

# foodService

www.indiaretailing.com

VOLUME FOUR • ISSUE THREE

Trade Journal for the Hotel, Restaurant and Catering Industry

MAY-JUNE 2014 • ₹100 India Edition

Page 16

## Experiencing Food

From need to indulgence

Page 54

### COOK, EAT AND ENJOY

Cook studios become brand promotion destinations

Page 70

### FOOD HUB

Food Safari in Bangalore's eclectic dining spaces

Page 38

### WHAT'S ON THE MENU?

Strategy behind menu engineering

# foodService

www.indiaretailing.com

VOLUME FOUR • ISSUE THREE

May-June 2014 • PAGES 80

Editor-in-Chief Amitabh Taneja  
Editorial Director R S Roy  
Publisher S P Taneja

Editor in Charge Seema Gupta (Deputy Editor)  
Asst. Editor Tripti Bisht  
Sr. Correspondent Juhi Sharma  
Correspondent Roshna Chandran  
Contributing Editor Zainab Morbiwala

#### Creatives

Art Director Pawan Kumar Verma  
Dy. Art Director Deepak Verma  
Sr. Layout Designer Naresh Kumar  
Sr. Photographer Vipin Kardam

#### Marketing & Consumer Connect

General Manager – Consumer Connect Hemant Wadhawan  
Sr. Manager – Database Anchal Agarwal  
Sr. Executive – Subscriptions Kiran Rawat  
Executives – Database Neeraj Kumar Singh  
Sarika Gautam

#### Circulation

Assoc. VP - Circulation Anil Nagar

#### Production

General Manager Manish Kadam  
Sr. Executive Ramesh Gupta

#### Support

General Manager – Administration Rajeev Mehndru

#### ADVERTISING

##### BUSINESS HEAD

Rakesh Gambhir, Vice President

E: rakeshgambhir@imagesgroup.in, M: +91 9910001375

##### DELHI:

Devpriya Bhardwaj, Sales Exec.

E: devpriya@imagesgroup.in, M: +91 8285817502

##### MUMBAI:

Waseem Ahmad, Vice President & Branch Head

E: waseemahmad@imagesgroup.in, M: +91 9833628852

Vikas Kumar, Asst. Manager

E: vikaskumar1@imagesgroup.in, M: +91 9619547087

##### KOLKATA:

Piyali Roy Oberoi, Assoc. Vice President

E: piyalioberoi@imagesgroup.in, M: +91 9831171388

##### BENGALURU:

Suvir Jaggi, Assoc. Vice President & Branch Head

E: suvirjaggi@imagesgroup.in, M: +91 9611127470

Mahim M Jannu, Dy. Manager

E: mahimjannu@imagesgroup.in, M: +91 7829251189

##### LUDHIANA:

Hemant Gupta, Associate

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

##### IMAGES MULTIMEDIA PVT. LTD. (CIN:- U22122DL2003PTC120097)

Registered Office: S-21, Okhla Industrial Area, Phase II, New Delhi 110020, India

T: +91-11-40525000 | F: +91-11-40525001 | E: info@imagesgroup.in | W: www.imagesgroup.in

Mumbai: 1st Floor, Panchal Iron Works, Plot No. 111 / 3,  
Marol Co-Operative Industrial Estate, Marol, Andheri (East). Mumbai - 400059.

T: +91-22-28508070 / 71 | F: +91-22-28508072

Kolkata: 30-B, Anil Roy Road, Ground Floor, Kolkata - 700 029

T: + 91-33-40080480 | F: +91-33-40080440

Bengaluru: 523, 7th Cross, 10th Main (Jeevanbhima Nagar Main Road), H.A.L. 3rd Stage,  
Bengaluru - 560075

T: +91-80-41255172, 41750595/96 | F: +91-80-41255182

For subscription related queries, email to: [subscription@imagesgroup.in](mailto:subscription@imagesgroup.in)

For feedback/editorial queries, email to: [letter2editor@imagesgroup.in](mailto:letter2editor@imagesgroup.in)

### Change is the order of the day

India's food service space seems to be getting more creative, more innovative, and therefore, more interesting and enjoyable, as restaurant operators look for unique ways to entice and retain customers. The Indian market has evolved beyond defined boundaries. Both established players and new entrants are creating niche dining experiences as they encourage opportunities for customer engagement, and enhance their culinary experience by blending in art, music, culture, and fine decor, and thereby creating their own unique product positioning.

On their part, consumers are welcoming and exploring specialised food experiences; they are looking for experimentation and exposure to unique concepts. The differentiating factor could be the menu, the ambience, style, novelty, or service. For these evolved consumers, eating out is an indulgence and an enjoyable experience.

Not surprising then that the country is seeing a fresh crop of thematic and specialty restaurants, cafes, lounges and bars that are offering new menus with unusual dishes, food fusions, and cuisines from across the world. Alongside this, music, sports, live entertainment, standup comedy, karaoke, etc, is bringing in the value proposition for them – both in terms of brand-building and business.

It goes without saying that the ability to ideate, innovate, and execute the consumer's craving has always been and will continue to be a game changer – and a key success quotient. In this issue we present new trends in the food service space viz emerging formats, store concepts, and cuisines.



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 provided by the writers/authors. The views, ideas, comments and opinions expressed are solely of the writers/authors or those featured in the articles and the Editor and Printer & 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.

**E**FoodService  
Europe  
Middle East

food  
service  
Germany | Austria | Switzerland

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 COVER STORY



# Experiencing FOOD

Growth in the organised food service market has resulted in a shift towards customer engagement and specialisation as a way forward, with both established players and new entrants creating niche experiences for evolved consumers, for whom, eating out is an indulgence and an enjoyable experience

## IN CONVERSATION

### 08 Interface

Trevor Mackenzie, MD, Exquisite System, discusses global brand Mango Tree Bistro bar's potential in the Indian market



### 10 Interface

Rohan Mirchandani, CEO, Hokey Pokey, speaks on building a brand



### 14 One-on-One

Sanjay Mukherjee on why he converted his quick service Kolkata Callin' to a full-fledged restaurant



## FOOD & BEVERAGE

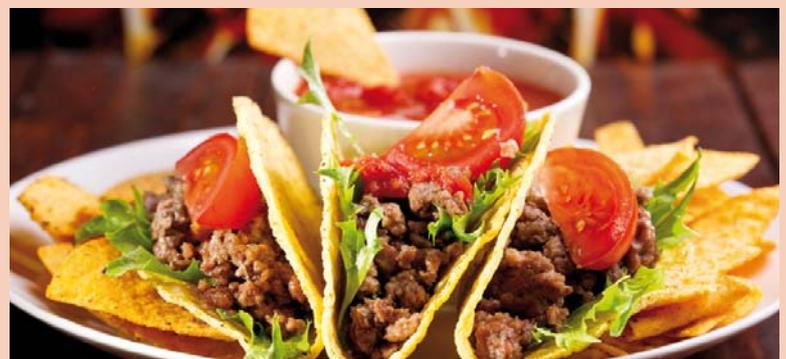


### 34 Cuisine Watch: French

French gastronomy has its own distinct character and style, with wine and cheese forming the core

### 36 Chef Talk: Relocalising in India

F&B outlets must adopt menu customisation while launching in new markets, more so when local preferences are substantial and the offerings significantly different from non-local products



### 38 Chef Talk: What's on the Menu?

Planning, re-designing or revamping the menu is a strategic decision

### 42 Q&A

Sagar Ratna's new CEO, Murali Krishna Parna, is planning menu innovations, manpower development, and kitchen consolidation for the restaurant chain



## THE QSR

- 46** Entrepreneur Ketan Kadam discusses his two QSR chains Maroosh and Sliders, and the promising QSR segment



- 48** Deval Tibrewala, CEO and Director of Polo Foods, shares franchising plans for three American brands

- 52** Marc Kreder, Regional Director, Subway Europe, attributes the brand's speedy growth to its great popularity



## EQUIPMENT & SUPPLIES

- 62** **Kitchen Equipment**  
Rakesh Tara, Country Manager (India), Angelo Po, elaborates on the brand's penetration and marketing strategy



- 64** **Pressure Fryer**  
Pressure fryer pioneer Henry Penny discusses how ongoing improvements in frying technology make an important contribution to the enduring appeal of fried chicken

- 66** **Technology**  
Paul Russell, Director - Training, Luxury Academy, shares details of Engage! Instant Feedback software



- 68** **Top Trend Products**



## TRENDS & CONCEPTS



- 54** **Cook, Eat and Enjoy**  
Modern-day cook studios have become a destination for cooking workshops, food tours and events, book launches, staff training, and brand promotions

- 58** **Adventurous Eating is Emerging**

Technomic Inc has identified several trends that both probe the dining public's psyche and span the globe



## IN FOCUS

- 70** **Food Hub: Bangalore**  
Bangalore's dining landscape caters to diverse tastebuds and price points from street food to eclectic dining spaces



- 76** **Design: Villa 69, Mumbai**  
The newly opened elegant and classy Villa 69 holds a café, lounge, bar, fine dine restaurant, and an alfresco area





# Experiencing

# FOOD



Growth in the organised food service market has resulted in a shift towards customer engagement and specialisation as a way forward, with both established players and new entrants creating niche experiences for evolved consumers, for whom, eating out is an indulgence and an enjoyable experience





**W**hile India is traditionally noted for its rich culture of food, incidences of eating out, as an experience, have only increased in recent years. Particularly in the metros and major cities, food consumption is more than just a fulfilling of the need to eat out; it is also emerging as a form of socialising and entertainment. The rise in incomes, the greater number of nuclear families and working women, rapid urbanisation and the resultant time paucity has not only ensured that a larger number of people dine out, but also that they do so for a number of different reasons and much more frequently at that. This has provided F&B operators with an ever-increasing consumer base to tap into, not only from a mere 'food need' point of view, but also for the 'experience'.

#### Emerging Themes & Formats

Over time, the industry has witnessed the arrival and consolidation of newer cuisines, tastes, and styles that are aimed at providing greater choice and newer experiences to consumers. On their part, consumers have displayed an enthusiasm in welcoming and exploring more specialised food experiences. As is evident in India now, the discerning customer's preference is for experimentation and exposure to new and unique concepts; the differentiating factors can be menu, ambience, style, or service. The well-travelled Indian consumer is not only willing to try, but is also demanding exotic ingredients and bold flavours, and consequently, restaurants are responding with ingredients like truffles, artichokes, asparagus, Australian lamb, Norwegian salmon, etc.



The growth of homegrown brands, combined with the rapid influx of international brands, has created a potpourri of flavours and cuisines in the market. Irrespective of their price positioning or segment orientation, restaurants are providing a generally broader choice, rapidly changing and ever-evolving menus, and focussing more on seasonal dishes and aspirational ingredients, to create their own unique product positioning. In the Casual Dine and Fine Dine segments, for instance, multicuisine restaurants with a non-specialised menu, gradually seem to be ceding ground to specialty cuisines and uniquely fused flavours. The entry of established international Fine Dine concepts like La Tagliatella, Hakkasan, and Yauatcha have proved beyond doubt that global chains have recognised this change and established the Indian consumer's credentials as an evolved and discerning consumer, one who is willing to pay a premium for the taste and quality of his/her choice. In effect, the days are long gone when food was a necessity as increasingly we are eating for experience and pleasure, and not merely eating to live.



A menu is not just a hand-out showcasing dishes and their price points; it is a first hand communication medium between consumers and the restaurant. Planning, re-designing or revamping the menu is a strategic decision and essential for a restaurateur, not just to stay in sync with the changing times, but also to efficiently manage and control the cost of food production, especially during an economic slowdown. Juhi Sharma meets several chefs to find out the art and science behind menu engineering and what it entails



# What's on the MENU?

## RAJAT DIXIT

Senior Sous Chef, Eggspectation, Jaypee Greens Golf and Spa Resort



“ Usually, no one does limited edition menus for a huge profit margin; in fact, the margin of profit reduces to almost half, but they are important for the marketing of the restaurant ”

Last year, Eggspectation's menu was relaunched with over 120 dishes, offering a wide variety of food for Western clients and a better range of dishes to suit the Indian palate. The menu has a lot of influence from the US, Canada, Mexico and Italy. This change has been one of the major revamps for us because we have also changed the colour and look of the menu.

Guests' comments on the new the menu card include 'very stylish' and 'urbane'. They have appreciated our range of salads and the newly added section of flat breads. The oven roasted fish has been termed 'the best fish dish have ever had' by most of them, and local dishes such as Poutiness is a favourite. We have seen a growth in revenue since the menu revamp, even though there could be other factors as well. But the fact that we have a lot of repeat customers suggests the success of the new menu.

Festival-specific menus are designed such that people can enjoy the most traditional dishes related to the celebration. These menus should have all the important dishes as guests with culinary knowledge about the festival will actually come to the restaurant just to try these dishes. For instance, a menu

celebrating Onam, cannot miss paysam, and gujiya has to be there in the special menu for Holi. These menus could easily double a restaurant's sale, but more than that, it is an opportunity to advertise the restaurant and create a brand recall. With so many restaurants opening every other day, festivals offer a good reason to promote the restaurant. During food festivals, chefs get a chance to view regional and festival-special cuisines, and dishes which get the maximum applause are considered by them for their next menu plan.

The Indian market is very price sensitive and planning the price points on a menu is the most crucial. In case of a regular menu, factors like target group, cost of production, etc, are considered. In case of a festival or a limited edition promotional menu, pricing depends on the objective of the promotion and the kind of promotion. Pricing is dependent on the cuisine being offered (international or Indian), whether local or imported ingredients are being used, what kind of regional market one is in, and so on. Usually, no one does limited edition menus for a huge profit margin; in fact, the margin of profit reduces to almost half, but they are important for the marketing of the restaurant.

## ANUPAM SOM

Consultant Chef, Panach Group

A menu is revamped to re-energise the brand with a combination that offers new recipes and design to improve overall guest satisfaction scores. The procedure entails, removing non-moving items from the menu. The list of items is prepared from customers' feedback, then we analyse the food cost. If customers in the catchment think the menu is too expensive, pricier items, such as lobster, king prawn, and portion cuts of New Zealand lamb can be replaced with more cost effective items such as Himalayan salt crusted lamb shank, which will appeal to the palate within a budget. The products developed should increase guest satisfaction scores by 10 percent.

Menu revamp is planned mainly post financial losses, or when a restaurant chain fails to achieve its sales target. Established restaurants revamp their menu to keep up with the times. With the help of a comprehensive operations analysis, aiming to improve unit level productivity, increase average bill size, and guest service, along with multiple menu innovation assignments, we can assess the relaunched menu.



“ If customers think the menu is too expensive, pricier items can be replaced with more cost effective items, which will appeal to the palate within a budget. The products developed should increase guest satisfaction scores by 10 percent ”



“ Since limited edition or special menus always need a specific amount of expense, advertisements and special ingredients, they generate not more than 5 to 7 percent of incremental revenue. But these menus attract customers, drive volume, and build on the reputation of the restaurant ”



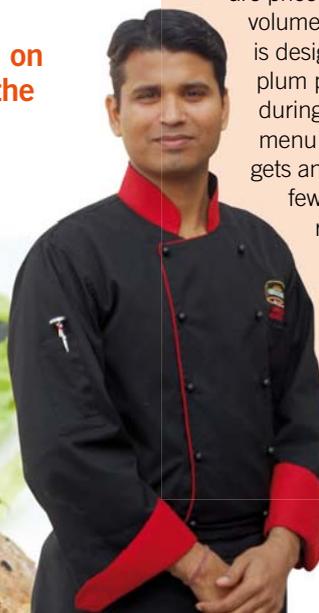
## ASHIS ROUT

Executive Chef, Courtyard by Marriott Gurgaon

Menu planning depends on factors such as location of the restaurant, type of customers being targeted, type of organisation, food trends, and availability of customers. It is always important to review your ongoing menu to understand which dish is doing well, which is moving slow, and which is not doing well, to plan refurbishing of the menu. Sometimes, the chef may find it practically difficult to serve a dish, and at times the waiters are not confident enough to sell or promote a dish due to various reasons, thus calling for a menu revamp. Generally, at the end of every month, the performance of each item in the menu is analysed. Looking at the present market condition, renewing a menu adds not more than 6 to 8 percent revenue.

There is another concept called reduced-size restaurant with a limited menu, which primarily implies that items are priced within a specific amount, to emphasise on volume sales. A limited-edition or a special menu is designed for a special occasion, for instance, plum pudding made of alcohol soaked fruits during Christmas, or a south Indian vegetarian menu during Pongal. In case, a limited edition menu gets an overwhelming response from customers, a few of the largest selling items are pulled into the regular menu.

Since these menus always need a specific amount of expense, advertisements and special ingredients, they generate not more than 5 to 7 percent of incremental revenue. But these menus attract customers, drive volume, and build on the reputation of the restaurant.





Social on Church Street



Copper Chimney



Traditional dishes at Higher Taste



Copper Chimney's chicken bharta

# Food

Bangalore's dining landscape caters to diverse tastebuds and price points from street food to eclectic dining spaces

# Safari

by Kavitha Srinivasa

**T**his financial year, Massive Restaurants, stewarded by Zorawar Kalra, plans to establish its presence in Bangalore with two new restaurants: Made in Punjab and Farzi Café. Both have a distinct flavour. Made in Punjab is a smart casual dining restaurant, while Farzi Café is a modern Indian bistro. The culinary essence of Amritsar, Patiala, Lahore, Peshawar and Baluchistan are the highlights of the former, while Farzi Café is Kalra's take on global cuisines with epicurean novice offerings like pav bhaji sliders and galauti kebab burgers.

"Made in Punjab is already present in Delhi and Mumbai, while Farzi Café will make its maiden debut in Delhi in the coming months, after which we will open an outlet in Bangalore. The two restaurants in Bangalore will mark our company's south India presence," informs Zorawar Kalra, Founder and Managing Director, Massive Restaurants Pvt Ltd. The company will be investing around Rs 6 crore in setting them up, and is considering an upmarket location to provide the right platform for the brands.

Kalra had already vetted the Bangalore market when he launched the multi-award winning signature brand Punjab Grill. It was his maiden venture, which he eventually sold to Lite Bite Foods Pvt Ltd. But the

takeaway lessons were valuable. "Bangalore has a sophisticated palate and a diverse clientele. This makes the city commercially viable. It is a gateway to the south for most brands," comments Kalra, who has been mentored by his illustrious father, Jiggs Kalra.

The city is an important market for high-end brands. "Bangalore has been a foodie destination for the better part of two decades. We have always had a large number of expats here and this has contributed a great deal to the success of restaurants serving international food. Also, we've had a strong club culture, so exposure to Western dining habits was widespread," says Krishna Shantakumar, General Manager at Aswati Group that owns fine dining restaurants Ebony and On the Edge.





Private dining room at Yauatcha



ISKCON'S premium restaurant Higher Taste

Several factors have led to Bangalore's interesting culinary circuit. It is home to a large population of techies and foreigners - consumers who are aware of food trends and recognise the authenticity of a dish. "It's no longer possible to fool or mislead diners with imitation food or pale copies of authentic cuisines. You will soon be branded a fake," cautions Shantakumar. In fact, many restaurants have had to shut shop as they could not meet the expected standards. "We are a 20-year-old brand but only a couple of our contemporaries in the fine dine segment have survived," he reveals.

#### From tradition to glitz

Bangalore is also known for its homegrown and home nurtured cuisines. "The culture of Andhra restaurants is a Bangalore phenomenon. One would be hard pressed to find an Andhra restaurant doing this kind of food in Andhra Pradesh. We have the Udupi restaurants and their brand of south Indian 'tiffin' and breakfast items, which are distinctive from the lyengar-style restaurants, of which there are many," says Shantakumar.

However, several old landmarks like Victoria Hotel, Blue Fox, Top Kapi, Three Aces, Princess and Brindavan Hotel have closed down. Though Casa Piccola exists in a franchise form, its flagship store on Residency Road has downed shutters. Many erstwhile iconic restaurants have paved the way for glitzy malls or closed shop due to escalating rentals and management issues. With the city spreading vertically and horizontally, basement locations and parking issues have also forced many to close. Yet another reason was the dearth of chefs who could carry forward a traditional style of cooking.

According to Samir Kuckreja, President, NRAI, and Founder/CEO, Tasanaya Hospitality Pvt Ltd: "Successful formats that offer value for money, along with a good dining experience have survived. They have the ability to innovate

and have a competitive edge over others. While many old favourites have disappeared, new attractions keep on appearing on the horizon."

Food courts have set a trend among family and office goers due to their quick service, variety, and affordability. The city's young IT crowd has further popularised food courts, which are present in IT companies and other large office complexes, and in malls. The Forum Mall in Koramangala was one of the first to get a food court 10 years ago. The Orion Mall and Whitefield Forum Mall also offer a good mix of brands, and UB City has evolved as a stylish food and wine destination.

Bangalore's micro markets, which are a mix of posh office spaces, residences, and commercial/retail properties, are also F&B hubs. Restaurant search engine Zomato's website (as of April 2014) indicates that Central Bangalore (comprising of Church Street, MG Road, Lavelle Road, Infantry Road, Residency Road and Brigade Road) has 595 F&B outlets, Whitefield has 329, Koramangala has 395, and Indiranagar 214.

#### Gastronomers' delight

Continental fare at Koshy's, creamy ice creams at Corner House, and a fair mix of Far Eastern restaurants including Chinese, Japanese and Pan Asian flavours at The Black Pearl, Fat Buddha, Shitakke and Beyond China - the choices are endless. Mainland China (MLC) in Indiranagar has a loyal following. "Seven years ago when we set up this restaurant, the location wasn't considered a 'happening place', yet I saw its potential, and my research indicated that Indiranagar would evolve as an upmarket address," shares Anjan Chatterjee, Founder and Managing Director, Specialty Restaurants Ltd, which runs 6 MLC outlets at Church Street and other locations. MLC at Indiranagar is spread across two floors and does around 250-300 covers a day. It has won over diners with its signature creations like crackling spinach, and Cantonese and Hunan delicacies. The top floor houses a contemporary bar called Hoppipola.

**“ Bangalore has a sophisticated palate and a diverse clientele. This makes the city commercially viable. It is a gateway to the south for most brands ”**

– Zorawar Kalra  
Founder and MD,  
Massive Restaurants



SINCE 1996

*Introducing...*



Lemony

30g Pouch



Hot Chilli

30g Pouch

Mediterranean  
Natural Snack!



Mediterranean  
Classic

30g Pouch

Pitted Green Olives with "Herbs & Spices" & Olive Oil.

Designed for:

- |                        |                |
|------------------------|----------------|
| ● Modern Trade         | ● QSR's        |
| ● Hotels & Restaurants | ● Health Clubs |
| ● Pubs, Bars & Lounges | ● Cinemas      |
| ● Airlines             | ● Catering     |

### Processed Fruits & Vegetables

Gherkins | Jalapeño / Peppers | Olives | Relish | Tomato Paste | Tomato Puree | Sauce & Dips | Mayonnaise  
Cherries | Litchies | Herbs, Spices & Seasoning | Corn | Silverskin Onions | Capers | Green Peas



**Global Green Company**

Corporate Office: #14, 80 Feet Road  
4th Block, Koramangala, Bengaluru-560034

T: 080-42405221-200 | E-mail: tifyfeedback@globalgreengroup.com

A group company of



AVANTHA

# *Nourishing a nation*

Amrit Group, a leading dairy and processed food conglomerate from India, believes in providing wholesome nutrition. From animal feeds, dairy products and eggs, to processed foods and retail, Amrit Group has grown from strength to strength, always upholding the values of great quality, fine taste and international standards. That is what real growth is about.



## **AMRIT GROUP OF COMPANIES**

**Corporate Office:** Infinity Benchmark, 6th Floor, Block EP & GP, Sector V

Salt Lake, Kolkata - 700 091, India • Phone No.: 91 33 4009 1000 • Fax: 91 33 4009 1099