STAGE 3 — DISCOVERY CALL

What Our F&B Audits Consistently Reveal

The five patterns found in every F&B operation we analyse

FOOD & BEVERAGE DEPARTMENT

A Consistent Commercial Picture

Across every Food & Beverage operation we have audited, the same structural inefficiencies appear with remarkable consistency — regardless of property type, cuisine category, or market position. These are not failures of management. They are consequences of the fact that the analytical tools, benchmarking data, and AI-enabled systems needed to surface and resolve them are not standard components of F&B; operational management. That is precisely what our programme provides.

Pattern 1: Menu Architecture Not Engineered for Margin

The majority of menus we review have been designed with culinary and aesthetic criteria as the primary drivers. Margin distribution across menu items — identifying Stars (high popularity, high margin), Ploughs (high popularity, low margin), Puzzles, and Dogs — has not been formally applied. Repositioning the menu architecture based on this analysis consistently improves overall menu GP% by 8–12 percentage points.

Pattern 2: Food Cost Above Benchmark for Cuisine Category

In more than 80% of the F&B; operations we audit, food cost percentage is running 2–6 points above the top-quartile benchmark for the relevant cuisine category. The gap is almost never attributable to ingredient cost — it is driven by over-ordering, recipe non-compliance, and waste. AI-assisted demand forecasting and recipe costing close this gap systematically.

Pattern 3: Beverage Programme Below Margin Potential

The majority of hotel beverage programmes are managed to ensure availability rather than profitability. Wine lists are not engineered for margin; cocktail menus are not structured for upselling; staff are not trained to the WSET standard that converts knowledge into guest-led beverage revenue. Addressing these gaps typically increases beverage GP% by 8–12 percentage points.

Pattern 4: Events and Banqueting Revenue Unmanaged

In the majority of properties we audit, events and banqueting revenue is managed entirely reactively — responding to enquiries rather than proactively managing function space yield. Minimum revenue requirements, tiered package pricing, and advance booking incentives are absent. Structured events revenue management typically increases function revenue by 20–35%.

Pattern 5: No Integrated F&B; P&L; at Outlet Level

The majority of F&B; operations are reported at departmental total level — not at individual outlet level with full GP% and cover statistics. This absence of granularity prevents the department head from identifying which outlets, dayparts, or menu categories are driving or suppressing performance. Our programme builds this visibility as the foundation of the profit-share calculation.

These five patterns are present in virtually every F&B; operation we audit. The Discovery Call identifies which are most significant for your property and quantifies the combined financial opportunity.

F&B; managers who have proceeded to partnership after the Discovery Call have generated an additional £900–£1,500 per month — income traceable directly to the systematic resolution of these five patterns.

CASE STUDIES

Evidence-Based Profit Improvement

Cornell — Menu Engineering: The Four-Category Framework

REAL-WORLD

Result: Applying Stars/Ploughs/Puzzles/Dogs framework consistently improves menu GP% by 8–12 points without price increases

Cornell's foundational menu engineering research demonstrates that classifying menu items by popularity and profitability — and repositioning the menu architecture accordingly — consistently improves overall menu GP% by 8–12 percentage points. The methodology is now AI-automatable, allowing continuous rather than periodic menu engineering.

Source: Cornell Center for Hospitality Research — Menu Engineering: Practical Guide to Profitable Menu Analysis; Kasavana, M. and Smith, D. — Menu Engineering

Winnow — Hotel F&B; Food Waste Patterns Study

REAL-WORLD

Result: Over 80% of hotel F&B; kitchens show avoidable food waste above optimal benchmark; AI correction delivers £40K–£80K annual saving

Winnow's analysis of 1,000+ hotel F&B; kitchen deployments found that over 80% were operating with avoidable food waste above optimal benchmark levels. The primary causes — over-ordering and inaccurate prep quantity estimates — are both directly addressable through AI-assisted demand forecasting. The average hotel restaurant kitchen saves £40,000–£80,000 annually from AI-corrected waste alone.

Source: Winnow Solutions — Hotel Kitchen Waste Reduction Industry Report (2024). winnowsolutions.com

Northgate Hotel Collection — Five-Pattern Discovery (Hypothetical)

HYPOTHETICAL

Result: All five patterns found across two properties; £196,000 combined annual opportunity; managers generating £1,200–£1,450/month

A 4-star group with two hotel restaurants participated in SW F&B; Discovery Calls. All five diagnostic patterns were present in both properties. Combined annual opportunity: £196,000. Following partnership commencement, both F&B; Managers were generating profit share income of £1,200 and £1,450/month respectively within six months.

Source: SW Partnership Group — Composite illustrative scenario based on Cornell, Winnow, and SW benchmark data

METRICS & DATA SHEET

Key Performance Indicators & Profit Impact

8–12% **Menu GP Uplift** Margin improvement from engineering menu architecture	**2–6 pts** **Food Cost Gap** Typical over-performance vs. top-quartile benchmark	**20–35%** **Events Revenue** Uplift from structured events revenue management
80% **Audits Find It** Properties with food cost above benchmark (our data)	**5 Patterns** **Consistently Found** Present in every F&B; operation we audit	**£900–£1,500** **Mgr. Monthly** Additional monthly income post-partnership

How the SW Profit-Sharing Partnership Works: We identify hidden areas of profit within your department, implement the improvements alongside your team, and share the resulting gains proportionally — with the company, the departmental manager, participating employees, and SW Partnership Group. No upfront cost. No saving, no fee.