

From Clicks to Kitchens: What the Numbers Say About Restaurant Success

Unpacking Restaurant Metrics to Drive Growth through Operational Insights

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2. Executive Summary:

Unpacking the Brief

Goal: Evaluate restaurant performance using DoorDash's internal data.

What We are Looking At:

- Identify drivers of restaurant success.
- Segment restaurants by:
 - Delivery Volume Group (Low, Medium, High)
 - Management Style (Managed vs. Unmanaged)
- Uncover patterns and potential improvement areas for low-performing restaurants.

Expected Outcome:

- Actionable insights supported by data.
 - Strategic recommendations.
-

Analytical Expectations:

- Identify key dimensions that correlate with lower delivery volumes and managerial effectiveness.
- Develop 3 marketing campaign ideas to boost delivery performance.
- Discuss the risks or trade-offs of each ideas.

3. Key Objectives

Objectives of This Analysis:

Goal: Develop an optimal game plan that effectively addresses the demands outlined in the brief.

1. Segment the Dataset

- Categorize restaurants by Delivery Volume Group.
- Tag each as Managed or Unmanaged.

2. Analyze Key Performance Metrics

- % Time Active
- AOV (Average Order Value)
- Prep Time
- % Cancellations
- Count of Menu Photos
- DashPass Enrollment
- % Menu View to Purchase
- % Wait Over 10 Minutes
- Marketing Spend / Promotion Dollars

3. Spot Patterns and Trends

- Are high-volume restaurants consistently better?
- Does management style affect performance?
- What are the low-hanging fruits for improvement?

4. Offer Strategic Recommendations

- Backed by trends across all pivot comparisons.
- Focused on what works for Medium & High performers.

Execution Road Map

Phase 1: Load and explore the Data

- Identify column names and data types.
- Do a *first-pass* Exploratory Data Analysis.
- Check for outliers, and nulls.

- Identify high vs. low performers.
- Compare managed vs. unmanaged restaurants and how they affect performance

Phase 2: Mining the Insight

- What segments underperform?
- What segments overperform?
- Where do promotions likely make the biggest lift?

Phase 3: Campaign Recommendations

Identify three data-driven marketing campaigns that are:

- Specific to Atlanta.
- Relevant to the business context
- Balanced with operational and financial trade-offs.

Phase 4: Risk Analysis

- What might go wrong with each campaign?
- How do we test or mitigate that?

4. EDA Execution

Data Exploration:

Identify the Headers:

First, we identified the headers, then checked the raw data for empty cells, null values, and cells that need trimming.

Restaurant Name	Partnership Start Date	# of Deliveries Last 30 Days	Order Protocol	Food Tags	Dashpass	Pickup Type	Management	Count of Menu Photos	Cover Image	Header Image	Weekly Page Views	% of Customers that Purchase After Viewing Menu			# of Menu Items with a Description	# of Menu Items	% of Menu Items with a Description
												Items with a Description	Header Image Views	Weekly Page	Items with a Description	Header Image Views	Weekly Page
Restaurant 1	11/7/21	754	POINT_OF_SALE	mexican, tex-me	TRUE	PICKUP	Managed	248	Yes	Yes	454	38.55%	131	169	77.51%		
Restaurant 2	2/22/22	81	POINT_OF_SALE	chicken_shop,s	TRUE	PICKUP	Unmanaged	44	Yes	Yes	104	12.50%	126	234	53.85%		
Restaurant 3	4/15/20	10	EMAIL	american,italian	TRUE	PICKUP	Managed	113	Yes	Yes	82	7.32%	139	243	57.20%		
Restaurant 4	8/15/19	25	IPAD	sandwiches,cat	TRUE	PICKUP	FALSE	33	Yes	Yes	48	27.08%	36	50	72.00%		
Restaurant 5	10/1/21	13	EMAIL	vegetarian, frier	TRUE	PICKUP	Unmanaged	15	Yes	Yes	50	6.00%	15	15	100.00%		
Restaurant 6	6/10/21	105	POINT_OF_SALE	southern,sandw	TRUE	PICKUP	Managed	112	Yes	Yes	221	8.60%	642	753	85.26%		
Restaurant 7	3/6/21	430	POINT_OF_SALE	italian,tacos,ric	TRUE	PICKUP	Managed	188	Yes	Yes	607	25.37%	75	104	72.12%		
Restaurant 8	8/20/20	68	POINT_OF_SALE	burger,takeout	TRUE	PICKUP	Unmanaged	28	Yes	Yes	120	6.67%	41	105	39.05%		
Restaurant 9		36	POINT_OF_SALE	coffee_shop	TRUE	PICKUP	Unmanaged	14	Yes	Yes	76	17.11%	22	72	30.56%		
Restaurant 10	5/8/20	573	IPAD	mexican, fast_fc	TRUE	PICKUP	Managed	25	Yes	Yes	281	36.65%	35	43	81.40%		
Restaurant 11	8/13/21	24	EMAIL	lunch,snacks,he	TRUE	PICKUP	Unmanaged	26	Yes	Yes	93	6.45%	25	51	49.02%		
Restaurant 12	11/1/21	0	IPAD	pastries,sandwi	TRUE	PICKUP	Unmanaged	2	Yes	No	1	0.00%	10	64	15.63%		
Restaurant 13	10/16/20	211	IPAD	brunch,dessert,	TRUE	PICKUP	Managed	73	Yes	Yes	377	8.75%	411	448	91.74%		
Restaurant 14	3/3/22	399	POINT_OF_SALE	sandwich,chick	TRUE	PICKUP	Managed	90	Yes	Yes	348	37.64%	72	72	100.00%		
Restaurant 15	8/15/19	666	IPAD	soul_food,bread	TRUE	PICKUP	Managed	29	Yes	Yes	421	34.44%	340	432	78.70%		
Restaurant 16	8/23/21	23	EMAIL	indian	TRUE	PICKUP	Unmanaged	21	Yes	Yes	48	10.42%	21	21	100.00%		
Restaurant 17	3/12/21	100	IPAD	indian_food,indi	TRUE	PICKUP	Unmanaged	22	Yes	Yes	82	26.83%	201	286	70.28%		
Restaurant 18	8/15/19	606	IPAD	japanese,asian,	TRUE	PICKUP	Unmanaged	162	Yes	Yes	478	24.48%	800	870	91.95%		
Restaurant 19	7/21/20	141	IPAD	mexican,tacos,;	TRUE	PICKUP	Unmanaged	15	Yes	Yes	122	14.75%	47	54	87.04%		
Restaurant 20	8/15/19	27	POINT_OF_SALE	sandwiches,des	TRUE	PICKUP	FALSE	108	Yes	Yes	22	22.73%	114	132	86.36%		
Restaurant 21	11/1/21	7	IPAD	convenience_st	TRUE	PICKUP	Unmanaged	24	Yes	Yes	18	16.67%	22	29	75.86%		
Restaurant 22	8/15/19	208	POINT_OF_SALE	dessert_and_fa	TRUE	PICKUP	Managed	148	Yes	Yes	223	21.52%	596	843	70.70%		
Restaurant 23	8/15/19	605	IPAD	soul_food,bread	TRUE	PICKUP	Managed	55	Yes	Yes	310	37.10%	715	1004	71.22%		
Restaurant 24	3/24/20	80	POINT_OF_SALE	bakery,breakfa	TRUE	PICKUP	Managed	148	Yes	Yes	61	24.59%	554	585	94.70%		
Restaurant 25	8/5/20	23	IPAD	ethiopian	TRUE	PICKUP	Unmanaged	52	Yes	Yes	24	20.83%	62	113	54.87%		
Restaurant 26	4/15/20	697	IPAD	japanese,sushi,	TRUE	PICKUP	Managed	38	Yes	Yes	364	34.89%	55	189	29.10%		
Restaurant 27	1/17/22	342	POINT_OF_SALE	salads,bowls,vt	TRUE	PICKUP	Managed	46	Yes	Yes	238	33.19%	48	48	100.00%		
Restaurant 28	12/13/19	49	IPAD	takeout	TRUE	PICKUP	Unmanaged	2	Yes	Yes	125	8.80%	39	61	63.93%		
Restaurant 29	10/20/21	43	EMAIL	vegan,indian	TRUE	PICKUP	Unmanaged	30	Yes	Yes	95	11.58%	36	56	64.29%		
Restaurant 30	4/2/21	10	IPAD		TRUE	PICKUP	Unmanaged	10	Yes	Yes	7	0.00%	286	333	85.89%		
Restaurant 31	8/15/19	251	POINT_OF_SALE	mexican,tacos,;	TRUE	PICKUP	Managed	48	Yes	Yes	66	53.03%	48	77	62.34%		
Restaurant 32	8/15/19	66	IPAD	tapas_smal_pl	TRUE	PICKUP	Unmanaged	46	Yes	Yes	98	17.35%	109	112	97.32%		
Restaurant 33	12/2/20	222	POINT_OF_SALE	pickup,healthv,i	TRUE	PICKUP	Managed	47	Yes	Yes	15	0.00%	57	68	83.82%		

Cleaned data:

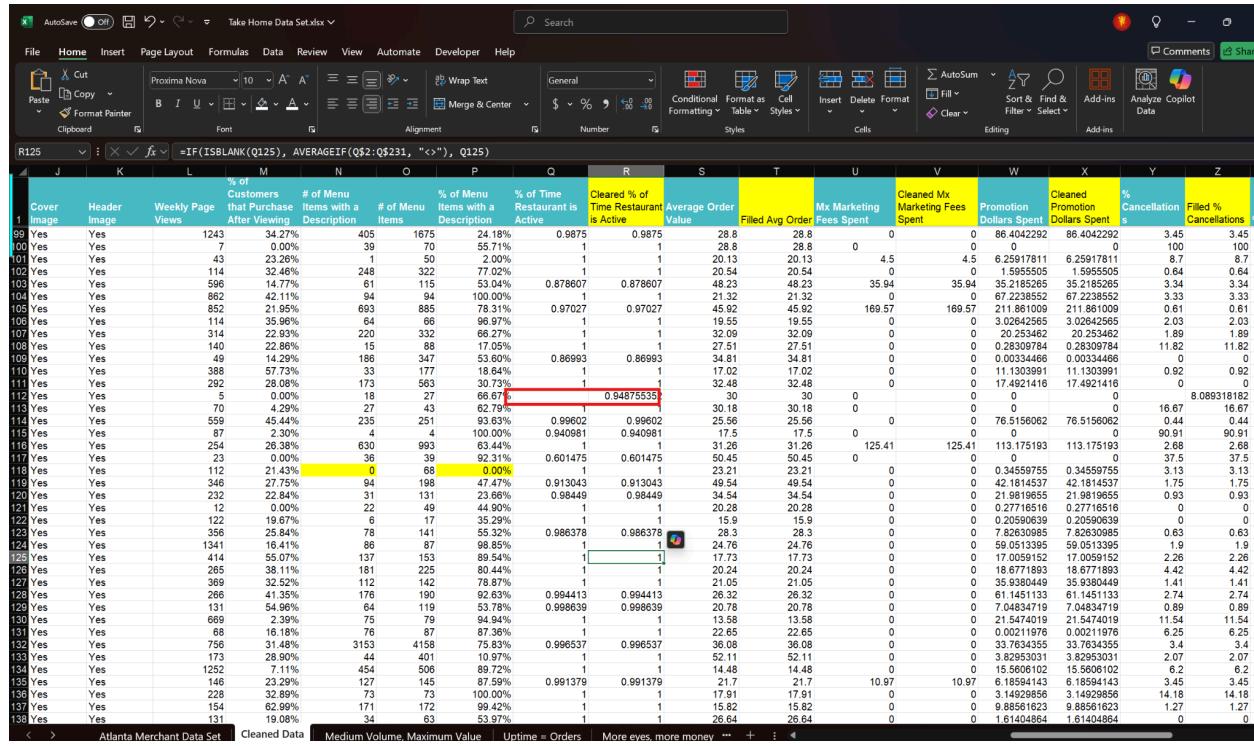
By filling spaces, and removed null values.

Image	Header Image	Views	% of Customers that Purchase After Viewing Menu			# of Menu Items with a Description	# of Menu Items	% of Menu Items with a Description	% Wait Over 10 Minutes for Dasher			Avg Rating
			Items with a Description	Header Image Views	Weekly Page				Prep Time in Minutes	Wait Over 10 Minutes for Dasher	Avg Rating	
No	1	0.00%	10	64	15.63%	1	20.1	0	0	0	0	0
Yes	377	8.75%	411	448	91.74%	1	58.53	0	13.8661881	3.64	5.45	25
Yes	348	37.64%	72	72	100.00%	1	17.3	28.05	22.8060606	3.48	7.46	3
Yes	421	34.44%	340	432	78.70%	0.985441	22.62	29.95	29.3715244	1.95	2.31	19
Yes	48	10.42%	21	21	100.00%	1	55.5	0	0	3.7	7.41	16
Yes	82	26.83%	201	286	70.28%	1	32.5	0	0.08766861	6.85	0	29
Yes	478	24.48%	800	870	91.95%	1	40.87	0	11.1728176	1.73	1.21	24
Yes	122	14.75%	47	54	87.04%	1	30.39	0	0	3.33	5	16
Yes	22	22.73%	114	132	86.36%	1	20.28	0	0.0680747	0	6.25	14
Yes	18	16.67%	22	29	75.86%	1	18.5	0	-0.0003295	0	0	18
Yes	223	21.52%	598	843	70.70%	1	46.06	0	29.060074	2.4	3.85	21
Yes	310	37.10%	715	1004	71.22%	0.988506	24.56	41.93	41.3209317	2.18	3.15	18
Yes	61	24.59%	554	585	94.70%	0.986186	17.68	0	0.06954044	5.88	4.71	15
Yes	24	20.83%	62	113	54.87%	1	22.76	4.99	2.05766661	13.64	0	22
Yes	364	34.89%	55	189	29.10%	0.921429	20.56	0	65.3338808	2.86	2.29	12
Yes	238	33.19%	48	48	100.00%	0.776692	30.2	0	7.153042	2.38	2.65	19
Yes	125	8.80%	39	61	63.93%	1	41	0	0.27099517	3.13	0	19
Yes	95	11.58%	36	56	64.29%	1	24.86	4.99	4.06069218	2.38	2.38	12
Yes	7	0.00%	286	333	85.89%	1	36	0	-0.0003295	0	0	22
Yes	66	53.03%	48	77	62.34%	0.998639	25.66	0	4.96196141	2.17	1.09	18
Yes	98	17.35%	109	112	97.32%	0.850699	24.44	0	0.0024785	1.14	0	18
Yes	15	0.00%	57	68	83.82%	1	14.64	0	5.38341559	1.15	0	16

Mean imputation:

We used Mean imputation to fill some of the missing cells. For instance, we used the following formula to achieve this:

=IF(ISBLANK(R2), AVERAGEIF(R\$2:R\$231, "<>"), R2)



	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z
1	Cover Image	Header Image	Weekly Page Views	% of Customers that Purchase After Viewing	# of Menu Items with a Description	# of Menu Items	% of Menu Items with a Description	% of Time Restaurant is Active	Cleared % of Time Restaurant is Active	Average Order Value	Filled Avg Order	Mx Marketing Fees Spent	Cleaned Mx Marketing Fees Spent	Promotion Dollars Spent	Cleaned Promotion Dollars Spent	% Cancellations	Filled % Cancellations
99	Yes	Yes	1245	24.18%	405	1875	24.18%	0.9875	0.9875	28.8	28.8	0	0	66.4042242	66.4042242	3.45	3.45
100	Yes	Yes	7	0.00%	30	70	55.71%	1	1	1	1	0	0	0	0	0	100
101	Yes	Yes	43	23.26%	1	50	2.00%	1	1	20.13	20.13	4.5	4.5	6.25917811	6.25917811	8.7	8.7
102	Yes	Yes	114	32.46%	248	322	77.02%	1	1	20.54	20.54	0	0	1.5955505	1.5955505	0.64	0.64
103	Yes	Yes	596	14.77%	61	115	53.04%	0.878607	0.878607	48.23	48.23	35.94	35.94	35.2185285	35.2185285	3.34	3.34
104	Yes	Yes	862	42.11%	94	94	100.00%	1	1	21.32	21.32	0	0	67.2238552	67.2238552	3.33	3.33
105	Yes	Yes	852	21.95%	693	885	78.31%	0.97027	0.97027	45.92	45.92	169.57	169.57	211.881009	211.881009	0.61	0.61
106	Yes	Yes	114	35.96%	64	66	96.97%	1	1	19.55	19.55	0	0	3.02642565	3.02642565	2.03	2.03
107	Yes	Yes	314	22.93%	220	332	68.27%	1	1	32.09	32.09	0	0	20.253462	20.253462	1.89	1.89
108	Yes	Yes	440	22.29%	15	88	17.39%	1	1	25.51	27.51	0	0	0.22642565	0.22642565	11.82	11.82
109	Yes	Yes	49	2.29%	186	347	53.60%	0.86993	0.86993	34.81	34.81	0	0	0.00334468	0.00334468	0	0
110	Yes	Yes	388	57.73%	33	177	18.64%	1	1	17.02	17.02	0	0	11.1303991	11.1303991	0.92	0.92
111	Yes	Yes	292	28.08%	173	563	30.73%	1	1	32.48	32.48	0	0	17.4921416	17.4921416	0	0
112	Yes	Yes	5	0.00%	18	27	66.67%	0.948755353	0.948755353	30	30	0	0	0	0	8.09318182	8.09318182
113	Yes	Yes	70	4.29%	43	62	62.79%	1	1	30.18	30.18	0	0	0	0	16.67	16.67
114	Yes	Yes	559	45.44%	235	251	93.63%	0.99602	0.99602	25.56	25.56	0	0	76.5156062	76.5156062	0.44	0.44
115	Yes	Yes	87	2.30%	4	4	100.00%	0.940981	0.940981	17.5	17.5	0	0	0	0	90.91	90.91
116	Yes	Yes	254	26.38%	630	993	63.44%	0.986378	0.986378	31.26	31.26	125.41	125.41	113.175193	113.175193	2.68	2.68
117	Yes	Yes	25	0.00%	30	30	92.31%	0.601475	0.601475	50.45	50.45	0	0	0	0	3.75	3.75
118	Yes	Yes	112	21.43%	0	68	0.00%	1	1	23.21	23.21	0	0	0.34559755	0.34559755	3.13	3.13
119	Yes	Yes	346	27.75%	94	198	47.47%	0.913043	0.913043	49.54	49.54	0	0	42.1814537	42.1814537	1.75	1.75
120	Yes	Yes	232	22.84%	31	131	23.66%	0.98449	0.98449	34.54	34.54	0	0	21.9819855	21.9819855	0.93	0.93
121	Yes	Yes	12	0.00%	22	49	44.90%	1	1	20.28	20.28	0	0	0.27716516	0.27716516	0	0
122	Yes	Yes	122	19.67%	6	17	35.29%	1	1	15.9	15.9	0	0	0.20590639	0.20590639	0	0
123	Yes	Yes	356	25.84%	78	141	55.32%	0.986378	0.986378	28.3	28.3	0	0	7.82630985	7.82630985	0.63	0.63
124	Yes	Yes	1341	16.41%	86	87	98.85%	1	1	24.76	24.76	0	0	59.0513395	59.0513395	1.9	1.9
125	Yes	Yes	414	55.11%	137	153	89.54%	1	1	20.73	20.73	0	0	17.7716516	17.7716516	2.26	2.26
126	Yes	Yes	265	30.11%	101	225	80.76%	1	1	20.24	20.24	0	0	19.8771653	19.8771653	4.42	4.42
127	Yes	Yes	389	32.52%	112	142	78.87%	1	1	21.05	21.05	0	0	35.9380449	35.9380449	1.41	1.41
128	Yes	Yes	266	41.35%	176	190	92.63%	0.994413	0.994413	26.32	26.32	0	0	61.1451133	61.1451133	2.74	2.74
129	Yes	Yes	131	54.96%	64	119	53.78%	0.998839	0.998839	20.78	20.78	0	0	7.04834719	7.04834719	0.89	0.89
130	Yes	Yes	669	2.39%	75	79	94.94%	1	1	13.58	13.58	0	0	21.5474019	21.5474019	11.54	11.54
131	Yes	Yes	68	16.18%	76	87	87.36%	1	1	22.65	22.65	0	0	0.00211976	0.00211976	6.25	6.25
132	Yes	Yes	756	31.48%	3153	4158	75.83%	0.996537	0.996537	36.08	36.08	0	0	33.7634355	33.7634355	3.4	3.4
133	Yes	Yes	173	28.00%	44	40	10.97%	1	1	52.11	52.11	0	0	3.8693303	3.8693303	2.07	2.07
134	Yes	Yes	1252	30.11%	454	508	89.72%	1	1	14.48	14.48	0	0	15.5691652	15.5691652	6.2	6.2
135	Yes	Yes	146	23.20%	127	145	37.50%	0.991379	0.991379	21.7	21.7	10.97	10.97	6.18694143	6.18694143	3.45	3.45
136	Yes	Yes	228	32.89%	73	73	100.00%	1	1	17.91	17.91	0	0	3.14929856	3.14929856	14.18	14.18
137	Yes	Yes	154	62.99%	171	172	99.42%	1	1	15.82	15.82	0	0	9.88561623	9.88561623	1.27	1.27
138	Yes	Yes	131	19.08%	34	63	53.97%	1	1	26.64	26.64	0	0	1.61404864	1.61404864	0	0

Data cleaning and Conversion technique:

I noticed some numbers were stored as text, likely due to hidden non-breaking spaces. I used the following formula below to ensure consistency across the columns.

```
=IF(ISNUMBER(AC2), AC2, VALUE(SUBSTITUTE(TRIM(AC2), CHAR(160), "")))
```

Cleared % of Time Restaurant is Active	Average Order Value	Filled Avg Order	Mx Marketing Fees Spent	Cleaned Mx Marketing Fees Spent	Promotion Dollars Spent
0.9875	28.8	28.8	0	0	86.404
1	28.8	28.8	0	0	0
1	20.13	20.13	4.5	4.5	6.2591
1	20.54	20.54	0	0	1.595
0.878607	48.23	48.23	35.94	35.94	35.218
1	21.32	21.32	0	0	67.223
0.97027	45.92	45.92	169.57	169.57	211.86
1	19.55	19.55	0	0	3.0264
1	32.09	32.09	0	0	20.25
1	27.51	27.51	0	0	0.2830
0.86993	34.81	34.81	0	0	0.0033
1	17.02	17.02	0	0	11.130
1	32.48	32.48	0	0	17.492
0.948755352	30	30	0	0	0
1	30.18	30.18	0	0	0
0.99602	25.56	25.56	0	0	76.515
0.940981	17.5	17.5	0	0	0
1	31.26	31.26	125.41	125.41	113.17
0.601475	50.45	50.45	0	0	0
1	23.21	23.21	0	0	0.3455
0.913043	49.54	49.54	0	0	42.181
0.98449	34.54	34.54	0	0	21.981
1	20.28	20.28	0	0	0.2771
1	15.9	15.9	0	0	0.2056
0.986378	28.3	28.3	0	0	7.8263
1	24.76	24.76	0	0	59.051
1	17.73	17.73	0	0	17.005
1	20.24	20.24	0	0	18.677
1	21.05	21.05	0	0	35.938
0.994413	26.32	26.32	0	0	61.145
0.998639	20.78	20.78	0	0	7.0483
1	13.58	13.58	0	0	21.547
1	22.65	22.65	0	0	0.0021
0.996537	36.08	36.08	0	0	33.763
1	52.11	52.11	0	0	3.8295
1	14.48	14.48	0	0	15.560
0.991379	21.7	21.7	10.97	10.97	6.1859
1	17.91	17.91	0	0	3.1492
1	15.82	15.82	0	0	9.8856
1	26.61	26.61	0	0	1.6140

Added the Delivery volume group colum

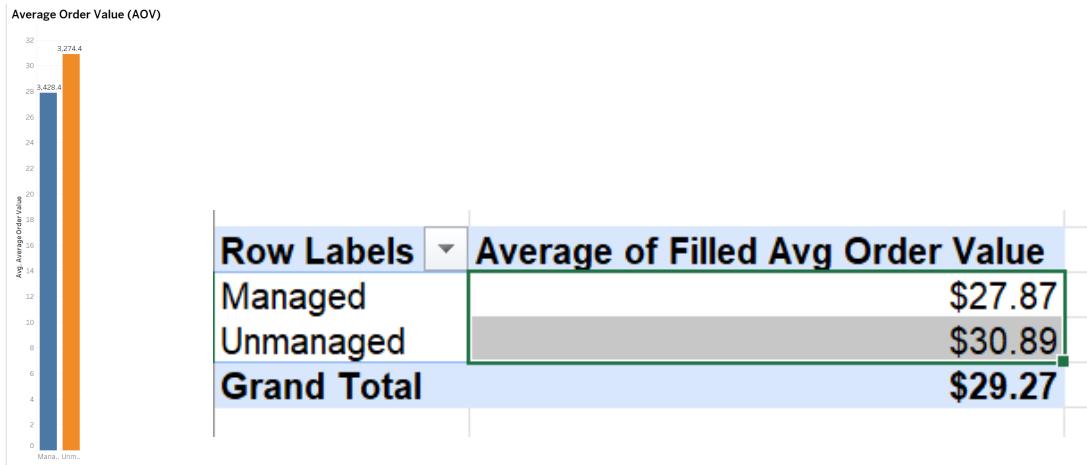
To enhance the depth of our analysis, we introduced the *Delivery Volume Group* segmentation (High, Medium, Low) based on restaurant order activity. This classification allows us to compare key performance metrics across different operational tiers, uncover behavioral patterns among top and lower performers, and deliver more targeted recommendations tailored to each group's needs.

We used the: =IF(C2<50, "Low", IF(C2<150, "Medium", "High")) formula to achieve this.

Restaurant Name	# of Partners	# of Delivery Volume	Order Types	Food Tags
Date Start	Date End	Days		
Restaurant 1	1/17/21	754	High	POINT_O mexican, tex-mex, fast_food, late_night, tacos, lunch
Restaurant 2	2/22/22	81	Medium	POINT_O chicken_shop, salads, charboiled_chicken, american_new, salad, vegetarian
Restaurant 3	4/15/20	10	Low	EMAIL_american, italian, steak, seafood, salads
Restaurant 4	8/15/19	25	Low	PAD_sandwiches, catering, salads, soup, breakfast, lunch, family_meals
Restaurant 5	10/1/21	13	Low	EMAIL_vegetarian, friendly, indian, curry, pakistani, indian_cuisine, indian_food, indian_comtemporay, traditional, indian_restaurant, indian_contemporary, chicken_shop, dinners, dinner, vegan_friendly, vegan_gluten-free, gluten_free, vegetarian
Restaurant 6	6/10/21	105	Medium	POINT_O southern, sandwiches, brunch, salads, dessert_and_fast_food
Restaurant 7	3/8/21	430	High	POINT_O italian, tacos, rice_bowl, beer_and_wine
Restaurant 8	8/20/20	68	Medium	POINT_O burger, takeout
Restaurant 9	3/6/21	38	Low	POINT_O coffee_shop
Restaurant 10	5/8/20	573	High	POINT_O mexican, fast_food, dessert_and_fast_food
Restaurant 11	8/13/21	24	Low	EMAIL_lunch, snacks, healthy, curry, pakistani, indian, gluten_free, vegetarian, vegan, dinner
Restaurant 12	11/12/21	0	Low	PAD_pastries, sandwiches, coffee, tea, iced_teas
Restaurant 13	10/16/20	211	High	PAD_brunch, dessert_and_fast_food, sandwiches, salads
Restaurant 14	3/3/22	399	High	POINT_O sandwich, chicken_wings, family_meals, spicy_chicken, chicken_tenders, fried_chicken, chicken_shop, fast_food
Restaurant 15	8/15/19	668	High	PAD_soul_food, breakfast, cafes, brunch, lunch, grit, pancakes, dinner, pickup, takeout
Restaurant 16	8/23/21	23	Low	EMAIL_indian
Restaurant 17	3/12/21	100	Medium	POINT_O indian_food, indian_cuisine
Restaurant 18	8/15/19	600	High	PAD_japanese, asian, chinese, food, sushi, thai
Restaurant 19	7/21/20	141	Medium	PAD_mexican, tacos, salads, soup
Restaurant 20	3/15/19	21	Low	POINT_O sandwiches, dessert_and_fast_food, deli_salads
Restaurant 21	11/15/21	7	Low	POINT_O latin, mexican, latin, american, mexican_food
Restaurant 22	8/15/19	208	High	POINT_O dessert_and_fast_food, salads, noodles, soup, curry
Restaurant 23	8/15/19	605	High	PAD_soul_food, breakfast, cafes, brunch, lunch, grit, pancakes, dinner, pickup, takeout
Restaurant 24	3/24/20	80	Medium	POINT_O bakery, breakfast, sandwiches, pasta, salads
Restaurant 25	8/5/20	23	Low	PAD_ethiopian
Restaurant 26	4/15/20	607	High	PAD_japanese, sushi, bentobox, fried_rice
Restaurant 27	1/17/22	342	High	POINT_O salads, bowls, vegetarian, gluten_free, vegan, salad, healthy
Restaurant 28	12/13/19	41	Low	PAD_takeout
Restaurant 29	10/20/21	43	Low	EMAIL_vegan, indian
Restaurant 30	1/17/21	0	Low	POINT_O
Restaurant 31	8/15/19	251	High	POINT_O mexican, tacos, burritos, tex-mex, salads, takeout, pickup, fast_food, bowls
Restaurant 32	8/15/19	66	Medium	PAD_tapas, small_plates, brunch, spanish
Restaurant 33	12/2/20	222	High	POINT_O pickup, healthy, lunch, deli, fast_food, sandwiches
Restaurant 34	7/9/21	222	High	PAD_seafood, cajun
Restaurant 35	8/15/19	91	Medium	POINT_O coffee, tea, and_food, smoothies, salads, wraps, healthy
Restaurant 36	8/15/19	278	High	PAD_chinese_food, pasta, appetizers, seafood, soup

Insights and Performance Metrics

Management Style Analysis (Managed vs. Unmanaged): Average Order Value (AOV)



Management Style vs. Average Order Value (AOV)

- Unmanaged restaurants have a higher AOV (\$30.89) compared to Managed (\$27.87).
- The overall average sits at \$29.27.

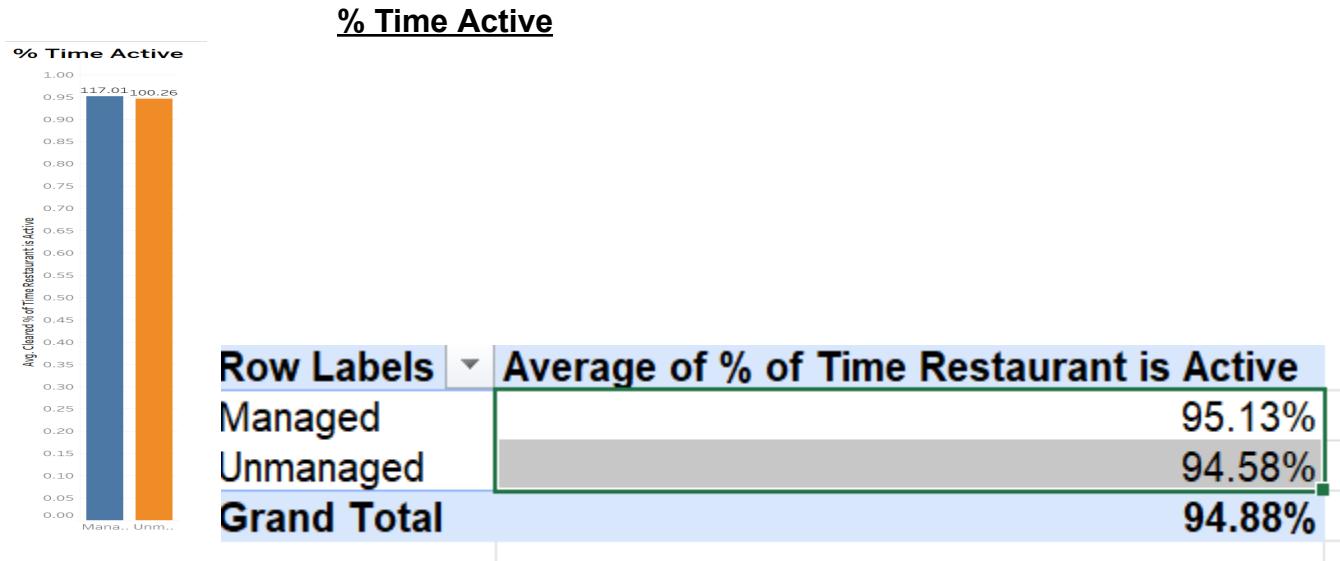
Interpretation:

- While managed restaurants may benefit from structured support, unmanaged locations may offer more premium menus, custom pricing, or less discounting, leading to higher order values.
- This aligns with the later insight: higher AOVs among medium performers, many of which may be unmanaged or under-managed.

Key Takeaway:

Restaurants operating under an unmanaged model recorded a higher AOV compared to those under a managed structure. This suggests that unmanaged restaurants may offer premium-priced menus or experience less interference in pricing or customer behavior.

may indicate that the customer base sees these restaurants as the sweet spot when it comes to cost, leading to larger average ticket sizes.

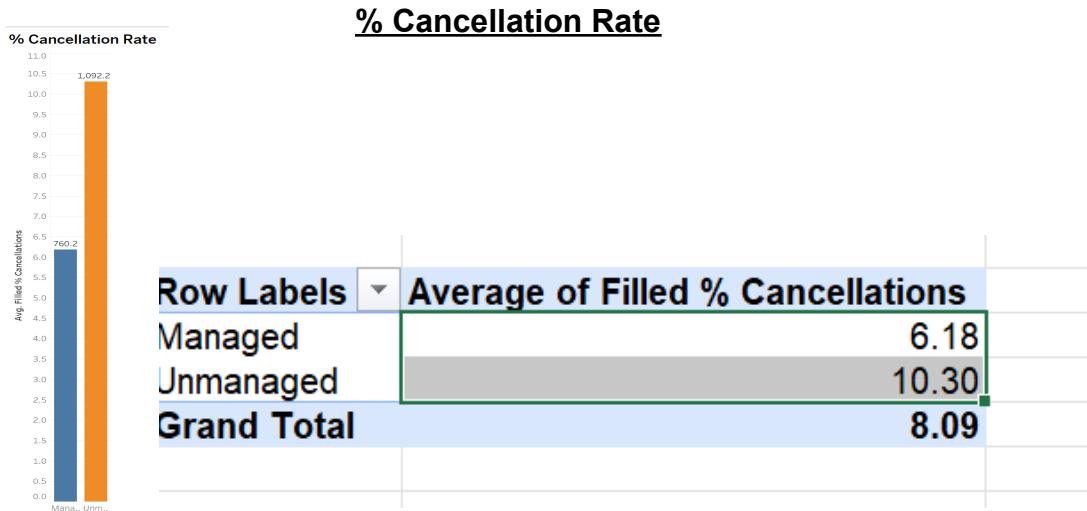


Metric: % Time Active — Managed vs. Unmanaged

- Managed: 95.13%
- Unmanaged: 94.58%
- Grand Total: 94.88%

Key Takeaway:

Managed restaurants were slightly more active (by 0.55%) than their unmanaged counterparts. This marginal difference suggests that management oversight may ensure better uptime or operational consistency, which could positively influence order availability and customer satisfaction.



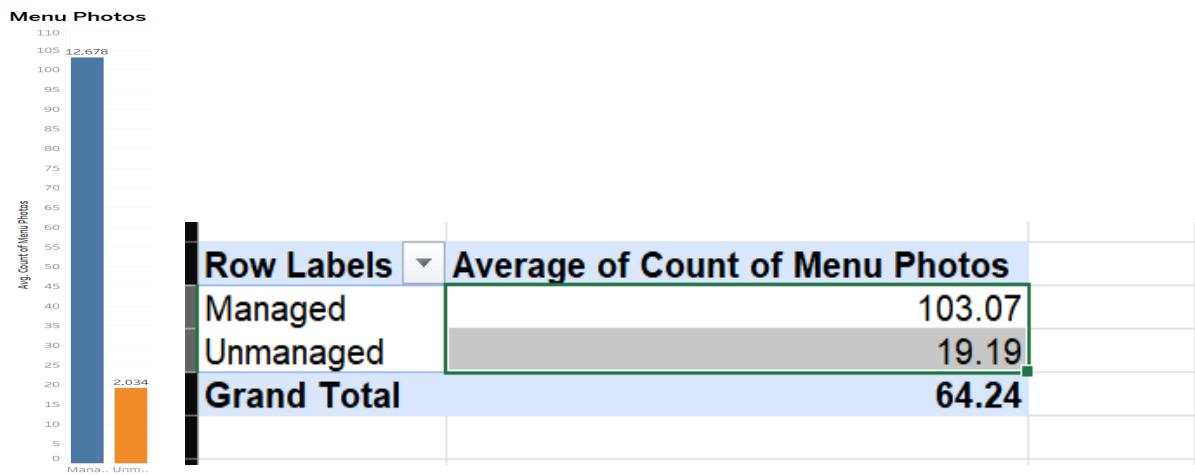
Metric: % Cancellation Rate — Managed vs. Unmanaged

- Managed: 6.18%
- Unmanaged: 10.30%
- Grand Total: 8.09%

Key Takeaway:

Managed restaurants experience a lower cancellation rate compared to unmanaged ones — a 40% reduction in cancellations. This likely reflects better order handling, operational oversight, or customer service protocols in managed locations. Reducing cancellations protects customer trust and helps avoid revenue loss.

Menu Photos



Metric: Menu Photos — Managed vs. Unmanaged

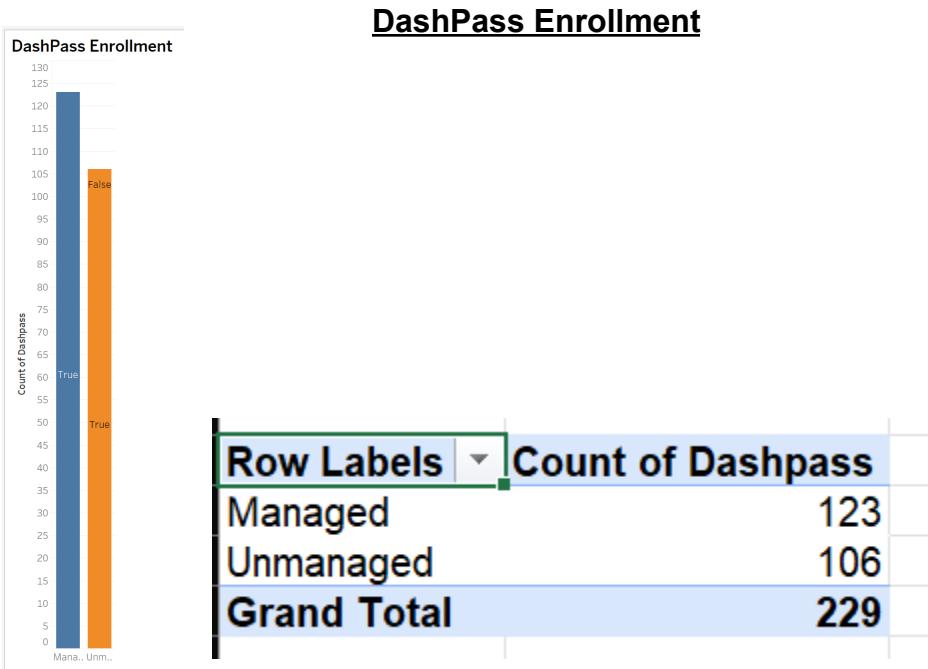
- Managed: 103.07 photos
- Unmanaged: 19.19 photos
- Grand Total: 64.24 photos

Key Takeaway:

Managed locations have over 5× more menu photos than unmanaged ones, reflecting greater visual merchandising efforts.

Why This Matters:

More menu photos enhance the customer browsing experience and can significantly boost conversion rates by reducing uncertainty and increasing appetite appeal. This aligns with the later metric showing higher purchase rates from menu views, indicating visual content drives revenue.



Metric: DashPass Enrollment — Managed vs. Unmanaged

- Managed: 123
- Unmanaged: 106
- Grand Total: 229

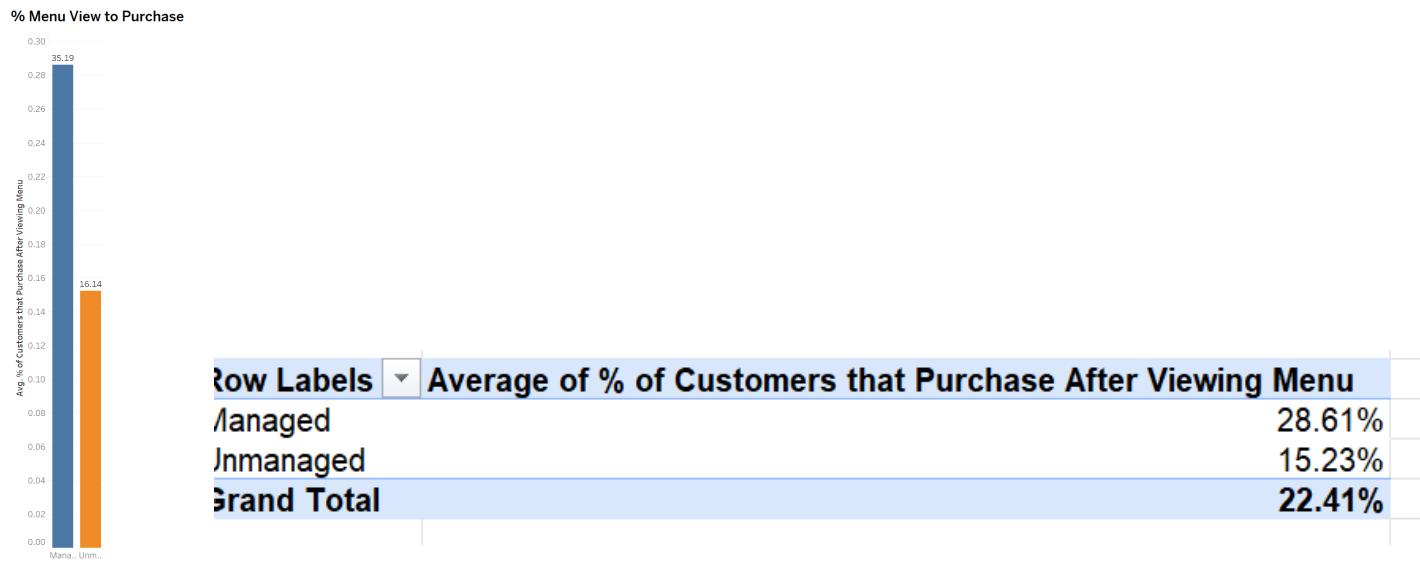
Key Takeaway:

Managed locations have slightly higher DashPass enrollment (54%) compared to unmanaged ones (46%).

Why This Matters:

DashPass is a loyalty feature that increases customer retention and order frequency. A higher enrollment rate among managed locations suggests that active account management helps drive participation in strategic programs, which can lead to more consistent revenue and improved lifetime value per customer.

% Menu View to Purchase



Metric: % Menu View to Purchase — Managed vs. Unmanaged

- Managed: 28.61%
- Unmanaged: 15.23%
- Grand Total: 22.41%

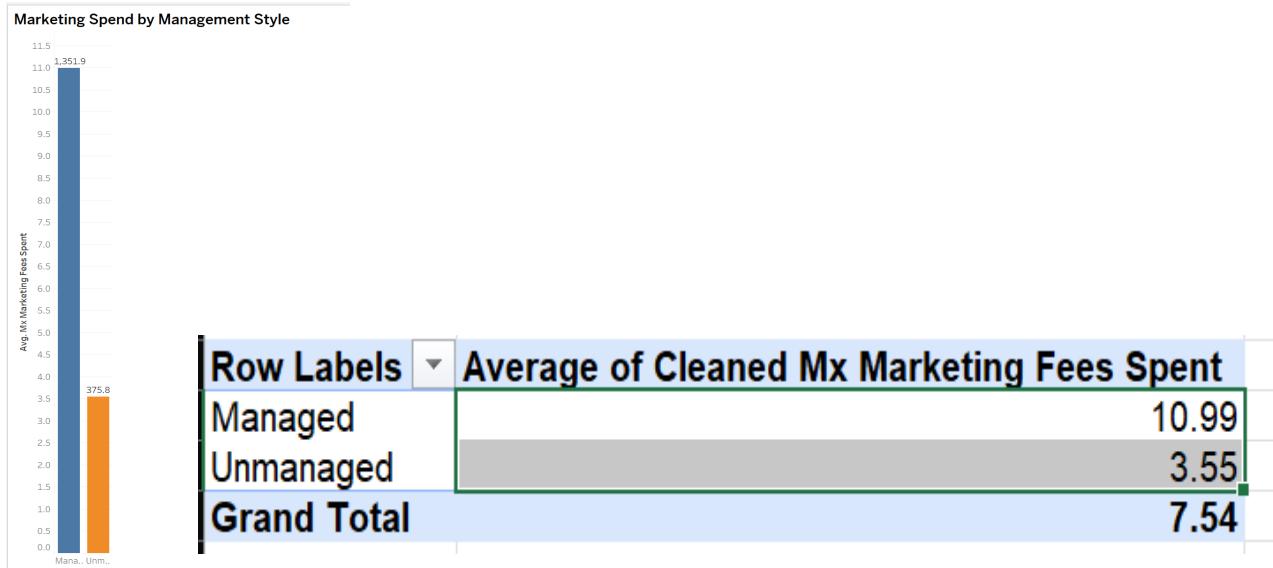
Key Takeaway:

Managed restaurants convert nearly twice as many menu views into purchases, compared to unmanaged locations.

Why This Matters:

This conversion metric reflects the effectiveness of menu presentation, pricing, and overall engagement. A significantly higher rate for managed locations suggests that active oversight likely ensures better menu optimization and customer experience, driving stronger purchase behavior.

Marketing Spend



Metric: Marketing Spend — Managed vs. Unmanaged

- Managed: 10.99
- Unmanaged: 3.55
- Grand Total: 7.54

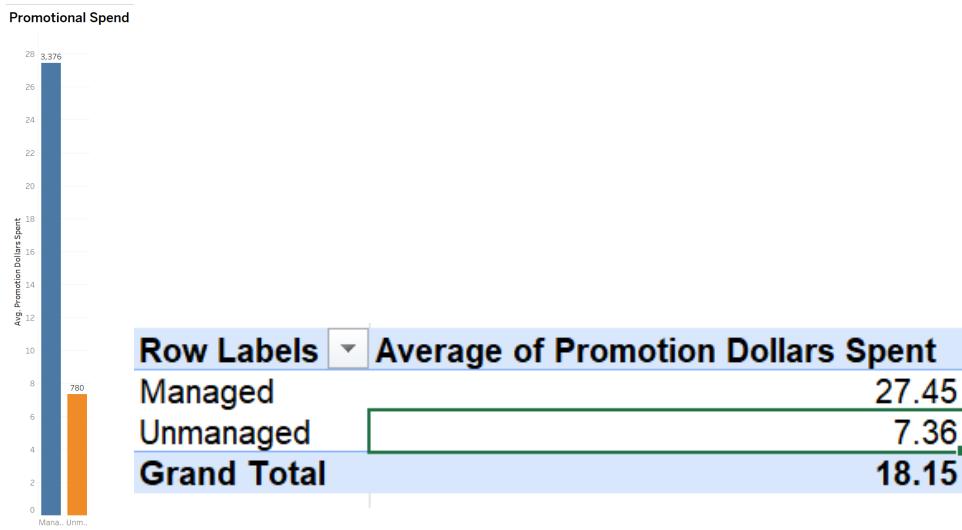
Key Takeaway:

Managed restaurants invest over 3 times more in marketing compared to unmanaged ones.

Why This Matters:

Higher marketing investment by managed locations likely drives visibility, engagement, and conversion. This supports a strategy of proactive budget allocation toward marketing as a lever for business growth and performance, particularly when aligned with platform best practices.

Promotional Spend



Metric: Promotion Dollars Spent — Managed vs. Unmanaged

- Managed: 27.45
- Unmanaged: 7.36
- Grand Total: 18.15

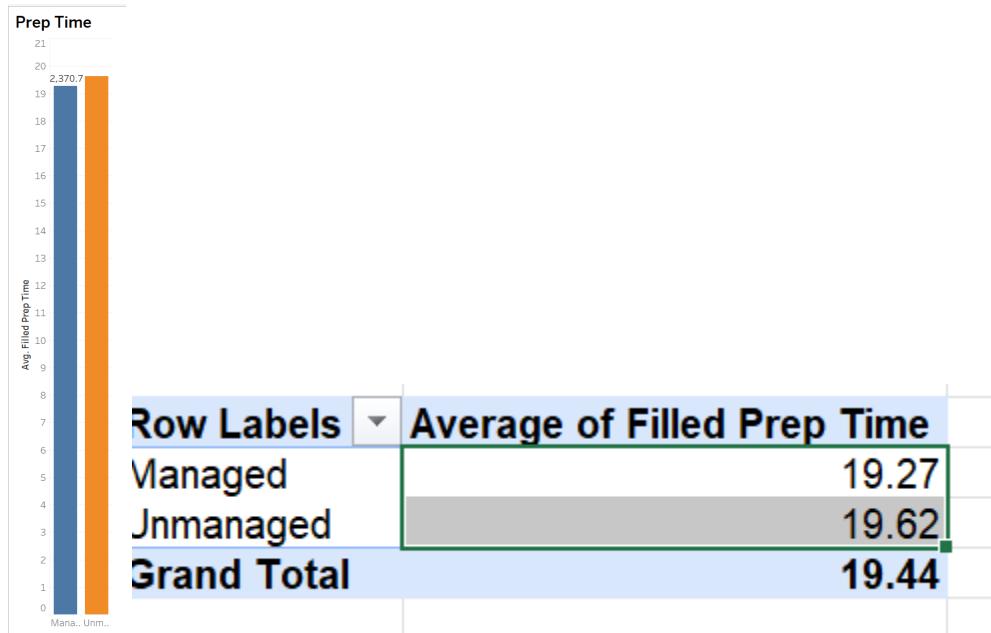
Key Takeaway:

Managed restaurants spend nearly 4 times more on promotions compared to unmanaged ones.

Why This Matters:

This significant investment suggests that managed partners are leveraging platform-driven promotions to increase visibility and customer engagement. This aligns with broader trends showing that greater promotional spend can lead to higher conversion rates and customer loyalty, especially in competitive marketplaces.

Prep Time



Metric: Average Prep Time — Managed vs. Unmanaged

- Managed: 19.27 minutes
- Unmanaged: 19.62 minutes
- Grand Total: 19.44 minutes

Key Takeaway:

Prep times are nearly identical between managed and unmanaged restaurants, with only a slight edge (0.35 mins) in speed for managed ones.

Why This Matters:

While not a major differentiator, this consistency in prep time indicates that management style does not significantly impact kitchen efficiency. It suggests that gains seen in other metrics (like conversion, cancellation, or marketing performance) are not driven by prep speed, but rather by strategic enablement, visibility, and customer engagement.

Delivery Volume Group Analysis (Low, Medium, High):

- **Average Order Value (AOV)**

Row Labels	Average of Average Order Value
High	28.55
Low	28.56
Medium	31.65
Grand Total	29.27

Key Takeaway:

Medium-volume restaurants have the highest Average Order Value (AOV) at \$31.65, outperforming both high- and low-volume groups (\$28.55 each). This suggests that medium performers are extracting more value per transaction, even with fewer orders.

Strategic Interpretation:

The higher AOV among medium performers may point to premium menu positioning, better upsell strategies, or optimized item pricing. High performers might be driving volume through discounts or bundled offers, slightly lowering their AOV. This opens up an opportunity to explore pricing strategy and product mix optimizations for higher-volume groups.

- % Time Active

Row Labels	Average of Cleared % of Time Restaurant is Active
High	97.26%
Low	89.99%
Medium	95.45%
Grand Total	94.88%

Key Takeaway:

High-volume restaurants are active 97.26% of the time, followed by medium (95.45%) and low-volume (89.99%). This strongly suggests a positive correlation between uptime and delivery volume.

Strategic Interpretation:

Restaurants with higher visibility on the platform, like being consistently active, are more likely to receive orders. The 7% gap between high- and low-volume groups represents significant lost sales opportunities for lower performers. Ensuring consistent availability could be a quick win for boosting volume, especially among low performers.

- % Cancellation Rate

Row Labels	Average of Filled % Cancellations
High	3.83
Low	18.60
Medium	4.95
Grand Total	8.09

Key Takeaway:

Low-volume restaurants suffer a cancellation rate of 18.60%, nearly 5x higher than high-volume restaurants (3.83%). Medium performers also maintain a relatively low rate (4.95%).

Strategic Interpretation:

High cancellation rates likely hurt customer trust and lead to reduced visibility in algorithmic rankings. This suggests operational issues — such as poor prep times, stockouts, or limited staffing — are significantly impacting order completion for low performers.

- Menu Photos

Row Labels	Average of Count of Menu Photos
High	97.04
Low	23.45
Medium	41.43
Grand Total	64.24

Key Insight

High-performing restaurants have over 4x more menu photos than low performers (97.04 vs. 23.45).

Medium performers also outperform low ones nearly 2x (41.43 vs. 23.45).

Interpretation:

- A richer visual menu is clearly linked to better performance.
- More photos likely help users make quicker, more confident purchase decisions.

Recommendation:

Encourage low-volume restaurants to increase their menu photo count to boost discoverability and conversion.

- DashPass Enrollment

Row Labels	Count of Dashpass
High	114
Low	62
Medium	53
Grand Total	229

Key Insight

Restaurants with high delivery volume are overwhelmingly enrolled in DashPass (114), compared to 62 low-volume and 53 medium-volume restaurants.

Interpretation:

- DashPass likely plays a significant role in boosting visibility and order frequency.
- The correlation suggests DashPass may be a driver, not just a feature, of high performance.

Recommendation:

Encourage DashPass enrollment among low and medium performers to unlock potential delivery volume growth.

- % Menu View to Purchase

Row Labels	Average of % of Customers that Purchase After Viewing Menu
High	31.27%
Low	8.02%
Medium	20.20%
Grand Total	22.41%

Key Insight

High-volume restaurants convert 31.27% of menu views into purchases, compared to 20.20% for medium-volume and just 8.02% for low-volume restaurants.

Interpretation:

- This metric is a strong proxy for menu effectiveness (clarity, pricing, images).
- High performers likely have more compelling menus, better descriptions, visuals, and promotions that convert interest into action.

Recommendation:

Focus on menu optimization for low- and medium-volume restaurants.

This includes:

- Improving item descriptions
- Adding professional photos
- Featuring popular or best-selling items
- Testing price positioning

- Marketing Spend

Row Labels	Average of Cleaned Mx Marketing Fees Spent
High	12.55
Low	1.59
Medium	3.75
Grand Total	7.54

Key Insight

High-volume restaurants spend \$12.55 on average in marketing fees, 8x more than low-volume restaurants (\$1.59) and 3x more than medium-volume (\$3.75).

Interpretation:

- Marketing spend appears directly correlated with delivery volume.
- High performers are actively investing in visibility (promotions, sponsored listings, etc.).
- Medium performers spend modestly but underperform in volume despite higher AOV, indicating untapped potential.

Recommendation:

Encourage medium and low-volume restaurants to experiment with targeted promotions and DoorDash marketing tools. Provide performance benchmarks to help justify ROI.

- Prep Time

Row Labels	Average of Filled Prep Time
High	18.53
Low	19.90
Medium	20.85
Grand Total	19.44

Key Insight:

Medium-performing restaurants have the highest average prep time (20.85 mins), followed by Low (19.90 mins), while High-performing ones are the fastest at 18.53 mins.

Interpretation:

Longer prep times may correlate with inefficiency, especially in Medium-tier restaurants. High performers balance quality and speed, indicating optimized kitchen workflows.

Recommendation:

Audit and streamline kitchen operations for Medium and Low-performing restaurants. Provide process optimization support or tech integration to reduce prep time closer to high-performing benchmarks (-18.5 mins).

- Promotional Spend

Row Labels	Sum of Cleaned Promotion Dollars Spent
High	3713.22
Low	122.38
Medium	319.97
Grand Total	4155.57

Key Insight:

High-performing restaurants account for the overwhelming majority of promotional spend (\$3,713.22), compared to Medium (\$319.97) and Low performers (\$122.38).

Interpretation:

There is a clear link between higher promotional investment and better performance. High-performing restaurants are leveraging promotions more aggressively and likely more strategically.

Recommendation:

Encourage Medium and Low performers to increase and refine promotional spending. Consider running A/B tests or localized campaigns to help them understand what works and scale accordingly.

Integrated Summary: Delivery Volume Group & Management Style

While the brief focuses on analyzing restaurant performance based on management style (Managed vs. Unmanaged), introducing Delivery Volume Group (DVG) as an additional segmentation layer adds critical context. It allows us to observe how performance fluctuates within each management type across Low, Medium, and High volume categories.

This dual-segmentation approach revealed a key insight:

Some Medium-volume restaurants outperformed High-volume ones on AOV (Average Order Value), particularly when under active management.

Such patterns would have been missed if only management style was analyzed in isolation. By comparing DVG within each style group, we gained clarity on where management has the greatest impact, especially in turning Medium performers into High-value contributors.

Thus, the DVG layer doesn't distract from the brief, it enhances it. It offers a strategic lens to pinpoint where interventions (like marketing campaigns or operational changes) will likely drive the biggest lift.

Recommendations

1. “Picture Perfect Meals” Campaign

Idea:

Launch a campaign encouraging restaurants to upload high-quality photos for *at least 80%* of their menu. Offer temporary fee discounts or promotional credits to those who meet the goal.

Why it works:

Managed restaurants with more menu photos see higher % Menu View to Purchase (28.61% vs. 15.23%). Visual appeal drives conversion.

Risk/Trade-off:

- Some restaurants may lack resources to get quality photos.
 - Short-term promotional discounts could affect revenue margins.
-

2. “DashPass Fast Lane” Incentive

Idea:

Drive enrollment in DashPass by running a time-limited promotion that spotlights DashPass restaurants at the top of the app with badges like “Fast, Reliable, DashPass.” Include bundled incentives like free delivery for new DashPass users.

Why it works:

Managed restaurants show higher DashPass participation (123 vs. 106) and stronger operational consistency (lower cancellation, higher active time).

Risk/Trade-off:

- Overpromoting DashPass might overshadow non-enrolled partners, causing dissatisfaction.
 - Could lead to user dependency on promos.
-

3. “Boosted by Behavior” Campaign

Idea:

Highlight and reward restaurants with high % Time Active, low cancellation rates, and fast prep time by increasing their in-app visibility (“Top Performer” tags). Use this to gamify operational excellence.

Why it works:

Managed restaurants excel in % Time Active and cancellations. Incentivizing good behavior in unmanaged segments could lift delivery KPIs.

Risk/Trade-off:

- May widen the performance gap between high and low performers.
- Could unintentionally penalize smaller partners with resource constraints.