

La Riveria Restaurant

Financial & Operational Analysis

For Period Ending
12/31/02

Profit & Loss Statement

	%	Amount per Seat			%	Amount per Square Foot			
		of Sales	Ind. Std.	Variance		Ind. Std.	Variance		
Sales									
Food	77.7%	\$1,677,445	77.2%	0.65%	\$6,078	\$5,294	\$217.26	\$193.00	12.57%
Beverage (Alcoholic)	22.3%	\$481,107	22.8%	-2.19%	\$1,743	\$1,556	\$62.31	\$56.31	10.66%
Total Sales	100.0%	\$2,158,552	100.0%		\$7,821	\$7,186	\$279.57	\$253.77	10.17%
Cost of Sales									
Food	25.3%	\$424,972	34.9%	-27.51%	\$1,540	\$1,781			-13.53%
Beverage (Alcoholic)	43.7%	\$210,156	28.0%	56.07%	\$761	\$424			79.48%
Total Cost of Sales	29.4%	\$635,128	32.9%	-10.64%	\$2,301	\$2,288			0.57%
Gross Profit	70.6%	\$1,523,424	66.9%	5.53%	\$5,520	\$4,579	\$197.31	\$171.21	15.24%
Operating Expenses									
Restaurant Operating Expenses									
Salaries and Wages	30.2%	\$651,883	28.9%	4.50%	\$2,362	\$2,044			15.56%
Employee Benefits	4.5%	\$97,135	4.2%	7.14%	\$352	\$258			36.43%
Direct Operating Expenses	5.9%	\$127,786	5.9%	0.00%	\$463	\$412			12.38%
Music and Entertainment	0.5%	\$10,577	0.5%	0.00%	\$38	\$29			31.03%
Marketing	2.2%	\$46,409	2.3%	-4.35%	\$168	\$135			24.44%
Utility Services	2.7%	\$59,144	2.8%	-3.57%	\$214	\$213			0.47%
Occupancy Costs	5.7%	\$123,253	5.7%	0.00%	\$447	\$372			20.16%
Repairs and Maintenance	1.8%	\$39,286	1.9%	-5.26%	\$142	\$130			9.23%
Depreciation	1.8%	\$38,720	1.8%	0.00%	\$140	\$146			-4.11%
Other Expense/(Income)	0.1%	\$2,591	0.0%	0.00%	\$9	-\$3			-400.00%
Total Restaurant Operating Expenses	55.4%	\$1,196,784	4.0%		\$314	\$281			11.74%
General & Administrative Expenses									
Corporate Overhead	3.1%	\$67,994	3.4%	-8.82%	\$246	\$259			-5.02%
Total Operating Expenses	62.6%	\$1,351,336	59.5%	5.21%	\$4,896	\$4,098			19.47%
Interest Expense	1.1%	\$22,881	1.2%	-8.33%	\$83	\$66			25.76%
Other Expenses	0.6%	\$13,815	0.6%	0.00%	\$50	\$42			19.05%
Net Profit Before Taxes	6.3%	\$135,392	4.7%	34.04%	\$491	\$258			90.31%

La Riveria Restaurant

For period ending: 12/31/02

Operational Analysis

Volumes & Specifications

Number of Customers Served:	110,588
Number of Seats:	276
Total Square Feet:	7,721
Number Of W2's Issued	
Salaried Employees	4
Hourly Employees	71
Total	75
Average Number of Daily Covers:	303
Average Check:	\$19.52

Type of Ownership: Sole Proprietorship
 Type of Organization: Independent
 Franchise or Franchisor: Neither
 Primary Type of Business: Full Service - \$15.00 to \$24.99
 Liquor Service: Full Liquor Service
 Primary Menu Theme: Italian
 Restaurant Site: Own Land & Building
 Number of Years in Business: 10
 Restaurant Located in / Attached to: A Shopping Center
 Restaurant is Open for: Lunch & Dinner

Operational Performance Analysis

	Ind.	Std.	% Variance
Cost (cents) per Dollar:			
Total Cost of Sales	\$0.294	\$0.331	-11.18%
Total Payroll and Benefits	\$0.347	\$0.335	3.58%
% Prime Cost:	\$0.641	\$0.669	-4.19%
Total Number of Employees			
Full Time	23	15	53.33%
Part Time (20-34 hours)	15	14	7.14%
Part Time (under 20 hours)	3	6	-50.00%
Total	41		
Annual Employee Turnover			
All Employees	83%	84%	-1.19%
Salaried Employees	33%	33%	0.00%
Hourly Employees	87%	89%	-2.25%
Ratio to Sales			
Take-out / drive-thru	3.5%	4%	-12.50%
Outside Catering	2.9%	3%	-3.33%
Banquet Service	12.7%	13%	-2.31%
Daily Seat Turnover	1.1	1.1	0.00%
Full-Time Equivalent Employee Information			
Total Employees	26.9	30.6	-12.09%
Per 100 Seats	9.7	15.0	-35.33%
Per 100 Avg. Daily Covers	8.9	14.2	-37.32%
Total Sales per Employee	\$80,244	\$45,012	78.27%
Total Payroll & Benefits per Employee	\$27,845	\$15,959	74.48%

La Riviera Restaurant

Budgeting, Planning & Forecasting

Sales Forecasting

Seating Capacity :	<input type="text" value="80"/>											
Average Daily Covers x Average Check = Revenues / Day x Days / Year = Revenues / Year												
Meal	Turns	Average Daily Covers	x	Average Check	=	Revenues / Day	x	Days / Year	=	Revenues / Year	% of Meals	% of Total
Breakfast :	<input type="text" value="0.50"/>	40.0		<input type="text" value="\$8.00"/>		\$320		<input type="text" value="260"/>		\$83,200	9.03%	6.21%
Lunch :	<input type="text" value="0.70"/>	56.0		<input type="text" value="\$12.00"/>		\$672		<input type="text" value="312"/>		\$209,664	22.74%	15.66%
Dinner :	<input type="text" value="1.20"/>	96.0		<input type="text" value="\$21.00"/>		\$2,016		<input type="text" value="312"/>		\$628,982	68.23%	46.98%
Total for meals		192.0		<input type="text" value="\$3,008"/>		\$3,008				\$921,856	100.00%	68.85%
Beverages (alcoholic):										<input type="text" value="\$315,000"/>		23.53%
Special Events :										<input type="text" value="\$102,000"/>		7.62%
Total :										<input type="text" value="\$1,338,856"/>		100.00%
Annual Covers:		57,824.0										

Financial Projections

	% Sales	Annual Costs	% Sales	Annual Costs	% Sales	Annual Costs
Cost of Sales						
Food (% of meals+Special Events):	<input type="text" value="25.3%"/>	\$259,036	<input type="text" value="28.9%"/>	\$386,929	<input type="text" value="4.0%"/>	\$53,554
Beverages (alcoholic):	<input type="text" value="43.7%"/>	\$137,655	<input type="text" value="4.2%"/>	\$56,232	<input type="text" value="3.2%"/>	\$42,843
Total	29.00%	\$396,691	<input type="text" value="5.9%"/>	\$78,993		
Gross Profit	70.37%	\$942,165	<input type="text" value="0.5%"/>	\$6,694		
Restaurant Operating Expenses			<input type="text" value="2.3%"/>	\$30,794	<input type="text" value="61.20%"/>	\$819,379
Salaries and Wages:			<input type="text" value="2.8%"/>	\$37,488	<input type="text" value="1.1%"/>	\$14,727
Employee Benefits:			<input type="text" value="5.7%"/>	\$76,315	<input type="text" value="0.6%"/>	\$8,033
Direct Operating Expenses:			<input type="text" value="1.9%"/>	\$25,438		
Music and Entertainment:			<input type="text" value="1.8%"/>	\$24,099		
Marketing:			<input type="text" value="0.0%"/>	\$0		
Utility Services:						
Occupancy Costs:						
Repairs and Maintenance:						
Depreciation:						
Other Expense/(Income):						
Total:	54.0%	\$722,982			<input type="text" value="7.50%"/>	\$100,026
General & Administrative Expenses						
Corporate Overhead						
Total Operating Expenses						
Interest Expense						
Other Expenses						
Net Profit Before Taxes						

Space Requirements (Square Feet)

Dinning Area (Sq.Ft.) :	<input type="text" value="1,040.0"/>
Dinning Area - Sq.Ft. / Seat :	<input type="text" value="13.0"/>
Seating Capacity :	80.0
Bar :	<input type="text" value="100.0"/>
Coatroom & Waiting Area :	<input type="text" value="200.0"/>
Restrooms :	<input type="text" value="100.0"/>
Service Stations & Other :	<input type="text" value="400.0"/>
Total Front of the House :	<input type="text" value="1,300.0"/>
Kitchen :	<input type="text" value="1,000.0"/>
Storage :	<input type="text" value="200.0"/>
Office, Support and Other :	<input type="text" value="100.0"/>
Total Back of the House :	<input type="text" value="1,300.0"/>
Total :	<input type="text" value="2,740.0"/>

Staffing Requirements

# of Full-Time Equivalent Employees Required per 100 Seats	
Ind. Sid. per 100 seats:	<input type="text" value="15.0"/> 5.9 Full Time
Number of Seats:	80 4.1 Part Time (20-34 hours) - 7
F/T Eq Employees Required:	12.0 2.1 Part Time (under 20 hours) - .35
# of Full-Time Equivalent Employees Required per 100 Daily Covers	
Ind. Sid. per 100 covers:	<input type="text" value="14.2"/> 13.3 Full Time
Number of Covers:	192 9.3 Part Time (20-34 hours) - 7
F/T Eq Employees Required:	27.3 4.7 Part Time (under 20 hours) - .35
# of Full-Time Equivalent Employees Required per 100 Daily Covers	
Ind. Sid. Sales per Employee	<input type="text" value="\$45,012"/> 14.5 Full Time
Sales Forecast	\$1,338,856 10.2 Part Time (20-34 hours) - 7
F/T Eq Employees Required:	29.7 5.1 Part Time (under 20 hours) - .35

The Restaurant Analyzer

Version 1.0

an Operational Analysis Model

Data Entry

General

Restaurant Name
La Riviera Restaurant

Restaurant Address
Post Office Box 26402

Restaurant City, State, Zip
Colorado Springs, CO 80936-6402

Restaurant Telephone Number
(719) 599-4680

Contact
Michael F. Hornung

For the period ending :
12/31/02

Employee Information

Number of Salaried Employees That work during a Typical Week

Full Time (35 hours or more): 3

Part Time (20 - 34 hours):

Part Time (Less than 20 hours):

Total: 3

Number of Hourly Employees That work during a Typical Week

Full Time (35 hours or more): 20

Part Time (20 - 34 hours): 15

Part Time (Less than 20 hours): 3

Total: 38

Number Of W2's Issued

Salaried Employees: 4

Hourly Employees: 71

Total: 75

Organizational Specifications

Type of Ownership: Sole Proprietorship

Type of Organization: Independent

Franchise or Franchisor: Neither

Primary Type of Business: Full Service - \$15.00 to \$24.99

Liquor Service: Full Liquor Service

Primary Menu Theme: Italian

Restaurant Site: Own Land & Building

Number of Years in Business: 10

Restaurant Located in / Attached to: A Shopping Center

Restaurant is Open for: Lunch & Dinner

Take-out / drive-thru: 3.5%

Outside Catering: 2.9%

Banquet Service: 12.7%

of Customers served for the year: 110,588

Average Guest Check / Person: \$19.52

Total Square Feet: 7721.0

Total Number of Seats: 276

Income Statement

Sales

Food: \$1,677,445

Beverage (Alcoholic): \$481,107

Total Sales: \$2,158,552

Cost of Sales

Food: \$424,972

Beverage (Alcoholic): \$210,156

Total Cost of Sales: \$635,128

Gross Profit: \$1,523,424

Operating Expenses

Restaurant Operating Expenses

Salaries and Wages: \$651,883

Employee Benefits: \$97,135

Direct Operating Expenses: \$127,786

Music and Entertainment: \$10,577

Marketing: \$46,409

Utility Services: \$59,144

Occupancy Costs: \$123,253

Repairs and Maintenance: \$39,286

Depreciation: \$38,720

Other Expense/(Income): \$2,591

Total Restaurant Operating Expenses: \$1,196,784

General & Administrative Expenses

Corporate Overhead: \$86,558

Total Operating Expenses \$67,994

Interest Expense \$22,881

Other Expenses \$13,815

Net Profit Before Taxes \$1,351,336

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