Start with a question, not a report.

Use Kalopsia’s reports to understand your restaurant, test possible explanations and choose the next decision. This guide connects the evidence with the questions management needs to ask.

Sales and orders describe demand, not the whole health of the restaurant. Consider guest experience, reliable execution, stock and capacity, and economics too. Compare the same scope and equally complete periods, using relevant weekdays, previous periods or an agreed target.

Start in Kalopsia: Dashboard · Sales

Sales are down. Where should you look first?

For the same period and operating scope, compared with a suitable baseline:

-8%	-11%	+3%
Sales value	Order count	Average order value

Sales value = orders × average order value

Fewer orders are the main change. A higher average order value softens the fall in sales, but it does not tell you why orders fell.

Is the order decline widespread, or concentrated in a location, channel or time?

Illustrative, rounded figures. Orders count transactions, not distinct people.

A method for every review.

Observe
What happened, in which period and scope?

Compare
What is a fair comparison?

Break it down
Where does the difference appear?

Explain
Which explanations fit, and what contradicts them?

Decide
Does this require action, investigation or continued observation?

Verify
How will we know whether the decision worked?

A breakdown locates a difference; it does not prove its cause. Test more than one plausible explanation.

Demand and customers

Follow demand from locations and products to first purchases, returning customers and the activity behind sales.

Where is demand changing?

Break the result down by location, channel and time. Establish whether the difference is widespread or concentrated, then check affected orders. Compare several explanations: demand, availability, scheduling, delivery problems or restaurant execution.

Locating the change narrows the investigation; it does not establish its cause. Orders are transactions, not people.

Start in Kalopsia: Sales · Orders

What are customers choosing differently?

Compare absolute sales value, quantity sold and product or category share for the same period and scope. A growing share may simply reflect a decline elsewhere. Test price, promotion, availability and preference separately.

Value, quantity, share and profitability are different measures. A top seller is not necessarily the most profitable product.

Start in Kalopsia: Products · Categories

Do registrations become purchases?

Separate account validation from the first qualifying purchase. Compare registration groups after the same number of days, distinguishing customers who completed that window from those still pending. Check first, second and third purchases separately.

Pending customers have not failed to convert. A first purchase establishes purchase activity, not loyalty.

Start in Kalopsia: Clients: Activation · Cohorts

Are customers coming back?

Follow second and later qualifying purchases, comparing groups that have had the same time to return. First-time and returning counts for one period can overlap if someone buys more than once. Consider purchasing outside the registered-client population.

Returning purchasers in one period are not a long-term retention rate. Even a second purchase does not prove loyalty.

Start in Kalopsia: Clients: Overview · Activation · Cohorts

Who is behind the sales activity?

Compare registered and anonymous orders, sales shares and average ticket. A higher registered sales share with unchanged order share may reflect larger tickets. Check population filters carefully: customer-profile scope differs from sales-location scope.

Recorded orders and sales do not measure distinct people, visits or retention, or prove a campaign’s effect.

Start in Kalopsia: Engagement · Clients

Operations and business decisions

Test whether the operation delivers reliably and whether activity makes commercial and economic sense.

Can the restaurant deliver its promise?

Review availability, order progression, cancellations, reversals and feedback. Narrow the issue to a location, channel or service pattern. Use each exception to test a specific explanation, checking the relevant orders and customer comments before choosing an action.

Good sales can conceal a deteriorating experience. Different exceptions should not automatically become one diagnosis.

Start in Kalopsia: Orders · OrderHub · Feedback

Are higher sales making us better off?

Contribution is revenue less represented direct product costs, before other business costs. Check approved cost definitions, evidence completeness and product mix. Add accounting, payroll and banking information where needed for the full picture.

Revenue is not net profit or cash. A product margin view cannot supply the complete financial answer.

Start in Kalopsia: Sales · Product Margin

Did the commercial action achieve its objective?

Define the intended result and affected group. Compare outcomes with a suitable baseline; ask what might have happened without the action. Consider discounts, displaced sales and side effects. Decide whether to continue, change, stop or investigate.

Associated order value does not establish causation, incremental demand or profit. Define how the decision will be verified.

Start in Kalopsia: Promotions · Sales · Clients

What is client credit telling us?

Where client credit is used, review movements and the outstanding balance separately. Check which accounts and period are included, then reconcile unexplained movements with orders. Historical balances may be estimates and depend on complete history. Use aggregate evidence first.

Credit held is not cash, profit, additional sales or proof of loyalty. A balance discrepancy needs reconciliation.

Start in Kalopsia: Client Credit · Orders

A promotion needs a purpose.

Promotion use and associated order value show participation. If the goal was product trial, check later repeat purchases; for weak-period demand, compare that period and the economic cost.

Signals and persistence

Use signals and trends to focus investigation, then bring evidence and local context to human review.

What might I be missing?

Treat an unusual signal as a starting point. Check evidence quality, materiality and where it appears, then test explanations and missing context. An evidence-quality score is not a probability or a root cause.

Unusual does not automatically mean bad. Intelligence directs attention; people investigate, judge and decide.

Start in Kalopsia: Intelligence inbox · Sales · Orders

Is the decline persistent or local?

Compare transactions, sales and average ticket across completed, comparable weeks. Check which weeks are included and whether the pattern also appears at comparable locations in the same company. Excluded weeks are not zero activity.

A persistent trend does not establish its cause. Reviewing a warning is a separate management step.

Start in Kalopsia: Sales trends

Before you decide

Period

Is the time window correct, complete and comparable?

Scope

Are the locations, channels and customer groups consistent?

Evidence

Is the information sufficiently complete for this conclusion?

Context

What operating changes or local events are missing?

A one-question review

The question and scope

What do we need to understand? Which period, locations and channels are included?

The change and comparison

What changed, and what are we comparing it with?

The possible explanation

What supports it, what contradicts it, and what information is still missing?

The decision and owner

What will we do or investigate next? Who is responsible?

The follow-up

When will we review the result, and what will count as improvement?

Kalopsia supplies operational evidence. People add context, test explanations and decide.