ONNIT HOSPITALITY

Owner Reporting Preview

A sample framework for restaurant owners, investors, hotel leaders and asset managers evaluating third-party management.

ILLUSTRATIVE SAMPLE - NO CLIENT OR PERFORMANCE DATA

PURPOSE

What this preview demonstrates

Owner reporting should connect financial results to what happened in the restaurant, what management is doing next, what is at risk and which decisions require ownership. The exact metrics, systems and cadence are established for each asset during assessment and contracting.

Early operating signals and immediate priorities	P&L; explanation, actions and forward outlook	First 90 days, authority and continuity

This document is a conversation tool, not a promise of specific financial outcomes. Reliable source data and an agreed baseline are required before performance can be measured.

01 | WEEKLY OPERATING FLASH

See movement before the accounting close

A concise weekly view keeps ownership informed without requiring it to manage each shift. Every variance should lead to a management action, an owner decision or a documented reason no action is required.

METRIC	ACTUAL	PLAN	PRIOR	VARIANCE / COMMENT
Net sales	---	---	---	Source, cause and action
Covers	---	---	---	Source, cause and action
Average check	---	---	---	Source, cause and action
Labor dollars / %	---	---	---	Source, cause and action
Estimated food cost	---	---	---	Source, cause and action
Estimated beverage cost	---	---	---	Source, cause and action
Discounts and comps	---	---	---	Source, cause and action
Cash / working capital note	---	---	---	Source, cause and action

MANAGEMENT PRIORITY	OWNER	DUE	SUCCESS MEASURE
1. Priority and operating reason	Name / role	Date	Observable result
2. Priority and operating reason	Name / role	Date	Observable result
3. Priority and operating reason	Name / role	Date	Observable result

OWNERSHIP DECISIONS

Decision required | Management recommendation | Financial or operating effect | Response date

02 | MONTHLY OPERATING REVIEW

Explain the P&L; in operating terms

The monthly review connects accounting results to menu, price, mix, purchasing, inventory, scheduling, productivity, guest demand and leadership execution.

REVIEW AREA	WHAT OWNERSHIP SHOULD RECEIVE	FOLLOW-THROUGH
Financial performance	Revenue, flow-through, departmental expense and material variance commentary	Action, owner and next review
Prime cost	Food, beverage and labor bridge by price, mix, yield, inventory and productivity	Control change and expected effect
Outlet / daypart	Covers, average check, mix, contribution and demand by operating period	Schedule, menu or revenue response
People	Open positions, turnover, performance, training and leadership risk	Hiring, coaching or succession action
Guest	Reviews, recovery, repeat signals and recurring service or product themes	Corrective action and verification
Forward outlook	Reservations, groups, events, promotions, seasonality and forecast risks	Preparation and ownership decisions
Asset risk	Licensing, safety, maintenance, capital, vendor and cash items	Priority, cost, approval and deadline

MANAGEMENT COMMENTARY STANDARD

Result. Cause. Action. Decision.

A useful variance explanation states what changed, identifies the largest controllable and uncontrollable causes, assigns the management response and names any decision or resource required from ownership. Unexplained percentages do not meet the standard.

03 | FIRST 90 DAYS

Control, continuity and a forward operating plan

The sequence changes with the condition of the asset. These phases show the disciplines that should be visible during a responsible management transition.

DAYS 1-30	Establish control
OPERATING FOCUS	- Confirm licenses, cash, payroll, vendors and critical access - Validate inventory, staffing, leadership coverage and safety - Reconcile the financial and operating baseline - Create daily and weekly communication rhythms
OWNER VISIBILITY	Current condition | Actions completed | Risks | Decisions | Next milestone

DAYS 31-60	Reset the operating rhythm
OPERATING FOCUS	- Implement forecasting, purchasing and scheduling routines - Verify recipes, portions, production and service standards - Address priority margin and execution gaps - Build manager inspection and training cadence
OWNER VISIBILITY	Current condition | Actions completed | Risks | Decisions | Next milestone

DAYS 61-90	Build the forward plan
OPERATING FOCUS	- Validate early actions against source data - Develop leadership ownership and succession - Present menu, people, maintenance and revenue priorities - Align the next operating plan with ownership decisions
OWNER VISIBILITY	Current condition | Actions completed | Risks | Decisions | Next milestone

Make accountability possible

This illustrative matrix is refined in the proposal and management agreement. Legal counsel should review the final agreement.

OPERATING AREA	ONNIT LEADS	OWNERSHIP RETAINS / APPROVES
Daily operations	Standards, schedules, service, inspections and manager cadence	Reserved strategic decisions
Culinary	Recipes, quality, production, purchasing and food-cost controls	Major concept or positioning changes
People	Role clarity, supervision, coaching, training and accountability	Approvals defined by agreement and law
Financial	Budget management, forecasts, variance explanation and controls	Capital, borrowing, banking and approval thresholds
Revenue	Reservations, private dining, events, beverage and demand initiatives	Material brand and investment decisions
Reporting	Weekly flash, monthly review, risk register and forward plan	Timely decisions and agreed oversight

CADENCE	CORE PURPOSE
Daily	Sales, staffing, incidents, safety, quality and immediate follow-through
Weekly	Operating flash, prime-cost signals, guest issues, priorities and forward demand
Monthly	P&L; explanation, people, guest, asset risk, forecast and ownership decisions
Quarterly	Strategic plan, capital, menu, leadership, market position and longer-range outlook

NEXT STEP

Request a management assessment at onnithospitality.com. ONNIT will review the ownership situation, asset, market, timing and level of operating responsibility before recommending a scope.