



Benchmarking Success

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

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Chief Executive  
ALMR

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Christie & Co

# Foreword

This document is a summary of the key findings of the ALMR Christie & Co Benchmarking Report 2017.

The full 70-page report includes significantly more detail than is presented here, including detail on sampling methodology adopted and profile of respondents, definitions as to what cost categories are included within each line, granular analysis by market segment, from revenue down to EBITDA, rental analysis, capital expenditure by market segment, like-for-like growth by market segment, analysis of the data and underlying trends performed by Christie & Co, significantly more graphical representations of the survey results, 20 pages of data tables, the responses to additional survey questions, and much more.

For details on how to obtain a full copy of the report, please visit the following link:

<http://www.almr.org.uk/almr-christie-co-benchmarking-report-11/>

# **ALMR Christie & Co Benchmarking Report 2017**

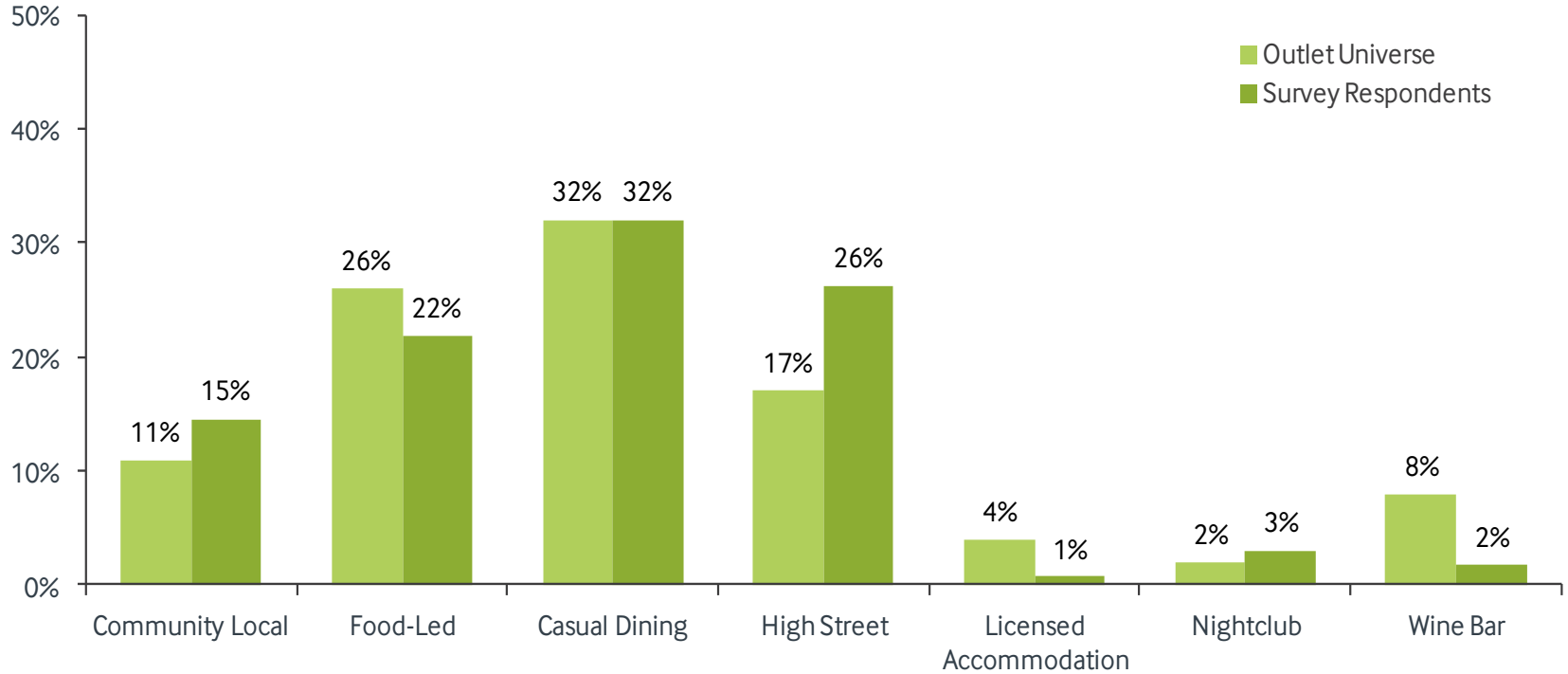
- **Only authoritative survey of its type**
- **Launched 2007 – 11 surveys now undertaken**
- **Objectives:**
  - Critical performance indicators for sector
  - Benchmarking your own performance
  - Operator evidence for business valuations
  - Messages to Government and suppliers

## 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

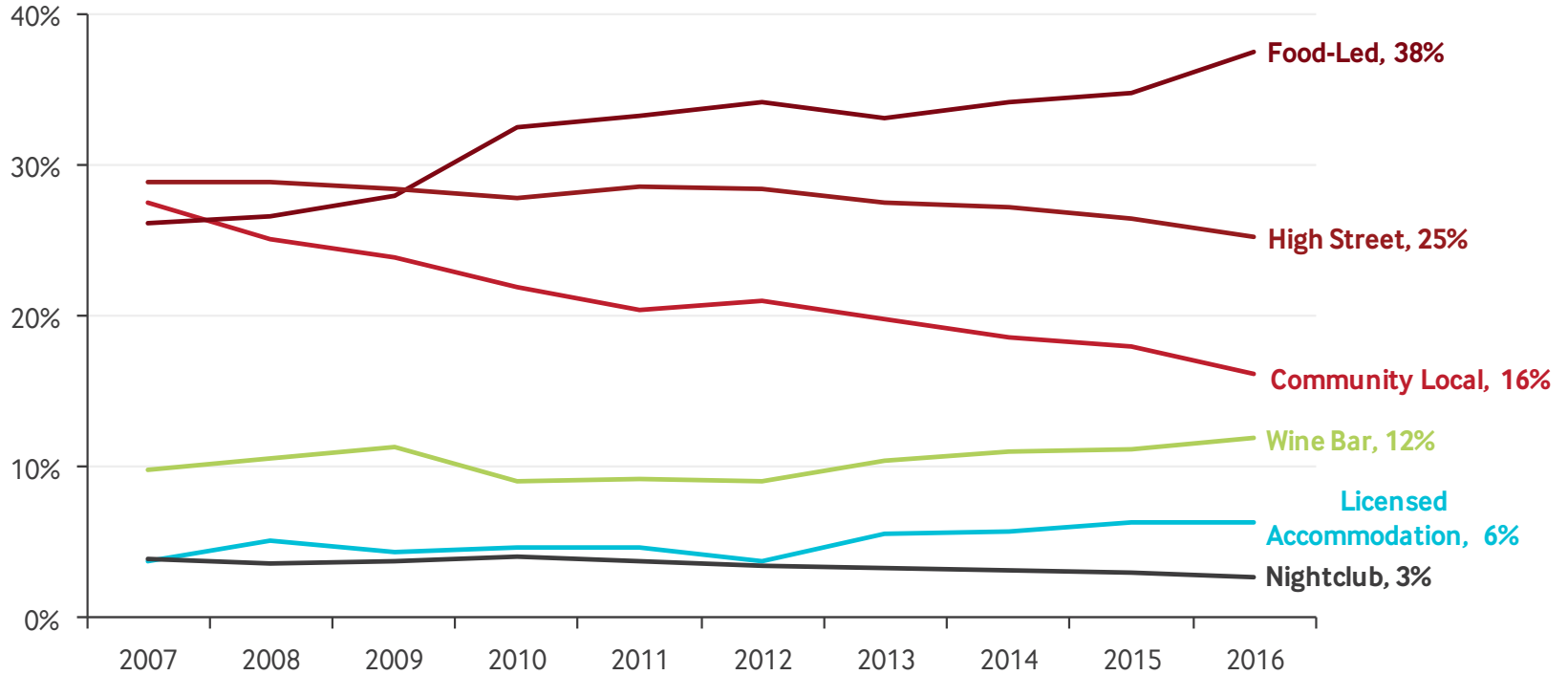
## Comparison of survey respondents to England & Wales outlet universe



Source: CGA Strategy, ALMR Christie & Co Benchmarking Survey

# Market Trends & Dynamics

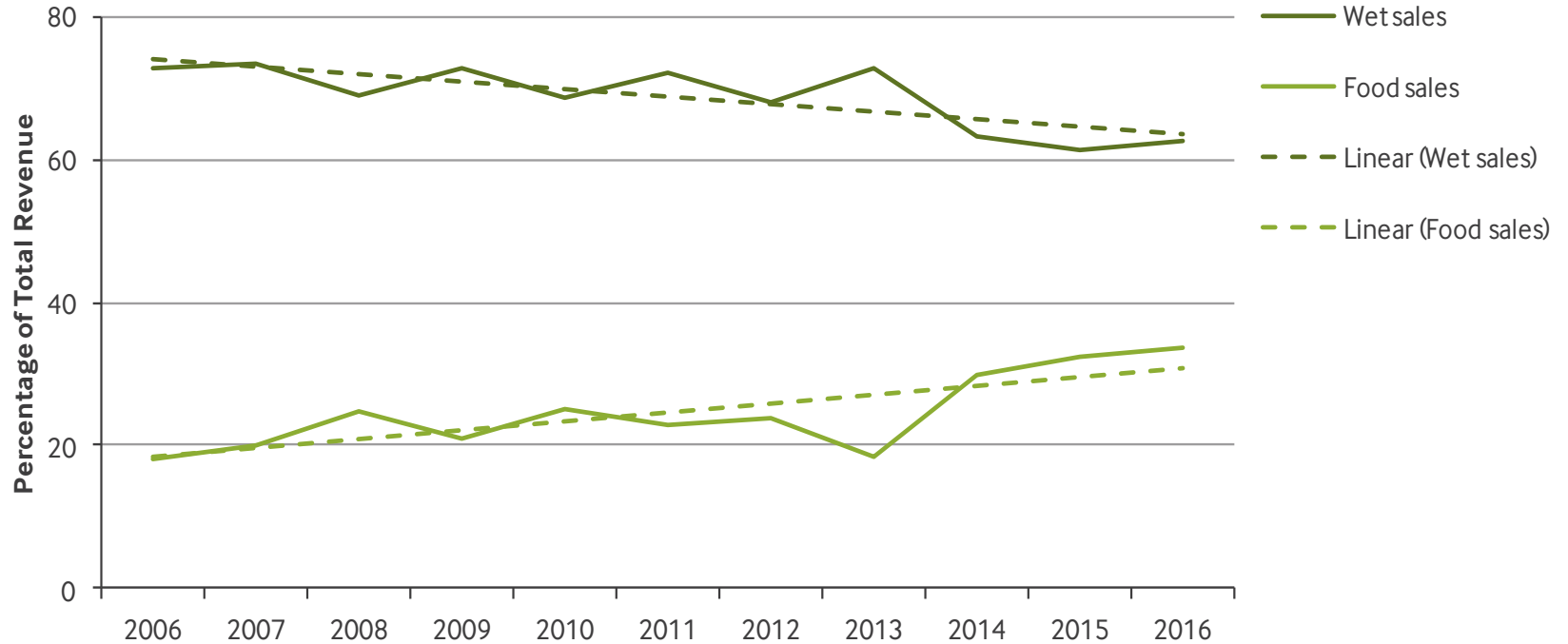
## England & Wales managed outlet universe as a percentage of total outlets



Source: CGA Strategy, Christie & Co Research and Analysis

# Market Trends & Dynamics

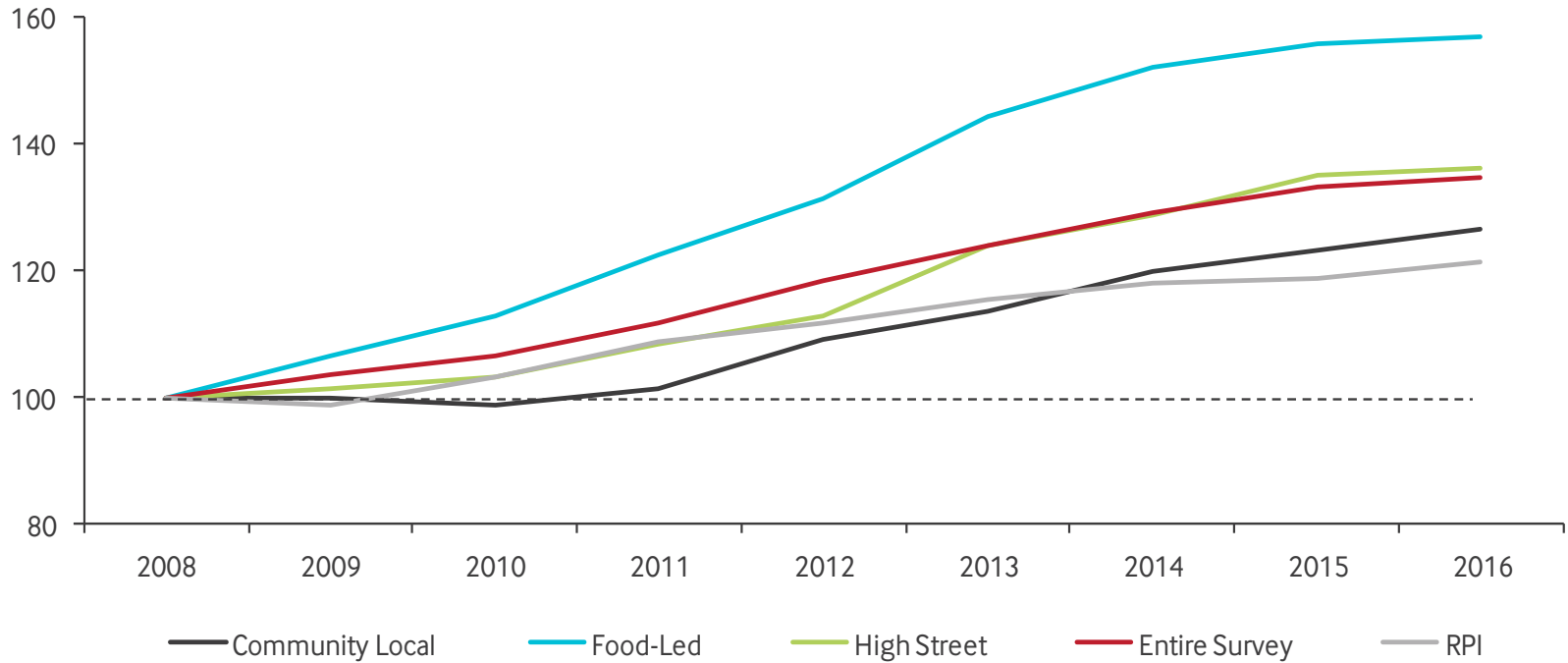
## Long-term trends in food and wet sales



Source: The ALMR Christie & Co Benchmarking Survey

# Market Trends & Dynamics

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

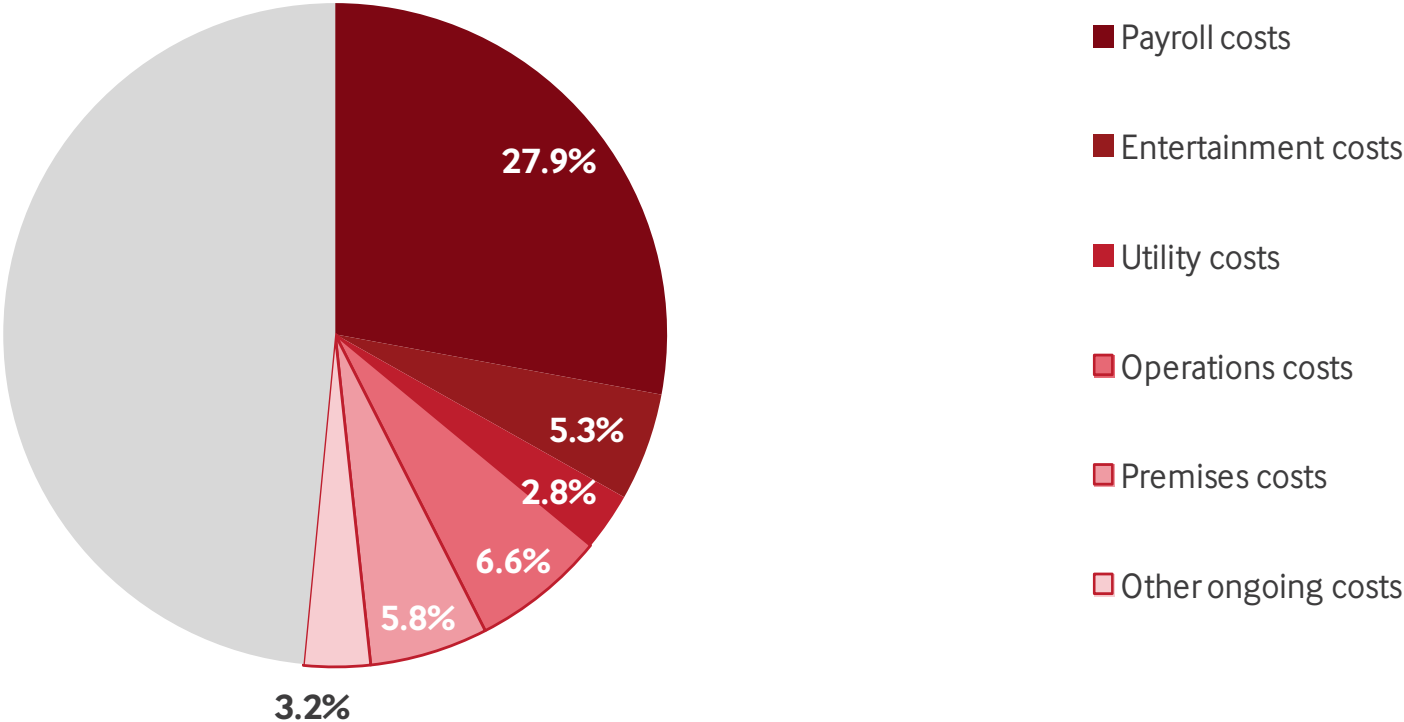


Source: The ALMR Christie & Co Benchmarking Survey



# Operating Costs

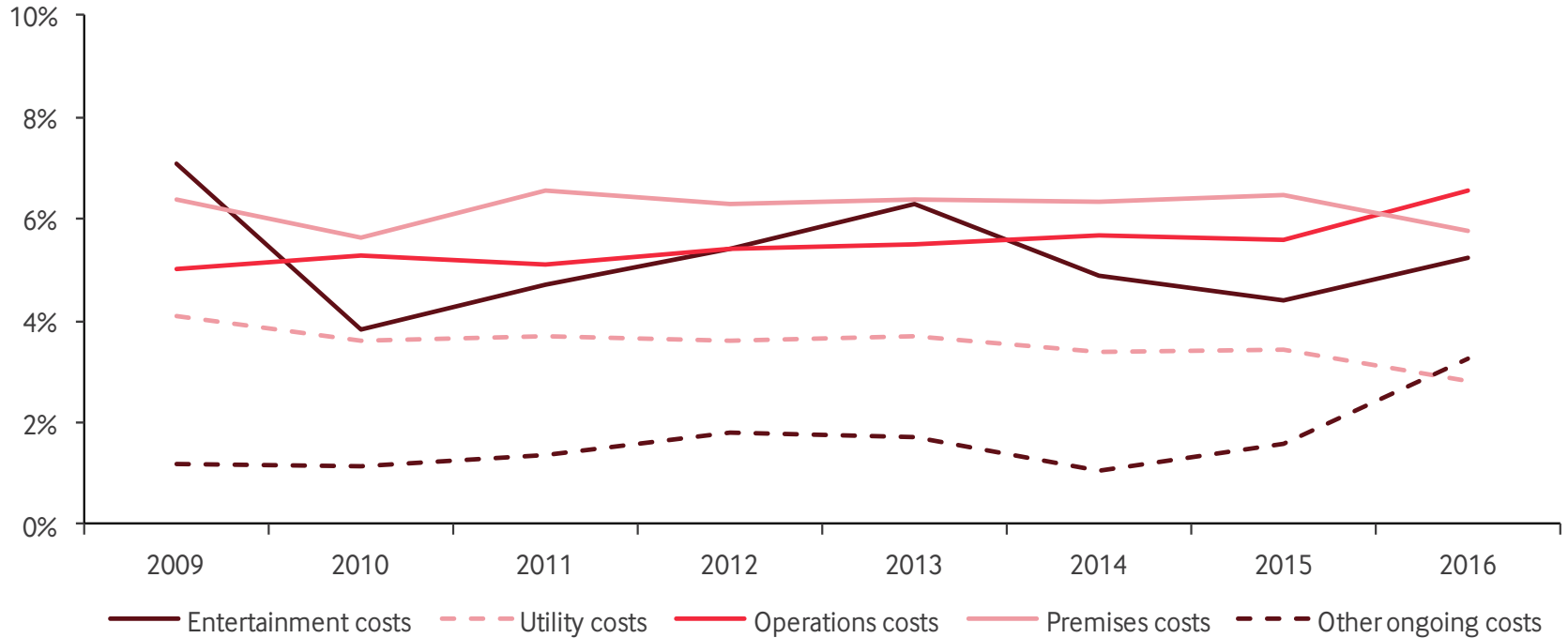
Operating costs as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

# Operating Costs

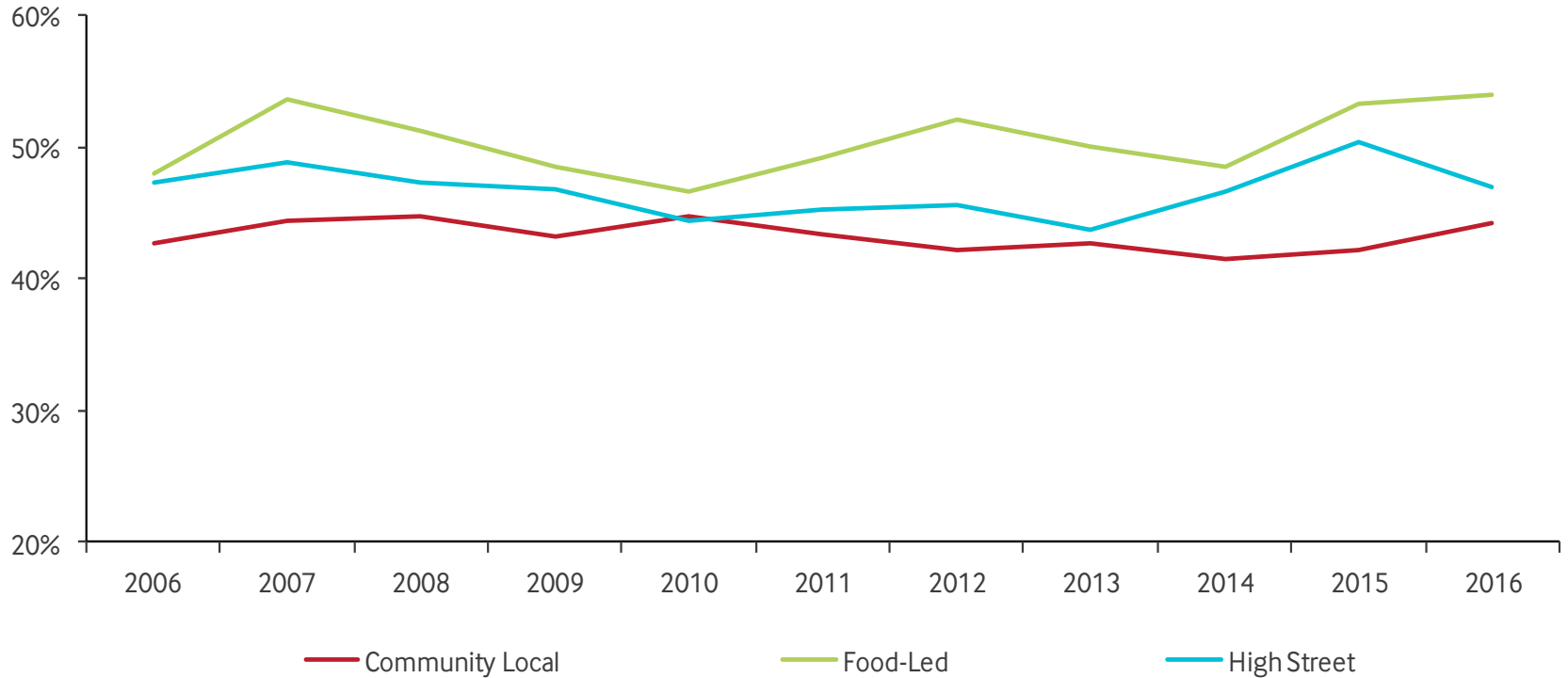
## Operating costs (excl. payroll costs) – percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

# Costs by Market Segment

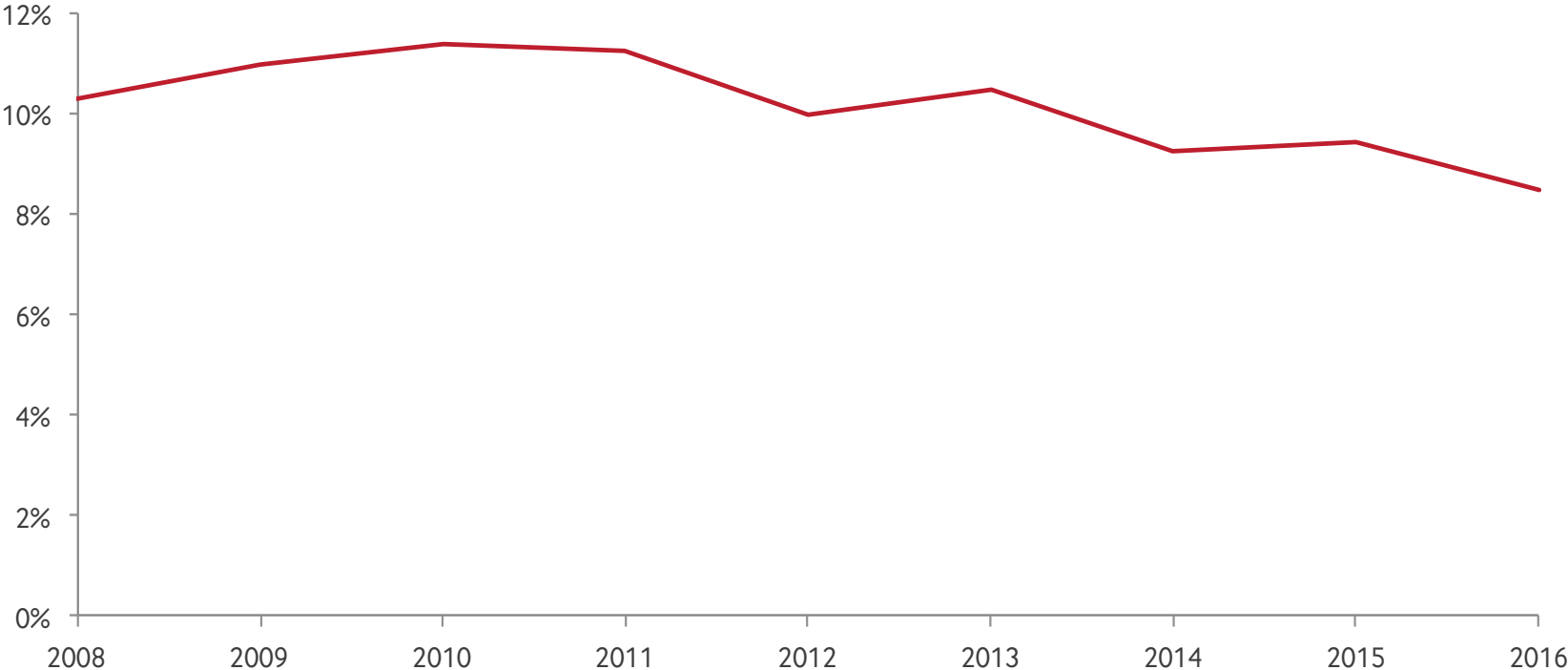
## Operating costs as a percentage of turnover by market segment



Source: The ALMR Christie & Co Benchmarking Survey

# Rent Costs

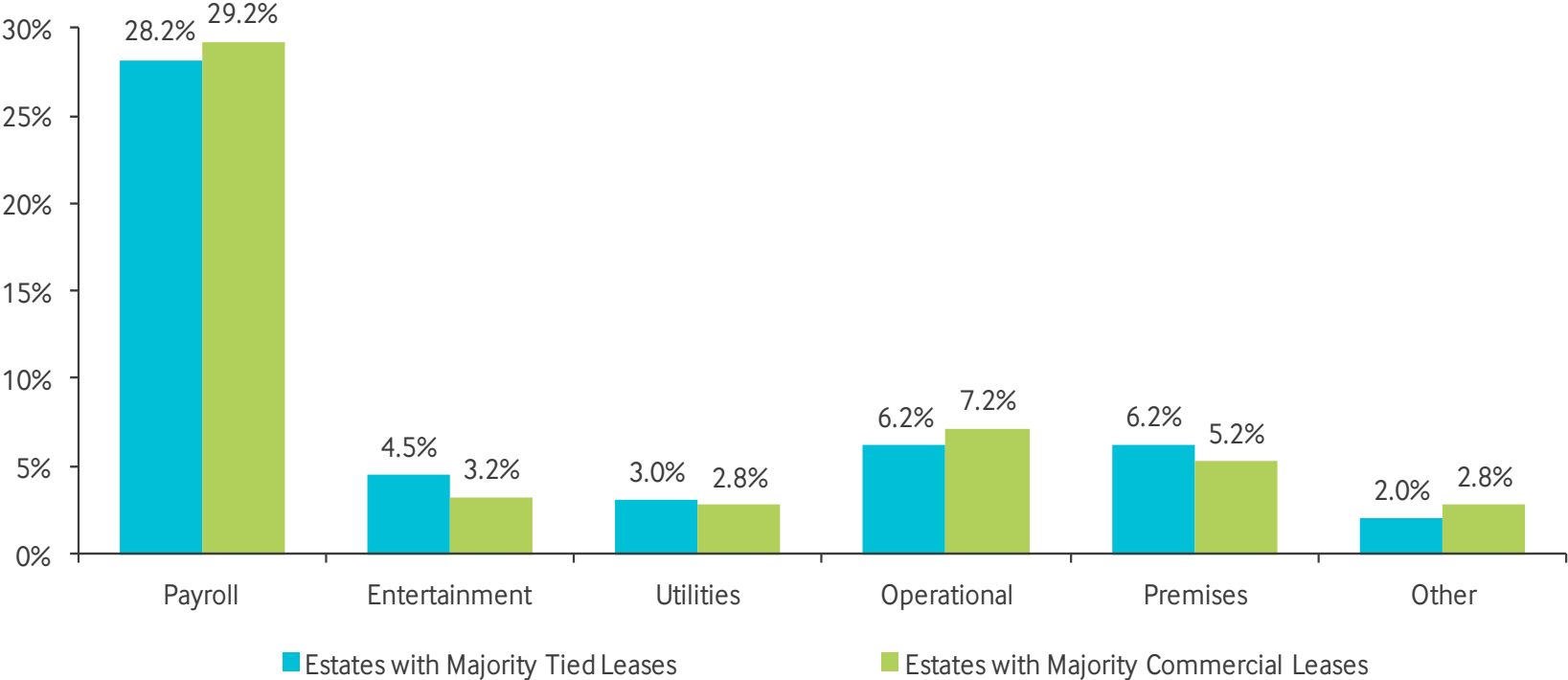
## Leasehold estate rent as a percentage of turnover



Source: ALMR Christie & Co Benchmarking Survey

# Costs by Agreement Type

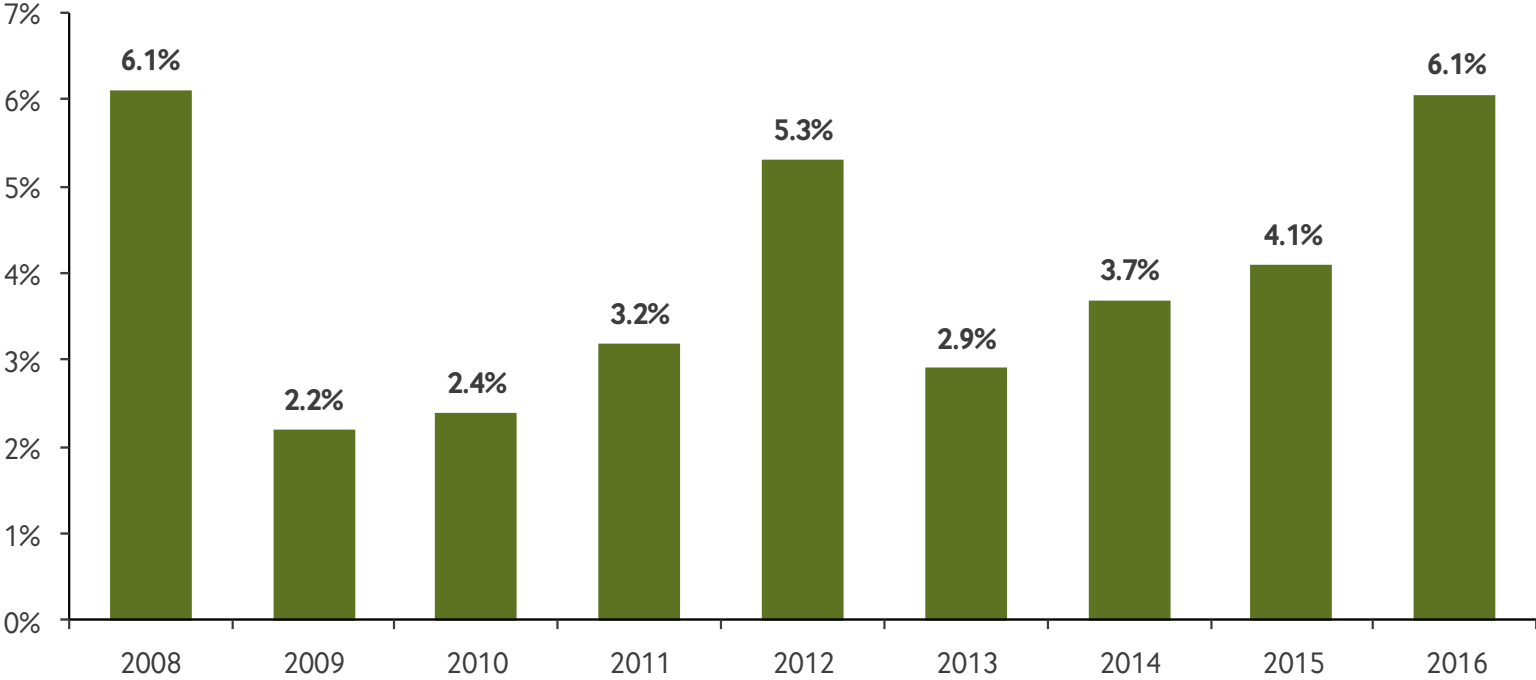
## Operating costs - tied leases vs commercial leases



Source: The ALMR Christie & Co Benchmarking Survey

# Capital Expenditure

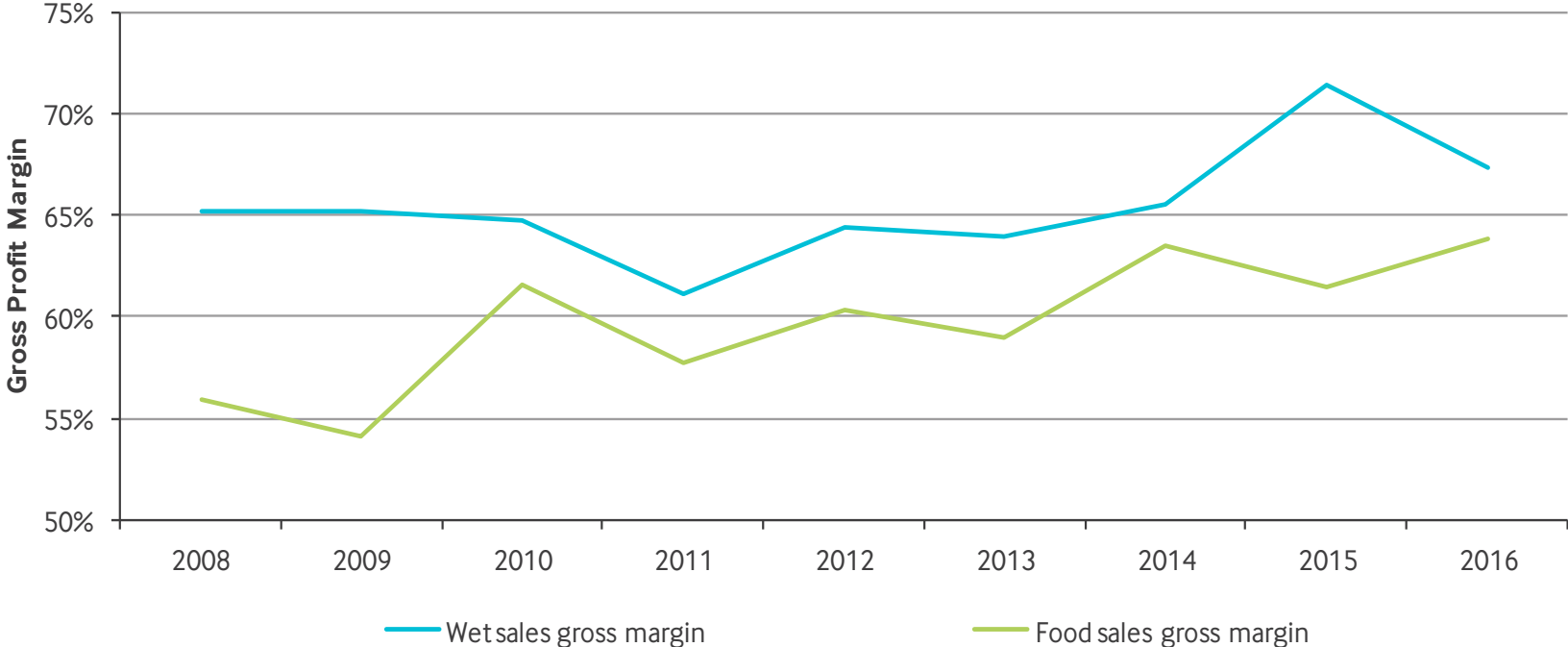
## Capital expenditure as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

# Gross Profit Margin

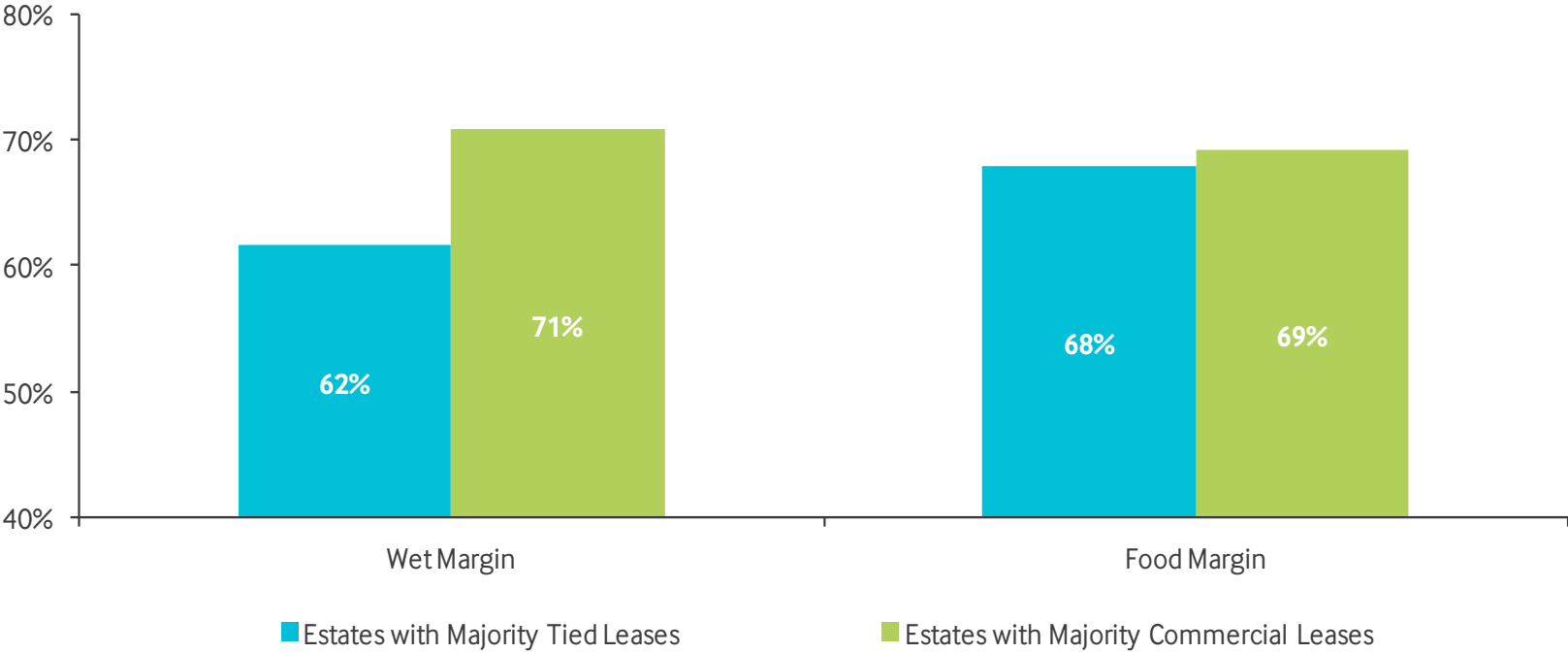
## Evolution of food and wet margins



Source: The ALMR Christie & Co Benchmarking Survey

# Gross Profit Margin

## Tied leases vs commercial leases

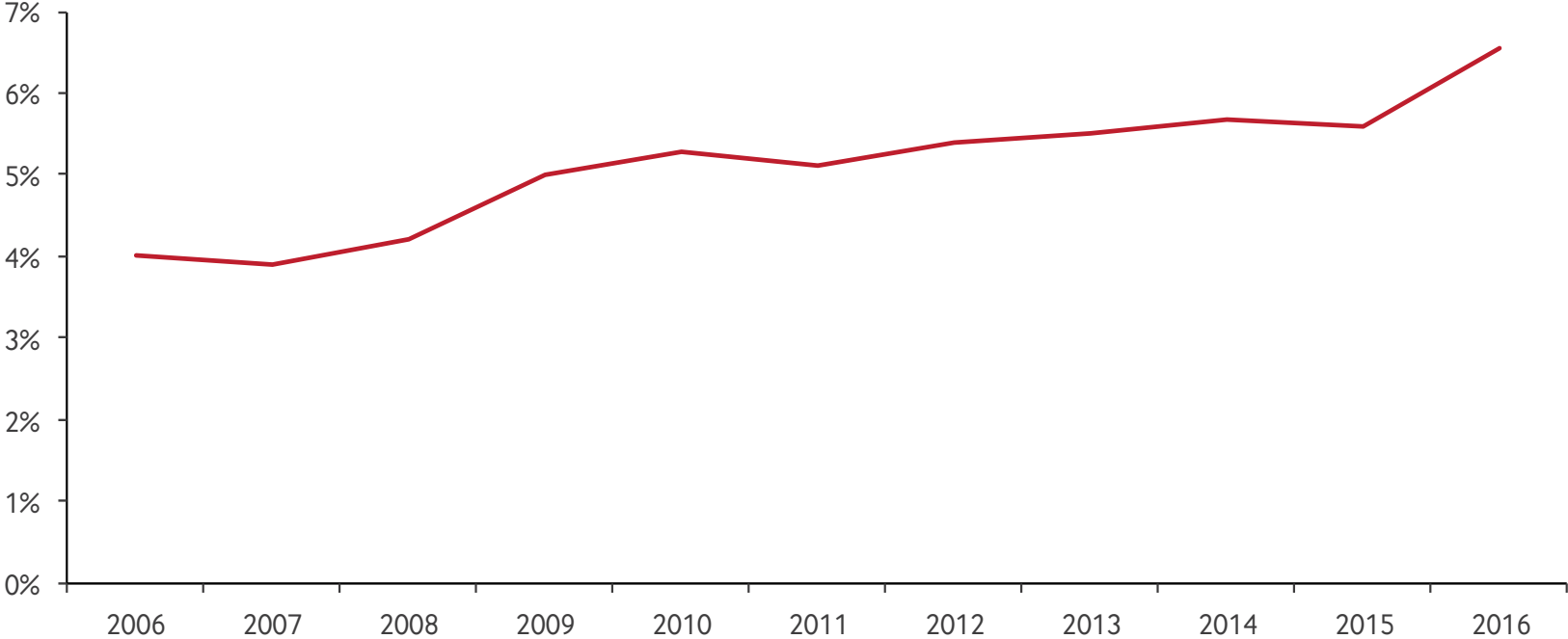


Source: The ALMR Christie & Co Benchmarking Survey



# Messages to Government - Legislative Costs

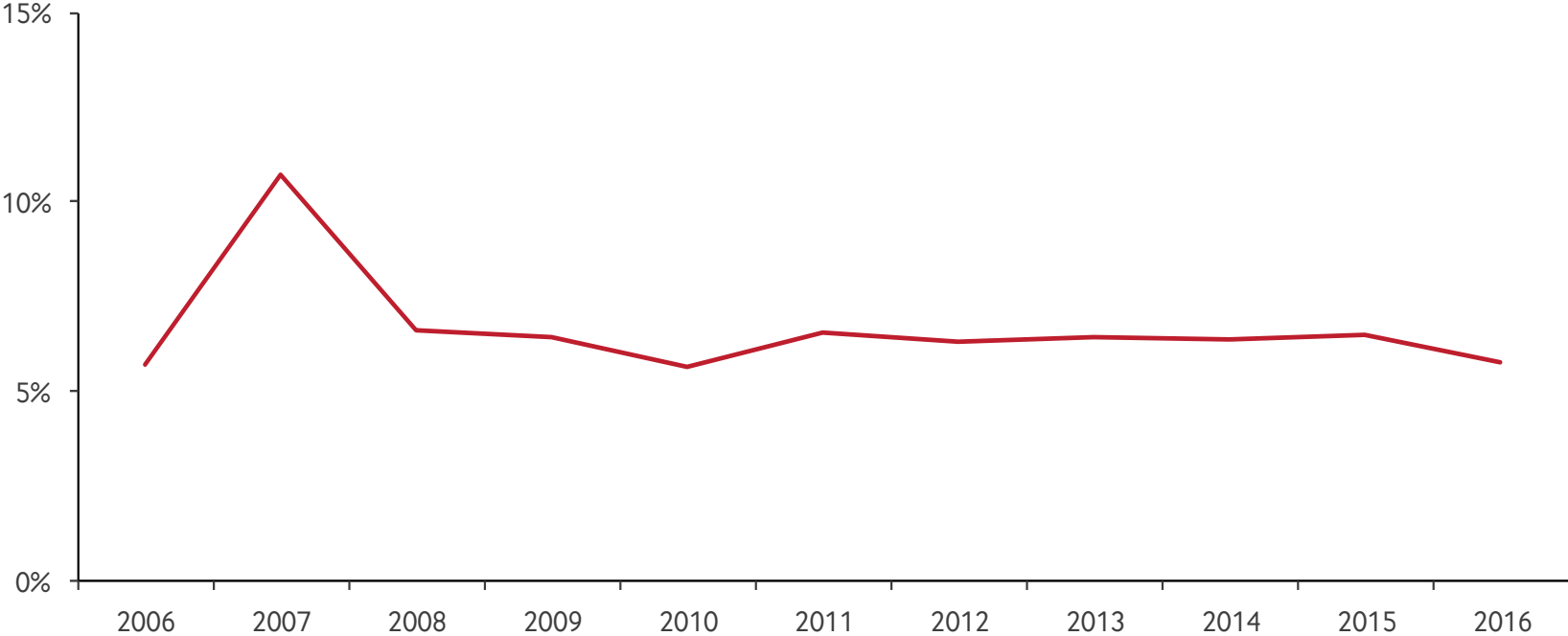
## Operations costs as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

# Messages to Government - Premises Costs

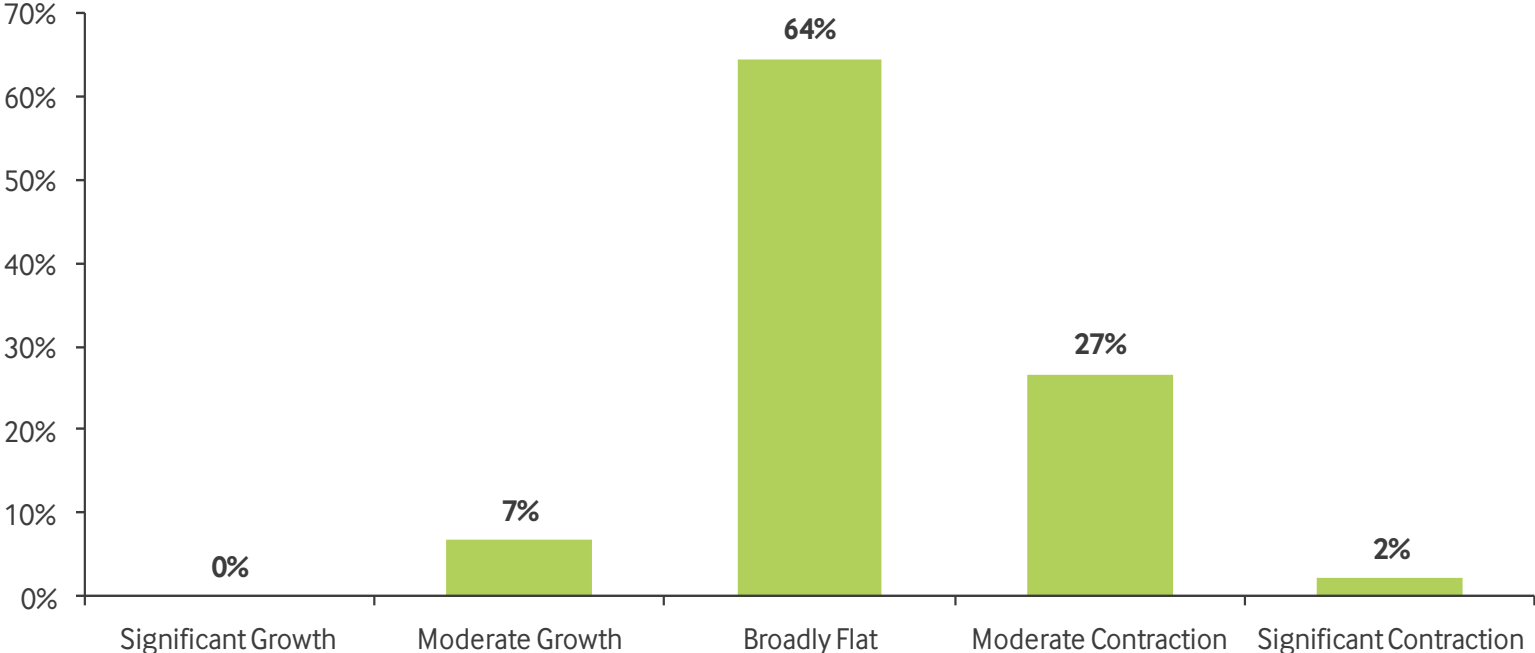
## Premises costs as a percentage of turnover



Source: The ALMR Christie & Co Benchmarking Survey

# Confidence and Outlook

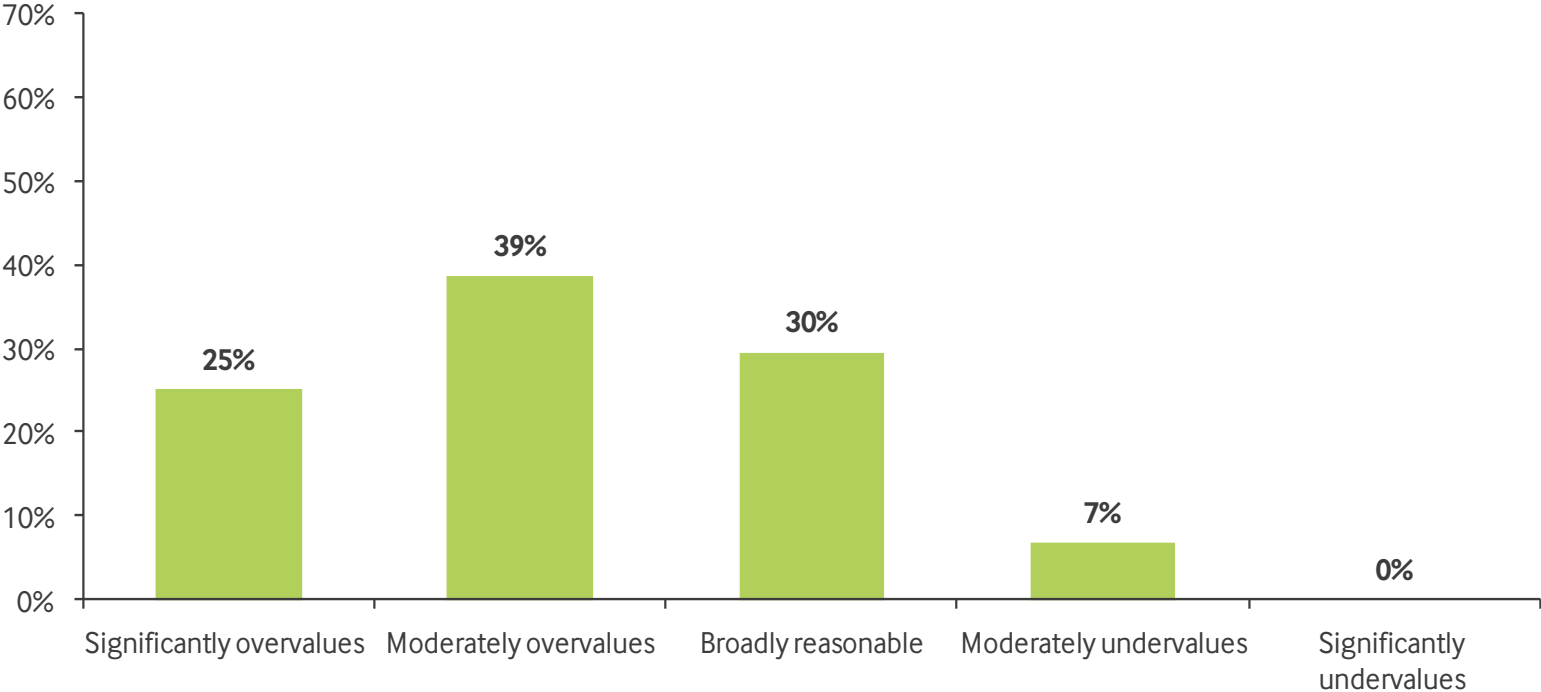
## Impact of Brexit on 2017 performance



Source: The ALMR Christie & Co Benchmarking Survey

# Confidence and Outlook

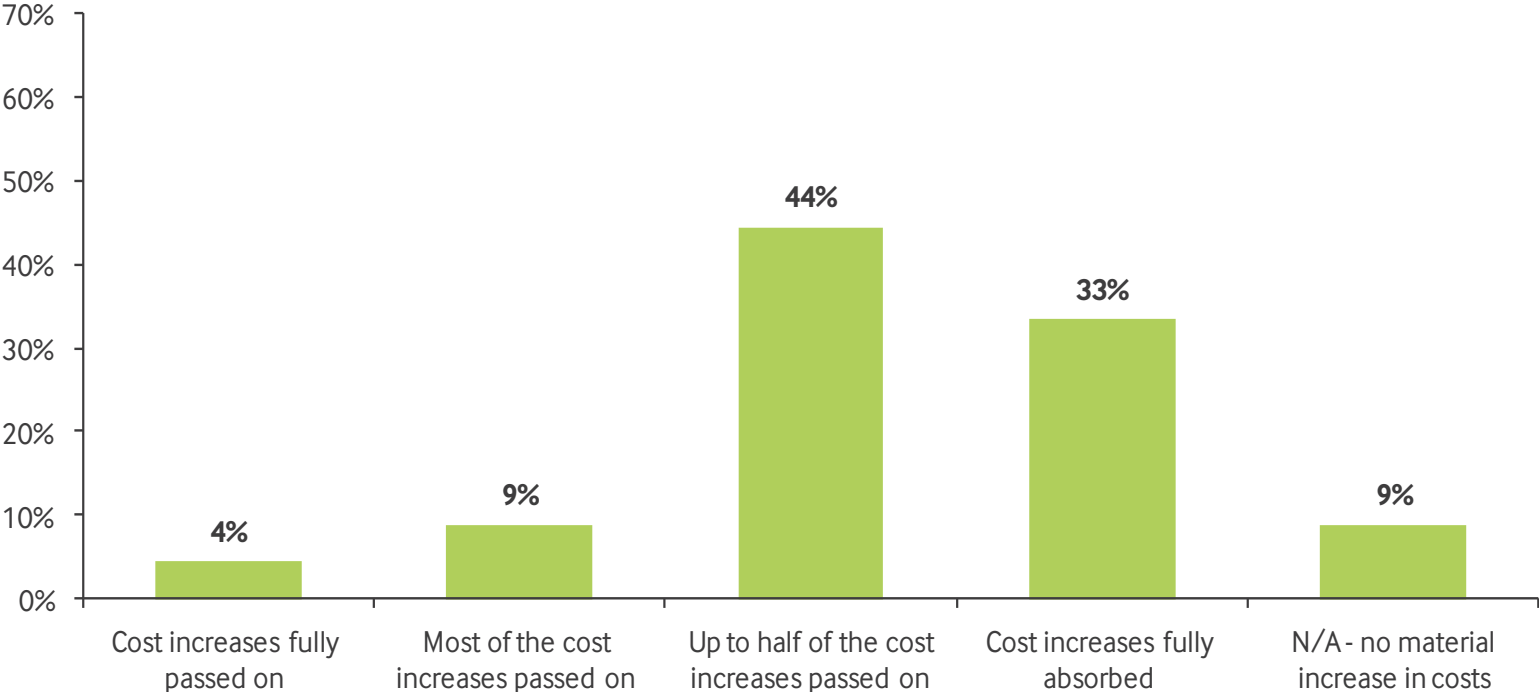
## Perceived accuracy of business rates revaluation



Source: The ALMR Christie & Co Benchmarking Survey

# Confidence and Outlook

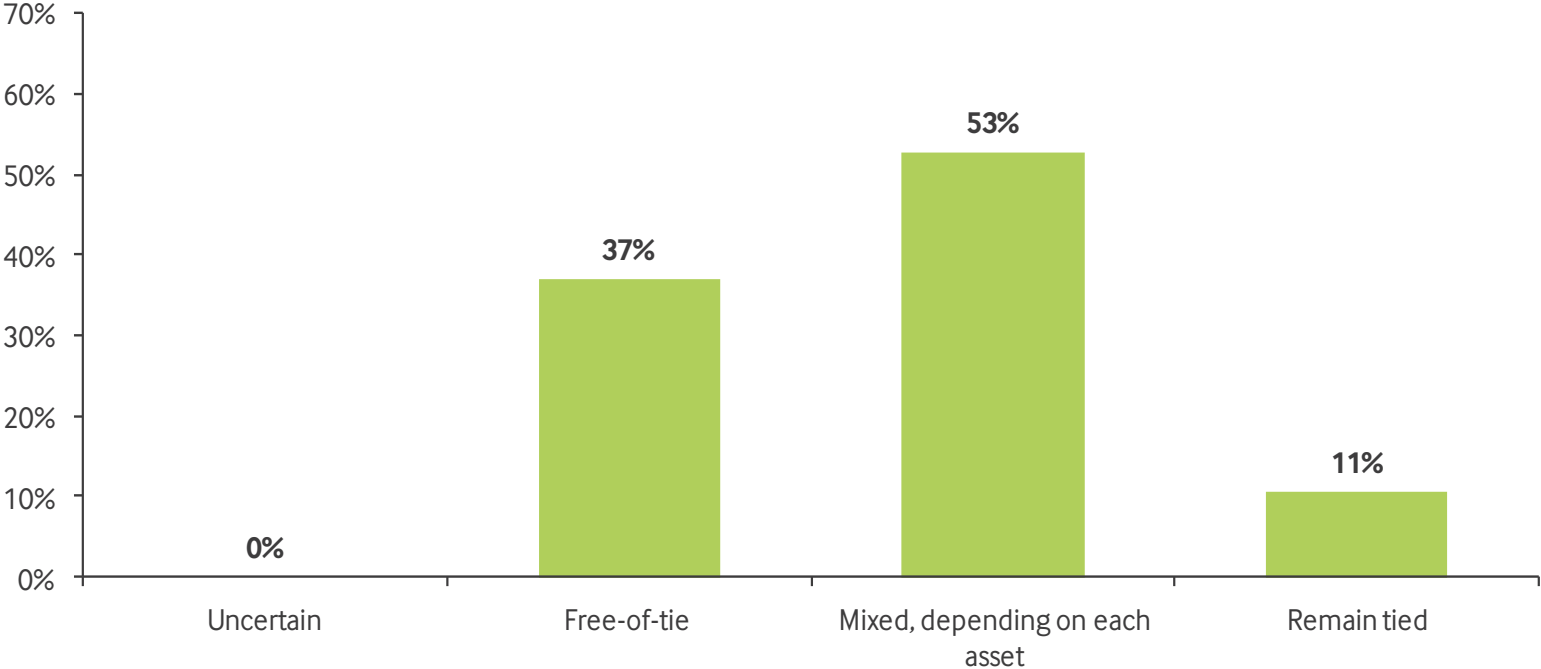
## Passing on the costs of National Living Wage to consumers



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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the  
**almr**

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