

The Crown Group

A Business Review – June ‘20

Redefining Melbourne's skyline with innovative developments



by Swathi Subramanyan

Overview

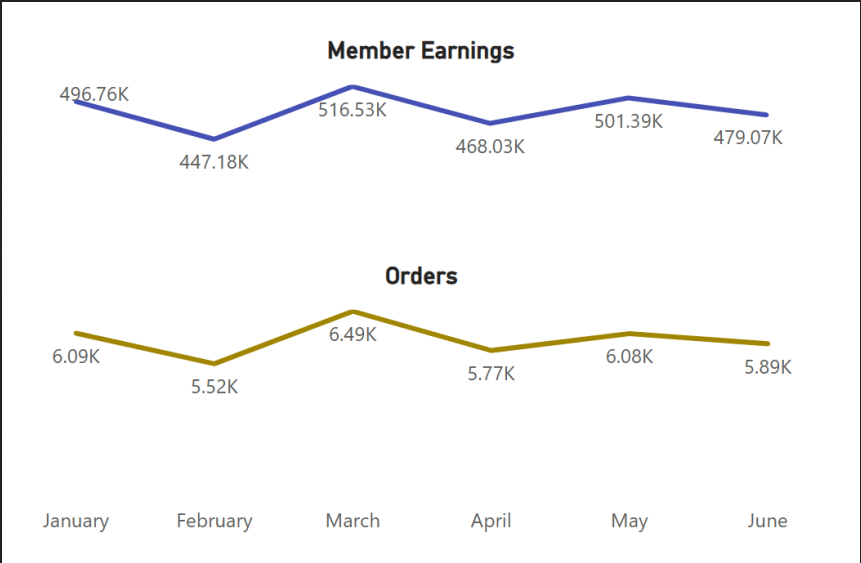
Crown operates 30 restaurants across 5 cities, specializing in 5 cuisines and serving a community of 350 members.

June Performance Highlights

- Member Earnings* has decreased by 4.6% MoM to 479K. Tel Aviv accounts for 31.8% of the Earnings lost.
- 3% MoM decline in orders to 5892. Business peaked in March ‘20 with 6490 orders.

Key Insights

- M112 & M157 are most valuable to the group with 0.6% contribution to YTD Member Earnings.
- R19 (27.7%), R20 (25.7%). R28 (25.06%) recorded the highest % Earnings lost between Jan & Feb
- Staffing should address busiest hours: 12 – 1 PM, 7 – 10 PM



** Member Earnings (calculated monthly per member) is the revenue generated directly from a group member. It is calculated as the total difference between the expenditure earned and the commission earned for each member per month.*

Descriptive Insights

City	Total Members
Herzelia	48
Ramat Hasharon	43
Givatayim	42
Tel Aviv	38
Ramat Gan	29

1. How many members in each of the cities?

City	# Vegan Orders
Ramat Gan	30
Ramat Hasharon	30
Herzelia	21
Tel Aviv	19
Givatayim	8

2. Which cities have the most vegan meals by members and orders?

Serve Type	Total Meals	Proportion
Desert	3842	0.3935
Main	3813	0.3906
Starter	2108	0.2159

3. What is the proportion of serve types for the Italian restaurant?

Most Valuable Members (Group)

- Most Valuable Members are repeat customers who also contribute significantly to the earnings. (See below for exact formula).
- M112 (19.8K), M113 (19.3K) from Ramat Hasharan, M157 (19.8K) from Herzelia were determined to be most valuable YTD '20.

Scope – Promotions, Loyalty Rewards

Most Valuable Members (Group)			
Member ID	City	Expenditure YTD (Shekel)	Expense Share YTD (%)
112	Ramat Hasharon	19,882.39	0.63
157	Herzelia	19,849.72	0.63
113	Ramat Hasharon	19,304.20	0.61
107	Givatayim	18,896.68	0.60
136	Givatayim	18,847.51	0.60
Total		19,356.10	0.61

* Customer value was determined by $-0.7 * \text{total expense} + 0.3 * \text{frequency of ordering}$. Higher weight was given to order size.

* Visualizations were generated in PowerBI

Earning Dip in Feb'20

- From the Earnings trendline – 9% (49.58K) drop in Member Earnings between Jan and Feb '20
- Restaurants - R19 (27.7%), R20 (25.7%). R28 (25.06%) were most impacted.

Scope – Check competitor activity, social media sentiment in these months. Is the trend seasonal to industry or specific to restaurant?



Restaurant ID	January	February	# Loss Orders	# Loss Earning	% Loss Earnings
28	225	185	-40	-4,367.96	-25.06
26	207	174	-33	-3,710.42	-18.73
25	204	171	-33	-4,078.34	-24.06
24	217	179	-38	-2,564.47	-13.12
23	197	163	-34	-4,133.17	-24.95
22	227	188	-39	-3,343.08	-18.14
20	219	178	-41	-5,741.98	-25.77
19	220	170	-50	-5,081.27	-27.70
3	214	171	-43	-1,991.93	-14.70
2	206	173	-33	-1,432.53	-8.60

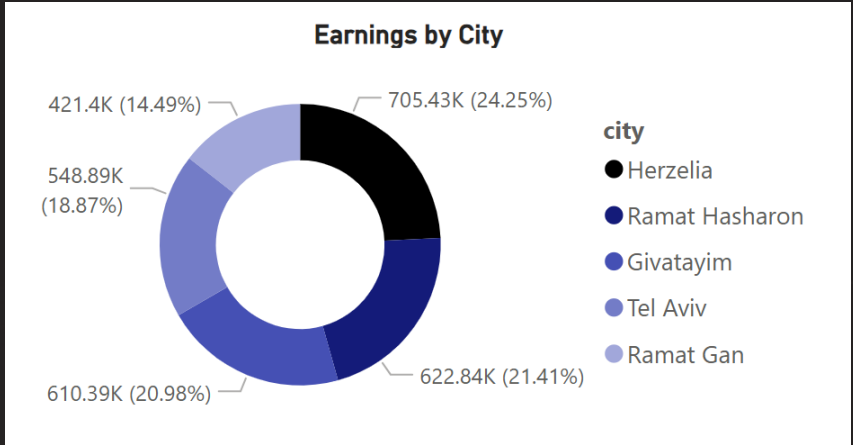
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Staffing Guide for Busy Hours

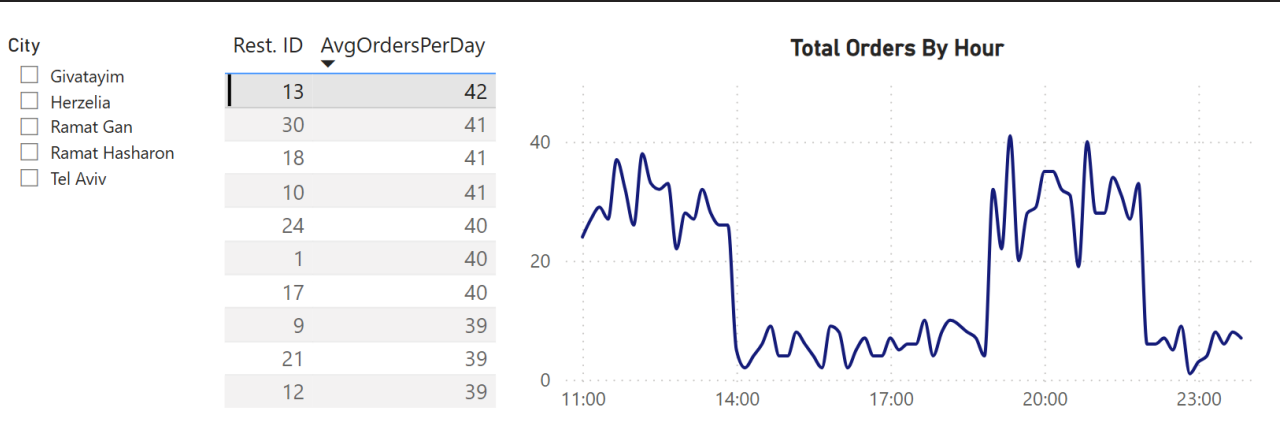
Staffing is a major cost in hospitality, with luxurious service requiring more staff and higher expenses. Effective preparation is key.

- Busiest hours on average – 12 – 1 PM, 7 – 10PM. Evenings tend to be busier than mornings
- Herzelia (24.3%) earns most while Ramat Gan (14.5%) earns least. Staffing can be done appropriately

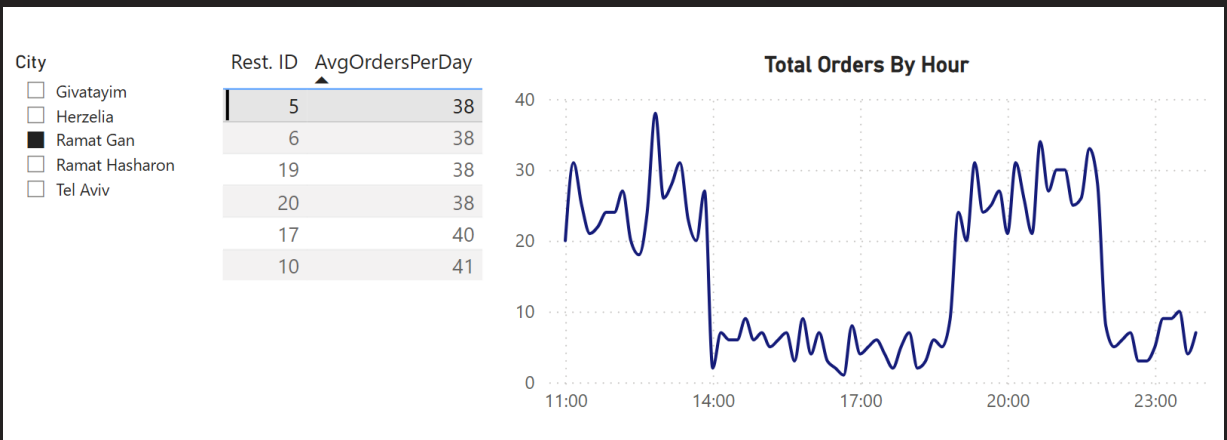
Scope – Shift Allocations, Budgeting



Overall Busiest Restaurant (YTD) - R13



Relatively Well-Paced Restaurant in Ramat Gan – R5



** The graphs has been smoothed for readability. AvgOrdersPerDay is based on YTD values*

References

- Kaggle: [Restaurant members and orders dataset](#)
- Gamma for PPT Template