



•**Name:** Jagadeeshwari  
Mandapalli

•**Activity:** Executive Report for  
NRA

# KEY CHALLENGES & OPPORTUNITIES FOR THE NRA

## **Challenges:**

- Predicting revenue accurately due to complex relationships between variables.
- Overfitting risks in predictive models.
- Identifying actionable insights from data to drive revenue growth.

## **Opportunities:**

- Leveraging advanced models like Lasso Regression and GAM to improve revenue predictions.
- Identifying key revenue drivers to optimize restaurant operations.
- Using data-driven strategies to maximize revenue.

## METHODOLOGY - MODELS USED

### **1. Lasso Regression:**

1. Regularization technique to prevent overfitting.
2. Handles multicollinearity by shrinking less important coefficients to zero.

### **2. Generalized Additive Model (GAM):**

1. Flexible model that captures non-linear relationships.
2. Provides interpretable partial spline functions for each feature.

- **Final Model Selection:**
- **GAM** is selected as the final model due to:
- Slightly better performance on training data (Train  $R^2$ : 0.9584 vs. 0.9581).
- Comparable performance on test data (Test  $R^2$ : 0.9549 vs. 0.9550).
- Ability to capture non-linear relationships, providing deeper insights into feature contributions.

# FINAL MODEL SELECTION JUSTIFICATION

- **Generalized Additive Models (GAM): Non-linearity:**
  - Unlike linear regression, GAM captures non-linear relationships (e.g., diminishing returns from ratings).
  - **Interpretability:** Visualizations like PDPs allow stakeholders to understand variable relationships intuitively.
- **Why GAM Over Other Models?:**
  - **Flexibility:** GAM handles multiple predictors with varying relationships to the target (revenue).
  - **Robustness:** Performs well even with complex and noisy data.

# KEY REVENUE DRIVERS.

**Evidence:** • Partial Spline Function Graphs: Show that revenue increases with higher meal prices and service/ambience scores.

- **Feature Importance Graph:** The Average Meal Price and Service Quality Score are

significant contributors to revenue.

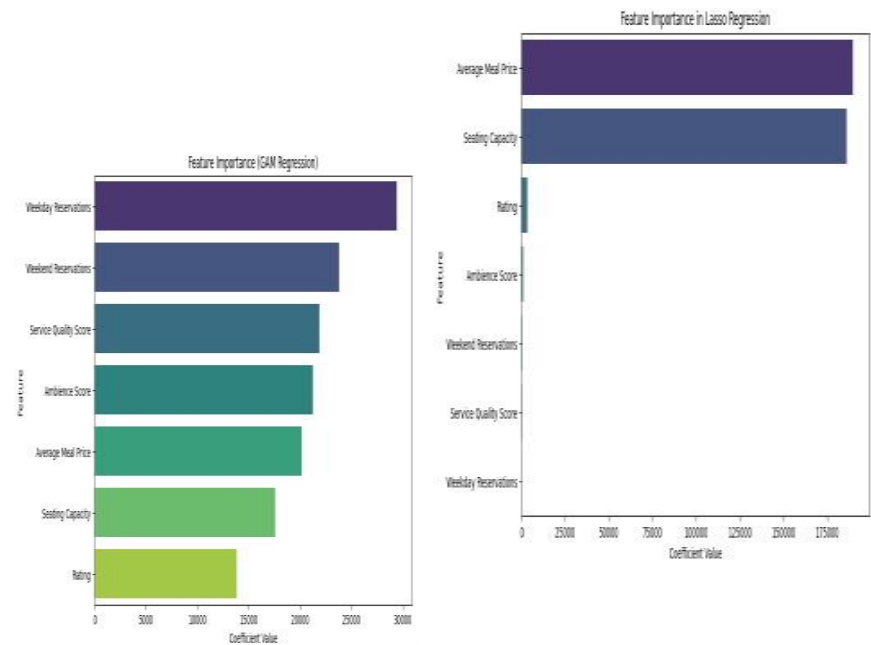
- **Top 3 Variables:**

## 1.Average Meal Price:

1. Highest coefficient in Regression (189673.98). Lasso
2. Significant impact in GAM (Coefficient: 35187.68).
3. Directly influences revenue as higher prices lead to higher revenue per customer.

## 2.Seating Capacity:

1. Second highest coefficient in Lasso Regression (186008.59).
2. Important in GAM (Coefficient: 29883.00).



3. More seats mean more customers, directly increasing revenue.

### **3.Ambience Score:**

1. High coefficient in GAM (35845.58).
2. Reflects customer experience, which drives repeat visits and higher spending.



# PARTIAL SPLINE FUNCTION ANALYSIS

## Relationships Between Variables and Revenue:

### 1. Average Meal Price:

1. Positive linear relationship: Higher prices lead to higher revenue.

### 2. Seating Capacity:

1. Positive linear relationship: More seats increase revenue potential.

### 3. Ambience Score:

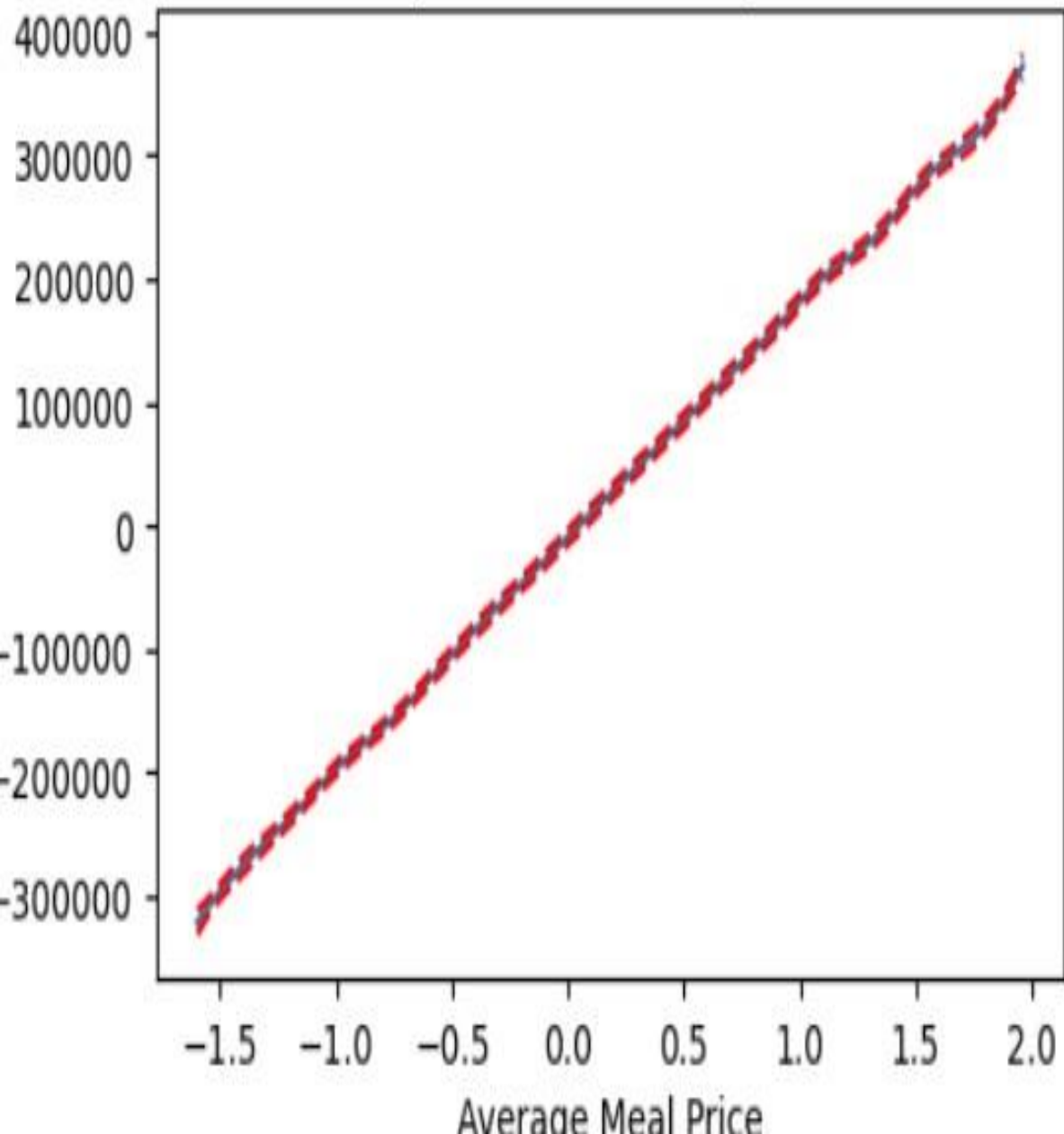
1. Non-linear relationship: Revenue increases with better ambience but plateaus at higher scores.

### 4. Rating:

1. Optimal range between 3.0 and 4.5: Revenue peaks in this



Partial Dependence: Average Meal Price



# BUSINESS STRATEGY 1 - OPTIMIZE PRICING STRATEGY

• **Strategy Name:** "Pricing for Profit"

• **Goal:** Adjust meal prices to maximize revenue without reducing customer base.

• **Implementation:**

- Analyze customer segments and their price sensitivity.
- Use dynamic pricing based on day of the week and time of year.

• **Expected Impact:** Increased revenue through optimized pricing that aligns with customer willingness to pay.

# BUSINESS STRATEGY 2 - ENHANCE SERVICE AND AMBIENCE

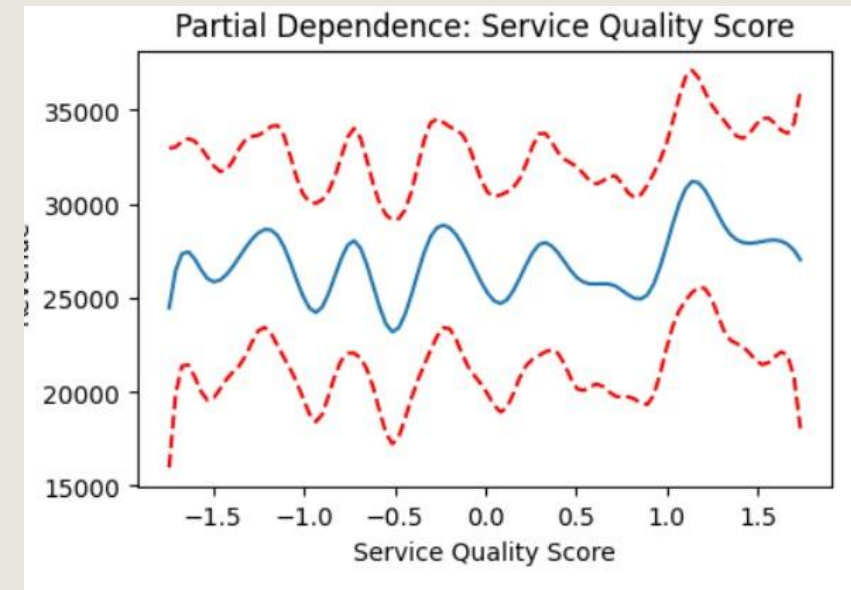
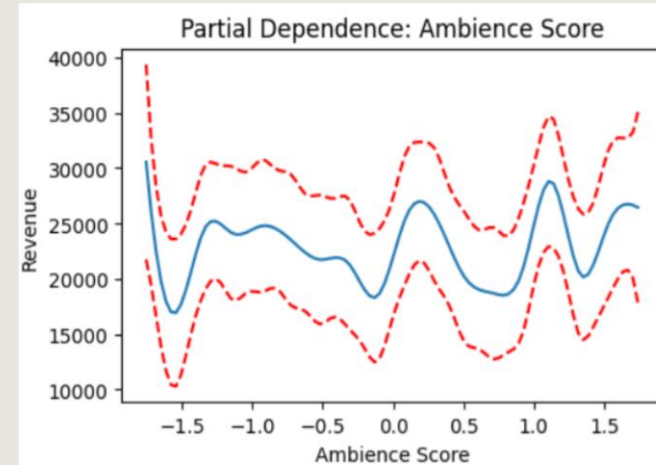
- **Strategy Name:** "Customer Experience First"

- **Goal:** Invest in improving service quality and restaurant ambience to drive customer satisfaction and retention.

- **Implementation:**

- Regularly train staff on service best practices.
- Redesign restaurant layout or focus on decor improvements.

- **Expected Impact:** Higher customer ratings and repeat visits, leading to increased revenue.



# BUSINESS STRATEGY 3 - OPTIMIZE RESERVATION SYSTEM

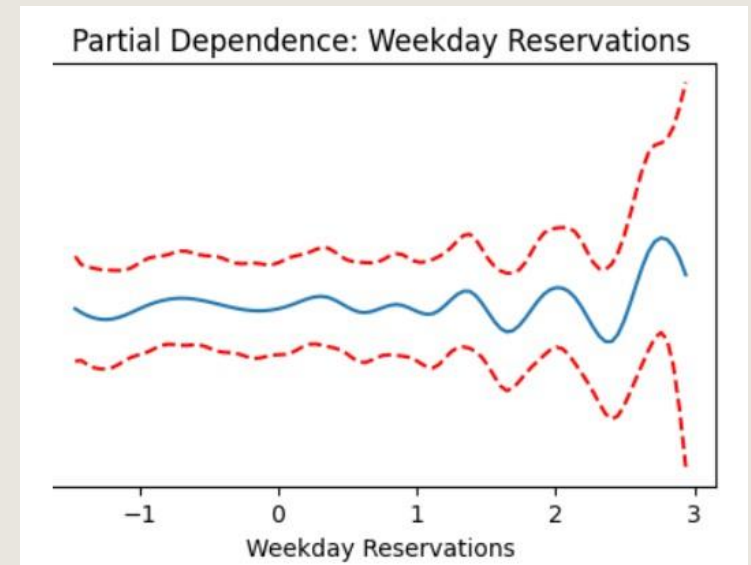
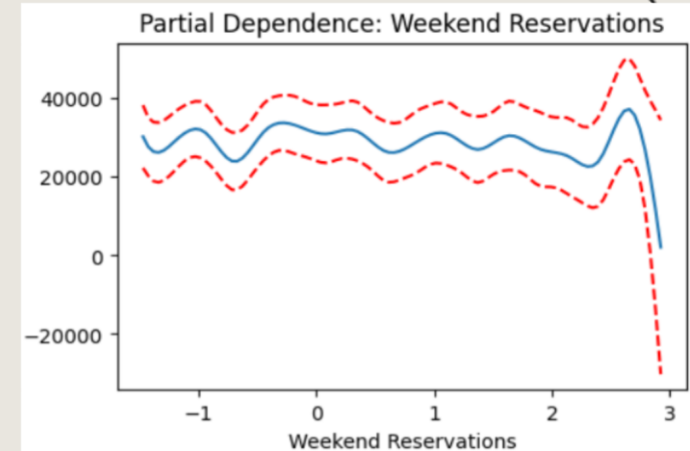
• **Strategy Name:** "Reservation Maximization"

• **Goal:** Improve reservation systems to maximize both weekday and weekend reservations.

• **Implementation:**

- Offer promotions during slow hours (e.g., discounts for weekday reservations).
- Enhance online reservation platforms for ease of booking.

• **Expected Impact:** Improved table occupancy and higher overall revenue.

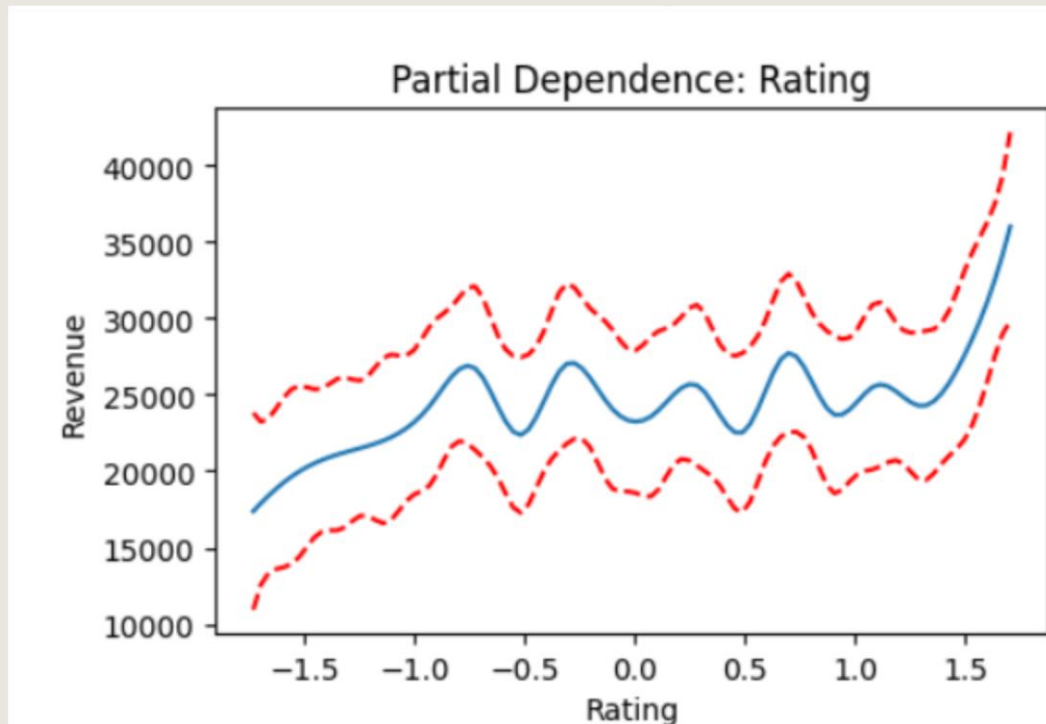


# CHALLENGES & SOLUTIONS

- **Challenges:**
- Overfitting risk in models.
- Interpreting non-linear relationships in GAM.
- Balancing model complexity and interpretability.
- **Solutions:**
- Used regularization in Lasso Regression to reduce overfitting.

- Leveraged GAM's partial spline functions to interpret non-linear relationships.
- Selected GAM as the final model for its balance of performance and interpretability.

# RATING ANALYSIS



- **NRA's Belief:**
- Maintaining an average rating between 3.0 and 4.5 maximizes revenue.
- Perfect rating is unnecessary.
- **Findings:**
- Partial spline functions show revenue peaks in the 3.0–4.5 range.
- Beyond 4.5, revenue plateaus, supporting the NRA's belief.



# CONCLUSION

- **GAM** is the best model for predicting revenue and identifying key drivers.
- **Top 3 Revenue Drivers:** Average Meal Price, Seating Capacity, Ambience Score.
- **Strategies:** Optimize pricing, expand seating, enhance ambience.
- **Rating:** Focus on maintaining ratings between 3.0 and 4.5 for maximum revenue.



## CONCLUSION



# REFERENCES:

1. Hastie, T., & Tibshirani, R. (1990). *Generalized Additive Models*. Chapman & Hall/CRC.
  1. This book provides a foundational understanding of GAMs and their applications.
2. Wood, S. N. (2017). *Generalized Additive Models: An Introduction with R (2nd ed.)*. Chapman & Hall/CRC.
  1. A comprehensive resource for understanding GAMs, including implementation in R.
3. Pedregosa, F., Varoquaux, G., Gramfort, A., Michel, V., Thirion, B., Grisel, O., Blondel, M., et al. (2011). *Scikit-learn: Machine Learning in Python*. Journal of Machine Learning Research, 12, 2825–2830.
  1. This paper details the Scikit-learn package, which is widely used in machine learning applications, including feature importance analysis.
4. PyGAM Documentation. (n.d.). Retrieved from <https://pygam.readthedocs.io/en/latest/>
  1. Official documentation for PyGAM, explaining its functionality and implementation for modeling non-linear relationships.





# REFERENCES

- Anderson, C., & Simester, D. (2010). *Price Stickiness and Customer Behavior: Evidence from the Restaurant Industry*. The Quarterly Journal of Economics, 125(2), 729-765.
- This study explores how pricing affects customer decisions in the restaurant industry, relevant to your **pricing strategy**.
- National Restaurant Association (NRA). (2023). *State of the Restaurant Industry Report*. Retrieved from <https://restaurant.org/research-and-media/research/reports/state-of-the-industry>
- The latest report from the NRA, providing insights into revenue trends, customer behavior, and industry challenges.
- Soriano, D. R. (2002). *Customers' Expectations Factors in Restaurants: The Situation in Spain*. The International Journal of Quality & Reliability Management, 19(8/9), 1055–1067.
- This study examines the role of **service quality** and **ambience** in customer satisfaction and revenue generation.
- Ryu, K., Han, H., & Kim, T. H. (2008). *The Relationships Among Overall Quick-Casual Restaurant Image, Perceived Value, Customer Satisfaction, and Behavioral Intentions*. International Journal of Hospitality Management, 27(3), 459–469.



THANK YOU

