

THE GRAVITY PERFORMANCE & PROFITABILITY DASHBOARD

Release 1.1 | Selected period, source-backed formulas, management checks, and owned action

SELECTED PERIOD: SET PERIOD ON ASSUMPTIONS | REPORTING LABEL: NOT SET | MODEL STATUS: FAIL

NET SALES	GROSS PROFIT	CONTRIBUTION
-	-	-
OPERATING PROFIT	OPERATING MARGIN	BREAK-EVEN SAI
-	-	-
AVERAGE CHECK	REVENUE / LABOR HOUR	FORECAST ACCU
-	-	-
LEAKAGE RATE	THIRD-PARTY CONTRIBUTION	EVENT CONTRIB
-	-	-
ITEMS BELOW TARGET	OPEN ACTIONS	OVERDUE ACTIO
-	-	-

MANAGEMENT READOUT

Set the period, location, targets, and source ownership on Assumptions and Data Sources. Review failed checks before interpreting KPIs. S

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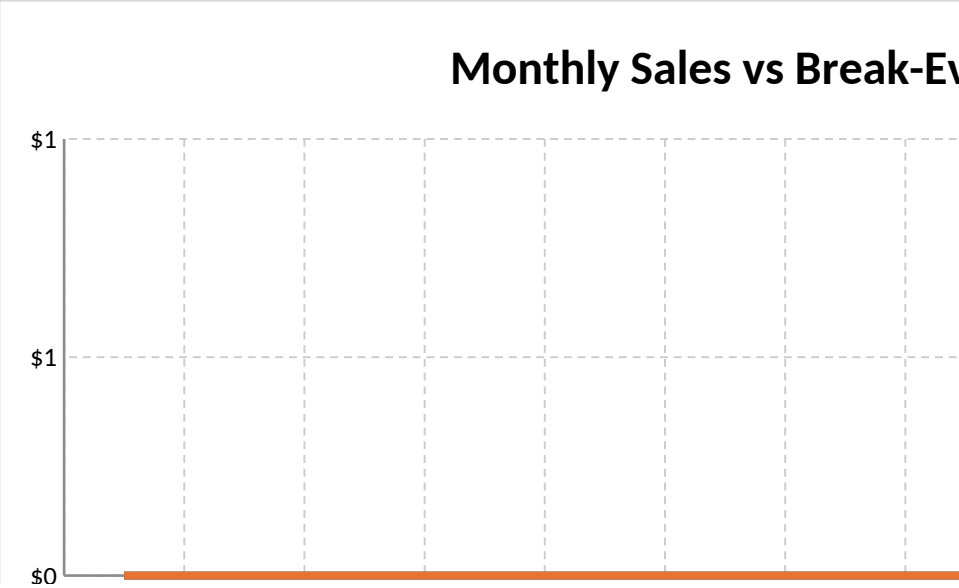
NET SALES

GROSS PROFIT

CONTRIBUTION

actions; every action needs a baseline, expected financial effect, operating guardrails, owner, due date, and proof.

MONTHLY SALES VS BREAK-EVEN		
Month	Net Sales	Break-Even Sales



START HERE

Digital control center for GRV-P01–GRV-P30 | Management planning, not the official accounting record

[OPEN LINKED GRAVITY GLOSSARY →](#)

THE SIX RULES

1	Set the selected period, location, targets, and contribution definition on Assumptions before reading the dashboard.
2	Map every input to a named source report, owner, as-of rule, and tie-out field on Data Sources.
3	Yellow cells with blue text are editable inputs. Cream cells with black text are formulas. Green formula text links to another worksheet.
4	Label weekly estimates preliminary. Reconcile them to the closed operating statement and preserve explanations for differences.
5	Do not optimize one number by weakening safety, quality, hospitality, maintenance, legal duties, or approved standards.
6	Review Checks first, choose no more than three actions, then verify actual financial and operating effects.

WORKBOOK FLOW

1. Control	Assumptions + Data Sources	Set period, targets, definitions, owners, reports, and refresh rules.
2. Capture	Sales, Menu, Dayparts, Forecast, Channels, Promotions, Events, Leakage, Monthly P&L	Enter approved source data and visible adjustments.
3. Calculate	Formula columns	Contribution, ratios, classification, variance, break-even, and margin of safety calculate automatically.
4. Check	Checks	Resolve failed setup, source, period, and contribution controls before interpretation.
5. Decide	Dashboard + Action Log	Choose, assign, measure, verify, and close the management action.

BOUNDARIES

POS records transactions; payroll and GRV-C control labor; inventory and GRV-F control recipe, yield, purchasing, waste, and counts; CRM and GRV-R control legal, lending, or investment advice.
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GRV-P TOOL INDEX

Thirty coordinated tools across six profitability decision areas

[OPEN LINKED GRAVITY GLOSSARY →](#)

Tool ID	Decision Area	Tool Name	Purpose
GRV-P01	Financial Foundation	Profitability Data Source Map	Name sources, reports, owners, refresh timing, destinations, and tie-outs.
GRV-P02	Financial Foundation	Account & Category Mapping Worksheet	Map source fields to approved management definitions.
GRV-P03	Financial Foundation	Weekly Profitability Snapshot	Create a timely preliminary view with known limitations.
GRV-P04	Financial Foundation	Monthly Operating Statement Review	Convert the closed statement into variance drivers and decisions.
GRV-P05	Financial Foundation	Break-Even Sales Calculator	Estimate break-even and target-profit sales.
GRV-P06	Menu Performance	Recipe Cost Input Verification	Verify current recipe, yield, portion, and cost inputs from GRV-F.
GRV-P07	Menu Performance	Menu Item Contribution Worksheet	Calculate item contribution dollars and ratio.
GRV-P08	Menu Performance	Menu Sales Mix Tracker	Measure units and sales mix by period and category.
GRV-P09	Menu Performance	Menu Engineering Classification Matrix	Classify relative popularity and contribution using set thresholds.
GRV-P10	Menu Performance	Menu Price Change Decision Worksheet	Test price, volume, value, channel, and execution effects.
GRV-P11	Menu Performance	Menu Item Action & Retest Log	Assign and verify controlled item actions.
GRV-P12	Revenue & Demand	Daily Sales & Guest Count Tracker	Track daily sales, checks, guests, labor hours, and context.
GRV-P13	Revenue & Demand	Daypart Performance Scorecard	Compare sales, demand, labor productivity, and capacity by daypart.
GRV-P14	Revenue & Demand	Sales Forecast Accuracy Tracker	Measure forecast error and improve the method.
GRV-P15	Revenue & Demand	Average Check & Mix Analysis	Separate check movement from traffic, price, mix, discount, and channel.
GRV-P16	Revenue & Demand	Capacity & Seat Utilization Review	Identify constraints and unused demand capacity.
GRV-P17	Channel & Offer	Channel Profitability Worksheet	Compare channel contribution on one approved basis.
GRV-P18	Channel & Offer	Third-Party Delivery Economics Review	Reconcile platform sales, deductions, and contribution.
GRV-P19	Channel & Offer	Promotion & Discount Profitability Planner	Approve offers with incremental economics, cap, and stop rule.
GRV-P20	Channel & Offer	Offer Redemption & Incremental Margin Tracker	Measure promotional economics and follow-on behavior.
GRV-P21	Channel & Offer	Catering & Event Profitability Review	Close each event with actual direct cost and contribution.
GRV-P22	Leakage & Controls	Discounts, Comps, Voids & Refunds Log	Create a controlled exception record.
GRV-P23	Leakage & Controls	Revenue Leakage Pattern Review	Find repeated process, approval, pricing, and system failures.
GRV-P24	Leakage & Controls	Price Override & Exception Authorization	Define role authority and documentation.
GRV-P25	Leakage & Controls	Cash & Deposit Variance Escalation Log	Document review, escalation, and closure of variances.
GRV-P26	Management Planning	Weekly Profitability Review	Run the weekly decision meeting.
GRV-P27	Management Planning	Monthly Performance Scorecard	Combine financial and operating evidence for owner review.
GRV-P28	Management Planning	Profit Improvement Action Plan	Turn one opportunity into a measurable action.
GRV-P29	Management Planning	90-Day Profit Improvement Plan	Coordinate three phases and a small priority portfolio.
GRV-P30	Management Planning	Profitability Corrective Action Log	Verify root-cause correction and document change.

LINKED GRAVITY GLOSSARY

Controlled definitions for this system. Select a term from [Start Here](#) to open this reference.

Glossary ID	Term	Gravity definition	Primary system use
GLOSS-001	Accountable owner	The person ultimately responsible for ensuring that a required result is achieved. Work may be assigned to others, but accountability remains with this person.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-002	Action owner	The person assigned to complete a specific action, provide the required evidence, and report its status by the due date.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-005	Approval	A documented decision by a person with the authority to accept, reject, release, or change a defined item.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-006	Approved version	The currently authorized form, standard, process, workbook, or document identified through version control.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-007	Archive	A protected location for superseded or inactive records that must be retained but must not be mistaken for the current version.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-009	Authority	The legitimate right to make, approve, stop, escalate, or change a decision within defined limits.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

GLOSS-011	<u>Average check</u>	Net sales / checks.	Restaurant Performance & Profitability
GLOSS-012	<u>Baseline</u>	The documented starting condition used to compare later performance, adoption, risk, or results.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-014	<u>Benchmark</u>	A comparison point used to understand performance; it is not automatically a required target or an applicable standard.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-015	<u>Break-even sales</u>	Fixed costs / contribution margin ratio.	Restaurant Performance & Profitability
GLOSS-018	<u>Closeout</u>	The documented decision that an action, issue, incident, or implementation is complete, including evidence, verification, date, and remaining follow-up.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-021	<u>Contribution margin ratio</u>	Contribution margin dollars / net sales.	Restaurant Performance & Profitability
GLOSS-022	<u>Control</u>	A designed action, rule, approval, check, restriction, or record intended to prevent, detect, correct, or contain an unacceptable result.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-026	<u>Corrective action</u>	A documented response intended to eliminate, reduce, or control the cause of a confirmed problem, with an owner, due date, evidence, and effectiveness review.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-029	<u>Decision rights</u>	The defined boundaries identifying who may decide, approve, recommend, perform, stop, or escalate a matter.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

GLOSS-033	Due date	The approved date by which an assigned action or decision must be completed or escalated.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-034	Escalation	A controlled transfer of a decision or issue to a person with greater authority, expertise, or responsibility because a threshold, deadline, risk, or boundary has been reached.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-035	Event contribution	Event revenue less approved direct event costs.	Restaurant Performance & Profitability
GLOSS-036	Evidence	Reliable information showing what occurred, what was decided, whether a requirement was met, or whether a result was achieved.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-038	Exception	An approved, limited, and time-bound departure from a standard, supported by authority, rationale, compensating controls, and review.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-042	Forecast accuracy	$\text{MAX}(0, 1 - \text{ABS}(\text{actual} - \text{forecast}) / \text{actual})$.	Restaurant Performance & Profitability
GLOSS-043	Frequency	The required completion rhythm for a control or tool, such as per event, daily, weekly, monthly, quarterly, annually, or when a defined change occurs.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-045	Gravity standard	An approved Gravity requirement or operating expectation that remains subordinate to applicable law, regulation, official authority, contract, and platform rules.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-046	Gross profit	Net sales less approved cost of sales.	Restaurant Performance & Profitability

GLOSS-047	<u>Implementation</u>	The controlled process of turning an approved goal or standard into configured tools, trained behavior, operating practice, evidence, verification, and sustainment.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-049	<u>Incremental contribution</u>	Estimated incremental sales less discount, variable cost, and other campaign cost.	Restaurant Performance & Profitability
GLOSS-054	<u>Leakage rate</u>	Recorded exception amount / net sales for the same period.	Restaurant Performance & Profitability
GLOSS-056	<u>Margin of safety</u>	Actual or forecast sales less break-even sales; percent divides by actual or forecast sales.	Restaurant Performance & Profitability
GLOSS-060	<u>Menu classification</u>	High/low popularity and high/low contribution based on restaurant-set thresholds.	Restaurant Performance & Profitability
GLOSS-061	<u>Metric</u>	A defined measurement calculated from identified data using an approved formula, period, scope, source, and interpretation rule.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-062	<u>Net sales</u>	Approved gross revenue less contra-revenue; exclude tax and tips unless policy differs.	Restaurant Performance & Profitability
GLOSS-063	<u>Objective</u>	A specific result or condition that supports a larger goal and can be evaluated through defined evidence.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-069	<u>Operating profit</u>	Net sales less the operating expenses included in the approved statement.	Restaurant Performance & Profitability
GLOSS-075	<u>Qualified review</u>	Review by a person with the required professional knowledge, organizational authority, license, certification, or subject-matter responsibility.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-080	<u>Record</u>	Retained information documenting an input, action, decision, approval, exception, result, or verification.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

GLOSS-081	Recovery	The controlled restoration of operations, technology, records, facilities, finances, staffing, or other capabilities after disruption.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-086	Review cadence	The approved schedule for examining a record, source, control, result, or standard and deciding whether action is required.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-089	Root cause	The underlying condition or combination of conditions that produced or materially contributed to a confirmed problem.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-092	Scope	The defined locations, roles, activities, records, time period, systems, and exclusions covered by a decision or implementation.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-095	Standard	An approved requirement or expectation used to guide work and evaluate conformance.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-097	System owner	The person accountable for the integrity, current version, controls, evidence, performance, and renewal of a defined system.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-100	Trigger	A defined event, condition, threshold, date, or signal that requires a tool, review, decision, action, or escalation.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

GLOSS-103	Verification	A fact-based check confirming that a required action occurred and met the defined acceptance criteria.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center
GLOSS-104	Version control	The method used to identify, approve, release, replace, archive, and trace changes to controlled materials.	Growth & Sales Building, Guest Relationship & Retention, Implementation & Verification, Manager Development, Restaurant Performance & Profitability, Risk & Continuity, Standards & Intelligence Center

ASSUMPTIONS & CONTROL SETTINGS

Blue text on yellow cells is editable. Targets are restaurant decisions, not industry guarantees.

Setting	Value	Unit / format	Control note
Selected period start		Date	Beginning date used by dashboard formulas.
Selected period end		Date	Ending date used by dashboard formulas.
Reporting location label		Text	Label only. Dashboard formulas aggregate populated rows in the selected period; filter source sheets for location-specific review.
Workbook version	1.0	Text	Update through document control.
Selected monthly review		Month start date	Month used for management review and source tie-outs.
Menu contribution target		\$\$,##0.00;[Red](\$\$,##0.00);-	Restaurant-approved contribution dollars per item.
Leakage materiality threshold		\$\$,##0;[Red](\$\$,##0);-	Exception amount requiring management attention.
Menu popularity threshold		0.0%;[Red](0.0%);-	Relative unit-mix threshold for the chosen category set.
Menu contribution threshold		\$\$,##0.00;[Red](\$\$,##0.00);-	Threshold used for menu classification; may equal or differ from target.
Margin-of-safety warning		0.0%;[Red](0.0%);-	Restaurant-approved warning threshold.
Monthly target profit		\$\$,##0;[Red](\$\$,##0);-	Target used by sales-for-target-profit calculation.
Contribution definition		Text	List included variable cost categories; do not leave implied.

FINANCIAL MODEL COLOR LEGEND

Color	Class	Use	Rule
Blue text / yellow fill	Input	Editable assumptions and source data	Enter approved values only.
Black text / cream fill	Formula	Same-sheet calculations	Do not overwrite.
Green text / cream fill	Linked formula	References another worksheet	Trace to source sheet before editing.

PROFITABILITY DATA SOURCE MAP

GRV-P01-P02 | Centralize source, refresh, mapping, and tie-out ownership

Source ID	System	Report / Export	Business Purpose	Owner	As-of Rule	Refresh Timing	Gross / Net Treatment	Destination Sheet	Tie-Out Field / Total	Last Tested	Status	Known Limitation
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DAILY SALES & DEMAND

GRV-P12 / P15 | POS and labor source inputs with formula-driven productivity and leakage

[illegible]

DAILY SALES & DEMAND

GRV-P12 / P15 | POS and labor source inputs with formula-driven productivity and leakage

[illegible]

MENU ITEM CONTRIBUTION

[illegible]

MENU ITEM CONTRIBUTION

GRV-P06-P07 / P10-P11 | Current item economics; recipe and yield inputs remain controlled in GRV-F

Item ID	Item Name	Category	Channel	Selling Price	Recipe Cost	Packaging	Channel Fee / Item	Other Variable Cost	Total Variable Cost	Contribution / Item	Contribution Ratio	Target Contribution	Gap to Target	Below Target?	Cost Verified Date	Decision / Context
												-				
												-				
												-				

MENU MIX & ENGINEERING

[illegible]

MENU MIX & ENGINEERING

GRV-P08-P09 | Relative popularity and contribution using restaurant-approved thresholds

Period Start	Period End	Item ID	Item Name	Category	Units Sold	Net Item Sales	Unit Mix %	Contribution / Item	Period Contribution	Popularity Threshold	Contribution Threshold	Popularity	Contribution	Classification	Action / Retest
							-								
							-								
							-								
							-								

DAYPART & CAPACITY PERFORMANCE

GRV-P13 / P16 | Demand, productivity, capacity, waits, and lost-order evidence

[illegible]

SALES FORECAST ACCURACY

GRV-P14 | Measure error, diagnose the driver, and improve the method

[illegible]

SALES FORECAST ACCURACY

GRV-P14 | Measure error, diagnose the driver, and improve the method

Date / Period	Location	Forecast Sales	Actual Sales	Variance \$	Variance %	Absolute Error %	Accuracy %	Guest Count Driver	Average Check Driver	Event / Weather / Closure	Error Cause	Method Change	Owner	Review Date
					-	-								
					-	-								
					-	-								
					-	-								

CHANNEL PROFITABILITY

GRV-P17-P18 | Comparable contribution after channel-specific deductions

[illegible]

PROMOTION & INCREMENTAL MARGIN

[illegible]

CATERING & EVENT PROFITABILITY

[illegible]

REVENUE LEAKAGE & EXCEPTION CONTROL

GRV-P22-P25 | Facts, authority, pattern, action, and closure

Business Date	Record ID	Exception Type	Amount	Check / Order ID	Shift / Daypart	Employee / Role	Reason Code	Approved By	Authority Level	Repeated Pattern?	Root Cause / Facts	Action ID	Status	Closed Date
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MONTHLY OPERATING STATEMENT REVIEW

[illegible]

PROFIT IMPROVEMENT ACTION LOG

GRV-P26-P30 | Baseline, expected effect, ownership, proof, and verified result

Action ID	Date Opened	Source Tool	Related ID	Issue / Opportunity	Baseline	Target	Expected \$ Effect	Owner	Due Date	Status	Proof / Source	Actual \$ Effect	Date Closed	Effectiveness / Guardrail Result	Document / Training Change
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MODEL CHECKS

PASS means required setup controls pass; it does not certify the accounting records or the business result

Model Status	Fail						
Check	Actual	Expected	Difference	Tolerance	Where to Fix	Status	Notes
Selected period start	0	1	-1	0	Assumptions!B7	Fail	Required for dashboard period formulas.
Selected period end	0	1	-1	0	Assumptions!B8	Fail	End must be present and on/after start.
Period order	0	1	-1	0	Assumptions!B7:B8	Fail	Selected end date cannot precede start date.
Contribution definition	0	1	-1	0	Assumptions!B18	Fail	List variable cost categories included in contribution.
Menu thresholds	0	1	-1	0	Assumptions!B14:B15	Fail	Required before menu classification.
Target profit	0	1	-1	0	Assumptions!B17	Fail	Required for sales-for-target-profit output.
Active source records	0	4	-4	0	Data Sources	Fail	At least four active source records expected for a complete model.
Active sources have owners	0	0	0	0	Data Sources!E:L	Pass	No active source may have a blank owner.
Closed P&L contribution positive	0	0	0	0	Monthly P&L!M:O	Pass	Break-even is invalid when the contribution ratio is nonpositive.
Monthly P&L source notes	0	0	0	0	Monthly P&L!U:U	Pass	Every populated month needs a source or tie-out note.

CHECK INTERPRETATION

CONTROLLED LISTS

Reference values for consistent entry; change through version control

CHANNEL	
Value	Use
Dine-In	On-premise
Takeout	Guest pickup
Direct Delivery	Restaurant-controlled order/delivery
Third-Party Delivery	Marketplace order/delivery
Catering	Catering order
Private Event	Private dining/event
Drive-Thru	Drive-thru
Other	Approved other channel

STATUS	
Value	Use
Open	Action required
In Progress	Work underway
Pending Verification	Proof due
Closed	Verified complete
Cancelled	Approved cancellation
Preliminary	Not accounting final
Adjusted	Revised management result
Final / Closed	Closed accounting result

EXCEPTION	
Value	Use
Discount	Approved price reduction
Comp	Restaurant-funded recovery
Void	Removed transaction/item
Refund	Returned payment
Price Override	Manual price change
Missed Charge	Revenue not charged
Cash Variance	Cash exception
Deposit Variance	Deposit exception
Platform Deduction	Marketplace/ payment deduction

DAYPART	
Value	Use
Breakfast	Approved breakfast period
Lunch	Approved lunch period
Afternoon	Approved afternoon period
Dinner	Approved dinner period
Late Night	Approved late-night period
All Day	Full business day
Other	Approved other period

METRIC DEFINITIONS, FORMULAS & SOURCES

Definitions must match approved policy before use; current official sources accessed August 10, 2026

Metric	Management definition / formula	Primary workbook source	Decision caution
Net sales	Approved gross revenue less contra-revenue; exclude tax and tips unless policy differs.	Monthly P&L / Sales Daily	State gross/net treatment.
Gross profit	Net sales less approved cost of sales.	Monthly P&L	Not automatically contribution margin.
Contribution margin \$	Net sales less the variable costs included in the approved definition.	Monthly P&L / Channels /	List included costs.
Contribution margin ratio	Contribution margin dollars / net sales.	Monthly P&L / Channels	Guard zero sales.
Operating profit	Net sales less the operating expenses included in the approved statement.	Monthly P&L	State treatment of depreciation, interest, tax, allocations, unusual items.
Break-even sales	Fixed costs / contribution margin ratio.	Monthly P&L	Estimate; invalid when ratio is nonpositive.
Margin of safety	Actual or forecast sales less break-even sales; percent divides by actual or forecast sales.	Monthly P&L	Sensitive to mix and cost behavior.
Average check	Net sales / checks.	Sales Daily / Dayparts	Do not use guests as denominator and call it average check.
Forecast accuracy	MAX(0, 1 - ABS(actual - forecast) / actual).	Forecast	Review distribution and cause; averaging can hide offsetting errors.
Leakage rate	Recorded exception amount / net sales for the same period.	Leakage / Sales Daily	Recorded amount may understate total exposure.
Menu classification	High/low popularity and high/low contribution based on restaurant-set thresholds.	Menu Mix / Assumptions	Relative decision prompt, not an automatic removal rule.
Incremental contribution	Estimated incremental sales less discount, variable cost, and other campaign cost.	Promotions	Disclose baseline and incrementality assumption.
Event contribution	Event revenue less approved direct event costs.	Events	State whether fixed overhead is excluded.

OFFICIAL EXTERNAL SOURCES

Industry profitability and cost pressure	National Restaurant Association - State of the Restaurant Industry 2026	2026	https://restaurant.org/research-and-media/research/research-reports/state-of-the-industry/	Industry context; not a restaurant-specific target.
Cost and technology context	National Restaurant Association - Persistent Cost Increases and Enduring Demand	2026	https://restaurant.org/research-and-media/media/press-releases/persistent-cost-increases-and-enduring-demand-will-shape-the-restaurant-industry-in-2026/	Supports need for operating efficiency and data analytics.
Profitability pressure	National Restaurant Association - Elevated Costs Continue to Pressure Restaurant Profitability	2026	https://restaurant.org/research-and-media/research/restaurant-economic-insights/analysis-commentary/elevated-costs-continue-to-pressure-restaurant-profitability/	Industry illustration; not an individual forecast.
Delivery economics	National Restaurant Association - Restaurant Delivery Survey / FTC Comments	2026	https://restaurant.org/getmedia/f925bcf1-9195-401d-9a1f-341e0e1e5b31/National-Restaurant-Association-Comments-FTC-Online-Food-Delivery-05182026.pdf	Supports channel-specific settlement analysis.
Break-even formula	U.S. Small Business Administration - Break-Even Point	2024	https://www.sba.gov/business-guide/plan-your-business/calculate-your-startup-costs/break-even-point	Break-even is an estimate, not final accounting.
Restaurant price context	U.S. Bureau of Labor Statistics - Consumer Price Index	2026	https://www.bls.gov/cpi/	External price context only; not a pricing instruction.