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Fabian Bartnick
Co-Founder & Chief Product Officer

Gastronomie umgestaltet:
Umsatzsteigerung durch modernes F&B Revenue Management





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Fabian Bartnick 

Top Hospitality Voice | Revenue Management Expert | Serial Entrepreneur | Helping Hoteliers become great | Master data. Leverage AI. Enhance your skills. - The true edge is you, not the tools you use.

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Talks about #ai, #sales, #leadership, #storytelling, and #revenuemanagement
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- Founder of  **infinito**
rewriting hospitality
- Co-Founder & Chief Product Officer of

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Schon wieder dieses Revenue Management...





Preisgestaltung

Server Performance / Leistung

Kapazitätsoptimierung

Menüoptimierung

Food cost Optimierung

Was meint man eigentlich mit Restaurant und Bar Revenue Management?

Staffing

“Happy Hour” Promotions

Forecasting

Datenanalysen

Tischoptimierung



Funktioniert das denn überhaupt???



„Innerhalb von zwölf Monaten nach der Implementierung erzielten Restaurants, die Restaurant Revenue Management (RRM) nutzten, ein **fünfmal höheres Umsatzwachstum** als Restaurants, die kein RRM verwendeten“

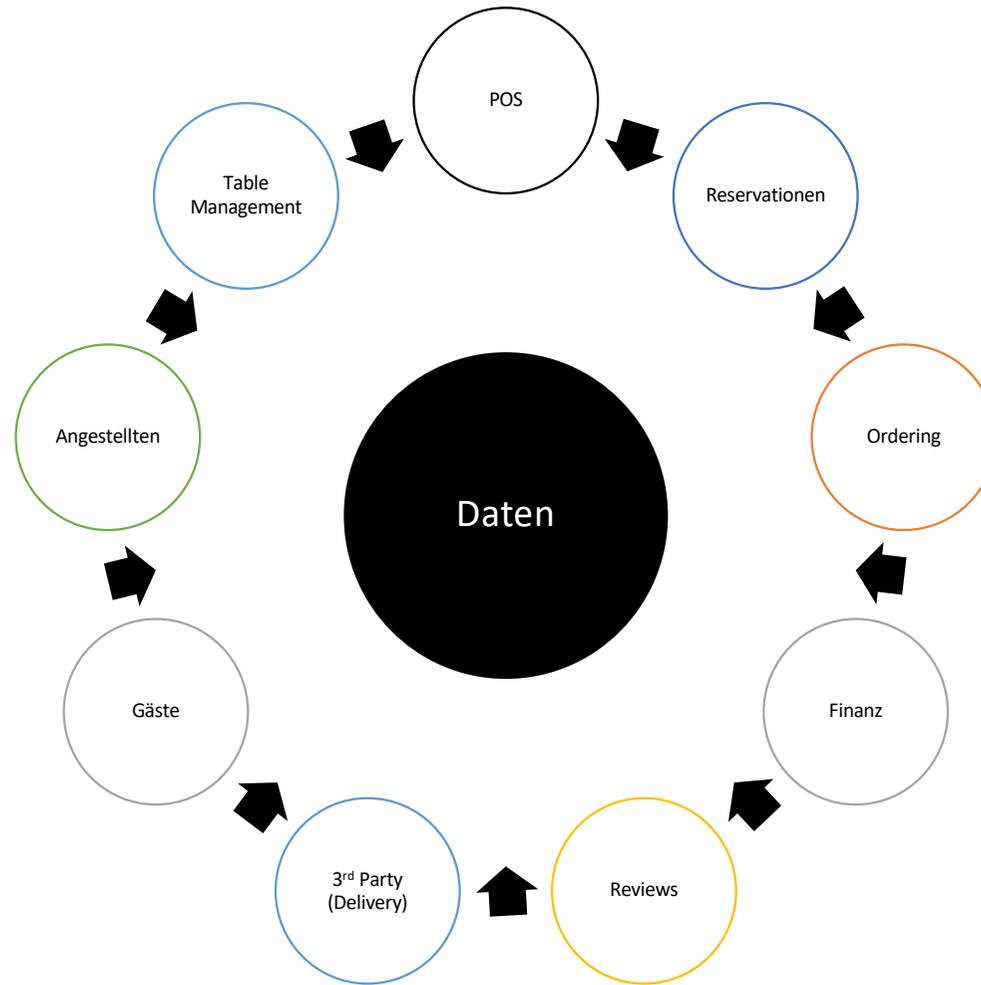
Sheryl E. Kimes and Jeannette Ho

Implementing Revenue Management in Your Restaurants: A Case Study with Fairmont Raffles Hotels International. Cornell University School of Hotel Administration



Funktioniert...Tip Top 

Aber, wo fang Ich jetzt an???





Daten, VIELE Daten





Ich google mal: key performance indicators for restaurants...

From sources across the web

 Cost of goods sold	 Employee turnover	 Labor cost ratio
 Prime cost	 Gross profit	 Table turnover rate
 Break-even point	 Food cost percentage	 Revenue per available se...
 Cash flow	 Average table occupancy	 Food wasted
 Customer retention rate	 Customer satisfaction	 Online reviews
 Server benchmarks	 Table turn time	 Average revenue per guest
 Turnover	 Menu items	 Spend per Head
 Historical sales	 Average check size	 Bookings

Show less ^

Feedback

HILFE!



Hmmm, welche denn jetzt?!?

Top 7 Benchmark KPIs Every Restaurant Owner Should ...

24 Aug 2022 — **Top 7 Benchmark KPIs Every Restaurant Owner Should Measure** · 1. Sales · 2. Historical Sales · 3. Labor Cost · 4. Cost of Goods · 5. Prime Cost · 6. Sales · Cost of Goods · Prime Cost

Restaurant Website Builder
<https://www.restaurant-website-builder.com/restaura...>

20 Essential Restaurant KPIs You Should Be Tracking and ...

18 Nov 2022 — **Restaurant KPIs are key performance indicators** that are composed of metrics your **business** must aim for. In simple terms, they are data points ...

Revolution Ordering
<https://www.revolutionordering.com/blog/restaura...>

Restaurant KPI: 17 Restaurant Metrics You Must Track

A restaurant KPI is a performance metric used to measure the success of a **restaurant business**. Multiple types of KPIs are available, but the commonly used ones ...

Nory
<https://nory.ai/blog/key-performance-indicators-fo...>

5 Key Performance Indicators for Successful Restaurants ...

While it depends on your specific goals, commonly important **KPIs** include average revenue per customer, **food** cost percentage, employee turnover rate, table ...



Indeed
<https://www.indeed.com/career-development>

10 Restaurant KPIs and Why They Are Important to Track

2 Dec 2022 — **10 restaurant KPIs** · 1. Cost of goods sold · 2. Gross profit · 3. Labor cost ratio · 4. Employee turnover rate · 5. Average table occupancy · 6. Spend ...

Lightspeed
<https://www.lightspeedhq.com/blog/restaurant-kpis>

22 Restaurant KPIs to Track: A Guide on ...

7 Aug 2023 — The **best restaurants** are the ones that run like a well-oiled machine, and achieving that entails monitoring the right operational metrics.

Planday
<https://www.planday.com/articles/use-these-kpis-to...>

KPIs Every Restaurant Manager Should Measure

KPIs for **restaurant Managers** · Cash flow · Cost of goods sold · Labour cost percentage · Sales per employee per hour · Revenue per available seat hour · Table turn ...

ResDiary
<https://resdiary.com/blog/kpis-for-restaurants>

KPIs for Restaurant: 17 Essential Metrics to Monitor

17 Jul 2023 — A **KPI is a key performance indicator**. **Key performance indicators** provide metrics for a **business** to aim for. They are used to measure performance ...

Eat App
<https://restaurant-eatapp.co/blog/top-restaurant-kpi...>

The Top 25 Restaurant KPIs Every Manager Should Measure

The **Top 25 Restaurant KPIs Every Manager Should Measure** · 1. Cash flow · 2. Total sales · 3. Break-even point · 5. Prime costs · 6. Overhead expenses · 7. Gross ...

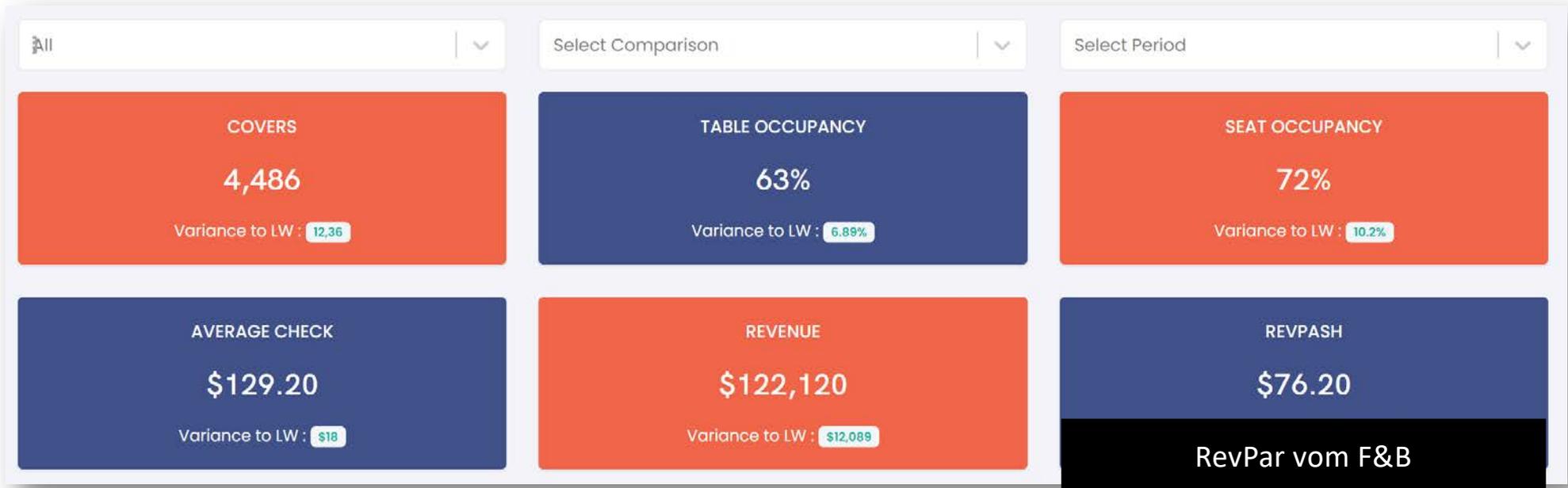


Ahhhhh, 2024: Vergiss Google, Frag ChatGPT!

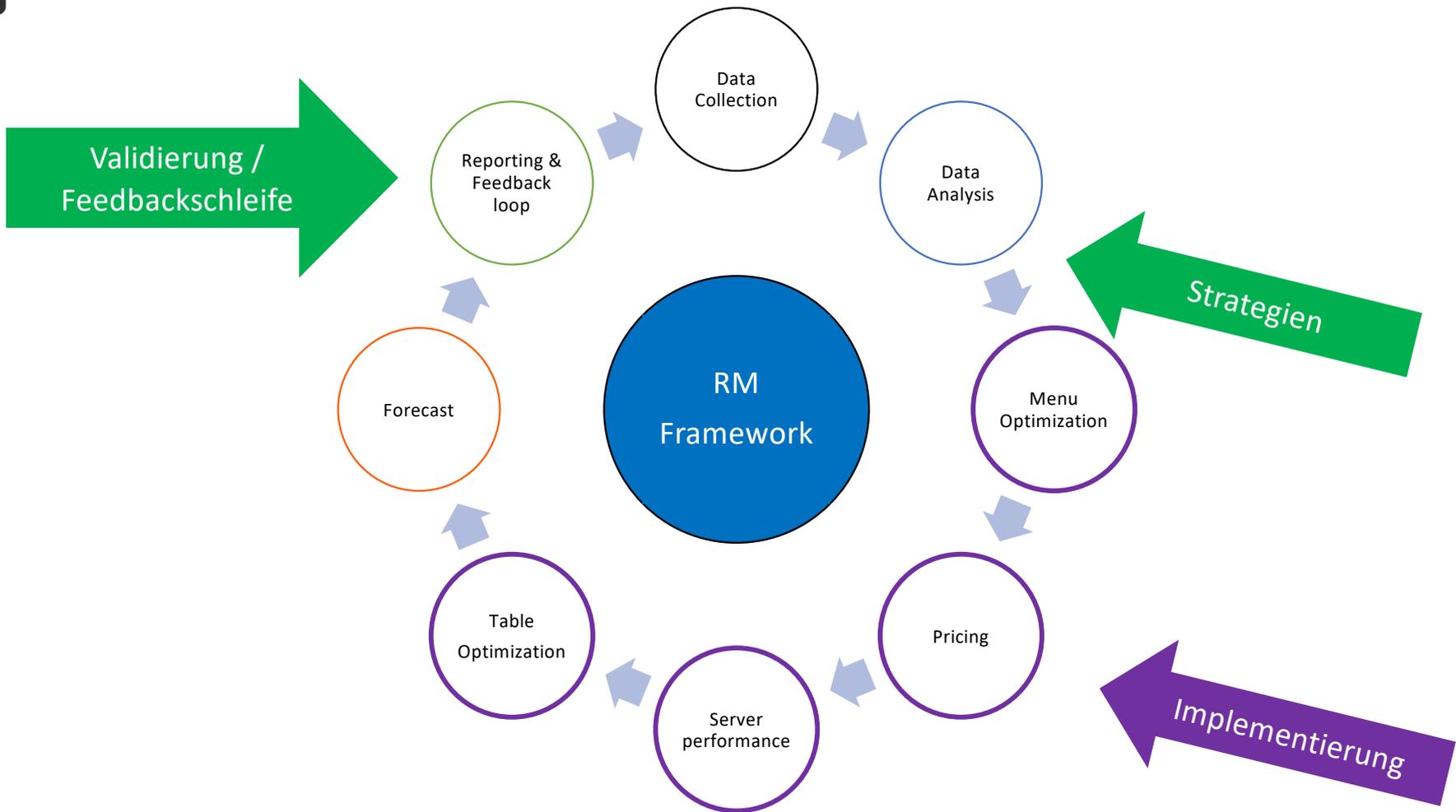
1. **Revenue:** This is a basic yet essential KPI. It includes total sales, average revenue per guest, and revenue by time of day or week.
2. **Cost of Goods Sold (COGS):** This measures the cost of the food and beverages sold. Keeping COGS in proportion to revenue is essential for profitability.
3. **Gross Profit Margin:** This is calculated by subtracting COGS from revenue. It shows the profitability of the restaurant before accounting for other expenses.
4. **Labor Cost Percentage:** This KPI indicates the ratio of labor costs (including wages, benefits, and taxes) to total revenue. It's crucial for managing one of the largest expenses in the restaurant business.
5. **Table Turnover Rate:** This measures how quickly tables are being filled and vacated. A higher turnover rate often indicates higher revenue potential.
6. **Average Ticket Size:** This KPI tracks the average amount spent per customer or table, providing insights into customer spending habits.
7. **Customer Retention Rate:** This measures the percentage of repeat customers and is a key indicator of customer satisfaction and loyalty.
8. **Food Waste Percentage:** This KPI tracks the amount of food waste in comparison to the total food usage, highlighting areas for improvement in inventory management and menu planning.
9. **Online Ratings and Reviews:** Monitoring and managing online ratings on platforms like Yelp, Google, and TripAdvisor can provide insights into customer satisfaction and areas for improvement.
10. **Break-even Point:** Understanding the point at which total revenue equals total costs (fixed and variable) helps in planning and profitability analysis.
11. **Inventory Turnover Ratio:** This measures how often inventory is used and replaced over a specific period. It helps in managing stock levels and reducing waste.
12. **Employee Satisfaction and Turnover Rates:** Happy employees often lead to better customer service. Monitoring staff satisfaction and turnover can provide insights into the work environment and operational efficiency.
13. **Reservation Cancellation Rate:** This tracks the frequency of cancelled bookings, which can impact revenue and resource allocation.
14. **Compliance with Health and Safety Standards:** Regular audits for health and safety compliance are crucial for maintaining a safe environment for both staff and customers.

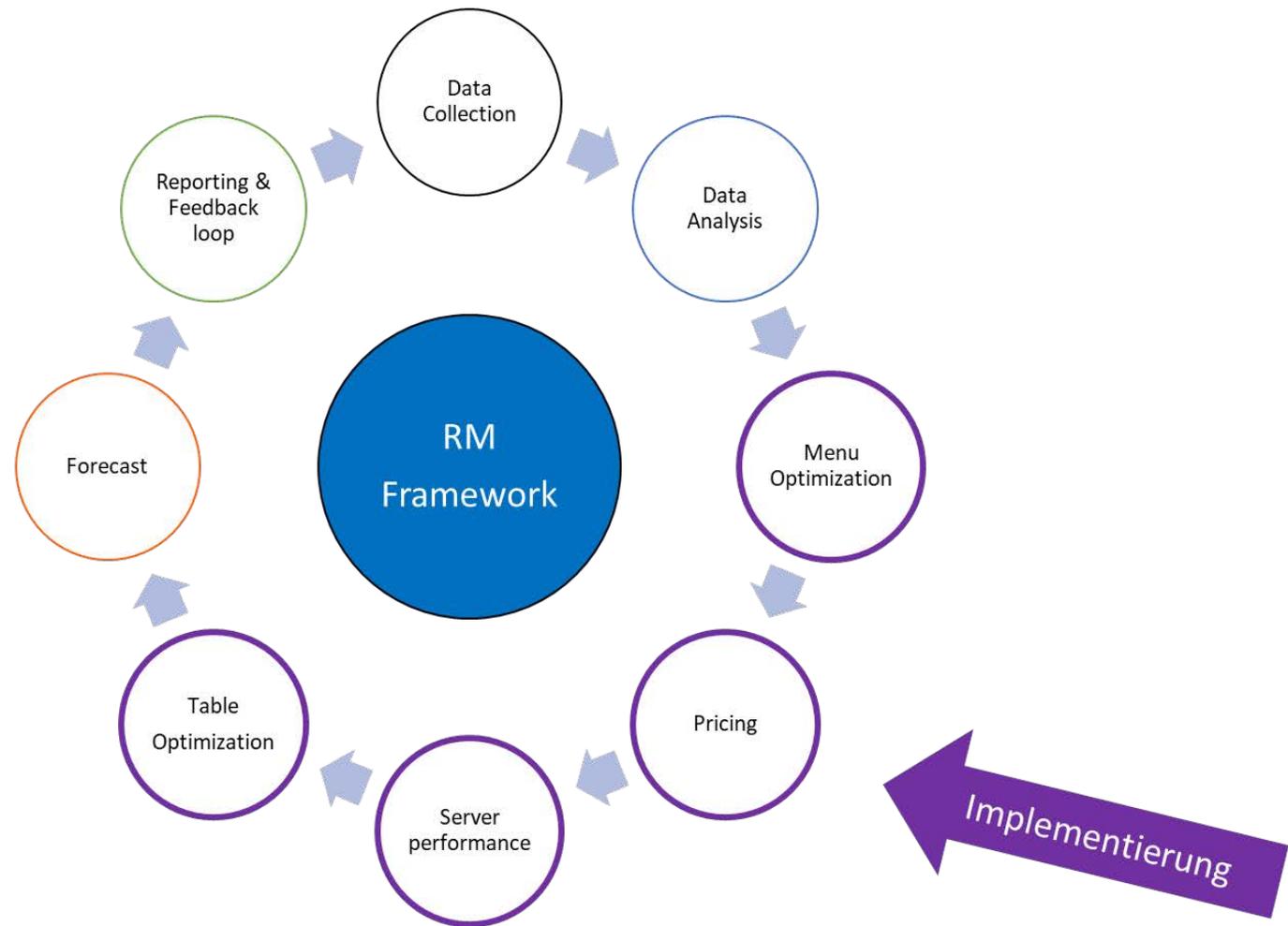


Einfach gemacht: KPI's im Revenue Management



Revenue per Available Seat Hour







Theoretische Profitabilität



Jedes "item" nur ein mal

Reale Profitabilität



Verkauf der "items" mit einbezogen



Menü-optimierung

Was ist das?

Menü-Engineering / -Optimierung ist der Prozess der Analyse und Anpassung des Menüs eines Restaurants oder einer anderen gastronomischen Einrichtung, um den Gewinn zu maximieren.

Wie?

Bestimmung der beliebtesten Artikel auf der Speisekarte, Identifizierung von Artikeln, die unterdurchschnittlich abschneiden, und Änderungen am Menü vornehmen, um die Bedürfnisse und Vorlieben der Kunden besser zu erfüllen.



Hoch

PROFITABLE

Puzzles
Challenges
Question marks

STARS

DOGS

CASH COWS
WORK HORSES
PLOW HORSES

Niedrig

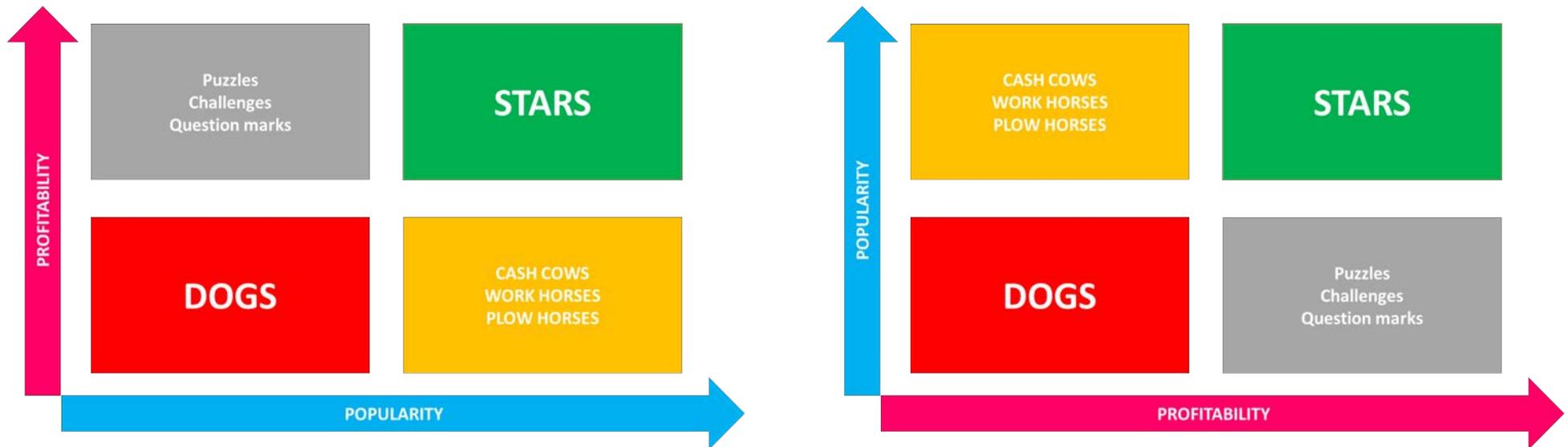
BELIEBTHEIT

Hoch

Wiki: Also known as: The growth–share matrix[2] (aka the product portfolio matrix,[3] Boston Box, BCG-matrix, Boston matrix, Boston Consulting Group analysis, portfolio diagram)

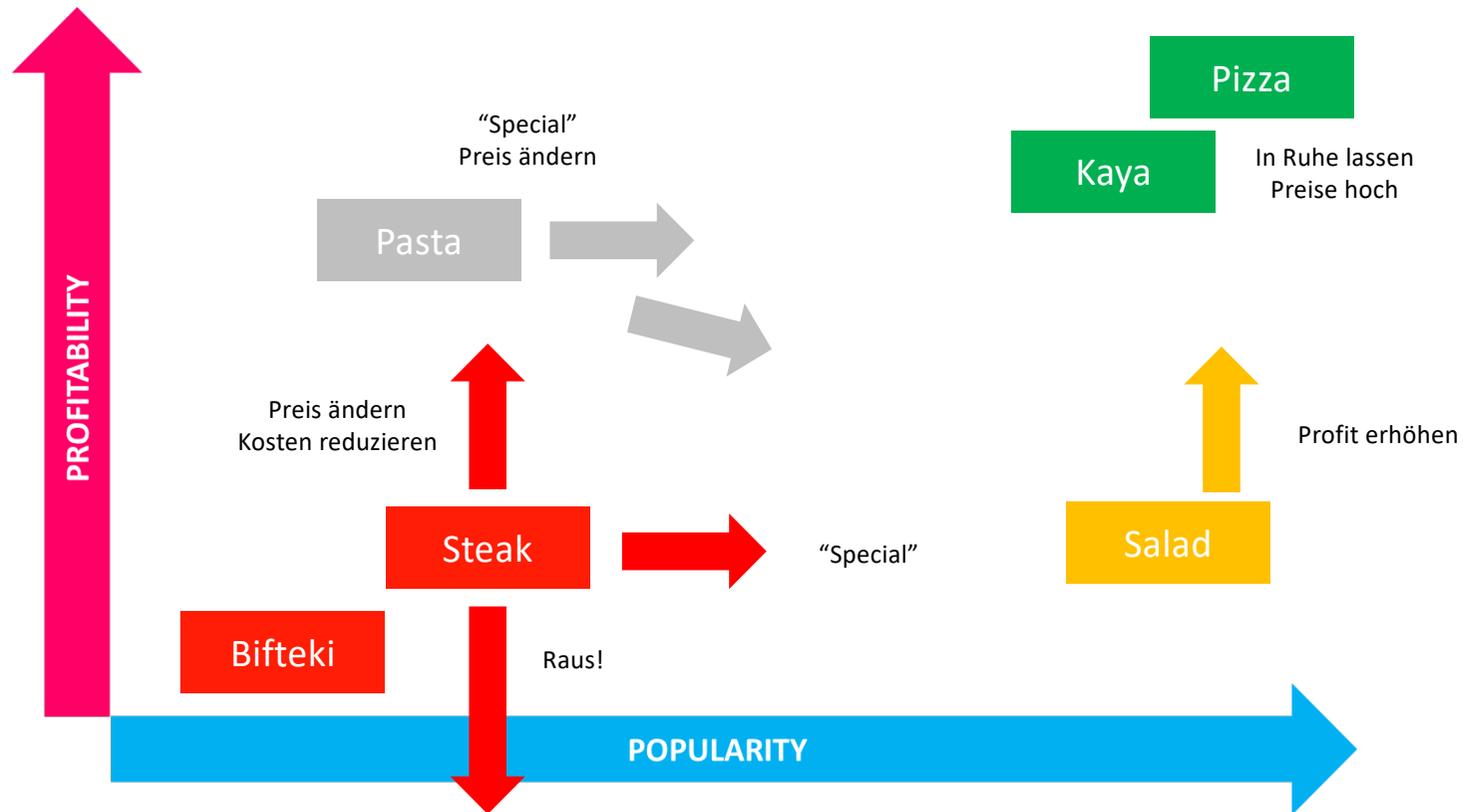


Verschiedene Varianten Trotzdem gleich



Menu Item	Number Sold	Item Food Cost	Item Sell Price	Food Cost %	Item Profit	Total Food Cost	Total Menu Sales	Contribution Margin	Profit Category	Popularity Category	Item Category
Pizza Salami	899	\$2.00	\$15.00	13.33%	\$13.00	\$1,798	\$13,485	\$11,687	High	High	Star
Pasta	652	\$3.00	\$20.00	15.00%	\$17.00	\$1,956	\$13,040	\$11,084	High	Low	Puzzle
Bifteki	112	\$2.25	\$5.00	45.00%	\$2.75	\$252	\$560	\$308	Low	Low	Dog
Kaya Toast	1876	\$0.50	\$8.00	6.25%	\$7.50	\$938	\$15,008	\$14,070	High	High	Star
Chef Salad	1200	\$6.00	\$12.00	50.00%	\$6.00	\$7,200	\$14,400	\$7,200	Low	High	Plowhorse
Steak	650	\$15.00	\$25.00	60.00%	\$10.00	\$9,750	\$16,250	\$6,500	Low	Low	Dog

Daran denken: Klassifizieren / Kategorisieren der Menügerichte über einen definierten Zeitraum hinweg und kontinuierlich





Was kann Ich noch machen?

→ Perfect check Founder

Selling Items Show 50 entries Visual Recommendation Export

Item ↓	Course	Sold ↓	Menu Price ↓	Actualised Price	Item Cost ↓	Item Gross Profit	Total Cost	Total Sales ↓	Sales Mix %	Revenue Mix %	Contribution Margin ↓	Profit Contribution	Popularity Contribution	Performance Group
Dinner - 2 Course ↗	Main	2593	€99.00	€89.91	€0.00	€89.00	€0.00	€233,147.27	12.72%	35.5%	€233,147.27	High	High	Star
High Tea ↗	Drinks	1834	€62.00	€56.36	€0.00	€62.00	€0.00	€103,358.18	9%	15.74%	€103,358.18	High	High	Star
Bread ↗	Starter	668	€0.00	€8.19	€0.00	€0.00	€0.00	€5,473.64	3.28%	0.83%	€5,473.64	High	High	Star
San Pellegrino Sparkling Water ↗	Drinks	579	€9.90	€8.99	€0.00	€9.90	€0.00	€5,207.36	2.84%	0.79%	€5,207.36	High	High	Star
Add Dessert (D) ↗	Desserts	540	€21.00	€19.07	€0.00	€21.00	€0.00	€10,300.05	2.65%	1.57%	€10,300.05	High	High	Star
Acqua Panna Still Water ↗	Drinks	477	€9.90	€9.00	€0.00	€9.90	€0.00	€4,293.00	2.34%	0.65%	€4,293.00	High	High	Star
Lunch - Groupon (2) ↗	Main	460	€34.50	€31.31	€0.00	€34.50	€0.00	€14,400.91	2.26%	2.19%	€14,400.91	High	High	Star
Smashed Potatoes ↗	Sides	368	€18.00	€16.36	€0.00	€18.00	€0.00	€6,021.82	1.81%	0.92%	€6,021.82	High	High	Star
Shoestring Fries ↗	Sides	355	€18.00	€12.77	€0.00	€18.00	€0.00	€4,532.73	1.74%	0.69%	€4,532.73	High	High	Star
Natural Oysters ↗	Starter	315	€9.00	€8.18	€0.00	€9.00	€0.00	€2,577.27	1.55%	0.39%	€2,577.27	High	High	Star
BTMLS Sparkling HT ↗	Drinks	309	€27.00	€24.41	€0.00	€27.00	€0.00	€7,541.82	1.52%	1.15%	€7,541.82	High	High	Star
Kilpatrick Oysters ↗	Starter	296	€9.00	€8.18	€0.00	€9.00	€0.00	€2,421.82	1.45%	0.37%	€2,421.82	High	High	Star



Korrelationsanalyse

Wenn X bestellt wird, was wird noch bestellt?

Item	Course	Sold	Menu Price	Actualised Price	Item Cost	Item Gross Profit	Total Cost	Total Sales	Sales Mix %	Revenue Mix %	Contribution Margin	Profit Contribution	Popularity Contribution	Performance Group
Dinner - 2 Course	Main	2593	€99.00	€89.91	€0.00	€99.00	€0.00	€233,147.27	12.72%	35.5%	€233,147.27	High	High	Star

Top Item Correlation
(No items were ordered from the courses : Others)

Name	Category / Tribe	% Chosen	Performance Group
Bread	Starter	40.05 %	Star
Wagyu Cigars	Starter	9.94 %	Star
Crayfish Tail	Starter	9.44 %	Star
Add Dessert (D)	Desserts	31.01 %	Star
3 Cheeses	Desserts	0.30 %	Dog
Raspberry dark Choc	Desserts	0.10 %	Cash Cow
San Pellegrino Sparkling Water	Drinks	19.98 %	Star
Acqua Panna Still Water	Drinks	17.59 %	Star
Strawberry Burst	Drinks	8.25 %	Star
Wagyu Beef	Main	13.52 %	Star
Whole Crayfish	Main	4.37 %	Star
Kids Chicken	Main	3.28 %	Star
Smashed Potatoes	Sides	28.23 %	Star
Shoestring Fries	Sides	21.97 %	Star
Sauteed Greens	Sides	17.40 %	Star

Upselling

Upskilling



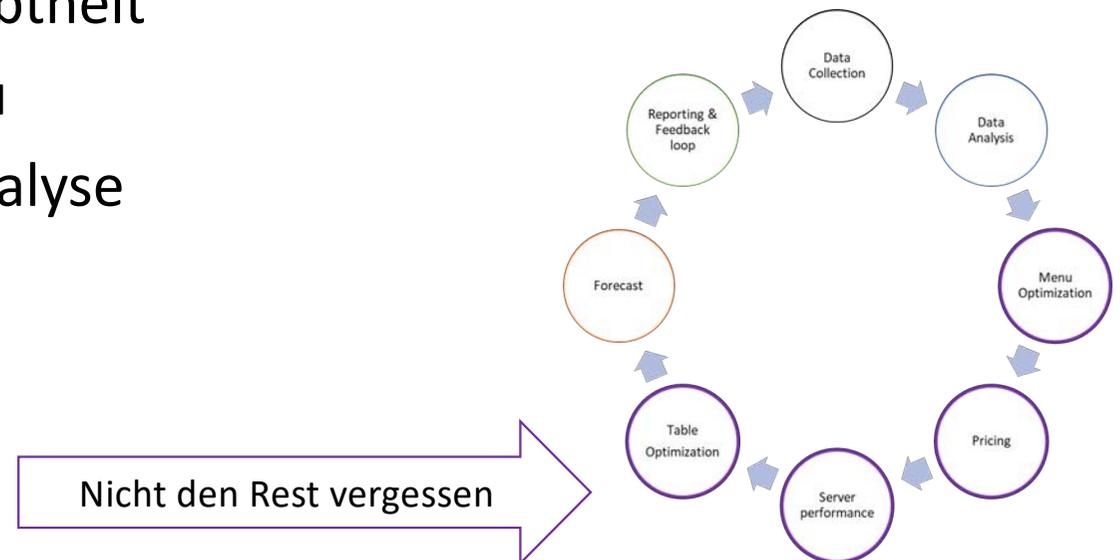
Korrelation: Beispiel Upselling

- Burger und Chips
 - Korrelation: 80% trinken Bier
 - 90% Heineken
 - Preis: EUR 5
 - Kosten: EUR 1
 - Profit: EUR 4
 - Upselling: Biete ein Feldschlösschen an
 - Preis: EUR 7 (40% mehr als Heineken)
 - Kosten: EUR 1 (Normalerweise EUR 1.4, aber "Promo" beim Einkauf)
 - Profit: EUR 6



Wo fange Ich an?

1. Zeitspanne aussuchen (für die Analyse)
2. Kosten des Menüs zusammenstellen / berechnen
3. Kategorien: Profit und Beliebtheit
4. Action: Redesign vom Menü
5. Feedbackschleife: Impactanalyse





“Gaze motion” Theorie

“Blickbewegungstheorie”

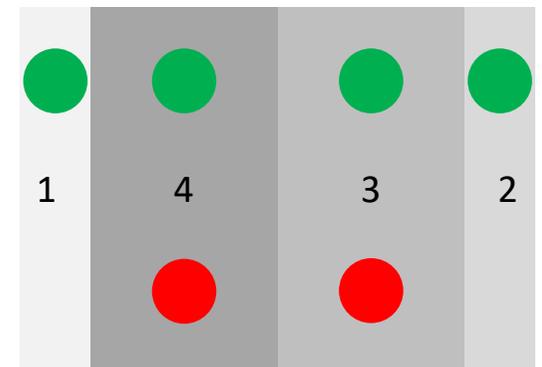
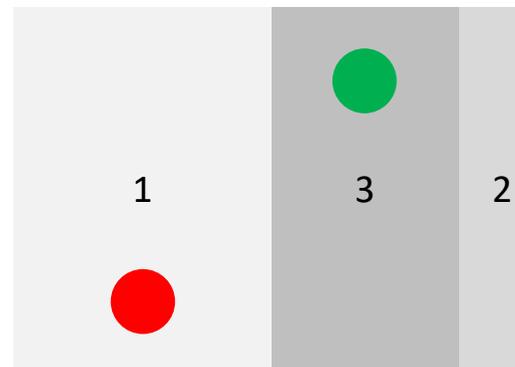
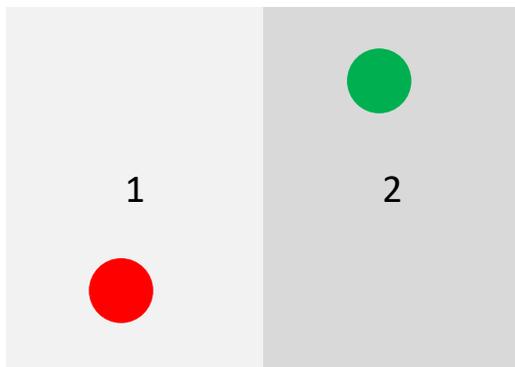
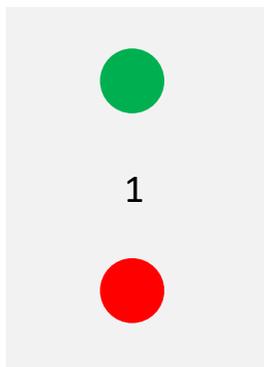
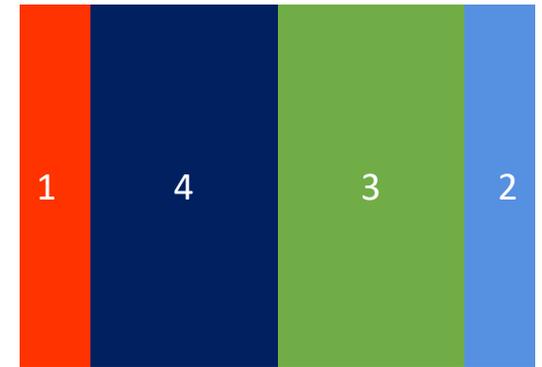
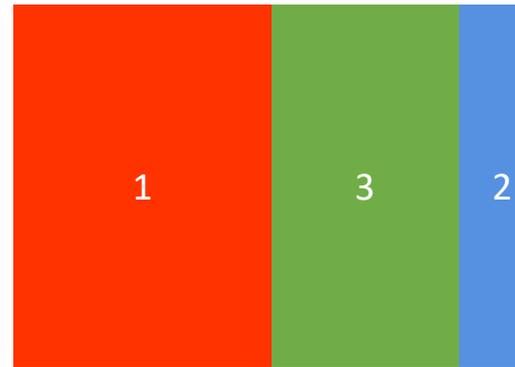
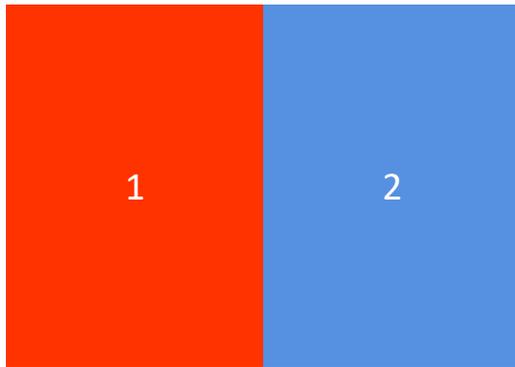
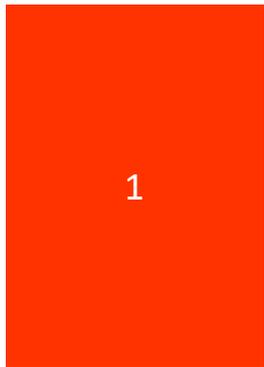
Blickrichtung ist die Richtung, in die eine Person schaut.

***Blickbewegungstheorie** ist ein Forschungsbereich, der untersucht, **wie Menschen ihren Blick bewegen**, während sie mit der Welt um sie herum interagieren, und wo **ihre Fokusbereiche liegen**.*



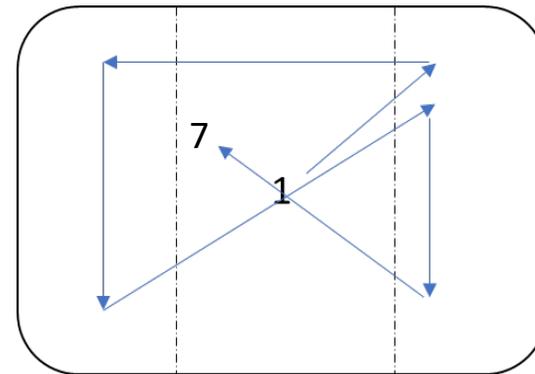
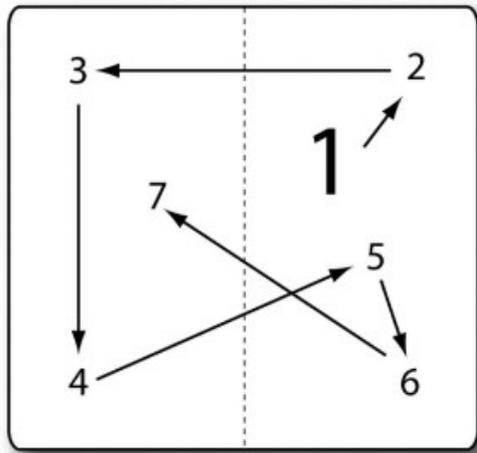
- Area of Attention
- Least Attention

Wo wird denn so hingeschaut?





Zigzag movement





Farbe vs. Schwarz-weiss

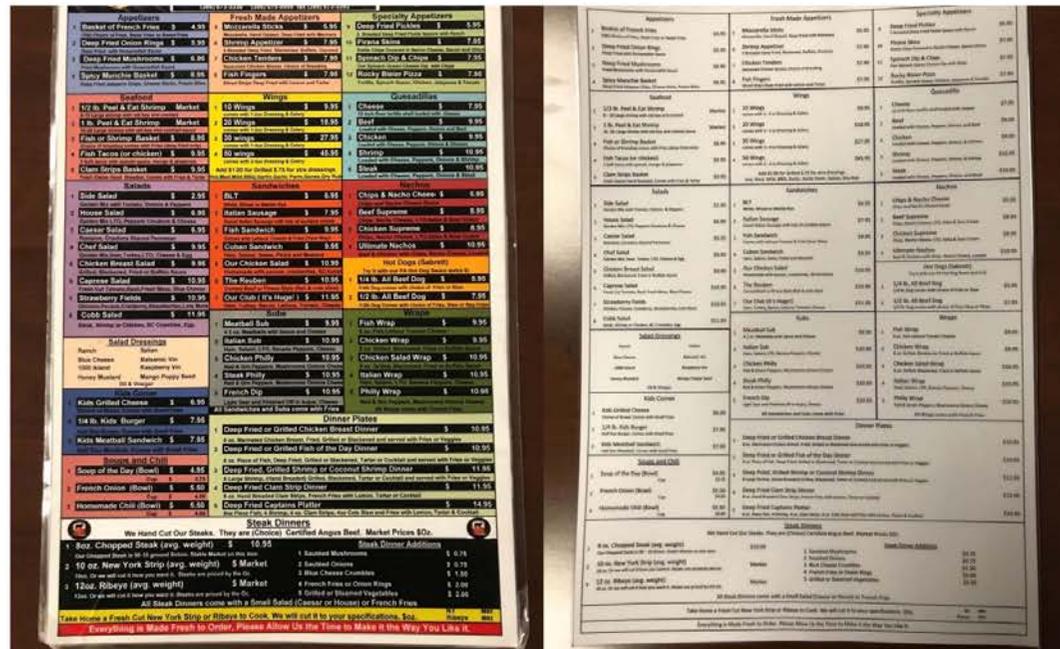
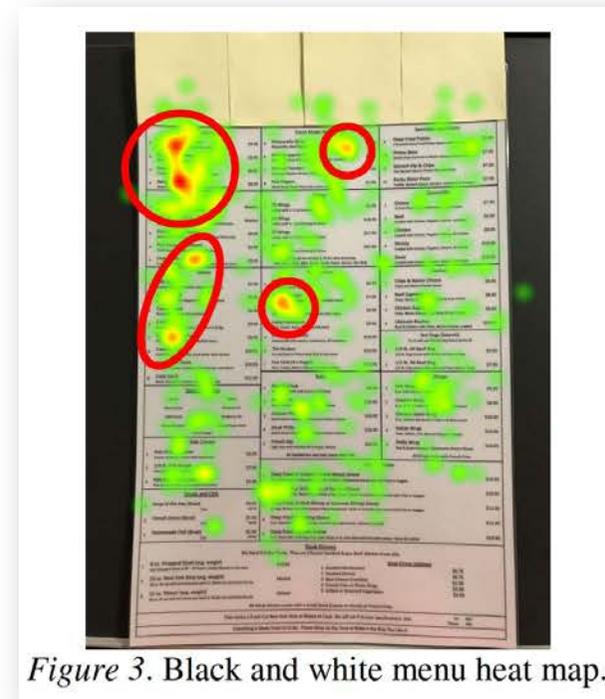
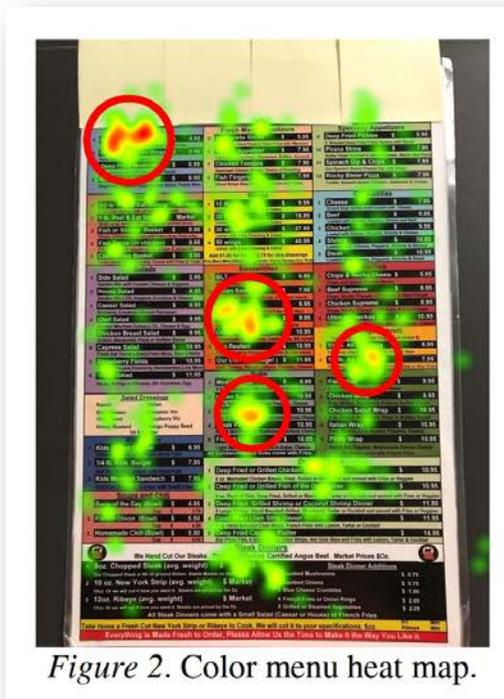


Figure 1. Original, colored menu and replica, black and white menu.



Farbe vs. Schwarz-weiss

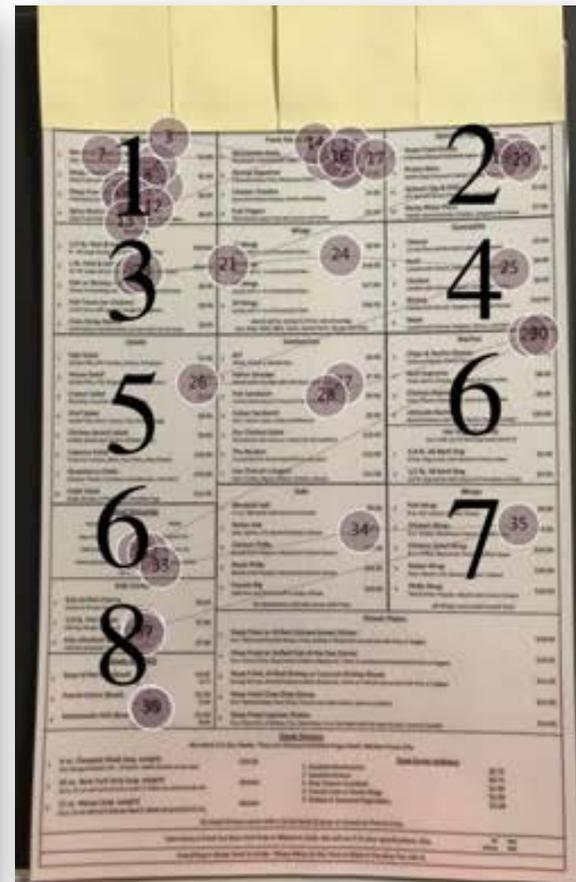
Wo ist der Fokus?





Farbe vs. Schwarz-weiss

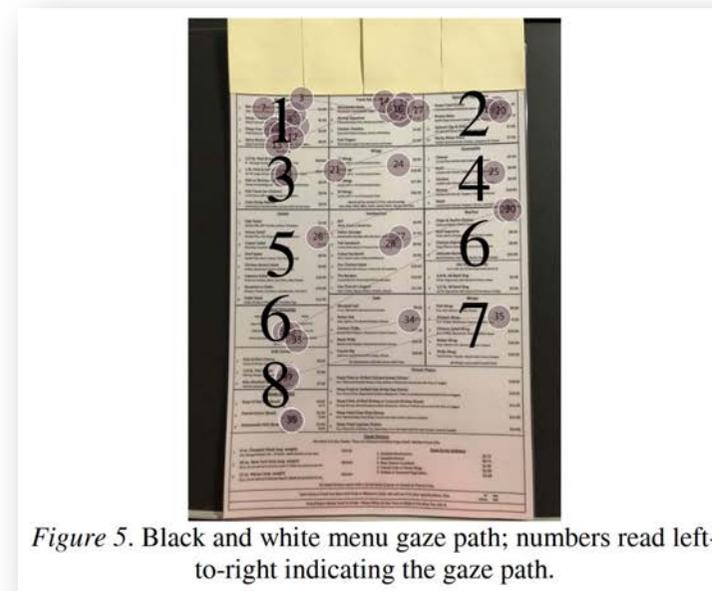
Gaze motion



An Eye-Tracking Analysis of a Restaurant Menu



Farbe vs. Schwarz-weiss Präferenz



93%

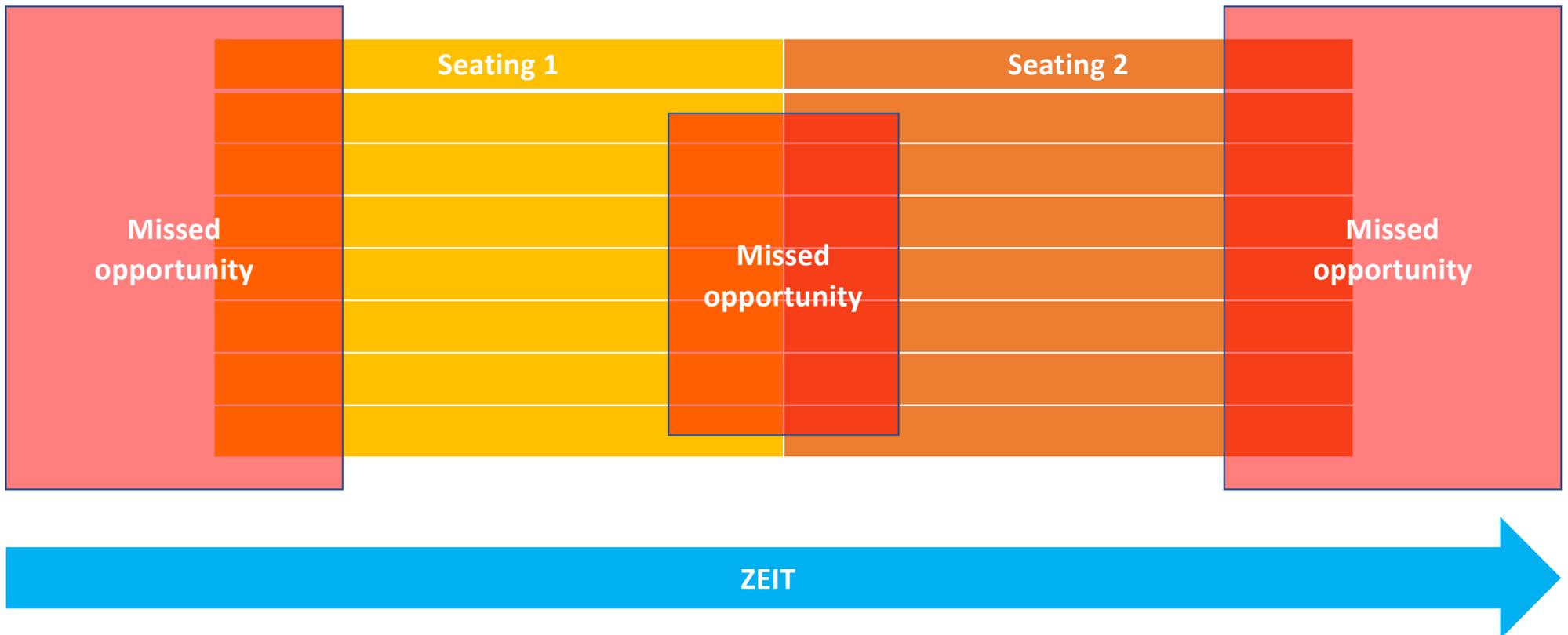


Tischoptimierung

Anwendung von Analysen, um die Leistung von Tischen nach Vorlaufzeit, Gruppengröße, Rechnungsbetrag und Speisedauer zu verstehen und Einschränkungen auf Reservierungsebene anzuwenden, um den Umsatz zu optimieren.

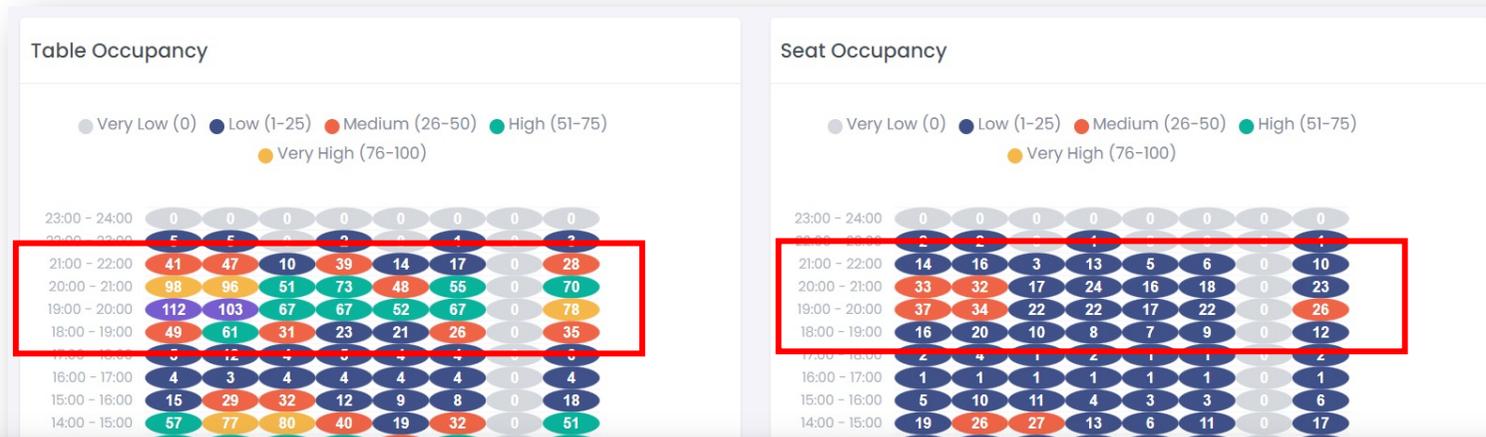


Was man im Moment so macht





Nachfrage im Detail verstehen





Nachfrage im Detail verstehen



Table Revenue

Export

Covers ↓	CheckCount ↓	Revenue ↓	AvgCheck
1	5	619	123.79
2	30	8016	133.6
3	14	4060	96.67
4	9	3369	93.57
5	5	2750	109.99
6	2	920	76.68
7	3	1482	70.59
8	1	408	51.02
10	2	2838	141.92

< previous 1 next >





Server Performance

Anwendung von Analytik, um die Leistung von Servicekräften über verschiedene Essenszeiten, Gänge, Menüpunkte/Kategorien zu verstehen und zu vergleichen, sowie die Gesamtleistung des Teams durch Coaching und programmatische Anleitung zu verbessern.

Server Name ↓	Checks ↓	Covers ↓	Revenue ↓	Avg. Check	vs Team Average	Cover %	Check%	Revenue %	ACI	Lost Opportunity
Team	78	227	€24,187	€106.55	€0.00	100	100	100	1.00	(€2,989)
Emma	9	28	€1,676	€59.86	(€46.69)	12	12	7	0.56	(€1,307)
YASEMIN	2	2	€0	€0.00	(€106.55)	1	3	0	0.00	(€213)



Average Check Index

Server performance

Export

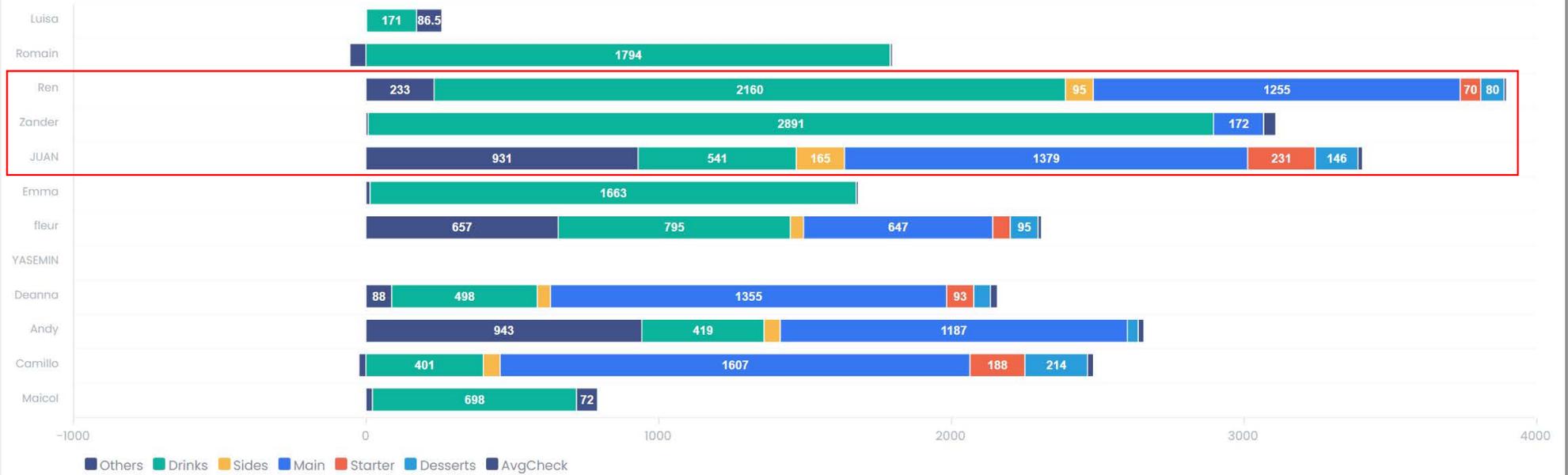
Server Name ↓	Checks ↓	Covers ↓	Revenue ↓	Avg. Check	vs Team Average	Cover %	Check%	Revenue %	ACI	Lost Opportunity
Team	78	227	€24,187	€106.55	€0.00	100	100	100	1.00	(€2,989)
Ren	13	37	€3,892	€105.19	(€1.36)	16	17	16	0.99	(€50)
JUAN	10	22	€3,394	€154.27	€47.72	10	13	14	1.45	€0
Zander	3	25	€3,070	€122.80	€16.25	11	4	13	1.15	€0
Andy	7	20	€2,642	€132.10	€25.55	9	9	11	1.24	€0
Camillo	6	20	€2,444	€122.20	€15.65	9	8	10	1.15	€0
fleur	10	20	€2,301	€115.05	€8.50	9	13	10	1.08	€0
Deanna	6	15	€2,136	€142.40	€35.85	7	8	9	1.34	€0
Romain	10	26	€1,738	€66.85	(€39.70)	11	13	7	0.63	(€1,032)
Emma	9	28	€1,676	€59.86	(€46.69)	12	12	7	0.56	(€1,307)
Maicol	1	10	€720	€72.00	(€34.55)	4	1	3	0.68	(€346)
Luisa	1	2	€173	€86.50	(€20.05)	1	1	1	0.81	(€40)
YASEMIN	2	2	€0	€0.00	(€106.55)	1	3	0	0.00	(€213)



Server performance

Export

Server



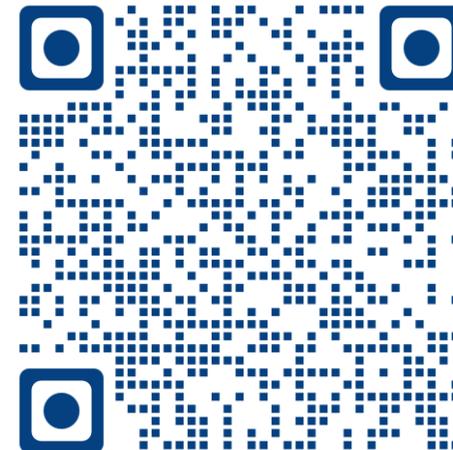
Navigation icons: Home, Search, Add, Edit, Delete, Refresh, Print, Export



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Thank You

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