

TURKISH KEBAB ROMFORD

Acquiring a damaged late-night food business, rebuilding its operation and reputation, and turning it into a stable, system-led business with stronger margins and far lower owner dependency.

ROLE

Owner, Director & Operator

PERIOD

October 2025 - Present

BUSINESS

Kebab, grill, chicken, pizza & biryani

TEAM

8 inherited | 6 current

HOURS

12pm - 4am daily

LOCATION

171 South Street, Romford

+70%

SALES TREND SINCE TAKEOVER

Management-reported

-56%

WEEKLY WAGE COST

Reduced through rota redesign

7 -> 2

CORE SUPPLIERS

Consolidated purchasing

+33%

WEEKLY TRADING HOURS

84 to 112 hours

THE ACQUISITION

Buying the opportunity, not the problems

The business was acquired in October 2025 after a period in which weak oversight, excessive staffing, poor housekeeping, low-quality purchasing and deteriorating service had damaged a historically strong local reputation. The attraction was still clear: a large South Street unit, established goodwill, strong late-night footfall and a long-standing 4am licence.

PRE-ACQUISITION DILIGENCE

One week on the ground before completion

Rather than relying on headline sales claims, Moeen and his father sat in the shop across a full week, splitting day and night shifts. They manually recorded footfall, conversion, order composition and spend, then reviewed supplier invoices, staffing, utilities, rates, equipment, licence conditions and the lease. The lease was checked repeatedly, reviewed by a solicitor and cross-checked against Land Registry records.

WHAT WAS INHERITED

The first-month diagnosis

- **Staffing:** overstaffed, poorly structured rota and inconsistent accountability.
- **Cleanliness:** heavy grease, neglected extraction, pest activity and weak closing standards.
- **Stock:** poor rotation, expired product and no meaningful stock-control routine.
- **Menu:** cluttered, dark and difficult to read, with low-volume items creating waste.
- **Customer experience:** poor recent reviews and service habits that had eroded goodwill.
- **Purchasing:** seven suppliers and reviewed prices materially above existing operator benchmarks.

IMMEDIATE RESPONSE

Decisive changes in weeks

- Closed for a full clean, minor refurbishment, pest treatment and proofing before reopening.
- Reduced staffing to actual trading need, retrained willing staff and phased out poor-fit team members.
- Discarded inherited stock and moved purchasing onto established trade suppliers from day one.
- Rebuilt the menu around core sellers, improved visibility with screens and removed roughly 30 low-volume lines.
- Took direct control of rota, stock, ordering, cash and closing standards before delegating once the new systems were embedded.
- Transferred licensing correctly and retained the existing late-night operating conditions.



Changing the economics, not just the appearance

-56%

WAGE COST

Reduced through rota redesign

+70%

SALES TREND

vs. takeover level

60%

NIGHT SALES

late-night contribution

80%

TAKEAWAY SHARE

20% dine-in

PEOPLE & PURCHASING

Removing dependency and waste

- Weekly wage cost was reduced by approximately **56%** by removing unnecessary coverage, tightening the rota and clarifying roles.
- All inherited staff were eventually replaced or transitioned out. The current team is cross-trained across stations, reducing key-person dependency.
- Core purchasing was consolidated from **seven suppliers to two**, with more frequent deliveries and tighter oversight of price movements.
- Daily stock checks, invoice cross-referencing, waste sheets and cook records now provide a clear audit trail for discrepancies.
- Staff order through monitored WhatsApp groups, allowing management to intervene without taking back day-to-day ordering.

MENU & PREMISES

Simplifying for speed and margin

- Removed about 30 low-volume or waste-heavy lines including speciality dishes, rice and couscous, while protecting the core kebab and grill offer.
- Added fried chicken, biryani and a simpler pizza offer to fill local demand gaps and increase cross-selling.
- Replaced the charcoal mangal with a three-burner gas grill for consistency, speed, lower running cost and easier maintenance.
- Reworked the kitchen flow, installed brighter lighting, extended extraction, replaced damaged seating and introduced a clearer digital menu.
- Avoided unnecessary capital expenditure where equipment could be repaired or refreshed, including retaining the cold room after servicing rather than replacing it.

MANAGEMENT SYSTEMS NOW IN PLACE

Daily opening/closing controls | stock and ordering oversight | weekly figures | cash/card reconciliation | waste and cook sheets | maintenance reporting | incident processes | prep schedules

Late-night trade, partnerships and recovery

Romford is not simply a daytime high-street operation. A large share of its opportunity comes from the night-time economy. The business retains a 4am late-night refreshment licence, uses security on Friday and Saturday nights, maintains CCTV and incident controls, and trains staff to de-escalate rather than confront difficult customers.

LOCAL PARTNERSHIP EXAMPLE

Turning nightlife footfall into measurable trade

A partnership with a newly opened club used exclusive offer cards, in-venue promotion and regular DJ shout-outs. The offer generated a reported **50-100 redemptions per participating night** over the launch weekends, while a less engaged pub partnership was discontinued when the venue did not execute the agreed promotion.

CURRENT POSITION

Stable, profitable and low-touch

- Trading seven days a week from 12pm to 4am, with the strongest periods on Friday and Saturday after midnight.
- Approximately 80% takeaway and 20% dine-in, with no reliance on delivery platforms.
- The business is profitable, has the strongest reported margins in the current portfolio and can operate for extended periods with very little owner presence.
- Management is maintained through shift reports, reporting sheets, supplier-order visibility, FaceTime checks and targeted in-person visits.

WHAT IT PROVED

Turnaround lessons carried into CrownHill

- **Due diligence:** verify what customers actually buy, inspect the systems behind turnover and obtain direct written confirmation of utility and rates balances before completion.
- **Quality first:** short-term saving on ingredients or staffing can destroy goodwill faster than it protects margin.
- **Control before delegation:** personally stabilise the critical systems, then hand them back once standards are repeatable.
- **Spend selectively:** replace what affects quality, safety or efficiency; repair what still has commercial life.
- **Use the local ecosystem:** partnerships, nightlife and neighbouring businesses can be genuine acquisition channels when the fit is right.

CROWNHILL CAPABILITY DEMONSTRATED

Acquisition due diligence · operational turnaround · labour restructuring · supplier consolidation · menu engineering · late-night operations · licensing discipline · business partnerships · systemisation and delegation