Hospitality Financial Leadership for F&B; Managers

From reporting the number to managing the business.

THE OPERATING GAP

Strong operators are often given financial responsibility before they are given financial training.

Restaurant and hotel managers are promoted because they can lead teams, serve guests, and run operations. Then they are expected to read a P&L;, manage labor and cost of goods, explain variances, and participate confidently in financial reviews.

Knowing that a percentage is high is not the same as understanding why it moved, how many dollars matter, or what management should do next.

> *“Total labor was 36% of revenue last month.”*

> *“Total labor finished 2.1 points above plan. Lower-than-forecast revenue drove part of the variance, but we also carried unnecessary hours. We adjusted deployment for next week and can explain the operating action we expect to improve the result.”*

THE FINANCIAL LEADERSHIP FRAMEWORK

Managers learn to answer four questions consistently.

1	**What happened?** What changed versus plan, forecast, prior period, or operating expectation?
2	**Why?** What operating decisions or business conditions caused the result?
3	**How much did it matter?** Translate the variance into meaningful dollar impact — not only percentage points.
4	**What are we doing about it?** Connect the financial story to a specific operating action and expected outcome.

The objective is not to turn hospitality managers into accountants. It is to make them better operators because they understand the financial consequences of their decisions.

THE FLAGSHIP ENGAGEMENT

Two live half-day sessions. Applied between them.

Designed for one company cohort so managers learn a common financial language and apply it to the way the organization actually operates.

Session 1 — Understand the Numbers

Navigate the F&B; P&L; understand revenue, cost of goods, labor and prime cost; separate percentage movement from real financial impact.

Between Sessions — Apply It

Each manager completes a short financial diagnosis: What happened → Why → Dollar impact → Recommended action.

Session 2 — Diagnose & Communicate

Connect variances to operating causes, prioritize what matters, develop practical actions, and communicate performance clearly in a business review.

MEASURED FOR APPLICATION

The goal is observable improvement — not attendance.

- Pre-program financial capability assessment
- Practical application exercises during the program
- Individual 30-day financial action plan
- Post-program capability assessment
- Sponsor debrief and recommendations

WHERE APPROPRIATE, USE YOUR OPERATING LANGUAGE

The program can be aligned to the company’s P&L; structure, terminology, and relevant operating examples. Significant customization is scoped separately.

AN INVESTMENT CASE, NOT A PROMISE

For a hospitality company with $30 million in annual F&B; revenue, 0.5 points of prime-cost movement equals $150,000. The program is designed to help managers understand, diagnose, communicate, and act on variances of that scale.

Illustrative arithmetic only. This example is not a promised savings or performance outcome.

STANDARD COMPANY COHORT

Engagements begin at $8,500

Format: Two live half-day sessions **Standard cohort:** Up to 15 managers **Delivery:** Onsite or live virtual

Additional participants, significant customization, and travel outside the New York City market are scoped separately.

BUILT BY AN OPERATOR, FOR OPERATORS

Paul Blackwell has more than 15 years of restaurant, bar, and hotel F&B; leadership experience in New York City. He currently serves as Director of Operations for Concrete Hospitality Group and has leadership experience across Marriott and Hyatt organizations.

Blackwell Hospitality combines operating experience with practical financial frameworks and Hospitality Profit Tools resources built for hospitality leaders.

Discuss company training: linkedin.com/in/paul-blackwell-5bb215227