

Open Projects 2025

CONSULT

Problem Statement

Boosting Conversion & Revenue in
Underperforming Urban Food Courts



Context

A prominent Indian real estate and infrastructure group operates a network of 25+ food courts across Tier-1 and Tier-2 cities, primarily within shopping malls and mixed-use commercial hubs. While overall mall footfall has recovered to 90% of pre-COVID levels, the conversion of visitors to food court customers remains low. Tier-2 city assets are particularly struggling with lower food sales per visitor, unsold kiosk inventory, and a mismatch between offerings and customer expectations.

The company is concerned that despite healthy mall footfall, a large proportion of visitors are not converting into food court customers, indicating a low conversion rate. Observations suggest that customer engagement within the food court is weak. Management suspects that factors such as misaligned consumer preferences, weak promotional strategies, or uninspiring food court experiences may be driving this dissatisfaction — but lacks clear insight into the root causes.

Challenge:

You are hired as a consultant to conduct a structured business diagnosis and propose an action plan to address the following:

- 1. Root Cause Analysis :** Use structured thinking (e.g., issue trees, segmentation, funnel analysis) to:
 - Diagnose why food court conversion rates (footfall → purchase) are underperforming in Tier-2 cities
 - Identify key revenue leakage points and value gaps in customer experience
- 2. Strategic Recommendations** Propose 3—4 actionable interventions (marketing, vendor-side, tech-enabled, operational, or experiential) that:
 - Improve conversion rates by at least 15% within 60 days
 - Increase average order value (AOV) or sales per sqft
- 3. Metrics and Impact** For each recommendation, provide:
 - Relevant quantitative KPIs (e.g., conversion %, AOV, stall utilization rate, peak/non-peak time revenue ratios)
 - Pilot execution plan for any 2 tier-1 or tier-2 locations in India with rough budget, timeline, and expected ROI (Optional)

Deliverables:

A concise strategy deck that covers the following should be submitted:

- **Problem Diagnosis** — Identify and analyze key reasons behind low conversion rates from mall visitors to food court customers, using logical structuring (e.g., simple funnel analysis, issue tree, or segmentation)
- **Recommended Solutions** — Propose 2—3 targeted, low-cost interventions that directly address the diagnosed issues and are feasible to implement within 30—60 days in Tier-2 city food courts
- **Impact & Execution Plan** — Suggest relevant quantitative metrics (KPIs) to measure success, outline a basic rollout plan (timeline, estimated costs), and explain the expected improvement in conversion or sales

Constraints:

- No major layout redesigns or capex-heavy suggestions (minor modular changes allowed)
- Recommendations must be backed by primary insights or secondary research (e.g., market benchmarks, case studies, trusted reports etc.)
(Please provide clear sources to back each data or assumption.)

NOTE:

- Only individual participation is allowed.
- Maximum 8 slides (including introduction & thank you).
- Submit the final deck in PDF format, you can use Microsoft 365 to convert PPT to PDF

Timeline:

The project timeline is scheduled from June 6th to June 14th, 2025, with all deliverables to be completed by end of day on June 14th.

References:

[Recruitment Test References - Google Docs](#)