

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	Management Type	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
Restaurant 1	11/7/21	754	POINT_OF_SALE	mexican, tex-me	TRUE	TRUE	Managed	248	Yes	Yes	454	38.55%	131	169	77.51%
Restaurant 2	2/22/22	81	POINT_OF_SALE	chicken, shop, s	TRUE	TRUE	Unmanaged	44	Yes	Yes	104	12.50%	126	234	53.85%
Restaurant 3	4/15/20	10	EMAIL	american, italian	TRUE	TRUE	Managed	113	Yes	Yes	82	7.32%	139	243	57.20%
Restaurant 4	8/15/19	25	IPAD	sandwiches, cat	TRUE	FALSE	Managed	33	Yes	Yes	48	27.08%	36	50	72.00%
Restaurant 5	10/1/21	13	EMAIL	vegetarian, frier	TRUE	TRUE	Unmanaged	15	Yes	Yes	50	8.00%	15	15	100.00%
Restaurant 6	6/10/21	105	POINT_OF_SALE	southern, sandw	TRUE	TRUE	Managed	112	Yes	Yes	221	8.60%	642	753	85.26%
Restaurant 7	3/8/21	430	POINT_OF_SALE	italian, tacos, ric	TRUE	TRUE	Managed	188	Yes	Yes	607	25.37%	75	104	72.12%
Restaurant 8	8/20/20	68	POINT_OF_SALE	burger, takeout	TRUE	TRUE	Unmanaged	28	Yes	Yes	120	6.67%	41	105	39.05%
Restaurant 9		36	POINT_OF_SALE	coffee, shop	TRUE	TRUE	Unmanaged	14	Yes	Yes	76	17.11%	22	72	30.56%
Restaurant 10	5/8/20	573	IPAD	mexican, fast_fc	TRUE	TRUE	Managed	25	Yes	Yes	281	36.65%	35	43	81.40%
Restaurant 11	8/13/21	24	EMAIL	lunch, snacks, he	TRUE	TRUE	Unmanaged	26	Yes	Yes	93	6.45%	25	51	49.02%
Restaurant 12	11/12/21	0	IPAD	pastries, sandwi	TRUE	TRUE	Unmanaged	2	Yes	No	1	0.00%	10	64	15.63%
Restaurant 13	10/16/20	211	IPAD	brunch, dessert,	TRUE	TRUE	Managed	73	Yes	Yes	377	8.75%	411	448	91.74%
Restaurant 14	3/3/22	399	POINT_OF_SALE	sandwich, chick	TRUE	TRUE	Managed	90	Yes	Yes	348	37.64%	72	72	100.00%
Restaurant 15	8/15/19	666	IPAD	sou, food, brea	TRUE	TRUE	Managed	29	Yes	Yes	421	34.44%	340	432	78.70%
Restaurant 16	8/23/21	23	EMAIL	indian	TRUE	TRUE	Unmanaged	21	Yes	Yes	48	10.42%	21	21	100.00%
Restaurant 17	3/12/21	100	IPAD	indian, food, ind	TRUE	TRUE	Unmanaged	22	Yes	Yes	82	26.83%	201	286	70.28%
Restaurant 18	8/15/19	606	IPAD	japanese, asian,	TRUE	TRUE	Unmanaged	162	Yes	Yes	478	24.48%	800	870	91.95%
Restaurant 19	7/21/20	141	IPAD	mexican, tacos, s	TRUE	TRUE	Unmanaged	15	Yes	Yes	122	14.75%	47	54	87.04%
Restaurant 20	8/15/19	27	POINT_OF_SALE	sandwiches, de	TRUE	FALSE	Managed	108	Yes	Yes	22	22.73%	114	132	86.36%
Restaurant 21	11/15/21	7	IPAD	convenience, st	TRUE	TRUE	Unmanaged	24	Yes	Yes	18	16.87%	22	29	75.86%
Restaurant 22	8/15/19	208	POINT_OF_SALE	dessert, and, is	TRUE	TRUE	Managed	146	Yes	Yes	223	21.52%	596	843	70.70%
Restaurant 23	8/15/19	605	IPAD	sou, food, brea	TRUE	TRUE	Managed	55	Yes	Yes	310	37.10%	715	1004	71.22%
Restaurant 24	3/24/20	80	POINT_OF_SALE	bakery, breakfa	TRUE	TRUE	Managed	148	Yes	Yes	61	24.59%	554	585	94.70%
Restaurant 25	8/5/20	23	IPAD	ethiopian	TRUE	TRUE	Unmanaged	52	Yes	Yes	24	20.83%	62	113	54.87%
Restaurant 26	4/15/20	607	IPAD	japanese, sushi,	TRUE	TRUE	Managed	38	Yes	Yes	364	34.89%	55	189	29.10%
Restaurant 27	1/17/22	342	POINT_OF_SALE	salads, bowls, v	TRUE	TRUE	Managed	46	Yes	Yes	238	33.19%	48	48	100.00%
Restaurant 28	12/13/19	49	IPAD	takeout	TRUE	TRUE	Unmanaged	2	Yes	Yes	125	8.80%	39	61	63.93%
Restaurant 29	10/20/21	43	EMAIL	vegan, indian	TRUE	TRUE	Unmanaged	30	Yes	Yes	95	11.58%	36	56	64.29%
Restaurant 30	4/2/21	10	IPAD		TRUE	TRUE	Unmanaged	10	Yes	Yes	7	0.00%	286	333	85.89%
Restaurant 31	8/15/19	251	POINT_OF_SALE	mexican, tacos, l	TRUE	TRUE	Managed	48	Yes	Yes	66	53.03%	48	77	62.34%
Restaurant 32	8/15/19	66	IPAD	tapas, small, pli	TRUE	FALSE	Unmanaged	46	Yes	Yes	98	17.35%	109	112	97.32%
Restaurant 33	12/2/20	222	POINT OF SALE	pickups, healthv	TRUE	TRUE	Managed	47	Yes	Yes	15	0.00%	57	68	83.82%

Cleaned data:

By filling spaces, and removed null values.

		Weekly Page	% of Customers that	# of Menu	% of Menu	% of Time			Mx Marketing	Promotion	%		% Wait Over		
Image	Header Image	Views	Purchase After	Items with a	# of Menu	Items with a	Restaurant is	Average	Fees Spent	Dollars Spent	Cancellations	Prep Time in	10 Minutes	Avg Rating	
			Viewing Menu	Description	Items	Description	Active	Order Value				Minutes	for Dasher		
Yes		454	38.55%	131	169	77.51%	0.843181	18.68	0	38.4823665	7.95	4.13	3	14	5
Yes		104	12.50%	126	234	53.85%	0.874892	18.88	9	8.763941	0	5.26	20	14	0
Yes		82	7.32%	139	243	57.20%	0.851338	65.45	0	0.07096791	0	0	44	24	0
Yes		48	27.08%	36	50	72.00%	1	15.02	0	0.13702966	3.23	3.23	5	13	0
Yes		50	8.00%	15	15	100.00%	1	42.87	10.06	8.14985511	9.09	0	16	9	1
Yes		221	8.60%	642	753	85.26%	0.918959	35.01	0	11.3247675	7.22	6.19	33	18	0
Yes		607	25.37%	75	104	72.12%	0.846018	36.91	23.92	27.885246	8.43	4.51	26	15	5
Yes		120	6.67%	41	105	39.05%	1	23.79	15.57	12.8828126	0	1.72	30	0	0
Yes		76	17.11%	22	72	30.56%	1	10.41	0	0.07075527	4.08	2.04	12	4	0
Yes		281	36.65%	35	43	81.40%	0.995692	31.77	39.92	38.7916031	0.4	0.2	25	4	4
Yes		93	6.45%	25	51	49.02%	1	26.94	10.28	8.29967052	0	0	16	0	5
No		1	0.00%	10	64	15.63%	1	20.1	0	0				0	
Yes		377	8.75%	411	448	91.74%	1	58.53	0	13.8661881	3.64	5.45	25	14	4.5
Yes		348	37.64%	72	72	100.00%	1	17.3	28.05	22.8006606	3.48	7.46	3	18	4.33
Yes		421	34.44%	340	432	78.70%	0.985441	22.62	29.95	29.3715244	1.95	2.31	19	10	5
Yes		48	10.42%	21	21	100.00%	1	55.5	0	0	3.7	7.41	16	4	0
Yes		82	26.83%	201	286	70.28%	1	32.5	0	0.06766661	6.85	0	29	14	0
Yes		478	24.48%	800	870	91.95%	1	40.87	0	11.1728176	1.73	1.21	24	17	5
Yes		122	14.75%	47	54	87.04%	1	30.39	0	0	3.33	5	16	13	0
Yes		22	22.73%	114	132	86.36%	1	20.28	0	0.0680747	0	6.25	14	6	0
Yes		18	16.87%	22	29	75.86%	1	18.5	0	-0.0003295	0	0	18	0	0
Yes		223	21.52%	596	843	70.70%	1	46.06	0	29.0600074	2.4	3.85	21	10	4
Yes		310	37.10%	715	1004	71.22%	0.988506	24.56	41.93	41.3209317	2.18	3.15	18	15	3.67
Yes		61	24.59%	554	585	94.70%	0.986186	17.88	0	0.06954044	5.88	4.71	15	34	0
Yes		24	20.83%	62	113	54.87%	1	22.76	4.99	2.05766661	13.64	0	22	23	0
Yes		364	34.89%	55	189	29.10%	0.921429	20.56	0	65.338808	2.86	2.29	12	11	3.6
Yes		238	33.19%	48	48	100.00%	0.776692	30.2	0	7.153042	2.38	2.65	19	24	5
Yes		125	8.80%	39	61	63.93%	1	41	0	0.27099517	3.13	0	19	25	0
Yes		95	11.58%	36	56	64.29%	1	24.86	4.99	4.06069218	2.38	2.38	12	14	0
Yes		7	0.00%	286	333	85.89%	1	36	0	-0.0003295	0	0	22	100	0
Yes		66	53.03%	48	77	62.34%	0.998639	25.66	0	4.96196141	2.17	1.09	18	10	0
Yes		98	17.35%	109	112	97.32%	0.850699	24.44	0	0.0024785	1.14	0	18	6	0
Yes		15	0.00%	57	68	83.82%	1	14.64	0	5.38341559	1.15	0	16	0	0

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)

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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	Promotional 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	0.283C
0.86993	34.81	34.81	0	0	0.0033
1	17.02	17.02	0	0	11.13C
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	0.2059
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	15.56C
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	26.64	26.64	0	0	1.614C

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.

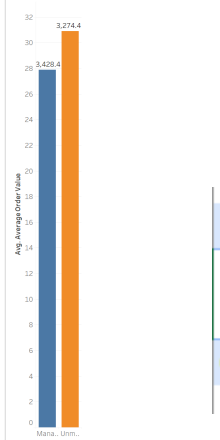
We used the: =IF(C2<50, "Low", IF(C2<150, "Medium", "High")) formula to achieve this.

Restaurant Name	Partnership Start Date	# of Deliveries Last 30 Days	Delivery Volume Group	Order Protocol	Food Tags
Restaurant 1	11/7/21	754	High	POINT	Of mexican, tex-mex, fast_food, late_night, tacos, lunch
Restaurant 2	2/22/22	81	Medium	POINT	Of 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_contemporary, 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	Of southern, sandwiches, brunch, salads, dessert_and_fast-food
Restaurant 7	3/8/21	430	High	POINT	Of italian, tacos, rice_bowl, beer_and_wine
Restaurant 8	8/20/20	68	Medium	POINT	Of burger, takeout
Restaurant 9		36	Low	POINT	Of coffee_shop
Restaurant 10	5/8/20	573	High	PAD	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_tea
Restaurant 13	10/16/20	211	High	PAD	brunch, dessert_and_fast-food, sandwiches, salads
Restaurant 14	3/3/22	399	High	POINT	Of sandwich, chicken_wings, family_meals, spicy_chicken, chicken_tenders, fried_chicken, chicken_shop, fast_food
Restaurant 15	8/15/19	666	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	PAD	indian_food, indian_cuisine
Restaurant 18	8/15/19	606	High	PAD	japanese, asian, chinese_food, sushi, thai
Restaurant 19	7/21/20	141	Medium	PAD	mexican, tacos, salads, soup
Restaurant 20	8/15/19	27	Low	POINT	Of sandwiches, dessert_and_fast-food, deli, salads
Restaurant 21	11/15/21	7	Low	PAD	convenience_store, healthy, latin_american, mexican_food
Restaurant 22	8/15/19	208	High	POINT	Of dessert_and_fast-food, salads, noodles, soup, curry
Restaurant 23	9/15/19	605	High	PAD	soul_food, breakfast, cafes, brunch, lunch, grit, pancakes, dinner, pickup, takeout
Restaurant 24	3/24/20	80	Medium	POINT	Of bakery, breakfast, sandwiches, pasta, salads
Restaurant 25	8/5/20	23	Low	PAD	ethiopian
Restaurant 26	4/15/20	607	High	PAD	japanese, sushi, bento_box, fried_rice
Restaurant 27	1/17/22	342	High	POINT	Of salads, bowls, vegetarian, gluten_free, vegan, salad, healthy
Restaurant 28	12/13/19	49	Low	PAD	takeout
Restaurant 29	10/20/21	43	Low	EMAIL	vegan, indian
Restaurant 30	4/2/21	10	Low	PAD	Unknown
Restaurant 31	8/15/19	251	High	POINT	Of 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	Of pickup, healthy, lunch, deli, fast_food, sandwiches
Restaurant 34	7/9/21	222	High	PAD	seafood, cajun
Restaurant 35	8/15/19	90	Medium	POINT	Of 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)

Average Order Value (AOV)



Row Labels	Average of Filled Avg Order Value
Managed	\$27.87
Unmanaged	\$30.89
Grand Total	\$29.27

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:

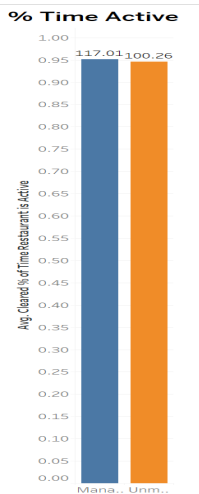
- While managed restaurants may benefit from structured support, unmanaged locations may offer more premium menus, custom pricing, or less discounting, leading to higher order values.
- This aligns with the later insight: higher AOVs among medium performers, many of which may be unmanaged or under-managed.

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.

% Time Active



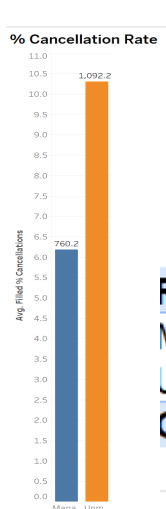
Row Labels	Average of % of Time Restaurant is Active
Managed	95.13%
Unmanaged	94.58%
Grand Total	94.88%

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.



% Cancellation Rate

Row Labels	Average of Filled % Cancellations
Managed	6.18
Unmanaged	10.30
Grand Total	8.09

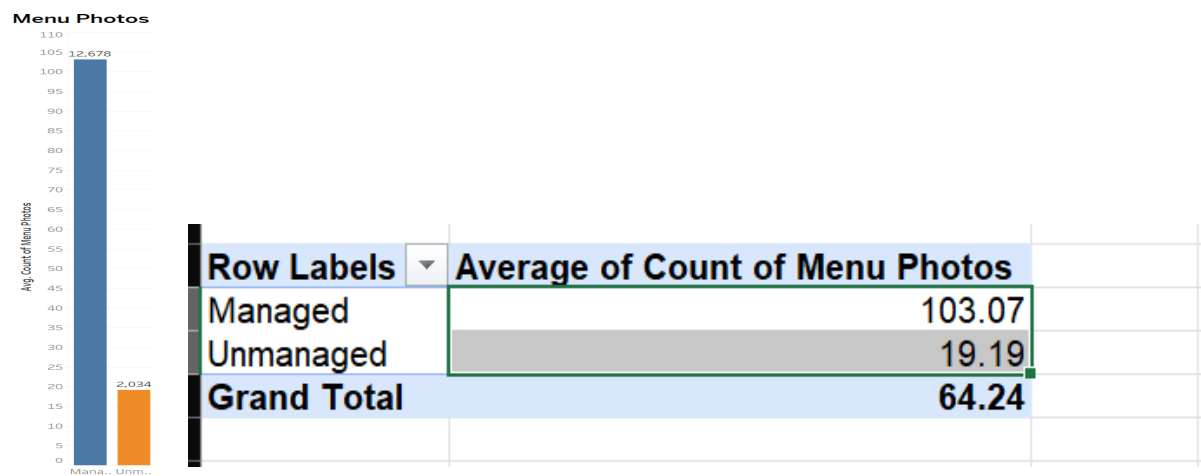
Metric: % Cancellation Rate — Managed vs. Unmanaged

- 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

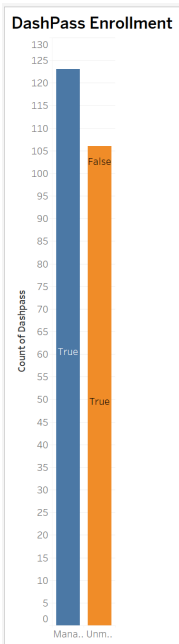
Key Takeaway:

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.

DashPass Enrollment



Row Labels	Count of Dashpass
Managed	123
Unmanaged	106
Grand Total	229

Metric: DashPass Enrollment — Managed vs. Unmanaged

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

Key Takeaway:

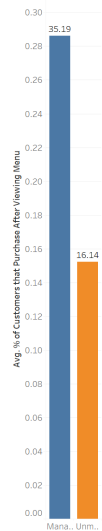
Managed locations have slightly higher DashPass enrollment (54%) compared to unmanaged ones (46%).

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

% Menu View to Purchase



Row Labels	Average of % of Customers that Purchase After Viewing Menu
Managed	28.61%
Unmanaged	15.23%
Grand Total	22.41%

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

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

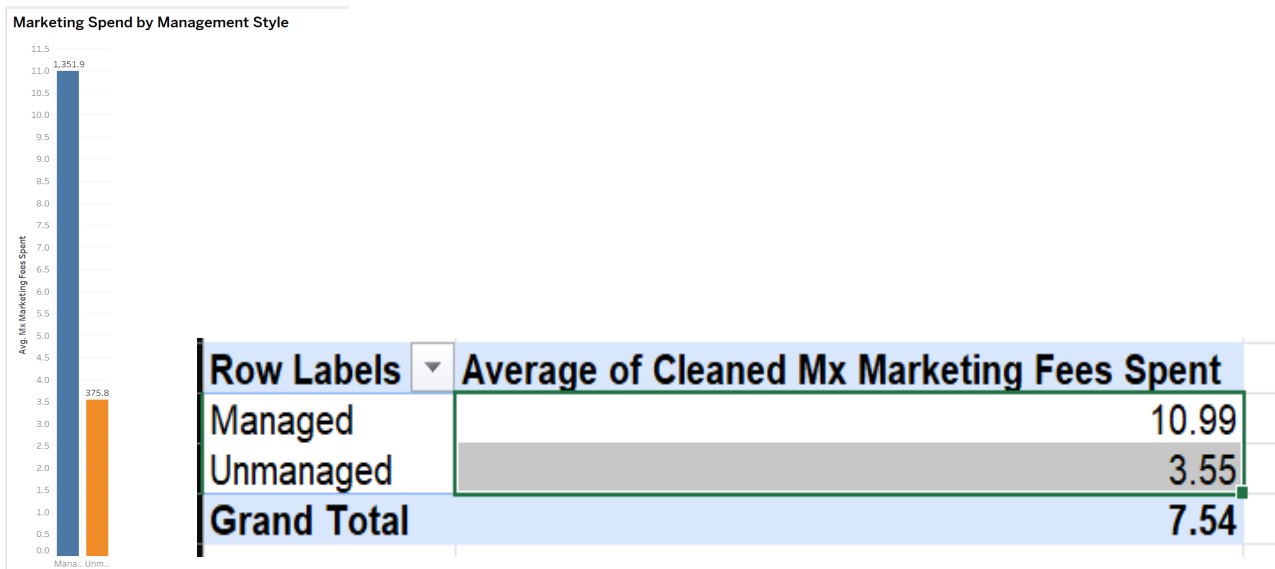
Key Takeaway:

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:

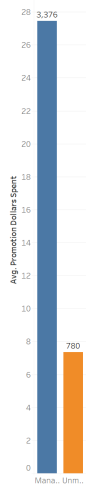
Managed restaurants invest over 3 times more in marketing compared to unmanaged ones.

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

Promotional Spend



Row Labels	Average of Promotion Dollars Spent
Managed	27.45
Unmanaged	7.36
Grand Total	18.15

Metric: Promotion Dollars Spent — Managed vs. Unmanaged

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

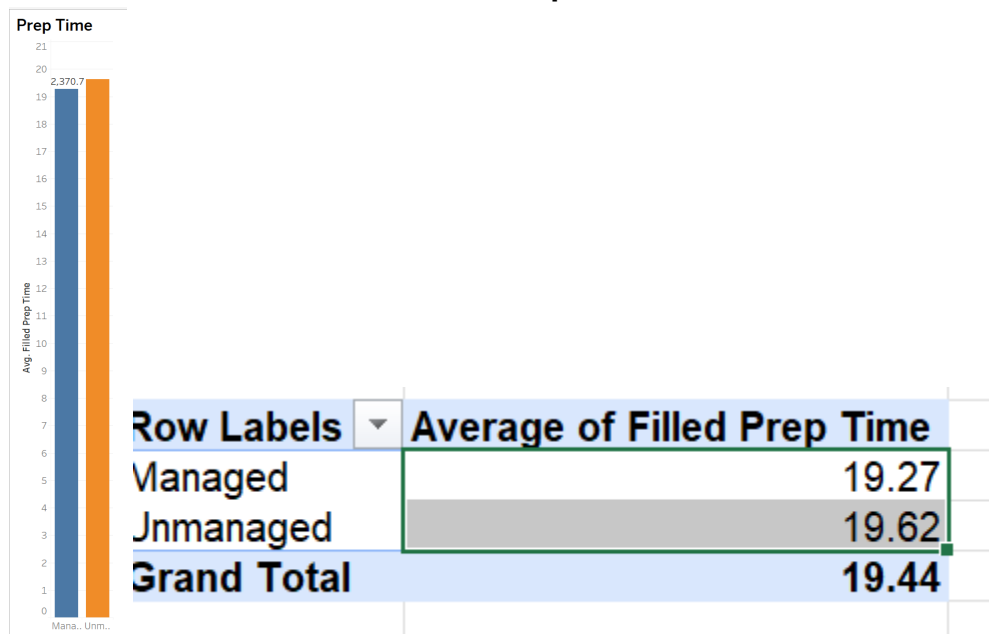
Key Takeaway:

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.