

NLYTEN

DATA & OPERATIONS · F&B

THE NLYTEN PLAYBOOK · CASE 03

Vanilla Miel. 2.5 years.

Growing a luxury patisserie on aggregators — without losing the brand.

~65x

TOPLINE GROWTH
2.5 YEARS

1 → 2

OUTLETS · CHANNELS
CATEGORIES

~0%

APRIL 2026
DISCOUNT

BEFORE · SEPTEMBER 2023

A strong brand. An undeveloped operation.

In September 2023, Vanilla Miel was already a brand of quiet conviction — a premium patisserie in Mumbai with a loyal following, an exacting product, and the kind of equity that takes years to earn and a single bad year to spend. The kitchen in Sakinaka had been working since the brand's earliest days; the cafe at Bandra was still an idea.

The brand was strong. The operations beneath it were not. Delivery channels were under-instrumented, costing was intuitive rather than measured, and there was no rhythm to the year — none of the slow, unglamorous machinery a luxury brand actually needs to grow on channels designed for the opposite kind of business.

What follows is two and a half years of partnership. A profile of the work, not a metrics report.

SEPTEMBER 2023 · STARTING POSITION

- One outlet — Sakinaka, kitchen only, no cafe
- One channel — Swiggy only, not on Zomato
- No food-costing system
- No coupon calendar, no aggregator playbook

— NO RUPEE VALUE DISCLOSED —

THE 2.5-YEAR ARC

From one outlet to two. From one channel to two. From patisserie to patisserie + savoury.

FOUR MILESTONES · SEP 2023 — APR 2026



FOOD COSTING FIRST

The unglamorous backbone. Co-developed line by line through 2023–2024, the system meant any later tactical investment — coupons, festival pushes, daypart bets — could be made with margin discipline rather than guesswork. The slow work that made everything else possible.

ZOMATO ONBOARDING

For a brand that had grown comfortable inside one channel, opening a second is more than a listing — it's a rebuild of merchandising, photography and discount discipline tuned to a different audience. We did it once for Sakinaka, and again, deliberately, when Bandra came online.

BANDRA · CAFE AND SAVOURY

November 2024 was a double move — the first physical cafe at Pali Village, and the savoury menu introduced alongside it. New room, new occasions, a broader category — landed together and tuned together from the first week.

THE CONSTRAINT

For a luxury brand, the question is never "how much discount?"

It's "how do you grow on aggregators without commoditising the brand?"

Aggregator algorithms reward discounting. The more aggressively a listing leans into coupons, the more visibility it gets, the more orders flow through it, and the more the platform's own ranking models learn to surface it. For most brands, that's the whole game.

For a luxury brand, it's an existential problem. Premium AOV is the asset that took years to build. Always-on discounting doesn't just shave margin — it teaches customers a different price expectation, and reshapes the brand they came to you for.

So the work could never be "more coupons." It had to be — calendar discipline; menu architecture that grew the basket on its own terms; visibility ads concentrated on the moments that mattered; photography and ratings doing the slow, compounding work between festivals.

The proof is in the months that aren't festivals. April 2026 is one of them. Discount: effectively zero. Rating: 4.22 / 5. AOV: preserved. The brand kept growing — and kept being itself.

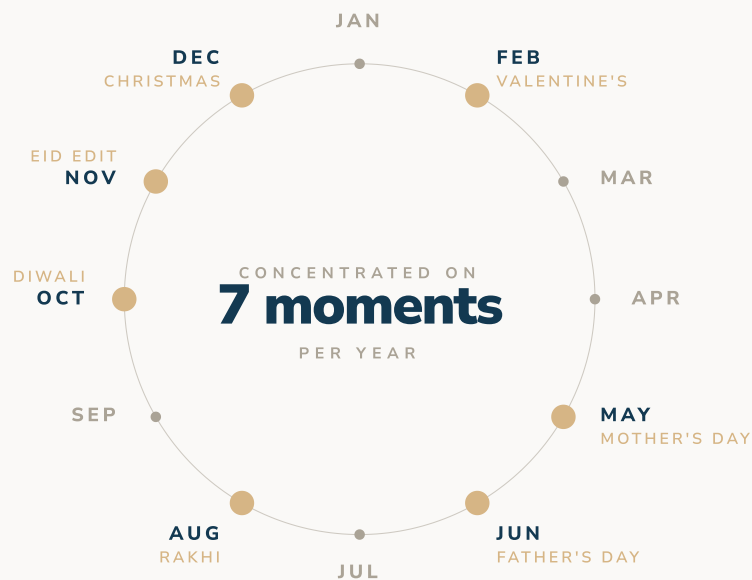
"April 2026 discount: effectively zero. AOV preserved.
Rating: 4.22 / 5. We didn't trade brand for growth."

— THE LUXURY OPERATING PRINCIPLE

THE PLAYBOOK · CALENDAR-LED

A calendar, not a coupon.

Tactical investment is concentrated on a handful of moments each year — the ones that already mean something to the customer, where a premium brand is allowed to show up loudly without contradicting itself. Between those moments, the work is operating fundamentals: menu architecture, visibility ads, photography, ratings. Not price.

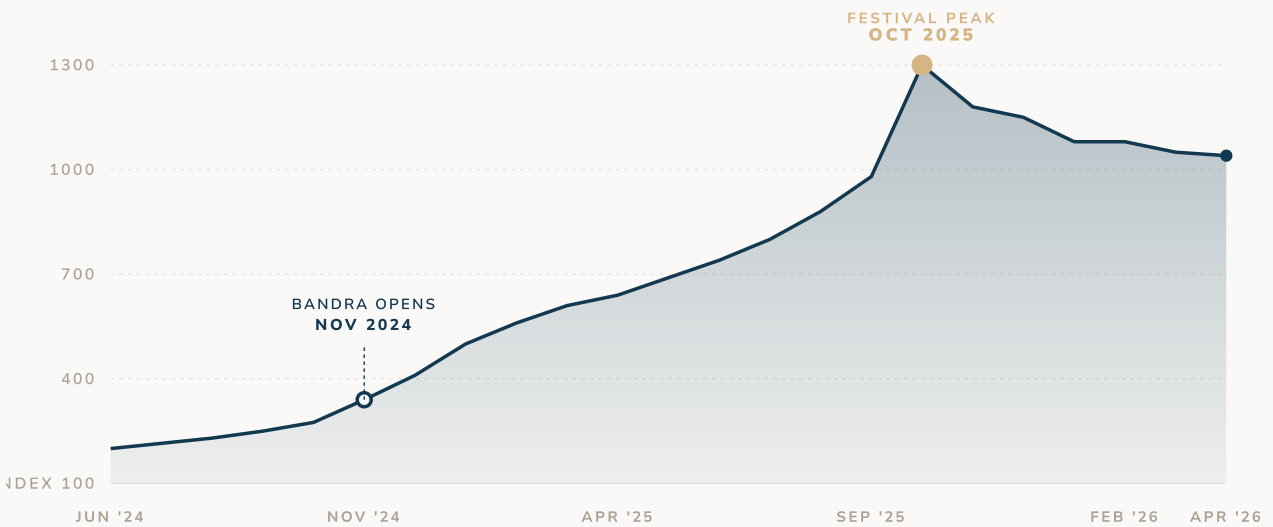


Concentrated tactical investment on 5–7 moments per year. Between them, the brand grows on operating fundamentals — not on price.

THE TRAJECTORY · JUN 2024 — APR 2026

A curve, not a spike.

COMBINED MONTHLY DELIVERY ACTIVITY — INDEXED (JUN 2024 = 100) BOTH OUTLETS · BOTH AGGREGATORS



Across 2.5 years of partnership, growth is a sustained curve — not a one-off win. October 2025 was the festival peak; April 2026 (a non-festival month) is around 80% of that peak under the calendar-led model. Values indexed against the June 2024 baseline; rupee figures withheld at client's request.

OUTLET-LEVEL NUANCE

Same brand voice. Two operating playbooks.

OUTLET 01

Sakinaka

The original kitchen · delivery-led

Sakinaka is a kitchen brand at heart — born here, deeply familiar with the neighbourhood, with a customer base that orders in. Delivery is the primary occasion. The playbook follows the data: lunch is the winning daypart, dinner is not, and ad investment is shaped to mirror that fact rather than fight it.

4.84x

SWIGGY ROAS

Up 16% MoM on 25% lower spend — an efficiency story, not a volume story.

6.3x

LUNCH ROAS

The winning daypart. Ad placement concentrates here.

2.6x

DINNER ROAS

Patisserie is not a dinner-occasion brand — the data confirms it.

OUTLET 02

Bandra · Pali Village

Cafe + delivery · since Nov 2024

Bandra is the first physical cafe — a different customer mix walking in, a different posture going out. The delivery channel runs alongside an in-person room rather than substituting for one. Afternoons are the cafe-driven occasion the data picks up clearly, and the ad plan reads that signal as the lead.

4.93x

SWIGGY ROAS

Sustained efficiency on a younger, more diverse delivery channel.

4.50x

ZOMATO ROI

Steady, month over month — a brand-led delivery channel.

6.3x

SNACKS ROAS

Afternoon cafe consumption — the daypart the room itself owns.

WHAT WE WORKED ON · 2023-2026

Not just delivery. Six workstreams in 2.5 years.



01

Food-costing system

2023 — 2024

Co-developed line by line — the unglamorous backbone that made disciplined, tactical investment possible later.



02

Channel expansion

2024 ONWARD

Zomato onboarded for Sakinaka, then both aggregators live for the new Bandra cafe. Photography, merchandising, discount discipline tuned per channel.



03

Physical expansion

NOV 2024

The Bandra cafe launch at Pali Village — first physical room, two outlets, a different operating posture for the brand.



04

Menu architecture

NOV 2024

Savoury introduced alongside the Bandra launch — broadening occasions and dayparts. A brand-equity decision before a menu decision.



05

Calendar playbook

ONGOING

Five to seven festival moments concentrated and resourced; the in-between months protected for hygiene work — ratings,



06

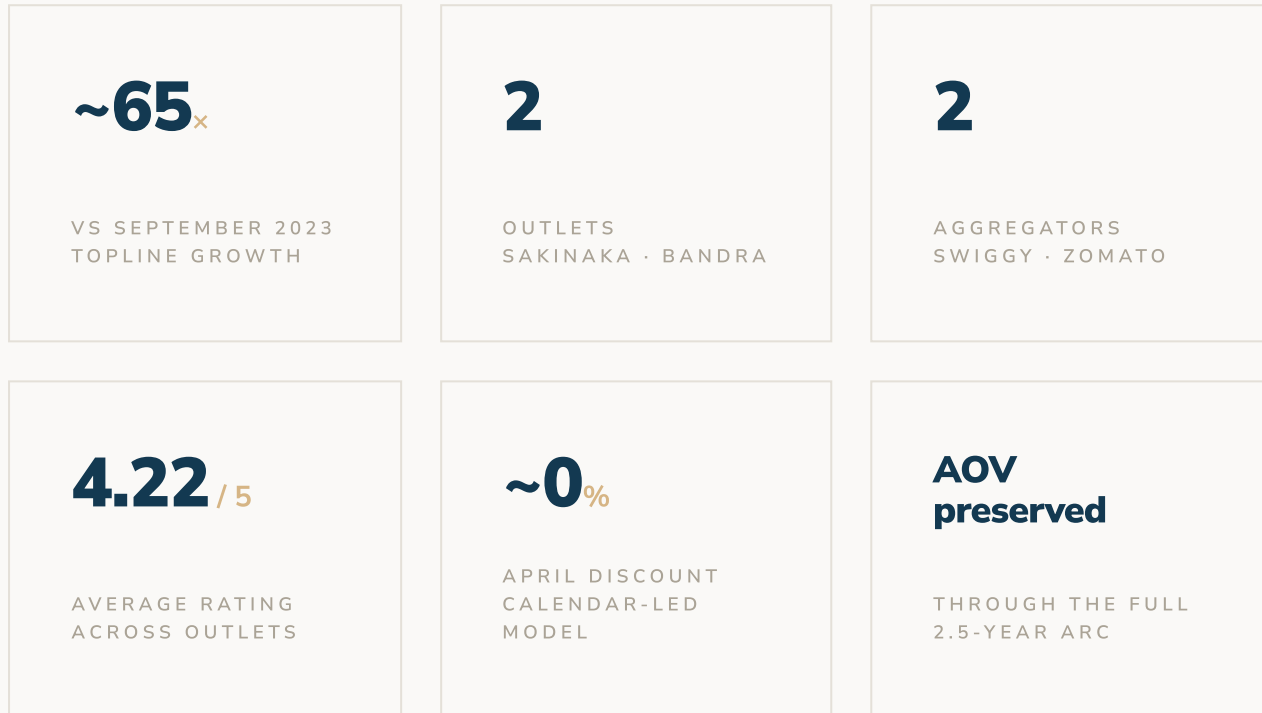
Two operating models

2024 ONWARD

One playbook for the delivery-led outlet; one for the cafe + delivery outlet. Each daypart, ad shape and ratings cadence built to fit its own room.

APRIL 2026 SNAPSHOT

Two outlets. Two aggregators. AOV preserved.



In 2.5 years Vanilla Miel went from one outlet, one channel, and an undeveloped operation — to two outlets, both aggregators, patisserie and savoury. The growth came from a calendar, from menu architecture, and from concentrated ad investment — not from price erosion.

THE INVITATION

Want this for your restaurant?

01

Who we work with

F&B operators across India — from single-outlet kitchens to multi-outlet groups, from neighbourhood brands to national ones. Premium and luxury houses particularly well-served — the calendar-led playbook is built for them.

02

How we work

Strategic partner, not an agency. Weekly cadence with the kitchen and the marketing team. Multi-workstream engagements — food costing, channels, menu, calendar, physical expansion — read together as one operation.

03

How to start

A consultation, a thirty-day diagnostic, then an engagement. By day thirty you have a written read of the channel, a calendar, and a phased plan — whether or not you choose to work with us.

STEP ONE	STEP TWO	STEP THREE
<p>Consultation</p> <p>A conversation. We look at your aggregator dashboards together, identify the obvious leaks, and tell you whether the channel is worth instrumenting.</p>	<p>30-day diagnostic</p> <p>We rebuild your listings, run a controlled coupon ladder, instrument the ad calendar. At day thirty you get a written read and a phased plan.</p>	<p>Engagement</p> <p>If the read is right, we move to an operating partnership. Weekly cadence with the kitchen. Monthly review with leadership. Numbers everyone trusts.</p>

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BASED

Mumbai · India

Shared with client consent. Revenue / GMV figures withheld at client's request; operational metrics (multiples, ratios, %, ratings) reflect aggregator-reported and POS-derived data through April 2026. © Nlyten 2026.