Asked Questions

Q: What's the best way to train servers, in person or online?

A: Both have been shown to be effective. The choice between the two is usually based on resources available.

Q: Does RBS training work?

A: Training servers on responsible sales practices works. Servers can learn the material, gain skills and improve their confidence to intervene. **However, without management support and supervision, many of those trained will revert back to pre-training behaviors.**

Q: Is training enough?

A: Responsible beverage service is a practice, not an intervention. Training is part of the process of improving the sales practice, but other pieces are also important. Local regulations, enforcement, management practices and community support all help to assure that service practices within the community are responsible.

Q: Who needs to be trained?

A: Typically, management, clerks and servers are trained. But really, all those who have interaction with customers should be. For instance hosts and security can help flag possible underage or intoxicated patrons if trained.

Appendix



Terminology and acronyms

Terms	Definition
On-premise alcohol outlet	A business that sells alcohol and allows its consumption on the property
Off-premise alcohol outlet	A business that sells packaged alcohol to be consumed off the outlet’s property
Binge drinking	A pattern of drinking alcohol that brings blood alcohol concentration (BAC) to 0.08 percent or higher. For a typical adult, this pattern corresponds to consuming 5+ drinks (male), 4+ drinks (female) in ~2 hours. (Defined by the National Institute on Alcohol Abuse and Alcoholism)
Heavy episodic drinking	5+ drinks in a row one or more times in the past 2 weeks
Overconsumption	10+ drinks in a row one or more times in the past 2 weeks
Extreme overconsumption	15+ drinks in a row one or more times in the past 2 weeks

Useful resources

U.S. National Institute on Alcohol Abuse and Alcoholism (NIAAA)

<https://www.niaaa.nih.gov/publications/brochures-and-fact-sheets/alcohol-facts-and-statistics>

University of Michigan's Monitoring the Future Project on the over-consumption of alcohol in the US

http://monitoringthefuture.org/pubs/monographs/mtf-vol2_2019.pdf

World Health Organization's Global Alcohol Report

https://www.who.int/substance_abuse/publications/global_alcohol_report/msbgsruprofiles.pdf

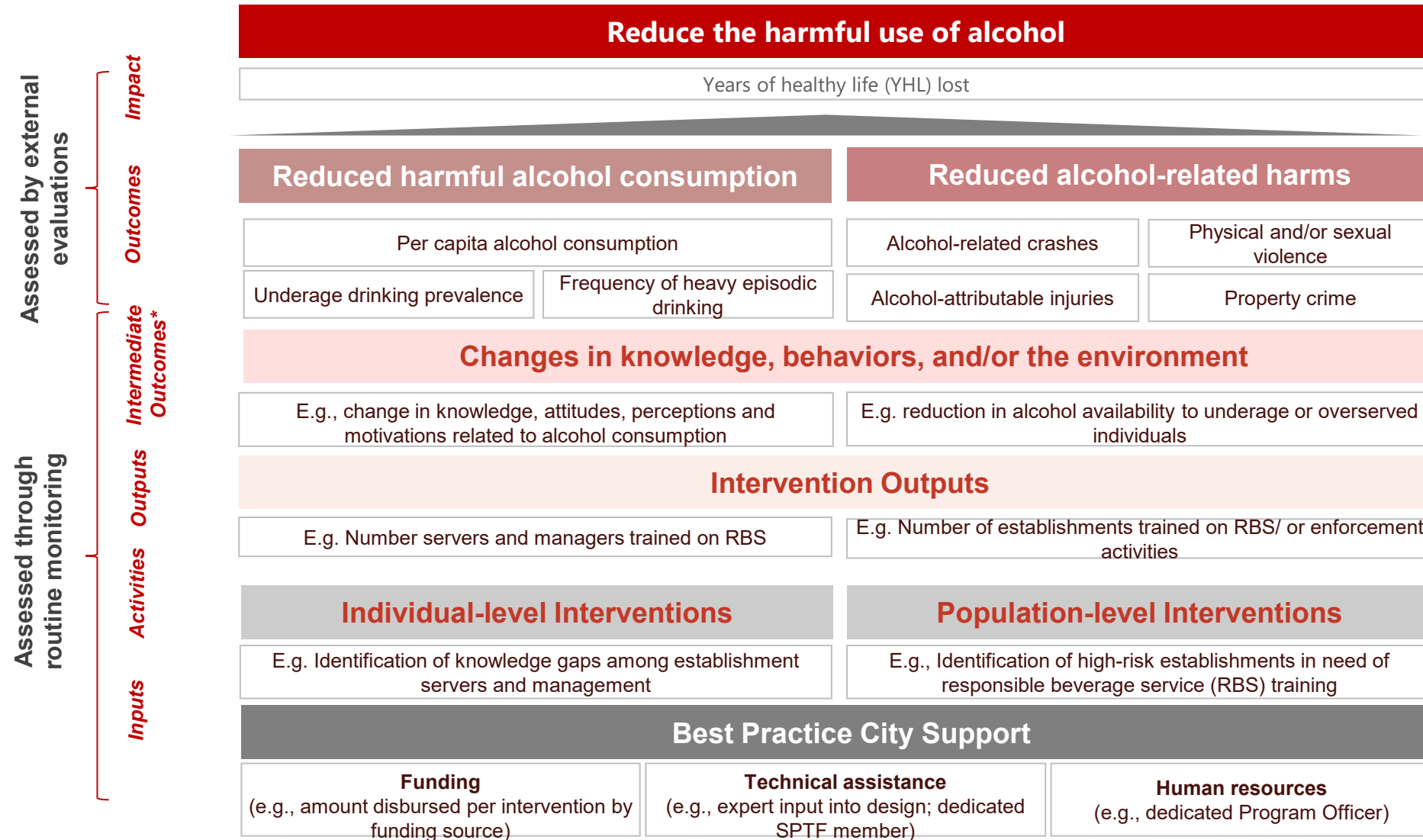
Responsible Beverage Service (RBS) Training | California Department of Alcoholic Beverage Control.

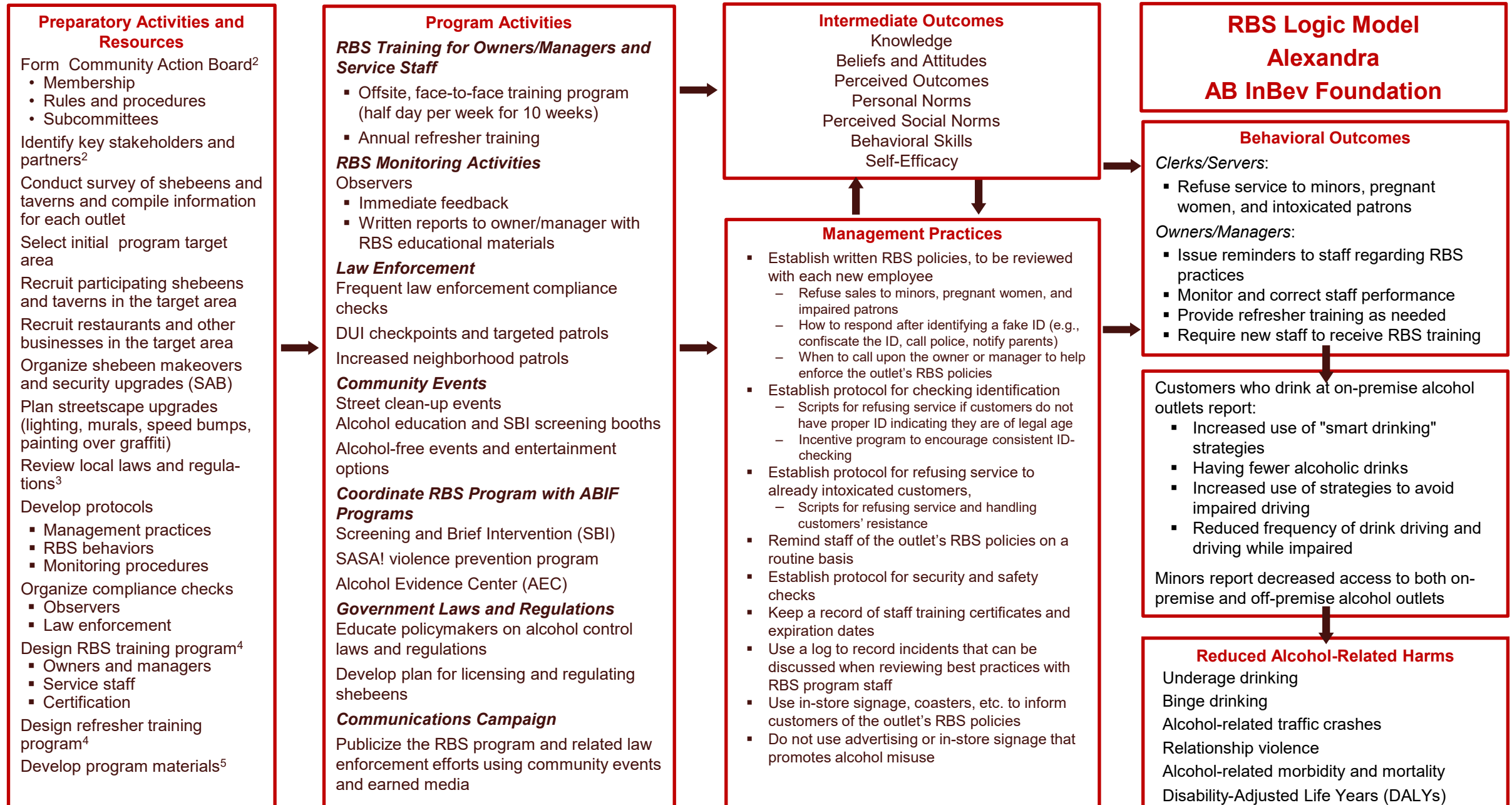
<https://www.abc.ca.gov/education/rbs/>

Sample fields collected for Outlet Database

- Outlet classification (off-premise v. on-premise; chain v. privately owned)
- Type of outlet (bar/tavern, restaurant, nightclub, liquor store, convenience store, grocery store, etc.)
- Typical customers' demographic profile (e.g., college students, young professionals, families, neighborhood locals)
- Address—Used to schedule mystery shopper visits in a time-efficient manner
- Telephone number
- Names of owners and managers, with email addresses
- Number of full-time and part-time employees who sell or serve alcohol or interact with patrons such as hosts and security
- Occupancy limit, per the local fire code (or manager's report)
- Days and hours of operation—Used to calculate the total number of hours of operation per week
- Training and certification status for managers and employees (yes/no; if yes, year of most recent training)
- Current participation status in a secret shopper program
- Whether or not the store is an outlet identified by local law enforcement as a problem venue
- Outlet property condition (exterior upkeep, property cleanliness, lighting, signage, and safety concerns)

Results Framework







For questions and clarification, please contact:

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