

OPERATIONS REVIEW

# Via Rosa Pizzeria Sep 14 – 27, 2026

PREPARED OCTOBER 22, 2026 · CONFIDENTIAL

| NET SALES              | PRIME COST   | LABOUR                    | FOOD COST                 |
|------------------------|--------------|---------------------------|---------------------------|
| <b>\$117,600</b>       | <b>59.8%</b> | <b>30.4%</b>              | <b>29.4%</b>              |
| +1.3% vs prior 2 weeks | Target ≤ 60% | -0.6 pts vs prior 2 weeks | -0.1 pts vs prior 2 weeks |

Net sales for Sep 14 – 27, 2026 were \$117,600 across 2 locations, +1.3% on the two weeks before. Prime cost is 59.8%, inside the 60% target, but Via Rosa Leslieville ran at 64.2% — driven by labour (34.9% of sales). Three actions follow, each with an estimated monthly impact.

## Three things to act on

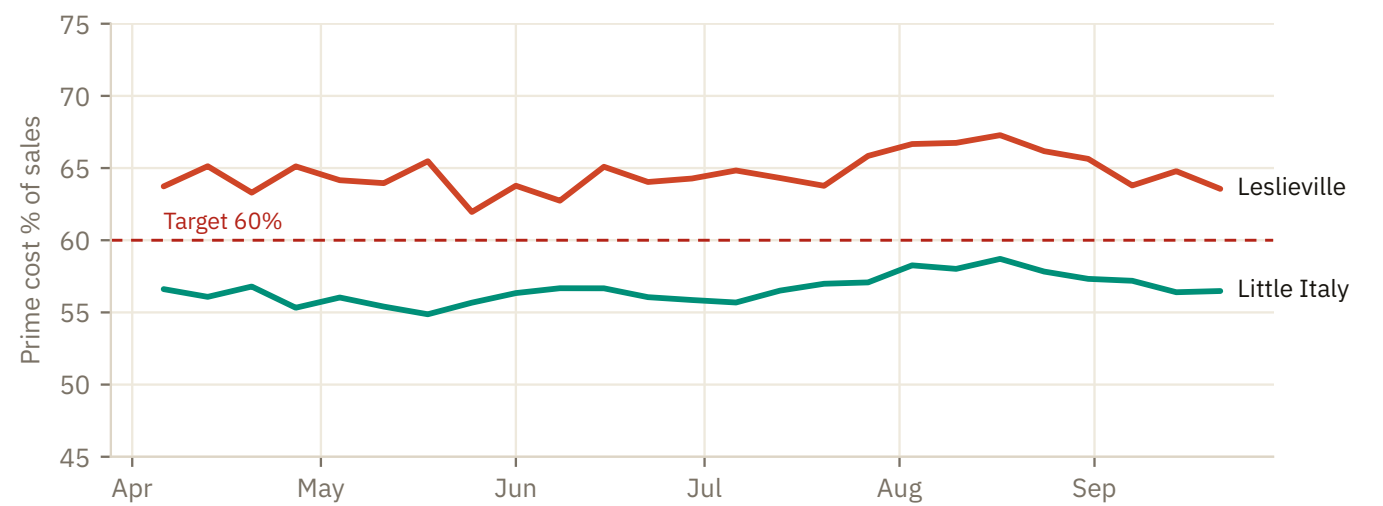
- 1 Re-set the Monday–Tuesday schedule at Leslieville** \$1,357/mo  
Sales per labour hour on Monday–Tuesday is \$44, 17% below what this location normally does next to the others. Staffing those days to forecast orders frees roughly 60 hours a month.
- 2 Get a second quote on cheese** \$607/mo  
Cheese (Northern Dairy (cheese)) went from 31.0% to 31.8% of everything you buy over the last 8 weeks — that is price, not volume. Ask a second supplier to quote your top 5 cheese lines.
- 3 Move delivery regulars to pickup at Leslieville** \$2,300/mo  
52% of Leslieville sales come through delivery apps — about \$17,246/month in commissions. A 10%-off pickup offer on your own online ordering (flyer in every delivery box) that moves 1 in 5 app orders saves the difference.

# How each location performed

| LOCATION              | NET SALES | VS P2W | VS LY | ORDERS | AVG ORDER | FOOD % | LABOUR % | PRIME % | SPLH | VOID+COMP |
|-----------------------|-----------|--------|-------|--------|-----------|--------|----------|---------|------|-----------|
| Via Rosa Little Italy | \$66,389  | +1.6%  | —     | 1,872  | \$35.46   | 29.5%  | 27.0%    | ● 56.4% | \$83 | 1.8%      |
| Via Rosa Leslieville  | \$51,211  | +1.0%  | —     | 1,455  | \$35.20   | 29.3%  | 34.9%    | ● 64.2% | \$64 | 1.7%      |
| Group total           | \$117,600 | +1.3%  | —     | 3,327  | \$35.35   | 29.4%  | 30.4%    | ● 59.8% | \$74 | 1.8%      |

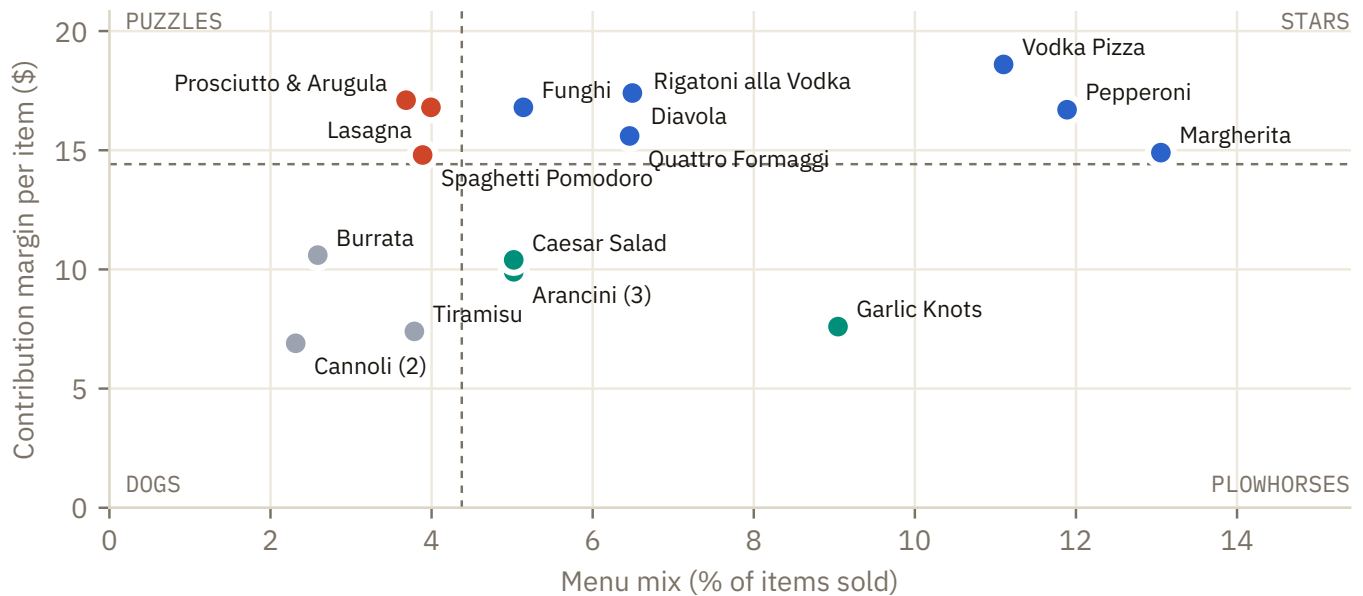
Prime cost = food purchases + labour, as % of net sales. SPLH = net sales per labour hour. Targets: prime ≤ 60%, food ≤ 32%, labour ≤ 32%.

## Prime cost, weekly — last 26 weeks



**Leslieville** was above the 60% line in 100% of the last 26 weeks. The gap with the other locations is mostly labour — see page 4.

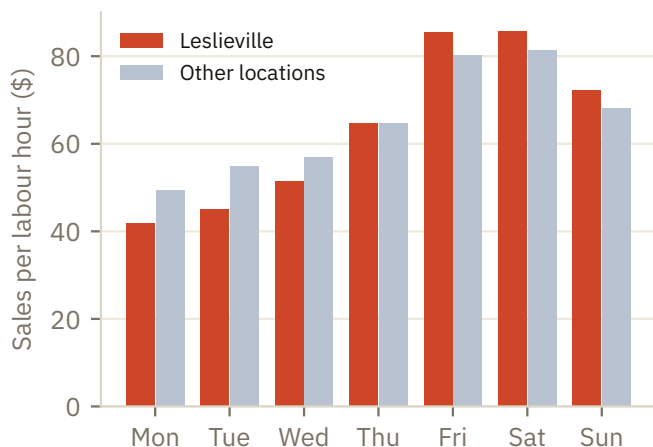
# Menu engineering — what earns its place



Each dot is a food item. Drinks excluded. Right = sells more than 70% of an even share; up = earns more than the average contribution margin.

| ITEM                 | CLASS     | MENU MIX | AVG PRICE | MARGIN / ITEM |
|----------------------|-----------|----------|-----------|---------------|
| Tiramisu             | DOG       | 3.8%     | \$10.00   | \$7.40        |
| Cannoli (2)          | DOG       | 2.3%     | \$9.00    | \$6.90        |
| Burrata              | DOG       | 2.6%     | \$18.00   | \$10.60       |
| Garlic Knots         | PLOWHORSE | 9.0%     | \$9.00    | \$7.60        |
| Arancini (3)         | PLOWHORSE | 5.0%     | \$13.00   | \$9.90        |
| Caesar Salad         | PLOWHORSE | 5.0%     | \$14.00   | \$10.40       |
| Spaghetti Pomodoro   | PUZZLE    | 3.9%     | \$18.00   | \$14.80       |
| Lasagna              | PUZZLE    | 4.0%     | \$24.00   | \$16.80       |
| Prosciutto & Arugula | PUZZLE    | 3.7%     | \$26.00   | \$17.10       |
| Rigatoni alla Vodka  | STAR      | 6.5%     | \$22.00   | \$17.20       |
| Margherita           | STAR      | 13.1%    | \$19.00   | \$14.90       |
| Pepperoni            | STAR      | 11.9%    | \$22.00   | \$16.70       |
| Vodka Pizza          | STAR      | 11.1%    | \$24.00   | \$18.60       |
| Diavola              | STAR      | 6.5%     | \$23.00   | \$17.40       |
| Funghi               | STAR      | 5.1%     | \$22.00   | \$16.80       |
| Quattro Formaggi     | STAR      | 6.5%     | \$24.00   | \$15.60       |

## Where the hours go



Sales per labour hour by weekday, last 4 weeks.

### Reading the chart

Leslieville brings in less per labour hour than the other locations, and the gap is widest on Monday–Tuesday (17% below). The quiet days are staffed like busy ones.

Recommendation: build Monday–Tuesday schedules from forecast orders, not from a fixed template. Review again in 4 weeks.

## Delivery apps

SHARE OF SALES

**40.1%**

DELIVERY SALES

**\$47,187**

EST. COMMISSIONS\*

**\$14,156**

\*Estimated at 30% of delivery sales. Replace with actual Uber Eats / DoorDash statements for an exact figure.

## Data & method

Sources: POS daily sales and item exports, payroll hours, supplier invoices — cleaned and reconciled by The Pass. Food cost uses invoice purchases in the period (not inventory-adjusted). All figures exclude tax and tips.