



RESTAURANT *profitably* **GROWTH** **2025**

EXECUTIVE SUMMARY

Grow sales without giving away too much margin

01 Help each customer spend a little more.

Dine-in orders average IDR 195k, more than delivery and takeaway. Add drinks or side dishes to delivery and takeaway bundles.

02 Bring more customers to Surabaya and Denpasar.

These two branches have the lowest yearly sales. Try a small local campaign and track whether orders rise.

03 Check the cost data before making profit decisions.

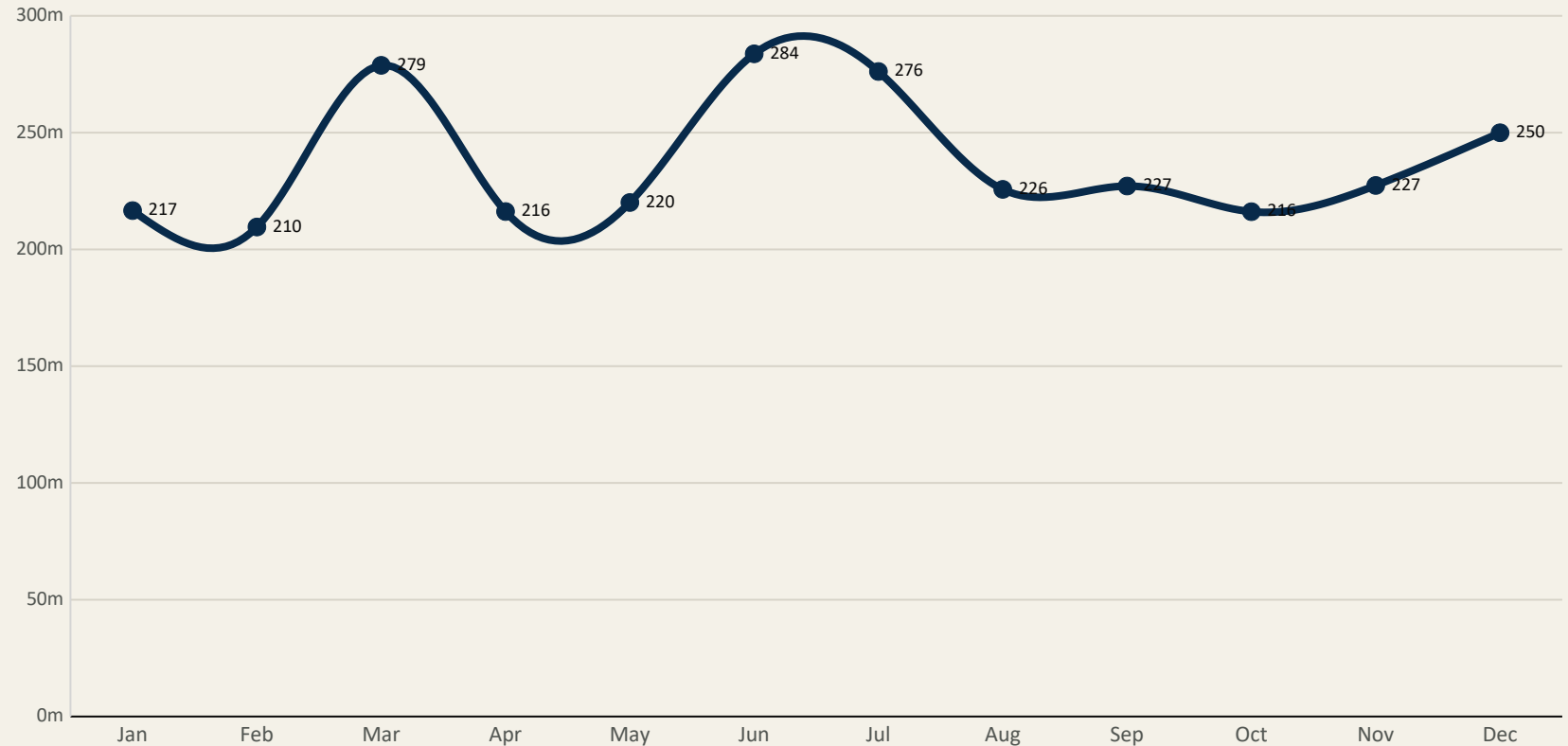
Orders with promotions average 13% less, and the finance data shows every branch losing money. Confirm the costs and compare campaigns with a control group.

Busy months have more orders - not bigger orders

WHAT IT MEANS

June had the highest sales. March and December also sold more, but the average order did not increase. Keep discounts small and protect how much each customer spends.

Monthly restaurant revenue



284M

peak month - Jun

2848M

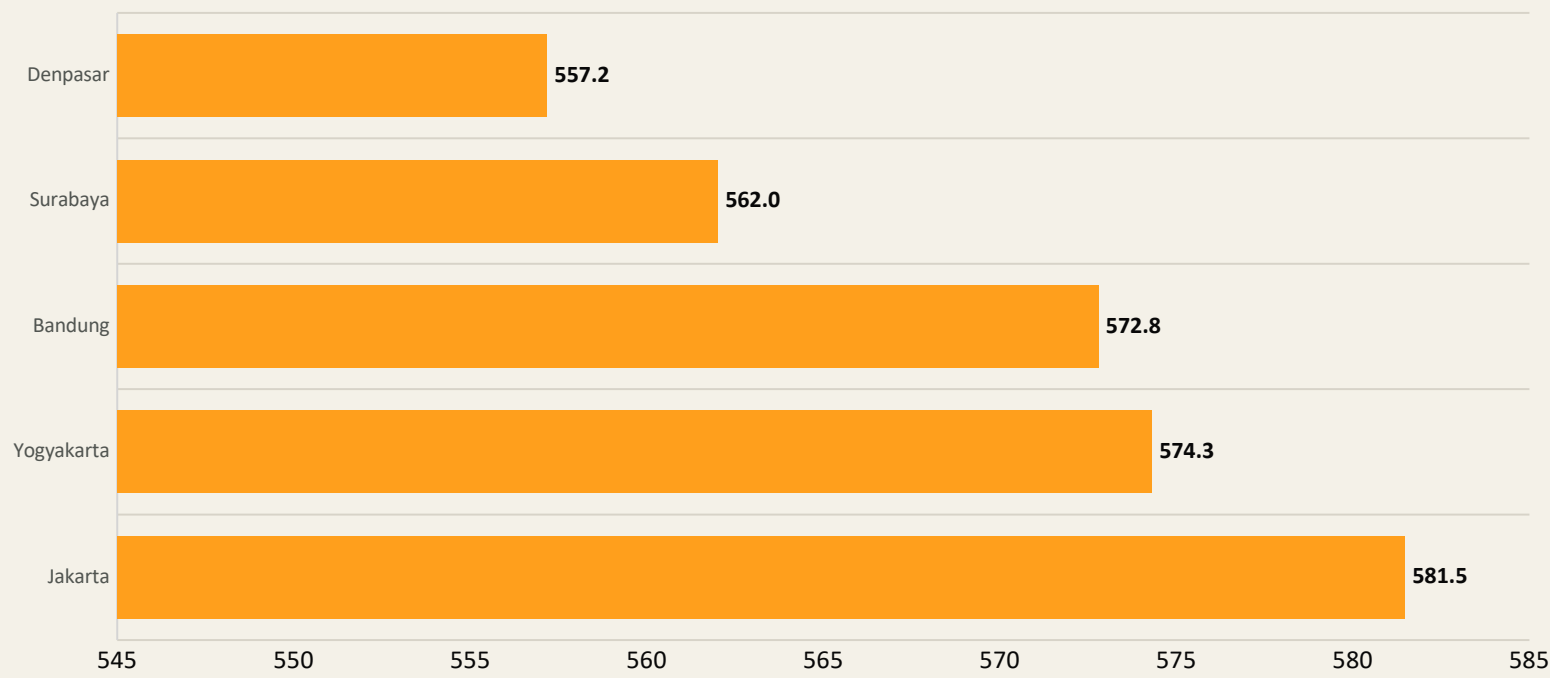
full-year total revenue

Branch sales are similar, but the cost data needs checking

CHECK FIRST

Only IDR 24m separates the highest- and lowest-selling branches. Their contribution margins are also similar. However, the finance data shows every branch losing money, so check rent, payroll, and other fixed costs before making profit decisions.

Revenue by branch



AOV		Contribution margin
Jakarta	IDR 189k	60.5%
Yogyakarta	IDR 192k	60.5%
Bandung	IDR 193k	60.4%
Surabaya	IDR 187k	60.6%
Denpasar	IDR 189k	60.6%

Dinner is busiest; delivery and takeaway spend less

Orders by channel and time of day. Darker cells mean more orders.

Channel / daypart	Lunch	Afternoon	Dinner
DINE IN	2,760 orders IDR 191k AOV	898 orders IDR 199k AOV	4,774 orders IDR 197k AOV
DELIVERY	1,239 orders IDR 177k AOV	398 orders IDR 190k AOV	2,048 orders IDR 184k AOV
TAKEAWAY	937 orders IDR 185k AOV	306 orders IDR 178k AOV	1,640 orders IDR 185k AOV

56%

of all orders are dine-in

NEXT STEP

Start with lunch, delivery, and takeaway bundles that include a drink or side. Keep dinner service fast because it already has the most orders.

Drinks can raise the bill without heavy discounts

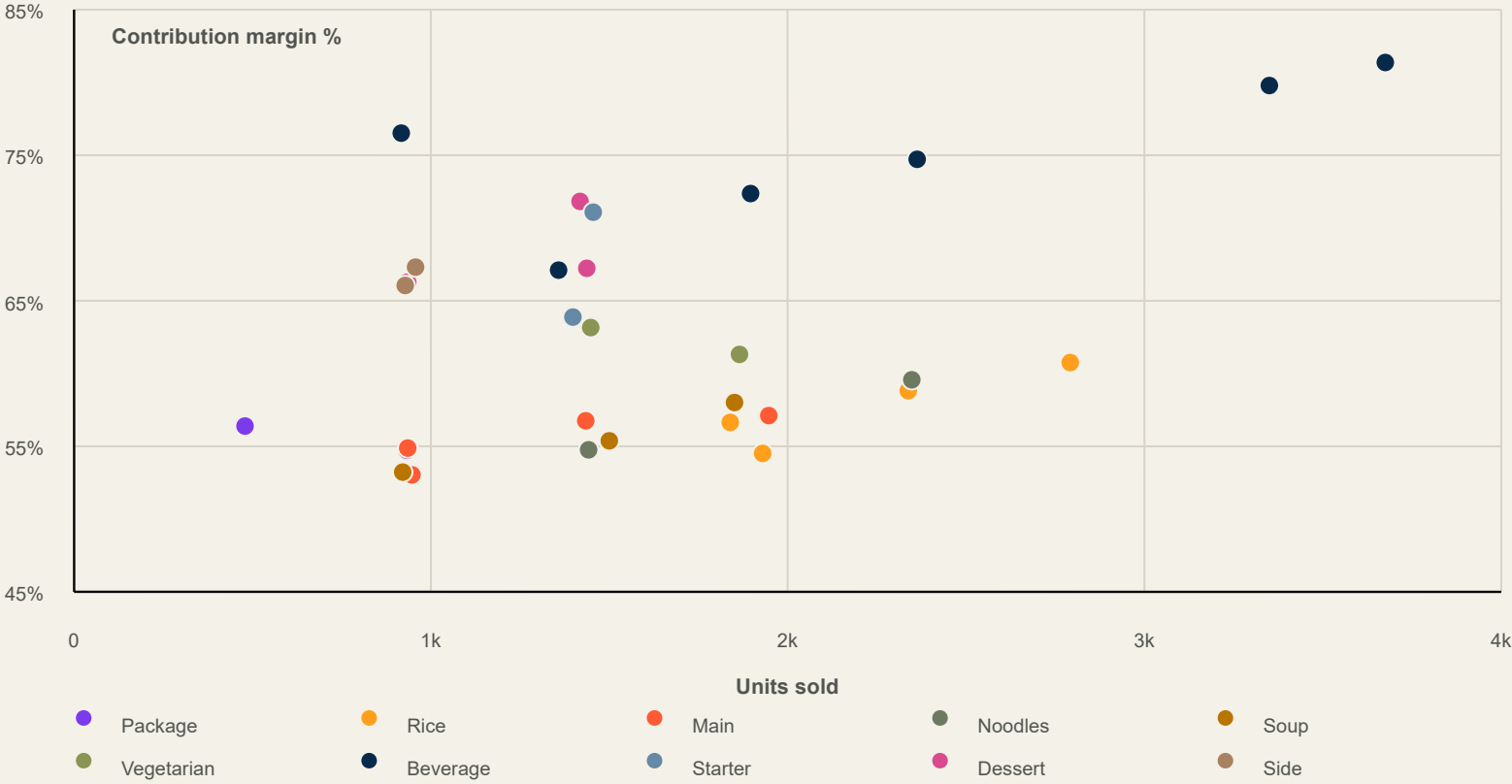
WHAT IT MEANS

Drinks have high margins. Pair the most profitable drinks with popular meals. Then track how often customers add a drink and how much the total bill rises.

Drinks to test first

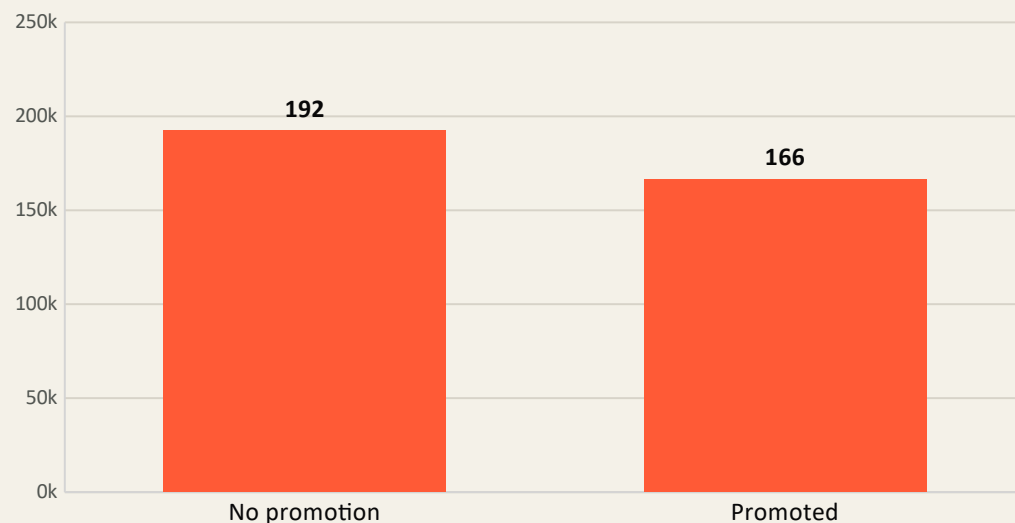
Es Teh Manis	81%
Es Jeruk	75%
Kopi Susu Gula Aren	72%
Air Mineral	80%

Menu popularity vs. contribution margin

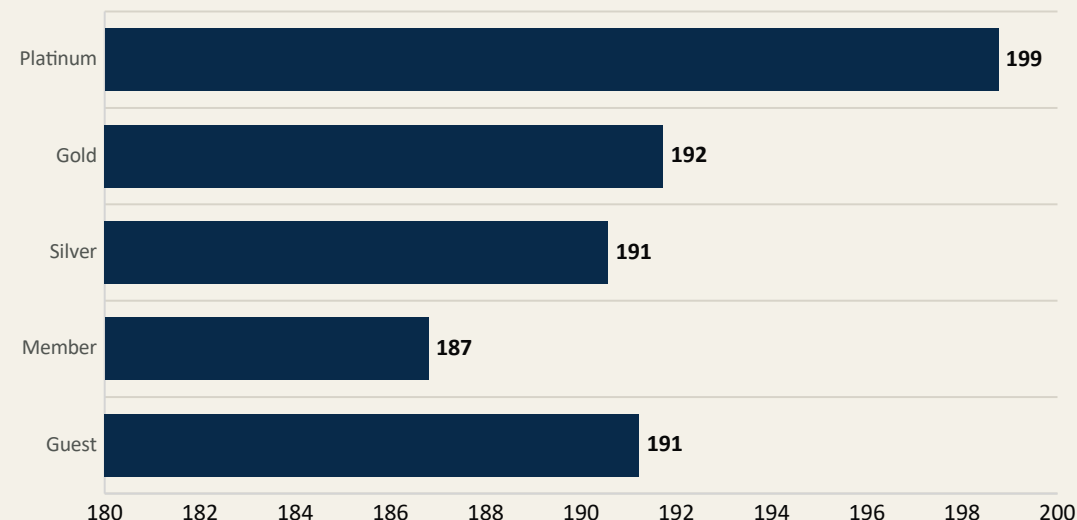


Promotions bring orders, but each order is smaller

Average order value by promotion status



Average order value by loyalty segment



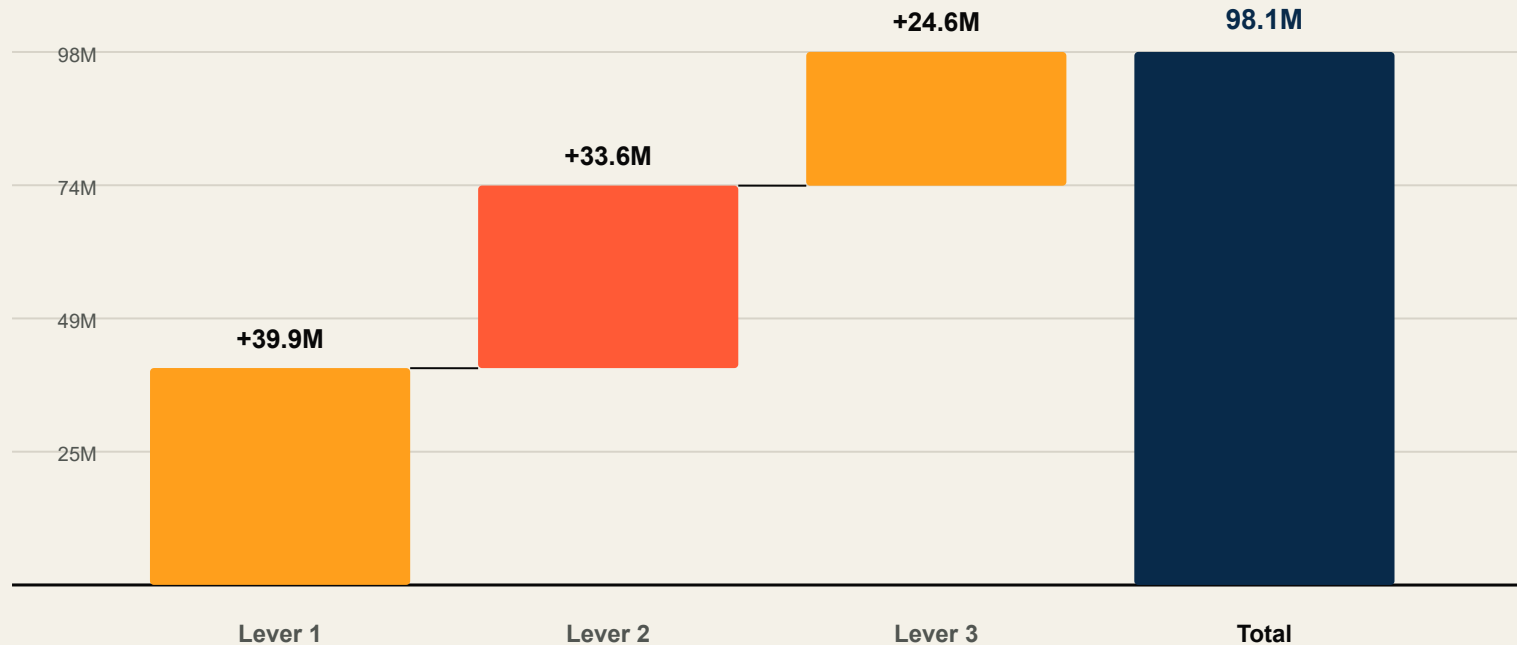
WHAT TO DO

Orders with promotions average 13% less than orders without promotions. This does not prove promotions caused the drop because timing and channels differ. Test offers with a comparison group. Platinum members are a small group with the highest average bill, so try a premium bundle with them.

Three small tests could add about IDR 98M in sales

Example sales opportunity: IDR 98M

Revenue opportunity bridge (IDR millions)



+59M

possible extra contribution

- Close half the delivery/takeaway spending gap
- Increase orders 3% in Surabaya and Denpasar
- Sell 10% more drinks with meals

Example only. Assumes the three gains can be added together and does not include capacity limits or customers switching between offers.

Run small tests, keep what works, and correct the cost data

DAYS 1-30

Set up simple tracking

Track average order, drinks added, orders by branch and channel, discounts, and contribution per order. Check rent, payroll, and other expense inputs.

01

DAYS 31-60

Try the offers

Try delivery and takeaway bundles, premium member offers, and local campaigns in Surabaya and Denpasar. Keep a comparison group.

02

DAYS 61-90

Keep only profitable offers

Expand offers only when contribution rises after discounts. Stop offers that only add low-value orders or make service worse.

03

Review results every week. Make a decision each month.

Questions to answer: Are fixed costs entered correctly? Can repeat visits be tracked?

Grow sales by helping customers spend more - not by discounting more

01

Raise the order value

Bundle profitable drinks and sides with delivery and takeaway meals.

02

Grow the two smaller branches

Use small local campaigns in Surabaya and Denpasar, then measure whether orders rise.

03

Fix the profit view

Confirm fixed-cost inputs before judging which branches are profitable.

EXAMPLE SALES	EXAMPLE CONTRIBUTION
IDR 98M	IDR 59M

**Start small. Measure clearly.
Expand only what improves
contribution.**

Synthetic data. The opportunity numbers are examples, not forecasts.