**Food & Beverage Activity Pre-Visit Data**

**Requesting Location- Region/Installation:**

**Date prepared**:

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INDEX

Mission and Organization …………………………………………………………. 2

 Market Analysis and Demographics………………………………………………… 3

S.W.O.T Analysis…………………………………………………………………. 4

Marketing Plan……………………………………………………………………. 4

 Business Performance Analysis…………………………………………………… 4-5

Technology……………………………………………………………………….. 5

Benefits to the Sailor and Benefits to the Navy……………………………………. 5

 Attachment “A”- Comparative Income Statement………………………………… 6**Mission, Organization**

**The Organization**

* 1. Installation
		1. Provide a brief description of the makeup of the installation and its purpose.
	2. MWR
		1. Provide a brief description of the makeup of MWR programs.
			1. List Cat A programs
			2. List Cat B programs
			3. List Cat C programs other than F&B
	3. Galley Mission Overview
		1. Provide essential feeding program overview to include the number of galleys and the total meals served, also detail the eligibility of patron usage.
		2. Number of BAS participants and usage cycle details.

### **Market Analysis**

**Demographics:**

* Active Duty accompanied w/family members ?
* Active Duty unaccompanied ?
* Tennant Command Members ?
* Civilian Employees ?
* Civilian Contractors ?
* Others ?
* **Total Community** ?
1. Category C F&B Operations:
	* + 1. Provide a list of current MWR activities including the SAP account number for each of the Cat C F&B operations currently offered on the installation, grouped as follows:.
				- Clubs
				- Catering Conferencing
				- QSR
				- Snack Bars
				- Branded Concepts
				- Coffee Shops
				- CMWR Cafeteria
				- Mobile Food Operations
				- RIK Feeder Program
				- Vending
				- Other
			2. Red Flag Status

List each Red Flag facility (if any) and attach the corresponding POA&M action file.

1. NEXCOM:
	* + 1. Provide a list of NEXCOM facilities and the style of food and beverage operations offered on the installation.
				- Identify which NEXCOM facilities are operated by MWR and which are contracted entities by NEXCOM.
2. Strengths, Weakness, Opportunity, and Threats (SWOT) Analysis
	1. Reply to the following by looking at the overall F&B program and taking into consideration how your local competition (off base) impacts your business.

Internal-

* + 1. Provide a detailed analysis of food and beverage STRENGTHS
		2. Provide a detailed analysis of food and beverage WEAKNESSES

 External-

* + 1. Provide a detailed analysis of food and beverage OPPORTUNITIES
		2. Provide a detailed analysis of food and beverage THREATS
1. Marketing plan
	1. Provide an overview of the current Marketing and Promotional plans for the MWR Cat C Food and Beverage facilities.
		1. Please identify how your current business model and product mix impacts your customer base in the following areas:
			1. Product (Your menu and service offerings)
			2. Place (Location in proximity to customers)
			3. Price (Include your methodology and competition)
			4. Promotion (What are you doing and how are you achieving market penetration)
			5. Provide a detailed map indicating the location of all of the F&B outlets on the installation.
2. **Business Performance Analysis**
3. **Important Assumptions:**
	* 1. The financial plan depends on important assumptions, most of which are demonstrated in the year end annual performance reporting and also includes the following:
			1. The assumption of continued support from the Command element.
			2. The assumption that there will be no un-foreseen changes in the base population due to increased deployments, ship movements, BRAC, or consolidation of services.
			3. The assumption that labor cost impacts will not exceed beyond normal industry standards and forecasts.
			4. Other
4. Key Financial Indicators:
	* 1. Complete the attached Comparative Income Statement for each MWR F&B Cat C facility to include the SAP account number and:
			1. Current year to date operating statement results.
			2. Operating statements from the last two complete fiscal years.
			3. Revenue/net sales.
			4. Cost of Goods Sold as a dollar amount.
			5. Labor Cost dollars to include benefits cost.
			6. Depreciation dollars.
			7. Other Operating Expenses dollars (Itemize Repairs and Maintenance, Supplies, Utilities, and Freight charges).
		2. In addition, following the comments section provide:
			1. Operational Hours offered by day/weekly total.
			2. If applicable provide the following if facility offers catering services:
				+ Number of annual events (identify reoccurring events)
				+ Number of covers served annually
5. Technology:
	* 1. Identify the type and version of the technology that is operational within the MWR Cat C facility.
			1. Type of Point of Sale system (POS) and how many units (Micros, Rec Trac)
			2. Production software (Food Trac, Chef Tec, Caterease, Event Master) if used.
			3. Other
6. What is the benefit to the Navy if changes are made to the current program?
	* 1. Footprint reduction through consolidation?
		2. Align our resources and processes to deliver the output at the most efficient and effective cost?
		3. Assess the return on investment; appreciating that our people, time and money are limited; manage our initiatives to guarantee the appropriate balance of efficiency and risk mitigation?