Instant Solutions

Consumer Products-Food
Client profile: MTR Foods

A homegrown family business in Bangalore, MTR started as and remains the city’s best authentic South Indian restaurant. With people queuing up for hours just to get a bite of their dosa, they are the undisputed kings of traditional vegetarian South Indian cuisine. Buoyed by their popularity and, in some measure, governmental restriction on private enterprises in the restaurant business, they planned to diversify into the instant food market with brand MTR.

Challenge

While just the association with the restaurant was enough to give its instant foods venture an initial push, the traditional owner-driven family business structure lacked the professionalism and processes that could help them join the big league. Vertebrand’s job was to scientifically restructure the business internally and create a comprehensive brand identity that could take MTR from a regional business to a national organization.

Solution

It was time for MTR to go under the scanner – their sales and marketing department, financial performance of every product, competition and environment, internal organization Structures, existing market, new markets – we scrutinised everything!

Professionalizing the organization:

Working alongside the team, we established clear-cut internal communication systems and guidelines for employees and channel partners. With specialist consultants on board we worked out professional, scientific processes for demand forecasting and supply chain management. For ongoing monthly assessment of the business, management control and review systems were set up. Since it is people who actually make processes work, we actively helped MTR recruit the right personnel while reorganizing sales teams and developing performance driven job descriptions. We even hired a new CEO, successfully separating management from ownership for a systems-driven corporate organization.

Vertebrand mapped out the brand’s expansion across India, creating channel strategy and structure, tailor-made for each specific market. Channel partners were appointed based on our guidelines and we worked closely with sales personnel in actually setting up the channels in key markets. Studying the product portfolio, we identified distinct product groups and relaunched the Ice Cream and Snack businesses with a fresh sales team.

The Brand Experience:

Since the brand was already present in the market, what was required was some sit-up-and-take-notice POS activity. To rekindle its association with the landmark restaurant in the minds of consumers, an experience store with a live kitchen was launched in Bangalore. Customers could actually eat at the store, all the while experiencing the convenience of the product. So, did it work? From a Rs 62 Cr turnover across 4 southern states, MTR leapt to a Rs 95 Cr turnover in not less than 13 states! And that’s just one of the many milestones.
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