

THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

The Gravity Food Cost, Inventory & Purchasing System

A controlled path from purchase and count evidence to food-cost correction.

MANAGER TRAINING | Release 1.1

Thomas Monroe Books | Thomas Butler

The problem this system is built to solve

Creates one controlled path for buying, receiving, counting, yielding, portioning, producing, wasting, reviewing, and correcting the food-cost truth before it becomes an unexplained profit problem.

TRUTH
**What is actually
happening?**

COST
**What does the gap
damage?**

SYSTEM
**What control prevents
recurrence?**

Six rules define a real operating system

1 One official tool ID and name

2 One named owner and frequency

3 One source and limitation standard

4 One decision and escalation path

5 One corrective-action and verification loop

6 No local duplicate becomes “the standard” by accident

This system owns one subject — not everything

GRV-P Performance & Profitability

Uses verified food-cost and recipe inputs for profit decisions; it does not own ordering, counts, receiving, waste, or recipe records.

GRV-FS Food Safety & Sanitation

Owens safety authority, employee health, time/temperature, contamination, sanitation, and inspection evidence. GRV-F owns cost and product-control evidence.

GRV-SF Sales Intelligence & Forecasting

Provides demand forecasts that may inform ordering and prep assumptions. GRV-F owns the approved order, par, count, waste, and production decisions.

SOP Library / GRV-S

Provides task procedures. GRV-F verifies that the required food-cost and product-control records are completed, reviewed, corrected, and retained.

Six operating areas cover the full control path

F01–F05 Food Cost Governance & Source Control

F06–F10 Inventory Setup & Count Accuracy

F11–F15 Purchasing, Ordering & Receiving

F16–F20 Waste, Spoilage & Remakes

F21–F25 Recipe, Portion & Production Control

F26–F30 Variance, Corrective Action & Renewal

Ownership must be visible before records are collected

Sponsor

Approves authority, resources, risk decisions, and priorities.

System owner

Maintains the current control center and review rhythm.

Manager / record owner

Creates evidence and acts within approved authority.

Qualified reviewer

Handles legal, regulatory, payroll, safety, health, or specialized judgment.

If authority or source validity is unclear, pause the affected decision when feasible and escalate — do not invent a local rule.

Food Cost Governance & Source Control

MANAGEMENT QUESTIONS

- Are food-cost inputs tied to one period and source?
- Are count units, storage areas, and calculation definitions controlled?
- Does management know which numbers are estimated?

TOOLS IN THIS AREA

GRV-F01 Weekly Food Cost Tracking Checklist

GRV-F02 Core Calculation Worksheet

GRV-F03 Inventory Area Setup Checklist

GRV-F04 Storage Area Map Worksheet

GRV-F05 Unit of Measure Setup Worksheet

CONTROL RISK Different formulas create different “truths” for the same week.

Inventory Setup & Count Accuracy

MANAGEMENT QUESTIONS

- Can a second count team reproduce the inventory result?
- Are unit conversions and pack sizes current?
- Are unusual movement and negative usage investigated?

TOOLS IN THIS AREA

GRV-F06 Inventory Count Sheet

GRV-F07 Weekly Inventory Routine Checklist

GRV-F08 Inventory Accuracy Review Form

GRV-F09 Ordering Responsibility Checklist

GRV-F10 Sales Forecast & Ordering Planner

CONTROL RISK Bad counts create fake food-cost problems or hide real ones.

Purchasing, Ordering & Receiving

MANAGEMENT QUESTIONS

- Is the order based on approved demand, on-hand, par, lead time, and storage capacity?
- Are price/substitution changes visible before they become normal?
- Are credits and receiving exceptions closed?

TOOLS IN THIS AREA

GRV-F11 Par Level Builder Worksheet

GRV-F12 Order Guide Template

GRV-F13 Supplier Order Review Form

GRV-F14 Receiving & Invoice Check Form

GRV-F15 Daily Waste Log

CONTROL RISK Ordering by habit converts forecast error and price movement into excess inventory.

Waste, Spoilage & Remakes

MANAGEMENT QUESTIONS

- Can management separate overproduction, spoilage, trim, error, remake, and service recovery?
- Are repeated items and stations visible?
- Does every material pattern get an owner and retest?

TOOLS IN THIS AREA

- GRV-F16 Food Waste Category Tracker
- GRV-F17 Spoilage & Expired Product Log
- GRV-F18 Returned Food & Remake Tracker
- GRV-F19 Weekly Waste Pattern Review
- GRV-F20 Portion Tool Checklist

CONTROL RISK Waste logs without category and review become paperwork instead of prevention.

Recipe, Portion & Production Control

MANAGEMENT QUESTIONS

- Do recipes, portions, prep quantities, batch yield, and production evidence agree?
- Are tools and standards physically available at the station?
- Is overproduction being caught before closing inventory?

TOOLS IN THIS AREA

GRV-F21 Recipe Portion Standard Page

GRV-F22 Portion Audit Form

GRV-F23 Prep List Builder Worksheet

GRV-F24 Daily Prep Plan

GRV-F25 Production & Usage Tracker

CONTROL RISK Recipe standards that are not verified at production do not control cost.

Variance, Corrective Action & Renewal

MANAGEMENT QUESTIONS

- Can management explain the gap between theoretical and actual?
- Are vendor price and yield changes quantified?
- Do corrective actions close with evidence and feed the 90-day plan?

TOOLS IN THIS AREA

- GRV-F26 Theoretical vs. Actual Food Cost Variance Review
- GRV-F27 Purchase Price & Vendor Variance Tracker
- GRV-F28 Recipe & Batch Yield Verification
- GRV-F29 Food Cost Corrective Action Log
- GRV-F30 Monthly Food Control Scorecard & 90-Day

CONTROL RISK Variance analysis without corrective closure repeats the same loss.

The digital control center turns records into management visibility

INPUT

Approved source data,
assumptions, owners,
dates

CALCULATE

Variance, completion,
exception, trend,
exposure

CHECK

Missing source,
overdue action, failed
control, stale review

DECIDE

Owner, corrective
action, due date,
verification

Review failed checks before reading the dashboard. The workbook is a control center, not the official source record.

Every form must end in a decision

- 1 Identify the record and source
- 2 Capture subject-specific evidence
- 3 State the exception or variance
- 4 Assign the decision and owner
- 5 Set verification and next review

The review rhythm is what makes the system live

SHIFT / EVENT

Capture and correct immediate exceptions

DAILY

Check completion and unresolved risk

WEEKLY

Review patterns and 1–3 priority actions

MONTHLY

Score system health and repeated causes

90 DAYS

Reset priorities and verify system change

Corrective action closes the loop

Failed control

Contain /
protect

Find cause

Assign
correction

Retest

Close or
escalate

Do not call an action complete because someone said it was done. Close it when the required evidence shows the control now works.

Five implementation mistakes to avoid

- 1 **Launching all 30 tools at once**
- 2 **Using forms without a review meeting**
- 3 **Typing over source records or formula cells**
- 4 **Keeping several unlabeled “final” versions in circulation**
- 5 **Treating a metric improvement as success when safety, quality, legality, or guest experience weakened**

Install in three controlled phases

DAYS 1-30

STABILIZE

Assign owner • confirm sources •
launch highest-risk tools • start weekly
review

DAYS 31-60

STANDARDIZE

Expand tools • calibrate managers •
validate workbook • correct weak
fields

DAYS 61-90

VERIFY & RENEW

Audit evidence • close checks • confirm
handoffs • approve next 90-day plan

Use current sources and disclose limits

Restaurant source records

POS sales reports; inventory counts; recipes; invoices; credits; receiving records; production and waste records; approved vendor agreements.

FDA Retail Food Protection

<https://www.fda.gov/food/guidance-regulation-food-and-dietary-supplements/retail-food-protection>

U.S. Small Business Administration - business financial planning

<https://www.sba.gov/business-guide/manage-your-business/manage-your-finances>

Verify source pages and applicable requirements before relying on a legal, regulatory, health, payroll, or compliance conclusion.

THE GRAVITY SYSTEM

Face the truth. Name the cost. Build the system.

The Gravity Food Cost, Inventory & Purchasing System

GRV-F01-GRV-F30 | Thomas Monroe Books | Thomas Butler