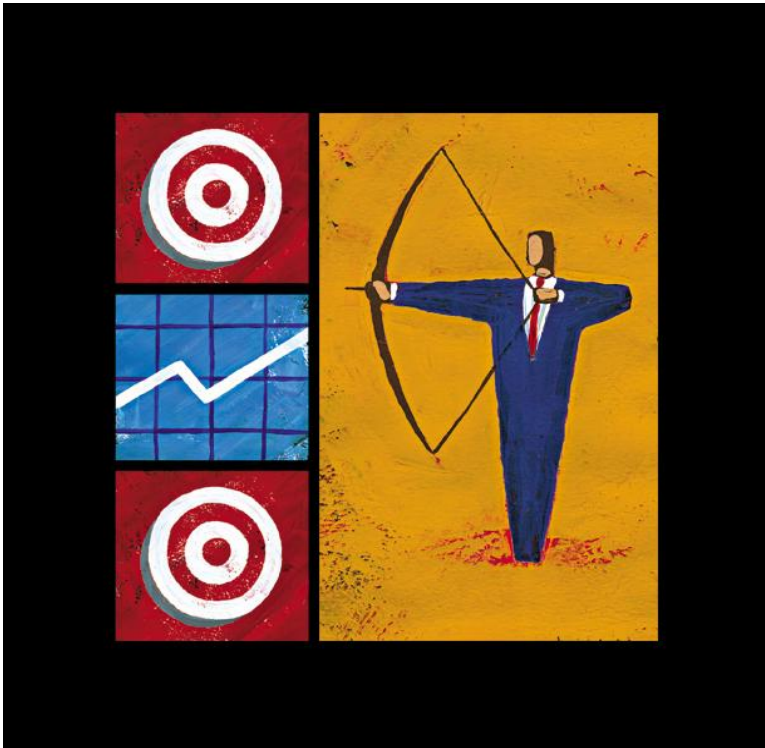


National Association of College and University Food Services



2008 Regional Benchmarking Interest Session

Presented by: Rich Turnbull

Why benchmark?

Do you know...

- How your labor costs compare with similar operations?
- If your food costs are higher or lower than the national average?
- If you have adequate square-footage based on industry norms for retail operations?
- How you would illustrate to your boss that you have an efficient operation?





NACUFS Benchmarking provides....

- **Key industry ratios to help you analyze the effectiveness of your operation**
- **Internal and external trend data to let you see patterns from year to year**
- **Data to help craft your message to a specific audience**
- **Information and convincing reference materials to help with planning**
- **Specific data points to discuss with your boss**



Key Benchmarks

- **Board operations**
 - F&B cost as a % of board revenues
 - F&B cost per meal served
 - Labor cost per meal served
- **Cash operations**
 - F&B cost as a % of cash revenues
 - Labor cost as a % of cash revenues
 - Revenues per cash operations meal
- **Convenience stores**
 - Labor cost as a % of total store sales
 - COGS as a % of total store sales.
 - Average transaction
- **Catering**
 - F&B cost as a % of revenues
 - Labor cost as a % of revenues



Improved Survey

- **Catering reporting**
- **Refined definition of c-store**
- **C-store reporting**
- **Contract Administrators**
- **Canadian Schools**
- **Prep Schools/Academies**

Completing the Survey

- **Recording the data**
 - **Hard copy survey**
 - **Excel template**
 - **On line**



Completing the Survey

- **Common pitfalls**
 - Inconsistency in data recording from year to year
 - Poor planning
 - Sweating the small stuff





Support

- **Benchmarking trainers**
- **National Office**
- **FAQ's**





Benchmarking Reports

Participate in Survey

***Individual Operator
Performance Report***

**Operating Performance
Benchmarking Survey**

Detailed Results

***Historical Trend
Information***

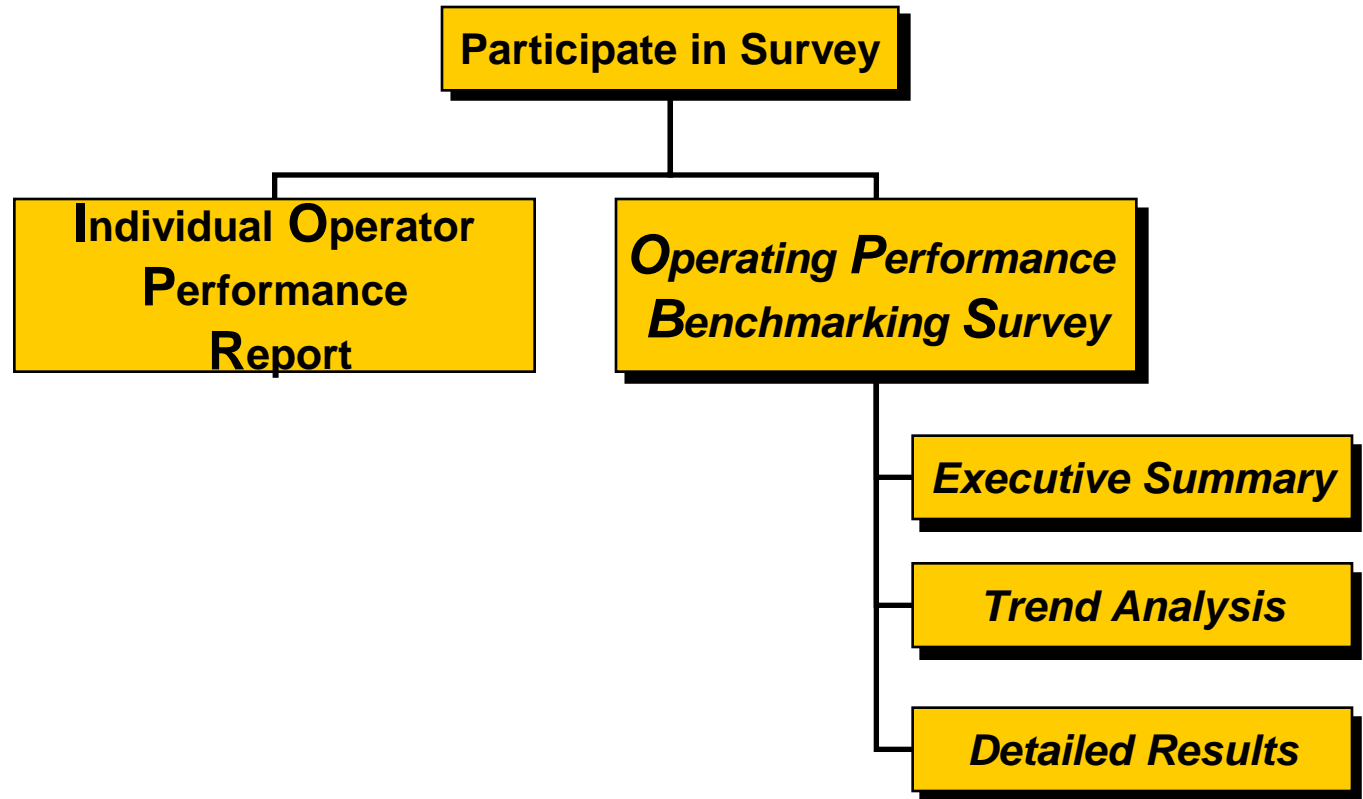
Line Item Definitions



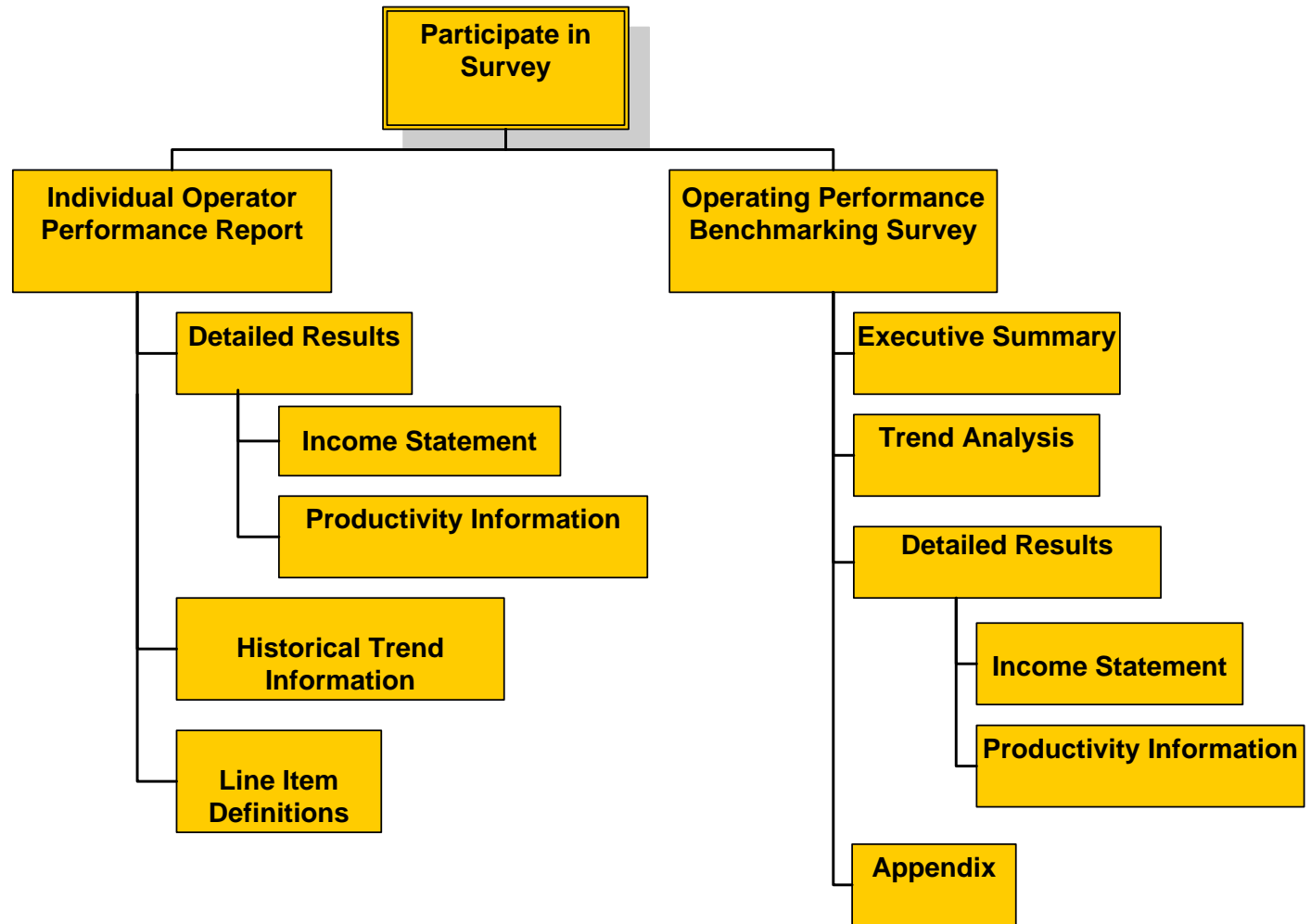
Sample Operational Profile

- **Private institution**
- **4yr institution**
- **\$10 - \$20 million**
- **2.5 - 10 K students**
- **Self operated**
- **Midwest region**
- **Urban location**

Benchmarking Reports



Benchmarking Reports





Customize Your Report

- **Allows participants to benchmark against specific peer institutions**
- **Compares your results to the *averaged* data from selected peer institutions**



Customized Report

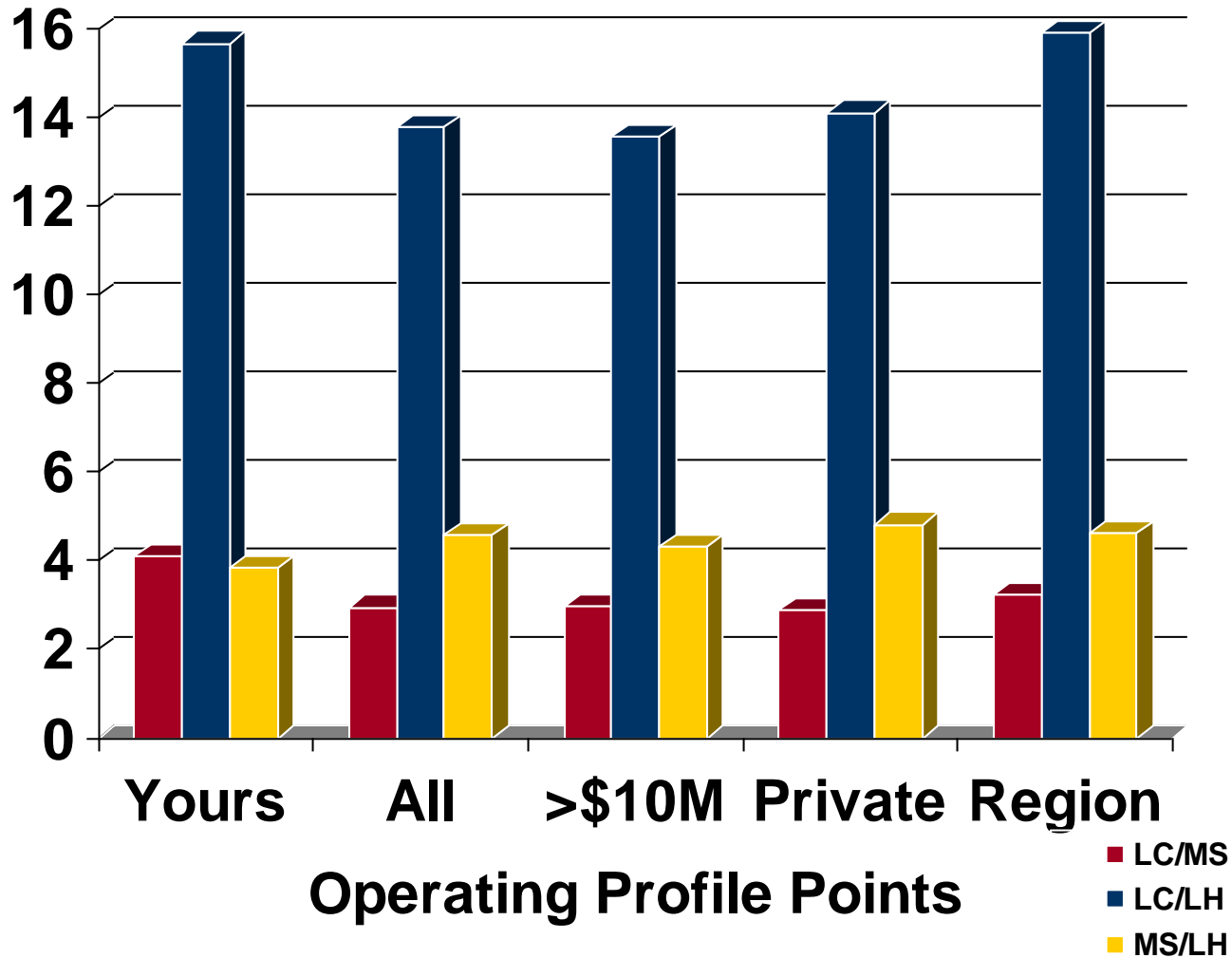
PRODUCTIVITY INFORMATION	YOURS	BIG TEN AVERAGE
Revenues per Board Operations Meal	\$5.63	\$5.57
Revenues Per Year per Meal Plan Student	\$1,982	\$1,837
Meals per Operational Labor Hour	5.21	5.79
Meals per Total Labor Hour	4.52	5.40
Operational Labor Cost per Meal Served	\$1.70	\$1.94
Total Labor Cost per Meal Served	\$2.40	\$2.03
Operational Labor Cost per Labor Hour	\$1.93	\$2.14
Food & Beverage Cost per Meal Served	\$1.93	\$2.14



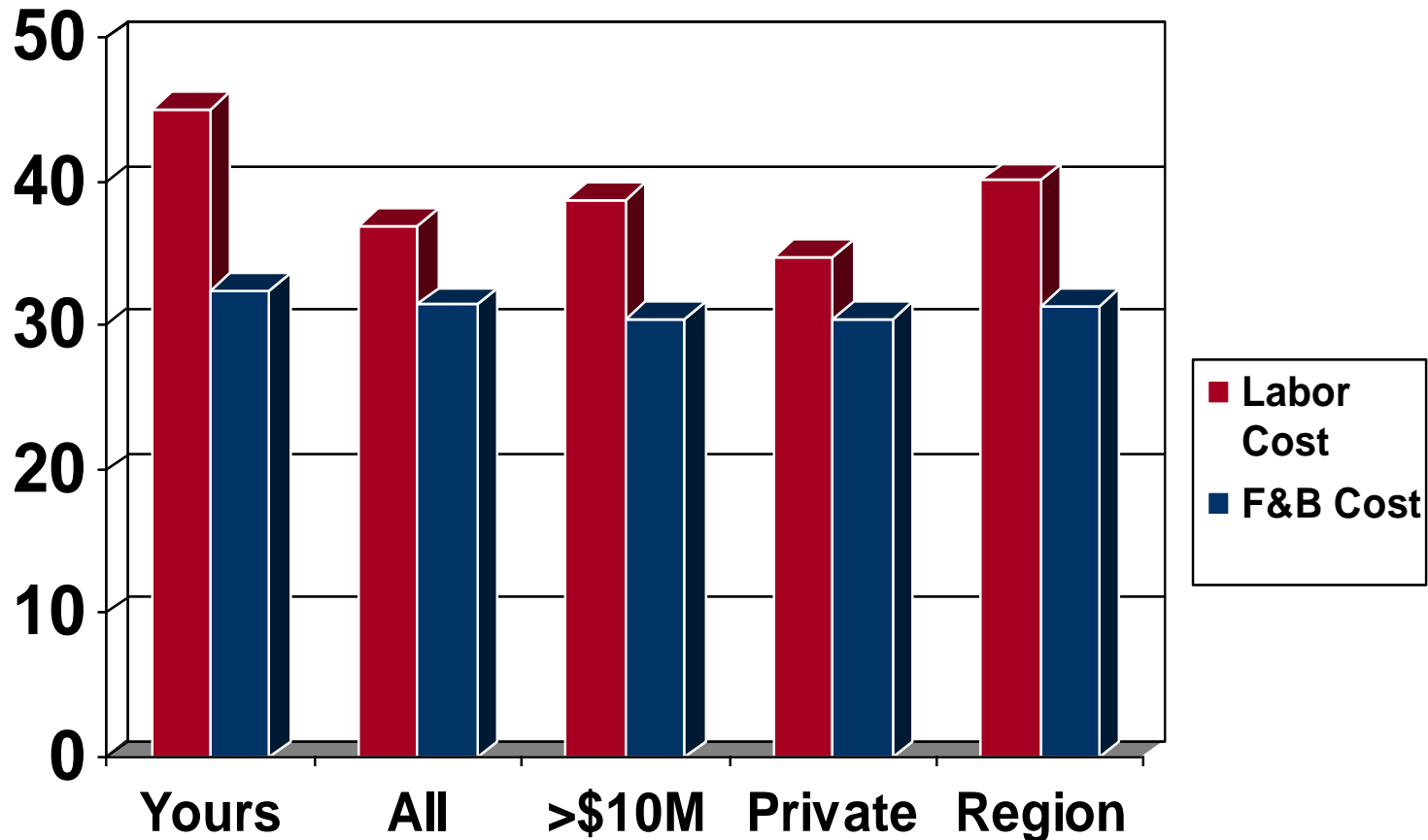
Interpreting the Results

- Take the time necessary to read the reports; understand what the numbers mean
- Recognize potentially invalid results
- Identify gaps in operational performance
- Learn to use several benchmarks in combination

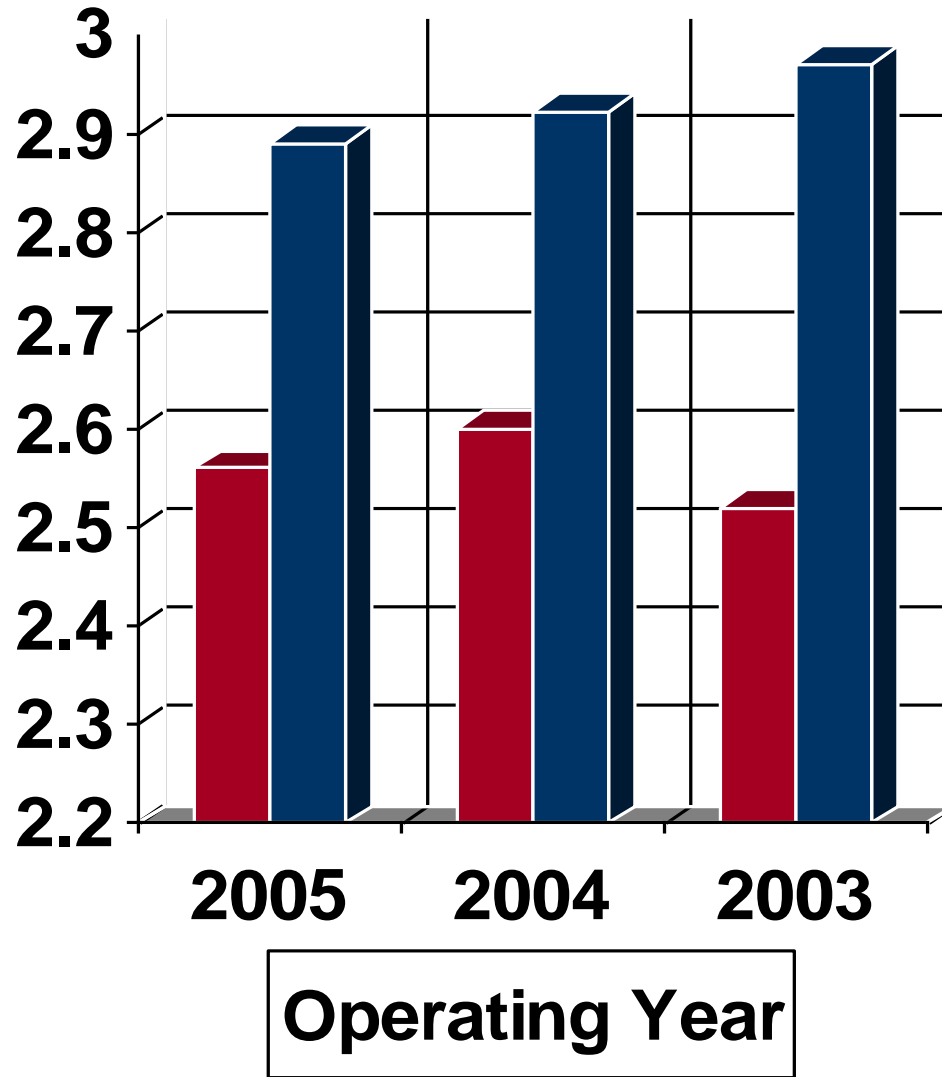
Using Benchmarks in Combination



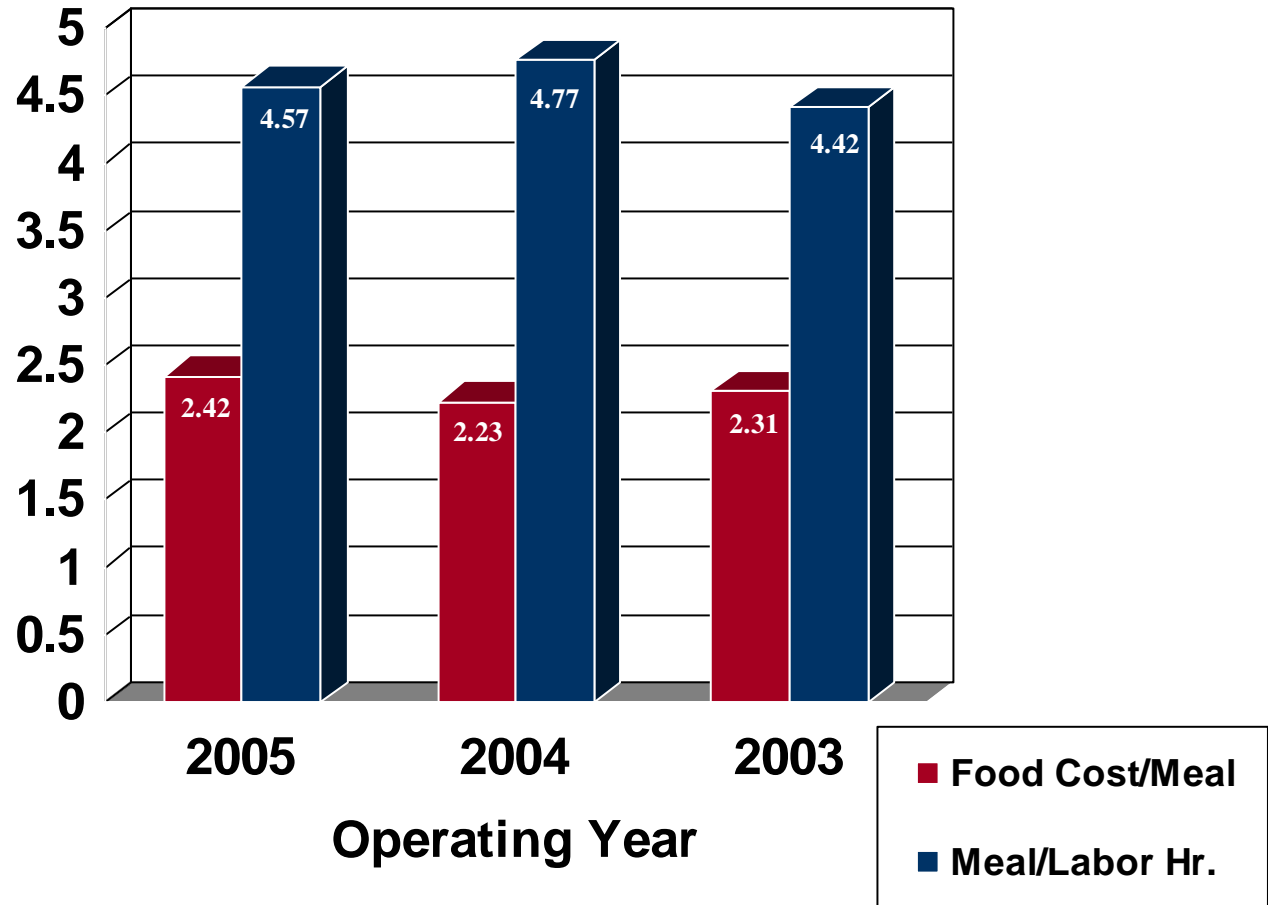
Total Labor Costs and Food and Beverage Costs as a % of Total Revenues



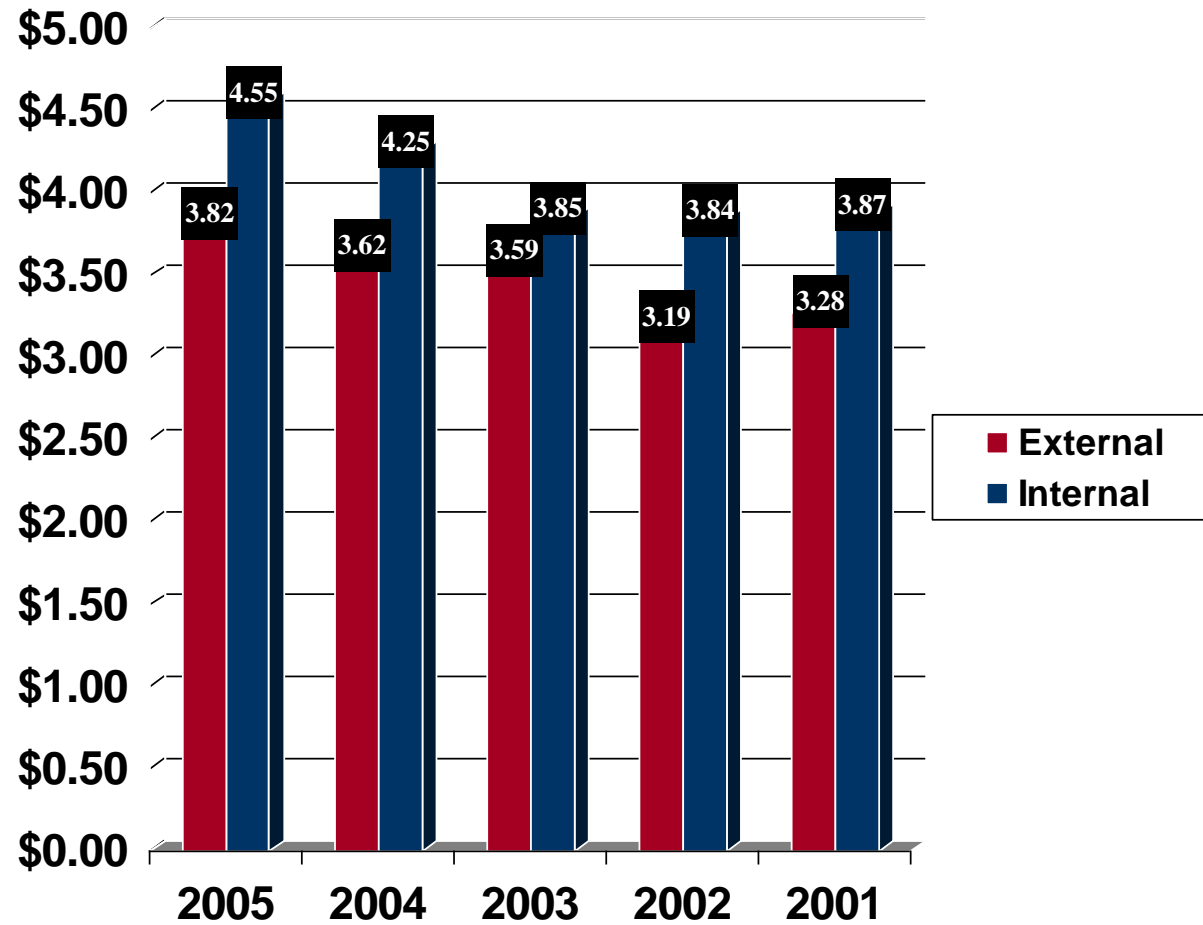
Tracking Internal Trends



Tracking External Trends



Cash Operations Revenues per Meal

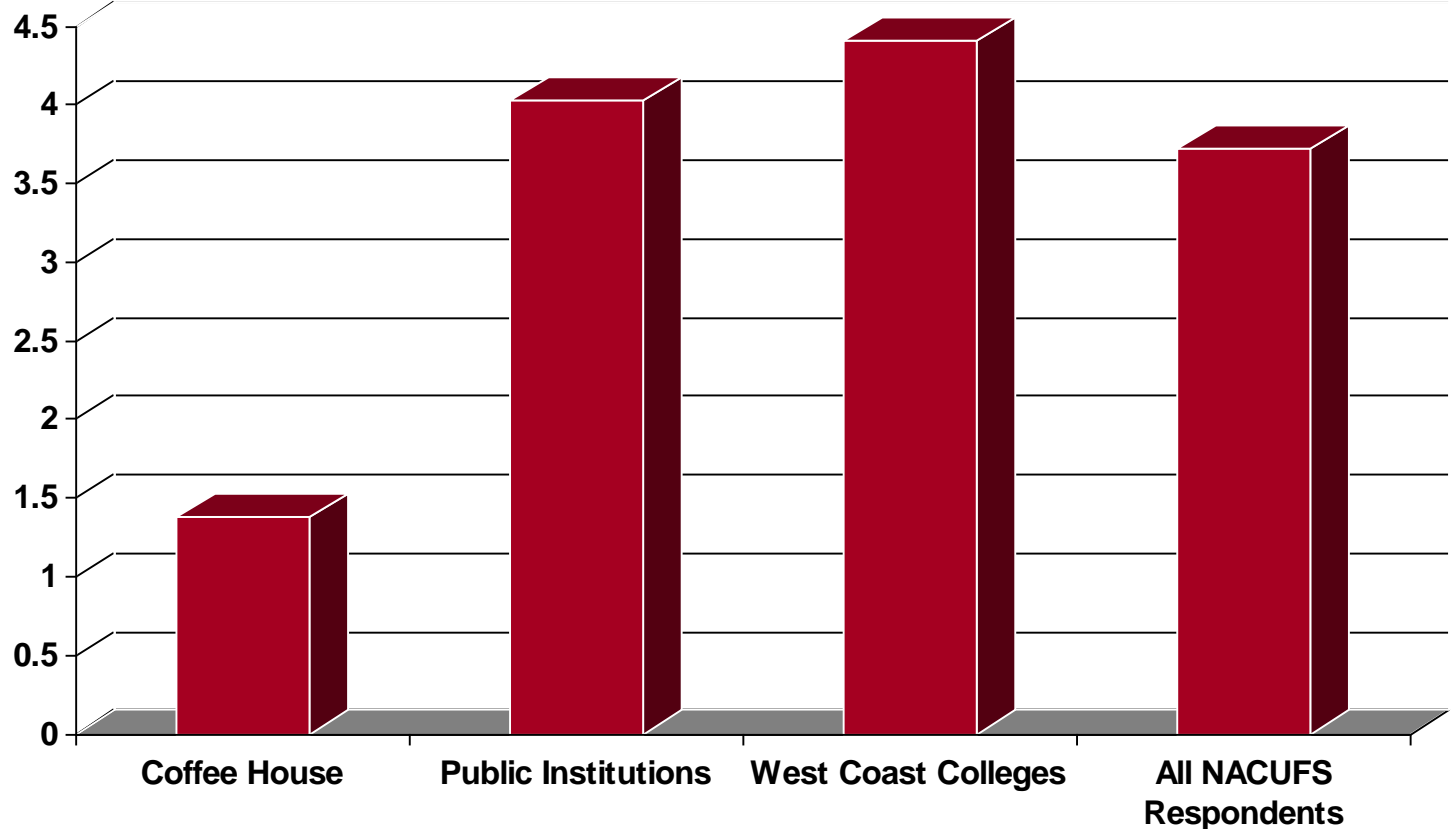


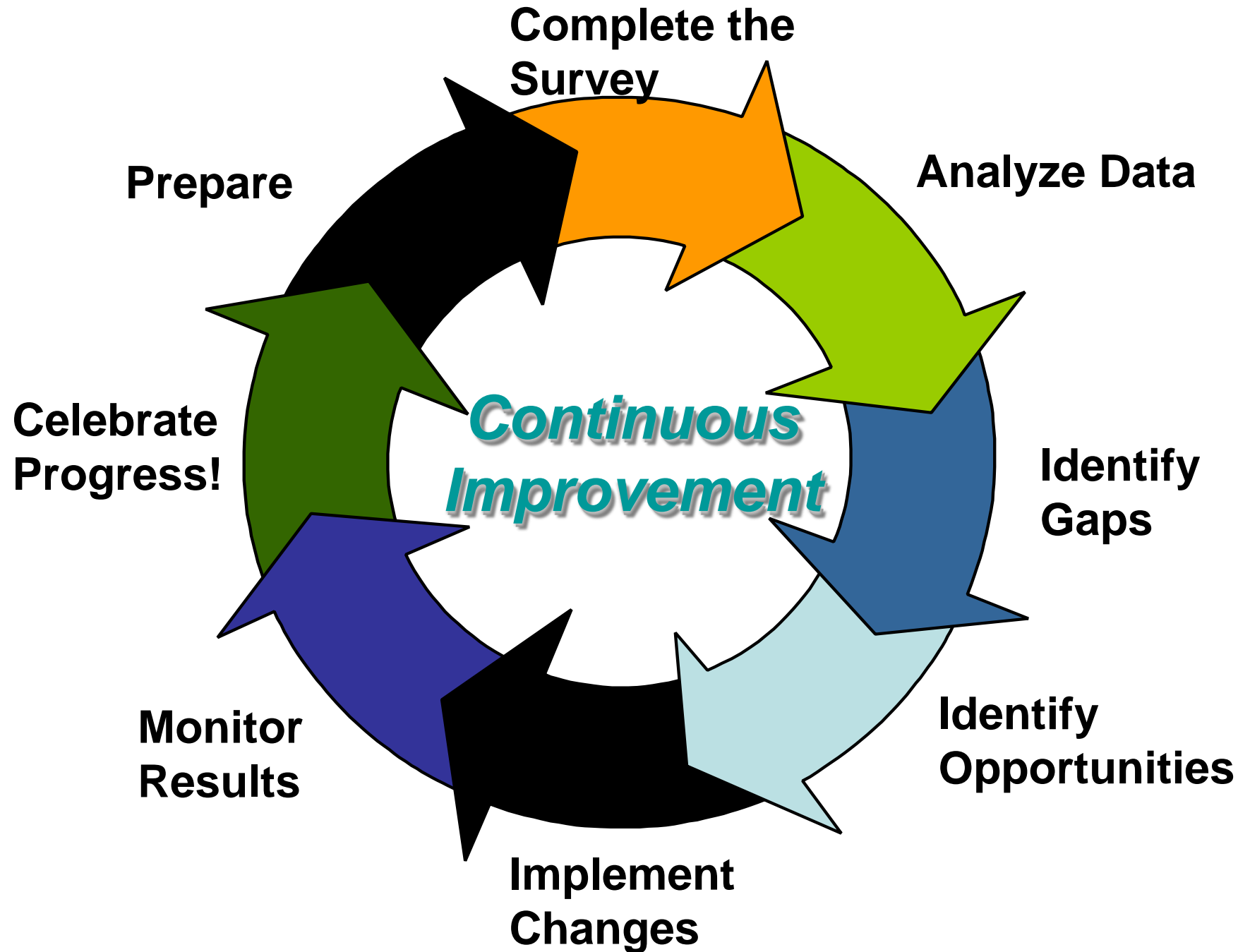
Coffee House Expansion

NACUFS BENCHMARKING SURVEY

Lack of Adequate Seating

■ Square ft seating/\$1000 revenue





Final Thoughts

