SAMPLE · FICTIONAL GROUP · SAMPLE VALUES

Market analysis: Sample Group Ltd

3 locations · Just Eat and Uber Eats · Period 7 Sep to 4 Oct 2026 (4 weeks)

Status 4 Oct 2026, analysis of the last four weeks

Sources Just Eat and Uber Eats partner portals, POS export, accounts, competitor menus

Your audit comes in three parts

PART 1	Market analysis this document, 8 pages	The evidence. Every number, every comparison and every assumption behind the three levers.
PART 2	Data workbook Excel, 10 sheets	All raw data to check the maths: 3,520 orders, the full menu with competitor prices, offline list, pauses and ratings.
PART 3	Action plan 2 pages	The result for management: three levers with an amount per month, who does what by when.

The essentials in five sentences

01 The group sells 880 orders a week. Centre gets almost as many menu views as North, but turns only 12.0 percent of them into orders, North 15.0 percent.

02 Your twelve best sellers cost on average about 8 percent more than at the closest competitors, at Centre 9 percent.

03 Centre is online only 88 percent of opening hours. Almost all outages fall on Friday, Saturday and Sunday evenings, the strongest hours of the week.

04 The $40 minimum order on Just Eat costs Centre about 49 orders a week. Customers between $30 and $40 order elsewhere.

05 Three fixes together are worth about $3,800 in gross profit per month. Even at half the effect, the audit pays for itself in the first month.

Contents

01 Starting point in numbers 2
02 Competitive landscape 3
03 Price level 4
04 Availability 5
05 Delivery setup 6
06 Menu and ratings 7
07 Profit maths, assumptions and limits 8

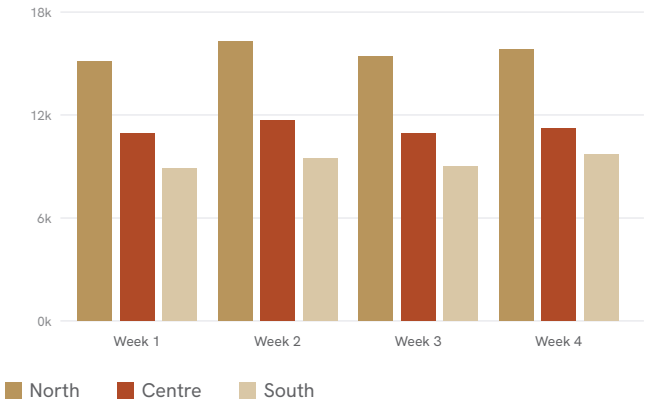
01 Starting point in numbers

Across all three locations there are 880 orders a week and $144,442 in revenue over four weeks. North and South grow slightly, Centre loses 11 orders a week against the previous four weeks.

METRIC	NORTH	CENTRE	SOUTH	GROUP
Orders per week	380	290	210	880
Change vs. previous 4 weeks	+2.4%	−3.7%	+2.9%	+0.5%
Revenue, 4 weeks	$62,623	$44,776	$37,043	$144,442
Avg. order value	$41.20	$38.60	$44.10	$41.03
Menu views per week	2,533	2,417	1,500	6,450
Conversion, view to order	15.0%	12.0%	14.0%	13.6%
Just Eat share of orders	65%	60%	75%	66%
Rating (count)	4.5 (612)	4.1 (438)	4.4 (295)	4.3
Avg. delivery time	31 min	34 min	39 min	34 min
Delivered on time	91%	86%	78%	86%
Cancellations	1.1%	2.9%	1.3%	1.8%
Uptime	97%	88%	94%	93%
Items offline	6	23	11	40

Just Eat and Uber Eats combined, source: partner portals and POS export. Red: clearly weaker than the other locations or the competition. Detail per week and platform in the workbook, sheet 2.

Revenue per week by location, in $



WHAT IT MEANS FOR YOU

Centre gets 2,417 menu views a week, almost as many as North with 2,533. Still Centre makes 90 fewer orders a week. The interest is there, customers drop off between menu and checkout. The places where that happens are price, missing items, pauses and the minimum order. Chapters 03 to 05 check each one.

02 Competitive landscape

Per location eight sample addresses in the delivery area, checked on Just Eat and Uber Eats on Friday and Saturday at 12 noon and 7 pm. Counted are providers in the same segment: burgers, bowls and salads. The three closest competitors are the three that appear next to you most often.

LOCATION	AVG. PROVIDERS PER ZONE	PROVIDERS IN TOTAL	IN AT LEAST 4 ZONES	YOUR RATING	AVG. RATING TOP 3
North	14	21	9	4.5	4.5
Centre	19	27	11	4.1	4.6
South	9	14	5	4.4	4.5

Centre location: the three closest competitors

CENTRE LOCATION	YOU	COMP. A	COMP. B	COMP. C
Rating	4.1	4.6	4.4	4.7
Number of ratings	438	1,240	860	1,980
Avg. delivery time	34 min	38 min	41 min	36 min
Minimum order	$40	25	30	25
Delivery fee	$4.90	2.90	3.50	2.90
Visible in zones (of 8)	8	8	7	8
Items on menu	48	52	61	44
Items offline	23	4	7	2
Items with photo	81%	96%	88%	100%
Meal deals for two	0	2	3	2
Current promotion	none	Free drink over $35	15 percent off bowls	Meal for two $39.90

Centre location: providers in your segment per zone

ZONE	1	2	3	4	5	6	7	8
Providers in segment	17	20	19	22	19	18	21	16

Findings

1. All three competitors are visible in seven or eight of eight zones. Anyone ordering in Centre sees you and the three, often on the same screen. The comparison happens in seconds.
2. You deliver faster than all three: 34 against 36 to 41 minutes. That is your strongest argument. Today it does not land, because fee, minimum order and price put people off first.
3. Your rating is 0.3 to 0.6 points below the competition, on a fifth to half the number of ratings. The reasons are in chapter 06 and they can be fixed.
4. All three run a promotion and offer two to three meal deals for two. You have neither.

> WHAT IT MEANS FOR YOU
>
> The competition does not cook better, it is set up better: price, fee, minimum order, availability and presentation. That is exactly where the three levers work. Delivery time and kitchen are your strength, and they stay.

03 Price level

Only like-for-like items are compared: same size, same main ingredient, same side. Pairs without a clear match are dropped. The index is weighted by your units sold, so a best seller counts more than a niche item. Your prices are the same at all three locations, the competitors differ per location.

LOCATION	PRICE INDEX, TWELVE BEST SELLERS	READING
North	+6.3%	you are more expensive
Centre	+9.0%	you are more expensive
South	+8.2%	you are more expensive
Group	**+7.7%**	**about 8 percent more expensive**

The twelve best sellers compared, Centre location

ITEM	UNITS 4 WKS	YOU	A	B	C	AVG. COMP.	GAP	NEW PRICE
Classic Burger	468	17.90	16.50	16.90	15.90	16.43	+8.9%	**16.40**
Cheeseburger	422	18.50	16.90	17.20	16.50	16.87	+9.7%	**16.90**
Teriyaki Chicken Bowl	393	18.50	16.90	17.20	16.50	16.87	+9.7%	**16.90**
Double Smash Burger	370	20.90	19.50	19.90	18.90	19.43	+7.5%	**19.40**
Crispy Chicken Burger	332	18.50	16.90	17.30	16.50	16.90	+9.5%	**16.90**
Salmon Poke Bowl	306	20.90	19.50	19.90	18.90	19.43	+7.5%	**19.40**
Bacon Burger	285	18.90	17.50	17.50	16.90	17.30	+9.2%	**17.30**
Falafel Bowl	248	16.50	14.90	15.50	14.50	14.97	+10.2%	**15.00**
BBQ Burger	222	18.90	17.50	17.50	16.90	17.30	+9.2%	**17.30**
Bulgogi Beef Bowl	212	18.90	17.50	17.50	16.90	17.30	+9.2%	**17.30**
Veggie Burger	192	16.50	14.90	15.50	14.50	14.97	+10.2%	**15.00**
Tofu Bowl	170	15.90	14.30	14.50	15.10	14.63	+8.7%	**14.60**
Avg. twelve items	**3,620**	18.40	**16.90**	**17.20**	**16.50**	**16.87**	**+9.1%**	**16.87**

New price: average of the three competitors at Centre, the tightest market, rounded to 10 cents. In North and South this puts you slightly below the local average. Other mains with a rough match are already at par today. All 48 items with all prices in the workbook, sheet 6.

Funding it: your overall price level stays the same

Moving the twelve items to the new price costs $5,583 over four weeks at today's volume. Nine items without a direct comparison take a small increase, because nobody compares them side by side: Fries +1.00, Sweet potato fries +1.00, Onion rings +1.00, Homemade lemonade +1.00, Coca-Cola 0.5 l +0.50, Iced tea 0.5 l +0.50, Mineral water 0.5 l +0.50, Coleslaw +0.50, Brownie +1.00. That brings $5,584 over four weeks. Net: $2, so neutral.

> WHAT IT MEANS FOR YOU
>
> Customers compare the prices they see side by side: burgers and bowls. There you are about 9 percent above the usual level in Centre. Hardly anyone compares sides and drinks. Set the visible prices to market level and lift the invisible ones slightly, and you sell more at the same margin per order.

04 Availability

Uptime is the share of your opening hours in which the location can be ordered from on the platform. North and South are at 97 and 94 percent, Centre at 88.

UPTIME	MON	TUE	WED	THU	FRI	SAT	SUN	Ø
North	98	98	97	97	96	96	97	**97**
Centre	98	98	97	97	82	72	72	**88**
South	95	95	94	94	93	93	94	**94**

Red: below 88 percent. All pauses with time, duration and reason, and all 40 offline items, in the workbook, sheet 7.

Centre set **17 pauses** in four weeks, 26 hours 55 minutes in total. 12 of them fall on Friday, Saturday or Sunday after 6 pm. 12 times the reason was a full kitchen. 11 pauses had no end time and were lifted by hand, on average after 116 minutes.

OFFLINE ITEMS	BURGERS	BOWLS	SALADS	SIDES	DRINKS	DESSERTS	TOTAL
North	1	1	1	1	1	1	**6**
Centre	4	6	2	4	5	2	**23**
South	1	2	2	2	2	2	**11**

CENTRE: THE EIGHT MOST IMPORTANT OFFLINE ITEMS	CATEGORY	OFFLINE FOR	ORDERS PER WEEK WHERE IT IS ONLINE
Homemade lemonade	Drinks	3 days	65.3
Onion rings	Sides	19 days	40.9
Salmon Poke Bowl	Bowls	15 days	31.9
Bacon Burger	Burgers	26 days	29.7
Apple spritzer	Drinks	15 days	25.9
BBQ Burger	Burgers	5 days	23.1
Coleslaw	Sides	26 days	22.3
Bulgogi Beef Bowl	Bowls	26 days	22.1

MATHS FOR LEVER 2

Centre uptime from 88 to 95 percent: 290 × 95 / 88 = 313 orders a week, so **+23**. Offline items from 23 to at most 5: carefully **+1**. Together **24 orders a week** × $10.50 contribution × 4.3 weeks = **$1,084 per month**, rounded $1,100.

WHAT IT MEANS FOR YOU

Pausing when the kitchen is full feels right, but it costs exactly the orders of the strongest hours, and a forgotten pause keeps running. Better: raise the prep time in the portal for an hour instead of pausing, allow pauses only with a reason and an end time, and go through the offline list every Monday.

05 Delivery setup

You set minimum order and delivery fee per location in the partner portal, as far as the platform allows. On Uber Eats all three locations use $25. On Just Eat, Centre is the only location at $40.

LOCATION	PLATFORM	MINIMUM ORDER	DELIVERY FEE	SHARE OF ORDERS	AVG. ORDER VALUE
North	Just Eat	$30	$3.90	65%	$43.40
	Uber Eats	$25	$3.50	35%	$37.11
Centre	Just Eat	$40	$4.90	60%	$46.00
	Uber Eats	$25	$4.50	40%	$27.50
South	Just Eat	$30	$3.90	75%	$46.00
	Uber Eats	$25	$3.50	25%	$38.40

Spread of order values on Just Eat

ORDER VALUE IN $	NORTH	CENTRE
30 to 40	40%	0%
40 to 42	8%	33%
42 to 50	32%	47%
50 to 60	15%	16%
over 60	5%	4%

Just Eat orders over the four weeks, North 988, Centre 696. All individual orders in the workbook, sheet 3.

The spread of Just Eat order values shows what the minimum order does. At North, 40 percent of orders are between $30 and $40. At Centre those orders do not exist. Instead 33 percent of Centre's orders sit just above the threshold, between $40 and $42, against 8 percent at North. Some customers top up to reach $40. The others leave.

MATHS FOR LEVER 3

At North, 48 percent of Just Eat orders are between $30 and $42. At Centre it is 58 of 174 a week today. If all missing orders fell into that band: 58 + x = 0.48 × (174 + x), so x = about **49 orders a week**. We count only 40 percent of them as truly new, because some already order from you on Uber Eats: **20 orders** × $9.30 contribution × 4.3 weeks = **$800 per month**.

WHAT IT MEANS FOR YOU

Lower Centre's minimum order on Just Eat to $30, leave the delivery fee unchanged for now and review it after four weeks. Change one setting at a time, otherwise you cannot measure the effect. Small orders drift to Uber Eats today, where your commission is higher.

06 Menu and ratings

The menu has 48 items in six categories, the same at every location. On the platforms the photo is often the first thing a customer sees. Items without a photo get clicked noticeably less.

MENU	YOU	A	B	C
Items	48	52	61	44
Items with photo	39	50	54	44
Items with description	29	47	49	44
Meal deals for two	0	2	3	2
Items with fewer than 2 orders per location and month	6	.	.	.

TOPIC, CENTRE, 4 WEEKS	COUNT
Arrived cold	4
Item missing or replaced	6
Long wait	2
Too expensive	3
Portion too small	2
Taste praised	18
Fast delivery	3
Packaging praised	1

Nine items without a photo

Kids Burger, Chicken Caesar Bowl, Shrimp Bowl, Side salad, Greek salad, Dip, Coleslaw, Edamame, Apple spritzer. Three of them go with the items you drop, which leaves six. Add photos to the best sellers first.

Six items to drop

Orders per month across the whole group, so fewer than two per location: Truffle Burger (5), Shrimp Bowl (5), Greek salad (4), Edamame (5), Kombucha (4), Mochi, 3 pcs (5). They tie up stock and kitchen space and make the menu longer without selling. Four of them are offline at Centre anyway: dropping them instead of bringing them back shortens the offline list at once.

Add two meal deals for two

All three competitors have them, priced between $36 and $42. A deal like that lifts the basket above any minimum order and gets its own category on the platform.

Ratings at Centre

In four weeks Centre received 39 new ratings, average 3.6. That is below the overall 4.1: the rating is falling. None of the new ratings was answered. The criticism has two focal points: **arrived cold** and **item missing or replaced**. Both tie back to the pauses and offline items from chapter 04. The taste gets praised.

> WHAT IT MEANS FOR YOU
>
> Lever 2 brings more than orders, it also lifts ratings. A location that is reliably online and does not have to replace items gets fewer one-star reviews. Replying to reviews takes five minutes a day and the platforms show the replies.

07 Profit maths, assumptions and limits

We calculate with the contribution, meaning what is left of an order after all variable costs. For lever 1 we use the lowest order value in the group, Centre's, for all locations. That makes the number smaller but more robust.

PER ORDER	AVG. CENTRE	NEW, 30 TO 40
Order value incl. VAT	38.60	34.70
VAT 2.6%	−0.98	−0.88
Commission 30% of order value	−11.58	−10.41
Cost of goods 30% of net	−11.29	−10.15
Packaging	−1.50	−1.50
Variable staff 7.3% of net	−2.75	−2.48
Contribution	**10.50**	**9.29**
rounded for the levers	10.50	9.30

LEVER	ORDERS PER WEEK	CONTRIB.	PER MONTH	HALF THE EFFECT
1 Pricing	+42	$10.50	**$1,900**	$950
2 Availability	+24	$10.50	**$1,100**	$550
3 Delivery setup	+20	$9.30	**$800**	$400
Together	**+86**		**$3,800**	**$1,900**

Month = 4.3 weeks. Contribution rounded to 10 cents, amounts to 100. Half the effect alone covers the audit fee in the first month.

Assumptions

- **Lever 1:** Group conversion rises from 13.6 percent by 0.65 points when the best sellers are at market level. That means 4.8 percent more orders, 880 × 4.8 percent = 42. The funding from chapter 03 keeps the margin per order unchanged.
- **Lever 2:** Orders grow in proportion to uptime. Fewer offline items are barely counted.
- **Lever 3:** North's pattern applied to Centre, 40 percent of it counted as new.

Limits of this analysis

- Competitor conversion is not public. Lever 1 is therefore an assumption that we measure after four weeks: orders and conversion before against after.
- Seasonality and weather cannot be separated out in four weeks. The impact check therefore always compares four weeks before with four weeks after.
- Not sized, but notable: South is slowest at 39 minutes, on time only 78 percent of the time, and its new ratings mostly mention the wait. No replies to reviews. No promotions running. These are the next levers after these three.

Data sources

Just Eat and Uber Eats partner portals (orders, menu views, uptime, pauses, ratings), POS export, cost of goods and staff cost from your accounts, competitor menus and settings collected publicly on the platforms.

Continue in the action plan: the three levers on two pages, with owners and deadlines. Part 3