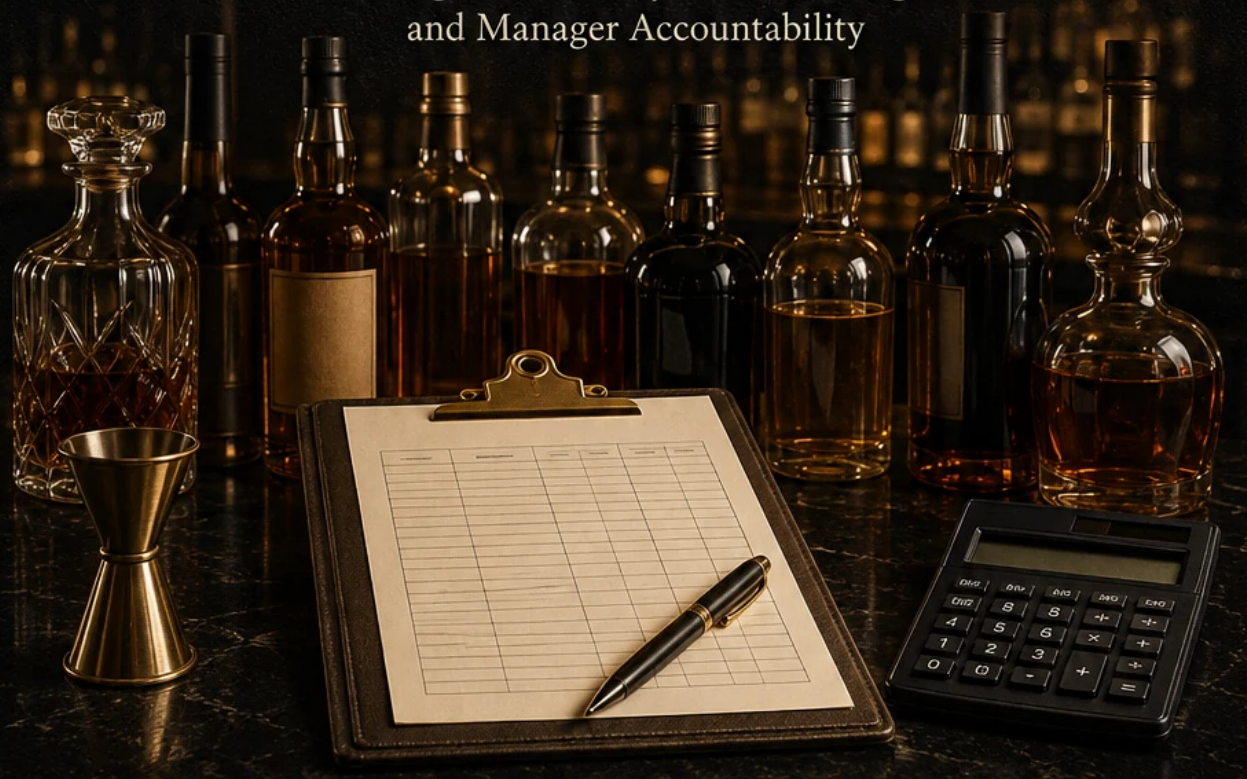
THE RESTAURANT MANAGER'S TOOLKIT

RESTAURANT BAR, BEVERAGE & POUR COST CONTROL

A Practical Workbook for Bar Inventory, Drink Standards, Recipe Costing, Pour Control, Beverage Profitability, Staff Training, and Manager Accountability



PART OF THE GRAVITY RESTAURANT LEADERSHIP SYSTEM

THOMAS BUTLER

THOMAS MONROE BOOKS

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

Ready to Use Now — Built to Grow With Gravity

This book is complete and ready to use as a standalone restaurant management resource. The standards, recipes, costing methods, worksheets, training tools, and management controls in this book do not require Gravity System 22 to be useful.

Gravity System 22 — Beverage & Bar Operations Control is being developed as part of the larger Gravity Restaurant Leadership System. When available, it will add another layer of support by helping restaurants organize, remember, monitor, compare, and analyze many of the operating standards established in this book.

You do not need to wait for System 22 to begin.

Use this book now. Establish the standards. Train the team. Control the inventory. Measure the results.

When System 22 becomes available, the work you have already completed here can become the foundation for an even more connected and useful beverage-control system.

Introduction

The Bar Is Not Profitable Just Because It Is Busy

A busy bar can hide a lot of mistakes.

A bartender can pour drinks all night. Servers can sell cocktails at every table. The register can show thousands of dollars in beverage sales. Guests can be happy, and management can walk away believing the bar had a great night.

And it still may have underperformed.

A little extra liquor in every pour does not look like much.

A bottle ordered because somebody might need it does not look dangerous.

Three limes thrown away at closing do not look important.

A complimentary drink that was never recorded does not feel like theft.

A cocktail made differently by four bartenders may still taste good enough that nobody complains.

A bottle sitting untouched on the back bar for nine months does not create an alarm.

That is exactly why beverage operations can become expensive without looking broken.

The losses are often small enough individually to escape attention and frequent enough collectively to matter.

Gravity begins with a different question.

Not:

“How much did the bar sell?”

But:

“What should the bar have produced from what we purchased, and what happened to the difference?”

That question changes the way a manager sees the bar.

The Purpose of This Workbook

This is not simply a cocktail recipe book.

It is not simply an inventory book.

And it is not a collection of forms designed to give managers more paperwork.

This workbook has a larger purpose:

to help a full-service restaurant build a beverage operation in which the inventory has a reason to exist, the recipes have a standard, the pours have a cost, the selling price has a purpose, and management can explain the results.

A strong beverage program should be able to answer basic questions quickly.

What do we stock?

Why do we stock it?

What drinks can we make with it?

How much should each drink cost us?

How much should each bottle produce?

What are we actually selling?

What are we wasting?

Where are our variances?

Which drinks make money?

Which bottles are earning their shelf space?

Which products are sitting because somebody once thought they were a good idea?

And what should we change?

If those questions cannot be answered, the bar is being managed largely by habit.

Habit is not a control system.

One Bottle Should Have More Than One Job

One of the principles used throughout this workbook is simple:

Shelf space must earn its place.

Restaurants frequently build beverage inventories backward.

Someone finds an interesting cocktail and buys a specialty bottle for it.

Another recipe requires another bottle.

A bartender recommends something else.

A distributor has a promotion.

A seasonal drink gets removed from the menu, but its ingredients remain.

Eventually, the restaurant has hundreds or thousands of dollars tied up in bottles that contribute very little to sales.

We will approach inventory differently.

First, we will establish what the restaurant needs to be capable of making.

Then we will determine the smallest practical inventory that provides that capability.

Every major ingredient will be connected to the drinks it enables.

We will call this **Menu Reach**.

> **Menu Reach = The number of approved, sellable drinks an ingredient helps the restaurant produce.**

A bottle used in fifteen popular drinks has a different operational value from a bottle used in one drink that sells twice a month.

That does not mean specialty products are bad.

It means specialty products should have to justify themselves.

Three Levels of Bar Capability

This workbook divides inventory into three practical levels.

Essential Bar

The Essential Bar contains the ingredients necessary to produce the major drinks guests reasonably expect from a full-service restaurant.

It is deliberately controlled.

The objective is not to have the biggest back bar.

The objective is to achieve the greatest useful drink capability from the smallest responsible inventory.

Full-Service Bar

The Full-Service Bar adds products that significantly expand cocktail selection, guest choice and selling opportunities without creating unnecessary inventory complexity.

These additions should have sufficient Menu Reach or sales potential to justify carrying them.

Expanded Bar

The Expanded Bar contains specialty spirits, liqueurs, modifiers and concept-specific products.

This is where experimentation belongs.

It is also where discipline matters most.

An Expanded Bar should grow because demand and concept justify it—not because bottles slowly accumulated.

The Capability Question

Throughout this workbook, managers will repeatedly ask:

What can we make with what we already have?

That question becomes especially valuable when designing seasonal menus.

A Valentine's cocktail does not automatically require three new bottles.

A Christmas menu does not need to leave six specialty products gathering dust in January.

A summer feature does not need to complicate the entire inventory system.

Before purchasing another ingredient, we will first determine what can be built from the restaurant's existing inventory.

Then we ask:

If we add one ingredient, how much additional menu capability does it create?

That is a better purchasing question.

The Standard Recipe Principle

There is another truth a profitable beverage program cannot avoid:

If a drink does not have a standard recipe, it does not have a reliable cost.

If one bartender pours 1½ ounces and another pours 2 ounces, those are financially different products even if the menu gives them the same name and price.

If garnish, mixer, glassware or build method changes depending on who is working, the restaurant does not really have a recipe.

It has an approximation.

This workbook will establish recipes by:

ingredient,
measured quantity,
build method,
glassware,
garnish,
inventory tier,
estimated yield,
recipe cost,
selling price,
beverage-cost percentage,
contribution dollars,
and menu position.

The restaurant may customize those recipes.

Once it does, however, its approved version becomes the standard.

Standard Does Not Mean Boring

Control and creativity are not enemies.

A restaurant can have signature cocktails.

A bartender can contribute ideas.

Seasonal menus can change.

Managers can test new products.

Guests can discover drinks they have never tried.

But creativity becomes much more valuable when the restaurant knows what the creativity costs.

Later in this workbook, we will examine ten underused drinks that deserve more attention in full-service restaurants.

We will also build holiday and seasonal drink selections and a genuine zero-proof beverage capability.

Those sections are not included merely to make the book larger.

They demonstrate an important principle:

A controlled inventory can create more variety than most restaurants realize.

Before buying more, learn what the bottles already on the shelf can do.

The Gravity Beverage Standard

The objective of this workbook can be reduced to five expectations:

Know what you have.

Know what it should produce.

Know what you sold.

Know what happened to the difference.

Do something when the numbers stop making sense.

That is where beverage control begins.

Not with suspicion.

Not with a larger stack of paperwork.

With visibility.

Because a restaurant eventually pays for every truth its leaders do not face.

And the bar is no exception.

CHAPTER 1

Where Beverage Profit Actually Goes

The most dangerous beverage losses are not always dramatic.

A missing case of liquor gets attention.

A half-ounce overpour repeated hundreds of times often does not.

That distinction matters.

Consider a bartender who routinely pours only one-quarter ounce more than the approved recipe.

One drink barely changes.

One shift may not appear alarming.

But multiply that extra quarter-ounce across every affected drink, every bartender, every week and every month.

The restaurant is not merely losing liquor.

It is selling product without receiving payment for it.

That is different from saying the bartender is stealing.

There are many reasons variance occurs:

poor training, inconsistent measuring, speed, habit, recipe confusion, incorrect glassware, unrecorded comps, spills, breakage, incorrect ringing, bad inventory counts, receiving mistakes, transfers, waste, or deliberate loss.

Gravity does not begin by deciding which explanation is true.

It begins by making the difference visible.

Then management investigates the truth.

That distinction—**evidence before accusation**—will remain important throughout this workbook.

The Quarter-Ounce Problem

Suppose a restaurant's standard pour is 1.5 ounces.

A 750 mL bottle contains approximately 25.36 fluid ounces.

At a perfect 1.5-ounce pour, that bottle theoretically provides:

25.36 ÷ 1.5 = approximately 16.9 pours

For practical operating purposes, management may establish a realistic expected yield rather than pretending every theoretical fraction will become a sale.

Now suppose the bartender routinely pours 1.75 ounces instead.

25.36 ÷ 1.75 = approximately 14.5 pours

The difference is more than two potential drinks from a single bottle.

That is where an apparently insignificant overpour becomes a management issue.

If the restaurant sells that drink for $10, those lost portions represent potential selling opportunities that disappeared without appearing as an obvious expense on the shift report.

Multiply the behavior across multiple bottles, multiple bartenders and an entire year.

Small errors become large numbers because restaurants repeat small actions thousands of times.

That is one of the central ideas behind Gravity:

Frequency can make a small problem expensive.

The Pour-Loss Reality Check

Use this exercise with one of your restaurant's actual products.

Bottle: _____

Bottle Size: _____

Bottle Cost: $_____

Approved Pour: _____ oz.

Actual Average Pour Observed: _____ oz.

Selling Price Per Drink: $_____

Step 1 — Theoretical Approved Pours

Bottle ounces ÷ approved pour:

_____ ÷ _____ = _____

Step 2 — Pours at Actual Observed Portion

Bottle ounces ÷ actual observed pour:

_____ ÷ _____ = _____

Step 3 — Potential Portions Lost

Approved yield − observed yield:

_____ − _____ = _____

Step 4 — Potential Sales Difference

Potential portions lost × selling price:

_____ × $_____ = $_____

Now ask the more important question:

If this pattern exists, how many bottles does the restaurant use in a week?

Then:

How many weeks does the restaurant operate each year?

The purpose of this exercise is not to claim every theoretical ounce would have become a sale.

The purpose is to expose the financial scale of a repeated portion-control problem.

Pour Cost Is Not the Same as Beverage Cost

Managers often use several terms interchangeably when they should not.

Throughout this workbook, we will distinguish between them.

Recipe Cost

The cost of all ingredients used to produce one drink.

Beverage Cost Percentage

The cost of the beverage product compared with the revenue generated from selling it.

A simplified formula is:

Beverage Cost % = Beverage Cost ÷ Beverage Sales × 100

Pour Cost

Often used to describe liquor cost as a percentage of liquor sales, although restaurants may define the reporting category differently.

Contribution Dollars

The dollars remaining after the direct recipe cost is removed from the selling price.

Contribution Dollars = Selling Price − Recipe Cost

A lower cost percentage is not automatically the best decision.

A drink that costs $2 and sells for $10 produces:

$8 contribution

A drink that costs $3 and sells for $14 produces:

$11 contribution

The second drink has a higher recipe cost, but it also contributes more dollars.

Managers need both pieces of information.

Percentage tells one story.

Dollars tell another.

Gravity wants the whole truth.

Theoretical Cost Versus Actual Cost

This distinction is one of the most important concepts in beverage management.

Theoretical cost asks:

> Based on exactly what we sold and the approved recipes for those drinks, what should the product have cost?

Actual product usage at cost asks:

> Based on the movement and value of our inventory, what product cost did we actually use?

The difference between those numbers deserves attention.
Keep this financial comparison separate from physical Usage Variance. Dollar values explain cost performance; physical units explain product movement.

Suppose the POS shows that the restaurant sold a particular cocktail 100 times.

The approved recipe calls for 1.5 ounces of a particular spirit.

Theoretically, those drinks should have consumed:

100 × 1.5 ounces = 150 ounces

If inventory movement indicates that substantially more product disappeared, management has a variance.

That variance does not tell management why.

It tells management **where to look**.

This is an important boundary.

A control system should create visibility.

It should not create accusations.

Variance Is a Question

When the numbers do not match, managers sometimes jump directly to the most emotionally satisfying explanation.

Someone is stealing.

The bartender is overpouring.

Inventory was counted wrong.

The POS is wrong.

The distributor shorted us.

Maybe.

But Gravity does not reward guessing.

A variance is a question that requires investigation.

Possible causes include:

incorrect beginning inventory,
incorrect ending inventory,
receiving errors,
products entered under the wrong item,
transfers that were not recorded,
spills,
breakage,
complimentary beverages,
incorrect recipes,
inconsistent portions,
incorrect POS buttons,
substitutions,
training drinks,
promotional drinks,
unrecorded waste,
counting unit errors,
theft,
or a combination of several small problems.

A manager's job is not to pick the explanation he or she likes.

The manager's job is to find the explanation supported by evidence.

The Four Places Beverage Profit Disappears

Most beverage-control problems eventually connect to four areas.

1. Purchasing

The restaurant buys too much, buys the wrong products, accepts incorrect deliveries, pays prices nobody reviews, or accumulates products with little sales justification.

2. Storage

Products are poorly secured, poorly organized, improperly rotated, counted inconsistently or allowed to become dead inventory.

3. Production

Drinks are overpoured, recipes vary, ingredients are wasted, garnishes are uncontrolled, batches are inaccurate or bartenders substitute products without recording the change.

4. Sales and Recording

Drinks are rung incorrectly, discounts and comps are poorly controlled, items are given away, modifiers are missed, or the POS does not accurately represent what was produced.

Notice what is missing from this list:

“The bartender.”

People matter, but a good control system does not begin by making one position responsible for every failure.

Management owns the system surrounding the people.

If the recipe is unclear, that is a management problem.

If nobody verifies inventory, that is a management problem.

If five bartenders have five versions of the same drink, that is a management problem.

If employees have never been trained on what constitutes a spill, comp or waste entry, that is a management problem.

Accountability begins with clear expectations.

CHAPTER 2

Every Bottle Needs a Reason to Be There

Walk behind enough restaurant bars and you will eventually find the bottle nobody can explain.

It may have been purchased for a cocktail that disappeared from the menu two years ago.

A former bartender may have requested it.

A distributor may have offered a deal.

Someone may have thought guests would order it.

Perhaps they did—for three weeks.

Now it sits.

The bottle is not costing the restaurant more money every day it remains unopened.

But the money already spent on it is trapped.

The shelf space is occupied.

The inventory count is larger.

The operation is more complicated.

And if enough bottles accumulate this way, the restaurant begins maintaining a museum instead of an inventory.

This workbook uses a different rule:

> **Every permanent inventory item should have an operational reason to remain permanent.**

Menu Reach

One of the measurements we will use is **Menu Reach**.

Menu Reach = The number of approved, sellable drinks an ingredient helps the restaurant produce.

Menu Reach does not determine everything.

A bottle used for one extremely popular and profitable drink may be more valuable than a bottle appearing in eight drinks nobody orders.

But Menu Reach gives management an immediate question to ask.

Why are we carrying this?

Consider two specialty liqueurs.

Bottle A

Used in 12 approved recipes
Appears in two high-volume cocktails
Used in a seasonal feature
Can also support a zero-proof-adjacent flavor program through a nonalcoholic substitute

Bottle B

Used in one cocktail
Cocktail sells four times per month
No other operational use
No planned promotion

Those bottles should not receive the same inventory status simply because both fit on the shelf.

Inventory Justification

For management purposes, we can think about inventory justification through three questions:

How many things can we sell with it?

How often are guests likely to buy those things?

How much money do those sales contribute?

A conceptual Gravity measurement is:

Inventory Justification = Menu Reach × Expected Demand × Contribution Value

This is not intended to become a complicated accounting formula.

It is a decision framework.

A restaurant should not buy bottles simply to increase the number of bottles it owns.

The purpose of inventory is to support profitable guest demand.

PART II

BUILD THE RIGHT BAR INVENTORY

CHAPTER 3

The Three-Level Bar

There is no single correct inventory for every restaurant.

A neighborhood grill, upscale steakhouse, sports restaurant, seafood restaurant and destination cocktail bar should not necessarily stock the same products.

But they can use the same decision structure.

This workbook divides bar inventory into three levels.

Level 1 — Essential Bar

The Essential Bar answers:

> What is the smallest responsible inventory that allows a full-service restaurant to make the drinks guests commonly expect?

It prioritizes high-use base spirits, versatile modifiers, standard mixers and ingredients with broad Menu Reach.

Level 2 — Full-Service Bar

The Full-Service Bar expands guest choice and enables additional classics, contemporary restaurant cocktails, aperitifs, brunch drinks and profitable seasonal features.

Products added at this level should substantially increase capability.

Level 3 — Expanded Bar

The Expanded Bar supports concept-specific drinks, premium selections, lower-volume classics and specialty ingredients.

Expanded does not mean uncontrolled.

It means **justified specialization**.

Essential Bar — Base Spirit Categories

The first inventory layer begins with categories rather than brands.

Brand selection belongs to the restaurant.

This keeps the system useful regardless of distributor agreements, market, price point or concept.

Vodka

Status: Essential
Menu Reach: Very High

Vodka supports a large portion of the standard full-service beverage menu.

Common capabilities include:

Vodka Martini
Moscow Mule
Cosmopolitan
Screwdriver
Cape Codder
Sea Breeze
Bay Breeze
Vodka Tonic
Vodka Soda
Bloody Mary
White Russian
Black Russian
Lemon Drop-style drinks
numerous seasonal and house cocktails

Management principle: A restaurant may carry multiple vodka brands for guest preference and premium upselling, but the operational question remains whether each additional SKU earns its inventory position.

London Dry Gin

Status: Essential
Menu Reach: Very High

Capabilities include:

Gin & Tonic
Gin Martini
Tom Collins
Gimlet
Southside
Gin Rickey
Negroni when the required modifiers are stocked
numerous spritz and seasonal builds

Gin becomes especially valuable as the bar moves from Essential to Full-Service because several additional modifiers dramatically expand its capability.

Bourbon

Status: Essential
Menu Reach: High

Capabilities include:

Old Fashioned
Whiskey Sour
Gold Rush
Brown Derby
Bourbon Highball
Bourbon & Cola
Kentucky Mule
numerous seasonal fall and winter drinks

Bourbon also offers strong premium-upgrade opportunities because guests frequently recognize brand and age differences.

Rye Whiskey

Status: Essential or Full-Service depending on concept
Menu Reach: Medium to High

Capabilities include:

Manhattan
Rye Old Fashioned
Whiskey Sour variations
Revolver variations depending on house standard
classic whiskey cocktails

A restaurant with limited whiskey demand may decide that bourbon provides sufficient initial coverage.

A whiskey-forward restaurant may consider rye essential.

This is exactly why inventory tiers are guides rather than commands.

Blanco Tequila

Status: Essential
Menu Reach: Very High

Capabilities include:

Margarita
Paloma
Ranch Water
Tequila Sunrise
Mexican Mule
Tequila Soda
El Diablo when the appropriate modifier is stocked
numerous fruit and seasonal margarita variations

Tequila's combination of guest familiarity, high menu reach and strong variation potential makes it one of the most useful full-service bar categories.

Light Rum

Status: Essential
Menu Reach: High

Capabilities include:

Daiquiri
Mojito
Cuba Libre
Rum & Cola
Rum Punch variations
tropical drinks
numerous frozen and seasonal cocktails

Aged or Dark Rum

Status: Essential or Full-Service depending on concept
Menu Reach: Medium to High

Capabilities include:

dark-rum highballs
tropical cocktails
rum punches
dark-rum variations of standard drinks
seasonal drinks
Dark 'n' Stormy-style builds when using the appropriate rum and naming conventions

Essential Modifiers

Base spirits alone do not create a useful bar.

Modifiers multiply capability.

That makes modifier selection one of the most important inventory decisions in the entire beverage program.

Orange Liqueur / Triple Sec

Status: Essential
Menu Reach: Very High

Used across margaritas, Cosmopolitans, Sidecar-family drinks, Long Island-family drinks and numerous house cocktails.

This is an example of an ingredient with strong inventory justification because one bottle category supports many recipes.

Sweet Vermouth

Status: Essential
Menu Reach: High

Supports Manhattans and, as the bar expands, drinks such as Negronis and Americanos.

Important: Vermouth is wine-based and should be treated accordingly after opening. Storage and dating standards matter.

Dry Vermouth

Status: Essential
Menu Reach: Medium

Primarily associated with Martinis and related classics.

Its Menu Reach may be lower than several other ingredients, but guest expectation can justify its permanent position.

This demonstrates an important point:

Menu Reach is a decision tool, not the only decision.

Aromatic Bitters

Status: Essential
Menu Reach: Very High

A small quantity can affect a large number of drinks.

Bitters illustrate why inventory value cannot be judged simply by volume consumed.

A bottle may last a long time while remaining operationally important.

CHAPTER 4

The Mixer, Juice and Garnish Inventory

A manager can control liquor perfectly and still allow the beverage program to leak money through everything surrounding the liquor.

Juice gets discarded.

Garnishes are overprepared.

Mint dies.

Fruit is cut unnecessarily.

Syrups expire.

Ginger beer accumulates.

Mixers disappear into employee beverages without being recorded.

The individual dollar amounts appear small.

Again, frequency changes the answer.

The correct question is not:

“Is a lime expensive?”

The correct question is:

“What does this restaurant spend annually on citrus, and how much of it becomes revenue?”

That question is worth answering.

Essential Citrus

A standard full-service bar will commonly require:

Limes

High Menu Reach. Used for juice, wedges, wheels and numerous cocktails.

Lemons
High Menu Reach. Used for juice, wedges, twists and sour-family drinks.

Oranges
High Menu Reach. Used for juice in some operations and for wheels, wedges and expressed peels.

Citrus should have preparation standards.

Managers should define:

approved cut,
expected pieces per fruit,
prep quantity,
storage method,
dating,
discard standard,
and when additional fruit should be cut.

“Cut a bunch of limes” is not a production standard.

Essential Mixers

A practical Essential Bar should normally evaluate the need for:

club soda,
tonic water,
cola,
diet cola,
lemon-lime soda where appropriate,
ginger ale,
ginger beer,
orange juice,
cranberry juice,
grapefruit juice,
pineapple juice where menu reach justifies it,
tomato or Bloody Mary mix,
simple syrup,
grenadine,
sour components,
and water appropriate for beverage preparation.

Each operation should establish package size and par based on actual demand.

The One-More-Ingredient Test

Before adding a specialty ingredient, ask:

What does one more ingredient unlock?

Suppose the current bar can make 45 approved drinks.

Adding one modifier allows the restaurant to make six additional drinks, two of which fit an upcoming seasonal promotion.

That addition may have excellent inventory justification.

Another bottle may unlock only one low-demand cocktail.

The first deserves serious consideration.

The second deserves skepticism.

This simple test will become especially important when we reach the holiday and underused-drink sections.

MANAGER WORKSHEET

Current Bar Inventory Reality Check

Walk the bar.

Do not complete this from memory.

Spirits

Number of open spirit bottles: _____

Number of unopened backup bottles: _____

Number of spirit SKUs: _____

Wine

Number of wine SKUs: _____

Number offered by the glass: _____

Number of open bottles currently in service: _____

Beer

Number of packaged beer SKUs: _____

Number of draft selections: _____

Modifiers and Liqueurs

Number of modifier/liqueur SKUs: _____

Questions

How many bottles have not been used in the last 30 days?

How many bottles are tied to only one current menu drink?

How many bottles remain from discontinued drinks?

How many products does management not know the current cost of?

How many open products have no clear date or freshness control where one is needed?

What is the estimated dollar value of inventory that currently has no clear selling purpose?

$_____

Management Decision

Do not throw anything away simply because this exercise identifies it.

First determine whether the product can be:

incorporated responsibly into an approved feature,
transferred where appropriate,
used in a planned seasonal offering,
retained because genuine demand exists,
or allowed to deplete without reordering.

The purpose is not to turn dead inventory into irresponsible promotions.

The purpose is to stop creating more of it.

THE GRAVITY BAR INVENTORY RULE

Before a new permanent bottle is added, management should be able to answer:

1. What will we make with it?

2. Who is likely to buy those drinks?

3. What will those drinks cost?

4. What will we charge?

5. How many existing recipes does it support?

6. Does it replace something we already carry?

7. What happens to the bottle if the feature fails?

If nobody can answer those questions, purchasing the bottle is not a beverage strategy.

It is a guess.

And guesses have a way of becoming inventory.

CHAPTER 5

The Complete Standard On-Hand Inventory

A useful bar inventory is not the largest inventory a restaurant can afford.

It is the smallest practical inventory that allows the restaurant to serve its guests well, execute its menu consistently, respond to common requests, support profitable features, and maintain enough variety to fit the concept.

That distinction matters.

The objective of this chapter is not to tell every restaurant which brands to buy.

It is to establish **capability categories**.

A neighborhood restaurant may select value-oriented brands.

A steakhouse may emphasize premium whiskey.

A Mexican restaurant may carry a much deeper tequila selection.

An Italian restaurant may place greater emphasis on wine, aperitifs and digestifs.

The categories can change in depth without abandoning the control system.

THE THREE-TIER INVENTORY MODEL

Every permanent beverage item should be assigned to one of three tiers.

Tier 1 — Essential

Products that support common guest expectations or have substantial Menu Reach.

These form the operating foundation.

Tier 2 — Full-Service

Products that meaningfully expand the restaurant's beverage capability and support additional classics, contemporary cocktails, brunch, seasonal features or concept needs.

Tier 3 — Expanded

Specialty products, premium depth, concept-specific bottles and lower-frequency ingredients that require a clear business justification.

A product can move between tiers.

If an Expanded product becomes a high-volume ingredient, management may promote it.

If a Full-Service product stops selling, it may be demoted or removed.

The inventory should respond to evidence.

SECTION 1

Essential Spirits

Vodka

Minimum capability: One dependable house vodka.

Possible additional positions:

premium vodka,
recognizable call vodka,
luxury vodka where demand supports it,
flavored vodka only where menu demand justifies it.

Major drink capability:

Vodka Martini
Vodka Tonic
Vodka Soda
Moscow Mule
Screwdriver
Cape Codder
Sea Breeze
Bay Breeze
Cosmopolitan
Bloody Mary
Black Russian
White Russian
Lemon Drop-style cocktails
Long Island-family cocktails
numerous seasonal drinks

Gravity note: Carrying six vodkas does not create six times the capability. Additional brands primarily create guest choice and price-tier opportunities. Treat brand depth separately from recipe capability.

Gin

Minimum capability: One London Dry-style gin.

Potential additional positions:

premium gin,
contemporary botanical gin,
concept-specific gin.

Major drink capability:

Gin & Tonic
Gin Martini
Gimlet
Tom Collins
Gin Rickey
Southside
Negroni
Americano-family variations where appropriate
numerous spritz and seasonal cocktails

Bourbon

Minimum capability: One versatile bourbon suitable for mixed drinks.

Potential additional positions:

recognizable call bourbon,
premium sipping bourbon,
higher-proof or specialty whiskey where demand supports it.

Major drink capability:

Old Fashioned
Whiskey Sour
Gold Rush
Brown Derby
Kentucky Mule
Bourbon & Cola
Bourbon Highball
numerous fall and winter cocktails

Rye Whiskey

Recommended tier: Essential in whiskey-oriented operations; otherwise Full-Service.

Major drink capability:

Manhattan
Rye Old Fashioned
Whiskey Sour variations
Revolver-style builds
classic whiskey cocktails

A restaurant should not automatically carry deep bourbon and rye selections merely because both categories exist.

The guest base should determine depth.

Scotch

Minimum capability: One blended Scotch appropriate for common mixed-drink and call requests.

Full-Service operations may add:

one accessible single malt,
additional regional or age-statement selections where demand exists.

Major capability:

Scotch & Soda
Scotch Highball
Scotch on the rocks/neat
Rob Roy when sweet vermouth is available
selected classic cocktails

Scotch demonstrates another form of Menu Reach: some inventory earns its position because guests order the spirit directly rather than because it appears in many cocktails.

Irish Whiskey

Recommended tier: Full-Service, although many restaurants may reasonably treat it as Essential.

Capability:

Irish Whiskey neat/on rocks
Irish Whiskey & Ginger
Irish Coffee
highballs
holiday beverages
selected whiskey cocktails

Canadian or Blended Whiskey

Whether this deserves a permanent position should depend on guest demand.

A restaurant should not carry every historical spirit category simply because a traditional bar once did.

If guests regularly request it, stock it.

If they do not, evaluate whether another whiskey position serves the operation better.

Blanco Tequila

Status: Essential.

Major drink capability:

Margarita
Paloma
Ranch Water
Tequila Sunrise
Mexican Mule
Tequila Soda
El Diablo
numerous fruit margaritas
seasonal tequila drinks

Reposado Tequila

Recommended tier: Full-Service.

Reposado creates premium upsell opportunities and can support upgraded Margaritas, spirit-forward tequila cocktails and neat/on-the-rocks sales.

Añejo Tequila

Recommended tier: Expanded unless the concept has significant tequila demand.

Its primary justification is premium guest choice rather than broad Menu Reach.

Light Rum

Status: Essential.

Major drink capability:

Daiquiri
Mojito
Cuba Libre
Rum & Cola
Rum Punch
tropical cocktails
frozen cocktails
seasonal drinks

Aged/Dark Rum

Status: Essential or Full-Service depending on concept.

Capability:

dark rum highballs
tropical cocktails
rum punches
seasonal drinks
specialty classics

Spiced Rum

Recommended tier: Full-Service when guest demand supports it.

Its primary strength is recognizable mixed-drink service rather than broad classic-cocktail capability.

SECTION 2

Essential and Full-Service Modifiers

Modifiers are where a controlled inventory can dramatically increase Menu Reach.

A single modifier may turn several existing spirits, juices and mixers into entirely new drinks.

That makes this category especially important.

Orange Liqueur / Triple Sec

Status: Essential.

Supports:

Margarita
Cosmopolitan
Sidecar-family cocktails
Long Island-family cocktails
Lemon Drop-style drinks
numerous house and seasonal drinks

Restaurants may choose a value, call or premium orange liqueur depending on recipe position and menu pricing.

Sweet Vermouth

Status: Essential.

Supports:

Manhattan
Rob Roy
Negroni
Americano
other classic cocktails

Storage control: Once opened, vermouth should be dated and handled as a wine-based product according to the restaurant's approved storage and freshness standard.

Dry Vermouth

Status: Essential.

Supports:

Dry Martini
Vodka Martini
selected classic cocktails

Again, proper storage matters.

A bottle that takes months to empty should not simply remain at room temperature because it contains alcohol.

Campari

Status: Full-Service.

Supports:

Negroni
Americano
Jungle Bird
Boulevardier when the appropriate whiskey and vermouth are available
spritz and aperitif variations

Menu Reach: Strong.

This is an example of a Full-Service bottle with excellent cross-utilization.

Aperol

Status: Full-Service.

Supports:

Aperol Spritz
aperitif highballs
sparkling cocktails
seasonal features

Its strongest justification is often guest recognition plus seasonal and patio demand.

Amaretto

Status: Full-Service.

Supports:

Amaretto Sour
French Connection
dessert cocktails
coffee beverages
holiday drinks

Coffee Liqueur

Status: Full-Service.

Supports:

Black Russian
White Russian
Revolver
coffee cocktails
dessert cocktails
holiday drinks

This product gains additional value when the restaurant operates a strong dessert or after-dinner beverage program.

Irish Cream

Status: Full-Service.

Supports:

Irish-cream coffee drinks
dessert beverages
holiday beverages
cream-based cocktails

Peach Schnapps

Status: Full-Service when guest demand supports the associated drinks.

Supports:

Sex on the Beach
Woo Woo-style drinks
peach features
Bellini-inspired preparations depending on recipe
seasonal cocktails

Crème de Cassis

Status: Full-Service or Expanded depending on concept.

Supports:

Kir
Kir Royale
El Diablo

specialty fruit cocktails

Its usefulness increases when sparkling wine is already part of the program.

Elderflower Liqueur

Status: Full-Service or Expanded.

Supports:

gin cocktails
vodka cocktails
spritzes
sparkling drinks
spring and summer features

Because a small amount can strongly flavor a drink, recipe control matters.

Maraschino Liqueur

Status: Expanded.

Useful for several respected classic cocktails, but not necessary for the average Essential Bar.

It belongs in Expanded unless the menu gives it sufficient work.

Herbal Liqueurs and Amari

Status: Expanded.

These can produce excellent drinks and deepen an advanced beverage program.

They can also become expensive shelf decorations.

Add them deliberately.

SECTION 3

Bitters, Syrups and Flavor Controls

Aromatic Bitters

Essential.

Supports Old Fashioneds, Manhattans and a large range of classics and house cocktails.

Orange Bitters

Full-Service.

Useful in Martinis, Old Fashioned variations and numerous contemporary cocktails.

Simple Syrup

Essential.

High Menu Reach.

The restaurant should establish:

recipe,
batch size,
preparation date,
storage standard,
discard standard.

Grenadine

Essential or Full-Service depending on menu.

Supports Tequila Sunrise, zero-proof drinks and several classic or specialty recipes.

Honey Syrup

Full-Service if Gold Rush/Brown Derby and seasonal drinks are offered.

Instead of treating honey syrup as an isolated ingredient, the restaurant should deliberately use it across several drinks during the period it is stocked.

Agave Syrup

Full-Service.

Particularly useful in tequila programs and selected house cocktails.

Seasonal Syrups

Expanded/Seasonal.

Examples may include:

cinnamon,
cranberry,
apple,
ginger,
vanilla,
spiced honey,
peppermint,
berry,
or other concept-appropriate flavors.

The rule is simple:

A seasonal syrup should have a plan for its beginning and its end.

SECTION 4

Essential Mixers

A controlled full-service program should evaluate:

Club Soda
Tonic Water
Cola
Diet Cola
Lemon-Lime Soda
Ginger Ale
Ginger Beer
Orange Juice
Cranberry Juice
Grapefruit Juice
Pineapple Juice
Tomato/Bloody Mary Mix
Lemon Juice
Lime Juice

The exact list depends on the menu.

Fresh juice versus commercially prepared juice is a concept and operational decision.

Whichever approach is used, the recipe cost must reflect the actual product.

SECTION 5

Garnish Inventory

Common garnish capability may include:

Lemons
Limes
Oranges
Cocktail Cherries
Olives
Mint
Celery for Bloody Mary service where applicable
Salt
Sugar
Specialty salts or seasoning blends
Seasonal garnishes

Garnishes should never exist outside the recipe-cost conversation simply because each individual garnish seems inexpensive.

Twenty cents multiplied thousands of times is no longer twenty cents.

SECTION 6

Beer Inventory Architecture

This workbook will not dictate beer brands.

Instead, managers should establish **category positions**.

A typical full-service starting structure might include:

Core Positions

Light domestic lager
Standard domestic lager
Imported lager
IPA
Local or regional selection
Seasonal/rotating selection

Depending on concept:

Wheat beer
Pilsner

Stout/porter
Cider
Nonalcoholic beer
additional craft positions

The correct number of SKUs is the number the restaurant can sell, rotate and control—not the number the cooler can physically hold.

SECTION 7

Wine Inventory Architecture

A basic full-service wine program might establish positions for:

Sparkling

One accessible sparkling wine.

White

Pinot Grigio or similar light white
Sauvignon Blanc
Chardonnay

Rosé

One versatile rosé where demand supports it.

Red

Pinot Noir
Merlot or another approachable medium-bodied red
Cabernet Sauvignon
concept-specific red selection

The restaurant may then build premium bottle positions around demand.

Wine-by-the-glass programs require particular attention because an opened bottle creates a freshness clock.

The decision is not simply:

“Do guests like this wine?”

It is also:

“Can we sell the bottle quickly enough by the glass to maintain quality and control waste?”

SECTION 8

The Zero-Proof Bar

A guest choosing not to consume alcohol should not automatically receive the least interesting beverage experience at the table.

A thoughtful zero-proof program can use many ingredients the bar already carries:

citrus,
ginger beer,
club soda,
tonic,
fruit juices,
mint,
simple syrup,
grenadine,
seasonal syrups,
fresh fruit,
herbs,
and appropriate nonalcoholic products.

This creates beverage sales without liquor cost while improving guest choice.

Later in the recipe library, zero-proof drinks will receive the same treatment as cocktails:

standard recipe, standard portion, glassware, garnish, recipe cost and selling-price decision.

“Just make something without alcohol” is not a recipe.

THE STANDARD ON-HAND INVENTORY WORKSHEET

For each item, management should record:

Category: _____

Product/Brand: _____

Tier:
□ Essential
□ Full-Service
□ Expanded
□ Seasonal

Bottle/Package Size: _____

Current Cost: $_____

Current Par: _____

Backup Quantity: _____

Number of Approved Drinks Using Item: _____

Top Three Uses:

Average Weekly Usage: _____

Last Cost Review: _____

Substitute Available? □ Yes □ No

If yes: _____

Permanent Inventory Justified?

□ Yes
□ Review
□ Seasonal Only
□ Deplete and Remove

THE FIRST INVENTORY REDUCTION EXERCISE

Do not begin by adding anything.

Begin by identifying what should not be reordered.

Create four lists:

KEEP

Products with clear guest demand, recipe use or strategic purpose.

TEST

Products whose value is uncertain.

Give them a defined evaluation period.

SEASONAL

Products that have a legitimate use but do not need permanent inventory status.

DEPLETE

Products with no sufficient reason to be repurchased.

Do not create reckless specials simply to dispose of inventory.

Use products only in ways consistent with quality, responsible service, approved recipes and the restaurant's concept.

The win is not getting rid of a bottle.

The win is **preventing the next unnecessary bottle from entering the system.**

CHAPTER 6

The Drink Capability Matrix

Now we reverse the inventory.

Instead of asking:

What ingredients does this drink require?

we also ask:

What drinks does this ingredient allow us to sell?

This creates two connected references.

Drink-to-Ingredient Index

Choose a drink and see everything required to produce it.

Bottle-to-Drink Index

Choose an ingredient and see every approved drink that uses it.

Together, these references create the **Gravity Bar Capability Matrix**.

Why the Matrix Matters

Imagine that management is considering adding crème de cassis.

The old decision might be:

> *“We need it for El Diablo.”*

The better question is:

> *“If we add crème de cassis, what additional capability does it give us?”*

It may support:

El Diablo,
Kir,
Kir Royale,
selected sparkling features,
seasonal berry drinks.

Now management has a business decision rather than a recipe request.

The same process works in reverse.

If management removes an ingredient, the matrix immediately identifies the drinks that disappear with it.

CAPABILITY MATRIX — STARTER EXAMPLE

Ingredient	Standard Drinks Enabled	Additional Ingredients May Be Required	Tier
Vodka	Martini, Mule, Screwdriver, Cape Codder, Sea Breeze, Bay Breeze, Cosmopolitan, Bloody Mary, Black Russian, White Russian	Yes	Essential
Gin	G&T, Martini, Gimlet, Collins, Rickey, Southside, Negroni	Yes	Essential
Bourbon	Old Fashioned, Whiskey Sour, Gold Rush, Brown Derby, Kentucky Mule	Yes	Essential
Rye	Manhattan, Old Fashioned variations, Revolver	Yes	Essential/Full-Service
Blanco Tequila	Margarita, Paloma, Ranch Water, Sunrise, Mexican Mule, El Diablo	Yes	Essential
Light Rum	Daiquiri, Mojito, Cuba Libre, Rum Punch	Yes	Essential
Orange Liqueur	Margarita, Cosmopolitan, Sidecar-family, Long Island-family	Yes	Essential
Sweet Vermouth	Manhattan, Rob Roy, Negroni, Americano	Yes	Essential
Campari	Negroni, Americano, Jungle Bird, Boulevardier	Yes	Full-Service
Amaretto	Amaretto Sour, French Connection, dessert drinks	Yes	Full-Service
Coffee Liqueur	Black Russian, White Russian, Revolver, coffee drinks	Yes	Full-Service
Crème de Cassis	Kir, Kir Royale, El Diablo	Yes	Full-Service/Expanded
Sparkling Wine	Mimosa, Bellini, Kir Royale, Spritzes, celebration drinks	Yes	Full-Service

This table will become much larger once the complete recipe library is constructed.

That is intentional.

The recipe library and inventory system should talk to each other.

THE ONE-BOTTLE EXPANSION TEST

Before adding a new product, complete:

Proposed Product: _____

Cost: $_____

New Drinks It Enables: _____

Existing Drinks It Improves/Expands: _____

Expected Weekly Demand: _____

Expected Contribution per Drink: $_____

Seasonal or Permanent? _____

Existing Product It Could Replace: _____

If the Drink Fails, What Happens to the Remaining Bottle?

Decision

□ Add permanently
□ Test temporarily
□ Seasonal only
□ Do not add

THE GRAVITY PRINCIPLE

A well-designed bar does not need every bottle.

It needs the **right relationships between bottles**.

When one bottle supports several profitable drinks, inventory becomes productive.

When juices, syrups and garnishes cross multiple recipes, preparation becomes more efficient.

When seasonal drinks reuse core inventory, promotions become less risky.

When managers know what every ingredient can produce, purchasing becomes intentional.

The objective is not minimalism for its own sake.

The objective is **capability without unnecessary complexity.**

That is the bar we will now use to build the recipe library.

PART III

CHAPTER 7

Gravity Baseline Recipe Standard

Cocktail specifications in this book are practical starting standards. They are not claims that one historically correct recipe exists for every cocktail. A restaurant may establish its own house version. Once the house version is approved, costed, versioned, programmed, trained, and verified, that house version becomes the restaurant operating standard.

A Recipe Is a Financial Standard

A beverage recipe does more than tell a bartender how to make a drink.

It establishes:

what goes into the drink,
how much goes into the drink,
how the drink is produced,
what glass receives it,
how it is presented,
what the drink should cost,
and what the restaurant has promised the guest.

Change the quantity and the cost changes.

Change the spirit and the cost changes.

Change the garnish and the cost changes.

Change the glass and the guest's perception may change.

That is why the recipe library belongs inside a beverage-control system.

Every restaurant should ultimately approve its own house recipes. The recipes in this library provide practical full-service starting standards. Where respected variations exist, management should choose the restaurant's approved version and document it.

Once approved, that version becomes the standard.

THE GRAVITY STANDARD DRINK CARD

Every approved beverage should eventually answer the same questions.

Drink Name

Inventory Tier

Ingredients and Exact Portions

Method

Glassware

Ice

Garnish

Approved Brand Level

Recipe Cost

Selling Price

Recipe Beverage Cost %

Contribution Dollars

Server Description

Common Guest Modification

Allergen / Dietary / Operational Note Where Applicable

Training Verification

This creates consistency between the bar, management, servers, inventory system and POS.

RECIPE COST CARD

Drink: _____

Ingredient	Portion	Package Cost	Package Yield	Portion Cost
_____	_____	$_____	_____	$_____
_____	_____	$_____	_____	$_____
_____	_____	$_____	_____	$_____
_____	_____	$_____	_____	$_____
Garnish	_____	$_____	_____	$_____

Total Recipe Cost: $_____

Selling Price: $_____

Recipe Beverage Cost %: _____**%**

Contribution Dollars: $_____

Approved Date: _____

Approved By: _____

SECTION 1

VODKA STANDARDS

Vodka Martini

Tier: Essential

Standard Starting Recipe

2½ oz vodka
½ oz dry vermouth

Method: Stir with ice until properly chilled; strain.

Glassware: Chilled cocktail or Martini glass.

Ice in Finished Drink: None.

Standard Garnish: Lemon twist or olive according to guest preference/house standard.

Server Description: A cold, spirit-forward classic with a clean profile and light dry-vermouth character.

Common Modifications: Dry, extra dry, dirty, olives, twist, rocks.

Management Note

“Dry” and “extra dry” are commonly interpreted differently by guests and bartenders.

The restaurant should establish its own measured standards.

If “dirty” adds olive brine, that addition should also have a standard quantity.

A request should not become permission to free-pour.

Dirty Vodka Martini

Tier: Essential

Standard Starting Recipe

2½ oz vodka
½ oz dry vermouth

½ oz olive brine

Method: Stir or shake according to house standard/guest request; strain.

Glassware: Chilled cocktail or Martini glass.

Garnish: Olives.

Control Point

Olive brine affects flavor, consistency and inventory.

“Some brine” is not a recipe.

Vodka Tonic

Tier: Essential

Standard Starting Recipe

1½ oz vodka
Tonic water to approved glass specification

Method: Build over ice.

Glassware: Highball or Collins.

Garnish: Lime wedge.

Server Description: Crisp, simple and refreshing with tonic bitterness and citrus.

Vodka Soda

Tier: Essential

Standard Starting Recipe

1½ oz vodka
Club soda to approved glass specification

Method: Build over ice.

Garnish: Lime wedge or house-approved citrus.

Profit Note

Simple highballs can produce excellent contribution while requiring little preparation. Their simplicity does not eliminate the need for portion control.

Moscow Mule

Tier: Essential

Standard Starting Recipe

2 oz vodka
½ oz fresh lime juice
4 oz ginger beer, adjusted only if the restaurant's approved vessel requires a different standardized quantity

Method: Build over ice and gently combine.

Glassware: Mule mug or approved highball.

Garnish: Lime wheel or wedge.

Server Description: Bright lime, vodka and spicy ginger beer.

Inventory Connection

Vodka + lime + ginger beer also creates a base architecture for other mule-family drinks.

That matters because ginger beer should not exist for only one recipe if the menu can responsibly use it elsewhere.

Screwdriver

Tier: Essential

Standard Starting Recipe

1½ oz vodka
4 oz orange juice

Method: Build over ice.

Glassware: Highball.

Garnish: Orange wedge where house standard requires it.

Cape Codder

Tier: Essential

Standard Starting Recipe

1½ oz vodka
4 oz cranberry juice

Method: Build over ice.

Glassware: Highball.

Garnish: Lime wedge.

Sea Breeze

Tier: Essential

Standard Starting Recipe

1½ oz vodka
3 oz cranberry juice
1½ oz grapefruit juice

Method: Build over ice.

Glassware: Highball.

Garnish: Lime wedge.

Menu-Reach Lesson

With vodka, cranberry and grapefruit already in inventory, the restaurant creates another recognizable drink without adding a specialty bottle.

That is exactly what Menu Reach is intended to expose.

Bay Breeze

Tier: Essential where pineapple juice is stocked

Standard Starting Recipe

1½ oz vodka
3 oz cranberry juice

1½ oz pineapple juice

Method: Build over ice.

Glassware: Highball.

Garnish: Lime or approved fruit garnish.

Cosmopolitan

Tier: Essential

Standard Starting Recipe

1½ oz citrus or house vodka
¾ oz orange liqueur
¾ oz cranberry juice
½ oz fresh lime juice

Method: Shake with ice and strain.

Glassware: Chilled cocktail glass.

Garnish: Orange twist or lime according to house standard.

Server Description: Tart, citrus-forward and lightly fruity without being excessively sweet.

Inventory Connection

The Cosmopolitan demonstrates the value of orange liqueur.

The same modifier already supports Margaritas and several other cocktail families.

Black Russian

Tier: Full-Service because coffee liqueur is required

Standard Starting Recipe

2 oz vodka
1 oz coffee liqueur

Method: Build or stir over ice.

Glassware: Rocks.

Garnish: None unless house standard specifies otherwise.

White Russian

Tier: Full-Service

Standard Starting Recipe

2 oz vodka
1 oz coffee liqueur
1 oz cream or approved dairy component

Method: Build over ice according to house presentation standard.

Glassware: Rocks.

Server Description: Rich, creamy and coffee-forward.

Operational Note

Any dairy ingredient introduces additional storage, freshness and allergen considerations. Those controls belong in the restaurant's approved food-safety procedures.

SECTION 2

GIN STANDARDS

Gin & Tonic

Tier: Essential

Standard Starting Recipe

1½ oz gin
Tonic water to approved glass specification

Method: Build over ice.

Glassware: Highball.

Garnish: Lime wedge.

Server Description: Crisp, botanical and refreshing with tonic bitterness.

Gin Martini

Tier: Essential

Standard Starting Recipe

2½ oz gin
½ oz dry vermouth

Method: Stir with ice and strain.

Glassware: Chilled cocktail or Martini glass.

Garnish: Lemon twist or olive.

Training Point

A Martini is an excellent test of bartender discipline because there is nowhere for inconsistency to hide.

Temperature, dilution, measurement and vermouth treatment all matter.

Gimlet

Tier: Essential

Standard Starting Recipe

2 oz gin
¾ oz fresh lime juice
¾ oz simple syrup

Method: Shake with ice and strain.

Glassware: Cocktail or coupe.

Garnish: Lime wheel if required by house standard.

Server Description: Bright, tart and botanical with balanced sweetness.

House-Standard Note

Classic and contemporary Gimlet recipes vary considerably, including versions made with lime cordial. The restaurant should select and document one approved build.

Tom Collins

Tier: Essential

Standard Starting Recipe

2 oz gin
1 oz fresh lemon juice
¾ oz simple syrup
Club soda

Method: Shake gin, lemon and syrup with ice; strain or pour over fresh ice according to house standard; top with soda.

Glassware: Collins.

Garnish: Lemon and cherry where consistent with house presentation.

Server Description: A tall, sparkling gin sour—citrusy, refreshing and lightly sweet.

Gin Rickey

Tier: Essential

Standard Starting Recipe

2 oz gin
½ oz fresh lime juice
Club soda

Method: Build over ice.

Glassware: Highball.

Garnish: Lime.

Server Description: Dry, bright and refreshing with little or no added sweetness.

Southside

Tier: Full-Service capability using mostly Essential inventory

Standard Starting Recipe

2 oz gin
¾ oz fresh lime juice
¾ oz simple syrup
6–8 mint leaves

Method: Shake appropriately with ice and strain.

Glassware: Coupe or cocktail glass.

Garnish: Mint leaf according to house standard.

Server Description: Fresh mint, lime and gin—bright and clean rather than heavy.

Underused-Drink Flag

The Southside will return in the **Ten Underused Drinks Worth Rediscovering** section because it creates a distinctive menu option from ingredients many full-service bars already stock.

Negroni

Tier: Full-Service

Standard Starting Recipe

1 oz gin
1 oz Campari
1 oz sweet vermouth

Method: Stir with ice.

Glassware: Rocks over fresh ice, preferably one large cube where operationally appropriate.

Garnish: Orange peel.

Server Description: Bittersweet, botanical and spirit-forward.

Inventory Lesson

Campari may initially appear to be a specialty purchase.

But when the restaurant also uses it in an Americano, Jungle Bird and selected seasonal drinks, its Menu Reach improves considerably.

SECTION 3

WHISKEY STANDARDS

Old Fashioned

Tier: Essential

Standard Starting Recipe

2 oz bourbon or rye
¼ oz simple syrup or equivalent measured sweetener according to house standard
2–3 dashes aromatic bitters

Method: Stir with ice.

Glassware: Rocks.

Ice: Fresh rocks or one large cube according to house standard.

Garnish: Expressed orange peel; cherry only if part of the restaurant's approved presentation.

Server Description: Spirit-forward whiskey with restrained sweetness, aromatic bitters and orange oils.

Standardization Warning

The Old Fashioned is one of the easiest drinks for a restaurant to make unnecessarily complicated.

Fruit-muddling traditions, sugar cubes, syrups, cherries and portion sizes vary.

Choose the house version.

Cost it.

Train it.

Stop allowing every bartender to maintain a personal recipe.

Manhattan

Tier: Essential/Full-Service depending on rye inventory

Standard Starting Recipe

2 oz rye or bourbon
1 oz sweet vermouth
2 dashes aromatic bitters

Method: Stir with ice and strain.

Glassware: Chilled coupe/cocktail glass.

Garnish: Cocktail cherry.

Server Description: Smooth, spirit-forward whiskey balanced with sweet vermouth and aromatic bitters.

Whiskey Sour

Tier: Essential

Standard Starting Recipe

2 oz bourbon
¾ oz fresh lemon juice
¾ oz simple syrup

Method: Shake with ice and strain over fresh ice or serve up according to house standard.

Glassware: Rocks or coupe.

Garnish: Lemon and/or cherry according to house standard.

Optional Egg White

If the restaurant offers an egg-white version, it requires a separate approved procedure addressing food safety, allergen communication, preparation and local regulatory requirements.

It should never be added casually because “that is how somebody learned it.”

Gold Rush

Tier: Full-Service capability with minimal additional inventory

Standard Starting Recipe

2 oz bourbon
¾ oz fresh lemon juice
¾ oz honey syrup

Method: Shake with ice and strain over fresh ice.

Glassware: Rocks.

Garnish: Lemon peel according to house standard.

Server Description: Bourbon, fresh lemon and honey—approachable, balanced and richer than a standard Whiskey Sour.

Underused-Drink Flag

The Gold Rush earns special attention because it is easy to explain to a guest and does not require an obscure spirit.

Brown Derby

Tier: Full-Service

Standard Starting Recipe

2 oz bourbon
1 oz fresh grapefruit juice
½ oz honey syrup

Method: Shake with ice and strain.

Glassware: Coupe or cocktail glass.

Garnish: Grapefruit or lemon expression according to house standard.

Server Description: Bourbon softened by grapefruit and honey; citrus-forward without drinking like a typical sour.

Underused-Drink Flag

This is another strong candidate for a restaurant wanting something distinctive without building a specialty-bottle problem.

Kentucky Mule

Tier: Essential

Standard Starting Recipe

2 oz bourbon
½ oz fresh lime juice
4 oz ginger beer

Method: Build over ice.

Glassware: Mule mug or highball.

Garnish: Lime.

Menu-Reach Lesson

Once ginger beer is stocked for the Moscow Mule, bourbon creates another recognizable offering without another specialty ingredient.

THE FIRST RECIPE-LIBRARY AUDIT

Before adding any of these drinks to a restaurant's approved menu or off-menu capability list, management should ask:

Do we already stock every ingredient?

□ Yes
□ No

Does the drink require a new permanent SKU?

□ Yes
□ No

Can the team execute it consistently?

□ Yes
□ Training required

Has the recipe been costed using our actual purchase prices?

□ Yes
□ No

Does the POS contain the correct button and price?

□ Yes
□ No

Can servers describe it accurately?

□ Yes
□ No

Has management approved the recipe?

□ Yes
□ No

A recipe is not operational simply because it appears in this book.

The restaurant makes it operational by **selecting it, costing it, approving it, programming it, training it and verifying it.**

That is the difference between owning a recipe and owning a system.

SECTION 4

TEQUILA STANDARDS

Tequila deserves particular attention in a modern full-service beverage program because a relatively small ingredient family can produce substantial menu variety.

The danger is allowing that variety to turn into unnecessary SKU depth.

A restaurant does not need twelve tequilas to make twelve tequila drinks.

Recipe capability and brand selection are different decisions.

Margarita

Tier: Essential

Standard Starting Recipe

2 oz blanco tequila
1 oz orange liqueur
1 oz fresh lime juice
¼ oz agave syrup or simple syrup when required by the approved house balance

Method: Shake with ice.

Glassware: Rocks glass over fresh ice or approved Margarita glass.

Rim: Salt, no salt or half-salt according to guest request and house standard.

Garnish: Lime wheel or wedge.

Server Description: Fresh lime and tequila balanced with orange liqueur; bright, tart and clean.

Control Point

The Margarita is one of the most important recipes to standardize because small changes can create large cost differences.

An extra half-ounce of tequila, an uncontrolled splash of orange liqueur and an oversized glass can quietly turn a profitable Margarita into a poorly controlled product.

Tommy's-Style Margarita

Tier: Essential

Standard Starting Recipe

2 oz blanco tequila
1 oz fresh lime juice
½ oz agave syrup

Method: Shake with ice.

Glassware: Rocks.

Garnish: Lime.

Inventory Lesson

This variation demonstrates that a restaurant can create a legitimate second Margarita profile using ingredients already required for the core program.

No specialty bottle is necessary.

Paloma

Tier: Essential when grapefruit capability exists

Standard Starting Recipe

2 oz blanco tequila
½ oz fresh lime juice
Grapefruit soda to approved glass specification

Alternative House Build: Fresh grapefruit, lime, measured sweetener and soda may be standardized instead.

Method: Build over ice.

Glassware: Highball.

Garnish: Grapefruit or lime.

Server Description: Bright tequila, grapefruit and citrus with a refreshing sparkling finish.

Underused-Drink Flag

Despite being well established, the Paloma remains underrepresented on many general full-service restaurant menus compared with the Margarita.

It deserves a place in our later high-potential section.

Ranch Water

Tier: Essential

Standard Starting Recipe

2 oz blanco tequila
¾ oz fresh lime juice
Sparkling mineral water or approved soda component

Method: Build over ice.

Glassware: Highball.

Garnish: Lime.

Server Description: Dry, light and refreshing—tequila, lime and sparkling water without heavy sweetness.

Tequila Sunrise

Tier: Essential

Standard Starting Recipe

1½ oz blanco tequila
4 oz orange juice
½ oz grenadine

Method: Build over ice, adding grenadine to create the intended visual effect.

Glassware: Highball.

Garnish: Orange and cherry according to house standard.

Mexican Mule

Tier: Essential

Standard Starting Recipe

2 oz blanco tequila
½ oz fresh lime juice
4 oz ginger beer

Method: Build over ice.

Glassware: Mule mug or highball.

Garnish: Lime.

Menu-Reach Lesson

One ginger-beer SKU now supports vodka, bourbon, tequila and potentially rum-based mule variations.

That is productive inventory.

El Diablo

Tier: Full-Service

Standard Starting Recipe

1½ oz blanco or reposado tequila
½ oz crème de cassis
½ oz fresh lime juice
3 oz ginger beer

Method: Build over ice or shake the tequila, cassis and lime before topping with ginger beer according to house standard.

Glassware: Highball.

Garnish: Lime.

Server Description: Tequila and lime with dark berry flavor and spicy ginger.

Underused-Drink Flag

El Diablo earns a place in our high-potential section because it tastes distinctive while connecting several ingredients that can serve other purposes.

SECTION 5

RUM STANDARDS

Daiquiri

A true standard Daiquiri is not automatically a frozen fruit drink.

Its basic architecture is beautifully simple.

Tier: Essential

Standard Starting Recipe

2 oz light rum
1 oz fresh lime juice
¾ oz simple syrup

Method: Shake with ice and strain.

Glassware: Coupe or cocktail glass.

Garnish: Lime according to house standard.

Server Description: Rum, fresh lime and restrained sweetness—a clean, bright classic.

Training Point

Because the recipe is simple, poor balance becomes obvious.

Freshness and measurement matter.

Mojito

Tier: Essential where mint is operationally justified

Standard Starting Recipe

2 oz light rum
¾ oz fresh lime juice
¾ oz simple syrup
6–8 mint leaves
Club soda

Method: Gently express the mint according to house procedure; combine ingredients with ice and top with soda.

Glassware: Collins/highball.

Garnish: Mint sprig and lime.

Server Description: Fresh mint, lime, rum and soda—bright, aromatic and refreshing.

Operational Warning

Mint can create waste quickly.

If Mojito demand is low, management should determine whether other drinks or food items use the same mint inventory.

Cuba Libre

Tier: Essential

Standard Starting Recipe

2 oz light or aged rum
½ oz fresh lime juice
Cola

Method: Build over ice.

Glassware: Highball.

Garnish: Lime.

Training Note

Rum and cola becomes a Cuba Libre through the deliberate inclusion of lime.

That distinction should be reflected in the restaurant's approved recipe and POS structure if both are offered.

Dark Rum & Ginger Beer

Tier: Essential/Full-Service

Standard Starting Recipe

2 oz appropriate dark rum
½ oz fresh lime juice
Ginger beer

Method: Build over ice.

Glassware: Highball.

Garnish: Lime.

Naming Note

Some famous cocktail names are associated with particular trademarks or specified brands. Restaurants should verify naming rights and brand requirements before placing trademark-associated names on a menu.

The recipe can still inspire an approved house drink without misrepresenting a protected name.

Rum Punch

Tier: Essential/Full-Service

There is no single universal restaurant Rum Punch recipe.

The restaurant should establish a house version.

A practical starting architecture might use:

2 oz rum
citrus component
fruit component
measured sweetener where necessary
optional aromatic or spice component

Gravity Requirement

“Rum Punch” cannot mean whatever the bartender decides that evening.

If the restaurant sells it, the restaurant needs a recipe.

SECTION 6

SCOTCH, IRISH WHISKEY AND BRANDY STANDARDS

Scotch & Soda

Tier: Essential/Full-Service

1½ or 2 oz Scotch according to approved house pour
Club soda

Method: Build over ice.

Glassware: Highball.

Garnish: None unless requested/house standard.

Scotch Highball

Tier: Full-Service

2 oz Scotch
Chilled soda water to approved specification

Method: Build carefully over quality ice.

Glassware: Highball.

Server Description: Light, sparkling and whiskey-forward.

Rob Roy

Tier: Full-Service

2 oz Scotch
1 oz sweet vermouth
2 dashes aromatic bitters

Method: Stir with ice and strain.

Glassware: Coupe/cocktail.

Garnish: Cherry.

Menu-Reach Lesson

Sweet vermouth and bitters already exist for the Manhattan.

The Rob Roy creates additional capability without adding a modifier.

Irish Whiskey & Ginger

Tier: Full-Service

1½ oz Irish whiskey
Ginger ale

Method: Build over ice.

Glassware: Highball.

Garnish: Lime where house standard specifies.

Irish Coffee

Tier: Full-Service/Holiday

Standard Starting Architecture

1½ oz Irish whiskey
hot coffee
measured sweetener
lightly whipped cream according to house recipe

Glassware: Heat-safe Irish coffee glass or approved mug.

Safety Note

Hot-beverage glassware and service procedures must be appropriate for hot liquids.

Seasonal Value

Irish Coffee has strong winter and holiday usefulness without requiring a seasonal-only spirit when Irish whiskey already has year-round demand.

Brandy Alexander

Tier: Expanded

A common starting recipe:

1 oz brandy or Cognac
1 oz dark crème de cacao
1 oz cream

Method: Shake with ice and strain.

Glassware: Cocktail/coupe.

Garnish: Fresh nutmeg where appropriate.

Inventory Warning

This drink may require a modifier with limited Menu Reach in some restaurants.

Do not automatically add it to the permanent inventory merely because the recipe is classic.

Sidecar

Tier: Full-Service where brandy/Cognac is stocked

2 oz Cognac or brandy
¾ oz orange liqueur
¾ oz fresh lemon juice

Method: Shake with ice and strain.

Glassware: Coupe/cocktail.

Garnish: Orange or lemon twist according to house standard.

Server Description: Brandy, citrus and orange liqueur—bright, dry and elegant.

SECTION 7

COMMON MULTI-SPIRIT AND HIGH-RECOGNITION DRINKS

Long Island Iced Tea

Tier: Full-Service

This drink is a control test.

It combines several spirits, making careless free-pouring particularly expensive.

Standard Starting Recipe

½ oz vodka
½ oz gin
½ oz light rum
½ oz blanco tequila
½ oz orange liqueur
¾ oz fresh lemon juice
½ oz simple syrup

small measured cola finish

Method: Shake the alcoholic ingredients, citrus and syrup with ice; strain or pour over fresh ice and finish with cola according to house standard.

Glassware: Collins/highball.

Garnish: Lemon.

Management Warning

The Long Island should never be treated as permission to empty several bottles into a glass.

Every component must be measured.

Long Beach Iced Tea

Uses the approved Long Island architecture with cranberry replacing the cola component according to the restaurant's standardized recipe.

Menu-Reach Lesson

This is a variation that uses inventory already on hand.

SECTION 8

SPARKLING AND BRUNCH STANDARDS

Mimosa

Tier: Full-Service

Standard Starting Recipe

3 oz sparkling wine
3 oz orange juice

Method: Build gently.

Glassware: Flute or approved wine glass.

Garnish: Optional according to house standard.

Control Point

“Half juice, half Champagne” is not sufficient for costing unless the glass and actual portions are standardized.

Bellini

Tier: Full-Service

Standard Starting Architecture

4 oz sparkling wine
2 oz approved peach purée or peach component

Method: Build gently.

Glassware: Flute.

Inventory Note

If the restaurant adds a peach product only for the Bellini, management should examine whether it can support other drinks or whether sales volume alone justifies it.

Kir

Tier: Full-Service

5 oz dry white wine
½ oz crème de cassis

Method: Build gently.

Glassware: Wine glass.

Kir Royale

Tier: Full-Service

5 oz sparkling wine
½ oz crème de cassis

Method: Build gently.

Glassware: Flute.

Menu-Reach Lesson

Crème de cassis now supports the Kir, Kir Royale and El Diablo before any seasonal applications are considered.

That is exactly why the capability matrix exists.

Aperol Spritz

Tier: Full-Service

Standard Starting Recipe

3 oz sparkling wine
2 oz Aperol
1 oz soda water

Method: Build over ice.

Glassware: Large wine glass.

Garnish: Orange slice.

Server Description: Light, sparkling and bittersweet with citrus character.

Americano

Tier: Full-Service

1½ oz Campari
1½ oz sweet vermouth
Club soda

Method: Build over ice.

Glassware: Highball or rocks according to house standard.

Garnish: Orange.

Server Description: A lower-proof, bittersweet aperitif with citrus and bubbles.

Underused-Drink Flag

The Americano deserves more attention because it provides a sophisticated lower-alcohol option while using ingredients already required for several other classics.

SECTION 9

THE CORE ZERO-PROOF LIBRARY

A zero-proof drink should receive the same operational respect as any other beverage.

It should have a name.

It should have a recipe.

It should have a cost.

It should have a selling price.

It should have a presentation standard.

And the server should know how to describe it.

House Ginger Lime

¾ oz fresh lime juice
½ oz simple syrup
4 oz ginger beer
2 oz club soda

Method: Build over ice.

Glassware: Highball.

Garnish: Lime.

Profile: Bright, spicy and refreshing.

Mint Lime Cooler

¾ oz fresh lime juice
¾ oz simple syrup
6–8 mint leaves
Club soda

Method: Gently express mint, build over ice and top with soda.

Glassware: Collins.

Garnish: Mint and lime.

Profile: A clean mint-and-lime cooler using ingredients already present for Mojitos and Southsides.

Cranberry Citrus Fizz

2 oz cranberry juice
¾ oz fresh lime juice
½ oz simple syrup
3 oz club soda

Method: Build over ice.

Glassware: Highball.

Garnish: Lime or orange.

Grapefruit Ginger Cooler

2 oz grapefruit juice
½ oz fresh lime juice
½ oz simple or agave syrup
3 oz ginger beer

Method: Build over ice.

Glassware: Highball.

Garnish: Grapefruit or lime.

Pineapple Lime Fizz

2 oz pineapple juice
¾ oz fresh lime juice
½ oz simple syrup
3 oz club soda

Method: Shake juice, lime and syrup briefly with ice; strain over fresh ice and top with soda.

Glassware: Highball.

Garnish: Lime.

Zero-Proof Sunrise

4 oz orange juice
2 oz club soda or approved sparkling component
½ oz grenadine

Method: Build over ice with grenadine added for the visual effect.

Glassware: Highball.

Garnish: Orange.

ZERO-PROOF PROFITABILITY CHECK

Do not price a zero-proof cocktail by saying:

> *“There is no alcohol in it, so it should be cheap.”*

The guest is purchasing:

ingredients,
preparation,
presentation,
service,
glassware,
ice,
garnish,
experience,
and a beverage alternative worth ordering.

Calculate the actual recipe cost.

Then establish a selling price appropriate to the restaurant and market.

CHAPTER 8

The Standard Drink Index — First Capability Check

At this point, our Essential and Full-Service inventory already supports a substantial drink library.

A restaurant carrying the appropriate core ingredients can reasonably build capability across:

Vodka
Martini
Dirty Martini
Tonic
Soda
Moscow Mule
Screwdriver
Cape Codder
Sea Breeze
Bay Breeze
Cosmopolitan
Black Russian
White Russian

Gin
Gin & Tonic
Martini
Gimlet
Tom Collins
Rickey
Southside
Negroni

Whiskey
Old Fashioned
Manhattan
Whiskey Sour
Gold Rush
Brown Derby
Kentucky Mule
Rob Roy
Scotch Highball
Irish Whiskey & Ginger
Irish Coffee

Tequila
Margarita
Tommy's-style Margarita
Paloma
Ranch Water
Tequila Sunrise
Mexican Mule
El Diablo

Rum
Daiquiri
Mojito
Cuba Libre
Rum Punch
Dark Rum & Ginger Beer

Brandy/Cognac
Sidecar
Brandy Alexander where inventory supports it

Multi-Spirit
Long Island Iced Tea
Long Beach variation

Sparkling/Brunch
Mimosa
Bellini
Kir
Kir Royale
Aperol Spritz
Americano

Zero-Proof
House Ginger Lime
Mint Lime Cooler
Cranberry Citrus Fizz
Grapefruit Ginger Cooler
Pineapple Lime Fizz
Zero-Proof Sunrise

And we have not yet reached the expanded classic library, holiday menus or dedicated underused-drink section.

That is the point.

A controlled inventory does not have to mean a small beverage selection.

The right ingredients working together can produce significant variety without filling the storeroom with bottles that have only one job.

MANAGER CAPABILITY EXERCISE

Using the restaurant's current inventory, mark each drink:

A — Available now

O — One ingredient away

M — Multiple ingredients missing

N — Not appropriate for our concept

Then total:

Available now: _____

One ingredient away: _____

Multiple ingredients missing: _____

Not appropriate: _____

Now identify the five missing ingredients that would unlock the greatest number of appropriate drinks.

1. _____ unlocks _____ drinks.
2. _____ unlocks _____ drinks.
3. _____ unlocks _____ drinks.
4. _____ unlocks _____ drinks.
5. _____ unlocks _____ drinks.

Do not automatically buy all five.

First ask whether guests are likely to purchase what those ingredients unlock.

Capability without demand is still inventory.

PART IV

TEN UNDERUSED DRINKS WORTH REDISCOVERING

CHAPTER 9

Different Does Not Have to Mean Difficult

Restaurants sometimes make one of two mistakes when trying to make their cocktail menu more interesting.

The first is playing it too safe.

The menu becomes a collection of drinks guests already see everywhere, with little reason to choose this restaurant's beverage program over another.

The second mistake is moving too far in the opposite direction.

The restaurant buys obscure bottles, builds complicated recipes, creates elaborate garnishes, adds slow preparation steps and gives servers drinks that are difficult to explain.

Neither extreme is necessary.

There is useful territory between ordinary and obscure.

The ten drinks in this chapter were selected because they demonstrate that principle.

They are not here merely because they are less commonly ordered.

They were selected because they can offer some combination of:

recognizable base spirits,
approachable flavors,
manageable preparation,
useful inventory overlap,
strong perceived value,
simple server descriptions,
visual or menu distinction,
and reasonable potential in a full-service restaurant.

They should still be tested.

No book can guarantee what the guests in one particular restaurant will buy.

The purpose is to give management better candidates to test.

1. GOLD RUSH

Why It Deserves Attention

The Gold Rush has an immediate advantage:

A server can explain it in one sentence.

> *Bourbon, fresh lemon and honey.*

There is nothing intimidating in that description.

Guests who enjoy Whiskey Sours can understand it.

Bourbon drinkers recognize the base spirit.

Guests who do not want an excessively sweet cocktail can be told what to expect.

Operationally, it is also attractive because bourbon and lemon are already high-use ingredients in many full-service bars.

Honey syrup is the primary additional preparation.

Standard Starting Recipe

2 oz bourbon
¾ oz fresh lemon juice
¾ oz honey syrup

Method: Shake with ice and strain over fresh ice.

Glassware: Rocks.

Garnish: Lemon peel according to house standard.

Flavor Profile: Bourbon-forward, citrusy, lightly rich and balanced.

Server Language: “It's similar in structure to a Whiskey Sour, but honey gives it a rounder, richer finish.”

Inventory Overlap

Bourbon → Old Fashioned, Whiskey Sour, Kentucky Mule, Brown Derby
Lemon → Whiskey Sour, Collins, Sidecar and numerous seasonal drinks
Honey syrup → Brown Derby and seasonal applications

Recommended Status: Strong test-menu candidate.

2. BROWN DERBY

Why It Deserves Attention

The Brown Derby combines bourbon, grapefruit and honey.

That makes it familiar enough to explain but different enough to feel like a discovery.

It also gives grapefruit juice another job beyond Palomas, Greyhounds and related drinks.

Standard Starting Recipe

2 oz bourbon
1 oz fresh grapefruit juice
½ oz honey syrup

Method: Shake with ice and strain.

Glassware: Coupe.

Garnish: Grapefruit expression or approved citrus garnish.

Flavor Profile: Whiskey richness balanced by tart grapefruit and honey.

Server Language: “Bourbon with grapefruit and honey—bright and citrusy but still whiskey-forward.”

Inventory Overlap

Bourbon → multiple core whiskey drinks
Grapefruit → Paloma family, Greyhound family, zero-proof drinks
Honey syrup → Gold Rush and seasonal features

Recommended Status: Test or seasonal feature; strong candidate where bourbon sells well.

3. JUNGLE BIRD

Why It Deserves Attention

Many tropical cocktails require a long list of ingredients.

The Jungle Bird offers tropical character with a bitter edge that can distinguish it from sweeter rum drinks.

It also gives Campari another important use.

Standard Starting Recipe

1½ oz dark or aged rum
¾ oz Campari
1½ oz pineapple juice
½ oz fresh lime juice
½ oz simple syrup

Method: Shake with ice and strain over fresh ice.

Glassware: Rocks.

Garnish: Pineapple leaf, lime or simplified house garnish.

Flavor Profile: Tropical fruit followed by pleasant bitterness and citrus.

Server Language: “A tropical rum cocktail with pineapple and lime, balanced by a slightly bitter finish.”

Inventory Overlap

Campari → Negroni, Americano, Boulevardier
Rum → core rum drinks
Pineapple → Rum Punch, Bay Breeze and zero-proof drinks
Lime → extensive Menu Reach

Recommended Status: Excellent Full-Service feature where Campari is already stocked.

4. PALOMA

Why It Deserves Attention

The Paloma is not truly obscure.

That is part of its strength.

It is established enough to have credibility but still underused on many general restaurant menus compared with the Margarita.

It offers tequila guests something lighter and more refreshing.

Standard Starting Recipe

2 oz blanco tequila
½ oz fresh lime juice
Grapefruit soda to approved specification

Method: Build over ice.

Glassware: Highball.

Garnish: Grapefruit or lime.

Flavor Profile: Tequila, grapefruit, citrus and carbonation.

Server Language: “If you like Margaritas but want something lighter and more refreshing, try the Paloma.”

Inventory Overlap

Tequila → very high Menu Reach
Lime → extremely high Menu Reach
Grapefruit → Brown Derby and zero-proof applications

Recommended Status: Permanent-menu candidate for many full-service restaurants.

5. AMERICANO

Why It Deserves Attention

Not every guest wants a high-proof cocktail.

The Americano provides an aperitif-style option with bitterness, sweetness and carbonation without relying on a large spirit pour.

Standard Starting Recipe

1½ oz Campari
1½ oz sweet vermouth
Club soda

Method: Build over ice.

Glassware: Highball or rocks.

Garnish: Orange.

Flavor Profile: Bittersweet, herbal, sparkling and refreshing.

Server Language: “It's a lighter, sparkling bittersweet aperitif with orange and herbal notes.”

Inventory Overlap

Campari → Negroni, Jungle Bird, Boulevardier
Sweet vermouth → Manhattan, Rob Roy, Negroni
Soda → extensive Menu Reach

Recommended Status: Strong aperitif option for concepts whose guests appreciate bittersweet flavors.

6. NEW YORK SOUR

Why It Deserves Attention

The New York Sour begins with a drink guests already understand and adds a visual and flavor distinction.

It is essentially a Whiskey Sour finished with a measured red-wine float.

That makes it especially useful in restaurants already selling wine by the glass.

Standard Starting Recipe

2 oz bourbon or rye
¾ oz fresh lemon juice
¾ oz simple syrup
½ oz dry red wine floated carefully on top

Method: Shake whiskey, lemon and syrup with ice. Strain over fresh ice. Float the measured wine.

Glassware: Rocks.

Garnish: Lemon according to house standard.

Flavor Profile: Whiskey Sour brightness with a dry, fruity red-wine layer.

Server Language: “It's a Whiskey Sour finished with a red-wine float—it looks distinctive and adds a dry fruit note.”

Inventory Overlap

Whiskey → core program
Lemon/simple → high Menu Reach
Red wine → existing wine program

Recommended Status: Excellent feature where wine-by-the-glass inventory already provides the red wine.

Control Warning

Do not allow “a float” to mean an uncontrolled pour.

The wine still has a cost.

7. FRENCH CONNECTION

Why It Deserves Attention

The French Connection is simple.

That simplicity is commercially useful.

It can create an after-dinner or slow-sipping option without requiring elaborate preparation.

Standard Starting Recipe

1½ oz Cognac or brandy
1½ oz amaretto

Method: Stir briefly over ice or build according to approved house standard.

Glassware: Rocks.

Garnish: None or expressed orange peel according to house standard.

Flavor Profile: Rich, warming, nutty and spirit-forward.

Server Language: “A smooth after-dinner drink combining brandy with amaretto.”

Inventory Overlap

Amaretto → Amaretto Sour, dessert drinks, coffee and holiday applications
Brandy/Cognac → Sidecar and premium sipping

Recommended Status: Best suited to restaurants with an established after-dinner beverage opportunity.

8. EL DIABLO

Why It Deserves Attention

El Diablo combines tequila, dark berry flavor, lime and ginger.

It sounds more complicated than it tastes.

The finished drink is approachable and visually distinctive.

Standard Starting Recipe

1½ oz tequila
½ oz crème de cassis
½ oz fresh lime juice

3 oz ginger beer

Method: Build over ice or shake the first three ingredients and finish with ginger beer according to house standard.

Glassware: Highball.

Garnish: Lime.

Flavor Profile: Tequila and citrus with berry sweetness and ginger spice.

Server Language: “Tequila, blackberry-style fruit, lime and ginger beer—fruity but still bright and refreshing.”

Inventory Overlap

Tequila → very high
Cassis → Kir and Kir Royale
Ginger beer → Mule family
Lime → extremely high

Recommended Status: Strong test-menu candidate.

9. SOUTHSIDE

Why It Deserves Attention

The Southside demonstrates how a restaurant can create a distinctive cocktail almost entirely from basic inventory.

Gin.

Lime.

Simple syrup.

Mint.

There is no expensive specialty spirit hiding in the recipe.

Standard Starting Recipe

2 oz gin
¾ oz fresh lime juice
¾ oz simple syrup
6–8 mint leaves

Method: Shake with ice and strain.

Glassware: Coupe.

Garnish: Mint.

Flavor Profile: Fresh, botanical, citrusy and clean.

Server Language: “Think fresh mint and lime with gin—bright and refreshing without being heavy.”

Inventory Overlap

Gin → core bar
Lime → extremely high
Simple syrup → extremely high
Mint → Mojito and seasonal/zero-proof drinks

Recommended Status: Excellent candidate when mint already has sufficient inventory justification.

10. REVOLVER

Why It Deserves Attention

The Revolver creates an opportunity to combine whiskey with coffee flavor without turning the drink into a heavy dessert cocktail.

That makes it useful for guests who want something darker and spirit-forward after dinner.

Standard Starting Recipe

2 oz bourbon
½ oz coffee liqueur
2 dashes orange bitters

Method: Stir with ice and strain.

Glassware: Coupe or cocktail glass.

Garnish: Expressed orange peel.

Flavor Profile: Whiskey-forward with restrained coffee, orange and bitter aromatics.

Server Language: “A bourbon cocktail with a small amount of coffee liqueur and orange bitters—rich, but not creamy or overly sweet.”

Inventory Overlap

Bourbon → high Menu Reach

Coffee liqueur → Black Russian, White Russian, coffee/dessert drinks
Orange bitters → Martini variations and house cocktails

Recommended Status: Strong after-dinner or fall/winter feature.

THE TEN-DRINK COMMERCIAL TEST

These drinks should not automatically be added to the menu.

The restaurant should test them.

For each candidate:

Drink: _____

Current ingredients already stocked: _____ / _____

New SKUs required: _____

Recipe Cost: $_____

Proposed Selling Price: $_____

Recipe Beverage Cost %: _____**%**

Contribution Dollars: $_____

Number Sold During Test: _____

Guest Feedback:
□ Strong
□ Positive
□ Mixed
□ Weak

Server Confidence:
□ Strong
□ Needs Training
□ Difficult to Explain

Execution Time:
□ Fast
□ Acceptable
□ Too Slow

Inventory Overlap:
□ Excellent
□ Good
□ Weak

Final Decision

□ Permanent Menu
□ Seasonal
□ Feature Again
□ Modify and Retest
□ Remove

THE 30-DRINK TEST RULE

For a normal restaurant trial, management should avoid making a permanent decision based on three or four sales.

Where practical, establish a meaningful test quantity or period before evaluating.

A useful internal target may be the first **30 properly offered and executed drinks**, provided that volume is realistic for the operation.

Then review:

guest acceptance,
server confidence,
preparation time,
recipe consistency,
ingredient waste,
contribution dollars,
reorder implications,
and whether the drink stole sales from a more profitable existing item or created genuinely incremental interest.

The exact threshold can vary.

The principle should not:

Test with enough evidence to learn something.

THE SERVER TEST

Before a specialty drink goes on the menu, ask three different servers to describe it without reading the menu description.

If their explanations are confusing, overly technical or completely different, the restaurant has a training problem.

A server should be able to explain a drink in language a guest understands.

For example:

Gold Rush:
“Bourbon, fresh lemon and honey.”

Brown Derby:
“Bourbon with grapefruit and honey.”

Jungle Bird:
“A tropical rum drink with pineapple and a slightly bitter finish.”

Paloma:
“Tequila and grapefruit—lighter and more refreshing than a Margarita.”

Americano:
“A lighter, sparkling bittersweet aperitif.”

New York Sour:
“A Whiskey Sour finished with red wine.”

French Connection:
“Brandy and amaretto—smooth and good after dinner.”

El Diablo:
“Tequila, berry, lime and ginger.”

Southside:
“Gin with fresh mint and lime.”

Revolver:
“Bourbon with coffee liqueur and orange bitters.”

Those descriptions are not intended to sound sophisticated.

They are intended to sell understanding.

THE UNDERUSED-DRINK LESSON

The purpose of this chapter is larger than ten recipes.

It demonstrates a way of thinking about beverage development.

A restaurant does not need:

ten new bottles
to create
ten new drinks.

Several of the drinks in this chapter are built from ingredients already justified by the standard bar.

That means management can create novelty through **relationships between inventory** instead of constant inventory expansion.

That is the better habit.

Before asking:

> *“What new bottle should we buy?”*

ask:

> ***“What haven't we discovered yet from the bottles we already own?”***

That question will become even more important in the next section.

Because holiday menus are one of the easiest places for restaurants to abandon inventory discipline.

PART V

HOLIDAY & SEASONAL BEVERAGE PROGRAMS

CHAPTER 10

A Holiday Menu Should End When the Holiday Ends

Seasonal beverages can create excitement.

They give servers something new to discuss.

They can increase perceived value without rebuilding the entire food menu.

They create opportunities for color, presentation and celebration.

They can also leave a restaurant with a shelf full of ingredients nobody needs anymore.

That is why the Gravity approach to seasonal beverages begins with inventory.

The first question is not:

“What would be a great Christmas cocktail?”

The first question is:

“What can we create for Christmas from inventory we already have?”

Then:

“What does one additional seasonal ingredient unlock?”

Only after those questions have been answered should the restaurant begin buying specialty products.

THE SEASONAL INVENTORY RULE

Every seasonal ingredient should be classified before purchase.

CORE

Already part of permanent inventory.

CROSS-USE

New for the feature, but useful in several drinks or food applications.

SEASONAL

Purchased specifically for a defined selling period.

ONE-DRINK RISK

An ingredient with little or no use outside one recipe.

One-Drink Risk does not automatically mean no.

It means management needs a depletion plan before purchasing it.

NEW YEAR'S EVE & CELEBRATION MENU

New Year's is naturally suited to sparkling beverages.

That creates an advantage:

A restaurant already carrying sparkling wine for Mimosas, Bellinis, spritzes or wine service can create a celebration menu without rebuilding inventory.

Midnight French 75

Inventory Status: Mostly Core/Full-Service

1 oz gin
½ oz fresh lemon juice
½ oz simple syrup
3 oz sparkling wine

Method: Shake gin, lemon and syrup with ice. Strain and top with sparkling wine.

Glassware: Flute or coupe.

Garnish: Lemon twist.

Server Description: “Gin and fresh lemon finished with sparkling wine—bright, crisp and celebratory.”

Kir Royale

Inventory Status: Full-Service

½ oz crème de cassis
5 oz sparkling wine

Method: Build gently.

Glassware: Flute.

Server Description: “Sparkling wine with a touch of dark berry.”

Inventory Advantage

If cassis is already stocked for El Diablo or Kir service, the holiday drink requires no new specialty bottle.

New Year's Gold Rush Royale

House Seasonal Variation

1½ oz bourbon
½ oz fresh lemon juice
½ oz honey syrup
2 oz sparkling wine

Method: Shake bourbon, lemon and honey with ice; strain and finish with sparkling wine.

Glassware: Coupe.

Garnish: Lemon twist.

Management Note

This is exactly how the existing inventory architecture should work.

The restaurant already has:

bourbon,
lemon,
honey syrup,
and sparkling wine.

The holiday feature comes from recombination rather than purchasing.

Zero-Proof Midnight Fizz

1 oz cranberry juice
½ oz fresh lime juice

½ oz simple syrup
3 oz nonalcoholic sparkling component or club soda

Method: Build or shake and finish with bubbles according to house standard.

Glassware: Flute.

Garnish: Lime or orange twist.

VALENTINE'S DAY

Valentine's beverages often sell on visual appeal as much as recipe description.

That does not justify loading the bar with pink specialty products.

Use ingredients already capable of producing attractive color.

Raspberry-Style Kir Royale

Where the restaurant already carries an appropriate berry modifier, use the approved measured recipe.

Otherwise, the standard Kir Royale already provides a deep berry color without another bottle.

Valentine's Cosmopolitan

Use the restaurant's approved Cosmopolitan recipe.

Presentation can be adjusted through an approved garnish without changing the drink itself.

Lesson

A seasonal menu does not require every recipe to be new.

Sometimes **repositioning an existing drink** is smarter than creating another SKU.

Bourbon & Berry Valentine

1½ oz bourbon
½ oz crème de cassis
¾ oz fresh lemon juice

½ oz simple syrup

Method: Shake with ice and strain.

Glassware: Coupe.

Garnish: Lemon expression or approved berry garnish.

Inventory Status: Uses ingredients already connected to Brown Derby/Gold Rush, Kir and El Diablo families.

Zero-Proof Cranberry Rose Fizz

2 oz cranberry juice
½ oz fresh lemon juice
½ oz simple syrup
3 oz club soda

Optional approved aromatic garnish.

Method: Shake first three ingredients briefly; strain over ice and top with soda.

Glassware: Highball or wine glass.

ST. PATRICK'S DAY

The easiest mistake here is buying bright-green products solely to create bright-green drinks.

The restaurant can acknowledge the holiday without sacrificing beverage quality.

Irish Mule

2 oz Irish whiskey
½ oz fresh lime juice
4 oz ginger beer

Method: Build over ice.

Glassware: Mule mug/highball.

Garnish: Lime.

Inventory Status: Excellent cross-use.

Irish Coffee

1½ oz Irish whiskey
hot coffee
approved measured sweetener
lightly whipped cream

Method: Build according to hot-beverage safety procedure.

Glassware: Heat-safe service vessel.

Inventory Status: Strong cross-use if Irish whiskey is already stocked.

Irish Whiskey Sour

2 oz Irish whiskey
¾ oz fresh lemon juice
¾ oz simple syrup

Method: Shake with ice and serve according to house sour standard.

Garnish: Lemon.

Holiday Lesson

Three Irish-themed offerings can be created without purchasing three novelty liqueurs.

Zero-Proof Ginger Lime

Use the standard House Ginger Lime recipe and reposition it as a holiday zero-proof option with an appropriate approved presentation.

CINCO DE MAYO

Cinco de Mayo creates obvious tequila opportunities.

It also creates a risk:

A restaurant can easily end up offering six Margaritas that differ only by syrup color.

Variety should have a reason.

Classic Margarita

Use the approved house standard.

Paloma

2 oz blanco tequila
½ oz fresh lime juice
grapefruit soda to approved specification

Ranch Water

2 oz blanco tequila
¾ oz lime
sparkling mineral water

El Diablo

1½ oz tequila
½ oz crème de cassis
½ oz lime
3 oz ginger beer

Seasonal Fruit Margarita

Use the standard Margarita architecture with **one approved measured seasonal fruit component**.

Do not allow bartenders to improvise fruit quantities.

Seasonal Ingredient Test

If the fruit component is added:

What else uses it?

Can it be used in a zero-proof beverage?

Does the kitchen use it?

How long does it hold?

How much must be purchased?

What happens to the remainder on May 6?

Those questions belong in the recipe approval.

Zero-Proof Grapefruit Ranch Cooler

2 oz grapefruit juice
¾ oz lime juice
½ oz agave syrup
3 oz sparkling mineral water

Method: Build over ice.

Garnish: Lime or grapefruit.

SPRING & BRUNCH

Spring beverages should emphasize freshness without creating a prep nightmare.

Useful existing ingredients include:

mint,
citrus,
sparkling wine,
elderflower where stocked,
gin,
vodka,
tequila,
fruit juices.

Elderflower Gin Spritz

Full-Service/Expanded

1½ oz gin

½ oz elderflower liqueur
2 oz sparkling wine
1 oz soda water

Method: Build over ice.

Glassware: Wine glass.

Garnish: Lemon.

Mimosa

Use the approved standard.

Bellini

Use the approved standard.

Southside

Gin, lime, simple syrup and mint.

The Southside's spring positioning gives an underused drink another selling opportunity without changing its recipe.

Zero-Proof Mint Citrus Spritz

¾ oz lime juice
½ oz simple syrup
mint
3 oz club soda
1 oz orange or grapefruit juice

Method: Build over ice according to mint-handling standard.

MEMORIAL DAY & SUMMER

Summer favors cold, refreshing, easily explained drinks.

The bar should also consider execution speed.

A patio full of guests is not the ideal place for six cocktails requiring eight touches each.

Mojito

Use the approved standard.

Paloma

Use the approved standard.

Ranch Water

Use the approved standard.

Jungle Bird

Use the approved standard.

Summer Rum Punch

Establish one measured house recipe using existing rum, citrus and fruit inventory.

Do not use “punch” as an excuse for uncontrolled pouring.

Zero-Proof Pineapple Lime Fizz

Use the standard recipe.

JULY 4TH

A holiday drink does not need three artificially colored layers to acknowledge July 4th.

The restaurant can create an attractive summer feature using fruit, citrus and presentation.

Berry Vodka Collins

1½ oz vodka
¾ oz fresh lemon juice
½ oz simple syrup
approved measured berry component
club soda

Method: Shake first ingredients and finish with soda.

Inventory Classification: Berry component must be evaluated as Core, Cross-Use, Seasonal or One-Drink Risk.

Bourbon Lemonade Highball

1½ oz bourbon
approved measured fresh lemonade component
club soda where required by house recipe

Method: Build over ice.

Glassware: Highball.

Zero-Proof Berry Lemon Fizz

Measured berry component
¾ oz lemon juice
½ oz simple syrup
club soda

FALL & HALLOWEEN

Fall is where beverage programs often begin accumulating specialty syrups.

One cinnamon syrup may be useful.

Five fall syrups are usually an inventory problem waiting to happen.

Choose flavors with cross-use.

Maple Old Fashioned

2 oz bourbon
¼ oz measured maple syrup
2–3 dashes aromatic bitters

Method: Stir with ice.

Glassware: Rocks.

Garnish: Orange peel.

Seasonal Ingredient Advantage

Maple syrup may already exist in the kitchen.

Cross-department inventory use can be valuable when storage and food-safety controls are clear.

Apple Whiskey Sour

2 oz bourbon
¾ oz lemon juice
½ oz simple syrup
1 oz approved apple component

Method: Shake with ice.

Glassware: Rocks.

Revolver

The existing bourbon, coffee liqueur and orange-bitters drink naturally fits fall without any recipe modification.

Zero-Proof Apple Ginger Fizz

2 oz approved apple component
½ oz lemon juice
3 oz ginger beer
optional measured cinnamon component

THANKSGIVING

Thanksgiving beverages should complement the meal rather than compete with it.

Warm spice, apple, cranberry, whiskey and sparkling components can work well.

Cranberry Bourbon Sour

2 oz bourbon
¾ oz lemon juice
½ oz simple syrup
1 oz cranberry juice

Method: Shake with ice.

Glassware: Rocks.

Thanksgiving 75

1 oz gin
½ oz lemon
½ oz approved cranberry syrup/component
3 oz sparkling wine

Method: Shake first ingredients; strain and finish with sparkling wine.

Apple Whiskey Highball

1½ oz whiskey
2 oz approved apple component
club soda or ginger ale according to house standard

Zero-Proof Cranberry Ginger

2 oz cranberry juice
½ oz lime juice
3 oz ginger beer

CHRISTMAS & WINTER

Winter offers one of the strongest opportunities for beverages using coffee, whiskey, cream, spice and sparkling wine.

It also creates one of the greatest risks of specialty inventory.

Control the menu.

Irish Coffee

Use the approved standard.

Holiday White Russian

Use the standard White Russian recipe.

If management chooses to add a measured seasonal spice component, create a separate recipe and cost it.

Do not let “holiday version” become an undefined splash of several ingredients.

Spiced Old Fashioned

2 oz bourbon or rye
¼ oz approved seasonal syrup
2–3 dashes aromatic bitters

Method: Stir with ice.

Garnish: Orange peel.

Cross-Use Opportunity

One well-designed cinnamon or winter-spice syrup can potentially support:

Spiced Old Fashioned
holiday coffee beverage
zero-proof apple drink
winter Whiskey Sour
selected kitchen/dessert applications where appropriate.

One syrup.

Several jobs.

Cranberry Mule

2 oz vodka
½ oz lime juice
1 oz cranberry juice
3 oz ginger beer

Method: Build over ice.

Christmas Gold Rush

2 oz bourbon
¾ oz lemon juice
¾ oz honey syrup

Use the standard Gold Rush and change the seasonal positioning/presentation rather than unnecessarily changing the recipe.

Zero-Proof Winter Apple Ginger

2 oz apple component
½ oz lemon juice
½ oz approved winter-spice syrup
3 oz ginger beer

CHAPTER 11

The Holiday Menu Planner

Every seasonal beverage program should be approved on one page before ingredients are ordered.

Holiday / Selling Occasion

Selling Period

Start: _____

End: _____

Drink 1

Name: _____

Recipe Cost: $_____

Selling Price: $_____

Contribution: $_____

New Ingredients Required: _____

Drink 2

Name: _____

Recipe Cost: $_____

Selling Price: $_____

Contribution: $_____

New Ingredients Required: _____

Drink 3

Name: _____

Recipe Cost: $_____

Selling Price: $_____

Contribution: $_____

New Ingredients Required: _____

Zero-Proof Feature

Name: _____

Recipe Cost: $_____

Selling Price: $_____

Contribution: $_____

SEASONAL INVENTORY EXPOSURE

Total new SKUs required: _____

Total dollars required to open those SKUs: $_____

Number of new ingredients used in more than one feature: _____

Number classified One-Drink Risk: _____

Estimated leftover inventory at end of promotion: $_____

Depletion plan: _____

THE SEASONAL EXIT PLAN

Before the promotion begins, management should decide:

What happens when it ends?

For each seasonal ingredient:

□ Returns to permanent inventory because demand justifies it

□ Used by another approved menu item

□ Used in the next planned feature

□ Kitchen cross-use approved

□ Purchased in quantity expected to deplete during promotion

□ Other controlled disposition: _____

If the answer is:

“We'll figure it out later,”

the purchasing decision is incomplete.

HOLIDAY PERFORMANCE REVIEW

After each promotion:

Total featured beverages sold: _____

Total featured beverage sales: $_____

Estimated recipe cost: $_____

Estimated contribution: $_____

Waste/spoilage: $_____

Remaining specialty inventory: $_____

Best-selling drink: _____

Weakest-selling drink: _____

Best zero-proof seller: _____

Team Review

Were servers comfortable describing the drinks?

□ Yes
□ Partially
□ No

Were recipes executed consistently?

□ Yes
□ Needs Improvement

Did any drink slow service?

□ No
□ Yes: _____

Did any specialty ingredient create unnecessary waste?

□ No
□ Yes: _____

Next-Year Decision

□ Repeat unchanged

□ Repeat with adjustments

□ Keep only strongest drink(s)

□ Replace program

□ Do not repeat

THE HOLIDAY RULE

A seasonal beverage should create:

attention, sales, contribution and guest experience.

It should not create:

six months of leftover inventory.

The best holiday beverage programs often look more creative to the guest than they actually are operationally.

Behind the bar, the same disciplined ingredients are simply being recombined intelligently.

That is not a limitation.

That is good system design.

PART VI

POUR COST & RECIPE COSTING

CHAPTER 12

Every Ounce Has a Cost

A manager does not need to memorize the cost of every ounce behind the bar.

The manager does need a system capable of producing the answer.

Beverage profitability begins with a simple chain:

Purchase Cost → Usable Quantity → Portion Cost → Recipe Cost → Selling Price → Contribution → Actual Results

Break any link in that chain and management loses visibility.

KNOW THE PACKAGE

Liquor is commonly purchased in metric bottle sizes while recipes are frequently written in fluid ounces.

For operating calculations, useful approximate conversions include:

Bottle Size	Approximate Fluid Ounces
50 mL	1.69 oz
200 mL	6.76 oz
375 mL	12.68 oz
750 mL	25.36 oz
1 L	33.81 oz
1.75 L	59.17 oz

These are mathematical conversions.

They are not promises of perfect usable yield.

Actual operations include normal residue, measurement limitations and other realities.

The purpose of theoretical yield is to establish a standard against which reality can be compared.

COST PER OUNCE

The basic formula is:

Bottle Cost ÷ Bottle Ounces = Cost Per Ounce

Suppose a 750 mL bottle costs $24.

A 750 mL bottle contains approximately 25.36 fluid ounces.

$24 ÷ 25.36 = approximately $0.95 per ounce

A 1.5-ounce portion therefore costs approximately:

$0.95 × 1.5 = $1.43

A 2-ounce portion costs approximately:

$0.95 × 2 = $1.90

That half-ounce difference matters.

PORTION-COST WORKSHEET

Product: _____

Bottle Size: _____

Bottle Cost: $_____

Bottle Ounces: _____

Cost Per Ounce: $_____

Approved Portions

1 oz = $_____

1¼ oz = $_____

1½ oz = $_____

1¾ oz = $_____

2 oz = $_____

CHAPTER 13

Recipe Cost Is More Than the Liquor

A common costing mistake is calculating the spirit and ignoring everything around it.

Consider a Margarita.

The tequila costs money.

So does the orange liqueur.

So does the lime juice.

So does the agave.

So does the salt.

So does the lime garnish.

The individual amounts may be small.

The complete recipe still deserves a complete cost.

SAMPLE MARGARITA COST

Assume, for illustration only:

2 oz tequila = $2.00
1 oz orange liqueur = $0.70
1 oz lime juice = $0.45
¼ oz agave syrup = $0.10
salt/garnish = $0.20

Total Recipe Cost = $3.45

If the restaurant sells the Margarita for $14:

Recipe Beverage Cost % = $3.45 ÷ $14 × 100

Recipe Beverage Cost % ≈ 24.6%

Contribution dollars before other restaurant expenses:

$14 − $3.45 = $10.55

The restaurant now knows something useful.

Not merely what the drink sells for.

What the drink contributes after its direct recipe cost.

RECIPE-COST FORMULA

Total Recipe Cost = Sum of Every Ingredient Portion Cost

Then:

Recipe Beverage Cost % = Recipe Cost ÷ Selling Price × 100

And:

Contribution Dollars = Selling Price − Recipe Cost

These three numbers should appear together.

CHAPTER 14

Why the Lowest Cost Percentage Does Not Always Win

Suppose Drink A costs $1.80 and sells for $9.

Cost percentage:

20%

Contribution:

$7.20

Drink B costs $3.00 and sells for $14.

Cost percentage:

21.4%

Contribution:

$11.00

Drink A has the better percentage.

Drink B produces more contribution dollars.

Now suppose guests strongly prefer Drink B and it sells at greater volume.

Which drink is better?

The answer cannot be found by looking at cost percentage alone.

Gravity evaluates:

percentage + contribution + demand + execution + inventory effect.

THE FOUR-NUMBER DRINK REVIEW

Every menu beverage should eventually have:

1. Recipe Cost

$_____

2. Selling Price

$_____

3. Cost Percentage

_____%

4. Contribution Dollars

$_____

Then add:

Units Sold: _____

That fifth number changes everything.

CHAPTER 15

Pricing a Drink

There is no universal beverage-cost percentage that every restaurant must use.

Target costs vary by:

concept,
market,
product mix,
labor model,
guest expectations,
premium positioning,
competition,
local costs,
portion standards,
and overall business economics.

A workbook should not pretend otherwise.

However, a target cost percentage can be used to calculate a **starting pricing reference**.

If management wants a drink with a 25% recipe-cost target:

Selling Price = Recipe Cost ÷ Target Cost %

For a $3 recipe:

$3 ÷ .25 = $12

At a 20% target:

$3 ÷ .20 = $15

That does not mean $15 is automatically the correct menu price.

It means $15 is the mathematical price corresponding to that target.

Management must still ask whether the guest will pay it.

PRICING WORKSHEET

Drink: _____

Recipe Cost: $_____

Pricing References

At 18% cost: $_____

At 20% cost: $_____

At 22% cost: $_____

At 25% cost: $_____

At 28% cost: $_____

At 30% cost: $_____

Comparable Market Price: $_____

Current Menu Price: $_____

Proposed Price: $_____

Expected Contribution: $_____

Decision

□ Keep current price
□ Increase
□ Decrease
□ Change recipe
□ Change brand level
□ Remove
□ Test

CHAPTER 16

Premium Substitutions Must Be Costed

A guest orders an Old Fashioned.

The standard drink uses the house bourbon.

Then the guest requests a premium bourbon.

That is not the same financial product.

If the POS upcharge does not reflect the actual cost difference, premium substitutions can quietly damage beverage performance.

For each premium spirit:

Premium Portion Cost − House Portion Cost = Incremental Cost

Then management should determine the appropriate premium selling adjustment.

PREMIUM-UPGRADE WORKSHEET

Drink: _____

House Spirit: _____

House Portion Cost: $_____

Premium Spirit: _____

Premium Portion Cost: $_____

Additional Cost: $_____

Current Upgrade Charge: $_____

Contribution After Upgrade: $_____

Decision

□ Correct
□ Increase upgrade
□ Reduce upgrade
□ Rebuild POS button
□ Review brand position

CHAPTER 17

Wine by the Glass

Wine creates a different control problem.

A bottle may be opened and partially sold.

Then time begins working against it.

Theoretical yield is therefore only part of the question.

Management must also control freshness.

A standard 750 mL wine bottle contains approximately 25.36 fluid ounces.

At a 5-ounce pour:

25.36 ÷ 5 ≈ 5.07 theoretical glasses

At a 6-ounce pour:

25.36 ÷ 6 ≈ 4.23 theoretical glasses

The difference between a 5-ounce and 6-ounce house pour is substantial.

The restaurant must decide what its standard is and purchase glassware that supports that decision.

WINE-BY-THE-GLASS COST CARD

Wine: _____

Bottle Cost: $_____

Bottle Size: _____

Approved Glass Pour: _____ oz

Theoretical Glasses: _____

Cost Per Glass: $_____

Selling Price Per Glass: $_____

Cost %: _____

Contribution Per Glass: $_____

Bottle Selling Price: $_____

Freshness Standard

Opened date/time control: _____

Approved preservation method: _____

Maximum service period under house standard: _____

Never allow a financial desire to finish a bottle to override product quality or applicable food-safety requirements.

CHAPTER 18

Draft Beer

Draft beer requires more than keg price divided by selling price.

Management should understand:

keg size,
total theoretical ounces,
approved serving size,
head allowance,
normal system loss,
line-cleaning loss,
samples where permitted,
spills,
incorrect pours,
and unexplained variance.

A keg is not profitable because it disappeared quickly.

Management needs to know how much of it became recorded sales.

DRAFT BEER YIELD

Basic theoretical calculation:

Keg Ounces ÷ Approved Serving Ounces = Theoretical Servings

Then establish a realistic operational yield expectation.

Do not disguise unexplained loss by setting an artificially weak standard.

DRAFT BEER CONTROL CARD

Beer: _____

Keg Size: _____

Keg Cost: $_____

Theoretical Ounces: _____

Serving Size: _____

Theoretical Servings: _____

Expected Operational Servings: _____

Selling Price: $_____

Expected Sales Value: $_____

Actual Recorded Servings: _____

Usage Variance: _____

Investigation

□ Foam/system issue
□ Incorrect serving size
□ Samples
□ Spills
□ Line cleaning
□ POS issue
□ Count error
□ Unexplained
□ Other: _____

CHAPTER 19

Bottled and Canned Beer

Packaged beer is easier to count because the unit is discrete.

That does not mean it requires no control.

For each SKU:

Unit Cost = Case Cost ÷ Units Per Case

Then:

Unit Contribution = Selling Price − Unit Cost

Managers should also monitor:

breakage,
expired product,
slow-moving seasonal inventory,
complimentary product,
receiving errors,
employee beverages where applicable,
and products that disappear without corresponding sales.

CHAPTER 20

Batch Cocktails

Batching can improve speed and consistency.

It can also multiply a recipe mistake.

If one cocktail is made incorrectly, one guest receives the wrong drink.

If a 40-serving batch is made incorrectly, the restaurant may have 40 incorrect drinks before anyone notices.

Every batch therefore needs:

approved recipe,
approved batch size,
exact ingredient quantities,
expected yield,
preparation date/time,
responsible employee,
storage procedure,
discard/freshness standard,
service portion,
and batch cost.

BATCH RECIPE CARD

Batch Name: _____

Individual Drink Yield: _____

Ingredient	Batch Quantity	Cost
_____	_____	$_____
_____	_____	$_____
_____	_____	$_____
_____	_____	$_____

Total Batch Cost: $_____

Expected Servings: _____

Cost Per Serving: $_____

Approved Service Portion: _____

Prepared By: _____

Date/Time: _____

Storage: _____

Discard/Freshness Standard: _____

Critical Rule

Never top off yesterday's batch with today's batch simply to avoid counting or discarding what remains.

Each batch must retain identity and accountability.

CHAPTER 21

Complimentary Drinks, Spills and Waste

A complimentary drink is not free.

It has a cost.

A spilled drink is not free.

It has a cost.

A bartender training a new employee with a practice drink is not free.

It has a cost.

The objective is not to eliminate every legitimate use of product.

The objective is to record what happened.

BEVERAGE LOSS CATEGORIES

Every operation should define its categories.

Examples:

Guest Recovery / Approved Comp

Promotion

Training

Spill

Breakage

Preparation Waste

Expired/Spoiled

Incorrect Drink

Transfer

Unexplained

These categories prevent all missing product from becoming one meaningless number called “waste.”

CHAPTER 22

Theoretical Cost Versus Actual Cost

This is where the entire system begins to come together.

Suppose the POS tells us exactly what was sold.

The approved recipes tell us exactly what each sale should have consumed.

Therefore:

Theoretical Usage = Approved Recipe Quantity × Recorded Units Sold, aggregated across all applicable beverages using the product, in the same physical unit.

Inventory tells us:

Actual Usage = Beginning Inventory + Purchases + Transfers In − Transfers Out − Ending Inventory
Calculate Actual Usage in consistent physical units. Do not mix physical quantities with dollar values. Documented adjustments remain separate and should be identified under the restaurant’s approved accounting or inventory structure.
Actual Product Usage at Cost = Beginning Inventory Value + Beverage Product Purchases + Transfers In at Cost − Transfers Out at Cost − Ending Inventory Value
Documented accounting adjustments remain separate according to the restaurant’s accounting structure.

Then:

Usage Variance = Actual Usage − Theoretical Usage
A positive Usage Variance means Actual Usage exceeded Theoretical Usage. Variance is a question requiring investigation, not an accusation.

The precise implementation can vary with the restaurant's accounting and inventory systems.

The management principle does not.

What should have happened?

versus

What actually happened?

That difference deserves explanation.

THE VARIANCE INVESTIGATION LADDER

When variance appears, investigate in order.

1. Verify the Data

Was inventory counted correctly?

Were purchases entered correctly?

Were units consistent?

Were transfers handled correctly?

2. Verify the Recipe

Is the POS item connected to the correct recipe?

Has the recipe changed without the costing system being updated?

3. Verify the POS

Were drinks rung under the correct buttons?

Were premium substitutions recorded?

Were comps and promotions entered?

4. Verify Production

Are portions measured?

Are bartenders following recipes?

Are batches correct?

5. Verify Waste and Exceptions

Were spills, breakage, training drinks and guest-recovery drinks recorded?

6. Investigate Unexplained Loss

Only after the earlier possibilities have been examined should management treat remaining variance as unexplained loss requiring deeper investigation.

EVIDENCE BEFORE ACCUSATION

A variance does not identify a thief.

A variance identifies a difference.

That distinction protects both the restaurant and its employees.

Management should never use this workbook, System 22 or any software output as an automatic employment decision.

The evidence should direct human review.

That is a Gravity boundary.

WEEKLY BEVERAGE FINANCIAL SNAPSHOT

Week Ending: _____

Liquor Sales: $_____

Wine Sales: $_____

Beer Sales: $_____

Zero-Proof Specialty Sales: $_____

Total Beverage Sales: $_____

Liquor Cost: $_____

Wine Cost: $_____

Beer Cost: $_____

Other Beverage Cost: $_____

Total Beverage Cost: $_____

Actual Beverage Cost %: _____%

Theoretical Beverage Cost %: _____%

Actual vs. Theoretical Cost Variance: $____

Top Three Usage / Cost Variances Requiring Review

1.

2.

3.

Action Owner

Due Date

THE FINANCIAL CONTROL RULE

A beverage-cost percentage by itself is not a management system.

Neither is an inventory count.

Neither is a recipe book.

Neither is a POS report.

Control appears when those pieces connect.

The restaurant knows:

what it purchased,

what it possessed,

what it was supposed to use,

what it actually used,

what it sold,

what it earned,

and what needs explanation.

That is when the numbers become management information instead of paperwork.

PART VII

INVENTORY, ORDERING & WASTE CONTROL

CHAPTER 23

Inventory Is a Financial Record

A bottle sitting behind the bar is not decoration.

It is money that has been converted into inventory.

A case in the storeroom is money.

An open bottle is money.

A keg is money.

Wine is money.

Mixers, juices, syrups and garnishes are money.

Management should therefore stop thinking of beverage inventory as:

“What do we have back there?”

and begin thinking:

“What money do we currently have tied up in beverage product, and what is happening to it?”

That change in thinking matters.

THE FIVE INVENTORY QUESTIONS

A controlled beverage operation should be able to answer:

1. **What do we have?**
2. **What is it worth?**
3. **How much should we have?**
4. **How quickly are we using it?**
5. **Why is actual usage different from expected usage?**

If management cannot answer those questions, the bar is being stocked more than it is being controlled.

CHAPTER 24

Count the Same Way Every Time

Consistency is more important than cleverness.

The strongest inventory process is one the restaurant can repeat accurately.

Establish:

the same count day,
approximately the same count time,
the same storage sequence,
the same unit conventions,
the same bottle order,
the same responsibility,
and the same review process.

Do not count the bar alphabetically one week and by shelf position the next.

Arrange the count sheet in the same physical order that the employee walks the inventory.

The count form should follow the building.

THE COUNT PATH

Example:

1. Locked Liquor Storage

↓

2. Backup Bar Storage

↓

3. Main Bar Backbar

↓

4. Main Bar Wells

↓

5. Beer Cooler

↓

6. Wine Storage

↓

7. Draft Cooler

↓

8. Mixer / Juice Storage

↓

9. Seasonal / Specialty Storage

The exact path will vary.

Once established, keep it stable.

CHAPTER 25

Counting Open Bottles

Full unopened bottles are easy.

Open bottles require a standard.

The restaurant may use:

tenths,
quarters,
weight-based inventory,
calibrated scanning or inventory technology,
or another approved repeatable method.

What matters is consistency and sufficient accuracy for the operation.

If using tenths:

1.0 = full
0.9 = approximately 90%
0.8 = approximately 80%
...
0.1 = approximately 10%
0 = empty

Do not let one manager count in tenths while another counts in quarters without conversion.

The resulting variance may be counting noise rather than operational loss.

OPEN-BOTTLE TRAINING TEST

Give two employees the same ten open bottles.

Have them estimate each bottle independently.

Compare the results.

If the estimates are consistently far apart, the restaurant does not yet have a reliable visual-count standard.

Train before trusting the data.

CHAPTER 26

Par Levels

A par is not:

“What we usually order.”

A par is a deliberate inventory target based on expected need and replenishment timing.

A useful par considers:

normal usage,
peak usage,
delivery frequency,
delivery reliability,
storage capacity,
upcoming events,
seasonality,
lead time,
and an appropriate safety margin.

BASIC PAR LOGIC

A simple starting concept:

Par = Expected Usage Until Next Reliable Replenishment + Reasonable Safety Allowance, converted to practical inventory units.

Then:

Target Need − Usable Inventory On Hand = Suggested Order

Target Need = Par during normal operation. When an approved event or exception is active, Target Need = the approved Temporary Target.

Suggested Order +/− Approved Management Adjustment = Final Order

Every management adjustment should have a documented reason. A temporary target expires with the approved exception and does not permanently change Par.

But management judgment still matters.

If a festival is happening nearby this weekend, historical average alone may be inadequate.

If a product is being removed from the menu, blindly ordering back to par is wrong.

A formula informs the manager.

It does not replace the manager.

PAR REVIEW WORKSHEET

Product: _____

Average Weekly Usage: _____

Peak Weekly Usage: _____

Delivery Days: _____

Lead Time: _____

Current Par: _____

Recommended Par: _____

Reason for Change:

□ Sales increase
□ Sales decrease
□ Seasonal change
□ Menu change
□ Delivery issue
□ Dead inventory
□ Event demand
□ Storage limitation

□ Other: _____

Approved By: _____

Effective Date: _____

CHAPTER 27

Ordering Is Not Shopping

Ordering should begin with information.

Not impulse.

Not a salesperson's suggestion.

Not:

“That sounds good.”

Not:

“We might use it.”

A beverage order should be driven by:

inventory,
pars,
usage,
known events,
approved menu changes,
pricing opportunities,
and documented management decisions.

BEFORE ADDING A NEW PRODUCT

Answer:

What approved drink uses it?

How many approved drinks use it?

Expected weekly demand?

Bottle/package cost?

$_____

Expected contribution from drinks using it?

$_____

Does it replace another SKU?

□ Yes
□ No

If yes: _____

What happens to the bottle if the feature fails?

Decision

□ Add permanently
□ Test one bottle/case
□ Seasonal only
□ Substitute existing product
□ Do not purchase

CHAPTER 28

Receiving

Inventory control begins before product reaches the shelf.

Every delivery should be checked against:

purchase order or approved order,
invoice,
quantity received,
product received,
bottle/package size,
condition,

price,
credits,
substitutions,
and applicable deposits/fees.

Do not sign first and inspect later.

BEVERAGE RECEIVING CHECK

Date: _____

Vendor: _____

Received By: _____

□ Correct products

□ Correct quantities

□ Correct sizes

□ No obvious damage

□ Prices reviewed

□ Unauthorized substitutions identified

□ Credits documented

□ Invoice retained/routed

□ High-value items secured

Exceptions:

Manager Follow-Up:

CHAPTER 29

Put It Away

Receiving is not complete when the truck leaves.

Product must be:

moved to approved storage,
rotated appropriately,
secured where required,
separated where necessary,
dated where applicable,
and made available to the inventory system.

Cases sitting in hallways or unapproved areas create both operational and control problems.

CHAPTER 30

Transfers

Product sometimes moves.

Between bars.

Between storage areas.

Between restaurant locations.

Between departments.

Potentially between beverage and kitchen use.

A transfer changes where inventory exists.

If the system does not know the product moved, the numbers may tell the wrong story.

TRANSFER RECORD

Date/Time: _____

Product: _____

Quantity: _____

From: _____

To: _____

Reason: _____

Transferred By: _____

Received By: _____

Manager Approval if Required: _____

CHAPTER 31

Breakage, Spills and Remakes

The goal is not to punish employees for every accident.

That encourages hiding.

The goal is to know what happened.

If a bottle breaks, record it.

If a drink spills, record it.

If the bartender makes the wrong drink, record it.

If a guest sends back a properly made drink because they simply dislike it, record the disposition according to house policy.

Good records allow management to separate:

normal operational loss

from

repeatable preventable loss

from

unexplained loss.

Those are not the same problem.

BEVERAGE WASTE / LOSS RECORD

Date/Time: _____

Product/Drink: _____

Quantity: _____

Estimated Cost: $_____

Category:

□ Spill
□ Breakage
□ Incorrect Drink
□ Guest Recovery
□ Training
□ Spoilage
□ Expired
□ Preparation Waste
□ Other: _____

What Happened?

Corrective Action Needed?

□ No
□ Yes

If yes:

Employee: _____

Manager Verification: _____

CHAPTER 32

Open Wine Control

Wine can become invisible waste.

A bottle is opened.

Two glasses sell.

The bottle sits.

Nobody is sure when it was opened.

Eventually someone tastes it and decides it is no longer serviceable.

The remaining wine disappears into waste without meaningful information.

That is not a wine problem.

It is a control problem.

OPEN-WINE STANDARD

For wines sold by the glass, establish:

date/time opened where appropriate,
preservation procedure,
storage temperature,
approved serving life based on product and preservation method,
taste/quality verification,
disposition standard,
and waste recording.

Do not establish a blanket freshness period without considering the actual wine, storage method, preservation system and quality standard.

The guest should never receive degraded wine because management is trying to protect food cost.

CHAPTER 33

Dead Inventory

Dead inventory is product that consumes cash and space without producing enough useful sales.

Signs include:

no recent sales,
one obscure recipe,
repeated dust accumulation,
repeated counts with no movement,
old seasonal inventory,
discontinued menu items,

duplicate products serving the same purpose,
or bottles retained because nobody wants to make a decision.

DEAD-INVENTORY REVIEW

Product: _____

Bottle Cost: $_____

Quantity On Hand: _____

Total Inventory Value: $_____

Last Meaningful Sale/Use: _____

Current Approved Uses: _____

Number of Approved Drinks: _____

Decision

□ Keep

□ Feature responsibly

□ Use in approved seasonal program

□ Replace another SKU

□ Deplete and discontinue

□ Return where legally/vendor permitted

□ Other approved disposition

Important Boundary

Never create irresponsible promotions merely to eliminate excess alcohol inventory.

Inventory reduction must remain consistent with responsible beverage service, applicable law and restaurant policy.

CHAPTER 34

High-Value Inventory

Not every bottle requires identical control.

A $20 well bottle and a $300 premium bottle represent different financial exposure.

Management may establish enhanced controls for high-value inventory.

Possible controls include:

restricted access,
locked storage,
bottle-level count,
daily verification,
manager approval for certain uses,
specific POS buttons,
premium-pour verification,
and exception reporting.

The objective is not to make legitimate service difficult.

The objective is to match the level of control to the level of exposure.

HIGH-VALUE BOTTLE LOG

Product: _____

Bottle Cost: $_____

Bottle Size: _____

Beginning Quantity: _____

Theoretical Usage: _____

Ending Quantity: _____

Usage Variance: _____

Reviewed By: _____

Notes:

CHAPTER 35

Inventory Frequency

Not everything must be counted with the same frequency.

A practical control architecture may include:

DAILY

High-value or high-risk products where justified
Critical open wines
Key draft exceptions
Unusual losses
Selected fast-moving products

WEEKLY

Primary beverage inventory
Ordering quantities
Major usage / cost variance review
Dead/slow movement signals
Waste review

MONTHLY

Full inventory valuation
Category trends
Par review
SKU rationalization
Vendor cost review
Menu profitability connection

The frequency should reflect the restaurant's risk, volume and management capability.

Do not create daily paperwork merely because daily sounds more controlled.

Control is useful information at the frequency required to act.

CHAPTER 36

The Weekly Beverage Inventory Workbook

Week Ending: _____

Counted By: _____

Verified By: _____

LIQUOR

Product	Size	Full	Open	Total Units	Unit Cost	Inventory Value	Par	Order
_____	____	____	____	____	$____	$____	____	____
_____	____	____	____	____	$____	$____	____	____
_____	____	____	____	____	$____	$____	____	____

WINE

Product	Size	Unopened	Open Equivalent	Total	Cost	Value	Par	Order
_____	____	____	____	____	$____	$____	____	____

PACKAGED BEER

Product	Units On Hand	Unit Cost	Value	Par	Order
_____	____	$____	$____	____	____

DRAFT

Product	Estimated/Measured Remaining	Cost Basis	Inventory Value	Order
_____	____	$____	$____	____

MIXERS / SPECIALTY

Product	Quantity	Cost	Value	Par	Order
_____	____	$____	$____	____	____

INVENTORY SUMMARY

Liquor Inventory Value: $_____

Wine Inventory Value: $_____

Beer Inventory Value: $_____

Other Beverage Inventory: $_____

Total Beverage Inventory Value: $_____

Previous Count Value: $_____

Purchases Since Previous Count: $_____

Documented Transfers In: $_____

Documented Transfers Out: $_____

Documented Waste/Other Adjustments: $_____

Beverage Sales: $_____

ORDER SUMMARY

Total Liquor Order: $_____

Total Wine Order: $_____

Total Beer Order: $_____

Other: $_____

Total Proposed Order: $_____

Manager Approved: □ Yes □ Changes Required

Approved Order Total: $_____

CHAPTER 37

The Weekly Inventory Meeting

The weekly beverage review does not need to become an hour-long meeting.

It should answer a small number of important questions.

1. What moved unexpectedly?

2. What did not move?

3. Where are usage or cost variances highest?

4. What was wasted and why?

5. Which pars need adjustment?

6. Which costs changed?

7. Which product no longer earns its shelf space?

8. What upcoming event changes demand?

9. What action is required?

10. Who owns it?

THE INVENTORY EXCEPTION RULE

Management attention should move toward exceptions.

If 94 products behave normally and six do not, the manager should not spend equal time discussing all 100.

Focus on:

unusual usage,
unusual waste,
unusual purchase cost,
unexpected stockout,
excess inventory,
unexplained variance,
and products whose demand has materially changed.

That is where management adds value.

THE ORDERING DISCIPLINE

A good beverage inventory system eventually makes ordering less emotional.

Management stops asking:

“Do we need tequila?”

and begins asking:

“Our approved par is 12. We have 7. Expected event demand adds 2. The next reliable delivery is Tuesday. What should we order?”

That is a different conversation.

It is a controlled conversation.

THE INVENTORY CONTROL PRINCIPLE

Buying too much is not protection.

Buying too little is not discipline.

Having no waste is not automatically good if employees are hiding mistakes.

Having variance is not automatically proof of misconduct.

Inventory control requires context.

The objective is:

the right product,

in the right quantity,

at the right cost,

in the right place,

with a documented reason when reality differs from expectation.

That is what turns a storeroom full of bottles into controlled working capital.

PART VIII

BAR STANDARDS & EXECUTION

CHAPTER 38

A Bar Should Be Ready Before It Gets Busy

A bartender should not discover at 7:15 p.m. that the bar has:

no mint,

one clean wine glass,

an empty backup tequila bottle,

no cut limes,

an unfilled ice bin,

a dead keg,

and three open bottles of wine nobody can date.

That is not a rush problem.

It is a readiness problem.

The purpose of opening standards is to move preventable problems out of service.

A restaurant cannot predict every challenge.

It can eliminate many of the ones it creates for itself.

THE GRAVITY BAR READINESS STANDARD

Before service begins, the bar should be:

Stocked

Clean

Organized

Counted where required

Prepped

Programmed

Communicated

Ready

Not almost ready.

Ready.

CHAPTER 39

The Opening Bar Standard

The exact opening checklist should be adapted to the restaurant.

The categories should remain disciplined.

SECURITY & HANDOFF

□ Bar accessed according to restaurant security procedure

□ Previous shift notes reviewed

□ Unresolved inventory issue identified

□ High-value product exceptions reviewed where applicable

□ Manager Log / shift communication reviewed where required

CLEANLINESS

□ Bar top clean

□ Wells clean

□ Sinks clean

□ Drain areas acceptable

□ Floors acceptable

□ Equipment surfaces clean

□ Refrigeration clean and organized

□ Glassware clean

□ Service area guest-ready

ICE

□ Ice supply adequate

□ Approved ice bins filled

□ Scoops available and stored properly

□ No improper glass contact with ice

□ Specialty ice available where required

LIQUOR

□ Wells stocked to standard

□ Backbar organized

□ Backup bottles available according to par

□ Empty bottles removed according to procedure

□ High-value bottles verified where required

WINE

□ By-the-glass wines stocked

□ Open bottles reviewed

□ Freshness verified

□ Sparkling wine available where required

□ Wine service tools ready

BEER

□ Packaged beer stocked

□ Draft system operating

□ Kegs checked where required

□ Backup product available

□ Beer glassware ready

MIXERS

□ Soda system operating

□ Tonic available

□ Ginger ale available

□ Ginger beer available

□ Juices stocked

□ Bloody Mary mix available where required

PREP

□ Lemons

□ Limes

□ Oranges

□ Cherries

□ Olives

□ Mint

□ Simple syrup

□ Honey syrup where required

□ Agave syrup

□ Seasonal prep

□ Zero-proof components

TOOLS

□ Jiggers

□ Shakers

□ Strainers

□ Bar spoons

□ Muddlers

□ Wine keys

□ Bottle openers

□ Peelers

□ Knives

□ Cutting boards

□ Towels

□ Approved sanitizer setup

POS

□ POS operational

□ Correct beverage menus active

□ Features programmed

□ Premium substitutions available

□ Comp/waste procedures understood

FINAL QUESTION

Could this bar handle the first 30 minutes of peak demand if every table sat down right now?

□ Yes

□ No

If no:

What is missing?

Who owns the correction?

Completion Time:

CHAPTER 40

Mise en Place Is a Control

Mise en place is often translated simply as having everything in its place.

Behind a bar, that affects:

speed,

accuracy,

cleanliness,

waste,

and consistency.

If a bartender has to search for the jigger, the jigger will eventually stop being used.

If garnish is stored inconveniently, presentation begins to drift.

If backup bottles are scattered across several storage areas, overstock and stockouts can exist at the same time.

Good organization removes excuses from the process.

STATION MAP

Every primary bar station should have an approved layout.

Document:

Well Position 1: _____

Well Position 2: _____

Well Position 3: _____

Well Position 4: _____

Well Position 5: _____

Primary Modifiers: _____

Jigger Location: _____

Shaker Location: _____

Garnish Position: _____

Glassware Position: _____

Waste/Spill Recording Location: _____

Backup Product Location: _____

Standard

A bartender moving to another approved station should not have to relearn the entire building.

Where practical, standardize station logic.

CHAPTER 41

Measured Pouring

If the restaurant has a standard portion, it needs a reliable method of producing that portion.

Jiggers, measured pour systems or other approved portion-control methods can support that standard.

The method selected should fit:

local law,
restaurant policy,
service speed,
training level,
recipe complexity,
and management's ability to verify performance.

The control question remains:

Can the restaurant repeatedly produce the approved portion?

THE FREE-POUR PROBLEM

Some experienced bartenders can free-pour with impressive accuracy.

Some cannot.

Some can do it accurately when calm but not during peak volume.

Some gradually increase the pour because guests respond positively.

Some believe generosity improves tips.

The financial system cannot depend entirely on confidence.

If free-pouring is permitted, management should establish and periodically verify an accuracy standard.

POUR ACCURACY TEST

Employee: _____

Date: _____

Target Portion: _____

Test 1

Actual: _____

Deviation from Target: _____

Test 2

Actual: _____

Deviation from Target: _____

Test 3

Actual: _____

Deviation from Target: _____

Test 4

Actual: _____

Deviation from Target: _____

Test 5

Actual: _____

Deviation from Target: _____

Average Deviation from Target: _____

Result

□ Meets Standard

□ Coaching Required

□ Retraining Required

□ Measured Pour Required

Trainer/Manager: _____

CHAPTER 42

Glassware Is Part of the Recipe

Glassware affects:

portion perception,

temperature,

presentation,

mixer quantity,

wine pour consistency,

and sometimes the actual recipe.

Changing the glass without reviewing the recipe can create accidental portion changes.

A 12-ounce highball and a 16-ounce glass do not necessarily receive the same amount of mixer.

A wine glass should not require employees to guess what five ounces looks like.

GLASSWARE STANDARD CARD

Glass Type: _____

Primary Uses: _____

Capacity: _____

Approved Beverage Portion: _____

Ice Standard: _____

Garnish Standard: _____

Storage Location: _____

Backup Location: _____

CHAPTER 43

Ice Is an Ingredient

Ice controls:

temperature,

dilution,

presentation,

volume,

and service speed.

It should be treated accordingly.

Standards should define:

appropriate ice type,
fill level,
large-format ice where justified,
handling procedure,
storage,
sanitation,
and replacement.

Ice should never be treated as a meaningless filler.

Neither should a larger glass be filled with additional liquor merely because it looks empty.

CHAPTER 44

Garnish Has a Job

A garnish should contribute at least one of the following:

aroma

flavor

visual identification

guest expectation

presentation

If it contributes nothing, ask why the restaurant is buying, preparing and throwing it away.

GARNISH STANDARD

For every garnish, define:

Product

Cut / Preparation

Size

Approved Drinks

Prep Quantity

Storage

Hold Standard

Waste Procedure

THE GARNISH QUESTION

Before adding a complicated garnish to a cocktail, ask:

Will this still look good on the 147th drink Saturday night?

A garnish that only works when the beverage director personally makes the drink at 2:00 p.m. may not be an operational garnish.

CHAPTER 45

Fresh Juice and Syrup Standards

Fresh ingredients can improve beverage quality.

They also introduce:

prep,

labor,

dating,

storage,

yield,

spoilage,

and waste.

That tradeoff should be intentional.

For each prepared beverage ingredient, establish:

Recipe

Batch Size

Expected Yield

Prepared By

Preparation Date/Time

Storage

Approved Hold Standard

Discard Procedure

Never invent shelf-life standards simply to reduce waste.

Use appropriate food-safety guidance, manufacturer information and applicable local requirements.

PREP PRODUCTION LOG

Item: _____

Par: _____

On Hand: _____

Amount Needed: _____

Batch Size: _____

Prepared: _____

Yield: _____

Prepared By: _____

Date/Time: _____

Manager Verification: _____

CHAPTER 46

Build the Drink the Same Way

Consistency becomes easier when the sequence is standardized.

For each cocktail, determine where appropriate:

1. glass preparation,
2. ingredient sequence,
3. measurement,
4. shaking/stirring/building,
5. ice,
6. strain/pour,
7. topping component,
8. garnish,
9. final visual check,
10. service.

This is particularly important for multi-step and batched cocktails.

THE TEN-SECOND FINAL CHECK

Before a beverage leaves the bar:

Is it the correct drink?

Correct glass?

Correct portion?

Correct garnish?

Clean exterior?

Proper fill/presentation?

Correct ticket/table?

Ten seconds is not the objective.

Accuracy is.

The phrase simply reminds the bartender that speed does not eliminate verification.

CHAPTER 47

The Service Well

The service well exists to serve the dining room.

Its organization should support:

ticket visibility,
production sequence,
communication,
completed-drink identification,
server pickup,
and remake control.

Avoid the pile.

A cluster of unidentified drinks waiting for someone to claim them creates:

warm drinks,

wrong-table delivery,

duplicate production,

remakes,

and waste.

SERVICE-WELL STANDARD

□ Tickets visible/organized

□ Drinks produced in logical sequence

□ Completed drinks clearly associated with order

□ Server pickup area defined

□ Garnishes completed before release

□ Delayed ticket communicated

□ Remake documented when required

□ No abandoned drinks accumulating

CHAPTER 48

Speed Without Panic

The goal of a high-volume bar is not frantic motion.

It is controlled speed.

The bartender who moves fastest is not necessarily the bartender producing the most useful work.

Watch for:

repeated walking,
searching,
reaching across stations,

duplicate preparation,
unnecessary glass changes,
missing backups,
poorly placed ingredients,
excessive garnish steps,
and recipe memorization failures.

These are system problems disguised as employee speed problems.

THE 20-TICKET OBSERVATION

During a representative busy period, observe 20 beverage tickets.

Record:

Average ticket complexity: _____

Average completion time: _____

Number requiring ingredient search: ___

Number delayed by missing prep: _____

Number remade: _____

Number with recipe questions: _____

Number waiting excessively for pickup: _

What slowed the bar most?

Is the cause:

□ Training

□ Layout

□ Inventory

□ Prep

□ Equipment

□ POS

□ Communication

□ Recipe Complexity

□ Staffing

□ Other

Corrective Action

CHAPTER 49

Clean as You Go

Closing should not be the first time the bar becomes clean.

During service:

spills should be addressed,
tools reset,
debris removed,
glassware managed,
garnish maintained,
waste controlled,
and stations restored whenever volume permits.

A bartender who destroys the station during every rush will spend the next rush working inside the damage from the first one.

Resetting is part of production.

CHAPTER 50

Responsible Beverage Service Is a Boundary

Sales do not outrank safety.

Contribution dollars do not outrank the law.

No beverage-control system should encourage employees to serve alcohol when service should be refused or discontinued.

The restaurant must establish responsible-service procedures consistent with:

applicable law,
licensing requirements,
company policy,
approved training,
and management expectations.

The workbook does not replace legally required alcohol-service training.

RESPONSIBLE-SERVICE OPERATING QUESTIONS

Does every alcohol-service employee know:

the restaurant's ID-verification procedure?
when management must become involved?
how to document an incident?
how to refuse service professionally?
the restaurant's policy on intoxication?
applicable rules concerning alcohol leaving the premises?
applicable rules for delivery/off-premise alcohol?
emergency/escalation procedures?

If not, that is a training gap.

CHAPTER 51

Shift Handoff

A strong close prepares the next open.

A strong handoff tells the next manager what the numbers cannot.

Examples:

keg nearly empty,
unusual tequila usage,
broken glassware,
refrigeration issue,
guest complaint involving alcohol,
product out of stock,
unexpected large group,
open specialty bottle,
new seasonal prep,
unresolved POS problem,

vendor shortage,
or high-value bottle usage variance.

Do not make the next shift rediscover known information.

BAR SHIFT HANDOFF

Date: _____

Shift: _____

Bartender/MOD: _____

Product Outages

Low Inventory

Equipment Issues

Prep Needed

Waste / Breakage

Guest / Responsible-Service Incident

Inventory Exception

POS Issue

Follow-Up Required

Owner of Follow-Up: _____

CHAPTER 52

Closing the Bar

Closing is not simply cleaning.

The close protects:

inventory,

cash,

equipment,

food safety,

security,

and tomorrow's readiness.

GRAVITY BAR CLOSING VERIFICATION

PRODUCT

□ Liquor secured

□ High-value bottles verified where required

□ Wine stored appropriately

□ Open wine handled according to standard

□ Beer secured

□ Specialty ingredients stored

□ Prepared ingredients dated/stored/discarded according to standard

INVENTORY EXCEPTIONS

□ Spills recorded

□ Breakage recorded

□ Remakes recorded

□ Comps accounted for

□ Transfers documented

□ Unusual usage reported

CLEANING

□ Bar top

□ Wells

□ Tools

□ Sinks

□ Equipment

□ Refrigeration surfaces

□ Floors

□ Drain areas

□ Glassware

□ Trash

□ Service well

PREP

□ Remaining usable prep stored correctly

□ Unusable prep discarded and recorded where required

□ Critical needs communicated for next shift

EQUIPMENT

□ Required equipment shut down

□ Refrigeration verified operating

□ Draft issue reported

□ Soda issue reported

□ Maintenance issue reported

SECURITY

□ Product storage secured

□ Appropriate doors/storage locked

□ Keys controlled

□ Cash procedures completed separately according to restaurant policy

HANDOFF

□ Manager Log updated where required

□ Next-shift issues documented

□ Follow-up owner assigned

Closed By: _____

Manager Verification: _____

Time: _____

CHAPTER 53

The Manager's Five-Minute Bar Walk

A manager does not need to become the bartender to manage the bar.

The manager does need to see it.

At appropriate points in the shift, walk the bar and ask:

1. READINESS

Is the station still stocked and organized?

2. EXECUTION

Are recipes and portions being followed?

3. CLEANLINESS

Is the station being maintained?

4. SERVICE

Are tickets moving?

5. CONTROL

Is anything happening that will require explanation later?

Then ask the bartender:

“What do you need before the next push?”

That question can prevent more problems than discovering them after the rush.

THE BAR EXECUTION PRINCIPLE

A recipe book cannot fix a station that is not ready.

Inventory software cannot fix a bartender who cannot find the jigger.

A checklist cannot fix a manager who never looks at the bar.

Training cannot compensate forever for bad layout.

And speed cannot rescue a system that enters every rush unprepared.

The standard is not perfection.

The standard is deliberate readiness followed by controlled execution.

Prepare before demand.

Measure during production.

Communicate exceptions.

Reset continuously.

Close in a way that protects tomorrow.

That is how bar standards become operating behavior instead of words in a binder.

PART IX

TRAINING THE BEVERAGE TEAM

CHAPTER 54

Training Is Not Showing Someone Where the Bottles Are

A bartender can know how to make drinks and still be unprepared to operate this restaurant's bar.

A server can know the menu and still be unable to sell a beverage.

A manager can know beverage cost and still be unable to identify why it changed.

Beverage training therefore has three different jobs:

Teach knowledge.

Develop skill.

Verify performance.

Training is incomplete until all three happen.

THE GRAVITY BEVERAGE TRAINING STANDARD

For every important beverage skill:

Explain it.

Demonstrate it.

Practice it.

Observe it.

Verify it.

Coach it.

Reverify when necessary.

A signature on a training form should mean something happened.

It should not mean somebody found a pen.

CHAPTER 55

Bartender Onboarding

A new bartender should not be expected to absorb the entire beverage program in one shift.

Training should progress from foundation to execution.

LEVEL 1 — BAR ORIENTATION

The bartender should learn:

bar layout,
storage,
wells,
backup inventory,
glassware,
ice,
garnish,
equipment,
cleaning standards,
opening procedure,
closing procedure,
waste recording,
comp procedure,
shift handoff,
POS beverage structure,
manager escalation,
and responsible-service requirements.

LEVEL 2 — CORE RECIPES

Teach the highest-volume drinks first.

Not alphabetically.

Not because they happen to appear first in a cocktail book.

Train according to operational importance.

LEVEL 3 — PORTION CONTROL

Verify:

jigger use,

approved free-pour accuracy where permitted,
wine portions,
draft serving size,
premium substitutions,
and multi-spirit measurement.

LEVEL 4 — PRODUCTION

Verify:

shaking,
stirring,
building,
straining,
ice selection,
glassware,
garnish,
ticket sequence,
and final presentation.

LEVEL 5 — INVENTORY CONTROL

Teach:

bottle handling,
backup procedure,
transfers,
spills,
breakage,
waste,
open wine,
batch control,
high-value inventory,
and stockout communication.

LEVEL 6 — SERVICE

Teach:

guest interaction,
drink recommendations,
modification handling,
allergy/escalation procedure,
responsible alcohol service,
server communication,
and service-well execution.

Only after these areas have been demonstrated should the restaurant consider the employee independently ready.

BARTENDER ONBOARDING RECORD

Employee: _____

Trainer: _____

Start Date: _____

Orientation

□ Layout

□ Storage

□ Security

□ Opening

□ Closing

□ Cleaning

□ Equipment

□ Glassware

□ Ice

□ Garnish

Control

□ Portioning

□ Waste

□ Breakage

□ Transfers

□ Comps

□ High-value inventory

□ Wine control

□ Batch control

Production

□ Build

□ Shake

□ Stir

□ Strain

□ Garnish

□ Ticket sequencing

□ Service well

Service

□ Guest recommendations

□ Server communication

□ Responsible service

□ Manager escalation

Verification

Trainer Initials: _____

Manager Verification: _____

Independent Bar Approval:

□ Approved

□ Additional Training Required

Date: _____

CHAPTER 56

Recipe Mastery

Do not attempt to certify recipe knowledge by asking:

“Do you know the drinks?”

Test it.

THE RECIPE MASTERY TEST

Select the restaurant's 20 highest-priority drinks.

For each, the bartender should know:

base spirit,
modifiers,
exact portions,
method,
glassware,
ice,
garnish,
and major house-standard variations.

Suggested standard:

20 randomly selected recipes

Score: _____ / 20

Restaurant Passing Standard: _____

Practical Verification

Written knowledge alone is insufficient.

Select five drinks for physical execution.

Drink 1: _____

□ Correct Recipe
□ Correct Portion
□ Correct Method
□ Correct Glass
□ Correct Garnish
□ Acceptable Presentation

Repeat for Drinks 2–5.

THE RECIPE CORRECTION RULE

When an employee gives an incorrect recipe:

Do not merely say:

“Wrong.”

Ask what caused the error.

Was it:

memory,
conflicting previous training,
an outdated recipe card,
another bartender teaching a different standard,
a POS/menu mismatch,
or lack of practice?

Correct the system as well as the employee.

CHAPTER 57

Pour Certification

If measured pouring is required, verify proper jigger technique.

If approved free-pouring is permitted, verify accuracy.

Certification should not be permanent simply because someone passed once.

Skills drift.

POUR CERTIFICATION

Employee: _____

Date: _____

Target 1 oz:

Attempt 1: _____
Attempt 2: _____
Attempt 3: _____

Target 1½ oz:

Attempt 1: _____

Attempt 2: _____
Attempt 3: _____

Target 2 oz:

Attempt 1: _____
Attempt 2: _____
Attempt 3: _____

Accuracy Standard: _____

Result

□ Certified

□ Coaching Required

□ Retest Required

Certified By: _____

Retest Date if Required: _____

CHAPTER 58

Servers Need Beverage Training Too

The bartender makes the drink.

The server often sells it.

If the server cannot explain the beverage menu, the restaurant has built a product without building a sales channel.

Servers do not need bartender-level technical knowledge.

They do need useful guest-facing knowledge.

For every featured beverage, servers should know:

primary spirit,
major flavor,
sweetness level,
refreshing vs spirit-forward,
sparkling or still,
approximate style,
obvious comparable drink,
and appropriate modification/escalation procedure.

THE FIVE-SECOND DESCRIPTION

A server should be able to answer:

“What's that like?”

without reciting the ingredient list word for word.

Examples:

Gold Rush

“Bourbon, lemon and honey—smooth and citrusy.”

Jungle Bird

“Tropical rum and pineapple with a slightly bitter finish.”

Southside

“Gin with fresh mint and lime.”

New York Sour

“A Whiskey Sour with a red-wine float.”

Paloma

“Tequila and grapefruit—lighter and more refreshing than a Margarita.”

The purpose is not memorized poetry.

It is useful understanding.

CHAPTER 59

Teach Flavor, Not Just Names

A server may not know whether a guest wants a Negroni.

The guest may not know either.

But the server can ask:

“Do you like bittersweet, spirit-forward cocktails?”

That is more useful.

Train the team to understand broad beverage characteristics:

BRIGHT / CITRUS

Margarita
Daiquiri
Gimlet
Whiskey Sour
Gold Rush

LIGHT / REFRESHING

Paloma
Ranch Water
Mojito
Gin Rickey
Highballs

SPIRIT-FORWARD

Old Fashioned
Manhattan
Martini
Negroni
Revolver

BITTERSWEET

Negroni
Americano
Jungle Bird

RICH / AFTER-DINNER

White Russian
French Connection
Irish Coffee
Revolver

SPARKLING / CELEBRATORY

French 75
Mimosa
Kir Royale

Spritzes

This gives the server a language for recommendation.

CHAPTER 60

Wine Training Without Pretending Everyone Is a Sommelier

A full-service restaurant does not need every server to become a wine scholar.

It does need employees to understand the wines the restaurant actually sells.

For each wine, teach:

grape/style,
light/medium/full body,
dry/sweet perception,
major flavor characteristics,
food-pairing direction,
price position,
glass/bottle availability,
and one comparable alternative.

WINE KNOWLEDGE CARD

Wine: _____

Type/Grape: _____

Origin if relevant: _____

Body:
□ Light □ Medium □ Full

Style:
□ Dry □ Off-Dry □ Sweet

Three Guest-Friendly Descriptors:

1.

2.

3.

Pairs Well With: _____

If Guest Likes _____ Recommend This: __

If This Is Unavailable Recommend: _____

CHAPTER 61

Beer Training

Servers should understand the restaurant's actual beer categories.

At minimum:

light lager,
standard lager,
imported lager,
IPA,
local/regional offering,
seasonal,
stout/dark where offered,
wheat/pilsner where offered,
cider where offered,
and nonalcoholic beer where offered.

The employee should be able to answer:

“What's your lightest beer?”

“What's your hoppiest?”

“Do you have anything local?”

“What do you have that's not an IPA?”

That is practical beer knowledge.

CHAPTER 62

Zero-Proof Selling

Do not make a guest feel like they ordered the children's version of the beverage menu.

A well-designed zero-proof drink can be offered naturally.

Train servers to say:

“We also have several zero-proof cocktails if you'd like something made and presented like a cocktail without the alcohol.”

That is different from:

“We can leave the liquor out of something.”

The first describes a product.

The second describes a subtraction.

ZERO-PROOF SERVER TEST

Can the employee name three zero-proof drinks?

□ Yes □ No

Can the employee describe each?

□ Yes □ No

Does the employee know the selling price?

□ Yes □ No

Can the employee recommend one based on guest preference?

□ Yes □ No

CHAPTER 63

Responsible-Service Training

Responsible alcohol service is not an optional sales technique.

It is an operating boundary.

Employees should complete any training required by applicable law, licensing authority and restaurant policy.

The restaurant should separately verify that employees understand its own procedures.

Topics may include:

ID requirements,
unacceptable identification,
signs requiring management attention,
refusal procedures,
intoxication concerns,
incident documentation,
guest transportation/escalation procedures where applicable,
alcohol-to-go requirements,
delivery restrictions,
and when the employee must stop trying to solve the situation alone and involve management.

MANAGEMENT ESCALATION TEST

Ask the employee:

What do you do if you are unsure whether an ID is acceptable?

What do you do if you believe a guest should not receive another drink?

Who must be notified?

Where is the incident documented?

If the employee cannot answer these questions, training is incomplete.

CHAPTER 64

Bartenders Train Servers Too

A bartender should not treat server questions as interruptions to be punished.

Servers are part of the beverage sales system.

A strong bartender helps servers understand:

what a drink tastes like,
what is unavailable,
what substitutions are appropriate,
what features need selling,
and what guests are saying about new drinks.

That communication should move both directions.

Servers can tell the bar:

which descriptions confuse guests,
which drinks are frequently modified,
which items guests ask for but cannot find,
which menu descriptions work,
and which drinks are being praised or rejected.

That information is valuable.

CHAPTER 65

Pre-Shift Beverage Training

Beverage training does not need to happen only in formal classes.

Five focused minutes before service can build substantial knowledge over time.

Examples:

MONDAY

Taste/describe one wine where legally and operationally appropriate, or review its profile without tasting.

TUESDAY

Review one classic cocktail.

WEDNESDAY

Review one beer.

THURSDAY

Practice one upsell or recommendation conversation.

FRIDAY

Review the weekend feature.

SATURDAY

Review readiness, outages and high-volume priorities.

SUNDAY

Review guest feedback and one lesson from the week.

Do not turn every pre-shift into a lecture.

Teach one useful thing well.

FIVE-MINUTE BEVERAGE TRAINING RECORD

Date: _____

Topic: _____

Trainer: _____

Employees Present: _____

What Was Taught?

What Was Practiced?

Follow-Up Needed?

□ No

□ Yes: _____

CHAPTER 66

Coaching Versus Retraining

Not every error requires complete retraining.

COACH

When the employee knows the standard but executes it inconsistently.

RETRAIN

When the employee does not know or understand the standard.

SYSTEM CORRECTION

When the employee received conflicting, missing or incorrect information.

ACCOUNTABILITY

When the standard is known, training is verified, resources are available, coaching has occurred where appropriate, and the employee still chooses not to follow the standard.

These are different management responses.

Treating every problem as an attitude problem is poor leadership.

Treating every repeated choice as a training problem is also poor leadership.

CHAPTER 67

The Gravity Beverage Team Certification

Certification should be role-based.

Not everyone needs the same level.

LEVEL B1 — BEVERAGE-AWARE SERVER

Employee can:

□ Explain primary cocktails

□ Describe featured beverages

□ Recommend based on flavor preference

□ Explain primary wine categories

□ Explain primary beer categories

□ Recommend zero-proof options

□ Use correct POS buttons

□ Handle modifications appropriately

□ Follow responsible-service escalation

Status:

□ Certified

□ Training Required

LEVEL B2 — BAR SUPPORT

Employee demonstrates:

□ Bar layout knowledge

□ Glassware knowledge

□ Ice standards

□ Garnish/prep standards

□ Restocking

□ Beer/wine handling

□ Cleanliness

□ Waste communication

□ Basic inventory handling

□ Responsible-service boundaries appropriate to role

Status:

□ Certified

□ Training Required

LEVEL B3 — CERTIFIED BARTENDER

Employee demonstrates:

□ Core recipe mastery

□ Portion accuracy

□ Correct build methods

□ Glassware

□ Garnish

□ Opening

□ Closing

□ Service-well execution

□ POS accuracy

□ Waste recording

□ Inventory handling

□ Wine service

□ Beer service

□ Zero-proof production

□ Guest recommendations

□ Responsible-service procedures

Status:

□ Certified

□ Conditional

□ Retraining Required

LEVEL B4 — LEAD BARTENDER / TRAINER

In addition to B3:

□ Can train recipes accurately

□ Can conduct pour tests

□ Can verify opening/closing

□ Can identify inventory exceptions

□ Can support weekly counts

□ Can coach service-well execution

□ Can train server beverage knowledge

□ Understands basic recipe costing

□ Can identify when a recipe/POS mismatch exists

□ Escalates problems rather than hiding them

Status:

□ Certified

□ Development Required

LEVEL B5 — BEVERAGE MANAGER / MOD CONTROL

Employee demonstrates:

□ Recipe-cost understanding

□ Beverage-cost calculation

□ Contribution understanding

□ Inventory counting

□ Ordering/par logic

□ Receiving control

□ Waste review

□ Usage and cost variance investigation

□ Menu profitability review

□ Seasonal inventory planning

□ Training verification

□ High-value inventory control

□ System 22 handoff/integration

□ Responsible-service management procedures

Status:

□ Certified

□ Development Required

CERTIFICATION RECORD

Employee: _____

Current Level: _____

Target Level: _____

Training Start: _____

Knowledge Test: _____

Practical Test: _____

Pour Test if Required: _____

Responsible-Service Requirement Verified:

□ Yes
□ Not Applicable
□ Pending

Trainer Recommendation:

□ Certify

□ Conditional Certification

□ Additional Training

□ Retest

Manager Approval: _____

Certification Date: _____

Review/Renewal Date: _____

CHAPTER 68

Training Records Should Tell the Truth

Do not sign an employee off because:

the schedule needs them,

the trainer is tired,

they have bartended somewhere else,

or everyone assumes they will eventually figure it out.

A false training record is worse than an incomplete training record.

The incomplete record tells management there is work left to do.

The false record tells management the work is finished when it is not.

THE TRAINING PRINCIPLE

A beverage program becomes fragile when its knowledge lives inside one bartender's head.

It becomes stronger when the restaurant owns the standard.

The best bartender can still bring personality, hospitality, speed and craftsmanship to the job.

Standardization does not remove skill.

It gives skill a reliable foundation.

Teach the standard.

Practice the standard.

Verify the standard.

Coach the person.

Correct the system when the system is wrong.

And never confuse a signature with competence.

PART X

BEVERAGE SALES WITHOUT INVENTORY BLOAT

CHAPTER 69

More Choices Do Not Automatically Create More Sales

When beverage sales are weak, one of the easiest responses is:

> *“We need more drinks.”*

Maybe.

But more drinks often require more ingredients.

More ingredients create more inventory.

More inventory creates more cash tied up on shelves, more training, more counting, more opportunities for waste and more products that eventually have to justify their existence.

Before expanding the bar, management should ask a different question:

> ***“Are we fully selling the beverage capability we already own?”***

A restaurant with forty available drinks and poor beverage sales may not need fifty drinks.

It may need:

better menu design,

better server knowledge,

better recommendations,

better pricing,

better execution,

and better visibility.

CHAPTER 70

Beverage Attachment

One of the simplest useful questions is:

How many dining occasions include a beverage we intentionally sell?

Depending on the restaurant's reporting capabilities, management may examine beverage attachment in several ways.

A simple internal measure can be:

Beverage Attachment Rate = Relevant Guest Checks With Target Beverage ÷ Relevant Guest Checks × 100

Another operation may use guest counts rather than checks.

The important thing is to define the measure and keep the definition consistent.

Do not change the denominator every week and then call the trend meaningful.

BEVERAGE ATTACHMENT WORKSHEET

Period: _____

Relevant Guest Checks: _____

Checks With Alcoholic Beverage: _____

Checks With Zero-Proof Specialty Beverage: _____

Checks With Any Target Beverage: _____

Attachment Rate: _____%

Previous Period: _____%

Change: _____

What Changed?

□ Server recommendation

□ New feature

□ Menu placement

□ Price

□ Weather

□ Event

□ Guest mix

□ Promotion

□ Product availability

□ Unknown

CHAPTER 71

The First Beverage Question

Many beverage sales are lost because nobody asks.

A server takes the table.

Water is delivered.

Food discussion begins.

Five minutes later the guest has mentally moved past ordering a cocktail.

The restaurant does not need aggressive selling.

It needs timely hospitality.

A useful opening can be as simple as:

> *“Can I start you with a cocktail, glass of wine, beer, or one of our zero-proof drinks?”*

The exact language should fit the restaurant.

The principle is timing.

THE FIRST-ROUND STANDARD

Management should define:

When is the beverage menu presented?

When is the first beverage question asked?

What featured drinks should servers know today?

What zero-proof option should be mentioned when appropriate?

CHAPTER 72

Recommendation Beats Recitation

A server who lists twelve drinks is not necessarily selling.

A useful recommendation reduces complexity.

Instead of:

> *“We have Margaritas, Palomas, Old Fashioneds, Mules, Martinis, Mojitos…”*

try:

> *“Do you normally prefer something refreshing and citrusy, or more spirit-forward?”*

The answer gives the server direction.

If Refreshing

Margarita
Paloma
Mojito
Southside
Ranch Water
Mule

If Spirit-Forward

Old Fashioned
Manhattan
Martini
Negroni
Revolver

If Fruity

Cosmopolitan
El Diablo
Jungle Bird
seasonal fruit feature

If Lower Alcohol

Americano
selected spritzes

If Zero-Proof

recommend an actual standardized zero-proof drink.

The server is now helping the guest choose instead of testing the guest's patience.

CHAPTER 73

The Price Ladder

A beverage menu should give guests meaningful choices at different price and quality levels without becoming a wall of options.

A simple spirit category might contain:

House

Reliable standard product.

Call

Recognizable step-up.

Premium

Higher-cost/higher-position product.

Reserve/Specialty

Selective offerings where the concept and demand justify them.

The exact structure depends on the restaurant.

What matters is that each level has a reason to exist.

PRICE-LADDER WORKSHEET

Category: _____

Level	Product	Portion Cost	Selling Price	Contribution	Weekly Units
House	_____	$____	$____	$____	____
Call	_____	$____	$____	$____	____
Premium	_____	$____	$____	$____	____
Reserve	_____	$____	$____	$____	____

Review

Does each level sell?

□ Yes □ No

Does each level produce appropriate contribution?

□ Yes □ No

Are two levels doing essentially the same job?

□ Yes □ No

Could one SKU be removed without hurting guest choice?

□ Yes □ No

CHAPTER 74

Upselling Should Improve the Guest's Choice

An upsell is not:

> *“How do we make the guest spend more?”*

A useful upsell is:

> ***“Is there a better version of what the guest already wants that is worth the additional price?”***

Example:

Guest orders a Margarita.

Server:

> *“Would you like the house tequila, or would you prefer our reposado for a little more oak and richness?”*

That gives the guest information.

It does not shame the house product.

It does not force the premium product.

And it gives the restaurant a legitimate opportunity to increase contribution.

PREMIUM-UPSELL TEST

Before teaching an upsell, answer:

What is actually better or different?

Can the server explain that difference?

What is the additional guest price?

$_____

What is the additional product cost?

$_____

What is the contribution difference?

$_____

If the only explanation is:

> *“It's more expensive,”*

the team does not have an upsell story.

CHAPTER 75

Menu Engineering

A drink's financial performance has two major dimensions:

How much does it contribute?

and

How often does it sell?

That creates four useful conversations.

HIGH POPULARITY / HIGH CONTRIBUTION

Protect it.

Train it.

Keep it available.

Do not casually change it.

HIGH POPULARITY / LOW CONTRIBUTION

Investigate:

price,
recipe,
portion,
brand level,
and cost increases.

Do not automatically remove a popular drink.

Fix the economics if possible.

LOW POPULARITY / HIGH CONTRIBUTION

Ask why it is not selling.

Is it:

poorly positioned?

poorly named?

poorly described?

unknown to servers?

too unusual?

hidden on the menu?

This may be a sales problem rather than a product problem.

LOW POPULARITY / LOW CONTRIBUTION

This drink needs a reason to remain.

If it also requires specialty inventory, its position becomes even weaker.

BEVERAGE MENU ENGINEERING GRID

Drink: _____

Units Sold: _____

Recipe Cost: $_____

Selling Price: $_____

Contribution: $_____

Cost %: _____

Inventory SKUs Required: _____

Unique SKUs Required: _____

Position

□ High Popularity / High Contribution

□ High Popularity / Low Contribution

□ Low Popularity / High Contribution

□ Low Popularity / Low Contribution

Action

□ Protect

□ Promote

□ Reprice

□ Rebuild Recipe

□ Train Servers

□ Reposition

□ Test

□ Remove

CHAPTER 76

Add Inventory Performance to Menu Engineering

Traditional menu analysis can miss something important.

Two drinks may produce similar sales and contribution while having very different inventory consequences.

Drink A uses:

bourbon,
lemon,
honey.

All three are already heavily used.

Drink B uses:

a specialty spirit,
a specialty syrup,
a unique garnish,
and a juice purchased only for that drink.

Even if their contribution dollars are similar, Drink B creates more operational complexity.

That complexity deserves consideration.

THE GRAVITY DRINK VALUE TEST

Evaluate:

Popularity

Contribution

Menu Reach

Execution Complexity

Inventory Burden

Waste Exposure

Training Difficulty

Guest Distinction

No single measure decides everything.

Together they tell a much better story.

CHAPTER 77

Menu Reach Per SKU

Earlier we defined:

Menu Reach = The number of approved, sellable drinks an ingredient helps the restaurant produce.

Now use it as a purchasing and menu-development tool.

For example:

Lime

Margarita
Paloma
Ranch Water
Moscow Mule
Mexican Mule
Mojito
Daiquiri
Gimlet
Southside
El Diablo
multiple zero-proof drinks

High Menu Reach.

Sweet Vermouth

Manhattan
Negroni
Americano
Rob Roy

Good Menu Reach.

Specialty Liqueur X

One cocktail.

No food use.

No seasonal use.

No meaningful guest demand.

Low Menu Reach.

The specialty liqueur is not automatically wrong.

It simply has more to prove.

CHAPTER 78

The One-In, One-Question Rule

Before adding a new permanent beverage SKU, ask:

> ***“What does this bottle allow us to do that we cannot responsibly do now?”***

If the answer is meaningful, continue the analysis.

If the answer is:

> *“It might be cool to have,”*

stop.

NEW SKU BUSINESS CASE

Proposed Product: _____

Cost: $_____

Distributor/Source: _____

Minimum Purchase: _____

New Drinks Enabled

Existing Drinks Improved

Expected Weekly Units

Expected Weekly Contribution

$_____

Existing SKU It Could Replace

Menu Reach

Waste/Dead-Stock Risk

□ Low □ Medium □ High

Decision

□ Add

□ Test

□ Seasonal

□ Reject

CHAPTER 79

Feature Before Permanent

One of the safest ways to evaluate a new beverage is to test it before giving it permanent menu status.

A feature can answer:

Will guests order it?
Can servers explain it?
Can bartenders execute it?
Does it slow service?
Does it produce contribution?
Does its specialty inventory move?
Does it generate repeat interest?

That is better evidence than:

> *“Everybody at the tasting liked it.”*

The tasting room is not Saturday dinner service.

FEATURE TEST CARD

Drink: _____

Test Dates: _____

Recipe Cost: $_____

Selling Price: $_____

Contribution: $_____

Units Sold: _____

Average Units Per Day: _____

New Inventory Cost: $_____

Remaining Inventory: $_____

Server Feedback

Bartender Feedback

Guest Feedback

Operational Problems

Decision

□ Permanent

□ Retest

□ Seasonal

□ Modify

□ Discontinue

CHAPTER 80

Stop Confusing Novelty With Value

A cocktail can contain:

smoke,

foam,

three infusions,

a dehydrated garnish,

two obscure liqueurs,

and a tiny clothespin.

That does not automatically make it a good restaurant drink.

It may be excellent.

But the restaurant should ask:

Does the guest value it?

Can we execute it during peak service?

Can we cost it accurately?

Can we train it?

Can we stock it responsibly?

Does the selling price support the work?

Creativity is welcome.

Unexamined complexity is not.

CHAPTER 81

Zero-Proof Revenue Is Real Revenue

Zero-proof drinks can increase beverage sales among guests who:

do not drink alcohol,

are driving,

are taking a break from alcohol,

want another beverage without another alcoholic drink,

or simply prefer the flavor.

If the only alternatives are water, tea and soda, the restaurant may be ignoring a legitimate menu opportunity.

A thoughtful zero-proof program can use many ingredients already required by the alcoholic program.

That creates additional Menu Reach.

ZERO-PROOF SALES REVIEW

Period: _____

Zero-Proof Specialty Units: _____

Sales: $_____

Recipe Cost: $_____

Contribution: $_____

Most Popular: _____

Least Popular: _____

Did Any Require Unique Inventory?

□ No

□ Yes: _____

Recommendation

□ Expand

□ Maintain

□ Reposition

□ Reprice

□ Reduce

CHAPTER 82

The Second Beverage Opportunity

Beverage selling should not end after the first round.

There are several natural service moments:

Before the meal

cocktail, aperitif, beer, wine, zero-proof

During the meal

second round, wine pairing, beer, refill where appropriate

After the meal

coffee, Irish Coffee, French Connection, Revolver, dessert beverage, zero-proof option

The objective is not to push alcohol.

It is to notice where another appropriate beverage can improve the guest's experience.

Responsible-service boundaries always remain in force.

CHAPTER 83

Train One Featured Beverage at a Time

A manager who tells servers:

> *“Sell more drinks tonight”*

has not given useful direction.

Instead:

> *“Tonight we're focusing on the Gold Rush. Bourbon, lemon and honey. If someone likes Whiskey Sours or bourbon but wants something approachable, recommend it.”*

Now the employee knows:

what to sell,

what it tastes like,

and who might like it.

That is actionable.

FEATURE FOCUS CARD

Today's Feature: _____

Three-Word Profile: _____

Best Guest Match: _____

Server Description: _____

Selling Price: $_____

Zero-Proof Feature: _____

Outages/Substitutions: _____

CHAPTER 84

Measure the Result Without Turning Hospitality Into a Contest

Sales data can help identify training opportunities.

It should be used carefully.

One server may work:

the patio,

a lunch shift,

a family-heavy section,

or a lower-spend day.

Another may work:

Friday dinner,

the bar section,

a celebration party,

or a higher-spend guest mix.

Raw beverage dollars alone do not tell the whole story.

Use context.

Possible measures include:

beverage attachment,
featured-drink mix,
zero-proof attachment,
wine bottle sales,
appropriate premium upgrades,
beverage sales per guest,
or beverage contribution per guest.

Use the information to ask better questions.

Not to manufacture unfair conclusions.

CHAPTER 85

Beverage Sales Opportunity Review

Period: _____

Guest Count: _____

Total Sales: $_____

Beverage Sales: $_____

Beverage Sales %: _____%

Alcoholic Beverage Sales: $_____

Zero-Proof Specialty Sales: $_____

Mix

Liquor: $_____

Wine: $_____

Beer: $_____

Zero-Proof: $_____

Top Five Drinks by Units

Top Five by Contribution

Five Weakest by Units

Products Requiring Unique Inventory

Dead/Slow SKUs Connected to Weak Drinks

Opportunity

What can we sell better without adding inventory?

CHAPTER 86

The Inventory-Neutral Sales Challenge

Before approving any new bottle next month, challenge the beverage team:

> ***Increase beverage contribution using only inventory already approved.***

Possible approaches:

feature an underused classic,
improve server descriptions,
reposition a zero-proof drink,
correct menu placement,
improve first-round timing,
train premium substitutions,
feature an existing wine,
create a cocktail from high-Menu-Reach ingredients,
improve after-dinner recommendations,
or remove an operational barrier that causes stockouts.

This is a useful management exercise because it forces the restaurant to improve its use of existing assets before purchasing more.

THE $1,000 SHELF QUESTION

Walk through the bar and identify approximately $1,000 worth of beverage inventory.

Then ask:

> ***“Exactly how is this $1,000 supposed to become more than $1,000?”***

Which drinks use it?

How quickly does it turn?

What contribution does it create?

What sits?

What spoils?

What has no plan?

What could disappear from inventory tomorrow without affecting the guest?

The question can be repeated at any inventory value.

The number is not the lesson.

The lesson is that every shelf represents invested cash.

CHAPTER 87

The Beverage Growth Rule

Growth does not always require expansion.

Sometimes growth means:

selling more of what already works,

making the profitable drink easier to find,

helping servers understand it,

making the bartender execute it consistently,

pricing it correctly,

keeping it available,

and removing the products that consume cash without earning their place.

Only then should management ask what needs to be added.

The order matters.

Understand.

Optimize.

Test.

Then expand.

That is how beverage sales can grow without allowing the storeroom to grow faster than the business.

PART XI

MANAGER CONTROL TOOLS

CHAPTER 88

Management Is the Connection Between the Numbers and the Shift

A restaurant can have:

perfect recipes,

accurate inventory sheets,

trained bartenders,

good POS data,

and detailed reports,

and still fail to control the bar.

Why?

Because information does not manage itself.

Someone must look at it.

Someone must ask what changed.

Someone must decide what matters.

Someone must assign the action.

Someone must verify that the action happened.

That is management.

THE GRAVITY BEVERAGE MANAGEMENT CYCLE

STANDARD

What should happen?

↓

OBSERVATION

What is happening?

↓

MEASUREMENT

What do the numbers show?

↓

EXCEPTION

What is different?

↓

INVESTIGATION

Why?

↓

ACTION

What should change?

↓

OWNERSHIP

Who will do it?

↓

VERIFICATION

Did it work?

Then repeat.

A report without action is history.

A system should help management change the future.

CHAPTER 89

The Daily Bar Control Report

The daily report should be short enough to complete and useful enough to read.

It is not intended to duplicate every POS report or inventory sheet.

It captures the exceptions management needs to remember.

DAILY BAR CONTROL REPORT

Date: _____

Day: _____

MOD: _____

Lead Bartender: _____

SALES SNAPSHOT

Total Sales: $_____

Beverage Sales: $_____

Liquor Sales: $_____

Wine Sales: $_____

Beer Sales: $_____

Zero-Proof Specialty Sales: $_____

Featured Beverage Units: _____

OPERATING EXCEPTIONS

Product Outages:

Unexpected High Usage:

Unexpected Low Usage:

Spills / Breakage / Remakes:

Wine Waste:

Draft Issues:

Equipment Issues:

POS / Recipe Issues:

SERVICE

Significant Beverage Delay?

□ No
□ Yes

Cause:

Guest Beverage Complaint?

□ No
□ Yes

Summary:

Responsible-Service Incident?

□ No
□ Yes — documented according to restaurant procedure

INVENTORY / CONTROL

High-Value Exception?

□ No
□ Yes

Unexplained Product Issue?

□ No
□ Yes

Count Required Before Next Shift?

□ No
□ Yes

TOMORROW NEEDS TO KNOW

ACTION

Action Owner: _____

Due: _____

Manager Initials: _____

CHAPTER 90

Do Not Make Managers Rewrite the POS

If the POS already reports liquor sales, do not require a manager to manually recreate twenty pages of liquor sales.

If inventory software already produces a detailed count, do not make someone hand-copy every number.

The workbook should capture:

decisions,

exceptions,

verification,

and

management reasoning.

Software should do repetitive calculation whenever it can do so reliably.

Humans should do the work that requires judgment.

CHAPTER 91

The Weekly Beverage Scorecard

The weekly scorecard connects financial performance, operations and inventory.

Week Ending: _____

SALES

Total Restaurant Sales: $_____

Total Beverage Sales: $_____

Beverage Sales %: _____%

Liquor Sales: $_____

Wine Sales: $_____

Beer Sales: $_____

Zero-Proof Specialty Sales: $_____

COST

Actual Product Usage at Cost: $_____

Actual Beverage Cost %: _____%

Theoretical Beverage Cost: $_____

Theoretical Beverage Cost %: _____%

Actual vs. Theoretical Cost Variance: $_____

Cost Variance %: _____

INVENTORY

Ending Beverage Inventory: $_____

Purchases: $_____

Waste: $_____

Dead/Slow Inventory Identified: $_____

SALES PERFORMANCE

Top Drink by Units: _____

Top Drink by Contribution: _____

Weakest Permanent Drink: _____

Best Feature: _____

Zero-Proof Units: _____

OPERATIONS

Stockouts: _____

Remakes: _____

Significant Equipment Issues: _____

Training Exceptions: _____

MANAGEMENT

Top Three Actions:

Owners:

Due Dates:

CHAPTER 92

The Variance Action Log

Variance should not be discussed repeatedly without resolution.

If the same product appears week after week, create an action record.

VARIANCE ACTION LOG

Product/Category: _____

Date Identified: _____

Theoretical Usage: _____

Actual Usage: _____

Usage Variance: _____

Estimated Financial Exposure: $_____

DATA CHECK

□ Count verified

□ Purchases verified

□ Transfers verified

□ Recipe verified

□ POS verified

□ Waste verified

POSSIBLE CAUSE

□ Counting

□ Recipe

□ Portioning

□ POS

□ Waste

□ Comp

□ Training

□ Draft/system loss

□ Storage

□ Receiving

□ Unexplained

□ Other: _____

Action

Action Owner: _____

Due Date: _____

Follow-Up Result

Status

□ Open

□ Monitoring

□ Resolved

□ Escalated

CHAPTER 93

Recipe Change Authorization

A bartender should not permanently change a recipe because:

“Guests like it better.”

A manager should not change it because:

“We ran out of something.”

And a menu should not keep showing the old recipe after the restaurant changes the drink.

Recipe changes affect:

cost,

inventory,

training,

POS,

menu descriptions,

allergen information where relevant,

and guest expectations.

Therefore, recipe changes need control.

RECIPE CHANGE AUTHORIZATION

Drink: _____

Current Recipe Version: _____

Proposed Change: _____

Reason:

□ Quality

□ Guest Feedback

□ Cost

□ Availability

□ Execution

□ Inventory Simplification

□ Seasonal

□ Other: _____

OLD RECIPE COST

$_____

NEW RECIPE COST

$_____

Current Selling Price

$_____

New Cost %

Inventory Impact

New SKU required?

□ No
□ Yes: _____

SKU removed?

□ No
□ Yes: _____

Required Updates

□ Master recipe

□ Recipe cards

□ Costing

□ POS

□ Menu

□ Training

□ Inventory system

□ System 22 (when available)

□ Other

Approved By: _____

Effective Date: _____

New Recipe Version: _____

CHAPTER 94

Version the Recipe

If recipes change, identify the current approved version.

Example:

House Margarita — Recipe v1.3

The purpose is not bureaucracy.

It prevents:

one bartender using last year's recipe,

the POS costing another recipe,

the printed card showing a third,

and the manager wondering why theoretical usage makes no sense.

One drink.

One current approved standard.

CHAPTER 95

New-SKU Approval

No permanent bottle should quietly appear in the bar because somebody ordered it once.

A test bottle can become permanent inventory simply because nobody ever decides what to do with it.

Control that transition.

NEW BEVERAGE SKU APPROVAL

Product: _____

Category: _____

Distributor/Vendor: _____

Package Size: _____

Cost: $_____

Minimum Order: _____

PURPOSE

Primary Use:

Additional Approved Uses:

MENU REACH

Number of Approved Drinks: _____

FINANCIAL CASE

Expected Weekly Units Supported: _____

Expected Contribution: $_____

INVENTORY CASE

Replaces Existing SKU?

□ No
□ Yes: _____

Permanent Storage Location: _____

Proposed Par: _____

RISK

□ Low

□ Moderate

□ High

Reason:

APPROVAL

□ Permanent

□ Test

□ Seasonal

□ Reject

Approved By: _____

Review Date: _____

CHAPTER 96

Vendor Cost Changes

A drink that was profitable when designed may become less profitable without anyone touching the recipe.

The bottle cost changes.

The wine cost changes.

The keg cost changes.

The mixer cost changes.

The menu price stays the same.

Margin quietly erodes.

Cost changes therefore need to reach recipe costing.

VENDOR COST CHANGE REVIEW

Date: _____

Product: _____

Previous Cost: $_____

New Cost: $_____

Change: $_____

Change %: _____

Drinks Affected

Financial Effect

Previous Recipe Cost: $_____

New Recipe Cost: $_____

Current Selling Price: $_____

New Cost %: _____

Decision

□ Accept

□ Reprice Drink

□ Change Product

□ Renegotiate/Review Vendor

□ Change Recipe

□ Remove Product

□ Monitor

CHAPTER 97

The Vendor Conversation

The lowest bottle price is not always the lowest operating cost.

Management should consider:

delivered cost,
minimum order,
availability,
delivery reliability,
substitutions,
credits,
breakage handling,
package size,
lead time,
and whether the product creates unnecessary inventory.

A cheap bottle that requires buying a large case of something the restaurant barely uses may not be cheap.

VENDOR REVIEW CARD

Vendor: _____

Review Period

Pricing:

□ Strong □ Acceptable □ Review

Reliability:

□ Strong □ Acceptable □ Review

Fill Rate:

□ Strong □ Acceptable □ Review

Credits:

□ Strong □ Acceptable □ Review

Substitutions:

□ Controlled □ Problematic

Delivery Timing:

□ Reliable □ Inconsistent

Communication:

□ Strong □ Acceptable □ Weak

Problems Requiring Action

Opportunities

CHAPTER 98

Monthly Beverage Profitability Review

Weekly reviews catch operating problems.

Monthly reviews should ask larger questions.

Are we carrying the right program?

MONTHLY BEVERAGE REVIEW

Month: _____

SALES

Beverage Sales: $_____

Previous Month: $_____

Change: _____

Prior-Year Comparable if Available: _____

COST

Actual Beverage Cost %: _____

Theoretical Beverage Cost %: _____

Actual vs. Theoretical Cost Variance: _____

INVENTORY

Ending Inventory: $_____

Inventory Change: $_____

Dead Inventory: $_____

Seasonal Inventory Remaining: $_____

MENU

Number of Permanent Cocktails: _____

Number of Featured Cocktails: _____

Number of Zero-Proof Drinks: _____

Number of Permanent Beverage SKUs: _____

TOP PERFORMANCE

Highest Unit Seller: _____

Highest Contribution Drink: _____

Best New Feature: _____

Best Zero-Proof Drink: _____

WEAK PERFORMANCE

Lowest-Selling Permanent Drink: _____

Lowest-Contribution Drink: _____

Highest Inventory-Burden Drink: _____

Worst Dead SKU: _____

DECISIONS

What should we sell more?

What should we reprice?

What should we retrain?

What should we remove?

What should we test?

What should we stop buying?

CHAPTER 99

Exception Escalation

Not every beverage issue belongs at the same management level.

Define escalation.

SHIFT-LEVEL

Routine stockout
minor spill
single remake
normal prep shortage
ordinary guest modification

MANAGER REVIEW

Repeated stockout
repeated recipe error
meaningful waste
unusual inventory usage
significant guest complaint
equipment failure
POS mismatch

GM / OWNER / APPROPRIATE SENIOR REVIEW

Material unexplained variance
repeated control failure
significant high-value loss
serious responsible-service incident
major vendor problem
suspected misconduct requiring formal investigation
systemic training failure
material financial exposure

The exact thresholds should be defined by the restaurant.

Employees should not have to guess when an issue becomes serious enough to elevate.

CHAPTER 100

The Owner Beverage Dashboard

An owner should not need 37 pages of bar reports to understand whether the beverage program is healthy.

The owner needs a small number of meaningful indicators.

OWNER VIEW

Beverage Sales

$_____

Beverage Sales Trend

↑ Improving
→ Stable
↓ Declining

Actual Beverage Cost %

Theoretical Beverage Cost %

Actual vs. Theoretical Cost Variance

Inventory Value

$_____

Dead Inventory

$_____

Waste

$_____

Top Contribution Drink

Largest Control Exception

Training/Certification Concern

Action Requiring Owner Decision

CHAPTER 101

Green, Yellow, Red

A dashboard becomes more useful when management establishes thresholds.

GREEN

Within expected range.

No unusual action required.

YELLOW

Outside preferred range or trending poorly.

Manager investigation/action required.

RED

Material exception, repeated failure or threshold requiring escalation.

The restaurant must define its own thresholds.

Do not invent red alerts simply because a number looks uncomfortable.

The thresholds should reflect:

historical performance,

financial exposure,

operating standards,

and management priorities.

CHAPTER 102

The Beverage Action Register

Every meaningful management review should end with ownership.

Issue	Evidence	Action	Action Owner	Due	Status	Result
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____

Status:

□ Open

□ In Progress

□ Monitoring

□ Complete

□ Escalated

An action should not disappear because the meeting ended.

CHAPTER 103

Connecting the Workbook to Gravity System 22

System 22 is a future enhancement—not a requirement for using this book. The workbook remains the operating and teaching authority until any digital capability is available and validated.

This workbook and Gravity System 22 have different jobs.

The workbook provides:

operating knowledge,
recipe architecture,
costing methods,
inventory design,
training tools,
implementation exercises,
reference material,
and physical management forms.

Gravity System 22 should handle the recurring operating intelligence that software can perform better.

That may include:

beverage performance tracking,
variance trends,
recurring exception detection,
recipe/cost intelligence,
inventory signals,
training-status visibility,
management alerts,
cross-period comparison,
and connection to the wider Gravity environment.

The workbook should not become a printed imitation of the software.

The software should not become a digital copy of the book.

They should support each other.

THE HANDOFF PRINCIPLE

The workbook asks:

> ***“Do you understand how beverage control works?”***

System 22 asks:

“What is happening in your beverage operation right now?”

The workbook helps establish the standards.

System 22 helps remember and analyze what happens against those standards.

Management remains responsible for judgment.

CHAPTER 104

What Software Should Never Decide Alone

A beverage system can identify:

an unusual variance,

a cost increase,

a repeated stockout,

a declining seller,

an inventory anomaly,

or an employee training gap.

It should not automatically conclude:

someone stole,

someone lied,

someone should be disciplined,

a bartender is bad,

a vendor acted improperly,

or a guest was overserved.

Those conclusions require evidence and human review.

Data should tell management where to look.

It should not pretend to know what it cannot know.

THE MANAGER CONTROL PRINCIPLE

The strongest beverage manager is not the person who fills out the most forms.

It is the person who knows:

which standards matter,

which numbers matter,

which exceptions matter,

which person owns the next action,

and

whether the action actually solved the problem.

That is why these tools exist.

Not to produce paperwork.

To make sure the restaurant does not repeatedly pay for a problem it already had enough information to solve.

PART XII

INSTALLING THE SYSTEM

CHAPTER 105

Do Not Install Everything on Monday

A beverage-control system can fail because it is weak.

It can also fail because management tries to implement too much at once.

New recipes.

New inventory sheets.

New pars.

New POS buttons.

New pour standards.

New training.

New waste procedures.

New opening checklists.

New closing checklists.

New costing.

New reports.

New accountability.

All announced in one meeting.

By Friday, employees remember half of it.

By the following month, management is unsure which standards were actually implemented.

Gravity installation should be deliberate.

Establish the truth first.

Then build control around it.

CHAPTER 106

Step One — Establish the Baseline

Before changing the bar, document what currently exists.

Do not clean the numbers first.

Do not make the operation look better for the audit.

You need the truth.

BASELINE BAR AUDIT

Restaurant: _____

Date: _____

Completed By: _____

INVENTORY

Total Liquor SKUs: _____

Total Wine SKUs: _____

Total Beer SKUs: _____

Specialty Beverage SKUs: _____

Estimated Total Beverage Inventory Value:

$_____

Dead/Slow Inventory Identified:

$_____

RECIPES

Permanent Cocktails: _____

Recipes Documented: _____

Recipes Fully Costed: _____

Recipes With Approved Portion Standards: __

Recipes Correctly Programmed in POS: _____

OPERATIONS

Opening Standard Exists:

□ Yes □ No

Closing Standard Exists:

□ Yes □ No

Waste Procedure Exists:

□ Yes □ No

Transfer Procedure Exists:

□ Yes □ No

Open-Wine Standard Exists:

□ Yes □ No

Batch Standard Exists:

□ Yes □ No

TRAINING

Bartenders Formally Certified:

_____ / _____

Servers Beverage-Trained:

_____ / _____

Managers Trained in Beverage Cost:

_____ / _____

FINANCIAL CONTROL

Actual Beverage Cost Known:

□ Yes □ No

Theoretical Beverage Cost Known:

□ Yes □ No

Usage / Cost Variances Routinely Reviewed:

□ Yes □ No

Contribution by Drink Known:

□ Yes □ No

MANAGEMENT

Weekly Beverage Review Exists:

□ Yes □ No

Recipe Changes Controlled:

□ Yes □ No

New SKUs Require Approval:

□ Yes □ No

Vendor Cost Changes Reach Recipe Costing:

□ Yes □ No

BASELINE TRUTH

What is working?

What is not controlled?

Where is the largest financial exposure?

What is the largest training gap?

What should not be changed yet?

CHAPTER 107

Step Two — Count Everything

Before setting pars, reducing inventory or changing orders, complete a reliable physical inventory.

Count:

unopened liquor,
open liquor,
wine,
open wine,
packaged beer,
draft inventory using the restaurant's approved measurement method,
specialty products,
syrups and modifiers where financially meaningful,
and seasonal inventory.

Then calculate inventory value.

This becomes the opening financial baseline.

FIRST INVENTORY SUMMARY

Liquor: $_____

Wine: $_____

Beer: $_____

Specialty/Other: $_____

Total: $_____

Classification

Essential Inventory: $_____

Full-Service Inventory: $_____

Expanded Inventory: $_____

Seasonal Inventory: $_____

Dead/Review Inventory: $_____

CHAPTER 108

Step Three — Map Every Permanent Bottle

Take the permanent beverage inventory and ask:

> ***"What does this product do for us?"***

For each bottle:

identify approved drinks,
calculate Menu Reach,
identify demand,
identify substitutes,
identify cost,
identify shelf position,
and determine whether permanent status is justified.

INVENTORY CLASSIFICATION

For each SKU assign:

E — Essential

F — Full-Service

X — Expanded

S — Seasonal

T — Test

D — Deplete

R — Review
These letter codes are beverage inventory controls, not Gravity operating-system IDs.

A bottle without a classification is unfinished work.

CHAPTER 109

Step Four — Lock the Core Recipes

Do not try to cost the bar while bartenders are using different recipes.

First establish the approved house recipe.

Begin with:

1. highest-volume cocktails,
2. highest-cost cocktails,
3. featured cocktails,
4. multi-spirit drinks,
5. premium drinks,
6. zero-proof drinks,
7. seasonal drinks.

For each:

Recipe

Portions

Method

Glass

Ice

Garnish

Approved brand level

Version

Approval date

Then cost it.

CORE RECIPE LOCK

Drink: _____

Current House Recipe Confirmed:

□ Yes

Costed:

□ Yes

POS Verified:

□ Yes

Recipe Card Updated:

□ Yes

Team Trained:

□ Yes

Version: _____

Approved By: _____

CHAPTER 110

Step Five — Align the POS

The POS should describe the financial reality of the bar as accurately as practical.

Review:

drink buttons,
prices,
modifiers,
premium substitutions,
doubles where permitted,
wine glass/bottle options,
beer sizes,
features,
zero-proof drinks,
comps,
discounts,
promotions,
and applicable waste/exception processes.

A perfectly costed recipe connected to the wrong POS button is not controlled.

POS BEVERAGE AUDIT

Item	Recipe Correct	Price Correct	Modifier Correct	Cost Link Correct	Action
_____	☐	☐	☐	☐	_____
_____	☐	☐	☐	☐	_____
_____	☐	☐	☐	☐	_____

POS Exceptions

Action Owner: _____

Due Date: _____

CHAPTER 111

Step Six — Establish Pars

Now use actual inventory and usage information to establish starting pars.

Do not preserve an old par simply because:

> *“We've always kept three cases.”*

Ask why.

For each meaningful SKU, establish:

normal usage,
peak usage,
delivery schedule,
lead time,
event exposure,
safety stock,
and storage constraints.

Then set the starting par.

Pars will change.

That is not failure.

A par should respond when reality changes.

CHAPTER 112

Step Seven — Establish the Control Forms

Choose only the controls the restaurant actually needs.

Possible forms include:

opening verification,
closing verification,
waste/loss record,
transfer record,
batch record,
open-wine control,
inventory count,
order worksheet,
daily bar report,
weekly scorecard,
variance action log,
recipe change authorization,
new-SKU approval,
vendor cost review,
certification record.

Do not automatically use every form every day.

The purpose of this workbook is to provide the tools.

Management must choose the correct frequency.

FORM OWNERSHIP MATRIX

Tool	Action Owner	Frequency	Reviewer
Opening Verification	_____	_____	_____
Closing Verification	_____	_____	_____
Waste Record	_____	_____	_____
Inventory	_____	_____	_____
Ordering	_____	_____	_____
Weekly Scorecard	_____	_____	_____
Training	_____	_____	_____
Variance Review	_____	_____	_____

If nobody owns a form, the form does not own the problem.

CHAPTER 113

Step Eight — Train Before Enforcing

Do not hold employees accountable for standards management has not clearly taught.

Before enforcement begins:

Explain the change.

Explain why it matters.

Demonstrate it.

Allow practice.

Answer questions.

Verify understanding.

Then establish the effective date.

IMPLEMENTATION COMMUNICATION

New Standard: _____

Why It Is Changing:

Who Is Affected:

Training Date:

Effective Date:

How Performance Will Be Verified:

Questions Go To:

CHAPTER 114

Step Nine — Certify the Team

Use the role levels established earlier.

Servers

B1 — Beverage-Aware Server

Support Employees

B2 — Bar Support

Bartenders

B3 — Certified Bartender

Trainers / Leads

B4 — Lead Bartender / Trainer

Managers

B5 — Beverage Manager / MOD Control

Do not certify everyone at the highest level simply to finish the rollout.

Certification should reflect demonstrated ability.

CERTIFICATION STATUS BOARD

Employee	Role	Target Level	Current Level	Gap	Due
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

CHAPTER 115

Step Ten — Establish the Weekly Review

The system becomes real when management begins reviewing results.

Each week ask:

What sold?

What did not?

What did we use?

What should we have used?

What was wasted?

What ran out?

What sat still?

What changed in cost?

What requires action?

Who owns it?

The meeting can be short.

The thinking cannot be absent.

CHAPTER 116

The 30-Day Installation

The following sequence is a practical starting structure.

Restaurants should adjust timing where operational realities require it.

DAYS 1–5

FIND THE TRUTH

Complete:

□ Baseline Bar Audit

□ Full Inventory

□ Inventory Valuation

□ Dead-Stock Identification

□ Existing Recipe Collection

□ POS Beverage Review

□ Existing Par Review

□ Training Status Review

End-of-Phase Question

What did we discover that management did not know before?

DAYS 6–10

DEFINE THE STANDARD

Complete:

□ Inventory Tier Classification

□ Core Recipe Lock

□ Portion Standards

□ Glassware Standards

□ Garnish Standards

□ Wine Pour Standard

□ Draft Serving Standard

□ Waste Categories

□ Transfer Procedure

□ Opening Standard

□ Closing Standard

End-of-Phase Question

Where were employees previously being asked to guess?

DAYS 11–15

CONNECT THE MONEY

Complete:

□ Cost Core Recipes

□ Calculate Contribution

□ Review Selling Prices

□ Review Premium Upcharges

□ Cost Wine-by-Glass

□ Cost Beer

□ Cost Batch Cocktails

□ Identify High-Exposure Usage-Variance Products

End-of-Phase Question

Which products or drinks looked profitable until we calculated them correctly?

DAYS 16–20

TRAIN THE PEOPLE

Complete:

□ Bartender Recipe Training

□ Pour Verification

□ Server Beverage Training

□ Wine/Beer Basics

□ Zero-Proof Training

□ Waste/Transfer Training

□ Opening/Closing Training

□ Responsible-Service Procedure Verification

End-of-Phase Question

Which standards do employees still not understand well enough to execute without help?

DAYS 21–25

OPERATE THE SYSTEM

Begin:

□ Daily Bar Control Report

□ Waste Tracking

□ Transfer Tracking

□ Weekly Inventory

□ Controlled Ordering

□ Feature Testing

□ Usage / Cost Variance Review

□ Certification

End-of-Phase Question

Which parts of the system are useful, and which are creating work without useful information?

Remove unnecessary duplication.

Do not protect paperwork merely because it was created.

DAYS 26–30

VERIFY AND CORRECT

Review:

□ Actual Beverage Cost

□ Theoretical Beverage Cost

□ Usage / Cost Variances

□ Inventory Value

□ Dead Inventory

□ Stockouts

□ Waste

□ Menu Performance

□ Training Status

□ POS Accuracy

□ Manager Compliance

Correct:

□ Recipe Problems

□ Training Problems

□ Par Problems

□ POS Problems

□ Inventory Problems

□ Form Problems

□ Ownership Problems

□ Reporting Problems

DAY 30 MANAGEMENT REVIEW

What improved?

What did not?

What surprised us?

What unnecessary work did we create?

What control is still missing?

What should System 22 begin monitoring?

CHAPTER 117

The 30-Day Implementation Scorecard

Score each area:

0 — Not Established

1 — Started

2 — Partially Working

3 — Working Reliably

INVENTORY

Inventory Accuracy: _____

Par Control: _____

Ordering: _____

Receiving: _____

Dead Inventory: _____

RECIPES

Recipe Standards: _____

Recipe Costing: _____

Recipe Version Control: _____

POS Alignment: _____

EXECUTION

Opening: _____

Closing: _____

Portion Control: _____

Glassware/Garnish: _____

Service-Well Execution: _____

FINANCIAL

Actual Cost Visibility: _____

Theoretical Cost Visibility: _____

Usage / Cost Variance Review: _____

Contribution Analysis: _____

TRAINING

Server Knowledge: _____

Bartender Certification: _____

Manager Knowledge: _____

Responsible-Service Procedure: _____

MANAGEMENT

Daily Exception Control: _____

Weekly Review: _____

Action Ownership: _____

Verification: _____

SCORE THE SYSTEM, NOT THE PEOPLE

A low score means the system needs work.

It does not automatically mean the employees are the problem.

Ask:

Was the standard clear?

Was it trained?

Were the resources available?

Was the expectation realistic?

Was management consistent?

Was performance verified?

Only then evaluate individual accountability.

CHAPTER 118

The 60-Day Verification

Thirty days installs behavior.

Sixty days begins revealing whether the behavior lasts.

At approximately 60 days, review:

beverage sales trend,
actual cost trend,
theoretical cost trend,
usage and cost variance trends,
inventory value,
dead inventory reduction,
stockouts,
waste,
recipe compliance,
certification status,
menu performance,
zero-proof performance,
feature results,
premium substitution accuracy,
vendor cost changes,
and management follow-through.

The question is no longer:

> *“Did we install it?”*

The question becomes:

> ***“Did it become how we operate?”***

60-DAY SUSTAINABILITY REVIEW

Still Working Reliably

Beginning to Slip

Never Fully Installed

No Longer Needed

Needs Simplification

Needs Stronger Control

Needs System 22 Support

CHAPTER 119

Connecting to Gravity System 22

System 22 is a future enhancement—not a requirement for using this book. The workbook remains the operating and teaching authority until any digital capability is available and validated.

Once the physical operating standards are stable, System 22 can receive the information required to provide continuing intelligence.

Potential inputs include:

approved recipes,
recipe versions,
costs,
selling prices,
inventory categories,
pars,
vendor costs,
beverage sales,
waste,
theoretical usage,
actual usage,
usage variance,
actual product usage at cost,
stockouts,
feature results,
certification status,
and management actions.

System 22 should then help management identify patterns that are difficult to see from individual forms.

For example:

This bottle has produced repeated unfavorable Usage Variance.

This SKU has not justified its inventory position.

This recipe's cost has increased materially.

This featured drink is outperforming the permanent menu.

This category repeatedly stocks out before delivery.

This training standard has not been verified.

The software remembers.

The manager decides.

CHAPTER 120

Do Not Automate Confusion

Do not load bad standards into software and call the problem solved.

If three bartenders make a Margarita three different ways, software cannot decide which one management intended.

If inventory units are inconsistent, automation can produce incorrect results faster.

If recipes are outdated, theoretical usage will be wrong.

If the POS buttons are wrong, sales intelligence will be wrong.

Technology magnifies the quality of the system underneath it.

Therefore:

Standardize first.

Verify second.

Automate third.

CHAPTER 121

The Final Beverage Control Audit

Before considering the installation complete, verify the entire chain.

INVENTORY

□ Every permanent SKU has a reason

□ Inventory tier assigned

□ Pars established

□ Count method standardized

□ Ordering controlled

□ Receiving controlled

□ Transfers documented

□ Dead inventory reviewed

RECIPES

□ Core recipes approved

□ Portions exact

□ Methods defined

□ Glassware defined

□ Garnishes defined

□ Recipe versions controlled

□ Recipes costed

FINANCIAL

□ Cost per ounce known

□ Recipe costs known

□ Selling prices reviewed

□ Contribution understood

□ Wine costed

□ Beer costed

□ Batch drinks costed

□ Premium substitutions costed

OPERATIONS

□ Opening standard active

□ Closing standard active

□ Waste procedure active

□ Open-wine standard active

□ Batch procedure active

□ Service-well standard active

TRAINING

□ Servers trained

□ Bartenders trained

□ Pour control verified

□ Managers trained

□ Certifications truthful

□ Responsible-service requirements verified

MANAGEMENT

□ Daily exceptions captured

□ Weekly review occurs

□ Usage and cost variances investigated

□ Actions assigned

□ Actions verified

□ Recipe changes controlled

□ New SKUs controlled

□ Vendor cost changes reviewed

SYSTEM 22

□ Required standards identified

□ Appropriate recurring data identified

□ Software responsibilities separated from workbook responsibilities

□ Human-review boundaries maintained

CHAPTER 122

What Success Looks Like

Success does not mean:

the bar has the largest selection,

the fanciest cocktails,

the lowest beverage-cost percentage,

or the most forms.

Success means management can answer:

What do we stock?

Why do we stock it?

What can we make with it?

What does each drink cost?

What should each bottle produce?

What actually sold?

What was actually used?

What was wasted?

What is not moving?

What is profitable?

What needs attention?

And:

Who owns the next action?

FINAL IMPLEMENTATION COMMITMENT

Restaurant: _____

Implementation Lead: _____

Start Date: _____

30-Day Review: _____

60-Day Review: _____

Our Three Most Important Beverage-Control Priorities

Our Largest Current Beverage Risk

Our Largest Beverage Opportunity

First Action Tomorrow

Action Owner: _____

Due: _____

CONCLUSION

The Bottle Is Not the Business

A restaurant can have an impressive backbar and a weak beverage business.

It can have fewer bottles and a very strong one.

The difference is not the number of labels.

It is whether management understands what those labels are supposed to accomplish.

Every bottle represents a decision.

Every recipe represents a standard.

Every pour represents a cost.

Every selling price represents a financial choice.

Every waste entry represents information.

Every variance represents a question.

Every training record represents a promise that someone has been prepared to perform the work.

And every management report represents an opportunity to act before the same problem becomes more expensive.

The goal was never to control bottles for the sake of controlling bottles.

The goal is to build a beverage operation in which the restaurant can explain what is happening.

That means knowing:

what came in,

where it went,

what it should have produced,

what it actually produced,

what the guest valued,

and

what management intends to do next.

A restaurant eventually pays for every beverage truth its leaders refuse to face.

The bottle sitting untouched on the shelf is telling the truth.

The unexplained variance is telling the truth.

The drink that sells constantly but contributes too little is telling the truth.

The expensive cocktail nobody orders is telling the truth.

The bartender making a different recipe than the POS expects is telling the truth.

The server who cannot explain the menu is telling the truth.

The weekly stockout is telling the truth.

The waste nobody records is telling the truth.

Management's responsibility is not to make those truths disappear.

It is to see them early enough to do something about them.

That is Gravity.

Truth → Cost → System.

And once the system is working:

measure it,

teach it,

verify it,

improve it,

and

do not allow habit to quietly replace the standard.

REFERENCE & CONTROLLED FORMS

Glossary of Beverage Control Terms

Actual Beverage Cost %: Actual Product Usage at Cost divided by beverage sales, multiplied by 100.

Actual Product Usage at Cost: Beginning inventory value + beverage product purchases + transfers in at cost − transfers out at cost − ending inventory value. Documented accounting adjustments are identified separately according to the restaurant's accounting structure.

Actual Usage (consistent physical units): Physical product used during a period, calculated in consistent physical units. Do not mix physical quantities with dollar values.

Approved House Recipe: The restaurant's approved, costed, versioned, programmed, trained, and verified recipe standard.

Backup Inventory: Additional approved inventory held to protect service from replenishment risk.

Bar Capability: The set of approved beverages the restaurant can reliably produce with its current ingredients, tools, standards, and trained team.

Bar Supplies: Non-beverage operating supplies needed to execute beverage service. These remain financially separate from beverage product purchases.

Batch Cocktail: A beverage recipe produced in a controlled larger quantity using an approved batch formula, version, and yield.

Beverage Attachment Rate: Relevant guest checks with the target beverage divided by relevant guest checks, multiplied by 100.

Beverage Cost %: Beverage product cost divided by beverage sales, multiplied by 100.

Beverage Master Standard Register: The central controlled record of approved beverage standards, costs, prices, training/POS verification, inventory classification, and current status.

Bottle Equivalent: A standard full-bottle quantity used to express partial or open-bottle inventory.

Bottle-to-Drink Index: A controlled map showing every approved sellable drink a bottle or ingredient supports.

Breakage: Documented product or container loss caused by breakage and recorded under the restaurant's approved loss-control process.

Comp: A manager-approved complimentary beverage or adjustment recorded in the POS and supporting records according to restaurant policy.

Contribution Dollars: Selling price minus recipe cost.

Cost Change Register: A controlled record of previous cost, new cost, effective date, percentage change, affected products, and management action.

Cost per Ounce: Bottle cost divided by bottle ounces.

Dead Inventory: Product that is not supporting sufficient approved demand, menu reach, or operating purpose to justify continued holding.

Deplete (D): Use existing inventory but do not reorder without new approval.

Documented Adjustment: An approved recorded change explaining product that legitimately moved outside normal sales usage.

Drink-to-Ingredient Index: A controlled map showing the ingredients, modifiers, garnishes, and specialty items required by each approved drink.

Essential (E): Core inventory required by the approved beverage program.

Event Adjustment: A documented temporary change to inventory, target, or order quantity for a defined event, holiday, reservation, promotion, or other approved exception.

Expanded (X): Specialty or expanded-capability inventory justified by demand and contribution.

Extended Cost: Quantity multiplied by unit cost.

Final Order: Suggested order after documented, approved management adjustments.

Full-Service (F): Inventory that supports a broader full-service beverage program.

Gravity Bar Capability Matrix: The controlled tool used to verify what the bar can reliably produce based on inventory, equipment, training, POS readiness, and operating standards.

Gravity Baseline Recipe: A practical starting recipe standard that may be replaced by a restaurant's approved house version.

Gravity Fulfillment: Continuing-use replacement or refill materials that help an installed Gravity process keep operating without requiring the customer to repurchase the master product.

Gravity Smart Order: The controlled ordering method that begins with Target Need and Usable Inventory On Hand, then documents any approved management adjustment before the Final Order is placed.

Inventory Classification: The approved assignment of beverage product to Essential, Full-Service, or Expanded inventory, plus any applicable Seasonal, Test, Deplete, or Review status.

Inventory Value: Quantity on hand multiplied by unit cost.

Manager Adjustment: A documented management change to the mathematically Suggested Order based on an approved operating reason.

Manager on Duty (MOD): The designated leader with authority for the operating shift or daypart according to the restaurant's management structure.

Menu Reach: The number of approved sellable drinks an ingredient supports.

One-Bottle Expansion Test: A controlled test used before adding a bottle to determine whether menu reach, expected demand, contribution, and complexity justify the inventory.

One-More-Ingredient Test: A controlled test used before adding an ingredient to determine whether the added menu capability justifies shelf-life, waste, prep, training, and inventory complexity.

Open-Bottle Equivalent: The estimated fraction of a full bottle remaining in an open bottle.

Operating Supply Purchase: A purchase of non-beverage supplies used to support bar service. It is tracked separately and is not included in beverage product cost.

Par: The approved normal inventory level.

Permanent Inventory: Inventory approved for normal ongoing operation rather than a temporary Seasonal or Test period.

Physical Ending Inventory: The actual physical quantity counted at the end of the measurement period.

POS (Point of Sale): The system used to record beverage sales, prices, modifiers, premiums, comps, discounts, and related transaction data.

POS Verification: Confirmation that the POS item, price, modifier, recipe-related programming, and approved operating standard agree.

Pour Cost: The product cost associated with the approved quantity poured into a beverage.

Pour Standard: The approved quantity and measurement method for a controlled beverage pour.

Purchase Unit: The defined vendor unit in which a product is ordered, delivered, invoiced, and converted to the restaurant's inventory unit when necessary.

Recipe Cost: The sum of all measured ingredient costs in an approved recipe.

Recipe Version: The controlled version identifier assigned to an approved recipe.

Receiving Verification: The controlled comparison of the approved order, delivered product/quantity/condition, substitutions, and invoice cost before receiving is accepted.

Reorder Status: The current management decision governing whether a product should be reordered, held, tested, depleted, or reviewed.

Review (R): Management review required before the next purchase or permanent-status decision.

Seasonal (S): Temporary inventory approved for a defined seasonal period.

SKU (Stock-Keeping Unit): A distinct product or purchasing item treated as its own inventory unit.

Suggested Order: Target Need minus Usable Inventory On Hand, converted to practical purchase units as appropriate.

Target Need: The applicable approved inventory target used for the current order: normally Par, or a Temporary Target when an approved exception is active.

Temporary Target: A time-limited inventory level approved for an event or exception. It does not permanently change Par.

Test (T): Inventory held for a controlled trial.

Theoretical Beverage Cost: The product cost that should have been used based on approved recipe costs and recorded sales.

Theoretical Beverage Cost %: Theoretical Beverage Cost divided by beverage sales, multiplied by 100.

Theoretical Usage (same physical units): Approved recipe quantity multiplied by recorded units sold, aggregated across every applicable beverage using the product.

Transfer In: Product moved into the controlled inventory area from another authorized location.

Transfer Out: Product moved out of the controlled inventory area to another authorized location.

Unit Cost: The cost of one defined purchase or inventory unit.

Unexplained Variance: The remaining difference after known, documented causes have been evaluated.

Usage Variance (Actual − Theoretical): Actual Usage minus Theoretical Usage in the same physical unit. A positive variance means Actual Usage exceeded Theoretical Usage.

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

Vendor Credit: Money or account value owed by a vendor because of an approved shortage, return, pricing correction, damage, or other discrepancy.

Vendor Reliability: The vendor’s demonstrated ability to deliver correct product, quantity, timing, pricing, credits, and support consistently.

Waste: Product loss that is identified and documented under the restaurant’s approved waste rules.

Zero-Proof Beverage: An approved nonalcoholic beverage treated as a controlled recipe rather than an afterthought.

Gravity Beverage Formula Quick Reference

Calculation rule: a formula does not replace judgment. If a result appears wrong, verify the count, units, purchase records, transfers, recipe, POS, documented waste/adjustments, and approved standard before acting.

Do not mix dollar values with physical quantities. Documented accounting adjustments remain separate according to the restaurant’s accounting structure.

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

Measure	Formula / Control Rule
Cost per Ounce	Bottle Cost ÷ Bottle Ounces
Ingredient Cost	Cost per Ounce × Ounces Used
Recipe Cost	Sum of the cost of every measured ingredient
Recipe Beverage Cost %	Recipe Cost ÷ Selling Price × 100
Beverage Cost %	Beverage Product Cost ÷ Beverage Sales × 100
Actual Beverage Cost %	Actual Product Usage at Cost ÷ Beverage Sales × 100
Contribution Dollars	Selling Price − Recipe Cost
Selling Price at Target Cost	Recipe Cost ÷ Target Cost Decimal
Physical Actual Usage	Beginning Quantity + Purchases/Receipts + Transfers In − Transfers Out − Ending Quantity
Actual Product Usage at Cost	Beginning Inventory Value + Beverage Product Purchases + Transfers In at Cost − Transfers Out at Cost − Ending Inventory Value
Theoretical Usage	Approved Recipe Quantity × Recorded Units Sold, aggregated across all applicable beverages
Usage Variance	Actual Usage − Theoretical Usage
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
Inventory Accuracy / Expected Ending	Previous Count + Purchases + Transfers In − Transfers Out − Documented Usage/Adjustments
Inventory Value	Quantity On Hand × Unit Cost
Open-Bottle Value	Open-Bottle Equivalent × Full-Bottle Unit Cost
Extended Cost	Purchase Quantity × Unit Cost
Dollar Cost Change	New Cost − Previous Cost
Cost Change %	Dollar Cost Change ÷ Previous Cost × 100
Beverage Attachment Rate	Relevant Guest Checks With Target Beverage ÷ Relevant Guest Checks × 100
Theoretical Beverage Cost	Sum of (Approved Recipe Cost × Recorded Units Sold) across applicable beverages
Theoretical Beverage Cost %	Theoretical Beverage Cost ÷ Beverage Sales × 100
Wine Theoretical Pours	Bottle Ounces ÷ Standard Pour Ounces
Draft Theoretical Servings	Keg Ounces ÷ Standard Serving Ounces

Bottle Reference

50 mL = 1.69 oz | 200 mL = 6.76 oz | 375 mL = 12.68 oz | 750 mL = 25.36 oz | 1 L = 33.81 oz | 1.75 L = 59.17 oz

750 mL Theoretical Pours

1 oz = 25.36 | 1.25 oz = 20.29 | 1.5 oz = 16.91 | 1.75 oz = 14.49 | 2 oz = 12.68

Draft Reference

Half barrel = 15.5 gal ≈ 1,984 oz | Quarter barrel = 7.75 gal ≈ 992 oz | Sixth barrel = 5.16 gal ≈ 661 oz

Do not promise theoretical maximum as sellable yield. Use: Theoretical Maximum → Documented Operational Loss → Recorded Sales → Unexplained Variance.

Responsibility & Verification Standard

Every recurring beverage-control task should answer: Who does it? Who verifies it? When is it due? What happens when something is wrong?

Gravity assigns responsibility by role/function rather than assuming every restaurant has the same job titles. Where complete separation of duties is impractical, use compensating verification rather than abandoning control.

The system owns the process. A person owns the task. Management owns the exception. Leadership owns the unresolved risk.

STANDARD → OBSERVATION → MEASUREMENT → EXCEPTION → INVESTIGATION → ACTION → OWNERSHIP → VERIFICATION

Software may flag, compare, remember, and analyze. Human managers investigate, judge, decide, act, and verify.

Controlled Form ID Register — Beverage & Pour Cost Control

The controlled operating forms use permanent Gravity Form IDs. The Form ID belongs to the process, not to the page on which the form appears. Revisions change independently from the book version. Chapter worksheets remain useful instructional tools; when a controlled Gravity form is supplied for the same process, the controlled form is the authoritative operating record and should be used at its current approved revision.

Form ID	Revision	Controlled Form Title
GRV-BEV-RCP-03	Rev 1.0	BEVERAGE MASTER STANDARD REGISTER
GRV-BEV-RCP-01	Rev 1.0	GRAVITY STANDARD DRINK CARD
GRV-BEV-CST-01	Rev 1.0	RECIPE COST CARD
GRV-BEV-TRN-03	Rev 1.0	POUR ACCURACY TEST
GRV-BEV-TRN-04	Rev 1.0	POUR CERTIFICATION
GRV-BEV-MGT-03	Rev 1.0	VARIANCE ACTION LOG
GRV-BEV-MGT-02	Rev 1.0	WEEKLY BEVERAGE SCORECARD
GRV-BEV-MGT-05	Rev 1.0	OWNER BEVERAGE DASHBOARD
GRV-BEV-MGT-06	Rev 1.0	BEVERAGE ACTION REGISTER
GRV-BEV-IMP-02	Rev 1.0	30-DAY IMPLEMENTATION SCORECARD
GRV-BEV-IMP-03	Rev 1.0	60-DAY VERIFICATION
GRV-BEV-IMP-04	Rev 1.0	FINAL BEVERAGE CONTROL AUDIT
GRV-BEV-CST-06	Rev 1.0	POUR-LOSS REALITY CHECK
GRV-BEV-INV-11	Rev 1.0	STANDARD ON-HAND INVENTORY WORKSHEET
GRV-BEV-INV-12	Rev 1.0	CURRENT BAR INVENTORY REALITY CHECK
GRV-BEV-MNU-01	Rev 1.0	BOTTLE-TO-DRINK INDEX
GRV-BEV-MNU-02	Rev 1.0	DRINK-TO-INGREDIENT INDEX
GRV-BEV-MNU-03	Rev 1.0	GRAVITY BAR CAPABILITY MATRIX
GRV-BEV-MNU-04	Rev 1.0	ONE-BOTTLE EXPANSION TEST
GRV-BEV-MNU-05	Rev 1.0	ONE-MORE-INGREDIENT TEST
GRV-BEV-MNU-11	Rev 1.0	10 UNDERUSED DRINKS PROFITABILITY TEST
GRV-BEV-MNU-07	Rev 1.0	SEASONAL BEVERAGE PLANNER
GRV-BEV-MNU-08	Rev 1.0	SEASONAL INVENTORY EXPOSURE
GRV-BEV-MNU-09	Rev 1.0	SEASONAL EXIT PLAN
GRV-BEV-MNU-10	Rev 1.0	SEASONAL PERFORMANCE REVIEW
GRV-BEV-CST-05	Rev 1.0	BATCH COCKTAIL COST / YIELD SHEET
GRV-BEV-CST-03	Rev 1.0	WINE POUR / YIELD WORKSHEET
GRV-BEV-CST-04	Rev 1.0	DRAFT YIELD WORKSHEET
GRV-BEV-VAR-01	Rev 1.0	WASTE / SPILL / COMP RECORD
GRV-BEV-TRN-01	Rev 1.0	BARTENDER ONBOARDING RECORD
GRV-BEV-TRN-02	Rev 1.0	RECIPE MASTERY VERIFICATION
GRV-BEV-TRN-05	Rev 1.0	SERVER BEVERAGE KNOWLEDGE VERIFICATION
GRV-BEV-TRN-06	Rev 1.0	BEVERAGE TRAINING RECORD
GRV-BEV-TRN-07	Rev 1.0	PRE-SHIFT BEVERAGE TRAINING CARD
GRV-BEV-TRN-08	Rev 1.0	BEVERAGE CERTIFICATION B1–B5
GRV-BEV-MNU-12	Rev 1.0	BEVERAGE SALES OPPORTUNITY REVIEW
GRV-BEV-MNU-13	Rev 1.0	INVENTORY-NEUTRAL SALES CHALLENGE
GRV-BEV-MGT-01	Rev 1.0	DAILY BAR CONTROL REPORT
GRV-BEV-RCP-02	Rev 1.0	RECIPE CHANGE AUTHORIZATION
GRV-BEV-MNU-06	Rev 1.0	NEW-SKU APPROVAL
GRV-BEV-VND-02	Rev 1.0	VENDOR REVIEW CARD
GRV-BEV-MGT-04	Rev 1.0	MONTHLY BEVERAGE PROFITABILITY REVIEW
GRV-BEV-IMP-01	Rev 1.0	BASELINE BAR AUDIT
GRV-BEV-INV-10	Rev 1.0	FIRST INVENTORY SUMMARY

CONTROLLED OPERATING FORMS

The forms in this section are the 44 controlled forms approved for Restaurant Bar, Beverage & Pour Cost Control. Each form retains its permanent Gravity Form ID and independent revision. Detailed recurring inventory, ordering, receiving, par, vendor, and refill records that belong to the companion Inventory & Ordering Book are not duplicated here.

BEVERAGE MASTER STANDARD REGISTER

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Maintain one authoritative register of approved beverage standards.

Use / Frequency: Set up initially; review whenever recipes, prices, costs, POS programming, training, or status changes.

Drink / Product	Recipe Ver.	Recipe Cost	Sell Price	Recipe Beverage Cost %	Contribution

Inventory Tier	Menu Reach	POS Verified	Training Current	Last Cost Review	Status

Approved statuses: Approved • Review • Reprice • Recipe Update • Training Required • Seasonal • Test • Retire

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

GRAVITY STANDARD DRINK CARD

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Create the approved house recipe that employees, POS programming, costing, and training use as the operating standard.

Use / Frequency: As needed

Drink Name: _____

Recipe Version: _____

Menu / POS Name: _____

Glassware: _____

Ice Standard: _____

Garnish: _____

Method: _____

Ingredient	Brand / Category Standard	Measure	Build Sequence / Note

Guest-Facing Description: _____

Approved Substitutions: _____

Quality / Presentation Standard:

_____

Responsible-Service / Escalation Note:

_____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

RECIPE COST CARD

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Calculate recipe cost, beverage cost percentage, and contribution dollars from current measured ingredient costs.

Use / Frequency: As needed

Drink Name: _____

Recipe Version: _____

Selling Price: _____

Cost Review Date: _____

Ingredient	Bottle / Pack Cost	Bottle / Pack Size	Cost per Oz / Unit	Qty Used	Ingredient Cost

Total Recipe Cost: _____

Recipe Beverage Cost %: _____

Contribution Dollars: _____

Pricing / Recipe Decision: _____

Recipe Beverage Cost % = Recipe Cost ÷ Selling Price × 100

Contribution Dollars = Selling Price − Recipe Cost

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

POUR ACCURACY TEST

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Verify that a trained employee can consistently produce the approved measured pour using the restaurant's authorized method.

Use / Frequency: At onboarding/certification, after retraining, and when control evidence indicates a need.

Employee: _____

Position / Function: _____

Approved Pour Standard: _____

Approved Measurement Method:

_____

Trial	Target Measure	Actual Measure	Difference	Pass / Retrain

Observed Technique: _____

Coaching Given: _____

Retest Required: _____

Retest Date: _____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

POUR CERTIFICATION

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Document competency only after the employee demonstrates the approved pour standard consistently under realistic operating conditions.

Use / Frequency: As needed

Employee: _____

Position / Function: _____

Trainer: _____

Certification Date: _____

Approved Pour Standard: _____

Competency	Evidence / Observation	Result

Certification Result: ☐ Not Ready ☐ Retrain ☐ Approved

Restrictions / Conditions: _____

Retraining Required: _____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

VARIANCE ACTION LOG

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Investigate material beverage variance with evidence before assigning a cause or accusation.

Use / Frequency: Whenever material or repeated variance requires investigation.

Product / Category: _____

Review Period: _____

Actual Usage: _____

Theoretical Usage: _____

Usage Variance: _____

Investigation Step	Evidence Reviewed	Finding / Exception	Owner / Follow-Up

Investigation sequence: count → purchases → transfers → recipes → POS → documented waste/comps/adjustments → production/pouring → remaining unexplained loss.

Most Supported Cause: _____

Corrective Action: _____

Verification Method: _____

Verification Date: _____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

WEEKLY BEVERAGE SCORECARD

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Give management a short weekly view of beverage performance, exceptions, ownership, and required action.
Use / Frequency: Weekly.

Measure	Current	Target / Expected	Green / Yellow / Red	Comment / Evidence

Top Positive Result: _____
Largest Exception: _____
Decision Required: _____
Action Owner: _____
Due Date: _____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____
Verifier: _____ Date: _____ Follow-Up Due: _____

OWNER BEVERAGE DASHBOARD

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Provide ownership or senior leadership a concise evidence-based view without requiring them to run the bar personally.

Use / Frequency: Monthly or according to ownership review cadence.

Owner-Level Measure	Current	Prior	Target	Status	Management Explanation

Largest Financial Opportunity: _____

Largest Operating Risk: _____

Unresolved Exception: _____

Management Action Underway: _____

Owner Decision Needed: _____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

BEVERAGE ACTION REGISTER

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Keep corrective actions from disappearing between meetings, shifts, or managers.

Use / Frequency: Update whenever an action is opened, reassigned, verified, or closed.

Date Opened	Issue / Truth	Cost / Risk	Action	Owner	Due	Status	Verification

An item closes only when the correction is verified—not merely when someone says it was handled.

30-DAY IMPLEMENTATION SCORECARD

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Install beverage control in deliberate stages rather than activating paperwork without standards.

Use / Frequency: During the first 30 days of implementation.

Stage	Required Outcome	Evidence	Owner	Status
Days 1–5	Find Truth			
Days 6–10	Define Standard			
Days 11–15	Connect Money			
Days 16–20	Train People			
Days 21–25	Operate System			
Days 26–30	Verify / Correct			

Largest Installation Gap: _____

Management Decision: _____

Next Verification Date: _____

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

60-DAY VERIFICATION

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Confirm that the installed beverage controls survived normal restaurant pressure and are still producing usable evidence.

Use / Frequency: Approximately 60 days after installation, then as needed for major resets.

Control Area	Standard Still Active?	Evidence	Exception	Owner / Correction

What Improved: _____

What Drifted: _____

What Should Be Simplified: _____

What Requires Retraining: _____

What Requires Leadership Decision:

_____

Score the system, not the people. Correct the process first; address individual accountability when the evidence supports it.

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

FINAL BEVERAGE CONTROL AUDIT

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

Restaurant	Record Date
Primary Owner	Verifier

Purpose: Verify that the beverage-control structure is usable, owned, measured, and connected before calling implementation complete.

Use / Frequency: At implementation closeout and after material redesign.

Audit Gate	Pass / Conditional / Fail	Evidence	Correction Owner	Due

Unresolved Material Risk: _____

Final Management Decision: _____

Next Scheduled Review: _____

FINAL CONTROL PRINCIPLE

The system owns the process. A person owns the task. Management owns the exception. Leadership owns the unresolved risk.

MANAGEMENT VERIFICATION

Verification Item	Status / Evidence

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

POUR-LOSS REALITY CHECK

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

Purpose: Show the financial effect of inconsistent or unauthorized pour size before corrective action is chosen.
Use / Frequency: Initial setup, training, and whenever pour standards drift.

Use actual bottle cost and approved standard pour. This is a control exercise, not an accusation tool.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Initial setup, training, and whenever pour standards drift.

Product	Bottle Size	Bottle Cost	Std Pour	Observed Pour	Cost / Std Pour	Cost / Observed Pour	Difference

Estimated drinks affected per week:
_____

Estimated weekly dollar exposure:
_____

Standard / training correction:
_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____
Verifier: _____ Date: _____ Follow-Up Due: _____

STANDARD ON-HAND INVENTORY WORKSHEET

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

Purpose: Define the intended beverage inventory architecture before managers begin judging shortages or excess.
Use / Frequency: Initial setup and material menu/inventory redesign.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Initial setup and material menu/inventory redesign.

Category / Product Type	**E / F / X**	**Permanent / Seasonal / Test**	**Approved Par / Target**	**Menu Reach**	**Reason It Belongs**

Products to add: _____

Products to remove / deplete:

_____

Manager standard approved by:

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

CURRENT BAR INVENTORY REALITY CHECK

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

Purpose: Compare what the restaurant currently owns with what its approved beverage program actually needs.
Use / Frequency: Baseline audit, major reset, and periodic dead-inventory review.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Baseline audit, major reset, and periodic dead-inventory review.

Product	Qty / Eq.	Approx Value	Menu Reach	Last Meaningful Use	Keep / Test / Seasonal / Deplete / Review	Action

Largest unnecessary inventory exposure:
_____

Highest-risk stockout / missing capability:
_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

BOTTLE-TO-DRINK INDEX

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

Purpose: Show every approved drink a stocked bottle can support so inventory decisions are based on menu reach rather than habit.

Use / Frequency: Setup and whenever recipes or stocked bottles change.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Setup and whenever recipes or stocked bottles change.

Bottle / Ingredient	**Drink 1**	**Drink 2**	**Drink 3**	**Drink 4**	**Drink 5+**	**Menu Reach**	**Status**

Low-reach bottle requiring review:

_____

Action: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

DRINK-TO-INGREDIENT INDEX

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

Purpose: Show the controlled ingredients required by each approved drink and expose unnecessary specialty inventory.
Use / Frequency: Setup and whenever recipes change.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Setup and whenever recipes change.

Drink	**Base Spirit**	**Modifier 1**	**Modifier 2**	**Fresh / NA**	**Garnish**	**Specialty Item?**	**Recipe Version**

Ingredient creating the greatest complexity:
_____

Simplification decision: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

GRAVITY BAR CAPABILITY MATRIX

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

Purpose: Define what the current bar can reliably produce with approved inventory, equipment, training, and service standards.

Use / Frequency: Initial setup and quarterly or after material program change.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Initial setup and quarterly or after material program change.

Capability	**Available?**	**Inventory Ready?**	**Equipment Ready?**	**Training Ready?**	**POS Ready?**	**Decision / Gap**

Most valuable missing capability:

_____

Do not add until this gap is resolved:

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

ONE-BOTTLE EXPANSION TEST

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

Purpose: Determine whether adding one bottle creates enough useful menu reach and contribution to justify permanent inventory.

Use / Frequency: Before approving a new specialty bottle.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Before approving a new specialty bottle.

Bottle / Product: _____

Proposed purchase unit and cost:

_____

Approved / Proposed Drink	**Expected Demand**	**Selling Price**	**Recipe Contribution**	**Uses Existing Inventory?**	**Incremental Complexity**

Estimated Menu Reach: _____

Decision: ☐ Approve ☐ Test ☐ Seasonal ☐ Reject ☐ Deplete after test

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

ONE-MORE-INGREDIENT TEST

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

Purpose: Test whether one additional ingredient meaningfully expands the existing beverage program without creating inventory bloat.

Use / Frequency: Before adding a new modifier, syrup, juice, garnish, or specialty ingredient.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Before adding a new modifier, syrup, juice, garnish, or specialty ingredient.

Ingredient: _____

Purchase unit / shelf-life concern:

_____

Drink Enabled	Uses Existing Bottles?	Expected Demand	Contribution Value	Waste / Shelf-Life Risk	Training / Prep Impact

Menu Reach gained: _____

Decision and reason: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

10 UNDERUSED DRINKS PROFITABILITY TEST

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

Purpose: Test whether an underused classic or lesser-used drink belongs on the restaurant's permanent, test, or seasonal menu.

Use / Frequency: During menu development and before permanent placement.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	During menu development and before permanent placement.

Drink: _____

Recipe Version: _____

Ingredient	**Qty**	**Unit Cost Basis**	**Ingredient Cost**	**Already Stocked?**	**Specialty Exposure**

Recipe Cost: _____

Selling Price: _____

Recipe Beverage Cost %: _____

Contribution Dollars: _____

Menu Reach / overlap: _____

Decision: ☐ Permanent ☐ Test ☐ Seasonal ☐ Reject

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

SEASONAL BEVERAGE PLANNER

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

Purpose: Plan a seasonal beverage around a defined selling period, inventory exposure, service language, cost, and exit date.

Use / Frequency: Before each seasonal or holiday beverage launch.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Before each seasonal or holiday beverage launch.

Season / Event	Drink	Start	Stop	Target Guest / Occasion	Batchable?	Selling Price	Owner

Server description / upsell language:

_____

Specialty inventory required: _____

Exit / depletion date: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

SEASONAL INVENTORY EXPOSURE

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

Purpose: Identify temporary inventory that could remain after a promotion and assign an exit decision before purchasing.
Use / Frequency: Before seasonal/event purchasing and during closeout.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Before seasonal/event purchasing and during closeout.

Product	**Qty Planned**	**Cost Exposure**	**Menu Reach During Event**	**Use After Event?**	**Exit Plan**	**Owner**

Maximum approved leftover exposure:
_____

Escalation trigger: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

SEASONAL EXIT PLAN

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

Purpose: Return temporary beverage inventory and targets to normal without allowing event purchases to become permanent by habit.

Use / Frequency: At the end of every seasonal/event beverage period.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	At the end of every seasonal/event beverage period.

Product / Drink	**Qty Remaining**	**Permanent Reach**	**Deplete / Repurpose / Hold / Return**	**Deadline**	**Owner**	**Verified**

Temporary targets that must expire:

_____

Permanent changes requiring separate approval:

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

SEASONAL PERFORMANCE REVIEW

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

Purpose: Review seasonal beverage sales, contribution, execution, waste, leftover inventory, and whether the program should return.

Use / Frequency: After each seasonal or event program.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	After each seasonal or event program.

Drink	**Units Sold**	**Sales**	**Recipe Cost %**	**Contribution**	**Waste / Leftover**	**Guest / Team Notes**	**Return?**

Best result: _____

Largest avoidable cost: _____

Next-year decision: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

BATCH COCKTAIL COST / YIELD SHEET

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

Purpose: Control batch recipe cost, theoretical yield, serving size, label/version, and actual service result.
Use / Frequency: Every approved batched beverage recipe and whenever it changes.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Every approved batched beverage recipe and whenever it changes.

Batch Name: _____

Recipe Version: _____

Ingredient	Batch Qty	Unit Cost Basis	Extended Cost	Prep / Loss Note

Total Batch Cost: _____

Theoretical Batch Ounces: _____

Standard Serving Ounces: _____

Theoretical Servings: _____

Selling Price / Serving: _____

Theoretical Recipe Cost %: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

WINE POUR / YIELD WORKSHEET

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

Purpose: Compare approved wine pour size with theoretical and observed yield without treating theoretical maximum as guaranteed sellable yield.

Use / Frequency: Setup, training, cost review, and variance investigation.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Setup, training, cost review, and variance investigation.

Wine / Category	**Bottle Size**	**Bottle Cost**	**Std Pour**	**Theoretical Pours**	**Observed Pours**	**Documented Loss**	**Difference**

Primary explanation requiring verification: _____

Correction / standard: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

DRAFT YIELD WORKSHEET

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

Purpose: Separate theoretical keg yield, documented operational loss, recorded sales, and unexplained variance.
Use / Frequency: Each draft line during yield review or variance investigation.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Each draft line during yield review or variance investigation.

Product	Keg Size	Theoretical Oz	Std Serve Oz	Theoretical Max Serves	Documented Loss Oz	Recorded Serves	Unexplained Variance

Do not promise theoretical maximum as sellable yield. Investigation / action:
_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____
Verifier: _____ Date: _____ Follow-Up Due: _____

WASTE / SPILL / COMP RECORD

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

Purpose: Document legitimate beverage product loss so variance analysis separates known adjustments from unexplained loss.

Use / Frequency: Every material spill, waste, comp, breakage, or approved adjustment.

Restaurant		**Record Date**	
Primary Owner	Employee records; manager verifies material entries	**Use / Frequency**	Every material spill, waste, comp, breakage, or approved adjustment.

Date / Time	Product / Drink	Qty / Eq.	Reason	POS / Check / Incident Ref	Recorded By	Manager Verification

Repeated pattern requiring action:

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

BARTENDER ONBOARDING RECORD

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

Purpose: Document the controlled path from orientation to independent beverage work.
Use / Frequency: For every new bartender and transferred employee entering bar duties.

Restaurant		**Record Date**	
Primary Owner	Trainer / assigned bar lead; manager verifies readiness	**Use / Frequency**	For every new bartender and transferred employee entering bar duties.

☐ **Responsible-service policy reviewed**	☐ **Age-verification process reviewed**
☐ Bar opening / closing standard	☐ Recipe access and version control
☐ Measured pour standard	☐ POS modifiers / premiums / comps
☐ Waste / spill documentation	☐ Inventory security
☐ Sanitation / glassware	☐ Guest service / refusal escalation
☐ Cash / tab controls	☐ Emergency / incident escalation

Training shifts completed: _____

Remaining restrictions / gaps:

_____

Independent work approved? ☐ Yes ☐ No ☐ Conditional

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

RECIPE MASTERY VERIFICATION

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

Purpose: Verify that an employee can produce the current approved recipe consistently under normal service conditions.
Use / Frequency: Before sign-off and after material recipe changes.

Restaurant		**Record Date**	
Primary Owner	Trainer observes; manager/designated verifier accepts	**Use / Frequency**	Before sign-off and after material recipe changes.

Drink / Recipe	**Version**	**Correct Measure**	**Correct Method**	**Glass / Ice**	**Garnish**	**POS / Modifier**	**Result**

Patterns requiring retraining: _____

Employee status: ☐ Ready ☐ Retrain ☐ Limited approval

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

SERVER BEVERAGE KNOWLEDGE VERIFICATION

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

Purpose: Confirm that guest-facing employees can accurately describe, recommend, ring, and escalate beverage questions without inventing information.

Use / Frequency: Initial training, menu changes, and periodic verification.

Restaurant		**Record Date**	
Primary Owner	Trainer / manager verifies	**Use / Frequency**	Initial training, menu changes, and periodic verification.

Knowledge Area	Explain / Identify	Demonstrate / Ring	Pass / Retrain	Notes
Core cocktails				
Beer categories				
Wine-by-glass				
Zero-proof options				
Seasonal features				
Price / premium modifiers				
Allergy / ingredient escalation				
Responsible-service escalation				

Employee strengths: _____

Required follow-up: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

BEVERAGE TRAINING RECORD

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

Purpose: Create traceable evidence of what was taught, practiced, observed, and still requires follow-up.
Use / Frequency: Each beverage training session or assigned training shift.

Restaurant		**Record Date**	
Primary Owner	Trainer records; manager reviews gaps	**Use / Frequency**	Each beverage training session or assigned training shift.

Date	**Employee**	**Topic / Recipe / Skill**	**Explain**	**Demonstrate**	**Practice**	**Observe**	**Verify / Follow-Up**

Open training gap: _____
Next training date / owner: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____
Verifier: _____ Date: _____ Follow-Up Due: _____

PRE-SHIFT BEVERAGE TRAINING CARD

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

Purpose: Deliver one short, relevant beverage standard before service without turning pre-shift into a classroom.
Use / Frequency: As scheduled or when a live beverage risk/opportunity needs reinforcement.

Restaurant		**Record Date**	
Primary Owner	MOD / assigned trainer	**Use / Frequency**	As scheduled or when a live beverage risk/opportunity needs reinforcement.

Today's one beverage focus: _____

Why it matters to guest / cost / safety:

_____

☐ **Show the standard**	☐ **Ask one knowledge question**
☐ Demonstrate one key step	☐ Call out one current feature / risk
☐ Confirm POS / pricing if relevant	☐ Assign follow-up if not understood

Employees briefed / exceptions:

_____

Follow-up owner: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

BEVERAGE CERTIFICATION B1–B5

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

Purpose: Provide staged beverage competency verification instead of one vague bartender sign-off.
Use / Frequency: At defined training milestones and when recertification is required.

Restaurant		**Record Date**	
Primary Owner	Trainer assesses; manager/designated verifier certifies	**Use / Frequency**	At defined training milestones and when recertification is required.

Level	Competency	Evidence / Demonstration	Pass / Retrain	Verifier / Date
B1	Foundations / safety / responsible service			
B2	Recipes / measured pours / product knowledge			
B3	POS / guest service / modifiers / comps			
B4	Opening / closing / inventory / waste controls			
B5	Independent shift readiness / exceptions / leadership handoff			

Current certified level: _____

Restrictions / next level requirements:

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

BEVERAGE SALES OPPORTUNITY REVIEW

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

Purpose: Identify realistic beverage sales opportunities that improve contribution without weakening responsible service or creating unnecessary inventory.

Use / Frequency: Weekly or during menu/sales review.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Weekly or during menu/sales review.

Opportunity	**Guest / Check Context**	**Uses Current Inventory?**	**Training Needed**	**Expected Contribution**	**Risk / Guardrail**	**Decision**

Highest-value inventory-neutral opportunity:

_____

Action owner / due: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

INVENTORY-NEUTRAL SALES CHALLENGE

GRV-BEV-MNU-13 | Rev 1.0 | Gravity Beverage Control

Purpose: Increase beverage performance using products already approved and stocked before adding more SKUs.
Use / Frequency: Short-term sales/training challenge when appropriate.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Short-term sales/training challenge when appropriate.

Challenge period: _____

Target behavior / beverage: _____

Existing Product / Drink	**Current Reach**	**Sales Opportunity**	**Approved Guest Language**	**Result Measure**	**Owner**

No new SKU may be added solely to complete this challenge. Result:
_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

DAILY BAR CONTROL REPORT

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

Purpose: Create a concise daily management handoff covering readiness, product exceptions, waste, guest/safety issues, and unresolved action.

Use / Frequency: Each operating day / applicable bar shift.

Restaurant		**Record Date**	
Primary Owner	Bar lead / MOD; next manager reads unresolved items	**Use / Frequency**	Each operating day / applicable bar shift.

☐ **Opening readiness verified**	☐ **Critical stockouts / 86s reviewed**
☐ Recipe / pour tools ready	☐ POS / pricing exceptions reviewed
☐ Responsible-service concerns handed off	☐ Waste / spills documented
☐ Equipment / sanitation exceptions assigned	☐ Closing / security controls verified

Largest operational exception:

_____

Product / cost exception: _____

Guest / safety exception: _____

Unresolved handoff + next owner / due:

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

RECIPE CHANGE AUTHORIZATION

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

Purpose: Prevent recipe drift by requiring a controlled decision before a house recipe, measure, ingredient, price, or presentation changes.

Use / Frequency: Before any material approved recipe change.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Before any material approved recipe change.

Drink: _____

Current Recipe Version: _____

Proposed Version: _____

Change Area	**Current Standard**	**Proposed Standard**	**Reason / Evidence**	**Cost / POS / Training Impact**

Recipe cost after change: _____

Selling price after change: _____

Effective date: _____

☐ **Recipe master updated**	☐ **POS verified**
☐ Cost register updated	☐ Training completed
☐ Old version retired / archived	

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

NEW-SKU APPROVAL

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

Purpose: Stop new beverage inventory from entering the restaurant without a defined job, cost, menu reach, demand test, and exit plan.

Use / Frequency: Before purchasing a new permanent, test, or seasonal beverage SKU.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Before purchasing a new permanent, test, or seasonal beverage SKU.

Proposed SKU: _____

Vendor / unit / cost: _____

Decision Test	**Evidence / Answer**
What approved drinks will it support?	
Estimated Menu Reach	
Expected demand / selling period	
Contribution / cost effect	
Existing substitute available?	
Shelf-life / dead inventory risk	
Exit plan if test fails	

Decision: ☐ Essential ☐ Full-Service ☐ Expanded ☐ Seasonal ☐ Test ☐ Reject

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

VENDOR REVIEW CARD

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

Purpose: Review vendor performance beyond unit price so reliability, credits, shortages, substitutions, and administrative burden are visible.

Use / Frequency: Monthly/quarterly or after recurring vendor problems.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	Monthly/quarterly or after recurring vendor problems.

Factor	**Rating / Evidence**	**Material Issue?**	**Action**
Unit / case pricing			
Delivery reliability			
Fill rate / shortages			
Substitution quality			
Credit resolution			
Emergency availability			
Administrative burden			

Continue / renegotiate / alternate vendor decision:

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

MONTHLY BEVERAGE PROFITABILITY REVIEW

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

Purpose: Connect beverage sales, product usage at cost, theoretical cost, contribution, variance, menu performance, and corrective action.

Use / Frequency: Monthly.

Restaurant		**Record Date**	
Primary Owner	Manager prepares; ownership/senior leadership verifies material exceptions	**Use / Frequency**	Monthly.

Measure	**Current Month**	**Prior Month / Target**	**Variance**	**Management Meaning / Action**
Beverage Sales				
Actual Product Usage at Cost				
Actual Beverage Cost %				
Theoretical Beverage Cost %				
Cost / Usage Variance				
Top contribution opportunity				
Dead inventory exposure				
Unresolved material exception				

Primary management decision: _____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

BASELINE BAR AUDIT

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

Purpose: Find the truth before installing controls so the restaurant does not automate or formalize a confused beverage operation.

Use / Frequency: At initial implementation and major reset.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	At initial implementation and major reset.

Control Area	**Current Truth**	**Evidence**	**Risk / Cost**	**Priority**	**Owner**
Inventory architecture					
Recipe standards					
Pour standards					
POS / pricing					
Waste / comps					
Training					
Responsible-service controls					
Ordering / receiving					
Vendor / cost control					
Management review					

Top three truths that must be addressed first:

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

FIRST INVENTORY SUMMARY

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

Purpose: Capture the first credible inventory baseline and separate useful stock, dead stock, shortages, and count-confidence issues.

Use / Frequency: After the first controlled physical beverage inventory.

Restaurant		**Record Date**	
Primary Owner	Assigned role / manager verifies	**Use / Frequency**	After the first controlled physical beverage inventory.

Category	**Inventory Value / Qty**	**Count Confidence**	**Dead / Review Exposure**	**Critical Shortage**	**Action Owner**
Liquor					
Wine					
Packaged Beer					
Draft					
Mixers / Zero-Proof					
Other Beverage Product					
Total / Overall					

Largest surprise: _____

Count/process correction needed before next inventory:

_____

MANAGEMENT VERIFICATION

Decision / Follow-Up: _____

Verifier: _____ Date: _____ Follow-Up Due: _____

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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