PDCA KIT FOR RESTAURANT OWNERS

FIRMFOCUS

A dashboard is one step. Steer on all four.

A dashboard shows how last month went. To steer, you also need a plan, an owner for every number and a fixed rhythm to decide. Use this page to set that up for your restaurant.

P
Plan
Choose three to five targets for the next quarter and the few indicators you steer on. Compare your targets with the industry figures for restaurants.

D
Do
Give every indicator one owner and one action. The chef owns food cost, the floor manager owns the roster and spend per guest.

C YOUR DASHBOARD
Check
Each month, compare the results with your plan. Each week, look ahead at bookings and staffing.

A
Act
Decide what changes: menu prices, the roster, the delivery mix. Write down who does what, and by when.

Result indicators look back. Performance indicators look ahead.

INDICATOR	OWNER	SOURCE	HOW OFTEN	YOUR TARGET
Key result indicators KRI from your bookkeeping: how did we do?				
Revenue against plan	Owner	Bookkeeping, budget	Monthly	
Result as % of revenue	Owner	Bookkeeping	Monthly	
Food cost % (food purchases / food revenue)	Chef	Bookkeeping	Monthly	
Labour cost % of revenue	Floor manager	Payroll, bookkeeping	Monthly	
Prime cost % (food, drinks and labour)	Owner	Bookkeeping	Monthly	
Cash at month end, and the lowest point	Owner	Bank	Monthly	
Key performance indicators KPI from your daily operations: what is coming?				
Covers booked for the next 14 days, against last year	Floor manager	Reservation system	Weekly	
Expected covers against planned staff hours, per day	Floor manager	Reservations, roster	Weekly	
Average spend per guest	Floor manager	Till (POS)	Weekly	
Delivery share and margin after commission	Owner	Delivery platform, till	Weekly	
Dishes below their target margin	Chef	Recipes, purchase prices	Monthly	

Agree on one definition per indicator before you build anything. Does revenue include delivery? Does labour include the owner's own fee? Write it down once, and every report uses it.

The monthly review in 30 minutes

5 min	**Results against plan.** Look only at the KRIs. What stands out?
10 min	**The look ahead.** Bookings, staffing and delivery for the coming weeks.
10 min	**Decisions.** At most three actions, each with one owner and a date.
5 min	**Last month's actions.** Done or not done, and did it work?

Three rules that keep it working

- Fewer indicators beat more. If nobody acts on a number, take it off the page.
- Same day, same time, every month. The rhythm matters more than the tool.
- AI can build the dashboard in minutes. Choosing what matters, and acting on it, stays your job.

The split between key result indicators and key performance indicators follows David Parmenter, Key Performance Indicators (Wiley). The PDCA cycle builds on the work of Walter Shewhart and W. Edwards Deming.