



CASE STUDY PORTFOLIO

2026

Six documented examples showing operating judgement across resilience, acquisition, turnaround, shopping-centre retail, systemisation, exit and founder support.

PORTFOLIO AT A GLANCE

Different businesses, different problems, repeatable judgement

The value of the portfolio is not that every business followed the same playbook. It shows experience across different operating conditions and a willingness to distinguish what should be protected, changed, tested or stopped.

CASE	STARTING POSITION	PRIMARY CAPABILITY
Capri's Pizza - Ilford	Brand rebuilt through severe disruption	Systems, channel judgement, delegation, sale
Chicken Hut - Ilford	Long-term market and footfall change	Resilience, value repositioning, licensing
Chicken Hut - Upper Clapton	Mature stable neighbourhood operation	Systemisation, landlord discipline, delegation
Turkish Kebab - Romford	Damaged acquired business	Due diligence, turnaround, late-night trade
Chicken Hut - Exchange Ilford	New shopping-centre format	Kiosk planning, landlord process, controlled exit
Mister Q's	First-time founder / pre-launch	Start-up support, sourcing, compliance, launch

How to read the evidence

Operator case studies document businesses owned or operated by Moeen and are not presented as external client commissions. Mister Q's is a separate business-support case study and has been reviewed and approved by its founder. Where numerical outcomes are used, the documents identify management-reported or estimated figures and intentionally avoid publishing sensitive profit / turnover information.

OPERATOR CASE STUDY

Capri's Pizza - Ilford

Brand build, resilience and systemisation

A station-side business that moved out of an unsuitable franchise model, established its own independent brand, survived prolonged Covid / construction disruption and was later sold following an unsolicited approach.



5/5

HYGIENE
sustained after systems

4 yrs

INDEPENDENT BRAND
2021-2025

SOLD

EXIT
business sold

WHAT WAS DONE

Selected actions

- Full strip-out and refurbishment before launching the independent Capri's brand.
- Cleaning, allergen, stock, waste and weekly management controls formalised rather than left to memory.
- Delivery-platform dependence reduced when commissions and logistics no longer made commercial sense.
- Owner responsibilities progressively delegated as reliable staff and reporting systems became established.

Commercial lesson

A resilient business is not just one that survives disruption. It should come out with clearer systems, better commercial judgement and less dependence on the owner.

OPERATOR CASE STUDY

Chicken Hut - Ilford

Long-term resilience and market adaptation

A tired restaurant converted into a fried-chicken shop in 2017, then operated through Covid, major pedestrian disruption, changing demographics and pressure on disposable income.



9+ yrs

OPERATING
2017-present

RECOVERED

TRADING
after footfall shock

LATE

LICENCE
secured / operated

WHAT WAS DONE

Selected actions

- Menu and value proposition repeatedly adjusted as the local market became more price-sensitive.
- Stock, rota, wages and weekly figures monitored to keep the business viable during weaker periods.
- Delivery platforms tested and later removed when the economics no longer justified them.
- Late-night operating requirements and licence conditions incorporated into day-to-day management.

Commercial lesson

The lesson is adaptation without panic: change price architecture, product mix and operating controls while protecting the core proposition customers still value.

OPERATOR CASE STUDY

Chicken Hut - Upper Clapton

Systemisation and low owner dependency

A long-established neighbourhood chicken shop acquired by the family in 2005 and later refined into a stable operation that can run for extended periods with little owner intervention.

OPERATOR CASE STUDY

**CHICKEN HUT
UPPER CLAPTON**

Systemising a long-established neighbourhood takeaway into a resilient, delegated operation with low owner dependency.



20+ YEARS

Continuous family operation at the same Upper Clapton site since 2005.

8+ YEARS

Full-time operational management and refinement since 2016/17.

LOW OWNER DEPENDENCY

Managers now handle rotas, recruitment and much of the day-to-day operation.



ROLE

Owner, Director & Operator

PERIOD

2016/17-Present

BUSINESS

Fried chicken & fast food

TEAM

Approx. 8 staff

HOURS

10am-1am daily

LOCATION

91b Upper Clapton Road, E5

20+ yrs

FAMILY OPERATION
since 2005

LOW

OWNER DEPENDENCY
delegated operation

4/5

HYGIENE
Sep 2026

WHAT WAS DONE

Selected actions

- Long-term team development and a deliberately low-tension working environment supported unusually low staff turnover.
- Purchasing, stock, rotas and day-to-day decisions gradually delegated to trusted staff with oversight rather than constant intervention.
- Pricing and competitor positioning reviewed regularly in a highly price-sensitive local market.
- Unreasonable landlord / service-charge demands challenged rather than automatically accepted.

Commercial lesson

A mature business does not always need radical change. Sometimes the highest-value work is tightening systems, protecting the economics and removing unnecessary owner dependency.

OPERATOR CASE STUDY

Turkish Kebab - Romford

Acquisition, turnaround and late-night operations

An acquired kebab shop with damaged goodwill, excessive staffing, poor stock control, poor cleanliness and an overcomplicated menu was rebuilt into a stable, system-led operation.



OPERATOR CASE STUDY

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	PERIOD
Owner, Director & Operator	October 2020 - Present

BUSINESS	TEAM
Kebab, grill, chicken, pizza & biryani	8 inherited 6 current

HOURS	LOCATION
12pm - 4am daily	171 South Street, Romford

SALES TREND SINCE TAKEOVER	WEEKLY WAGE COST
+70% Management reported	-56% Reduced through rota redesign

CORE SUPPLIERS	WEEKLY TRADING HOURS
7 -> 2 Consolidated purchasing	+33% 8.5 to 11.5 hours

+70%

SALES TREND
management-reported

-56%

WAGE COST
rota redesign

7 -> 2

SUPPLIERS
consolidated

WHAT WAS DONE

Selected actions

- One week of pre-acquisition observation and manual customer / order monitoring before completion.
- Staffing structure rebuilt, key-person dependency reduced and team eventually replaced with cross-trained all-rounders.
- Supplier base consolidated, quality upgraded and ordering / stock oversight formalised.
- Menu simplified, low-volume items removed, new product lines added and physical environment refreshed.
- Night-time partnerships, security and 4am trading procedures integrated into the operating model.

Commercial lesson

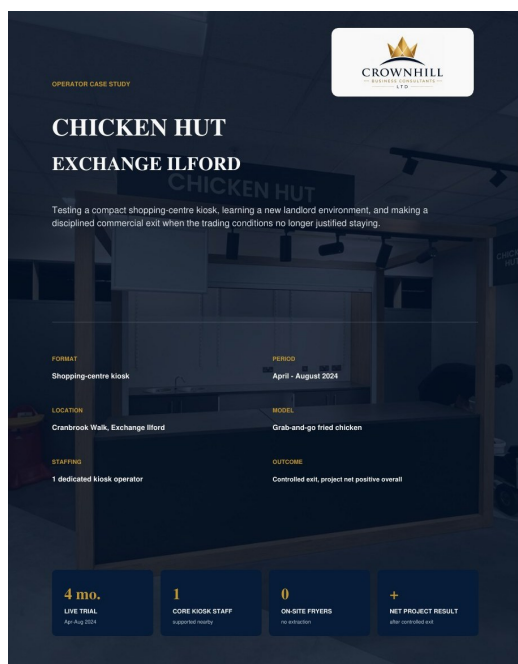
Turnarounds require more than cost cutting. Labour, quality, customer experience, supplier economics and management controls have to move together or goodwill will continue to erode.

OPERATOR CASE STUDY

Chicken Hut - Exchange Ilford

Testing a shopping-centre kiosk and exiting commercially

A low-capital kiosk trial used the nearby Chicken Hut kitchen as a production base and tested whether a grab-and-go format could work inside Exchange Ilford.


4 mo.
LIVE TRIAL
Apr-Aug 2024

FORMAL
LANDLORD PROCESS
RAMS / approvals

NET +
PROJECT OUTCOME
controlled exit

WHAT WAS DONE

Selected actions

- Prepared business proposition, projected P&Ls, equipment specifications and landlord approval information.
- Designed around no-extraction constraints by cooking chicken off-site, transporting in thermal containers and using electric equipment at the kiosk.
- Worked through signage, menu, power, storage, safety, consent-to-trade and centre operating requirements.
- Monitored live trading and exited when visibility, footfall and centre trading conditions no longer supported the required sales level.
- Completed formal strip-out / handback and recovered most equipment value.

Commercial lesson

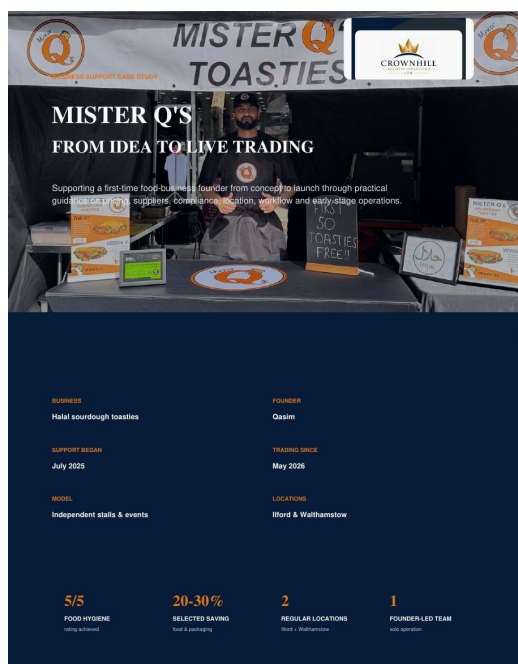
Commercial discipline includes stopping. A controlled experiment is successful when it produces useful evidence and the operator exits before weak economics become a sunk-cost trap.

BUSINESS SUPPORT CASE STUDY

Mister Q's

From concept to live trading

A first-time founder with a strong halal sourdough toastie product was supported through the commercial and operational steps required to move from idea to a live stall business.



5/5

HYGIENE
rating achieved

20-30%

SELECTED SAVING
founder-estimated

2

LOCATIONS
Ilford + Walthamstow

WHAT WAS DONE

Selected actions

- Worked through food cost, margin thinking and location-sensitive pricing.
- Introduced trade suppliers and used established relationships to improve selected food and packaging buying costs.
- Supported preparation for food-safety inspection and practical launch requirements.
- Visited wholesalers / suppliers, reviewed stall workflow and assisted on opening day.
- Continued to advise on locations, pricing and operational development after launch.

Commercial lesson

This case matters because the experience was applied to somebody else's business. The founder remained the decision-maker throughout and has reviewed and approved the case-study content.

PORTFOLIO CONCLUSION

What the evidence says about CrownHill

Taken together, the case studies show a pattern: identify the real commercial constraint, build simple controls, avoid unnecessary complexity, and make decisions based on evidence rather than pride or habit.

Repeated capabilities

- Acquisition and due diligence
- Turnaround and stabilisation
- Menu / pricing judgement
- Labour and rota control
- Stock, waste and purchasing
- Licensing and late-night trade
- Systemisation and delegation

Wider delivery experience

- Shopping-centre / landlord processes
- Business engagement
- Town-centre stakeholder working
- Founder / start-up support
- Supplier introductions
- Food-hygiene readiness
- Controlled exit decisions

Full evidence available

Each business has a longer standalone case study with more narrative, context and supporting material. Those documents can be supplied where a commissioner or prospective client wants to examine a specific capability in more detail.

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