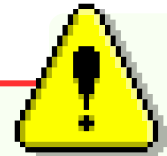SB CONSULT OPEN PROJECT

BOOSTING CONVERSION & REVENUE IN UNDERPERFORMING URBAN FOOD COURTS

Proposed by Sargam Jain

INTRODUCTION

⚠ THE PROBLEM

Low conversion of mall visitors to food court customers in Tier-2 cities.

Customer Preferences & Behavior
- Mismatched Food Offerings
- High prices relative to local street food/competitors.
- Poor visibility of food court promotions inside malls.

Supply-Side Issues
- Unpopular or redundant food brands.
- Operational Inefficiencies
- Hygiene & Ambience Concerns

Competitive & External Factors
- Food Delivery Apps (Zomato/Swiggy) → Customers order in instead.
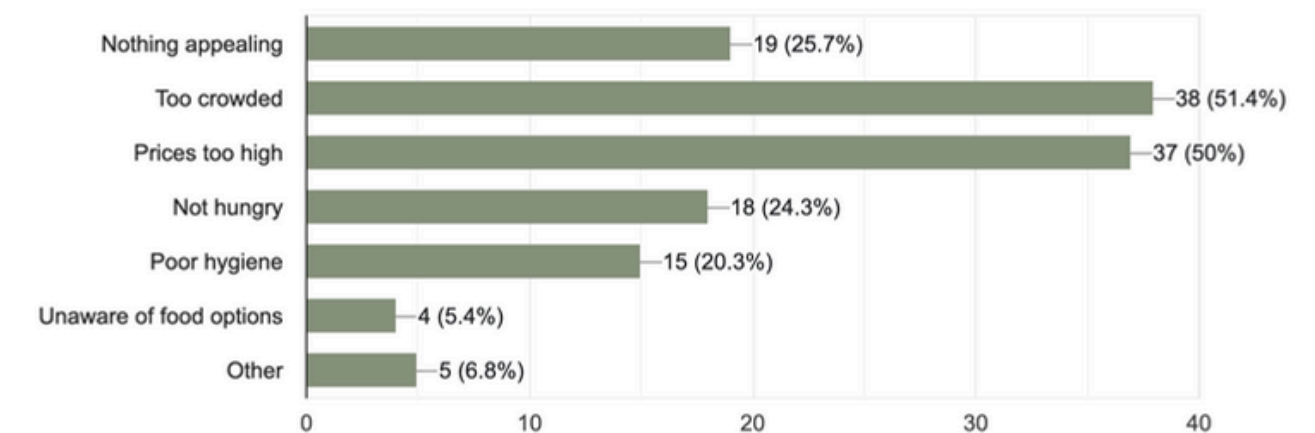- Street Food Outside Mall → Cheaper, faster alternatives.
- Standalone Restaurants in Mall

LOW CONVERSION RATES

To diagnose low footfall-to-purchase conversion rates in Tier-2 city food courts, I counducted a survey with 74 mall visitors:

If you didn't buy anything from food court, what stopped you?
74 responses

Nothing appealing	19 (25.7%)
Too crowded	38 (51.4%)
Prices too high	37 (50%)
Not hungry	18 (24.3%)
Poor hygiene	15 (20.3%)
Unaware of food options	4 (5.4%)
Other	5 (6.8%)

PROBLEM → FUNNEL ANALYSIS → USER PERSONA → STRATEGIC RECOMMENDATIONS → KEY METRICS

FUNNEL ANALYSIS

90% of pre-COVID footfall recovered.

TOTAL FOOTFALL

Mall Entry — 100%

PEOPLE WHO VISIT
FOOD COURT

Food Court Entry — 40%

VISITORS
WHO
APPROACH
COUNTERS

Stall Engagement — 30%

Purchase — 15%

Repeat Visits — 5%

Healthy footfall but low food court conversion suggests awareness/interest gap

43.9% avoid due to queues → lost sales 49.1% find prices too high vs. local alternatives.

High browsing but low purchase intent may indicate poor value, lack of relevance, or limited variety

Hygiene/ambience concerns reduce retention.

How often do you eat at the food court during your visit?
77 responses

- Mostly
- Rarely
- Festive time: When offers are present
- Never

39%
58.4%
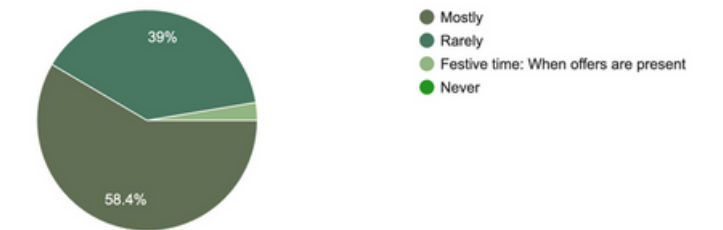
Survey shows **"nothing appealing" (29.8%)** and **"poor hygiene" (19.3%)** deter engagement.

Lack of digital/cashless options.
Long wait times → abandoned carts.

What is the most important factor for you?
77 responses
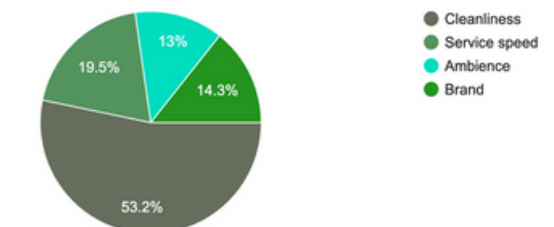
- Cleanliness
- Service speed
- Ambience
- Brand

13%
19.5%
14.3%
53.2%

PROBLEM | FUNNEL ANALYSIS | USER PERSONA | STRATEGIC RECOMMENDATIONS | KEY METRICS

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CONSUMER ANALYSIS

BASED ON THE DATA OF SURVEY

Gender
76 responses

- Male
- Female
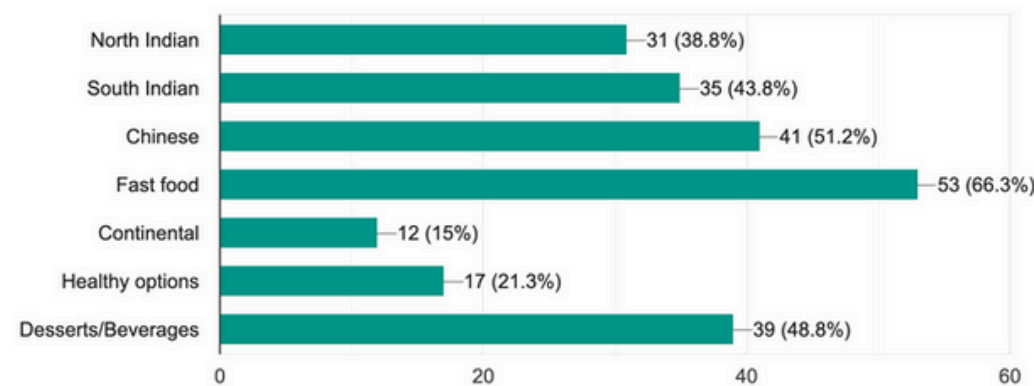- Other

34.2%
63.2%

Age

40+ 8
Under 18 1
18 - 40 66
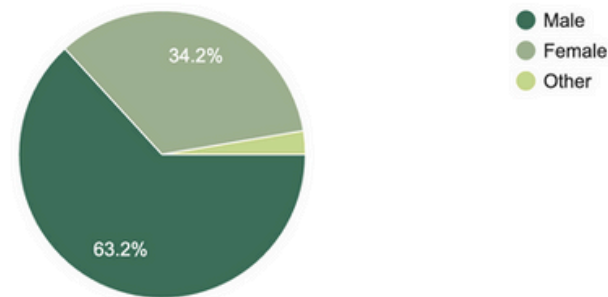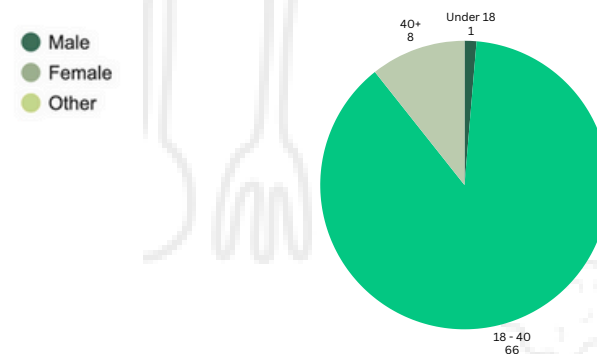
Most of the respondants are college student, so the chart doesn't give correct info about the age of consumers

What types of food do you usually look for in a food court?
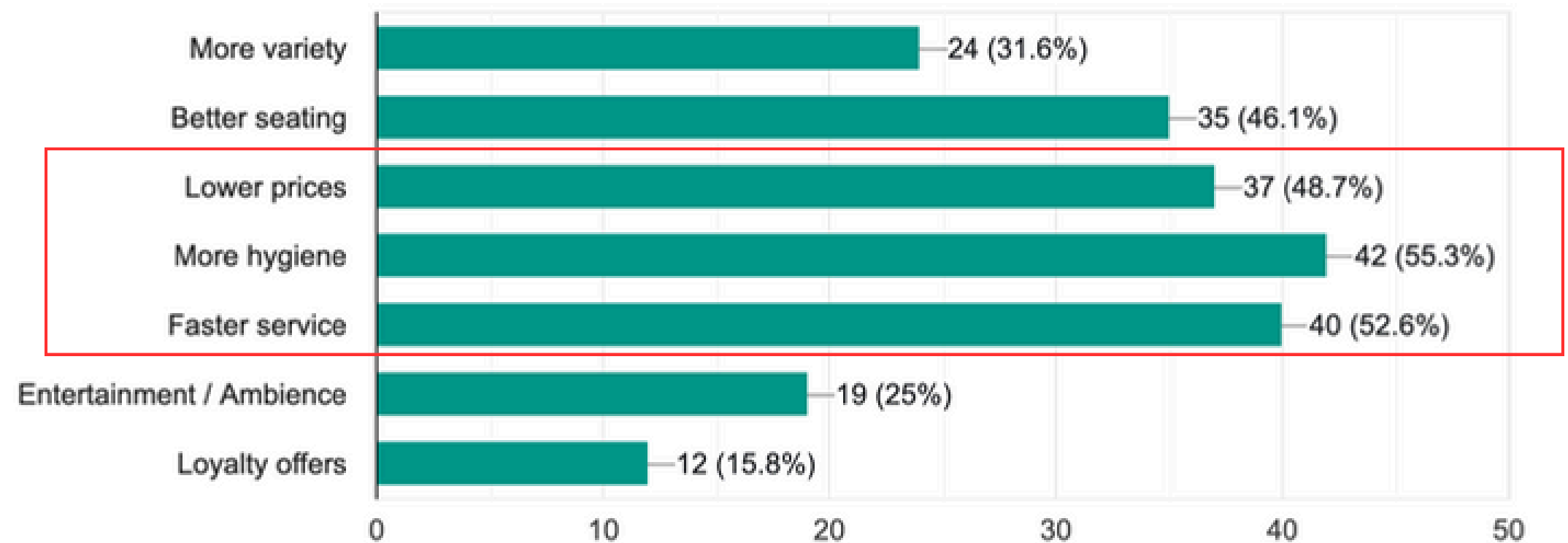80 responses

- North Indian — 31 (38.8%)
- South Indian — 35 (43.8%)
- Chinese — 41 (51.2%)
- Fast food — 53 (66.3%)
- Continental — 12 (15%)
- Healthy options — 17 (21.3%)
- Desserts/Beverages — 39 (48.8%)

Responses Excel Sheet

What would improve your experience at the food court?
76 responses

- More variety — 24 (31.6%)
- Better seating — 35 (46.1%)
- Lower prices — 37 (48.7%)
- More hygiene — 42 (55.3%)
- Faster service — 40 (52.6%)
- Entertainment / Ambience — 19 (25%)
- Loyalty offers — 12 (15.8%)

MAJOR PROBLEMS:

HYGIENE	PRICING	SERVICE SPEED
• Inconsistent cleaning protocols or lack of visible hygiene measures. • Directly affects customer trust and willingness to dine in.	• Mismatch between food court pricing and Tier-2 city spending power. • In Tier-2 cities, people prefer quality food with lower prices.	• Exacerbates crowding issues • GenZ and Millenials both prefer quick service because of different reasons. • A hungry costumer wouldn't like to wait in long queues.

PROBLEM → FUNNEL ANALYSIS → USER PERSONA → STRATEGIC RECOMMENDATIONS → KEY METRICS

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CONSUMER MINDSET

	GenZ	**Millennials**
PRICE SENSITIVITY	• Prefer street-food replicas over branded chains. • Ready to pay a higher price for a quality meal 20% extra SCAM	• Most likely to order family meals. • Most likely to get attracted by offers I'll pay ₹200 if it's from a global brand
TECH EXPECTATIONS	UPI UNIFIED PAYMENTS INTERFACE **If I can't pay through UPI, I am out!**	**I'll use apps, but staff should assist**
SOCIAL DRIVERS	• 68% visit food courts to post stories. (Mckinsey data) • Prioritizes **Instagrammable corners** (e.g., neon signs, graffiti walls)	• Seats near play areas for kids or quiet zones. • Spend quality time with their family. • Chill during office breaks.

PROBLEM → FUNNEL ANALYSIS → USER PERSONA → STRATEGIC RECOMMENDATIONS → KEY METRICS

STRATEGIC RECOMMENDATIONS

LOW CONVERSION

High Prices
- Tier-2 pricing tiers (e.g., "Value Meals" under ₹150).
- Family combo discounts (e.g., "Feed 4 @ ₹399").

Consumer experience gaps

Tier-2 Specific Fixes

Infrastructure

Poor Hygiene
- Hygiene certification badges for stalls.
- Real-time cleanliness displays (e.g., "Last inspected: 30 mins ago").

Slow Service
- QR-code self-ordering kiosks.
- Dedicated express lanes for pre-orders.

Offering Misalignment

Operational Leakages

Awareness & Promotion

Cultural Relevance

- Kid play zones near seating (for family visitors).
- Charging stations + free Wi-Fi
- Creating instagrammable corners

Lack of Local Flavors
- QR-code self-ordering kiosks.
- Dedicated express lanes for pre-orders.

Crowding

Weak Loyalty

Unappealing Global Brands
- Hybrid menus (e.g., "Pizza with Desi Toppings").
- Collaborate with local influencers to co-create dishes.

Unsold Kiosk Inventory

Low Discovery

- Heat-based seating alerts (IoT sensors to guide visitors).
- Off-peak hour promotions (e.g., "2–5 PM Happy Hour").

- Pop-up stalls for hyper-local vendors (low-risk trial).
- Revenue-sharing models (reduce fixed rents).

- "Visit 5x → Free Meal" punch cards.
- Tiered membership (e.g., Silver/Gold perks).

Festive-themed menus (e.g., "Diwali Special Thali").

Have you seen any food court-specific promotions recently?
77 responses

- Yes 28%
- No 57.1%
- Not Sure 16.9%

PROBLEM > FUNNEL ANALYSIS > USER PERSONA > STRATEGIC RECOMMENDATIONS > KEY METRICS

SB
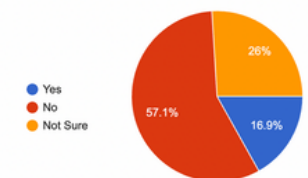
KEY METRICS

Pricing & Affordability Solutions

Tier-2 "Value Meals" (e.g., ₹129 Thali)
- Conversion Rate (Target: +10-15%)
- Average Order Value (AOV) (Track if combo meals increase basket size)
- Footfall-to-Purchase Ratio (Pre/post-intervention comparison)

Family Combos (e.g., "Feed 4 @ ₹399")
- Group Sales Volume (% of total revenue from combos)
- Repeat Visits (Families returning within 30 days)

Operational Efficiency

QR-Code Self-Ordering Kiosks:
- Queue Time Reduction (Target: -30% peak wait times)
- Stall Utilization Rate (% time stalls are busy vs. idle)
- Upsell Rate (Increase in add-ons via kiosk suggestions)

Off-Peak Promotions (e.g., "2-5 PM Happy Hour"):
- Non-Peak Revenue Growth (Target: +25% in off-hours)
- Customer Density Balance (Peak vs. non-peak footfall ratio)

Awareness & Loyalty

SMS Flash Sales
- Redemption Rate (% of SMS recipients who purchase)
- Incremental Revenue (Sales attributed to promotions)

Hygiene & Trust

- Customer Satisfaction Score (CSAT) (Target: +20 pts on hygiene)
- Social Media Sentiment (% positive mentions of cleanliness)
- Complaint Reduction (Fewer hygiene-related complaints)

Localized Offerings

Hyper-Local Stalls:
- tall Revenue per Sq. Ft (Compare local vs. global brands)
- New Customer Acquisition (% first-time visitors attracted by local food)

Monthly "Local Food Festivals":
- Event-Driven Footfall Spike (% increase during festivals)
- Social Media Engagement (Hashtag usage, UGC posts)

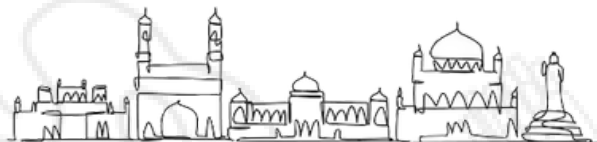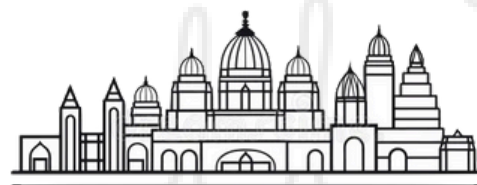PROBLEM → FUNNEL ANALYSIS → USER PERSONA → STRATEGIC RECOMMENDATIONS → KEY METRICS

EXECUTION PLAN

LOCATIONS

Hyderabad
Mixed office/shopper crowd

JAIPUR
Tourist + family footfall

DURATION

6 MONTHS

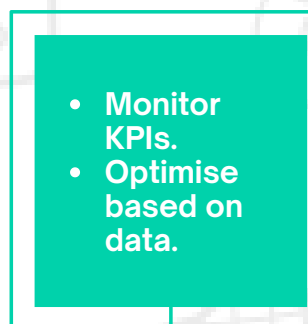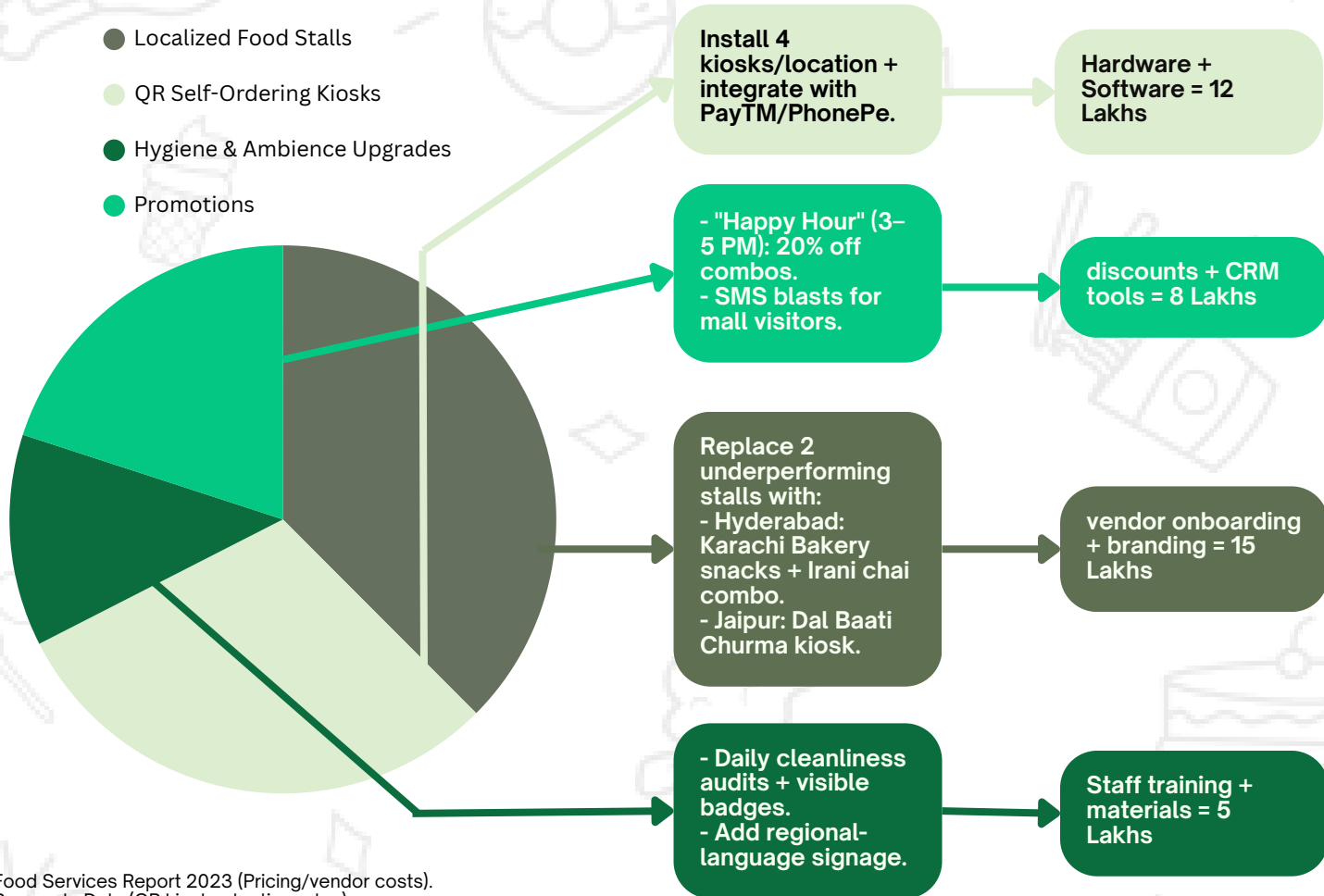Test 3 key interventions to boost conversion rates by 15% in 6 months.

TIMELINE

July
- Vendor contracts signed
- kiosks ordered

Aug
- Stalls revamped.
- kiosks installed.

Sept
- Hygiene audits begin.
- Promotions launch.

Oct-Dec
- Monitor KPIs.
- Optimise based on data.

INVESTMENT ANALYSIS

- Localized Food Stalls
- QR Self-Ordering Kiosks
- Hygiene & Ambience Upgrades
- Promotions

Install 4 kiosks/location + integrate with PayTM/PhonePe. → Hardware + Software = 12 Lakhs

- "Happy Hour" (3–5 PM): 20% off combos.
- SMS blasts for mall visitors. → discounts + CRM tools = 8 Lakhs

Replace 2 underperforming stalls with:
- Hyderabad: Karachi Bakery snacks + Irani chai combo.
- Jaipur: Dal Baati Churma kiosk. → vendor onboarding + branding = 15 Lakhs

- Daily cleanliness audits + visible badges.
- Add regional-language signage. → Staff training + materials = 5 Lakhs

1. NRAI India Food Services Report 2023 (Pricing/vendor costs).
2. RBI Digital Payments Data (QR kiosk adoption rates).
3. McKinsey Retail Insights (Operational efficiency benchmarks).
4. Client's Historical Data (Pre-COVID conversion rates).

EXPECTED ROI

Assumptions docx

KPI	BASELINE	TARGET	REVENUE IMPACT (₹ CR/YR)
Conversion Rate	10%	15%	+1.2
AOV	₹180	₹210	+0.8
Stall Utilization	60%	75%	+0.5
TOTAL			+2.5

Payback Period: <6 months after full rollout.