



Benchmarking Success
**Highlights of the ALMR Christie & Co
Benchmarking Report 2017**

Kate Nicholls

Chief Executive
ALMR

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Managing Director – Pubs & Restaurants
Christie & Co

ALMR Christie & Co Benchmarking Report 2017

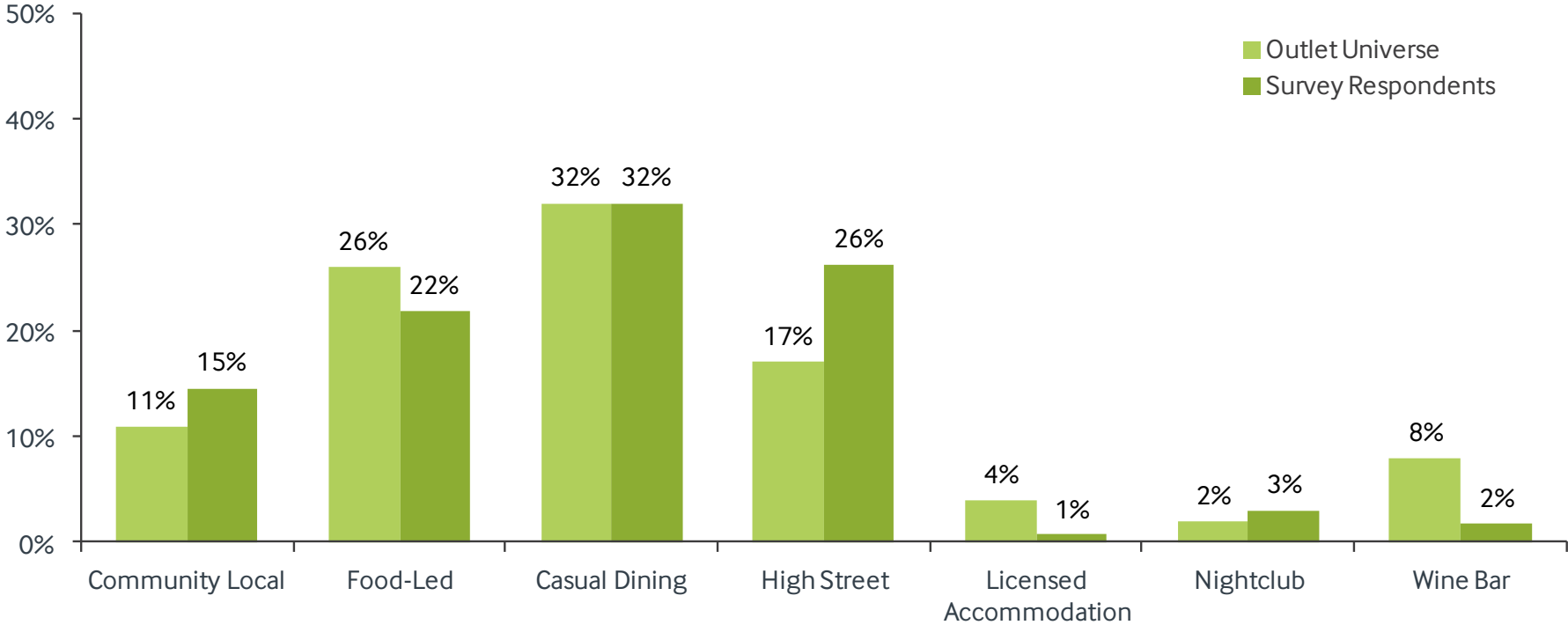
- **Only authoritative survey of its type**
- **Launched 2007 – 11 surveys now undertaken**
- **Objectives:**
 - Critical performance indicators for sector
 - Benchmarking your own performance
 - Operator evidence for business valuations
 - Messages to Government and suppliers

Survey Participants

- 55 companies - 69% respondents SMEs
- Almost 6,000 outlets across all trading styles
- 60% leasehold
- 86:14 commercial : industry

Respondents by Operating Type

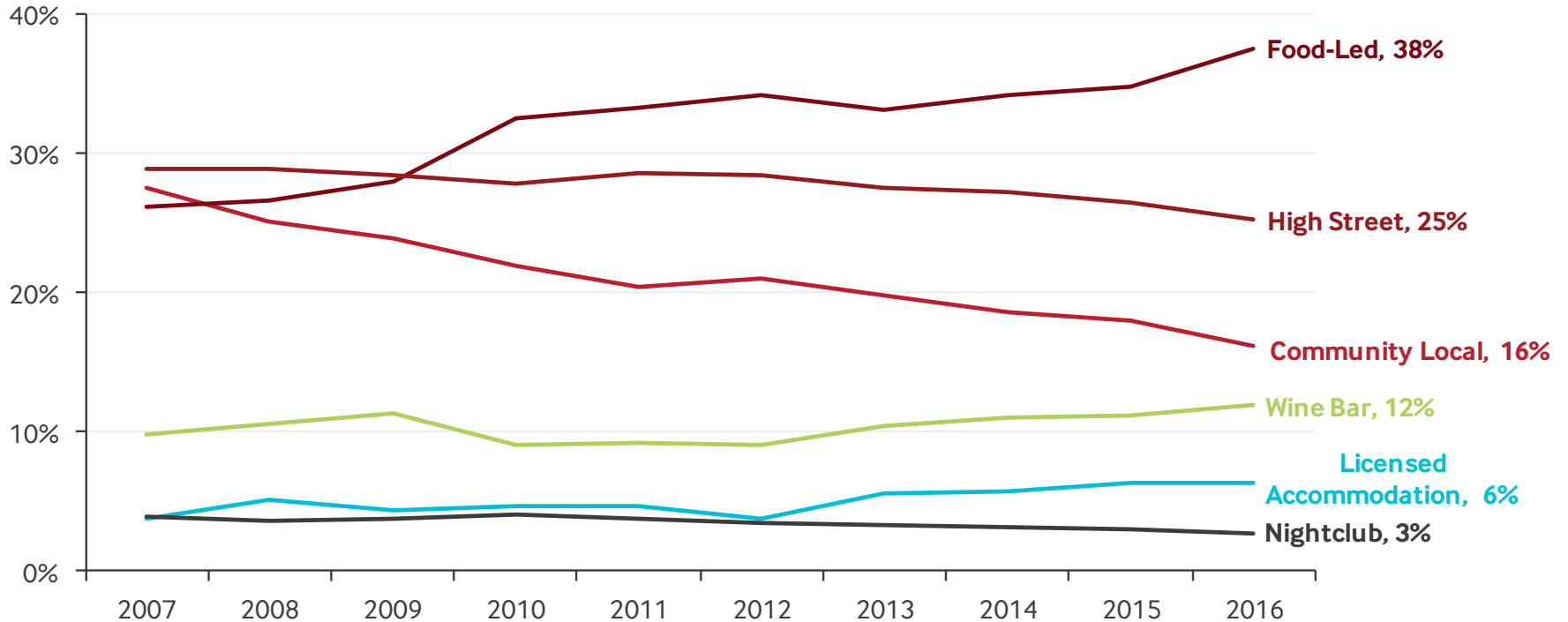
Comparison of survey respondents to England & Wales outlet universe



Source: CGA Strategy, ALMR Christie & Co Benchmarking Survey

Market Trends & Dynamics

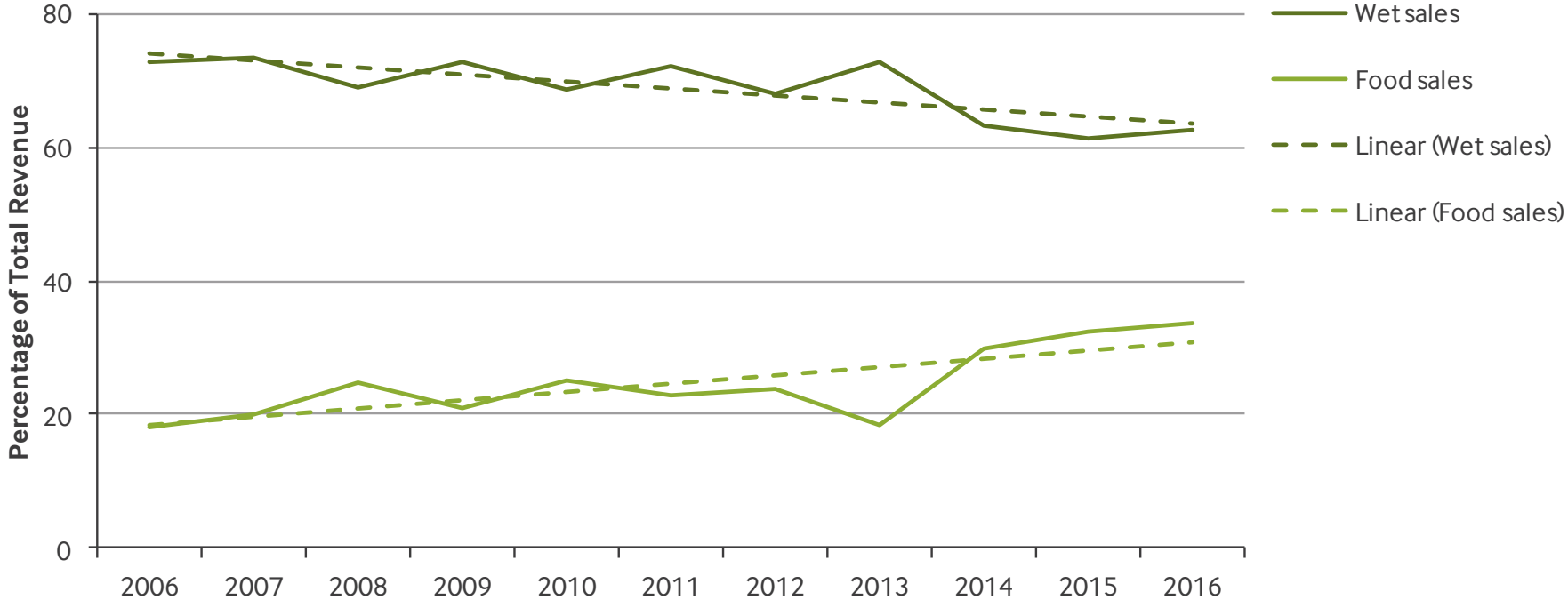
England & Wales managed outlet universe as a percentage of total outlets



Source: CGA Strategy, Christie & Co Research and Analysis

Market Trends & Dynamics

Long-term trends in food and wet sales



Source: The ALMR Christie & Co Benchmarking Survey

Market Trends & Dynamics

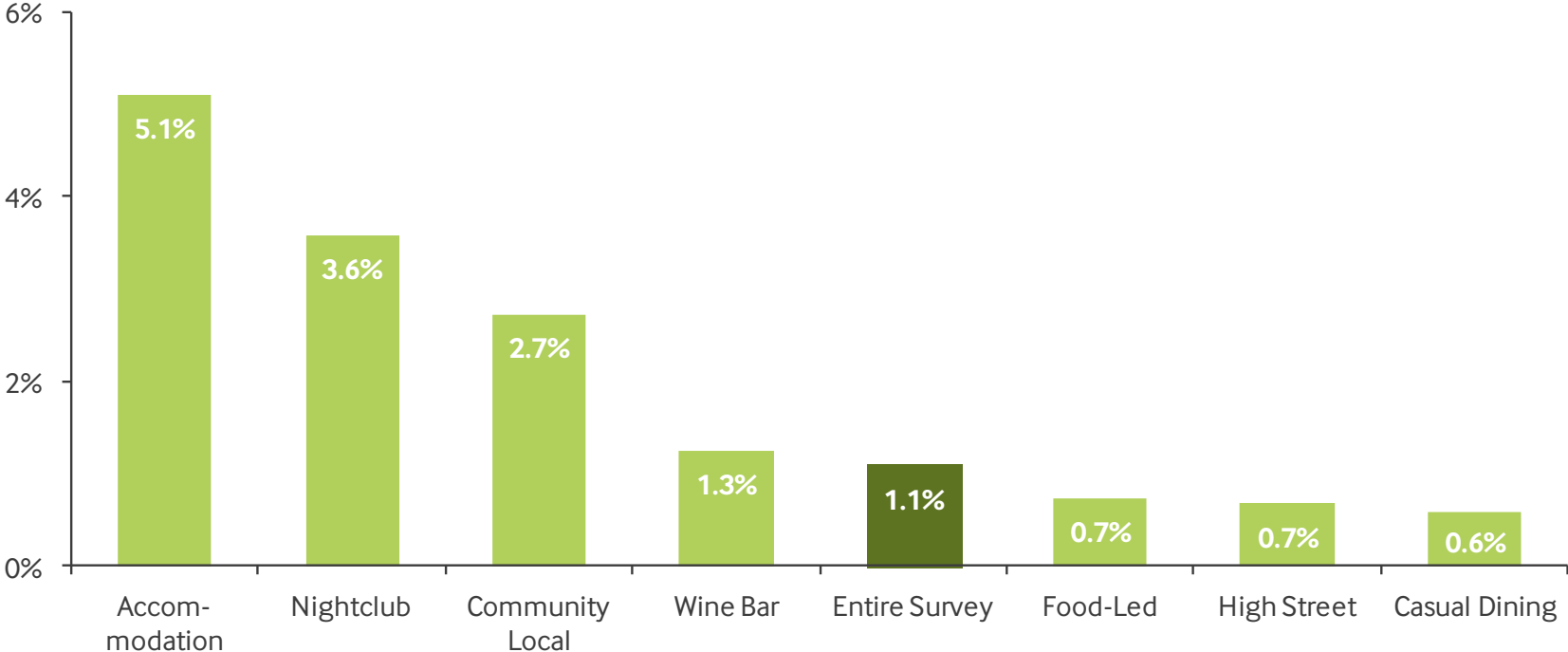
Long-term trends in other revenue



Source: The ALMR Christie & Co Benchmarking Survey

Market Trends & Dynamics

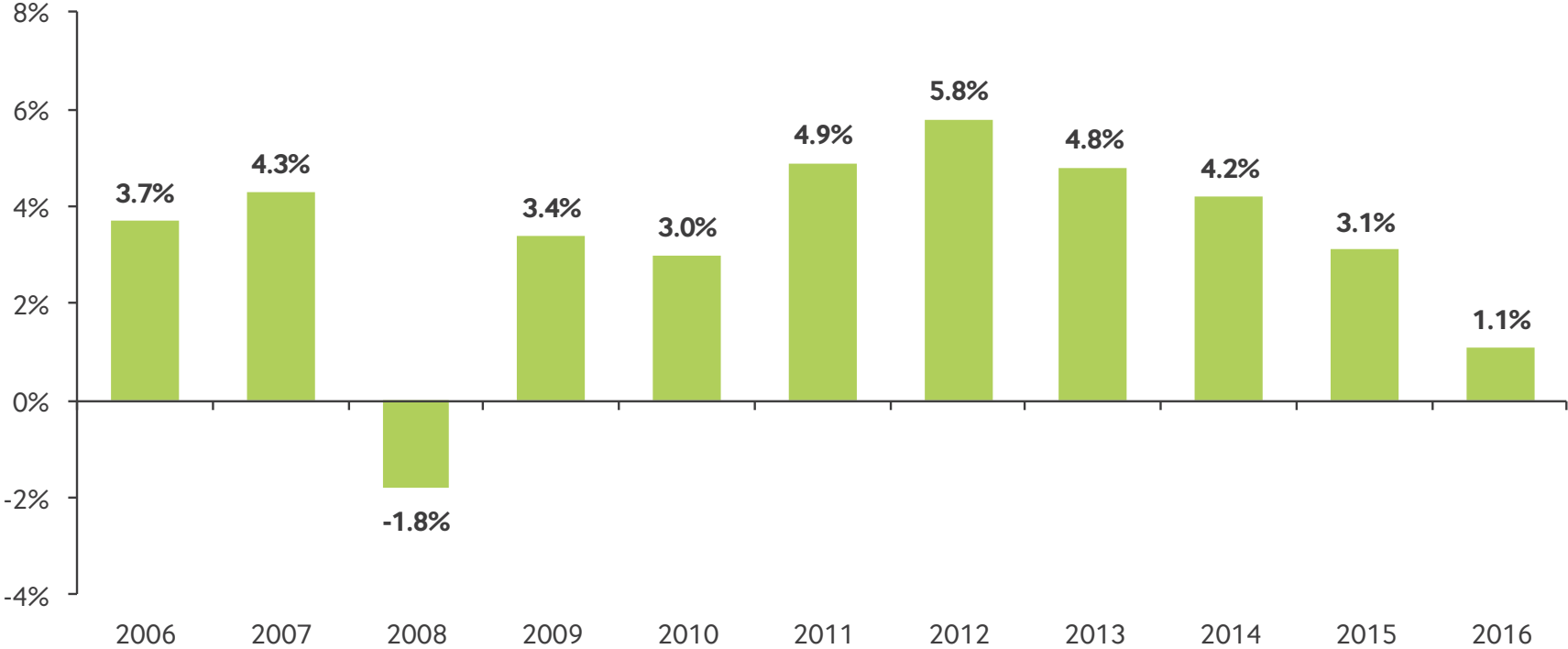
Like-for-like growth by market segment



Source: The ALMR Christie & Co Benchmarking Survey

Market Trends & Dynamics

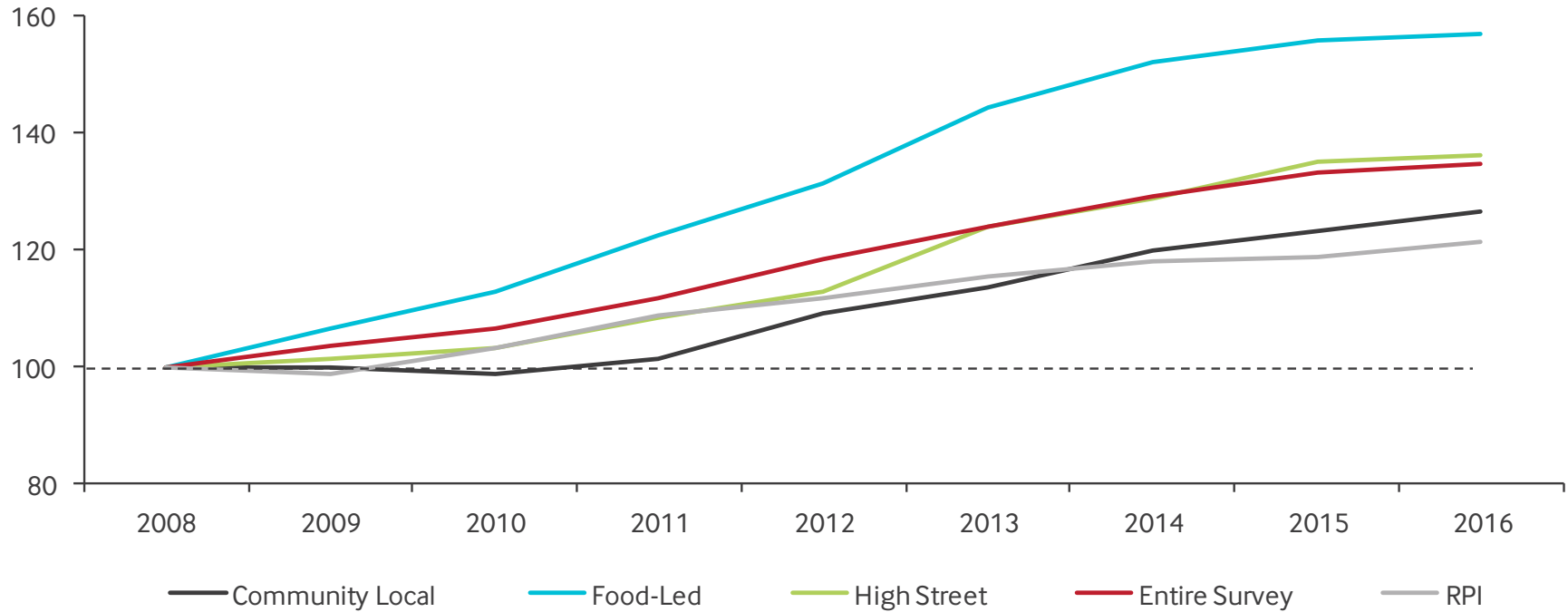
Like-for-like annual percentage change in turnover



Source: The ALMR Christie & Co Benchmarking Survey

Market Trends & Dynamics

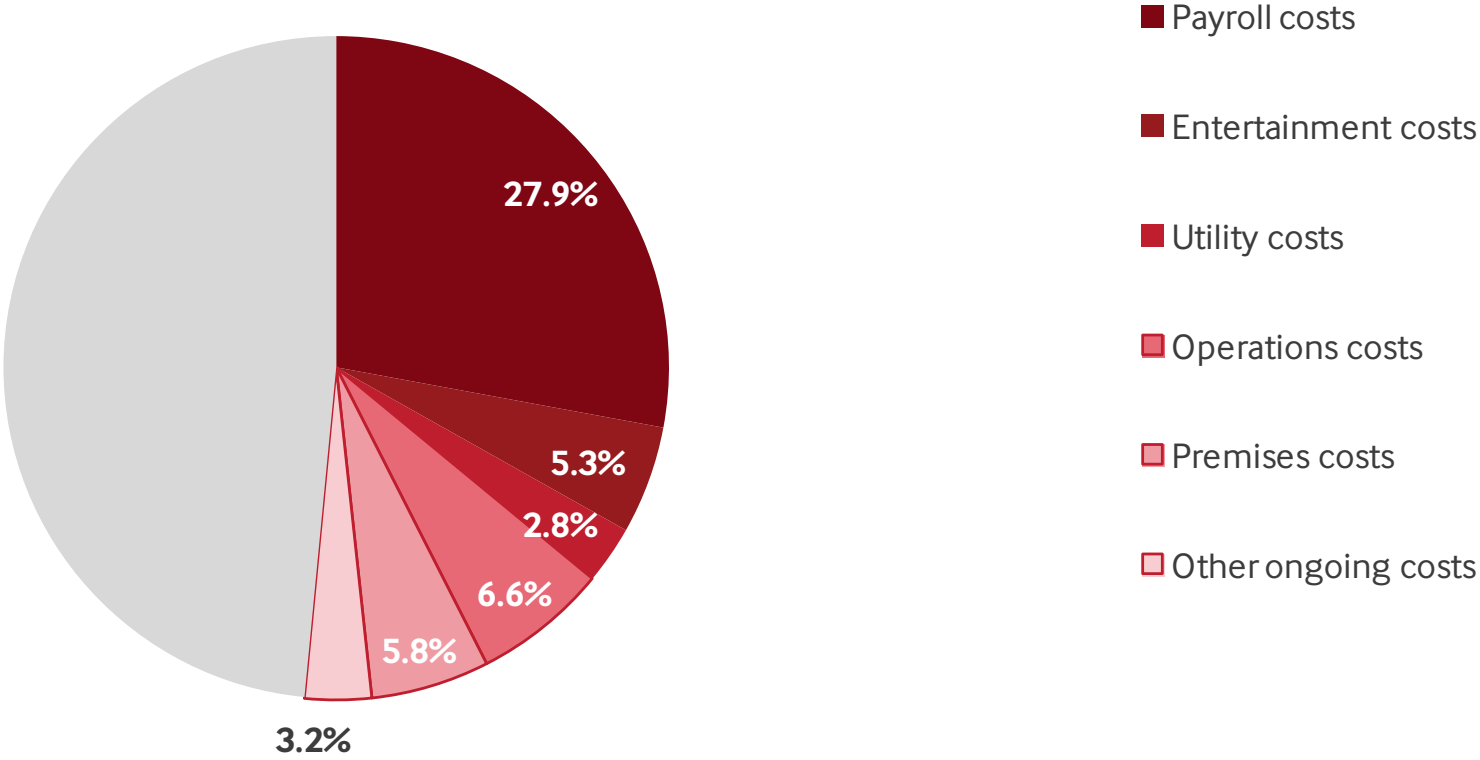
Like-for-like growth by market segment – rebased from 2008



Source: The ALMR Christie & Co Benchmarking Survey

Operating Costs

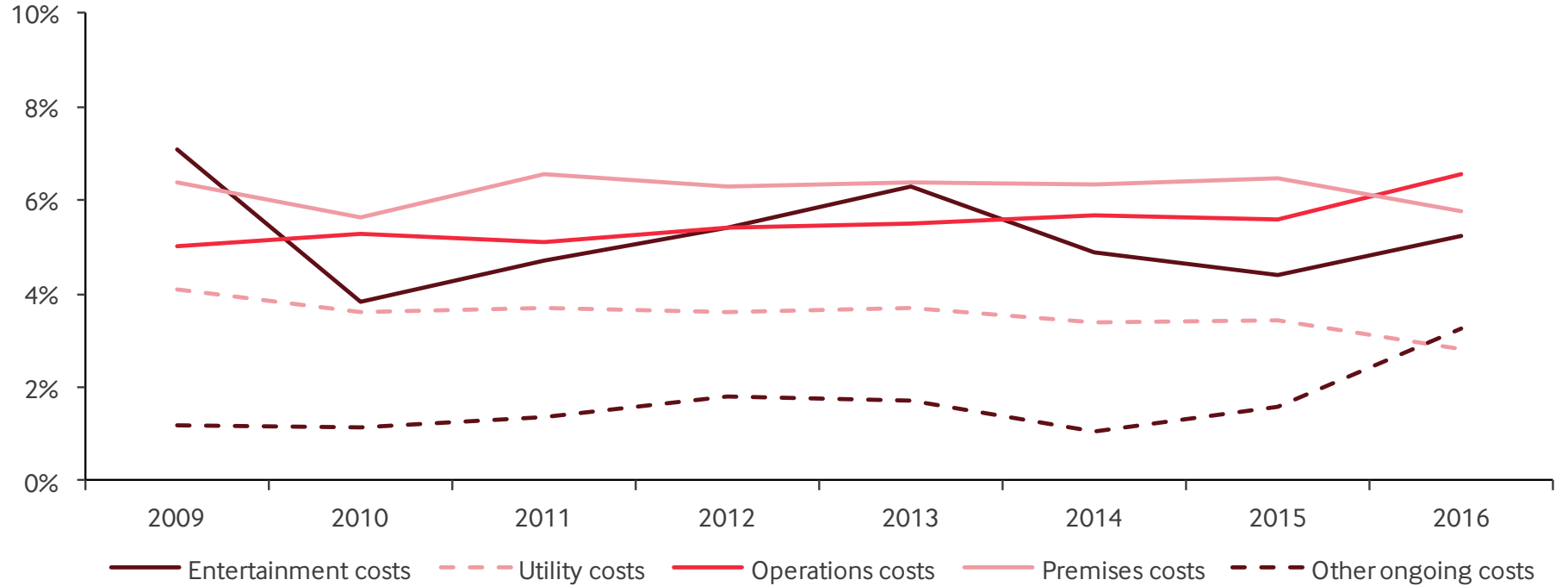
Operating costs as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

Operating Costs

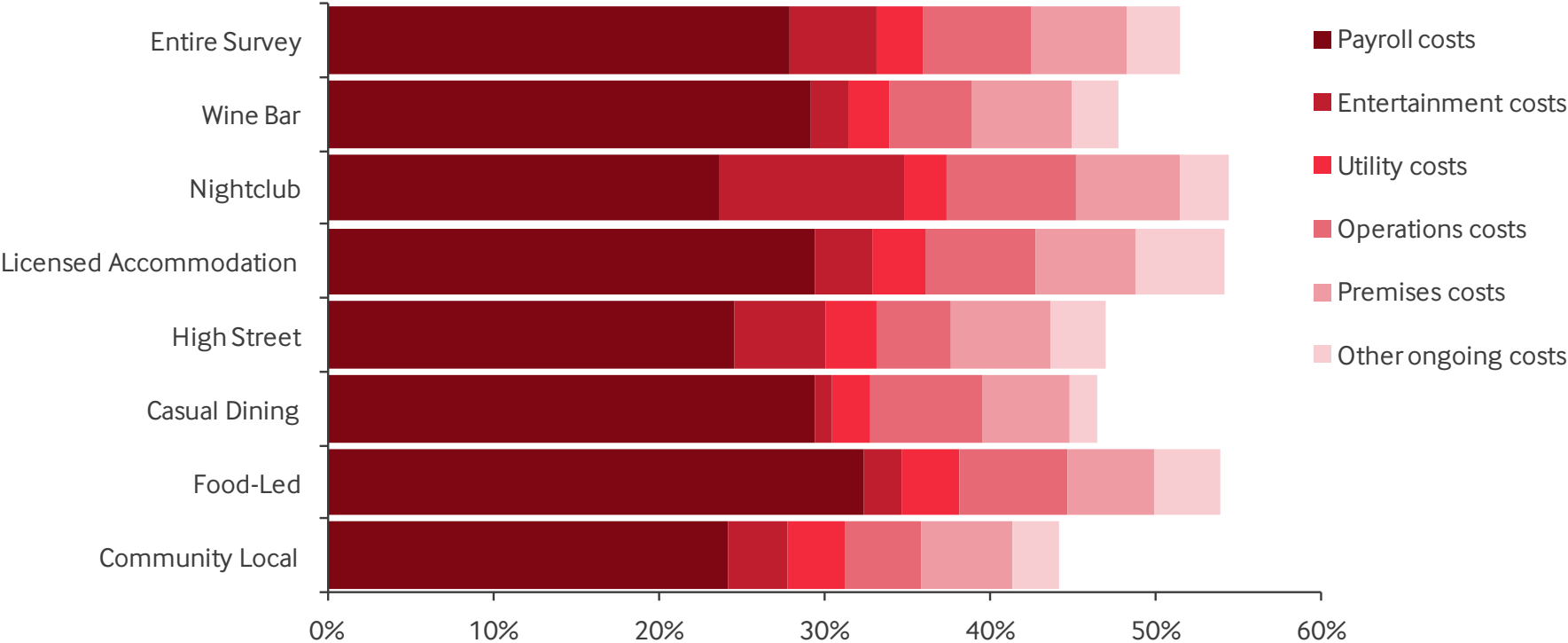
Operating costs (excl. payroll costs) – percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

Costs by Market Segment

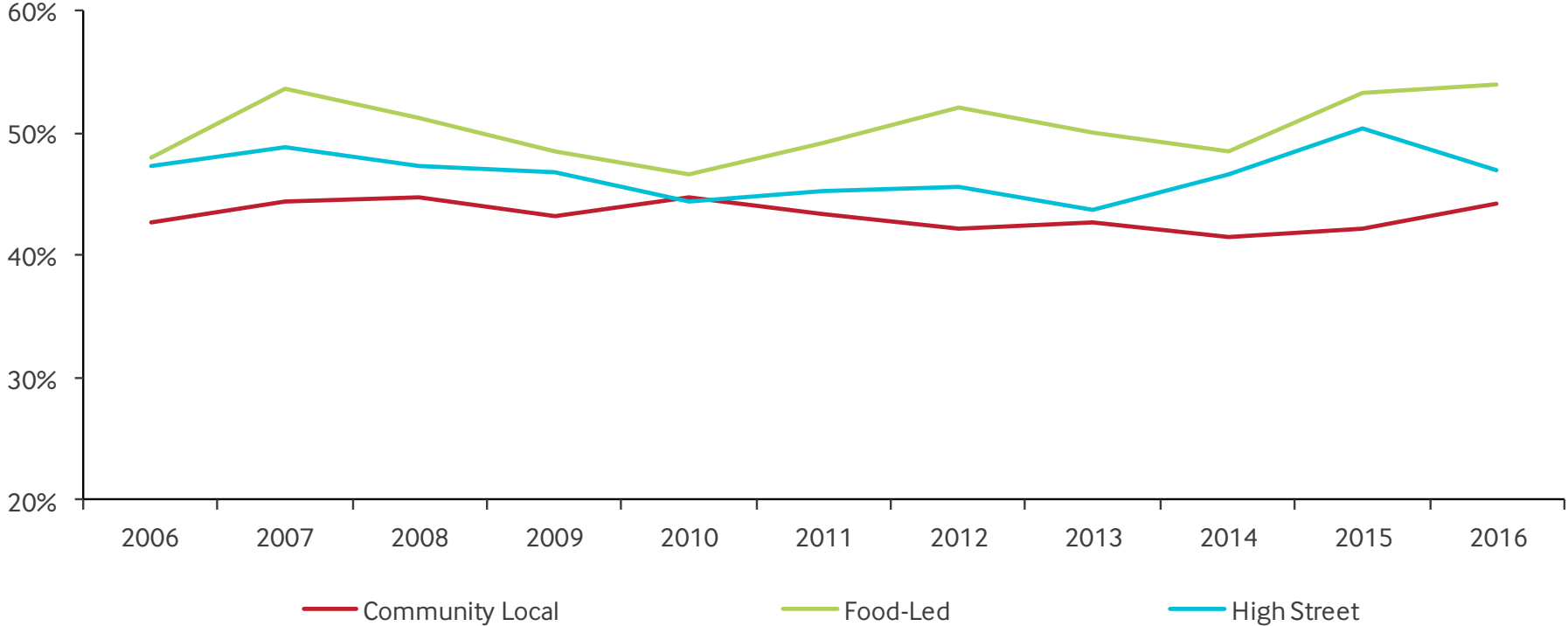
Operating costs as a percentage of turnover by market segment



Source: The ALMR Christie & Co Benchmarking Survey

Costs by Market Segment

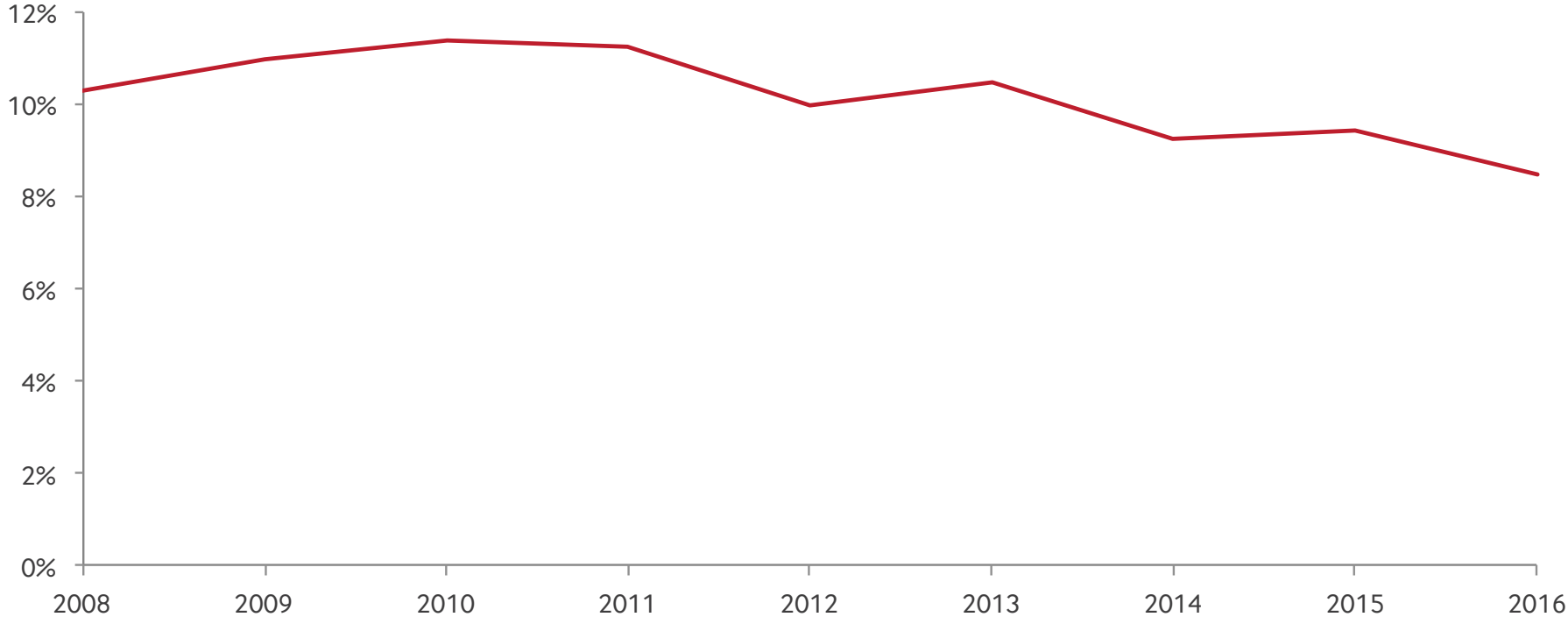
Operating costs as a percentage of turnover by market segment



Source: The ALMR Christie & Co Benchmarking Survey

Rent Costs

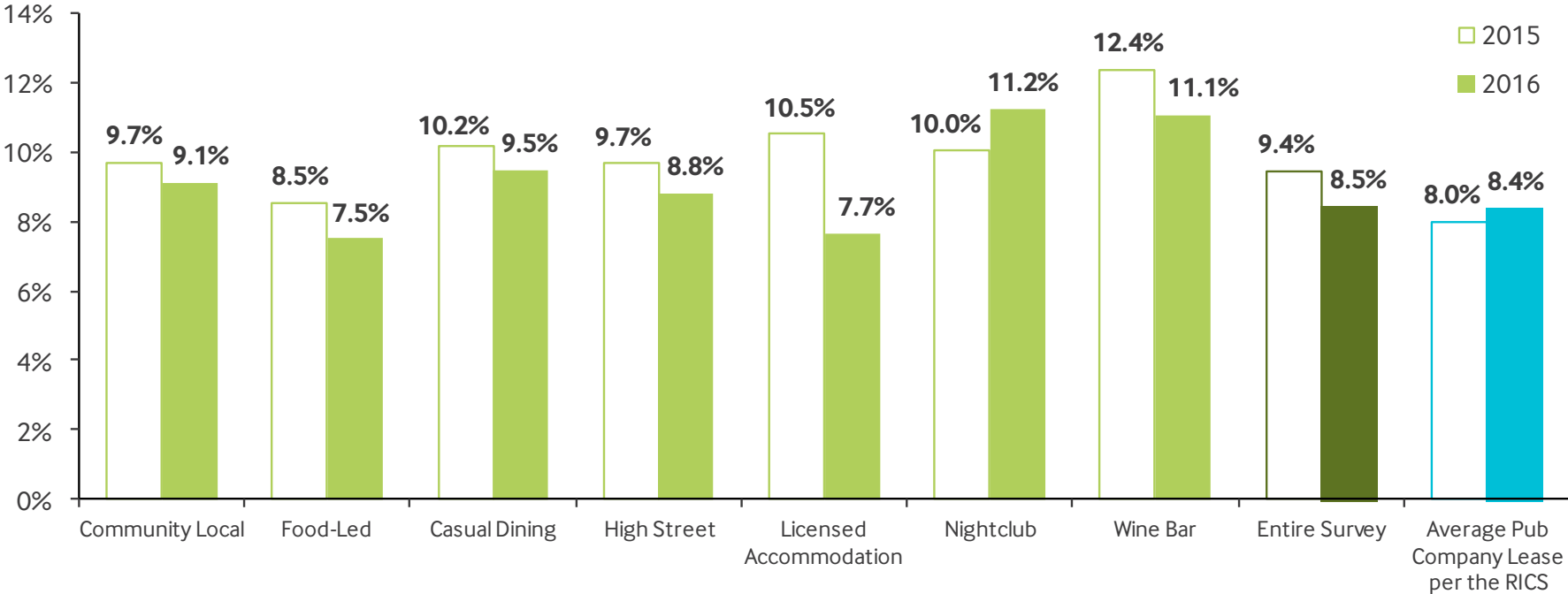
Leasehold estate rent as a percentage of turnover



Source: ALMR Christie & Co Benchmarking Survey

Costs by Market Segment

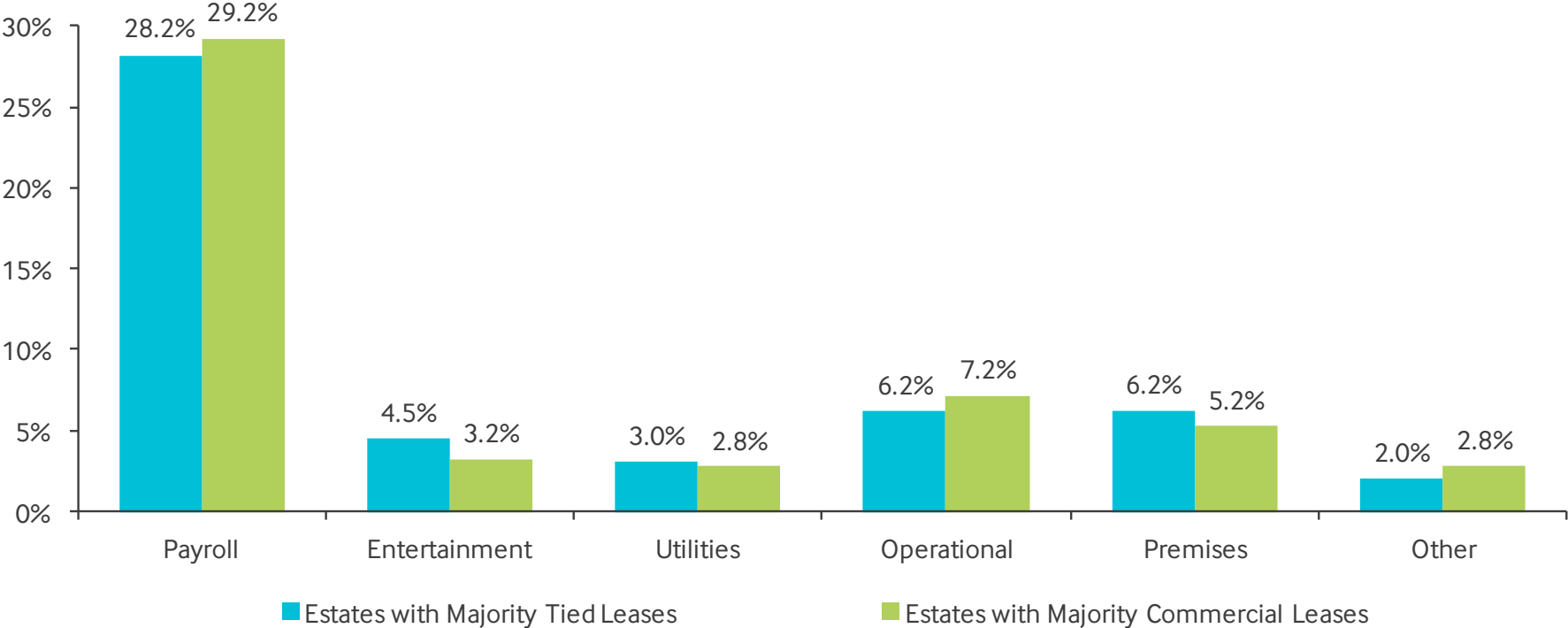
Rent levels by market segment



Source: The ALMR Christie & Co Benchmarking Survey, the RICS

Costs by Agreement Type

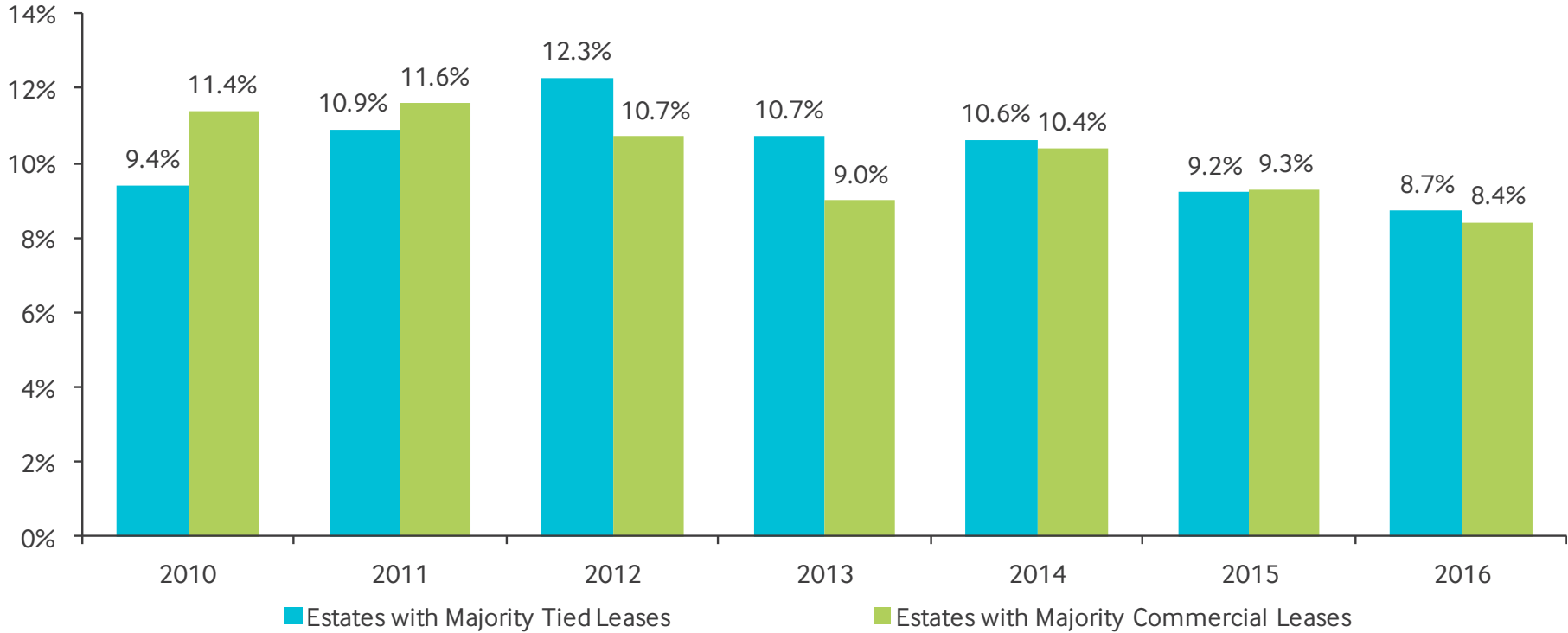
Operating costs - tied leases vs commercial leases



Source: The ALMR Christie & Co Benchmarking Survey

Costs by Agreement Type

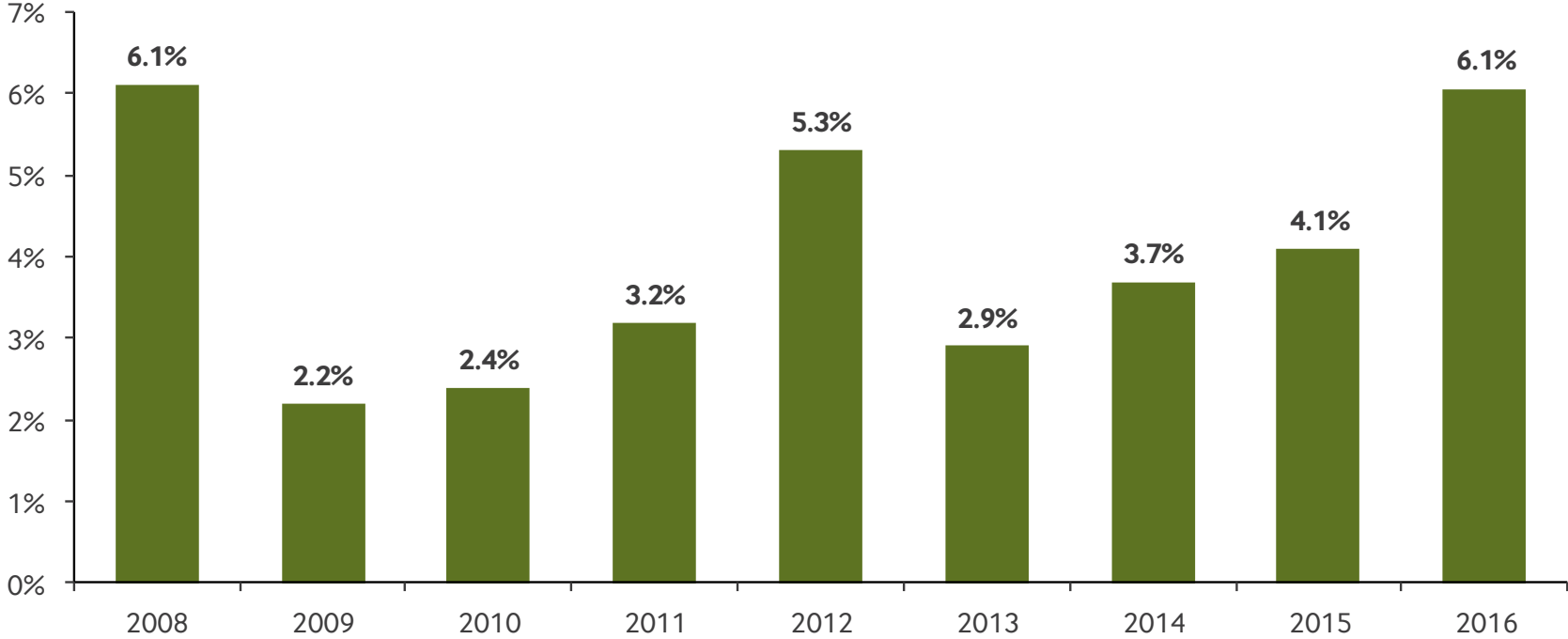
Rent costs as percentage of turnover by agreement type and year



Source: The ALMR Christie & Co Benchmarking Survey

Capital Expenditure

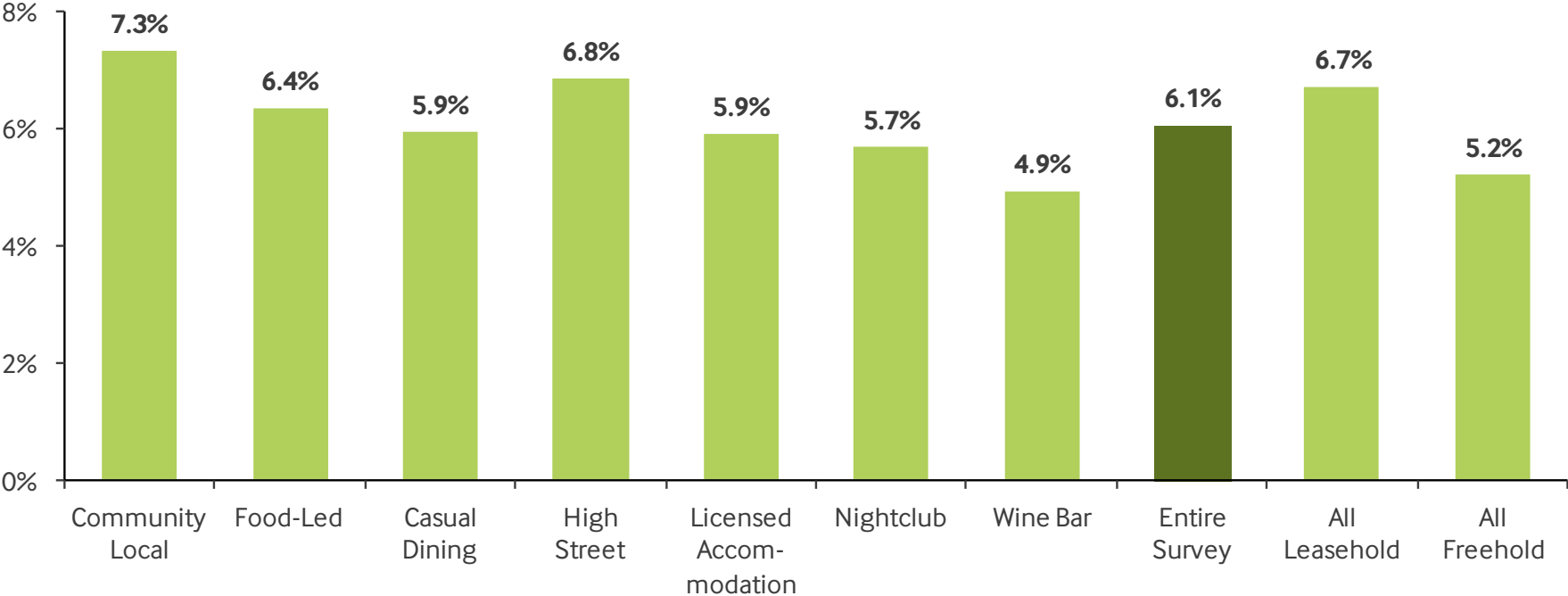
Capital expenditure as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

Capital Expenditure

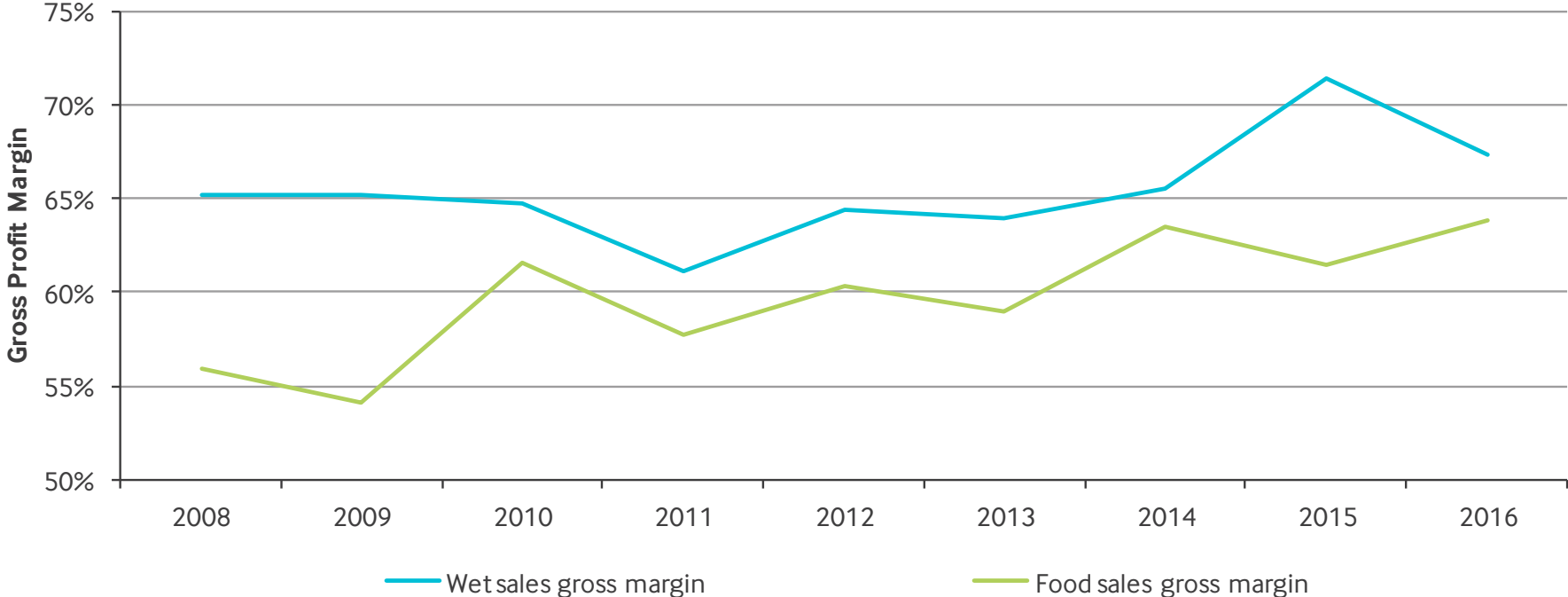
Capital expenditure as a percentage of turnover by tenure and market segment



Source: The ALMR Christie & Co Benchmarking Survey

Gross Profit Margin

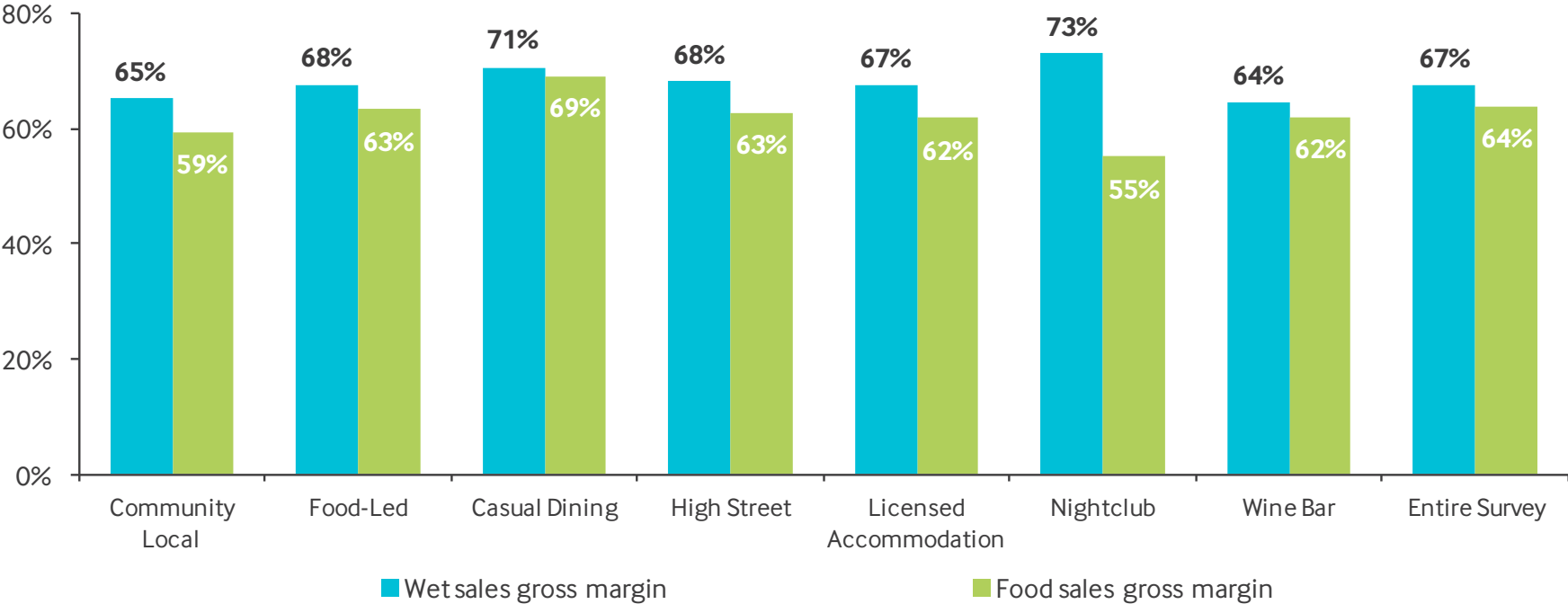
Evolution of food and wet margins



Source: The ALMR Christie & Co Benchmarking Survey

Gross Profit Margin

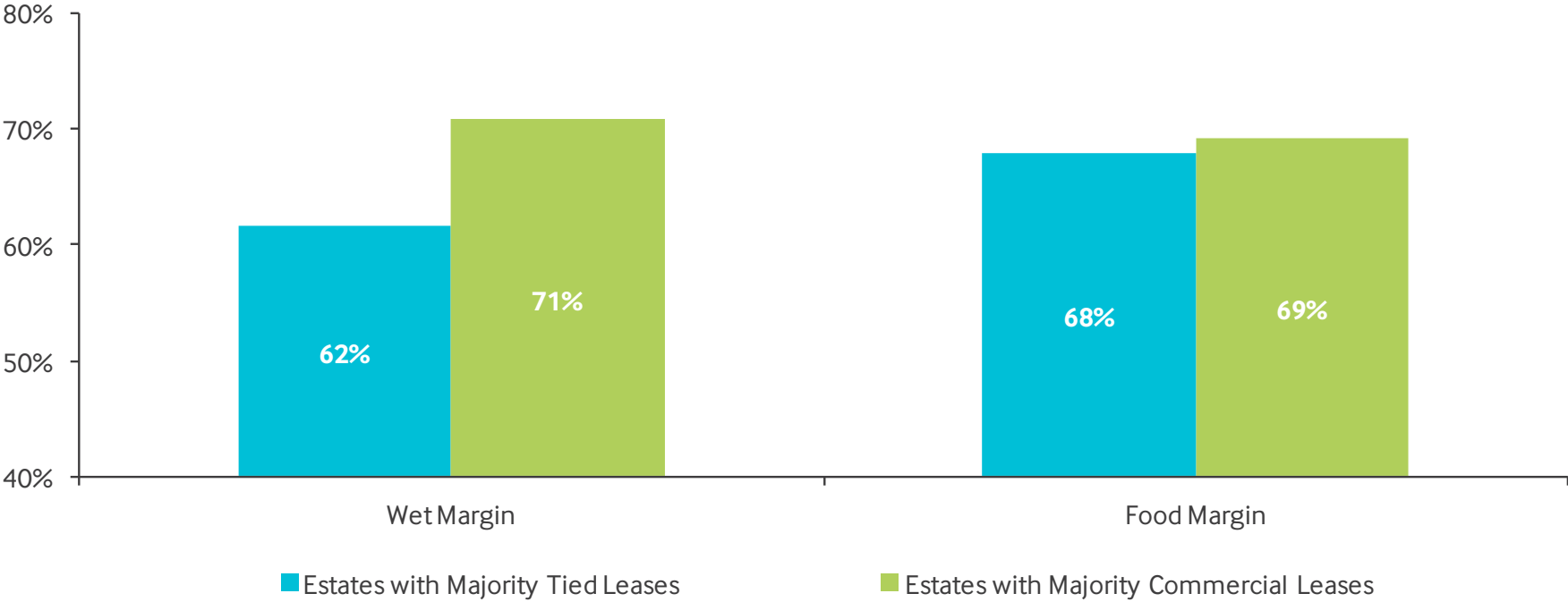
By market segment



Source: The ALMR Christie & Co Benchmarking Survey

Gross Profit Margin

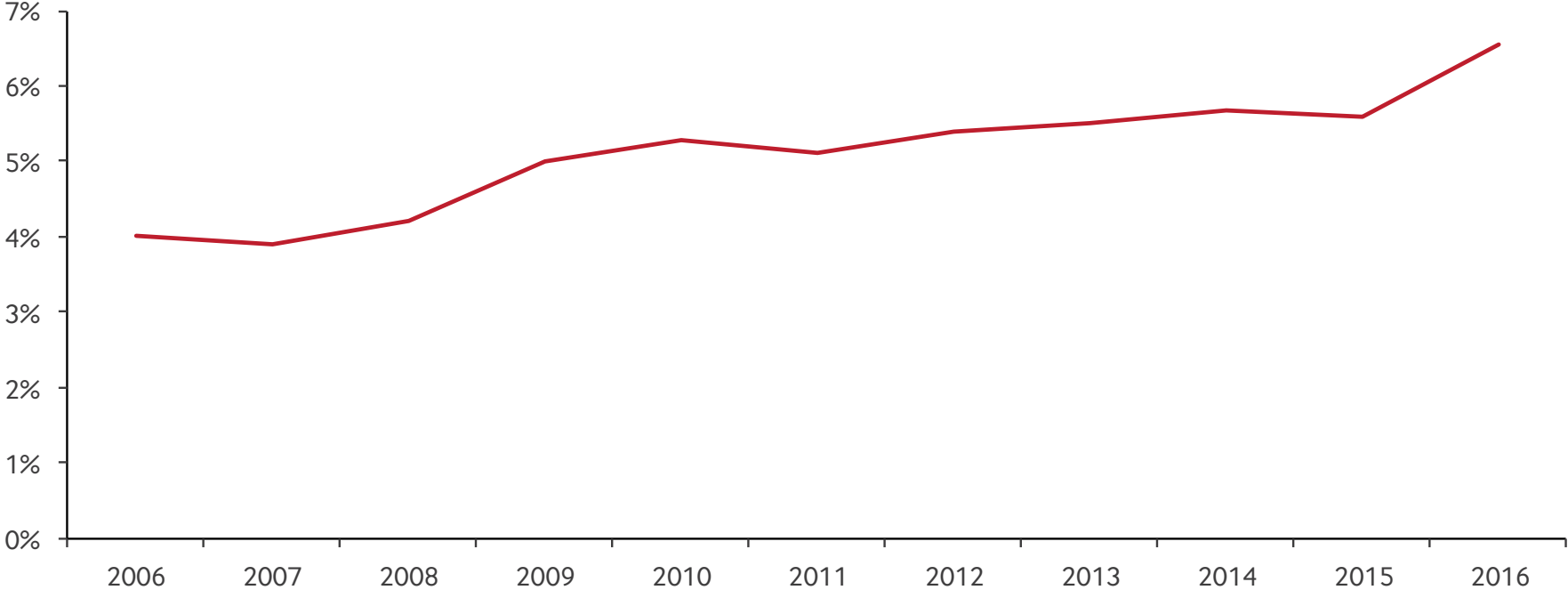
Tied leases vs commercial leases



Source: The ALMR Christie & Co Benchmarking Survey

Messages to Government - Legislative Costs

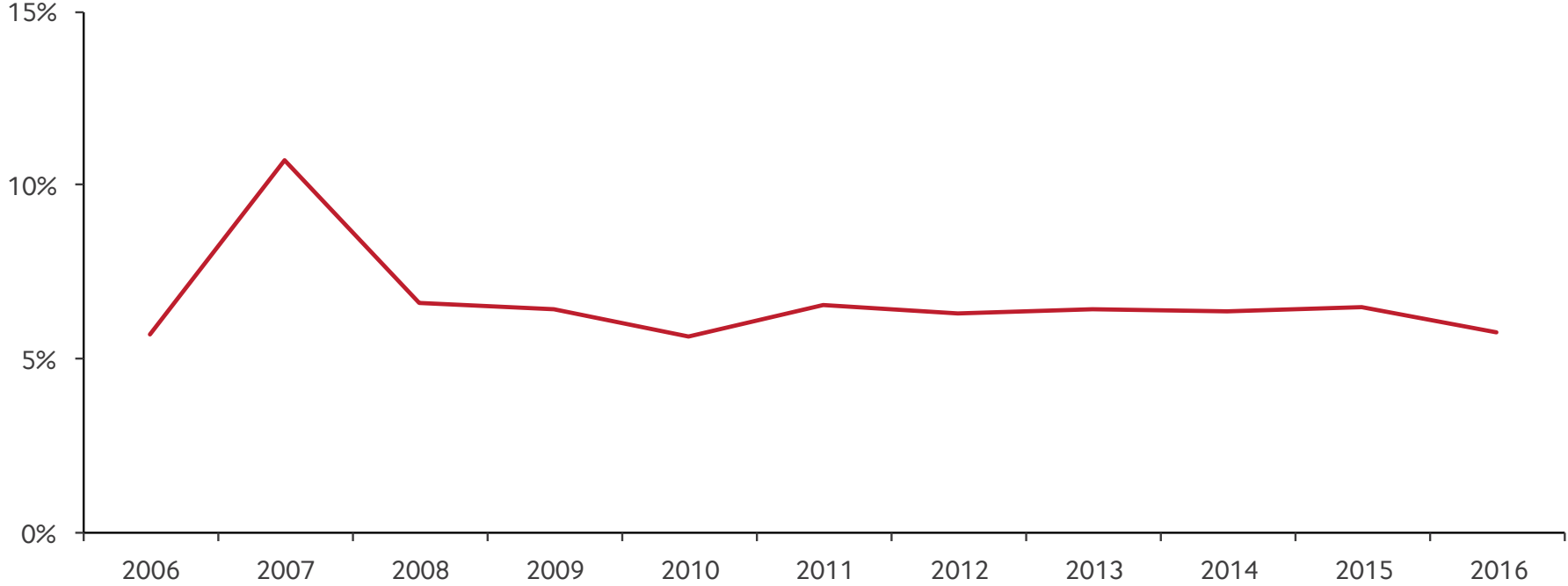
Operations costs as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

Messages to Government - Premises Costs

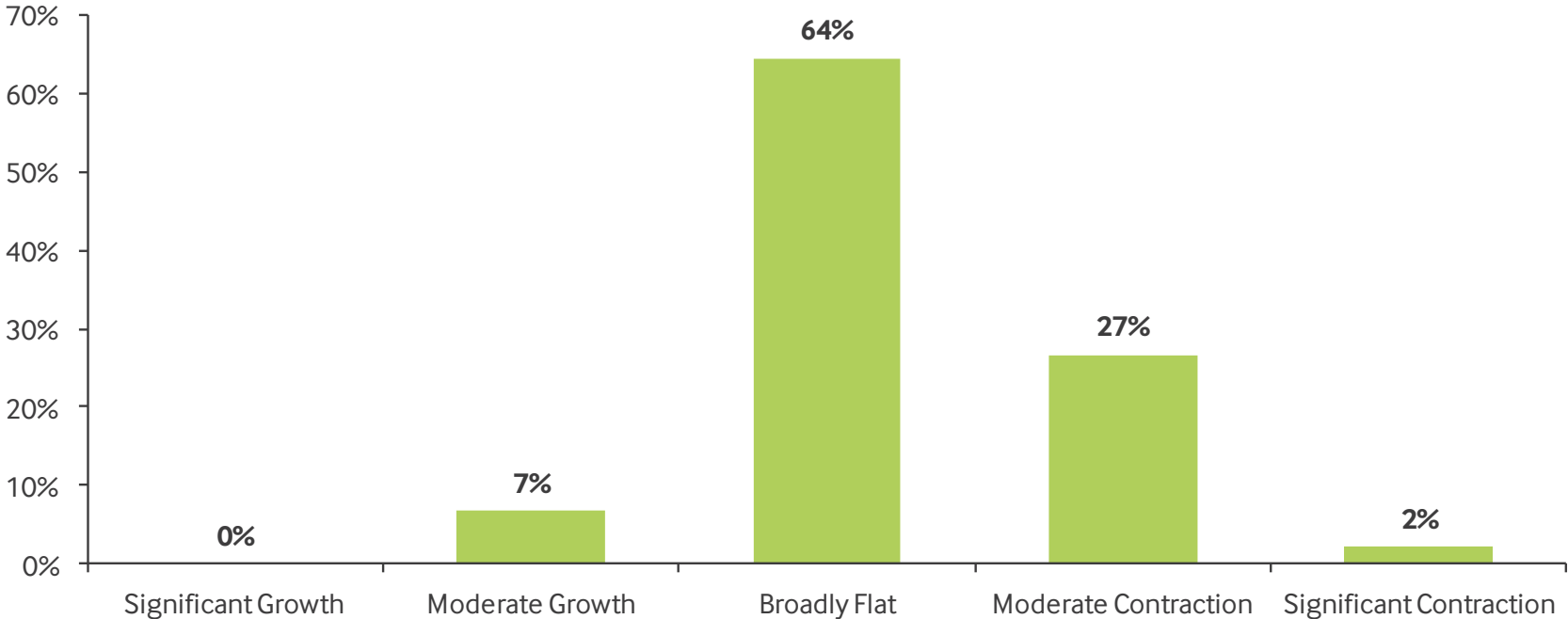
Premises costs as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

Confidence and Outlook

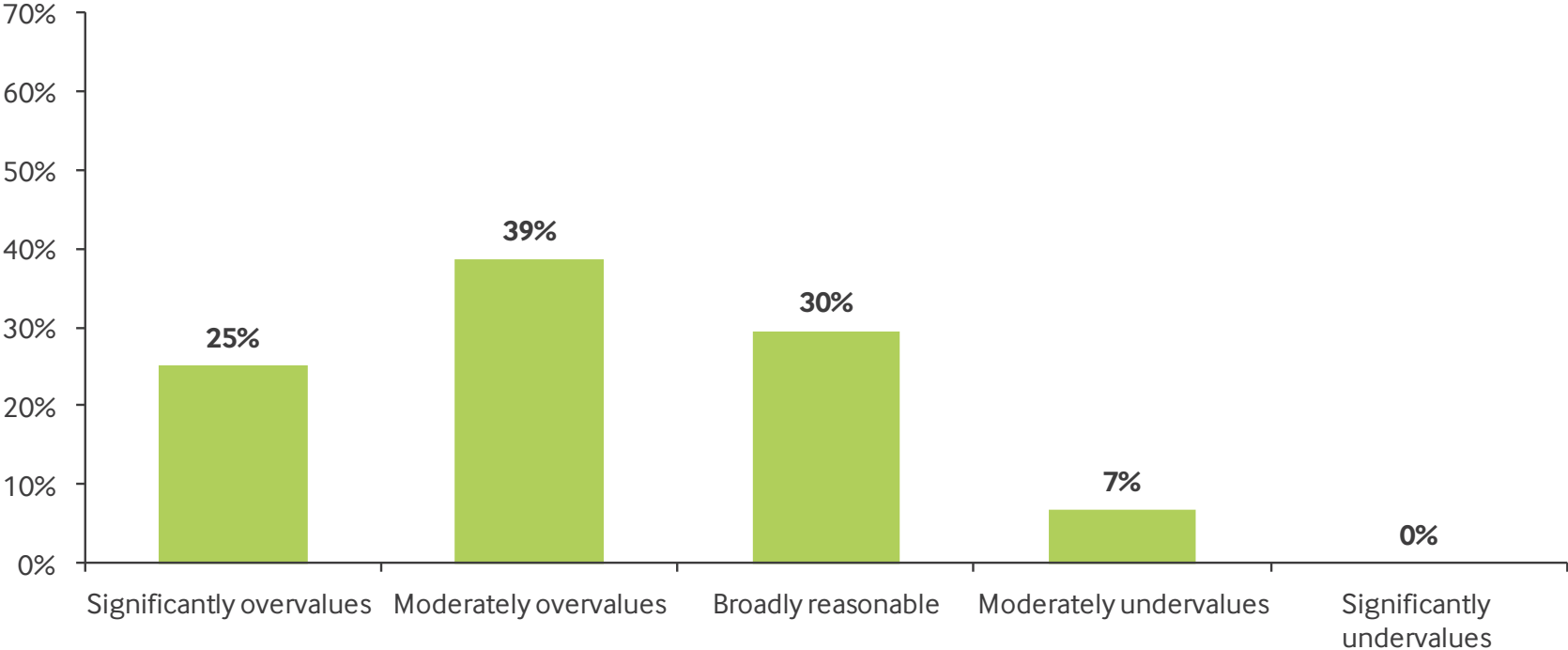
Impact of Brexit on 2017 performance



Source: The ALMR Christie & Co Benchmarking Survey

Confidence and Outlook

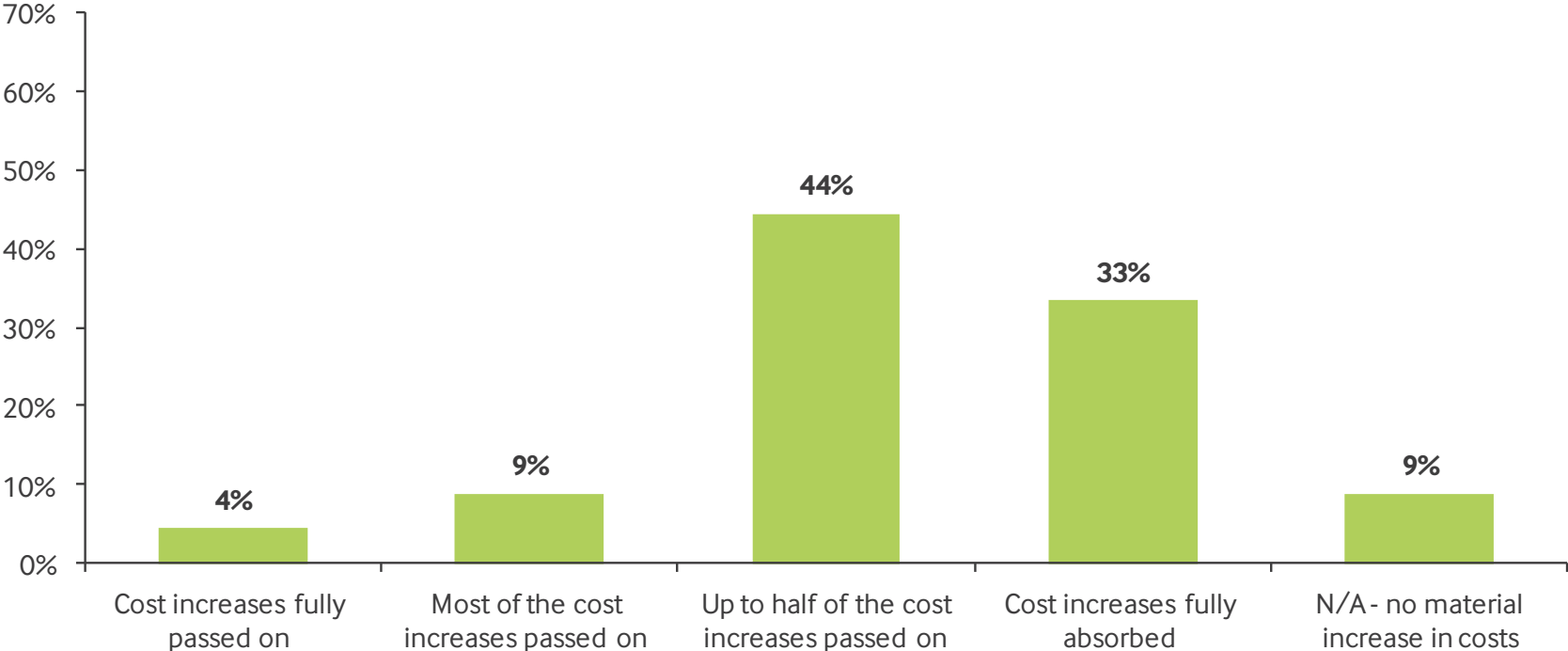
Perceived accuracy of business rates revaluation



Source: The ALMR Christie & Co Benchmarking Survey

Confidence and Outlook

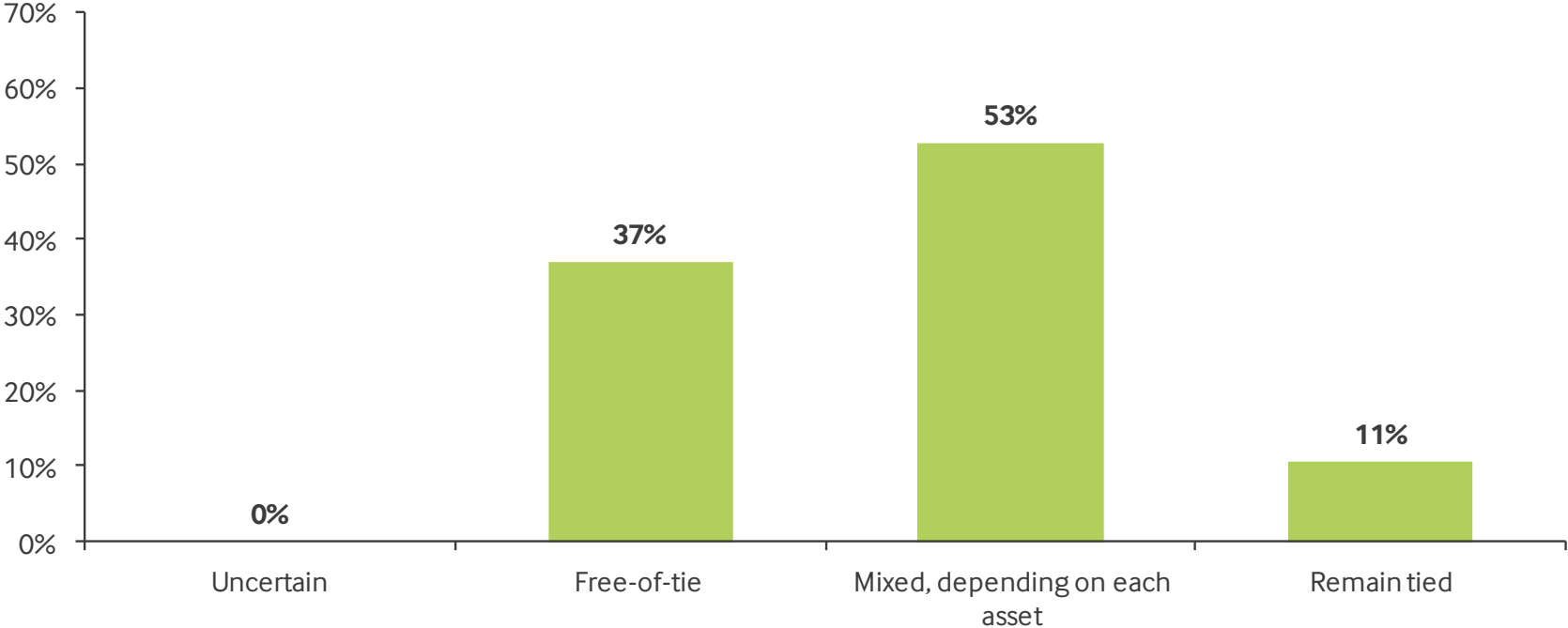
Passing on the costs of National Living Wage to consumers



Source: The ALMR Christie & Co Benchmarking Survey

Confidence and Outlook

The Pubs Code – preference between tied and free-of-tie leases



Source: The ALMR Christie & Co Benchmarking Survey

How ALMR uses the information

- **Operator evidence for business valuations**
 - Valuation Office 2015 Business Rates Review
 - RICS Valuation Guidance
- **Campaigning**
 - Employment Policy
 - Tourism Strategy & VAT
- **Messages to Government**
 - Low Pay Commission
 - Licensing Live Music
 - Gaming Machine Taxation

Contact

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