

STACHS & WRAXX

The Food & Beverage Opportunity

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

Food and beverage carries the widest margin spread of any hotel department. Applying revenue management disciplines to F&B space and events increases total F&B profit measurably, and menu engineering alone moves GP% by eight to twelve points.

8–12 pts

 GP% MOVEMENT FROM MENU
ENGINEERING

12–18%

 PROFIT CONTRIBUTION
UPLIFT, AI-ENHANCED

20–40%

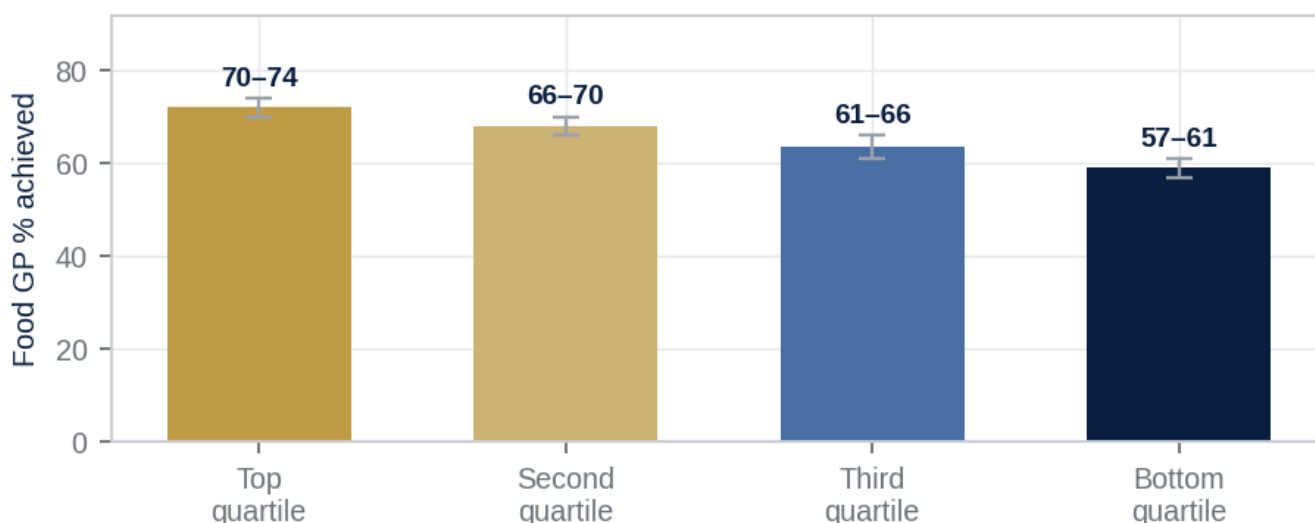
 FOOD WASTE REDUCTION
ACHIEVABLE

£0

PAYABLE UNLESS VERIFIED

THE SIZE OF THE GAP

Food & Beverage — performance by quartile



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

REAL-WORLD Kimes / Cornell — revenue management in F&B

Result: Applying revenue management to F&B space and events increases total F&B profit contribution measurably.

Function space is inventory with a time value, and almost no hotel prices it that way. The discipline is well established in rooms and rarely transferred.

Source: Cornell — Kimes, Restaurant Revenue Management

REAL-WORLD Cornell — menu engineering and restaurant profitability

Result: Applying the Stars/Ploughs/Puzzles/Dogs framework consistently improves menu GP% by 8–12 points.

The framework is widely known and rarely applied with real cost data behind it, which is where the difference lies.

Source: Cornell University — Menu Engineering Research

REAL-WORLD Winnow Solutions — AI food cost impact

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

A detailed waste audit typically reveals 60–80% of food waste concentrated in 20% of menu items — which makes the first fix small and specific.

Source: Winnow Solutions — Food Cost Impact Study

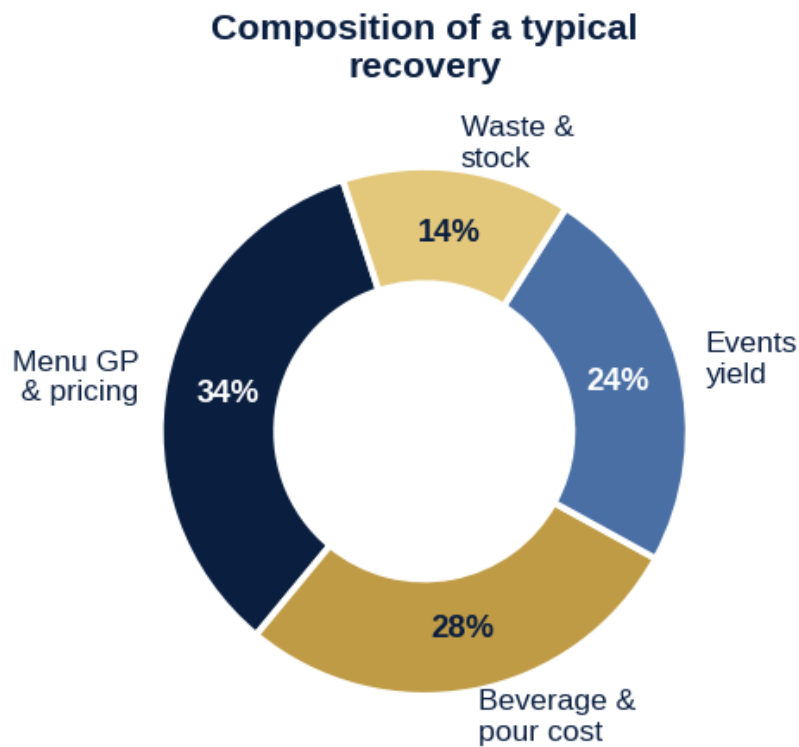
REAL-WORLD WSET — beverage training and revenue impact

Result: CFBE-certified F&B managers earn 18–28% more than non-certified peers, and trained teams increase beverage revenue per cover.

Beverage is the highest-margin line in the department and the one most often left to chance.

Source: WSET; AHLEI — CFBE Outcomes

WHERE THE MONEY ACTUALLY SITS



Composition of a typical recovery. Proportions vary by property.

Menu and gross profit

- **Stars, Ploughs, Puzzles and Dogs** applied properly — consistently improves menu GP% by 8–12 points.
- **Dish-level costing** against live prices rather than launch-day prices.
- **Pricing architecture** across restaurant, bar and events.

Beverage and stock

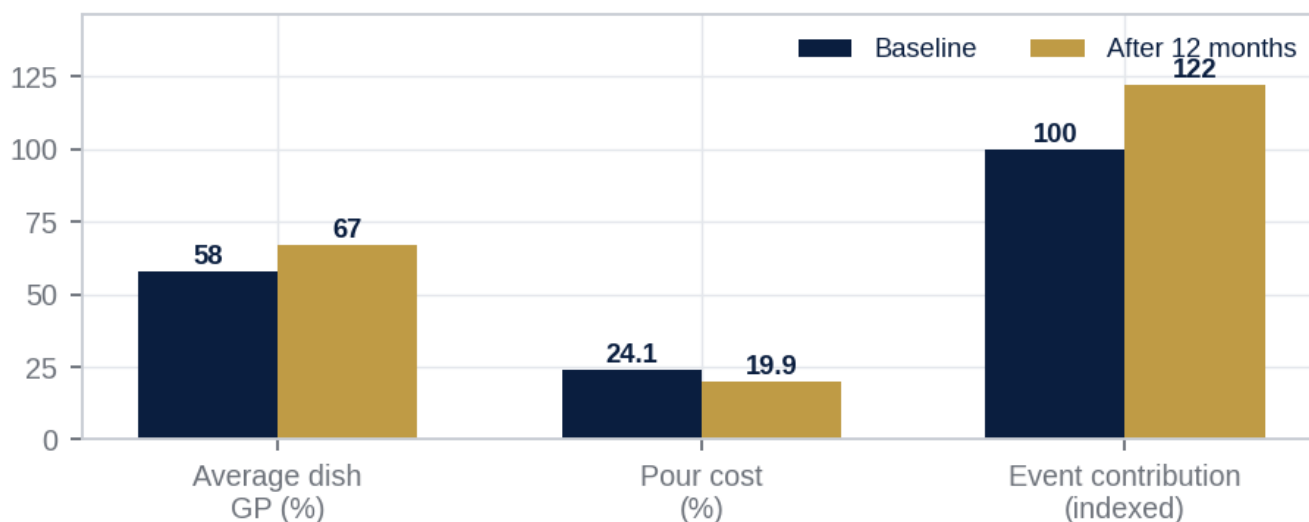
- **Pour cost and stock variance** — the most reliably recoverable line in F&B.
- **Beverage training** — WSET-trained teams demonstrably increase beverage revenue per cover.
- **Supplier terms** against what the volume should command.

Events and yield

- **Revenue management applied to space** — treating function rooms as yieldable inventory.
- **Event profitability measured separately** from restaurant trade, which most properties do not do.
- **Minimum spend and package architecture** built on actual margin.

WHAT MOVEMENT LOOKS LIKE

Illustrative partnership — year one movement



Illustrative twelve-month movement across the three levers.

ILLUSTRATIVE The Aldermore — menu and beverage

Result: Average GP% up 9 points; pour cost down 4.2 points; £64,000 annual improvement.

A hotel restaurant and bar were addressed together, which mattered — the bar carried most of the recoverable margin and was reviewed least often.

Source: Stachs & Wraxx — illustrative partnership

ILLUSTRATIVE Sennen House — events yield

Result: Event contribution up 22%; £48,000 verified.

Function space was priced as yieldable inventory for the first time, with minimum spends rebuilt on actual margin rather than precedent.

Source: Stachs & Wraxx — illustrative partnership

ILLUSTRATIVE The Blackwood — full F&B programme

Result: £88,300 verified across menu, beverage, waste and events.

Waste was the fastest win and events the largest, which is the usual order.

Source: Stachs & Wraxx — illustrative partnership

BENCHMARK REFERENCE

METRIC	TOP QUARTILE	TYPICAL	WHERE THE MOVEMENT COMES FROM
Average dish GP%	70–74%	57–66%	Dish-level costing, menu redesign
Pour cost	18–20%	23–27%	Measured pours, stock discipline
Stock variance	Under 1%	3–5%	Counting discipline and accountability
Event contribution	Measured separately	Blended with restaurant	Yield model on function space
Menu recosting	Quarterly	At launch only	Live ingredient pricing

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 F&B team, and are paid only from a share of what is actually recovered.