

GRAVITY SALES INTELLIGENCE & FORECASTING

Demand, labor, accuracy, and institutional memory in one operating view.

Current YTD Sales	Annual Goal		Remaining to Goal
	\$0	\$1,500,000	\$1,500,000

Next Forecast Date	Most Likely Sales	Forecast Guests

OPERATING LOOP

Record → Explain → Cor

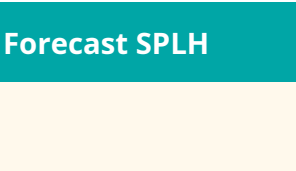
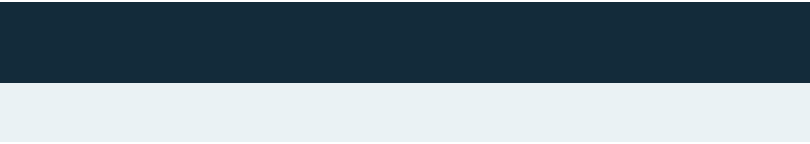
Management Check	Status	Required Action
Daily facts entered		Complete the Daily Journal be
Comparables approved		Document selection, exclusior
Forecast confidence assigned		Choose high, medium, or low
Labor guardrails checked		Confirm minimum roles, fixed
Variance reviewed		Name the driver and preserve

Forecast MAPE	Forecast Bias	Within Tolerance
0.0%	0.0%	0.0%

Recommended Labor Hours

Labor Target	Scheduled Gap
\$75.00	

Compare → Forecast → Staff → Review → Preserve



GRAVITY SALES INTELLIGENCE

Yellow cells are controlled inputs. Review targets quarterly.

Control	Value
Location	Your Location
Fiscal year	2026
Annual sales goal	\$1,500,000
Target SPLH	75.00
Target GPLH	2.50
Default fixed hours/day	12
Default event hours	0
Default minimum coverage	84
Forecast tolerance	10.0%
Weekday weight	25
Season weight	20
School/calendar weight	15
Weather weight	15
Event/promotion weight	15

PRICE & FORECASTING — SETUP

erly and after material operating changes.

Definition / instruction
Restaurant or operating unit
Year used in YTD reporting
Approved full-year net sales goal
Net sales per productive labor hour
Guests per productive labor hour
Opening, closing, receiving, cleaning, meetings
Add only when event/catering workload is known
Calculated from the minimum coverage matrix
Within-range accuracy threshold
Comparable-day score points
Comparable-day score points
Comparable-day score points
Comparable-day score points
Comparable-day score points

Daypart
Open/Prep
Lunch
Afternoon
Dinner
Close

Confidence
High
Medium
Low

Minimum people	Hours/span	Minimum person-hours
3	2	6
6	4	24
3	2	6
8	5	40
4	2	8

Low factor	High factor	Use
95%	105%	Strong comparables and known drivers
90%	110%	Some uncertainty or mixed signals
80%	120%	Weak history or unusual conditions

DAILY SALES INTELLIGENCE JOURNAL

Enter same-day facts before context is forgotten. One row per trading day.

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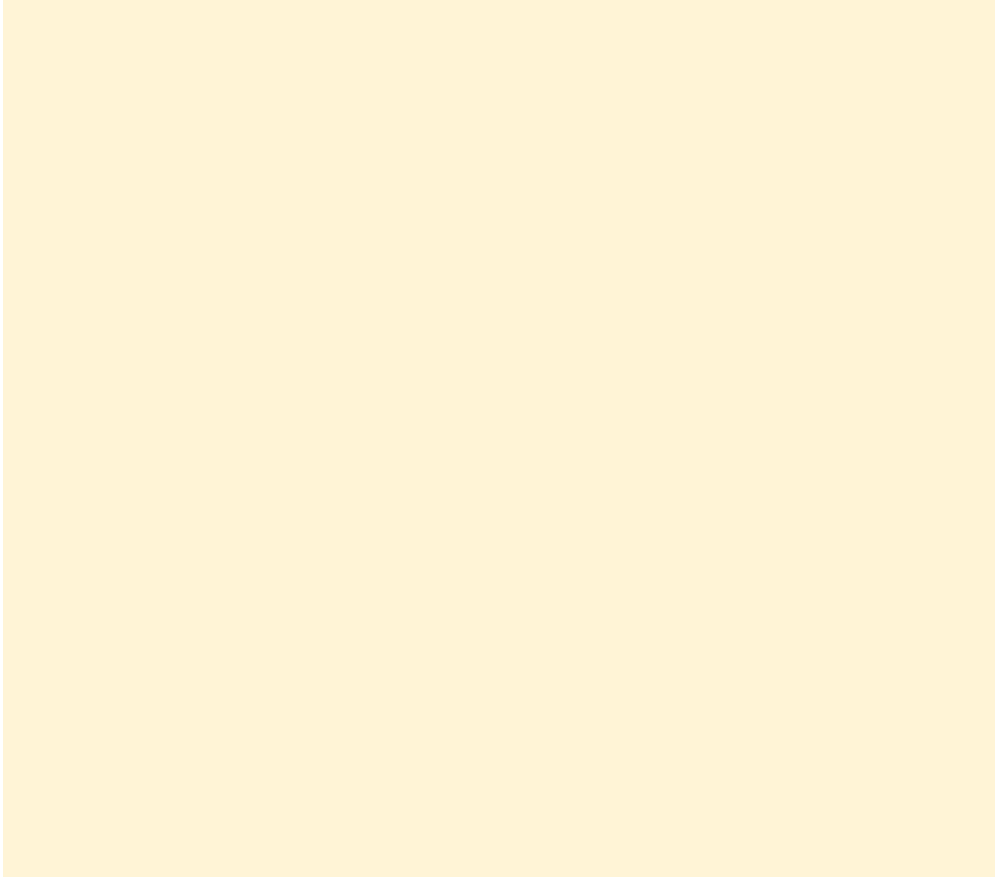
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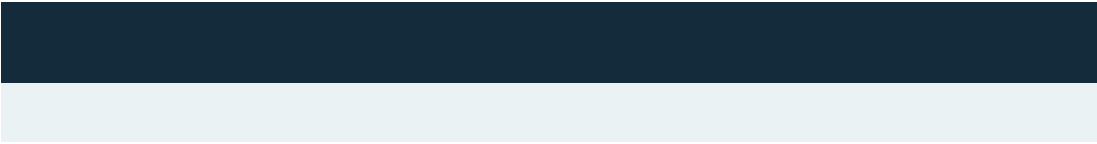
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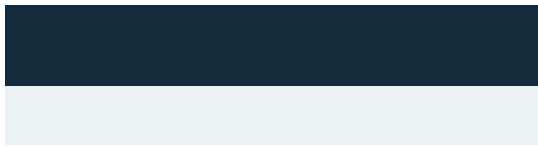
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Promotion / Price	Channel / Catering	Operating Conditions

Traffic / Construction Forecast	Sales Variance	Forecast Error %	Primary Driver



Lesson for Next Year

A large, empty yellow rectangular area for writing notes or reflections.

DAILY RECORD REVISION LOG

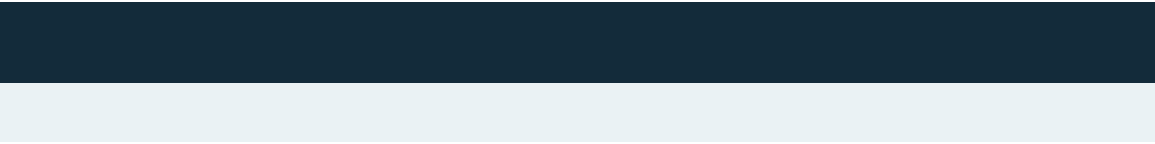
Use when a governing factor is learned after the day was closed. Correct the journal

Original Trading Date	Discovery Date	Factor Learned
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al and preserve what changed, why, and who approved it.

Affected Journal Field(s) Prior Value / Understanding



Revised Value / Understanding	Evidence Source	Edited By
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Edit Date	Approved By	Approval Date	Forecast / Labor Impact
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**Next-Year Lesson
Updated?**

SEARCHABLE EVENT HISTORY

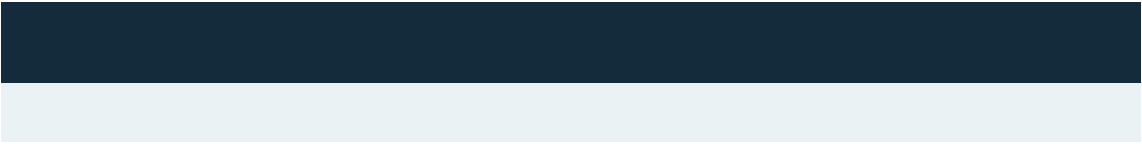
One row per occurrence. Filter by event, year, weekday/weekend, weather, rain, temperature, and ok

Event Name	Event Type	Occurrence Date	Year	Weekday

observed sales effect.

Day Class	Start Time	End Time	Location	Expected Attendance

Observed Attendance	Weather Summary	Low Temp	High Temp	Rain?



Rain Timing / Amount	Traffic / Access Effect	Net Sales	Guests

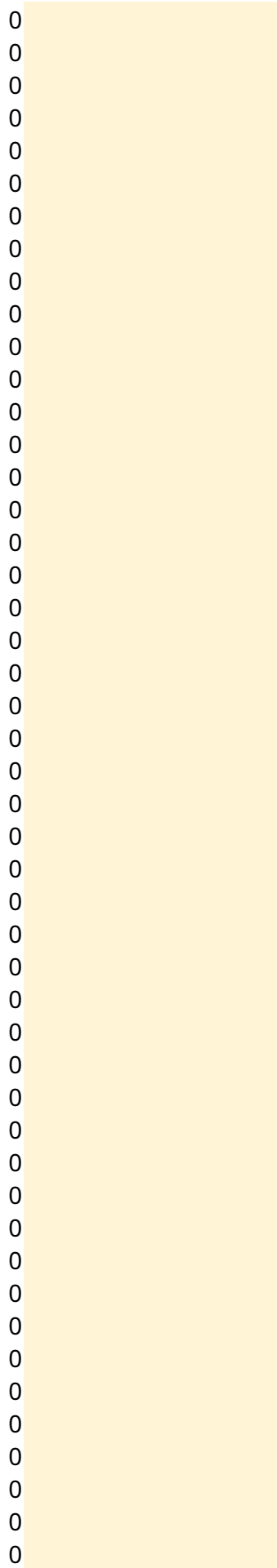


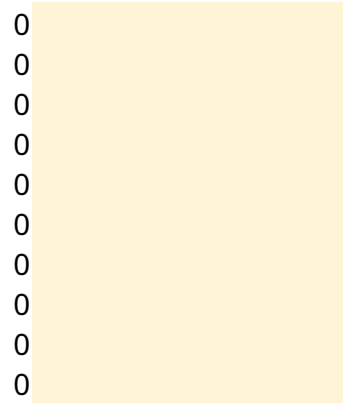
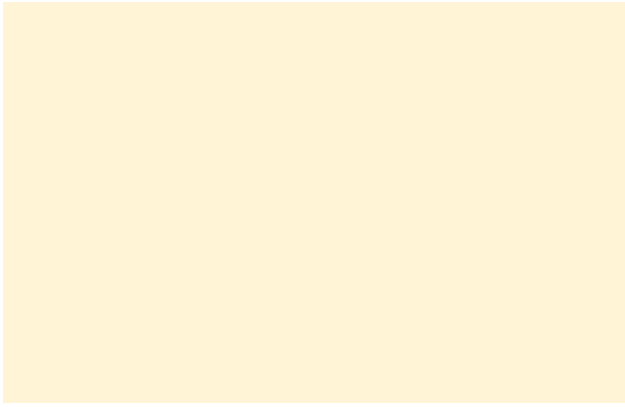
COMPARABLE-DAY SELECTION

Score candidates for similarity. Manager confirms use, exclusions, and weights.

Forecast Date	Candidate Date	Candidate Sales	Weekday Match	Season Match	School/Calendar

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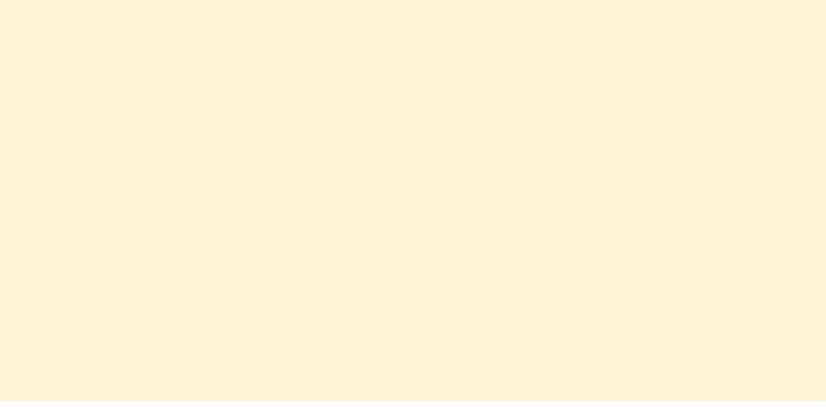




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DAILY FORECAST BUILDER

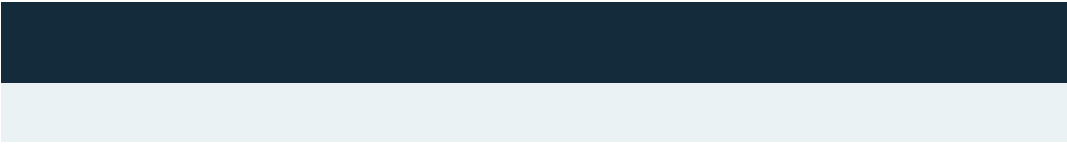
Build the baseline, show every adjustment separately, and publish a confidence range.

Date	Weekday	Comparable Baseline	Recent Trend %	Price/Mix %	Weather %

Event/Calendar %	Promotion %	Capacity %	Incremental Known Sales	Most Likely	Confidence

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Recommended Labor Hours	Primary Assumption	Approved By

DAYPART & CHANNEL FORECAST

Place demand where it will occur. Daily totals alone are not enough to build a workable schedule.

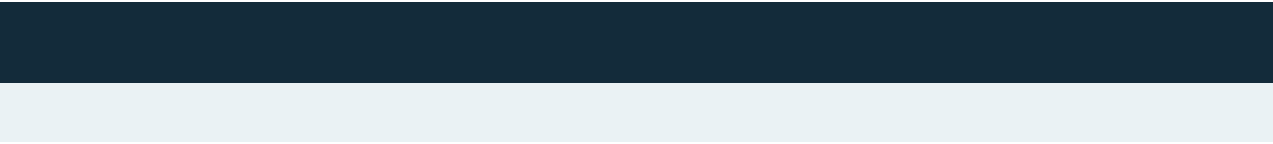
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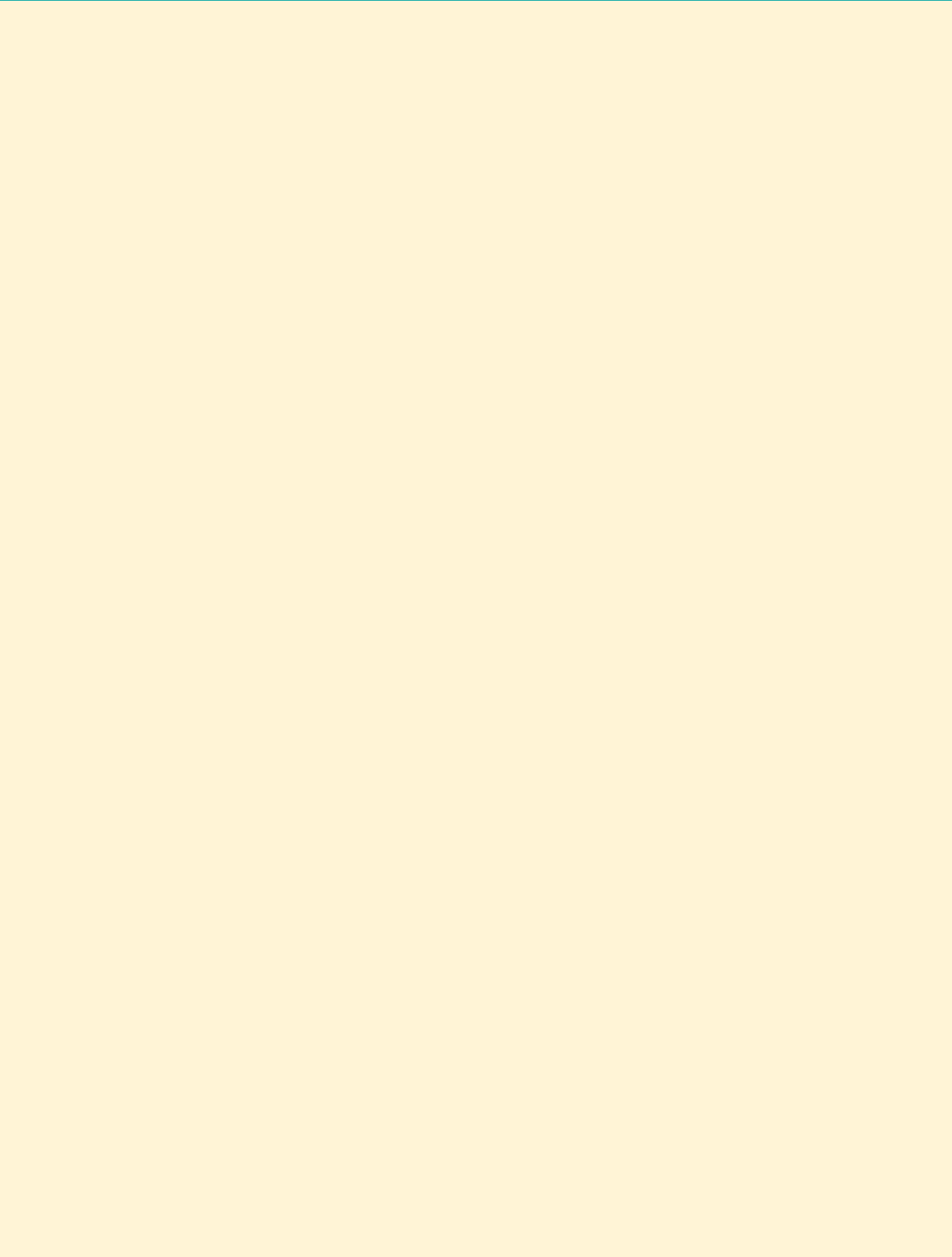
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Takeout Delivery Catering Reservations/Orders Demand Driver



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Start	End	Confidence
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LABOR DEMAND CALCULATOR

Recommended hours use the strongest justified workload requirement plus fixed work and event workloa

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d. Minimum coverage is a hard guardrail.

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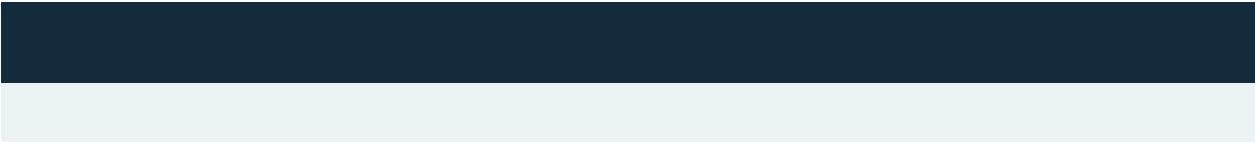
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YEAR-TO-DATE SALES INTELLIGENCE

Normalize trading days, separate volume from check, and show the run rate required to finish the year.

KPI	Current YTD	Prior Comparable YTD	Variance / Result
Trading days	0		0
Net sales	\$0		\$0
Guests	0		0
Average check	\$0.00		\$0.00
Labor hours	0.0		0
SPLH	\$0.00		\$0
Sales variance			\$0
Sales variance %			0.0%
Annual goal	\$1,500,000		
Remaining to goal	\$1,500,000		
Days remaining	131		
Required sales/day	\$11,450		

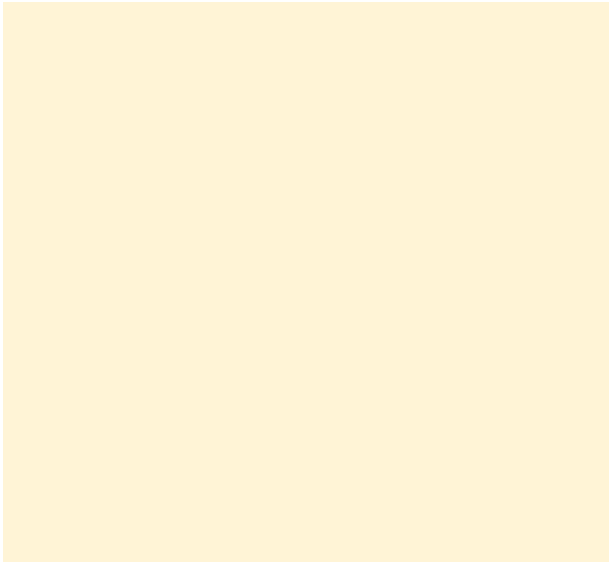


Period	Sales	Guests	Labor Hrs	SPLH	
Last 7 days		\$0	0	0.0	\$0.00
Last 28 days		\$0	0	0.0	\$0.00
Last 90 days		\$0	0	0.0	\$0.00
Current fiscal year		\$0	0	0.0	\$0.00

FORECAST ACCURACY & BIAS

Measure the miss, diagnose the driver, and change the method—not the history.

Date	Forecast	Actual	Variance	Error %	Absolute Error %



Scorecard	Value	Meaning
Forecast days	0	Number of completed reviews
MAPE	0.0%	Average absolute percent error
Bias	0.0%	Positive = conservative forecast; negative = optimistic
Within tolerar	0.0%	Share of days inside approved tolerance
Labor varianc	0	Actual hours minus forecast labor hours

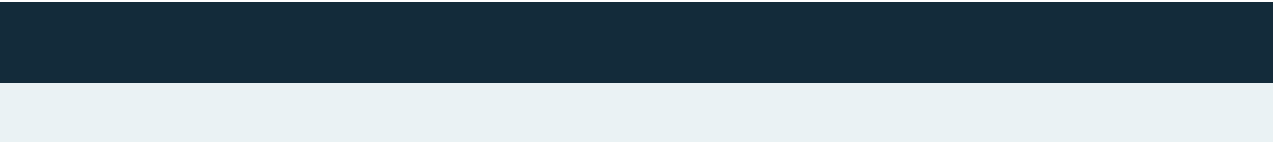
Within Tolerance?	Forecast Labor	Actual Labor	Labor Variance	Root Cause

Corrective Action	Owner	Verified

ANNUAL SALES INTELLIGENCE CALENDAR

Preserve recurring local knowledge so next year begins with evidence.

Event / Condition	Date / Rule	Typical Time	Weather Sensitivity
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Historical Sales Effect	Guest Effect	Labor Effect	Lead Time	Owner
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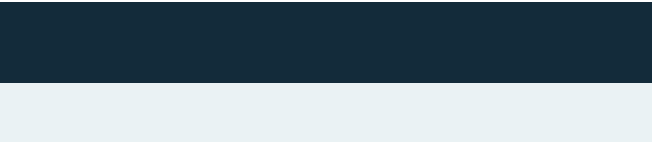
Next Action	Source / Notes
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MANAGEMENT ACTION & LEARNING LOG

Convert findings into owned, verified action.

Date	Finding	Decision / Action
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Owner	Due Date	Status	Verified Result
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Knowledge Preserved?	Reference
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LINKED GLOSSARY

Controlled definitions for consistent use across the system.

Term	Definition
Absolute percent error	Size of forecast error without regard to direction.
Average check	Net sales divided by guest count.
Bias	Average signed forecast error; indicates habitual over/under forecast.
Comparable day	Prior trading day selected for meaningful similarity to the forecast day.
Earned labor hours	Hours justified by actual workload at the approved labor standard.
Fixed work	Required work that does not vary directly with sales.
Forecast range	Low, most-likely, and high demand outcomes.
GPLH	Guests per productive labor hour.
Labor demand	Hours and coverage required to perform forecast workload.
Minimum coverage	Lowest approved role coverage regardless of productivity target.
Net sales	Sales under the organization's controlled definition.
SPLH	Net sales per productive labor hour.
Trading-day normalization	Comparison using equal or explicitly adjusted operating days.
YTD	Year to date through the selected reporting day.

Related Tool / Sheet	Control Note
Accuracy Review	Use for accuracy.
Daily Journal	Keep sales and guest definitions stable.
Accuracy Review	Positive/negative interpretation is shown in scorecard.
Comparable Days	Selection and weight require a reason.
Labor Demand	Do not override minimum coverage.
Labor Demand	Opening, closing, cleaning, receiving, training.
Daily Forecast	Factors come from confidence setup.
Labor Demand	Protects service when check changes.
Labor Demand	Highest justified requirement plus fixed/event work.
Setup / Labor Demand	Safety and operations guardrail.
Setup / Daily Journal	Document tax, discounts, comps, and cutoff.
Labor Demand	Productivity input, not the only staffing rule.
YTD Analysis	Prevents calendar distortion.
YTD Analysis	Use equal trading days where possible.