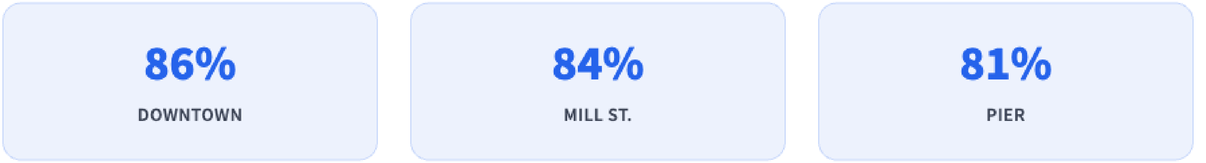
Q3: Sales Up 6%, but Three Stores Need Attention

Fictional sample · Results, the cause, and one decision for today

Harbor Lane Coffee regional operations · October 2026

Nine Stores Beat Target; Downtown, Pier and Mill St. Missed

Q3 sales as a share of target. The other nine stores reached 101% to 112%.



Wait Time Is the #1 Complaint at the Three Lagging Stores

"It took almost fifteen minutes to get a flat white, so we left." (fictional Pier customer)

1. Wait time: 41 mentions
2. Order accuracy: 12 mentions
3. Seating: 7 mentions

Two Failing Espresso Machines Explain Most of the Wait

Average wait and drinks served per hour, Q3

STORE GROUP	AVG. WAIT	DRINKS PER HOUR
Nine stores on target	4.2 min	62
Downtown (machines working)	6.4 min	55
Pier and Mill St. (failing machines)	11.8 min	38

Decision Needed: Approve $18K to Replace Both Machines by Oct 31

- Cost: $18K for two machines, installed within a week of approval
- Expected effect: Pier and Mill St. wait times close to the other stores (my estimate, not a guarantee)
- If we wait a quarter: the slow service runs through the holiday season

Appendix: Q3 Sales vs. Target by Store

Sales in $K, ranked by share of target

STORE	Q3 $K	VS. TARGET	STORE	Q3 $K	VS. TARGET
Bayview	143.4	112%	Riverside	121.5	103%
Quayside	131.9	109%	Westfield	110.2	102%
Old Town	151.2	108%	Station Rd.	100.0	101%
Campus	101.8	106%	Downtown	129.0	86%
Northgate	119.7	105%	Mill St.	105.8	84%
Elm Park	106.1	104%	Pier	106.9	81%