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Top 25 Restaurant KPIs of 2010

$ Revenue per available seat hour (RevPASH) % Canceled reservations # Complaints per restaurant order % Positive feedback from guests % Reserved tables # Guests per table # Tables served per waiter $ Revenue per available square meter (RevPAM) % Customers satisfied with the time to be served % Restaurants that apply principles of workplace safety and sanitation % Unavailability of menu items % Restaurants that apply principles of menu planning $ Revenue per table # Time per table turn % Restaurants that apply principles of managing the purchasing process $ Amount of dining % Food service strike rate % Food loss % Tips from total collected % Food costs from food sales # New menu items # Guests # Product quality uniformity % Beverage loss % Front of house labor $ Revenue per available seat hour (RevPASH) % Canceled reservations # Complaints per restaurant order % Positive feedback from guests % Reserved tables # Guests per table # Tables served per waiter $ Revenue per available square meter (RevPAM) % Customers satisfied with the time to be served % Restaurants that apply principles of workplace safety and sanitation % Unavailability of menu items % Restaurants that apply principles of menu planning $ Revenue per table # Time per table turn % Restaurants that apply principles of managing the purchasing process $ Amount of dining % Food service strike rate % Food loss % Tips from total collected % Food costs from food sales # New menu items # Guests # Product quality uniformity % Beverage loss % Front of house labor $ Revenue per available seat

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An appropriate citation for this report is:
eab group, 2011, Top 25 Restaurant KPIs of 2010, Melbourne, Australia

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Published by:

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Executive Summary

Key Performance Indicators (KPIs) represent today an integral part of management systems across organizational levels, as they are used at strategic, operational and individual level. A KPI is a selected indicator considered key for monitoring the performance of a strategic objective, outcome, or key result area important to the success of an activity and growth of the organization overall.

The *Top 25 Restaurant KPIs of 2010* report provides insights on the state of food service performance measurement today by listing and analyzing the most visited KPI examples for this industry on smartKPIs.com in 2010. It is part of the *Top KPIs of 2010* series of reports and a result of the research program conducted by the analysts of smartKPIs.com in the area of integrated performance management and measurement. smartKPIs.com hosts the largest catalogue of thoroughly documented KPI examples available today and representing an excellent platform for research and dissemination of insights on KPIs and related topics. The hundreds of thousands of visits to smartKPIs.com and the thousands of KPIs visited, bookmarked and rated by members of this online community in 2010 provided a rich data set, which combined with further analysis from the editorial team, formed the basis of these research reports.

Centered around the Restaurant KPIs that in 2010 received the highest number of visits on smartKPIs.com, the "*Top 25 Restaurant KPIs of 2010*" report contains in addition to KPI names, a detailed description of each KPI. While dominated by Occupancy and Service KPIs, other popular examples come from areas such as Revenue, Customer feedback, Quality compliance and Cost management:
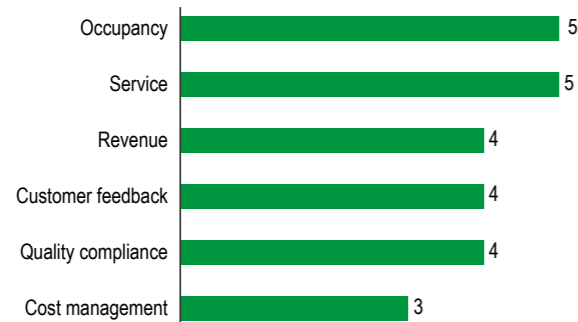
The top 5 Restaurant KPIs of 2010
$ Revenue per available seat hour (RevPASH)
% Canceled reservations
# Complaints per restaurant order
% Positive feedback from guests
% Reserved tables

Overall, the report includes a variety of Restaurant KPIs in a unique blend. Each of the KPIs is presented individually within a KPI description form exported from smartKPIs Premium, the premium content section of the smartKPIs.com catalogue. Additional sections of the report present an overview of the use of KPIs today, the structure of the KPI documentation form and clarify the terminology specific to performance measurement.

The *Top 25 Restaurant KPIs of 2010* report is a synthesis of what smartKPIs.com is all about: it forms an overview of how Restaurant KPIs are used in practice today, by combining input from the online community with analysis and insights from our research team. By discussing the use of KPIs today, presenting the best practice in documenting them and listing the most popular KPIs of 2010, the *Top KPIs of 2010* series of reports are valuable resources in promoting the informed use of KPIs or refreshing the existing performance measurement and management practice in any organization.

About Key Performance Indicators (KPIs)

In many domains of human activity, the use of tools is essential for the achievement of results. Measurement and evaluation make no exception, being equipped with both conceptual and physical tools. Of the first category, at the core of any performance measurement and management system are the measures, metrics, indicators or KPIs used.

Both academic and practitioner literature uses interchangeably these terms, oftentimes even within the same organization.

At smartKPIs.com, we have adopted the following definitions for these terms:

Measure - A number or a quantity that records a directly observable value. All measures are composed of a number and a unit of measure. The number provides magnitude (how much) for the measure, while the unit gives number a meaning (what). Examples of unit measures are: dollars, hours, meters, inches, etc.

Indicator - Indicators are defined in many ways, but the common meaning for all of them is that they refer to specific information. Thus, the Organization for Economic Co-operation and Development (OECD) defines an indicator as "*a qualitative or quantitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor*".[1]

Metric, Performance Measure or Performance Indicator - A generic term encompassing the quantitative basis by which objectives are established and performance is assessed. It helps quantify the achievement of a result, the quantifiable component of an organization's performance. In the context of measuring and managing performance these terms are use interchangeably.

Key Performance Indicator (KPI) - A selected indicator considered key for monitoring the performance of a strategic objective, outcome, or key result area important to the success of an activity and growth of the organization overall. KPIs make objectives quantifiable, providing visibility into the performance of individuals, teams, departments and organizations and enabling decision makers to take action in achieving the desired outcomes. Typically, KPIs are monitored and communicated through dashboards, scorecards and other forms of performance reports.

While on paper the terms listed above can be differentiated, in practice, the difference between them is blurred and, at some extent, irrelevant. As long as their purpose and use is clear and understood by members of the organization, whether they are called performance measures or KPIs is a matter of preference.

At smartKPIs.com, we assess each example entered in the online database and label it as measure, performance indicator or KPI. It is an empirical and subjective approach to catalogue each entry based on relevance. Ultimately, all entries in the online database are considered KPI examples. In addition, to single out the entries that stand out in terms of relevance, we introduced a new label:

smartKPI - A Key Performance Indicator example available on smartKPIs.com, that is recommended as being the most relevant and truly "Key" for organizational performance. They are selected by the editorial team of the website based on criteria such as:

- Listing in academic and practitioner publications that analyse their usefulness;
- Frequency of use by Functional Area / Industry;
- Fulfillment of the criteria of how good KPIs should be defined and used.

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KPIs … Naturally

Measurement as a human activity is not new. It emerged in early history as a mean for discovery and sense making. Archaeologists consider the first measurement tool used in human history to be the Lebombo bone, a baboon fibula containing 29 cut notches. Dated 35,000 BC, this tally stick was discovered in the Lebombo mountains in Swaziland.

Evaluation, as a form of measurement was used as early as the 3rd century AD, when emperors of the Wei Dynasty rated the performance of the official family members. The biased nature of individual performance evaluation was noticed by Chinese philosopher Sin Yu, who reportedly criticized a rater employed by the Wei Dynasty with the following words: "The Imperial Rater of Nine Grade seldom rates men according to their merits, but always according to his likes and dislikes".

A major milestone in making the connection between measuring as a human activity and performance was in 1494, when Luca Pacioli published in Venice 'Summa de arithmetica, geometrica, proportioni et proportionalita' ('Everything on arithmetic, geometry, proportions and proportionality'). It detailed a practice the Venetian sailors had in place to evaluate the performance of their sailing expeditions, which became the basis of the double-entry accounting system.

In time, the subjective nature of individual performance evaluations and the dominance of financial indicators for evaluating enterprise performance became stepstones for performance management in human activities.

The industrial revolution added to this combination the "organization as a machine" metaphor that played a major role in driving improvements in efficiencies and effectiveness. The result was an organizational performance management model based on mechanistic, command-and-control thinking, driven by subjective individual performance assessments and financial indicators and crowned by pay-for-performance arrangements.

Did it work? To a certain extent, yes. Many organizations flourished and matured based on this model.

Does it have flaws? Many. And while historical circumstances attenuated them in time, today's environment amplifies and exposes them at an accelerated rate.

Is there a better way? Yes, but it is not simple. It requires a change at multiple levels, from the underlying philosophy of performance, to mentalities and processes. This is not easy.

Over time, the use of Key Performance Indicators (KPIs) became synonym to performance measurement and management. KPIs are the link between the old and the new in performance management. Their use, however, is much richer and rewarding in an environment based on organic performance architecture principles:

Organizations are echo-systems in their own right. They vary in terms of maturity and the environment in which they operate. As such, their use of performance management systems should reflect their own "personality". You can try to build an igloo in Sahara, but it won't be sustainable. The performance architecture of each organization needs to be unique and to reflect its internal and external environment.

Systems thinking provides a much richer context for understanding and improving performance. Command-and-control worked in time for the army, for increasing productivity of unskilled workers during the industrial revolution and for managing large organizations (such as the public service). Today, knowledge workers form the majority of the workforce in developed economies, operate in a much more interconnected environment and have to make decisions at an accelerated pace. Understanding the systems in which we operate, analyzing flow and learning based on data become ever more important today and complement the traditional simplistic managerial approach of executing orders from above.

KPIs should be used primarily for learning. The role of KPIs should be the one of providing the required information to assist in navigating towards the desired results. The same principle is used by ants, who leave pheromone trails to assist each other in navigating towards the food source. Similarly, the nerve impulses travel through the different points of the nervous system, transmitting information. KPIs results should travel through the organization, facilitating communication, providing a base for analysis / synthesis and ultimately decision making across all levels of the organization.

Data accuracy in human administration is an elusive desideratum. Neils Bohr once said: "Accuracy and clarity of statement are mutually exclusive". Accuracy is a challenge in exact sciences and even more in human administration. Striving to obtain any KPI data is a challenge in itself for many organizations and data accuracy is an even bigger ask. The use of KPIs should acknowledge this aspect and be oriented towards making the most out of existent data, oftentimes by using variance intervals. This approach is used by the human body. If the temperature drops under a safe limit, we shiver. If the temperature increases, we sweat. Both are performance improvement initiatives of the body, aimed to regulate its temperature back to safe limits. The KPI here is the temperature. While it is not a constant, its trend is good when within certain safe limits.

The use of KPIs for rewards and punishment should be limited and driven by self-assessment. Purposeful oriented behaviour is a characteristic of living organisms. For humans and many other species, this behaviour is amplified by rewards and punishment. Along with this amplification, risks are amplified, too. Gaming of results, lack of cooperation, decreased morale and work accidents are some of the undesired consequences. On the other hand, the majority of nerve impulses in the human body transmit general information. Only in particular situations pleasure or pain signals. Similarly, the use of KPIs for rewards and punishment should be the exception to the rule, rather than the norm.

Embedding KPIs in organizations through visualization and communication of KPIs results is the key to maximizing their value added. Variations in the KPIs used by the human body are felt by our senses as their impact is sensory rich. Similarly, KPIs used in an organizational context should be embedded in everyday use and be a part of the working experience. The most important aspect of communicating KPI results is their visual representation. This is key, both in terms of optimizing the layout of the data representation and the presence of visual displays in the working environment. The range of media is diverse today: posters, whiteboards, banners, LED and LCD monitors should be combined to bring results to life across the organization. KPI results should not be restricted to paper reports and computer screens anymore.

New philosophy of performance, driven by self-assessment and purposeful achievement as a mean to happiness. While happiness means many things to many, a common expression of this feeling is the result of the purposeful achievement of a desideratum. Achieving something we want, while shared with others, is about us and reverberates strongly in our inner self. Transposing this powerful catalyst of performance in both our personal and organizational life is facilitated by a new paradigm: Happiness is driven by achievement. Achievement is an expression of performance. If we want to be in control of our happiness, we should be in control of our performance.

Self-assessment of performance results is not easy. However, if more emphasis is placed on building this capability in each employee, organizations can benefit by creating a rewarding environment conducive to happiness. In this environment, managers can focus on understanding and improving the working system, while employees can focus on self-assessment of the results' achievement, learning and communicating. Purposeful achievement of results in a well-structured working system would bring both individuals and organization much closer to happiness and fulfilment compared to the payment of bonuses in the current command-and-control driven dominant paradigm.

KPIs are here to stay. The question we have to answer is how do we want to use them: mechanistically or naturally?

Aurel Brudan,
Performance Architect
smartKPIs.com

smartKPIs.com Community Profile

Since its launch in 2009, smartKPIs.com established itself as the favourite destination of professionals from around the world interested in high quality documented examples of performance measures. With hundreds of thousands of page views and tens of thousands of visitors from over 190 countries each month, www.smartKPIs.com is one of the most used performance management resources on the Internet.

What sets the smartKPIs.com community apart is the profile of its members.

smartKPIs.com is a truly global community, with relatively uniformly spread representation in terms of membership around the world. While the highest number of members comes from English speaking countries, no single country dominates in terms of representation. The same applies in terms of the size of the organizations to which smartKPIs.com members belong. While membership is the highest among companies with 11 to 500 employees, both small and large organizations in terms of headcount are well represented.

Country breakdown

Country	Percentage
Saudi Arabia	2.16%
Indonesia	2.73%
Canada	2.95%
United Arab Emirates	3.08%
Malaysia	4.26%
United Kingdom	5.59%
Australia	7.84%
United States	14.84%
India	14.93%
Other	41.61%

Organization size

Size	Percentage
Self-employed	8.37%
1-10 employees	9.56%
11-100 employees	19.91%
101-500 employees	20.21%
501-1000 employees	10.11%
1001-5000 employees	13.41%
5001-10000 employees	5.40%
10000+ employees	13.04%

Industry affiliation

Industry	Percentage
Not-for-profit	2.05%
Construction / Capital Works	2.13%
Government - State & Federal	2.14%
Energy	2.53%
Food, Beverages & Tobacco	2.53%
Banking, Mortgages & Credit	3.04%
Engineering	3.09%
Telecommunications	3.81%
Retail	3.96%
Transportation / Logistics	4.08%
Finance	4.08%
Healthcare	4.08%
Other professional services	4.37%
Education / Training	5.16%
Manufacturing	9.23%
Technology	10.14%
Consulting	14.46%
Other	19.14%

In terms of industry affiliation, the majority of smartKPIs.com community members operate in the consulting industry. The ICT, manufacturing and education / training sectors follow in this hierarchy, which also reflects wide interest from both the public and not-for-profit sectors.

Job title

Job title	Percentage
Engineer	2.08%
Student	3.07%
C-level Executive	4.43%
Business Analyst	5.26%
Director	6.73%
Consultant	9.13%
Manager	32.30%
Other	37.00%
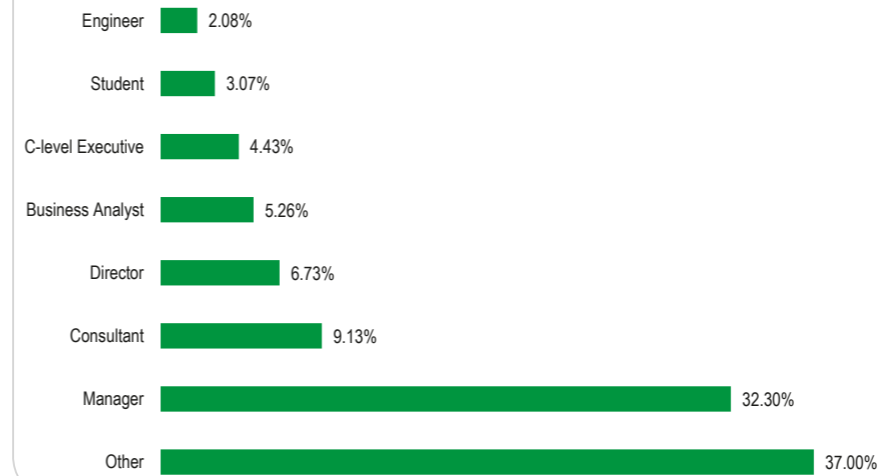
The membership of smartKPIs.com community is dominated by managers and consultants, which reflect a high level of professional expertise. The breakdown of managerial positions by function reflects a higher than the average representation from HR, Project and IT managers.

Managerial roles

Role	Percentage
Purchasing Manager	0.61%
Marketing Manager	1.06%
Product Manager	1.52%
Finance Manager	1.57%
Sales Manager	1.92%
Quality Manager	2.00%
Operations Manager	2.27%
IT Manager	5.13%
General Manager	5.28%
Project Manager	8.64%
HR Manager	9.85%
Manager	60.14%
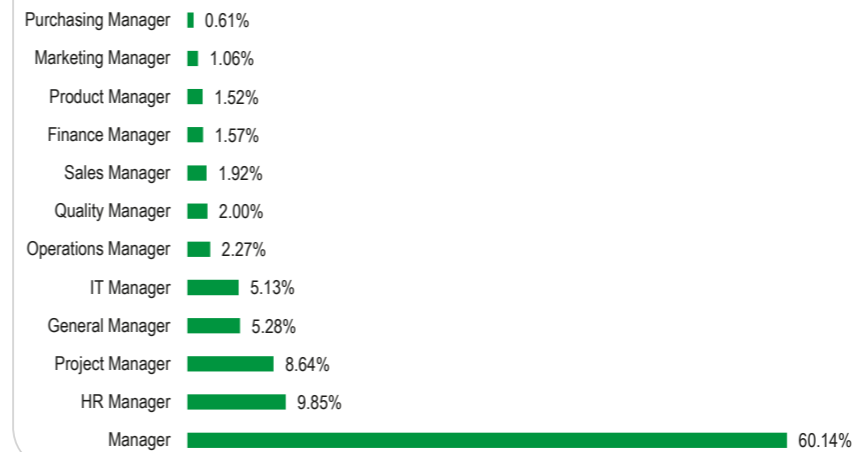
Overall, the profile of the smartKPIs.com community paints the picture of a global, diverse and highly qualified membership base. Tapping into the collective intelligence of this community by analyzing visit trends is a reflection of both trends in performance management at international level across industries / functional areas and of the relevance of the smartKPIs.com content.

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2010 smartKPIs.com Functional Areas Taxonomy

14 Functional Areas with 59 Sub-categories

Accounting (217)*
- Accounting Systems (34)
- Cash Management (21)
- Control (10)
- Cost Analysis (34)
- Planning and Reporting (53)
- Transactions / Accounts Payable / Accounts Receivable (65)

Corporate Services (38)
- Administration / Office Support (8)
- Corporate Travel (6)
- Facilities / Property Management (16)
- Legal Services (8)

CSR / Sustainability / Environmental Care (150)
- Corporate Social Responsibility (55)
- Environmental Care (95)

Finance (196)
- Asset / Portfolio management (44)
- Financial stability (38)
- Forecasts & Valuation (53)
- Liquidity (14)
- Profitability (47)

Governance, Compliance and Risk (107)
- Compliance and Audit Management (45)
- Governance (30)
- Risk Management (32)

Human Resources (352)
- Compensation and Benefits (47)
- Efficiency and Effectiveness (33)
- Recruitment (60)
- Retention (28)
- Service Delivery (30)
- Talent Development (59)
- Workforce (22)
- Working Environment (73)

Information Technology (539)
- Application Development (61)
- Enterprise Architecture (43)

- IT - General (38)
- IT - Security (116)
- Network Management (62)
- Service Management (219)

Knowledge and Innovation (183)
- Innovation (37)
- Knowledge Management (70)
- R & D (76)

Marketing & Communications (178)
- Advertising (32)
- Marketing (119)
- Public Relations (27)

Online Presence - eCommerce (159)
- eCommerce (45)
- Email Marketing (17)
- Online Advertising (18)
- Online Publishing - Weblogs (10)
- Search Engine Optimisation (SEO) (15)
- Web Analytics (54)

Portfolio and Project Management (102)
- Benefits Realisation Management (5)
- Portfolio Management (56)
- Project Management (41)

Production & Quality Management (163)
- Maintenance (20)
- Production (85)
- Quality Management (58)

Sales and Customer Service (246)
- Customer Service (101)
- Sales (145)

Supply Chain, Procurement, Distribution (379)
- Contract Management (46)
- Inventory Management (82)
- Logistics / Distribution (133)
- Procurement / Purchasing (78)
- Supply Chain Management (40)

* The figures in the brackets represent the number of documented KPI examples available on www.smartKPIs.com as of 1 February 2011. For up to date statistics follow the hyperlinks.

2010 smartKPIs.com Industries Taxonomy

24 Industries with 94 Sub-categories

Agriculture (205)*
- Crops (38)
- Forestry and Logging (32)
- Livestock, Hunting and Fishing (136)

Arts and Culture (127)
- Event Production and Promotion (4)
- Libraries and Archives (92)
- Museums (30)

Construction & Capital Works (29)
- Civil Engineering (24)
- Construction of Buildings (22)

Education & Training (65)
- Academic Education (61)
- Training and Other Education (6)

Financial Institutions (144)
- Banking, Mortgages and Credit (66)
- Insurance (50)
- Investments (42)

Government - Local (628)
- Budget and Finance (25)
- Community - Quality of Life (33)
- Culture, Recreation and Entertainment (39)
- Economic & Business Affairs (90)
- Environment (60)
- General Local Administration (59)
- Public Safety (98)
- Public Services (123)
- Social Services (104)

Government - State / Federal (532)
- Agriculture, Fisheries and Forestry (46)
- Education (38)
- Employment and Workplace Relations (42)
- Finance / Treasury (11)
- Foreign Affairs and Trade (5)
- General State Administration (13)
- Healthcare (95)
- Human / Social Services (11)
- Law and Justice (97)
- Military, Security and Defense (20)
- Resources and Energy (44)
- Tourism (64)
- Transportation and Infrastructure (49)

Healthcare (210)
- Emergency Response / Ambulance Services (31)
- Healthcare Support Services (16)
- Hospitals (93)
- Medical Laboratory (15)
- Medical Practice (54)
- Preventive Healthcare (31)
- Veterinary Medicine (7)

Hospitality & Tourism (133)
- Food and Beverage Service (47)
- Hotel / Accommodation (78)
- Tour Operator (16)

- Travel Agency (14)

Infrastructure Operations (245)
- Airports (85)
- Ports (101)
- Railways (24)
- Roads (50)

Manufacturing (33)

Media (63)
- Broadcasting (TV and Radio) (28)
- Film and Music (36)

Non-profit / Non-governmental (52)

Postal and Courier Services (65)

Professional Services (98)
- Accounting Services (33)
- Business Consulting (34)
- Engineering (39)
- Legal Practice (54)
- Recruitment / Employment Activities (30)

Publishing (31)

Real Estate / Property (135)
- Property Management (71)
- Real Estate Development (20)
- Real Estate Transactions (44)

Resources (176)
- Coal and Minerals Mining (82)
- Oil and Gas (41)
- Sustainability / Green Energy (56)

Retail (47)

Sport Management (61)
- Coaching / Training (9)
- Sport Club Management (13)
- Sport Event Organisation (34)

Sports (147)
- American Football (10)
- Badminton (10)
- Baseball (29)
- Basketball (18)
- Cricket (10)
- Football / Soccer (27)
- Rugby (10)
- Tennis (34)

Telecommunications / Call Centre (58)
- Call Centre (43)
- Telecommunications (16)

Transportation (281)
- Airlines (95)
- Land Transport (Road & Rail) (86)
- Local Public Transport (60)
- Marine Transport / Shipping (90)

Utilities (272)
- Electricity (98)
- Natural Gas (58)
- Water and Sewage (142)

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KPI Documentation Form Template as Used by smartKPIs.com

Organizational capability or department that fulfils a specific business function.

Sub-grouping of the functional area or industry.

Aggregate of organizations operating in a particular field, often named after its principal product or service.

Functional Areas	Sub-categories	Industries
N/A	Hospitals	Healthcare
KPI record	**Indicator type**	**Unit type**
sK41	smartKPI	%

Key Performance Indicator (KPI) example unique identification number assigned automatically when entered in the database.

Classification of performance indicators based on their relevance and level of analysis.

Type of measurement unit to reflect results (number, percentage, monetary value).

Name of the indicator, a brief representation of its role.

Succinct description of the indicator, clarifying in business terms its name.

Other versions of the indicator name, as used in practice.

Name

% Hospital bed occupancy rate

Definition and variations

Definition
Measures the percentage of beds in the hospital that are occupied by patients, from overall number of hospital beds.

Variations
% Bed occupancy rate - long-term patients
% Bed occupancy rate - short-term patients

Related KPIs
Hospital bed capacity
$ Hospital operating profit per bed
# Hospital admission rate per 10,000 inhabitants

Tags
hospital, occupancy

List of other related indicators in the database, either upstream (influenced by this indicator), or downstream (with influence on this indicator).

Keywords relevant to the indicator, useful for navigating by thematic clusters of similar examples.

Names of the measures used in calculating the indicator (if applicable).

Calculation

Subordinate measures used for calculation
A = # Hospital inpatient beds occupied
B = # Hospital inpatient beds

Calculation formula	**Formula type**	**Trend is good when**
(A/B)*100	Rate	Increasing

Expresses the indicator as a formula linking the subordinate measures (if applicable).

Type of calculation formula, based on the combination of subordinate measures (rate, ratio, index, composition).

Direction in which the results of the indicator need to move for a positive result.

Explanation of the reason or business justification for using the indicator.

Classification of performance indicators based on what dimension of an activity or result they are measuring.

Strength of the indicator based on the stage of evaluation: input, process, output or outcome.

Focus

Purpose
To indicate the hospital's efficiency regarding bed management and its spare capacity.

BSC perspective	**Measurement focus**	**Impact stage**
Customer	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Standard Balanced Scorecard perspective where the indicator fits best.

Type of indicator based on the emphasis of past activity or future performance.

Measurement approach for the KPI (Quantitative or qualitative).

Organizational level at which the indicator is measured (strategic or operational).

Period for which the results of the indicator have been measured.

Frequency of data gathering and reporting for the indicator.

Subjective evaluation of the integrity characteristics of the data being reported.

Data profile

Data capture period	**Standard reporting frequency**	**Data integrity**
Spot	Daily	High
Automation fit	**Limitations**	
Recommended	Accurate reporting for this KPI requires real-time registration of inpatients, so that no lag exists between the actual hospitalization (and the occupancy of the bed) and registering it in the bed management system.	

Suitability for automated data gathering by importing data in the centralized reporting tool.

Other limitations (data or reporting system related) to be considered during the use of the indicator.

Subjective evaluation of the suitability for benchmarking based on indicator reporting standardization in the industry.

Additional information related to the target setting for this indicator.

Thresholds outlining the limits for positive and negative results, as well as the tolerance interval.

Targets

Benchmarking fit
Suitable

Notes
Given the universality of the measure, it suits benchmarking very well. High levels of bed occupancy reflect the ability of a hospital to provide safe patient care and indicate an efficient use of a hospital's capacity.

Threshold exemple		
Red: <70%	Yellow: 70-90%	Green: >90%

Analysis and resources

Overall notes
Bed occupancy rate is used to assess the demands for hospital beds and hence to gauge an appropriate balance between demand for health care and number of beds available. Managing the bed occupancy rate can be a difficult task due to the demand that cannot be controlled by postponing (like in the case of a guest house, for example).

Additional resources
http://news.bbc.co.uk/2/hi/health/5370336.stm

References

1. Adeyi, O. , Smith,O., Robles, S. & World Bank (2007), "Public policy and the challenge of chronic noncommunicable diseases", available at: http://siteresources.worldbank.org/INTPH/Resources/PublicPolicyandNCDsWorldBank2007FullReport.pdf
2. Health Policy Research Associates & Institute for Health Policy (2007), "Performance Reviews of Provincial and Line Ministry Healthcare Services", available at: http://203.94.76.60/AHF/pdf/CD03/Assesment_Overall_Perfor_bw_Districts02_35-54.pdf
3. Republic of the Philippines, Department of Health (2004),
OTHER HEALTH FACILITIES STATISTICAL REPORT, available at: www.doh.gov.ph/bhfs/images/issuances/psychiatric/statisticalreport.pdf

General remarks about the use of the indicator.

Other recommended online and offline resources for understanding and using the indicator.

List of resources reviewed as part of the documentation process.

Average rating of the indicator by smartKPIs.com community members.

Total number of pageviews for the indicator.

Date stamp of when the indicator page was last updated.

Statistics & bookmarking

Rating	**Views**	**Last updated**
★☆☆☆☆ (1 / 5)	1780	03 February 2011
Add rating		
☆☆☆☆☆	Share	Save

Rating button.

Share button, for social media communication.

Option to save the indicator in a preferred list available online at smartKPIs.com.

smartKPIs Community

Other popular KPI examples
• # Average length of stay in ER
• % Emergency Department visits resulting in hospital admissions
• % Employee turnover

Comments

Other indicators saved in the preferred list along with the current example by smartKPIs.com community members.

Option to comment, provide feedback and engage with other members of the smartKPIs.com community on topics relating the documentation and use of the indicator.

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Top 25 Restaurant KPIs of 2010

Top 25 Restaurant KPIs of 2010

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Food and Beverage Service as an Industry

Food and Beverage Service activities include the provision of complete meals or drinks fit for immediate consumption, whether in traditional restaurants, self-service or take-away restaurants, whether as permanent or temporary stands, with or without seating. Also, it can include the service of food and beverage to a group as part of an organized event, where services occur to all guests within a specific time frame. The traditional format for entities operating in this industry are restaurants, whose operation require a higher degree of complexity.

For the purpose of navigating around the KPI examples listed in this report, they have been grouped in the following categories:

- Occupancy, covering aspects such as guest numbers and reservations;

- Service, grouping menu and labour related KPs;

- Revenue, linked to several variables;

- Customer feedback, covering aspects related to guest satisfaction;

- Quality compliance, with principles and practices regarding industry regulations (such as safety and sanitation) and industry best-practices (menu planning, environmental awareness etc.);

- Cost management, grouping KPI examples used for the analysis and optimization of expenses.

History

The hospitality industry and, in this context, food and beverage service side of it, is considered to be one of the oldest, with records of its existence being traced back in ancient times. The industrial revolution from the 18th century and the technological and social changes it has generated enhanced the development of the food service industry. The growth of cities and the introduction of technologies that made possible a better conservation and transportation of food lead to an increasing demand for food service on the market.

Nowadays, the food and beverage service industry is one of the most regulated in terms of norms that restaurants and similar facilities have to comply with, in order to ensure customer safety and a proper sanitation of products and operations. On the other hand, it has benefited from technological developments and a diversification of customer needs and demands that made possible the emergence and development of a great variety of food service facilities, to address the needs of any customer group and budget.

However, the economic conditions over the last years provided a difficult operational environment, with restaurant managers around the world, having to face lower customer demand as customers cut spending. The use of KPIs in this context is timely as they can assist in making decisions about the efficiency and effectiveness aspects of operating a restaurant.

Relevant Professional Associations

International Hotel & Restaurant Association (IHRA)

International Food Service Executives Association (IFSEA)

International Association of Culinary Professionals (IACP)

Hospitality Financial & Technology Professionals (HFTP)

Hospitality Sales & Marketing Association (HSMAI)

Top 25 Restaurant KPIs of 2010 List

Name	Category
$ Revenue per available seat hour (RevPASH)	Revenue
% Canceled reservations	Occupancy
# Complaints per restaurant order	Customer feedback
% Positive feedback from guests	Customer feedback
% Reserved tables	Occupancy
# Guests per table	Occupancy
# Tables served per waiter	Service
$ Revenue per available square meter (RevPAM)	Revenue
% Customers satisfied with the time to be served	Customer feedback
% Restaurants that apply principles of workplace safety and sanitation	Quality compliance
% Unavailability of menu items	Service
% Restaurants that apply principles of menu planning	Quality compliance
$ Revenue per table	Revenue
# Time per table turn	Service
% Restaurants that apply principles of managing the purchasing process	Quality compliance
$ Amount of dining	Revenue
% Food service strike rate	Occupancy
% Food loss	Cost management
% Tips from total collected	Customer feedback
% Food costs from food sales	Cost management
# New menu items	Service
# Guests	Occupancy
# Product quality uniformity	Quality compliance
% Beverage loss	Cost management
% Front of house labor	Service

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Top 25 Restaurant KPIs of 2010 – Countdown Analysis

25 % Front of house labor

The wining and dining experience is based not only on food quality and service, but also on the ambiance. Ensuring the condition of the establishment is up to standards at all times requires time allocated to front of house work. This KPI is useful in finding the right balance for staff time allocation.

24 % Beverage loss

Value generation in a restaurant context is both about increasing revenues and reducing costs. Monitoring food and beverage loss is a common practice in the industry, supporting efforts for cost reduction and efficiency improvements.

23 # Product quality uniformity

Ensuring customer satisfaction relies on providing products of consistent quality every time. Monitoring this is popular both at individual location and chain level.

22 # Guests

Monitoring the volume of guests that have to be served, especially in time intervals where table occupancy is high, is important in order to plan and optimize personnel and the other resources so as to offer impeccable service.

21 # New menu items

A popular KPI for restaurants that pride themselves as innovators and position themselves as such. For this market segment adding new menu items represents an R&D KPI that contributes to their branding. For other segments, menu decisions are exclusively pragmatic and changes are driven by profitability.

20 % Food costs from food sales

Another cost management KPI example, used in monitoring value generation. In markets with high food price variability, such KPIs serve monitoring profitability and ensuring actions are taken to maintain it.

19 % Tips from total collected

In some markets (such as in the US), tips are part of the culture and of the social contract, being important component of remuneration. They can be useful indicators of customer satisfaction and buying power, thus their monitoring is popular across markets.

18 % Food loss

Similar to % Beverage loss, a cost management KPI used for cost management and supporting efficiency improvements.

17 % Food service strike rate

Achieving high levels of revenue per available seat hour (RevPASH) depends on how much the guests consume, which will determine the revenue they generate. Having high numbers of guests, but with low bills will lead to low levels of RevPASH. In this context, the solution is to increase order numbers, by ensuring more guests consume at least a menu item during their visits.

16 $ Amount of dining

Increasing the revenue achieved by restaurants can be done either by gaining new guests, or by stimulating them to buy more. Mainly in the case of luxury restaurants, monitoring the average amount of a dining bill can offer insights into the guests' profile and how to increase the value of these guests.

15 % Restaurants that apply principles of managing the purchasing process

Purchasing operations are very important for any business in the food and beverage service industry. Due to the health implications and subsequent regulations in the field, having sound purchasing practices and handling processes for ingredients is vital.

14 # Time per table turn

A key value driver for any restaurant is to achieve the revenue per available seat hour (RevPASH) as high as possible. In order to do so, tight monitoring of the average time spent by a guest or a group of guests at a table enables insights into how to optimize table occupancy and improve RevPASH.

13 $ Revenue per table

Monitoring this KPI enables the assessment of how much revenue a table from the food and beverage service facility generates in a particular time. This analysis is mainly helpful in comparing the revenue generated by a table in different time intervals of the day or week.

12 % Restaurants that apply principles of menu planning

Applying principles and practices of menu planning enables restaurant managers to better organize their activities and offer superior service in terms of quality and diversity of menu items. Many restaurant chains monitor this KPI in order to assess the extent at which the units in the chain implement menu planning practices, as an industry best practice.

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11 % Unavailability of menu items

Offering high quality services requires restaurants to satisfy customer needs and this KPI offers insights regarding the extent at which these needs are satisfied. Ordering items that are not available to serve will probably lead to guests' dissatisfaction as it reflects poorly on the administrative and customer service capabilities of the venue.

10 % Restaurants that apply principles of workplace safety and sanitation

Compliance with legal regulations is a necessity for units in the food and beverage industry. Hence, in the case of restaurant chains, the percentage of restaurants that apply principles of workplace safety and satisfaction is a key indicator of compliance and care for the employees and guests.

9 % Customers satisfied with the time to be served

A fast service is a key driver of success in the restaurant industry as it impacts both customer satisfaction and profitability. Monitoring this KPI is a must for any restaurant interested in gaining insights from customers on the dining experience.

8 $ Revenue per available square meter (RevPAM)

Monitoring RevPAM is useful in assessing how well the available space is organized in order to optimize revenue. While overall revenue differs from one food service unit to another, depending on its profile, RevPAM offers a benchmark to which different restaurants can compare and see how well they are performing, no matter the total surface they use and their total revenue.

7 # Tables served per waiter

Maintaining a balance between the number of waiters and the volume of tables and guests they need to serve is important from both employee and guest satisfaction perspectives. Having too few waiters serving too many tables can lead to poor quality of service, increased time to serve guests and employee work overload.

6 # Guests per table

Monitoring this KPI provides insights about the demographics of customer groups that can be used for market positioning and for organizing the space to fit customer profiles. If most of the customers are couples and most of the tables cater for groups of 6+ people, here is a misalignment that needs to be addressed.

5 % Reserved tables

By monitoring the extent at which restaurant tables are reserved, this KPI illustrates the interest of guests in the restaurant. Having high levels of tables occupied with reservations indicates that the restaurant is attractive and can further on help plan occupancy of tables.

4 % Positive feedback from guests

Guest satisfaction and loyalty is a key focus for each food service unit. Hence, measuring and tracking feedback from restaurant guests must be done permanently and must be used as foundation for improving service. Positive feedback from guests is recognition of high standards in service delivery and a leading indicator of guest satisfaction.

3 # Complaints per restaurant order

Thorough monitoring of guest satisfaction and complaints is a practice that any food and beverage service unit should employ. This KPI offers insights regarding the frequency of complaints relative to the orders serviced.

2 % Canceled reservations

Tracking the reservations that are canceled is important in order to optimize occupancy through table reallocation and for the improvement of reservation standards. If using a reservation management system, data collection and reporting can be done with ease.

1 $ Revenue per available seat hour (RevPASH)

RevPASH is one of the most popular KPIs in the food and beverage service industry, being the correspondent of RevPAR in the hotel industry. While revenue optimization is a key preoccupation for any food service manager, monitoring this KPI can be useful for maximizing the revenue-generation capacity of the seats available.

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4753	Key Performance Indicator	$

Name

$ Revenue per available seat hour (RevPASH)

Definition and variations

Definition

Measures the restaurant's revenue on a per available seat hour basis. The volume of available seat hours refers to the number of seats available for guests, multiplied by the number of hours of operation.

Variations

$ RevPASH
$ Revenue per available seat hour

Related KPIs

$ Revenue per available treatment room (RevPAT)

Tags

revenue

Calculation

Subordinate measures used for calculation

A = $ Revenue
B = # Available seat hours

Calculation formula	Formula type	Trend is good when
A/B	Average	Increasing

Focus

Purpose

It is used in revenue management in order to analyze the overall efficiency in seating and selling the products to customers, identifying the most and least efficient serving intervals.

BSC perspective	Measurement focus	Impact stage
Financial	Money	Output
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Monthly	Medium
Automation fit	**Limitations**	
Recommended	Most RevPASH analyzes are based only on the open time, but for increased accuracy, analysis should capture the entire duration of customer meals (according to both check open and close times).	

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Targets

Benchmarking fit	Notes
Suitable	Calculation envisages a daily average (that encompasses all operating hours within the daily operating program), but also the RevPASH for each operating hour (calculated as the division of the hourly revenue to the number of available seats within that hour). Further on, each hourly RevPASH is compared to the daily average to see which time intervals are the most productive (i.e. with hourly RevPASH above the daily average).

Threshold exemple

Red: <20	Yellow: 20-30	Green: >30

Analysis and resources

Overall notes

It represents one of the newest measures of restaurant productivity, developed and advocated by Dr. Sheryl Kimes of Cornell University.

RevPASH increases can be stimulated by increases in seat turnover (serving more customers in an hour increases the revenue achieved in that hour). Also, restaurant managers can increase RevPASH by offering incentives during the time intervals (hours) when less diners visit the restaurant.

Additional resources

http://www.allbusiness.com/accounting-reporting/cost-accounting-decision-theory/971595-1.html

http://www.profitablehospitality.com/public/177.cfm

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Functional Areas	Sub-categories	Industries
N/A	Airlines	Transportation
	Hotel / Accommodation	Hospitality & Tourism
	Food and Beverage Service	
	Travel Agency	
	Tour Operator	

KPI record	Indicator type	Unit type
sK222	Key Performance Indicator	%

Name

% Canceled reservations

Definition and variations

Definition
Measures the percentage of bookings that were retreated or canceled for different reasons, from the total number of bookings.

Variations
% Canceled bookings
% Cancellations
% Canceled bookings with penalty
% Canceled bookings without penalty

Related KPIs
% No show rate

Tags
booking operations

Calculation

Subordinate measures used for calculation
A = # Canceled reservations
B = # Reservations

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Decreasing

Focus

Purpose
To indicate how much of the potential revenue that could be generated by all the bookings within a given time period will become actual revenue for the organization.

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Process

Indicator focus	Measurment type	Level
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Week	Weekly	Medium

Automation fit	Limitations	
Recommended	For increased relevance, reporting should be done as often as possible, so as to allow re-booking.	

Targets

Benchmarking fit	Notes
Suitable	The indicator is very suitable for benchmarking hotel or restaurant capacity usage.

Threshold exemple

Red: >10%	Yellow: 5-10%	Green: <5%

Analysis and resources

Overall notes
In the case of hotels, the analysis should be complemented by measuring the time horizons at which the cancellation is made after the moment of booking. If the cancellation is done quickly after the booking, there is the possibility of re-booking, so there will be no loss. If done right before the due arrival, the room might not be re-booked, but in most of the cases the money paid in advance is not returned by the hotel.

Additional resources
http://support.resortdata.com/rdpwin/Help/Res/CancelRes.htm

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK460	Key Performance Indicator	#

Name

Complaints per restaurant order

Definition and variations

Definition
Measures the average number of complaints recorded per restaurant service order.

Variations
Average complaints per order

Related KPIs
% Complaints with workplace safety and sanitation

Tags
satisfaction

Calculation

Subordinate measures used for calculation
A = # Complaints received
B = # Restaurant service orders recorded

Calculation formula	Formula type	Trend is good when
A/B	Average	Decreasing

Focus

Purpose
It represents one way of assessing restaurant guest satisfaction.

BSC perspective	Measurement focus	Impact stage
Customer	Satisfaction	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	Data collection requires maintaining a register of guest complaints, updated by waiters with each new complaint.	

Targets

Benchmarking fit
Unsuitable

Notes
Targets should be set as low as possible, but considering the fact that customers might be highly subjective, facing guest complaints is inherent.

Threshold exemple
Red: >2   Yellow: 1-2   Green: <1

Analysis and resources

Overall notes
Monitoring this KPI requires contribution from the waiters, if they are the ones to whom customers communicate their complaints. In this context, waiters might "game" the results, so as to avoid being questioned by restaurant managers.

Additional resources
http://www.complaintsboard.com/complaints/restaurantcom-c160285.html

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Functional Areas	Sub-categories	Industries
N/A	Hotel / Accommodation Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK81	Key Performance Indicator	%

Name
% Positive feedback from guests

Definition and variations

Definition
Measures the percentage of positive feedback received from guests as a result of their satisfaction with the overall customer experience.

Variations
% Positive feedback

Related KPIs
Feedback received from employees, partners and customers

Tags
hotel, feedback

Calculation

Subordinate measures used for calculation
A = # Guests giving positive feedback
B = # Guests that offer feedback

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose
To determine the level of customer satisfaction with the hospitality unit's facilities and services.

BSC perspective	Measurement focus	Impact stage
Customer	Satisfaction	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	Measurement can be affected by customer subjectivity (his/her state at the moment when giving the feedback). Accurate reporting requires a clear definition of what a positive feedback is.	

Targets

Benchmarking fit	Notes
Suitable	It is desirable by all hotel and restaurant managers or owners to have a rate of positive feedback as high as possible. Results will not always be 100% accurate as customers may tend not to be sincere when filling in the feedback form or may not give it the required attention.

Threshold exemple

Red: <80%	Yellow: 80-90%	Green: >90%

Analysis and resources

Overall notes
Hospitality units may use various ways to receive feedback from customers: feedback forms to be filled in at check-out, feedback forms on their website to be filled in voluntary, feedback letters sent to former guests as part of a campaign etc.

Additional resources
http://www.melbourne.vic.gov.au/AboutCouncil/Meetings/Lists/CouncilMeetingAgendaItems/Attachments/2441/BIRC_54_200704170530.pdf

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3. Tixier, M. (2008), "The Hospitality Business Communication and Encouragement of Guests' Responsible Behaviour and Their Diverse Responses", available at: http://www.esade.edu/cedit/pdfs/papers/pdf7.pdf

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4730	Key Performance Indicator	%

Name

% Reserved tables

Definition and variations

Definition
Measures the rate at which restaurant tables are occupied with prior reservation.

Variations
% Booked tables
% Ratio of booked tables
% Table reservations

Related KPIs
% Food service strike rate

Tags
booking operations

Calculation

Subordinate measures used for calculation
A = # Times the tables are occupied with prior reservation
B = # Times the tables are occupied

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose
It is a measure of restaurant attractiveness, as booking restaurant tables means that people want to avoid the risk of not finding a free table.

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	While reservations can easily be monitored, accurate reporting requires constant monitoring of how many times each table is occupied, whether or not with prior reservation.	

Targets

Benchmarking fit	Notes
Suitable	It is one of the most suitable metrics for comparison to competitor restaurants, as it is well known that customers make reservations to best recognized and busiest restaurants.

Threshold exemple

Red: <40%	Yellow: 40-60%	Green: >60%

Analysis and resources

Overall notes
Usually, based on prior results for this metric, restaurant managers plan their tables by allocating some of them to reservations, and the rest to walk-ins.

It is argued that high levels of reservations occur also in the case of expensive restaurants, where people with checks of large value want to plan their night, they don't want to just drop in somewhere.
Also, it is argued that the use of technology enhances the volume of reservations for restaurant tables.

Additional resources
http://www.opentable.com/info/newspage.aspx?id=114

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http://people.dbmi.columbia.edu/noemie/papers/webdb09.pdf
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http://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1278&context=gradconf_hospitality&sei-redir=1

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4743	Key Performance Indicator	#

Name

Guests per table

Definition and variations

Definition

Measures the average number of guests per table or bill.

Variations

Customers per table
Guests per bill

Related KPIs

Guests

Tags

guests

Calculation

Subordinate measures used for calculation

A = # Individual guests served
B = # Bills

Calculation formula	Formula type	Trend is good when
A/B	Ratio	Within range

Focus

Purpose

To monitor the size of customer groups served.

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Input
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	Tracking the number of customers served requires data gathering at the level as the number of guests may vary from the number of orders placed.	

Targets

Benchmarking fit	Notes
Suitable	Larger groups may be more profitable due to the size of the orders placed. However, such assumptions should be made by analyzing the data for each location.

Threshold exemple

Red: <2	Yellow: 2-3	Green: >3

Analysis and resources

Overall notes

Tracking this KPI may be useful in ensuring the restaurant caters for the suitable demographics.

Additional resources

http://www.sbaer.uca.edu/profiles/industry_profiles/24.pdf

https://www.fbo.gov/index?s=opportunity&mode=form&id=b8bfa52891f80eca8969b725eb03fd2c&tab=core&_cview=0

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4760	smartKPI	#

Name

Tables served per waiter

Definition and variations

Definition

Measures the average number of tables served by one waiter in period.

Variations

Average tables per waiter
Tables served per waiter on a daily basis

Related KPIs

$ Spent on equipment

Tags

staff

Calculation

Subordinate measures used for calculation

A = # Tables served
B = # Waiters

Calculation formula	Formula type	Trend is good when
A/B	Average	Within range

Focus

Purpose

To indicate the average daily workload of waiters and their productivity.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	Accurate reporting requires sound practices for monitoring the tables served by each waiter.	

Targets

Benchmarking fit	Notes
Unsuitable	Results can be interpreted either for the adequacy of staff and the restaurant's activity, or for the restaurant's attractiveness. A high number of tables per waiter usually means that the restaurant is very busy.

Threshold exemple

Red: <10; >40	Yellow: 10-20; 30-40	Green: 20-30

Analysis and resources

Overall notes

Restaurants and cafes often employ front-waiter/back-waiter systems, where there are two or more staff for 12-20 customers. These two waiters share the responsibilities and can provide a higher quality of service.

Additional resources

http://waiternotes.wordpress.com/2009/06/10/restaurant-overstaffing/

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Functional Areas	Sub-categories	Industries
N/A	Hotel / Accommodation Food and Beverage Service	Hospitality & Tourism

KPI record	Indicator type	Unit type
sK4788	smartKPI	$

Name

$ Revenue per available square meter (RevPAM)

Definition and variations

Definition
Measures the revenue achieved by the hospitality unit on a per square meter basis.

Variations
$ RevPAM

Related KPIs
$ Total revenue per available room (TRevPAR)

Tags
revenue

Calculation

Subordinate measures used for calculation
A= $ Revenue
B= # Area of the hospitality facility (in square meters)

Calculation formula	Formula type	Trend is good when
A/B	Average	Increasing

Focus

Purpose
To reflect the revenue generation capability of each square meter used by the hospitality unit.

BSC perspective	Measurement focus	Impact stage
Financial	Money	Outcome

Indicator focus	Measurment type	Level
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium

Automation fit	Limitations
Recommended	Accurate reporting requires collecting data regarding revenue from the accounting systems.

Targets

Benchmarking fit	Notes
Suitable	Targets depend on the hospitality unit's profile, attractiveness and reputation (which determine the level of prices).

Threshold exemple

Red: <8,000	Yellow: 8,000-10,000	Green: >10,000

Analysis and resources

Overall notes
In the hotel industry, more commonly used is the RevPAR (revenue per available room). However, if the accommodation unit offers also restaurant and other services, this KPI is relevant in comparing the revenue generated by each of the facility.

Additional resources
http://ezinearticles.com/?Measuring-Efficiency-With-Hotel-Management-Indicator&id=5791468

References

1. Bertsimas, D. & Shioda, R. (2001), "Restaurant Revenue Management", available at:
http://www.mit.edu/~dbertsim/papers/Revenue%20Management/Restaurant%20Revenue%20Management.pdf
2. Rohlfs, K., V. (2009), "The Role of Space in Revenue Management", available at:
http://ecommons.cornell.edu/bitstream/1813/11655/1/FullDraftv7.4.pdf
3. UC Santa Cruz, "Monopolistic Competition and Product Differentiation", available at:
http://people.ucsc.edu/~nuclear/econ1/testinfo/chapter16.pdf

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK2364	smartKPI	%

Name
% Customers satisfied with the time to be served

Definition and variations

Definition
Measures the proportion of customers that express satisfaction regarding the time it took to be served.

Variations
% Customer satisfaction with the time to be served

Related KPIs
% Customer retention

Tags
satisfaction

Calculation

Subordinate measures used for calculation
A = # Customers stating they are satisfied with the time it took to serve them
B = # Customers

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose
To indicate whether the internal flow for serving the customers meets their expectations in terms of time they have to wait to be served.

BSC perspective	Measurement focus	Impact stage
Customer	Satisfaction	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Monthly	Low
Automation fit	**Limitations**	
Recommended	It is highly based on customer subjectivity. The satisfactorily time they have to wait to be served can vary from one customer to another, depending on their personality or whether they are in a rush or not.	

Targets

Benchmarking fit	Notes
Unsuitable	The time to serve is suitable for comparison to both competition and to the same unit's results in previous periods to check whether improvements in the serving flow have been made. However, customer perception in this context is subjective, thus benchmarking is not suitable.

Threshold exemple

Red: <95%	Yellow: 85-95%	Green: >95%

Analysis and resources

Overall notes
The metric is also highly susceptible for the halo effect. A customer that has not been satisfied with the service or the food quality, might express dissatisfaction in respect to anything asked.
Measurement is easy, as it can be done by simply asking customers to fill in at leave a brief form asking them to state whether they were satisfied or not or to rank in a scale, with values like: Excellent, Good, Medium, Bellow average, Poor.

Additional resources
http://www.isixsigma.com/index.php?option=com_k2&view=item&id=657:&Itemid=49&tmpl=component&print=1

References

1. Bolton, R., N. & Drew, J., H. (1994), "Linking Customer Satisfaction To Service Operations and Outcomes", Service Quality: New Directions in Theory and Practice, Chapter 8, Sage Publications, CA, pp. 173-200.
2. Gupta, S., McLaughlin, E. & Gomez, M. (2007), "Guest Satisfaction and Restaurant Performance (Analysis of Restaurant Management)", Cornell Hotel & Restaurant Administration Quarterly, available at: http://www.entrepreneur.com/tradejournals/article/167388298_4.html
3. Wang, P. & McCain S., C. (2011), "How the Group Composition Influences Customers' Expectation of the Waiting Time in the Restaurant Setting", available at: http://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1263&context=gradconf_hospitality&sei-redir=1

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Functional Areas	Sub-categories	Industries
Governance, Compliance and Risk	Compliance and Audit Management Food and Beverage Service	Hospitality & Tourism

KPI record	Indicator type	Unit type
sK4738	smartKPI	%

Name

% Restaurants that apply principles of workplace safety and sanitation

Definition and variations

Definition

Measures the ratio of restaurants that apply principles of workplace safety and sanitation, from all the restaurants in the chain.

Variations

% Proportion of restaurants that apply principles of workplace safety and sanitation

Related KPIs

City blocks receiving supplemental sanitation services

Tags

governance

Calculation

Subordinate measures used for calculation

A = # Restaurants that apply principles of workplace safety and sanitation
B = # Restaurants

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To reflect the level of compliance of chain restaurants with safety and sanitation at work.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Process

Indicator focus	Measurment type	Level
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Quarterly	Low

Automation fit	Limitations	
Not recommended	Accurate reporting requires thorough analysis of the safety and sanitation practices in all restaurants in the chain and a standardized approach.	

Targets

Benchmarking fit

Suitable

Notes

Targets should be as close to 100% as possible, as they impact both employee satisfaction and safety and customer attitude towards the restaurant as an employer.

Threshold exemple

Red: <85%   Yellow: 85-95%   Green: >95%

Analysis and resources

Overall notes

The restaurant industry is a highly regulated one from a sanitation perspective. Hence, monitoring this KPI is useful in order to ensure compliance and the highest levels of quality for employees and guests.

Additional resources

Brown, A., C. (2007), "Understanding Food: Principles and Preparation", Cengage Learning

References

1. Katsigris, C. & Thomas, C. (2008), "Design and Equipment for Restaurants and Foodservice: a Management View", John Wiley and Sons
2. Marriott, N., G. & Gravani, R., B. (2006), "Principles of Food Sanitation", Birkhauser
3. WorkCover, (2003), "Occupational Health and Safety in Hospitality, Employee Induction Checklist", available at:
http://www.workcover.nsw.gov.au/formspublications/publications/Documents/occupational_health_and_safety_hospitality_employee_induction_checklist_4150.pdf

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4742	Key Performance Indicator	%

Name

% Unavailability of menu items

Definition and variations

Definition

Measures the rate at which orders placed were not fulfilled because of the unavailability of the requested menu items.

Variations

% Unavailability rate
% Unavailability

Related KPIs

New menu items

Tags

offer

Calculation

Subordinate measures used for calculation

A = # Orders with unavailable menu items
B = # Orders

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Decreasing

Focus

Purpose

To indicate whether customer requests were fulfilled, as this impacts satisfaction and indicates the quality of the internal food operations.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Outcome
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	It requires monitoring and registering of all orders from the customers, with focus on those that could not be fulfilled. Data collection relies on the waiters, who might lack sincerity in reporting all unfulfilled requests.	

Targets

Benchmarking fit	Notes
Unsuitable	Targets should take into consideration accidents (kitchen equipment failure or supplier delays) that cannot be controlled with ease by the restaurant's management.

Threshold exemple

Red: >15%	Yellow: 10-15%	Green: <10%

Analysis and resources

Overall notes

In case of menu items not available when being ordered, to avoid complaints or customer dissatisfaction, waiters' behavior is vital. They should be trained to respond to customers in a manner that will proactively avoid complaints, by offering other items with explanations and even complimentary gifts. This, in turn, might even increase satisfaction.

Additional resources

http://ezinearticles.com/?Restaurant-Training-Manual---Presenting-the-Menu-and-Taking-Food-Order&id=3384893

References

1. Boella, M. & Pannett, A. (1999), "Principles of Hospitality Law", Cengage Learning EMEA
2. Diener, M., I., Parekh, A. & Pitera, J. (2007), " High Performance Hospitality, Sustainable Hotel Case Studies", available at: http://www.erb.umich.edu/Research/Student-Research/AHLA_High%20Performance%20Hospitality-LowRes3.pdf
3. Sutherland, P. (2007), "Common Restaurant Problems and Solutions", available at: http://ezinearticles.com/?Common-Restaurant-Problems-and-Solutions&id=4101834

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Functional Areas	Sub-categories	Industries
Governance, Compliance and Risk	Compliance and Audit Management Food and Beverage Service	Hospitality & Tourism

KPI record	Indicator type	Unit type
sK4737	smartKPI	%

Name

% Restaurants that apply principles of menu planning

Definition and variations

Definition

Measures the ratio of restaurants that apply principles of menu planning, from all restaurants in the chain.

Variations

% Ratio of restaurants that apply principles of menu planning

Related KPIs

% Restaurants that apply principles of managing the purchasing process

Tags

governance, restaurants

Calculation

Subordinate measures used for calculation

A= # Restaurants that apply principles of menu planning
B= # Restaurants

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To reflect the extent at which restaurants make use of practices and principles of menu planning, these being considered key drivers of performance in hospitality.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Input

Indicator focus	Measurment type	Level
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Quarterly	Low

Automation fit	Limitations	
Not recommended	Accurate reporting requires collecting data from all restaurants in the chain, which can be time consuming.	

Targets

Benchmarking fit	Notes
Suitable	While applying principles of menu planning is not compulsory by law, like the case of safety and sanitation regulations, using sound menu planning practices can increase restaurant performance and customer satisfaction.

Threshold exemple

Red: <85%	Yellow: 85-95%	Green: >95%

Analysis and resources

Overall notes

Principles and practices of menu planning are various and can refer to aspects such as menu diversity, scheduling, types of dishes etc.

Additional resources

http://wwwstatic.kern.org/gems/cccc/HOWIMPORTANTISMENUPLANNING.pdf

References

1. Caribbean Hotel Association (2003), "Apprenticeship Operations Manual", available at:
http://www.caribbeanhotelassociation.com/mbrsonly/Manuals/Apprenticeship.pdf
2. Food and Nutrition Service, United States Department of Agriculture (2011), "ABC's of Successful Menu Planning", available at:
http://www.fns.usda.gov/tn/resources/blocks4.pdf
3. Gordon-Davis, L. (2004), "Hospitality Industry Handbook on Nutrition and Menu Planning", Juta and Company Ltd.

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK458	Key Performance Indicator	$

Name

$ Revenue per table

Definition and variations

Definition
Measures the average revenue achieved per restaurant table on a daily basis.

Variations
$ Average revenue per table

Related KPIs
Time per table turn

Tags
restaurant, revenue

Calculation

Subordinate measures used for calculation

A = $ Revenue
B = # Restaurant tables
C = # Days in the reporting period

Calculation formula	Formula type	Trend is good when
A/B/C	Average	Increasing

Focus

Purpose
To reflect the revenue-generating capability of the restaurant.

BSC perspective	Measurement focus	Impact stage
Financial	Money	Output
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Medium
Automation fit	**Limitations**	
Recommended	Reporting this KPI requires access to updated information on revenue available in the accounting systems.	

Targets

Benchmarking fit	Notes
Suitable	Targets vary highly depending on the restaurant's profile and the target market it addresses to.

Threshold exemple

Red: <7,500	Yellow: 7,500-10,000	Green: >10,000

Analysis and resources

Overall notes
Monitoring the revenue per table can be done on a daily basis, but also during time intervals with different volumes of activity, so as to compare results (for example, weekends versus working days).

Additional resources
http://www.entrepreneur.com/startingabusiness/businessplans/businessplancoachtimberry/article77674.html

References

1. Kimes, S., E. (1999), "Implementing Restaurant Revenue Management", available at:
http://www.stern.nyu.edu/om/courses/cafo_grad/pinedo/download/restaurant_revenue.pdf
2. Shields, J. (2004), "A Survey of Restaurant Revenue Management", available at: http://www.sbaer.uca.edu/research/sbi/2004/pdfs/28.pdf
3. Thompson, G., M. (2005), "Restaurant Table-Mix Optimizer", available at:
http://www.hotelschool.cornell.edu/research/chr/pubs/tools/tooldetails-14044.html

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK477	Key Performance Indicator	#

Name

Time per table turn

Definition and variations

Definition

Measures the average number of minutes spent by guests at the table.

Variations

Average time per table turn

Related KPIs

$ Revenue per table

Tags

time

Calculation

Subordinate measures used for calculation

A = # Time table 'i' was occupied, where i = from 1 to n
n = # Tables occupied
B = # Turns (groups of guests)

Calculation formula	Formula type	Trend is good when
(A1+A2+...+An)/B	Average	Decreasing

Focus

Purpose

To assess how much a group of guests keeps occupied a table, as this impact the revenue per available seat hour (RevPASH).

BSC perspective	Measurement focus	Impact stage
Customer	Duration	Input
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	Accurate reporting requires sound monitoring of the times during which restaurant tables are occupied and the volumes of customers seating.	

Targets

Benchmarking fit

Suitable

Notes

Targets depend on the restaurant's profile (whether it is a luxury restaurant, where guests spend more time at a table, or fast food restaurants, where the time spent is lower).

Threshold exemple

Red: >40	Yellow: 25-40	Green: <25

Analysis and resources

Overall notes

Optimizing seat occupancy is a major challenge for restaurant managers. Monitoring the KPI at various time intervals during the day and during the week can help in better planning the restaurant operations.

Additional resources

http://bschool.nus.edu/departments/Marketing/Jochen%20papers/josm_noone_kimes_mattila_wirtz_serviceencounterpace_2009.pdf

References

1. Jekanowski, M., D., Binkley, J., K. & Eales, J. (2001), "Convenience, Accessibility, and the Demand for Fast Food", Journal of Agricultural and Resource Economics, Vol. 26, No. 1, pp. 58-74
2. Meier, S. (2010), "Becoming Human Again", available at:http://img.pr.com/release-file/1101/292287/Becoming_Human_Again.pdf
3. Sweeney, K. (2004), "The New Restaurant Entrepeneur: an Inside Look at Restaurant Deal-making and Other Tales from the Culinary Trenches", Kaplan Publishing

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Functional Areas	Sub-categories	Industries
Governance, Compliance and Risk	Compliance and Audit Management Food and Beverage Service	Hospitality & Tourism

KPI record	Indicator type	Unit type
sK4736	smartKPI	%

Name

% Restaurants that apply principles of managing the purchasing process

Definition and variations

Definition
Measures the ratio of restaurants that conduct their purchasing process according to established principles, from all restaurants in the chain.

Variations
% Ratio of restaurants that apply principles of managing the purchasing process

Related KPIs
% Restaurants that apply principles of menu planning

Tags
governance

Calculation

Subordinate measures used for calculation
A= # Restaurants that apply principles of managing the purchasing process
B= # Restaurants

Calculation formula	Formula type	Trend is good when
(A/B)*100	Ratio	Increasing

Focus

Purpose
To assess the level of compliance of chain restaurants with standardized and effective purchasing practices.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Input

Indicator focus	Measurment type	Level
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Quarterly	Low

Automation fit	Limitations	
Not recommended	Reporting requires collecting data from all restaurants in the chain and the prior existence of a standardized collection of purchasing principles to be used.	

Targets

Benchmarking fit
Suitable

Notes
Targets reflect the emphasis put on standardizing and optimizing purchasing operations within the chain restaurants.

Threshold exemple

Red: <85%	Yellow: 85-95%	Green: >95%

Analysis and resources

Overall notes
Optimal purchasing practices and principles generate several benefits for the purchasing organization in terms of effectiveness and costs reduction. While restaurants usually engage in intense purchasing operations, monitoring this KPI is key to improved performance.

Additional resources
http://www.psmcollege.co.za/docs/1.%20Understanding%20Purchasing%20Principles.pdf

References

1. Iowa State University (2005), "What Retail Foodservices Should Know When Purchasing Local Produce Directly From Farmers", available at: http://www.extension.iastate.edu/Publications/pm2046.pdf
2. The University of Alberta (2009), "Key Performance Indicators - Food Service Evaluation", available at: http://www.ales.ualberta.ca/afns/CurrentStudents/IntegratedDieteticInternship/CurrentInterns/~/media/University%20of%20Alberta/Faculties/ALES/Departments/AFNS/Department%20Site/Current%20Students/Documents/Dietetic%20Internship/FoodServiceKPIsFinal.ashx
3. Wisner, J., D, Tan, K. & Leong, G., K. (2008), "Principles of Supply Chain Management", Cengage Learning

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4751	Key Performance Indicator	$

Name

$ Amount of dining

Definition and variations

Definition
Measures the average value of a check or bill for food and beverage.

Variations
$ Average check or bill value
$ Average value of orders

Related KPIs
% Tips from total collected

Tags
revenue

Calculation

Subordinate measures used for calculation
A = $ Revenue (including take-away, if available)
B = # Checks or bills

Calculation formula	Formula type	Trend is good when
A/B	Average	Increasing

Focus

Purpose
It indicates the restaurant's guests profile and attractiveness of the restaurant's offer.

BSC perspective	Measurement focus	Impact stage
Customer	Money	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium
Automation fit	**Limitations**	
Recommended	For increased accuracy of reporting, it should be compared to the number of people dining so as to see a per capita dining value.	

Targets

Benchmarking fit	Notes
Suitable	Comparison should be done only to restaurants of similar profile in terms of capacity, menu complexity, location and prices.

Threshold exemple

Red: <30	Yellow: 30-50	Green: >50

Analysis and resources

Overall notes
This KPI can help in forecasting revenue and plan the number of visits to the restaurant you will need (and customer checks) in order to attain the projected revenue.

Another approach is to measure the amount of dining on a per customer basis. Although more useful, it is much more laborious, as it requires for each table check to monitor the number of people comprised in that check.

Additional resources
http://www.allbusiness.com/accommodation-food-services/accommodation/561830-1.html

References

1. Jin, N., H. & Lee, S., M. (2011), "What Matter Experiential Value in Casual-dining Restaurant?", available at: http://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1057&context=gradconf_hospitality&sei-redir=1
2. Thomas, M. (2009), "Oliver Hospitality, Inc.: On the Relationship Between Price and Perceived Quality", available at: http://forum.johnson.cornell.edu/faculty/mthomas/Oliver_Hospitality_Case.pdf
3. Wu, J., J. (2011), "Local Restaurants Prefer Community-centric Promotion to Groupon", available at: http://news.medill.northwestern.edu/chicago/news.aspx?id=177776&print=1

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4757	smartKPI	%

Name

% Food service strike rate

Definition and variations

Definition

Measures the proportion of clients that serve a meal from the total number that visited the venue.

Variations

% Restaurant strike rate
% Food service facility strike rate
% Strike rate

Related KPIs

% Reserved tables

Tags

revenue

Calculation

Subordinate measures used for calculation

A = # People that serve a meal
B = # Patrons at location

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Increasing

Focus

Purpose

To indicate the extent at which people visit the facility for food consuming purposes, as a low level for the indicator can indicate that changes need to be done in order to stimulate clients to consume food products (as this generates a higher RevPASH).

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	It requires constant monitoring of all persons within the restaurant and correlation to the orders.	

Targets

Benchmarking fit	Notes
Suitable	Targets depend on the type of food service facility and on other factors, such as the season, for example. During summer, it might happen that a high volume of people visit the restaurant to have a cold drink.
	Measurement should be done by comparison to competition and to previous periods to see evolution in time.

Threshold exemple

Red: <70%	Yellow: 70-80%	Green: >80%

Analysis and resources

Overall notes

Although it is correlated with high attractiveness in terms of food service (which is the main function of a food service facility), high levels for this indicator do not necessarily mean that the facility is more profitable than other, with lower levels. Costs assessment should also be done in other to evaluate profitability.

Additional resources

http://www.bestindependentrestaurants.org/index.cfm/referer/content.contentList/ID/530/

References

1. ESOMAR World Research, "Market research glossary", available at: http://www.esomar.org/index.php/glossary-i.html
2. Goodpasture, J. et al. (2003), "Restaurant Market Analysis" available at: http://www.uwex.edu/ces/cced/economies/tourism/Restaurant%20Market%20Analysis.pdf
3. Kimes, S., E. (2004), "Restaurant Revenue Management", available at: http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-13604.html

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK2240	Key Performance Indicator	%

Name
% Food loss

Definition and variations

Definition

Measures the ratio of food production that was not served to customers, due to reasons such as: menu items prepared for uncertain orders, complex menus that make management of food inventories difficult, unexpected fluctuations in food sales and plate loss (especially due to increased portion sizes).

Variations

% Food losses
% Ratio of food losses

Related KPIs

% Food costs from food sales

Tags

loss

Calculation

Subordinate measures used for calculation

A = # Volume of the food that was not served
B = # Volume of the total food production

Calculation formula	Formula type	Trend is good when
(A/B)*100	Ratio	Decreasing

Focus

Purpose

It evaluates the capacity to manage the food inventories and it also helps assessing profitability.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Volume	Output
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	It is based on factors that cannot be control in each case (such as consumer behavior), thus decision-making can be limited in such situations.	

Targets

Benchmarking fit	Notes
Unsuitable	The threshold example has just an exemplification purpose. Targets can be affected by seasonality, in summer months usually occurring more food waste.

Threshold exemple

Red: >25%	Yellow: 15-25%	Green: <15%

Analysis and resources

Overall notes

High levels of food loss increases the cost of food and lowers profitability in operations. Thus, restaurant managers strive to plan food production and to adequately prepare and conserve the food, so as to minimize the losses.

Additional resources

http://books.google.com/books?id=IQC9V3bXKnAC&lpg=PP1&dq=Food%20and%20Beverage%20Cost%20Control&pg=PP1#v=onepage&q&f=false

http://www.thefreelibrary.com/Keeping+safe+with+loss+prevention%3A+loss+prevention+techniques+could...-a0114567769

References

1. Bloom, J. (2006), "Dispatches from a Wasteful Nation: How America Squanders Its Food and Leaves Citizens Hungry", available at: https://cdr.lib.unc.edu/indexablecontent?id=uuid:e6224b73-e348-4073-a91d-acd29a717eb3&ds=DATA_FILE&dl=true
2. Jones, T., W. (2006), "Using Contemporary Archaeology and Applied Anthropology to Understand Food Loss in the American Food System", available at: http://www.ce.cmu.edu/~gdrg/readings/2006/12/19/Jones_UsingContemporaryArchaeologyAndAppliedAnthropologyToUnderstandFoodLossInAmerican FoodSystem.pdf
3. Muth, M., K. et al. (2007), "Exploratory Research on Estimation of Consumer-Level Food Loss Conversion Factors", available at: http://www.rti.org/pubs/0210449_food_loss_report_7-07.pdf

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4758	Key Performance Indicator	%

Name
% Tips from total collected

Definition and variations

Definition
Measures the proportion of tips from the total value of bills.

Variations
% Tips
% Tips ratio

Related KPIs
$ Amount of dining

Tags
revenue

Calculation

Subordinate measures used for calculation
A = $ Value of the tips
B = $ Total collected value of bills

Calculation formula	Formula type	Trend is good when
(A/B)*100	Ratio	Increasing

Focus

Purpose
It helps assessing customer satisfaction, as dissatisfied customers usually don't leave tips. It also reflects the profile of customers, as financially secure customers are likely to leave larger tips.

BSC perspective	Measurement focus	Impact stage
Customer	Money	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	Low
Automation fit	**Limitations**	
Not recommended	Measurement is based on data collection from the waiters, thus being done with limited control over reliability.	

Targets

Benchmarking fit	Notes
Unsuitable	Results depend on the restaurant's profile (luxury restaurant usually collecting higher percentages of tips) and on waiters' correctness in reporting tips.

Threshold exemple

Red: <10%	Yellow: 10-15%	Green: >15%

Analysis and resources

Overall notes
In many countries, it is compulsory to report tips as these are subject to tax payment. Thus, in order to avoid paying taxes for the tips they receive (all tips collected from the customers, or a share of these, depending on the restaurant's policies), waiters can be reluctant to reporting the whole amount of tips collected.

Additional resources
Fitzsimmons, J., A. and Maurer, G. B. (1991), "A walk-through audit to improve restaurant performance", The Cornell Hotel and Restaurant Administration Quarterly, Vol. 31 No. 4, pp. 94-99.

http://www.foodservicewarehouse.com/education/restaurant-operations/how-to-report-tips.aspx

http://rrgconsulting.com/tip_reporting_article.htm

References

1. Food Service Warehouse (2009), "How to Manage Tip Distribution and Tip Reporting", available at: http://www.foodservicewarehouse.com/education/restaurant-operations/how-to-report-tips.aspx
2. Greengard. S. (2009), "Ruby Tuesday; Feasting on IT Metrics", available at: http://www.cioinsight.com/c/a/IT-Management/Ruby-Tuesday-Feasting-on-Metrics-260689/
3. Shipley, T. (2010), "Psychology Study: Tip Percentage Declines as Bill Total Increases", available at: http://news.wustl.edu/news/Pages/2423.aspx

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK1330	Key Performance Indicator	%

Name

% Food costs from food sales

Definition and variations

Definition

Measures the proportion at which the value of food sales cover the cost of food sales. The costs of food sales are comprised of the food purchases in the period and the adjustments between the beginning inventory and the ending inventory (added to the purchases if the beginning inventory exceeds the ending inventory and substracted from the purchases if the other way).

Variations

% Cost of food
% Food costs

Related KPIs

% Food loss

Tags

cost

Calculation

Subordinate measures used for calculation

A = $ Cost of food sales
B = $ Food sales

Calculation formula	Formula type	Trend is good when
(A/B)*100	Rate	Decreasing

Focus

Purpose

It helps assessing the return on the investment in food and performing adequate cost control and management.

BSC perspective	Measurement focus	Impact stage
Financial	Money	Output
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Monthly	Medium
Automation fit	**Limitations**	
Recommended	Correct calculation requires laborious work, encompassing both food purchases in period and the adjustment in the food inventory. In practice, it is argued that many restaurant managers miscalculate this metric by computing incorrectly the food inventory or even by omitting it.	

Targets

Benchmarking fit	Notes
Suitable	Targets can be seriously affected in the case of improper calculation of the adjustment in the inventory level.

Threshold exemple

Red: >50%	Yellow: <30%; 40-50%	Green: 30-40%

Analysis and resources

Overall notes

Evaluating at each measurement period the value of both the beginning and the ending inventory is laborious and time-consuming. Thus, in practice we can find restaurant managers using average figures, determined after several real measurements and used from then on, of course, adjusted from time to time with new real measurements.

Additional resources

http://www.restaurantreport.com/features/ft_inventory.html

References

1. Dopson, L., R., Hayes, D., K. & Miller, J., E. (2007), "Food and Beverage Cost Control", John Wiley and Sons.
2. Gorodesky, R. & Lange, K. (2011), "Restaurant Accounting: For Profit's Sake, Inventory Your Food Cost!", available at: http://www.restaurantreport.com/features/ft_inventory.html
3. Kimes, S., E. (1999), "Implementing Restaurant Revenue Management", available at: http://www.stern.nyu.edu/om/courses/cafo_grad/pinedo/download/restaurant_revenue.pdf

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK2251	Key Performance Indicator	#

Name

New menu items

Definition and variations

Definition

Measures the number of new items introduced in the restaurant's menu list.

Variations

New menu items introduced

Related KPIs

% Unavailability of menu items

Tags

offer

Calculation

Subordinate measures used for calculation

A = # New menu items introduced in period

Calculation formula	Formula type	Trend is good when
A	Volume	Within range

Focus

Purpose

It indicates the restaurant's menu diversity, being a measure of innovation and proactivity to customers' needs and demands.

BSC perspective	Measurement focus	Impact stage
Learning & Growth	Volume	Process
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Month	Monthly	Medium
Automation fit	**Limitations**	
Not recommended	It only reflects the number of new items in the menu and does not assess customers' response to them.	

Targets

Benchmarking fit	Notes
Suitable	It is a measure of restaurant's competitiveness, along with other leading aspects, such as quality of food or quality of service. These create competitive advantage, as they are hard to copy by competition (usually, recipes for the menu items are a matter of secretiveness).
	Introducing too many new items in the menu with high frequency is both costly and can create customer unfamiliarity with the restaurant's offer.

Threshold exemple

Red: <1; 5<	Yellow: 1-2; 4-5	Green: 2-4

Analysis and resources

Overall notes

Although costly (raising food and labor costs because of decreasing economies of scale), menu diversity and constant change is a must for nowadays food service facilities, representing one of the main aspects of restaurant planning practices.

Depending on its profile and possibilities, each food service unit should diversify the menu from time to time, preferably with own-created recipes.

Additional resources

http://www.packagedfacts.com/sitemap/product.asp?productid=2624812

References

1. Crocker, W. (2006), "New Menu Items for a Restaurant: Making it From Concept to the Counter", available at: http://www.associatedcontent.com/article/89547/new_menu_items_for_a_restaurant_making.html?cat=35
2. HRM (2010), "Menu Planning", available at: http://jan.ucc.nau.edu/~wlr2/ha442/class/control/menu/
3. Pavesic, D. (2010), "How to Win the Menu Pricing Game", available at; http://rrgconsulting.com/restaurant_menu_pricing.htm

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Functional Areas	Sub-categories	Industries
N/A	Hotel / Accommodation Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK2325	Key Performance Indicator	#

Name

Guests

Definition and variations

Definition
Measures the total volume of guests served. Variations of this KPI can limit the measurement period of time to a particular time of the day, week or month.

Variations
Hotel customers
Hotel guests
Restaurant guests
Customers by time of day/week/month

Related KPIs
Guests per table

Tags
guests

Calculation

Subordinate measures used for calculation
A = # Individual guests in period

Calculation formula	Formula type	Trend is good when
A	Volume	Increasing

Focus

Purpose
To indicate the busiest periods during the day, week or month, as this influences the RevPAR and the RevPASH and helps managers develop marketing offers to increase patronage in slow periods.

BSC perspective	Measurement focus	Impact stage
Customer	Volume	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Strategic

Data profile

Data capture period	Standard reporting frequency	Data integrity
Day	Weekly	High
Automation fit	**Limitations**	
Recommended	Accurate reporting requires sound practices to measure the volume of guests at any point. It does not reflect important aspects such as revenue or satisfaction of guests. Choosing the period for measurement (a time interval within the day, week or month) depends on the type of activity. For	

Targets

Benchmarking fit	Notes
Suitable	This KPI is suitable for benchmarking, but only with units of the same profile (size, number of stars, location etc.). It can be used to compare a business to other competitors because it compares them at times when customers are most active.

Threshold exemple

Red: <60	Yellow: 60-100	Green: >100

Analysis and resources

Overall notes
Along with being a measure of popularity, the number of guests is used in constructing many other performance measures, such as the average revenue per guest, number of guests per employee etc.

It is one of the most useful KPIs in the context of revenue management, and can provide valuable insights for decision-making. It can help project the revenue or the RevPAR or RevPASH and provide incentives to stimulate demand in less attractive time intervals.

Additional resources
Mattson, J. (1994), Measuring Performance in a First Class Hotel, Managing Service Quality, Vol. 4 No. 1, pp. 39-42.

http://www.sbaer.uca.edu/profiles/industry_profiles/24.pdf

References

1. Buchanan, R., D. & Expeseth, R., D. (2010), "Developing a Bed & Breakfast Business Plan", available at:
http://web.aces.uiuc.edu/vista/pdf_pubs/b&b.pdf
2. Goodpasture, J. et al. (2003), "Restaurant Market Analysis" available at:
http://www.uwex.edu/ces/cced/economies/tourism/Restaurant%20Market%20Analysis.pdf
3. Kimes, S., E. (2004), "Restaurant Revenue Management", available at:
http://www.hotelschool.cornell.edu/research/chr/pubs/reports/abstract-13604.html

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4741	Key Performance Indicator	#

Name

Product quality uniformity

Definition and variations

Definition
Measures the extent at which the quality of one product in the menu is consistent from one restaurant facility to another. It represents the variance from the average rating.

Variations
Product quality uniformity by product
Quality uniformity by product

Related KPIs
% Restaurants that apply principles of managing the purchasing process

Tags
offer

Calculation

Subordinate measures used for calculation
Ai= # Quality of the product "i", from a scale from 1 to 10, where i=from1 to n
n= # Products evaluated

and alternatively

Ai= # Quality of the product as evaluated in restaurant "i", from a scale from 1 to 10, where i=from1 to n
n= # Restaurants

Calculation formula	Formula type	Trend is good when
[(A1+...+An)/n]-Ai	Composition	Within range

Focus

Purpose
To monitor the quality of served menu items.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Quality	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Monthly	Low
Automation fit	**Limitations**	
Not recommended	Evaluation is based on audits conducted on a regular basis.	

eabID number: **sK0118171**

Targets

Benchmarking fit	Notes
Suitable	A balance should be sought, as overemphasizing the standardization may lead to waste.

Threshold exemple

Red: <-2 ; >1	Yellow: -1-(-2); 1-2	Green: -1-1

Analysis and resources

Overall notes
There are a number of ways of studying the quality attributes of food products. One way is to look at the occurrence of the characteristics as the product is encountered and consumed. Using this system, quality attributes are often classified as external (sight, touch, defects), internal (odor, taste, texture), or hidden (wholesomeness, nutritive value, safety).

Additional resources
http://www.nelson.wisc.edu/community/programs/docs/peterman_032211.pdf

http://cbapp.csudh.edu/depts/finance/frezayat/OMG%20427/PPlectures/Chapter%201.ppt

http://findarticles.com/p/articles/mi_m3190/is_v20/ai_4083216/

References

1. Hart, C. W. L. (2009), "Samurai Management; Employee Participation, Quality Control Rescues Japanese Restaurant Company" available at: http://findarticles.com/p/articles/mi_m3190/is_v20/ai_4083216/
2. Streed, O., J. & Cliquet, G. (2006), "Concept Uniformity in Limited-Service Restaurant Chains: Case Studies", available at: http://emnet.univie.ac.at/fileadmin/user_upload/conf_EMNet/2007/papers/Streed_Cliquet.pdf
3. University of Maryland (2002), "Food Safety and Quality Assurance Issues", available at: http://ucgaps.ucdavis.edu/documents/Other_Training_Resources2668.pdf

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK4755	Key Performance Indicator	%

Name

% Beverage loss

Definition and variations

Definition
Measures the variance between actual and nominal quantities of beverage in inventory.

Variations
% Loss in beverage quantities

Related KPIs
$ Restaurant revenue per employee

Tags
revenue

Calculation

Subordinate measures used for calculation
A = # Actual quantity of beverages in the inventory
B = # Nominal quantity of beverages in the inventory

Calculation formula	Formula type	Trend is good when
(A/B)*100	Average	Increasing

Focus

Purpose
To assess the beverage management efficiency and improvements from one period to another.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Quality	Output
Indicator focus	**Measurment type**	**Level**
Leading	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Spot	Quarterly	Low
Automation fit	**Limitations**	
Not recommended	It requires constant monitoring of the beverage supply levels and the losses.	

Targets

Benchmarking fit	Notes
Suitable	High results indicate that the beverage losses have decreased significantly, this impacting profitability in a positive manner.

Threshold exemple

Red: <15%	Yellow: 15-30%	Green: >30%

Analysis and resources

Overall notes
Having low levels of beverage loss requires good knowledge of the restaurant's clients, what are their drinking patterns and plan supply accordingly.

Additional resources
http://food-management.com/

References

1. Davis, B., Lockwood, A. & Stone, S. (1998), "Food and Beverage Management", Butterworth-Heinemann
2. National Restaurant Association (1996), "Bar code: Serving Alcohol Responsibly Server Guide", available at: https://ritdml.rit.edu/bitstream/handle/1850/417/Exhibit9.pdf?sequence=15
3. Rutherford, D., G. (1994), "Lessons from Liebeck", available at: http://www.tc.umn.edu/~nordi062/comm1313w/p5evidence/mcdhotel.pdf

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Functional Areas	Sub-categories	Industries
N/A	Food and Beverage Service	Hospitality & Tourism
KPI record	**Indicator type**	**Unit type**
sK2235	Key Performance Indicator	%

Name

% Front of house labor

Definition and variations

Definition

Measures the proportion of labor hours allocated for front of house activities.

Variations

% Hours allocated for front of house activities
% Front of house hours of work

Related KPIs

% Labor costs from total sales

Tags

labor

Calculation

Subordinate measures used for calculation

A = # Hours of front of house work
B = # Total work time (hours)

Calculation formula	Formula type	Trend is good when
(A/B)*100	Ratio	Within range

Focus

Purpose

It helps assessing labor productivity, if compared to the value of sales.

BSC perspective	Measurement focus	Impact stage
Internal Processes	Duration	Process
Indicator focus	**Measurment type**	**Level**
Lagging	Quantitative	Operational

Data profile

Data capture period	Standard reporting frequency	Data integrity
Week	Monthly	Medium
Automation fit	**Limitations**	
Recommended	It requires constant monitoring of the labor hours allocated for front of house cleaning and other activities.	

Targets

Benchmarking fit	Notes
Unsuitable	Targets vary depending on the restaurant's location (whether cleaning is conserved better than in other places) and even on the season (during winter, for example, it might need more hours to clean the snow).

Threshold exemple

Red: <5%; >20%	Yellow: 5-10%; 15-20%	Green: 10-15%

Analysis and resources

Overall notes

For increased accuracy, the metrics should be assessed along with customer impressions on how the front of house appears to them.

Additional resources

http://www.rrgconsulting.com/pdfs/Sample%20FOH%20Schedule1.pdf

References

1. Kimes, S., E. (1999), "Implementing Restaurant Revenue Management", available at:
http://www.stern.nyu.edu/om/courses/cafo_grad/pinedo/download/restaurant_revenue.pdf
2. RSI Reportcard (2010), "Labor Costs", available at: http://www.rsireportcard.com/RptCard.nsf/LaborCosts?OpenPage
3. Sherman, R. (2002), "Better Than Your Mother:
Caring Labor in Luxury Hotels", available at: http://wfnetwork.bc.edu/berkeley/papers/53.pdf

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Appendix A: Glossary of Terms

The following list provides an explanation of several popular terms characterizing KPIs:

Rate – A specific type of ratio expressed in many cases as part to whole. Examples of rates are the natality or mortality rate, expressed as the number of births or deaths per a certain number of population or the currency exchange rate, where the value of one currency is compared to the value of the other currency.

Ratio – A relation between two measures that might be distinct, but which are part of the same category of elements, such as the ratio of boys to girls, teachers to students, doctors to patients, revenues to expenditure.

Composition – A composite indicator is formed when individual indicators are compiled into a single index, on the basis of an underlying model of the multi-dimensional concept that is being measured. It measures multi-dimensional concepts (e.g. competitiveness, e-trade or environmental quality) which cannot be captured by a single indicator.

Index – A number computed from a specific formula or calculation methodology, used to characterize a complex set of data.

Leading – Drive the performance of the outcome indicators, being predictors of success or failure. Examples of leading indicators are: "% Employees involved in the innovation process", "% Conversion rate" or "% Inventory quality ratio (IQR)".

Lagging – Type of indicators that reflect the success or failure after an event has been consumed. Examples include: "$ Operating profit per room", "$ Earnings before interest and taxes (EBIT)" or "$ Cost avoidance savings".

Input – Reflects assets and resources invested in or used to generate business results. Examples include: "# Headcount", "$ Cost per broadcast hour" and "# Knowledge materials distributed to employees".

Process – Refers to the efficiency or productivity of a business process. Examples include: "% On time delivery", "# Conflicts arisen during the project", "# Average call handling time" and "# Mean time to repair".

Output – Measures the financial and nonfinancial deliverables or results of business activities. Examples include: "% Passenger seats sold", "# New customers acquired" or "$ Revenue per successful call".

Outcome – Reflects overall results or impact of the business activity in terms of generated benefits, as a quantification of performance. Examples include: "% Customer retention", "% Employee turnover", "$ Net income after taxes (NIAT)" or "% Brand awareness".

Qualitative – A descriptive characteristic, an opinion, a property or a trait. The most common ones gauge customer or employee satisfaction through subjective assessments. Based on a subjective interpretations of a customer's or employee's opinions. Oftentimes these type of indicators are not expressed numerically, but as narrative text. Sometimes a rating is allocated do rank between levels (i.e. Likert scale).

Quantitative – A measurable characteristic, resulted by counting, adding or averaging numbers. Quantitative data is most common in measurement and therefore forms the backbone of most KPIs. Operational systems that manage inventory, supply chain, purchasing, orders, accounting, financial systems, all gather quantitative data by means of KPIs. Other examples of quantitative KPIs are "# Employee tenure", "# Units per man-hour" or "# Maintenance backlog".

Appendix B: Related Reports

This report is part of a collection of smartKPIs.com research reports, dedicated to the analysis of the most popular KPI examples in 2010:

By functional area (department)

Top 25 **Accounting** KPIs of 2010

Top 25 **Customer Service** KPIs of 2010

Top 25 **Finance** KPIs of 2010

Top 25 **HR** KPIs of 2010

Top 25 **Information Technology** KPIs of 2010

Top 25 **Knowledge Management** KPIs of 2010

Top 25 **Marketing** KPIs of 2010

Top 25 **Portfolio Management** KPIs of 2010

Top 25 **Project Management** KPIs of 2010

Top 25 **Logistics and Distribution** KPIs of 2010

Top 25 **R&D** KPIs of 2010

Top 25 **Sales** KPIs of 2010

By industry

Top 25 **Academic Education** KPIs of 2010

Top 25 **Call Centre** KPIs of 2010

Top 25 **Food and Beverage Service** of 2010

Top 25 **Local Government** KPIs of 2010

Top 25 **State Government** KPIs of 2010

Top 25 **Healthcare** KPIs of 2010

Top 25 **Hotel / Accommodation** KPIs os 2010

Top 25 **Manufacturing** KPIs of 2010

Top 25 **Professional Services** KPIs of 2010

Top 25 **Property Management** KPIs of 2010

Top 25 **Real Estate Transactions** KPIs of 2010

Top 25 **Retail** KPIs of 2010

More details about these reports and other smartKPIs.com Premium products and services are available at:

www.smartKPIs.com/Premium

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Appendix C: About eab group

Profile

Established in 2004, **eab group** is an innovative research driven provider of integrated performance management solutions, assisting organizations to achieve results by architecting performance.

Our expertise in strategy, organizational performance management, business intelligence and project management helps clients in sustainably delivering value for their stakeholders.

Our services include consulting, training, research and technology integration.

Team

- A core team complemented by a network of consultants and associates with a blend of practical business experience, strong consulting skills and an interest in academic research.
- Committed to using scientific methods and practical experience to deliver tangible and sustainable benefits.
- Highly trained: collectively, our team accumulated 6 Master degrees, 1 MBA and 1 PhD.
- Experienced: tens of Balanced Scorecard based performance management systems implemented, hundreds of scorecards and dashboards developed, thousands of KPIs selected and documented.

Experience

- Tens of Balanced Scorecard based performance management systems implemented.
- Successful deployments of operational performance management solutions: supplier scorecards, portfolio dashboards, project performance evaluations and benefits realisation management.
- Thousands of KPIs selected and documented.
- Portfolio, program project management and PMO operations.
- Performance management software selection, Excel Dashboards / Scorecard design.
- Development of knowledge portals.

Research

Journal Articles
- April 2010 - Rediscovering performance management: systems, learning and integration, Measuring Business Excellence Journal, Vol. 14, Iss. 1 (Presented at the 2009 Performance Measurement Association Conference)
- October 2008 - From Managing Accounting to Strategy Execution: the Balanced Scorecard (r)evolution and new research agenda, Oeconomica, Vol. LIII, Iss. 2 (Presented at the 2008 Audit and Accounting Convergence Conference)

Conference Papers and Presentations
- December 2010 - Desired State of Evolution - An integrating management tool, Presented at the 2010 edition of the Australian New Zealand Academy of Management Conference.
- September 2010 - The Performance Management Manifesto. Presented at the 2010 Special Edition of Management Accounting Research Symposium.
- October 2008 - Performance management - Emergence as a discipline and research agenda. Presented at the 2008 International Conference on Business Excellence.
- October 2005 - Balanced Scorecard typology and organizational impact. Presented at the 2005 actKM Forum Knowledge Management Conference.

Industry Publications and Presentations
- April 2009 - Performance by beautiful design. Presented at the 2009 Performance Measurement Association Conference.
- November 2008 - New directions in organizational performance management. Presented for the China-Australia Governance Program 2008.
- October 2004 - Creating knowledge-based environments in the Public Service by using the Balanced Scorecard - An APS Implementation Case Study. Presented at the 2004 actKM Forum Knowledge Management Conference.

Appendix D: eab group Services

Pre-packaged solutions

1. Performance Management Pre-populated Templates

Developed in Microsoft Excel and Powerpoint, following optimal data visualisation and streamlined file administration principles.
- Operational KPI dashboards (preselected KPIs documented and grouped by theme)
- Balanced Scorecard based Organizational Performance Management Systems (Performance Architecture, Desired State of Evolution, Strategy Map, Performance Scorecard, Initiative Portfolio and Administration Process Map).

2. *smartKPIs* Premium

smartKPIs Premium is the premium section of the database, consisting of over 1,400 KPI examples preselected by the eab group's research team as the most relevant for practice. Thoroughly documented in over 30 fields, they make **smartKPIs Premium** the most comprehensive and well documented selection of Key Performance Indicator (KPI) examples in the world, the 'gold standard' in KPI documentation.

3. Assessment / Audit / Review

Audit of organizational performance management systems at strategic, operational or individual levels.
Organizational capability assessment using eab group's proprietary tools:
- Performance Management Maturity Model
- Performance Measurement Maturity Model

4. Training

Core courses (1-2 days)
1. Integrated Performance Management: Linking Strategic, Operational and Individual performance;
2. Measuring and learning with Key Performance Indicators;
3. Implementing and using a Balanced Scorecard based performance management system;
4. Supplier Performance Management – Maximizing the value added by suppliers;
5. Solutions for improving the operational performance of Small and Medium Enterprises (SMEs).

KPIs, Dashboard and Scorecard for functional areas (1 day) – i.e. HR, IT, Marketing, Sales, Purchasing / Logistics.
KPIs, Dashboards and Scorecard for industries (1 day) - i.e. Medical Centres, Hotels, Real Estate Agencies.

Customized solutions

5. Organizational Performance Management Systems Implementations
- Integrated performance management systems based on the Balanced Scorecard.
- Application at all organizational levels, or limited to strategic level, operational level or individual level.

6. Key Performance Indicators Advice
- Overhaul of existing KPIs, by reviewing and updating them in accordance to organizational strategy and best practice.
- Assistance with KPI selection.
- KPI documentation support – customisation of smartKPIs Premium templates to reflect organizational needs.
- Development of customised KPI catalogues.
- Assistance in identifying reliable benchmarking resources.

7. Operational performance management solutions

Supplier performance management – Development and implementation of supplier scorecards for both products and services suppliers

Portfolio performance management
- Development of Portfolio Dashboards and Project Scorecards
- Identification of Key Risk Indicators and establishment of Risk Scorecards

Benefits realization management
- Development of benefits management plans
- Project or program evaluation

Alliances performance
- Establishment of Alliances Scorecards
- Development of Service Level Agreements

8. Strategic and operational planning
- Facilitation of strategic planning sessions.
- Strategic research: environmental scans, strategic planning tools deployment (Five forces, SWOT analysis, competitor review).

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Appendix E: eab group Online Portfolio

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At the core of **smartKPIs.com** is an online catalogue of over 6,400 KPI examples from 14 business functional areas and 24 industries. **smartKPIs Premium** is the premium section of the database, consisting of over 1,400 KPI examples preselected by the eab group's research team as the most relevant for practice. Thoroughly documented in over 30 fields, they make smartKPIs Premium the most comprehensive and well documented selection of Key Performance Indicator (KPI) examples in the world, the 'gold standard' in KPI documentation.

The community of members also benefits from interactive features such as Questions & Answers, comments and a set of performance measurement resources, among which over 1,000 examples of performance management reports.

*purposeful***Identity**
Values . Mission . Value drivers . Vision   vmvdv.com

Purposefulldentity.com contains a free online catalogue illustrating the use of corporate identity elements in practice by organizations from around the world. Registered users can explore, bookmark and comment on hundreds of referenced online resources that contain organizational values, mission statements, value drivers and vision statements used in actual business context.

*integrating***Performance**
All about Performance Management   eabIP**.**com

IntegratingPerformance.com is an online platform for integrating performance management knowledge, at strategic, operational and individual levels. It reviews the evolution of Performance Management as well as the key tools, systems and software used at discipline at each of these levels. It combines the analysis of theory and architecture with insights regarding good practice and key directions, enabling visitors to gain comprehensive insights into the nature of Performance Management as an integrating discipline.

*BalancedScorecard***Review**
Reviewing the BSC (r)evolution   BSC20**.**com

BalancedScorecardReview.com is the most comprehensive online resource dedicated to the Balanced Scorecard. It contains a review of this popular management concept following its evolution and use around the world in various industries or companies. It presents its various interpretations, compares it to other concepts and explores its impact on organizations as well as the opinions of critics.

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All about Performance Management   eabIP.com

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Reviewing the BSC (r)evolution   BSC20.com