



DATA ANALYST INTERNAL BUSINESS CASE

Disclaimer: The data used in this Business Case is made up and any similarity with reality is coincidence.

Menu Splits have been around Glovo for quite awhile now. Remember a Menu Split is a delivery-only store, operated from the same kitchen and same products as the mother brand. The only difference is that a Menu Split is composed only of a part of the menu from the mother brand. Just like its name indicates.

Unfortunately, due to the database structure in Glovo, we do not have an intuitive way to measure their performance. Therefore, we do not know if they are a concept in which we should keep investing or not. Luckily, we do have available a dataset where Menu Splits are linked to their Mother brands (restaurant which operates the Menu Split).

You will be in charge of analysing their performance with as much detail as you can and find the **benefits or problems which Menu Splits have**. Not only as an **individual brand** but also as an **extra brand for the restaurant** operating it.

You should take into account the following information:

- **Menu splits are delivery only brands** which are operated in the same kitchen as their Mother brand.
- A **Mother brand can have more than one Menu Split**.
- There might be some inconsistencies in the data, we expect you to **deal with those inconsistencies and specify how you handled them**.

Open your mind: Think of all the ways you can **evaluate a brand performance** and know which **impact is having for Glovo and also for the partner**.

This business case not only aims to **understand your technical skills** but also to evaluate your **business skills**, specially on which **KPI's you evaluate the most** and how you categorize the data and **how deep you can dig with the data available**.

Pro tip 1: Mother brands are regular brands, which can be a **good way to compare Menu Split performance to regular brands**.

Pro tip 2: At Glovo we have always liked **cohort analysis**, since it makes data easier to contextualize. The first few weeks after launching are always tough..

The presentation must contain a thorough analysis of **how Menu Split performs and the impact they have for the partner operating them, as well as, for Glovo.** Also a **final conclusion** about whether to know if we should keep launching them or not. It is important to understand the final goal of the analysis and to be capable of explaining how and why you analyse each part.

Important information

- You can present the information in your preferred format (PPT, doc, sheets...)
- Please consider that you'll have 15 minutes for the presentation + 10 minutes for Q&A.
- If you miss any data, you should create your own assumptions and explain them accordingly
- If you have any doubt, you can reach out to Javier Hita.
- You should send your presentation and the script used to analyse the data before the presentation to Javier Hita

Good luck!



KPI's GLOSSARY

- **Total GMV:** *Gross Merchandise Value*. Stands for the total value of all the products purchased by customers.
- **RPO (EUR):** *Revenue per Order*
- **CPO (EUR):** *Cost per Order*
- **Prep Time:** Amount of time that partner needs to prepare the order.
- **Waiting Time:** Amount of time between the order is ready by the partner and picked up by the courier.
- **Delivery Time:** Amount of time between an order is created by the user and delivered to the user.
- **Number of users:** The number of users that ordered in that store in that month.
- **Recurrent Customers:** The number of users/customers that ordered before in Glovo at some time.
- **Retention:** Percentage of customers who make another order in the next 28 days.
- **AMORU :** *Average Monthly Orders from Recurrent Users*
- **Bundled order:** *Bundling* happens when 2 or more orders are packed together and delivered by the same courier.
- **Average rating:** How many orders did not have a Bad Rating/Feedback out of total orders.
- **Region:**
 - SWE → South West Europe
 - EEMEA → Estearn Europe, Middle East & Africa
 - LATAM → Latin America