

SG Restaurant — A Note From the Owner

Read this first. This is the only briefing you get. There is no task list.

Hello, and thank you for helping me.

My name is Abu Khaled. I own **SG Restaurant**, a casual burger-and-pasta place here in Kuwait. We have **two branches** — one in **Salmiya** and one in **Hawally** — and we sell three ways: dine-in, takeaway, and delivery through **Talabat and Jahez**. Customers pay by **cash, KNET, and Visa/Mastercard**.

Business feels busy. But when I look at the numbers in the system, I don't trust them, and I can't make decisions. I hired an accountant last year who set everything up in Odoo and then left. Since then nobody has really owned the books. Here is what is bothering me — in my own words:

1. **I cannot tell which branch makes money.** Salmiya feels busier, but Hawally has lower rent. When I ask for a profit report per branch, I get one number for the whole company. Useless to me.
2. **Talabat and Jahez take a big cut,** but when I look at my sales, the delivery money looks like full price. I know I'm paying commission somewhere — where is it? My revenue looks bigger than what actually reaches my bank.
3. **My bank never matches the POS.** The cashier says we did so much on KNET and Visa, but when the money settles into my bank account a day or two later, I can't match it to anything. Cash, KNET, and card all seem mixed together. Reconciling is a nightmare.
4. **My food-cost percentage is impossible.** Some months it says my food costs almost nothing, other months it's crazy. For a burger place that cannot be right. I don't think the system knows what my dishes actually cost to make. My best-selling **Chicken Burger** especially looks like pure profit, which I know is a lie. We also **make some things in-house** — like our own sauce — and I have no idea if the kitchen ingredients for those are being counted into the cost.
5. **My profit-and-loss looks wrong in general.** Sales, cost of sales, inventory value — none of it feels real. Some products don't seem to affect my stock at all. Expenses are lumped together so I can't see what I'm actually spending on. For example, I **pay to truck in my supplies**, and that shipping cost just disappears into “expenses” instead of being part of what the goods actually cost me.
6. **Things feel out of control.** I'm not sure who is allowed to do what in the system, and I think some days don't even get properly closed.

I don't need theory. I need someone to **go into the system, find out what is actually wrong, fix it properly (configuration only — no programming, no new software), and prove to me with before-and-after evidence that it's fixed**. Then tell me, in plain language, what was wrong, what it was costing me, and how to stop it happening again.

The system is yours to work in. Show me what a real professional does.

— Abu Khaled