



# LIVE 4 SEASON

## CASE STUDY

IIM-L • FOOD • SPECIALITY RESTAURANTS LTD.

# SPECIALITY RESTAURANTS LTD. CASE STUDY

## Company Background:

**Speciality Restaurants Limited (SRL)** has been a single minded journey. It evolved out of one man's delight in good food, and his wish to share this joy with others. It was his mission to share with people authentic and unique cuisine from the world over. To give them a never before experience of feeling **special**. In pursuit of this calling, Anjan Chatterjee left a promising career in media to set up Only Fish, a small Mumbai restaurant, in 1992. With the ensuing success and popularity of Only Fish, SRL was well and truly on its way.

In 18 years, it has carved out a formidable name for itself in the gourmet world. Speciality Restaurants has established several famous brands across the nation, including Mainland China, Oh! Calcutta, Sigree, Machaan, Flame & Grill, Haka, Just Biryani and Sweet Bengal. It runs 86 Food & Beverage outlets in various important cities. Mainland China alone serves more than 2 lakh Chinese meals per month, which is a record of sorts in the country. Mainland China and Oh! Calcutta have won major awards on various occasions for being India's best restaurants in their respective categories.

It owes its success to a very high degree of professional management at every level, from quality to service and hygiene. The entire senior management consists of professionals with top-notch industry background.

**Mainland China**, the flagship brand of Speciality Restaurants, is the largest chain of fine dining restaurants in the country today. It serves authentic Chinese cuisine from the major provinces of China - Hunan, Sichuan, Guangdong, staying true to the practices and traditions of the land.

Today, Mainland China has a countrywide presence of 42 outlets across Mumbai, Kolkata, Bangalore, Hyderabad, Pune, New Delhi, Gurgaon, Noida, Guwahati, Nashik, Chandigarh, Ludhiana, Vadodara, Ahmedabad, Surat, Bhubaneswar, Lucknow, Mangalore, Cochin, Aurangabad, Durgapur and Dhaka (Bangladesh). New outlets have recently opened in Noida, Pune, Bangalore, Chennai and Mumbai.

Maintaining authenticity and keeping the cuisine contemporary is one of the main principles. Our chefs fly to various provinces in China, interacting with their counterparts on location. Sometimes even exploring deep within the land looking for new recipes, new methods, and new ideas. Original sauces, ingredients, spices are all flown in from Guangdong, Hunan and the fresh markets of Beijing.

The cuisine itself is based on the principle of Yin and Yang which offers artful harmony and balance beneficial to your health and well-being. The Chinese believe balanced and healthy foods bring harmony and closeness to the family and relationships. This harmony dictates every delicacy that our master Chef from China adheres to in all our creations.

Mainland China is nothing short of a movement. It created a benchmark. It's won numerous awards, and it proudly enjoys an unparalleled loyalty among its patrons.

**Like all SRL restaurants, Mainland China** has followed philosophy of, "Five star experience in non-five star prices" & always striven to go to great lengths to please and surprise patrons. So every dining experience they had was something they would remember. From sourcing ingredients in far-off lands to attentive service, it's all done with one goal: To give people an experience they will cherish forever.

## Marketing Background:

Mainland China is the flagship brand of Speciality Restaurants Ltd, & has established itself as a largest chain of fine dining Chinese restaurant in the country today. As a brand it serves authentic Chinese cuisine from the major provinces of China.

To take the Leadership position in Chinese cuisine, Mainland China positioned itself through its tag line, "If it's Chinese it's Mainland China", which became part of all the communication, & established Mainland China brand unanimous to Chinese cuisine.

Mainly all Mainland China marketing campaigns were call to action, which enticed guests to try dishes from regions of China, healthy Chinese dishes or new dishes which were being introduced first time in India. (Cheung Fun Festival).

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Now serving: Long life

100  
75 25  
50

Longevity Festival  
June 7 onwards

**MAINLAND CHINA**

Eat well. Live long.

Resv. **Church Street:** Tel: 25597722 / 9343529202.  
**Indiranagar:** Tel: 25216677 / 9379544303

Disclaimer: Speciality Restaurants Limited is proposing, subject to market conditions and other considerations, a public issue of its equity shares and has filed a Draft Red Herring Prospectus ("DRHP") with the Securities and Exchange Board of India ("SEBI"). The DRHP is available on the website of SEBI at [www.sebi.gov.in](http://www.sebi.gov.in) and on the website of the book running lead manager at [www.investminds.com/ksak.com](http://www.investminds.com/ksak.com). Investors should note that investment in equity shares involves a high degree of risk, and for details relating to the same, see the section titled "Risk Factors" of the DRHP.

**A Cheung Fun  
A Day  
Keeps The  
Doctor Away.**

Light, Healthy and Delicious. That's Cheung Fun or the steamed rice noodle roll, skillfully made from special rice flour and wrapped around luscious meats, sea food or other scrumptious fillings. Every bite melts in the mouth, with wholesome deliciousness. There never was a better way to good health!

**Vegetarian**

Cheung Fun With Pakchoy – 190

Cheung Fun With Shitake Mushroom – 190

**Non Vegetarian**

Cheung Fun With Chicken – 210

Cheung Fun With Shrimps – 225

\* Government Taxes & 10% Service Charge Applicable.

Mainland China has tactically & strategically established by giving TV commercials ( For Brand awareness), & Hoarding / Press ads for Brands recall on regular intervals.

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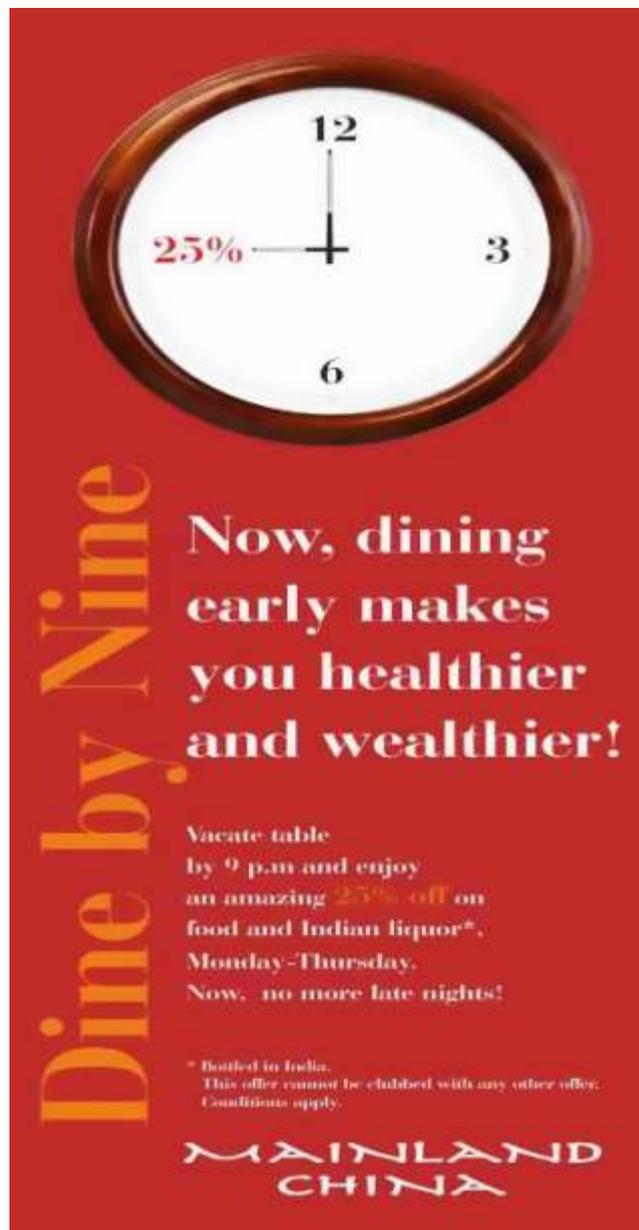
## Challenge:

To create a marketing strategy that will make Mainland China the most desired destination for early diners.

## Opportunity & Marketing Efforts So Far:

As we wanted to maximize revenue, we found that although we open our restaurants at 7.30 pm, the restaurant starts filling in only after 9.30 pm. We found there was a huge possibility of maximizing revenue, if we could encourage/ entice our customers to come at 7.30 pm, & vacate the restaurant by 9.30pm.

To test the same we selected two outlets in Mumbai, & one in Gurgaon, where we decided to give 25% discount to guests who would vacate the table before 9.30 pm. The campaign was named, "Dine by Nine", as it involved discount communication. It was kept at BTL level only, & promoted through Standee/ Tent cards.



**Dine by Nine**

Now, dining early makes you healthier and wealthier!

Vacate table by 9 p.m and enjoy an amazing 25% off on food and Indian liquor\*, Monday-Thursday. Now, no more late nights!

\* Bottled in India. This offer cannot be clubbed with any other offer. Conditions apply.

MAINLAND CHINA

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## Implementation & Constraints:

Implementation of programme was done at MLC AW/ MLC Bandra/ MLC Gurgaon, as test market, as all three restaurants had different catchments:

- 1) MLC AW - Residential
- 2) MLC Bandra- Guests, who come out for shopping, can go to Mainland China on impulse visit. (as it's in same premises of Shoppers stop)
- 3) MLC Gurgaon - Guests from IT industry.

Out of all three aforesaid restaurants, had lukewarm impact of the promotion.

Our idea is to take this promotion to MLC Pan India & promote the same; at present we see great opportunity to promote this offer with following target group:

- 1) IT guests.
- 2) Birthday get-together
- 3) After shopping Diners
- 4) After office short meetings
- 5) Expats. (As they like to dinner early)
- 6) Health conscious guests, who believe in early dining

In spite of aforesaid opportunities following challenges/ constraints are holding us:

- 1) As the promotion is involving discount, we don't want to promote ATL level.
- 2) Lots of restaurants in Kolkata/Bangalore/ Pune are doing very good sales between 7-9 pm. If we do blanket promotion Pan India, our existing sale might get discounted, resulting in reduction in profitability.
- 3) In case in other restaurants we couldn't generate extra covers, discount will eat into our existing business, resulting in reduction in profitability.