Case Study Deck

BUSINESS ANALYSIS

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AGENDA
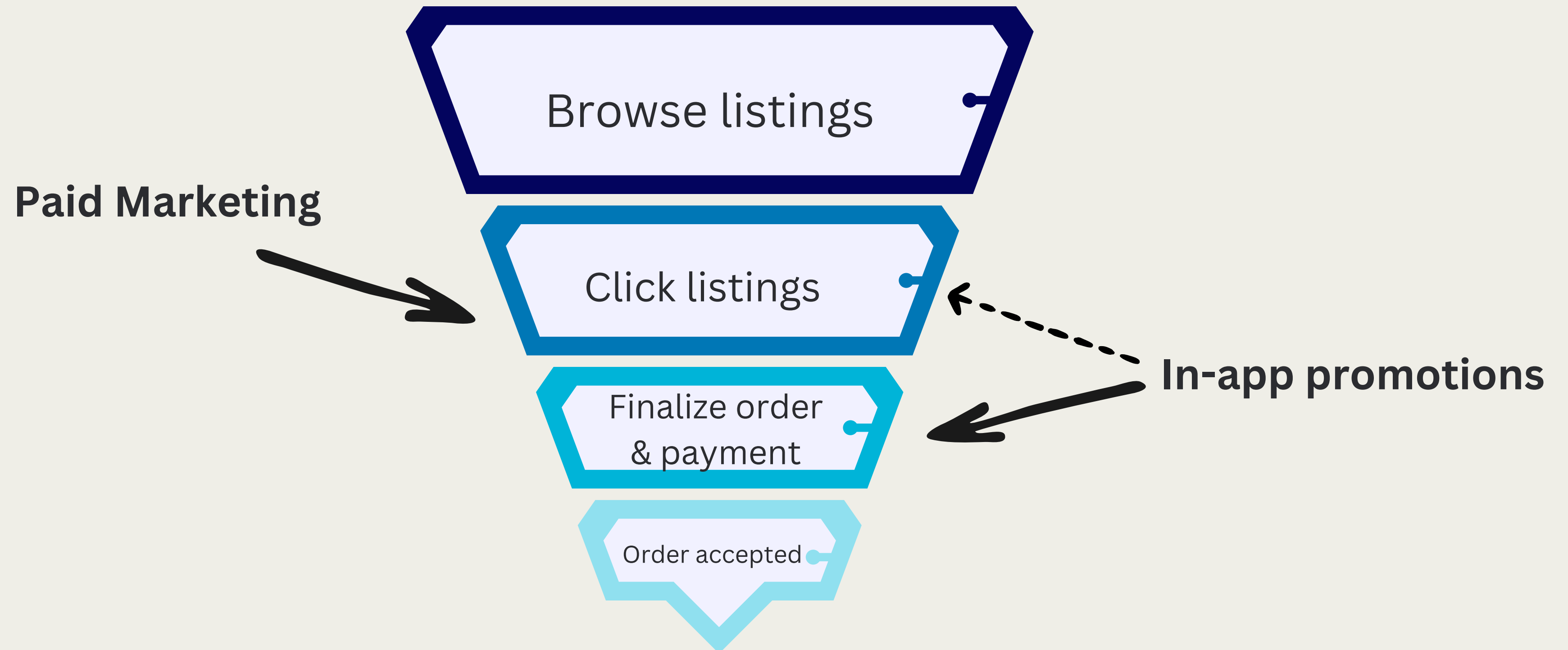
- Goal Summary

- Framework

- Levers

- Conclusion

- Recommendations

Objective:

This presentation evaluates partners' performance to provide recommendations and consideration of trade offs to double sales for unmanaged accounts.

FRAMEWORK - ONLINE FOOD DELIVERY

Browse listings

Paid Marketing

Click listings

In-app promotions

Finalize order & payment

Order accepted

LEVERS -STEP1

Anchor: Managed accounts are outperforming unmanaged accounts; therefore, use managed accounts as a benchmark to identify sources of outperformance.

Deprioritized the factors that company has less control over, such as menu items and item descriptions, header image, etc .

Deprioritized the factors that are almost exactly the same results such as prep time, AOV etc.

management_type	number_of_rows	avg_num_deliveries_last_30_days	newly_live_accounts	avg_weekly_pageviews	sales_value_last_30_days	avg_num_customers_purchased_after_view	avg_num_menu_items_with_description	avg_num_menu_items_with_description	avg_num_menu_items
Managed	123	410	9	327	11622.72	29	290	79	380.8
Unmanaged	106	116	0	133	3882.32	15	83	65	135.66
management_type	avg_%_of_time_is_active	avg_order_value	avg_mx_marketing_spent % of sales	avg_promotion_dollar_spent % of sales	avg_%_cancellations	avg_%_missing_item	avg_prep_time_mins	avg_%_wait_over_for_driver	avg_rating
Managed	95	28	0.0013	0.0029	6.13	3	19	14	3.1
Unmanaged	95	31	0.0023	0.0028	10.44	3	20	13	1.5

LEVERS- STEP2

Assumption:
- Marketing spent should increase menu views.
- The promotion amount should increase view to order rate.

Action: Investigated further on the factors that have obvious differences.

management_type	number_of_rows	avg_#_of_deliveries_last_30_days	avg_page_views	avg_%_of_customers_purchased_after_view	avg_%_of_customers_purchased_after_view	sales_value_last_30_days	avg_mx_marketing_spent per_pageview ✅	avg_promotion_dollar_spent % of sales ❓	avg_%_cancellations ✅	avg_rating ❓
Managed	123	410	327	28.61	28.61	11622	0.0451	0.0029	6.13	3.09
Unmanaged	106	116	133	15.23 ✅	15.23	3882	0.0294	0.0028	10.44	1.5

LEVERS -STEP3

Assumption: Partners with low ratings may have issues with menu quality.

Action: Analysis deeper the connection between the promotions spent and the ratings given.

Key finding: We have 2 main segments with (probably) different levers. Unmanaged account with a higher rating will achieve better results through promotions.

management_type	avg_rating_bucket	num_rows	avg_promo_spent_per_sale	avg_orders	view_order_rate	monthly_page_views
Managed	0	40	0.0021	120.9500	0.3139	522.2750
Unmanaged	0	72	0.0025	57.8611	0.1438	418.3194
Managed	1	1	0.0017	184.0000	0.3292	559.0000
Unmanaged	1	1	0.0146	13.0000	0.0602	216.0000
Unmanaged	2	2	0.0068	206.5000	0.3017	647.5000
Managed	3	5	0.0038	360.2000	0.4101	1767.6000
Managed	4	14	0.0026	711.7143	0.8819	2071.0000
Managed	5	63	0.0034	534.2540	0.3511	1827.1429
Unmanaged	5	31	0.0028	249.0968	0.2449	948.3548

LEVERS - STEP4

Assumption: All newly created accounts (less than 30 days old) receive extra exposure in the new section on plateform

Action: Examining the details to find the relationship between low ratings and quality of menu.

Key finding: Providing more items with detailed descriptions leads to a higher view-to-order conversion rate.

account_type	avg_rating_bucket	num_rows	view_order_rate	monthly_page_views	avg_num_item_with_description	avg_num_item	avg_%_item_with_description
existing_accounts_managed	0	37	0.3108	519.3243	227.3611	282.6667	0.7589 ✅
existing_accounts_unmanaged	0	72	0.1438	418.3194	70.6479	110.4167	0.6615
new_accounts_managed	0	3	0.3516	558.6667	431.6667	435.6667	0.9865

LEVERS - STEP5

Assumption: Cancellation led to a poor customer experience and resulted in a low rating.

Action: Looking into the relationship between the rating and the cancellation rate.

Key finding: High cancellation rates impact listing ratings. Particularly, low-rated listings have very high cancellation rates.

management_type	avg_rating_bucket	num_rows	%_cancelations
Managed	0	40	9.56
Unmanaged	0	72	14.72
Managed	1	1	6.22
Unmanaged	1	1	9.09
Unmanaged	2	2	1.76
Managed	3	5	11.07
Managed	4	14	10.76
Managed	5	63	2.70
Unmanaged	5	31	1.92

CONCLUSION

Exposure

Quality of menu

Cancelation

Levers

Restaurants will get more orders if
- Leverage discount campaigns to increase visibility on the platform.
- Ensure high-quality menu options to improve the conversion rate from menu clicks to completed payments.
- Minimize cancellations to finalize transactions.

Further avenue for analysis:

- (Relevant)Analyze weekly performance results to determine which promotions or marketing days yield the best outcomes.
- (More time) Segment reference by cuisine to identify the best-selling cuisines and items to boost order volumes.

RECOMMENDATION

Education
P0

Launch a marketing campaign or delegate tasks to encourage high-performing unmanaged accounts to start paid marketing or in-app promotions to drive more number of menu views to generate extra ~10k orders every 30 days.

Support
P1

Provide AI support to increase description coverage and encourage restaurants to include all available items on their online menu to drive view-to-click conversion rates.
Aim to increase the orders ~5k every 30 days.

Monitor
P2

Manage and monitor the cancellation rate, especially for lower-rated partners, to avoid a bad customer experience that leads to low ratings.
Aim to increase ~5k orders every 30 days.

Incentivize
P3

Encourage and incentivize consumers to leave positive ratings on the platform. Aim to increase the orders ~2k every 30 days.

Extra AM Support?

Through this exercise and based on my experience, I believe that we do not need additional support for unmanaged restaurants. Instead, we need to establish clear tasks to increase order volumes. For example, we can implement marketing campaigns and use AI-generated descriptions to achieve the same goal with a lower headcount cost or to increase the workload per AM.