

Dessert King Profit Optimisation

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☰ Author	
☰ Assignment	



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About me

I am a technologist turned **Digital (data) Product Manager** with proven skills in **tech, data, design, product, agile, leadership, strategy, and culture**, as well as a passion for building products that customers want to buy. While building the product from ideas, I enjoy constantly raising the bar on **functionality, flow, consistency, usability**, and

simplicity. Passion, rigour, and compassion are just a few of the qualities that I believe have aided my development as an outstanding data product leader. I seek out opportunities to meet with customers, understand their problems and needs, and build solutions based on customer insights, all while sharing my knowledge with my product community.

Case Study

You're the CEO of an early-stage start-up named "Dessert King" in Dublin, Ireland as "the Uber for desserts". It's a two-sided marketplace that connects people to pastry shop owners. Users can use your app to order dessert to their door. Currently, you are generating 2m in revenue with 200k in EBITA annualised. Your goal is to grow revenue by 20% in the next 365 days. How would you approach this?

This is your story so feel free to tell it as you wish. However, we want are interested to know:

- How do you think about big problems and deal with unknown?
- How do you articulate your thoughts?
- How resourceful are you when it comes to a new space?

Timeline: Applicants can work and prepare on the response till Sunday, 28th Nov 2021. The presentation will happen from Monday, 29th Nov 2021 onwards as per the availability of applicant and panel.

Problem

Problem Statement

How might we increase revenue of Dessert King in Dublin, Ireland from €2 million to €2.4 million and profit from 200 thousand to 240 thousand in FY 2022.

Current Balance Sheet By Nov FY'2021

BALANCE SHEET AS ON 30TH NOV 2021				PROFIT & LOSS ACCOUNT FOR FY 2021			
LIABILITIES	€	ASSETS	€	EXPENSE	€	INCOME/REVENUE	€
PART A: (EQUITY SHARE CAPITAL)	3,00,00,000	FIXED ASSETS		OPERATIONAL EXPENSES		SALES	20,00,000
		LAND		SALARIES	10,00,000	COMMISSION	
PART B: (RESERVES)	-38,00,000	BUILDING		RENTS	8,00,000	INTEREST EARNED	
		MACHINES		PURCHASE (RAW MATERIAL)		OTHER INCOME	
		FURNITURE	10,00,000				
		SECURITY DEPOSIT FOR OFFICE BUILDING	10,00,000				
				TOTAL OPERATIONAL EXPENSES	18,00,000		
LONG TERM LIABILITIES		CURRENT ASSETS		EBITDA	2,00,000		
BANK LOAN		CASH	2,82,00,000				
		INVENTORY:		DEPRECIATION:			
		RAW MATERIAL		BUILDING			
		WORK IN PROGRESS		MACHINE			
PAYABLE		FINISHED GOODS		FURNITURE			
ONLY FOR RAW MATERIAL				OTHER/AMORTIS			
UNPAID EXPENSES		DEBTORS/RECEIVABLES		EBIT			
				INTEREST			
		GOODWILL		PBT			
				TAX			
		MARKETABLE INVESTMENT		PAT		TOTAL	
	2,62,00,000		2,62,00,000				
AFTER EVERY TRANSACTION, BALANCE SHEET HAS TO TALLY		TALLIES					

Future Balance Sheet By Nov FY'2022

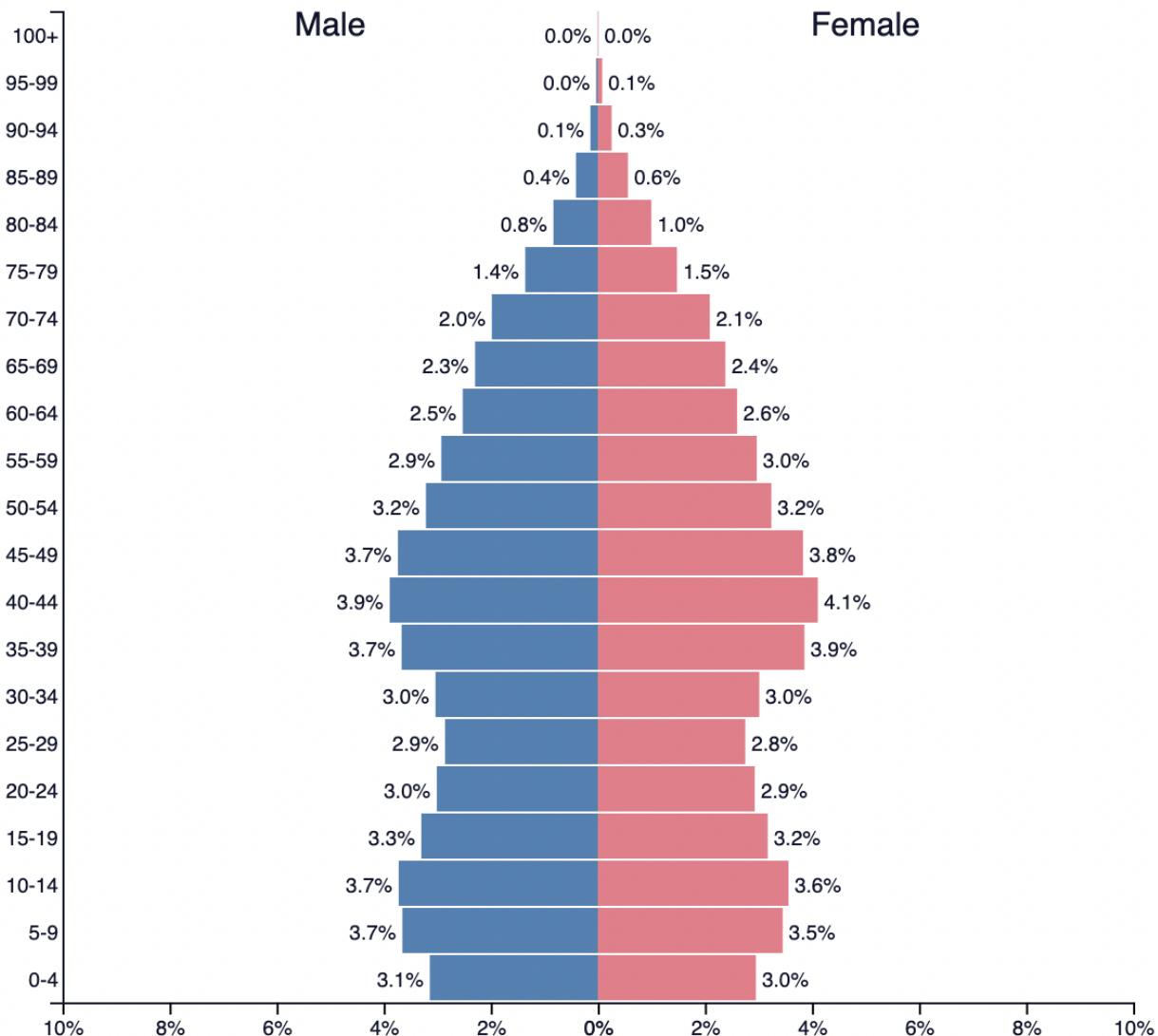
BALANCE SHEET AS ON 30TH NOV 2022				PROFIT & LOSS ACCOUNT FOR FY 2022			
LIABILITIES	€	ASSETS	€	EXPENSE	€	INCOME/REVENUE	€
PART A: (EQUITY SHARE CAPITAL)	3,00,00,000	FIXED ASSETS		OPERATIONAL EXPENSES		SALES	24,00,000
		LAND		SALARIES	10,00,000	COMMISSION	
PART B: (RESERVES)	-36,00,000	BUILDING		RENTS	8,00,000	INTEREST EARNED	
		MACHINES		PURCHASE (RAW MATERIAL)		OTHER INCOME	
		FURNITURE	10,00,000				
		SECURITY DEPOSIT FOR OFFICE BUILDING	10,00,000				
				TOTAL OPERATIONAL EXPENSES	18,00,000		
LONG TERM LIABILITIES		CURRENT ASSETS		EBITDA	2,40,000		
BANK LOAN		CASH	2,84,00,000				
		INVENTORY:		DEPRECIATION:			
		RAW MATERIAL		BUILDING			
		WORK IN PROGRESS		MACHINE			
PAYABLE		FINISHED GOODS		FURNITURE			
ONLY FOR RAW MATERIAL				OTHER/AMORTIS			
UNPAID EXPENSES		DEBTORS/RECEIVABLES		EBIT			
				INTEREST			
		GOODWILL		PBT			
				TAX			
		MARKETABLE INVESTMENT		PAT		TOTAL	
	2,64,00,000		2,64,00,000				
AFTER EVERY TRANSACTION, BALANCE SHEET HAS TO TALLY		TALLIES					

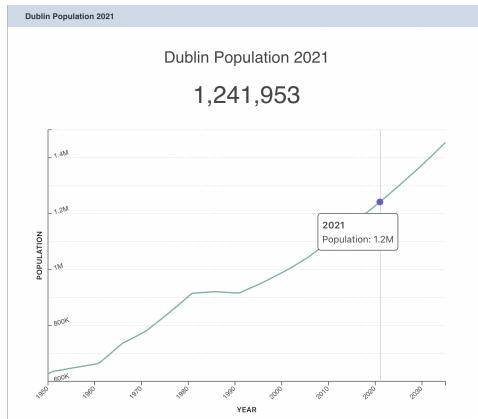
User Research (Secondary)

Dublin Demography

Ireland ▼ 2021

Population: 4,982,904





- Irish 82.7%
- UK 1.7%
- Polish: 2.9%
- Asian: 2.9%
- European Union 15 excluding Irish and UK: 1.8%
- Lithuanian: 0.8%
- African: 1.6%
- American: 0.3%

Fifteen Best Pastries shop in Dublin



1. Keogh's Cafe

1 Trinity St, Dublin, Dublin City
Cafe - South-East Inner City - 39 tips and reviews

Giuseppe Serra: The best Muffins in Dublin try Lemon & W Chocolate

Rafaella Paim: Awesome place! Muffins are delicious! Good price

Nazli Oguz: The best muffin in town, apple and cinnamon is really good



2. Il Valentino

5 Grafton Quay, Grand Canal Harbour, Dublin, Dublin City
Bakery - South-East Inner City - 65 tips and reviews

Gabriela A.: Best coffee and pastries in Dublin! Great service too!

Dorota D-M: Lovely pastries and very good coffee (if you like it mild in taste, not too bitter, still strong though)

Isis Alvarado: Real Italian coffee and very good atmosphere. A large selection of pastries and all very good



3. Dolce Sicily

20 Anne Street South, Dublin, Dublin City
Cafe - South-East Inner City - 52 tips and reviews

Kathy Lee: This is a great little spot tucked underneath Dawson Street. Great coffee, delicious cakes and daily lunch deals. Try the cannoli, Italian hot chocolate or the pear and Nutella tart!

Kristy Marcinova: Came for the cappuccino and matcha latte, stayed for the pasta and pastries. ❤ Highly recommend the spaghetti carbonara and be sure to try the beignets and cannoli! ❤

Bojan Babic: Amazing owner, great croissants and exceptional espresso



4. Offbeat Donut Co

Dublin City
Donut Shop - South-East Inner City - 17 tips and reviews

Aybuke Kurues: Amazing donuts. Especially Nutella Ring! 😊

Ruben Lobato: I tasted the cookies & cream donut and it was very good. Nice donuts.

farah sas: Must try their Apple and caramel Donut! It is the best



5. Queen of Tarts

Cork Hill, Dame St, Dublin, Dublin City
Café - South-East Inner City - 65 tips and reviews

Paul Baker: The Hearty Breakfast comes with the best bacon in Dublin.

Also the scones are to die for.

Clement H.: Awesome tarts, pastries, cheesecakes, apple crumbles, etc. Highly recommended.

Hannah Luddy: Great selection of breakfasts as well as cakes, scones, and other things for takeaway. Wonderful atmosphere for Sunday lunch or a casual date. Try the savory scones - you won't be disappointed!



6. Ladurée

1-35 William St, Dublin, Dublin City
Pastry Shop - South-East Inner City - 12 tips and reviews

Jit BP: A taste of Paris in central Dublin. These macaroons are to die for.

Chris Walden: Loved the pistachio macarons

farah sas: Best spot in dublin for macaroons & coffee! makes you feel like you're in gossip girl lol



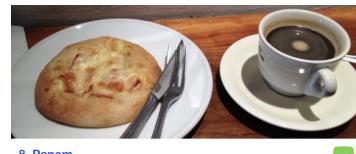
7. Queen of Tarts

Cow's Ln, Dublin, Dublin City
Café - Temple Bar - 141 tips and reviews

Elish Bul-Godley: The chic chip scone is to die for

Emm: Queen of Tarts' sultana scone is perfect!! Mmm...

Emily H.: Raspberry scone is fluffy and delicious, the perfect palate cleanser between your breakfast and dessert



8. Panem

21 Lower Grafton Quay, Dublin, Dublin City

Café - North City - 18 tips and reviews

Vanessa: All croissants and focaccia are made fresh every day. Best in Dublin if you ask me...particularly the almond croissants - yum!

Kilian McMahon: Treat yourself to some truly delicious, fresh, handmade pastries. The menu changes most days. The focaccia and croissants are fantastic.

Adri Mandado: Coffee and amazing yummy homemade pastry and salty food



9. Coffee 2 Go

79 Mespil Rd, Dublin, Dublin City
Coffee Shop - Southside - 22 tips and reviews

Mark McLaughlin: Best coffee on Dublin. Scones are amazing!

Mark McLaughlin: Best Coffee in Dublin and stunning scones!

Leo Mindel: Great scones and great coffee my first stop when visiting Dublin



10. The Rolling Donut

55 South King Street, Dublin, Dublin City

Donut Shop - South-East Inner City - 17 tips and reviews

Noura Sayed: Good coffee & donut variety!

Artemis Iat: Salted caramel pistachio donut to die for!

Becky Sweeney: The red velvet donut was insane! Highly recommend so much choice, there's a donut for everyone



11. Offbeat Donut Co.

Westland Row, Dublin, Dublin City

Donut Shop - Trinity College Dublin - 11 tips and reviews

Kim Pham: Fun little donut shop - freshly made donuts for just €2 each!

Cian Mac Mahon: This is a pretty good donut shop, and I suspect it will survive the inevitable burst of the donut shop bubble. The donuts are cheap, tasty and not too heavy.

Umut Altuntas: The red velvet and classic sprinkled donuts are very tasty. The staff are ready to assist you for your selections and I would advise you to get a six pack with variety.



12. The Rolling Donut

Bachelors Walk, Dublin, Dublin City

Donut Shop - North City - 11 tips and reviews

Joe P: AMAZING gourmet donuts! The chocolate hazelnut and chocolate orange were both delish

Pratik Gandhi: Loved them!! 😊

Javier Marino: Very yummy ☕ try the chocolate orange donut



13. Brother Hubbard North

155 Capel St, Dublin, Dublin City

Café - North City - 261 tips and reviews

Jim Healy: BH has some of the best coffee, hot chocolate and tea in Dublin. The cakes and scones here equally delicious. There's just enough wheelchair/pram space most of the time and an outdoor smoking section.

Jurgen Deschauwer: Good coffee, excellent pastries. Nice atmosphere. I could spend hours here.

Clair Battle: Things I love about this place. Staff and owners are wonderful. The granola, boiled eggs, beans with chorizo, toast, coffee, and that's before you even look at the pastries!!! Yum yum yummy



14. Bread 41

Pearse Street, Dublin

Bakery - Southside - 11 tips and reviews

Jen Kim: Amazing pastries, 3te coffee

cocabi: The coffee was great. They have oat milk. Their pastries were delicious. Need to return to try the brunch. Only open for breakfast/brunch so go early.

Ruby Porter: Pastries, coffee, tea as well as the breakfast and lunch menu are divine!



15. Augier Danger

Augier St, Dublin, Dublin City

Donut Shop - South-East Inner City - 11 tips and reviews

Felix Meißner: Best donuts in town

Kevin Wolker: The Assaulted Caramel glaze was very tasty, and the donut itself pretty darn good.

Bridget Wolkober: Oreo doughnut with marshmallow filling is delicious.

Solution

For each order delivery Dessert King will charge €2 (assumption) so to get the revenue of €2.4 million as target for Dessert King by delivering 2 million dessert in FY22 (with 40% deviation in the term of cancel or miss order and customer churn).

Approach

Based on the last year transaction and customer feedback analysis below are the insights I derived, which I will be using to optimise my business for FY22.

Ethnicity distributed in Dublin, that information will help me to understand the customer dessert preference and accordingly I optimise my supply chain and minimise the time (within 60 minutes) and distance (10 miles) to deliver the order to the customer.

All order will be generated at a centralised location (through mobile app & WhatsApp No) then rooted to nearest Dessert King Delivery centre through root optimise algorithm.

Delight the customer with on-time and best delivery service.

Last year customer transaction, I will identify the high value and repeated customer (at least three times weekly), that information I will use to create subscription pricing model so that customer once order get the dessert delivered on the schedule time with less price.

Collaborate with all the above identified fifteen pastry shop for priority order delivery to customer on time and high quality and packaging to attract and retain customer.

Optimise the losses due to customer churn and product quality.

Prototype

https://www.figma.com/embed?embed_host=notion&url=https%3A%2F%2Fwww.figma.com%2Fproto%2F0yuhnrNS7TkRgtaULTLV8W%2FDessert-King-Prototype%3Fpage-id%3D0%253A1%26node-id%3D2%253A339%26viewport%3D241%252C48%252C0.49%26scaling%3Dscale-down%26starting-point-node-id%3D7%253A546%26show-proto-sidebar%3D1

Thank you!

Any Questions?