

A data-driven approach to successful franchise and equity growth for a Quick Service Restaurant business



Highlights

- Evidence-based opportunity mapping
- Regional, local and site performance modelling
- Bespoke dashboard and data model
- Blended geodemographic and sector-specific datasets
- Strategic data partnership for sustainable, accelerated franchise growth



About Chopstix

Chopstix has been boxing noodles on high streets, in shopping centres and in motorway service stations for over 20 years. With nearly 100 outlets and big plans for growth, Chopstix aims to be the UK's No. 1 Asian inspired quick serve noodle bar. The brand's mission is to excite customers with great service, great stores and most importantly, great food.

The challenge

Define and prioritise national, regional and local opportunities for new outlets

Chopstix has an ambitious plan to grow through equity store development and franchising. Franchise Manager Sumit Devi explains, "We wanted a location strategy partner, because of our franchise expansion goals. We needed to understand where the best opportunities lie in the UK, so we can attract successful franchisees.

When Franchise Director Aaron Moore-Saxton joined Chopstix, he was pleased to discover that the firm was already working with CACI. "I knew that CACI could provide powerful geodemographic data, which was exactly what we needed to engage successfully with our prospective franchise partners."

Chopstix initially used CACI data to understand the reach and potential performance of its sites, before defining strategy for shopping centre and high street locations. "We wanted to split the country into trade zones - catchment areas capable of hosting at least one Chopstix site. Then we wanted to group these into bigger regions, to offer to franchise partners."



UK franchisees want real clarity about where they can operate. In the past I've worked with organisations that didn't define this as well, so franchisees ended up with overlapping territories.

We asked CACI to build us a data model and a platform that could give us dependable, objective insight to help us prioritise and explain opportunities in wider regions and at individual location and site level.



Aaron Moore-Saxton



The solution

A bespoke data dashboard using a wide range of performance factors

CACI built a dashboard model using a range of variables based on CACI geodemographic data to explain Chopstix outlets' relative performance and sales potential. The model uses environmental and market factors drawn from CACI's Acorn, Leisure Footprint (CACI's bespoke leisure catchment model), Local Footprint model and competitor location datasets, along with Chopstix' internal financial data. Aaron says, **"The process of developing the dashboard was iterative and collaborative. We were engaged with a couple of franchise prospects - talking to them helped us focus what we wanted from the modelling, so that we could show them evidence and rationale for the targets they were committing to."**

Sumit Devi explains,



We use the PowerBI dashboard as soon as we start engaging franchisees about specific regions. We can show them the opportunity at national, regional and trade zone level on maps. Within each area, we rank potential shopping centre and high street locations by expected turnover and growth, so franchisees can see where to focus and prioritise their launches to support accelerated growth and ROI.



"There's a wealth of detail we can look at with franchisees, so we can all understand what's driving opportunity in any location. We can drill down into the data for sites the franchisee might suggest. Heat maps help us to visualise the best opportunities and we can generate lists of sales predictions. For any location, the dashboard also shows competitors, other Chopstix outlets, the visitor type mix (such as residents, workers or tourists), the times that they're in the area, traffic generators like cinemas and other food service brands that typically attract our target customers.

"We're moving into using demographic information to reveal and rank delivery opportunities as well," adds Sumit. "We can see the concentration of population groups that index well for food delivery, and we can identify the profiles of communities where our brand is seen as appealing and aspirational."



The benefits

Sustainable growth through investment and franchising

“Our dashboard insight makes conversations with franchisees black and white - if they want to operate in a certain region, they can clearly see the sales numbers they must commit to hit,” Aaron says. “Using a visually impactful map, we can show the area of opportunity. Based on objective performance data for our existing Chopstix estate, we can agree transparent development targets that everyone buys into. This has allowed us to cement relationships and bring in potential new franchisees.”

The dashboard and model are continually evolving, keeping pace with franchise growth and changes in the market. Aaron explains, “Our franchisees have good regional knowledge - they might prioritise a site that looks average in the model because experience tells them it will do better. We’re learning continually about how stores work well and where, and we push this data back into the algorithm to refine and improve the model.


“We use our data insight to stop franchisees from opening locations that are clearly unprofitable, reducing everyone’s risk, but we can also learn and build our knowledge in locations where the potential isn’t as clear,” Aaron says.

“Our growth model dashboard is a differentiator in our franchising market. It gives us a common understanding with franchisees of the available opportunity. Trust and transparency are key. We don’t have to spend time arguing about targets - instead, we work together using reliable catchment and market information to make plans with lower risk and higher rewards for everyone. Franchisees can push forward with growth, with confidence, and we increase our UK market share more quickly.” Aaron concludes: “It’s a win-win.”



Our data-led approach opens the door to discussions with high-performing regional franchise operators who are looking for well-defined opportunities and strong ROI. They make Chopstix a priority for capital investment - the evidence base motivates them to open more outlets more quickly. Because of our data partnership with CACI, we have a strong runway for growth with both company-owned outlets and franchise partners.

Aaron Moore-Saxton
Franchise Director



To find out more about how CACI can help you support your organisation, please get in touch.

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