



MacPac's Burger Operational Performance (6- Months Review)

Refunds · Cancellations · Store
Performance



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Executive Summary

Insights

- Refunds concentrated in a few stores
- Cancellations driven by operations
- Bad orders increase with order volume

Actions

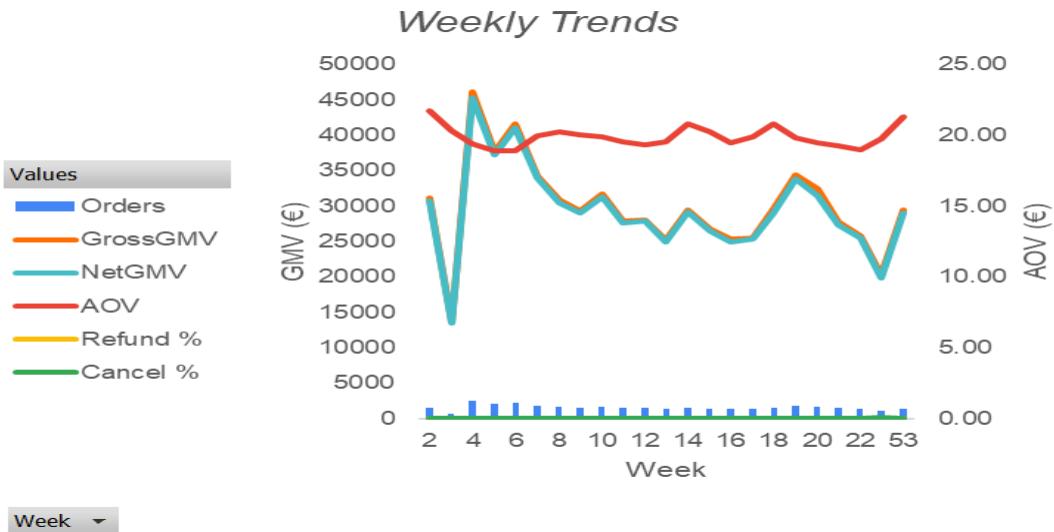
- Fix store hours & POS reliability
- Improve product accuracy
- Align stock and menu availability

Impact

~€2.1k GMV recoverable in next 3 months



Weekly Performance Trend

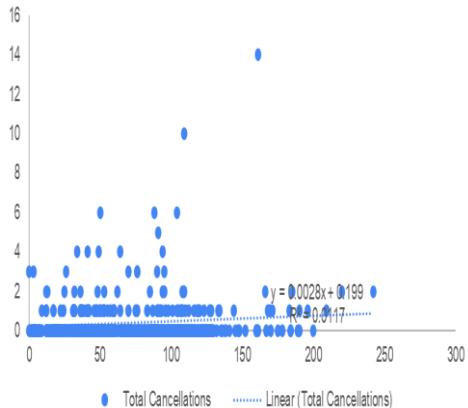


Stable demand
and consistent
AOV



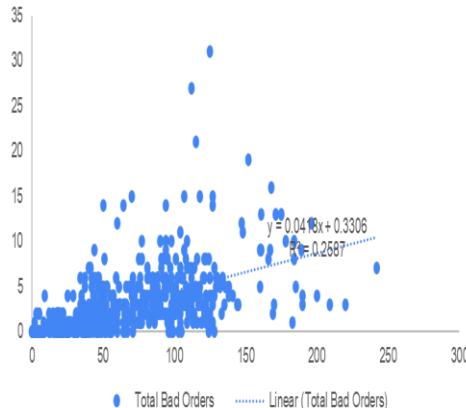
Correlation Insights

Delivered Orders vs Total Cancellations



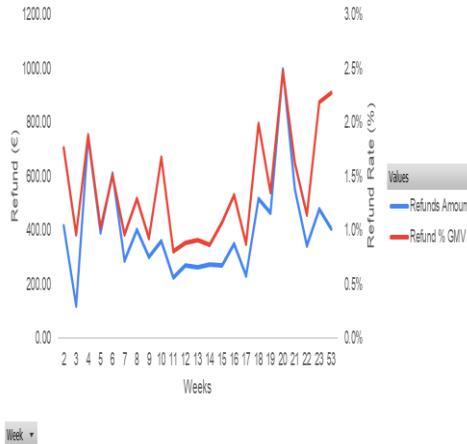
$R^2 = 0.01$
Cancellations caused by operations

Delivered Orders vs Total Bad Orders



$R^2 = 0.26$
High volume increases accuracy issues

Refund Trend VS Refund % GMV Trend Over Time



Refund spikes match store issues



Store Level Performance Snapshot

Stores	Orders	AOV	Refunds	RefundRate %	CancelRate %
Calle de Maqueda, 100, Madrid, Spain	2,857	€ 20.55	€ 1,649.42	3.0%	0.2%
Calle de Alcalá, 300, 28027 Madrid, Spain	2,689	€ 19.52	€ 1,208.72	3.2%	1.7%
Calle de Bravo Murillo, 380, Madrid, Spain	2,361	€ 19.64	€ 1,065.94	2.3%	1.6%
Calle de Alcantara, 14, Madrid, Spain	2,538	€ 18.61	€ 521.89	1.1%	0.2%
Nuñez de Balboa 118, Madrid, Spain	2,100	€ 19.25	€ 450.22	1.1%	0.1%
Parque Comercial Megapark Plaza Norte 2, Plaza del Comercio,	963	€ 19.89	€ 396.74	2.0%	0.3%
Calle de Valencia, 18, 28012 Madrid, España	2,050	€ 17.41	€ 384.33	1.1%	0.1%
Calle de Gran Vía, 100, 28027 Madrid, España	2,452	€ 20.36	€ 356.07	0.7%	0.1%
Calle Albacete 10, Madrid, Spain	1,694	€ 23.46	€ 341.97	0.9%	0.0%
Calle Gran Vía, 200, Madrid, Spain	1,831	€ 17.60	€ 308.72	0.9%	0.1%
Calle Serrano Jover, 5, 28015 Madrid, España	1,076	€ 16.96	€ 299.56	1.6%	1.6%
Calle de Alonso Cano 32, Madrid, Spain	1,142	€ 16.98	€ 295.53	1.3%	1.3%
Calle de Sta Engracia, 100, 28003 Madrid, España	3,250	€ 17.35	€ 285.10	0.5%	0.2%
Calle Campezo, 20, 28022 Madrid, España	879	€ 22.01	€ 265.96	1.5%	1.1%
Paseo de la Castellana, 200, Madrid, Spain	1,251	€ 18.62	€ 263.95	1.1%	0.3%
Av. de Monforte de Lemos, 12, Madrid, Spain	2,132	€ 21.94	€ 255.85	0.6%	0.2%
Calle Aracne, Madrid, Spain	175	€ 24.63	€ 231.03	3.4%	1.8%
Calle de San Bernardo, 80, Madrid, Spain	1,267	€ 17.65	€ 187.45	0.8%	0.6%
Calle de la Fuente Carrantona, 50, 28030 Madrid, España	336	€ 20.71	€ 155.90	2.6%	1.5%
Calle Edgar Neville, 2, 28223 Pozuelo de Alarcón, Madrid, España	831	€ 22.22	€ 105.09	0.6%	0.2%
Calle Salvador de Madariaga, San Sebastián de los Reyes, Spain	404	€ 22.74	€ 103.15	1.1%	1.0%
Calle Calderilla, Madrid, Spain	490	€ 22.68	€ 84.01	0.9%	0.8%
Príncipe Pío Shopping Center, Paseo de la Florida, Madrid, Spain	516	€ 17.72	€ 65.38	0.7%	6.9%
Grand Total	35,284	€ 19.94	€ 9,281.98	1.4%	1.0%



Refunds & Cancellation Heatmaps

Stores	Wrong Product	Allergy	Packaging Issue	Quality Issue
Av. de Monforte de Lemos, 12, Madrid, Sp	37	0	0	7
Calle Albacete 10, Madrid, Spain	43	2	2	7
Calle Aracne, Madrid, Spain	24	0	0	0
Calle Calderilla, Madrid, Spain	14	1	0	2
Calle Campezo, 20, 28022 Madrid, España	36	0	1	2
Calle de Alcalá, 300, 28027 Madrid, Spain	144	1	4	20
Calle de Alcantara, 14, Madrid, Spain	109	1	1	8
Calle de Alonso Cano 32, Madrid, Spain	50	2	1	4
Calle de Bravo Murillo, 380, Madrid, Spain	145	3	10	17
Calle de Gran Via, 100, 28027 Madrid, Esp	52	4	4	3
Calle de la Fuente Carrantona, 50, 28030 M	21	0	0	5
Calle de Maqueda, 100, Madrid, Spain	216	5	3	20
Calle de San Bernardo, 80, Madrid, Spain	35	3	2	10
Calle de Sta Engracia, 100, 28003 Madrid,	50	1	3	11
Calle de Valencia, 18, 28012 Madrid, Espan	58	1	3	9
Calle Edgar Neville, 2, 28223 Pozuelo de A	14	0	0	0
Calle Gran Vía, 200, Madrid, Spain	55	2	1	14
Calle Salvador de Madariaga, San Sebasti	18	0	1	1
Calle Serrano Jover, 5, 28015 Madrid, Esp	71	3	2	8
Núñez de Balboa 118, Madrid, Spain	79	3	0	5
Parque Comercial Megapark Plaza Norte 2	71	0	3	11
Paseo de la Castellana, 200, Madrid, Spair	46	1	0	8
Príncipe Pío Shopping Center, Paseo de la	6	0	0	1

Stores	Customer Absent	Printer Issue	Product Availability	Closed Store	Cant Deliver
Av. de Monforte de Lemos, 12, Madrid, Sp	0	2	0	0	2
Calle Albacete 10, Madrid, Spain	0	0	0	0	0
Calle Aracne, Madrid, Spain	1	1	0	4	0
Calle Calderilla, Madrid, Spain	0	0	0	8	0
Calle Campezo, 20, 28022 Madrid, España	2	0	0	7	0
Calle de Alcalá, 300, 28027 Madrid, Spain	6	24	0	2	3
Calle de Alcantara, 14, Madrid, Spain	3	0	0	1	1
Calle de Alonso Cano 32, Madrid, Spain	0	0	0	13	0
Calle de Bravo Murillo, 380, Madrid, Spain	1	1	29	6	7
Calle de Gran Via, 100, 28027 Madrid, Esp	1	0	0	0	2
Calle de la Fuente Carrantona, 50, 28030 M	1	0	0	0	2
Calle de Maqueda, 100, Madrid, Spain	2	1	0	1	0
Calle de San Bernardo, 80, Madrid, Spain	4	1	2	1	0
Calle de Sta Engracia, 100, 28003 Madrid,	7	0	0	0	3
Calle de Valencia, 18, 28012 Madrid, Espa	2	0	0	0	1
Calle Edgar Neville, 2, 28223 Pozuelo de A	2	0	0	0	0
Calle Gran Vía, 200, Madrid, Spain	3	0	0	0	0
Calle Salvador de Madariaga, San Sebasti	1	0	0	2	1
Calle Serrano Jover, 5, 28015 Madrid, Esp	3	2	1	5	3
Núñez de Balboa 118, Madrid, Spain	2	0	0	0	0
Parque Comercial Megapark Plaza Norte 2	0	0	1	1	1
Paseo de la Castellana, 200, Madrid, Spair	5	0	0	0	0
Príncipe Pío Shopping Center, Paseo de la	1	0	0	8	0



Top Problem Stores – Root Causes

Calle de Maqueda

Cancel: Customer Absent
Bad Order: Wrong Product & Quality Issue
Root Cause: Customer Absent & Inaccurate prep
Fix: Improve notifications + accuracy

Calle de Alcalá

Cancel: Printer issue + Customer Absent
Bad Order: Wrong Product & Quality Issue
Root Cause: Printer Issue + Customer Absent
Fix: Fix Printers + Improve notifications + accuracy

Calle de Bravo Murillo

Cancel: Product availability + Store closed
Bad Order: Wrong Product & Quality Issue
Root Cause: Stock issues + Inaccurate prep
Fix: Fix stock + Hours + accuracy

Calle de Alcantara

Cancel: Customer Absent
Bad Order: Wrong Product & Quality Issue
Root Cause: Customer Absent + Inaccurate prep
Fix: Improve notifications + accuracy

Nuñez de Balboa

Cancel: Customer Absent
Bad Order: Wrong Product & Quality Issue
Root Cause: Customer Absent + Inaccurate prep
Fix: Improve notifications + accuracy





Financial Impact + 3 Months Plan

Metric	Value
Total Delivered Orders	35,284
Average AOV	€ 19.88
Gross GMV	€ 683,982.14
Total Refunds	€ 9,281.98
Net GMV	€ 674,700.16
Total Cancel Orders	197
Estimated Lost GMV from Cancels	€ 3,916.45
Refund % of GMV	1.36%
GMV Recoverable (3 Months)	€ 2,111.75

Month 1 — Fix Quickly

- POS/Printer issues
- Stabilize store hours
- 2-step accuracy check
- Daily stock updates

Month 2 — Improve Processes

- Packaging standards
- Stock/menu sync
- Prep team training
- Improve customer notifications

Month 3 — Structural

- KPI dashboards
- Forecasting
- Monthly reviews
- Performance-based store actions



Burrito MX × Glovo — Growth Activation Proposal

Case Study – Business Case Round



Baseline Overview

Burrito MX performance on Glovo :



- 300K total delivery orders last year
- Glovo share: **30%** → ≈90k orders/year
- AOV: **€18.50**
- GMV: **€1.66M/year**
- Weekly GMV: **€32k**



Identified Growth Opportunity

Strong Brand

Nationwide QSR,
high awareness

1

Marketing-Oriented

Discounts, loyalty,
TV-ready

2

Under-index on Glovo

Uber ≈50%, Glovo
≈30% share

3

Headroom to Grow

Big potential
through activation

4



Why Focus on Two Key Levers



Product Promo ≤30%

+50% orders

Low discount depth

QSR-proven tactic



CRM + In-App Boost

+40% orders

+35% AOV

No deep discount

Targets repeat + new users.



Muoneke Nwamba (He/Him) | Data Analyst Candidate

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Scenario 1: Product Promo ≤30% (4-Week Impact)

Metric	Baseline	With Promo
Weekly Orders	1,713	2,597
AOV	€18.50	€17.02
Weekly GMV	€32,019	€44,000
4-Week Incremental GMV	—	€48,000



Scenario 2: CRM + In-App (4-Week Impact)

Metric	Baseline	With Promo
Weekly Orders	1,713	2,426
AOV	€18.50	€24.98
Weekly GMV	€32,019	€60,500
4-Week Incremental GMV	—	€113,000



8-Week Combined Impact & Win-Win

Partner Value (Burrito MX):

- Significant incremental GMV
- Higher customer frequency
- AOV uplift during CRM period
- Efficient marketing investment

Glovo Value:

- Higher GMV
- Increased commission
- Stronger QSR category performance
- Better customer retention

Total Impact:

€161,000
incremental GMV
(8 weeks)



Recommended Activation Plan (8 Weeks)

Weeks 1–4 → Product Promo ≤30%

Attracts new customers and boosts off-peak demand

1

Weeks 5–8 → CRM + In-App Boost

Increases repeat rate and raises AOV

2

Measurement Framework:

- Treatment vs control
- Weekly performance check-ins
- End-of-pilot evaluation for scale-up

3



RealGood Profitability – Operational Analysis

Identifying Loss Drivers & Fixing
Contribution



Five Stores Drive Most Losses — Two Are Critical

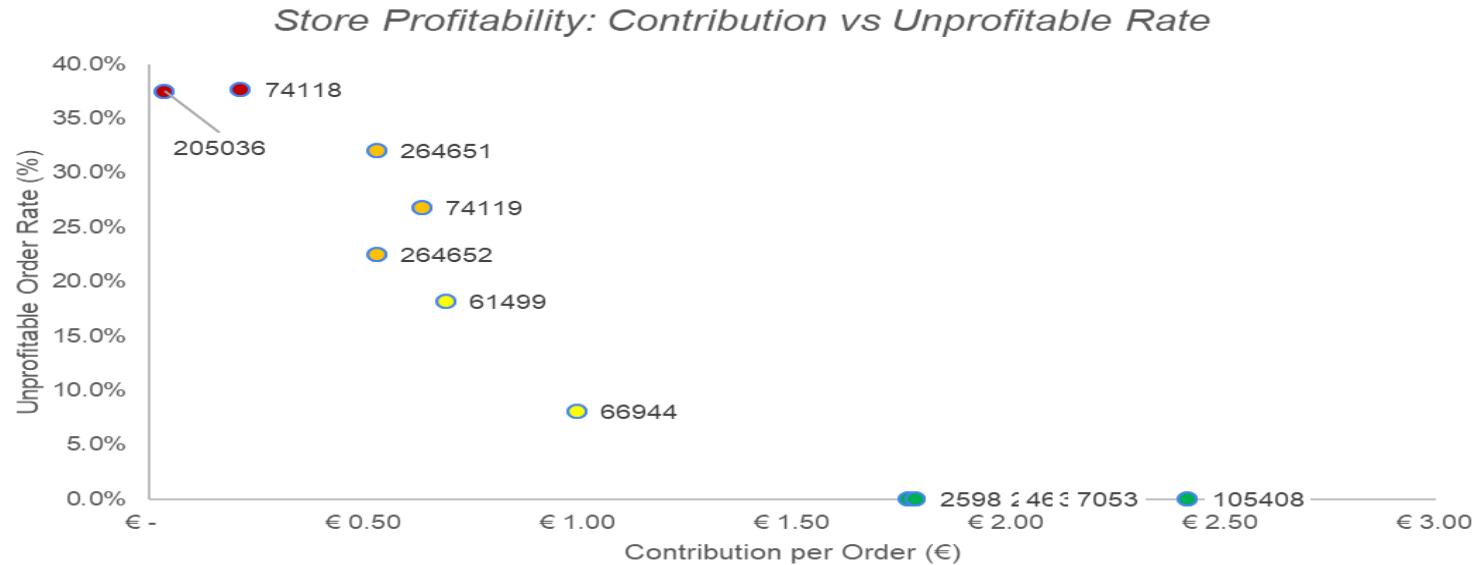
Stores	Contribution Per Order	Unprofitable Order Rate	Avg CPO	Risk Level
74118	€ 0.21	37.7%	4.04	Critical
205036	€ 0.03	37.5%	4.29	Critical
264651	€ 0.53	32.1%	3.49	High Risk
74119	€ 0.64	26.8%	3.01	High Risk
264652	€ 0.53	22.5%	3.38	High Risk
61499	€ 0.69	18.2%	4.20	Moderate Risk
66944	€ 1.00	8.0%	3.88	Moderate Risk
65231	€ 1.77	0.0%	3.82	Healthy
259875	€ 1.79	0.0%	3.47	Healthy
248266	€ 1.95	0.0%	3.52	Healthy
46515	€ 1.99	0.0%	2.81	Healthy
34310	€ 2.07	0.0%	2.53	Healthy
7053	€ 2.10	0.0%	2.70	Healthy
105408	€ 2.42	0.0%	3.68	Healthy

Focus efforts here
for maximum
impact

- Critical = **74118 & 205036**
- High Risk = **264651, 74119, 264652**
- These 5 explain **>80%** of margin risk



Contribution vs Unprofitable Rate



Critical stores sit in the low contribution + high unprofitable zone



What Drives Profitability Loss

High courier cost
is the primary
profitability killer

Low basket size
cannot cover
courier cost

High unprofitable
orders destroy
margin
consistency

Long routes
structurally inflate
delivery cost
 $(r = +0.7)$

Waiting time has
limited impact
 $(r = +0.1)$



Critical Stores: Immediate Focus



Muoneke Nwamba (He/Him) | Data Analyst Candidate

Store 74118

- High CPO + low AOV
 - Very high unprofitable rate
- Fix:** reduce radius + enforce MOV



Store 205036

- Lowest contribution
 - High CPO in network
- Fix:** reduce distance + limit availability.



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Quick Wins — First 2 Weeks



- Reduce delivery radius
- Introduce Minimum Order Value (MOV)
- Remove low-margin SKUs
- Fix availability & refund failures



Stabilization → Growth



Weeks 2–6:

- AOV-boosting combos
- Menu cleanup
- Improve batching
- Correct zone mapping



Weeks 6–12:

- Pricing review
- Review store locations to reduce long-distance deliveries.



Expected Impact



- Reduce unprofitable orders by 15–25%
- Increase contribution per order by €0.20–€0.50
- Improve network margin reliability
- Build a scalable operational structure

*Margin uplift expected: **€350–€500** per month*