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Indian Food Courts Long Way to Go

Page 18

Catering

Sodexo India: Growing beyond meal vouchers

Page 12

Trends

Exotic cuisines gain in popularity

Page 50

Research

Pan-European survey: How restaurateurs in Europe are going vegan



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A big thank you

Dear readers, the second edition of *FoodService India* is now in your hands. Let me take this opportunity to offer my heart-felt thanks to you all – our readers, advertisers and industry stakeholders for supporting our initiative and welcoming this magazine to India, so overwhelmingly. The immensely positive feedback that we have received has made us even more determined to turn this publication into the best-in-its-class product that fully meets your expectations as a single-point information capsule on the foodservice industry.

We believe the Indian HoReCa sector has only touched the tip of the demand iceberg and a lot of industry potential goes untapped. The market awaits innovative concepts customized to Indian needs. One such concept we explore in this issue is food courts. Though their development has been in step with the growth of malls, multiplexes and multi-use commercial developments in India, the food courts here need to get the equation right and take on all the challenges if they have to catch the fancy of the customers. Our cover story explores this in detail. In the cut-throat restaurant industry, what is needed to promote one's business is effective marketing. This, of course, can be done in various ways. In this issue, we discuss two of these: social media marketing and organizing food tasting reviews.

The heart of any restaurant is its kitchen. Bad kitchen design is a significant factor in restaurant mortality. We bring to you some ideas to craft a top-quality kitchen, right from ideation to implementation. As the international exposure and wealth of Indians increase, so does their appetite for exotic cuisines. We investigate what lies behind this trend.

The restaurant industry will be a big subject at the ensuing India Retail Forum in September. The deliberations will lay a strong foundation for the INDIA FOODSERVICE FORUM that is scheduled to be held from January 9-10, 2012, in New Delhi.

Let us all use these two fora to explore the emerging opportunities in the Indian foodservice market and bring the global best practices here to serve safe and healthy food to Indian consumers in the most efficient manner. Be there and be counted.



Amitabh Taneja

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COVER STORY

28

Food courts in India are growing in step with the proliferating mall culture and growth of infrastructure. But they still have a long way to go to catch the customers' fancy. What is holding them back?



60



72

National Updates 6

International Updates 10

Trends 12
The demand for exotic cuisines in India is gaining momentum. What are the growth factors and where is the market headed?

Catering 18
The Indian chapter of Sodexo, the global leader in contract catering and facilities management, has aggressive plans for the country.

Operations 24
The award-winning restaurant designer Manu Mohindra explains the dynamics of kitchen planning.

In Conversation 36
Prasanjit Singh, Managing Director, DLF Restaurants, shares his experiences of running a high-end casual-dining restaurant successfully.

Culture 42
Hong Kong, a melting pot of Asian and Western culinary cultures, has a thriving restaurant industry that will make any food connoisseur drool

18 **42**




Research 50
How going vegetarian is slowly becoming a part of the mainstream food culture of European countries such as Switzerland, Italy, France and Germany.

People & Passion 60
Riyaz Amlani, Managing Director of IEHL, speaks about the factors which led to the success of their range of restaurants and cafes.

Online 66
K Ramakrishnan, President - Marketing, Cafe Coffee Day, lists the do's and don'ts of social media marketing for F&B outlets

People & Passion 68
Farrokh Khambatta on his new plush restaurant in Mumbai called Amadeus.

Design 72
'Punjab Grill by Jiggs Kalra' in Singapore draws upon the splendor of India's Maharaja era to create a wholly contemporary setting.

NRAI 76
NRAI President Samir Kuckreja offers his take on the new Food Safety Act. Also, a report about the NRAI seminar on Effective Restaurant Marketing.

Marketing 80
Caroline Rowe on rules to host the perfect food tasting for the media.



Sodexo India

Growing Beyond Meal Vouchers

By Varun Jain

Fourteen years after it set shop in India, Sodexo, the global leader in contract catering and facilities management, is aiming to aggressively grow its India revenues in the next five years to consolidate its hold on the Rs 9000 crore market that is growing at a CAGR of 15 percent

If you frequently eat out of home, it is likely your life may have been touched by Sodexo at one time or another – at the school or college canteen, at the workplace cafeteria or even at an eating joint in a museum, art gallery or hospital.

For most Indians working in the corporate sector, the € 15.3 bn France-based food service and facilities behemoth is best identified with meal passes and vouchers to be used at the company cafeteria or even a grocery shop. However, only a few realize that the company is also a market leader in the organized catering segment in India, serving more than 60,000 meals per day.

Setting Shop

Sodexo entered India in 1997 by launching their “motivational services” which include meal vouchers and passes. During that time, the technology industry was booming in the US and Europe, and these regions were seen as growth drivers of the world economy. Countries such as India and China were considered laggards.

When Sodexo moved into India, most industry watchers in the western world were surprised. But its entry was backed by a deliberate strategy. Says Jeff Brades, VP, Marketing and Communications, On-site Service Solutions, Sodexo India: “If you look at Sodexo today, we are investing heavily in emerging markets such as India, China, Brazil and Russia. We are doing this at a time when our competitors are still targeting major world markets like the UK and the US. We believe the emerging markets are the future and, going by their current

growth pattern, it is only a matter of time before they transform into global powerhouses.”

After four years of setting up operations and coming to grips with the Indian market, Sodexo widened its offerings by introducing its full-fledged on-site service solutions. Since then, the company has expanded, with facilities spread across all the major metros. “For us, more than just being present in the country, it is far more important to be present in all areas where the actual business is,” adds Brades. Sodexo currently has a long list of clients in India to whom it provides on-site service solutions.

Says Sunil Nayak, CEO – On-site Service Solutions, Sodexo India: “Our growth depends on our ability to deliver demonstrable value to our clients. This is not just in terms of cost of delivery though, but by providing services that are well received by clients and direct consumers. We have



defined our corporate strategy around the slogan of ‘Quality of Daily Life Solutions.’ This demands that we are clear about how our efforts are received and what impact they have for our clients and employees not just in terms of cost of service but in more business-aligned areas such as employee satisfaction and attrition rates.”

A major challenge that Sodexo faced, like any other multinational setting up shop in India, was to get itself quickly acquainted with the cultural and culinary traditions of such a vast and diverse nation. This is where the company drew from its experience as a global player operating in over 80 countries. Says Brades: “Culturally, India is actually many countries rolled into one. With such diversity spread over such a large geographical area, it took us some time to comprehend the market. We

understood that what works in the North will not necessarily work in the South. Fortunately, due to the global scale of our operations, we have a lot of expertise in handling these kinds of challenges.”

The company made subtle changes in its working style to get better aligned to Indian tastes and sensitivities. “The way food is prepared in India is very different from the western countries. In our cooking here, we give emphasis on daily fresh produce in contrast to the West where we may use readily available packaged solutions,” says Brades.

Key Sectors and Expansion

Sodexo currently operates in four key markets in India. The first one is the corporate sector with clients such as Wipro and Reliance. This can be further split into two segments: the white collar market that includes the high-end IT sector, and the blue collar market, which includes manufacturing.

The second sector the company caters to is education, including institutes of higher learning



and international schools. The third one is the private healthcare market, with clients such as Fortis and Wockhardt for whom Sodexo manages hospitality services at their hospitals. Finally, it also serves work sites and remote work sites such as on-land and offshore oil rigs – including those in the Arabian Sea and the Bay of Bengal – large-scale construction projects, mining camps and forestry operations. Catering to the corporate sector accounts for two-third of Sodexo’s business in India

Founded:	1966
Consolidated Revenues:	15.3 billion euro
Operating Profit:	771 million euro
Net Income:	409 million euro
Employees:	380,000
Sites:	34,000
Consumers per day:	50 million
Countries:	80

Breakdown of sales by segment

On-site Service Solutions (Food and Facilities Management)	95%
Corporate:	34 %
Education:	22%
Health Care:	20%
Remote Sites:	8%
Seniors:	6%
Defense:	3%
Justice:	2%
Motivation Solutions (Service Vouchers and Cards):	5%

Food Courts: Long Way to Go!

By Bhavya Misra



Food courts are a relatively new phenomenon in India which owes its existence largely to the growth of the mall culture in the country and the rising purchasing power of the people. Despite their rising popularity, they need to evolve further, expand into newer areas and overcome many challenges if they are to become a permanent part of the culinary landscape of India.

Food courts, which started off in the 1980s in the West, have today become an inseparable part of malls, shopping centers, airports, educational institutions and cultural centers abroad. In India, however, they are still at a nascent stage, though increasingly gaining in popularity. Indeed, many Indians go to a mall not only to shop but also to round up their shopping experience with a bite from the food outlets located there, usually on the top floor. Some malls have casual dining restaurants and quick-service outlets clustered together, which become dining destinations in their own right for people looking to enjoy lunch or dinner in a sophisticated, air-conditioned and lively environment.

Food courts typically exist indoors and involve a common dining area lined up with stalls of multiple F&B vendors. These cater to a wide swathe of customers: shoppers at a mall, visitors at a cultural center, employees of a large corporate park and even passengers passing through a metro station or airport.

Says Amit Burman, co-founder of Lite Bite Foods which runs a number of QSRs, casual-dining restaurants and food court brands in India: "A food court is a place where consumers in large numbers can dine and enjoy different cuisines at a value-for-money price, all under one roof." Sandeep Kanotra,





CHALLENGES OF RETAILING FROM MALLS

- Availability at prime locations
- Quality of development
- Lack of organized mall management
- Predominance of sale model
- High occupancy costs
- Delay in project delivery

Key Takeaway: Apparels, footwear as well as food & beverages are some of the preferred categories for malls.

source:
Cushman & Wakefield Research

General Manager of QSR and franchise operations at Old World Hospitality – which operates food courts under the Eatopia brand name – defines food courts as a common dining space offering a choice of multiple food vendors which is generally fast paced and self serviced.

The dynamics of food courts are simple: high volumes, small ticket price, a choice of cuisines, self-service and a fast-paced, animated atmosphere. The food-court phenomenon in India is being driven primarily by a rapid rise in the number of malls all over the country. Malls and food courts have a symbiotic relationship: good food courts help mall managements increase footfalls and revenue, while food courts rely on a steady stream of customers generated by the shopping opportunities at the malls.

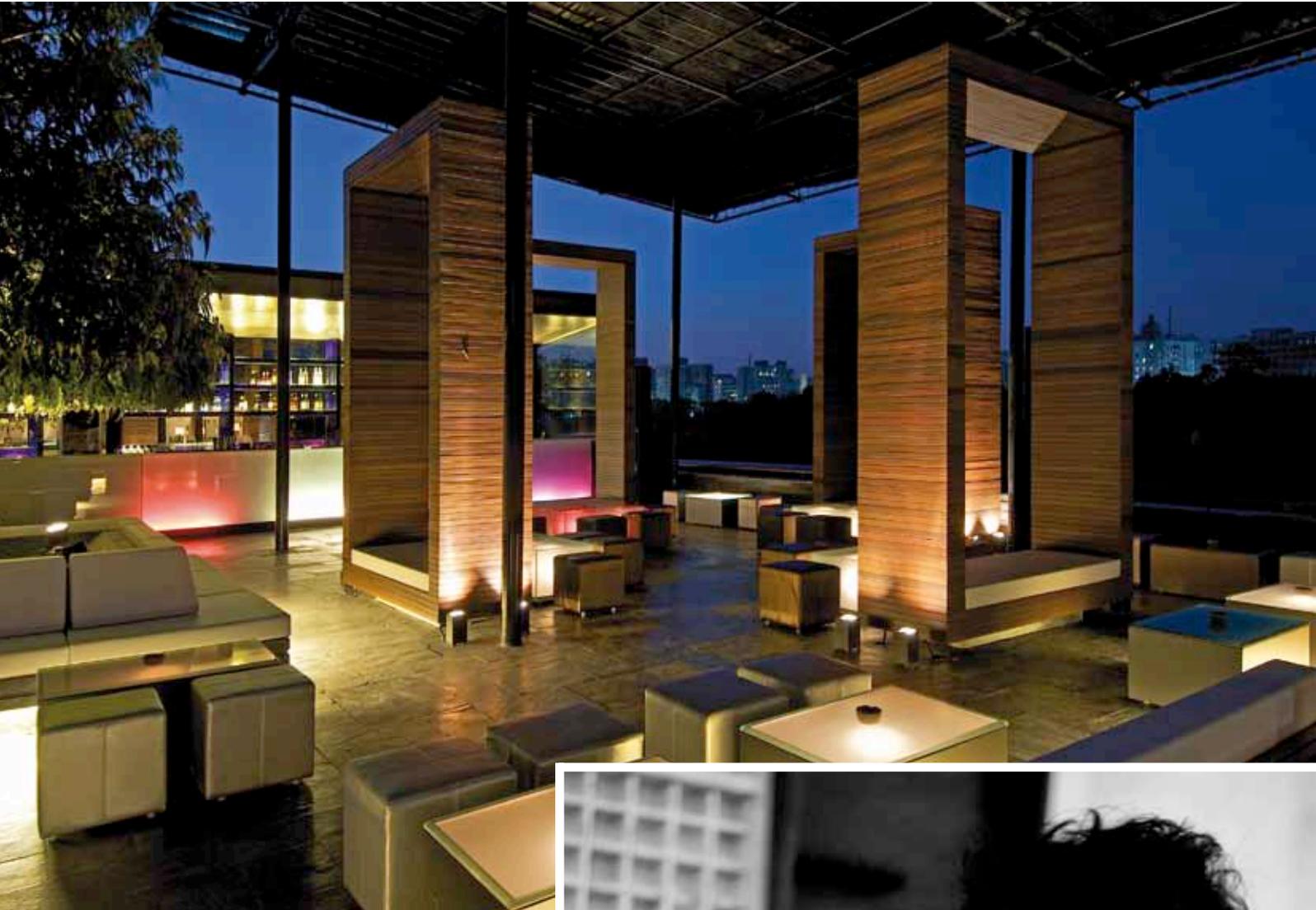
Kishore Bhatija, CEO of Inorbit Malls, says: “A food court is a very important element of a mall. Any mall developer needs a proposition which keeps consumers coming back to the property. And food is something that undoubtedly plays a very important role in achieving that target.”

Travel Food Services is a sister concern of Blue Foods Company that operates food courts at the Delhi and Mumbai airports. Its CEO Rajeev Panjwani explains: “When there were no malls, there were no food courts. When there were no



airports, there were no food courts. When there were no modern highways, obviously there were no F&B brands lining our inter-city roads. The concept of food courts is typically driven by infrastructure.”

Food and footfalls are the two essential elements of food courts. These courts make sense at any location where a large number of people congregate and who may want to enjoy a meal. “Typically a food court would do well in shopping areas, mass transit points, schools and colleges, corporate hubs, venues for fairs and exhibitions, tourist sites and cultural centers,” says Kanotra.



From a shoe-seller to an entertainment industry professional and now a renowned hospitality expert, the journey of **Riyaz Amlani** has culminated in a venture that is close to his heart. As managing director of Impresario Entertainment and Hospitality Ltd. (IEHL), he has established himself as the mastermind behind some highly acclaimed fine-dining restaurants and cafés in India. In conversation with Bhavya Misra, Amlani shares his passion and thoughts about what it really takes to be a successful restaurateur in India



Restaurateur Extraordinaire



Riyaz Amlani's Empire

Total number of outlets

32

Number of Cities

8

Fine Dining Formats

Number of Covers

200

Average Ticket Price

₹ 1,450 + taxes

Cafes

Number of Covers

150

Average Ticket Price

₹ 750 + taxes

What is your background and how did you conceive the idea of launching IEHL?

I am a management graduate. I was into the entertainment field heading the operations of a prominent media production house before I decided to launch a hospitality venture of my own with the help of two of my friends. I did not have any hospitality background as such. But this is what made me more suited to get into a business which is so customer-centric. Because I did not have a set mind or preconceived beliefs about setting up a restaurant, I feel I was able to think from the consumers' perspective and offer them what they like best.

All your restaurants are based on certain themes. How important is it for a restaurant to wear a theme? Could you describe a few?

Firstly, I would not like to call it a theme. All of Impresario restaurants and cafes wear a certain mood that represents a set temperament and lifestyle. For instance, Mocha Mojo takes you back to the 1970s – the period when “hippie culture” was maturing in the west and the Woodstock festival was founded. The “flower children” generation that emerged at the time was symbolic of the hippie culture and lifestyle, and this is what the “Flower Power” setting of

“All of Impresario restaurants and cafes wear a certain mood that represents a set temperament and lifestyle.”

Discerning Singaporeans have to wait no more for authentic north Indian cuisine. The fine-dining restaurant “Punjab Grill by Jiggs Kalra” is now ready to serve them the choicest veg and non-veg dishes cooked the traditional way



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- Snack Dressing
- Premium Snack Dressing
- Tomato Blend
- Sachets

Chataka Range

- Pudina
- Imli
- Imli South
- Mirchi

Sauces

- Mustard
- English Mustard
- Chilli Garlic Dip
- Pizza Sauce
- Tandoori Sauce
- T Pizza Gravy
- Tartar Sauce
- Salsa Mexicana
- Thousand Island

Gravies

- Tikka Masala
- Rajmah Masala
- Rozana Masala
- Makhani Masala
- Roganjosh Masala
- Fish Masala
- Korma Masala
- Channa Masala

Marinades

- Tandoori
- Barra
- Achari
- Amritsari
- Adaraki
- Haryali
- Malai

Mayonnaise

- Veg. Mayonnaise
- Chef's Choice
- Salad Mayonnaise
- Mayonnaise Mint

Bread Spreads

- Sandwich
- Pickle Tickle
- Korma
- Tandoori
- Mint

Jams & Fruit Spreads

- Mix Berry Jam
- Strawberry Jam
- Black Currant Jam
- Orange Jam
- Strawberry Spread
- Pineapple Spread
- Mango Spread
- Black Currant Spread
- Caramel Topping
- Chocolate Fudge Topping
- Hot Chocolate Fudge Topping
- Chocolate Dressing

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