

Final Consulting Presentation

Comprehensive analysis and business recommendations for
Bridges & Bourbon and Whisper



Bridges & Bourbon Team 4

Charles Simpson, Maxwell Manfre, Luke Ruggiero, Anthony Mania



Overview and Agenda

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Bridges & Bourbon and Whisper

**Two Upscale, Experience-Driven Pittsburgh Restaurants
Positioned near the 2026 NFL Draft**

Meeting Agenda:

1. Current revenue challenges and expectations

2. Strategy for the NFL Draft and beyond

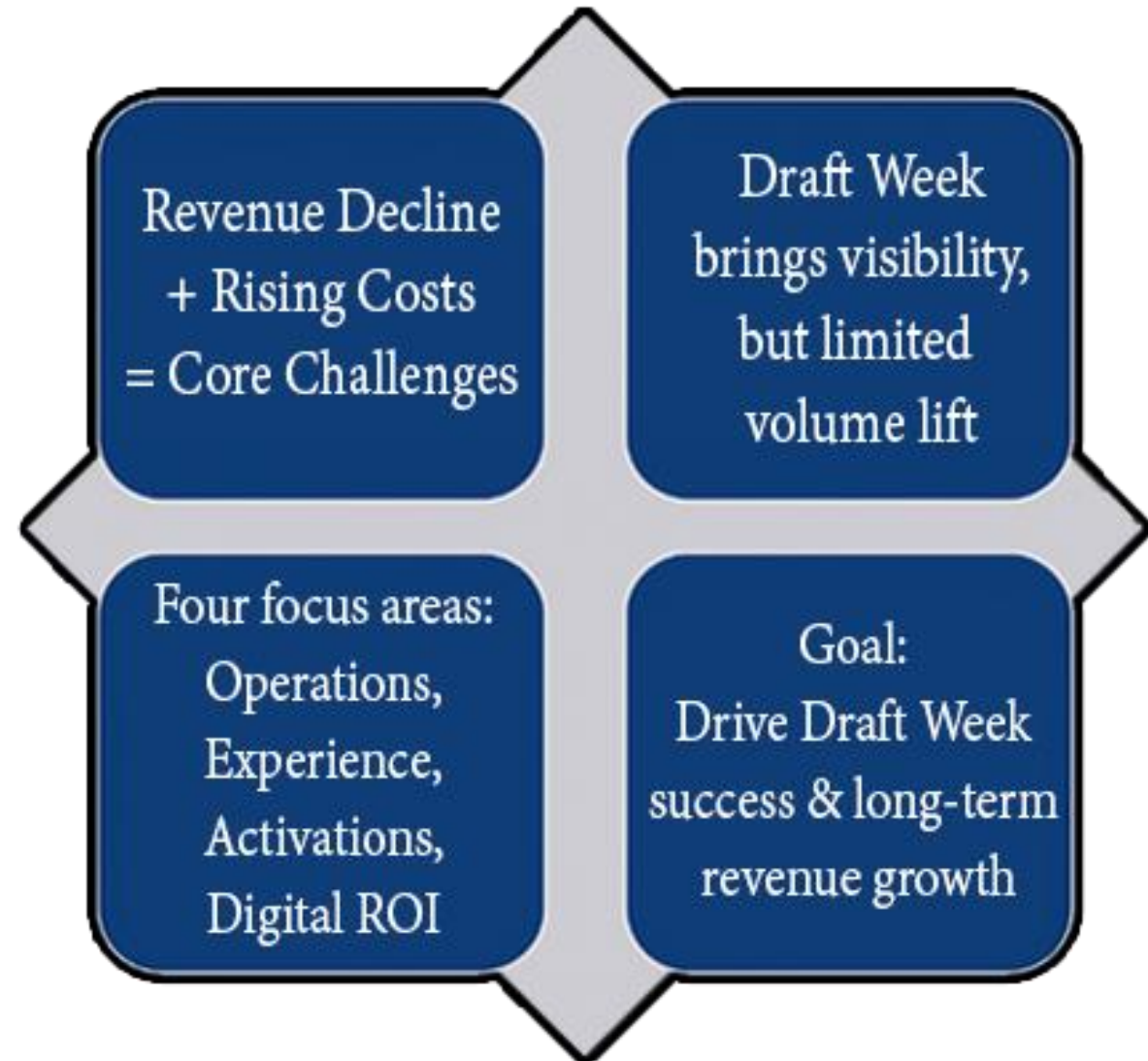
3. Round table discussion with questions and feedback

Executive Summary



“We are expecting up to \$1 million in revenue during Draft Week — but we don’t have a structured plan yet.”

— Ben McCarney, Meeting 1





Revenue Challenges & Expectations

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Revenue & Cost Challenges



“Revenue per guest is down almost eight dollars this year.”
— *Scott Shaffer, Meeting 1*

- Current per guest revenue decline of \$8.00
- Increasing COGS impacting profitability
- Low-cost items, non-alcoholic beverages
- Economic conditions
- Draft alone will not fix underlying pressures





Expectations

Historical NFL Draft Attendance & Pittsburgh Expectations



2025 NFL Draft (Green Bay): ~600,000 attendees



2024 NFL Draft (Detroit) ~775,000 attendees (record)



Pittsburgh 2026 projections: ~500,000—700,000 visitors expected



Draft Week should be seen as an accelerator, not sole revenue driver

Considerations



Set Realistic NFL
Draft revenue goals



Focus on
profitability,
not volume



Select strategy for now
and beyond the draft



Collect business
performance and
customer data
from the Draft



Use Draft as test
environment for
future expansion
strategy

Strategic Problem Statement

Bridges & Bourbon currently lacks a structured, data-driven strategy to stabilize year-round revenue, differentiate its two concepts, and fully capitalize on the 2026 NFL Draft in a way that drives sustainable profitability beyond a single event.



Strategy Recommendations

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Draft Week Menu & Operational Strategy

Pittsburgh-Themed Mocktail Program

Launch Steel Curtain Cooler, Penguin Punch & other non-alcoholic offerings



Simplify the Draft Week Menu

Focus on high-volume staples: burgers, cocktails, desserts



Simplified Draft Week menu focused on speed and quality

Chains with simplified menus saw 75% higher sales growth than peers (Aaron Allen & Associates)

“Speed and consistency are everything during busy weeks; if we fall behind, the whole guest experience breaks down.”
— Ben McCarney, Meeting 2

Outdoor Activations

- Outdoor grills, cocktail stands & street branding
- Cross-promotions with local breweries & distilleries
- Branded merchandise giveaways (e.g., t-shirts, coasters, beer mugs)

Premium Experiences

- Bourbon tastings, mixology events, and VIP Draft viewing
→ Ticketed experiences for high-margin revenue (\$100–\$200+ per seat)
- Reinforce Distinct Brand Identities to Meet Draft Week Guest Expectations

Distinct Brand Positioning

Bridges & Bourbon: Energetic, sports-driven atmosphere

Whisper: Exclusive, high-end cocktail & dessert lounge

Digital ROI, Personalization & Repeat Business



“We need a way to track what’s actually working, followers don’t tell us who’s coming in the door.”

— *Scott Shaffer, Meeting 2*

- Shift focus from follower growth to trackable ROI (e.g., reservations driven by digital efforts)
- Implement tracking for reservations, promo codes & feedback
- Deliver personalized offers based on guest data
- Launch incentive like “Draft Pass” for repeat visits during Draft Week
- Partner with Pittsburgh sports micro-creators for authenticity



Brand & Influencer Collaborations

DRAFT WEEK HOMETOWN HEROES



- Target former Pittsburgh stars & hometown legends (e.g., Charlie Batch & Bruce Gradkowski)
- Collaborate with digital creators (Matt Petitto ~4M+ TikTok followers)
- Partner with active players (e.g., T.J. Watt, Cam Heyward, Darnell Washington)
- Explore Pitt NIL athletes & Penguins/Pirates hometown personalities for broader sports appeal
- Integrate ongoing player-themed menus, brand moments & fan experiences



Community Partnerships & Pittsburgh Sports Alignment

Partner with Visit Pittsburgh for Draft Week Visibility

Collaborations with Steelers & local sports nonprofits

Launch 50th Anniversary Terrible Towel Promotions

Pittsburgh Marathon wellness activation

Host Steelers Hall of Honor Weekend Themed Experiences

Implementation Roadmap - 2026

Pre-Draft (Q1 2026)

- Finalize Draft Week menu
- Secure partnerships & sponsorships
- Confirm influencer & community collaborations

Post-Draft (May–July 2026)

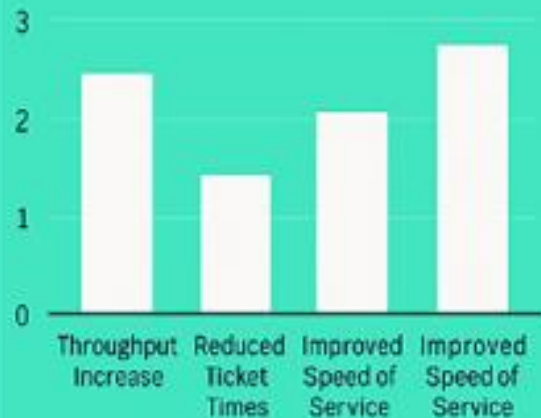
- Analyze data & financial performance
- Refine digital personalization campaigns
- Scale successful activations into long-term strategy

Draft Week (April 2026)

- Launch simplified high-volume menu
- Execute outdoor activations
- Run Whisper VIP ticketed events
- Capture guest data (promo codes, sign-ups, feedback)

Expected KPIs & Impact

Operational Impact



↑ Efficiency Gains

Revenue Growth Potential



- Higher-margin Draft Week menu mix
- Outdoor activation revenue
- Whisper VIP ticketed event lift

↑ Revenue Impact

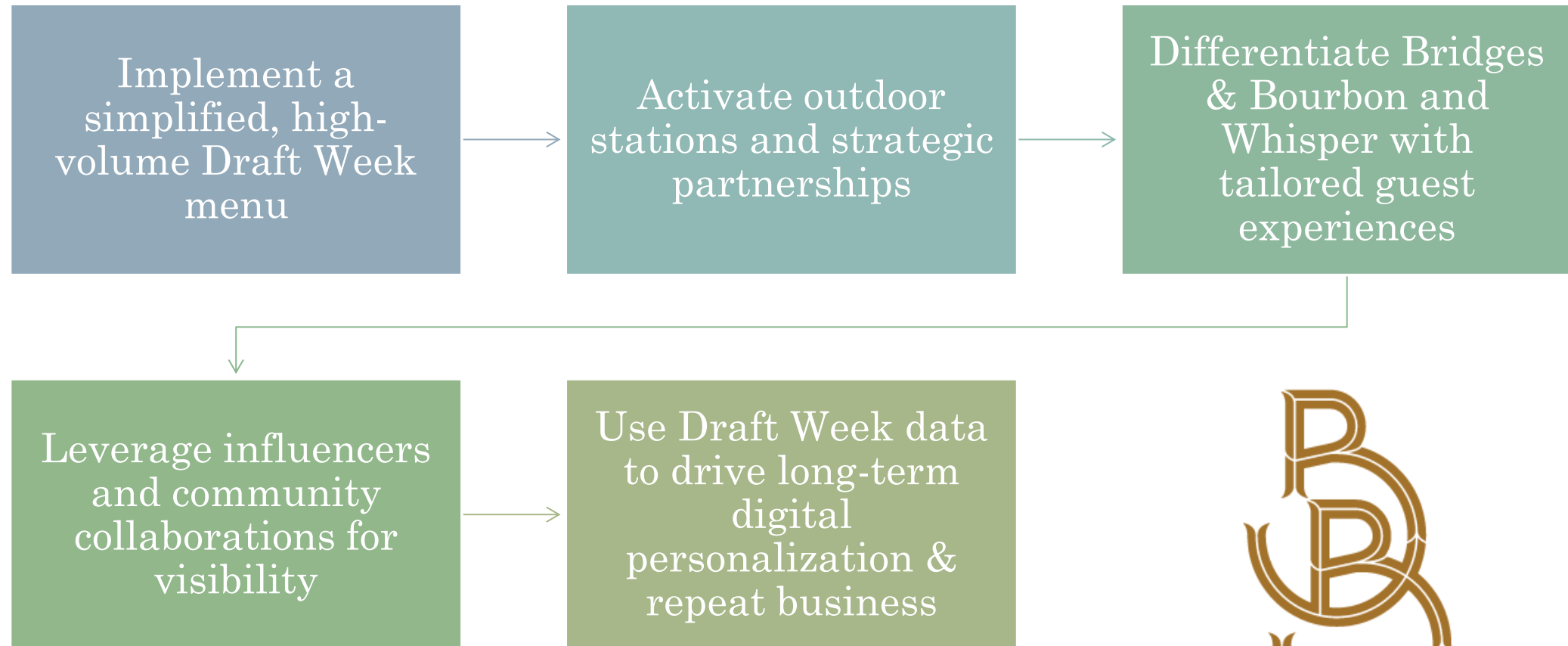
Customer & Digital Impact



- Growth in guest database
- Repeat-visit conversion

↑ Retention & Engagement

Final Recommendation





Questions and Discussion

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Appendix A – Discussion Points and Data

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Financial Models, Revenue Scenarios & ROI

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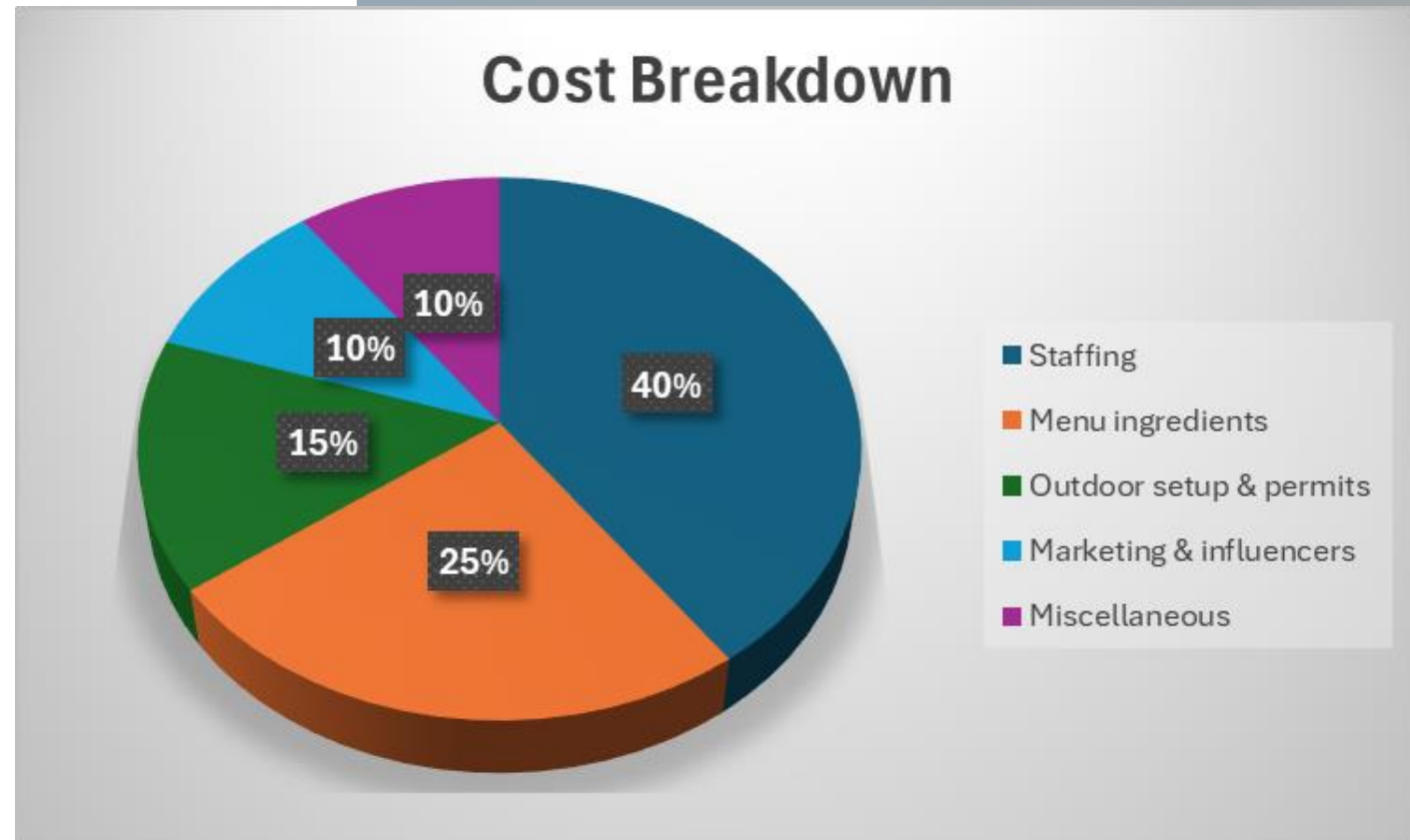
Draft Week Revenue Model: Three Scenarios

- Revenue depends on table turnover, outdoor activation volume, and VIP ticket sales
- Simplified menu increases throughput by reducing cook time and cocktail complexity
- Conservative, Expected, and High-Performance scenarios based on service speed and foot-traffic conversion

Metric	Conservative	Expected	High Performance
Avg. Spend/Guest	\$45	\$55	\$65
Daily Capacity (combined B&B + Whisper)	750	950	1,250
Conversion from Foot Traffic	3%	5%	8%
Daily Revenue	~\$33,750	~\$52,520	~\$81,250
Total Draft Week Revenue (3 Days)	~\$101k	~\$157k	~\$244k

Cost Structure for Draft Week Strategy

- High-margin Draft Week menu boosts contribution margin
- Outdoor activations require upfront cost but significantly expand capacity
- Influencer engagements vary in cost depending on creator tier



Cost Structure for Draft Week Strategy

- Whisper capacity: ~40–50 guests per seating
- Three ticket tiers: \$75 / \$120 / \$175
- Experiences include curated tastings, desserts, mixology demos
- **Total Potential Per-Night Revenue:**
≈ \$11,300

Seating	Capacity	Price	Revenue
Seating 1	40	\$120	\$4,800
Seating 2	40	\$120	\$4,800
VIP Add-Ons	10	\$175	\$1,750

ROI: Draft Pass Return-Visit Program

- 18–22% average redemption rate for restaurant bounce-back programs
- Visitors convert to locals only if incentivized within 30 days
- Digital QR tracking enables identifying repeat guests
- **Projection Example: If 1,200 Draft Week guests receive the pass → 20% redemption = 240 return visits → Avg. spend \$60 → \$14,400 incremental revenue**

DRAFT WEEK FUNNEL



1. DRAFT WEEK VISITS

Large audience enters venue



2. DRAFT PASS GIVEN

QR code or physical handout



3. 20% RETURN-VISIT INCENTIVE

Valid for 30 days only



4. RETURN VISIT OCCURS

Guest redeems Draft Pass



5. CUSTOMER ADDED TO CRM

Personalized offers + retarget

Long-Term Revenue Impact of Digital Personalization

- Collect guest preferences, visit history, feedback
- Personalized offers convert 40–70% better than generic marketing
- Enables segmentation of high-value users and VIP subscribers

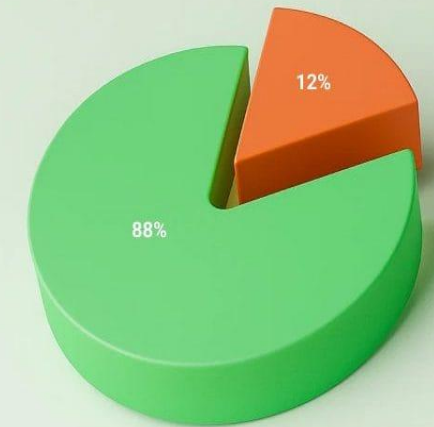
Data-driven marketing generates compounding return through personalized re-engagement

The Impact Of Personalization

90% OF USERS WANT BETTER PERSONALIZATION FROM BRANDS

62% OF U.S. BRANDS IMPROVE REVENUE THROUGH PERSONALIZATION

DIGITALSILK
Digital Marketing Agency



88% OF MARKETERS SAY THAT PERSONALIZATION IMPACTS SALES

Customer Segmentation & Benchmarking

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Customer Segmentation Overview



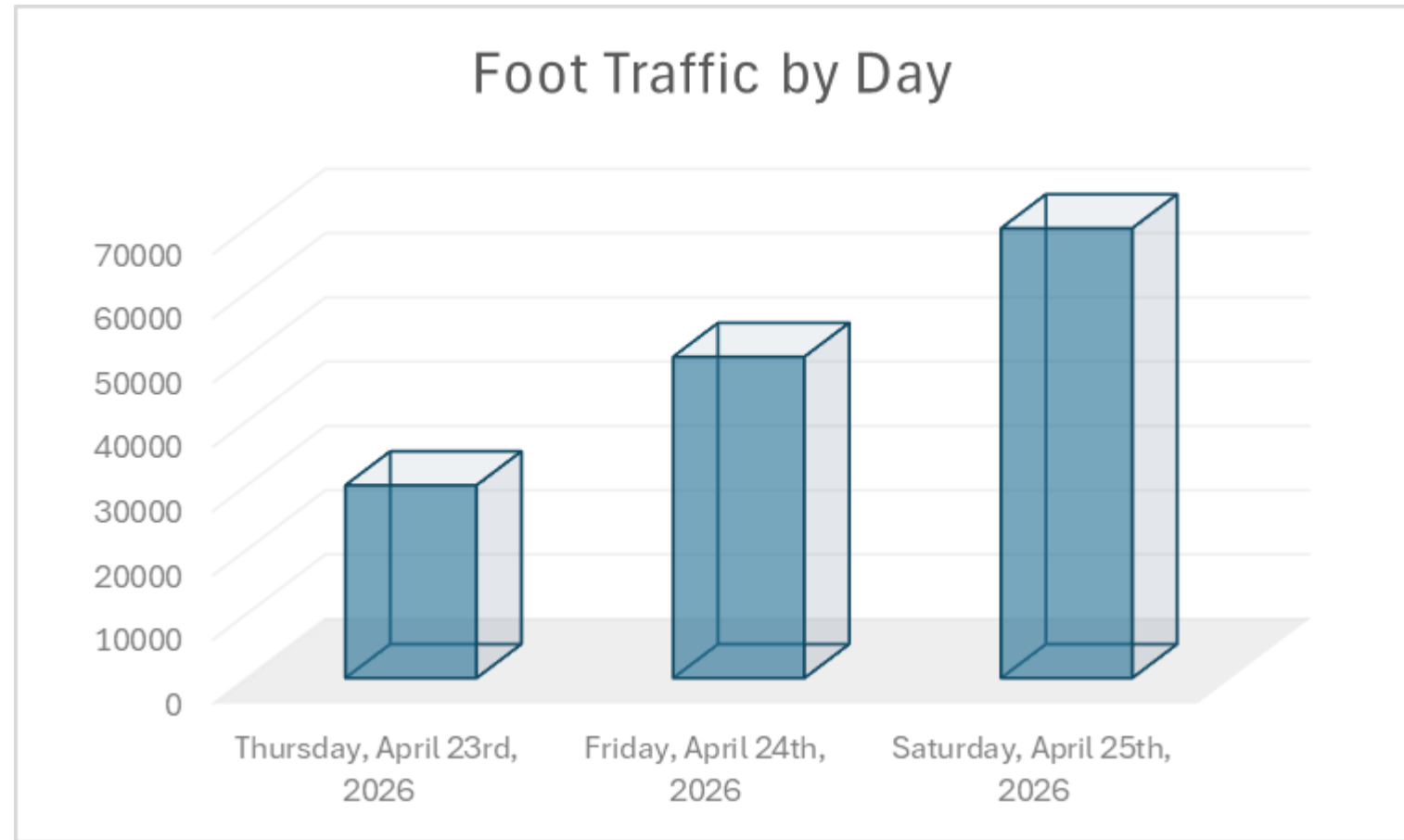
- Tourists want convenience, energy, and fast service
- Local young professionals seek premium ambiance
- Sports-driven groups focus on price, speed, and screens
- VIP cocktail enthusiasts want exclusive curated experiences



	Bridges & Bourbon	Whisper	Primanti Bros	Tequila Cowboy	Hotel Lounges	Draft Pop-Ups
Atmosphere	Premium	Exclusive	Casual	High-energy	Upscale	Loud/energetic
Service Speed	Moderate	Slow/premium	Fast	Fast	Moderate	Very fast
TVs / Sports	Low	None	High	Very high	Moderate	High
Capacity	Limited	Limited	High	High	Medium	Medium-high
Draft Appeal	Medium	High (VIP)	Very high	Very high	Medium	Very high

Competitive Benchmark Table

- Estimated 250,000+ Draft attendees citywide, but **only a fraction enter the Cultural District.**
- Outdoor activations significantly increase conversion from passerby to visitor.
- Whisper benefits less from street visibility but more from targeted VIP pre-sales.



Draft Week Foot-Traffic Forecast Model

Predicted Throughput Gains With Simplified Menu

**Throughput improves 25–40%
with Draft-specific menu
designed for speed.**

- Reduced prep time = higher volume per hour
- Fewer cocktail SKUs = faster bar execution
- More grillable items = lower kitchen bottleneck

Metric	Before	After Simplified Menu
Avg. ticket time	14 min	8–9 min
Guests served/hour	55–60	75–90
Bottleneck	Cocktail station	None / Balanced

Example Influencer Deliverables

Micro-creators deliver the highest ROI due to localized audiences and engagement.

- 1 in-store appearance
- 1–2 Instagram/TikTok posts
- 3–5 stories
- Co-branded Draft cocktails

Creator Type	Followers	Engagement	Cost	ROI Expectation
Micro	10k–150k	High	Low	Strong
Mid-tier	150k–500k	Moderate	Medium	Good
Athlete	500k+	High	High	Variable

Simplified Draft Week Menu Overview

A simplified, themed Draft menu accelerates service while boosting margins.

- 4 Draft-themed cocktails
- 3 grill items (burger, sausage, chicken)
- 2 shareables
- Whisper retains dessert pairings





S.W.O.T Analysis

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Strengths

- Immersive cocktail and sensory experience (visuals, smoke, storytelling)
- Premium brand identity and upscale ambiance
- Strong aesthetic appeal (high social media potential)

“We are experience-driven — not just a drink place.” — Benjamin McCarney, Meeting 1

Weaknesses

- Limited awareness/marketing among tourists.
- No structured marketing ROI or data tracking
- Limited seating and slow experience-based service
- Experience model may not scale for high-volume events

“We don’t really track our marketing ROI — we just try to increase followers.” — David J. Keating, Meeting 2



Opportunities

- NFL Draft Week: VIP packages, bourbon events, sponsorships
- Potential influencer partnerships and experiential branding
- High-spending audiences seeking premium experiences

“We could pull in another million — but we don’t have a structured plan yet.” — Benjamin McCarney, Meeting 1

Threats

- Sports bars, beer halls, pop-up Draft venues with higher capacity and faster service
- Event-based competitor promotions (screens, tailgate culture, Draft fan zones)
- Customers may choose loud, high-energy venues over premium ambiance

“If we don’t execute it right, people will just go where the sports crowd is.” — David J. Keating, Meeting 2



What SWOT Reveals About Strategic Focus

- B&B's biggest strength (experience) is also its largest differentiator.
- But experience-based service conflicts with Draft Week demand for **speed, volume, and sports energy**.
- Marketing gaps (ROI tracking, positioning) weaken their ability to compete.
- The business must decide:
 - Compete on **volume** like a sports bar?
 - Or **create a premium Draft Week VIP experience** unique to B&B's brand?



Porter's Five Forces

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Bargaining Power of Suppliers



Level: Moderate

- Specialty bourbon, cocktail materials, and dry-ice effects are sourced from artisan suppliers.
- Limited number of premium spirit suppliers gives them some leverage over pricing and availability.
- Supply chain sensitivity may affect **Draft Week execution** (higher demand, limited stock).
- Ingredients for theatrical drinks (smoked maple, edible glitter, glassware) are costly and harder to replace.
- B&B's reliance on brand-distinct ingredients increases dependence but also **creates uniqueness** (experience value).

“Premium bourbon affects price flexibility — we want specialized items but they come at a cost.” — Scott Shaffer, Meeting 1



Bargaining Power of Customers

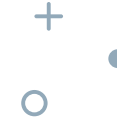
Level: High

- Draft Week visitors can easily compare venues using Google, TikTok, Yelp, Instagram.
- Customers can instantly choose based on ambiance, pricing, speed, capacity, visibility, and TV access.
- Groups of Draft attendees are price-sensitive but also experience-driven, increasing performance expectations.
- High customer expectations for fast service, premium experience, and social media-worthy visuals.
- No loyalty, visitors likely choose based on convenience and crowd atmosphere, not brand identity.

“Guests expect a full visual and sensory experience — it’s more than just drinks for them.” — Ben McCarney, Meeting 1



Threat of New Entrants



Level: Moderate

- Permanent entrants face regulatory restrictions, high rent, and licensing barriers, which protect B&B.
- However, **temporary pop-up bars during Draft Week** (beer tents, brand activations, mobile lounges) increase competition.
- Brand concepts (cocktail lounge, speakeasy experience) are **easy to imitate**, but difficult to execute well.
- NFL sponsors or alcohol brands may set up **temporary experience tents** (e.g., Jack Daniel's pop-up lounge).
- Ability to differentiate lies in **execution quality and atmosphere**, not just concept.

“We’re not a sports bar, so Draft Week brings a different crowd... people may go somewhere louder or with TVs everywhere.” — David J. Keating, Meeting 2



Threat of Substitute Products

Level: High

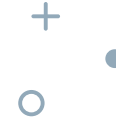
Key Substitutes:

- Sports bars (Primanti Bros, Tequila Cowboy, Jerome Bettis Grille)
- Tailgate zones, beer tents, vendor stalls near the Draft
- Hotel lounges and branded NFL fan experiences
- Fast-casual spots & chain restaurants (fast, cheaper, quick service)

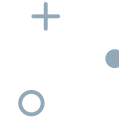
Key Points:

- Draft Week customers are attracted to **TV screens, crowd energy, loud atmosphere**, and **beer-based venues**.
- These substitutes offer **faster service, cheaper drinks**, and **higher capacity**, reducing B&B's appeal.
- Visitors may sacrifice premium experience for “being in the action”, B&B offers the opposite.

“Anyone can copy an experience, but executing it well is another thing.” — Ben McCarney, Meeting 1



Competitive Rivalry Within the Industry



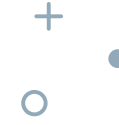
Level: High

- High volume of direct competitors within walkable distance of the NFL Draft venue.
- Low switching costs: customers can change venues in minutes.
- Competitors offer **sports screens, high-energy atmosphere, beer promotions**, and event partnerships.
- B&B's lack of visible street frontage & limited capacity makes visibility harder.
- Many competitors will **heavily market Draft-specific promotions**, while B&B currently lacks a structured plan.

“There are bars on every corner... to stand out, they must remember us, not just visit us.” — David J. Keating, Meeting 2



Key Insights from Porter's



- Draft Week changes customer decision factors from quality → convenience, capacity, and sports atmosphere.
- Supplier relationships can become a strategic advantage, not just a cost factor.
- B&B's strengths (experience, cocktails, ambiance) do **not naturally align** with typical Draft Week preferences (screens, sports, crowd-energy).
- B&B must choose:
 - Compete **as a sports venue** (volume), or
 - **Differentiate as a premium experiential Draft Week destination.**



Alternative Strategies Considered

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Alternative Influencer Strategy (Not Selected)

Paul Skenes as high-profile Pittsburgh influencer

Rationale:

- Strong national visibility
- High relevance to sports audiences
- Iconic current Pittsburgh athlete

Limitations:

- High costs, reserved persona
- Partnership scale not aligned with venue size or ROI expectations.

Takeaway: Prioritize attainable influencers and former athletes.

Expectations

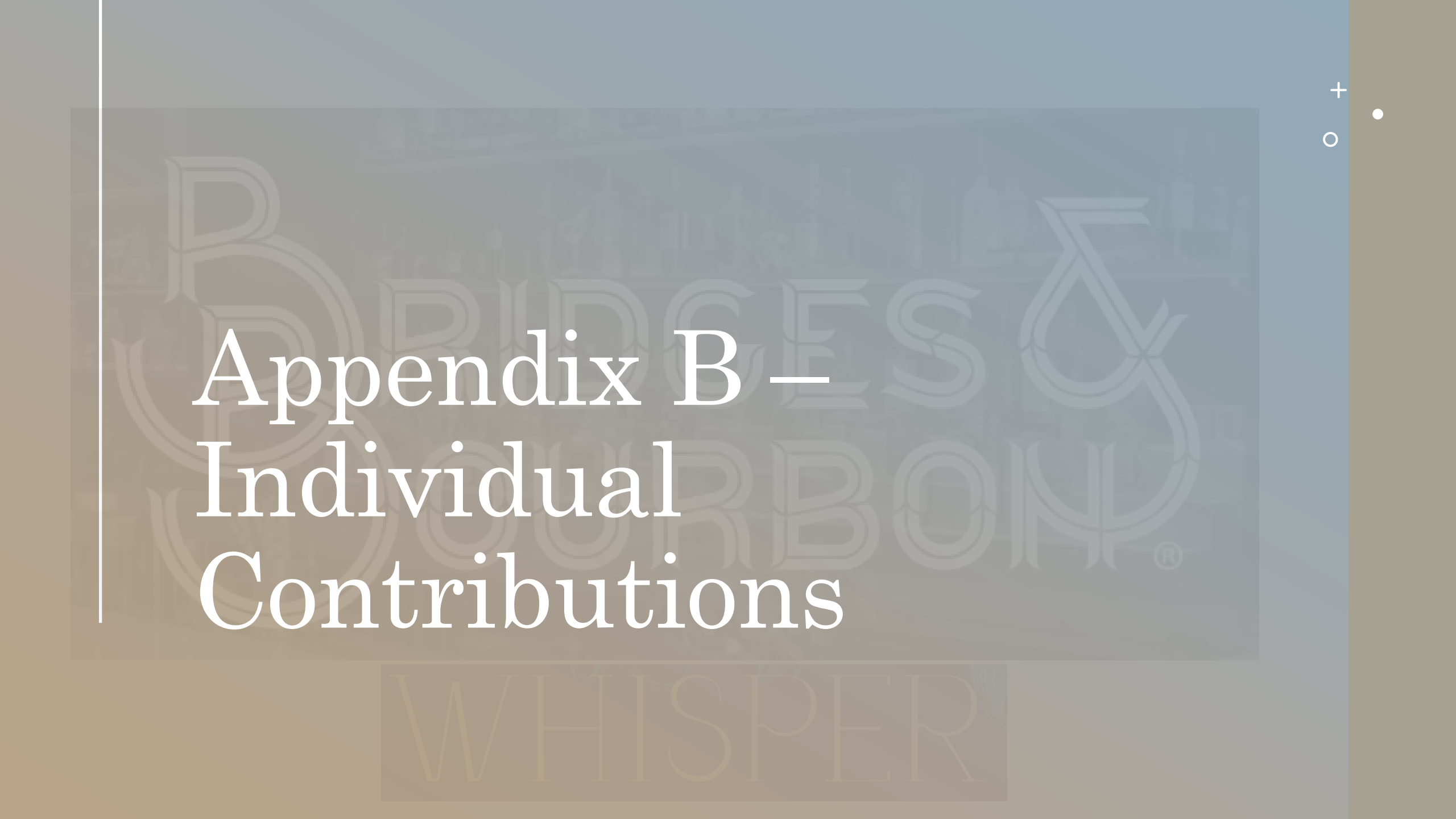
What is a realistic goal for the NFL Draft?

"Recent data show the annual occupancy in Allegheny County's estimated 18,700 rooms to be 64 percent. That means, on average, only 36 percent of the rooms are available. So, even if the draft visitors take all the rooms for three days, they represent only a net increase in visitors of 36 percent, not 100 percent."

-NFL Draft Impact, Allegheny
Institute for Public Policy

**Draft Week should be seen as an
accelerator, not sole revenue driver.**





Appendix B – Individual Contributions

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Maxwell Manfre

- Created Slides 5-8,44-46
- Added scripts/speaker notes to slides
- Added SWOT Analysis and Porter's Five Forces as basis for problems and recommendations
- Cut and edited video recordings from Team Problem Statement Presentation and Two Tools Presentation
- Evaluated high-profile influencer partnership options, including a proposed Paul Skenes concept. Assessed feasibility, cost, and brand fit to inform final recommendation choices.
- Proposed and helped shape several key recommendation concepts, all refined collaboratively through team meetings and incorporated into the final strategy.



Luke Ruggiero

- Edited/completed slides 10-15
- Added speaker notes for the slides above
- Attended all business meetings
- Compiled all notes from three business meetings, which were used to create this presentation
- Contributed individual problem statement/parts of two tools analysis

Anthony Mania



- Created Slides: 9, 17-19, 22-35
- Added the quotes from clients
- Created and or implemented graphics/charts/images/formats for many of the slides
- Helped make the script for many of the slides
- Used research and analytics to provide Appendix data



Charles Simpson

- Created initial presentation layout with logos and organizational graphics.
- Provided content for strategy and revenue sections.
- Attended multiple client meetings.
- Compiled information from four problem statement papers to form team problem statement and directional strategy.
- Helped formulate talking points and scripts for the final presentation.