

What CPG Brands Are Missing: A National Convenience Benchmark

Insights from 18,522 convenience stores across the United States, revealing the execution gaps impacting pricing, availability, and in-store performance.

National Benchmark
U.S. STORE-LEVEL EXECUTION

65.05%
DISPLAY COMPLIANCE

51.51%
PRICING ACCURACY

37.97%
OUT-OF-STOCK RATE

Pricing accuracy emerged as the largest execution challenge observed across the convenience channel.

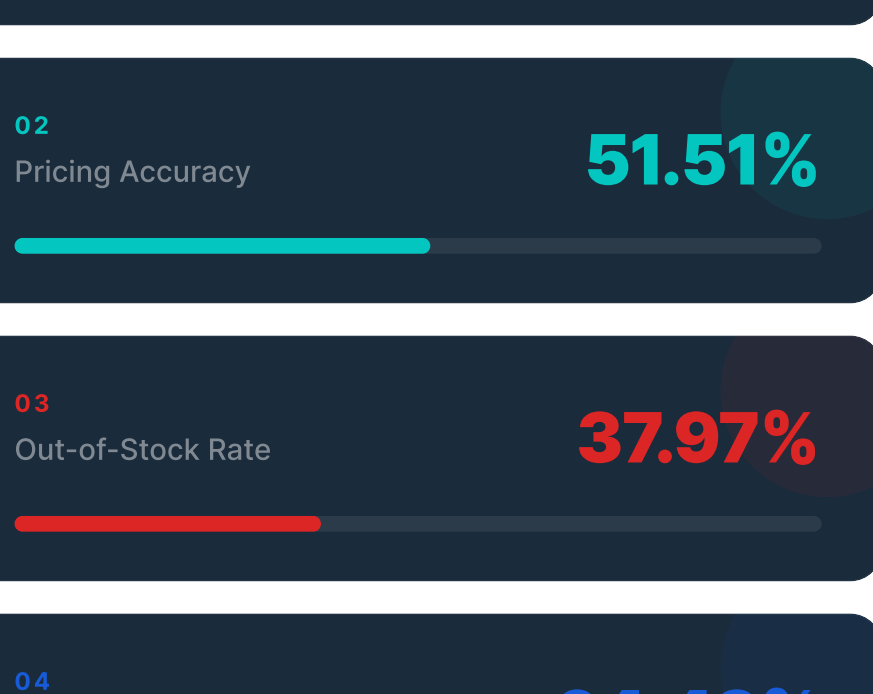
This study analyzes convenience retail execution across thousands of U.S. store visits and evaluates four critical measures: display compliance, pricing accuracy, product availability, and regional execution performance.

The benchmark reveals meaningful gaps across all four dimensions: **65.05% display compliance**, **51.51% pricing accuracy**, and a **37.97% observed out-of-stock rate**. Pricing accuracy represents the weakest execution measure in the study — with nearly half of all pricing observations containing a discrepancy.

Execution challenges were observed consistently across all U.S. regions. With only a 4.36-point difference between the highest- and lowest-performing regions, the findings suggest that display, pricing, and availability issues are national operational challenges rather than regional exceptions.

"Execution is the control layer between corporate intent and realized retail performance."

KEY FINDINGS AT A GLANCE



CENTRAL IMPLICATION

Most organizations do not require more initiatives. They need stronger visibility, intervention discipline, and accountability at the point where programs meet the shopper.

Four Operational Gaps That Constrain Performance

01 Display Compliance 65.05%

Approximately one-third of displays were missing, incomplete, or improperly executed.

02 Pricing Accuracy 51.51%

Nearly half of pricing observations contained a discrepancy — the largest execution gap in the benchmark.

03 Product Availability 37.97%

Out-of-stocks continue to constrain promotional effectiveness across the channel.

04 Regional Consistency 4.36pt

Only 4.36 points separated the highest and lowest regions — execution challenges appear broadly national.

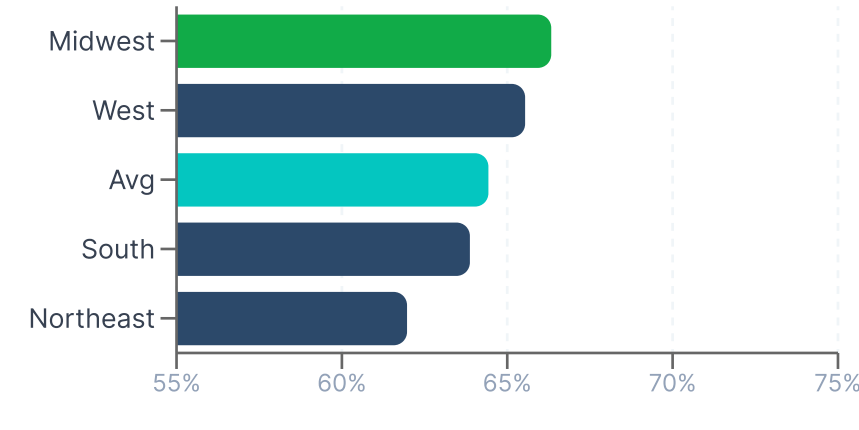
Execution challenges were observed consistently across all regions and measure categories. Supporting data and evidence are presented on the following page.

64.43%
OVERALL BENCHMARK

Benchmark Metrics & Regional Results

Regional Execution Score

By region - September 2026



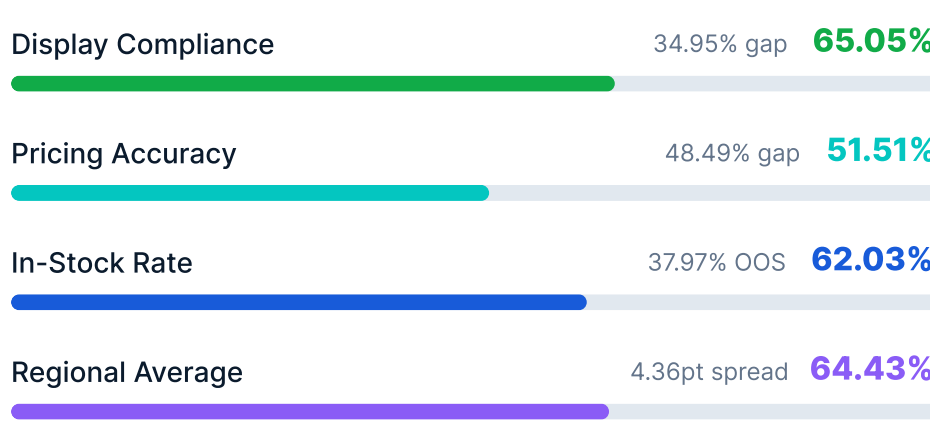
Regional Scoreboard

REGION	SCORE
Midwest	66.33%
West	65.54%
Overall Average	64.43%
South	63.87%
Northeast	61.97%

* Availability benchmark materially influenced by one retailer (~5,000 stores).

Compliance by Measure

Observed compliance rate



KEY STATISTIC

Nearly 1 in 2 pricing observations contained a discrepancy.

At 51.51%, pricing accuracy was the weakest execution measure observed across the benchmark.

What the Data Suggests

Pricing Accuracy Is the Largest Execution Gap

At 51.51%, pricing accuracy emerged as the weakest execution measure observed. Nearly half of all observations contained a discrepancy that could impact shopper trust, promotional effectiveness, and margin performance.

Availability Continues to Limit Performance

A 37.97% out-of-stock rate suggests a meaningful portion of trade investment and promotional activity never reaches its intended impact at the shelf.

Execution Challenges Are National

With only a 4.36-point spread between the highest- and lowest-performing regions, execution gaps appear to be systemic throughout the convenience channel rather than isolated to specific markets.

National Convenience Benchmark Report

18,522
CONVENIENCE STORES

United States
GEOGRAPHY

Observed
EVIDENCE TYPE

Sep 2025 – Sep 2026
12-MONTH STUDY PERIOD

Study Scope

This benchmark covers 18,522 convenience stores across the United States observed over a 12-month period (September 2025 – September 2026), representing one of the largest observed benchmarks of in-store execution performance in the convenience channel.

Measures Assessed

The study assesses display compliance, pricing accuracy, product availability, and regional execution performance. Percentages reflect the share of applicable observations meeting the stated condition, except the out-of-stock rate, which reflects the share of observations where the product was unavailable.

Analytical Approach

Results are presented as descriptive benchmarks for the observed visits. Regional comparisons are directional and should be interpreted alongside retailer mix, visit concentration, category composition, and local operating conditions.

STUDY CONTEXT

Findings are based on observations collected from 18,522 convenience stores across the United States over a 12-month period, providing one of the largest observed benchmarks of in-store execution performance in the convenience channel.

Results should be interpreted within the context of the retailers, categories, and locations included in the study. One retailer representing approximately 5,000 stores materially influenced the product availability benchmark.

WHAT WAS MEASURED

Display Compliance
Display present, complete, and correctly executed
Pricing Accuracy
Shelf price matches expected or promoted price
Product Availability
Promoted SKU observed in-stock at time of visit
Regional Execution
Composite score by geographic region

What to Do With This Data

For Retailers

Operational & management priorities

- Manage execution as a closed loop**
Connect field observation, issue ownership, remediation, and verification — don't treat audits as an endpoint.
- Prioritize high-value exceptions**
Focus intervention on the products, promotions, and markets where noncompliance has the greatest commercial consequence.
- Use regional variance diagnostically**
Identify operating practices in higher-performing markets and test whether they can be transferred elsewhere.
- Pair outcome data with in-store evidence**
Sales data explains what happened; observed conditions explain why.

For CPG Brands

Trade investment & field intelligence

- Measure the last mile of trade investment**
Validate whether displays, signage, prices, and promoted SKUs are present as intended.
- Separate demand weakness from execution failure**
Use store evidence to distinguish a weak offer from one that never reached shoppers correctly.
- Build retailer-specific exception views**
Averages can obscure concentrated availability or compliance issues within a single account.
- Link field evidence to joint business planning**
Bring verified execution patterns into retailer conversations about assortment, promotion, and replenishment.

CONCLUSION

"In retail, strategy is realized—or lost—at the point of execution."

While display execution remains relatively stable, pricing accuracy and product availability continue to limit retail performance. The narrow variation between regions suggests that execution challenges are widespread throughout the convenience channel and require systematic visibility, accountability, and corrective action.

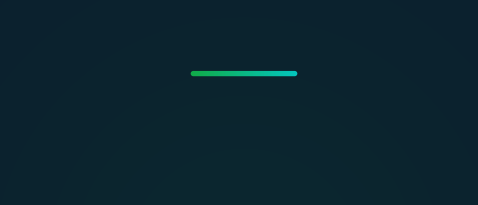


by survey.com

BENCHMARK **National**

AVG SCORE: **64.43%**

SPREAD: **4.36pt**



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