WILLIAMS STANLEY & CO

IN PARTNERSHIP WITH WATERSHED

WATERSHED FOCUS WORKSHOP · ONE DAY, IN PERSON

Profit and Loss *for operators*

Most managers are handed a P&L once a month and asked to explain it. This workshop turns it around: learn the handful of KPIs that drive every line, and how to move them week by week, from people who have run sites and run the finance.

YOU WILL LEAVE ABLE TO

- Read a site P&L line by line and know which of your decisions landed where
- Track the KPIs that feed it: covers and spend, GP%, actual vs theoretical, sales per labour hour, waste
- Build a weekly sales forecast, rota to it, and measure how accurate it was
- Talk to finance with confidence: what to ask for, what to challenge, and when
- Make change stick with a daily, weekly, monthly and quarterly checklist

WHO IT IS FOR

- General managers and assistant GMs stepping up
- Head chefs and heads of department
- Multi-site and operations managers

Weekly sales	£40,000
One point of GP	x 1%
Weeks	x 52
A year, per site	**£20,800**

2027 DATES · 10AM TO 4PM

23	**March** Tuesday
27	**May** Thursday
30	**September** Thursday

FACILITATORS

Tom Stanley. Former restaurateur turned accountant and tax advisor, founder of Williams, Stanley & Co, the hospitality-only finance firm.

Alison Wong. Hospitality CFO and chartered accountant: Deloitte, Virgin Limited Edition, Imbiba, House of Gods.

Book through The Watershed Group thewatershedgroup.co.uk