

CHEF BATUHAN ÖZKÖK

HOTEL F&B DIAGNOSTIC · 18-POINT WORKSHEET

Hotel F&B P&L Diagnostic Worksheet

An 18-point diagnostic worksheet for hotel GMs and F&B Directors to identify revenue leaks, cost overruns, and operational inefficiencies in your food and beverage operation.

18

DIAGNOSTIC POINTS

3

FOCUS AREAS

5★

HOTEL BENCHMARK

Complete this worksheet with your most recent 12 months of actual data. Where data is unavailable, estimate conservatively. The benchmark ranges shown are for 5-star luxury properties — adjust by 5-8% for 4-star. Gaps between your actuals and benchmarks represent the P&L improvement opportunity.

1 Revenue Analysis

1. RevPASH — Revenue per Available Seat Hour (all outlets, average)

Benchmark: €35–€65 (fine dining); €18–€30 (all-day dining)

Calculate: $\text{Total F\&B revenue} \div (\text{total seats} \times \text{operating hours})$

2. Breakfast capture rate — % of hotel guests dining in-house

Benchmark: 65–80% for luxury city hotels; 55–70% resort

3. Average check per cover (ex. VAT, ex. service charge)

Benchmark: Fine dining: €90–€140; All-day: €35–€60; Bar: €22–€40

4. F&B revenue as % of total hotel revenue

Benchmark: 25–35% for luxury; 18–25% for upper-upscale

5. Outlet revenue split by daypart (% , breakfast / lunch / dinner / bar)

Benchmark: Breakfast 30–40% / Dinner 40–50% / Other 15–25%

6. Banqueting and events F&B revenue trend — year-on-year growth (%)

Benchmark: Target: +8–12% YoY growth

7. Food cost % by main outlet

Benchmark: 28–32% fine dining; 24–28% all-day dining

Use actual cost, not theoretical — track waste separately

8. Beverage cost % by category (wine / spirits / beer / non-alc)

Benchmark: Wine: 30–38%; Spirits: 18–25%; Beer: 22–28%

9. Labour cost % of total F&B revenue

Benchmark: 30–35% luxury; 28–32% mid-scale. Include benefits, overtime

10. Wastage and over-production rate (as % of purchases)

Benchmark: Target <4% kitchen waste; <2% beverage

11. Menu engineering: % of items classified as Stars (high margin + high popularity)

Benchmark: Target: 30–40% of menu items are Stars; <15% Dogs

12. Purchasing compliance — % of spend through contracted vs. spot suppliers

Benchmark: Target 80%+ contracted. Spot-buy rarely achieves best terms

13. SOP compliance audit score (scale: 0–100)

Benchmark: Target 90+. Score below 75 = systemic training gap

14. F&B-specific guest satisfaction score (NPS or equivalent)

Benchmark: NPS target: 50+; TripAdvisor F&B score: 4.3+ stars

15. Staff training hours per F&B employee per quarter

Benchmark: Minimum 12 hours/quarter for front-of-house

16. Plate returns and guest complaints per 100 covers

Benchmark: Target <0.5 returns; <1.0 complaints per 100 covers

17. Kitchen prep efficiency — actual prep hours vs. theoretical budget (%)

Benchmark: Actual should be within 10% of theoretical. Variance >20% = planning issue

18. In-room dining / upsell conversion rate

Benchmark: Target 15–25% of in-room amenity orders upsold to full dining
