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## Frozen for success

The good old dahi in its newest avatar as Frozen Yoghurt is now a segment of interest for national and international players in India. Although the initial response to the frozen variety was lukewarm, the entry of foreign players has expanded the market exponentially in the last few years. Indian brand Cocoberry, one of the earliest entrants in the frozen yoghurt space in the country back in 2009 plans to treble its outlet count to 150 from a current 50 over the next 18 months. Other players too have upped their ante to increase penetration in the Indian market. Currently, the frozen yoghurt market is estimated at Rs 280-300 crore in India. Sentiments remain upbeat about the market potential of this new and emerging category in India as the urban consumer is increasingly looking at healthier options for snacking and 'meal-to-go.' Our cover story this issue scoops out the action in this segment.

There's frenetic activity on another front – Doughnuts. With the entry of US-based food chain Dunkin' Donuts and Krispy Kreme the stage's set for a doughnut onslaught. This ring-shaped snack often glazed with sugar or filled with cream, could well be the next big-ticket western food item that Indians will tuck into, going by the hectic activities in this nascent industry. Existing players such as Mad Over Donuts and Donut Baker too have drawn up aggressive expansion plans. The Indian sweet tooth and exposure to western snacks are some of the factors for the doughnut market in India growing at a rate of 20 per cent per year, and expected to double up in a few years. However companies need to realise that it's also important to serve other products because doughnuts may take time to grow in the market. As the consumers turn to them as an 'affordable indulgence,' this segment is worth a watch.

Starting and operating a restaurant is a more than a process. It's a combination of fear and hope, speculation and certainty, doubt and confidence, all blended together with a fair amount of money. It's the beginning of a dream. There are many factors that are crucial to a restaurant's chances for success in the areas of planning, location, market analysis, concept, menu, financial feasibility, staffing, operating systems and more. Our regular columnist Manu Mohindra lists strategies that start-up restaurateurs can adopt in order to assure a bright future for their business.



Amitabh Taneja

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The frozen yoghurt industry took root in India in 2009. Since then, a number of players – both local and international – have penetrated the market, resulting in doubling and tripling of their numbers over the past three years. Currently, the frozen dessert market in India is worth USD 500 mn, out of which USD 50 mn is accounted for by frozen yoghurt. Shanti Padukone delves into the world of these delicious desserts for a closer look at what drives the industry and demand.

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Beer is one of Europe's favourite beverages, with a long tradition. In recent years, however, the average consumption of beer has been declining in many countries. Part 1 of FoodService Europe and Middle East's pan-European survey.

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Shiraz Golden Restaurant, one of the most famous eating joints in Kolkata for Awadhi food, recently added another feather to its cap by stepping into Dubai and for the first time, international hotel chain Tulip Inn is foraying into East India in association with the Shiraz Group. Shubhra Saini reports.



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Orange Tomato, a group representing diverse F&B brands, is expanding and making its presence felt strongly through its latest lounges and bars in the Silicon Valley. Roshna Chandran finds out more.

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Professional guidance for any start-up restaurateur to make his business a success is equally important as it is for the staff he is going to keep. Factors such as perfect business sense, availability of necessary finances, and location-based concepts should be given priority over self-indulgent ideas, believes Manu Mohindra.

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There is an ever-increasing demand for doughnuts in the Indian market, with many global entrants wooing their customer base with this sweet treat. Varun Jain finds out more about this phenomena where more and more people are ready to experiment and opt for new taste experiences.





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*Indian culture, heritage and lip-smacking cuisine come alive at the Culture Gully of Kingdom of Dreams – India's first live entertainment and leisure destination located in Gurgaon. We went there to find out for ourselves what makes the destination so popular amongst the young and old alike.*

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*Experience a unique mix of music, food and feelings with innovative fare and luxury shopping at Montreux Jazz Café, Harrods in London.*



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*Frozen food has the potential to become the 'sunrise category' of the future. The category is poised to grow, though it is still new in the country. Bridging the gap between demand and supply of cold storage facilities will definitely give a boost to the frozen food segment, feels Vikas Mittal.*

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*Aiming to explore with industry experts the tricks of trade that can be practised to drive profitability in the restaurant business, NRAI recently organised a workshop in the topic in NCR. A report of the seminar along with various updates of the association.*

“Opening restaurants in three different verticals made perfect business sense for us.”



Zorawar Kalra, MD, Massive Restaurants

After setting up and successfully exiting the critically acclaimed multi-award winning brand Punjab Grill, celebrity chef Jiggs Kalra along with his entrepreneur son Zorawar Kalra has now ventured to set up Massive Restaurants with one of the leading hospitality brands Mirah Hospitality. The brand plans to open a chain of fine dine and a casual smart restaurant along with a chain of luxury mithai shops. In a tell-all conversation with Varun Jain, Zorawar Kalra, Managing Director, Massive Restaurants, speaks about the new venture, yet-to-be-opened restaurants and what Indian food means to him.



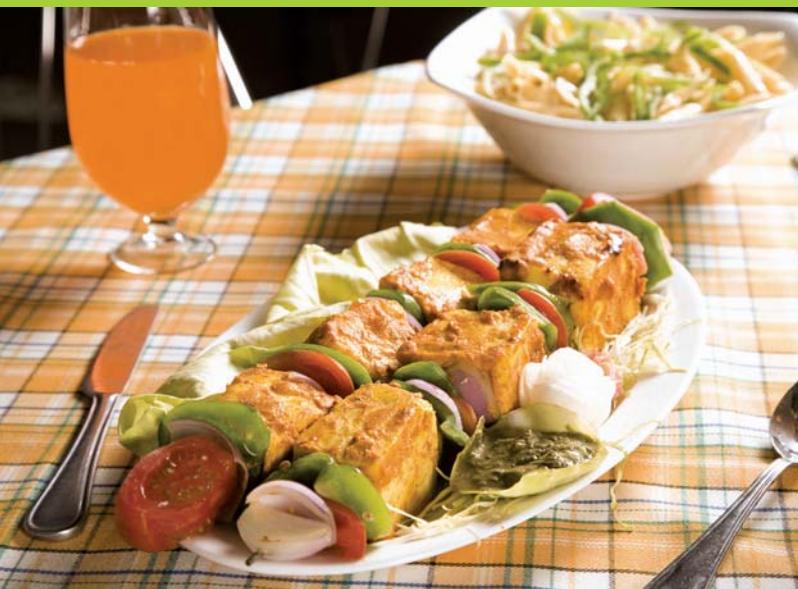
Made in Punjab will serve very high quality Punjabi food at a low price band

**How was your journey with Punjab Grill? Why did you exit that business?**

Since its inception in 2007, our journey with Punjab Grill has been fabulous. We started the restaurant with the aim of putting Indian food on the global palate in the correct way because a lot of times we saw that Indian food was misrepresented and the quality was not good. Indian food has been very close to my heart. I do not want our beloved cuisine, which our ancestors have developed over thousand years, to be misrepresented. Punjab Grill started doing well from day one. We started expanding very quickly since the whole idea was the brand's quick growth. We opened seven restaurants including the one in Singapore, which has been rated one of the best restaurants there. We created a certain standard, which was not available outside five-star hotels. In March 2012, we decided to exit. We got a very strong evaluation, so we sold it. Another reason was that I did not have the majority stake in that business.

**Why did you choose Mirah Hospitality as you partner to start Massive Restaurants?**

In this new venture, I was looking for a partner who shares the same vision and found Mirah to be perfect. Gaurav Goenka of Mirah Hospitality is a very good friend of mine and we both share the same vision. I also wanted to leverage the economies of scale. Mirah takes so many locations across the country; the real estate price they can get, nobody else can. This is one big advantage. There is a lot of synergy. We are experts in operations, running the restaurants and the cuisine aspect, and they are good in finding the locations and giving us back-end support. So it made a perfect marriage. These are the key reasons why we tied up with Mirah Hospitality.



**What is the kind of arrangement between the two partners?**

We do not want to get into the numbers right now, but we have the majority in the business. We intend to keep a very strong relationship, going forward.

**You are planning to open restaurants in three verticals, a fine dine restaurant, a casual smart restaurant and a luxury mithai shop. Tell us something about the former two.**

The fine dining restaurant is going to be known as the 'Masala Library by Jiggs Kalra', which will be a very fine dining concept. It will be one of those restaurants that aims for the stars and it will try to get the Michelin star in India. Masala Library by Jiggs Kalra will really up the ante in terms of service, food quality and overall experience for the guests. We want to create a restaurant that has no competition when it comes to standard. It will present Indian food in the perfect way that we feel it should have been presented. The second vertical is the smart casual dining and the concept is called 'Made in Punjab'. Here very high quality Punjabi food will be served at a lower price band. For the 'Made in Punjab' concept, we will also be looking to open in tier-I and -II cities, whereas Masala Library by Jiggs Kalra will be focussed entirely on the metros initially.

**What will be new at Masala Library by Jiggs Kalra?**

Masala Library by Jiggs Kalra will be better than any restaurant in a five-star hotel in terms of food

and service. It is also going to be the first restaurant that will follow the evolution of kababs. With a heavy focus on kababs, we will be offering rarely available kababs or the ones that you would not even find on any menu. You will have the best curries of India here, some of which are lost today. A lot of research has gone into reviving these curries with the help of specialist chefs from those regions. Regular items such as dal makhni and butter chicken will also be available because at the end of the day you have to sell. So we have a good mix of staple and innovative dishes on the menu.

We will also have a preset menu in every restaurant, where you get only four to five courses but each dish complements each other. They will be designed with a great deal of finesse and a lot of presentation skill will be put into it. So it will be a set menu where you don't get to choose. You will be eating what the chef has decided for you. The recipe and the flavour would be 100 percent authentic.

**We do not have many successful fine dining restaurants outside five-star hotels in India yet. Where do you think the problem lies?**

The biggest problem that we face today is consistency. A beautiful and expensive restaurant cannot be termed as a fine dining restaurant. Anyone can spend that much money. The idea behind fine dining is to have very high-quality food and service in a luxurious environment where the service staff

*Masala Library by Jiggs Kalra will up the ante in terms of service, food quality and overall experience for the guests.*

**“I came to the conclusion that Indian food is the most popular cuisine and will always do well. For a mithai shop, there is no competition. This is why we chose these three verticals because they all made perfect business sense.”**

# The Ice Age

The frozen yoghurt industry took root in India in 2009. Since then, a number of players – both local and international – have penetrated the market, resulting in doubling and tripling of their numbers over the past three years. Currently, the frozen dessert market in India is worth USD 500 mn, out of which USD 50 mn is accounted for by frozen yoghurt. Shanti Padukone delves into the world of these delicious desserts for a closer look at what drives the industry and demand.



**T**raditionally, Indians have always preferred regular yoghurt or 'dahi', whether it be in the accompaniment of savoury dishes and snacks, as a plain refreshing drink or even as a dessert. As a result, the presentation of yoghurt in a novel form is not a foreign concept to the average Indian palate. Ever since the concept of frozen yoghurts made its way into India in 2009, the widespread acceptance of this dessert has simply given impetus to several other aspiring entrepreneurs and international frozen yoghurt chains alike to set up stores in the country. This comes nearly after a decade of the dessert's booming success in Europe and America. According to a report by Technopak Advisors, the Indian packaged yoghurt market, which was estimated at USD 135 mn in 2011, is growing at a CAGR of 18–20 percent and is expected to reach USD 260–280 mn by 2015. The report further states that the Indian frozen yoghurt market alone will grow to USD 5 bn over the next three years fuelled by the entry of new players and growing demand for 'healthy' foods.

The concept of frozen yoghurts in India saw the light of day with G.S. Bhalla's entrepreneurial venture Cocoberry. What started off in two cities in 2009 is today a chain of 37 outlets in 8 cities across the country. The concept of Cocoberry came about when Bhalla, the CEO of the company, realised that the food and beverage industry is a goldmine that remains relatively unexplored. He says: "At that time, the Indian demographic was undergoing a change, leaning towards healthier food options. I figured out that this was the place where I wanted to make a mark. I kept the sweltering Indian summer in mind, but instead of going for the tried-and-tested ice cream, I tried something conventional with an urban twist."

### Major Players

Just as Cocoberry was making a mark in the country, along came several other local and international players. At its heels was Kiwi Kiss, which opened its first outlet in Chennai in mid-2010 and then in Bangalore. Today, it has a stronghold over the entire southern market. Soon, South Korean brand Yogurberry entered the market in December 2011. It has now expanded to 4 stores between Mumbai and Delhi-NCR and plans to open around 100 to 150 new outlets across the country over the next 5 years. Yogurtbay, too, opened its outlet in the same year and is now 4 stores old with two company-owned outlets and two franchises across the country. Early 2012 saw two more key US players, Red Mango and Pinkberry, entering the field. Red Mango currently has 5 stores spread across Delhi-NCR and plans to open 100 outlets pan India in the next 5 years. Other players in the field include Berry Cool, Fro Yo, Yogos, Yoforia, Frozen Yogurt Inc (FYI), Sugardaddy, 6th Street Yogurt, Yogurtlite, etc, with outlets in their chosen locations and are already expanding rapidly across various formats.

### The Health Quotient

One wonders why so many players are vying for the much coveted space to sell frozen yoghurt! What is this dessert all about? Frozen yoghurt is just that – yoghurt that has been frozen. According to Devangshu Dutta, Chief Executive of management consulting firm Third Eyesight: "Frozen yoghurts in the current form are a relatively recent product globally, having been introduced in the USA in the 1970s. Yoghurt-based desserts exist in cuisines around the world, including the Gujarati srikhand in India. However, frozen yoghurts are aerated to increase volume and aid 'creaminess'." But what makes it more enticing is that although it is a simple dessert (something one can easily make at home), it is low-fat – milk being the primary component – and contains lactobacillus, which is probiotic and helps enhance the body's immune system. Moreover, it claims to have no artificial sweeteners except for fructose (fruit sugar).

Add to that the fact that it is quick-frozen, naturally flavoured and freshly dispensed from a soft-serve machine, not to mention the exotic toppings that one can mix and match with a choice of yoghurt flavours! Moreover, most brands like Cocoberry serve yoghurt without any artificial colouring or preservative. Cocoberry also uses double toned milk to make its yoghurt. As a result, frozen yoghurt is more preferable than the regular ice cream that can rarely boast of such healthy varieties. Gaurav Shetty, Brand Owner, Yogos, adds: "300 gms of frozen yoghurt contains 100–150 calories, while the same amount of ice cream has 400–600 calories."

Several consumers are now considering this as a meal replacement option. Bhalla attributes this to "its quicker preparation process, health quotient and it being a tasty alternative to junk food." However, frozen yoghurts cannot replace a meal, essentially because its contents are not sufficient to provide the body with all the required nutrients. Dutta adds that some recipes do have high concentrations of refined sugar, other sweeteners and flavours that are detrimental beyond a point. Therefore, while frozen yoghurt is a healthier option, it is certainly not fat free and is still a dessert.

### Fitting in

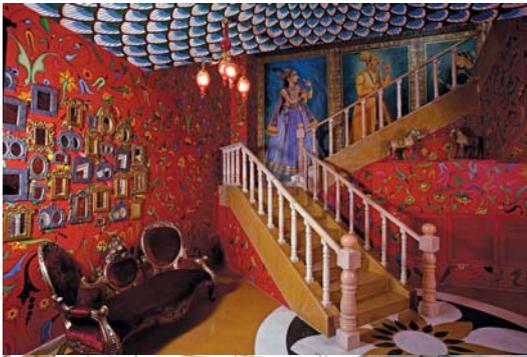
Given the various positive attributes of this product and the increasing market demand, players are vying for precious space in the Indian market. Various strategies are being implemented to increase penetration. Slashing price points, offering smaller affordable portions or value meals for families and belting out newer flavours are some of the ideas that are being explored to increase sales. Global players, too, have tried to entice the Indian taste buds by introducing their brands in the market along with never-heard-before exotic flavours. Almost everyone is busy leaving footprints across the country to surpass competition.

However, despite this, the frozen flavoured yoghurt industry in India has still to make a deep impact in terms of business growth in the F&B segment. Starting early gave Cocoberry an



## INNOVATIVE CONCEPT

Culture Gully has entailed an investment of around ₹ 100 crore



From Mumbai to Assam and Punjab to Chennai, Indian culture, heritage and lip-smacking cuisine comes alive at the Culture Gully of Kingdom of Dreams – India's first live entertainment and leisure destination located in Gurgaon. We went there to find out for ourselves what makes the destination so popular amongst the young and old alike.

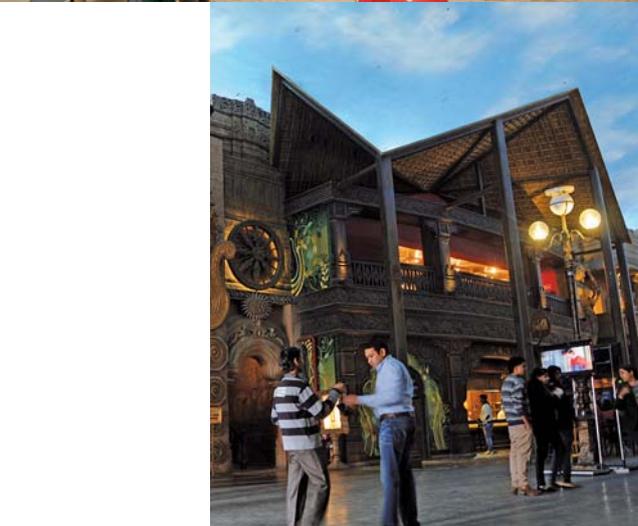
# India in a Gully

By Varun Jain

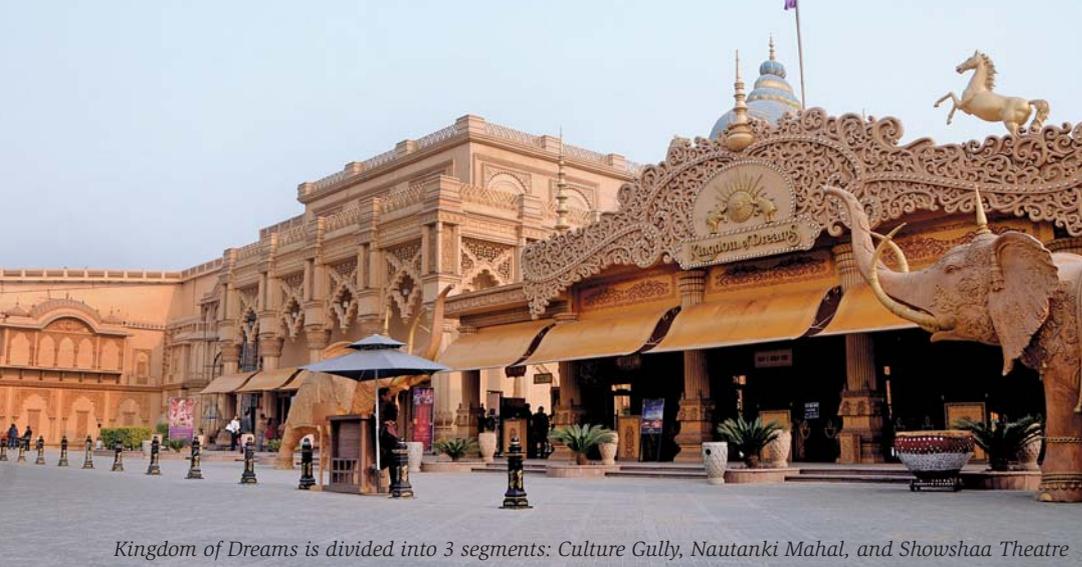
The Great Indian Nautanki Company (GINC), in an attempt to promote Indian culture and tourism, came up with the idea of Kingdom of Dreams in late 2010 – a little more than ₹ 200 crore extravaganza. Sprawling across many acres of land in Gurgaon, Kingdom of Dreams brings to life the magic and timeless mystique of India through its unique blend of art, culture, heritage, crafts and cuisine. GINC is a joint venture between Wizcraft International Entertainment, Apra Group of Companies and Raghbeer Group of Companies.

The place is divided into three segments: Culture Gully, Nautanki Mahal and Showshaa Theatre. Nautanki Mahal is a state-of-the-art theatre at Kingdom of Dreams, India's first unique live entertainment destination, and is host to Zangoora, The Gypsy Prince - the world's biggest Indian cinematic themed, theatrical, musical extravaganza, the company claims. Nautanki Mahal also stages an out-and-out musical comedy – Jhumroo, a musical celebrating the spirit of Kishore Da. To be launched shortly, Showshaa Theatre will present a kaleidoscope of fabulous colourful drama spotlighting ancient Indian epics and mythology, mock wedding shows and the great Indian talent circus.

Culture Gully, which is spread over a massive area of more than 100,000 sq.ft., is an elaborated boulevard of culture, arts and crafts, and cuisine under one of India's first ever sky domes. The magnitude and scale of Culture Gully can also be analysed by the fact that more than 140 chefs brought in from different culinary destinations of India work to produce more than 250 authentic and regional dishes from across the country, to serve the guests. To top it all, there are 14 state pavilions and an exciting mix of 20 food and beverage destinations to choose from, which includes 6 restaurants, 6 live show kitchens and 3 street bars.



IIFA Buzz Cafe



Kingdom of Dreams is divided into 3 segments: Culture Gully, Nautanki Mahal, and Showshaa Theatre



### Culture Gully: The Beginnings

According to Viraf Sarkari, Director, Wizcraft International Entertainment: "Initially, we planned to have a fine dining theatre at the Kingdom of Dreams, where we could provide guests with a four- or five-course meal comprising dishes from across the country. So, while watching the show, they could enjoy their meal alongside. But on second thoughts, we realised it would be disturbing to eat while watching the show. What with the clattering noises from forks and spoons all over the auditorium. And since Indian masalas have a very distinct flavour, the smell of curries would be prominent. So we dropped the idea."

"Eventually, we decided to have separate spaces allocated for eating and watching the show. We decided to have a food court that would serve different kinds of Indian cuisine. After a good amount of brainstorming, we thought of giving our guests the taste of regional cuisine. We created different state pavilions under a breathtaking sky dome so that guests could experience the food in an environment showcasing 14 states of India in all their splendour. We worked on the façade and also the interiors accordingly to depict the history of that state. Hence, Culture Gully was born."

### Public Response

The first person to enter Culture Gully was Bollywood actor Priyanka Chopra, since she was the one who inaugurated this place. Nobody expected such a set up when they entered Culture Gully, observes Sarkari. It was a jaw-dropping experience for many and everyone loved the concept of it being indoors with a sky roof. People do not feel any time barrier here, since time at Culture Gully comes to a standstill. Moreover, he states, the audience at Culture Gully is varied. It is as frequented by Indian families as it is by internal tourists.

The popularity of Culture Gully can also be gauged from the footfalls this place receives. Culture Gully hosts around 4,000 guests in a day during the weekend and around 2,500–3,000 guests a day during weekdays. The entry charge is ₹ 299 and ₹ 499 per person on weekdays and weekends, respectively. The entry fee charged is fully redeemable inside the Culture Gully.

### USP

Culture Gully is not all about food. There is art and craft as well. So, you get to eat, walk around the place, shop, see craftsmen working on their tools and learn so many things that you didn't know about before. Once you are tired of it, you can again go back to the food court. It is that kind of an experience that makes Culture Gully a huge hit amongst the masses.



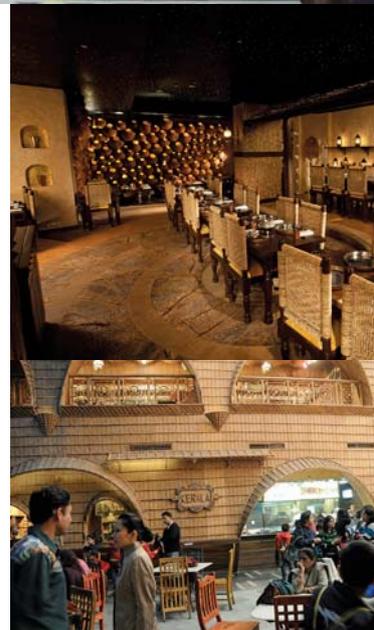
### Investment and Expansion

Culture Gully has entailed an investment of around ₹ 100 crore, states Sarkari. At present, there are 14 state pavilions, out of which Kashmir and Madhya Pradesh have only retail counters and no food option. Going ahead, Sarkari plans to open the missing state pavilions. "There is some space constraint now and we have applied for expansion. Once we get the required permission, we will expand," he informs. Sarkari is also positive about opening Culture Gully in different states and countries. But nothing has been confirmed as yet.

He feels that the one in Gurgaon is a very neutral version since it includes a lot of states. "We have been getting plenty of offers from different states to open state-centric versions. We think Culture Gully as a concept is fabulous and we can expand it," he says.

### Zeroing in on Menu

For Sarkari, it was extremely important to provide his guests with an overall experience. He recalls: "We sat down and tried to figure out what people



### CULTURE GULLY: FAST FACTS

Investment:  
Around ₹100 crore

Designer:  
Omung Kumar

Food sales ratio out of total sale:  
70 percent

Area:  
Over 100,000 sq.ft.

Employee:  
Around 300

Entry fee (fully redeemable):  
₹299 on weekdays;  
₹499 on weekends

Average bill value:  
Around ₹400–500

Average footfalls:  
2,500–3,000 on weekdays;  
around 4,000 on weekends



Made with love. Just for you!

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Jams



Bread Spreads



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Ready to Eat Curries & Desserts



Curry Pastes



Bar Syrups



Sweet Toppings



Namkeens



Krisps



Karr-a-rrre



Salad Dressings



Marinades

&

many more



...and let celebrations begin!

Crossby-09



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