

Weekly flash report

One page: the week's sales, cost of goods, labor and prime cost, signed off by the GM

1. Week

Fill this in first so anyone reading the stack later knows which store and which week they're looking at.

Location: _____

Week ending: _____

Prepared by: _____

2. Sales

Pull net sales straight from the POS week-end report, not a rounded guess.

Net sales: _____

vs. last year: _____

vs. budget: _____

Covers: _____

Average check: _____

3. Cost of goods

Purchases come from this week's invoices; inventory change comes from Friday's or Sunday's count, not a shrug.

Food purchases: _____

Beverage purchases: _____

Inventory change: _____

COGS %: _____

4. Labor

Hourly and salaried come off payroll; overtime hours come off the schedule, not the paycheck.

Hourly labor: _____

Salaried labor: _____

Payroll taxes and benefits: _____

Labor %: _____

Overtime hours: _____

5. Prime cost

Prime cost is cost of goods plus total labor. Write the target next to the actual so the gap is visible without a calculator.

Prime cost \$: _____

Prime cost %: _____

Target %: _____

6. Three things

No more than one line each. If it doesn't fit in one line, it's a conversation, not a flash report entry.

- One win
- One problem
- One decision needed

7. Sign-off

The GM signs what they submit. Whoever reviews it, owner or controller, signs that they actually read it.

GM signature, date: _____

Reviewed by, date: _____