

Business Requirement

Identify where and how each outlet can grow revenue to collectively achieve a **+10% topline uplift** across the multi-outlet café network.

- Business context:** The owner operates a **multi-outlet café chain in Singapore** where outlets serve meaningfully different customer profiles — office-area locations (e.g., CBD), tourist/retail footfall (e.g., Orchard), and heartland mall communities — each with distinct peak trading patterns and demand behaviours.
- Data available:** Two POS export tables cover approximately **9 months of transaction history** — `pos_item_report_june_oct_2025` (June–October 2025) and `pos_item_report_adjusted_2026` (November 2025 onward). Both share an identical schema: **'Date/Time'** (enabling hourly/daily/weekly trend analysis), **'POS order no.'** (order-level aggregation), **'Store Name'** (outlet-by-outlet comparison), **'Dining Type'** (Dine-in / Takeaway / Delivery channel split), **'Category'** and **'Item name'** (product mix and menu performance), **'Item type'** (Main item vs. Modifier, enabling attach-rate and upsell analysis), **'Staff Name'** (staff-level productivity), **'Amount received'** (net revenue collected), and **'Discount'** (promotional cost and discount frequency).
- Objective:** Use the POS transaction data to pinpoint **concrete, outlet-specific revenue growth levers** — such as underutilised trading hours, low-performing dayparts, channel mix imbalances, high-discount items eroding margin, low modifier attach rates, and top vs. bottom performing menu items — and quantify the incremental revenue opportunity each lever represents toward the **+10% topline revenue growth target**.
- Assumptions / gaps:** The analysis will treat **'Amount received' as net revenue** (post-discount) since no separate gross revenue column exists; gross-to-net dynamics will be assessed via the `Discount` column. It is assumed both tables together form a **continuous, comparable dataset** and that `Store Name` values are consistent across both tables to allow outlet-level aggregation. No customer-level identifier (e.g., loyalty ID) is present, so **customer frequency and retention analysis** is not possible from this dataset alone.

Detailed AI Insights & Report

Multi-Outlet Café Network — POS Revenue Analysis

Aligned to: +10% Topline Revenue Growth Target (~\$201,534 incremental revenue needed)

Network Baseline

- Total net revenue (9 months, Jun 2025–Apr 2026):** \$2,015,338
- Total orders:** 214,312
- Network avg order value (AOV):** \$9.40
- Total discounts given:** \$35,963
- Overall discount rate:** ~1.76% of gross revenue
- +10% topline target requires:** ~\$201,534 in incremental revenue

Outlet Revenue Hierarchy

Store	Total Revenue	Orders	AOV	Discount Rate
Orchard (Central)	\$598,619	60,847	\$9.84	1.76%
Tampines (East)	\$444,799	53,994	\$8.24	1.76%
Harbourfront (South)	\$411,824	46,264	\$8.90	1.75%
Woodlands (North)	\$342,671	44,020	\$7.78	1.73%
Jurong (West)	\$217,425	32,927	\$6.60	1.76%

- Orchard (Central)** is the top outlet, contributing **29.7%** of network revenue with the highest AOV (\$9.84).
- Jurong (West)** is the lowest-revenue outlet with the lowest AOV (\$6.60) — a **\$3.24 gap vs. Orchard** per order.
- Discount rates are remarkably uniform across all outlets (range: **1.73%–1.76%**), indicating a consistent promotional policy network-wide.

Monthly Revenue Trend (Network-Wide)

- Revenue was broadly stable Jun–Oct 2025 (**\$187k–\$194k/month**) and Nov 2025–Mar 2026 (**\$169k–\$190k/month**).
- Feb 2026** was the weakest full month at **\$169,694** (20,588 orders), consistent with a shorter calendar month.
- Apr 2026** records only **\$145,745** (17,534 orders) — the lowest month — but the data likely represents a partial month given the dataset cutoff, not a structural decline.
- No outlet shows a sustained upward monthly trend; revenue is flat-to-stable across the 9-month window.

Store-Level Monthly Patterns:

- Orchard (Central):** Peaked Jul 2025 (\$58,464); dipped Nov 2025 (\$52,466) and Feb 2026 (\$49,916). Consistently the highest-revenue month-over-month.
- Tampines (East):** Mild downward drift from Aug 2025 (\$44,569) to Dec 2025 (\$40,070), slight recovery in Jan–Mar 2026.
- Harbourfront (South):** Gradual recovery from Sep 2025 (\$36,858) to Mar 2026 (\$39,424); most stable outlet.
- Woodlands (North):** Flat throughout; range \$31k–\$34k in most months.
- Jurong (West):** Lowest and flattest; range \$19k–\$21k across most full months.

Day-of-Week Trading Patterns by Outlet

- Orchard (Central):** Strong **Mon–Fri** pattern — weekday revenue (\$100,755–\$101,374/day-of-week bucket) is roughly **2.2× Sunday** (\$46,559) and **2.2× Saturday** (\$46,847). Classic office/CBD profile.
- Tampines (East):** Strong **weekend** (Sun \$95,674, Sat \$94,792) vs. weekday (\$50k–\$51k range). Weekend days generate **~1.85× a typical weekday**. Classic heartland/residential mall profile.
- Harbourfront (South):** Strong **Sunday** (\$88,806) and **Saturday** (\$86,156) vs. flat weekdays (\$47k range). Weekend-dominant; consistent with retail/tourist footfall.
- Woodlands (North):** Weekend-leaning — **Sunday** (\$66,813) and **Saturday** (\$65,265) vs. weekday average ~\$42k. Weekend **~1.58× weekday**.
- Jurong (West):** Relatively flat across all days (range: \$30,178–\$32,983). Weekend marginally higher but no pronounced spike.

Hourly Trading Patterns (Peak vs. Off-Peak)

- Orchard (Central):** Two clear peaks — **Lunch (12:00–13:00)** dominates with **\$173,699 (hr 12) + \$137,521 (hr 13)** = \$311,220 combined; **Evening peak hr 19** at \$63,105. Afternoon hours 15–16 are deep troughs (\$12,475 and \$13,250 respectively — just **~6% of peak lunch hour each**).
- Harbourfront (South):** **Lunch peak (12–13):** \$104,194 combined; **Evening peak (18–19):** \$129,614 combined — evening is actually the **largest daypart** at \$156,922. Afternoon (15–16) is soft: \$18,291 + \$19,154.
- Tampines (East):** **Lunch (12–13):** \$112,581 combined; **Evening (17–20 daypart):** \$168,013 — evening is the dominant daypart. Afternoon (15–16) also relatively soft vs. peaks.
- Woodlands (North):** **Lunch (12–13):** \$87,467; **Evening (17–20):** \$131,862. Afternoon dip at hr 15 (\$14,627) is the lowest non-opening hour.
- Jurong (West):** **Lunch (12–13):** \$77,627; **Evening (17–20):** \$73,602. Most balanced across dayparts relative to its scale. Morning (9–12) weakest at \$16,174.

Daypart Revenue Summary — All Stores:

Store	Morning (9–12)	Lunch (12–14)	Afternoon (14–17)	Evening (17–20)	Night (20–24)
Orchard	\$37,926	\$311,220	\$58,008	\$134,022	\$57,443
Tampines	\$43,957	\$112,581	\$73,183	\$168,013	\$47,065
Harbourfront	\$41,080	\$104,194	\$67,437	\$156,922	\$42,191
Woodlands	\$33,259	\$87,467	\$54,732	\$131,862	\$35,351
Jurong	\$16,174	\$77,627	\$25,269	\$73,602	\$24,753

- Orchard's Afternoon (14–17)** at **\$58,008** is disproportionately low relative to its lunch (\$311k) and evening (\$134k) — a significant underutilised window given high foot traffic potential.
- Jurong Morning (9–12)** at **\$16,174** is the weakest morning slot network-wide relative to the store's lunch volume.

Channel (Dining Type) Mix

- All outlets show a near-perfectly even **~33% split** across Dine-in, Takeaway, and Delivery — this is consistent across every store with no meaningful channel imbalance.
- Highest single-channel AOV: **Orchard Delivery** at \$9.68; **Orchard Dine-in** at \$9.64.
- Jurong (West)** Delivery leads that outlet at **\$6.55 AOV** but remains the lowest-AOV delivery channel network-wide.
- No outlet has a materially underdeveloped delivery or takeaway channel relative to peers — channel mix is already balanced.

Category Revenue by Store

- Sandwich** is the #1 revenue category at every single outlet, contributing **42–43%** of each store's revenue.
- Category ranking is identical across all 5 outlets: **Sandwich > Coffee > Tea > Pastry** (Coffee and Tea are very close at Harbourfront, Woodlands).
- Orchard (Central) Sandwich:** \$257,400 — the largest single category-store combination in the network.
- Jurong (West) Pastry:** \$33,391 — the smallest non-coffee category by store, reflecting the outlet's lower overall scale.

Top Menu Items (Network-Wide)

- Avocado Toast** is the #1 revenue item: **\$436,659** total (21.7% of network revenue), **30,403 line items sold**.
- Ham & Cheese Sourdough** is #2: **\$356,411**, 30,467 line items.
- These two sandwich items alone account for **\$793,070** — **39.4%** of total network revenue.
- Matcha Latte** (\$151,838) and **Latte** (\$139,577) are the top-performing beverages.
- Warm Up** (Modifier, Pastry) and **Less Sugar** (Modifier, Tea) each recorded **\$0.00 revenue** across 18,067 and 12,068 line items respectively — these are zero-revenue modifiers (likely free preference selections).

Per-Store Top Items:

- Avocado Toast** is #1 at every outlet. Its per-store revenue: **Orchard \$129,897 | Tampines \$95,736 | Harbourfront \$89,317 | Woodlands \$75,120 | Jurong \$46,589**.
- Ham & Cheese Sourdough** is #2 at every outlet.
- Matcha Latte consistently outperforms other beverages; Americano is the lowest-revenue main beverage at all stores.

Modifier Attach Rate & Modifier Revenue

- Attach rates are tightly clustered: **60.3%–60.5%** across all stores — meaning roughly **4 in 10 orders have no modifier**.

Store	Attach Rate	Avg Modifier Rev/Order	Avg Modifier Rev (when attached)
Orchard (Central)	60.5%	\$0.693	\$1.440
Harbourfront (South)	60.5%	\$0.628	\$1.306
Tampines (East)	60.4%	\$0.582	\$1.211
Woodlands (North)	60.3%	\$0.548	\$1.145
Jurong (West)	60.5%	\$0.466	\$0.971

- Total modifier revenue network-wide:** \$142,142 (\$42,171 Orchard + \$31,442 Tampines + \$29,055 Harbourfront + \$24,135 Woodlands + \$15,339 Jurong).
- Jurong (West)** has the lowest modifier revenue per attached order (\$0.97) — significantly below Orchard (\$1.44). The gap is not in attach rate (essentially identical) but in **modifier value per transaction**.
- Category-level attach rates** are similarly tight (59.2%–60.7%), with no category dramatically underperforming on attach.
- Paid modifiers:** Extra Cheese (\$39,285), Gluten Free Bread (\$29,799), Extra Shot (\$19,650), Oat Milk/Coffee (\$13,446), Oat Milk/Tea (\$13,114), Caramel Syrup (\$10,437), Add Butter (\$9,837), Honey (\$6,574).

Discount Analysis

- Discount rates are uniform: **1.73%–1.76%** gross discount rate across all outlets.
- ~15.1%–15.5%** of orders receive a discount at every store — again, remarkably consistent.
- Top discounted items** are Avocado Toast and Ham & Cheese Sourdough across all stores — reflecting that discounts are concentrated on the highest-volume, highest-revenue items.
- Item-level discount rates (on discounted transactions only) range **12.1%–12.8%** — consistent across items and stores, suggesting a standardised discount structure.
- Orchard (Central)** carries the highest absolute discount cost: **\$10,725** total.
- No single outlet or item shows an outlier discount rate that would indicate a margin erosion problem beyond the others.

AOV Gap Analysis (Quantified Opportunity)

- If **Jurong (West)** raised its AOV from \$6.60 to match **Woodlands (North)** at \$7.78 (next rung), that \$1.18 increase across **32,927 orders** = **+\$38,853** incremental revenue (~19% of the \$201k target).
- If **Woodlands (North)** raised its AOV from \$7.78 to match **Tampines (East)** at \$8.24, the \$0.46 increase across 44,020 orders = **+\$20,249**.
- If **Tampines (East)** raised its AOV to match **Harbourfront (South)** at \$8.90, the \$0.66 increase across 53,994 orders = **+\$35,636**.
- Combined AOV-*lift* scenario (partial step-up per outlet, not full convergence to Orchard): these three outlets alone represent **~\$94k** potential uplift — nearly half the target.

Modifier Uplift Opportunity:

- Increasing the network modifier attach rate from **60.4%** to **65%** would add ~10,200 more modifier-bearing orders. At the network average modifier value when attached (~\$1.21), this = **~\$12,300** incremental modifier revenue.
- Alternatively, if Jurong's avg modifier per attached order rose from \$0.97 to the network average of \$1.21, across ~19,909 attached orders = **+\$4,780**.

Business Suggestions

Prioritised Revenue Growth Recommendations

1. 🎯 Close the AOV Gap at Jurong (West) — Highest Relative Uplift Potential

Finding: Jurong (West) has the lowest AOV at **\$6.60** — a **\$1.18 gap vs. Woodlands (North)** and a **\$3.24 gap vs. Orchard (Central)** — across **32,927 orders**. Its avg modifier revenue when attached (\$0.97) is also the lowest in the network by a wide margin.

Action: Launch a structured upsell programme at Jurong specifically targeting modifier attachment value — e.g., promote Ore Milk upgrades, Extra Shot, and Add Butter more actively at point of sale. Additionally, consider whether pricing on Core Items (Avocados, Caramel Syrup, etc.) at Jurong: \$46,589 total vs. \$89,317 at Harbourfront on fewer orders) reflects local price sensitivity or a missed pricing opportunity. Even a **\$1.00 AOV increase** across Jurong's 32,927 orders = **~\$33k incremental revenue** (~16% of the +10% target on its own).

Note: Whether a price increase is viable at Jurong depends on local customer price sensitivity — a professional judgment call that should be tested before broad implementation.

2. 🕒 Activate the Orchard (Central) Afternoon Daypart (14:00–17:00)

Finding: Orchard's **Afternoon (14–17) daypart** generates only **\$58,008** across the full 9-month dataset — compared to \$311,220 at Lunch and \$134,022 at Evening. This is Orchard's deepest trough, at just **18.6% of its lunch daypart revenue** despite the outlet's high-AOV (\$9.84) and office/Orchard footfall profile.

Action: Introduce an afternoon-specific offer at Orchard — e.g., a "3pm coffee & pastry" bundle, a staff challenge to upsell afternoon cake/beverage combos, or a targeted loyalty/walk-in promotion for the 14:00–16:00 window. Even capturing **500 additional orders** in this window at the outlet's \$9.84 AOV = **+\$4,920/month** or ~\$44k annualised. This is a low-cost, time-boxed activation that leverages existing high-AOV infrastructure.

3. 📊 Drive Weekday Volume at Tampines (East) and Harbourfront (South)

Finding: **Tampines (East)** generates **~\$95,674 on Sundays vs. ~\$50,127–\$51,676 on weekdays** — weekends are 1.85× weekdays. **Harbourfront (South)** similarly earns **~\$88,806 on Sundays vs. ~\$47k on weekdays**. Both have substantial untapped weekday capacity during their off-peak days.

Action: For Tampines, target HDB/residential weekday morning and lunch crowds — the Morning (9–12) daypart at Tampines already generates \$43,957 (the strongest morning slot outside Orchard), suggesting an existing weekday base to build on. Consider a weekday loyalty mechanic, office-catering pickup bundles, or a weekday-only combo offer on Sandwich + Beverage (Sandwich is 42.7% of Tampines revenue). If weekday orders increased by just **10%** at Tampines (adding ~5,400 orders at \$8.24 AOV) = **+\$44,500** incremental. Apply equivalent logic to Harbourfront's Mon–Fri daypart.

4. 📈 Increase Modifier Attach Rate Network-Wide from ~60% to 65%

Finding: Across all 5 outlets, the modifier attach rate is **60.3%–60.5%** — nearly identical, meaning **~39.5% of all orders (approximately 84,700 orders) currently have no modifier revenue attached**. The network average modifier value when attached ranges from **\$0.97 (Jurong) to \$1.44 (Orchard)**.

Action: Implement a scripted upsell protocol for all staff (e.g., "Would you like Oat Milk / Extra Shot / Extra Cheese?") tied to the specific item ordered. Focus on **Coffee and Tea categories** at Woodlands (North) and Tampines (East), where Coffee attach rate (60.7% and 60.1% respectively) and modifier yield lag Orchard. A **5-percentage-point improvement** in attach rate network-wide (~10,700 additional orders with modifiers, at ~\$1.21 average modifier value) = **~\$12,950 incremental revenue**. This requires zero new customers and minimal operational change.

5. 🍞 Protect and Extend the Sandwich Category Dominance — Especially Avocado Toast

Finding: **Avocado Toast** alone generates **\$436,659** (21.7% of total network revenue) and is the #1 item at every single outlet. Combined with Ham & Cheese Sourdough (\$356,411), these two items account for **\$793,070 — 39.4% of all revenue**. Both items also carry the highest absolute discount costs (Avocado Toast: \$8,372 total discount; Ham & Cheese Sourdough: \$6,896).

Action: Two levers here — (a) **Protect discount discipline on Avocado Toast and Ham & Cheese Sourdough**. These items are already discounted at ~12.1%–12.8% item-level discount rates on discounted transactions; since they represent such a large share of revenue, even a modest reduction in discount frequency on these two items recovers meaningful margin. (b) **Promote modifier attach on Sandwich orders** — the Sandwich category has the highest avg order-category revenue (\$13.1k–\$16.4k per order at various outlets when modifiers are included) but attach rates (59.3%–60.2%) lag Coffee at most stores. Pushing Extra Cheese and Gluten Free Bread prompts directly for sandwich orders could lift per-transaction value meaningfully.

6. 📍 Address Flat Growth Trajectory at Woodlands (North) and Jurong (West) with Targeted Volume Drives

Finding: **Woodlands (North)** revenue has been flat at ~\$31k–\$34k/month for the entire 9-month period, with no growth signal. **Jurong (West)** is similarly stagnant at ~\$19k–\$21k/month. Together these two outlets contribute **\$560,096 (27.8%)** of network revenue but show no organic growth — and both are the two lowest-AOV outlets (\$7.78 and \$6.60 respectively).

Action: For Woodlands, leverage the **weekend peak (Sunday \$66,813, Saturday \$65,265)** — these are already the strongest days, suggesting community/family traffic. A weekend "family bundle" combining sandwiches and pastries (both strong categories) could increase basket size on already-high-volume days. For Jurong, given its consistently flat weekday vs. weekend pattern, investigate whether operational hours or staffing at peak Lunch (12–14, \$77,627 — the store's strongest daypart) are fully optimised to capture demand; if the lunch rush is capacity-constrained, small operational adjustments could unlock volume without any marketing spend. *This operational diagnosis requires information beyond the dataset and is a professional judgment recommendation.*