

STACHS & WRAXX

The Chefs & Kitchen Opportunity

Where recoverable profit sits — the evidence, the levers and the numbers

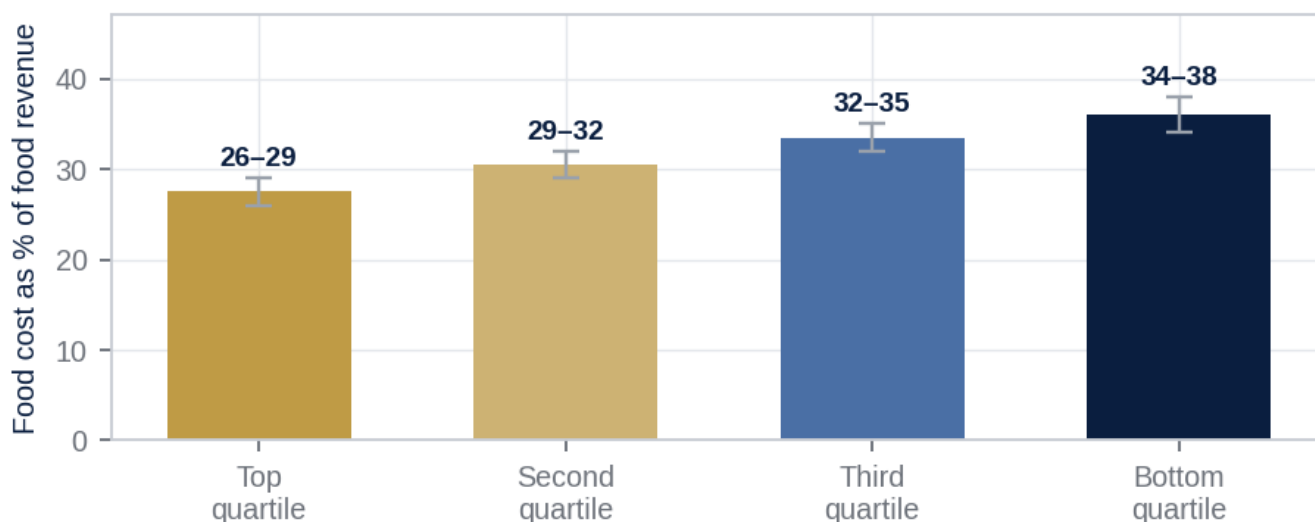
The kitchen is the largest controllable cost centre in most hotel food and beverage operations, and in the majority of properties it runs two to six percentage points above the top-quartile food cost benchmark for its cuisine category.

2–6 ptsFOOD COST GAP VS TOP
QUARTILE**20–40%**WASTE REDUCTION
ACHIEVABLE**25–35%**KITCHEN COST THAT IS
LABOUR**£0**

PAYABLE UNLESS VERIFIED

THE SIZE OF THE GAP

Chefs & Kitchen — performance by quartile



Benchmark spread between performance quartiles. The differential is operational, not structural — which is what makes it recoverable.

REAL-WORLD HOSPA — food cost benchmarking, UK hotel kitchens

Result: Top-quartile kitchens achieve 26–29% food cost against 32–38% for the bottom quartile — a gap that is entirely operational.

HOSPA data shows a consistent six to ten percentage point differential between quartiles, explained not by ingredient cost but by forecasting, recipe compliance and waste management.

Source: HOSPA — F&B Financial Management Best Practice

REAL-WORLD Winnow — hotel kitchen food cost and waste study

Result: 20–40% waste reduction; average £50,000 annual saving per hotel restaurant kitchen.

Data from more than a thousand hotel kitchen deployments. Combined with recipe compliance monitoring, total food cost improvement typically reaches £60,000–£90,000 annually.

Source: Winnow Solutions — Hotel Kitchen Waste Reduction Report (2024)

REAL-WORLD Cornell — menu engineering: culinary and commercial integration

Result: Chef-led menu engineering integrating culinary judgement with GP% data increases menu profitability by 10–18%.

The most effective programmes are those where the chef is both the culinary and financial decision-maker, using GP% as a creative constraint rather than an external limitation.

Source: Cornell Center for Hospitality Research; Kasavana & Smith

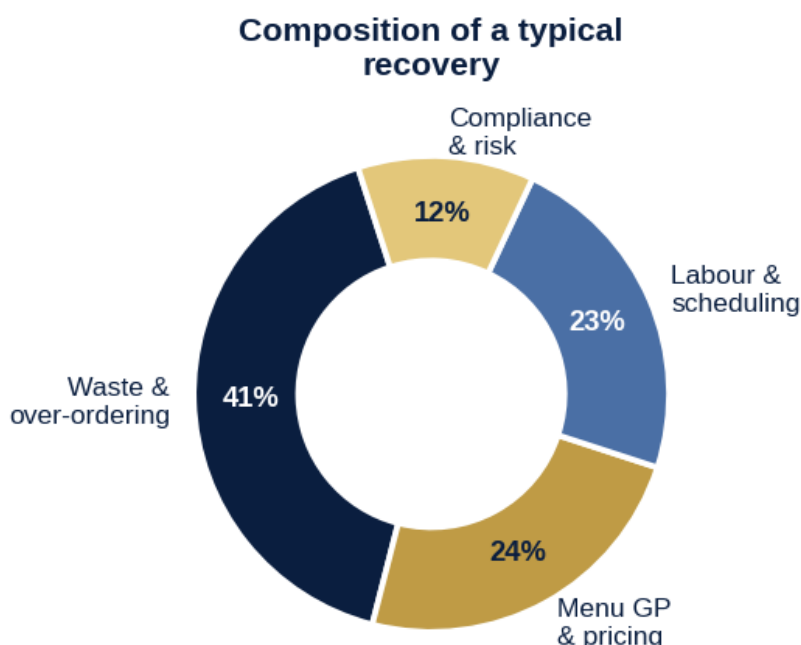
REAL-WORLD FSA / NEBOSH — food safety compliance and commercial risk

Result: Kitchens with documented HACCP frameworks experience 40% fewer incidents and demonstrably lower insurance premiums.

Beyond eliminating regulatory risk, insurers increasingly reward documented compliance with reduced premiums on food safety and liability cover.

Source: UK Food Standards Agency; NEBOSH

WHERE THE MONEY ACTUALLY SITS



Composition of a typical recovery. Proportions vary by property.

Food cost and waste

- **Recipe costing and portion compliance** — every dish costed against live ingredient prices, not the price on the day the menu launched.
- **Predictive ordering** — demand forecast against covers, events and season. Typically removes 20–40% of prep over-production.
- **Yield tracking by ingredient category** — finding the few lines carrying most of the waste rather than asking a brigade to be generally careful.

Menu gross profit

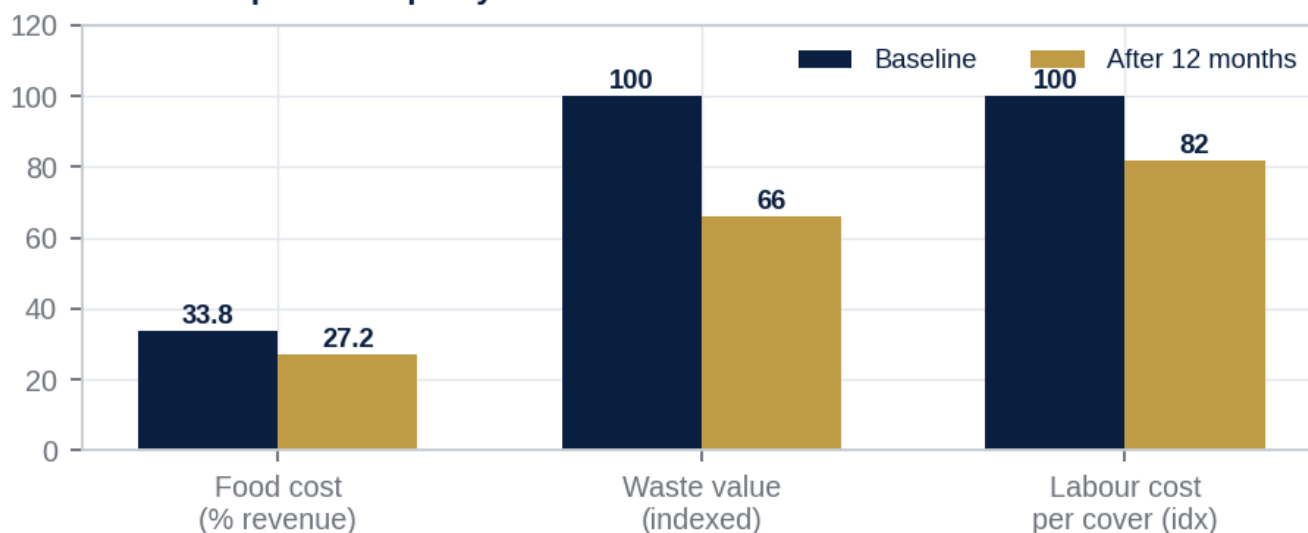
- **Dish-level GP%** — true gross profit per dish including recipe cost, prep time and yield.
- **Redesign for margin** — reformulating or repositioning low-margin dishes without compromising the menu.
- **Pricing architecture** — pricing reflecting market position and margin, including seasonal and tasting menus.

Labour and compliance

- **Brigade scheduling** against cover forecasts — typically 15–25% out of overtime and agency.
- **Cross-training** across stations, removing single-point-of-failure staffing cost.
- **HACCP Level 3 and allergen framework** — legal requirement and commercial risk management.

WHAT MOVEMENT LOOKS LIKE

Illustrative partnership — year one movement



Illustrative twelve-month movement across the three levers.

ILLUSTRATIVE The Caldwell Kitchen — food cost programme

Result: Food cost reduced from 34.2% to 27.8%; £76,800 annual saving.

A four-star, 120-cover kitchen implemented demand forecasting, POS-linked recipe costing and structured yield management over six months.

Source: Stachs & Wraxx — illustrative partnership

ILLUSTRATIVE The Hartley Kitchen — menu GP programme

Result: Average dish GP% increased from 58% to 71%; £52,000 annual improvement.

A 90-cover hotel restaurant redesigned its menu using full dish-level GP% analysis, preserving the character of the offer.

Source: Stachs & Wraxx — illustrative partnership

ILLUSTRATIVE The Norwood Kitchen — full programme, year one

Result: £82,600 verified improvement. Food cost 33.8% to 27.2%; waste down 34%; labour per cover improved 18%.

Improvement compounded through the year rather than arriving in one step — characteristic of forecasting and recipe discipline.

Source: Stachs & Wraxx — illustrative partnership

BENCHMARK REFERENCE

METRIC	TOP QUARTILE	TYPICAL	WHERE THE MOVEMENT COMES FROM
Food cost %	26–29%	32–38%	Forecasting, recipe compliance, portion control
Food waste value	Tracked daily	Untracked	Measurement first; 20–40% reduction follows
Average dish GP%	68–72%	55–60%	Dish-level costing and menu redesign
Labour as % kitchen cost	25–28%	30–35%	Cover-linked scheduling, cross-training
HACCP framework	Documented L3	Informal	40% fewer incidents; lower premiums

Ranges drawn from the sources cited above. Individual properties vary — which is precisely what the audit establishes.

THE COMMERCIAL POSITION IN ONE LINE

Recoverable profit here requires no capital, carries no fee unless it is realised, and the systems built to capture it remain the property’s asset at the end of the term.

We find the cost that need not be there, implement the changes with your brigade, and are paid only from a share of what is actually recovered.