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INN-FORMATION

Steven Brown

Supreme Commander

and all round good egg



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THE GCMA Catering Operation Survey Results



43.6% operate food service internally



56.1% operate food service externally



0.3% No provision



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WHO PROVIDES THE FOOD SERVICE

- Steward, their partners or staff 24.8%
- External provider 41.0%
- Franchised (national org) 1.0%
- Other arrangements
(college or not specified) 32.9%



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TURNOVER OF FOOD OPERATION

▪ Less than 50k	13.5%
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▪ 51k to 75K	13.8%
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▪ 76k to 100k	17.9%
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▪ 101k to 125k	15.1%
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▪ 126k to 150k	11.9%
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▪ 151k to 200k	13.8%
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▪ 201k to 250k	4.8%
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▪ 250k plus	9.3%
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Customer Satisfaction levels

❖	Very good (overall)	56.2%
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❖	Okay	40.4%
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❖	Not very good	2.2%
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❖	Poor	1.3%
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OUT SOURCED CATERING – CLUB BENEFITS

- 1. Club receives rental 48.7%**
- 2. Club receives energy cost contribution 10.1%**
- 3. Club receives equip replacement 10.1%**
- 4. Club receives % of net profit 10.1%**



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OUT SOURCED CATERING – CLUB PAYS

- | | |
|--|--------------|
| 1. Club pays a retainer (winter) | 16.4% |
| 2. Club pays all energy costs | 75.1% |
| 3. Club pays all equip repair/replace | 76.2% |
| 4. Club receives no profit share | 46.6% |



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OUT SOURCED OPERATION

How confident would you feel about operating your catering profitability in-house

❖ **Not very confident** **60.2%**

❖ **Moderately confident** **32.3%**

❖ **Very confident** **7.5%**



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ADDITIONAL BENEFITS FOR THE CATERER

❖	Use of free accommodation	42.6%
❖	Use of rented accommodation	9.9%
❖	Use of golf course (restricted)	37.0%
❖	Use of golf course (unrestricted)	35.8%
❖	Discounts on bar drinks & other benefits	10.5%



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Stocktaking of catering provision

❖ **Provided by the club** **34.4%**

❖ **Provided by the caterer** **23.6%**

❖ **No provision at all** **42.0%**



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TERMS LAST NEGOTIATED

- | | |
|-------------------------|-------|
| ➤ In the last 12 months | 59.1% |
| ➤ In the last 2 years | 19.8% |
| ➤ In the last 5 years | 15.3% |
| ➤ More than 5 years ago | 5.8% |



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What advice would you like on catering options

An explanation of the options 63.2%


Detail on how to set up 53.5%

Guidance on designing a mutually acceptable agreement 72.3%



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Interest on attending a seminar at conference

 Very interested	13.2%
 Interested	36.6%
 Not interested	50.2%!!!!!!



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FURTHER RESEARCH REQUIRED

1. What are the target gross profits/margins being made

2. Who inspects due diligence and EHO compliance (outsourced)?

3. Why are terms not negotiated annually

4. Why are 60.2% of all respondents not confident about operating an in-house catering provision?

5. Why are 50.2% of all respondents not interested in exploring whether or not they can provide a profitable contribution to club profits?

AND LASTLY

6. Why am I so gorgeous and intelligent?



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THE CONCERNS OF CLUB EXECUTIVES – MY SURVEY

- **Not enough time to set up**
- **Not enough time to control (day to day)**
- **Not enough knowledge to set up**
- **Not enough knowledge to control (day to day)**
- **Will we lose money or make money?**
- **Our members fear prices will go up and service decline**
- **YOUR CONCERNS PLEASE**



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THE KEY FACTORS TO CONSIDER

- 1. FINANCIAL (profit levels of capital outlay, training, marketing)**
- 2. PERSONNEL (F & B Manager, secretary, cook vs Chef. Front line staff)**
- 3. JOB DESCRIPTIONS/CONTRACTS, RESPONSIBILITIES**
- 4. OPERATIONS MANUAL**
- 5. ON GOING CONTROLS – stock taking, till reports, menu costings**
- 6. THE MEMBERS CONCERNS**
- 7. CONTRIBUTION LEVELS**



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OPTIONS FOR YOU – SUPPLIERS and SERVICE LEVELS

- ▲ Existing steward/bar manager to provide service (employee basis)
- ▲ Steward/BM's partner to provide service (employee basis or self employed)
- ▲ External providers
 - self employed supplier (local)
 - Franchisors (national)
 - Catering college
 - Catering service providers (regional)



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THE NEGATIVES OF IN-HOUSE CATERING

- **Increased staffing levels (admin controls)**
- **Increased wage costs (salaries, N.I.C. etc)**
- **Increased risk**
- **All losses suffered by club**
- **Greater knowledge base required**
- **Outlay on additional purchases (food costs)**
- **Regulations/compliance issues**



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BENEFITS OF CATERING IN-HOUSE

- **All menus set by the club**
- **Times of food availability set by club**
- **Prices set by club/committee**
- **Marketing club driven (function activity)**
- **All profits go to club**
- **No more free golf, accommodation, fights over hours etc**
- **Can get a contribution on utility costs**



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FOOD FOR THOUGHT

IN-HOUSE

Research thoroughly

Employ professionals

Allocate sufficient time resources

Commit 100%

Maintain constant tight control

OUT-SOURCED

Ensure your partner gives 100%

Re-negotiate terms annually

Set standards

Do not abdicate responsibility



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INN-FORMATION BUSINESS WHEALTH CHECKS

For details of our Business Whealth checks, in-house training and supporting admin documentation Steven can be contacted at

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INN-FORMATION ACROSS THE NATION