

THE GRAVITY RESTAURANT LEADERSHIP SYSTEM



The Gravity Restaurant Performance and Profitability System

Thirty editable, print-ready tools for restaurant profit decisions and financial-control evidence.

FORMS AND TEMPLATES LIBRARY

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How to Use This Forms Library

Customize chart-of-accounts mappings, roles, targets, materiality thresholds, authority, period rules, and source reports before approval. Keep one controlled editable master, distribute approved working versions, and connect active records to the digital workbook.

1. Select the required tool by GRV-P ID.
2. State the location, period, source, and management definition.
3. Enter known facts; label estimates, exclusions, and adjustments.
4. Review the calculation or evidence with the assigned owner.
5. Record the decision, due date, expected effect, and proof.
6. Retest, close or reopen the action, and update the controlled standard.

FINANCIAL CONTROL These forms support management decisions. They do not replace the general ledger, tax records, payroll records, POS audit trail, inventory records, contracts, or professional review.

Tool Index

Tool	Category / owner / frequency
GRV-P01 Profitability Data Source Map	Financial Foundation - GM/Finance Owner - Quarterly and at change
GRV-P02 Account & Category Mapping Worksheet	Financial Foundation - Finance Owner - At setup and change
GRV-P03 Weekly Profitability Snapshot	Financial Foundation - GM - Weekly
GRV-P04 Monthly Operating Statement Review	Financial Foundation - Owner/GM - Monthly
GRV-P05 Break-Even Sales Calculator	Financial Foundation - Owner/Finance Owner - Monthly and before major change
GRV-P06 Recipe Cost Input Verification	Menu Performance - Chef/Cost Owner - Monthly and at recipe change
GRV-P07 Menu Item Contribution Worksheet	Menu Performance - Chef/GM - Monthly and at price change
GRV-P08 Menu Sales Mix Tracker	Menu Performance - GM - Monthly
GRV-P09 Menu Engineering Classification Matrix	Menu Performance - GM/Chef - Monthly or quarterly
GRV-P10 Menu Price Change Decision Worksheet	Menu Performance - Owner/GM - Per proposed change
GRV-P11 Menu Item Action & Retest Log	Menu Performance - GM/Chef - Monthly
GRV-P12 Daily Sales & Guest Count Tracker	Revenue & Demand - Manager - Daily
GRV-P13 Daypart Performance Scorecard	Revenue & Demand - GM - Weekly
GRV-P14 Sales Forecast Accuracy Tracker	Revenue & Demand - GM - Weekly
GRV-P15 Average Check & Mix Analysis	Revenue & Demand - GM - Weekly or monthly

Tool	Category / owner / frequency
GRV-P16 Capacity & Seat Utilization Review	Revenue & Demand - GM - Weekly
GRV-P17 Channel Profitability Worksheet	Channel & Offer Profitability - GM/Finance Owner - Monthly
GRV-P18 Third-Party Delivery Economics Review	Channel & Offer Profitability - Owner/GM - Monthly and at contract change
GRV-P19 Promotion & Discount Profitability Planner	Channel & Offer Profitability - GM/Marketing Owner - Per offer
GRV-P20 Offer Redemption & Incremental Margin Tracker	Channel & Offer Profitability - Marketing Owner - Per offer
GRV-P21 Catering & Event Profitability Review	Channel & Offer Profitability - Event Owner/GM - Per event
GRV-P22 Discounts, Comps, Voids & Refunds Log	Leakage & Controls - Manager on Duty - Daily
GRV-P23 Revenue Leakage Pattern Review	Leakage & Controls - GM - Weekly
GRV-P24 Price Override & Exception Authorization	Leakage & Controls - Owner/GM - Quarterly and at change
GRV-P25 Cash & Deposit Variance Escalation Log	Leakage & Controls - GM/Finance Owner - At exception
GRV-P26 Weekly Profitability Review	Management Planning - GM - Weekly
GRV-P27 Monthly Performance Scorecard	Management Planning - Owner/GM - Monthly
GRV-P28 Profit Improvement Action Plan	Management Planning - GM - Per initiative
GRV-P29 90-Day Profit Improvement Plan	Management Planning - Owner/GM - Quarterly
GRV-P30 Profitability Corrective Action Log	Management Planning - GM - Weekly

Profitability Data Source Map

Tool ID	GRV-P01	Owner	GM/Finance Owner
Category	Financial Foundation	Frequency	Quarterly and at change

Purpose: Names each source system, report, owner, timing, and tie-out required for a reliable profit review.

SOURCE SYSTEM

System/report	_____	Business purpose	_____
System owner	_____	Access owner	_____
Refresh timing	_____	As-of rule	_____

FIELD MAPPING

Required fields	_____	Location/tab	_____
Export method	_____	Gravity destination	_____
Manual adjustment	_____	Retention/location	_____

CONTROL

Tie-out total	_____	Tie-out source	_____
Reviewer	_____	Last tested	_____
Known limitation	_____	Next test	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P01. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Account & Category Mapping Worksheet

Tool ID	GRV-P02	Owner	Finance Owner
Category	Financial Foundation	Frequency	At setup and change

Purpose: Maps POS, payroll, inventory, delivery, and accounting fields to one controlled management definition.

SOURCE FIELD

System	_____	Report	_____
Source field/account	_____	Source sign	_____
Period basis	_____	Gross/net basis	_____

GRAVITY MAPPING

Gravity category	_____	Variable/fixed	_____
Controllable/noncontrollable	_____	Channel	_____
Department	_____	Include/exclude	_____

APPROVAL

Mapping owner	_____	Effective date	_____
Prior mapping	_____	Tie-out result	_____
Approved by	_____	Version	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P02. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Weekly Profitability Snapshot

Tool ID	GRV-P03	Owner	GM
Category	Financial Foundation	Frequency	Weekly

Purpose: Provides a fast, preliminary weekly view of sales, variable costs, contribution, labor, leakage, and actions.

WEEK

Week ending	_____	Location	_____
Prepared by	_____	Data through	_____
Preliminary/final	_____	Known missing data	_____

SNAPSHOT

Net sales	_____	Guests	_____
Average check	_____	Food/beverage variable cost	_____
Labor dollars	_____	Delivery/transaction fees	_____
Discounts/comps/refunds	_____	Estimated contribution	_____

DECISION

Largest favorable movement	_____	Largest unfavorable movement	_____
Primary cause	_____	Immediate action	_____
Owner	_____	Due date	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P03. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Monthly Operating Statement Review

Tool ID	GRV-P04	Owner	Owner/GM
Category	Financial Foundation	Frequency	Monthly

Purpose: Converts the closed operating statement into variances, drivers, questions, and owned decisions.

STATEMENT

Month	_____	Location	_____
Accounting close date	_____	Prepared by	_____
Reviewed by	_____	Version	_____

PERFORMANCE

Net sales	_____	Cost of sales	_____
Gross profit	_____	Labor	_____
Controllable operating expense	_____	Occupancy/fixed cost	_____
Operating profit	_____	Operating margin	_____

VARIANCE

Versus budget	_____	Versus prior period	_____
Versus prior year	_____	Primary price/volume/mix driver	_____
One-time item	_____	Reclassification needed	_____

ACTION

Decision	_____	Owner	_____
Due date	_____	Expected effect	_____
Evidence	_____	Next review	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P04. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Break-Even Sales Calculator

Tool ID	GRV-P05	Owner	Owner/Finance Owner
Category	Financial Foundation	Frequency	Monthly and before major change

Purpose: Estimates the sales level required to cover fixed costs at the restaurant's current contribution-margin ratio.

INPUTS

Period	_____	Net sales	_____
	_____		_____
Variable costs	_____	Contribution margin dollars	_____
	_____		_____
Contribution margin ratio	_____	Fixed costs	_____
	_____		_____

CALCULATION

Break-even sales	_____	Actual/forecast sales	_____
	_____		_____
Margin of safety dollars	_____	Margin of safety percent	_____
	_____		_____
Target profit	_____	Sales for target profit	_____
	_____		_____

DECISION

Input source	_____	Known limitation	_____
	_____		_____
Sensitivity tested	_____	Decision affected	_____
	_____		_____
Owner	_____	Review date	_____
	_____		_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
	_____		_____
Decision/action	_____	Next review	_____
	_____		_____

Control note: Use the approved version of GRV-P05. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Recipe Cost Input Verification

Tool ID	GRV-P06	Owner	Chef/Cost Owner
Category	Menu Performance	Frequency	Monthly and at recipe change

Purpose: Verifies that current recipe cost and yield inputs from GRV-F or the inventory system are ready for menu analysis.

ITEM

Menu item ID	_____	Menu item	_____
Category	_____	Recipe version	_____
Selling unit	_____	Effective date	_____

COST INPUT

Recipe cost source	_____	Ingredient cost date	_____
Batch yield	_____	Portion yield	_____
Packaging cost	_____	Other per-item variable cost	_____

VERIFICATION

GRV-F/inventory record	_____	Yield observed	_____
Portion audit current	_____	Cost tie-out	_____
Verified by	_____	Next verification	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P06. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Menu Item Contribution Worksheet

Tool ID GRV-P07

Owner Chef/GM

Category Menu Performance

Frequency Monthly and at price change

Purpose: Calculates item selling price, variable item cost, contribution margin dollars, and contribution margin ratio.

ITEM

Menu item ID

Item/category

Channel

Selling price

Taxes/fees excluded

Units sold

VARIABLE COST

Recipe/food cost

Packaging

Channel fee

Per-item promo

Other variable cost

Total variable cost

OUTPUT

Contribution per item

Contribution margin ratio

Period contribution

Restaurant target

Gap

Decision

MANAGEMENT REVIEW

Reviewed by

Review date

Decision/action

Next review

Control note: Use the approved version of GRV-P07. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Menu Sales Mix Tracker

Tool ID	GRV-P08	Owner	GM
Category	Menu Performance	Frequency	Monthly

Purpose: Measures item units and sales mix using one defined period and category basis.

PERIOD

Start/end	_____	Category	_____
Channel	_____	POS report	_____
Total units	_____	Total net sales	_____

ITEM MIX

Item ID/name	_____	Units sold	_____
Unit mix percent	_____	Net sales	_____
Sales mix percent	_____	Rank	_____

CONTEXT

Unavailable days	_____	Feature/promotion	_____
Price change	_____	Menu placement change	_____
Data exception	_____	Next review	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P08. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Menu Engineering Classification Matrix

Tool ID	GRV-P09	Owner	GM/Chef
Category	Menu Performance	Frequency	Monthly or quarterly

Purpose: Classifies items by relative popularity and contribution using documented restaurant-specific thresholds.

METHOD

Period		Category set	
Popularity measure		Popularity threshold	
Contribution measure		Contribution threshold	

CLASSIFICATION

Item		Units/mix	
Contribution/item		High/low popularity	
High/low contribution		Classification	

DECISION

Protect/feature		Reprice	
Redesign		Relocate	
Remove/test		Retest date	

MANAGEMENT REVIEW

Reviewed by		Review date	
Decision/action		Next review	

Control note: Use the approved version of GRV-P09. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Menu Price Change Decision Worksheet

Tool ID	GRV-P10	Owner	Owner/GM
Category	Menu Performance	Frequency	Per proposed change

Purpose: Tests price changes against guest value, expected volume response, contribution, channel, and execution risk.

PROPOSAL

Item/channel	_____	Current price	_____
Proposed price	_____	Change percent	_____
Effective date	_____	Decision owner	_____

EVIDENCE

Current units	_____	Current variable cost	_____
Current contribution	_____	Expected volume change	_____
Expected new contribution	_____	Guest/value evidence	_____

RISKS

Competitor context	_____	Menu/technology changes	_____
Tax/fee disclosure	_____	Employee training	_____
Channel parity/contract	_____	Stop/reverse rule	_____

APPROVAL

Approved/rejected/test	_____	Approved by	_____
Test period	_____	Metric	_____
Retest date	_____	Result	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P10. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Menu Item Action & Retest Log

Tool ID	GRV-P11	Owner	GM/Chef
Category	Menu Performance	Frequency	Monthly

Purpose: Assigns keep, feature, reprice, redesign, relocate, retrain, or remove decisions and verifies the next result.

ITEM DECISION

Item	_____	Classification	_____
Problem/opportunity	_____	Decision	_____
Owner	_____	Approval	_____

EXECUTION

Price	_____	Recipe/portion	_____
Description/photo	_____	Placement	_____
Training	_____	Launch date	_____

RETEST

Baseline period	_____	Retest period	_____
Units change	_____	Contribution change	_____
Guest/operations effect	_____	Keep/change/stop	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P11. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Daily Sales & Guest Count Tracker

Tool ID GRV-P12

Category Revenue & Demand

Owner Manager

Frequency Daily

Purpose: Tracks net sales, checks, guests, average check, context, and source completeness by day.

DAY

Business date
Day
Location
Manager
POS closed
Notes/event/weather

DEMAND

Net sales
Checks
Guests/covers
Average check
Sales per guest
Sales per labor hour

EXCEPTIONS

Discounts/comps
Voids/refunds
Unavailable items
Closed hours
Source/tie-out
Follow-up

MANAGEMENT REVIEW

Reviewed by
Review date
Decision/action
Next review

Control note: Use the approved version of GRV-P12. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Daypart Performance Scorecard

Tool ID	GRV-P13	Owner	GM
Category	Revenue & Demand	Frequency	Weekly

Purpose: Compares sales, guests, checks, labor hours, average check, and contribution by daypart.

DAYPART

Period	_____	Daypart	_____
Service hours	_____	Available seats/capacity	_____
Manager	_____	Comparison period	_____

PERFORMANCE

Net sales	_____	Guests	_____
Checks	_____	Average check	_____
Labor hours	_____	Sales per labor hour	_____
Estimated contribution	_____	Discount/leakage	_____

DECISION

Demand issue	_____	Capacity issue	_____
Mix issue	_____	Staffing handoff to GRV-C	_____
Action owner	_____	Retest date	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P13. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Sales Forecast Accuracy Tracker

Tool ID	GRV-P14	Owner	GM
Category	Revenue & Demand	Frequency	Weekly

Purpose: Compares forecast with actual sales and records the reason for material forecast error.

FORECAST

Period/date		Forecast owner	
Forecast sales		Actual sales	
Variance dollars		Variance percent	

DRIVER

Guest count		Average check	
Daypart		Channel	
Event/weather		Availability/ promotion	

LEARNING

Error cause		Controllable/ uncontrollable	
Forecast method change		Owner	
Effective date		Next review	

MANAGEMENT REVIEW

Reviewed by		Review date	
Decision/action		Next review	

Control note: Use the approved version of GRV-P14. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Average Check & Mix Analysis

Tool ID	GRV-P15	Owner	GM
Category	Revenue & Demand	Frequency	Weekly or monthly

Purpose: Separates average-check movement from guest-count, category-mix, discount, and channel effects.

PERIOD

Start/end	_____	Guests	_____
Checks	_____	Net sales	_____
Average check	_____	Comparison period	_____

MIX DRIVERS

Food mix	_____	Beverage mix	_____
Add-on mix	_____	Discount effect	_____
Channel effect	_____	Price effect	_____

DECISION

Traffic vs check conclusion	_____	Primary driver	_____
Service behavior	_____	Menu action	_____
Owner	_____	Review date	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P15. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Capacity & Seat Utilization Review

Tool ID	GRV-P16	Owner	GM
Category	Revenue & Demand	Frequency	Weekly

Purpose: Identifies constrained and underused periods using covers, available seats, turns, wait, and lost-demand evidence.

PERIOD

Date/daypart		Service hours	
Available seats/capacity		Covers/orders	
Table turns		Average duration	

DEMAND EVIDENCE

Peak wait		Walkaways/lost orders	
Reservations denied		Quoted vs actual wait	
Unused capacity		Channel congestion	

DECISION

Constraint		Root cause	
Operational action		Capital decision needed	
Owner		Retest date	

MANAGEMENT REVIEW

Reviewed by		Review date	
Decision/action		Next review	

Control note: Use the approved version of GRV-P16. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Channel Profitability Worksheet

Tool ID	GRV-P17	Owner	GM/Finance Owner
Category	Channel & Offer Profitability	Frequency	Monthly

Purpose: Compares dine-in, takeout, direct delivery, third-party delivery, catering, and other channels on a common basis.

CHANNEL

Period	_____	Channel	_____
Net sales	_____	Orders	_____
Average order	_____	Mix percent	_____

VARIABLE ECONOMICS

Food/beverage cost	_____	Packaging	_____
Commission/ transaction fees	_____	Channel discounts	_____
Refunds/chargebacks	_____	Variable labor/other	_____

OUTPUT

Channel contribution	_____	Contribution ratio	_____
Restaurant target	_____	Guest/brand value	_____
Capacity effect	_____	Continue/change/stop	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P17. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Third-Party Delivery Economics Review

Tool ID	GRV-P18	Owner	Owner/GM
Category	Channel & Offer Profitability	Frequency	Monthly and at contract change

Purpose: Tests platform sales after commission, fees, packaging, discounts, refunds, variable labor, and food cost.

PLATFORM

Period		Platform	
Contract/fee tier		Orders	
Gross platform sales		Restaurant net sales	

DEDUCTIONS

Commission		Marketing/placement	
Delivery/service fees borne		Discount funded	
Refunds/adjustments		Packaging	
Food cost		Variable labor	

DECISION

Contribution dollars		Contribution ratio	
Menu price difference		Contract action	
Menu action		Review date	

MANAGEMENT REVIEW

Reviewed by		Review date	
Decision/action		Next review	

Control note: Use the approved version of GRV-P18. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Promotion & Discount Profitability Planner

Tool ID	GRV-P19	Owner	GM/Marketing Owner
Category	Channel & Offer Profitability	Frequency	Per offer

Purpose: Approves an offer only after its purpose, audience, incremental economics, cap, and stop rule are explicit.

OFFER

Offer/campaign ID	_____	Objective	_____
Audience	_____	Channel	_____
Start/end	_____	Owner	_____

ECONOMICS

Regular selling price	_____	Offer price/discount	_____
Variable cost	_____	Contribution per redemption	_____
Expected redemptions	_____	Expected incremental sales	_____
Expected incremental contribution	_____	Budget/cap	_____

CONTROL

Cannibalization risk	_____	Capacity risk	_____
Approval	_____	Tracking method	_____
Stop/change rule	_____	Review date	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P19. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Offer Redemption & Incremental Margin Tracker

Tool ID	GRV-P20	Owner	Marketing Owner
Category	Channel & Offer Profitability	Frequency	Per offer

Purpose: Measures redemptions, sales, discount, variable cost, incremental contribution, and follow-on behavior.

RESULTS

Offer ID		Period	
Issued/reached		Redemptions	
Redemption rate		Net sales	

ECONOMICS

Discount dollars		Variable cost	
Other campaign cost		Incremental sales estimate	
Incremental contribution		Follow-on visit/value	

DECISION

Compared with baseline		Assumption/limitation	
Guest feedback		Operational effect	
Continue/change/stop		Owner	

MANAGEMENT REVIEW

Reviewed by		Review date	
Decision/action		Next review	

Control note: Use the approved version of GRV-P20. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Catering & Event Profitability Review

Tool ID	GRV-P21	Owner	Event Owner/GM
Category	Channel & Offer Profitability	Frequency	Per event

Purpose: Measures booked-event economics after food, labor, rental, delivery, commission, recovery, and other direct costs.

EVENT

Event/lead ID	_____	Event date	_____
Event type	_____	Guests	_____
Revenue	_____	Deposit/payment status	_____

DIRECT COST

Food/beverage	_____	Event labor	_____
Rental/equipment	_____	Delivery/transport	_____
Commission/fees	_____	Discount/recovery	_____
Other direct cost	_____	Total direct cost	_____

RESULT

Event contribution	_____	Contribution ratio	_____
Variance to quote	_____	Scope change	_____
Guest result	_____	Pricing/process action	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P21. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Discounts, Comps, Voids & Refunds Log

Tool ID GRV-P22

Owner Manager on Duty

Category Leakage & Controls

Frequency Daily

Purpose: Creates one exception record with reason, authority, amount, shift, employee, and follow-up.

EXCEPTION

Record ID	_____	Business date/time	_____
Type	_____	Amount	_____
Check/order ID	_____	Employee/manager	_____

REASON

Reason code	_____	Guest/operational facts	_____
Approved by	_____	Authority level	_____
Supporting record	_____	Repeated pattern	_____

FOLLOW-UP

Correction	_____	Coaching/system action	_____
Owner	_____	Due date	_____
Verified by	_____	Closed date	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P22. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Revenue Leakage Pattern Review

Tool ID	GRV-P23	Owner	GM
Category	Leakage & Controls	Frequency	Weekly

Purpose: Finds repeated exceptions, unrecorded sales, price errors, missed charges, and process breakdowns requiring correction.

REVIEW

Week/period	_____	Location	_____
Records reviewed	_____	Total exception dollars	_____
Exception rate	_____	Reviewer	_____

PATTERN

Type/reason	_____	Shift/daypart	_____
Employee/role	_____	Item/channel	_____
Frequency	_____	Estimated exposure	_____

CORRECTION

Root cause	_____	Immediate control	_____
SOP/training action	_____	Owner	_____
Due date	_____	Verification	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P23. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Price Override & Exception Authorization

Tool ID	GRV-P24	Owner	Owner/GM
Category	Leakage & Controls	Frequency	Quarterly and at change

Purpose: Defines who may change a price, why, within what limit, and what evidence and review are required.

AUTHORITY

Role		Allowed exception	
Maximum amount/percent		Required reason	
Approval above limit		Documentation	

TECHNOLOGY

POS permission		Unique login required	
Report reviewed		Alert threshold	
Access owner		Last tested	

APPROVAL

Owner/GM		Effective date	
Review date		Version	
Training completed		Supersedes	

MANAGEMENT REVIEW

Reviewed by		Review date	
Decision/action		Next review	

Control note: Use the approved version of GRV-P24. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

LEAKAGE & CONTROLS | OPERATING TOOL

Cash & Deposit Variance Escalation Log

Tool ID	GRV-P25	Owner	GM/Finance Owner
Category	Leakage & Controls	Frequency	At exception

Purpose: Documents material cash or deposit variance, recount, source review, escalation, and closure without duplicating accounting records.

VARIANCE

Business date	_____	Shift	_____
Register/deposit ID	_____	Expected amount	_____
Actual amount	_____	Variance	_____

REVIEW

Recount completed	_____	POS close reviewed	_____
Paid-out/tip/change checked	_____	Deposit documentation	_____
System issue	_____	Employee facts	_____

ESCALATION

Threshold/level	_____	Escalated to	_____
Date/time	_____	Accounting reference	_____
Corrective action	_____	Closure/verification	_____

PRIVACY

No accusation without evidence	_____	Restrict access	_____
Preserve records	_____	Follow employment/security policy	_____
Reviewer	_____	Closed date	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P25. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Weekly Profitability Review

Tool ID	GRV-P26	Owner	GM
Category	Management Planning	Frequency	Weekly

Purpose: Runs the management meeting from current evidence, exceptions, decisions, owners, due dates, and verification.

MEETING

Week ending	_____	Location	_____
Chair	_____	Attendees	_____
Data through	_____	Prior actions reviewed	_____

EVIDENCE

Sales/traffic	_____	Contribution/break-even	_____
Menu decisions	_____	Forecast/daypart	_____
Channel/offers	_____	Leakage/exceptions	_____

DECISIONS

Decision 1/owner/due	_____	Decision 2/owner/due	_____
Decision 3/owner/due	_____	Escalation	_____
Verification date	_____	Next meeting	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P26. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Monthly Performance Scorecard

Tool ID	GRV-P27	Owner	Owner/GM
Category	Management Planning	Frequency	Monthly

Purpose: Combines financial, menu, demand, channel, leakage, and action metrics for owner review.

MONTH

Month/location		Prepared by	
Accounting close date		Review date	
Scenario/plan		Version	

SCORECARD

Net sales		Guest count	
Average check		Gross profit	
Contribution		Operating profit/margin	
Break-even/margin of safety		Forecast accuracy	

DRIVERS

Menu opportunity		Daypart opportunity	
Channel opportunity		Promotion result	
Leakage rate		Event result	

DECISIONS

Strongest result		Primary risk	
Next priority		Owner	
Due date		Expected effect	

MANAGEMENT REVIEW

Reviewed by		Review date	
Decision/action		Next review	

Control note: Use the approved version of GRV-P27. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Profit Improvement Action Plan

Tool ID	GRV-P28	Owner	GM
Category	Management Planning	Frequency	Per initiative

Purpose: Turns one verified opportunity into a baseline, expected result, owner, resources, due date, and proof.

OPPORTUNITY

Action ID	_____	Source	_____
Problem/opportunity	_____	Baseline	_____
Target	_____	Financial definition	_____

PLAN

Action	_____	Owner	_____
Start/due	_____	Resources	_____
Approval	_____	Dependencies	_____

PROOF

Expected sales/cost effect	_____	Measurement period	_____
Source report	_____	Actual result	_____
Operational/guest effect	_____	Continue/change/stop	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P28. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

90-Day Profit Improvement Plan

Tool ID	GRV-P29	Owner	Owner/GM
Category	Management Planning	Frequency	Quarterly

Purpose: Coordinates a small portfolio of profit priorities across three controlled phases.

QUARTER

Start/end	_____	Owner	_____
Baseline month	_____	Target month	_____
Review dates	_____	Approved by	_____

PRIORITIES

Priority 1/result/owner	_____	Priority 2/result/owner	_____
Priority 3/result/owner	_____	Not doing	_____
Dependencies	_____	Risk	_____

PHASES

Days 1-30 stabilize	_____	Days 31-60 improve	_____
Days 61-90 verify	_____	Weekly evidence	_____
Monthly decision	_____	Quarter close	_____

RESULT

Financial outcome	_____	Operating outcome	_____
Guest/team effect	_____	Unintended effect	_____
Standard changed	_____	Next quarter	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P29. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.

Profitability Corrective Action Log

Tool ID	GRV-P30	Owner	GM
Category	Management Planning	Frequency	Weekly

Purpose: Closes financial-control failures with root cause, required correction, evidence, verification, and document change.

FAILURE

Action ID	_____	Source record	_____
Problem	_____	Date found	_____
Risk/exposure	_____	Immediate containment	_____

ROOT CAUSE

People	_____	Process	_____
Technology	_____	Definition/mapping	_____
Authority/control	_____	Evidence	_____

CORRECTION

Required action	_____	Owner	_____
Due date	_____	Resource/approval	_____
Evidence required	_____	Training/document change	_____

CLOSURE

Verified by	_____	Verification date	_____
Result	_____	Closed/reopened	_____
Next review	_____	Version changed	_____

MANAGEMENT REVIEW

Reviewed by	_____	Review date	_____
Decision/action	_____	Next review	_____

Control note: Use the approved version of GRV-P30. State the period, source, definition, owner, and whether the result is preliminary or final. Do not alter official accounting records on this form.