

# Case Study #4

## Food & Beverage Case Study



Business Travel Focused Boutique Property

# Case Study #4 - Opportunities

- Different Target Market for Each Individual Meal Period Combined with Resource and Physical Space Constraints
- Inconsistencies with Menu Offerings and Pricing between Outlets and Meal Periods
- Lack of Standardized Daily Forecasting and Menu Item Sales Analysis
- Excess Capacity and Misalignment of Scheduling to Historical Demand
- Pricing Opportunities Compared to Competitive Set and Between Outlets
- Misalignment with Current Promotional Offerings and Target Market Needs

# Case Study #4 – Improvement Overview

## Project Overview:

Cost – \$130,000  
 Year 1 ROI – 12.5 x  
 Improvement POR – \$19.88

Defined Objective Description	Low-End Improvement Potential	High-End Improvement Potential
<b>Purpose</b>		
DO #1 - Outlet - Three Meal Periods	-	-
DO #2 - Grab and Go Breakfast Options	\$47,256	\$118,123
DO #3 - Lunch Options for Target Market	\$111,021	\$336,428
DO #4 - Dinner Menu Design	-	-
<b>Product</b>		
DO #5 - Menu Analysis Tool	-	-
DO #6 - Item Consistency	-	-
DO #7 - In Room Dining Breakfast Side Options	\$3,418	\$3,418
DO #8 - In Room Dining Beverage Sales	\$15,386	\$15,386
DO #9 - Bottled Water Offering	\$6,186	\$6,186
<b>Place</b>		
DO #10 - Outlet Hours of Operation	-	-
<b>Price</b>		
DO #11 - Competitive Pricing	\$415,602	\$415,602
DO #12 - Outlet Compared to Room Service Pricing	\$29,743	\$59,486
DO #13 - Outlet Juice Pricing	\$9,889	\$9,889
DO #14 - In Room Dining Upsell Script	-	-
<b>Promotion</b>		
DO #15 - Happy Hour Promotions and Partnerships	-	-
<b>Process</b>		
DO #16 - Enhanced Forecasting	-	-
DO #17 - Modified Minibar Process	\$149,122	\$149,122
<b>People</b>		
DO #18 - Hourly Labor Capacity Based Scheduling	\$238,802	\$238,802
DO #19 - Management Span of Control	\$123,662	\$123,662
DO #20 - Sales & Catering Capacity	\$144,004	\$144,004
<b>Management System</b>		
DO #21 - Management System Critique	-	-
<b>TOTAL</b>	<b>\$1,294,091</b>	<b>\$1,620,108</b>