PAR OPS

20 Essential QSR Metrics

20 essential metrics for restaurant operators to track performance and take action

01 Refunds - Cash/Credit

How to calculate Refunds - Cash/Credit

Total quantity of refunds

Why it matters

Can indicate an operational problem or theft

Frequency in monitoring

Daily

Who needs to know?	Target benchmark*
GMs and ASLs	Fewer is better but actual number can vary

Using Refunds to drive changes

Provide consistent communication to your team on individual results, make expectations and policies clear on this metric

02 Mobile/Digital % of Sales

How to calculate Mobile/Digital % of Sales

$$\left(\frac{\text{Total overhead costs}}{\text{Total sales}}\right) \times 100$$

Why it matters

Understand future consumer trends

Frequency in monitoring

Weekly, monthly, quarterly, annually

Who needs to know?	Target benchmark
Managers, Ops team, Sales/Menu Analyst	Varies by brand/concept

Using Mobile/Digital % of Sales to drive changes

If digital orders are growing, shift labor from front-of-house to kitchen or drive-thru to improve fulfillment speed

03 Transactions by Channel

How to calculate Transactions by Channel

Channel transactions/Total transactions
Complete for each channel

Why it matters

Make informed decisions about staffing, marketing spend, and technology investments.

Frequency in monitoring

Daily or even hourly during peak times for immediate adjustments, weekly or monthly for trend analysis.

Who needs to know?	Target benchmark*
Managers & Ops team	Depends on goals/strategy

Using Transactions by Channel to drive changes

Focus on channels that need help by streamlining the ordering process, training staff, optimize staffing during peak hours, etc.

04 Sales per Labor Hour (SPLH)

How to calculate SPLH

Total revenue/Total labor hours (for same time frame)

Why it matters

Drive labor efficiency!

Frequency in monitoring

Track weekly at a minimum to build labor schedule, but best case intra-day to manage labor

Who needs to know?	Target benchmark*
Managers & above	$100-$200 *can vary by store type

Using SPLH to drive changes

Implement cross-training to increase employee efficiency, gamify upsells via employee competition and leaderboard

05 Voids

Definition of Voids

When an item or items are removed from an order prior to tender or after tendering order

Why it matters

High voids may indicate long wait times, poor experience, or untrained employees

Frequency in monitoring

Daily as cashiers checkout for the day

Who needs to know?	Target benchmark
Managers	Fewer is better but actual number can vary

Using Voids to drive changes

Communicate expectations with cashiers and provide weekly updates to team reflecting which cashiers are meeting goals

06 Transactions YoY %

How to calculate Transactions YoY %

$$\left(\frac{\text{Current transactions-Previous transactions}}{\text{Previous transactions}}\right) \times 100$$

Why it matters

Tracking business growth

Frequency in monitoring

Period, monthly, quarterly, annually

Who needs to know?	Target benchmark
Manager, Ops team, Sales/Menu analyst	10-20%

Using Inventory Transactions YoY % to drive changes

Focus on marketing efforts like LTOs or local store outreach, identify weak dayparts and create time-based promotions

07 Avoidable Driver Wait Time

How to calculate Avoidable Driver Wait Time

Actual delivery order preparation time — Estimated delivery order preparation time

Why it matters

Long driver wait times cause customer complaints, lost revenue, a damaged reputation, canceled orders, and can result in store deactivation on DSPs.

Frequency in monitoring

Weekly

Who needs to know?	Target benchmark
Operators and Store Managers	3 minutes + 30 seconds

Using Avoidable Driver Wait Time to drive changes

Improve prep times, dedicate staff to delivery order support, clear up designated order pick up area, provide detailed instructions for order pickup

08 Inventory Turnover Rate

How to calculate Inventory Turnover

$$\left(\frac{\text{Avg inventory}}{\text{Cost of goods sold}}\right) \times \text{Days in accounting period}$$

Why it matters

Reduce waste, keep inventory fresh

Frequency in monitoring

Review at the end of each accounting period (weekly inventory is ideal time to review)

Who needs to know?	Target benchmark
Anyone managing food cost & quality	Typically turn inventory 6-8 times per month

Using Inventory Turnover Rate to drive changes

Track inventory weekly (even weekly for critical items!), set par levels to prevent out of stock, prioritize high demand items

09 Cars without Transactions

How to calculate Cars without Transactions

Pull from drive-thru camera data or track manually

Why it matters

Highlights potential issues with ordering process, menu design, or customer experience

Frequency in monitoring

Daily

Who needs to know?	Target benchmark
Management & operations teams	+/- 2 cars per hour

Using Cars without Transactions to drive changes

Improve menu board design, train staff on order taking, address any bottlenecks in the drive-thru process

10 Ideal Sales per Employee

How to calculate Ideal Sales per Employee

$$\frac{\text{Total sales per week}}{\text{Total number of employees}}$$

Why it matters

Measuring and tracking forecasted productivity

Frequency in monitoring

Period, monthly, quarterly, annually

Who needs to know?	Target benchmark
Managers, ARLs, DOOs	Geographically dependent

Using Ideal Sales per Employee to drive changes

Adjust staffing to better match demand, evaluate hiring, training, and performance incentives

11 Missing & Incorrect Items

How to calculate Missing & Incorrect Items

Total delivery orders that were missing items or included incorrect items, can calculate as dollar amount or percent of total sales

Why it matters

If high it results in poor customer experience and lost revenue, if low it can improve your visibility on third-party delivery platforms

Frequency in monitoring

Review daily/weekly, drill into day part details

Who needs to know?	Target benchmark*
Manager, Ops Team, Sales/Menu Analyst	2.25% or lower

Using Missing & Incorrect Items to drive changes

Ensure menu is accurate and up to date on delivery platforms, improve delivery operations in store with additional quality checks before orders are picked up

12 Average Check

How to calculate Average Check

$$\frac{\text{Total sales}}{\text{Total number of checks}}$$

Why it matters

Identify upsell opportunities, evaluate pricing & promotions

Frequency in monitoring

Review daily/weekly, drill into day part details

Who needs to know?	Target benchmark*
Manager, Ops Team, Sales/Menu Analyst	Avg $10-$15/customer *can vary by store type

Using Average Check to drive changes

Introduce targeted upselling (sides/desserts), Menu engineering (reprice/promote/remove), Targeted promotions

13 Meals (Employee or Manager)

How to calculate Meals (Employee or Manager)

Total discounted or free food provided to employees or managers

Why it matters

This is the most frequently abused discount

Frequency in monitoring

Daily

Who needs to know?	Target benchmark
RGMs and ASLs	1 meal/shift per employee or manager

Using Meals (Employee or Manager) to drive changes

Remind team on a quarterly basis of this benefit, communicate monthly results during site visits

14 $0 Transactions

How to calculate $0 Transactions

Add up all transactions that total $0

Why it matters

Qualifying transaction growth and identifying loss/theft

Frequency in monitoring

Daily, weekly, monthly

Who needs to know?	Target benchmark
Above store leaders	Fewer is better but actual number varies

Using $0 Transactions to drive changes

Address potential abuse of accounts, tighten discount policies, restructure offers, convert discount customers to full-paying through upselling

15 Downtime on DSPs

How to calculate Downtime on DSPs

Total time location is deactivated on the delivery provider platforms, can be found in platform reports or through a third party data monitoring platform

Why it matters

DSPs or drivers can be deactivating your store without your knowledge, leading to a loss of potential sales

Frequency in monitoring

Daily

Who needs to know?	Target benchmark
Operators and Store Managers	Focus on decreasing unneeded downtime

Using Downtime on DSPs to drive changes

Ensure hours are correct on delivery platform, reduce missing & incorrect orders, reduce avoidable wait time & cancellations

16 Revenue per Square Foot

How to calculate Revenue per Square Foot

$$\frac{\text{Total revenue}}{\text{Total square footage of restaurant}}$$

Why it matters

Operational efficiency from physical space

Frequency in monitoring

Review quarterly or annually

Who needs to know?	Target benchmark
Owner/Operator, Financial Analyst	$500-$600/sq ft/yr at top performing QSRs

Using Revenue per Square Foot to drive changes

Analyze whether to optimize/expand/shrink current space as a path to better profitability

17 Discounts

How to calculate Discounts

Total dollar amount discounted from orders

Why it matters

Discounts have continued to increase with the addition of 3rd-party delivery and they can directly impact profitability

Frequency in monitoring

Rack and stack weekly against peers

Who needs to know?	Target benchmark
RGMs and ASLs	Depends on goals, strategy and market

Using Discounts to drive changes

Communicate expectations and results with team and celebrate those teams achieving goals, tailor future discounts based on past results

18 Prime Cost

How to calculate Prime Cost

$$\left(\frac{\text{Total overhead costs}}{\text{Total sales}}\right) \times 100$$

Why it matters

Biggest controllable expense in a restaurant, directly impacting profitability

Frequency in monitoring

Weekly to catch trends early and make necessary adjustments

Who needs to know?	Target benchmark
Owners, Managers, and Finance teams	60% or lower

Using Prime Cost to drive changes

Reduce waste by improving portioning, ordering efficiency, adjust staffing levels dynamically to match demand, compare location performance

19 Avoidable Cancellations

How to calculate Avoidable Cancellations

Total cancellations due to factors within the restaurant's control

Why it matters

Within store control and can help reduce customer complaints, lost revenue, a damaged reputation, lower ranking on DSPs, and downtime.

Frequency in monitoring

Weekly

Who needs to know?	Target benchmark
Operators and Store Managers	Less than 1%

Using Avoidable Cancellations to drive changes

Increase visibility on delivey platforms by reducing avoidable cancellations, improve menu and hour accuracy on delivery platforms

20 Overhead Rate

How to calculate Overhead Rate

$$\left(\frac{\text{Total overhead costs}}{\text{Total sales}}\right) \times 100$$

Why it matters

Make sure your store format matches the projected sales & destination mix

Frequency in monitoring

Quarterly/annually, or when opening new restaurants

Who needs to know?	Target benchmark
Site planners	30% or lower given that 60% is food & labor

Using Overhead Rate to drive changes

Assess that your store size/space allocations fit the local market, how buyers interact (i.e. in-store vs third-party delivery)