



# FINANCIAL MANAGEMENT AND PLANNING & HR RESOURCE

## MOUNTIES – CATERING REVIEW

### OVERVIEW

Mounties, Club of the Year 2006 (large Club category) with over 90,000 members, has developed and refined their target market offering in all areas of operational capacity including dining, gaming, recreational facilities and bar operations.

### SITUATION

In 2004 RT Hospitality Solutions was engaged to review the current catering operation which included a Buffet, Bistro, Restaurant and Coffee Shop.

Key objectives were to provide recommendations that would:

- Create a point of difference in the concept, menu and service style in each outlet;
- Achieve high volume sales through the provision of popular, competitively priced menus;
- Offer a broad appeal to the target market in particular increase the appeal to families and the under 25 age bracket;
- Provide convenient and quick meal service;
- Minimise queue and wait time prior to purchase;
- Efficiently service the high and low trading times.

### SOLUTION

Each of the catering options were analysed and after implementing the recommendations the following outcomes were achieved:

#### Buffet

- Upgrade of the buffet which included a cosmetic upgrade of front of house.
- Menu pricing altered.
- Contract renegotiated with new contract caterers. During this time RT Hospitality Solutions oversaw the operation of the buffet including all financials and the appointment of a temporary General Manager and Executive Chef.
- Rebranded to 'Buffet 101'.

#### Bistro

- The Bistro was closed and a contemporary Brasserie concept was developed and implemented. RT Hospitality Solutions worked with the designer and builder to develop an entirely new front-of-house area.
- The traditional bain-marie food presentation with limited cook-to-order menu was replaced with an open plan, visual kitchen with a wide range of cook-to-order options giving the area a sense of theatre.
- Rebranded to "Meadows Brasserie".

#### Coffee Shop

- The in-house Coffee Shop was replaced by a branded third party contemporary café concept from the successful 'Coffee Club' Group.

#### Tender Process

- RT Hospitality Solutions facilitated the tendering process for all three catering outlets including preparation of the tender document, inviting expressions of interest, interviewing, selection and appointment, awarding of contract, contract negotiation and overseeing the development plans for the area.

### 'MADE FRESH' HEALTH CAFÉ CONCEPT - M1 GYMNASIUM

- The 'Made Fresh' concept was developed by RTHS as a catering option to be incorporated into the new \$16m gymnasium project (M1) that opened in July 2006.
- The concept was developed through researching the market for healthy product offering options and monitoring general catering trends.
- The concept was developed to sit within the established catering options.
- The scope of works undertaken by RTHS in developing and implementing the 'Made Fresh' café concept included:
  - Marketing / brand development in concert with internal marketing team.
  - Implementation of a kitchen management system.
  - Supplier and product list including sourcing, negotiation and product choice.
  - Ordering of equipment.
  - Uniforms.
  - Draft rosters.
  - Budgets / forecasts.
  - Weekly trading snapshot templates.
  - Invoicing templates.
  - Development of production folder outlining all recipes, allergen listings, portion sizes, preparation and presentation instructions.
- The pricing structure was set so as to ensure that there would be no cannibalisation from the other catering options available on site.
- Although run in-house RTHS applied all external operator costs and industry benchmarks regarding financial performance.

Since its opening, RTHS continue to work in partnership with the Mounties team to provide recommendations to achieve financial KPIs.

### THE BENEFITS OF CHOOSING RT HOSPITALITY SOLUTIONS

With a wealth of experience in the food and beverage consultancy arena RT Hospitality Solutions can offer their clients an in-depth, detailed review of food and beverage outlets that will identify operational efficiencies and financial improvements that can be made.

RT Hospitality Solutions are skilled facilitators in the implementation of change within food and beverage operations and offer their expert services as your first choice for Catering Planning and Project Management.

