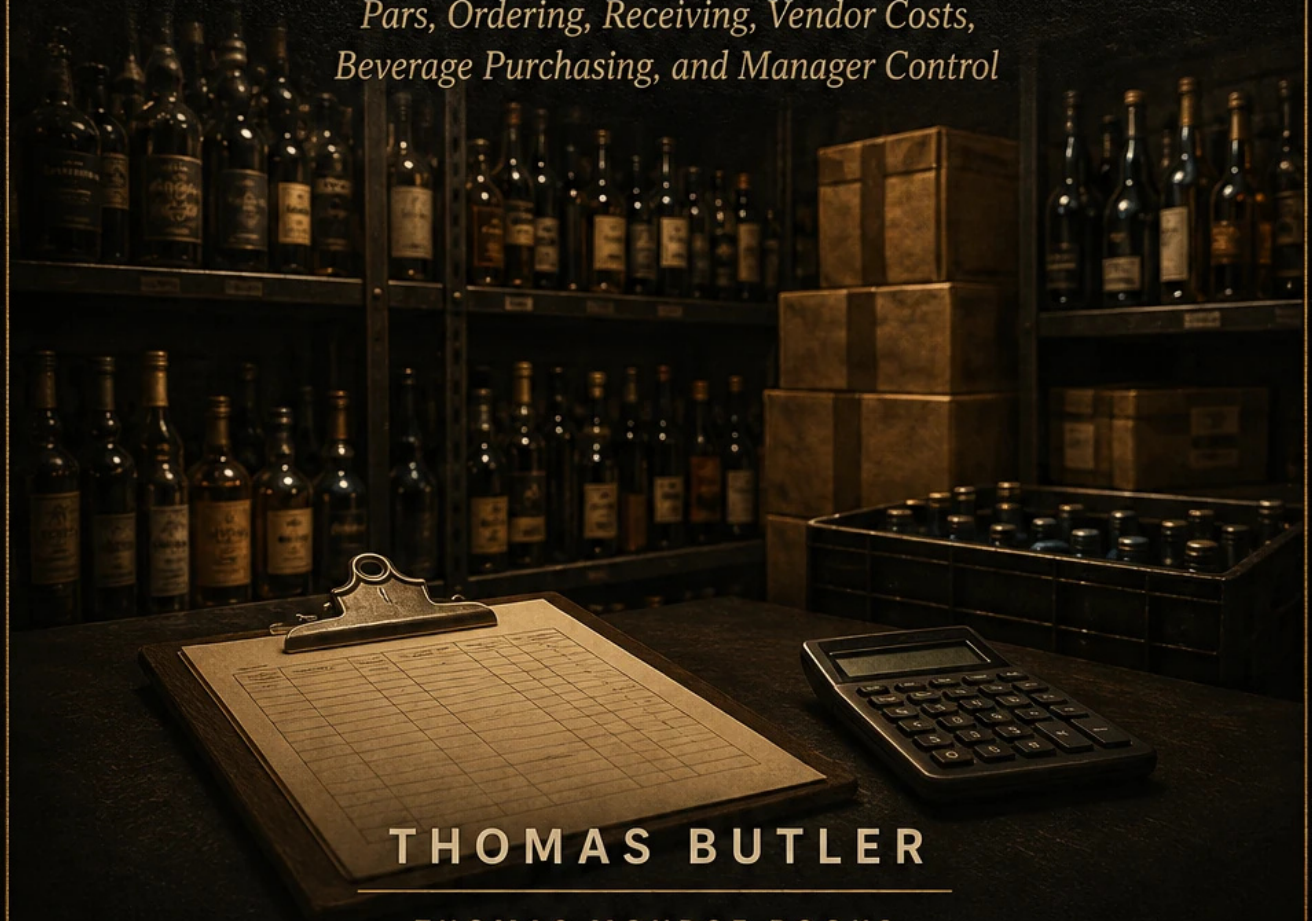
PART OF THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

THE RESTAURANT MANAGER'S TOOLKIT

RESTAURANT BAR, BEVERAGE INVENTORY & ORDERING BOOK

A Practical Working Book for Bar Inventory Counts, Pars, Ordering, Receiving, Vendor Costs, Beverage Purchasing, and Manager Control



THOMAS BUTLER

THOMAS MONROE BOOKS

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This working book is designed for educational, operational planning, restaurant management support, purchasing control, and internal business organization purposes. It is not legal, financial, accounting, tax, food-safety certification, health-department, alcohol-law, employment-law, insurance, or compliance advice.

Alcohol purchasing, receiving, storage, service, returns, credits, transfers, and inventory practices must comply with applicable law, licensing rules, distributor requirements, manufacturer guidance, and the restaurant's approved policies.

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Publication Control

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Gravity relationship: The Restaurant Manager's Toolkit / The Gravity Restaurant Leadership System

This publication is a controlled Gravity resource. When using downloadable or separately supplied Gravity forms, verify that the Form ID and revision are current for the version of the operating process being used.

Ready to Use Now — System 22 Will Add Another Layer

This working book is complete and designed for immediate use. Its inventory forms, par worksheets, ordering tools, receiving records, vendor controls, cost-change logs, and management reviews can be used independently in a full-service restaurant.

Gravity System 22 — Beverage & Bar Operations Control is being developed to eventually make many of these processes even more useful by adding digital memory, trend analysis, recurring monitoring, exception identification, and connections to the larger Gravity operating environment.

System 22 is an enhancement—not a requirement.

Begin using this book now. The inventory history, pars, costs, ordering decisions, and operating standards you establish today can provide a stronger starting point when System 22 becomes available.

How to Use This Working Book

This book is the recurring inventory-and-purchasing companion to Restaurant Bar, Beverage & Pour Cost Control. The first book establishes what the beverage program should be. This book records what the restaurant actually counts, targets, orders, receives, pays for, reviews, and changes.

The operating cycle is:

COUNT → COMPARE TO TARGET → CONSIDER EXPECTED DEMAND → BUILD ORDER → MANAGER REVIEW → ORDER → RECEIVE → VERIFY → REVIEW WHAT ACTUALLY HAPPENED

Do not order from memory. Do not order from an empty shelf. Order from inventory, demand, par, delivery timing, and a management decision.

- Set up the master inventory once, then maintain it.
- Use category-specific count/order forms at the frequency the operation requires.
- Use pars for normal demand and Temporary Targets for approved exceptions.
- Document management adjustments instead of hiding them inside the order quantity.
- Separate beverage-product purchases from bar-supply purchases.
- Use the weekly record to preserve the operating story without repeating the largest master sheets 52 times.
- Use monthly and annual reviews to decide what should change.

Contents

PART I - BUILD A RELIABLE INVENTORY BASELINE
PART II - PARS, TARGETS & DEMAND
PART III - GRAVITY SMART ORDER
PART IV - RECEIVING & COST CHANGES
PART V - VENDORS & PURCHASING
PART VI - ACCURACY, VARIANCE & DEAD INVENTORY
PART VII - WEEKLY OPERATING RECORD
PART VIII - MONTHLY MANAGEMENT REVIEW
PART IX - ANNUAL CLOSEOUT
PART X - GRAVITY FULFILLMENT & REFILL TRANSITION
PART XI - SYSTEM 22 HANDOFF
APPENDIX - GLOSSARY, FORMULAS & CONTROLLED FORMS

PART I - BUILD A RELIABLE INVENTORY BASELINE

Chapter 1 - Inventory Is Money in Another Form

A beverage shelf is a financial record. Liquor, wine, beer, mixers, syrups, garnishes, and supplies represent cash that has been converted into operating inventory. The purpose of counting is not to admire what is on the shelf. It is to know what the restaurant owns, what is usable, what it is worth, and what decision should follow.

The first rule of this book is simple:

Physical inventory is not automatically usable inventory.

A damaged bottle, spoiled juice, expired open wine, product committed to an event, or item already designated for disposal may be physically present while being unavailable for normal ordering decisions.

Usable On Hand = Physical On Hand - Unusable / Committed Product

Chapter 2 - Count the Same Thing the Same Way

Reliable ordering begins with a repeatable count. Use the same count path, unit definitions, package sizes, and open-bottle method. A change in counting method can create apparent variance even when the operation did not change.

- Count in shelf order, not memory order.
- Define the purchase unit and count unit.
- Use one approved open-bottle method.
- Separate full, open, damaged, committed, and unusable quantities when they affect the decision.
- Have management verify high-risk or unusual counts.

Chapter 3 - Riverside Grill: The Working Example

Riverside Grill is the fictional example restaurant used throughout this book. It is a full-service restaurant with a moderate bar, lunch and dinner, weekend volume, standard cocktails, wine by the glass, packaged and draft beer, and a small zero-proof program.

Its normal weekly cycle is Sunday inventory, Monday order, Tuesday primary delivery, and Friday secondary delivery where needed. This week it also has a Saturday private event for approximately 80 additional guests featuring Margaritas, Palomas, house wine, domestic beer, and zero-proof grapefruit coolers.

Chapter 4 - Riverside Grill Liquor Baseline

Product	Size	Usable On Hand	Normal Par	Unit Cost	Inventory Value
House Vodka	1L	3.4	5	$18.00	$61.20
Premium Vodka	750mL	2.6	3	$27.00	$70.20
Gin	1L	2.5	4	$22.00	$55.00
Bourbon	1L	4.3	6	$28.00	$120.40
Rye	750mL	1.5	2	$31.00	$46.50
Scotch	750mL	2.4	3	$34.00	$81.60
Irish Whiskey	750mL	2.2	3	$29.00	$63.80
Blanco Tequila	1L	3.3	6	$25.00	$82.50
Reposado Tequila	750mL	2.4	3	$32.00	$76.80
Light Rum	1L	3.6	4	$19.00	$68.40
Dark Rum	750mL	1.7	2	$24.00	$40.80
Orange Liqueur	1L	2.3	3	$21.00	$48.30
Sweet Vermouth	750mL	1.5	2	$12.00	$18.00
Dry Vermouth	750mL	1.4	2	$12.00	$16.80
Campari	750mL	1.6	2	$31.00	$49.60
Aperol	750mL	1.3	2	$27.00	$35.10
Amaretto	750mL	1.7	2	$23.00	$39.10
Coffee Liqueur	750mL	1.4	2	$25.00	$35.00
Cassis	750mL	0.6	1	$26.00	$15.60

Riverside Grill liquor inventory value in this example: $1,024.70.

Chapter 5 - Wine, Beer, Draft & Mixers

The example wine inventory totals $508.60. One open Sauvignon Blanc is beyond its approved quality window. It still exists physically, but it is not usable inventory for the next order decision.

Packaged beer inventory totals $200.85 in the example. Draft requires a different count method: House Lager half barrel is approximately 35% remaining with one backup; IPA sixth barrel is approximately 20% remaining with no backup; local seasonal sixth barrel is approximately 60% remaining and should be reviewed against demand before another keg is ordered.

Mixers and bar support inventory include tonic, ginger beer, club soda, cranberry, grapefruit, pineapple, orange juice, lime prep, simple syrup, honey syrup, agave, olives, cherries, and mint. The Saturday event affects more than tequila, so the order must consider the whole drink architecture.

PART II - PARS, TARGETS & DEMAND

Chapter 6 - What a Par Actually Means

Par = the approved normal inventory level.

A par should reflect expected usage, time until reliable replenishment, reasonable safety allowance, known demand patterns, and storage reality. It is not “what we have always kept.”

A useful operating thought process is: expected usage + time until reliable replenishment + reasonable safety allowance + known demand adjustments, converted into practical purchase units.

Product	Current Par	Avg Weekly Use	Peak Use	Review Decision
House Vodka	5	3.1	4.0	Keep 5
Gin	4	1.7	2.5	Reduce to 3
Bourbon	6	4.2	5.1	Keep 6
Blanco Tequila	6	4.5	5.8	Increase to 7
Light Rum	4	1.9	2.8	Keep 4
Campari	2	0.6	1.0	Keep 2
Cassis	1	0.2	0.4	Keep 1

Chapter 7 - Temporary Target Is Not a New Par

Temporary Target = a temporary event or exception inventory level.

Target Need = the applicable level used for the current order. Under normal conditions Target Need is the approved Par. During an approved event or exception, Target Need may be the Temporary Target.

For Riverside Grill’s Saturday event, Blanco Tequila has a normal par of 6, 3.3 usable bottles on hand, and an approved Temporary Target of 8. The mathematical need is 4.7 bottles; the final order is 5 bottles. After the event, the Temporary Target expires. The normal par does not become 8 unless later evidence supports a permanent change.

Chapter 8 - Event Demand Changes More Than the Obvious Bottle

A Cinco de Mayo-style example illustrates the same rule. Expected covers rise from about 210 to 325, an increase of 115. Temporary targets may change across the full beverage architecture:

Item	Normal Target	Event Target	Usable On Hand	Suggested Order
Blanco Tequila	7	12	4.2	8
Orange Liqueur	3	5	2.1	3
Grapefruit	5	10	4	6
Agave	4	8	3	5
Lime Prep	6	12	5	7
Ginger Beer	48	72	39	33

Temporary targets expire after the event. Specialty inventory is reviewed. No automatic reorder occurs merely because an event consumed product.

Chapter 9 - Par Changes Require Evidence

- Repeated stockouts under normal demand
- Repeated excess inventory with no operational reason
- Reliable change in delivery schedule
- Permanent menu change
- Documented sustained volume change
- Storage or cash constraints
- New substitute or product rationalization

A par change is a management decision. Document the evidence, effective date, owner, and review date.

PART III - GRAVITY SMART ORDER

Chapter 10 - Build the Order from the Target

Suggested Order = Target Need - Usable Inventory On Hand

Final Order = Suggested Order +/- Approved Management Adjustment

The adjustment is not hidden. It requires a reason. That preserves the difference between what the math suggested and what management decided.

Light Rum example: par 4, usable on hand 3.6, suggested need 0.4. Final order: 0 bottles. A fractional need does not automatically justify purchasing another full bottle.

Sweet Vermouth example: par 2, usable on hand 1.5, suggested need 0.5. Final order: 0 bottles when delivery timing and expected demand support holding.

Blanco Tequila event example: Temporary Target 8, usable on hand 3.3, suggested need 4.7. Final order: 5 bottles.

Chapter 11 - Approved Order Exceptions

Management adjustments should use a reason that can be understood later. Approved exception categories include:

- Event
- Holiday
- Weather
- Large Reservation
- Promotion
- Delivery Change
- Vendor Shortage
- Price Change
- Menu Change
- Stockout Recovery
- Seasonal Transition
- Other documented reason

Chapter 12 - Order Budget Control

Riverside Grill's example order budget:

Category	Planned Amount
Liquor	$313
Wine	$164
Beer	$146
Mixers	$118
Event-Specific	$176
Total	$917
Planned Range	$850-$950

The budget does not replace the count. The count does not replace the budget. Management should understand both the inventory need and the cash decision.

Chapter 13 - The Empty-Shelf Trap

An empty shelf is not automatically instruction to buy. First ask whether the product still belongs in the program. A specialty melon liqueur with 1.4 bottles remaining, zero permanent drinks, Menu Reach of 0, and a Deplete status should not be reordered merely because the last bottle eventually becomes empty.

The purpose of depletion is to stop dead inventory from recreating itself.

PART IV - RECEIVING & COST CHANGES

Chapter 14 - Receiving Is the Second Half of Ordering

An order is not complete when it is submitted. The restaurant must verify what actually arrives. Receiving should compare ordered quantity, delivered quantity, expected unit cost, invoice cost, substitutions, damage, shortages, and credits due.

Chapter 15 - Cost Changes Must Travel

Riverside Grill expected Bourbon at $28.00 per bottle. The invoice shows $29.50. The dollar change is $1.50 and the cost change is approximately 5.36%. That information should not stop at the invoice. It should reach the cost-change register and any recipe or pricing review that depends on the product.

Dollar Change = New Cost - Previous Cost

Cost Change % = Dollar Change ÷ Previous Cost × 100

Chapter 16 - Shortage Is a Management Decision

If 5 bottles of tequila were ordered and only 4 were delivered, management decides what happens next: accept partial delivery, source a legal/approved substitute, reduce the event target, place an approved secondary order, or change the offer. Do not allow the shortage to become an undocumented improvisation.

Chapter 17 - Credits Must Close the Loop

Damage, shortages, invoice corrections, and approved returns are not finished when somebody says, “The vendor will credit us.” Track the amount, vendor, invoice, reason, expected credit date, actual credit date, and person who verified the credit.

PART V - VENDORS & PURCHASING

Chapter 18 - Cheapest Is Not Automatically Best

Vendor comparison should include price, package size, order minimums, delivery frequency, emergency support, fill rate, shortages, substitution practices, credit handling, product availability, quality, and administrative burden.

Factor	Vendor A	Vendor B
Example case price	$118 / 12 = $9.83	$112 / 12 = $9.33
Minimum	$500	$750
Delivery	3x weekly	2x weekly
Emergency support	Yes	No
Recent shortages	1	4
Credit handling	Strong	Moderate

Vendor B is cheaper by unit in this example. That does not automatically make Vendor B the stronger operating choice.

Chapter 19 - Separate Product Purchases from Operating Supplies

Beverage Product Purchases are product costs that can enter beverage-cost calculations. Operating Supply Purchases-such as napkins, straws, bar towels, disposable items, or cleaning/support supplies-do not belong inside beverage product cost simply because they were ordered by the bar.

Mixing the categories corrupts cost analysis.

Chapter 20 - Weekly Purchase Summary

Category	Planned	Actual	Difference
Liquor	$520	$548	+$28
Wine	$310	$296	-$14
Packaged Beer	$245	$258	+$13
Draft	$360	$342	-$18
Mixers	$185	$214	+$29
Bar Supplies	$125	$119	-$6
Specialty/Event	$180	$167	-$13
Total	$1,925	$1,944	+$19

The weekly purchase summary is a management lens, not a substitute for invoice detail. Use it to identify where the purchasing story changed.

PART VI - ACCURACY, VARIANCE & DEAD INVENTORY

Chapter 21 - Inventory Accuracy Test

Previous Count + Purchases + Transfers In - Transfers Out - Documented Usage / Adjustments = Expected Ending Inventory

Example: 8 + 6 - 1 - 7 = 6 expected units. Physical ending inventory is 5.2. Difference: 0.8. Investigate the difference before assigning a cause.

Chapter 22 - Actual Product Usage at Cost

Actual Product Usage at Cost = Beginning Inventory + Purchases + Transfers In - Transfers Out - Ending Inventory

This is a financial calculation using dollar values. Documented adjustments remain separate according to the restaurant's accounting structure. Do not mix this dollar calculation with physical-unit usage.

Monthly Riverside Grill example: Beginning Inventory $8,420 + Purchases $7,860 + Transfers In $120 - Transfers Out $75 - Ending Inventory $8,615 = Actual Product Usage at Cost $7,710.

Beverage Sales: $31,850. Actual Beverage Cost %: 24.21%. Theoretical Product Cost: $7,420, or 23.30%. Difference: $290. The $290 difference is not automatically theft. It is an investigation target.

Chapter 23 - Dead Inventory Tells the Truth

Product	Value	Menu Reach	Last Meaningful Use	Status
Melon Liqueur	$27	0	83 days	Deplete
Specialty Rum	$62	1	41 days	Review
Premium Gin	$108	2	8 days	Keep
Seasonal Syrup	$32	0	21 days	Seasonal Hold

Dead inventory is not solved by irresponsible promotion. Use approved features, depletion, legal returns where available, product substitution/rationalization, or a documented retirement decision consistent with responsible service and applicable law.

Chapter 24 - Count Accuracy Before Behavior Conclusions

When actual usage and theoretical usage differ, first verify the count, units, purchases, transfers, recipe version, POS mapping, documented waste, and portion standard. A variance is a question, not an accusation.

PART VII - WEEKLY OPERATING RECORD

Chapter 25 - Preserve the Story Without Repeating the Largest Forms

The weekly operating record is intentionally streamlined. The master inventory, category inventory/order sheets, receiving form, and vendor records are used when needed. The weekly record preserves the management story: count completed, order completed, exceptions, receiving exceptions, weekly results, and next actions.

The next 52 pages create a full-year operating record without repeating the largest inventory tables 52 times.

WEEK 01 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 02 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 03 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 04 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 05 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 06 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 07 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 08 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 09 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 10 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 11 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 12 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 13 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 14 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 15 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 16 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 17 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 18 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 19 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 20 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 21 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 22 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 23 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 24 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 25 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 26 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 27 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 28 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 29 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 30 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 31 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 32 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 33 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 34 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 35 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 36 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 37 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 38 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 39 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 40 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 41 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 42 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 43 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 44 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 45 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 46 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 47 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 48 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 49 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 50 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 51 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

WEEK 52 - BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Weekly Beverage Operating Record

Week Ending: _____

Count Lead: _____

Manager Reviewer: _____

□ Primary inventory completed

□ Order completed

□ Manager adjustment documented where used

□ Receiving verified

□ Credits / shortages reviewed

□ Waste / transfer records reviewed

Weekly Results

Measure	Current	Previous / Target	Exception?
Beverage Sales			□
Actual Beverage Cost %			□
Theoretical Beverage Cost %			□
Usage / Cost Variance			□
Inventory Value			□
Purchases			□
Stockouts			□
Dead / Deplete Inventory			□

Largest Exception: _____

Action: _____

Owner: _____

Due: _____

Manager Verification: □ Complete □ Follow-Up Required

PART VIII - MONTHLY MANAGEMENT REVIEW

Chapter 26 - Monthly Review Turns Records into Decisions

The month-end review should connect inventory value, purchases, sales, actual cost, theoretical cost, identified variance, dead inventory, stockouts, vendor issues, par changes, and management actions. The purpose is not to produce another report. The purpose is to decide what changes next month.

MONTH 01 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 02 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 03 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 04 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 05 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 06 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 07 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 08 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 09 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 10 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 11 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

MONTH 12 - MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Monthly Management Review

Measure	Month	Prior Month	Action / Note
Beginning Inventory			
Ending Inventory			
Beverage Product Purchases			
Operating Supply Purchases			
Beverage Sales			
Actual Product Usage at Cost			
Actual Beverage Cost %			
Theoretical Beverage Cost %			
Identified Variance			
Dead Inventory			
Stockouts			
Vendor Credits Outstanding			

Par Changes Approved: _____

Vendor / Cost Changes: _____

Top Management Action: _____

Owner: _____

Due: _____

PART IX - ANNUAL CLOSEOUT

Chapter 27 - Annual Beverage Purchasing Review

At year end, management should be able to explain how the beverage inventory changed and whether the purchasing system became stronger. Review beginning and ending inventory, purchases, sales, average actual and theoretical cost percentages, identified variance, dead inventory at the beginning and end, emergency purchases, stockouts, vendor credits/losses, par changes, and recurring exceptions.

Annual Measure	Result / Note
Beginning Beverage Inventory	
Ending Beverage Inventory	
Beverage Product Purchases	
Beverage Sales	
Average Actual Beverage Cost %	
Average Theoretical Beverage Cost %	
Identified Variance	
Dead Inventory - Start	
Dead Inventory - End	
Emergency Purchases	
Stockouts	
Vendor Credits / Losses	

Chapter 28 - Three Improvements for the Next Year

1. Improvement: _____

Owner: _____

First Action: _____

Due: _____

2. Improvement: _____

Owner: _____

First Action: _____

Due: _____

3. Improvement: _____

Owner: _____

First Action: _____

Due: _____

The annual closeout should reduce confusion for the next year, not merely archive the previous year.

PART X - GRAVITY FULFILLMENT & REFILL TRANSITION

Chapter 29 - Master Book vs. Refill Book

This book contains setup guidance, worked examples, master forms, and a full first-year operating record. Refillable operating pages are a natural future Gravity Fulfillment product because customers predictably need new blank operating records after the master book is established.

Gravity Fulfillment rule: If the customer fills it repeatedly, evaluate it for Fulfillment. If the customer learns or establishes the system from it, keep it with the master product.

A separate Beverage Inventory & Ordering Refill is planned. Do not treat it as available until the refill file is separately validated and released.

Chapter 30 - Refill Transition Record

At the end of this master book, record the current approved Form IDs/revisions, active pars, Temporary Targets still open, vendor status, unresolved credits, do-not-reorder items, and management actions before beginning a refill record. The refill should continue the system, not reset the truth.

PART XI - SYSTEM 22 HANDOFF

Chapter 31 - Standardize First, Automate Later

Gravity System 22 is a future enhancement. It can eventually remember recurring inventory data, compare periods, identify repeated exceptions, track cost changes, surface stockout patterns, and connect beverage records to the larger Gravity environment. It should not decide alone why variance occurred or whether an employee, vendor, or manager caused a problem.

Standardize first. Verify second. Automate third.

The working book establishes the standards and preserves the human decision record. Software can later help remember and analyze those standards.

APPENDIX A - GLOSSARY

Actual Beverage Cost %: Actual Product Usage at Cost divided by Beverage Sales × 100, using the restaurant's defined reporting categories.

Actual Product Usage at Cost: Dollar-based financial usage: Beginning Inventory + Purchases + Transfers In - Transfers Out - Ending Inventory.

Actual Usage: Physical product movement calculated in consistent physical units. Do not mix with dollar-based usage.

Dead Inventory: Product consuming cash and space without sufficient useful movement or approved purpose.

Deplete - D: Status instructing the operation to use responsibly where approved but not automatically reorder.

Extended Cost: Purchase Quantity × Unit Cost.

Final Order: Suggested Order plus or minus an approved management adjustment.

Gravity Smart Order: The controlled order process that starts with Target Need and Usable Inventory On Hand, then documents management adjustment.

Inventory Value: Quantity On Hand × Unit Cost.

Menu Reach: Number of approved, sellable drinks an ingredient helps the restaurant produce.

Operating Supply Purchase: Bar operating supplies that do not enter beverage-product cost calculations.

Par: Approved normal inventory level.

Physical On Hand: Product physically present before unusable or committed product is removed from the ordering decision.

Suggested Order: Target Need - Usable Inventory On Hand.

Target Need: The applicable target used for the current order: normally Par, or an approved Temporary Target during an exception.

Temporary Target: Approved temporary inventory level for an event, holiday, shortage recovery, or other documented exception.

Unit Cost: Cost of one defined purchase/count unit.

Usable Inventory On Hand: Physical On Hand minus unusable or committed product.

Usage Variance: Actual Usage - Theoretical Usage. Positive means actual usage exceeded theoretical usage. Variance is a question, not an accusation.

Vendor Credit: Documented amount owed back to the restaurant for an approved shortage, damage, return, pricing correction, or other valid reason.

APPENDIX B - FORMULA QUICK REFERENCE

Inventory Value = Quantity On Hand × Unit Cost

Open-Bottle Value = Open-Bottle Equivalent × Full-Bottle Unit Cost

Extended Cost = Purchase Quantity × Unit Cost

Usable Inventory On Hand = Physical On Hand - Unusable / Committed Product

Suggested Order = Target Need - Usable Inventory On Hand

Final Order = Suggested Order +/- Approved Management Adjustment

Target Need = Par under normal conditions / Temporary Target during an approved exception

Actual Product Usage at Cost = Beginning Inventory + Purchases + Transfers In - Transfers Out - Ending Inventory

Physical Actual Usage = Beginning Quantity + Purchases + Transfers In - Transfers Out - Ending Quantity

Usage Variance = Actual Usage - Theoretical Usage

Expected Ending Inventory = Previous Count + Purchases + Transfers In - Transfers Out - Documented Usage / Adjustments

Dollar Change = New Cost - Previous Cost

Cost Change % = Dollar Change ÷ Previous Cost × 100

Beverage Cost % = Beverage Cost ÷ Beverage Sales × 100

Truth first. Calculation second. Decision third. Action fourth. Verification always.

A formula never replaces judgment. Check the count, units, purchases, transfers, recipes, POS records, waste, receiving, and operating standards before assigning a cause.

APPENDIX C - CONTROLLED FORM REGISTER

The form belongs to the process—not to the page it happens to appear on. One process → one authoritative Form ID → controlled revisions → reuse across products.

Form ID	Controlled Form	Revision
GRV-BEV-INV-01	Master Beverage Inventory	Rev 1.0
GRV-BEV-INV-02	Liquor Inventory & Order	Rev 1.0
GRV-BEV-INV-03	Wine Inventory & Order	Rev 1.0
GRV-BEV-INV-04	Packaged Beer Inventory & Order	Rev 1.0
GRV-BEV-INV-05	Draft Beer Inventory & Order	Rev 1.0
GRV-BEV-INV-06	Mixer, Juice & Garnish Inventory	Rev 1.0
GRV-BEV-INV-07	Zero-Proof Inventory	Rev 1.0
GRV-BEV-INV-08	Inventory Accuracy Test	Rev 1.0
GRV-BEV-INV-09	Dead Inventory Review	Rev 1.0
GRV-BEV-INV-10	First Inventory Summary	Rev 1.0
GRV-BEV-INV-11	Standard On-Hand Inventory Worksheet	Rev 1.0
GRV-BEV-INV-12	Current Bar Inventory Reality Check	Rev 1.0
GRV-BEV-ORD-01	Gravity Smart Order	Rev 1.0
GRV-BEV-ORD-02	Weekly Order Exception Record	Rev 1.0
GRV-BEV-ORD-03	Order Budget Control	Rev 1.0
GRV-BEV-ORD-04	Event & Holiday Order Planner	Rev 1.0
GRV-BEV-ORD-05	Weekly Purchase Summary	Rev 1.0
GRV-BEV-ORD-06	Do-Not-Reorder / Depletion Register	Rev 1.0
GRV-BEV-PAR-01	Par-Building Worksheet	Rev 1.0
GRV-BEV-PAR-02	Par Change Authorization	Rev 1.0
GRV-BEV-PAR-03	Temporary Target Record	Rev 1.0
GRV-BEV-PAR-04	Annual Par Review	Rev 1.0
GRV-BEV-REC-01	Receiving Verification	Rev 1.0
GRV-BEV-REC-02	Vendor Credit Tracker	Rev 1.0
GRV-BEV-VND-01	Vendor Comparison	Rev 1.0
GRV-BEV-VND-02	Vendor Review Card	Rev 1.0
GRV-BEV-VND-03	Annual Vendor Review	Rev 1.0
GRV-BEV-CST-02	Cost Change Register	Rev 1.0
GRV-BEV-SUP-01	Bar Supply Inventory & Order	Rev 1.0
GRV-BEV-SUP-02	Supply Par Register	Rev 1.0
GRV-BEV-SUP-03	Supply Stockout Log	Rev 1.0
GRV-BEV-MGT-07	Monthly Management Review	Rev 1.0
GRV-BEV-MGT-08	Annual Beverage Purchasing Review	Rev 1.0
GRV-BEV-MGT-09	Annual Inventory Quality Review	Rev 1.0
GRV-BEV-FUL-01	Weekly Beverage Operating Record	Rev 1.0
GRV-BEV-FUL-02	Refill Book Transition Record	Rev 1.0

GRV-BEV-REC-03 and GRV-BEV-FUL-03 are not active in this release. Their earlier concepts are covered by the Receiving Verification / Vendor Credit process and the annual review / refill-transition process respectively.

MASTER BEVERAGE INVENTORY

GRV-BEV-INV-01 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Maintain the authoritative beverage inventory record across categories, quantities, usable inventory, value, targets, and order need.

Use / Frequency: Set up initially; update during the primary inventory cycle and whenever permanent inventory structure changes.

Product / Category	Size / Unit	Physical On Hand	Unusable / Committed	Usable On Hand	Unit Cost	Value	Par / Target	Order

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

LIQUOR INVENTORY & ORDER

GRV-BEV-INV-02 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Count usable liquor inventory and build the liquor order from approved targets rather than memory or shelf appearance.

Use / Frequency: Use at each primary liquor inventory/order cycle; verify exceptions before the order is placed.

Product / Category	Size / Unit	Physical On Hand	Unusable / Committed	Usable On Hand	Unit Cost	Value	Par / Target	Order

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

WINE INVENTORY & ORDER

GRV-BEV-INV-03 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Count usable wine inventory, including open-bottle equivalents where applicable, and build the wine order from approved targets.

Use / Frequency: Use at each primary wine inventory/order cycle and whenever open-wine risk requires an additional check.

Product / Category	Size / Unit	Physical On Hand	Unusable / Committed	Usable On Hand	Unit Cost	Value	Par / Target	Order

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

PACKAGED BEER INVENTORY & ORDER

GRV-BEV-INV-04 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Count packaged beer inventory by approved unit and build the packaged-beer order from targets and expected demand.

Use / Frequency: Use at each packaged-beer inventory/order cycle; increase frequency when volume, events, or stockout risk justify it.

Product / Category	Size / Unit	Physical On Hand	Unusable / Committed	Usable On Hand	Unit Cost	Value	Par / Target	Order

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

DRAFT BEER INVENTORY & ORDER

GRV-BEV-INV-05 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Record draft-beer inventory using the restaurant's approved measurement method and build the draft order from verified need.

Use / Frequency: Use at each draft inventory/order cycle and when keg yield, delivery timing, or stockout risk requires review.

Product / Category	Size / Unit	Physical On Hand	Unusable / Committed	Usable On Hand	Unit Cost	Value	Par / Target	Order

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

MIXER, JUICE & GARNISH INVENTORY

GRV-BEV-INV-06 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Control mixers, juices, syrups, garnishes, and other beverage-support inventory that affects drink availability, waste, and ordering.

Use / Frequency: Use at the primary beverage-support count/order cycle and more often for short-life or high-risk items.

Product / Category	Size / Unit	Physical On Hand	Unusable / Committed	Usable On Hand	Unit Cost	Value	Par / Target	Order

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

ZERO-PROOF INVENTORY

GRV-BEV-INV-07 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Control the ingredients and finished inventory required for the approved zero-proof beverage program.

Use / Frequency: Use at the normal beverage-support count/order cycle and before events or features that materially change zero-proof demand.

Product / Category	Size / Unit	Physical On Hand	Unusable / Committed	Usable On Hand	Unit Cost	Value	Par / Target	Order

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

INVENTORY ACCURACY TEST

GRV-BEV-INV-08 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Compare expected ending inventory with the physical count and identify differences that require verification before a cause is assigned.

Use / Frequency: Use when reconciling inventory periods, investigating count reliability, or validating material inventory differences.

Product	Previous Count	Purchases	Transfers In	Transfers Out	Documented Usage / Adj.	Expected Ending	Physical Ending	Difference

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

DEAD INVENTORY REVIEW

GRV-BEV-INV-09 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Identify slow, dead, deplete, seasonal, or review inventory and document the approved disposition decision.

Use / Frequency: Review monthly and whenever an item shows repeated no-movement, obsolete menu use, or questionable shelf justification.

Product	Qty	Value	Menu Reach	Last Meaningful Use	Status	Decision

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

FIRST INVENTORY SUMMARY

GRV-BEV-INV-10 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Establish the opening inventory and value baseline by category before the restaurant begins or materially resets the beverage-control process.

Use / Frequency: Complete at initial installation and again only after a documented major reset or ownership/accounting baseline change.

Liquor Inventory Value: _____

Wine Inventory Value: _____

Beer Inventory Value: _____

Mixer / Other Beverage Value: _____

Total Beverage Inventory Value: _____

Dead / Review Inventory Value: _____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

STANDARD ON-HAND INVENTORY WORKSHEET

GRV-BEV-INV-11 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Record the approved on-hand inventory architecture so management can compare current stock with the intended operating position.

Use / Frequency: Set up during installation; review when inventory tiers, menu architecture, or approved permanent holdings change.

Product / Category	Size / Unit	Physical On Hand	Unusable / Committed	Usable On Hand	Unit Cost	Value	Par / Target	Order

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

CURRENT BAR INVENTORY REALITY CHECK

GRV-BEV-INV-12 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Expose the current bar inventory reality, including excess depth, one-use items, uncertain costs, dead stock, and products that lack a clear operating reason.

Use / Frequency: Complete during installation and repeat when inventory bloat, dead stock, or major menu/inventory changes justify a fresh reality check.

Spirit SKUs: _____

Wine SKUs: _____

Packaged Beer SKUs: _____

Draft Selections: _____

Modifier / Liqueur SKUs: _____

Products Not Used in 30 Days: _____

Products With No Current Selling Purpose: _____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

GRAVITY SMART ORDER

GRV-BEV-ORD-01 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Build the controlled beverage order from Target Need and Usable Inventory On Hand, then preserve any approved management adjustment.

Use / Frequency: Use for every primary beverage order.

Product	Target Need	Usable On Hand	Suggested Order	Management Adjustment	Reason	Final Order

Suggested Order = Target Need - Usable Inventory On Hand

Final Order = Suggested Order +/- Approved Management Adjustment

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

WEEKLY ORDER EXCEPTION RECORD

GRV-BEV-ORD-02 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Document why the Final Order differs from the mathematically Suggested Order so the decision can be understood and verified later.

Use / Frequency: Use whenever an approved event, shortage, delivery, weather, price, menu, stockout, or other exception changes the Suggested Order.

□ Event

□ Holiday

□ Weather

□ Large Reservation

□ Promotion

□ Delivery Change

□ Vendor Shortage

□ Price Change

□ Menu Change

□ Stockout Recovery

□ Seasonal Transition

□ Other

Affected Product / Category: _____

Adjustment: _____

Reason / Evidence: _____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	□ Verified □ Exception
Exceptions have an owner and due date.	□ Verified □ Exception
Manager review completed.	□ Verified □ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

ORDER BUDGET CONTROL

GRV-BEV-ORD-03 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Compare the justified order need with the approved purchasing budget so inventory and cash decisions are reviewed together.

Use / Frequency: Use for primary order cycles where a purchasing budget/range is established and whenever an exception materially changes expected spend.

Category	Planned	Proposed	Approved	Difference / Note
Liquor				
Wine				
Beer				
Mixers				
Event / Specialty				
TOTAL				

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

EVENT & HOLIDAY ORDER PLANNER

GRV-BEV-ORD-04 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Translate an approved event or holiday demand change into temporary beverage targets and an event-specific purchasing plan.

Use / Frequency: Complete before any event/holiday expected to materially change normal beverage demand; close or expire temporary targets afterward.

Event / Holiday: _____

Date: _____

Expected Covers / Demand Change: _____

Item	Normal Target	Temporary Target	Usable On Hand	Suggested Order	Final Order

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

WEEKLY PURCHASE SUMMARY

GRV-BEV-ORD-05 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Summarize actual weekly beverage-product and supply purchases by category so management can see where the purchasing story changed.

Use / Frequency: Complete weekly from invoice records; review against plan, sales, inventory value, and known exceptions.

Category	Planned	Actual	Difference	Reason / Action
Liquor				
Wine				
Packaged Beer				
Draft				
Mixers				
Bar Supplies				
Specialty / Event				

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

DO-NOT-REORDER / DEPLETION REGISTER

GRV-BEV-ORD-06 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Prevent depleted, retired, seasonal, or review inventory from automatically re-entering the order simply because the shelf becomes empty.

Use / Frequency: Update whenever a product receives Deplete, Review, Seasonal, Test, or retirement direction; check before every applicable order.

Product	Qty On Hand	Value	Reason	Approved Use / Depletion Plan	Do Not Reorder Until

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

PAR-BUILDING WORKSHEET

GRV-BEV-PAR-01 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Build a normal Par from observed demand, delivery timing, storage capacity, stockout risk, and management judgment.

Use / Frequency: Use when establishing a new Par and whenever evidence shows the current Par no longer supports normal operations.

Product	Current Par	Avg Usage	Peak Usage	Delivery / Lead Time	Proposed Par / Target	Evidence / Reason

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

PAR CHANGE AUTHORIZATION

GRV-BEV-PAR-02 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Authorize a permanent Par change only when the evidence, owner, effective date, and review point are documented.

Use / Frequency: Use every time management changes a normal permanent Par.

Product	Current Par	Avg Usage	Peak Usage	Delivery / Lead Time	Proposed Par / Target	Evidence / Reason

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

TEMPORARY TARGET RECORD

GRV-BEV-PAR-03 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Create a time-limited Temporary Target for an approved event or exception without silently changing the normal Par.

Use / Frequency: Use before the approved exception; include an expiration/review point and return to normal Par when the exception ends.

Product	Current Par	Avg Usage	Peak Usage	Delivery / Lead Time	Proposed Par / Target	Evidence / Reason

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

ANNUAL PAR REVIEW

GRV-BEV-PAR-04 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Review the full Par structure for continued fit with demand, delivery timing, storage, cash, stockout history, and menu changes.

Use / Frequency: Complete annually and after any material operating change that justifies a full-system Par review.

Product	Current Par	Avg Usage	Peak Usage	Delivery / Lead Time	Proposed Par / Target	Evidence / Reason

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

RECEIVING VERIFICATION

GRV-BEV-REC-01 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Verify that the delivered product, quantity, condition, invoice cost, substitutions, shortages, and credits match the approved order and receiving standard.

Use / Frequency: Use for every beverage delivery; unresolved exceptions remain open until corrected or credited.

Item	Ordered	Delivered	Expected Unit Cost	Invoice Cost	Substitution / Damage / Shortage	Credit Due

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

VENDOR CREDIT TRACKER

GRV-BEV-REC-02 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Track vendor credits from shortage, damage, return, pricing correction, or other approved discrepancy through actual receipt of the credit.

Use / Frequency: Open whenever a credit is owed; update until the credit appears and is independently verified.

Vendor	Invoice	Reason	Credit Due	Expected Date	Actual Credit	Verified By	Status

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

VENDOR COMPARISON

GRV-BEV-VND-01 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Compare vendors on total operating value—not price alone—including availability, minimums, delivery, fill rate, credits, support, and administrative burden.

Use / Frequency: Use before approving a new/alternate vendor and when a meaningful sourcing comparison is required.

Vendor	Price / Package	Minimum	Delivery	Reliability	Credits	Substitution	Decision / Note

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

VENDOR REVIEW CARD

GRV-BEV-VND-02 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Record a current operating review of a beverage vendor using price, reliability, shortages, substitutions, credits, service, and support evidence.

Use / Frequency: Review on the restaurant's vendor-review cadence and whenever repeated vendor exceptions justify an immediate review.

Vendor	Price / Package	Minimum	Delivery	Reliability	Credits	Substitution	Decision / Note

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

ANNUAL VENDOR REVIEW

GRV-BEV-VND-03 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Evaluate each active beverage vendor across the full year and document retain, improve, rebid, replace, or secondary-source decisions.

Use / Frequency: Complete annually before the next purchasing cycle/contract decision.

Vendor	Price / Package	Minimum	Delivery	Reliability	Credits	Substitution	Decision / Note

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

COST CHANGE REGISTER

GRV-BEV-CST-02 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Capture vendor cost changes and route them to the recipes, selling prices, pars, budgets, and management decisions affected by the change.

Use / Frequency: Update whenever a verified invoice or vendor notice changes an approved beverage-product cost.

Product	Previous Cost	New Cost	Dollar Change	Change %	Affected Recipes / Orders	Action

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

BAR SUPPLY INVENTORY & ORDER

GRV-BEV-SUP-01 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Count and order non-product bar supplies separately from beverage product so operating supplies do not corrupt beverage-cost calculations.

Use / Frequency: Use at the approved bar-supply count/order cycle.

Supply Item	Unit	On Hand	Par	Suggested Order	Final Order	Stockout / Note

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

SUPPLY PAR REGISTER

GRV-BEV-SUP-02 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Maintain approved normal Pars for bar operating supplies using demand, delivery timing, storage, and stockout exposure.

Use / Frequency: Set up initially; review when recurring excess, stockouts, delivery changes, or operating changes justify adjustment.

Supply Item	Unit	On Hand	Par	Suggested Order	Final Order	Stockout / Note

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

SUPPLY STOCKOUT LOG

GRV-BEV-SUP-03 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Record bar-supply stockouts, service impact, cause, corrective action, and follow-up so recurring supply failures become visible.

Use / Frequency: Use whenever a meaningful supply stockout or near-stockout affects operations.

Supply Item	Unit	On Hand	Par	Suggested Order	Final Order	Stockout / Note

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

MONTHLY MANAGEMENT REVIEW

GRV-BEV-MGT-07 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Turn the month's inventory, purchasing, sales, cost, variance, dead-stock, stockout, vendor, and Par records into management decisions for the next month.

Use / Frequency: Complete monthly after the period's primary inventory and financial results are available.

Measure	Current	Prior	Target	Action
Inventory Value				
Product Purchases				
Supply Purchases				
Beverage Sales				
Actual Cost %				
Theoretical Cost %				
Variance				
Dead Inventory				
Stockouts				

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

ANNUAL BEVERAGE PURCHASING REVIEW

GRV-BEV-MGT-08 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Review the year's beverage purchasing performance, recurring exceptions, budget behavior, emergency buys, vendor credits, and purchasing-control opportunities.

Use / Frequency: Complete annually at year-end or the restaurant's designated annual beverage review.

Annual Purchasing Measure	Result	Trend / Issue	Next-Year Action
Product Purchases			
Emergency Purchases			
Stockouts			
Vendor Credits			
Cost Changes			
Event Exceptions			

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

ANNUAL INVENTORY QUALITY REVIEW

GRV-BEV-MGT-09 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Evaluate the quality of the inventory system itself: count reliability, inventory value, dead stock, stockouts, Par quality, and unresolved control weaknesses.

Use / Frequency: Complete annually and after a major inventory-control reset.

Inventory Quality Measure	Start of Year	End of Year	Decision
Inventory Value			
Dead Inventory			
Deplete Items			
Stockouts			
Count Accuracy Exceptions			
Par Changes			

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

WEEKLY BEVERAGE OPERATING RECORD

GRV-BEV-FUL-01 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Preserve the weekly operating story—inventory, order, receiving, exceptions, results, and next actions—without repeating the largest master forms every week.

Use / Frequency: Complete once each operating week; use supporting master forms whenever the weekly record identifies an exception.

□ Inventory complete

□ Order complete

□ Exceptions documented

□ Receiving verified

□ Credits reviewed

□ Weekly results reviewed

Measure	Result	Exception / Action
Beverage Sales		
Actual Cost %		
Theoretical Cost %		
Variance		
Inventory Value		
Purchases		
Stockouts		

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	□ Verified □ Exception
Exceptions have an owner and due date.	□ Verified □ Exception
Manager review completed.	□ Verified □ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

REFILL BOOK TRANSITION RECORD

GRV-BEV-FUL-02 | Rev 1.0 | Gravity Beverage Control

Restaurant	Record Date	Primary Owner	Verifier

Purpose: Carry current approved Form IDs/revisions, Pars, open Temporary Targets, vendor issues, credits, depletion decisions, and management actions into the next refill record without resetting the truth.

Use / Frequency: Complete when transitioning from the master book to a validated refill book or new annual record.

Transition Item	Current Standard / Status	Form ID / Revision	Open Action / Owner
Active Pars			
Temporary Targets			
Vendor Status			
Outstanding Credits			
Deplete / Do-Not-Reorder			
Open Management Actions			

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence
Source records agree with this form.	☐ Verified ☐ Exception
Exceptions have an owner and due date.	☐ Verified ☐ Exception
Manager review completed.	☐ Verified ☐ Exception

Decision / Follow-Up: _____

Verifier: _____

Date: _____

Follow-Up Due: _____

RESPONSIBILITY & VERIFICATION STANDARD

Every recurring task in this book should answer four questions: Who owns the task? Who verifies it? When is it due? What happens when it is wrong?

Use role or function before job title where practical. Verification should be risk-based. Small restaurants may use compensating verification when full segregation of duties is not possible.

The system owns the process. A person owns the task. Management owns the exception. Leadership owns the unresolved risk. No important operating problem should survive simply because everyone assumed somebody else was handling it.

FINAL WORKING-BOOK COMMITMENT

Restaurant: _____

Implementation Lead: _____

Start Date: _____

First Weekly Review: _____

First Monthly Review: _____

Annual Closeout Date: _____

Do not order from memory. Do not order from an empty shelf. Order from inventory, demand, par, delivery timing, and a management decision.

Truth first. Calculation second. Decision third. Action fourth. Verification always.

THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

HELP IMPROVE GRAVITY

USE IT. TEST IT. TELL US THE TRUTH.

Published by Thomas Monroe Books

USE IT. THEN TELL US WHAT HAPPENED.

Gravity is being used in real restaurant work so owners, managers, trainers, and team leaders can help prove what is useful, what is unclear, and what should improve next. We want the truth about what worked, what did not work, and what would make the system more practical.

WHY YOUR EXPERIENCE MATTERS

A book or tool is only valuable if it holds up during a real shift, with real people, pressure, and consequences. Your specific experience helps us distinguish a strong idea from a proven operating practice.

Honest criticism is useful evidence.

THE FEEDBACK THAT HELPS MOST

- What you used and the problem you were solving
- What worked in actual restaurant conditions
- What felt unclear, repetitive, incomplete, or impractical
- What changed after the product was used
- What would make the next revision more useful

WHY REVIEWS MATTER

Positive, mixed, and critical reviews are all useful. A specific review helps another restaurant decide where to begin, helps Gravity identify which tools create real value, and helps future revisions become clearer and more practical. You never owe us a favorable rating.

SCAN WITH YOUR PHONE CAMERA

PUBLIC REVIEW
Share your experience

PRIVATE FEEDBACK
Tell us directly

OPTIONAL DONATION
Support the work

Feedback and donations are optional. Never include confidential information.

Founding Year note: Completed digital Gravity products are available at no cost through October 1, 2027. Registration is required before digital downloads. No purchase, donation, credit card, paid subscription, or positive review is required. Use the current version at thomasmonroebooks.com/releases.

HOW FEEDBACK IMPROVES THE SYSTEM

1. **USE** — Apply the current product in real restaurant work.
2. **REPORT** — Share the result, the friction, and what is missing.
3. **IMPROVE** — Gravity uses the evidence to strengthen the next revision.

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