

RATIOS	This Pub	Market Average	
Stock days (wet)	27.5	23.1	
Stock days (dry)	25.5	35.4	
Creditor days	41.5	44.8	
Gearing %	34.0%	27.4%	

Gross Margin - drink	67.5%	64.1%	3.4%
Gross Margin - food	66.7%	67.4%	-0.7%
<b>Gross Margin - avg</b>	<b>68.3%</b>	<b>65.5%</b>	<b>2.9%</b>
Labour % (of sales)	42.3%	41.0%	-1.3%
Operating Costs %	12.1%	12.0%	-0.1%
Ent'ment Costs %	0.4%	4.1%	3.7%
Marketing Costs %	2.0%	1.0%	-0.9%
Admin. Costs %	0.6%	0.6%	0.0%
Property Costs %	7.4%	7.3%	-0.2%
<b>Overheads %</b>	<b>64.8%</b>	<b>66.0%</b>	<b>1.2%</b>
<b>Operating Profit %</b>	<b>3.6%</b>	<b>-0.6%</b>	<b>4.1%</b>

<b>Interest %</b>	<b>2.2%</b>	<b>Avg Op Profit £</b>
<b>Profit before Tax</b>	<b>1.3%</b>	<b>841,000</b>
		x
		<b>-0.006</b>
Interest rate	5.2%	÷ 8 pubs =
		<b>-£631</b>

PROMOTIONS	£'000
Estimated extra drink revenue:	6.1
Estimated extra food revenue:	2.3
% of drinks sold at promo prices:	12%
% of meals sold at promo prices:	17%

FUNCTIONS	£'000
Est. revenue from function room:	4.8
Market share of functions revenue:	32%

STAFF & PAY	Peak no.s	Pay rate
The Red Lion	6	10.00
Highest in village	7	11.00
Lowest in village	5	9.95

GAMES	Pool Tables	Fruit Machines	Total
Revenue	-	-	-
Rental	-	-	-
Profit/Loss	-	-	-

RESOURCE MANAGEMENT	
Estimated lost revenue caused by capacity problems:	<b>0%</b>

MARKET SIZE & PROFILE	Drinks	Food	Hotel	Total	
Estimated size this qtr (£'000)	689	132	20	<b>841</b>	
Estimated age profile of drinks market (by value)					
	18-25s	25s-35s	35s-50s	50s-70s	70+
	26%	21%	21%	18%	13%

ESTIMATED MARKET SHARE: The Red Lion			12.6%
<i>(share of revenue)</i>			
Drinks	Food	Hotel	
18-25	Lunch	Available	135
25-35	Evening	Sold	69
35-50		Yield	£25.04
50-70		% Occup.	51%
70+			
<b>Market 10%</b>	<b>Market 17%</b>	<b>Market 17%</b>	
<i>(share of customers)</i>	<i>(share of customers)</i>	<i>(share of revenue)</i>	

Who drinks at The Red Lion				<i>(based on customer numbers)</i>
<b>VERY POPULAR</b>	Fairly Popular	Fairly Unpopular	<b>VERY UNPOPULAR</b>	
				<b>18-25s</b>
				25-35s
				35-50s
				50-70s
				Seniors
<b>Families</b>				<b>Students</b>
		Business ppl		
		Factory staff		
				<b>Pub Crawlers</b>
<b>Tourists</b>		Sporty types		

SPENDING PER HEAD	Receipts	People	Spend
Drinkers	94,360	9009	£ 10.47
Diners	29,101	1813	£ 16.05
Overnight guests	4,057	86	£ 47.42
<b>Total / Average</b>	<b>127,518</b>	<b>10908</b>	<b>£ 11.69</b>

POPULAR FEATURES	Drinkers	Diners
<b>1st:</b>	Quality of decor	Food quality
<b>2nd:</b>	Function room	Quality of decor
<b>3rd:</b>	Print advertising	Size of menu

<b>STAFF</b>	Drinkers' service level as a % of level required:	<b>279%</b>
	Diners' service level as a % of level required:	<b>165%</b>
<b>SPACE</b>	Drinkers' space as a % of space required:	<b>289%</b>
	Diners' space as a % of space required:	<b>129%</b>