

New Store Opening Readiness Risk Panel

EXECUTIVE RISK VIEW



Portfolio Sample: Opening Readiness Dashboard

Fictional data. Designed to show the risk model, cross-functional ownership, and executive decision view used for new-store readiness.

OPENINGS IN VIEW	ON TRACK	AT RISK	CRITICAL	TOP DRIVER
6	2	3	1	SITE
Next 6 launches	33% of pipeline	50% of pipeline	17% of pipeline	3 of 6 openings

OPENING RISK PANEL

Opening / Target	Site	Infrastructure	Business	Overall	Primary Owner
Seattle North / Sep 18	At Risk	At Risk	On Track	At Risk	Construction
Austin Domain / Sep 25	On Track	On Track	On Track	On Track	Operations
Miami Brickell / Oct 2	Critical	At Risk	Critical	Critical	IT
Chicago Loop / Oct 9	On Track	At Risk	On Track	At Risk	Construction
Denver RiNo / Oct 16	On Track	On Track	At Risk	At Risk	Franchise
Phoenix Tempe / Oct 23	On Track	On Track	On Track	On Track	Operations

RISK TREND BY CATEGORY

Category	4 wks ago	Current	Direction
Site Readiness	2 at risk	3 at risk	Stable
Infrastructure	1 at risk	2 at risk	Worsening
Business Readiness	3 at risk	2 at risk	Improving

TOP RISK DRIVERS

1	Construction milestone slip 3 openings
2	Internet not verified before deployment 2 openings
3	Hiring below 90% of need at T-7 1 opening

DECISIONS REQUIRED

Miami Brickell — IT / Franchise Confirm circuit failover + staffing recovery plan by Sep 14
Seattle North — Construction Approve revised site handoff before deployment

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Opening Detail: Leading Indicators by Launch

A readiness problem is assigned to the function that controls the risk. Training is one input, not the default explanation.

LEADING INDICATOR TABLE

Opening	Constr. vs Plan	Build / Deploy Overlap	Internet @ T-14	Training @ T-7	Rehearsal	Hired / Need	T2/T3 Days 1-3	Overall
Seattle North	+6d	Yes	Verified	94%	100%	96%	—	At Risk
Austin Domain	0d	No	Verified	98%	100%	103%	—	On Track
Miami Brickell	+4d	Yes	NOT VERIFIED	88%	75%	82%	—	Critical
Chicago Loop	+3d	Yes	Verified	96%	100%	100%	—	At Risk
Denver RiNo	0d	No	Verified	91%	100%	87%	—	At Risk
Phoenix Tempe	-1d	No	Verified	99%	100%	105%	—	On Track

A. SITE READINESS Are physical milestones complete enough for technology deployment and training to occur without rework? • Construction milestone variance • Active construction overlapping deployment • Site handoff / access readiness	B. INFRASTRUCTURE READINESS Can the location operate reliably enough to validate the experience before launch? • Internet verified by T-14 • Deployment completion • T2/T3 technical escalation volume	C. BUSINESS READINESS Are people, training, and full guest-journey execution ready for opening? • Launch-critical training completion at T-7 • Guest-journey rehearsal completion • Hired-to-needs percentage
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POST-OPENING VALIDATION

Opening	T2/T3 escalations (Days 1-3)	Process-confusion tickets	Refunds tied to execution	Learning signal
Seattle North	Pending	Pending	Pending	Pre-opening only
Austin Domain	2	3	0.8%	No systemic gap
Miami Brickell	Pending	Pending	Pending	Pre-opening only
Chicago Loop	Pending	Pending	Pending	Pre-opening only
Denver RiNo	Pending	Pending	Pending	Pre-opening only
Phoenix Tempe	1	2	0.5%	No systemic gap

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Risk Logic and Decision Rules

The dashboard was built to make risk inspectable before launch, not to reconstruct blame afterward.

SAMPLE THRESHOLD LOGIC

Indicator	Green / On Track	Yellow / At Risk	Red / Critical	Primary Owner
Construction variance	≤ 1 day late	2–5 days late	> 5 days late	Construction
Build / deployment overlap	No active overlap	1–2 days overlap	> 2 days overlap	Construction + IT
Internet readiness	Verified by T-14	Verified T-13 to T-7	Not verified by T-7	IT
Training completion @ T-7	≥ 95%	90–94%	< 90%	Training / Store Leader
Guest-journey rehearsal	100%	75–99%	< 75%	Operations / Training
Hired-to-needs @ T-7	≥ 95%	85–94%	< 85%	Franchise / People
T2/T3 escalations, Days 1–3	0–2	3–5	> 5	IT / Operations

WHAT LEADERSHIP INITIALLY ASKED FOR • More training • More trainers onsite • More ongoing post-opening trainer support	WHAT THE RISK PANEL CHANGED • Interviewed 9 director-level stakeholders across opening functions • Separated site, infrastructure, and business readiness into measurable risk domains • Assigned each risk to the function that controlled it • Used training only when the data showed a genuine readiness gap
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THE DECISION SHIFT

“Who caused this opening to fail?” → “What risk is visible now, who owns it, and what intervention will change the outcome before launch?”