



Benchmarking Success  
**Highlights of the ALMR Christie & Co  
Benchmarking Report 2016**

**Kate Nicholls**

**Chief Executive  
ALMR**

# ALMR Christie & Co Benchmarking Report 2016

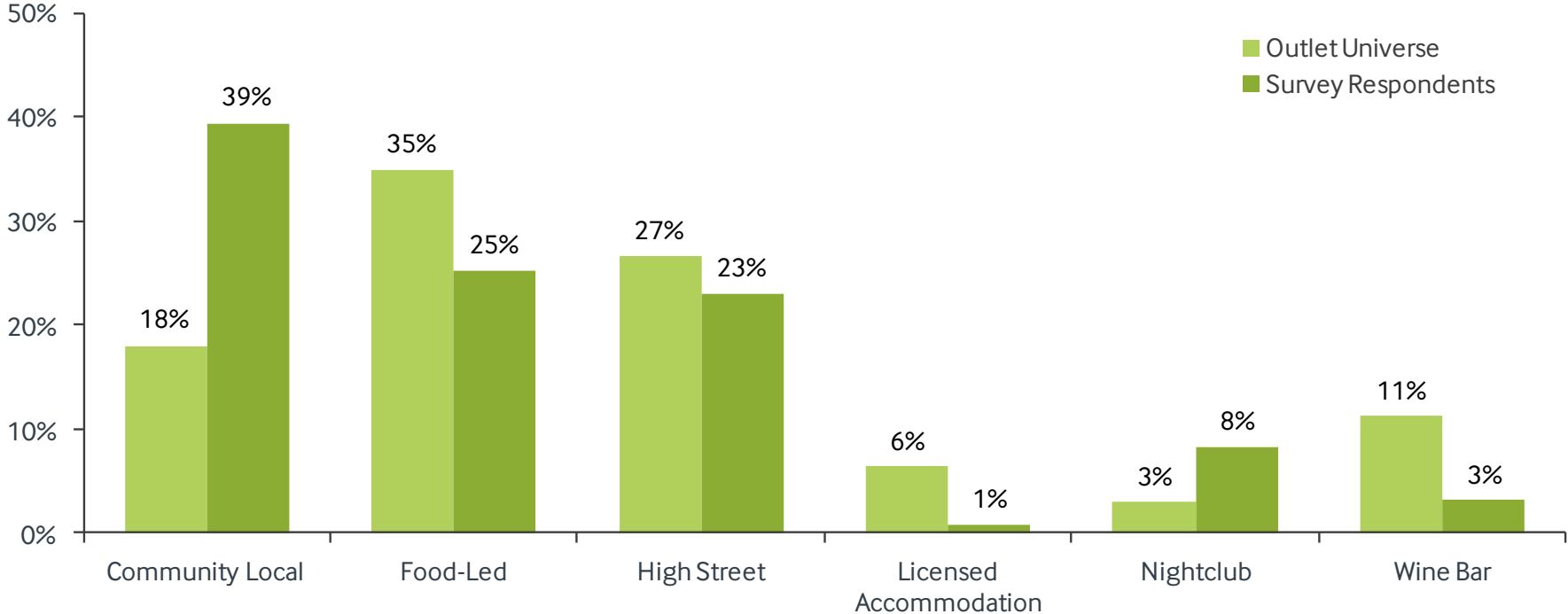
- **Only authoritative survey of its type**
- **Launched 2007 – 10 surveys now undertaken**
- **Objectives:**
  - Critical performance indicators for sector
  - Benchmarking your own performance
  - Operator evidence for business valuations
  - Messages to Government and suppliers

## Methodology

- 48 companies - 63% respondents SMEs
- Almost 3,000 outlets across all trading styles
- 70% leasehold
- 75:25 commercial: industry
- 8% industry leases free of tie

# Respondents by Operating Type

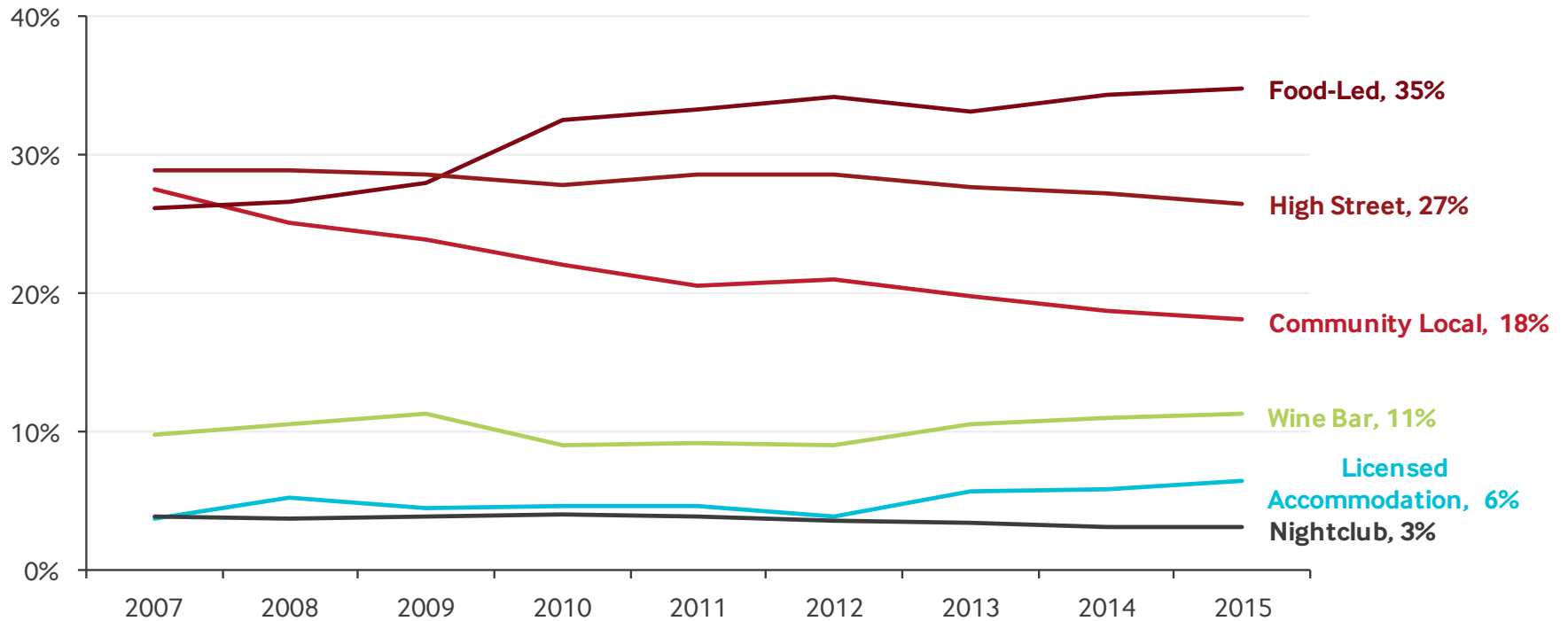
Comparison of survey respondents to England & Wales outlet universe (excl. Casual Dining)



Source: CGA Strategy, ALMR Christie & Co Benchmarking Survey

# Market Trends & Dynamics

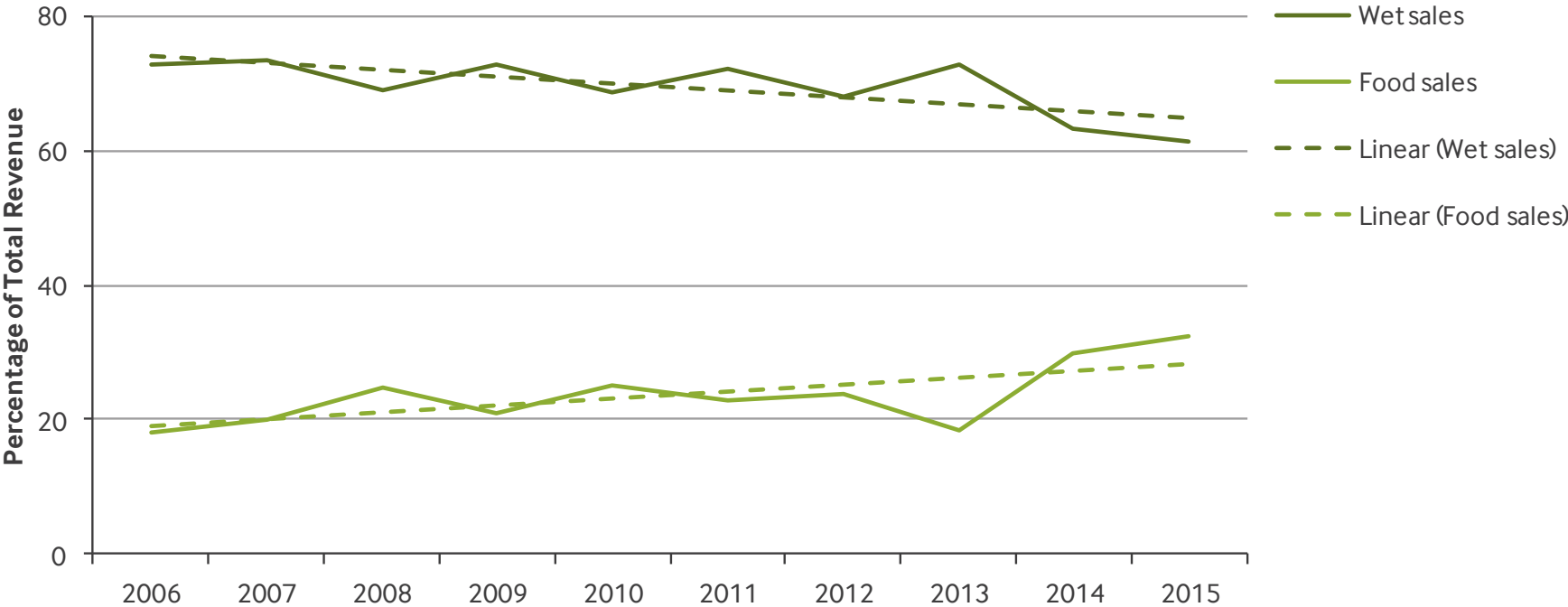
England & Wales managed outlet universe as a percentage of total outlets



Source: CGA Strategy, Christie & Co Research and Analysis

# Market Trends & Dynamics

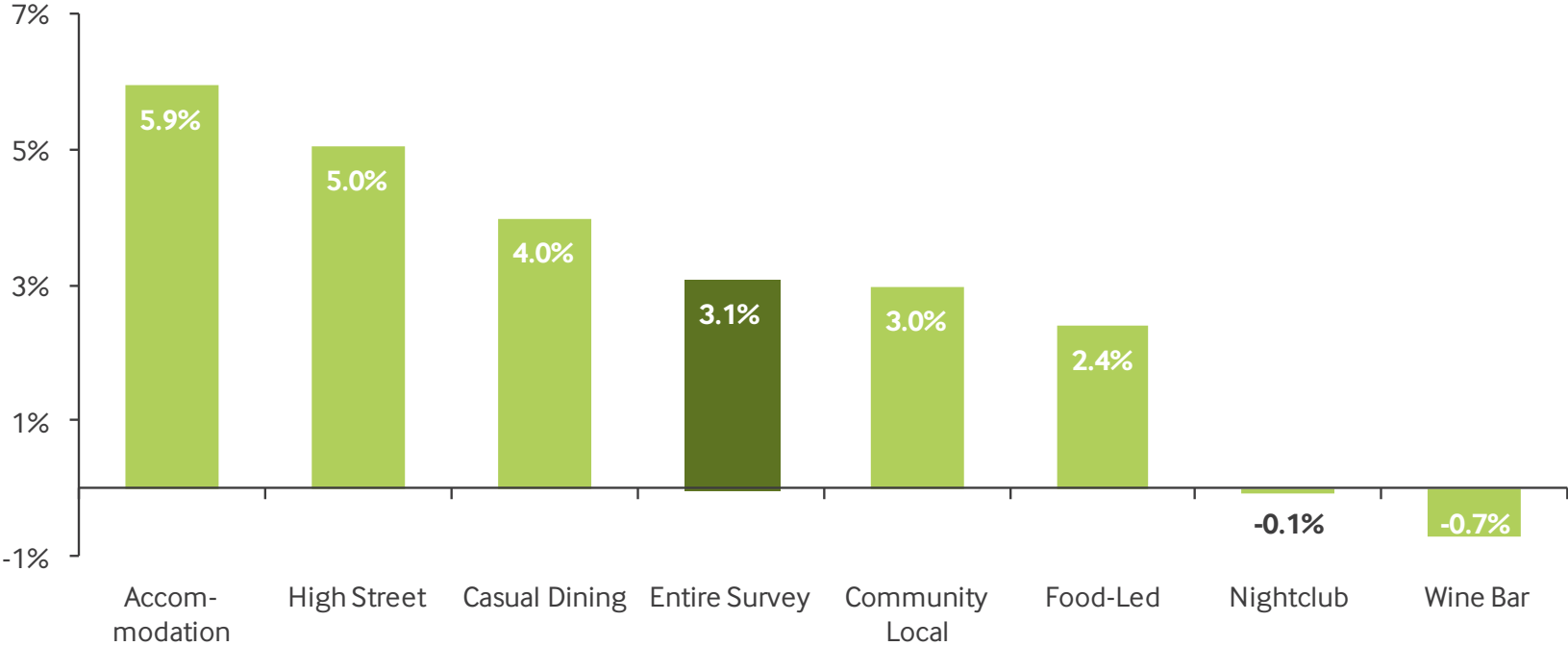
## Long-term trends in food and wet sales



Source: The ALMR Christie & Co Benchmarking Survey

# Market Trends & Dynamics

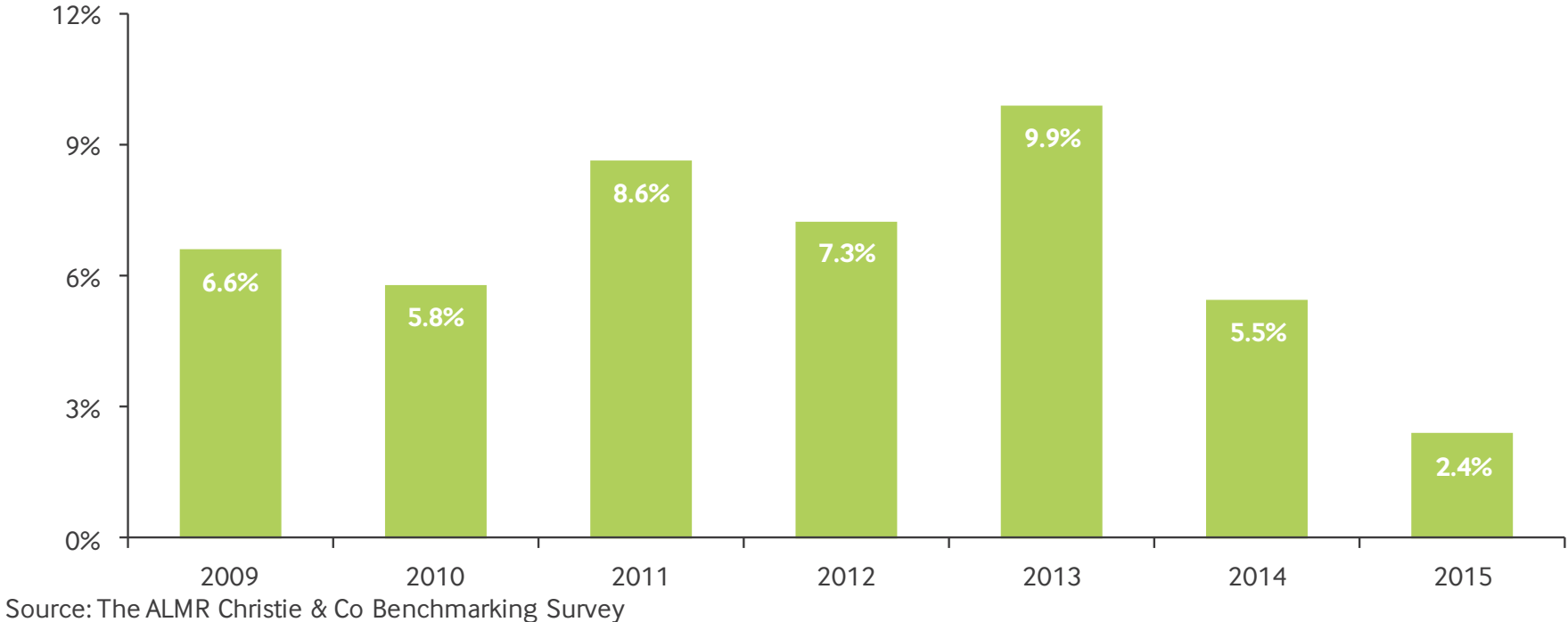
## Like-for-like growth by market segment



Source: The ALMR Christie & Co Benchmarking Survey

# Market Trends & Dynamics

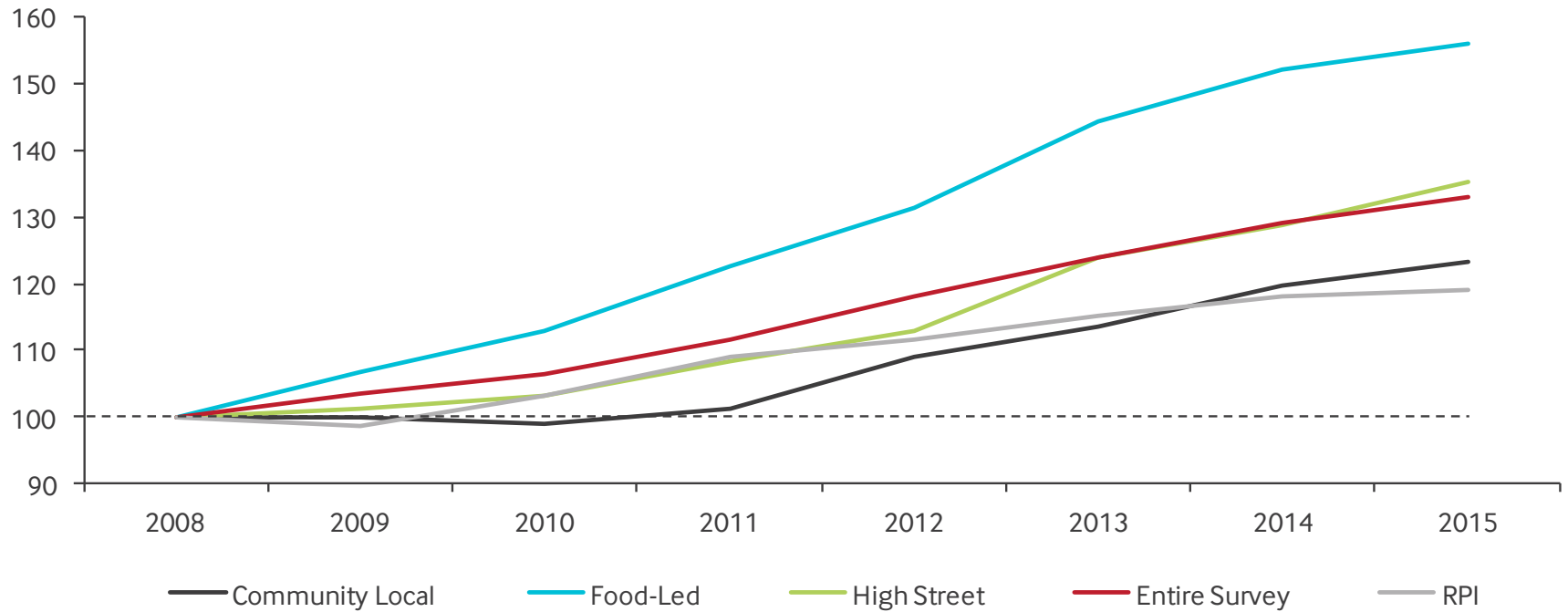
Like-for-like annual percentage change in turnover





# Market Trends & Dynamics

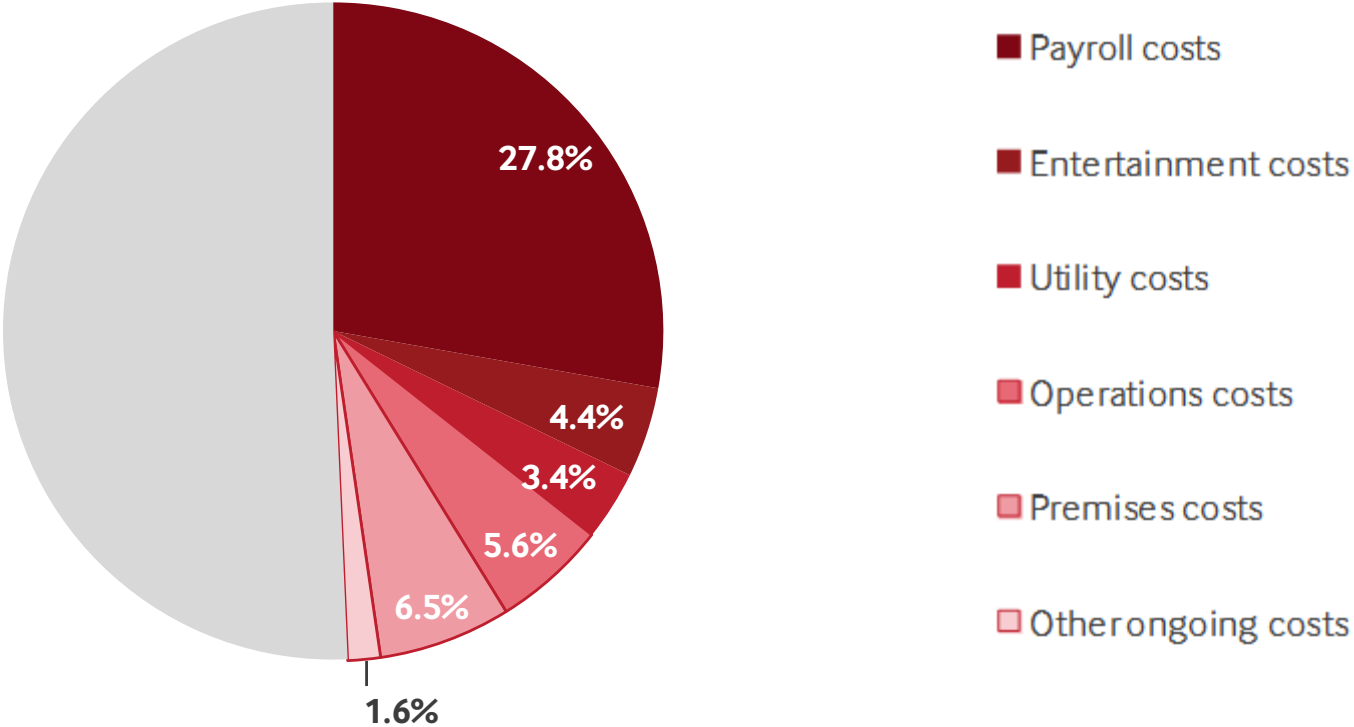
Like-for-like growth by market segment – rebased from 2008



Source: The ALMR Christie & Co Benchmarking Survey

# Operating Costs

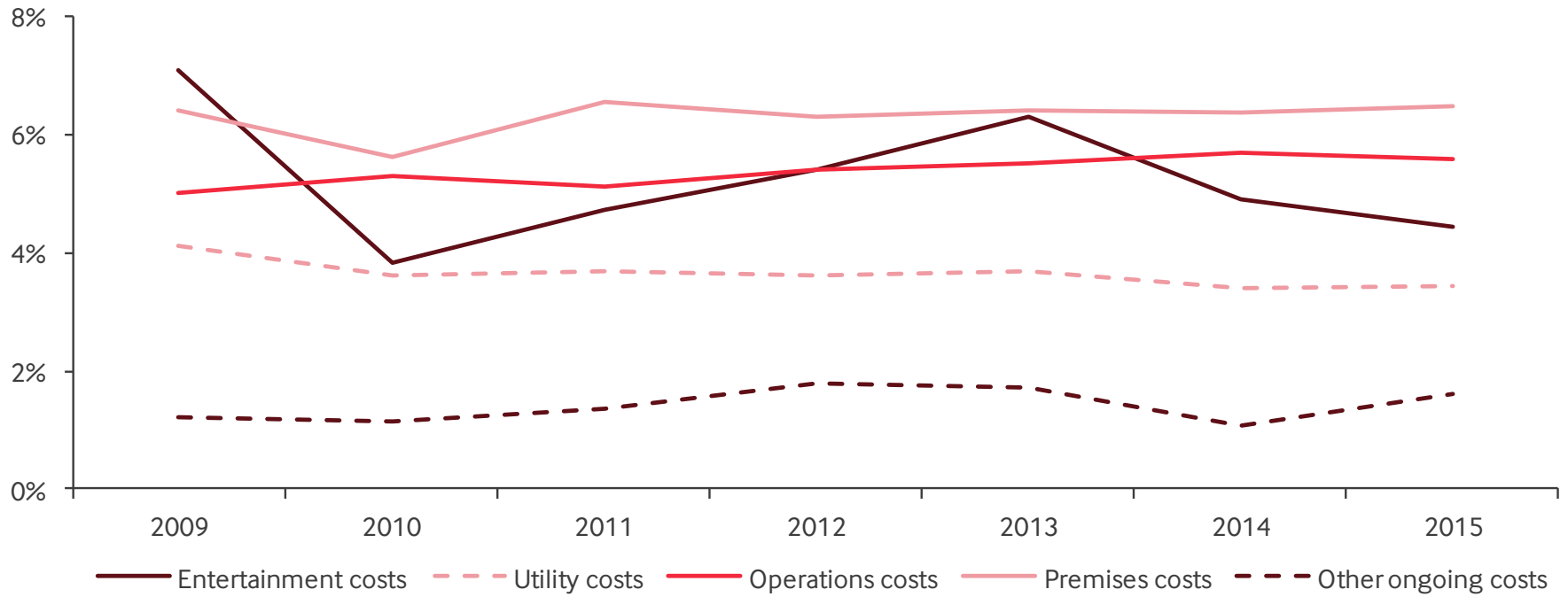
Operating costs as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

# Operating Costs

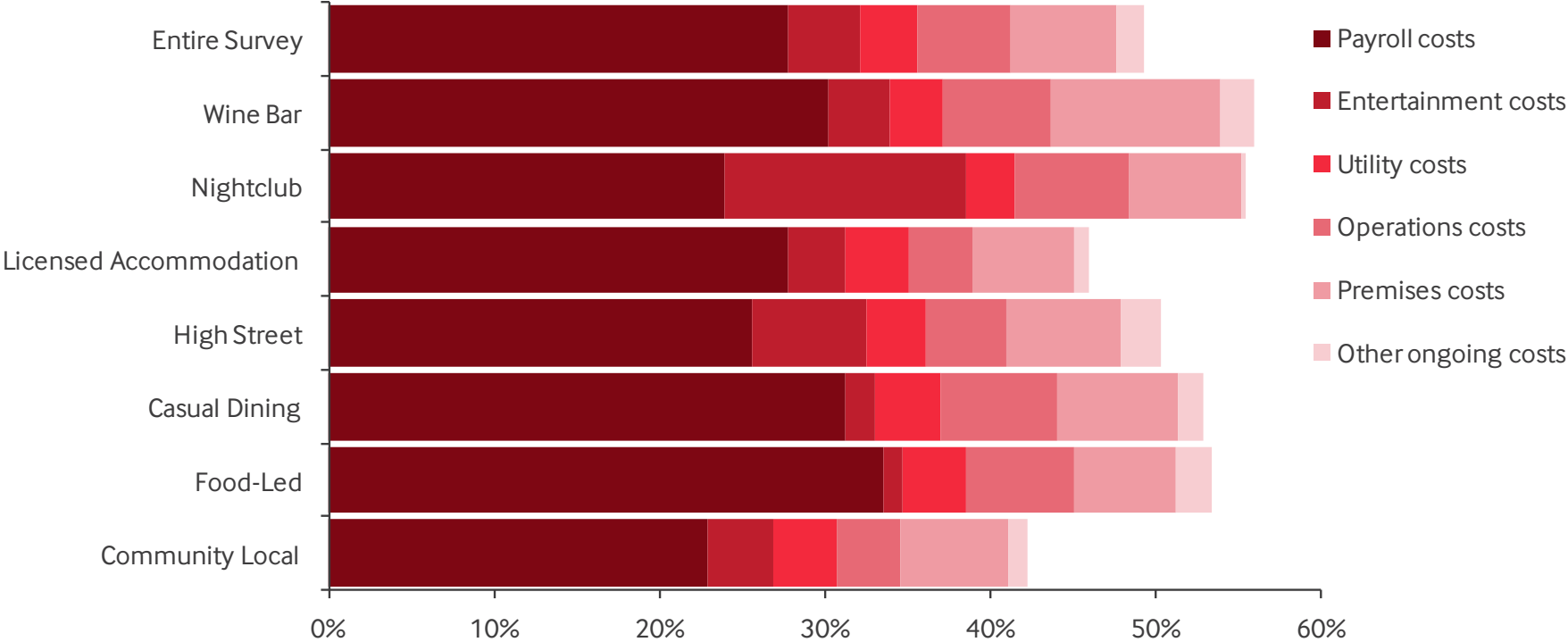
Operating costs (excl. payroll costs) – percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

# Costs by Market Segment

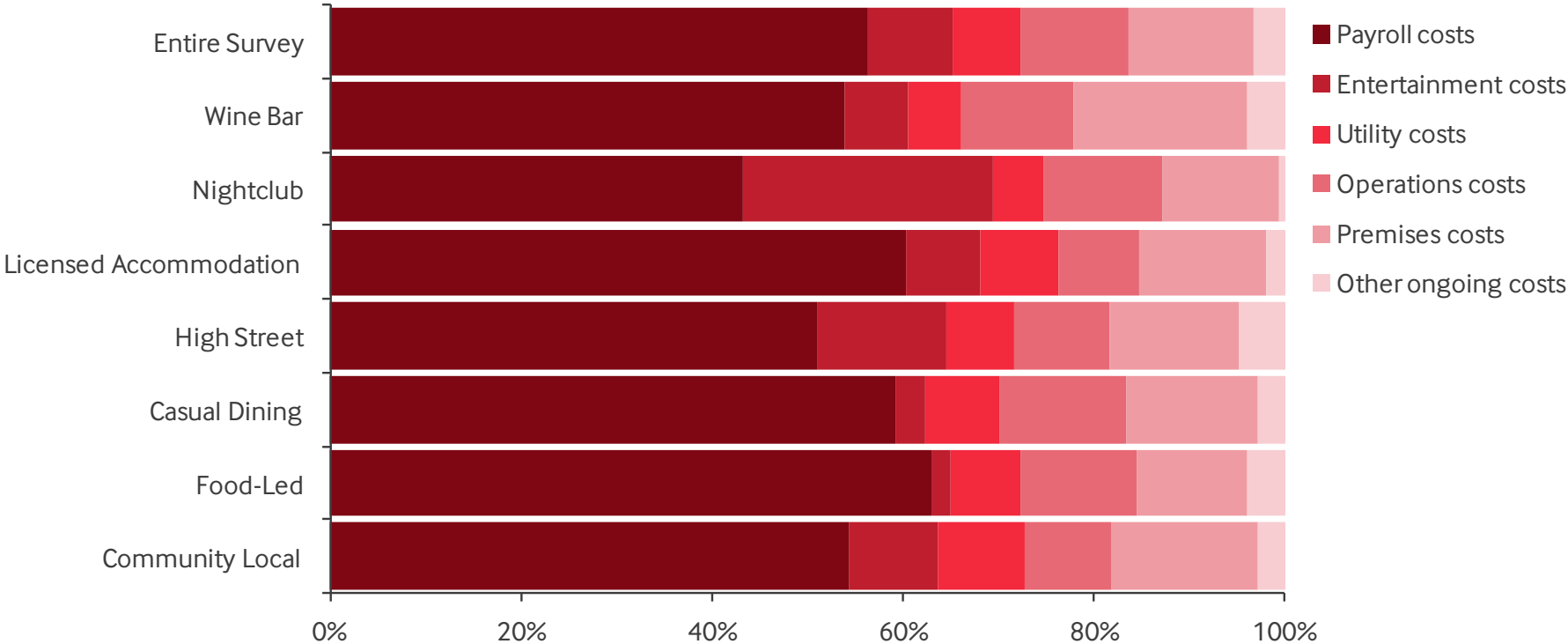
Operating costs as a percentage of turnover by market segment



Source: The ALMR Christie & Co Benchmarking Survey

# Costs by Market Segment

Operating costs as a percentage of total by market segment



Source: The ALMR Christie & Co Benchmarking Survey

# Costs by Market Segment

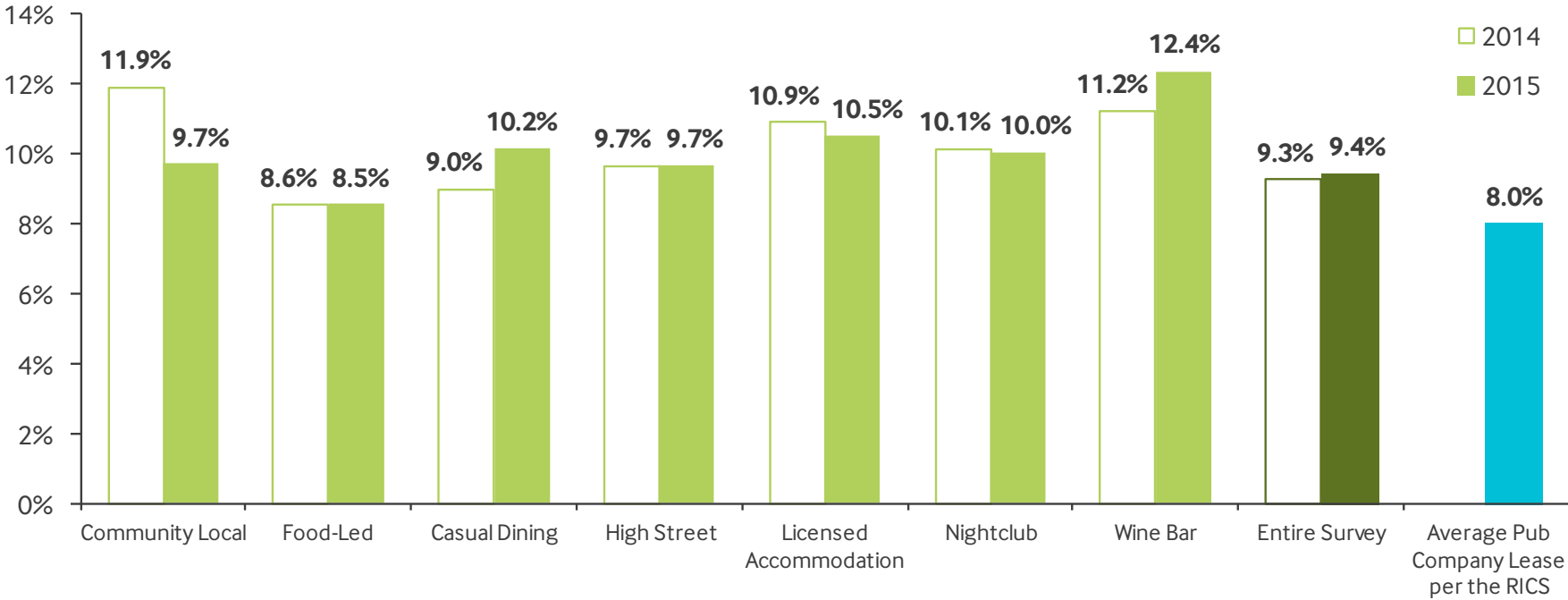
Operating costs as a percentage of turnover by market segment



Source: The ALMR Christie & Co Benchmarking Survey

# Costs by Market Segment

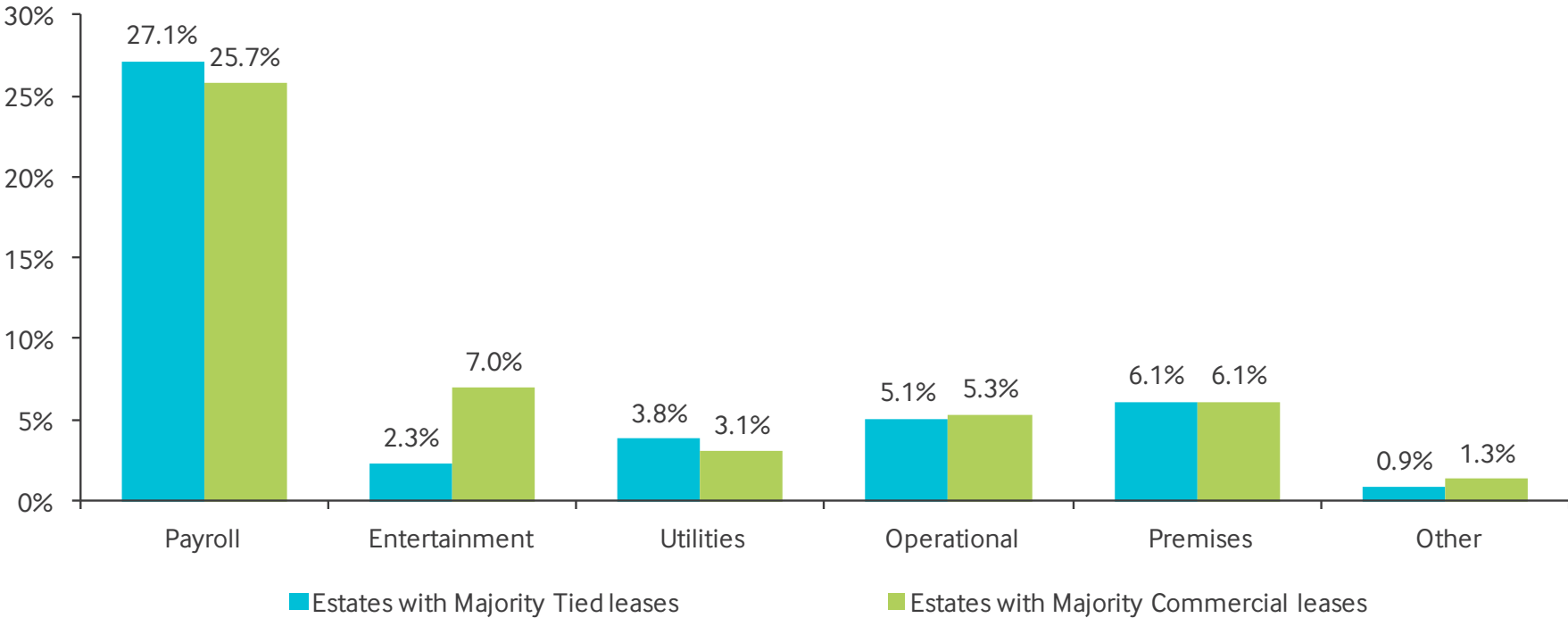
## Rent levels by market segment



Source: The ALMR Christie & Co Benchmarking Survey

# Costs by Agreement Type

## Operating costs - tied leases vs commercial leases



Source: The ALMR Christie & Co Benchmarking Survey



# Costs by Agreement Type

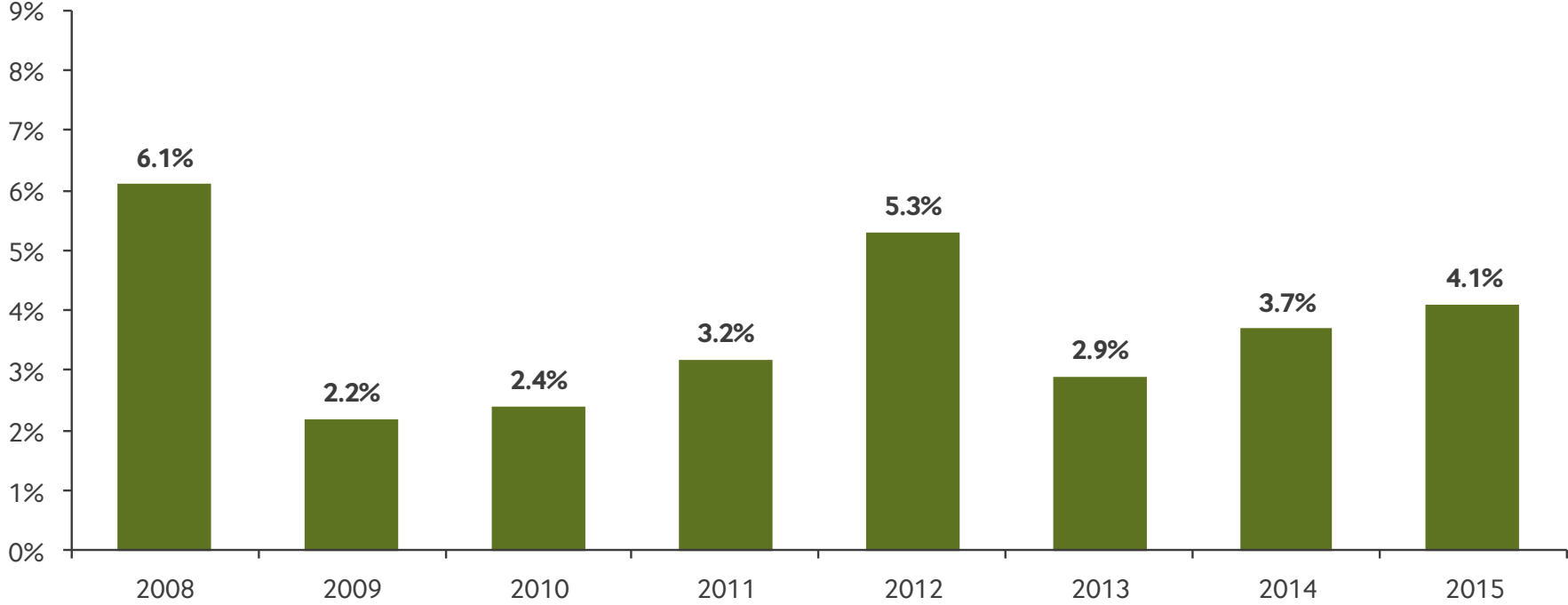
Rent costs as percentage of turnover by agreement type and year



Source: The ALMR Christie & Co Benchmarking Survey

# Capital Expenditure

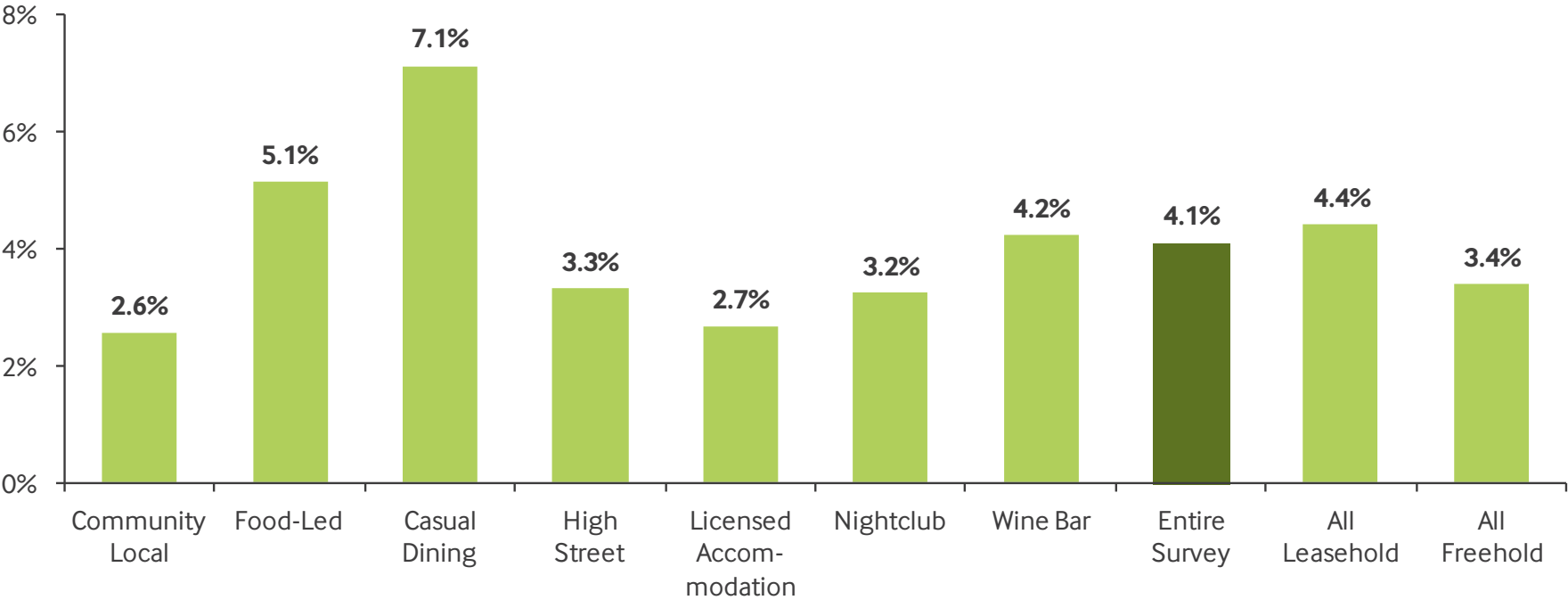
Capital expenditure as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

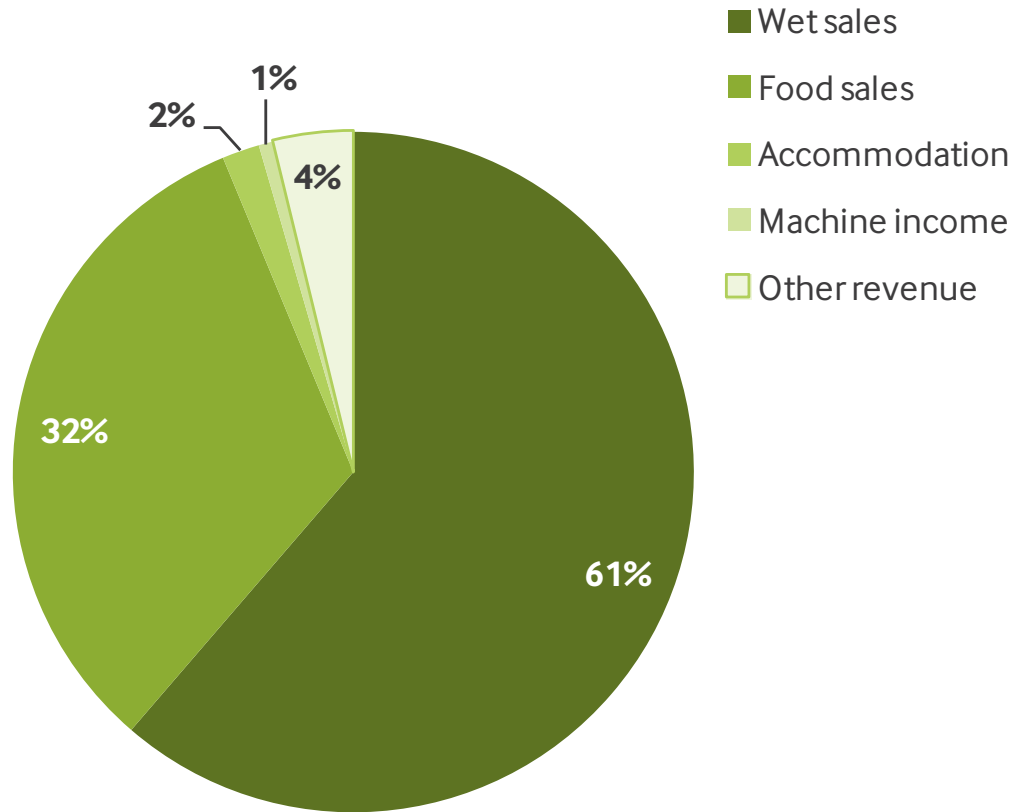
# Capital Expenditure

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



Source: The ALMR Christie & Co Benchmarking Survey

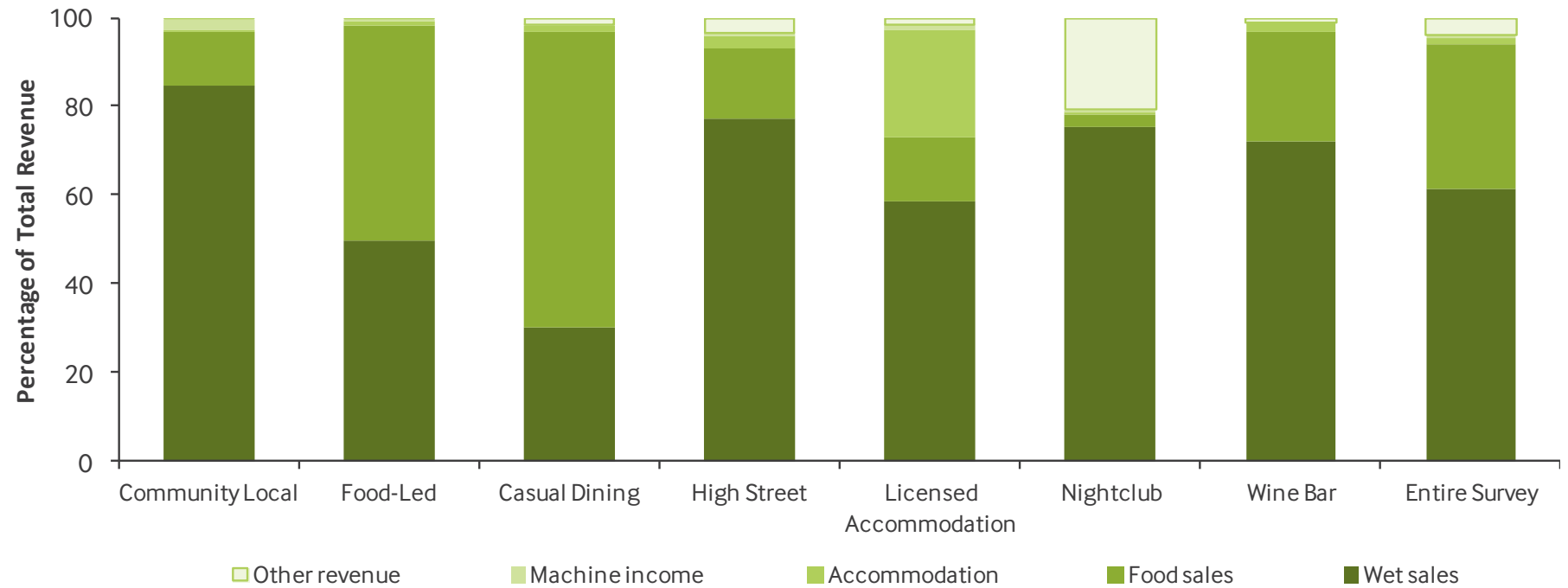
# Turnover Mix



Source: The ALMR Christie & Co Benchmarking Survey

# Turnover Mix

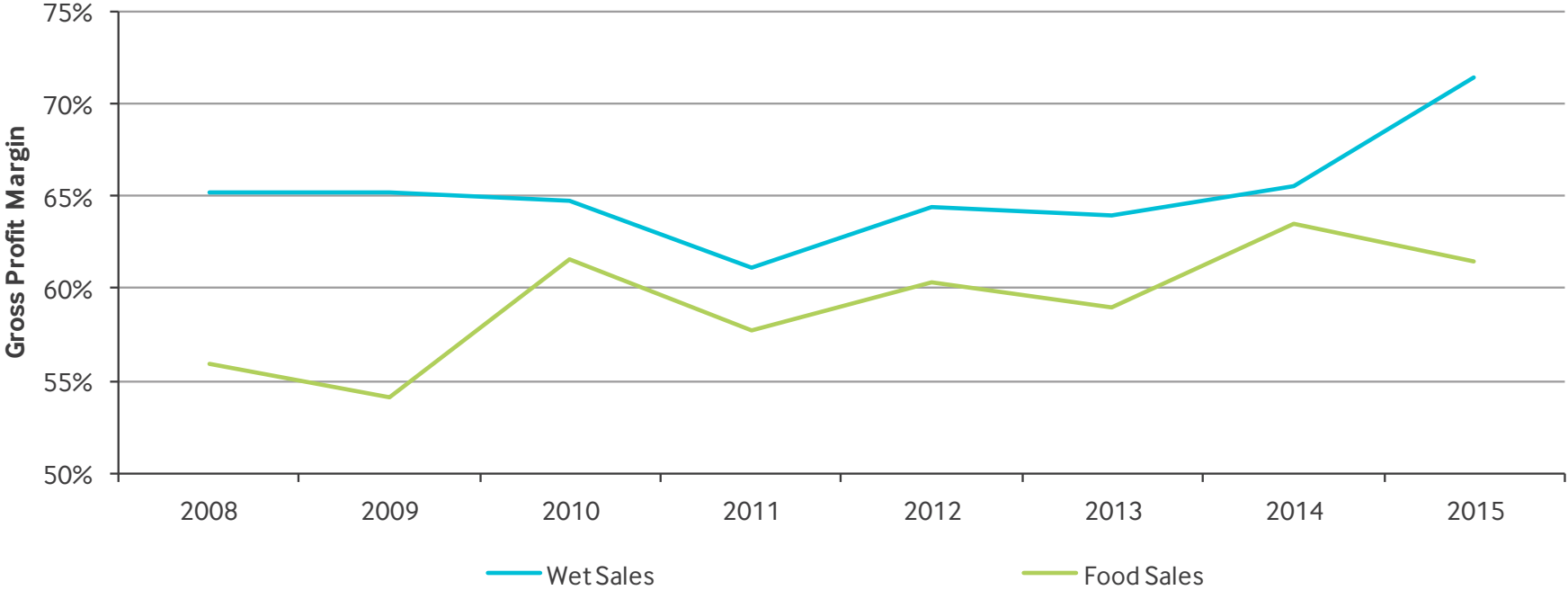
## Turnover composition by market segment



Source: The ALMR Christie & Co Benchmarking Survey

# Gross Profit Margin

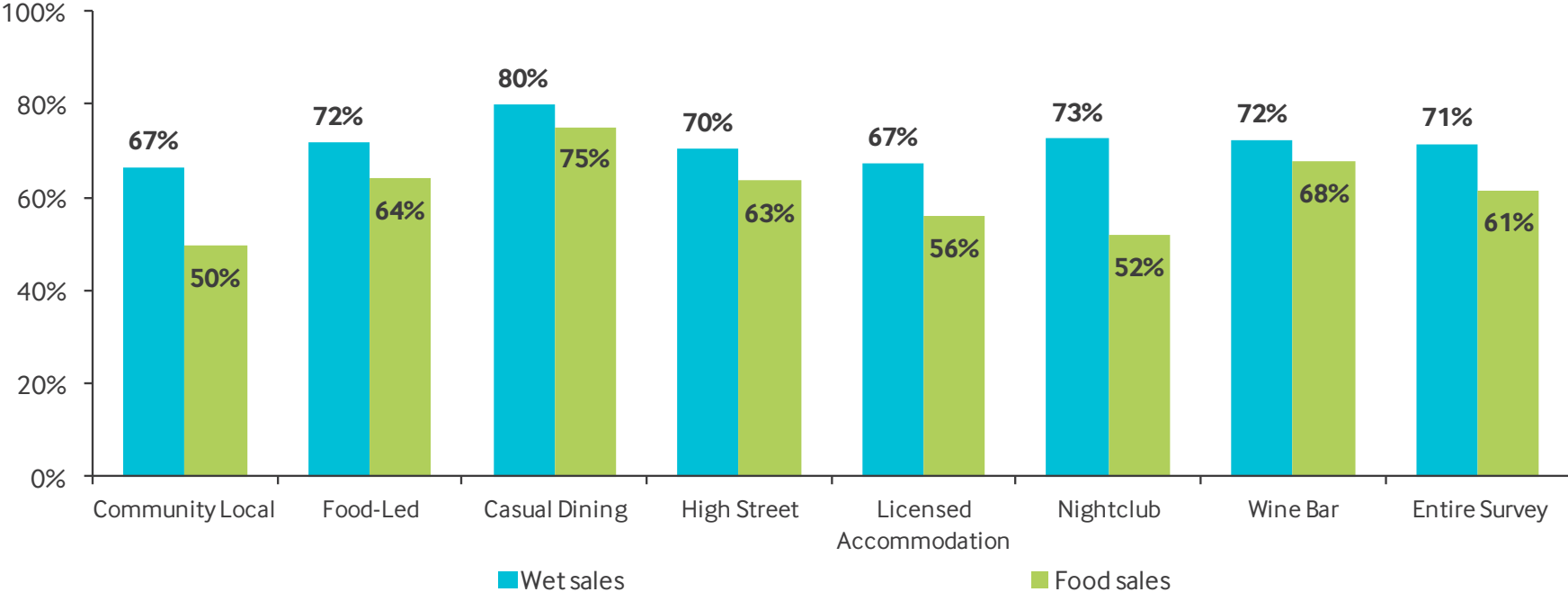
## Evolution of food and wet margins



Source: The ALMR Christie & Co Benchmarking Survey

# Gross Profit Margin

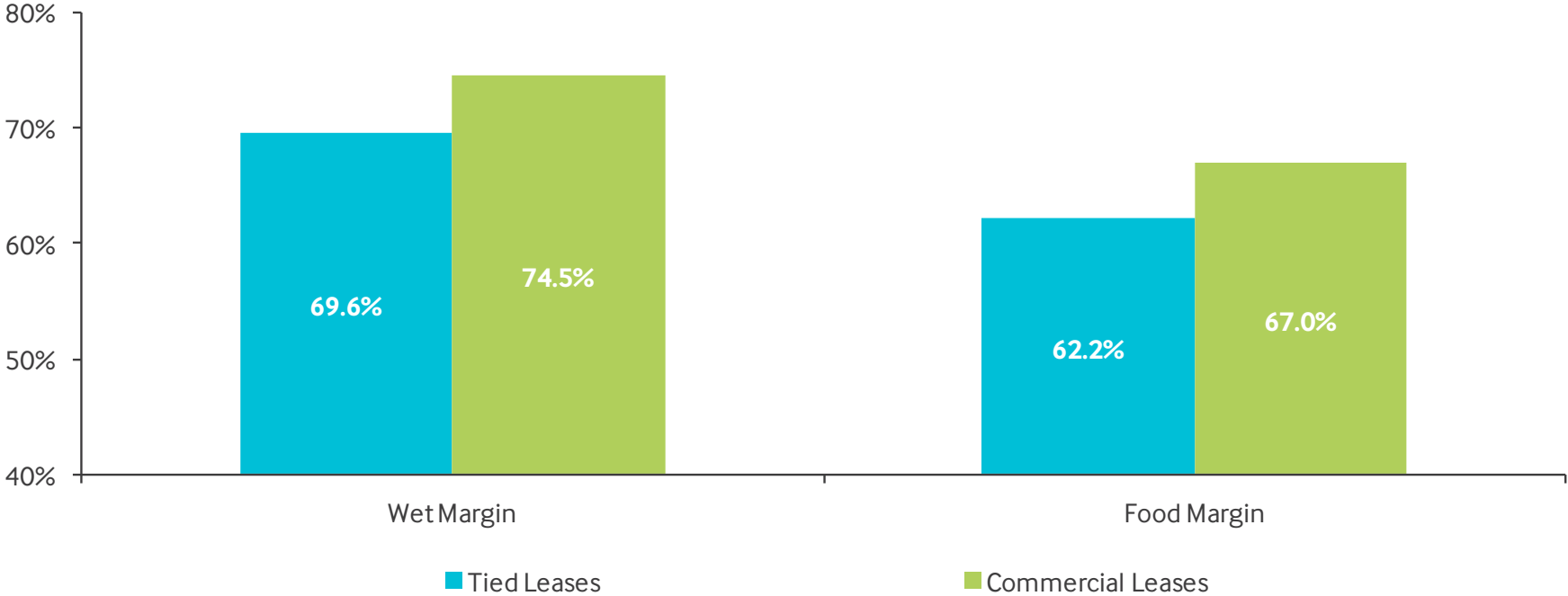
By market segment



Source: The ALMR Christie & Co Benchmarking Survey

# Gross Profit Margin

## Tied leases vs commercial leases

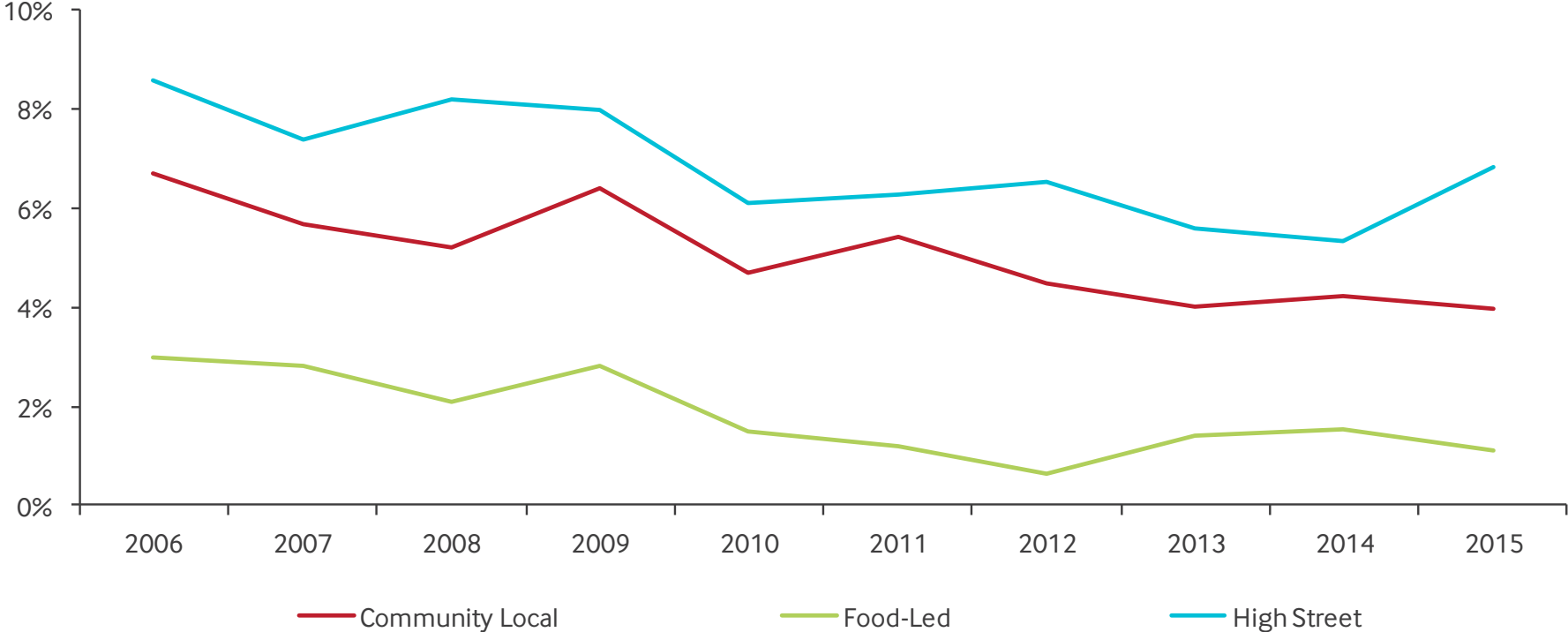


Source: The ALMR Christie & Co Benchmarking Survey



# Messages to Suppliers

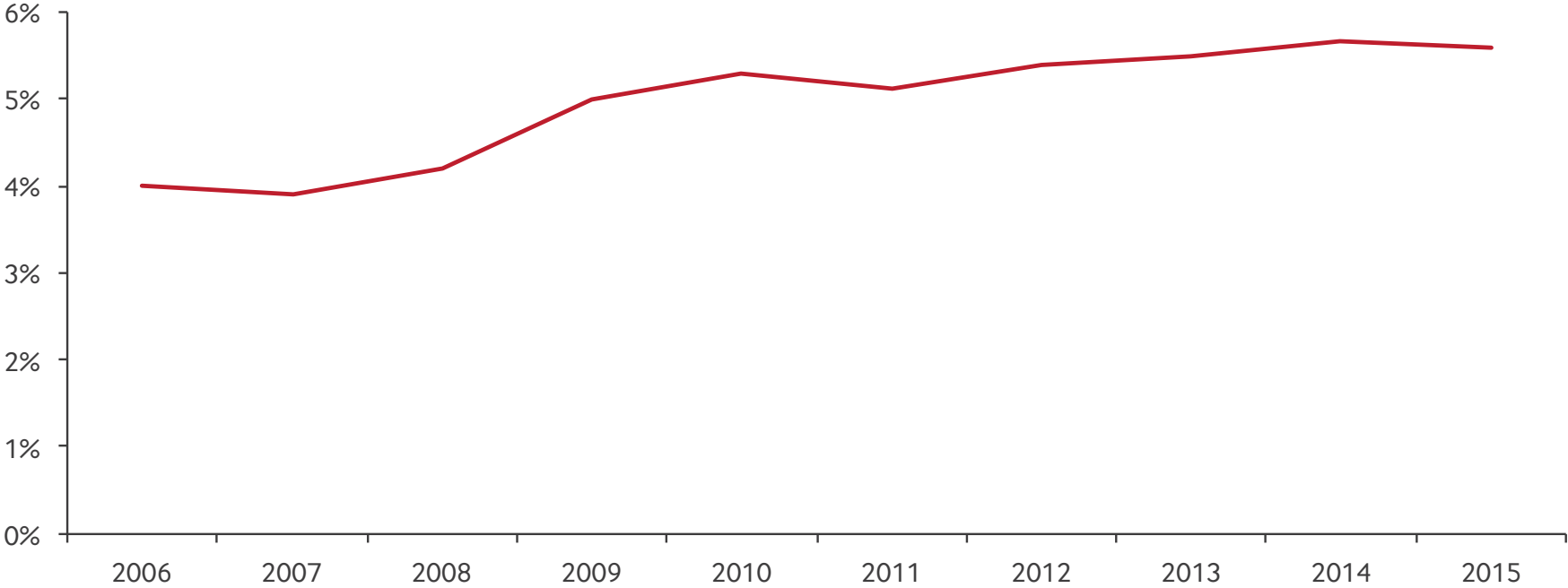
## Entertainment costs as a percentage of turnover by market segment



Source: The ALMR Christie & Co Benchmarking Survey

# Messages to Government - Legislative Costs

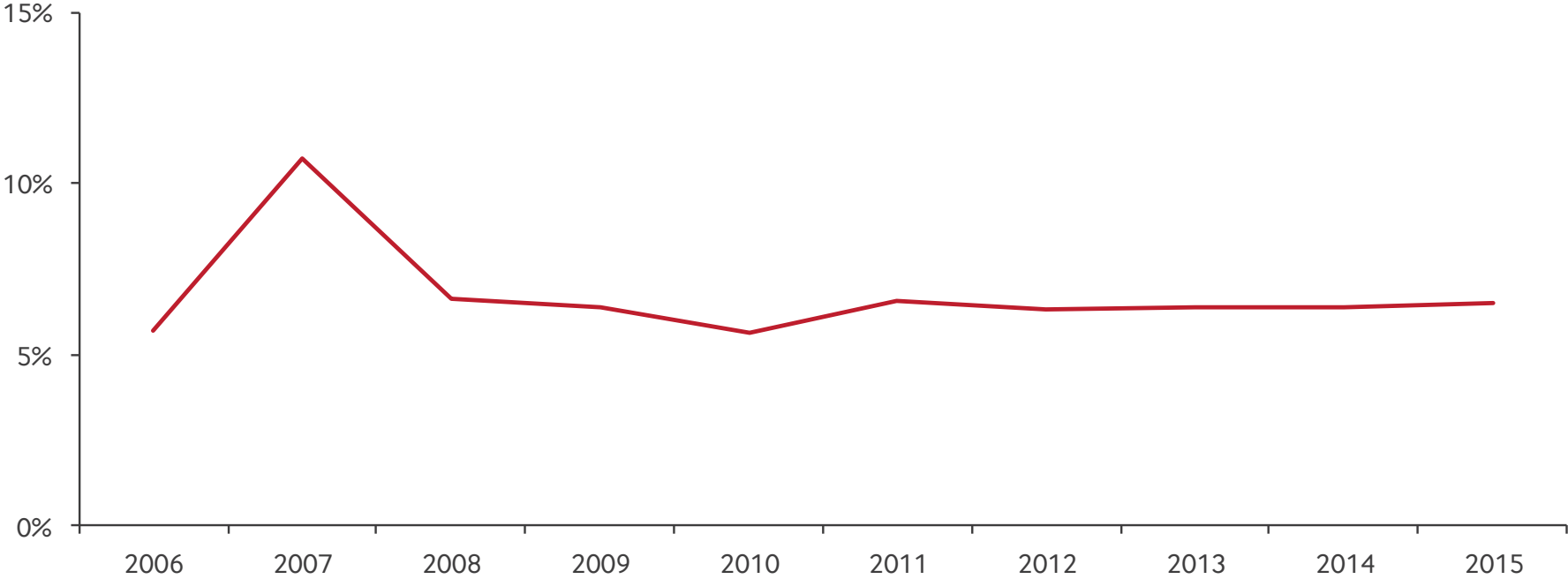
Operations costs as a percentage of turnover



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

# 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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