



BENCHMARKING SURVEY 3

All information will be treated in the strictest confidence and remain unattributable. Please do not leave any blanks – write n/a if you are unable to answer or 0 for none. Please return by 5pm on Friday 28th November 2008

In 2006 the ALMR launched a new innovative benchmarking-project together with CGA Research to establish the average cost of running a range of outlets. We will be carrying out the survey on a regular basis in order to use this information to develop a trend of KPIs for common site cost centres. This is the third request for information and is open to all managed multiples. The results will be presented at the end of the year and detailed information will be made available exclusively to those participating.

All information provided will be treated in the strictest confidence. Company names will not be made public or included in the results. Information on costs will remain non-attributable. If you do not wish to answer a specific question, please leave it blank.

Name of company:	<input type="text"/>
No of <u>managed</u> outlets:	<input type="text"/>
Please supply a site address list for regional analysis purposes	

Ownership and Operation

1. Please state the number of your managed outlets under the following ownership:

Operated on lease from another company:

Operated on short term tenancy from another company:

Freehold:

Other (eg temporary):

2. In respect of your leasehold estate, please indicate how many outlets operate on the following type of lease:

Fully tied Pubco Lease

Partially tied Pubco

Free of Tie Pubco Lease

Commercial Lease

3. In respect of your leasehold estate, indicate how many are tied:

For beer

for gaming machines

Controllable Costs

4. What are the operational costs which you incur on a site basis?

Listed below are a number of generic cost centres into which operational overheads are commonly grouped and recorded in site P&Ls. We want to know what percentage of individual outlet turnover is accounted for by these costs on a site-by-site basis.

We have also included in the table below a number of common trading styles. Please indicate how many outlets fall within each category. For each category, then provide the average percentage of turnover of the units within that trading style the relevant costs centres account for; eg. if 3 community pubs have wage costs as a percentage of turnover of 17%, 18% and 19%, and Sky cost of 8%, 10% and 15%, then you would enter 18% in the first row of the first column and 11% in the 5th row.

For the purposes of this questionnaire, **turnover** relates to all wet and dry sales (excl VAT), and other sundry income eg room hire, door charge – *it does not include gaming machine income*. You should also exclude any sub-let income eg. ethnic food operated and accounted for separately from the pub/bar. In respect of **overheads**, we are focusing on those accounted for on a site-by-site basis and not those borne by head office such as legal and financial costs, depreciation, amortisation, central marketing costs etc.

All financial information should be calculated on a **rolling 12 month** basis ending at or near the end of **September 2008**.

Operational cost centre	% of total turnover					
	Comm local ¹	Food led ²	Town centre ³	Accom ⁴	Club ⁵	Wine bar ⁶
No of Outlets						
Payroll costs						
Staff wages and salaries including bonuses and cash payments, NIC, PAYE						
Manager's salary, bonuses or fees						
Entertainment						
PPL/PRS fees, background music and live entertainment, marketing and promotions						
Security and door staff costs						
Sky subscription (where applicable)						
Utility costs						
Light, fuel and heat, water/sewerage, waste disposal						
Operational costs						
Cleaning (incl assoc staff costs), laundry, glassware, telecoms, stocktaking & other sundry costs, finance costs eg credit card charges						
Premises costs						
rates, insurance, minor repairs excl rent						
Other significant ongoing overheads (excl rent)						
FOR YOUR LEASEHOLD ESTATE ONLY						
Rent						

¹ Community local – wet led, serving local residential community – rural or suburban

² Food led – outlet where food is significant to overall sales (30%+)

³ Town Centre – wet led “circuit” bar or branded YPV

⁴ Licensed Accommodation – letting rooms as main focus and significant to overall sales (20%+)

⁵ Club – late night entertainment venue

⁶ Wine bar – seated café or bar style operation

Trading Information

4. Please indicate the % of your turnover accounted for by the following categories. In each case, please use net figures, excluding VAT:

	as % Turnover
Wet Sales	
Food	
Accommodation	
Gaming Income	
Other sundry retail sales	

5. As a % of turnover, please express your gross margin for wet and dry sales

Wet

Dry

6. As a % of turnover, please indicate the average capex per outlet over the past year (Sept 2007-Sept 2008)

7. Please indicate the "like for like" % change in total annual turnover for your business at September 2008.

Please return your completed questionnaire by **FRIDAY 28th November**

Email: info@almr.org.uk or
Fax: 020 8579 7579

You will receive a call from the office to confirm receipt of the questionnaire, answer queries and to discuss your involvement in the project.

Thank you for your co-operation