



Crafting The Crown Jewel of The Queen City

RGH Hospitality had implemented a 1 year departmental improvement plan to turn a - \$150,000 NOI loss to a \$0 breakeven point.

The Hilton Garden Inn Manchester downtown is located in the historic mill city of Manchester, NH with over 14 hotels in their competitive market, all located within a 5 mile radius of each other. The food and beverage department was struggling to reach their revenue goals, guest service performance standards, operational in-efficiencies, guest service and product quality scores, along with producing NOI from within the operation.

RGH identified opportunities to increase NOI and operational efficiencies by removing the third party operational contract, implementing their own organizational chart and hiring an Executive Chef and Beverage manager. RGH identified opportunities to increase revenues by conducting an analysis of the product sales mix through the Point-of Sale system to create profitable menus and evaluate pricing opportunities. To control cost, RGH implemented a standardized food and beverage inventory process, created labor guide metrics for each meal period, optimized the use of the Point of Sales system to track all purchases and food and beverage costs' to optimize its profitability goals. Guest service scores were significantly below the top 50% of the brand average and lacked a process for following up on guest complaints and product quality.

NOI Turnaround **150%**



Increased Revenue **50%**



Quality Inspection AVG **97%**

The turnaround started and executed by RGH greatly improved the financial performance of the food and beverage operation as well as overall guest satisfaction.

- Reduced NOI loss from -\$150,000 in a fiscal year to a \$0 breakeven point over one year of management. Within 3 years, generated an NOI of \$200,000, resulting in a 150% NOI turnaround.
- Produced eight consecutive departmental "OUTSTANDING" Quality Assurance Inspections conducted by the brand while averaging a 97% or greater.
- Improved the NOI flow through to 22% of revenues.
- Increased revenues by 50% over a 3-year period
- Improved guest service and product quality scores to exceed the top 50% of the brand
- Maintained a blended food and beverage cost of 28% or below

