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Food Cost

Labour

Revenue

Guest

Operations

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KPI Checklist

Hospitality & Food

10 KPIs with formula, sector benchmarks and a Power BI implementation tip per KPI.

10	5	3+	Free
KPIS	CATEGORIES	SECTORS	NO REGISTRATION

From complexity to insights through data

How to use this checklist

Work through each KPI and score yourself: are you already tracking this? Is there a dashboard? Is the data source missing? Use the benchmarks as orientation — not as absolute targets. Every concept and business format has its own norms. Questions about your specific situation? Get in touch via the website.

CATEGORIES IN THIS CHECKLIST

- Food Cost
- Labour
- Revenue
- Guest
- Operations

01 Food Cost %

FOOD COST

DEFINITION
The ratio of food purchase costs to food revenue. The most fundamental measure of kitchen margin control.

WHY MEASURE THIS?
Every percentage point rise in food cost directly erodes your margin. High food cost indicates spoilage, over-portioning, poor purchasing discipline, or a menu that has not been optimised for profitability.

FORMULA

Food purchase cost ÷ Food revenue × 100%

BENCHMARK BY SECTOR

QSR / fast food	25–30%
Casual dining	28–35%
Fine dining	30–38%

WHAT DOES THIS KPI TELL YOU?
A food cost of 35% at a QSR concept is critical — at fine dining it is normal. Measured against target and sector norm, this KPI immediately directs action toward purchasing or kitchen process.

PBI **POWER BI IMPLEMENTATION TIP**
Build a daily food cost tracker per menu group. Link purchase invoices to POS revenue data. A threshold alert above 33% (or your target value) automatically triggers a review of portion sizes and recipes.

02 Beverage Cost %

FOOD COST

DEFINITION
The ratio of beverage purchase costs to beverage revenue. Spirits, wine and beer carry very different margins and need to be tracked separately.

WHY MEASURE THIS?
Beverages typically generate higher margins than food in most hospitality concepts. Drift in beverage cost — through over-pouring, theft or pricing errors — is often invisible without measurement.

FORMULA

Beverage purchase cost ÷ Beverage revenue × 100%

BENCHMARK BY SECTOR

Spirits	18–24%
Wine	25–35%
Beer / draught	20–28%

WHAT DOES THIS KPI TELL YOU?
A wine cost of 40% is acceptable at a premium wine bar, but alarming at a bistro with a small wine list. Measure per category, not just in total — aggregate numbers hide where the problem actually sits.

PBI **POWER BI IMPLEMENTATION TIP**
Map draught and bottled beverages to separate product groups in the POS. Compare theoretical versus actual beverage cost on a weekly basis — the gap is your over-pour loss or inventory variance.

03 Labour Cost %

LABOUR

DEFINITION
Total staff costs (including social charges and flexible staff) as a percentage of total revenue. The largest controllable cost item in most hospitality businesses.

WHY MEASURE THIS?
Labour costs can spiral quickly with fluctuating occupancy and flexible staffing. Visibility per day and per shift makes correction before month-end possible — not just after the P&L is closed.

FORMULA

Total labour costs ÷ Total revenue × 100%

BENCHMARK BY SECTOR

QSR / fast food	25–30%
Full service	30–35%
Fine dining	35–40%

WHAT DOES THIS KPI TELL YOU?
A labour cost ratio of 40% at a QSR concept signals structural over-staffing or inefficient scheduling. At fine dining, 38% is the floor — labour intensity is intrinsic to the format.

PBI **POWER BI IMPLEMENTATION TIP**
Link scheduling data to POS revenue per hour. Show labour cost per revenue hour per day — this immediately reveals which shifts are efficient and where staffing does not match demand.

04 Covers per Labour Hour

LABOUR

DEFINITION
The number of covers served divided by total front-of-house staff hours worked. A direct measure of service labour productivity.

WHY MEASURE THIS?
Low productivity per hour indicates over-staffing, inefficient floor routes or a shift pattern that does not match demand waves. This is the KPI that makes rota optimisation concrete and measurable.

FORMULA

Covers served ÷ Front-of-house hours worked

BENCHMARK BY SECTOR

Fine dining	2–4×
Casual dining	4–8×
QSR / fast food	8–15×

WHAT DOES THIS KPI TELL YOU?
6 covers per hour at a casual dining restaurant can be normal during quiet periods — but if it is the daily average, there is a scheduling problem. Measure per service period, not just per day.

PBI **POWER BI IMPLEMENTATION TIP**
Segment by service (lunch / dinner / drinks) and day of the week. Combine with revenue per cover to distinguish between busy but unprofitable shifts versus efficient services.

05 RevPASH

REVENUE

DEFINITION
Revenue Per Available Seat Hour — the revenue generated per available seat per hour of operation. Combines occupancy, average spend and dwell time into one metric.

WHY MEASURE THIS?
RevPASH is the hospitality equivalent of RevPAR in hotels: it measures how efficiently you use your capacity. Two concepts with identical occupancy can have very different RevPASH through pricing or dwell time.

FORMULA

F&B revenue ÷ (Number of seats × Operating hours)

BENCHMARK BY SECTOR

Busy lunch concept	€ 8–15/seat-hr
Evening restaurant	€ 12–25/seat-hr
Cocktail bar	€ 20–40/seat-hr

WHAT DOES THIS KPI TELL YOU?
Higher RevPASH is not always better — a fine dining restaurant with low turnover but high spend per cover makes a deliberate choice about this balance. Use as a trend KPI, not as an absolute target.

PBI **POWER BI IMPLEMENTATION TIP**
Calculate per hour of day to identify peak hours and dead zones. Combine with table turnover rate to diagnose whether low RevPASH is caused by low occupancy or low spend per cover.

06 Average Spend per Cover

REVENUE

DEFINITION
Total F&B revenue divided by the number of covers served. Includes food, beverages and all served consumption per guest.

WHY MEASURE THIS?
Declining average spend is an early signal of menu development failures, falling beverage revenue or a shifting guest mix. This KPI makes trends visible before they show up in the margin.

FORMULA

Total F&B revenue ÷ Total covers served

BENCHMARK BY SECTOR

Casual lunch	€ 15–30
Full service dinner	€ 35–55
Fine dining	€ 60–120+

WHAT DOES THIS KPI TELL YOU?
The absolute value varies widely by concept. What matters is the trend: if spend per cover is falling month on month, there is work to do on the menu, upsell training or the beverage proposition.

PBI **POWER BI IMPLEMENTATION TIP**
Split food and beverage spend per cover. Track beverage attach rate — beverage spend as a percentage of food spend — because that is the first indicator of a beverage revenue problem before it appears in total figures.

07 Food Waste %

OPERATIONS

DEFINITION
Value of wasted or discarded food as a percentage of total food purchase value. Includes spoilage, overproduction and preparation waste.

WHY MEASURE THIS?
Food waste typically costs 4–10% of food purchase value — directly from the margin. Measuring waste is also the first step toward better inventory and recipe management that prevents it from recurring.

FORMULA

(Value of wasted food ÷ Total food purchase value) × 100%

BENCHMARK BY SECTOR

Excellent	< 3%
Acceptable	3–6%
Concerning	> 8%

WHAT DOES THIS KPI TELL YOU?
8% waste on a food purchase budget of €200,000 is €16,000 in direct losses per year. That is before the operational and sustainability impact. Measurement starts with kitchen weighing at the pass.

PBI **POWER BI IMPLEMENTATION TIP**
Categorise waste by reason: spoilage, preparation waste, plate returns. Link to purchase date and supplier for root cause analysis. Display as a Pareto chart per product group — that drives recipe changes.

08 Table Turnover Rate

REVENUE

DEFINITION
The number of times a table is occupied per service period. A critical KPI for revenue maximisation in concepts with fixed opening hours.

WHY MEASURE THIS?
Low turnover at a busy concept is lost revenue. High turnover at an exclusive concept can damage the guest experience. Every 0.1× improvement at 40 seats is immediately visible in the daily revenue figure.

FORMULA

Total covers per service ÷ Number of available seats

BENCHMARK BY SECTOR

Fine dining	1–1.5×
Casual dining	1.5–2.5×
QSR / lunch	> 3×

WHAT DOES THIS KPI TELL YOU?
At a casual dining restaurant with 50 seats and a 4-hour evening service: the difference between 1.5× and 2.0× turnover is 25 extra covers per evening. At €40 average spend that is €1,000 extra per service.

PBI **POWER BI IMPLEMENTATION TIP**
Link to reservation system (TheFork, Resy) to compare planned versus actual occupancy. Analyse dwell time per day and service — that reveals where the operation flows smoothly and where it stalls.

09 Guest Satisfaction Score

GUEST

DEFINITION
Composite score based on online reviews, surveys and/or NPS. The most direct quantitative measure of guest experience and perceived quality.

WHY MEASURE THIS?
Online reputation is a direct business risk. A drop of 0.1 points on Google is measurable in occupancy rate. The score is also the synthetic indicator for everything that is going operationally right or wrong.

FORMULA

Weighted average review score (1–10) or NPS (–100 to +100)

BENCHMARK BY SECTOR

Minimum	≥ 7.0
Good	≥ 8.0
Excellent	≥ 9.0

WHAT DOES THIS KPI TELL YOU?
8.4 on Google is good — but if the trend has declined from 8.7 to 8.4 over the last three months, that is an early warning signal that needs investigation before the damage becomes structural.

PBI **POWER BI IMPLEMENTATION TIP**
Aggregate Google, TripAdvisor and internal surveys into one dashboard. Link reviews to date and day of the week to identify patterns. Show the ratio of 5-star to 1–2-star reviews — that gives faster signal than an average.

10 F&B Stock Turnover

OPERATIONS

DEFINITION

How quickly food & beverage inventory is converted into revenue. Calculated as cost of goods sold divided by average inventory value.

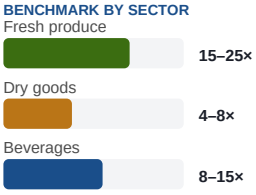
WHY MEASURE THIS?

Low inventory turnover increases spoilage, ties up working capital and raises the risk of quality problems reaching the guest. Too high turnover signals stock shortages that put kitchen operations under pressure.

FORMULA

F&B cost of goods sold ÷ Average F&B inventory value

BENCHMARK BY SECTOR



WHAT DOES THIS KPI TELL YOU?

Fresh produce with a turnover of 10× (every five weeks) is a quality risk — fresh items should turn every 2–3 days. Dry goods at 2× are a capital problem. Both extremes have different root causes and remedies.

PBI

POWER BI IMPLEMENTATION TIP

Calculate per product group (fresh, dry, frozen, beverage). Display as a heat map per delivery weekday — this immediately shows which delivery day causes over-stocking versus which arrives too lean.

NEXT STEP

Ready to put these KPIs to work in your hospitality business?

Den Otter Solutions builds dashboards for hospitality and food businesses that want to manage on margin, labour efficiency and guest experience. From data source to decision dashboard — including all 10 of these KPIs built out in your own Power BI environment. Every engagement starts with a Data Start Scan to map the current state and set a realistic build timeline.

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