

# Freshland Retail Store Analysis

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*DATA ANALYST*

## Problem Statement

This analysis aims to uncover the root causes and focus on improving operations, marketing, and customer satisfaction by analyzing sales and customer data.

- ✓ There is a misalignment between staff scheduling and actual customer rush hours across the New York, Austin, and Chicago branches, leading to high overtime costs and persistent customer wait-time complaints.
- ✓ The financial value of the Member loyalty program is uncertain, with no clear evidence that members generate higher revenue or lower transaction costs compared to normal walk-in customers.
- ✓ Marketing spend may be inefficiently allocated, as current advertising efforts do not appear to be clearly aligned with the actual purchasing behavior of customers by gender, product category, and city.
- ✓ The company's premium brand positioning is at risk due to inconsistent customer satisfaction ratings, particularly among high-spending customers.

## Objectives

The following objectives focus on improving operations, marketing, and customer satisfaction by analyzing sales and customer data.

- ✓ Identify the busiest times in each location and make sure staff are scheduled appropriately to reduce overtime costs and shorten customer wait times
- ✓ Analyze whether members spend more or provide additional benefits compared to regular customers to decide if the program is worth continuing.
- ✓ Study who buys each product category so that marketing efforts are focused on the right audience and the budget is used effectively.
- ✓ Examine whether high-spending customers are satisfied and take steps to improve their experience to maintain their loyalty.

## Overview of data

- The data consist of 21,000 rows and 16 columns which is clean without duplicates and empty spaces except for creating new conditional columns
- Dataset main columns include: Invoice ID, Branch, City, Customer Type, Gender, Payment, Product Line, Unit Price, Quantity, Tax 5%, Total, COGS, Gross, Margin %, Date, Time, Rating
- I extracted the Hour, Day, Month from the date with Power query

## Implementation Outline

- ▶ To analyze this dataset, I followed the PMAVM process (Prepare, Model, Analyze, Visualize, Manage). Each step is discussed below.
- ▶ The tool I used for the entire analysis process is Microsoft Excel

## Data Preparation

- ▶ I deployed the OMG-C method in the data preparation step. Objectives, Measures, Get and Clean the data.
  - ▶ Objectives
  - ▶ Measures
  - ▶ Get
  - ▶ Clean

## Data Preparation

I also grouped the hour into three (3) different day time category

- ✓ Morning
- ✓ Afternoon
- ✓ Evening

I also group the ratings into

- Dissatisfied
- Satisfied
- Highly Satisfied

# Dirty Data

Invoice ID	Branch	City	Customer Type	Gender	Product Line	Unit Price	Quantity	Tax 5%	Total	Date	Time	Payment	COGS	Gross Margin %	Rating
1000-B	A	New York	Member	Female	Sports & Travel	4156.82	4	831.36	17458.64	10/24/2025	19:46:21	Credit Card	16627.3	4.76%	5.6
1001-A	C	Chicago	Normal	Male	Electronic Access	7827.94	6	2348.38	49316.02	2/8/2025	9:58:59	Credit Card	46967.6	4.76%	8.6
1002-B	A	New York	Normal	Female	Health & Beauty	7791.87	4	1558.37	32725.85	3/11/2025	20:16:45	Cash	31167.5	4.76%	4.4
1003-C	C	Chicago	Normal	Female	Food & Beverage	8562.49	8	3425	71924.92	3/26/2025	20:49:30	Cash	68499.9	4.76%	9.4
1004-A	A	New York	Normal	Male	Electronic Access	6156.54	5	1539.14	32321.84	9/22/2025	10:26:16	Cash	30782.7	4.76%	6
1005-A	A	New York	Normal	Male	Food & Beverage	7803.51	10	3901.76	81936.86	8/3/2025	11:22:45	Cash	78035.1	4.76%	4
1006-B	A	New York	Normal	Female	Food & Beverage	8562.85	5	2140.71	44954.96	9/21/2025	15:21:41	Credit Card	42814.3	4.76%	6.6
1007-C	C	Chicago	Member	Female	Sports & Travel	9211.51	1	460.58	9672.09	8/3/2025	10:11:08	Cash	9211.51	4.76%	9.3
1008-C	C	Chicago	Member	Male	Sports & Travel	5661.1	7	1981.38	41609.08	10/9/2025	19:16:14	Credit Card	39627.7	4.76%	8.9
1009-B	B	Austin	Normal	Male	Fashion Access	1448.18	3	217.23	4561.77	10/31/2025	14:50:22	Credit Card	4344.54	4.76%	5.9
1010-A	B	Austin	Member	Male	Health & Beauty	4664.38	10	2332.19	48975.99	5/30/2025	14:28:21	E-wallet	46643.8	4.76%	9.3
1011-C	C	Chicago	Normal	Male	Fashion Access	1588.33	8	635.33	13341.97	8/6/2025	10:39:50	Cash	12706.6	4.76%	9.5
1012-C	C	Chicago	Member	Female	Health & Beauty	6639.25	5	1659.81	34856.06	10/2/2025	9:37:20	E-wallet	33196.3	4.76%	7.2
1013-B	B	Austin	Member	Male	Sports & Travel	2220.93	1	111.05	2331.98	9/11/2025	16:59:38	Cash	2220.93	4.76%	8.7
1014-A	B	Austin	Member	Male	Fashion Access	8924.71	2	892.47	18741.89	3/13/2025	12:55:51	Cash	17849.4	4.76%	7.3
1015-A	B	Austin	Normal	Male	Sports & Travel	7676.77	2	767.68	16121.22	3/10/2025	18:55:49	Cash	15353.5	4.76%	5.6
1016-A	C	Chicago	Member	Male	Health & Beauty	8988.82	3	1348.32	28314.78	1/12/2025	10:32:01	Credit Card	26966.5	4.76%	7.5
1017-C	A	New York	Member	Female	Food & Beverage	6926.16	9	3116.77	65452.21	3/12/2025	16:55:33	E-wallet	62335.4	4.76%	5.2
1018-C	A	New York	Member	Female	Home & Lifestyle	2367.16	6	710.15	14913.11	5/30/2025	14:43:13	Credit Card	14203	4.76%	9.7
1019-B	C	Chicago	Member	Female	Fashion Access	1987.52	9	894.38	18782.06	9/29/2025	10:37:37	E-wallet	17887.7	4.76%	9.1
1020-A	C	Chicago	Member	Female	Health & Beauty	9407.83	5	2351.96	49391.11	2/14/2025	20:30:18	Cash	47039.2	4.76%	5.7
1021-A	A	New York	Normal	Female	Food & Beverage	7153.14	2	715.31	15021.59	10/11/2025	18:55:50	Credit Card	14306.3	4.76%	6.3
1022-C	C	Chicago	Normal	Male	Home & Lifestyle	1551.42	8	620.57	13031.93	2/22/2025	12:45:52	Cash	12411.4	4.76%	5.1
1023-B	A	New York	Member	Female	Home & Lifestyle	1903.91	3	285.59	5997.32	3/29/2025	16:47:59	E-wallet	5711.73	4.76%	5.7
1024-C	B	Austin	Member	Male	Sports & Travel	4774.31	5	1193.58	25065.13	9/26/2025	11:57:52	Credit Card	23871.6	4.76%	7.2
1025-C	C	Chicago	Normal	Female	Home & Lifestyle	6444.19	2	644.42	13532.8	8/28/2025	15:14:22	Cash	12888.4	4.76%	7.3
1026-B	C	Chicago	Member	Male	Electronic Access	5803.27	8	2321.31	48747.47	1/26/2025	13:38:48	Credit Card	46426.2	4.76%	7.2
1027-C	C	Chicago	Normal	Female	Fashion Access	1824.27	5	456.07	9577.42	9/28/2025	10:06:37	Credit Card	9121.35	4.76%	7.8
1028-C	B	Austin	Member	Male	Health & Beauty	5644.88	6	1693.46	35562.74	4/17/2025	12:04:17	Cash	33869.3	4.76%	5.6
1029-B	C	Chicago	Normal	Female	Home & Lifestyle	4303.32	1	215.17	4518.49	6/20/2025	10:51:32	Credit Card	4303.32	4.76%	5
1030-C	A	New York	Normal	Male	Electronic Access	7461.83	3	1119.27	23504.76	8/17/2025	15:24:32	E-wallet	22385.5	4.76%	7
1031-A	B	Austin	Member	Male	Health & Beauty	3857.02	8	1542.81	32398.97	9/14/2025	18:58:34	E-wallet	30856.2	4.76%	7.3
1032-B	C	Chicago	Member	Male	Electronic Access	4568.74	9	2055.93	43174.59	9/30/2025	13:30:48	Cash	41118.7	4.76%	9.4
1033-B	A	New York	Normal	Female	Food & Beverage	8554.67	9	3849.6	80841.63	8/17/2025	13:41:16	Credit Card	76992	4.76%	7.7

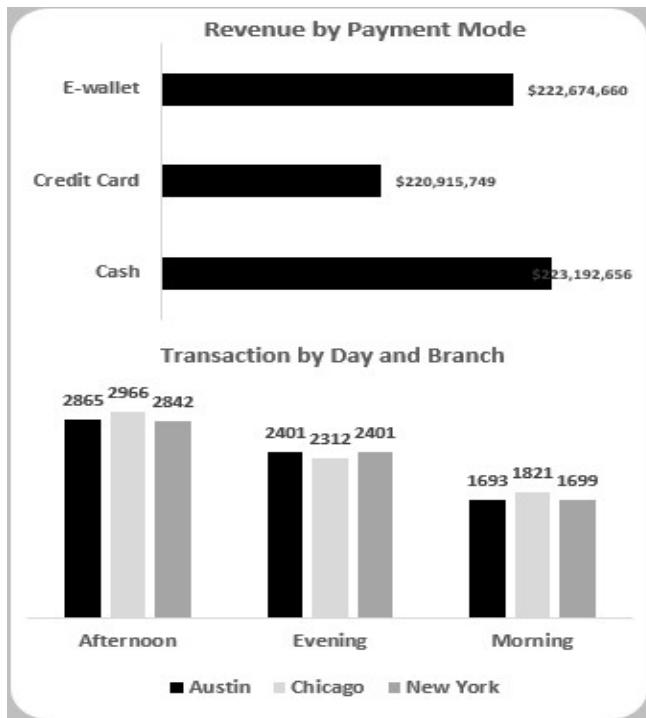
# Cleaned Data

Invoice	Brand	City	Customer Type	Gender	Product Line	Unit Price	Quantity	Tax %	Total	Date	Time	Payment	COG	Gross Margin	Rating	Month Name	Hour	Day Name	Rating group	Day Time group
1000-B	A	New York	Member	Female	Sports & Travel	4156.82	4	831.36	17458.6	10/24/2025	7:46:21PM	Credit Card	16627	0.0476	5.6	October	19	Friday	Dissatisfied	Evening
1001-A	C	Chicago	Normal	Male	Electronic Accessorie	7827.94	6	2348.4	49316	2/8/2025	9:58:59 AM	Credit Card	46368	0.0476	8.6	February	9	Saturday	Highly Satisfied	Morning
1002-B	A	New York	Normal	Female	Health & Beauty	7791.87	4	1558.4	32725.9	3/11/2025	8:16:45PM	Cash	31167	0.0476	4.4	March	20	Tuesday	Dissatisfied	Evening
1003-C	C	Chicago	Normal	Female	Food & Beverages	8562.49	8	3425	71924.9	3/26/2025	8:49:30 PM	Cash	68500	0.0476	9.4	March	20	Wednesday	Highly Satisfied	Evening
1004-A	A	New York	Normal	Male	Electronic Accessorie	6156.54	5	1539.1	32321.8	9/22/2025	10:26:16 AM	Cash	30783	0.0476	6	September	10	Monday	Dissatisfied	Morning
1005-A	A	New York	Normal	Male	Food & Beverages	7803.51	10	3901.8	81936.9	8/3/2025	11:22:45 AM	Cash	78035	0.0476	4	August	11	Sunday	Dissatisfied	Morning
1006-B	A	New York	Normal	Female	Food & Beverages	8562.85	5	2140.7	44955	9/21/2025	3:21:41PM	Credit Card	42814	0.0476	6.6	September	15	Sunday	Satisfied	Afternoon
1007-C	C	Chicago	Member	Female	Sports & Travel	9211.51	1	460.58	9672.09	8/3/2025	10:11:08 PM	Cash	92115	0.0476	9.3	August	10	Sunday	Highly Satisfied	Morning
1008-C	C	Chicago	Member	Male	Sports & Travel	5661.1	7	1981.4	41609.1	10/9/2025	7:16:14 PM	Credit Card	39628	0.0476	8.9	October	19	Thursday	Highly Satisfied	Evening
1009-B	B	Austin	Normal	Male	Fashion Accessories	1448.18	3	217.23	4561.77	10/31/2025	2:50:22 PM	Credit Card	4344.5	0.0476	5.9	October	14	Friday	Dissatisfied	Afternoon
1010-A	B	Austin	Member	Male	Health & Beauty	4664.38	10	2332.2	48976	5/30/2025	2:28:21PM	E-wallet	46644	0.0476	9.3	May	14	Friday	Highly Satisfied	Afternoon
1011-C	C	Chicago	Normal	Male	Fashion Accessories	1588.33	8	635.33	13342	8/6/2025	10:39:50 PM	Cash	12707	0.0476	9.5	August	10	Wednesday	Highly Satisfied	Morning
1012-C	C	Chicago	Member	Female	Health & Beauty	6639.25	5	1659.8	34856.1	10/2/2025	9:37:20 AM	E-wallet	33196	0.0476	7.2	October	9	Thursday	Satisfied	Morning
1013-B	B	Austin	Member	Male	Sports & Travel	2220.93	1	110.05	2331.98	9/11/2025	4:59:38 PM	Cash	2220.9	0.0476	8.7	September	16	Thursday	Highly Satisfied	Afternoon
1014-A	B	Austin	Member	Male	Fashion Accessories	8924.71	2	892.47	18741.9	3/13/2025	12:55:51PM	Cash	17849	0.0476	7.3	March	12	Thursday	Satisfied	Afternoon
1015-A	B	Austin	Normal	Male	Sports & Travel	7676.77	2	767.68	16121.2	3/10/2025	6:55:49PM	Cash	15354	0.0476	5.6	March	18	Monday	Dissatisfied	Evening
1016-A	C	Chicago	Member	Male	Health & Beauty	8988.82	3	1348.3	28314.8	1/12/2025	10:32:01AM	Credit Card	26966	0.0476	7.5	January	10	Sunday	Satisfied	Morning
1017-C	A	New York	Member	Female	Food & Beverages	6926.16	9	3116.8	65452.2	3/12/2025	4:55:33PM	E-wallet	62335	0.0476	5.2	March	16	Wednesday	Dissatisfied	Afternoon
1018-C	A	New York	Member	Female	Home & Lifestyle	2367.16	6	710.15	14913.1	5/30/2025	2:43:13PM	Credit Card	14203	0.0476	9.7	May	14	Friday	Highly Satisfied	Afternoon
1019-B	C	Chicago	Member	Female	Fashion Accessories	1987.52	9	694.38	18782.1	9/29/2025	10:37:37 AM	E-wallet	17888	0.0476	9.1	September	10	Monday	Highly Satisfied	Morning
1020-A	C	Chicago	Member	Female	Health & Beauty	9407.83	5	2352	49391.1	2/14/2025	8:30:18PM	Cash	47039	0.0476	5.7	February	20	Friday	Dissatisfied	Evening
1021-A	A	New York	Normal	Female	Food & Beverages	7153.14	2	715.31	15021.6	10/11/2025	6:55:50 PM	Credit Card	14306	0.0476	6.3	October	18	Saturday	Satisfied	Evening
1022-C	C	Chicago	Normal	Male	Home & Lifestyle	15514.2	8	620.57	13031.9	2/22/2025	12:45:52PM	Cash	12411	0.0476	5.1	February	12	Saturday	Dissatisfied	Afternoon
1023-B	A	New York	Member	Female	Home & Lifestyle	1903.91	3	285.59	5997.32	3/29/2025	4:47:59 PM	E-wallet	57117	0.0476	5.7	March	16	Saturday	Dissatisfied	Afternoon
1024-C	B	Austin	Member	Male	Sports & Travel	4774.31	5	1193.6	25065.1	9/26/2025	11:57:52 AM	Credit Card	23872	0.0476	7.2	September	11	Friday	Satisfied	Morning
1025-C	C	Chicago	Normal	Female	Home & Lifestyle	6444.19	2	644.42	13532.8	8/28/2025	3:14:22 PM	Cash	12888	0.0476	7.3	August	15	Thursday	Satisfied	Afternoon
1026-B	C	Chicago	Member	Male	Electronic Accessorie	5803.27	8	2321.3	48747.5	1/26/2025	1:38:48 PM	Credit Card	46426	0.0476	7.2	January	13	Sunday	Satisfied	Afternoon
1027-C	C	Chicago	Normal	Female	Fashion Accessories	1824.27	5	456.07	9577.42	9/28/2025	10:06:37 AM	Credit Card	9121.4	0.0476	7.8	September	10	Sunday	Satisfied	Morning
1028-C	B	Austin	Member	Male	Health & Beauty	5644.88	6	1693.5	35562.7	4/17/2025	12:04:17 PM	Cash	33869	0.0476	5.6	April	12	Thursday	Dissatisfied	Afternoon
1029-B	C	Chicago	Normal	Female	Home & Lifestyle	4303.32	1	215.17	4518.49	6/20/2025	10:51:32 AM	Credit Card	4303.3	0.0476	5	June	10	Friday	Dissatisfied	Morning
1030-C	A	New York	Normal	Male	Electronic Accessorie	7461.83	3	1119.3	23504.8	8/17/2025	3:24:32 PM	E-wallet	22385	0.0476	7	August	15	Sunday	Satisfied	Afternoon
1031-A	B	Austin	Member	Male	Health & Beauty	3857.02	8	1542.8	32399	9/14/2025	6:58:34 PM	E-wallet	30856	0.0476	7.3	September	18	Sunday	Satisfied	Evening
1032-B	C	Chicago	Member	Male	Electronic Accessorie	4568.74	9	2055.9	43174.6	9/30/2025	1:30:48 PM	Cash	41119	0.0476	9.4	September	13	Tuesday	Highly Satisfied	Afternoon
1033-B	A	New York	Normal	Female	Food & Beverages	8554.67	9	3849.6	80841.6	8/17/2025	1:41:16 PM	Credit Card	76932	0.0476	7.7	August	13	Sunday	Satisfied	Afternoon
1034-A	B	Austin	Normal	Female	Electronic Accessorie	6541.17	3	981.18	20604.7	4/4/2025	8:00:08 PM	Cash	19624	0.0476	7.8	April	20	Friday	Satisfied	Evening
1035-B	C	Chicago	Normal	Female	Food & Beverages	7211.76	2	721.18	15144.7	3/27/2025	9:01:09 AM	Credit Card	14424	0.0476	6.9	March	9	Thursday	Satisfied	Morning
1036-A	B	Austin	Member	Female	Health & Beauty	6831.29	8	2732.5	57382.8	3/26/2025	4:05:36 PM	Credit Card	54650	0.0476	7.7	March	16	Wednesday	Satisfied	Afternoon
1037-A	A	New York	Member	Male	Fashion Accessories	4534.01	5	1133.5	23803.6	4/23/2025	9:22:16 AM	E-wallet	22670	0.0476	6.5	April	9	Wednesday	Satisfied	Morning
1038-A	B	Austin	Member	Female	Home & Lifestyle	3524.2	8	1409.7	29603.3	7/16/2025	7:33:27 PM	Credit Card	28194	0.0476	6.9	July	19	Wednesday	Satisfied	Evening
1039-B	A	New York	Normal	Female	Electronic Accessorie	1726.09	9	776.74	16311.6	6/13/2025	10:50:10 AM	Credit Card	15535	0.0476	6.2	June	10	Friday	Satisfied	Morning
1040-R	C	Chicago	Member	Male	Sports & Travel	4986.41	6	1495.9	31414.4	1/11/2025	4:44:36 PM	E-wallet	29918	0.0476	8.2	January	16	Saturday	Highly Satisfied	Afternoon

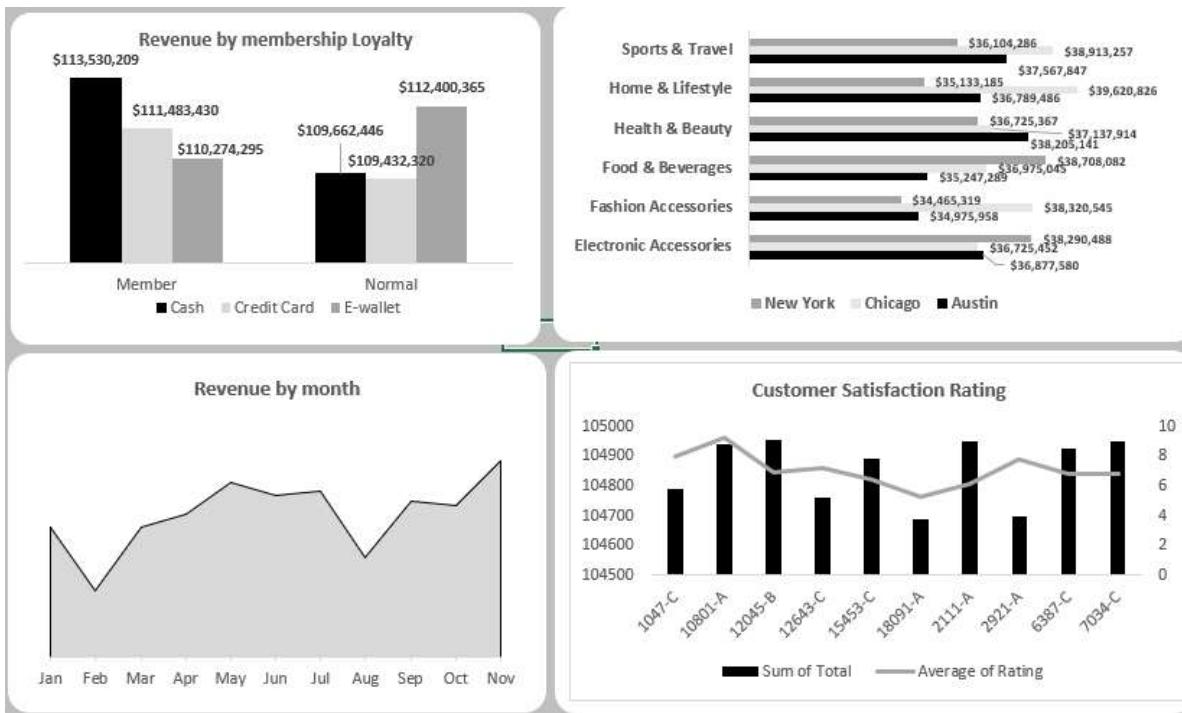
# KPI



# KPI



# ANALYSIS AND VISUALS



# Key Finding of Performance Dashboard

- ✓ **Customer Satisfaction Crisis:** Despite strong sales of \$666.8M, only 32% of customers are highly satisfied while 34% are dissatisfied, indicating a significant experience gap that threatens retention
- ✓ **Membership Program Success:** Member customers generate \$335.3M in revenue compared to \$331.4M from normal customers, demonstrating the loyalty program's strong value in driving sales
- ✓ **Digital Payment Dominance:** E-wallet (\$222.7M) and credit cards (\$220.9M) account for 67% of transactions, with cash at \$223.1M, showing successful digital adoption
- ✓ **Austin Leads Performance:** Austin consistently outperforms Chicago and New York across categories and time periods, suggesting replicable best practices in operations and customer service
- ✓ **Seasonal Revenue Vulnerability:** Revenue drops significantly in Q1 (especially February) before peaking in November, exposing the business to seasonal demand fluctuations

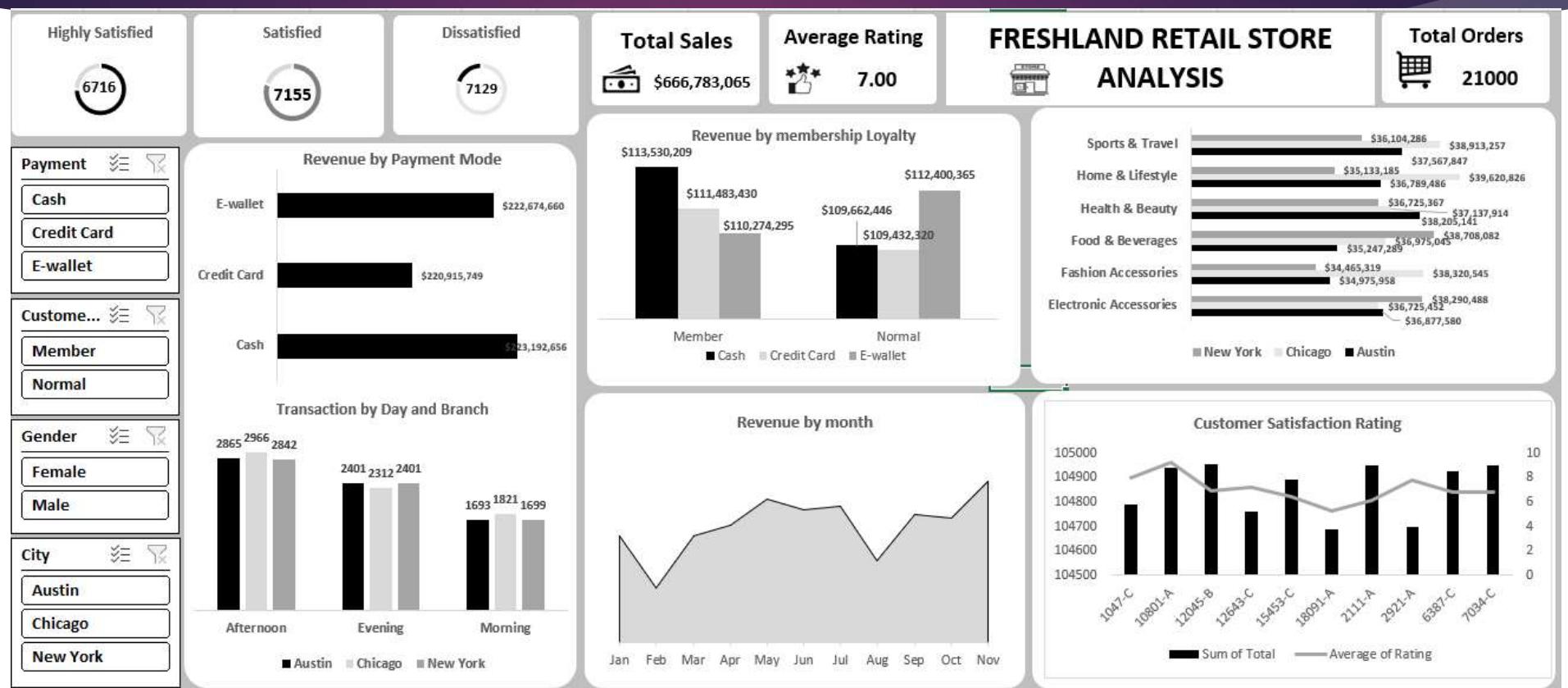
## CONCLUSION

Freshland Retail Store demonstrates strong sales performance of \$666.8M across 21,000 orders, but faces a critical customer satisfaction challenge with 34% dissatisfied customers. The success of the membership program and Austin's superior performance provide clear opportunities for improvement. By addressing customer experience gaps, replicating Austin's best practices across all locations, and strengthening digital infrastructure, Freshland can transform its solid sales foundation into sustainable long-term growth and enhanced customer loyalty.

## Recommendation

- ✓ **Prioritize Customer Satisfaction Recovery:** Conduct feedback surveys, implement mystery shopping, and create rapid response teams to reduce dissatisfied customers from 34% to below
- ✓ **Replicate Austin's Success Model:** Document Austin's best practices and deploy their top performers to train Chicago and New York teams to achieve performance parity across all locations
- ✓ **Expand Membership and Address Seasonality:** Introduce tiered membership benefits, launch specific promotions, and develop targeted campaigns to increase member ratio to 65% while stabilizing seasonal revenue
- ✓ **Optimize Digital Payments and Category Mix:** Enhance e-wallet infrastructure with backup systems, invest in top-performing categories like Sports & Travel, and restructure underperforming segments like Electronic Accessories

# Dashboard



**THANK  
YOU**