

A GROWTH CONSULTING STORY

In the hospitality segment with a chain of restaurants



Successful completion of 2+ years of Growth Consulting with a leading hospitality chain

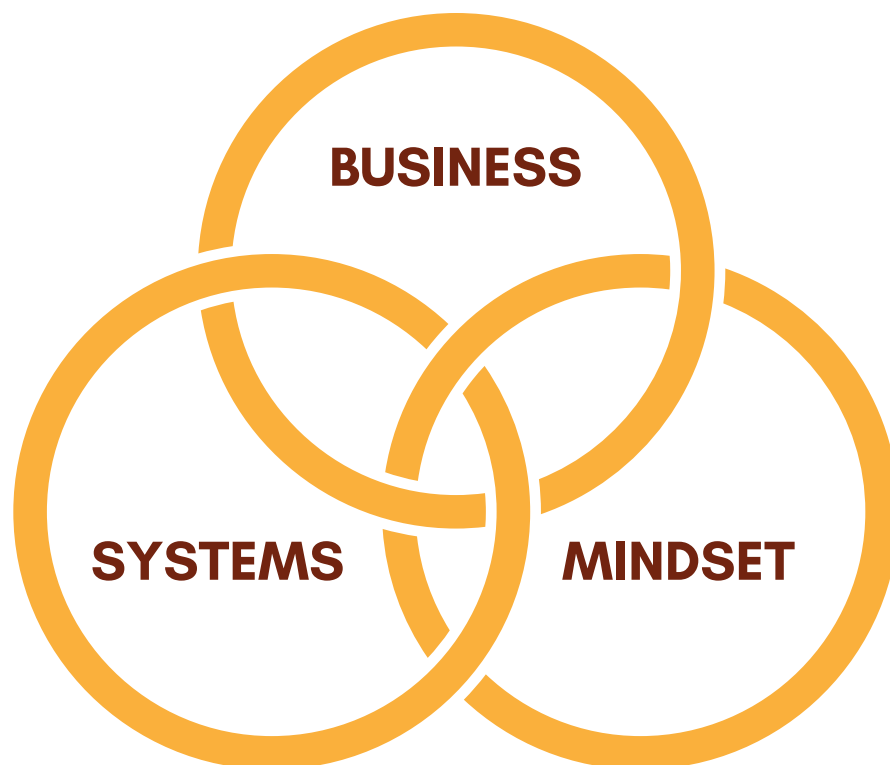
Circa Feb 2020

The journey began in Feb 2020 when we first met an young and ambitious CEO in an glass façade office with a strong smell of history in food! And for us strict vegetarians, smells and feel weren't great but what was tempting was an inviting and hungry mind of a fluent and ambitious CEO. The quest was apparent and the chemistry was established. And, it was followed by online diagnostics during the first Covid culminating in the assignment starting in Aug 2020.

The CEO was bold and willing to try despite business pressures and we matched the inclination - Face to face consulting in the peak of Covid. The visits continued despite the waves of Covid including running a 4-day Branch Managers Program during the second wave! We would say it is the sheer Grace of God supporting the determination of man.

What did we do?

- **3 Profitability projects**
- **Business Plan initiation**
- **Organization Structure**
- **E-com Review & Direction**
- **Vision, Mission & Values**



- **Basics: R&R, JD's, PMS, Leave**
- **Finance MIS & dashboards**
- **Call center process & Branding**
- **Reviews & Inputs**
- **Leadership Compensation**
- **Lead Self workshops**
- **Branch Heads workshops**
- **Call Center intervention**
- **Surveys - Employee speak**

In a nutshell, it was work in the space of people, finances and marketing.

The Turning Point



A situation of working capital and challenge yesterday has turned to surplus and growth today.

The catalysts were:

- **The mature and inclusive CEO** – his approach to take the young and the old and his master recipe of trust and empowering control was indeed an enabler par excellence
- **Mindset** – mindset work both in workshops and outside challenging the statuesque, working on self, business analytics enabling intelligent and data based decisions, robust dash boards to help steer the mind, studies, surveys and insights
- **The 3 profitability projects** – This was to arrest and address 3 pressing needs of the organization in terms of costs and corrections, to inspire change, set new benchmarks, and go for substance that can alter the course
- **Thinking on the feet** - One such example, we did a half day brainstorming on Plan A, B and C to gauge preparedness and steer the turbulence to negotiate the continuing Covid contingency of lockdowns, weekend curfews and so on and its impact on restaurant business, harnessing the inevitable – online and aggregators.

What Next?

The organization is on cruise control “cuisine-ing new milestones, culinary deliciously delightful” journey. And now the time has come to step-back a little bit and yet be around to coach the top management and the leadership team to reach new goals, recalibrate systems and go for success destinations as envisioned in the vision.