



News and Articles
Operational Management

The F Word and Why It's
Important

Insight into Importance of F&B
by Hotel Solutions Partnership

Ian Graham discusses why F&B (Food and Beverage) is more about the right brain than the left.

Food is the four letter word that we in the hotel industry dare to say. "Food and Beverage" (F&B) can be many things. It is a profit, or sometimes loss making centre, a career to be pursued in its own right, a department in the Uniform System of Accounts, and the part of a full service hotel where most people are employed.

It is strange that we industry insiders are apparently so fixated on ingredients when our guests and customers buy things like "an anniversary night out with my spouse", "our daughter's wedding party", "a family breakfast at the hotel before going out exploring our holiday destination", or "lunch with friends".

Is it me, or is there a disconnect between what the industry puts its thinking and resources into - we call it F&B - and what the customer buys - they call them "great experiences" in restaurants, bars, or banquet rooms?

For the majority of us, eating and drinking is not about survival. We have a privilege denied earlier generations, that is of being able to design, prepare, serve and then enjoy our meals and drinks as 'events'. This pleases us, our nearest and dearest, and our friends and colleagues. The same applies to our guests and customers.

But when we design a kitchen, propose the interior design of a bar, or work in/lead an F&B department, too many of us put all this behind us.

Author: Ian Graham
Area: Worldwide
Section: F&B
Issued by: Hotel Solutions Partnership
Re-Edition 2017



For the time we are at work, and we become an avatar focused on the ingredients of Food and Beverage - the food cost percentage, the supply chain, the labour cost, and labour turnover. All of these factors are important, but are just Maslow's hygiene factors surely.

Think how much better it would be for our guests and customers, our shareholders and work colleagues, if instead we aimed to deliver a faultless and memorable dining or drinking experience.

Recently I went back to school, spending a day in the good care of award-winning Ashburton Cookery School re-learning Chef Skills. As a hotel school undergraduate at University of Surrey, I had been taught kitchen and restaurant skills of course. But that was 45 years ago and for most of my post graduate life I have been working in finance, albeit within the hotel industry. After so long, some skills have evaporated. Some just lay unused and rusting. But once I get a knife back in my hands I find I can still filet a sea bass! And when I come to plate up (on a slate) the wild pigeon breast I have cooked, I produce something which is good to look at and good to eat. At the end of the class, I am re-enthused for the 'art' of the hotelier, something I had consigned to the far right of my brain for too long!

I'll treat myself to more days at school I think. I strongly recommend reconnecting to your inner self by discarding your business suit in favour of chef's whites, if only for a few hours!

You won't regret it. And if we all did it, then I suspect that the F&B in our hotels would edge ever nearer to the exceptional experiences that our guests and customers seek.

Author: Ian Graham, Worldwide

Ian Graham
Chief Operating Officer
UK

Mobile: +44 (0) 7747 068 185

Central Offices: +44 (0) 845 481 2628 and +1 (800) 806 0481

www.hotelsolutionspartnership.com



Ian Graham gives his clients high value adding advice, free of all bias, with a passion for the industry that has been slow-cooking for 45 years. He leads and contributes to complex advisory assignments for hotel owners and operators around the world, leveraging his deep understanding of the separate but linked goals of each of the guest, the hotelier, the investor, the lender and the brand owner - and all this from a unique base of experience that has seen him working on hotel issues in more than 60 countries.

Ian has built an unrivalled network of clients, friends and colleagues around the world of hospitality and this has enabled him to create and lead The Hotel Solutions Partnership Ltd under which outstanding teams of consultants respond to tough questions asked by savvy clients.

The business is in its ninth trading year - and has attracted the cream of the world of independent consultants to the network.

In 2011, Ian led teams, or was a team member, on assignments that required him to:

- ◆ challenge the business plan of a Mongolian SPV and in so doing provide the investment appraisal on an accommodation led Private Members Club concept that led to a complete change of direction by the client
- ◆ challenge the business plan of a Mongolian SPV and in so doing provide the investment appraisal on an accommodation led Private Members Club concept that led to a complete change of direction by the client

- ◆ support the provision of technology and distribution & e-channel advice to a returning South Korean quoted client
- ◆ lead a team sourced from around the world in the analysis of and then design of a turnaround for a mixed use development in Spain owned and operated by an Irish quoted company that includes hotel, golf, F&B and spa as profit centres
- ◆ provide support to our team that was asked by the client to analyse family based resorts in Central Europe
- ◆ challenge the sales and marketing plans of mid market hotels in Ireland
- ◆ analyse the need for and then create a workout plan for a failing mixed use resort development in southern England
- ◆ mentor the leadership and a senior management team at a Christian retreat in East London that included Ian identifying the need to replace the finance executive as well as introduce a radically different pricing model

And last year, he was appointed as a non-director on the several boards of the hotel developments of the venture capitalist firm Downing LLP. He continues to be the Chairman of the Tourism and Hospitality Special Interest Group of the Institute of Chartered Accountants of England and Wales (ICAEW) as well as being a Visiting Fellow at the School of Hospitality and Tourism at Oxford Brookes University.

In the 1970s and 80s, he was an executive with ITT Sheraton rising to the position of VP Controller Europe, Middle and Africa and then in the 1990's he held the executive role of VP Finance, Legal and IT at Bass Hotels and Resorts (now IHG). From 1999 to 2003 he was a Director in the global hospitality consultancies of Andersen and then Deloitte.

Ian is a Fellow of the ICAEW and holds a BSc in Hotel and Catering Administration from the University of Surrey.

Areas of Expertise

- ✓ Asset management
- ✓ Brand management
- ✓ Business turnaround
- ✓ Due diligence
- ✓ E-commerce
- ✓ Finance
- ✓ Franchisee and relationship management
- ✓ Hotel operator selection
- ✓ Investment appraisal
- ✓ Market entry and exit
- ✓ Strategic planning
- ✓ Valuation advice

UK EMEA TEAM

Name: Katrina Craig (CEO)
Skill Set: Management of Acquisition & Development processes
Country: United Kingdom

Name: Alastair Stevenson
Skill Set: Market Studies
Country: United Kingdom

Name: Dorothy Cusak
Skill Set: Brand Positioning & Development Feasibility
Country: Ireland

Name: Douglas Wignal
Skill Set: Legal/Management Contracts
Country: United Kingdom

Name: Duncan MacArthur
Skill Set: Operational reviews & SOPs
Country: United Kingdom

Name: Ewa Kossakowska
Skill Set: Channel management & Sales & Marketing Strategy
Country: Poland

Name: Frank Coan
Skill Set: Sales & Marketing Action Planning
Country: United Kingdom

Name: Greg Place
Skill Set: Pre-opening & turn-key management
Country: United Kingdom

Name: Ian Graham
Skill Set: Non-executive Advisory
Country: United Kingdom

Name: Karel Leaman
Skill Set: Identification of Acquisitions & Development Opportunities
Country: United Kingdom

Name: Larry Bowman
Skill Set: Human Resource Audits, Organisational Design & Training
Country: Switzerland

Name: Manuel Sanchez
Skill Set: Integrated Resort Planning & Operational Improvement
Country: Spain

Name: Mark Godfrey
Skill Set: Operational Due Diligence & Turnaround
Country: United Kingdom

Name: Jonathan Barker
Skill Set: Corporate identity & Interior Architecture
Country: United Kingdom

Name: Mike Wrigley
Skill Set: Technology Analysis Evaluation & Strategic Direction
Country: United Kingdom

Name: Milos Neumann
Skill Set: Due diligences to support transactions
Country: Czech Republic

Name: Peter Fitzgerald
Skill Set: Distribution analysis & Strategies
Country: United Kingdom

Name: Petra Deuter
Skill Set: Hotel & Resort Repositioning & Branding
Country: Germany/UK

Name: Philippe Maricq
Skill Set: Risk Management M&A & Financial Planning
Country: Belgium

Name: Richard Coates
Skill Set: Business Strategy
Country: United Kingdom

Name: Sami Ahmad
Skill Set: Business Development
Country: Kingdom of Saudi Arabia

ASIA PACIFIC TEAM

Name: David Williams (COO)
Skill Set: Sustainability, Financial Control & Management Contract Negotiations
Country: Hong Kong SAR

Name: Dierdre Renniers
Skill Set: Concept Studies & Design
Country: Singapore

Name: Felix Guggenheim
Skill Set: Technical Services & F&B Concepts
Country: Philippines

Name: Gaby Gambina
Skill Set: Business Planning & Investment Analysis
Country: Indonesia

Name: Niall Murray
Skill Set: Gaming, Casinos & Entertainment
Country: Macau

AMERICAS TEAM

Name: Doug Fiedler (COO)
Skill Set: Business Strategy & Service Improvement
Country: USA

Name: Cindy Miller
Skill Set: Branding, Strategic Marketing, Show & Media Production
Country: USA

Name: Dave Marshall
Skill Set: Travel, Distribution, Marketing
Country: USA

Name: Dennis Nau
Skill Set: Marketing Entry strategies
Country: USA

Name: Gideon Dean
Skill Set: E-Commerce Analysis & Strategies
Country: USA

Name: John Healy
Skill Set: Change Management, Receivership and Shared Services
Country: USA

Name: Mike Collins
Skill Set: Operational Analysis & Strategy utilising Six Sigma
Country: USA

Name: Ranjit Gunewardane
Skill Set: Hotel Space Planning & Technical Services
Country: USA

Name: Stephan Juliusburger
Skill Set: Food & Beverage Concepts & Evolution
Country: USA

Associates

Hotel Solutions Partnership Ltd. UK is a network of 35+ expert managers, supervisors and corporate financial advisors working around the world.

The team of Hotel Solutions Partnership brings many years of combined experience in the international owned, leased, managed and franchise branded hotel sector, and all of us are experienced as independent managers. This enables us to understand the client's requirements quickly and deliver this customized project solution. The team is structured into three geographic groups addressing client's needs in the different global regions. Additionally, we partner with a limited number of specialist firms to extend our reach into certain markets.

As individuals and as a team, we have worked in 114 countries; from 2003 the Hotel Solutions Partnership delivered assignments in each of Bali, Belgium, Ireland, Mongolia, Poland, South Korea, Spain and the UK. We are sensitive to cultural differences and diversity and this enriches our work.

The headquarters of Hotel Solutions Partnership is located in London. The partner offices of HotelPartners are located in additional offices in Prague, Bratislava, and Vienna.

About us

HotelsConsult.com Ltd. Prague, the CEE Partner for the effective way of developing your business, we come with flexible solutions.

From 2001, the HotelsConsult draws on a collection of 20+ skilled disciplines to help you maximize operations in your region. Our partnership clarifies the full assistance in *hotel matters* what shall meet the client's requirements on the field of planning, development, construction, innovation and strategic management in the Hospitality, Tourism and Leisure Sector.

We help with all specific requirements within our branch for a short term or long period of time. The technical brand experts are capable of producing helpful activity aimed at realization of construction engineering, cost management, and hotel technology services.

The HotelsConsult.com Company shares its business relations on the territory of Central-Eastern Europe with headquarters located in Prague, Czech Republic; we have additional offices in Bratislava-Slovak Republic, and in Vienna-Austria.

(M.Neumann, ex HSP Vice President 2011-2014)

Services in A-Z

We partner in following areas
of expertise:

- Asset management
- Benchmarking performance
- Balanced investment strategy
- Basic design supervision
- CAPEX plan, pricing
- Cash-Flow Forecast / 1 property
- Cash-Flow Forecast / hotel portfolio
- Coaching strategy
- Competitive Cluster
- Construction cost engineering
- Control system and pricing policy strategy
- Development strategy
- Due diligence operational and finance
- Environmental site analysis
- E-Promotion and HTML creating
- Equity and debt scenarios for bank
- EU Grants / Structural Funds in Tourism
- Feasibility analysis of construction concept
- Feasibility analysis of the hotel profitability
- Feasibility of investment
- Fee structure analysis for investor
- Floor plan of hotel operational system
- Franchise relationship management
- GOP valuation / 1property
- GOP valuation / hotel portfolio
- GOP valuation for hotel franchisor
- Historical accounting data analysis
- Historical PMS data analysis
- Hospitality business intelligence
- Hotel contracts negotiation and valuation
- Hotel inspections
- Hotel management depth interviews
- Hotel standards and classification planning
- Hotel start-up
- Innovation management
- Investment consultancy
- Investment credit support / Business Plan
- Investment credit support / ROI
- Hotel Forecast, ROI Valuation
- Investment credit support / Construction
- Budget Appraisal
- Investment credit support / Project
- Concept introduction
- Management contract supervision
- Profitability analysis of Mergers & Acquis.
- Project supervision
- Real estate appraisal
- Risk and sensitivity analysis for investor
- Risk sensitivity analysis processing
- ROI valuation
- Short-term hotel management
- Site and environmental analysis
- Standard operating procedures
- Technical and financial supervising
- Technical, operational Due Diligence
- Tender management services
- Turn-key construction and FF&E pricing
- Turn-key construction pricing

At HotelsConsult.com, excellence in service providing is our principle goal; sharing of experience on best practice comes from the hotel management, from the business development of franchise corporations, from the project finance, and hotel pre-opening.

HotelsConsult Office Prague
www.hotelsconsult.com

Táboritská 23/1000, Prague 3 E-mail: info@hotelsconsult.com
Czech Republic Office: + 420 603 717 036
130 00 Skype: ehc.partners

A Partner for the effective way of developing your business; we come with flexible solutions.