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Assessing Retail Store Efficiency with Forced Operational Interruptions

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Presentation Outline

01 Common retail performance metrics

02 Operating context and forced interruptions

03 Proposed metrics and their meaning

04 Empirical research design

Common Retail Performance Metrics

Dimension	Metrics	What they describe
Finances	Sales, gross profit, gross margin	Sales results and profitability
Trends	Target achievement, like-for-like sales (LFL)	Goal achievement and sales dynamics
Shoppers	Traffic, conversion (CR), average ticket (AVT), UPT	Visitor behaviour and purchase composition
Resources	Sales per m^2, sales per employee	Productivity of floor space and staff
Inventory	Turnover, GMROI, stock losses	Capital tied up in inventory

Why Interruptions Need to Be Considered

30.8%

Air raid alerts constrain access to stores [1, 5]

Share of shopping centre working time under alerts, Sept 2026.
A year earlier: 14.1%. Actual store closures need separate logs.

62%

Power supply poses a continuity risk [2]

Share of respondents who identified this risk.
Survey of 95 business leaders for winter 2026/27.

57%

Weak demand complicates business operations [4]

Share of surveyed MSMEs reporting fewer orders
in the past month. Businesses also report rising costs.

8 cities

Shoppers change routes and purchase channels [3]

Gradus: purchases are postponed or moved elsewhere.
Qualitative FMCG study, September–October 2026.

Store comparisons require actual opening hours and measures of shopper traffic and purchase behaviour.

UCSC: [1] Alerts, 5 Oct; [2] AmCham / Deloitte, 9 Oct; [3] Gradus, 9 Oct;
[4] MSMEs, 6 Oct; [5] Weekly review, 11 Oct 2026. Full references in the speech script.

Proposed Metrics

Metric	Formula	Economic meaning
Actual open hours	Planned hours − closures	Time available for sales
Closure share, %	Closure hours / plan × 100%	Share of planned time lost
Sales per open hour	Sales / open hours	Sales intensity
Traffic per open hour	Visits / open hours	Visitor flow
Conversion (CR), %	Receipts / visits × 100%	Share of buying visits
Items/ticket (UPT)	Units sold / receipts	Items in each purchase
Average ticket (AVT)	Sales / receipts	Value of each purchase

Plan and closures are measured in hours. Period metrics use totals.

Empirical Research Design

01 Objective and working hypothesis

Rankings by revenue and by sales per open hour
may lead to different assessments of stores.

02 Sample and observations

3–4 comparable stores, 4–6 weeks.
Store × day data, preferably store × hour.

03 Data and calculations

Sales, visits, receipts, units, schedule and closure log.
Count overlapping closures once within scheduled hours.

04 Comparison and expected output

Match weekdays and hours, record promotions and assortment.
Compare two rankings and explain differences using KPIs.

Descriptive comparison. Estimating lost sales requires a separate model.

Q&A

Metrics, sources and research design

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