The Venue Yield Checklist

Start with the evidence. Choose a comparable trading period and mark each area: checked, needs work or information missing.

1. Revenue

Compare sales by day and session, not just weekly turnover.

Gather: EPOS sales for comparable weeks, refunds and discounts.

Ask: Which session changed, and was it volume, selling price or product mix?

Status: [ ] Checked [ ] Needs work [ ] Information missing

2. Labour

Compare sales per paid hour and labour cost as a share of sales.

Gather: Paid hours, employer costs and sales for matching periods.

Ask: Where does staffing miss demand, while still allowing safe service and breaks?

Status: [ ] Checked [ ] Needs work [ ] Information missing

3. Stock

Reconcile opening stock, purchases and closing stock with recorded sales.

Gather: Consistent stock counts, deliveries, transfers, wastage and recipes.

Ask: Which unexplained variance needs investigating before changing an order?

Status: [ ] Checked [ ] Needs work [ ] Information missing

4. Gross profit

Check actual cost of sales and contribution by product.

Gather: Net sales, recipe costs, current supplier prices and actual stock usage.

Ask: Which high-volume item has the largest gap between expected and actual margin?

Status: [ ] Checked [ ] Needs work [ ] Information missing

5. Trading hours

Compare contribution by session and the costs that change if it opens.

Gather: Session sales, cost of sales, staffing and incremental operating costs.

Ask: Does a weak session need a different offer, rota or opening pattern?

Status: [ ] Checked [ ] Needs work [ ] Information missing

The Venue Yield Checklist

Continue the checks. Look for the commercial cause, then choose a practical next action.

6. Customers

Look at repeat visits and booking conversion using available consented data.

Gather: Bookings, visits and a consistent repeat-visit window.

Ask: Where do guests drop out, and what would help them return?

Status: [ ] Checked [ ] Needs work [ ] Information missing

7. Marketing

Give each activity a commercial job and a measurable next step.

Gather: Campaign cost, attributable bookings or enquiries, and offer margins.

Ask: Are you filling the sessions that need demand, at an acceptable contribution?

Status: [ ] Checked [ ] Needs work [ ] Information missing

8. Space

Review rooms, seats and private-hire areas by session.

Gather: Occupancy, average spend, hire enquiries and capacity constraints.

Ask: Which underused area could earn more without damaging existing trade?

Status: [ ] Checked [ ] Needs work [ ] Information missing

9. Digital

Try the guest journey on a phone from search to booking.

Gather: Opening hours, menus, booking links, contact forms and confirmations.

Ask: Can a guest find the right information and complete the next step easily?

Status: [ ] Checked [ ] Needs work [ ] Information missing

10. Operating costs

Match recurring costs to actual use and contract terms.

Gather: Supplier invoices, subscriptions, utilities and renewal dates.

Ask: Which cost can be challenged without creating a bigger operating problem?

Status: [ ] Checked [ ] Needs work [ ] Information missing

The Venue Yield Checklist

Turn your findings into three actions.

Before you compare

Use matching periods, consistent stock counts and a consistent basis for sales and costs. Exclude recoverable VAT where appropriate. Note events, closures and unusual trading. Missing data is not a zero.

Action 1

Issue and evidence:

Next step:

Owner and review date:

Measure to check:

Action 2

Issue and evidence:

Next step:

Owner and review date:

Measure to check:

Action 3

Issue and evidence:

Next step:

Owner and review date:

Measure to check:

Need help with one specific problem?

Support is scoped around your individual needs. Full Venue Yield Reviews start from £1,495. Scope, total price, VAT treatment, timing, delivery and follow-up are agreed before work begins.

thefoundryhospitality.com/contact

A first-look checklist, not a Venue Yield Score or a promise of improved profit.