



Challenge: Hotel Group – Falling F&B Profits

A hotel group has annual revenues in excess of \$50 Million. , but sales and profit margins are eroding.

Services provided by Grill Ventures Consulting

Conducted a 3-stage property review

1. Pre-visit review
 - a. P&L's spanning 4 years – analysis of sales and cost trends
 - b. Review menus and sales mix reports, catering pace reports, organization chart(s), inventories, other information supplied by hotel
 - c. Review hotel's web site(s) and information about F&B; assess social media standing ; review hotel's F&B competitors
2. On-site visit
 - a. Tour property, FOH & BOH
 - b. Meet with department heads including catering sales team, review Stage-1 conclusions/assumptions
 - i. For restaurants, room service, bars/lounges, banquet and meetings, assess: COGS, labor productivity, sales and marketing
 - ii. Analyze P&L, YTD results, organization and management team, sales mix, market segmentation, cost control systems
 - iii. Evaluate menus: layout, formatting (printed & digital), pricing, engineering
 - c. Review initial findings and impressions with hotel management.
3. Post-visit: prepare detailed report of findings, agreements, action plans with priorities.

Results

Changes were implemented that yielded improvements in sales POR and profit margin.