



*IFDA Sales & Marketing*  
C O N F E R E N C E

JULY 13-15, 2008

SANIBEL HARBOUR RESORT ■ FORT MYERS, FL

# Understanding Your Customer's P & L Statement

# Impacting an Operator's P&L for Positive Change

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**Fact:**

**As**

**Foodservice**


**Distributors**

**our success is  
predicated on the  
financial health of  
our customers.**

Therefore, as  
Distributors we  
have an obligation  
to help our  
operators stay in  
business.



So, how does a  
Distributor help  
an operator  
especially in  
these difficult  
economic times?



By becoming  
more than just  
another supplier  
interrupting their  
day...



and becoming  
a true  
**PARTNER**  
in their business.



	CURRENT PERIOD		YEAR TO DATE	
<b>SALES</b>				
Food	\$ 0	0.0%	\$ 0	0.0%
Beverage	0	0.0%	0	0.0%
<b>TOTAL SALES</b>	<b>0</b>	<b>100.0%</b>	<b>0</b>	<b>100.0%</b>
<b>COST OF SALES</b>				
Food	0	0.0%	0	0.0%
Beverage	0	0.0%	0	0.0%
<b>TOTAL COST OF SALES</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>Gross Profit</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>PAYROLL</b>				
Salaries & Wages	0	0.0%	0	0.0%
Employee Benefits	0	0.0%	0	0.0%
<b>TOTAL PAYROLL</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>PRIME COST</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>OTHER CONTROLLABLE EXPENSES</b>				
Direct Operating Expenses	0	0.0%	0	0.0%
Music & Entertainment	0	0.0%	0	0.0%
Marketing	0	0.0%	0	0.0%
Utilities	0	0.0%	0	0.0%
General & Administrative Expenses	0	0.0%	0	0.0%
Repairs & Maintenance	0	0.0%	0	0.0%
<b>TOTAL OTHER CONTROLLABLE</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>CONTROLLABLE PROFIT</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
<b>OCCUPANCY &amp; DEPRECIATION</b>				
Occupancy Costs	0	0.0%	0	0.0%
Depreciation	0	0.0%	0	0.0%
<b>TOTAL OCCUPANCY &amp; DEP.</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>
Other (Income)	0	0.0%	0	0.0%
Interest Expense	0	0.0%	0	0.0%
<b>INCOME BEFORE TAXES</b>	<b>\$ 0</b>	<b>0.0%</b>	<b>\$ 0</b>	<b>0.0%</b>

IT ALL  
 BEGINS WITH  
 TRUST

Only by understanding  
an operator's P&L  
statement can we begin  
to identify ways  
in which we, as their  
Distributor, can impact  
positive change and  
become a partner in  
helping them to be  
successful.

# Restaurant P&L Format Industry Standard - Summary

	CURRENT PERIOD		YEAR TO DATE	
<b>SALES</b>				
Food	\$ 0	0.0%	\$ 0	0.0%
Beverage	0	0.0%	0	0.0%
TOTAL SALES	0	100.0%	0	100.0%
<b>COST OF SALES</b>				
Food	0	0.0%	0	0.0%
Beverage	0	0.0%	0	0.0%
TOTAL COST OF SALES	0	0.0%	0	0.0%
<b>Gross Profit</b>	0	0.0%	0	0.0%
<b>PAYROLL</b>				
Salaries & Wages	0	0.0%	0	0.0%
Employee Benefits	0	0.0%	0	0.0%
TOTAL PAYROLL	0	0.0%	0	0.0%
<b>PRIME COST</b>	0	0.0%	0	0.0%
<b>OTHER OPERATING EXPENSES</b>				
Direct Operating Expenses	0	0.0%	0	0.0%
Music & Entertainment	0	0.0%	0	0.0%
Marketing	0	0.0%	0	0.0%
Utilities	0	0.0%	0	0.0%
General & Administrative Expenses	0	0.0%	0	0.0%
Repairs & Maintenance	0	0.0%	0	0.0%
TOTAL OTHER CONTROLLABLE	0	0.0%	0	0.0%
<b>CONTROLLABLE PROFIT</b>	0	0.0%	0	0.0%
<b>OCCUPANCY &amp; DEPRECIATION</b>				
Occupancy Costs	0	0.0%	0	0.0%
Depreciation	0	0.0%	0	0.0%
TOTAL OCCUPANCY & DEP.	0	0.0%	0	0.0%
Other (Income)	0	0.0%	0	0.0%
Interest Expense	0	0.0%	0	0.0%
<b>INCOME BEFORE TAXES</b>	\$ 0	0.0%	\$ 0	0.0%

# Detailed Restaurant P&L

	CURRENT PERIOD		YEAR TO DATE	
<b>SALES</b>				
Food	\$ 0	0.0%	\$ 0	0.0%
Liquor	0	0.0%	0	0.0%
Beer - Draft	0	0.0%	0	0.0%
Beer - Bottled	0	0.0%	0	0.0%
Wine	0	0.0%	0	0.0%
TOTAL SALES	0	#####	0	##### #
<b>COST OF SALES</b>				
Food	0	0.0%	0	0.0%
Liquor	0	0.0%	0	0.0%
Bar Consumables	0	0.0%	0	0.0%
Beer - Draft	0	0.0%	0	0.0%
Beer - Bottled	0	0.0%	0	0.0%
Wine	0	0.0%	0	0.0%
TOTAL COST OF SALES	0	0.0%	0	0.0%
<b>Gross Profit</b>	0	0.0%	0	0.0%
<b>PAYROLL</b>				
<b>Salaries &amp; Wages -</b>				
Management	0	0.0%	0	0.0%
Dining Room	0	0.0%	0	0.0%
Bar	0	0.0%	0	0.0%
Kitchen	0	0.0%	0	0.0%
Dishroom	0	0.0%	0	0.0%
Office	0	0.0%	0	0.0%
Total Salaries & Wages	0	0.0%	0	0.0%
<b>Employee Benefits -</b>				
Payroll Taxes	0	0.0%	0	0.0%
Worker's Comp.	0	0.0%	0	0.0%
Medical Insurance	0	0.0%	0	0.0%
Other	0	0.0%	0	0.0%
Total Employee Benefits	0	0.0%	0	0.0%
TOTAL PAYROLL	0	0.0%	0	0.0%
<b>PRIME COST</b>	0	0.0%	0	0.0%

## OTHER CONTROLLABLE EXPENSES

### Direct Operating Expenses

Uniforms	0	0.0%	0	0.0%
Laundry	0	0.0%	0	0.0%
Tableware	0	0.0%	0	0.0%
Paper Supplies	0	0.0%	0	0.0%
Cleaning Supplies	0	0.0%	0	0.0%
Contract Cleaning	0	0.0%	0	0.0%
Miscellaneous	0	0.0%	0	0.0%
Total Direct Operating Expenses	<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>0.0%</u>

### Music & Entertainment -

Musicians	0	0.0%	0	0.0%
Contracted Wire Services	0	0.0%	0	0.0%
Total Music & Entertainment	<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>0.0%</u>

### Marketing -

Selling & Promotion	0	0.0%	0	0.0%
Advertising	0	0.0%	0	0.0%
Public Relations	0	0.0%	0	0.0%
Research	0	0.0%	0	0.0%
Total Marketing	<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>0.0%</u>

### Utilities -

Electrical	0	0.0%	0	0.0%
Gas	0	0.0%	0	0.0%
Water	0	0.0%	0	0.0%
Trash Removal	0	0.0%	0	0.0%
Total Utilities	<u>0</u>	<u>0.0%</u>	<u>0</u>	<u>0.0%</u>

**General & Administrative -**

Office Supplies	0	0.0%	0	0.0%
Postage	0	0.0%	0	0.0%
Telephone	0	0.0%	0	0.0%
Dues & Subscriptions	0	0.0%	0	0.0%
Travel Expenses	0	0.0%	0	0.0%
Credit Card Charges	0	0.0%	0	0.0%
Cash (Over) / Short	0	0.0%	0	0.0%
Bank Deposit Services	0	0.0%	0	0.0%
Professional Fees	0	0.0%	0	0.0%
Miscellaneous	0	0.0%	0	0.0%
Total General & Administrative	0	0.0%	0	0.0%

**Repairs & Maintenance -**

Dining Room Furniture	0	0.0%	0	0.0%
Dishwashing Equipment	0	0.0%	0	0.0%
Kitchen Equipment	0	0.0%	0	0.0%
Refrigeration	0	0.0%	0	0.0%
Air Conditioning	0	0.0%	0	0.0%
Buildings	0	0.0%	0	0.0%
Grounds Maintenance	0	0.0%	0	0.0%
Parking Lot	0	0.0%	0	0.0%
Total Repairs & Maintenance	0	0.0%	0	0.0%

**CONTROLLABLE PROFIT**

0 0.0% 0 0.0%

## OCCUPANCY & DEPRECIATION

### Occupancy Costs -

Rent	0	0.0%	0	0.0%
Equipment Rental	0	0.0%	0	0.0%
Real Estate Taxes	0	0.0%	0	0.0%
Personal Property Taxes	0	0.0%	0	0.0%
Insurance on Building & Contents	0	0.0%	0	0.0%
Total Occupancy Costs	0	0.0%	0	0.0%

### Depreciation -

Buildings	0	0.0%	0	0.0%
Furniture, Fixtures & Equipment	0	0.0%	0	0.0%
Total Depreciation	0	0.0%	0	0.0%

TOTAL OCCUPANCY & DEPREC.	0	0.0%	0	0.0%
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### Other (Income) -

Vending Commissions	0	0.0%	0	0.0%
Telephone Commissions	0	0.0%	0	0.0%
Waste Sales	0	0.0%	0	0.0%
Total Other (Income)	0	0.0%	0	0.0%

### Interest Expense -

Notes	0	0.0%	0	0.0%
Long-term Debt	0	0.0%	0	0.0%
Other	0	0.0%	0	0.0%
Total Interest Expense	0	0.0%	0	0.0%

<b>NET INCOME BEFORE TAXES</b>	<b>\$ 0</b>	<b>0.0%</b>	<b>\$ 0</b>	<b>0.0%</b>
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# Controlling cost of goods is a given.

Here are some ways we do that:

- Menu Analysis
- Right item for application
- Alternate items available
- Multiple applications for item
- Portion Control

**As well as:**

- Drive Cost Out
- Deals, Allowances & Rebates

After helping the customer control cost of goods, the challenge of the Distributor then is to help them manage the other areas of the P&L.

Here are other areas where the Distributor can help...

# Operating Expenses

- **Salaries & Wages**
- Employee Benefits
- Occupancy Costs
- Depreciation
- Direct Operating Expenses
- Marketing
- Music & Entertainment
- Food & Beverage Costs/Research
- Utilities
- Administrative & General Expenses
- Repairs & Maintenance

Here's a look at just  
one of the areas  
where a Distributor  
can impact an  
Operator's P&L



# Operating Expenses

## ➤ Labor

# Salaries & Wages

- Service (Front of House)
- Preparation (Kitchen)
- Sanitation
- Beverages
- Administrative
- Purchasing & Storage
- Other

# Salaries & Wages

## ➤ **Service** (Front of House)

Wait Staff Training

Employee Manuals

Employee Promotions

Employee Retention

Programs

# Salaries & Wages

## ➤ Preparation (Kitchen)

**Corporate Chef** (Observation, Recommendations, Training, Recipes)

**Brokers**

**Manufacturing Reps.**

**Time Saving Products**  
(Further processed Items)

# Salaries & Wages

## ➤ Sanitation

ServSafe® Training

Chemical Analysis

(Right Product for right application)

Training, Training, Training  
(Kitchen, Dishroom, Wait staff)

# Salaries & Wages

## ➤ Beverages/Bar

Bar Service Training

## ➤ Administrative

A/P, A/R, Website Mgmt.  
Reporting & Tracking

## ➤ Purchasing & Storage

Order Guides, Online Ordering  
Cooler/Freezer Storage Training

## ➤ Other

It's not all about cost of goods – but about how we, as a distributor, can have a positive impact on other P&L categories



If we can have an impact on one category such as labor, just imagine the impact can we have on these other categories?

- Employee Benefits
- Occupancy Costs
- Depreciation
- Direct Operating Expenses
- Marketing
- Music & Entertainment
- Food & Beverage Costs/Research
- Utilities
- Administrative & General Expenses
- Repairs & Maintenance

# Thank You!



*IFDA Sales & Marketing*  
C O N F E R E N C E

**JULY 13-15, 2008**

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