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**Sent:**  
**Subject:**

[REDACTED]  
Monday, June 29, 2015 11:12 AM  
Week 81 Learnings  
[REDACTED]

[REDACTED]  
Dear friend and colleague,

[REDACTED]  
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[REDACTED]  
[REDACTED] in the next five years, a lot of the growth will happen by satisfying local palette. Food brands are typically national with regional blends and Campbell soup started this in the 60s where they had regional soup blends in America. The tea industry does the same in India. Our challenge in R&D is to develop those local offerings and win with our Masterbrands.  
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I went for the Burger King launch in Bangalore, their first outlet in Bangalore and the 16th in India. I met Raj Verman, their CEO and the team there. [REDACTED]

[REDACTED] I learnt some interesting things that day :

- In India, a restaurant must have a vegetarian spread, pure association with non-vegetarian actually hurts. BK has a 50-50 split of vegetarian and non-vegetarian sales.
- Combo and a la carte sales is 50-50 in BK India. This is a high ratio and they are trying to push this combo number to 70. Combo sales helps us in PepsiCo.

- When you order in a BK outlet, they never ask you if you want a regular size, they automatically upsize by asking you if you want medium or large. Smart revenue management!
- The size of the Burger King French fries is 9mm thick, while all other fast food chains offer 6 mm thickness. The 9 mm thick chip stays warmer when you eat! BK has added a kheema topped French fries and a chilly cheese topped French fries, both innovations for the Indian consumer.
- This Bangalore outlet is their largest indoor outlet with 160 seats, the second indoor one being Churchgate with 145 seats. Churchgate has 155 seats outdoors.
- Their daily sales is split equally between two time zones 10 am to 5 pm , followed by 5 pm through 11 pm.
- They also have an angry whopper which I am sure they will launch soon. The angry whopper USA ads are a scream !!

[REDACTED]

[REDACTED]

Thank you, do look forward to your feedback.

With regards,

Shiv