



Advanced Restaurant Financial Planning and Investment ROI Training Course

7 – 11 December 2026
Tokyo

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Ref: 1128_183275 **Date:** 7 – 11 December 2026 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Advanced Restaurant Financial Planning and Investment ROI Training Course is a one-week course for restaurant owners, finance managers, operations directors, area managers and analysts who leave with a governed restaurant unit-economics plan and investment ROI case. Participants connect covers, average check, menu mix and operating capacity with food cost, labor productivity, occupancy expense, prime cost, contribution margin and cash flow. They then evaluate new sites, refurbishments and equipment through payback, net present value, internal rate of return, scenarios and post-investment review. Agile Leaders Training Center develops practical restaurant financial planning and investment ROI capability.

Who Should Attend

- Restaurant owners and directors responsible for profitability and capital allocation
- Finance managers responsible for restaurant plans, forecasts and investment cases
- Operations and area managers responsible for unit performance and cost control
- Analysts responsible for site feasibility, cash flow and return measures
- Development teams responsible for openings, refurbishments and equipment proposals

The course assumes participants can interpret a profit-and-loss statement and use spreadsheet models. It excludes introductory bookkeeping, culinary operations and general menu design.

Departments and Industries

The course supports foodservice organizations that need unit-level plans and defensible investment decisions.



- Independent restaurants and multi-unit restaurant groups
- Quick-service, fast-casual and full-service concepts
- Cafés, bakeries and food halls
- Hotel, leisure and contract-catering operations
- Restaurant investors, developers and advisory teams

Learning Objectives

By the end of this course, participants will be able to:

- Build a restaurant unit-economics plan from operational revenue and cost drivers
- Analyze food cost, labor productivity, prime cost and contribution margin
- Calculate break-even sales, cash needs and profit sensitivity
- Model capital expenditure and project cash flows for restaurant investments
- Apply payback, net present value and internal rate of return
- Govern assumptions, scenarios, approvals and post-investment review



Course Agenda

Day 1: Restaurant Revenue and Unit Economics

- Restaurant Unit-Economics Model Architecture
- Covers, Capacity and Table-Turn Drivers
- Average Check and Menu-Mix Revenue Bridge
- Daypart, Channel and Location Assumptions
- Sales Forecast and Assumption Control Sheet

Day 2: Costs, Contribution and Break-Even

- Food Cost and Waste Driver Schedule
- Labor Hours and Productivity Model
- Occupancy and Operating Expense Plan
- Prime Cost and Contribution Margin Analysis
- Break-Even Sales and Margin-of-Safety Test



Day 3: Cash Flow and Capital Expenditure

- Restaurant Working-Capital and Cash Cycle
- Opening, Refurbishment and Equipment Cost Plan
- Operating Cash Flow and Funding Schedule
- Maintenance and Replacement Capital Plan
- Investment Cash Flow Timeline

Day 4: Investment ROI and Decision Scenarios

- Payback Period and Recovery Profile
- Net Present Value and Discount Rate
- Internal Rate of Return and Hurdle Test
- Traffic, Price, Cost and Ramp-Up Sensitivity
- Investment Scenario and Decision Matrix

Day 5: Restaurant Finance and ROI Practice

- Exercise: Build a Unit Revenue Driver Plan
- Exercise: Diagnose Prime Cost and Break-Even
- Exercise: Construct an Investment Cash Flow
- Exercise: Compare Payback, NPV and IRR
- Capstone Exercise: Governed Restaurant Unit-Economics Plan and Investment ROI Case

Practical Exercises

The course uses suggested activities to connect operating evidence with investment choices.

- Suggested activity: translate covers, average check and menu mix into a monthly sales plan
- Suggested activity: diagnose food, labor and occupancy effects on prime cost and contribution
- Suggested activity: compare a refurbishment and a new-site proposal under limited capital
- Suggested activity: test traffic, price, food-cost and ramp-up assumptions against investment returns

FAQs

Who suits restaurant financial planning and investment ROI training?

Restaurant owners, finance and operations managers, area managers, analysts and development teams suit the training. Participants should understand a restaurant profit-and-loss statement and spreadsheet models.

How does restaurant unit economics differ from a general budget?

Restaurant unit economics links covers, average check, mix, capacity, food, labor, occupancy and other operating drivers to contribution, break-even and cash. A general budget may not expose these restaurant-specific relationships.

What is prime cost in restaurant financial planning?

Prime cost combines the principal food and labor costs used to assess unit operating efficiency. The model keeps definitions and inclusions explicit so teams can compare results consistently.

Why use both NPV and IRR for a restaurant investment?

Net present value estimates absolute value after discounting project cash flows, while internal rate of return expresses the implied percentage return. Reviewing both reduces reliance on one decision measure.

What belongs in a restaurant investment ROI case?

An investment ROI case contains operating assumptions, capital expenditure, ramp-up, cash flows, funding, payback, NPV, IRR, sensitivities, risks, approvals, decision criteria and a post-investment review plan.



Conclusion

Participants take back a governed restaurant unit-economics plan and investment ROI case containing revenue drivers, prime cost, contribution, break-even, cash flow, capital expenditure and return measures. It converts restaurant operating assumptions into traceable profit and investment conclusions. Teams can use it to improve unit plans, compare capital options and review whether investments deliver their approved case.