



Back Office
By Buyers Edge Platform

Operations Review

for

BRIAN'S BURGER BARN #7573

Unit ID 7573

01/01/2024 to 04/28/2024

Aloha Feed

Your Back Office Operational Statement is an analysis of KPI's that represent the key operational and financial indicators for your organization. The sections identified in our Back Office Operations Report further assess the overall financial health of your organization. Please review the information presented in this report. Then using the link below, schedule time with your Back Office Advisor and/or Financial Account Manager to further develop Goals, Tactics and Measurements (GTM's) targeted at prioritizing and addressing any opportunities. GTM's are specifically designed to assist operators and team leaders in making proactive decisions based on a balanced approach of being Good for the Guest, Team and Profit. They also measure Timeliness, Accuracy and Knowledge.

Cash Management

Cash management is the foundation for operating a successful business. The banking information below represents the summary resulting from the transaction history during this period. Do the bank balances and the adjusted balances match? If not, we need to review why you're not entering all of your transactions through Back Office. Are you reconciling each week prior to AP Submittal? Are you entering invoices and deposits daily? Sloppiness with Cash Management can cost an operation Tens of Thousands of dollars in mismanagement and potential theft

Bank Account	Bank Balance	Adjusted Bank Account Balance	GL Balance	Adjusted Bank GL Balance	End Date
WF 1234	-\$8,047.99	\$25,147.01	\$28,473.28	\$32,738.60	2024-04-28
PNC 2345	-\$7,658.44	-\$7,658.44	-\$30,027.00	-\$30,027.00	2023-10-29
WF 3456	\$116,586.69	\$42,264.26	\$972,972.64	-\$158,531.87	2024-04-28
PNC 4567	\$11,864.33	-\$13,237.07	-\$362,004.73	-\$71,643.18	2024-04-28

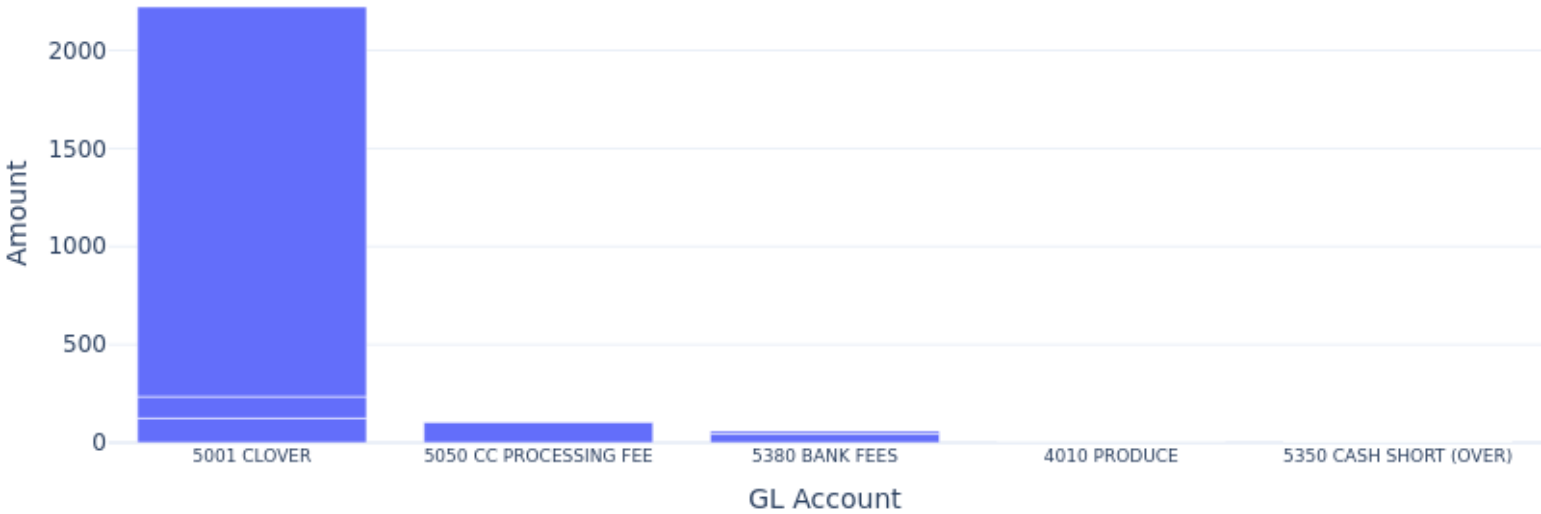
Notes:

- Cash Management is in a much better spot than at the beginning of the year. Great work cleaning this up!
- Adjusted bank balance and adjusted book balance are not in balance. First troubleshooting step is to update your bank balance. You can do this in cash management>>import summary>>clicking the 3 dots in the upper right hand part of the screen.

Top General Ledger Spend and Adjustments (AJE)

Knowing where you're spending its money is an essential component in running a successful organization. Analyzing adjustments allows you the opportunity to improve upon processes that can create inaccuracies and delays in your financial statements. Why are you making these adjustments? Do you have rules created for managing these expenses? Are the top used general ledger accounts budgeted properly? Are you over-spending? How can you reduce the spend for these accounts? Most importantly, do you have a budget in place so you can properly account for these expenses.

Top Variable and Semi-Variable Fixed Expenses



Top 10 Adjusted Journal Entries

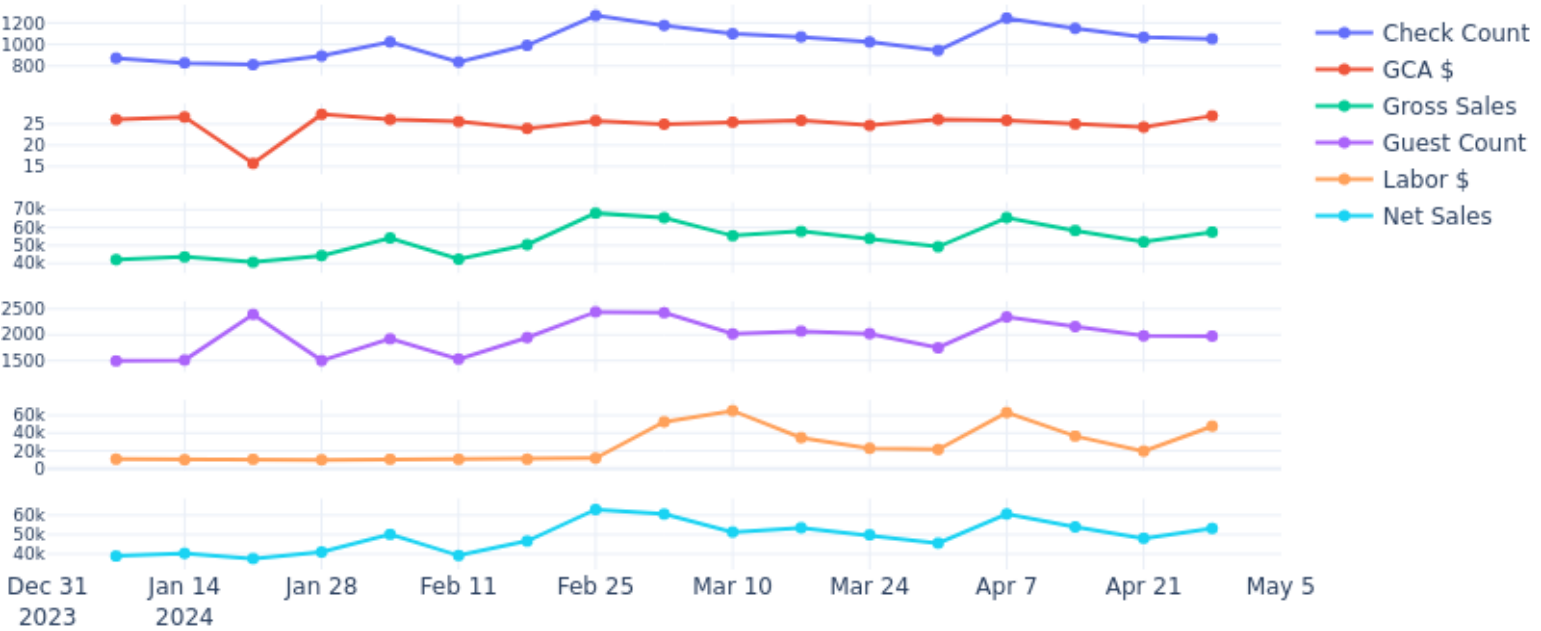
Account Date	GL Account	Amount	Reference	Source Type	MainAccountNumber	Name
03/24/2024	5001 CLOVER	\$124.37	4/2/2024 CM - JOHN SMITH - CLOVER APP	Adjusting Journal Entry	5001	Other Expense
03/24/2024	5050 CC PROCESSING FEE	\$103.33	4/2/2024 CM - JOHN SMITH - PNC BANK	Adjusting Journal Entry	5050	Other Expense
03/24/2024	5380 BANK FEES	\$44.00	4/2/2024 CM - JOHN SMITH - PNC BANK	Adjusting Journal Entry	5380	Other Expense
04/11/2024	5380 BANK FEES	\$15.00	4/11/2024 CM - JOHN SMITH - PNC BANK	Adjusting Journal Entry	5380	Other Expense
04/15/2024	4010 PRODUCE	\$0.10	4/15/2024 CM - JOHN SMITH - TAXCO PRODUCE	Adjusting Journal Entry	4010	Purchase
03/24/2024	5350 CASH SHORT (OVER)	\$0.40	CASHOVER SHORT ADJUSTMENT ZD #501922	Adjusting Journal Entry	5350	Other Expense
03/31/2024	5350 CASH SHORT (OVER)	\$0.40	ADJ FOR PR CKS ZD#506083	Adjusting Journal Entry	5350	Other Expense
03/24/2024	5001 CLOVER	\$110.70	4/2/2024 CM - JOHN SMITH - PNC BANK	Adjusting Journal Entry	5001	Other Expense
03/24/2024	5001 CLOVER	\$1,987.67	4/2/2024 CM - JOHN SMITH - CLOVER APP	Adjusting Journal Entry	5001	Other Expense

Notes:

- Top adjustment for 2024 is GL 5001 Clover. All other GL adjustments are pretty clean.
- GL coding transactions in Cash Management is an acceptable method of reconciling. Just be sure not to GL code transactions that already have an invoice submitted as this will overstate your expense.

Labor and Key Metrics

The operational metrics below have been carefully selected. They are the greatest indicators of both opportunities as well as successes. For example, an organization desires to build their sales. In doing so, the knee jerk reaction is to raise menu prices in order to increase sales. After doing so an analysis of both the Guest counts and Guest Check Average can quickly reveal that the menu price increases have exceeded the price elasticity of the menu items. The result is that the organization has created an issue with the value proposition for the guest. Creating Goals that account for the potential impact to the guest, team and profit are fundamental management strategies.



Year-Month	Check Count	GCA \$	Gross Sales	Guest Count	Labor \$	Net Sales
2024-01	3,408	\$23.93	\$170,607.71	6,901	\$41,395.38	\$157,799.87
2024-02	4,122	\$25.34	\$214,990.08	7,841	\$43,767.65	\$198,818.01
2024-03	5,316	\$25.39	\$281,956.14	10,282	\$197,196.81	\$260,743.88
2024-04	4,515	\$25.51	\$233,354.93	8,456	\$167,144.05	\$215,748.23

Notes:

- Labor dollars spent was very consistent January and February. What is the reason for the change in consistency after 2/25?
- Guest check average dropped drastically for week end 1/21 but guest counts were much higher. Were you running a special or promotion of some kind?

Labor: Hiring, Training & Turnover

Analyzing turnover allows the operator the ability to answer questions such as: Am I paying competitive rates? Are we scheduling properly? Are we offering meaningful benefits and are we providing a balanced quality of life for our team? Do we have qualified training materials? Understanding Labor Turnover can save the organization over \$4,500.00 per hourly employee in hiring and training costs. This doesn't take into account their impact on each guest.

Job Title	Employee Count	Hire Count	Term Count	Average Employment Days	Average Pay
BARTENDER	3	0	0	1312	\$9.00
BUSSER	9	2	1	703	\$10.00
DISHWASHER	6	2	0	775	\$15.33
HOST	6	1	0	713	\$13.00
LINE COOK	11	3	0	672	\$16.86
MANAGER	2	0	0	2409	\$24.38
PREP COOK	1	0	0	1073	\$16.00
WAIT STAFF (SERVERS)	14	3	0	1208	\$2.13

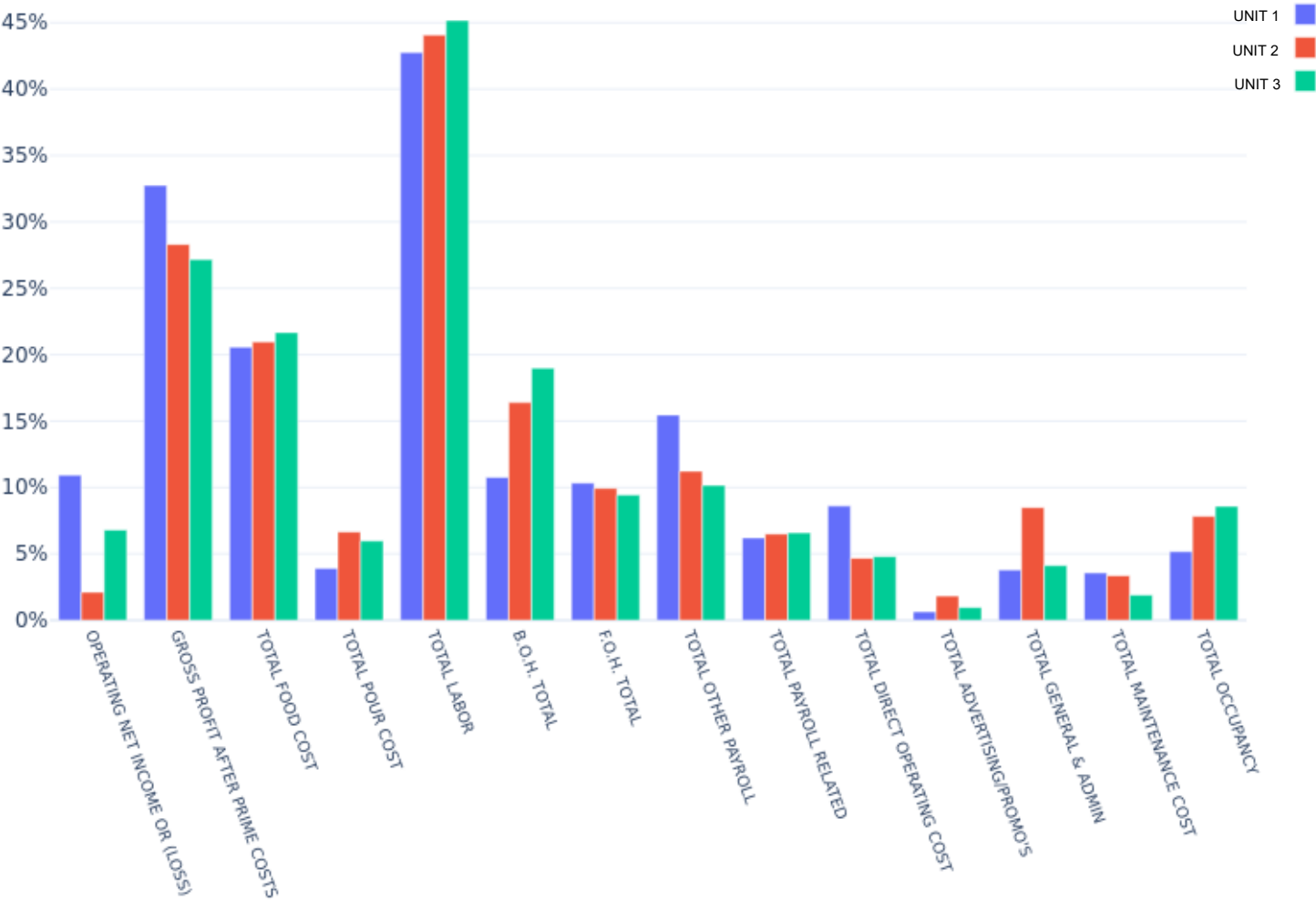
Notes:

- Nice work on turnover for 2024!
- You have a staff that has been with you that knows your expectations and culture. Keep it up!

Comparison with Peer Units

As your organization grows the complexity in keeping your brands aligned operationally & financially increases as well. This can best be seen in the comparison between the brands. Comparisons allow the organization to safely implement sales and cost strategies in a controlled and effective manner. Comparisons also enable collaboration and competition amongst operators. Are you encouraging your team to collaborate on solutions? Are your purchasing contracts aligned with each unit? Are your management fees and budgeting reflective of the organization's goals? (Percentages shown are percent of revenue.)

Unit Side-by-Side



Notes:

- Better job with labor in unit 1.
- Are there habits or practices you can take from unit 1 into your other locations?

Product Mix

An accurate accounting of your sales is the first step in strategizing how to increase the contributed margin for each item sold. Remember that each time you sell an item you will either: keep it, get rid of it, find a way to sell more of it, or change the price. (Velocity Reporting) Pro tip: Product mix should be configured so that only the same category of items are being compared against each other. For example, you don't want a hamburger compared against a cup of clam chowder.

PLU #	PLUNAME	Unit ID	QTY	Average Price	Incl Tax	Gross Rev	Net Rev	Tot Dis
15210	Frzn Margarita	7573	3,428	\$8.84	\$0.00	\$30,315.00	\$30,296.00	\$19.00
15205	Rocks Margarita	7573	2,253	\$8.80	\$0.00	\$19,815.50	\$19,815.50	\$0.00
2010	Enchiladas Dinner	7573	1,478	\$12.34	\$0.00	\$18,245.25	\$17,690.41	\$554.84
1490	Carne Asada	7573	774	\$22.38	\$0.00	\$17,325.00	\$17,268.75	\$56.25
1181	Table Side Guacamole	7573	1,336	\$12.93	\$0.00	\$17,275.30	\$17,241.63	\$33.67
15220	Sangria Swirl	7573	1,718	\$9.17	\$0.00	\$15,751.05	\$15,751.05	\$0.00
15235	Signature Skinny	7573	1,261	\$11.94	\$0.00	\$15,060.00	\$15,060.00	\$0.00
1431	Chicken Fajitas	7573	828	\$17.91	\$0.00	\$14,826.70	\$14,808.75	\$17.95
1630	Healthy Plate	7573	788	\$16.19	\$0.00	\$12,756.25	\$12,536.79	\$219.46
1430	Beef Fajitas	7573	649	\$18.72	\$0.00	\$12,150.00	\$12,009.36	\$140.64

Notes:

- Frozen Margarita is your biggest seller with both quantity and total revenue. There may be some price elasticity there the next time you do a menu price change.
- Higher rate of discounts for Enchiladas dinner. Is this due to a special, or employee comps?

Item Price Increase

Tracking item price volatility is an often-neglected essential management function. Especially regarding Commodity items such as: Produce, Dairy, Meat and Seafood. Since many of these items are center of the plate, the knee jerk reaction in combating rising Food & Beverage costs is to increase menu prices. This tactic is largely ineffective. Pro tip: When was the last time you engineered your top selling recipes? Are the food and beverage costs accurate on your budget? Are you purchasing your items from multiple vendors vs utilizing a prime vendor agreement?

Top 10 Items by Total Spend

Product Name	Pack Size	Vendor	Rate	Quantity	Total Spend	Price Change
BEEF FLAP MEAT ANGUS	Pound	BEN E KEITH	\$8.33	2,449.00	\$20,405.06	21%
TEQUILA*SAUZA SILVER LT	Bottle	SPECS LIQUORS	\$14.52	1,066.00	\$15,478.32	0%
CHICKEN BREAST BLSL RAW 8	Pound	BEN E KEITH	\$4.08	3,720.00	\$15,185.21	12%
GREEN*AVOCADOS HASS BREAK 40CT	Case	TAXCO PRODUCE	\$52.33	163.00	\$8,529.48	25%
GREENS*TOMATO WHOLE PEELED	Case	BEN E KEITH	\$29.18	246.00	\$7,178.28	0%
TORTILLA*CHIPS 36- BULK YELLOW 36LB	Case	LA MEXICANA TORTILLA FACTORY	\$29.74	229.00	\$6,810.00	0%
CANOLA CLEAR FRY OIL 5GL	Case	TAXCO PRODUCE	\$36.45	151.00	\$5,503.56	-25%
BEEF GROUND FINE 81/19 FRESH	Pound	BEN E KEITH	\$3.30	1,633.00	\$5,384.26	23%
SEAFOOD*SALMON FILLET 7OZ NORWEGIA	Pound	BEN E KEITH	\$10.49	510.00	\$5,349.39	0%
CHICKEN WOG 3LB & UP FRESH	Pound	BEN E KEITH	\$1.48	3,575.00	\$5,289.46	5%

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Notes:

- BEEF FLAP MEAT ANGUS has a large price change with a large amount of spend.
- Is this due to a change in vendor pricing, a change in order quantity, or invoicing opportunities?

Tax Management

Understanding tax due dates allows you to effectively manage cashflow and validate all tax payments are both accurate and timely. The provided checklist can be used to audit your payroll tax payments. All of the due dates and payments listed can be found on your payroll check registers for each quarter. Weekly tax payments are due 3-5 business days after the check date. Monthly taxes are due in the month following. Quarterly taxes are due the month following the end of the quarter. These amounts, as well as the Total Cash Pay should be reviewed and properly set aside for tax payment remittance each week when reviewing and submitting payroll.

Tax Identifier	Unit ID	Amount	PaymentType	Distribution Date	Name
82-0623531	7573	\$5,399.32	Check	01/03/24	IRS
82-0623531	7573	\$5,190.58	Check	01/10/24	IRS
82-0623531	7573	\$5,141.31	Check	01/17/24	IRS
82-0623531	7573	\$5,065.52	Check	01/24/24	IRS
15 760352 3	7573	\$208.67	EFT	01/30/24	TX Workforce Commission
82-0623531	7573	\$301.20	Check	01/31/24	IRS
82-0623531	7573	\$5,123.44	Check	01/31/24	IRS
82-0623531	7573	\$5,723.00	Check	02/07/24	IRS
82-0623531	7573	\$5,579.73	Check	02/14/24	IRS
82-0623531	7573	\$5,090.55	Check	02/21/24	IRS
82-0623531	7573	\$5,314.23	Check	02/28/24	IRS
82-0623531	7573	\$6,496.62	Check	03/06/24	IRS
82-0623531	7573	\$6,259.93	Check	03/13/24	IRS
82-0623531	7573	\$5,899.97	Check	03/20/24	IRS
82-0623531	7573	\$6,261.83	Check	03/27/24	IRS
82-0623531	7573	\$5,618.68	Check	04/03/24	IRS
82-0623531	7573	\$5,442.48	Check	04/10/24	IRS
82-0623531	7573	\$18.22	Check	04/12/24	IRS
82-0623531	7573	\$6,329.21	Check	04/17/24	IRS
82-0623531	7573	\$6,023.51	Check	04/24/24	IRS

Notes:

Knowing where to find this information is key to making sure all payments are processed in a timely manner. Reviewing your check registers when submitting payroll is a great way to stay ahead of these payments to make sure funds are allocated.

Labor: Overtime

Understanding the key factors that contribute to high overtime hours allows operators to strategically plan through scheduling, forecasting, and shift cutting. Overtime, while sometimes necessary, can have a large financial impact on the business and can quickly drive down overall employee morale. Are scheduled in and out times achievable and realistic? Do they represent what is needed based on daily sales projections? Are high paid employees scheduled at the end of the week when more overtime is likely?

Unit	Job Description	Regular Hours	OT Hours	Double Hours	Regular Amount	OT Amount	Double Amount	Total Hours	Total Amount
7573 BRIANS BURGER BARN #7573	LINE COOK	4,020.88	431.23	0.00	\$66,987.28	\$10,693.40	\$0.00	4,452.11	\$77,680.68
7573 BRIANS BURGER BARN #7573	DISHWASHER	2,664.30	288.22	0.00	\$40,869.36	\$6,227.09	\$0.00	2,952.52	\$47,096.45
7573 BRIANS BURGER BARN #7573	WAIT STAFF (SERVERS)	5,281.93	518.22	0.00	\$11,280.32	\$3,023.04	\$0.00	5,800.15	\$14,303.36
7573 BRIANS BURGER BARN #7573	BUSSER	3,050.48	173.83	0.00	\$30,504.80	\$2,615.05	\$0.00	3,224.31	\$33,119.85
7573 BRIANS BURGER BARN #7573	BARTENDER	1,330.29	116.58	0.00	\$10,726.58	\$1,398.73	\$0.00	1,446.87	\$12,125.31
7573 BRIANS BURGER BARN #7573	FOOD RUNNER	80.69	20.62	0.00	\$1,048.97	\$356.94	\$0.00	101.31	\$1,405.91
7573 BRIANS BURGER BARN #7573	PREP COOK	635.60	9.87	0.00	\$10,169.60	\$236.88	\$0.00	645.47	\$10,406.48
7573 BRIANS BURGER BARN #7573	HOST	1,520.21	8.30	0.00	\$19,762.73	\$161.86	\$0.00	1,528.51	\$19,924.59
7573 BRIANS BURGER BARN #7573	MANAGER	1,583.34	3.50	0.00	\$47,821.67	\$75.69	\$0.00	1,586.84	\$47,897.36
7573 BRIANS BURGER BARN #7573	CHEF (KITCHEN MGR)	1,360.00	0.00	0.00	\$29,750.00	\$0.00	\$0.00	1,360.00	\$29,750.00
7573 BRIANS BURGER BARN #7573	FOH TRAINING	96.97	0.00	0.00	\$807.01	\$0.00	\$0.00	96.97	\$807.01
7573 BRIANS BURGER BARN #7573	OWNER	680.00	0.00	0.00	\$17,000.00	\$0.00	\$0.00	680.00	\$17,000.00

Notes:

- There is a large amount of overtime to start off 2024.
- Are you looking to bring more staff on to help eliminate some of this overtime?

Next Steps and Recommendations

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