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İSKENDER – Yavuz İskenderoğlu

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CASE SYNOPSIS

Döner kebab is a famous traditional Turkish cuisine. It is not only famous with its delicious taste, but also easiness of service as a dish or fast food compare to other kebabs. The company of İSKENDER is known as the creator of this food. Yavuz İskenderoğlu is the third generation owner of this local family business İSKENDER, which operates in the sector since 1867. In early 2000's he decided to change the strategy of the firm due to increasing competition in the local market. But it takes time to open new subsidiaries because of the entrenched values of the company. Yavuz Bey said 'more than hundred years, our slogan was 'we have no subsidiaries', but I imagined that we can replaced that slogan with 'we have many subsidiaries'.

After 2010 there are many new brands and startups occurred in the marked which set franchise chain restaurants in Turkey. This means there will be powerful local rivals in fast food industry soon and being the oldest company may not be enough to be the leader. These fast food corners and restaurants serve kebab in the name of İskender, but Yavuz Bey wants to the leader of the market as the inventor of the product. On the other hand, there is still a big opportunities in international markets.

Yavuz Bey wants to be the first and leading player in international markets as a Turkish restaurant chain. He believes that their company has to represent Turkish cuisine and culture in international markets as the creator of the döner, but not the other rivals. He noticed 'I want to introduce our cultural and traditional kebab into whole world'.



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The management team of the company has embarked on an aggressive growth in local market, yet the company had not enough capital stock and knowledge to embark on both national and international growth. Additionally Yavuz Bey doesn't want to put the family name in danger. The family name is used in the restaurants – and is different service offering from one intended in the quickly growing fast food sector. How could İskender Kebap handle this risky decision? Is growing aggressive in the local market by franchising system a right strategy? Does growing in international markets make sense?