

foodService

www.imagesfood.com

VOLUME TWO • ISSUE SIX

Trade Journal for the Hotel, Restaurant and Catering Industry NOVEMBER-DECEMBER 2012 • ₹100 India Edition



How to Set Up a Restaurant in 16 Weeks

Page 36

Vision 2020

What shape will Indian
foodservice market take?

Page 54

Open Kitchens

A glimpse into
chef's territory

Page 68

Bottoms Up!

Decoding India's luxury
alcohol market

foodService

www.imagesfood.com

VOLUME TWO • ISSUE SIX

NOVEMBER-DECEMBER 2012 • PAGES 80

editor-in-chief
editorial director
publisher

amitabh taneja
r s roy
s p taneja

editor-in-charge
chief of bureau (mumbai)
chief of bureau (bangalore)
copy editor
correspondent (delhi)
correspondent (kolkata)
correspondent (bangalore)

sanjay choudhry (deputy editor)
nivedita j pawar (sr. assoc. editor)
rajeev kumar (assoc. editor)
shipra sehgal
varun jain
shubhra saini
roshna chandran

creatives

art director
sr. layout designer
sr. photographer

pawan kumar verma
prakash jha
vipin kardam

circulation & support

assoc. vp – consumer connect
general manager – administration
sr. manager – circulation
dy. manager – operations
sr. executive – subscriptions

anil nagar
hemant wadhawan
r p singh
rajesh kumar
kiran rawat

production

general manager
sr. executive

manish kadam
ramesh gupta

ADVERTISING

DELHI:

Mansi Chawla, Sr. GM (Food Service)
E: mansichawla@imagesgroup.in
M: +91 9899900399

Yoginder Kumar Singh, Dy. Manager
E: yogindersingh@imagesgroup.in
M: +91 9971960888

MUMBAI:

Nayan Shetty, Mgr. (Food Service)
E: nayanshetty@imagesgroup.in
M: +91 9892769533

KOLKATA:

Piyali Roy Oberoi, Assoc. Vice President
E: piyalioberoi@imagesgroup.in
M: +91 9831171388

Anirban Sarkar, Manager (Food)
E: anirbansarkar@imagesgroup.in
M: +91 9830007920

BANGALORE:

Suvir Jaggi, Assoc. Vice President
E: suvirjaggi@imagesgroup.in
M: +91 9611127470

Ashraf Alom, Asst Manager (F&G)
E: ashrafalom@imagesgroup.in
M: +91 9980965890

CHENNAI:

S. Venkatarahaman, associate
E: thulsi53@gmail.com
M: +91 9444021128

LUDHIANA:

Hemant Gupta, associate
E: hemantgupta77@gmail.com
M: +91 9814019745

IMAGES MULTIMEDIA PVT. LTD.

Delhi: S-21, Okhla Industrial Area, Phase II, New Delhi 110020, India
T: +91-11-40525000 | F: +91-11-40525001

Mumbai: 1st Floor, Bharat Tin Works Opp. Borosil Glass Works, Off Military Road
Marol Maroshi, Andheri (E), Mumbai - 400 059
T: +91-22-42567000/29200043/46 | F: +91-22-42567022

Kolkata: 30-B, Anil Roy Road, Ground Floor, Kolkata - 700 029
T: +91-33-40080480 | F: +91-33-40080440

Bangalore: 523, 7th Cross, 10th Main (Jeevanbhima Nagar Main Road), H.A.L. 3rd
Stage, Bangalore - 560075
T: +91-80-41255172, 41750595/96 | F: +91-80-41255182

For subscription related queries, email to: subscription@imagesgroup.in
For feedback/editorial queries, email to: letter2editor@imagesgroup.in
visit us at www.imagesgroup.in

Hit the Ground Running

Opening a restaurant is a complex affair that takes many months, sometimes even a year, of preparation to get everything right in the first shot. But the process need not be like a meandering marathon. It should actually be like a 100-metre race – you have to be quick and sure-footed and put everything together in just a few months. The benefits of opening a restaurant in the shortest possible time are immense – the quicker you set up shop, the less your costs in terms of rentals and the interest payable on debt, and the faster you can get the cash register ringing.

In this issue, our regular columnist Manu Mohindra reveals how you can actually get a restaurant up and running in a mere 16 weeks through a five-stage approach. He argues that running a restaurant is all about providing others the best of hospitality, comfort and entertainment.

Once a restaurant becomes operational, it requires constant efforts to keep the customers coming back. The concept of open kitchens, increasingly popular in India and abroad, is something that can help. Customers today demand more transparency and safety in the way their food is prepared and “show kitchens” go a long way in establishing a dialogue between them and the chef, as our feature on open kitchens in this issue notes.

This edition of *FoodService India* is special in another way. Our cover story offers you “Vision 2020” arrived at by talking to dozens of top executives and entrepreneurs from the foodservice industry to discover their views about its growth prospects over the next 10 years and what needs to be done to turn its latent potential into actual numbers. The conclusion: the scope for growth is huge but the industry and government have to first come together to create an empowering atmosphere that benefits all.

One such powerful forum to network with others and thrash out issues about the foodservice industry is the first-ever India Food Service Forum (IFSF) 2012, to be held in Mumbai from December 12-13 this year. (Check out www.indiafoodserviceforum.com.) See you there!

Amitabh Taneja

All material printed in this publication is the sole property of Images Multimedia Pvt. Ltd. All printed matter contained in the magazine is based on the information from those featured in it. The views, ideas, comments and opinions expressed are solely of those featured and the Editor and Publisher do not necessarily subscribe to the same.

Printed & published by S P Taneja on behalf of Images Multimedia Pvt. Ltd. Printed at: Modest Print Pack (P) Ltd., C-52, DDA Sheds, Okhla Industrial Area, Phase 1, New Delhi – 110020 and published by S P Taneja from S-21 Okhla Industrial Area Phase 2, New Delhi – 110020
Editor: Amitabh Taneja

In relation to any advertisements appearing in this publication, readers are recommended to make appropriate enquiries before entering into any commitments. Images Multimedia Pvt. Ltd. does not vouch for any claims made by the advertisers of products and services. The Printer, Publisher and Editor-in-Chief of the publication shall not be held for any consequences in the event of such claims not being honored by the advertisers.

Copyright Images Multimedia Pvt. Ltd. All rights reserved. Reproduction in any manner is prohibited. All disputes are subject to the jurisdiction of competent courts and forums in Delhi/New Delhi only. *FoodService* does not accept responsibility for returning unsolicited manuscripts and photographs.

EFoodService
Europe
Middle East

food
service
Middle East & Europe

FOOD
SERVICE
Poland

Food
Service
Russia

Europe & Middle East

Germany | Austria | Switzerland

Poland

Russia

FoodService Europe & Middle East is the parent publication of *FoodService* published by Deutscher Fachverlag GmbH, Mainzer Landstrasse 251, 60326 Frankfurt am Main, Germany.
Phone: +49 69 759501; fax: +49 69 75951510 | Editor-in-Chief: Gretel Weiss (gretel.weiss@dfv.de)
| Division Manager: Christiane Pretz (christiane.pretz@dfv.de)



16

National Updates 8

Restaurant Launch 14

Chef Talk 16

Bill Marchetti was the pioneer of Australia's Nouvelle Cuisine in the 1970s. He is also the man behind Melbourne's legendary Latin restaurant which continues to win the coveted titles of "Best Italian Restaurant" and "Most Popular Restaurant" by Victoria's voting public. As executive chef of the highly successful chain of Italian restaurants called Spaghetti Kitchen, Marchetti recounts his culinary journey to Nivedita Jayaram Pawar.

COVER STORY 36

The opportunity is immense but so are the challenges. The foodservice industry is at an inflection point from where the curve leads up in a steady growth path. But for that to happen, some key bottlenecks have to be removed. We spoke to a number of top entrepreneurs and executives of the Indian foodservice industry to find out their views about what it would take to propel it into the high-growth orbit and what can be done by the government to make this possible. We discovered that there is a lot of optimism about the future of the Indian foodservice industry. However, every stakeholder has to come together on a powerful platform to discuss the issues, exchange best practices and put pressure on the powers-that-be to create an enabling environment for growth.



22

Latin Concepts..... 22

FoodService Europe and Middle East take a look at concepts that come from Latin America. Ethnic restaurants in this category in Europe have long since ceased to rely for their inspiration simply on the Tex-Mex formula so popular in the 1990's. Their kitchens nowadays are just as likely to offer Brazilian, Peruvian, Cuban and Ecuadorian specialties – and, with them, tempt their customers into regions of the world that are not yet exactly at the top of the list of the best-known tourist destinations. It all adds to a sense of the exotic and adventurous – plus, the variety of the food can hardly be said to lag behind that of Asian cuisine. A European overview.



54

Open Kitchens..... 54

Open kitchens continue unabated to represent the keystone of successful new gastro-concepts. Customers demand significantly more transparency and safety when it comes to their food. That is where 'show cooking', whether completely open or in partially open areas, comes into its own as the perfect way to build confidence, creating a dialogue between the chef and the customer. FoodService Europe and Middle East asks British and German kitchen planners and restaurant professionals about some technical and psychological aspects.



IN CONVERSATION

60

The dairy whip-topping sector is huge in India, but Rich Graviss Products – a joint venture between Rich Products Corporation (USA) and Graviss Frozen Foods (India) – has been trying to engineer a paradigm shift in the bakery and confectionery industry from dairy to non-dairy toppings. In a chat with Sanjay Choudhry, the CEO of Rich Graviss Products, Pankaj Chaturvedi, discusses his company's plans and the changing trends in user preferences.

32

The India franchise of the US-based Red Mango – which sells frozen yogurt and fresh-fruit smoothies – opened its first outlet in January 2012. The brand has already reached a store count of five in Delhi/NCR and is looking to expand rapidly. Rahul Kumar, MD, Red Mango India, spoke to Varun Jain about the potential the Indian market offers for a frozen-yogurt brand.



Operations..... 64

Setting up a restaurant shouldn't take the time required by a doctoral thesis. Rather, it has got to be quick, nimble and well completed, ideally all within a timeframe spanning barely a few months. Manu Mohindra talks about how to get a restaurant up and running in just 16 weeks.

Bottoms Up..... 68

Indians are today more aware about the finer things of life and the alcohol market in the country is gradually changing. India is moving towards consuming fine drink, but only in very small circles and very slowly. Also, our perception of luxury drink is a little skewed here in India when it is entirely possible that ordinary brands get pushed into the luxury segment because of the high duties prevalent, argues Nikhil Agarwal

NRAI..... 74

At its AGM held recently in Delhi, NRAI published its Annual Report and announced that it is working on The India Food Service Report 2012 that would be released next year in February. The Association has also tied up with the IMAGES Group to organise the India Food Service Forum in Mumbai this December. Plus, a report on the wine tasting event organised recently by NRAI in Delhi. Restaurants and hotel chains are putting increased focus on their wine programmes even as wine-friendly modern retail chains emerge across India. Adding wines to the menu is an opportunity for restaurateurs to add to the bottom line and attract more footfalls.



64



68



74



REPORT

70

The Western India chapter of the series of roundtables organised by the Food Service Council of India was held at Mumbai's Veda restaurant on August 23. An initiative to create a platform for stakeholders of the industry to share knowledge and ideas, the forum saw participation from renowned and successful names in the business. We bring you the gist of what all got discussed at the event.

“We like strong robust flavours in India. ‘Delicate’ usually means it is bland. Indians are fussy eaters”



Bill Marchetti,
executive chef,
Spaghetti Kitchen

Bill Marchetti found his calling elevating simple Italian food to the loftiest heights of the culinary stratosphere when he helped his family run their small hotel San Benedetto del Tronto on Italy's Adriatic coast. A pioneer of Australia's Nouvelle Cuisine in the 1970s, Bill is also the man behind Melbourne's legendary Latin restaurant, which continues to win the coveted titles of "Best Italian Restaurant" and "Most Popular Restaurant" by Victoria's voting public. In 1997, the prestigious "Insegna del Ristorante Italiano" was awarded to Bill by the Italian President, Oscar Luigi Scalfaro, in Rome for Marchetti's Latin Restaurant (an international award given by the Italian Government to recognise true and authentic Italian restaurants worldwide). As executive chef of the highly successful chain of Italian restaurants called Spaghetti Kitchen, Bill recounts his culinary journey to Nivedita Jayaram Pawar

You started at the age of 13 at a small family hotel in San Benedetto del Tronto in Italy. What were some of the early lessons learnt that stayed with you and shaped your culinary journey?

I fell in love with restaurant kitchens from the first time I walked into that wall of heat, cacophony of noises and organised chaos. I learnt very quickly that this profession involved long hours and hard physical work. I started in April and only got one day off in July, before the season ended in October. But what really impressed me, was the quality of ingredients we were using. San Benedetto has long been one of the major fishing ports along the Adriatic coast. Almost every kind of seafood and fish came in alive daily. We had hardly any refrigeration. Everything got cooked and served on the same day. At the end of the evening service, we would sit down like a large family and eat whatever was left. It gave me a deep understanding of good Italian cooking: great and fresh ingredients and simple execution.

How did you land up in India? How's the experience?

I was doing a lot of guest chef promotions around Asia at that time. An Aussie chef-mate of mine, whom I had worked with in Shanghai, was opening the Grand Maratha in Mumbai, together with another friend of mine – Hans Koch – with whom I had done a promo in Osaka. He called me for a two-month stint at their "Festivals" restaurant (now called WestView). When the promo was over, I guess they made me an offer I couldn't refuse. That was in 2001. I haven't left since and have no intention of ever doing so!

You lived in Australia. How is the culinary scene different in Australia and India?

When my family and I first landed in Australia in 1968, the country was a culinary wasteland. There seemed to have been only one menu in existence, in the whole country, a mishmash of badly done Escoffier rip-offs, bad old-fashioned English dishes, steak and three types of veggies. People hadn't travelled outside the country, as the only affordable way to get out that time was by ship, a round trip of nine weeks.



The fastest moving item on the menu is Pizza L' Ortolana

Once the restrictive and racist “White Australia” policy came to an end, migrants from all over came flooding into the country, bringing with them their food and cuisines. We young chefs at the time had enough of cooking boring food. “Cuisine Nouvelle” had become an interesting and challenging way of making food lighter, more attractive and much more sophisticated. But we were lacking almost all the ingredients we needed. So we started working with growers and artisan producers to make and grow new vegetables, cheeses, meats, etc. This turned into a full-fledged revolution, which is still going on. Just watch “Masterchef Australia” and you’ll see.

What do you think contributes to the success of Italian food in India?

Italian cuisines have been the “flavour of the month” since about the mid 80’s and show no signs of fading away. The health benefits of the Mediterranean diet have been well documented and promoted. For Indian consumers there is the benefit that about 75 percent of our cuisine is vegetarian. Plus, we have such iconic items as pasta and pizza which have become universal best sellers.

Italian food is all about fresh ingredients. Does sourcing them pose a challenge in India?

Indeed, that is the most difficult aspect of my job and the one I spend most time on. Apart from a few places like Kerala and Kolkata, it is almost impossible to get good fresh fish and seafood. Salad greens and vegetables vary in quality and wastage is often 50 percent. As we now have 14 Spaghetti Kitchens across the country feeding some 75 lakh diners per annum, I have decided to grab the bull by the horns. Last year we started contract growing of fresh culinary herbs, year round, in poly houses in the pleasant climes of the Kangra Valley in Himachal Pradesh. This year we are expanding that to a range of organic vegetables and fruits, with organic meats to follow in a couple of years.

You have recently renovated the menu at Spaghetti Kitchen. How often do you do that?

This was the first major change in five years. It was a gradual evolution, with popular dishes from various food festivals making it one by one into the main menu. Most of our guests are repeat customers. Many of them hardly look at the menu as they have already made their choices before arriving.

What is the fastest moving item on the menu?

Our all-vegetables Pizza L’ Ortolana.

You have been in India for a while now. What’s your observation of the Indian palate?

It is becoming a little more adventurous. But then, I find that people with a strong culinary tradition tend to be more conservative in trying new things. Italians are no different, or Chinese, for that matter. Over the last 11 years, my palate has also become rather Indianised. We like strong robust flavours. In India, “delicate” usually means that it is bland. Indians are fussy eaters.

What has been the weirdest request so far?

I love fussy eaters. They know what they want and usually are able to enunciate their wishes. I can’t cope with diners who are undecided and don’t know what they want.

What do you attribute the success of Spaghetti kitchen to?

I believe we understand the Indian restaurant consumer. We started with very simple dishes eight years ago at Phoenix Mills in Mumbai. Penne all’arrabiata, creamy Parmesan cheese potatoes, garlic bread, etc. are still hot sellers today. As the market evolved, so did we, leading to new dishes, all the while keeping a keen eye on the changing customer preferences. There is a fine line here. You know where you want to take your customers, but you have to do it steadily and stealthily. You go too far ahead and you alienate your diners; you go too slowly and you bore them.

What is the biggest challenge in the restaurant business in India today?

Rentals and staffing. We have some of the highest rents in the world, without the revenue to match. As far as staff goes, sometimes I feel that I am just an

“Over the last 11 years, my palate has also become rather Indianised. We like strong robust flavour. In India. “Delicate” means bland. Indians are fussy eaters.”



A Glimpse into Chef's Territory

By Jutta Pfannschmidt-Wahl

Open kitchens continue unabated to represent the keystone of successful new gastro-concepts. Customers demand significantly more transparency and safety when it comes to their food. That is where 'show cooking', whether completely open or in partially open areas, comes into its own as the perfect way to build confidence, creating a dialogue between the chef and the customer. We asked British and German kitchen planners and restaurant professionals about some of the technical as well as the psychological aspects.*



Top Examples

www.rokarestaurant.com
www.zumarestaurant.com
www.hyatt.com
www.lecolonialnyc.com
www.concreteblonderestaurant.com
www.elladiningroomandbar.com
www.jamieoliver.com/barbecoa/

** The survey does not cover market restaurants. Though, of course, they have open kitchens by definition.*

Andreas Müller, Planning Consultants Soda, Bochum. "People long for honesty, genuineness and authenticity. The restaurant industry is very keen to come across as trustworthy and transparent. Customers nowadays feel especially comfortable in establishments which stand for 'homegrown' and 'regional' and offer local produce. In such circumstances, opening up the kitchen is a good and effective thing to do – offering unrestricted insight into the restaurant's soul. Aspects that one should pay particular attention to are:

Lighting: An important parameter that sets the atmosphere. The perfect solution should provide the same lighting atmosphere in the open kitchen as in the restaurant itself. And the light that spills over from the kitchen into the restaurant area should be completely compatible with the concept. Though, at the same time, the light sources can be completely different.



“If the kitchen crew are noisy, they need to be trained, as a matter of urgency, to work more quietly. Differences of opinion, without exception, belong in the backroom.”

Hygiene & cleanliness: Not all stages of the preparation are appetizing to watch and, depending on the concept, it can be difficult to keep the surfaces as clean as the onlookers would wish. The golden rule is that, if one cannot guarantee aesthetic appeal, the plans should allow only a narrow viewing angle between restaurant and kitchen. It is even enough if the chefs' heads are seen.

The levels of noise: If the kitchen crew are noisy, they need to be trained, as a matter of urgency, to work more quietly. Differences of opinion, without exception, belong in the backroom. Noise protection, e.g. the use of perforated acoustic plate, can provide additional protection. It is easier for concepts where the customers are noisier (because they are part of the operation, fetch their own food etc.); then the noise of food preparation is less noticeable. On the other hand, even the clatter of a saucepan can be very annoying in a fine-dining establishment.”

www.sodanet.de

Peter Hörstke, from the commercial kitchen equipment suppliers 'Hörstke Großkücheneinrichtungen' in Witten. “The degree of pre-preparation of the food and/or dishes fundamentally limits the extent to which one should open the kitchen to view, if at all. Transparency of production makes little sense if lots of high-convenience products are used or if food is cooked sous-vide. Besides, depending on the extent to which fresh or pre-prepared foodstuffs are used, appropriate preparation rooms should be made available behind the scenes. It is, however, generally a real advantage if some stages of the preparation are carried out in front of the customers – it makes the authenticity of the food more tangible. But there is no doubt that the washing up, storage and waste disposal areas belong in the backroom.

Annoying smells. So as to prevent kitchen smells spreading to the restaurant area, adequately dimensioned ventilation systems must be included in the plans. People frequently underestimate the value of through-currents which are created in a building by, for instance, opening the doors. Workflow. It is extremely important for the chefs to have all the necessary foodstuffs, equipment and ingredients located within easy reach as they work – the key word here being 'ergonomics'.

Germany: Three Restaurant Operators with Open Kitchen Experience

Rudi Kull, Brenner restaurant (XXL size, sales of more than €10 m per year), Munich. “About eight years ago we turned our 'crazy idea' for the Brenner restaurant in the centre of Munich into reality.

We wanted to create the feeling of a barbecue party, create the impression of seaside and holidays, make it a tangible experience even in the restaurant – right in the middle of things. There were lots of questions to clear up before we started: internal rules of the game – how should staff behave towards each other in front of 'witnesses'? 'External' rules – how should the staff best deal with the customers (greeting, explanation/recommendation, criticism etc.)? What kind of a look should the staff aim to achieve: dress code, haircut etc.? How would we most effectively guarantee cleanliness in the workplace?

How/where should the food be stored, presented and cooked on the grill? And so on! Also requiring a radical rethink: the logistics. Not least, when the barbecue and pasta stations stand in the restaurant area with no barriers between them and the customers. Our chefs need to prepare themselves for a whole new situation – the mise en place will all work differently – because of the satellite layout. At the end of the day, greater investment of time



“We wanted to create the feeling of a barbecue party, create the impression of seaside and holidays, make it a tangible experience even in the restaurant – right in the middle of things.”

– Rudi Kull



The 16-week time frame to set up a new restaurant is highly manageable

16 Weeks and Counting Down...

By Manu Mohindra

Setting up a restaurant shouldn't take the time required by a doctoral thesis. Rather, it has got to be quick, nimble and well completed, ideally all within a timeframe spanning barely a few months. Here is how to get a restaurant up and running in just 16 weeks

We're a world on the move, with change and development taking place at a rapid pace. If you can look away from the overall macro-economic outlook and slack in the Indian growth story, you will find that at the micro level, there's rapid movement and a simultaneous advancement in tastes, preferences and products as a corollary. In this rapidly evolving time, if you want to set up a restaurant – whether fine dine, café, pub, bar or all of these – it shouldn't take the time required by a doctoral thesis. Rather, it's got to be quick, nimble and well completed, ideally all within a timeframe spanning barely a few months.

For many, setting up a restaurant is the stuff dreams are made of and to take this dream to fulfilment, I would recommend 16 weeks, inspired and supported by Sir Terrence Conran's speed and ability, where setting up a restaurant must be done in shortest possible period of time. Unless it's a very large restaurant or runs into a series of unexpected licensing or architectural delays (or even political ones such as shut-downs, terrorism or protests), the 16 weeks timeframe is highly manageable and works best for all those involved, from owner to vendor, consultants, et al.

With high loans, even higher rentals and the surrounding inflationary costs, anything longer starts pulling on the purse strings and could set you back by a few unexpected lakhs.



STAGE 1

Possibly the least glamorous of all stages in the process of restaurant-building is the first one. However, it lays the foundation bricks and even one incorrectly fitted is going to set the final structure on shaky grounds.

Right at the start, what's most crucial is to conduct a feasibility test (and preferably a detailed market research) on the viability of locations shortlisted and run it through the first concept brief. If there's a mismatch, alter the concept or continue searching for a more appropriate location. There is nothing that can equal the thrill of eating half-way atop the Eiffel Tower in Paris or in a chic café overlooking the Colosseum in Rome. The choice is also between making a destination restaurant (as the Michelin guides call it, "worth the detour") or one that relies on passing trade and has to be in the heart of things.

The location also determines the nature of the restaurant, and its eventual plan and brand building. Places in the thick of an office area will be packed with lunch, but evenings can prove to be difficult. That's the scene with places in the IT Park in Bangalore or even the corporate office area of Gurgaon.

Once this bit is sorted, and ideally you should go all guns blazing into trimming the concept and finding locations to make the idea into a stand-alone place, it's time to also get the financial figures sorted. Often, investors/restaurateurs run into trouble over completion or end up diluting the original plan due to bad financial planning. So at this point, you must know what you have, what are the estimated capital and operational expenditures, and a corresponding outflow of the finances involved.

STAGE 2

If stage 1 is all about sweat and toil, then stage 2 is where your concept and project should start taking shape and form. Design is the key here and this includes planning the interiors in consultation with the F&B theme/plan of the place. I have constantly reiterated one point – with restaurants



and kitchens, function should dominate form. While this shouldn't compromise grand interior plans, the feasibility of it all from the kitchen, service and other practical viewpoints needs equal if not greater consideration. So ensure that the lavish island bar has all that's required within it, since the kitchen may be potentially detached. And try not to give the server heavyweight doors from the Mughal era to exit the kitchen – he will, after all, be carrying trays of food.

STAGE 3

My company issues out drawings – layouts, 3Ds and the works – which not only enable the relevant technical staff to understand what and how to proceed but also engage the client with how the front and back of the house will shape up. From material samples, textures, fabrics, equipment and its ordering, while we know the "ins and outs" technically, and this is the stage to place an order, it is the owner's venture after all and his suggestions are not only valid but highly relevant too.

Once the place is up and running, it isn't the stuff that you see that was most complex, expensive or crucial, but the things you don't see such as proper air-conditioning, ventilation (exhausts), goods in and waste out, safety regulations, source of water and other such essentials. Apart from the place being filled by guests, appropriate infrastructure

“With high loans, even higher rentals and the surrounding inflationary costs, anything longer than 16 weeks starts pulling on the purse strings and could set you back by a few unexpected lakhs”



Original. Since 1984.

Save the earth.

It's the only planet with NATURAL ICE CREAM.

**now
available in**

Ahmedabad
Ahmednagar
Aurangabad
Belgaum
Bengaluru
Hyderabad
Ichalkaranji
Indore
Jaipur
Karad
Kochi
Kolhapur
Mangalore
Mumbai
Nagpur
Nashik
Pune
Raipur
Sangli
Satara
Shirdi
Solapur
Thane
Udupi
Vapi
and Goa



MAK.india.com

www.naturalicecreams.in | Follow us on



HOTEL

of the future

Intuitive technology for global mobility

