

THEN – 2007

- A pioneer in fine dining multi-location restaurants, Speciality Group had grown organically and garnered immense popularity.
- Sheer scale of operations and transaction volume that the restaurant-business generates was overwhelming the company. 30 outlets in operation meant challenges on all fronts.
- Management was seeking control and visibility over the integral components of consumables, cash flows, and customers.
- With the first round of PE Funding complete, the IPO was in sight; compliances and reporting were demanding significant attention.



NOW - 2012

- Largest chain of fine dining restaurants in India.
- Mainland China, the flagship brand, is among 11 brands in the group.
- Over 90 restaurants and confectionaries in operation more than 20 cities in India, and Dhaka in Bangladesh.
- The Company (Speciality Restaurants Limited) was listed on the Bombay Stock Exchange in 2012, making it the first listing for a fine dining chain in India
- Reported revenues of INR 1,685 million for 3 Quarters in FY 12-13. (FY 11-12 revenue - 1,962 million) - source unaudited financial results

TESTIMONIAL

The fact that we were consolidating our growth across diverse locations this particular Innosolv's support has really helped us. When you scale up an operation of this size, you need linkage; you need an operational cycle to be actually completely tight. Hence I think Innosolv really has been able to do it and I think that this kind of a linkage could help any other restaurant chain. In fact Innosolv has been a very integrated part of our whole operations and they have really come out with solutions. And I'm particularly thankful to them because they have worked very hard to come out with solution pro-actively.

ANJAN CHATTERJEE - Chairman & Managing Director - Speciality Restaurants Limited (MAINLAND CHINA)

BENEFITS

- Centralized Menu Control **saved time and costs** of personnel visiting restaurants for menu changes and updates.
- Real time track on **Service Quality** - Issues and customer complaints are obtained real time at the head office through customer feedback for cancellations in orders.
- **Consolidated Sales Information**– The time lag of 2-3 days, spent on consolidation, is now reduced by 100%, as all outlet data is synced at the head office in real time.
- Sales accounting involved shipping bills to head office, and 20+ accountants to record sales into accounting packages – the solution **reduced courier and staffing costs** of this process by 100%, as it automated sales posting to a centralized database.
- Centralized Procurement has resulted in a **reduction of material wastage**. Central vendors and contracts management allowed the group to leverage procurement volumes across locations and yielded **savings in procurement price**.
- Inventory Management now ensures **adequate stock levels** of critical items and items with long lead times, resulting in a **reduced inventory turnover ratio**.
- The management can now **identify and control standard cost variances** within permissible limits set by management and also compare consumption patterns between outlets in different locations of the same brand.
- Helped expansion into **Franchisee operations with a high degree of control**.

CHALLENGES

- Real time information was unavailable: Procurement control, Sales information, Customer data, Finance (payables, receivables, and cash flows) could not be centralized. It was processed locally on isolated systems.
- Enormous efforts were spent on manual consolidation of data to obtain company level information/results.
- Costing – standards and variances for material consumption could not be set and monitored.
- Pressure to expand, while exercising daily control and reporting to management had built an administrative workload that was not sustainable.
- Monitoring operations remotely had become extremely challenging and time consuming for lack of a mechanism to administer roles and responsibilities from the head office, with checks and controls.

SOLUTION *(TECHNOLOGY & APPROACH)*

- A centrally managed and operated solution, seamlessly integrating all business functions across locations.
- Capability to manage multiple legal entities, the franchisees business, multiple brands, and different restaurant formats such as Fine Dining, Quick Service, Take-away, and Banquets.
- Management control for deciding and implementing roles and accesses remotely - in operations, procurement, sales, etc.
- Interaction with all stakeholders, management to employees, to understand the vision, expectations and the challenges faced.
- Without slowing expansion the Management and Innosolv set an aggressive timeline of 9 months (phase 1) to automate Finance, Procurement and Inventory management.
- Restaurant operations of key outlets (generating bulk of the business) were automated in phase 1. New outlets commenced operations in the new solution. The remaining outlets were integrated into the solution within the following year in a time bound manner.