

Trade Journal for the Hotel, Restaurant and Catering Industry

MARCH-APRIL 2016 • ₹100

India Edition



"Tandoor has taken the Indian Cuisine to the world"

Chef Anil Khurana, the Corporate Indian Chef, Hyatt Regency Delhi (Asian Hotels Ltd., North) elaborates his journey in propagating the cuisine and the concept of tandoor that has been evolved by Munnilal Tandoors Pvt. Ltd. over many decades.



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In recent years, we have seen the emergence of new food trends transforming foodservice and shaking up consumers' expectations everywhere. Trends might be difficult to spot early on. But sooner than later, businesses glom on to the new currents sweeping in. They identify and understand those forces because it is in the nature of businesses to keep in step with the evolving consumer demand. Nimble businesses are guick to adapt and capitalise on the trends lest the forces of change shift the ground beneath their feet.

Today, we are seeing many new trends knocking on the doors of foodservice business. With health and environmental concerns becoming more widespread, locally sourced vegetable and fruits have become a norm and many chefs and restaurateurs are taking to it with a newfound passion. While on the one hand, it's more cost and time effective for restaurants to develop their own produce, on the other plucking and using fresh produce in the dishes gives guests a whole new dining experience, which is more engaging.

If fusion was the fad until a few years ago, the concept of progressive cuisine is now fast taking hold. Using modern culinary techniques, latest technologies and cutting-edge styles of presentation, progressive cuisine aims to showcase foods from around the world in a contemporary manner for an increasing number of new-age diners looking for out-of-the-box concepts and something that breaks the monotony of home dining. New international cuisines such as Vietnemese, Cambodian, Mexican and Lebanese are already witnessing a surge in popularity and the trend is likely to continue and gather pace in the years to come. Also, with diners becoming more adventurous and ready to experiment in order to find newer and finer flavours, use of many international ingredients in Indian dishes and many Indian spices / ingredients in international favourites are pushing the traditional culinary boundaries further.

There are quite a few other trends in the making, which will push foodservice into charting new waters and taking on many novel dimensions. I am sure that going ahead, the foodservice industry will become a hotbed for product innovation by tapping into consumers' desires for new experiences, personalisation, and health.

Amitabh Taneja

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Grown in india, enjoyed the world over

Neo Foods is specialized in pickled and preserved vegetables and fruits grown under contract farming.

Growing and post-harvest management are done under the supervision of experienced Agri team of the company. It's then packed in our state-of art facility based in Tumkur (75km from Bangalore) in the heart of vegetable growing areas and this is what guarantees guality produce and helps us to meet the highest standards of our discerning worldwide customers. It goes without saying that while its easy to claim high standards and the best quality products, our roster of customers both indian and International stands testimony to this claim.

Our repertoire of products includes:

Processed Vegetables - Whole gherkins, Cornichons/ Baby Gherkins, sandwich Stackers /Spears, Burger Chips, Red Paprika, Jalapeno whole and sliced, Silver Skin Onions, Baby corn whole and sliced, Cherry tomato marinated, Red & Yellow Capsicum (Bell peppers strips and guarters), Beetroot whole and sliced, Mixed vegetables and Asparagus.

Preserved Fruits - Pineapples slices and tidbits and Fruit Cocktail

Pastes - Ginger, Garlic, Mint, Coriander, Tomato and Chilly.

Relish Range - Mustard Relish, Carrot Relish, Jalapeno relish, Tomato Relish and Onion Relish.



Neo Foods products come in Glass Jars, Tins, Pouches and Barrels.

Neo Foods products are available in most of Modern Trade, Premium Kirana stores and Online Groceries.





facebook.com/neofoodsindia



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Red, White and Black Organic Quinoa

Olive Tree Trading info@olivetreetrading.org Tel +91 (0)20 6601 1771 www.olivetreetrading.com

ORGANIC TO EXOTIC PRODUCTS' SUPPLIER

The Olive Tree Trading Company, formed 15 years ago to import fine Mediterranean food ingredients and premium products from around the world, is engaged in promoting healthier lifestyles. The company sources authentic, international ingredients directly from the producers for the Indian market, putting a strong emphasis on quality.

The product range encompasses healthy vegan alternatives for dairy like silk almond & soy milk, Mori-Nu silken tofu, Olitalia organic, unfiltered range of extra virgin olive oils, pure olive oil, Olea Europaea's authentic Italian-style pesto, highest fruit content jams, white truffle oil, El Olivo organic and glutenfree quinoa, Olea Europaea's range of unpasteurised, unheated and 100% pure, raw and natural honey.

From organic to exotic, Olive Tree products ensure that you can cook



with the finest, and that no recipe lacks the perfect ingredient any more. The most recent additions to the company's product portfolio are compact, lightweight and maintenance-free espresso coffee machines by Olea Europaea, 100% ground coffee in single-serve, nespresso compatible capsules by Olea Europaea, which are available in four flavours and are self-protected and vacuum-packed to preserve freshness and aroma. Also available with Olive Tree Trading are products such as Ethiopian single-origin full roast lungo, dark roast Italian and choc-hazelnut, Di Martino pasta - the only IGP certified pasta available in India. Amaretti cookies and savoiardi (Ladyfingers) by Bonomi, coconut milk beverage by So Delicious and anchovy & tuna fillets in olive oil by Rizzoli.

For product related or other queries, one can get in touch with Olive Tree Trading at 020-66011771.

EDGY FLAVOURS FROM 29 STATES!



Sahib Hospitality LLP, owned by engineer-turned-restaurateur Nishek Jain, is the latest entrant to the Mumbai culinary scene. His debut venture '29' was recently launched at Kemps Corner in Mumbai. The restaurant takes its name from the number of cuisines available at the establishment. This vegetarian haven presents cuisines spanning all the 29 states of India, celebrating India's regional heritage with yet-to-be explored regional cuisines and housing culinary jewels from Rajasthan to Mizoram to Jharkhand to Uttar Pradesh! Jain says that he wanted to introduce to the Maximum City an eatery that served as India's local home kitchens. "While we Indians have been in pursuit of global cuisine in recent years, with '29', we wish to bring the secret regional recipes from within the local kitchens of all the 29 princely states of our country. Hence, along with most regional favorites, we shall be offering regional-specials from time to time to enhance the culinary experience of our patrons (like sapaddu-lunch meals every sunday). Another unique offer is the two-for-four-appetiser platter, which allows you to sample any four appetisers from any four states for the price of two! Now Andhra Pradesh can meet Delhi at the same table and for a price that is truly worth celebrating at this 80+ cover restaurant, which is located in the heart of south Mumbai. I

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Staying true to the ritual of celebration of diverse ethnic foods that India has to offer, this new restaurant comes as a burst of vibrancy marked with abstract paintings and lamps on one side of the hedge whilst punctuated with panels of colour lighting up clean white walls on the other. Vibrant wooden chairs and tables man the walls while you can witness the chef whipping up the best of the state delicacies behind an open kitchen with a glass facade. For all the wanderers and food lovers who like to travel far and wide to discover wholesome and tasty cuisines across India, 29 is a not-to-be-missed pit-stop for discovering and relishing authentic regional foods from the 29 Indian states.



Parent Company: Sahib Hospitality LLP

Owner:

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Nishek Jain (engineer by profession turned restauranteur - 29 is his maiden hospitality venture)

Future Plans:

To expand 29 to other parts of the city and then travel pan India with this concept.

Address:

Ground floor, Mohammedbhoy Mansion, N. S. Patkar Marg, Near Cumballa Hill Hospital, Kemps Corner, Mumbai - 36.

Contact: 022 - 6999 2929 / 9222 00 29 29

Timing:

11 am to 3.30 pm followed by 7 pm to 11.30 pm

Average cost for two: Rs. 900 (including taxes)

Social media identities:

Facebook.com/The29Mumbai / Instagram: The29_Mumbai /Twitter: @The29_Mumbai

RESTAURANT BRAND PROMOTING VEDIC METHODS OF FOOD PREPARATION

Delhi-based chain of vegetarian restaurants - Sattviko - aims to promote healthy eating in India. Inspired by the diet of ancient India, which was known to help in acquiring a calm mind, uplift the spirit and a healthy body, Sattviko is a fine dining pure vegetarian restaurant, which follows world class fusion cuisine and embraces the ancient Vedic methods of food preparation without using any tamasik ingredients and cutting out the use of garlic, onions, maida, refined salt, white sugar, refined oil and white rice without compromising on taste. The restaurant spreads out a long list of innovative culinary delights like Pasta Makhani, Achari Paneer Bruschetta, Jalapeno aur Mozarella ki Kachori with Indian green curry & kasuri sauce, Cheesy Jaituni parantha, Masala Anjeer Kofta with Saufiana roti, paneer wrap & bouquet salad to name a few.



First launched in February 2014 by IIT-Roorkee alumni Prasoon Gupta and Ankush Sharma in a QSR format, the brand has repositioned itself in the premium dining space to deliver a more holistic experience of Sattvik food. The founders have roped in celebrity chef Bhakti Arora of MasterChef 4 India fame as their corporate executive chef. With the recent launch of Sattviko's first fine dine restaurant in Jaipur, the Sattviko brand is currently present in Delhi and Jaipur. In a country which has the largest vegetarian population in the world with close to 400 million vegetarians, Sattviko is planning to reach this wide majority by opening more of its fine dining restaurants in Ghaziabad and six other cities by the end of 2016.

The art of great cooking

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VEGETARIAN FOOD GOES GOURMET ASIAN



Soi Kitchen, the newest vegetarian eatery to open in Ghatkopar, Mumbai, is an honest attempt to answer the question many of us face – Can vegetarian food ever be that good? A vegetarian's paradise – Soi Kitchen introduces Asian gourmet food with a variety of delectable curries, handrolled to perfection sushis, noodles & more with specially sourced ingredients from their respective Asian counterparts.

The restaurant is promoted by Mihir Desai and Amit Singh of Corum Hospitality, owners of popular concept bar The Bar Stock Exchange and Indian favourite Masala Zone. "We aim to bring to the city Asian vegetarian delicacies and make it accessible to all by providing for an authentic Asian gourmet experience." With an eye on maintaining high levels of hospitality, the restaurant serves an eclectic Asian handpicked menu consisting of known and lesser known Asian delights. The Tibetan vegetable Thukpa, a thick vegetable broth served hot and fresh helps you reminisce the serene mountains of its Northern namesake, whereas the 'Laav sa Taav' is another dish not commonly available in the city that traces the culinary heritage of Central Asia with its golden curry predominated by rich cashews and vegetables. Another must try includes Sayur Masak Lemak, a thick curry of vegetables, which is a renowned Asian delicacy.



Outlet name: Soi Kitchen

Spokespersons: Mihir Desai and Amit Singh

Parent Company: Corum Hospitality

Nature: Dine out full service restaurant aka a Pan Asian Eatery

Future plan: Second outlet due to open in March, 2016

Address:

First Floor, The Destination, Next Shopper Stop, MG Road, Ghatkopar West, Mumbai, Maharashtra 400089

Timing: 12 pm to 4 pm and 6.30 pm to 12.30 pm

Contact: 022 69000381 / 382 / 383

| (See Rule 8) | | | | | |
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FORM IV

COMBI STEAMER WITH 2 COOKING MODES

Commercial kitchen equipment manufacturer MKN has introduced a new team product – FlexiCombi Team – which comes with two parallel operating cooking modes in one combi steamer. The new MKN combi steamer is a single appliance equipped with two cooking chambers. It allows the user to work in an extremely flexible way with two cooking modes simultaneously. Bread rolls can bake in the lower cooking chamber and at the same time vegetables steam in the upper one. The FlexiCombi Team makes this all possible now.

The versatility of the FlexiCombi Team allows you to prepare, for example, each component of a complete menu parallely in just one combi steamer. This means that succulent beef roulades can be braised in the combisteaming mode at the top, while at the same time potatoes and Brussels sprouts are steamed below. The appliance is operated using the intuitive MagicPilot

touch control. The touch screens for both cooking chambers are situated at eye level in the upper part of the appliance.

The comfortable height ensures particularly ergonomic operation of the new MKN combi steamer. And the lower door handle can be turned 180° for convenience.

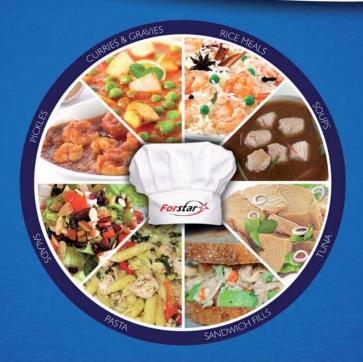
Cleaning is also perfectly simple. The seamless control panel and side walls provide quality standards for uncompromising hygiene. The FlexiCombi Team is available in various model versions and equipped with proven features such as the automatic WaveClean cleaning system or the FlexiRack capacity concept. ••







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Protect your Business from Pests

TAKE THEM SERIOUSLY OR ELSE THEY WILL TAKE US SERIOUSLY

The Indian tourism and hospitality industry has grown rapidly at a rate of 11.7% CAGR over the period of 2011 to 2015. While the growth is welcome, challenges to maintain food safety, health and hygiene condition that can foster business, have also increased. Important challenges could be faced by the food and hospitality industry if pest management issues are not taken seriously. These include:

- Food contamination and food loss
- Health threat
- Loss of Business and brand reputation, negative publicity
- Litigation

FEW OF THE COMMON PESTS SURROUNDING US



WHERE THERE IS FOOD...THERE IS PEST



INTEGRATED PEST MANAGEMENT (IPM) APPROACH

IPM involves careful consideration of all available pest control techniques and subsequent integration of appropriate measures that discourage the development of pest populations and keep pesticides and other interventions to levels that are economically justified and reduce or minimize risks to human health and the environment.

The world is becoming a 'global village'. Things are changing rapidly, creating more and more difficult situations for human beings to manage pests, which affect their food, health, property and cause nuisance simply by their presence. Apart from impacting our daily life, these pests can create a serious threat to the community at large as they can spread disease.

APPLY SIMPLE 4D PRINCIPLE

.....



ATTENTION!!

- Too often, pest management is seen as a reactionary process that demands chemicals to solve a problem, but that's a risky and shortterm approach
- Pesticides in food processing plants should be justified-need-application only
- Should be prescription oriented, which means you apply exactly what is needed and only where needed.
- Also, the industry is moving away from using high concentration, toxic chemicals, which limits the pest management toolbox.
- Old pesticides are disappearing and new pesticides, with more restrictive labeling are entering the marketplace.
- Treatment should be directed at pest harborages and potential pest entry points. This minimizes the amount of pesticide needed.
- More pesticide is usually necessary for larger pest populations and in the event the contributing conditions are not removed or corrected.
- Some pests may be controlled by using traps and physical barriers, or by sealing cracks and crevices that may allow pests to enter the facility

.....

ADVERTORIAL





CHOOSING RIGHT PEST MANAGEMENT PROFESSIONAL

Pest management is important so equally important is selection of right pest management professional. Few of the things to look PCO into are:

- Should hold valid Pest Control Operation licence
- Have been trained adequately Holds training certificate
- Use products approved/ recommended for food industry (e.g. HACCP certified products)
- Have proper SOP and operation in place
- Check credentials

AN EYE ON CHEMICAL... IS MUST!

- Use registered household insecticide
- Use products recognized by Food
 Industry HACCP certified
- Use less toxic solutions
- Odourless and stain free
- Low dose high efficient products
- Should not use banned pesticide

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F&B CONCEPT

Raise a toast to yourself and your pet at the Zoo Bar

Mumbai is still far from being a pet-friendly city but a promising start has been made in this direction. An ardent pet lover has now introduced a pet-friendly bar. Nivedita Jayaram Pawar dropped in to check out the latest Zoo Bar that welcomes your four legged friends



FAST FACTS

Name:Zoo Bar

Founder: Nishant Joshi Initial investment: Rs 2 crore

Menu: World cuisine

Area: 3,600 square feet with an 800 square feet al fresco area

Future plans: Two more Zoo Bars in Mumbai and then Pune followed by Goa ost people love animals but very few actually dedicate a bar to them. Located in the hustlebustle of the Vile Parle Market, the Zoo Bar is the result of owner Nishant Joshi's love for animals.

Having grown up with dogs, rabbits and (even a chimpanzee at some point) it was very frustrating for Joshi to leave his pets home when he went out for a dinner. "None of the restaurants we frequented allowed pets and that was a real pain," he laments. Thankfully, his partners in the venture – Niteesh Tokle and Paarth Pandya – are animal enthusiasts as well. The bar is associated with World For All and a percentage of the revenue is diverted to animal welfare.

Having been a hospitality entrepreneur for quite some time now, Joshi believes that the biggest challenge in the F&B sector is to try and make every customer happy. "With every individual having different ideas, sometimes it gets a little difficult to cater to every need in quick time as we would like it to be." The situation, at times, puts restaurants



at the receiving end of unscrupulous Zomato reviewers. "These people post bad review without understanding the nuances of the cuisine. You could get a bad review even if someone is denied a table on a busy night when we recommend prior reservation," says Joshi.

As a unique F&B destination, it is unlikely that Zoo Bar would have to face the short stick of churlish Zomato reviewers anytime soon. For one, there are facilities plenty to sooth your soul. Apart from having one of the longest bars (34 feet) in the city, Zoo Bar also welcomes pets to its al fresco section. Patrons are not just encouraged to bring their pets along but there is also a separate pet menu with delicacies like chicken broth, vegetable broth, paneer steak, etc. The prices for items in the pet menu range from Rs. 75-145. A soft board at the entrance invites people to stick pictures of pets for adoption.

Spread across 3,600 square feet with an 800 square feet al fresco area, the Zoo Bar has an industrial décor with exposed pipes and repurposed furniture made in Jodhpur. The venue is brought to life by various fun animal sculptures and art work done by Mod'Art students.

This bar serves 13 types of beers and six varieties of craft. There is an exclusive range of cocktails including the zoo size iced tea, fresh fruit apple and coriander sangria, dancing jar (lemon grass infused Jack Daniel's honey served with ginger ale) and much more. The food menu at Zoo has been put together with help from Joshi's friends - chefs Mikhail and Mohammed - who have previously been part of successful ventures like 212 and Charcoal Biryani. The menu features burgers served in cages, pizzas, Turkish, Arabic and Pan Asian food. Then there are theme nights throughout the week - Karoake, Board Games. Wednesday Ladies nights. etc. - which help to retain the interest of the predominately young crowd that throngs the bar. ••

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MANAGEMENT



"Alliance with HBS is for building new methods of delivery, marketing, concept, etc."

Exchange programmes between leading global institutes and enterprises are known to generate new knowledge and innovative solutions, which industries can apply to good effect. One such engagement took place recently, which involved students from Harvard Business School working closely with K Hospitality Corp, one of India's largest F&B conglomerates. FoodService India spoke to Karan Kapur, Executive Director of K Hospitality Corp, to know more about this interaction and its key takeaways



This alliance gives K Hospitality Corp the opportunity to tap into the global understanding that the Harvard **Business** School students have brought and adapt them to the Indian market

Your company recently participated in an exchange programme involving Harvard students. How did this engagement with Harvard students come to happen, what was the nature of this project and how did it sync with your company goals?

As one of India's largest F&B corporations, K Hospitality Corp runs businesses across restaurant management, food courts, bars, banquets, catering and travel retail. The company tied up with Harvard Business School (HBS) to study and propose creative ideas for scaling up the F&B business. K Hospitality Corp is a partner for HBS' Field Immersion Experiences for Leadership Development (FIELD) student exchange programme, which has partnerships in 13 countries across the world.

As part of this FIELD programme, HBS students worked closely with the K Hospitality team over a few months, studying various new opportunities for growth, and built up a proposal for new development, including methods of service delivery, marketing, concept strategy, etc., to align them with the best practices followed internationally. The first batch of six Harvard MBA students was in India for the FIELD programme in January and worked closely with the K Hospitality team.

What was the objective behind going for this engagement and what purpose did it serve?

The main objective was to benefit from the knowledge and exposure of HBS students and implement best practices within K Hospitality Corp as the organisation looks towards continued fast paced growth in the years to come. At this stage, the company is aggressively exploring opportunities to expand into newer segments in the F&B space. This alliance gives K Hospitality Corp the opportunity to tap into the global understanding that the Harvard Business School students have brought and adapt them to the Indian market.

What was the nature of the project that Harvard students worked on and which were the specific areas of focus?

The students worked on creating new concepts and methods of service delivery for the Indian market, including proposing a plan for scaling up the concept across the country.

Is the company satisfied with the outcome?

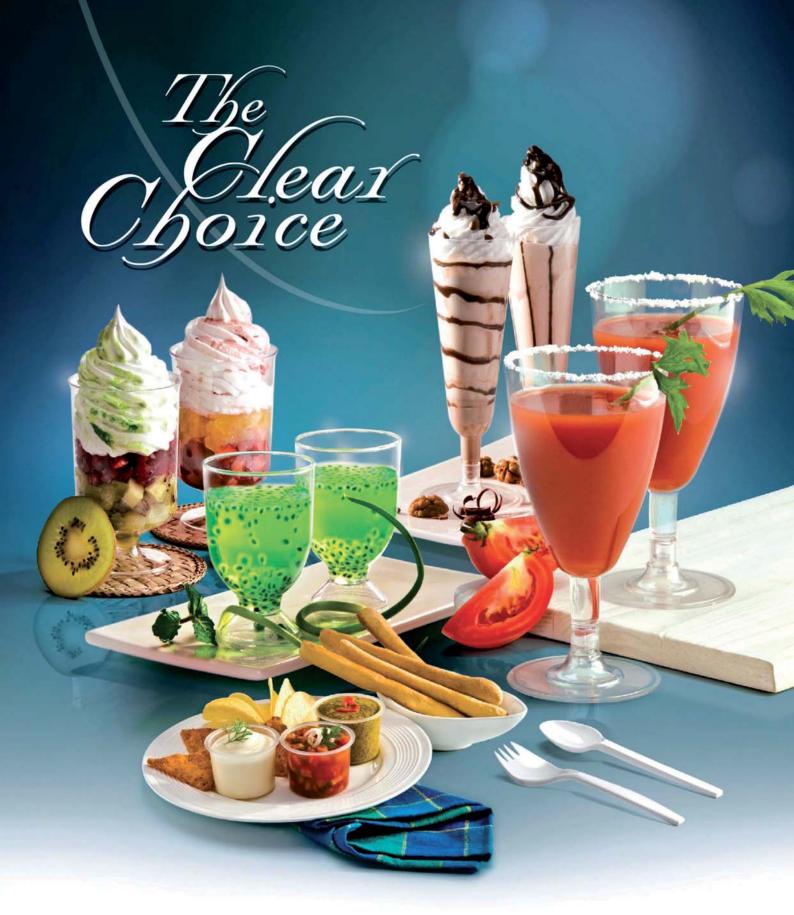
Yes, the final report was extremely insightful and will create a strong platform for K Hospitality to take forward.

Which were the solutions/ suggestions of the students that the company hopes to take forward?

There are quite a few of them. Using local market research, including speaking directly with potential customers, the HBS team was able to build up interesting new insights and ideas for the final report.

How do you think such engagements help to fulfil the goals of students and enterprises?

The HBS FIELD Programme is a platform that allows students to gain from international exposure in new countries, allows them to work in new industries, and implement design thinking and other global practices they have learned from Harvard Business School. Similarly, the companies gain from the global experience and learnings of the students, and work on projects that are of strategic importance to the organisation to take it forward in the right manner. ••



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Jasper Reid, Director, Sierra Nevada Restaurants master franchisee of Wendy's in India – speaks to FoodService India about his plans for building up the presence of the world's third-largest burger chain in India by focusing on the QSR ++ concept under which Wendy's will focus on investing deeply into menu, restaurant design and the service and customer experience model



"We aim to open 40-50 stores in the next 4-5 years"





Jasper Reid



slowing same-store sales growth over the past few quarters. Given this scenario, would it be right to say that the food service business is not affected by the turns and tides of the economy as people will need to eat even in times of economic slowdown? The eating out market offers great potential and the food services currently is a 130 billon dollar market. The evolved Indian customer is value-conscious but not just from a price perspective – but also what he's getting in terms of food quality and taste. We've ensured that Wendy's offers good quality products at affordable prices which has helped us drive loyalty amongst customers at an early stage.

Some the leading foreign QSR brands have witnessed

Tell us about your progress in the first year of your operation in India. How many outlets have you been able to add in this period and how many more do you plan to add in the near future?

We opened our first restaurant in India in May 2015 followed by another restaurant in November in Gurgaon. The response has been great and we are planning to increase the restaurant count to eight by end of this financial year. Right now, we are focussing on Delhi NCR - and our next two big launches are going to be in DLF Mall of India and Cyber Hub.



The aim is to open 40-50 stores in the next 4-5 years.

How do you look at the prospects, outlook and opportunities for growth in the QSR segment in India as compared to the past year?

The economy is a bit soft right now but we are optimistic to move forward. India has a large and growing young population. The young generation is attracted to the quick service for the value and convenience that the segment offers. I have no doubt in saying that Indian consumers have responded well to the QSR++ concept.

Please explain the QSR++ concept, which you have introduced. What is it all about and how will it help to make your retail space and service more exciting? Wendy's is in the QSR plus category, so while we offer the convenience and speed of a QSR, we have invested deeply into menu, the restaurant design and the service and customer experience model. We are in the sweet spot between QSRs and Casual Dining – making us uniquely poised in the industry. Our aim is to bring hospitaltiy into the QSR business and hence we've designed Wendy's in India as a place where customers feel relaxed and spend more time enjoying their meal and conversations while we take over the service aspect.

Whether it is the ambience, the music that we play, the technology we use or the products we offer, it has been a welcoming change for consumers. At the same time, we have engineered the competitive pricing for quality products. We have paid great attention to detail and ensured we offer value not only through price but also the experience we offer. For example, you are served on the table in proper crockery and your food is not wrapped in paper and put on a plastic tray.

What has been the market response to your especially crafted vegetarian menu for Indian consumers? Are you looking to expand its scope further by bringing in newer ingredients?

Our menu is led by Veg! Our Spicy Aloo Crunch is one of our bestsellers and vegetarian consumers are loving the fact that apart from the veg burgers, we also offer a range of vegetarian non-burger items like baked potatoes, cheese fries, salads, cheese melts. As we open more restaurants, we will continue to strengthen our vegetarian menu.

International burger chains operating in India usually have third party vendors from where they source their ingredients. How do you ensure that the vendors meet the quality parameters and benchmarks?

All our ingredients are sourced with the greatest care. Our buns are artisan bakery standard, our lettuce, tomatoes, onions are farm fresh and cut in the store. We make sure our suppliers' processing Our Spicy Aloo Crunch is one of our bestsellers and vegetarian consumers are loving the fact that apart from the veg burgers, we also offer a range of vegetarian non-burger items



Going forward what do you think will be the new innovations to the QSR format in India?

The new trend is going to be about offering a place where a consumer would like to spend time amidst the speed and convenience of a QSR. Consumers these days like their food prepared fresh and cooked in a healthier way. So service will also remain an important element. Wendy's has dedicated counters, the food is made there and then brought to the counters in proper crockery. There is no queuing in front of a chaotic kitchen.

How do you assess the market potential for the burger category in India? How do you see it performing versus the Pizza category?

They are both very big markets but the margins in pizza are hard to beat.

standard match up to our and the government's stringent benchmarks.

What has been the response to your home delivery service? How much of online sales are you doing currently and how do you see this segment growing for you?

India is only the third market for Wendy's to start with home delivery service considering the consumer expectation for convenience. We've kept a limited delivery area to ensure our food quality remains intact but depsite the same – currently delivery is driving 15-20% additional sales for the brand. Delivery is a great frequency building tool and we will be expanding our set of online ordering partners to ensure we reach maximum customers. ••

GOURMET BURGERS

Simple, yet Sophisticated



DIE KUH DIE LACHT AUS LIEBE ZUM BURGER

It was many years ago that the burger began blazing its successful trail around the world as a quickservice product. McDonald's and Burger King made sure that every child in every country knows what this symbol of the American way of life is all about. In the meantime, however, numerous chefs and restaurateurs have seen that the basic idea – a meat patty between two bun halves - has the potential to be much more than just a hamburger or cheeseburger. Indeed, the burger has developed into a creative arena for extraordinary recipes. At the same time, expectations have risen with respect not only to ingredient quality but also to individuality, sustainability and the ambience. Simple, yet sophisticated, better burgers fit in perfectly with today's fast-casual boom and now rank among the fastest growing categories in the business



Bhave been the focus of interest among Germany's foodservice start-ups for several years. In no other segment is so much founding energy being invested – and there is hardly a city in which better-burger bars are not sprouting like mushrooms. Although they currently include many individual concepts with differing staying power, one or two brands are already in the process of increasing the scope of their operations through multiplication.

The fastest of them is Hans im Glück, which was launched in 2010 and now has 38 burger bars throughout Germany, eleven of them in Munich alone. That it is the fastest growing is hardly surprising given that the driving force behind the formula with its striking birch-forest interior is none other than Thomas Hirschberger, the founder of the highly successful Sausalitos Tex-Mex chain, which he launched 20 years ago, and one of the country's most distinguished system operators. 17 units were opened during 2014 alone, when the company recorded sales growth of 200% and \notin 40 m in revenues. The opening of unit No. 50 is planned for this year. On average, the burger restaurants ring up sales of \notin 2 m a year with 400-600 guests per day, an average check of \notin 12 at lunch and \notin 20 in the evening; at most outlets, more than two thirds of sales are generated after 5 pm. The F:B ratio of 66:34 is primarily the result of a high cocktail competence.

Burgers are presented in many surprising variations at Hans im Glück, e.g., with Brie and lingonberries, with pasture-grazed cheese & avocado cream, or with goat cheese & fig sauce. Vegetarian versions make up almost 20% of all orders. 90% of all burgers are ordered as a part of a meal combination.

In just five years, Hans im Glück has not only gathered a large fellowship of burger fans but also a number of partners, since it became a franchise system in its second year. Meanwhile, most of the franchisees operate at least two units with multi-franchising being the stated goal. In addition to further domestic growth – Hirschberger aims at 300-400 sites in Germany – expansion to Austria and Switzerland is also on the agenda. www.hansimglueck-burgergrill.de

Schillerburger in Berlin has eight outlets at present. Named after one of Germany's great poets, Friedrich Schiller, the brand was launched by Ali

Cengiz und Mirko Sauke in the Neukölln district of Berlin in 2012. Today, it is also to be found throughout the city, in the Kreuzberg, Prenzlauer Berg, Weissensee, Pankow and Friedrichshain districts. Further growth, including outside the city limits, is on the cards. However, the founders attach great importance to being perceived as a concept with local roots. The meat comes from regional suppliers and the buns are baked in the company's own bakery.

The twelve burgers (price range $\notin 4.50 - 7$, 8x meat, 4x vegetarian/vegan) and side dishes are named after works by Friedrich Schiller. Echoing Schiller's best-known poem, 'Song of the Bell', the logo takes the form of a bell. With around 15 seats in each outlet, Schillerburger counts on fast eaters. Two new stores are scheduled to open in Berlin shortly with branches also planned for Hamburg, Cologne and Leipzig. In February, the start-up was taken over by the heristo food-processing group, which is likely to give further expansion in Germany a boost. www.schillerburger.com

Another very ambitious new concept is Burgerlich, which currently has two stores, one in Cologne and one in Hamburg. The founders are Gregor Gerlach, partner and, until recently, CEO of Vapiano, and Sven Freystatzky, both very experienced foodservice professionals who see a great potential in the trendy better-burger theme. They spent two years working on their concept with no less than 60 tastings being needed until the beef patty met their expectations. Launched about 18 months ago, the pilot store in Cologne has seating for 100 on 160 sq m and attracts between 14,000 and 16,000 guests a month. Average bill: €11. The Hamburg outlet with seating for 114 opened in November 2014 and has seen around 100,000 guests in the first six months. A special feature of the fast-casual concept, the interior of which has, as in the case of Vapiano, been designed by Italian Matteo Thun: orders are placed via tablet computers slotted into the tables.

On the menu: a good dozen different burgers ranging in price from €5.50 to 7.50, with or without bun and vegetarian. Each extra patty (100 g) costs €2.50. There is a choice of three different buns, as well as three potato specialities as side dishes. www.burgerlich.com

In view of the wide variety of interesting pioneer formulas and start-ups, it is not only difficult for guests to choose. Some more examples of pioneering and new concepts with a hunger for more:

 Jim Block, Hamburg. Burger veteran. Founded in 1973 as an offshoot of the Block House steakhouse chain. Faster growth over recent years to the current total of ten units, including one in Berlin's Bikini shopping centre. Turnover 2014 (10 units): €20.3 m. Two openings (Berlin, Hamburg) are projected for the next months.
 www.jim-block.de



| D: Best Burger Bars – Based on TripAdvisor comments – | | | | | |
|--|------------------------|-----------------|------------------------------------|--|--|
| R | Brand | City | Web | | |
| 1 | Die Fette Kuh | Cologne | www.diefettekuh.de | | |
| 2 | Shiso Burger | Berlin | www.shisoburger.de | | |
| 3 | BBI | Berlin | www.berlinburger-international.com | | |
| 4 | Burger de Ville | Berlin | www.25hours-hotels.com | | |
| 5 | Hamburgerei | Munich | www.hamburgerei.de | | |
| 6 | The Bird | Berlin | www.thebirdinberlin.com | | |
| 7 | The Burger Lab | Hamburg | www.theburgerlab.de | | |
| 8 | Heroes Premium Burgers | Frankfurt/ Main | www.heroes-burgers.de | | |
| 9 | Bob & Mary | Düsseldorf | www.bobmary.de | | |
| 10 | Tommi's Burger Joint | Berlin | www.burgerjoint.de | | |
| | | | | | |

Source: tripadvisor.de

- Die Kuh die lacht, Frankfurt. Germany's segment pioneer, 'The Laughing Cow' was launched in 2007 and currently has three outlets in Frankfurt and Heidelberg. Changing over from semi- to fullservice in 2013 resulted in a significant sales boost. Two more units are in planning and scheduled for completion by the end of 2016. www.diekuhdielacht.de
- Hamburgerei, Munich. Honoured with the Munich Founder Award 2015. Two outlets. Born in 2013, artisanal, regional products.
 www.hamburgerei.de
- Bun Bao, Berlin. Finest Asian Burgers. With his steamed, filled muffins, owner Anh Vu Dang has been a sensation at street-food markets in Europe for years. Additionally, the first fixed location offers classic burgers with vegetarian and vegan options, as well as seafood patties. www.bun-bao.com
- What's Beef, Düsseldorf. Project of art collector and restaurateur Selim Varol. Launched in June 2013, the outlet was expanded only a year later. A restaurant in cooperation with star chef Tim Mälzer is planned for Hamburg, another unit will open in Frankfurt in 2016. Growth via 'Friendchising'. www.whatsbeef.de

Burgers are presented in many surprising variations at Hans im Glück, e.g., with Brie and lingonberries, with pasturegrazed cheese & avocado cream, or with goat cheese & fig sauce

GOURMET BURGERS







AUSTRIA



Austria's better-burger scene is still Arather small and very fragmented. But there is one exception to the rule: Burgerista, a young and ambitious chain, which has managed to open nine units – two of which in Germany – within a very short period of time. It is driven by three men who all

share a strong background in system catering and burger restaurants: Andreas Hacker, former head of McDonald's Eastern Europe, and brothers Alexander and Jan Oliver Platzl, operators of the successful delivery chains Pizza Mann and Schnitzelhaus. The British investor Quadriga Capital holds a financial stake in the undertaking.

Founded under the name 'Burgers' in 2012, the formula had to be renamed in 2014 for reasons of trademark protection. The first burgers were sold from a small kiosk in Linz. Every day, the patties are formed from fresh beef and are grilled and refined with an individual selection of regionally sourced ingredients in view of the customer. Motto: every burger is unique. The menu lists twelve different burgers plus three mini-burgers with French fries for kids. They are served on plastic trays with a paper sheet on top – easy and fuzz-free.

In addition, Burgerista offers its proper sauces as well as home-made lemonades and ice teas. Anyone abstaining from bread can have their burger between two salad packages. Star-architect Matteo Thun (Vapiano) created the bold and colourful store-design as well as the CI for the packaging. Burgerista has announced big plans: it wants to grow into a chain of 50 units within a short period of time. Apart from stores in Germany and Austria, openings are also planned for the Netherlands, where two restaurants are set to open this year in Rotterdam. www.burgerista.com

Especially the Austrian capital of Vienna hosts numerous other burger start-ups with a high quality claim: Die Burgermacher, founded in 2008, is no longer considered an insider's tip. The concept puts special emphasis on organic and regional products. Starting at €8.50 customers are served rather big burgers with an organic patty and home-made sauce. French fries can be ordered for an additional €4. A beer cooler is filled with 25 changing varieties. In 2014, founders Barbara Kunze and Jan Bahr handed over their restaurant to a long-time employee. www.dieburgermacher.at

At ...Said the Butcher to the Cow all burgers are prepared on a lava stone grill. 13 variations, among them three vegetarian ones, cost between €9.80 and €18.80 (Surf & Turf). In addition, gin & cheesecakes are on offer. www.butcher-cow.at

At both quickservice restaurants of the Le Burger brand, guests are invited to create burgers to their own liking. Apart from classic Austrian beef, the concept also offers a choice of poultry- and veggiepatties. However, four pre-composed varieties (from €5.50) are also available. Early birds can look forward to ordering a Breakfast Burger between 9 and 11 o'clock. www.leburger.at

As in most other metropolises, new better-burger concepts are continuously added to the Vienna foodservice scene. The above selection is hence a subjective and incomplete one.

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GOURMET BURGERS







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www.flippinburgers.se www.vigarda.se www.philsburger.se www.primeburger.se www.lilysburger.com www.burgersson.se



The premium-burger trend is quite young in Sweden but growing stronger during the last three years with no sign of slowing down. Most of the gourmet-burger concepts are to be found in Stockholm and the bigger cities like Gothenburg and Malmö. But the

trend is that better-burger bars and burger-food trucks are popping up in smaller cities and towns as well. The vast majority are individual and local concepts, operated by idealistic entrepreneurs with a great passion for the perfect burger. Just recently, a few of them have moved forward to open up a second, third and fourth unit and develop into chain formats.

One of the pioneers in the segment was Flippin' Burgers in Stockholm, opened in 2012 by Jon Widegren. He used to be a sustainability consultant with no experience in the restaurant industry but a passion for food and a dedication to create a place that served quality burgers at decent prices in Stockholm.

Jon went on a road trip throughout the United States eating 64 burgers in 38 days to find the secret behind the perfect burger. He also started a blog to tell the market about his research and preparations, which proved to be one of the factors for the huge hype around the concept, even before it opened. The popularity remains and guests are still lining up for one of the 60 seats (no reservations). They use high quality meat from small-scale farms and mince it on-site every day. The organic bread is freshly baked by famous baker Magnus Johansson and delivered seven mornings a week. Keywords for the ingredients are quality, proof of origin and sustainability. Flippin' Burgers serve some 350 burgers on weekdays (open 4-10 pm) and 600-700 on weekends when they are also open for lunch. The service system is traditional table service and once you have been seated the process is quite speedy – 7-15 minutes from order taken to burger served. Total turnover was approximately SEK26 m (€2.7 m) in 2014.

Despite the huge popularity of this concept, there are no plans to expand with more units. "We do not see how we could provide the same quality and dedication if we multiply," says restaurant manager Joacim Hedlund. "We prefer to continue to improve what we are doing here, experimenting with new recipes and optimising our techniques. That is our inspiration." Another upcoming project is the launch of their food-truck concept Sliders, which takes place in October 2015. The food truck will be used to cook and serve sliders – small burgers – on the road, on festivals, events etc.

Another early brand in the premium-burger segment was Vigårda. This fast-casual concept is the creation of the famous chef and entrepreneur, Melker Andersson of the renowned restaurant group F12 Group, together with his partner Danyel Couet. Their first Vigårda unit was located in Stockholm's high-end shopping mall, the Mood Galleria. The second one was a smaller unit in the fast-casual food court named K25. With their third unit. Melker and his team have entered the citv of Malmö. At this time, there are a total of three Vigårda units and another four are in the pipeline (three in Stockholm and one in Gothenburg). "We aim at having ten Vigårda units during the first half of 2017," says CEO Daniel Garpenbeck. "We focus on high street locations and we adjust our interior concept locally."

The menu offers seven varieties of made to order Vigårda Burgers. What's between the burger bun halves? Choose between high quality ingredients such as: beef, lamb, corn fed chicken, pulled pork, salmon, vegetables etc. In addition to this they offer a monthly special burger, individually designed by famous Swedes as well as a kid's burger. All dishes are barbequed on a large charcoal grill and served with a salad, a side dish and the guest's choice of homemade dressings. Prices for a meal range from SEK70-115 excluding beverages. During evenings, DJs play music and a selected range of alcoholic beverages are served, including wines, beers and mixed drinks. The coming units will have an

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GOURMET BURGERS

Premium burgers are as popular as never before in Denmark and especially in Copenhagen, you can almost talk about a 'burger war' with fierce competition

upgraded beverage concept i.e. the beverages are better exposed and a separate bar-cashier point will be opened. The turnover in 2015 will be in the area of SEK50 m and the prognosis for 2016 is SEK100 m. Alcoholic beverages account for approximately 15% of sales.

The first Phil's Burger was opened in Kungsholmen in Stockholm in 2014 by founders and long-time friends, Peder Skaj and Philip Örtegren. They were both beginners in the restaurant industry but passionate about food and highly motivated to create the best premium-burger concept. "Our business mission is to serve the best burgers and to offer a great taste experience," says Peder Skaj. "Our menu is simple; it contains burgers, fries and milkshakes. Our secrets are the fresh, home baked buns, the meat mix and the cooking techniques." During the day, guests line up to order and pay at the counter and then a waiter brings the food to the table. In the evenings they offer fullservice at the table.



Premium burgers are as popular as never before in Denmark and especially in Copenhagen, you can almost talk about a 'burger war' with fierce competition. Individual burgerrestaurant concepts, burger joints and burger food trucks are competing for the burger lovers of Copenhagen.

One of the most established brands is Cock's & Cows, a Copenhagen based burger restaurant and cocktail bar. The name is a playful short for Cocktails and Cows. They opened their first unit in 2010 and since then two more sites have opened. The fourth unit will open towards the end of 2015/beginning of 2016. "We expand carefully and only when the right occasion and location comes up. Competition in the burger segment in Copenhagen is tough and we are keen to stick to what we have and maintain quality." says Daniel Knuttel, one of three owners and founders.



DENMARK: WWW

www.cocksandcows.dk www.halifax.dk, www.hache.dk www.burgerogbun. myshopify.com www.facebook.com/sliderscph www.burgerjoint.dk

In short time the Phil's concept has expanded and there are now four Phil's Burger sites in Stockholm and the smaller town of Eskilstuna. The fifth unit will open in Stockholm in November and yet another one in Uppsala towards the end of the year. Until now, all units are company-owned but they are now going into franchising to fulfil the vision of 30 restaurants around Sweden within the next five years.

More premium-burger concepts with more than one unit are Prime Burger in Stockholm with three units, Lily's Burger with two units in Stockholm and Burgersson with two units in Gothenburg.

Cock's & Cows has been awarded 'City's Best Burger' by AOK three times in four years. The menu consists of classic burgers as well as more creative versions such as Ze Brazil with chilli and fried buffalo mozzarella or Chicken Confit - a bun with confit of chicken, salad, cucumber relish and baked bell pepper. Guests can make their own bread choice: classic sesame, whole grain, sweet American or gluten-free. The big seller is The Governator: a double beef, double bacon, double burger with BBQ dressing and onion rings at DKK129 (€13.74). A food truck complements the three units and is popular for business events, parties and small festivals.

Cock's & Cows units have similar design features but they are locally adapted to fit into the neighbourhood and the specific venue. The service system is traditional waiter service at the table. "It is very important for us to maintain the restaurant experience and atmosphere. That is why we stick to the table service and we use plates and cutlery," says Daniel Knuttel.

Another prominent player and one of the first ones in the better-burger segment is Halifax. Launched in a basement on Frederiksborggade by two friends in 2007, this brand now has a total of six units in Copenhagen. Bread, dips and marinades are prepared in a central kitchen in Hvidovre and delivered every morning to the six restaurants.

The menu holds ten creative burger dishes with names and ingredients inspired by different locations in the world. For example Copenhagen, Biarritz, Tokyo and Liverpool. The order is made in four steps: 1) pick a location/name 2) pick a bun 3) pick a patty: beef, chicken or vegetarian 4) pick toppings and side orders.

Another gourmet-burger concept with more than one unit is Haché Gourmet Burger present in Copenhagen since 2010 and now with two sites (no connection to Haché in the UK). Other individual, popular concepts to look into are Burger & Bun, Sliders and Tommi's Burger Joint, who have two restaurants in London and one in Berlin as well.



Over the past few years, Russia has experienced a burger boom. Gourmet burgers made from expensive ingredients are found in fast-food establishments as well as in casual and fine-dining restaurants. Regis Trigel, a French chef, offers three kinds of burgers

in the Strelka bar: chicken patty (RUB580/about €8); three cuts of beef with paprika mayo sauce (RUB680/€9); tuna, caramelised onion, and Kimchi sauce (RUB890/about €12). The burger buns are baked on site, the dough contains butter and lots of eggs. On the menu, burgers go side by side with specialties from all over the world: wok-fried soba noodles, moussaka, paella, and onion soup. Zotman, Dmintry Zotov's pizzeria,

offers cheeseburgers with bacon jam and brie (RUB580/€8); in Uilliam Lamberti's Ugolëk burgers are served with sweet coleslaw salad and pickled vegetables (RUB650/about €9), and Saxone+Parole offers burgers with cheese, bacon baked in maple syrup, and fried eggs (RUB670/about €9).

The arrival of international burger franchises in Russia has also sparked the consumers' interest. In December 2013, the first Shake Shack opened in Moscow; today, the brand has three outlets in the Russian capital. The menu features the world-famous burgers: the specialty Shack sauce, Black Angus beef, and crispy ale-marinated shallots; smoked bacon and chopped chili peppers; or Portobello mushrooms and cheese. Prices vary from RUB205 to RUB390 (€3 to €5). www.shakeshackrussia.ru

Burger-based single-product concepts have also become very popular among new players as well as seasoned restaurateurs. It's common belief that New York chef Isaac Correa can take credit for making burgers a popular menu item in Moscow as well as throughout Russia. Over the four years spent in the Russian capital, he opened four restaurants including Corner Burger. http://cornerburger.ru/en

However, it was the group of enthusiasts behind The Burger Brothers who made patties and buns a truly sought-for product. What started off as a food kiosk that worked at fairs and festivals evolved into two fullservice cafes; and the concept still takes part in fairs. Today it offers five kinds of burgers: along with the classic All American burger (beef patty and cheese) they have Cheddar burger with onion marmalade, Turkey burger, Cowberry burger, and Veggie burger (beetroot patty, feta cheese, and vegetable relish). Buns are sourced from the Bulka bakery; burgers cost RUB350-400 (about €5) each. Apart from burgers, The Burger Brothers offer fried eggs and oatmeal for breakfast, soup of the day for lunch, and Pastel de nata (Portuguese egg pastry). The average check is RUB500 – about €6. www. theburgerbrothers.ru

The new project by Arkady Novikov, famous restaurateur specialising on the upper casual and casual-dining segment, was definitely one of the biggest openings of the year. His #Farsh ('Mince') burger concept has an average check of about RUB700/about €9; it sells over 1,000-1,500 burgers every day. The cafe has no waiters:



Tommi's Burger Joint



GOURMET BURGERS

guests grab their drinks from the fridge and get their burgers over the counter of the open kitchen. The burgers are cooked from Aberdeen Black Angus beef and served inside in-house baked buns (mashed potatoes are added into the dough to make sure that the buns stay springy and don't absorb the sauce). Word has it, the buns must be exactly the same size – 13 cm in diameter and Novikov personally checks that they meet the standard. Guests can also opt for lettuce leaves instead of a bun.







The menu has eight kinds of burgers; alongside the classic versions, there are the Bryansky Paren' ('Fella from Bryansk') with lettuce and mushroom ragout, Tetya Iz Barselony ('Aunt form Barcelona') with hot salsa and egg; Zhena Myasnika ('The Butcher's Wife') with sausages instead of a patty, and the veggie version – Doch' Myasnika ('The Butcher's Daughter') with falafel. The classic versions cost RUB250/about €3; the most expensive burger – Papa Myasnika ('The Butcher's Dad') with two patties and Goya cheese – costs RUB580/about €8. https://novikovgroup.ru/ restaurants/farsh

There are many other burger concepts in this price category, such as Lucky Luciano, where guests have a choice of 14 burgers at RUB290-490/about €4-6. Burger fillings include Stracciatella pork, smoked beef, shrimp, and braised lamb with Satsibeli sauce. www.lucky-luciano.com.ua

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Article source: FS Europe & Middle East 5/15 Since the imposition of sanctions in August 2014, working with local suppliers has become a feature of the Russian restaurant industry. Burger concepts are no exception. #Farsh was launched in association with Miratorg – a major Russian marbled beef supplier; the company's production facilities are located in the Bryansk and Kaliningrad regions. Miratorg is also the official supplier of the Shake Shack chain. Other known suppliers of Moscow burger chains include Primebeef (the company raises cattle in the Kaluga and Voronezh regions); the Zarechnoe group of companies from Voronezh, and private farms from around Moscow.

It is interesting to note that burgers in Russia have gone beyond the American fast-food format: they're considered a full meal with a wide target group. Burgers are incorporated into the context of national cuisines - the whole street food project AC/DC v Tbilisi revolves around this mix. Concept founders invented the Gogi Burger with beef, red basil, Suluguni cheese and Ajika sauce (RUB300/ €4). The same idea is used in the BB&Burgers cafe: one outlet on the outskirts of Moscow quickly developed into a five-unit-strong chain. It offers the Italian Al Capone burger (with mozzarella, spinach, and dried tomatoes); Soso (with oregano and piquant sauce, served in a rye bun); and the Hawaiian burger (with pineapple and jalapeno). Elite brands are now inviting burger concepts to their parties: thus, The Burger Brothers chefs cooked their Cowberry burgers for the Volvo XC 90 presentation, and the Ferma project that also began as a street-food concept supplied black-andvellow Rosemary burgers with rosemary and cheese (RUB380/ 500/€5/7) to the Louis Vuitton boutique in Stoleshnikov lane.



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The rise of home cooks is the next big thing on the food front

Chef Kunal Kapur was lucky to find the right mentors in the initial years of his career. He seized the opportunity with both hands, working his fingers to the bone and absorbing knowledge and learning like a sponge. The hard grind paid off but the much celebrated chef that he is today hasn't taken his fingers off the pulse of his creative and demanding profession. "The biggest challenge is to keep yourself updated with what is new and happening. And not just update, the challenge also lies in adapting to the change itself. Each year is marked by a certain trend and by the time you catch on to it, another one comes up. But travelling and sharing experiences with young budding chefs helps in understanding trends in depth and allows you to stay ahead of the curve," says Kapur.

In an exclusive interaction with FoodService India, Kapur talks about the evolving role of chefs amidst the churn and change in food business, the biggest influencers of food culture today and what he foresees as the next big thing that will disrupt the F&B universe

COVER STORY

Please take us through your culinary journey so far. Which have been the major milestones accomplished along the way and how have they shaped and influenced your career?

I stepped into a professional kitchen with my first job with Taj Group of Hotels at a young age of 19 years. I was passionate about cooking, which was quite unheard of in a young boy in the 90s. I must admit that kitchen is not an easy career option as it demands a lot of commitment and personal time. Learning was not easy as people didn't open up. And as a trainee one would just get pushed around. But that pushing around during the initial six months taught me something, which is that "You have to prove your worth every time you step into a kitchen" or else you are a waste.

I consider myself very fortunate to have been trained and shaped by some of the best hands in the industry like chef Arvind Saraswat, chef Nita Nagraj, and chef Rajeev Janveja.

Life was not easy in the beginning and I was not a natural with cooking. But the relentless hard work and time spent on cooking gave me the confidence, and opportunities started to open up for me.

My first posting as a Sr. Chef-de-Partie was with Taj Holiday Village, Goa, where I learnt the art of cooking seafood with chef Urbano Rego. He is a master of Goan food and an excellent chef who was always open to sharing what he knew. I admit that in my first job, I made the maximum mistakes. But I never gave up and learnt from my failures.

My next stop was the Radisson Hotel in Noida where I was the chef at the Indian restaurant

'Made in India'. Together with chef Arif, under the guidance of chef Arun Tyagi, I learnt about fine Indian cuisine, which till date have been the most power-packed two years of my career. Made in India gave my career the much needed push – my first ever Best Restaurant Award.

After gaining a good experience of running a restaurant in hotels, it was time to move into another very challenging zone at that time – starting a stand-alone restaurant. I opened my first Indian restaurant all by myself in Kuwait by the name of Taal. Taal taught me how to run a restaurant as a business and not just as a kitchen head. By the time I bid goodbye to Taal, it was one of the best Indian restaurants in Kuwait.





Then, I came to Delhi to join Claridges Group as their corporate chef for Dhaba restaurants. We won the best Indian restaurant award the same year. We worked on the new concept for Dhaba expansion but it never saw the light of day. I moved my focus and took on a more challenging role with The Leela Hotels, Gurgaon.

Gurgaon at that time was still coming up and a 500+ room hotel was an uphill task to open and establish. My start here was with the Indian restaurant Diya, which won four 'best restaurant' awards in a row, right from the first year. It was because of the success of this restaurant that I had the opportunity to host Masterchef India and Junior Masterchef India. In the last year of the season, I won 'National Media Network Award' for hosting Masterchef India and Indian Television Academy Award for the Best Host/ Anchor for Junior Masterchef India. After this, I worked with chef Gordon Ramsey on the semi-finale of Masterchef America.

Post the Season 4 of the hit series, I debuted with my first travel show – Foodie Comes to America – which aired in the USA. A year later, I shot for its second season as well. 'My Yellow Table' was my first recipe show and soon it was one of the most successful food shows on NDTV Good Times. Within three months of the first season, we went ahead and completed the second season

I consider myself very fortunate to have been trained and shaped by some of the best hands in the industry like chef Arvind Saraswat. chef Nita Nagraj, and chef Rajeev Janveia



COVER STORY



Chefs of today and those evolving tomorrow will be skilled business heads who would conceptualise and lead food and related businesses. Taking it further, a qualified chef will decide the future food trends and a lot of it in times to come will revolve around health. From a mere cook. a chef's role will be to suggest and create diets suited to an individual J

of the show. With my travel show 'Pickle Nation', I discovered some very intriguing pickles from various corners of our country. This show went on to become one of the most watched shows on Living Foodz. The Government of New Zealand awarded me with their prestigious 'Sir Edmund Hillary Fellowship' for my efforts and contribution to Food & Beverage.

What kind of a food person is chef Kunal Kapur? What do you think are your key strengths and weaknesses as a chef?

I love simple home-cooked food. I equally enjoy local seasonal produce wherever I travel. I am not fussy about food but I am very particular that it should be fresh and hygienic.

I was always a very shy person, a back-bencher in school and college. But this trade did to me what no one could do. It made me very confident and taught me how to respect food and people who cook.

My strength as a chef is the hard core training I received during my initial days, which was very much like a military style training. Also, due to my extensive travel, the exposure I got – so many people, places and cuisines – is an important strength. As for my weakness, I am very temperamental at times and get impatient when things take time to work out.

How would you articulate the role of a modern-day chef? How do you envisage the evolving role of chefs in a changing food scenario?

A modern-day chef is not someone who can only cook. He has to think like an artist-cumbusinessman. A person should have sound knowledge of food, market, costs, economics, sales & marketing, ability of future thinking, and should be innovative, expressive, confident and well-travelled. The modern-day chef has to wear many hats at the same time, and it is all about holistic management.

In my vision, chefs of today and those evolving tomorrow will be skilled business heads who would conceptualise and lead food and related businesses. Fortunately or unfortunately, chefs over the last decade or so have become the center of attraction and the very pivot around which the business revolves. Taking it further, a qualified chef with good confidence will decide the future food trends and a lot of it in times to come will revolve around health. From a mere cook, a chef's role will be to suggest and create diets suited to an individual.

What is the one thing that is going to change the way food will be promoted in future?

Social media and mobile applications together is the single biggest way that will decide for people what to eat, when to eat and how much to eat. It is surprising to see the way people are getting dependent on social media to decide where to eat and on a mobile app to ask what is the best suited meal for them. This trend is set to grow and there will be no looking back.

Does India have enough good quality, trained and qualified chefs to meet the new emerging demands in food service industry?

India has a large pool of talented people who can be moulded as professional chefs. In fact, some of the best performing chefs the world over are Indians just like in any other profession.





As the new emerging demands in food and food industry are growing, so are the number of professional institutes. However, the curriculum is not adapting as quickly as the industry is growing, which is a concern. As a result, we have passionate young chefs passing out each year but not many get a chance to learn and train under the best. No doubt, we will have a huge number of chefs in the coming times but the only way we can guarantee their quality is by transforming the teaching format.

Which particular cuisines you focus on and how have you seen it evolve over the years?

I have, in my earlier days, trained in European, Asian and Indian cuisine. However, my in-depth training has been with Indian cuisine. There have been a lot of hits and misses and fusions with the Indian cuisine. I remember a few years back when it was hardly appreciated when you tried to play around with Indian food. But with the more travelled and open-minded consumer base now, people



want newness with Indian food and hence you experience innovative and fusion foods a lot more.

I love the fact that more and more international flavours and techniques along with Indian food are finding place in top restaurant menus. Today, the trend is to be unique, more regional, and highly experimental.

How do you see the potential of Indian regional cuisines and which ones do you think have a great future?

With each chef and his restaurant looking out for uniqueness in their menus and most chefs bringing our different regions in their specialty cuisines, it is an explosion on exploration of regional flavours, techniques and styles of cooking. There is no single regional cuisine that will rule the roost as chefs tend to find comfort in picking up things from where they belong. For example, being a Punjabi, it is a comfort zone for me to pick up something that is very regional or from Punjabi homes. Similarly, that is the case with a chef from, say, Bihar or from Himachal or whose origin is Bengal.

Can you offer us examples of some innovative F&B ideas that you have implemented in the past year and/or have plans to implement this year?

In my latest venture, I have put together a highly niche menu for my restaurant Patiala in Dubai. The menu does not have chicken tikka or tandoori chicken but some forgotten classics like the Dorra kebab, Achari Gosht, etc. At the same time, the restaurant has a very innovative Indian menu where a lot of food is paired with equally exciting chutnies. For example, grilled seabass with strawberry chutney, poached scallops with bitter peach chutney and aam papad, fresh chenna on crisp toast with orange marmalade chutney and pink peppercorn.

Going forward, I am putting together an Indian Bistro concept, which will highlight India's obsession with chai and snacks but in a very exciting avatar.

How do you think this year will pan out for the foodservice business? What can one expect from the food scene in the country going ahead?

Food is a growing market and the foodservice division will see a very positive boost. There will be many players and quality but pricing alone will not decide who will take the major share of the pie. One of the biggest challenges in the foodservice in India has been hygiene and consistency. We need to push harder for the next level on food cleanliness as it will involve all major players to kickstart it. At the same time, training of people on service delivery will play an important part to deliver high quality service all the time.

This year will also see the rise of the non-chef chefs, or in other words, home cooks with a strong drive will come up and emerge on the food front. Many home cooks have small businesses operating out of homes, which will gain recognition and momentum. Many angel investors and venture capitalists will invest in such food ideas as there is an immense scope of growth in this sector. Food and foodservice is the fourth-largest employer in India and it is bound to grow significantly.

What are your observations about the evolution and developments in fine dining, smart/casual dining and QSRs in India?

Playing safe has gone out the window. If you have an idea that is out of the box and exciting, you will have people ready to back you and work for you. I feel the smart, casual, and the QSR style of dining will take over majorly from fine-dining business as they appeal more to the majority of people, are more affordable and also give a unique experience.

Social media and mobile applications together is the single biggest way that will decide for people what to eat, when to eat and how much to eat. It is surprising to see the way people are getting dependent on social media to decide where to eat and on a mobile app to ask what is the best suited meal for them. This trend is set to grow and there will be no looking back

COVER STORY



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In the long run, the concepts – as unique as they are going to be – would gather more buzz coupled with an overall excitement in dining. The key is to get good food that has a clear concept and lives by that concept. Something quirky and something that an individual can add to his/her social media and create eyeballs for his post. Strange as it is, it is the way forward.

Any opinion as to why, despite Indian food being popular in many countries, no Indian QSR has been able to grow beyond twenty or so restaurants whereas foreign origin QSRs spawn thousands of outlets all over the world?

As a nation, we love our food and growing large for a long time meant having a few outlets that one could handle. The overall revolution wherein big investors now have faith in Indian food entrepreneurs to generate good returns is just begun and marks the start of the globalisation of Indian-owned restaurants. We now have the expertise to standardise the benchmarks and achieve sustainable market growth. Hence it is just a matter of time when one of the local restaurants change itself. Each year is marked by a certain trend and by the time you catch on to it, another one comes up. Food, as a skill, requires time and patience and sometimes one runs out of both as trends change too quickly.

But travelling and sharing experiences with young budding chefs helps in understanding trends in depth and allows you to stay ahead of the curve. It is taxing but exciting at the same time.





treads the path to big chain growth that goes beyond national frontiers.

Which new developments and trends would you like to highlight regarding your professional line of business?

Health is one of the growing concerns and everyone wants affordable healthy food. One of the biggest trends worldwide, which I foresee, is that the healthy segment among food products will grow faster than we can imagine. Transparency on the labeling front will take centrestage and providing accurate information to the consumers and removal of misleading one liners from the food packs will become ever more critical.

Big brands will introduce a separate line of health foods with a growing consumer base asking for it. There is a huge rise in demand for vegetarian alternatives and a significant demand to have vegetarian-based proteins will pop up.

What are the challenges of working as a top chef and how do you keep ahead of the curve?

The biggest challenge is to keep yourself updated with what is new and happening. And not just update but the challenge lies in adapting to the

How can chefs ensure upgradation of skills, training and technology?

Early on in professional life, I learnt that being humble, asking people to teach you and being ready to listen and absorb is the key to gain knowledge. Knowledge can come from anyone or anywhere, and it is upon you as to how receptive and ready to learn you are. At the same time, Internet gives you a lot of information that you can use practically.

What do you consider the proudest accomplishment in your career so far?

As a chef having six best restaurant awards in the first 10 years of my career makes me feel happy. It is because of the relentless effort of my team that I have worked with over this period of time.

What have been your major learnings in this profession, which you would like to pass down to aspiring chefs of the future?

This profession requires time to grow on you. Give at least five years in learning to this profession. Look out for that one chef or an institution who will guide and mentor you. Once you find it, keep your head down, be alert and just learn. Trust me, you can never fail in this profession if you start it right. ••



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A Yummy Comeback!

Keventers, an iconic dairy brand of yesteryears, was best known for its yummy milkshakes. Sipping on its past glory, it made a comeback in early 2015 as a 'dairy-based beverage' brand with its first outlet opened at Select Citywalk, New Delhi. Besides recreating its classic flavours, the brand has also introduced a whole new range of milkshakes, thick shakes, coffees and smoothies to tempt today's beverage lovers

Namita Bhagat

eventers was once an immensely famous dairy brand in India, which had a successful run for many decades before it got lost in the mists of time! Its foundations were laid in 1925 when Edward Keventer, a Swedish dairy technologist set up his eponymous dairy factory in India. Eventually, he went on to establish several units in different parts of the country, including Calcutta, Darjeeling, Delhi, et al. As the years passed by, Keventers gradually began emerging as a prominent dairy brand. It was in the 1940s when the business changed hands. Ram Krishna Dalmia acquired the dairy project and formed a company called 'Edward Keventers Successors'. And with this, began the next phase of the brand's journey.

By the 1960s, Keventers had become synonymous with dairy products in Delhi. However, it was their milkshakes sold as flavoured milk that tickled everyone's taste buds. Delivered fresh and cool every morning, they were available in a variety of flavours like strawberry, butterscotch and chocolate. As fate would have it, the area of Chanakyapuri in Delhi where Keventers' factory was located became a prime diplomatic area, and therefore the company had to wind-up. That was in the 1970s. However, some of its distributors continued to serve milk in an unregulated, unrefined and illegal way.

A brand new beginning

Many years later, Agastya Mihir R. Dalmia, third generation scion of the Dalmia family, decided to revive this iconic brand. He partnered with Sohrab Sitaram and Aman Arora to re-launch 'Keventers - the Orginal Milkshake'. The roles of the three partners are clear delineated. Whilst Agastya is the brand promoter and has a majority stake, he is not much involved in the everyday affairs. Sohrab oversees overall operations and Aman takes care of the entire marketing. The opening of its first outlet in March 2015 at Select Citywalk, New Delhi, marked Keventers' new beginning as a 'dairy-based beverage' brand. Agastya states, "We have brought alive the signature flavours that made Keventers' a favourite for its rich milkshakes, among the young and old alike. Apart from vintage shakes, we have also introduced thick shakes, hot and cold coffee, flavoured coffee and fresh fruit smoothies."

Current spread

The brand has grown to six outlets since inception, and are spread across Delhi-NCR region: Select City Walk, Saket; DLF Promenade, Vasant Kunj; Cyber Hub, Gurgaon; Mall of India, Noida; Pacific Mall, Tagore Garden; and Bunglow Road, Kamla Nagar. "Out of these six, four are company-owned and two are franchised outlets", Agastya informs. Upcoming locations (all franchised) include Epicuria, Nehru Place; Chandni Chowk; V3S Mall, Laxmi Nagar; Logix Mall, Noida, Lajpat Nagar; Satya Niketan; Unity One, Rohini; and Gargi College. Keventers has also started expanding beyond Delhi-NCR with a rollout slated at World Trade Centre, Jaipur.

BEVERAGE

Business nitty gritty

The brand brings its classic milkshakes in glass bottles sized 500 ml and 300 ml. The recipes are based on the original recipes which existed 100 years ago. However, the use of technology has simplified the entire process both at the back-end as well as front-end. The Keventers syrups are developed in three phases – the first step is to impart flavour, the second step is to develop the concentrate, followed by further development of the syrup. All three processes are handled by different vendors under the supervision of Keventers Quality Control team.

Dairy-based beverage is a niche category in India with well-established players such as national brand Amul and various regional brands. Now even MNCs like Coca-Cola have entered the fray. Not worried about competing with them, Sohrab points out, "We are focusing on fresh milkshakes



Directors: (LtoR) Aman Arora, Agastya Mihir R. Dalmia, Sohrab Sitaram

in our retail outlets; whereas Amul, Verka, etc. are into the business of preserved flavoured milk." Since milkshakes are available in glass bottles, the customer can consume them in the store or can take away these bottles home! Other products like hot beverages are sold in disposable paper cups. Apropos the pricing strategy, he shares, "At high-street locations, tier -II cites, etc. the pricing is ~ Rs. 90 + taxes for Classic milkshakes (300 ml), ~ Rs. 120 + taxes for Thick shakes (300 ml) and Rs. 150 + taxes (500 ml) for Classic milkshakes and Rs. 200 + taxes for Thick shakes (500 ml). At premium malls, our pricing will be Rs. 150 + taxes (500 ml) for Classic milkshakes and Rs. 200 + taxes for Thick shakes. Fruitty shakes will be priced at Rs. 175."

The brand has chalked out a well-thought out marketing and promotion strategy to ensure high engagement with customers and the general public. Aman explicates, "With our position statement of 'Best milkshakes in the country at affordable prices', we plan to organise events and outdoor campaigns (ODC) round the year, pan-India. Furthermore, we are active on social media such as Facebook, Twitter and Instagram. We will leverage print media as well advertise in national dailys, local newspapers and magazines. To top it, offers will also be made available on food apps."

Franchising for expansion

For quick expansion across India, Keventers' parent company Super Milk Products Pvt. Ltd. has adopted the franchise model. Sanjiv Raj, franchise and business development consultant for Keventers, informs that the brand's franchise offering is a business format franchising. It will expand via the master franchise (MF) route. Territory rights will be granted to the MF who will have to create multiple units within a specified period of time. It will be the responsibility of the master franchisee to train the people as well as collect the royalty, fix the expense and renew the franchise. Keventers will have both a unit franchise (UF) and multi-unit franchise (MUF) model for tier -I and tier -II cities, as it would help in implementing the rollout plan and ensure similar quality in each outlet. Importantly, the franchised stores will be in Kiosk format (with or without a warehouse). "The product is affordable and the space required will also not exceed more than 100-120 sq. ft.," he notes.

The brand offers complete support to franchisees – pre-opening as well as postopening on ongoing basis – that includes assistance for site selection to set up, launch, training, marketing and more. It reckons high streets and premium malls as ideal location for opening outlets. High footfalls are desirable for high conversion. Staff management and vendor management will be handled by the franchisor so that the franchisee can focus on entrepreneurial level rather than on managerial level. Franchised outlets offer the entire menu range as offered by the company-owned outlets. However, the menu will be different for outlets at high street locations and premium mall locations.

Sohrab adds, "All products except milk have a long shelf life hence we will have our own supply chain for the franchise network. In certain cities where it may not be viable, we will be using third party contract manufacturing." As the entire production of milkshakes happens at outlet, no refrigeration is required for logistics and there's hardly any wastage at the outlet level. He further informs that Keventers is also developing ultra-high temperature (UHT) milk similar to Nestlé A+ or Amul Gold, which will further increase the shelf life of the milk to 60 days. "This will ensure that we hardly have any perishable product," adds Sohrab.

Looking ahead

The brand plans to have a pan-India presence with 50 plus points by end of this year. The category of business Keventers is in, quality, consistency in product, hygiene and connect with the consumer is the key to repeat sales. It is very important to understand the product mix and be able to explain the same to the customer. Therefore, the brand is looking to partner with potential franchisees who are entrepreneurial, creative, credible, committed and financially sound. Prior experience in the food industry, though not necessary, is desirable.

| Key Franchise Facts | |
|---------------------------------------|------------------|
| Head | Amount (in lakh) |
| Equipment List | 7.00 |
| Signage & Collateral | 0.35 |
| Pre-operative Expense | 1.25 |
| Marketing & Misc. | 0.40 |
| Licensing | 0.25 |
| Contractor Cost (Upto 100 sq. ft.) | 6.00 |
| Security Deposit (refundable) | 1.00 |
| Sub Total | 16.25 |
| Franchise Fees | 5.00 |
| Total Project Cost (approx.) | 21.25 |
| Projected ROI | 1 year (approx.) |



AAHAR SPECIAL

"Hygiene, safety and environment are on the mind while sourcing equipment"

Arvind Mathur, Director – Materials, Radisson Blu Plaza, New Delhi, speaks to FoodService India about what procurement professionals from the hospitality industry would be watching out for at Aahar this year and how the event is important to them







Arvind Mathur

How do procurement professionals view the significance and importance of Aahar?

Aahar is regarded as a 'must attend' show in the Indian hospitality context and is the largest Food & hospitality exhibition in South Asia. The number of exhibitors has steadily been increasing over the years with more representation from foreign companies and business delegations than the previous years. It is the only event in the country where the best of innovative technology in the hospitality sector is available / on display, which proves highly beneficial to the local industry, especially for those who may not be able to attend international events across the globe.

How do trade shows like Aahar help and benefit procurement professionals and materials managers?

Aahar offers exposure to a wide product range and exposure to innovative technology and new products. It helps us to connect with vendors, manufacturers and foreign principals – existing & new (domestic & international); offers networking opportunity with colleagues from the fraternity / and sharing of best practices and invigorating sessions with industry experts / leaders.

What are your motivations and considerations for participating in such trade shows?

Aahar opens doors to new opportunities and offers an excellent source of new perspectives and ideas and to stay abreast of the latest industry developments.

Which are the product areas and categories that procurement and materials managers would be looking for at Aahar?

- The broad categories would be as follows:
- Foodstuff raw and packaged (Imported & locally produced)
- Beverage, including tea & coffee
- Food service and production equipment / accessories
- Tableware crockery / cutlery / glassware / accessories
- Linen bed / bath / table + furnishings + uniforms
- Furniture indoor & outdoor
- Technology
- Miscellaneous supplies

On average, what is the size of the deal order that you expect to sew up at Aahar?

For a running hotel, the focus is to look at new products / trends and we are open to the event with no specific deal order or size in mind. However, there may be a pre-opening hotel / new hotel that would be looking for specific products and may have a predetermined requirement in mind. Certain manufacturers / vendors offer special discounts for deals finalised at the show.

What is the typical budget allocation of a top rung hotel for its procurement division (In terms of percentage of the total spends or any ratio)?

Again, as stated earlier, running hotels may not have any specific budget for the event and newer hotels may keep aside an amount based on the specific needs that they may have. Certain catering companies / standalone restaurants, whose numbers are increasing rapidly, may be keeping aside a budget to finalise deals at Aahar. Typically, top hotels work out their budgets in February / March each year for capital / operational items for the coming financial year and Aahar provides a tool to identify such items with their cost.

Which kinds of technology and design innovations of equipment you have in mind that you wish to explore at Aahar? Any particular brands / companies / technology that you would especially watch out for? The hospitality industry would be looking forward to energy-efficient technology and designs that look good, yet are practical to use. Hygiene, safety and environment are the three main things on the mind while sourcing equipment / consumables these days. Hopefully some international / local companies may showcase such products in the event. accommodate new ways of procuring goods, works and services as a result of research, experiment and professional experience. The procurement function should explore new approaches and directions of optimising resources and ensuring 'value for money' as the ultimate aim of procurement management.

Currently, the emerging trends are electronic procurement, dynamic purchase systems, green procurement and eco-labels, life cycle costing and assessment, etc. In the local context, the 'Make in India' programme being spearheaded by the Prime Minister seems to be the next big trend with industry leaders and the government having discussions in many events related the hospitality industry with regards to the challenges and solutions. This will enable the buyers to procure many items locally.





Aahar creates an environment for hotel business networking and is a great source of relevant connections and opportunity to locate resources / products and potential business partners. It opens doors to new opportunities and are an excellent source of new perspectives and ideas and to stay abreast of the latest industry developments

How would you go about weighing the cost / benefit considerations for equipment and in arriving at the final purchasing decision? Which are the major influencing factors that will nudge you into striking a deal?

Generally, it is the operational department that decides on the make / model of the product to be procured. However, it is the responsibility of the procurement / materials function at the Hotel to look at alternative equivalent products available in the market, both locally as well as foreign products. These should then be presented to the management to take an informed decision. The parameters to be kept in mind are right price, right quality, delivery period, payment terms, after-sales service / availability of spares and environment concerns.

Which are the new and emerging trends in hospitality procurement and purchase? Procurement / Materials management is a

living and dynamic function, which will always

What explains the hospitality industry's fascination for foreign equipment manufacturers? Which are the areas you feel that Indian providers are lacking in and what can be done to encourage more Indian manufacturers to get into high-end manufacturing for the hospitality industry?

The major factors that determine why hotels go in for foreign equipment manufacturers is quality, innovative technology in response to the international consumers' changing needs, and durability of the product keeping in mind the desired result. Probably the cost of production and economies of scale are not viable for a local manufacturer to achieve the same quality.

We hope that the Make in India programme is a success and Indian manufacturers also get the required boost to be able to compete with international players by providing the same quality of product and also export to the global market. ••

AAHAR SPECIAL

We have a futuristic outlook on kitchen equipment

Executive chef Rajesh Shetty of GVK Lounge by TFS Performa speaks to FoodService India about the role and importance of kitchen equipment in aiding and facilitating foodservice innovations and how the Aahar exhibition offers a unique opportunity to F&B professionals to test out the latest trends and concepts that will shape future developments in the HoReCa sector

Can you offer us examples of some innovative ideas that you have implemented in the kitchen and in your F&B offerings recently?

We have invested in a couple of Rational ovens this year in our kitchen at the GVK Lounge, which is operated by TFS, the travel food retail arm of our parent company K Hospitality Corp. Apart from being premium products, Rational ovens are user friendly and help chefs to save on both time and energy. Also, we can use different cooking applications at the same time. TFS is very proactive about connecting with the local suppliers to get the best raw materials so that we are able to offer local cuisine to our premium customers. We are planning currently on a 100 mile menu, which will only include items for which raw material are produced or can be procured within a 100 mile radius.



How do you think the year ahead will pan out for the food service business?

Food service is exploding in India. It is moving in the right direction as more entrepreneurs are entering the industry with larger national and global aspirations. People are investing in different types of food service business. As a result, new vendors are emerging to help source different products and equipment to support and eventually benefit end users. This is an interesting time for the F&B industry as customers are open to different tastes and cuisines and appreciate good quality food.

Why is it that no Indian restaurateur has been able to manage a sizeable chain of restaurants like the foreign QSR chains?

India has the most unique demographic among all countries. Customers and clientele vary from region to region while food habits change drastically across the distances. As a result what is loved in the north may not be liked in the south and vice versa.

As a chef, what is the kind of change that you find in kitchen equipment at hotels today and how is the scenario different from what it was earlier?

The biggest change is that the equipment are getting more sophisticated with a lot more features available on them. The machines are able to multi-task and can be used for different cooking applications. Also, there are more options and vendors available for such equipment, which was not the case earlier. Better materials are being used to produce kitchen equipment today. Machines are getting more dynamic and importing them has also become a lot easier.

Do chefs have a role to play in the selection of kitchen equipment that gets purchased by a hotel eventually?

Chefs have a major role to play in purchase of equipment as they are going to be the end users. We see more and more chefs being hired by equipment manufacturers to get their feedback on how they can make their equipment smarter and of value for the end user.

What considerations do chefs keep in mind in the selection of kitchen equipment?

The important factors are whether the equipment can is a superior product and whether it will help to reduce production costs. The ease of using the equipment and will other colleague chefs be able to use it is also an important consideration. Then, there are the questions about the safety features of the machine and the technology itself. The servicing of the machines, spare parts availability and the time to repair the equipment are also very important factors.

How would you go about weighing the cost/ benefit considerations for kitchen equipment to arrive at the final purchasing decision?

The most important thing is the efficiency and reliability of the equipment and quality of the final

product. We ensure that the quality of the end product is superior and it helps us to reduce time, labour and food cost.

Why is it that manufacturing of almost all high-end kitchen equipment are by foreign companies?

Foreign companies invest significantly on research and development. They hire trained engineers, technicians and chefs to build or contribute towards developing their equipment. Labour costs are very high in foreign countries and as a result manufacturers focus on designing and developing equipment that can reduce costs for the food service establishments. Indian companies are still working on a very small scale, and they are not able to merge technologies from other sectors. They do not invest in research and development as much as their international counterparts do.

What do you feel is the significance and importance of an event like Aahar for the chef profession and community?

Aahar is the biggest platform for leaders and professionals from the HoReCa industry to network. Representatives from all the industry segments come and participate at Aahar, which makes it a unique show. The event showcases the best products available across the country and offers a chance to meet the suppliers. Chefs get to observe the latest food trends, they get to talk to a lot of experts from the food industry, and are able to look at new products and equipment to support the latest industry trends.

Which are the ways you feel that chefs get to benefit from events like Aahar?

It is a wonderful opportunity for chefs for the reason that it also opens up new ideas, methods and technologies that they can use and employ in their work space to be more efficient.

With your experience in the food service business, what do you feel are the constant challenges?

The main challenges in our business are ensuring consistency of quality and the availability of products. Unfortunately, there are no systems or programmes, which can help bring this about. We still rely on natural weather conditions for availability of produce. As a result, supply of crops and products gets affected. People are travelling abroad more than before and as a result their expectations are higher. They want the similar types and variety of items in F&B. But there are times when meeting such expectations is not possible. Products and ingredients integral to many cuisines are available in the international market but are not always available in the home market. Skilled labour is again a matter of concern as more and more people are opting out of the food service industry. Additionally, there are no national food distributors, and standardisation of food products is a big challenge. ••



Kitchen equipment are getting more sophisticated with a lot more features available on them. The machines are able to multi-task and can be used for different cooking applications. Also, there are more options and vendors available for such equipment. which was not the case earlier. Better materials are being used to produce kitchen equipment today. Machines are getting more dynamic and importing them has also become a lot easier

"We have new flavours to expand our range of natural premium teas



Sumit Shah

Sumit Shah, Executive Director, Madhu Jayanti International Ltd., a 70-year-old company involved in blending and packaging tea, speaks to FoodService India about the new flavours that his company will showcase at Aahar this year and the latest trends in the tea industry

What are your expectations from Aahar this year?

Being the largest show of its kind in South Asia, Aahar is a great platform to showcase our expertise and highlight our products amongst both retail and HoReCa customers.

This year, we are excited at the prospect of showing our range of all natural premium teas, available in five ranges (Signature Black, Aromatic Spices, Natural Green, Fruit & Flower Infusions, Wellness Infusions) across 17 variants and targeted towards the upwardly mobile and health-conscious consumers of India.

Having successfully launched in West, South and East India, we are now focusing on the North zone and are looking to interact with channel partners interested in partnering with us and ride the 65% y-o-y growth that the category has delivered for the past 4 years.

Do you have new products/technology/design to showcase?

We are adding to our existing collection of 17 flavours and are introducing three new exotic flavours to our Fruit & Flower Infusion range – Strawberry Cream, Peppermint, and Orange Ginger. Tested and tweaked extensively to work well with the taste profile of Indian consumers, these flavours will be launched at Aahar 2016 before they are introduced in the market in subsequent months.

For HoReCa customers, we will launch our 'Tea Flavour Station', a unique concept that allows hotels, restaurants and even wedding caterers to add sophistication and convenience to their tea service offering. The Flavour Station is a mobile battery operated unit, which has in-

built tea brewing and dispensing equipment, allowing customers to quickly serve a refreshing cup while engaging their consumers in the tea experience.

What is it that you would most like to communicate to the buyers?

As brand owners of TE-A-ME, we'd like to highlight the fact that we see tea much differently than what most other companies see it as. TE-A-ME sees tea as a functional beverage, with each variety invoking a new feeling, mood or emotion. It's this view that differentiates us from the competition and has led to our success in West and South India. Our primary objective in participating at Aahar 2016 is to educate buyers about our brand proposition and introduce them to the whole new upcoming wave of functional teas.

Which are the key trends and developments influencing the tea industry?

There are two key trends that we are observing in the tea- and tea-bag category. First is the continued growth of green tea. This category has been growing at 60-65% y-o-y for the past three years and we've not seen any form of a slowdown in this segment. This tells us that more and more consumers are becoming health-conscious and adopting green tea as a lifestyle beverage as opposed to a mere one-off drink. At TE-A-ME, we have a range of six green teas, perfectly suited to the health needs of our consumers.

The second trend relates to the consumption of tea as an OOH beverage. In the last few years, India has witnessed a drastic growth in the number of "Chai Bars" or tea-centered cafes. Currently, these are largely present in the metros. These chains are attracting consumers who like to indulge in highend gourmet teas. This trend indicates a possible market opportunity for gourmet teas in retail and HoReCa category.

Which are the fastest-growing categories in the tea bag segment?

The tea bag industry is growing rapidly in India and is estimated to be around Rs.550-600 crore. Changing consumer preferences, increase in the choice of flavours, upgraded packaging and a more satisfactory tea drinking experience are the drivers of growth, leading towards an average 27-30% growth y-o-y, which shall continue for the next 4-5 years.

Green tea is estimated to be in 65-70% growth range, followed by Infusions at 30% and Flavored Spices teas at 10-15%. Signature black teas markets are stagnant, because of its wide reach and less market demand. ••





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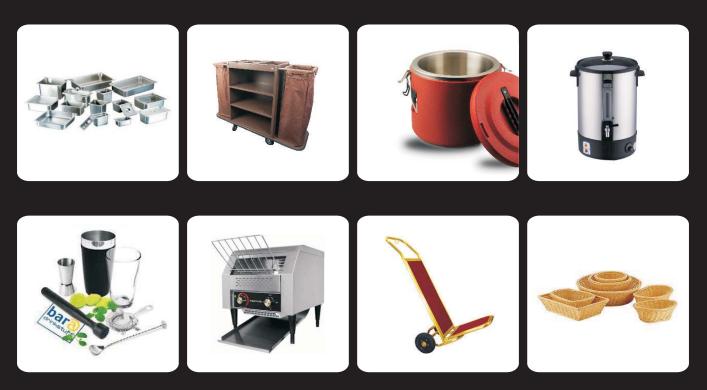












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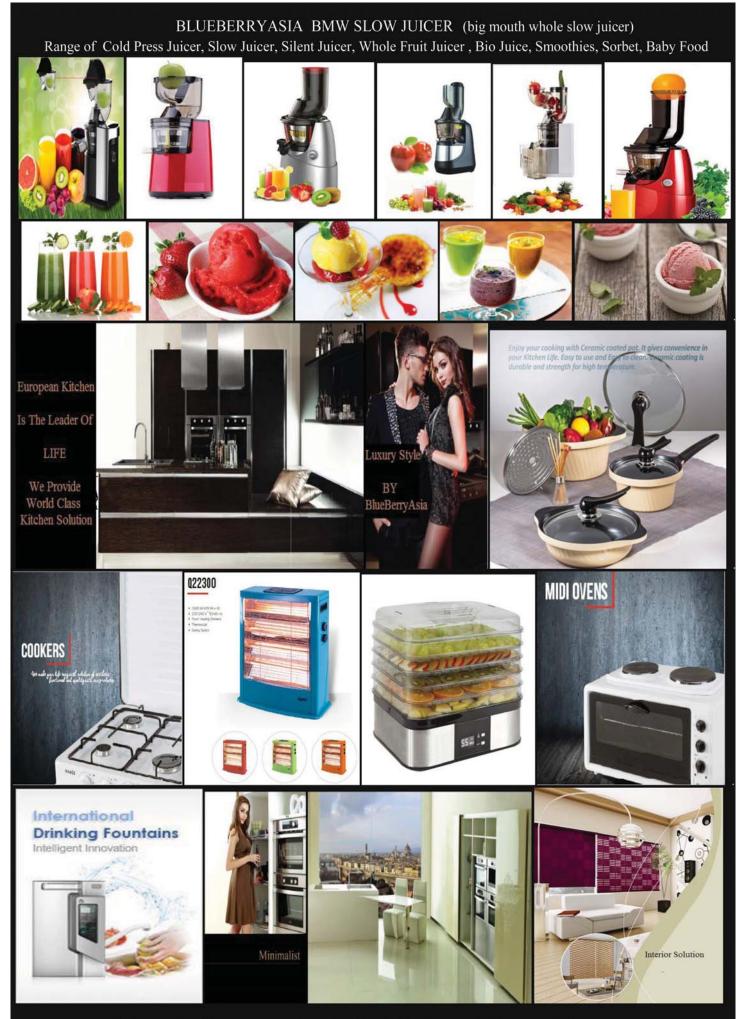


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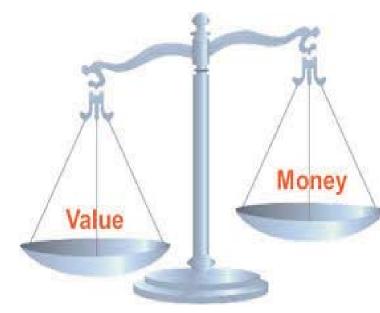
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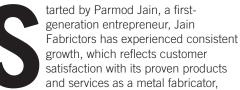


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gates and grill manufacturer and interior service provider. The company also started fabrication and designing of steel since 2003. With its emphasis on skill development and new designs in interiors, the company helps to provide clients with efficient product and services.

Jain Fabricator specialises in manufacturing the following products:

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The products of Jain Fabricators exhibit the following features:

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- Fine finishing
- High tensile strength

Jain Fabricators is currently managed by Pramod Jain's sons, Anshul and Tarun. The company has major expansion plans in India. The present scenario where there is an the ever growing demand in the industry has given rise to the need for designer interiors. Keeping these factors in mind, Jain Fabricators have crafted custom design for their customers with the various types of interiors they demand.

"Our passion for innovation and our zeal to maintain quality standard sets us apart from our competitors. We at 'Jain Fabricator' recognise that there is a growing awareness and need for designer interior and hence we introduce a wide range of product that provides super smooth experience with value of money" says Anshul Jain, Director of Jain Fabricators.

"We manufacture and supply our range of products that are at par with international standards. We have a team of quality examiners who thoroughly checks the complete range at every level of manufacture to ensure that the products meet international standards and satisfy the clients requirement" says Tarun Jain, Director of Jain Fabricators.

Jain Fabricator is proud to be associated with Crown Plaza, Hotel Good Time, Hotel Royale, Pearl Galaxy banquet, Angel Mall, Skytechmall, SMC group,VRC construction and many more reputed group of hotels and residential projects.

"While we are regularly research and develop new types of designs, one of the current trends being noted is that some restaurants are looking for designer Chat Counters as part of their design scheme. We are manufacturing Chat Counters, which are high on demand in the market and they have been priced at reasonable rates. The counters have a sturdy make and are designed using high quality raw materials" says Anshul Jain.

Both Anshul and Tarun are involved in the artisan side of manufacturing of their company. They understand the absolute precision that the industry requires from their designs with a belief that timely and trendy stainless-steel is a basis for all forms of art ••





Jain Fabricators have crafted custom design for their customers with the various types of interiors they demand

INDIA FOOD FORUM 2016



Food more fickle than fashion!

Changing food preferences of Indian consumers is revolutionising the industry today. Outlining a blueprint for growth of the evolving food retail industry in India was a key agenda at India Food Forum 2016, held recently. Among other things, discussions on the theme took into account important considerations such as building innovative technology concepts for profitable, successful, and sustainable growth of modern food retail, with the aim of delighting the new-age consumers

_____ Nirmal Anshu Ranjan

he food industry in India is often referred to as the 'sunrise industry', as it wields a huge potential today. With India going global, Indian consumers have embraced new and emerging concepts in food with fervour. This is reflected not only in the shopping carts of customers, which are loaded with various international foods but also at malls and even your local kirana stores, where shelves display an eclectic range of such products.

All this transformation in consumption patterns and the way it is driving the growth of international foods was the focus of one of the panel discussions, "India – The Promising Growth Story for International Foods" at the India Food Forum 2016, which took place from January 19-21 at Mumbai.

The panelists were: **Sumit Saran**, Head, International Food Business, Future Group, who led the presentation; the Moderator - **Mohit Khattar**, MD, Godrej Nature's Basket; **Adam Branson**, Senior Agricultural Attache, USDA (United States Department of Agriculture); **Chander Dudeja**, CEO, Gulf Processing Industries; **Elsa Fairbanks**, Founding Director, Food & Drink Exporters Association (FDEA), UK; **Harshita Gandhi**, Director, Tree of Life; **Hidehiro Ishiura**, Director General, Japan External Trade Organisation; **Jehangir Lawyer**, MD, Fortune Gourmet; **Paolo Bray**, Founder and Director, Friends of the Sea /Friends of the Earth.

Phenomenal growth story

The domestic food retail market is expected to witness a phenomenal growth and is set to cross Rs. 61 lakh crore by 2020 from the current Rs. 25 lakh crore. The Indian food retail market has the potential to not only double but triple in the next 4-5 years, aided by the government's initiative to bring in systemic change despite resistance, revealed **Minister for Statistics and Programme Implementation (Independent Charge) V. K. Singh**, who inaugurated the Forum.

What are the ways and means to increase consumption and growth? This was the first line of thought introduced by moderator Mohit Khattar to his panelists. For India, the market size of food products is currently US\$ 500 million and the food consumption growth rate is 5 per cent. But what is more striking is that the growth rate for international and unconventional food products is much higher at 13 per cent – more than twice the growth rate of conventional food products.

The panelists spoke not only about consumer preferences changing fast but also of changes to the palate, composition of the buying baskets today and also the channels that consumers buy from. With the online boom in the country growing roughly at 45–50 per cent annually, how big is the food buying from this channel and what are there opportunities here?

Understanding trends

All trends point to an upward curve. We are talking about the retail trend for foreign food products. Sumit Saran of Future Group said that his company is the only Indian retailer to cater to all consumer segments. As one of India's largest retailers, Future Group is strongly present in three areas: retail, brands (like Big Bazaar) and infrastructure. "We represent the future consumers, apart from being a back-end to frontend retail company," he said.

Touching on the importance of food retail to the GDP growth rate, he said food growth tends to be

5-7 per cent higher than the GDP. "If you take 7.5 per cent GDP, you are looking at a grocery growth rate of 12-13 per cent. So, even on a bad day India continues to be a good market," Saran said.

Referring to the current trends in F&G retail, he observed that for Indians imported foods are moving from niche to mainstream. "Small families and disposable incomes, along with the vast population is a deadly combination we have! India has the second-largest population, but is only the 12th largest food economy in the world. Even with what we are consuming today, India's food economy has the potential to grow manifold." He threw light on the fact that the consumption pattern is changing. The modern day Indian is looking at the nutritional side. 'Fresh' is the new growth trend. Until 2005, food was mostly eaten at home and outside food was an indulgence at best. But that is no longer the case.

For millennial consumers, 'Mama's magic' from the kitchen is fading! There is a whole population of mothers for whom cooking is an alien concept today. That's where the processed food market has a huge opportunity. In fact, processed food imports is a sector that is growing fast.

"Be premium to the masses" was his advice, "and the simple formula I believe is 'Make in India'. "The big boys in the game – Coke, Pepsi and Nestle – realised it long ago. Now it is for the small and medium food companies to take this forward", he said. The Future Group has moved in and invested \$150 million in Bangalore in The India Food Park, where one can forge partnerships to make a product and produce in India.

Will the growth continue?

International food has a wide spectrum. But are we seeing growth in specific areas, cities or channels?

After the Maggi debacle, business saw a slump, said Harshita Gandhi of Tree of Life. Everyone had to go back and re-engineer their products. Her company did just that and has seen tremendous growth ever



An important enabler for the growth of international foods is HoReCa. Hotels and restaurants are exposing their customers to the international food on their menu, which is a huge enabler



INDIA FOOD FORUM 2016



Adam Branson

since. The company has gone from 16 to 45 cities and even though it has decreased the number of brands, it has been able to increase volumes by 200 per cent in some cases. "We have seen huge growth in products of impulse purchase - chocolates, chips, etc. - which has exceeded all expectations. Aspirational value products are where I've seen the biggest growth in the impulse category. Asian is de-growing but Mexican, Italian, Moroccan are all growing well," she observed.

Jehangir Lawyer of Fortune Gourmet pointed out that ingredient-based foods are a fast growing category. This trend explains why cooking shows like Master Chef India have a large viewership. "One of the judges from MasterChef is a brand ambassador for one of my brands – and he was swamped in Chandigarh not by housewives, but men! That says something about the understanding of food," he shared.

"Food pervades our lives today. We have 845 food shows today across languages and across channels in India. The average Indian is watching 8 minutes of food-based programmes every day," he noted.

When asked by Khattar on whether he has seen growth in cheese or pasta sauce. Lawyer said: "The Food Police - FSSAI - has stunted our growth. They are using laws which are outdated,

for cheese specifically. They recommend English cheese because of our colonial past. We have seen a culling of our portfolio dramatically, but we have seen growth of 45-50 per cent in certain segments."

That the future is bright for the food industry was driven home by one of the panelists. Even in times of a global economic slowdown, there was a resurgence in consumer FMCG goods last year in the United States, said Adam Branson of United States Department of Agriculture. In fact, the industry has seen the value double over the last five years, which is indeed a remarkable achievement, he elaborated.

'We see India as a very big market", said Chander Dudeja of Gulf Processing Industries. "In the near future, we plan to set up an industry in the Gulf or elsewhere to make products for the Indian market and to bring innovative products customised to Indian tastes. There is a huge market for this," he observed

"In Britain, we have had a heritage run," shared Elsa Fairbanks of Food & Drink Exporters Association, UK. "Because of ethnic groups, we produce fantastic food and products, which come with the understanding of cultural differences. We bring the best of British food to many countries. Just see how successful British cheese is in India!"

Asking the audience to take a guess on the number of Japanese restaurants in the world, Hidehiro Ishiura of Japan External Trade Organisation explained that it was a little over 55,000 in 2013, but now two years later in 2015, it is 89,000 - a 60 per cent increase. "And, if you thought why, it is because Japanese food has a 'healthy' image". This global trend is being reflected in India; in Chennai, for instance, there are many Japanese restaurants in 5-star hotels where Pan-Asian food is served, and Vietnamese, Chinese, Thai are getting popular, too. This cuisine-based approach to food will only grow", he predicted.

It has been a period of continuous growth over the past three years for Paolo Bray of Friends of the Sea /Friends of the Earth. There is a 25 per cent increase in the number of companies producing certified products every year. To understand this trend globally, it's important to understand 'organic certification' and 'sustainable certification'. "As an organisation, we have seen an increase toward certification in Europe (which is a mature area for organic market), from 0 to 3 per cent since 2000. With regard to certified products on shelves, it has stabilised around 3 per cent (some countries like Germany have a higher percentage, but the average in Europe is 3 per cent). In India, the market for organic products is growing faster - about 25 per cent compared to the current 14 per cent in the European market. We expect sustainability and organic to be a plus - but premium price might be a problem!," was his take.

Enablers of growth

What are the enablers of this growth in international foods? Is it because the customer is changing? Can





Hidehiro Ishiura

this growth be faster? Which are the big enablers? Harshita Gandhi chose to address these queries.

"There are a couple of enablers, which have been significant to growth, especially from places that we never thought we would go for distribution", she noted. "One is online - it's amazing," she said. Her company started getting orders for Bachelor soup from places like Bhatkal and they had to look it up on the map to check this place – it's in Karnataka! "The product is available in 45 cities, but we mapped online up to 62 cities for the same product range!," she maintained. The other is the general trade channel - the independent store retailers. "We have grown tremendously in general trade channel. Three years ago, 80 per cent of the business came from modern trade, but today 50 per cent comes from general trade," she asserted.

Saran added, "I confess that sometimes large retailers like us don't understand the market, and we falter in understanding what the small cities are throwing up. We are putting in a lot of effort on market analytics," he said, speaking of the Future Group. "The Big Bazaar Next has happened not because of chance; it's happened because that's the way forward for us."

An important enabler for the growth of international foods is HoReCa. Hotels and restaurants are exposing their customers to the international food on their menu, which is a huge enabler, said Lawyer. Talking of sustainability, he asserted that it comes at a price. "Some of our food superstars are working chefs who have graduated to media channels and are educating people about food."

Understanding the trends in food is complicated, he maintained. Indian taste is diverse, and India is a huge country with a wide range of tastes. Japanese food came into the spotlight three years ago and there was a 'sushi' revolution. "Food is more fickle than fashion!" argued Lawyer, with full force.

Adapting to Indian taste

India is diverse but has enough work been done to customise products to Indian conditions? What about adapting to Indian tastes? Or is it that the Indian population is evolving and is now accepting international food products? These are some of the posers the industry is still struggling to understand and address.

"As a government body, we are not directly saying which taste works," said Branson. Globally. US brands know that what sells in north-west America is different from what sells in the south-west. As things become more professional, traders and Indian suppliers are getting to understand whether it's the size or taste of a product that matters. The size of a Washington apple in Chennai is different to that in north India. "The big enabler here is 'professionalisation'. The question to understand and address is: How the markets are different. and what needs to be done to really manage a brand rather than just go for opportunistic trading? The answers to these questions is to commit oneself to professionalisation, which is a great enabler and is something that we can develop further," he opined.

In this context, Judeja pointed out that a lot of customisation is required. "We produce mayonnaise and people ask us if we produce veggi mayonnaise? By taking up customisation, we can reach out to consumers," he said. He cited the example of McDonald's, which produces Tikki Burger for India only, a product which is now popular from north to south India. "The idea is to develop a product that is basically targeted to a majority of customers - urban and semi-urban. That's a big takeaway. Therefore, customisation is a big enabler," he stated.

The challenges

The Indian food industry is poised for huge growth, and will increase its contribution to world food trade every year. In India, the food sector has emerged as a high-growth and high-profit sector on account of its immense potential for value addition, particularly within the food processing industry.

"Our worries are in a specific area. To speak about the challenges, we have to go back to the enablers and, of course, the different stakeholders. There are consumers motivated by different reasons," said Bray. In India, the main concern is to avoid the source products, which are here controlled and 'safe for health'. The main drive is for organic and the government can provide the incentives for organic production. The consumer is not so environmentally aware. Retailers and restaurant chains can also play an important part in driving organic foods. "Our message to them is – keep on expanding your range, both private labels and source products, and work toward being officially certified - organic or sustainable. For those who have not gone so far, don't wait for the consumer demand to pick up. It should be your own company policy to source. Act responsibly. The timing is important," he contended.



Indian taste is diverse, and India is a huge country with a wide range of tastes. Japanese food came into the spotlight three years ago and there was a 'sushi' revolution

INDIA FOOD FORUM 2016



For millennial consumers, 'Mama's magic' from the kitchen is fading! There is a whole population of mothers for whom cooking is an alien concept today. That's where the processed food market has a huge opportunity. In fact, processed food imports is a sector that is growing fast



Talking about the consumer demand for organic products, Gandhi admitted that the awareness is low. "Right now, consumers are groping among organic, natural, preserved, etc. The other big challenge we faced is trying to get our principals to understand the Indian consumer; to understand patience and get funds to promote out products. They tend to compare the scenario here with the US, Europe or Australia – it doesn't work quite like that! It takes time and you need to pick the right star product and work on it," she opined.

Testing procedures could be a roadblock, as Lawyer pointed out. He referred to the time when they used to import Japanese seafood and the testing procedure would take 15 days, when the product life was just 10 days! "When I was getting a product form Osaka, which was far away from the radiation tragedy, the Indian Government insisted on radio-active testing. Really, the bureaucracy we face here is staggering!" he bemoaned.

Picking up the thread of Lawyer's observation, Saran said that there's a bit of a misunderstanding between 'Made in India' and 'Make in India'. "We say bring it from anywhere, sell anywhere, but process it here and package it here. We've seen benefits passed on to companies. Look at the juice category. I'm told, 70 per cent of juice is water, then why do we pay 30 per cent duty and freight for water?"

The panelists also spoke about how the goods transport system and cold chain facility presents another set of challenge. Lawyer agreed that it is a huge challenge. "It is easier to fly something from Milan to Mumbai than from Mumbai to Kolkata. But despite the challenges, an Italian company has set up a unit outside Jaipur and they are now successfully producing in India and are thinking of exporting to Japan and the Far-East. Their principals have collaborated in cheese making and are doing very well. Make in India is something that needs to be addressed," he felt strongly.

Taking the discussion to the barrier of tariffs and duties, Judeja observed that high tariffs is a big barrier. "In oats, the duty is 40 per cent, but when



you buy raw materials and process in India, you can save \$250 per tonne," he pointed out. Gandhi noted that the duty is 69 per cent on confectionery, 200 per cent on coffee and 110 per cent on tea. "It's ridiculous, and we are not even talking of wines, beer, etc., which attract higher duties still."

Branson opined that the duty rates affect the accessibility of products not only in the US, but also in Africa, Australia and East Asia. With lower tariffs, one can reach a wider audience. "We do think that the average WTO duty is about 8 per cent, whereas in India it is 40 per cent. We would like to see it come down, especially when there's no domestic competition. But we need Indian stakeholders, consumers and manufacturers to be the ones talking to the government – to help make this change effective," he stressed.

The final word

It's an exciting time to be in India, felt Branson, as people are seeing greater choices in clothing, cars, apartments, etc. "We want to see the choices in food as well," he said.

Despite the problems, India is the best place to be in, insisted Gandhi. The food business and anyone investing in it is going to make it good. There's a tremendous excitement as seen in the surge of new stores and restaurants. "The average consumer awareness – the way it has increased – makes you want to keep going! It is a good time," she affirmed.

In conclusion, Bray affirmed that sustainability is the way to ensure the success of your business in the future. ••

WHEEL in TEA TIME



The TE-A-ME Flavour Station is an elegant way to offer your guests a refreshing tea break. Our flavourful brews range from Apple Cinammon to Kashmiri Kahwa, including aromatic spice teas and fruit & flower infusions. All crafted from the finest tea leaves, natural ingredients and real spices, by leading experts who blend *over 10 million cups* worldwide, every day.

Wheel in the TE-A-ME Flavour Station and usher in tea time whenever, wherever you wish. Join the TE-A-ME story. Contact us today.





COCA-COLA GOLDEN Spoon Awards 2016

The 9th Annual Coca-Cola Golden Spoon Awards felicitated outstanding achievements of food service operators and food & grocery retailers for the calendar year 2015. The Awards were presented across three broad categories – Performance Awards, Jury Awards, and Excellence Awards. The selection process for the Awards involved inviting entries from the nation's leading food service and food & grocery retailers across multiple categories. The Jury analysed key performance metrics such as growth in top line sales and retail presence, sales per square foot, same store sale growth. The Jury also studied the impact of IT application, innovation, marketing, supplier relations and employee practices.

The Awards' Jury comprised eminent personalities from the fields of business, media, and research and consulting. This year, the distinguished names on the Jury were Seema Chandra (Food Editor, NDTV Lifestyle and Convergence), Bijou Kurien (Board Member, L Capital Asia), Harish Bijoor (CEO, Harish Bijoor Consults Inc.), Rama Bijapurkar (Author & Marketing Expert), Sunil Alagh (Founder & Chairman, SKA Advisors) Amit Lohani (Convenor, Forum of Indian Food Importers), Debashish Mukherjee (Partner & Co Head, Consumer & Retail Industries, India & SEA, A. T. Kearney), Jyoti Bhasin (Regional Director, NFS International), Deepak Pillai (Director, Retail & Merchandising, Nielsen), Abheek Singhi (Senior Partner & Director, Boston Consulting Group), Anuj Puri (Chairman & Country Head, JLL India) and Amitabh Taneja (Chief Convenor, India Food Forum).

WARDEES

FOOD SERVICE AWARDS.

- → IMAGES Most Admired Food Service Chain of the Year: QSR Indian Origin: Haldiram's
- → IMAGES Most Admired Food Service Chain of the Year: QSR Foreign Origin: Domino's
- → IMAGES Most Admired Food Service Chain of the Year: Cafes & Bars: Chaayos
- → IMAGES Most Admired Food Service Chain of the Year: Ice-cream & Dessert Parlours: Natural Ice Cream
- → IMAGES Most Admired Foodservice Retailer of the Year: Dine-in: Berco's
- → IMAGES Most Admired Food Service Retailer of the Year: Effective Technology Adoption: Dunkin' Donuts
- → IMAGES Most Admired Food Service Retailer of the Year: Supply Chain Management: Kebab Xpress

- → IMAGES Most Admired Food Service Retailer of the Year: Human Resource Policies & Initiatives: Chaayos
- → IMAGES Most Admired Food Service Retailer of the Year: F & B Quality, Safety & Menu Planning: KFC
- → IMAGES Most Admired Food Service Retailer of the Year: Marketing, Promotions & Customer Service: Baskin Robbins
- → IMAGES Most Admired Food Service Retailer of the Year: Retail Expansion -Increase in store count and retail space: Domino's
- → IMAGES Most Admired Food Service Retailer of the Year: Store Performance - Sales Per Sq. Ft. & Same Store Sales Growth: Goli Vada Pav



Images Awards for excellence in food retailing



FOOD & GROCERY AWARDS

- → IMAGES Most Admired Food & Grocery Retailer of the Year: Regional Supermarket: Heritage Fresh
- → IMAGES Most Admired Food & Grocery Retailer of the Year: National Supermarket: Easyday
- → IMAGES Most Admired Food & Grocery Retailer of the Year: Speciality: Godrej Nature's Basket
- → IMAGES Most Admired Food & Grocery Retailer of the Year: Private Label Development: Aditya Birla Retail
- → IMAGES Most Admired Food & Grocery Retailer of the Year: Large Format: More Megastore
- → IMAGES Most Admired Food & Grocery Retailer of the Year: Effective Technology Application: Future Group
- → IMAGES Most Admired Food & Grocery Retailer of the Year: Supply Chain Management: Trent Hypermarket

- → IMAGES Most Admired Food & Grocery Retailer of the Year: Human Resource Policies & Initiatives: HyperCity
- → IMAGES Most Admired Food & Grocery Retailer of the Year: Merchandising, Marketing, Consumer Promotions & Customer Service: Spencer's Retail
- → IMAGES Most Admired Food & Grocery Retailer of the Year: Retail Expansion -Increase in store count and retail space: Future Group
- → IMAGES Most Admired Food & Grocery Retailer of the Year: Store Performance - Sales Per Sq. Ft. & Same Store Sales Growth: Twenty Four Seven
- → IMAGES Most Admired Online Grocery Hyperlocal Start-up of the Year: AskMeGrocery.com
- → IMAGES Most Admired Online Grocery Retailer of the Year: Bigbasket.com

AAHAR SPECIAL

Customising happiness in the kitchen!

Customized Kitchen India not only brings out elegantly designed and quality products, it is also the first Indian commercial kitchen equipment company to offer a 18 months warranty on its products



Winner of the "Most Customer **Friendly** Company of the year 2016" by **Skilled India** Entrepreneurs. Customized **Kitchen India** Pvt. Ltd is the first Indian commercial kitchen equipment company to offer a 18 months warranty

hoosing the right cooking essentials is vital because the equipment has to be matched for the planning of the food in your restaurant. For example, if a restaurant is famous for "tandoori" delicacies, perhaps the best possible tandoor sourcing is one of the key things required. Hence, besides a good cook, it is equally important to choose cooking equipment based upon your restaurant offerings.

Customized Kitchen India Pvt Ltd. believes in the philosophy of providing the finest quality and service by understanding the demand of their customers. This is what gives an edge to the organisation, which keeps innovating new and specific designs in order to provide style and elegance to their products.

Winner of the "Most Customer Friendly Company of the year 2016" by Skilled India Entrepreneurs, CKI is the first Indian commercial kitchen equipment company to offer a 18 months warranty. "This award has put more responsibility on us to work harder and maintain all the standards we have set for ourselves," said Tarun Raj, CEO of Customized Kitchen India.

Cooking equipment comes in a varied range, therefore it is significant to list down the needs before setting out to procure. If working on a budget, there comes the need to prioritise the requirements. CKI's forte is that the company works as a consultant for customers in deciding the best equipment to settle for, vis-à-vis quality, price, workability and longevity.

CKI's product range on offer

- Hot equipment
- Cold Equipment
- Bakery Equipment
- Preparation Equipment
- Trolleys
- Dish Washing Equipment
- Catering Counters

The company maintains a one-on-one contact with its customers. It keeps the customers informed of the progress that is taking place, in turn this attitude helps to minimise stress for the customers, suppliers and the organisation itself.

Key features of CKI

- 24/7 Customer Support
- Free Designing



- Free Implementation
- Free Shipping
- 18 Months Warranty on Products
- AMC (After Warranty)

"After-sales service contributes to the top- and -bottom line of any manufacturing company. In the kitchen equipment industry, the emphasis on aftersales service and enhanced customer experience helps to retain customers, who, in turn, contribute to profitability", says Tarun Raj.

The solutions CKI offers:

- Consultancy
- Kitchen & Bar Layout Planning
- Gas Pipeline Designing & Installation
- Exhaust Hood, ducting & Fresh Air Solutions

CKI is associated with India's top names like Sarovar Portico, Barbeque Nation, The Uppal's, Fortis Hospitals, Gourmet Aura Luxury Catering, Onesta Pizzas, Sighri, Giani's Icecream, The Barbeque Company, Food 4 u, LunchTales.com, and many more. Speaking about his association with CKI, Virendra Sharma, Purchase Head, Fortis Hospitals, says, "We appreciate CKI for providing a superb customised service. Whenever we require material at a short notice, it has provided support well on time. We couldn't have come this far without your support." According to Laxmikant H Bodhare, Head of Projects and Maintenance, Barbeque Nation, "We look forward to have a lifetime relationship with them as a superior kitchen cannot run without the support of superior equipment." According to Kavita Sood, Director, Appetizing Food 4 U, "CKI is way ahead in its league due to their dedication in satisfying their clients. Very few companies work with this mindset. They are undoubtedly the friendliest company we have ever worked for."

Refering to his company's association with CKI, Gunit Ahluwalia, Co-founder and COO, lunchtales.com, says: "I had full confidence that you'd win the most customer friendly company of the year award for your exceptional customer service. It's a sheer pleasure to be associated with CKI."

Customized Kitchen India will be showcasing their new and innovative designs at Aahar 2016 in New Delhi on 15-19 March 2016. ••

Visit us @ 27A-04-A, Hangar 27 Aahar Fair, Pragati Maidan

where innovation meets technology

CKI - The specialists in Commercial Kitchen Equipments



KITCHEN EQUIPMENT



Ankur Damani

"We are a **90-year-old** French cookware brand with a global following"

Ankur Damani, Head India and SAARC, Le Creuset, shares his company's plans for growth and expansion with FoodService India and how it is focusing on both Horeca and retail segments to drive higher sales for its cookware products

Tell us about your company and about its association with kitchenware.

Le Creuset is a legendary French brand that started in 1925. It is the top cookware brand globally and has completed 90 years in the business in 2015.

India's growing economy along with consumerism and indulgence in food, health and changing lifestyles made it very pertinent for the brand to launch in India. We came to India in 2007 and primarily operate in the Horeca and wholesale segments. We opened our first company-owned retail store in February 2014, after being amongst the first four global brands to secure the single brand FDI licence for retailing in India.

The response has been phenomenal in the Horeca segment, with most premium hotel chains using Le Creuset products. The response to the retail stores has been great, and it is very positive to see many consumers aware of the brand and using our products for years, having bought them from other countries in the past.

What is the market positioning your brand?

Le Creuset is a very premium brand globally, and the positioning in India is similar. Due to the limited availability of premium brands in this segment in India, Le Creuset is positioned at the top end of the pyramid.

Extravagance and luxury in India is growing exponentially and moving from fashion to the living room and now to the kitchen. Also, Indians are turning out to be more cognisant and willing to spend on the right item, which guarantees premium value for cash. This makes Le Creuset extremely pertinent in the Indian setting – the brand offers a lifetime guarantee, which makes it a one-time investment. Le Creuset's solid cast iron cookware, stoneware, steel ply, and toughened non-stick product range are finding numerous takers in India.

How do you find the competition in India?

Le Creuset is a unique and premium cookware brand, and there are very limited premium brands operating in India. Therefore, we see very limited competition in the retail segment. However, there are some brands other than Le Creuset that operate in the Horeca segment, which supply to hotels.

Who are your clients and do you have tie ups with hotels and restaurants?

Le Creuset is a very strong consumer centric global brand, which has great visibility internationally and has a very strong customer base. A Le Creuset buyer is someone who looks for a good quality cookware, is passionate about cooking and conscious about health. Our clients include all the international and national premium hotel chains, and some specialty restaurants and caterers.

How do you reach out to your target customers?

A lot of customers use Le Creuset products for building up the entire kitchen. It has been seen that as the trend in the cookware scene is changing, we



even have customers who buy Le Creuset because of the brand. Then people also buy Le Creuset according to their kitchen needs.

We have several marketing and communication platforms to reach our consumers – print ads in target magazines, PR, social media, SMS, Emails and regular events with celebrity chefs at our stores.

Do you have tie-ups with restaurant chains and hotels?

We do not have any tie ups with restaurants. However, all leading hotel chains use and endorse our products. We work with most of the leading chefs through our product demonstration events.

Tell us about your marketing initiatives? What kind of promotional activities do you go for?

We have been pursuing active PR, social media and continuously communicating through emails and SMS. We have also done print ads in target magazines. We do a lot of communication through in-mall marketing and promotions, tie ups, on-ground activities and sweepstakes. We have regular consumer engagement programmes wherein we conduct cooking demonstrations at our stores, select hotels/restaurants and exhibitions through celebrity chefs. We have also associated with some cooking shows on television.

What is your pricing strategy and how does your cookware range compare with the products offerings of other premium cookware players?

Le Creuset follows the trends in global markets. Our product offerings are recognised for quality and craftsmanship. Although premium priced, Le Creuset products are of great value in terms of durability and longevity, and also in terms of the health benefits and overall cooking experience. The products can be used from kitchen to the table. Le Creuset is one of a kind cookware and cannot be compared to other kitchen brands.

Tell us about some innovations that you introduced in your kitchenware range.

Le Creuset is one of the most innovative brands in the industry globally. The brand has not only been relevant and successful for 90 years, but is also a market leader.

The brand has the best quality products and offers a lifetime guarantee on its cast iron, three ply stainless steel and toughened non-stick ranges. It manufactures the lightest cast iron products in the world, a technology that still baffles the world – add to that a range of more than 100 colours that has set the brand apart from the competition that struggles to have a range of a handful colours. Apart from this, Le Creuset keeps adding innovative products like the new Salt & Pepper Mills, TNS Bakeware and products specific for each market like the Indian Balti Dish, Indian Condiment Pot, Moroccon Tagine, etc.

Do you have plans to introduce new product categories for the Indian market?

We continuously launch new products, new categories and new colours globally and the same is



simultaneously launched in India as well round the year. Our new collection launched recently includes various products such as salt and pepper mills, toughened non-stick products like a grill and wok, stoneware in new colours like pink and yellow. In addition to this, we also have the 90th anniversary limited edition casserole (1925 pieces launched globally) that was launched in India to celebrate 90 years of the brand.

What are your plans for scaling up the business in India?

Le Creuset is very serious about its business and expansion in India. This much is evident from the very fact that it was among the first four brands to secure the single brand FDI licence in retailing. The brand is looking at major investments in the retail stores. We plan to open stores in key premium markets in India. These stores will require substantial investment in setup, furniture and fixtures as they will follow the global design and quality standards. In addition to this, every store will also require substantial investment in terms of stocking and displaying products. Currently, Le Creuset has three stores operational and two under fit outs. Apart from retail, the brand is focusing on the hospitality and wholesale segments, and also launching its own website.

Do you have plans to raise capital for growth and expansion?

Le Creuset is a privately owned company. The Indian subsidiary (Le Creuset India) is currently funded by our parent company as we are making huge investments in new retail stores, marketing and infrastructure.

How fruitful was the year gone by for the industry as well as for your company?

The year overall has been good except for the fact that e-commerce has thrown some challenges to brick and mortar retail. Le Creuset is expanding rapidly in India and the focus is on retail stores. We plan to open more stores in key malls and high streets across metropolitan cities like Mumbai, Bangalore, Chennai, Hyderabad, Kolkata and Pune in the next 2-3 years. ••

came India in in the erate oreca and holesale ments opened our first company owned retail store in ebruary 014 amongst the obal brand



"We can easily become the world's biggest brand in houseware"

Umang Srivastav, Joint Managing Director, Bonita India, speaks to FoodService India about the meteoric rise and expansion of his home utility products' manufacturing company in India and Internationally and how focusing on consumer insights and research has helped the company churn out great products in the home category



Tell us about how your company came to be associated with the kitchenware industry.



We found that the houseware industry consisted primarily of unorganised players who were pushing products that mostly proved ineffectual in meeting the entire gamut of requirements of the average consumer. The products were of poor quality and the designs lacked any application of innovation to meet the requirements of the consumer. It was also found that no serious study had been undertaken previously by any organisation to understand and meet the requirements of the consumer. Brand Bonita was initiated as we realised that there was a big gap in the market in the Home Utility category. There were not enough innovative products to make the consumer life easier in performing several mundane and everyday tasks. Also, most of products in this category had not focused on design, aesthetics or quality. We had a lot of ideas because, in essence, we were like those customers and it was like making our own life easier.

Secondly, after working in the export business for 10+ years, I realised that we were making all the innovations, product development and product research but had to stamp a foreign brand name on the product because Indians (or Asians) were considered as manufacturers and not as brands or innovators. We thought that it was unfair and wanted to create a global brand of Indian origin on the similar lines of Samsung, Hyundai, etc., which were Asian brands but had given Western brands a run for their money. So we started to work on building a global brand of Indian origin and have been fairly successful till now.

We were very optimistic about this idea as there was no organised player in this category and there was huge gap in the market for these kinds of products. We were also complemented by a strong core team which did the brainstorming and came up excellent customer-centric solutions.

What is your product range and offerings and how they are different from products by other players?

Bonita's range of products has been well appreciated by the international market. Our main products include microwave safe stainless steel bowls, ironing boards, ironing mat, clothes drying stands, ironing & drying accessories like silicone pad, cloth pegs, laundry baskets, etc.

We have studied the user behaviour and created products which make it easier to perform the daily functions instead of trying to change the consumer behavior. For example, we researched the cooking habits of consumers and found that there has been an increased use of microwaves not only in India but across the world. And the main use has been for warming the food because food is generally cooked and consumed over a period of one or two days (longer periods in case of USA) by storing it in refrigerators and reheating it and then consuming it.

Among the different types of bowls, plastic was the most preferred (due to ease of use) while the least preferred were glass bowls owing to their fragility. Many people did not want to use plastic because everyone knows it is harmful for health but there was no choice. Stainless steel bowls were considered unsafe for microwaving. So people used stainless steel for storing food, but switched to plastic for microwaving and then again transferred the food to ceramic or stainless steel for serving.

We thought we can make a single bowl, which is primarily stainless steel but can perform all the three functions. This research led us to create our Paradise Bowls. We have filed worldwide patents for it and it is a product that has caught the world's fancy. Paradise microwave stainless steel bowls can be used for reheating in a microwave without the risk of leaching of harmful toxins, which is the case with plastic containers. Our microwave stainless steel bowls keeps your food and your family healthy and safe. You can simply refrigerate, reheat and serve the food in these food-safe bowls without worrying about changing containers. This set consists of stackable bowls with lids. These bowls comes in attractive colours that adds style and class to the way you serve food.

Talking about the kitchenware industry in India, there are many established players like Prestige, Hawkins etc. So how do you plan to position your brand?

Bonita products have a distinct style element in them and we ensure that all products are beautiful, smart, innovative and of very high quality. The most important feature that we have created in our product lines is innovation, design, aesthetics and ease of use and storage. These qualities differentiate us from the other players. With our product innovation and positioning, we have been able to achieve a brand status in a very short span of time.

What is the overall market size of the kitchenware industry and what is your share in that?

The overall market size of the kitchenware industry in India is about Rs. 2,000 crore. The market is highly unorganised with organised players accounting for only 35-40% of the market size. The industry is pegged to grow at around 21%. We have just launched our products in the kitchen category in the market and so at the moment our share is negligible.

How do you plan to extend your product reach to consumers?

Our TG is urban, modern, independent, educated women in the age group of 23-45 years.We are doing extensive digital marketing to reach out to our TG. We have also made product videos to educate them and are already playing them in



modern retail stores. We are also planning to use media for promotion.

Bonita has network distributors and 1,000 independent house ware stores across 45 Indian cities. We have also tied up with a series of online portals including Snapdeal, Amazon, Pepperfry, PayTM, Flipkart, e-Bay, Home Stop 18 and Shoppers Stop among others. In USA, Bonita has an online presence through various websites like Wayfair, Amazon, Zulily, Bed Bath & Beyond; in Europe our products are available on Westwing and Limango; in Dubai and UAE our products sell through websites like Wysada and Souq and our products are also available in Australia/NZ.

What has been the consumer response to your products so far?

We have got very good response to our products not only from the Channel partners but also from consumers. Most of products have got 5 star



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KITCHEN EQUIPMENT







ratings from end consumers, which has helped us to create a goodwill for our brand across several countries. As we introduce more innovative products under Bonita through the huge network of sales channels that we have built, we can easily become the world's biggest brand in housewares in the next few years. Since there does not exist even a single global brand in this industry, the potential is immense and to an extent unimaginable. We have broken even in FY 2014-15 and are growing by 300% every year. We are aiming for 200 plus product range and 30 plus patent products by end of next year.

Tell us about your marketing initiatives. What kind of promotional activities do you go for?

To meet Bonita's global aspirations, we participated in the prestigious International Home & Housewares show 2015 at Chicago. This served as an excellent opportunity to showcase our products to a niche global clientele and helped us bag the coveted Finalist Award for Innovation at IHA, Chicago. As a result, it led to an unprecedented interest in our products and helped us acquire new clients in Mexico, Canada and USA.

To help reach out and engage with our global audience, we have also established our presence on social media platforms like Facebook, Pinterest, Twitter where we regularly engage with our customers thereby generating a loyal fan following and renewed interest in our brand. Our active functioning Facebook pages, i.e. Bonita India, Bonita Global, Bonita USA & Bonita Cesko (Czech Republic) are very popular. We regularly engage with our customers and interact with them through this medium.

We have shot customer-centric product videos to help customers understand the features of our products better. For this purpose we have established our 'Bonita Global' YouTube channel where all our product videos are uploaded. We also engage with our customers by sending HTML mailers that help communicate our latest product offerings and educate the consumer about major upcoming developments. We have been able to establish our brand Bonita, under its own brand name across all major markets globally. This is perhaps for the first time that an Indian brand in the Home Utility segment has been able to establish itself globally and establish excellent brand recall. As a result of our sustained efforts globally, we have now established presence in USA, Canada, Mexico, UK, France, Germany, Czech Republic, Russia, Italy, Spain, Poland, Croatia, Australia, New Zealand and many more countries.

What are your plans for expansion and scaling up this year?

We are catering to a global market with estimated market size ranging between USD 500 million and one billion. The market is growing at an annual growth rate of 10 per cent. The key markets we are focussing on are India, Australia, New Zealand, USA, Europe, South America, and UAE. For USA alone, the market size is USD 500 million in just the home segment category.

We are the only Indian brand in the Home Category (and probably one of the few brands across all Indian consumer brands), which has been able to establish a great foundation by finalising tie-ups across 20+ countries with most major retailers/websites in those countries and by setting up five warehouses across the world. More such tie-ups are underway and we aim to reach 35 countries by end of this FY and 50+ countries by next FY. This is a major USP from a business point of view because it is almost impossible for another brand to get to this level so fast.

Today we are present in geographies such as France (Westwing), Germany (Groupon), Czech Republic (Bonami), Australia, New Zealand, India, Russia, USA, Mexico (Sears), Canada, UAE (Wysada, Souk), etc., and are looking to establish our presence in 35+ countries shortly. We have also started establishing our presence in independent stores across continental America. To cater to the demands of our global customers, we have established our warehouses in USA, Europe, India and UAE. We plan to add many more soon.

To accelerate our growth globally, we have a global team of sales representatives who have more than 20 years of industry experience who help channel sales through various established sales platform globally. Their local presence helps them gauge the emerging trends in their target markets and devise campaigns to help register our brand with end customers and thereby maximise sales. They also serve as critical intermediaries between the corporate headquarters and the international clients in the target market to help drive sales.

Do you have plans to raise capital for growth and expansion?

Yes. Bonita is planning to raise Rs.30 crore to be used for ATL, BTL activities, new product development and launching new products, creating IT infrastructure and expanding the team. The team intends to increase its geographical base to 50 countries. ••

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INDIAN CUISINE

"TANDOR has taken Indian cuisine to the world"



Tandoori food lovers can be found everywhere today. But not many of them know about how the cuisine evolved and the pioneers whose efforts have made tandoori cuisine an international favourite. FoodService India spoke to two such exemplars – one known for popularising and evolving tandoori cuisine and the other for creating the perfect appurtenance that has enabled the cuisine to thrive and become globally popular.

Meet Anil Khurana, Corporate Indian Chef, Asian Hotels (North) Limited , which owns Hyatt Regency Delhi, and Munnilal who is arguably the first person to bring commercial tandoor set-ups in the Indian hospitality sphere and to the world.

While chef Khurana relates his journey in propagating the cuisine, Munnilal talks about his labour of love in improving and refining the way tandoors are crafted.



Tell us about the importance of tandoori cuisine in the context of Indian food? Anil Khurana: If you think about Indian food, there is no two-way about the fact that tandoori cuisine rules on the table. It has become a real winning facet for Indian kitchens. Tandoori cuisine has always been high on priority for food enthusiasts. From tikkas to seekh kebabs to breads, the char-grilled flavour of sumptuous food cooked in a tandoor is truly divine.

The concept of tandoor was evolved by Munnilal Tandoors. What role did Munnilal played in the Indian hospitality industry to popularise tandoori food? **A.K:** If anyone is to be recommended for tandoors, it has to be from the house of 'Munnilal Tandoors'. Three decades ago, when different tandoors were available in the market, only Munnilal knew what was required to ensure good tandoori cooking. If not for him, we would not have gotten good tandoors to dish out good tandoori recipes. I remember him orchestrating every unit to perfection so that chefs would not have to worry at all. He used to deliver tandoor set-up post applying all the masala that is required to make it absolutely ready to be used in a kitchen. Other competitors would not have given us that kind of knowledge-driven service. We, chefs, would otherwise take time and effort to apply masala inside to ensure that the tandoor is ready for cooking. With nearly 51 years of experience in designing and manufacturing tandoors, he consistently understood and delivered perfect service addressing the competitive nature of the restaurant business.





You have worked closely with Munnilal Tandoors throughout your career span. Tell us about the way Munnilal would approach work and his association with you?

A.K: In India, the concept of tandoors was first started in 1965 when Munnilal introduced it commercially. But the story of tandoor is guite interesting and goes back to the year 1948, when the teenager Munnilal used to tag along with his grandfather and watch him make various types of clay pots. 'Gulabi' was a type of pot that reminded one of his customers that it was similar to tandoors that he had seen in Afghanistan. Thus started the process of using Gulabi, with a little modification, as the first tandoor in India. But the concept was commercially introduced by Munnilal. After starting and owning many ventures, he finally established Munnilal Tandoors Pvt. Ltd. in 2009. Ever since, the company has emerged as the undoubted leader in tandoor manufacturing the world over.

When did you get the opportunity to meet him?

A.K: It is strange but true that my career ran parallel to the progress of Munnilal Tandoors. I started my career in 1981 as an apprentice in Bukhara restaurant at the ITC Maurya Sheraton hotel back then, now the ITC Maurya The Luxury Collection, New Delhi. I saw Munnilal setting up tandoors way back during my initial days at the Bukhara restaurant. Due to the heavy load factor of the restaurant, every six months tandoors would be changed and he would be called to do the needful act of setting up fresh tandoors. He always displayed his work dedication. Despite his age, one could easily notice the twinkle in his eyes when someone talked about tandoors. Even today, he takes a special interest to go to his manufacturing unit in Delhi to make tandoors himself, apart from overseeing the production of tandoors, which is really inspiring. It feels good to recall that we have worked together for many international ventures in the past.



Tell us about your international assignments on your career path. How do you recall your experiences to set up Indian restaurants in different countries? A.K: In 1986, I went to New York to set up a Bukhara restaurant. Known for kebabs and delightful tandoori food, the management of the restaurant had to call Munnilal to set up the tandoors. It used to be a long process back then – applying for his visa, taking him to the base location and getting the tandoors exported to a foreign land. But his experienced hands would set up the tandoors in the kitchen the way that nobody else could.

I remember that during that tenure in the US, I had to go with a team to Chicago for a similar reason, and Munnilal accompanied us. Before that, there was another incident when we decided to use a cement tandoor from a different manufacturer in the US in order to save the hassles of getting a tandoor built in India and getting it imported. But within two months, we realised that it was not giving the desired results to promote tandoori food. We experienced that the quality of the product was not at par with that of what we got using Munnilal Tandoors. So, very early in my career, just like tandoori food, tandoors kept me pretty busy. I figured out the importance of tandoor and its role in the Indian cuisine. The lessons learned played a critical role in shaping my journey in the culinary world.

Post gaining experience in New York, I came back to India in 1990. But the following year, Sheraton hotel in Bangkok was waiting for me as my next career step. I stayed in Bangkok for six years, and even there my team had to call Munnilal to set up the tandoors. I got the opportunity to set up restaurants in many cities. But in most cases, I did not struggle to arrange the tandoor section, as I always relied on Munnilal to take care of that part. He worked with his heart, which allowed chefs like me to achieve greater creative results, thanks to those great tandoors by Munnilal. L to R Munni Lal and Anil Khurana



INDIAN CUISINE



If you think about Indian food, there is no two-way about the fact that tandoori cuisine rules on the table. It has become a real winning facet for Indian kitchens. Tandoori cuisine has always been high on priority for food enthusiasts. From tikkas to seekh kebabs to breads, the char-grilled flavour of sumptuous food cooked in a tandoor is truly divine

During my career, I had to face many challenges in other countries to set up tandoor, without which an Indian restaurant was incomplete. It was difficult to make other workers from different nationalities to understand how a tandoor is to be set up. Hence, Munnilal was so important for us. Even now, he continues to be a perfectionist and he has always addressed the needs of changing times.

Is the concept of tandoor changing? How important tandoor has become over the years?

A.K: With the changing times, I have been experimenting with food. Similarly, Munnilal was also evolving his tandoors. Now, there are gas tandoors, which actually allow the hospitality industry worldwide to adopt tandoor easily in the kitchens. Munnilal ensured that his products are 100 per cent perfect for any geography with minimum hassles to install them.

Things are way too good today as far as tandoors are concerned. The entire process of setting up a tandoor in a kitchen is now easy, with the best of modern-day technology in place. Further, and importantly, Munnilal has always ensured taking care of the hygiene factors into considerations, which are of paramount importance while setting up a tandoori section. For example, the steel tandoors by his company are of international standards. One can compare them to the stringent food equipment specifications that are followed around the world. And, everyone likes the products at first instance. Every professional relied on the quality and finesse that Munnilal Tandoors brought to kitchens.

Today, the company specializes in manufacturing banquet kitchen tandoors, restaurant kitchen



Munnilal: I have always cherished working with chef Khurana and admired his knowledge about food. It is my pleasure to have been associated with him for so many years. My mission has always been to provide customers with tandoors of uncompromising quality and technology, which are not only cost-effective but durable as well. The company is confident of meeting the growing demands of the market and aims to continue to remain the first choice of small, medium and large restaurants and hotels. We are also committed to enhance the lives of our employees, to provide them an excellent platform to work and grow in their respective fields and lives.

It is said that the Indian cuisine has gone global. How do you view this statement?

AK: I would add another line to the statement. Indian cuisine has gone global and a lot of credit goes to tandoori food, which has been able to establish its own niche on the culinary map of the world. The fact remains that making and offering fresh bread right from a tandoor in front of guests is still viewed as a unique experience, which only Indian cuisine can offer. Oven breads or pita breads are still lagging far behind. This is a big achievement for bringing Indian food to the stature of global cuisine. Every part of the world now considers having an Indian counter with the essential elements for presenting tandoori cuisine. Even today, I tend to get requests from my industry peers to help them with people who could set up an Indian kitchen and who could prepare good tandoori food. Tandoori food has emerged as an indispensable part of the world cuisine today.



Tell us about your fond memories that you relate with tandoors?

AK: While I was working in New York and Chicago, I had the opportunity to go to a small town of Fairmont known for its packing industry. I went with the GM of the hotel. There, at a dining occasion, I was asked to prepare kebabs without having any charcoal-fired oven. I managed the tandoori kebabs by giving some essence to the usual oven I had, but people really missed that authentic tandoori flavour even back then.

Also, in 2001, I went to Greece to carry out a four-week Indian food promotion at the Grand Hyatt. The British GM tried to convince me to go ahead with the promotion without a tandoor. When I started serving people from different geographies, many non-Indians started asking for tandoori naan, roti and kebabs. Finally, the GM had to ask me to arrange for a charcoal-fired tandoor on an urgent basis. This goes on to show that whether you have a tandoor or not, people relate Indian cuisine with a tandoor set-up. Even 30-40 years later, the tandoor concept is still the same. In fact, Munnilal has played a pivotal role in promoting it. With time, if tandoor has improved, I have also been able to bring innovations to the table by preparing many interesting dishes like tandoori broccoli, tandoori sov chaap, etc.

Today, I even fondly remember the moments when I first went to Bangkok. It was me who was entrusted with the responsibility to do the first tandoor set-up of the city in a restaurant. Now, you can find so many tandoors in every nook and corner of the city. Today, while opening a restaurant, the first thing that is identified is the location of a tandoor, and based on that everything is planned around. In fact, while setting his venture Khurana's in Dwarka in New Delhi, my son's first concern was setting up the tandoor and he had to rely on my suggestions.

Is tandoori food healthy? What are the other attributes of tandoori cuisine that make it so popular?

AK: The economics of a cuisine like tandoori, work out aptly for a hospitality business set up. It focuses on dry preparations, and requires less oil, and is definitely healthy over many other cuisines. It allows quick preparations, and is extremely hygienic as food is prepared on fire directly. Once you have fueled it with charcoal during the lunch hours, it can run until night, though it varies as per the load factor. The fuel cost is low and the quality of food is extremely good. Innovation and authenticity are extremely crucial in tandoori food. Innovation can be tried once or twice. But after a point of time, people return to the conventional style. For example, in the UK, chicken tikka will still be a regular feature on a dining set up. Even in parties and big functions, certain tandoori preparations are never fiddled with. For example, tandoori chicken is my favorite and it continues to win hearts. Though I have experimented with other things within the tandoori cuisines, I will still vouch for authentic recipes.

You have taken tandoori cuisine to the world. How does it feel?

AK: Be it Burma, Singapore, Malaysia...all the places I have been to for setting up Indian counters/kitchens, I took tandoori cuisine to the world like a true ambassador of this cuisine form. I have always promoted Indian cuisines and am extremely proud of being a staunch supporter of tandoori cuisine. Today, after being with Hyatt Regency since 2003, it gives me immense satisfaction to say that I enjoyed every bit of promoting tandoori food in different parts of the world. While I did my best to promote the cuisine, I must appreciate the dedication Munnilal has shown in the past and still continues to do by delivering quality tandoors to the entire world, which are of world-class quality.

The fact remains that making and offering fresh bread right from a tandoor in front of guests is still viewed as a unique experience, which only Indian cuisine can offer. **Oven breads** or pita breads are still lagging far behind

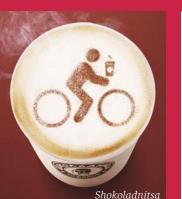




Russia: Doing Business in Hard Times

The last twelve months have been the hardest for the Russian foodservice market in many years. The economic situation is forcing restaurant groups to switch over from 'how to grow' to 'how to survive', and to find ways of adapting to the weak rouble, the rising cost of foodstuffs and the limited purchasing power of consumers. Julia Matveeva reports









t has been a year since Russia announced an import ban on many food items produced in the EU, Norway, Canada, Australia and the USA, in response to the economic sanctions imposed over the Ukrainian crisis.

The embargo broke the established supply chains, forcing restaurant operators to hunt urgently for new suppliers and products. But what came a few months later was even more stressful for the industry, as well as for the whole country. Tumbling oil prices caused a dramatic decline of the Russian national currency, which dropped from RUB49 per euro in September 2014 to RUB75.8 in January 2015. The situation seemed to steady in spring, when the euro/rouble exchange rate rolled away at RUB57, but summer brought a new wave of oilprice volatility, throwing the rate back to RUB75.

Going cheap and local

The national currency devaluation resulted in a wide range of negative consequences for the restaurant business, starting with significant increases in food costs and in real-estate rents. The latter are guite often fixed in US dollars, especially in the shopping malls and central streets, and many landlords are not prepared to negotiate them. At the same time, there was a decline in consumer demand, estimated at between 15 and 40%,

depending on the sector and concept. The overall economic recession and decline in consumption challenged the profitability of many restaurant projects, breaking business models that had been working well for years. But, in view of the mood of consumers and their falling purchasing power, there was no talk of putting up menu prices in line with rising food costs. The only thing left was to undertake radical cost optimisation.

The main pressure fell on chefs, who had to reconstruct their menus using inexpensive local products and to make them taste interesting and unusual, so that customers would still be willing to pay for them. Many foreign products, even those still allowed for import, became unaffordable. Instead, there was a huge appetite for local produce. Russian meat and fish, cheap meat cuts, eggs, beetroot, cabbage, carrots, cereals and a wide variety of dough-based dishes, from pies and pelmeni to noodles, became the new stars on the menu.

At the same time, marketing teams were expected to invent effective measures to stimulate more customer visits. Many entrepreneurs now admit they are prepared to sacrifice their margins and earn less in order not to lose custom, hoping that good times will return one day. 2015 has become a year of aggressive

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| 5 7 3 3 9 0 1 | (7) (11) (6) (5) (8) (10) | BRPI Burger King Rosinter Res- taurants Kroshka-Kar- toshka Planet of Hospi- | 366 295 295 | 22.0% 29.4% | 93 | | QSR | | | incuonatus.ft |
| 7 3 3 9 0 1 | (11) (6) (5) (8) (10) | Burger King Rosinter Res- taurants Kroshka-Kar- toshka Planet of Hospi- | 295 295 | 29.4% | | Baskin-Robbins | î | USA | 1993 | kfc.ru |
| 3) 0 1 | (6) (5) (8) (10) | Rosinter Res- taurants Kroshka-Kar- toshka Planet of Hospi- | 295 | | 155 | | QSR | USA | 1992 | baskinrobbin ru |
|) 0 1 | (5) (8) (10) | taurants Kroshka-Kar- toshka Planet of Hospi- | | -8.7% | 100 | Burger King | QSR | USA | 2010 | burgerking.ru |
| 0 | (8) (10) | toshka Planet of Hospi- | 284 | | 191 | ll Patio, Planeta Sushi, T.G.I. | Casual | Russia, | 1993 | rosinter.ru |
| 1 | (10) | | | -22.8% | 214 | Kroshka-Kartoshka | Street + QSR | Russia | 1998 | kartoshka.co |
| | | | 280 | -4.8% | 124 | Sbarro, Vostochniy Bazar, | QSR+ Casual | Russia, | 1998 | sbarro.ru |
| 2 | (-) | Teremok | 267 | 8.1% | 133 | Teremok | QSR | Russia | 1998 | teremok.ru |
| - | | Robin Sdobin | 261 | 13.5% | 0 | Robin Sdobin, Rokabu | Street+QSR | Russia | 2000 | sdobin.ru |
| 3 | (-) | Vkusnolubov | 155 | 14.0% | 0 | Vkusnolubov | Street + QSR | Russia | 2005 | vkusnolubov. |
| 4 | (15) | Cinnabon | 146 | 1.4% | 13 | Cinnabon, Auntie Anne's, Hes- burger | QSR | USA | 2009 | cinnabonrus- sia.com |
| 5 | (13) | Podorozhnik | 144 | -8.3% | 0 | Podorozhnik | Street+ QSR | Russia | 1995 | podorognik.ru |
| 6 | (17) | Vesta Center | 119 | 1.7% | 90 | Yakitoria, GinnoTaki, Menza, etc. | Yakitoria, GinnoTaki, Menza, Casual | | 1995 | vci.ru |
| 7 | (14) | Univerfood | 117 | -20.9% | 0 | Juice Master, Blinoff, etc. QSR + Casual | | Russia | 2003 | univerfood.ru |
| 8 | (19) | Ginza Project | 112 | 15.5% | 71 | MariVanna, Ginza, Oki Doki, | MariVanna, Ginza, Oki Doki, Fine + Casual | | 2000 | ginzaproject. com |
| 9 | (18) | Grand Food | 110 | 6.8% | 5 | Tashir Pizza, Kebab Toon, etc. QSR + Casual | | Russia | 2001 | tashir.ru |
| 0 | (16) | Eurasia | 109 | -22.1% | 0 | Eurasia | Casual | Russia | 2001 | evrasia.spb.r |
| 1 | (23) | Amrest | 106 | 29.3% | 19 | KFC, Pizza Hut | QSR | USA | 2007 | amrest.pl |
| 2 | (20) | GK Arkadiy No- vikov | 105 | 19.3% | 104 | Novikov, Vogue Café, Prime Star, etc. | Fine + Casual + QSR | Russia | 1992 | novikovgroup ru |
| 3 | (25) | Alshaya Group | 102 | 30.8% | 76 | Starbucks, Pinkberry, Shake Shack | QSR | USA | 2007 | starbuckscof fee.ru |
| 4 | (23) | Coffeeshop Company | 90 | 9.6% | 21 | Coffeeshop Company | Casual | Russia, Austria | 2008 | coffeeshop- com-pany.ru |
| 5 | (22) | Alendvic | 86 | 3.6% | 0 | SFC-Express, Viva Ia Pizza, | QSR + Casual | Russia | 1993 | alendvic.ru |
| 6 | (21) | Killfish Discount Bar | 86 | 2.4% | 10 | Killfish Discount Bar | Casual | Russia | 2009 | killfish.ru |
| 7 | 27) | Harat's | 82 | 15.5% | 1 | Harat's, Kioto, etc. | Casual | Russia | 2009 | harats.ru |
| 8 | (26) | Traveler's Coffee | 81 | 5.2% | 2 | Traveler's Coffee | Casual | Russia | 1997 | travelerscof- fee.ru |
| 9 | (32) | Stolle | 75 | 27.1% | 15 | Stolle | QSR | Russia | 2002 | stolle.ru |
| 0 | (28) | Tanuki-Ersh | 70 | 2.9% | 60 | Tanuki, Ersh, KitaiChi | Casual | Russia | 2001 | tanuki.ru |
| 1 | (28) | Chainaya Lozhka | 69 | 1.5% | 4 | Chainaya Lozhka | QSR | Russia | 2001 | teaspoon.ru |
| 2 | (31) | Malakhite | 67 | 1.5% | 19 | Paul Bakery, Doner Kebab, etc. | QSR | Russia | 1994 | malachite.ru |
| 3 | (30) | Papa John's | 64 | -4.5% | 40 | Papa John's | Casual | USA | 2003 | papajohns.ru |
| 4 | (35) | Sibirskie Bliny | 59 | 3.5% | 0 | Sibirskie Bliny | QSR | Russia | 2004 | sibbliny.ru |
| 5 | (36) | Ris | 58 | 6% | 0 | Ris | Casual | Russia | 2006 | rris.ru |
| 6 | (34) | Kruzhka | 56 | -3.4% | 50 | Kruzhka | Casual | Russia | 2002 | kruzhka.ru |
| 7 | (37) | Food Retail Group | 55 | 3.8% | 13 | Dve Palochki, Marchelli's, etc. | Casual | Russia | 2003 | dvepalochki. |
| 8 | (33) | Foodmaster | 54 | -6.9% | 3 | Vilka-Lozhka, Pechki-Lavo- chki, etc. | QSR | Russia | 1997 | food-master. |
| 9 | (39) | Nash Xleb Bakery Group | 50 | 2% | 49 | LPQ, Nash Hleb | QSR | Belgium, Russia | 2007 | nashxleb.ru |
| 0 | (-) | Maison Dellos | 44 | -2.2% | 44 | Café Pushkin, Bochka, Mu-Mu, etc. | Fine + QSR | Russia | 1996 | maison-dello com |

* State: July 2015

Source: FoodService Russia

RUSSIA

| Moscow: Top 20 Foodservice Brands Mid 2015 – Number of units (company owned & franchising, Moscow + Moscow region) – | | | | | | | | | | |
|---|-------|----------------|---------------|--------|---------|---------|-------|------------------------------|--------|-----------------|
| R | ('14) | Brand | Concept | Moscow | Vs. '14 | St. P.* | RU | Group | Origin | RU-Start |
| 1 | (1) | Stardog!s | Hot dog | 463 | 14.9% | 0 | 828 | Marcon | Russia | 1993 |
| 2 | (3) | Shokoladnitsa | Coffee | 255 | -0.8% | 29 | 390 | Shokoladnitsa | Russia | 2001 |
| 3 | (2) | Kroshka-Kart. | Potato | 214 | -18.3% | 33 | 284 | Kroshka-Kartoshka | Russia | 1998 |
| 4 | (5) | McDonald's | Burger | 214 | 16.3% | 73 | 508 | McDonald's | USA | 1990 |
| 5 | (6) | Burger King | Burger | 155 | 27% | 36 | 295 | Burger King | USA | 2010 |
| 6 | (8) | KFC | Chicken | 147 | 33.6% | 55 | 351 | Yum! Brands | USA | 1993 |
| 7 | (7) | Teremok | Crepes | 133 | 12.7% | 127 | 267 | Teremok | Russia | 1998 |
| 8 | (4) | Subway | Sandwich | 122 | -36.1% | 54 | 651 | Subway | USA | 1994 |
| 9 | (9) | Coffee House | Coffee | 108 | 0% | 59 | 176 | Shokoladnitsa | Russia | 1999 |
| 10 | (10) | Baskin-Robbins | Ice-cream | 93 | -5.1% | 11 | 366 | BRPI | USA | 1992 |
| 11 | (11) | IL Patio | Italian | 78 | -2.5% | 7 | 128 | Rosinter Restaurants | Russia | 1993 |
| 12 | (15) | Starbucks | Coffee | 75 | 19% | 11 | 98 | Starbucks/Alshaya Group | USA | 2007 |
| 13 | (14) | Sbarro | Pizza | 69 | 6.2% | 13 | 149 | Planet of Hospitality | USA | 1997 |
| 14 | (12) | Yakitoria | Asian | 68 | 0% | 3 | 94 | Vesta Center International | Russia | 1999 |
| 15 | (13) | Planeta Sushi | Asian | 59 | -11.9% | 3 | 88 | Rosinter Restaurants | Russia | 1999 |
| 16 | (17) | Tanuki | Asian | 52 | 6.1% | 0 | 61 | Tanuki-Ersh | Russia | 2004 |
| 17 | (16) | Kruzhka | Beer | 50 | -7.4% | 0 | 56 | Kruzhka | Russia | 2002 |
| 18 | (18) | Prime Star | Sandwich | 49 | 28.9% | 0 | 49 | Novikov Group | Russia | 2005 |
| 19 | (18) | Chaikhona No.1 | Central Asian | 44 | 15.8% | 1 | 47 | Vasilchuk bro., Timur Lansky | Russia | 2001 |
| 20 | (-) | Papa John's | Pizza | 40 | 14.3% | 0 | 64 | Papa John's | USA | 2003 |
| | | Total | | 2,488 | 3.2% | 515 | 4,950 | | | |

State: July 2015 * St. Petersburg

Source: FoodService Russia

Source: FoodService Russia

| St. Petersburg: Top 20 Foodservice Brands Mid 2015 — Number of units (company owned & franchising) — | | | | | | | | | | |
|---|-------|-----------------------|----------|---------|---------|--------|-------|---------------------------|---------|----------|
| R | ('14) | Brand | Concept | St. P.* | Vs. '14 | Moscow | RU | Group | Origin | RU-Start |
| 1 | (2) | Teremok | Crepes | 127 | 4.1% | 133 | 267 | Teremok | Moscow | 1998 |
| 2 | (1) | Eurasia | Asian | 102 | -24.4% | 0 | 109 | Eurasia | St. P.* | 2001 |
| 3 | (3) | McDonald's | Burger | 73 | 12.3% | 214 | 508 | McDonald's | USA | 1990 |
| 4 | (3) | Coffee House | Coffee | 59 | -9.2% | 108 | 176 | Shokoladnitsa | Moscow | 1999 |
| 5 | (7) | KFC | Chicken | 55 | 27.9% | 147 | 351 | Yum! Brands | USA | 1993 |
| 6 | (5) | Subway | Sandwich | 54 | -10% | 122 | 651 | Subway | USA | 1994 |
| 7 | (6) | Chainaya Lozhka | Crepes | 49 | -5.8% | 4 | 69 | Chainaya Lozhka | St. P.* | 2001 |
| 8 | (8) | Coffeeshop Comp. | Coffee | 37 | 0% | 21 | 90 | Coffeeshop Co./Coffee Set | Austria | 2008 |
| 9 | (13) | Burger King | Burger | 36 | 38.5% | 155 | 295 | Burger King | USA | 2010 |
| 10 | (9) | Kroshka-Kart. | Potato | 33 | -5.7% | 214 | 284 | Kroshka-Kartoshka | Moscow | 1998 |
| 11 | (11) | Shokoladnitsa | Coffee | 29 | -6.5% | 255 | 390 | Shokoladnitsa | Moscow | 2001 |
| 12 | (13) | Tokyo City | Asian | 25 | -3.8% | 0 | 25 | Tokyo City | St. P.* | 2005 |
| 13 | (10) | Wasabi | Asian | 25 | -21.9% | 1 | 32 | Wasabi | St. P.* | 2003 |
| 14 | (13) | Dve Palochki | Asian | 24 | -7.7% | 11 | 35 | Food Retail Group | St. P.* | 2003 |
| 15 | (18) | Bushe | Bakery | 22 | 29.4% | 0 | 22 | Bushe | St. P.* | 1999 |
| 16 | (17) | Pizza Ollis | Italian | 21 | 10.5% | 0 | 21 | Pizza Ollis | St. P.* | 2004 |
| 17 | (16) | Killfish Discount Bar | Bar | 18 | -28% | 10 | 86 | Killfish Discount Bar | St. P.* | 2009 |
| 18 | (18) | Mama Roma | Italian | 17 | 0% | 0 | 23 | Mama Roma | St. P.* | 1998 |
| 19 | (18) | SPB | Beer | 15 | -11.8% | 7 | 23 | SPB | St. P.* | 2006 |
| 20 | (-) | Sbarro | Pizza | 13 | 8.3% | 69 | 149 | Planet of Hospitality | USA | 1997 |
| | | Total | | 834 | -3.2% | 1,471 | 3,606 | | | |

State: July 2015 * St. Petersburg









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| | Top 5 Growth Stars* | | | | | | | | | | |
|---|---------------------|---------------|--------------|----------|--|--|--|--|--|--|--|
| R | (R)** | Group | Category | Units | | | | | | | |
| 1 | (3) | Shokoladnitsa | QSR + Casual | +162 | | | | | | | |
| 2 | (5) | Yum! Brands | QSR | +96 | | | | | | | |
| 3 | (4) | McDonald's | QSR | +75 | | | | | | | |
| 4 | (7) | Burger King | QSR | +67 | | | | | | | |
| 5 | (6) | BRPI | QSR | +66 | | | | | | | |
| R | (R)** | Group | Category | relative | | | | | | | |
| 1 | (3) | Shokoladnitsa | QSR + Casual | +37.3% | | | | | | | |
| 2 | (5) | Yum! Brands | QSR | +34.2% | | | | | | | |
| 3 | (23) | Alshaya Group | QSR | +30.8% | | | | | | | |
| 4 | (7) | Burger King | QSR | +29.4% | | | | | | | |
| 5 | (21) | Amrest | QSR | +29.3% | | | | | | | |

marketing, value deals and a variety of discount offers, often promoted via the restaurant or chain's mobile App, which, together with social media, is seen as one of the most effective channels for reaching consumers.

Growth limits & strategies

When we consider the current market situation. it becomes clear that the main task for most operators at the moment is not to expand but to survive. Within the last twelve months, Russia's 40 largest restaurant companies have increased their presence in the market by only 5%, which does not compare with the average unit growth of 15% per year we had become accustomed to seeing. Twelve out of 40 companies recorded negative growth as they got rid of unprofitable operations. Among them are such giants of QSR as Subway (-5.8%), Kroshka-Kartoshka (-22.8%) and Planet of Hospitality (-4.8%), street-food leader Marcon, (-8.5%), as well as the big casual-dining groups Rosinter Restaurants (-8.7%) and Eurasia (-22.1%). Apart from the economic recession that is hitting the purse of the average consumer, whose salary is paid in roubles and is unlikely to grow in the months ahead, additional pressure is being put on the casual-dining sector by changing trends and brand weariness. Big casual chains, who have been present in the market for more than a decade, look less appealing to consumers today than they did ten years ago and find it difficult to fight the growing competition from young, independent restaurants.

The QSR sector looks predictably stronger than casual dining. The current year has been quite fruitful for the three international fast food leaders Yum! Brands (96 new KFC and Pizza Hut units in Russia, mostly franchised), McDonald's (75) and Burger King (67), the three of them showing double-digit relative growth.

The growth champion of the year, however, has resulted from an acquisition. Last autumn, Alexander Kolobov, owner of the biggest Russian coffee-bar chain Shokoladnitsa, bought out the





second biggest coffee bar player, Coffee House. At the moment, Kolobov's empire encompasses 596 restaurants (+162) and, if you add 296 Burger Kings, he, together with the VTB Capital investment group, holds a master franchise that will make him the strongest restaurant entrepreneur in Russia. Burger King's unbelievably rapid expansion from St. Petersburg to Vladivostok, with almost 300 new restaurants opening in five and a half years, was possible only because of backing from a strong financial partner. To speed up the progress of their victorious march even further, the Burger Rus Group has recently announced that they are to start selling sub-franchises in certain regions.

The potential of franchising has, meanwhile, also been realized by McDonald's, who, after many years of corporate development in Russia, have recently seen the opening of the first restaurant operated by the company's second franchising partner. The first license went to a subsidiary of Rosinter Restaurants in 2012, allowing it to open up restaurants at transport hubs. McDonald's second Russian franchisee, a developer group from Kemerovo with an oil industry background, has got a license for multiplying the brand in Siberia. The only thing left was to undertake radical cost optimisation

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RUSSIA



In order to stimulate more customer visits, 2015 has become the year of aggressive marketing, value deals and a variety of discount offers.





Planeta Sushi

The main task for most operators is not to expand but to <u>survive</u>

After-effects

With its higher salaries and greater tendency for people to eat out, the Moscow market looks stronger than other Russian regions at the moment. Whilst Moscow's top 20 restaurant brands have increased their number of units by 3.2% in the past twelve months, the top 20 chains in St. Petersburg decreased their presence by 3.2%. Eleven out of 20 brands in St. Petersburg showed negative growth (Moscow: 7) and two more brands maintained the same numbers of units (Moscow: 2). Again, it is Burger King and KFC that managed to make it to the top 3 growth leaders in both cities.

An interesting consequence of the current crisis is a certain democratisation of foodservice that one can now see in the Russian capital. Moscow has always been the capital of fine dining, offering a high concentration of expensive, up-market restaurants. However, most of the trendy concepts that have opened in recent months do not go above the casual or upper casual level, with an average bill of RUB1,500-2,000/¤20-27. Many restaurants dare not charge more than RUB1,000/¤13.5 for a single menu item, perceiving it as a psychological limit to what consumers are now willing to pay.

Another consequence of the current situation in the foodservice market is the growing diversity of restaurant concepts offered in Moscow. To attract customers today, one has to intrigue them, creating a unique experience – and a run-of-the-mill sushi-bar or Italian restaurant just won't do that here. Instead, we see a wave of interest in Chinese, Greek, Turkish, Israeli and Latin-American cuisines among the restaurant entrepreneurs, both in fullservice and guickservice restaurants. Those concepts look fresh to the consumer, the food costs are not that high, and you can use a lot of local products in the kitchen, importing only spices, sauces and certain key ingredients.

Import substitution is definitely the word of the year in Russia, and not only in the food sector. It is much talked about by politicians and journalists, but things do not move that fast on the ground. It takes years to build up fully-fledged production systems, many local farmers are not yet ready to provide the sustained quality and smooth-running logistics required. Still, there are certain food categories, where Russian producers are already showing very good results. One such example is marbled beef production. For years, the Russian catering trade was supplied with both US and Australian beef. Now we have a few local groups breeding cattle and providing quite a high quality of marbled meat. And even if the embargo is lifted one day, it will be hard for foreign producers to win back their share of the Russian market in this sector. ••

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Sana Chopra

"We plan to open **100 restaurants** in the next 5-7 years"

Carl's Jr. is among the more recent entrant among foreign QSR brands to India. The American fast food brand is known globally for its chargrilled burgers and for its focus on bringing healthier food to your table. It is the same ethos of healthy dining, innovation and setting a lifestyle trend to eat fast food in a healthier way that Carl's Jr. aims to promote in India.

FoodService India speaks to Sana Chopra, Executive Director, Carl's Jr. India, about the novelty quotient that the American chain has to offer to Indian fast food lovers and its game plan for increasing its footprint in the country. "We have an aspirational target demographic comprising young and hungry guys and girls between the ages of 18 and 40," she says, adding that the chain will focus on providing guests a superstar service with great ambience, music, access to unlimited refills, among other things.

Please describe the positioning of Carl's Jr. in the Indian QSR market, what is its USP and the special features of its burgers and other fares compared to those available at other QSR chains?

Carl's Jr. is a premium quick service restaurant when it comes to products, service or ambience. As a brand, Carl's Jr. and our sister brand Hardee's are known to serve its guests premium products made from a variety of fresh and healthy ingredients, which lead the industry in taste, quality and innovation. In India too, Carl's Jr. offers its guests a range of products. Some are designed to meet the Indian palate, some are our signature flavours, while others are completely new and interesting flavours that are not even present in any of the other Carl's Jr. or Hardee's markets. Globally, we are known for our chargrilled burgers and our main focus is on bringing healthier food to your table.

We are especially known for our chargrilled burgers. Chargrilling or Charbroiling is a process in which our burgers are grilled over an open flame for a unique and distinctive taste, allowing them to cook in their own juices without using oils. This ensures that the patties and fillets are more juicy and definitely healthy! The focus on quality and healthier food is the same even with our other products.

How did you hit upon the idea of bringing this brand to India, and where did you see the market gap for your kind of offering?

When my father and I were looking to bring a food & beverage brand through CybizCorp into India, we looked at several different food & beverage chains. We travelled to different Headquarters across the globe, met their company figureheads, learnt about the different brands, visited their kitchens, etc. At the end of all the research, the Carl's Jr./Hardee's brand just stood out to us, and

in so many different ways. The focus on premium quality ingredients and food, the strong quality assurance team, the brand mottos, ethos and, of course, the quirky advertising, etc., everything touched a chord. Carl's Jr. is a pioneer in the burger industry with its many 'firsts'. For instance, it is the first burger chain to have real ice-cream milkshakes, serves Jalapeño burgers or low-carb lettuce wrap burgers. We loved how Carl's Jr. was innovative and continuously striving to make the dining experience a healthy one.

What is it that a customer visiting a Carl's Jr. restaurant can expect in terms of a complete breakfast or meal solution? What is your value-formoney proposition for diners?

We are known globally for serving big, juicy and bold burgers made from premium and fresh quality ingredients. When a guest walks into Carl's Jr. they can choose to customise their meal to their liking. We provide combo meals, which cover the classic burger, fries and different types of soda combination. We also provide combo options for crispy chicken legs/wings and beer. Besides customising your product mix, we allow our guests to double or triple their patties, swap to our honey wheat or lettuce-wrapped buns, choose an iced tea or coffee with their meal.

As our USP suggests, most of our products are chargrilled and our crispy section is freshly hand-breaded, even our milkshakes are made from real ice cream and fries are natural cut, and our beverage bar for sodas, coffee and iced tea is completely refillable. These changes in serving style allow a guest to experience our fresher, healthier and more premium products. This, along with the various customisations, provides our guests a great experience, and a value-for-money experience.

As a brand, Carl's Jr. and our sister brand Hardee's are known to serve its guests premium products made from a variety of fresh and healthy ingredients. which lead the industry in taste, quality and innovation



Carl's Jr. has been a place for many 'firsts'. Even in India. we are the first to start serving a low carb, lettuce wrapped or 'green' burger as Carl's Jr. in other markets does. While we are constantly innovating, we strive to be aware of the changing palate or trends in a country as unique as India

How much of Indianisation or localisation are you prepared to do for the Indian market?

We have done extensive research and development and come up with a menu that caters to guests who are biased to Indian flavours as well as non-Indian flavours. On the one side, we have a chargrilled tandoori pepper chicken fillet burger or a chargrilled paneer tikka burger, which are spicy and have very authentic Indian flavours. On the other side, we have a mango jalapeño pepper chicken fillet burger, which is a new product not just in any burger restaurant in India but also for Carl's Jr. globally. Specially developed for the Indian palate but a completely non-Indian flavour, this is definitely unique and flavourful. Similarly, we serve wasabi fries on our menu. This Japanese mustard flavour adds a punch to the fries that is so different from a regular 'masala', yet it satisfies that need for a hot accompaniment to the fries. We have especially developed this seasoning to introduce our guests to a whole new concept and way of eating their fries. Even with our hand-scooped icecream milkshakes, which are made with real icecream and not powdered pre-mixes, we've got new and exciting flavours like tiramisu and piña colada, which are unique to the Indian market.

As I said, Carl's Jr. has been a place for many 'firsts'. Even in India, we are the first to start serving a low carb, lettuce wrapped or 'green' burger as Carl's Jr. in other markets does. While we are constantly innovating, we strive to be aware of the changing palate or trends in a country as unique as India.

What is your business model in India and how have you gone about pricing your products? Initially, all the restaurants will work on COCO model, i.e. company owned and company operated. But later on, we will venture into FOCO, i.e. franchise owned and company operated. Eventually, we will also award FOFOs, i.e. franchiseowned and franchise-operated, to large multi-unit sub-franchises.

With the amount of research and development done to build the menu, adapt and develop processes and ultimately replicate the brand in India, an operator or master franchise learns the business inside out. We want to be able to build the brand as much through a COCO model, then slowly release first ownership responsibilities, and then ownership and operational responsibilities. Larger multi-unit sub-franchises will have the resources to systematise their processes and stay true to the brand. So in a lower involvement model, Carl's Jr. would be able to maintain its standards.

With regards to price, we believe in the value-formoney proposition and this appeals to our target audience. Our burgers are very big and juicy, yet prices begin at just Rs. 99. Our drinks (even beer or refillable drinks) are priced similarly.

Which customer segments are you targeting?

We have an aspirational target demographic of guys and girls between the ages of 18 to 40. But our products appeal to the burger lover in all of us, no matter what's one's age. We like to believe our psychographic target of young hungry guys and girls will more closely resemble the consumer base that visits our restaurants. Our Indian consumer base is younger than other markets and we see tremendous growth in a youthful middle class whose lifestyles require the convenience, quality and service platform that our brand provides.

What is your current restaurant count? Which are the markets you are looking to expand into?

Currently we have three restaurants in Delhi/NCR. One behind Select Citywalk Mall, Saket, in South

QUICK FACTS

Menu: Burgers; handbreaded chicken (crispy chicken) legs/wing/tenders; fries; onion rings; veggie strips; milkshakes; desserts

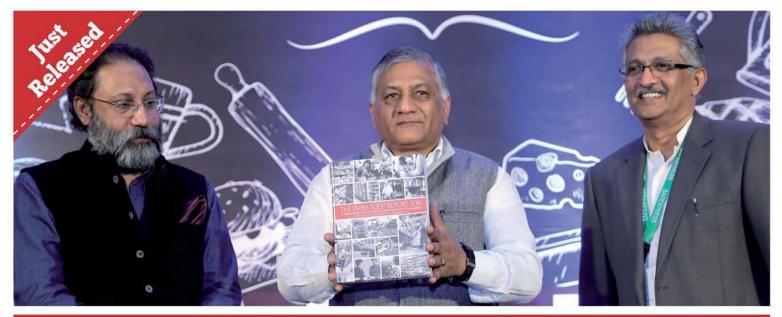
Price: Minimum Rs. 99 and maximum Rs. 269

Format: QSR+

Size and seating: Size of restaurants vary between 2,000 sq. ft. and 3,000 sq. ft. Carl's Jr. two restaurants running currently are a 90 seater and 70 seater

Facilities and amenities: Free Wi-Fi; Free refills of coke; Also offers beer at the restaurants; Customisation of burgers (removing cheese and mayo from the burger, converting any burger into a green burger)





MOST AUTHORITATIVE GUIDE TO FOOD RETAIL MARKET IN INDI

India Food Report 2016 was released on January 19th by General (retd.) V.K. Singh, Union Minister State for Statistics and Programme Implementation (independent charge), Minister of State for External Affairs & Minister of Sate for Overseas Indian Affairs.

"Indian Retail Food Market has the potential to not only double but triple in the next 4-5 years by 2020, aided by the government's initiative to bring in systemic change, despite resistance, said the Minister at the launch of the Report.

The Report has been compiled with inputs from some of the world's most respected consulting and/or market study organisations, retail business heads, brand analysts and consumer research companies, among others.

Organisations/industry experts who have contributed to the making of the Report include Nielsen, A T Kearney, Accenture, PWC, Technopak, IMRB, GS1, Institute for Competitiveness, IFC, Troika, PRICE, Wazir, Maple Capital Advisors, D'Essence Hospitality Advisory, IBEF, NRAI, IMT, IIM, Rama Bijapurkar, Dr. Rajesh Shukla, and Harish Bijoor to name a few.

THE INDIA FOOD REPORT 2016 - HIGHLIGHTS

- Food & Grocery Sector-Market Fresh Produce Sizing, Overview, Trends, **Opportunities**, **Profiling Key** Players
- Food Service Sector- Market Sizing, Overview, Trends, **Opportunities**, **Profiling Key** Players
- Retail Formats & Emerging **Retail Formats**
- Non Store Retail Channels

- Processed Foods
- Safety, Health, Convenience, Sustainability
- Food Supply Chain in India
- Storage / Warehousing
- Food Processing Sector in India
- Food Packaging
- Kitchen Equipments

- Key Regulatory Issues
- New Challenges & Solutions

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A PRESENTATION BY GROUP.IN

Initially, all the restaurants will work on COCO model. i.e. company owned and company operated. But later on, we will venture into FOCO. i.e. franchise owned and company operated. **Eventually.** we will also award FOFOs. i.e. franchise owned and franchise operated, to large multiunit subfranchises



Delhi, another one in Pacific Mall, Tagore Garden, in West Delhi, and the third one is coming up this month in DLF Mall of India, Noida.

We plan to open 100 restaurants in the next 5-7 years. We are initially looking at expanding in the Delhi-NCR region. Our next step would be to expand in Chandigarh and other cities in Punjab. Then we will move to Mumbai and west India.

What do you feel are the challenges of opening a new QSR brand in India?

Obviously, opening up a new QSR brand in India is not easy. A lot of hardwork and research goes into it. For example, there were months and months of R&D that went into

implementing our final menu. Even after the opening, one's challenges are not over. Ensuring customer satisfaction on each transaction is the utmost priority. Ensuring that every guest leaves with a bigger smile on their face than when they came in, is the ultimate goal.

> Continuously selling value-for-money products by providing superstar service and ensuring that the guest leaves thinking that the food experience had value for money and the service was of superior quality,

is very important to achieve. Thirdly, maintaining standardisation and quality controls and ensuring that standardisation is maintained within the restaurant and among franchisees as well with all the quality controls in place is a big challenge. Lastly, maintaining a steady brand presence, especially in the nascent stage, is critically important and can be a challenge for a brand.

Can you offer us examples of some innovative F&B

ideas that you plan to implement in the days ahead? In today's world, especially in India, F&B chains are constantly coming up with offers, products or other innovation to maintain steady footfalls. The biggest innovation Carl's Jr. has brought already is a large chargrilled menu to India. For the healthconscious, innovation seekers, and other guests in general, this is a huge step towards setting a lifestyle trend to eat fast food in a healthier way. Recently, we came out with low-carb burgers, which I have mentioned already, and we also have a few menu developments in the pipeline, which will be innovative and new for our audiences. Even with regards to our marketing efforts, we have come up with innovations like Drink Free For a Year Campaign (DFFAY), which allows a customer to leverage their DFFAY card and be able to purchase a burger and get a drink free once a week for an entire year! While the DFFAY campaign was a big-scale campaign, there are certain marketing innovations that we are looking to explore soon.



What do you think will be the new innovations to the QSR format in India?

I do believe that free refills or serving beer in QSRs is something that could soon be the next trend, which Carl's Jr. has already brought in. Having said that, the QSR space is constantly evolving, especially in India. Takeaways seems to be growing as a segment by 20 per cent. With greater travel and connectivity, Drive-Thrus are also becoming popular. Serving liquor in what seemed to be considered family restaurant spaces is also on the rise, which we highly endorse especially since we are the first QSR to do so.

Why is it that despite Indian food being popular in many countries, no Indian QSR has been able to multiply as fast as foreign QSRs?

There are several factors that affect growth: SOPs, management and marketing are a few such. What foreign QSRs, and in a large majority US-based QSRs, are good at is building their standalone restaurants to a level that they are not just serving good food and providing good service but also reach a level where they are in a "franchise-ready" state. I'm not necessarily alluding to franchising but to a state of being ready to replicate.

There are several things that need to fall into place before such growth is possible in a market. Things like having consistent recipes, optimised equipment, best practices, negotiated rates from suppliers and vendors, consistent delivery of ingredients, packaging, and other things. Simply put, everything is set up by the first 2-3 restaurants. Secondly, there has to be interest from the management to pursue growth. And not just a secondary activity but to consider that as a vertical within the organisation itself. By setting up the right SOPs, having an engaged team, being proactive in marketing and searching for leads, will help an organisation grow.

In today's day and age, marketing has helped make some brands popular as aspirational brands, some for social statements, some for health benefits, some for just quirky advertisements. As consumers in foreign markets are constantly hearing about these in this growing social media age, education about these brands continues to grow. When it reaches a certain threshold, individuals and organisations help foster its organic growth and bring it to another market. I believe that the lack of connectivity through social media for such marketing, development of SOPs, and the absence of a constant pursuance of growth could be potential hindrances in the growth of Indian QSRs. Without a franchise-ready restaurant chain, without a keen and aggressive management, and without the transfer of information through social platforms, no QSR can expand rapidly within its own country or overseas.

Considering the peculiarities of the supply chain in India, have you introduced any specific innovations to make your back-end operations foolproof?

We source all of our food and packaging materials locally. Our supply chain and quality assurance teams have been in the market over the past three years identifying suppliers and ensuring that they meet our global quality control and food safety standards. We establish specific standards for each inventory item and hold our manufacturers accountable to achieving these standards. We also audit our suppliers using both an internal and third-party network of quality assurance professionals.

How do you look at the home delivery service that QSRs are getting into? How much of online sales are you doing currently and how do you see this segment growing for you?

Positioned as a premium QSR, Carl's Jr. primarily believes in the philosophy of providing a customer a good dining experience. We focus on providing guests a superstar service with great ambience, music, access to unlimited refills, etc. So while we believe that experience-wise going out with your friends and family provides the ultimate dining experience and it is what we encourage, we understand the growing trend in India for home delivery systems. Having said that, while we do not provide delivery yet, we are also not opposed to it. In some markets across the globe, Carl's Jr. does deliver via third parties. This segment is growing now in India and when the time and process are right, Carl's Jr. in India will also look into it.

The QSR space is constantly evolving, especially in India. **Takeaways** seems to be growing as a segment by 20 per cent. With greater travel and connectivity. **Drive-Thrus** are also becoming popular





Competency assessment and a quantitative model of the purchase function

A purchase professional in the hospitality industry has to perform different types of buying roles depending on the status of the hotel (pre or under construction / fully functional) and his / her level in the organisation structure. A look at the skills and competencies that purchase professionals need to have to carry out effective role execution

____ Arvind Dang

- he different types of purchase of items and services in a hospitality function can be categorised under five areas as below:
- Pre-construction: steel, cement, raw materials
- Packages/Capex: civil structure, MEP, equipment for kitchen, laundry, gym, IT, FFE
- Finishing: hotel interior items, software
- F&B/consumables: all raw materials, food/drinks
- Miscellaneous: non project, admin, HR, marketing

For buying the above items and services, the competencies and requirements can be broadly classified under four heads as below:

- Functional competencies
- Leadership competencies
- ERP/IT competencies
- Legal competencies

Key processes in purchase function

For rendering efficient and effective purchase-related services for the P2P (purchase to payment) cycle, purchase professionals need to be familiar with all the key processes in purchase function in the hospitality sector. The 15 key purchase related processes are:

- Vendor/consultant/service provider selection process
- Purchase requisition process
- Commercial comparison/evaluation process
- Technical comparison/evaluation process
- Negotiation process
- Purchase order /service order /contracts/ work orders/agreements making process
- Material/service receiving process
- Quality checking/assurance process for items/ services
- Vendor invoice verification process
- Vendor payment process
- Material dispatch/issue process
- Inventory control process
- Masters maintenance process (ERP environments)
- Statutory conformances/taxation process
- Vendor appraisal process

In order to efficiently perform these key processes for purchase of any of the five kinds of items or services discussed earlier, the functional competencies need to be assessed. Each competency can be marked on a 10-point scale (1 being the lowest and 10 being the highest)



Commercial competencies

- Vendor knowledge base
- Negotiation skills
- Costing/financial skills
- Rate analysis skills
- Payment terms /INCO terms skills
- Vendor relationship management skills
- Inventory management/material control skillsSupply coordination and logistics management
- Supply coordination
 Insurance skills
- Imports /EPCG related purchase knowledge

The functional competency score can be measured as:

COMMERCIAL COMPETENCY: MAXIMUM = 100 (@ 10 PER COMPETENCY FOR 10 PARAMETERS)

Technical competencies

- Product knowledge of items/service to be purchased
- Quality aspects of items /services (inspection standards, inspection methods and inspection gauges)
- Physical characteristics, functional and performance parameters knowledge of items to be purchased
- Ability to read and understand drawings and specifications
- Knowledge of composition, properties, prices, reputed sources and substitutes of raw materials

The functional competency score can be measured as under

TECHNICAL COMPETENCY: MAXIMUM = 50 (@ 10 PER COMPETENCY FOR 5 PARAMETERS)

Leadership competencies

Besides functional competencies, leadership competencies also play a very vital role for effective role execution.

The leadership competencies are different for different levels of purchase function and can be classified as under:

- a. Junior/middle level executives
- Task management
- Speed of work

Quantity of work

- Quality of work
- Team work
- Discipline
- Ethical work
- Effectiveness
- Use of IT
- Analytical

For junior/middle management, maximum competency score can be measured as

LEADERSHIP SKILLS (MIDDLE MANAGEMENT): MAXIMUM = 100 (@ 10 PER COMPETENCY FOR 10 PARAMETERS)

b. Senior management

- Global perspectives/visioning
- Strategic acumen
- Walking the talk
- Change management
- Team management
- Innovation
- Empowerment
- Team development and training
- Alignment with organisation objectives
- Differentiation (ability to distinguish between correct and wrong choices for all resources including labour, materials, machines and methods)

LEADERSHIP SKILLS (SENIOR MANAGEMENT): MAXIMUM = 100 (@ 10 PER COMPETENCY FOR 10 PARAMETERS)

There can be an interchange of the above competencies amongst different levels of purchase professionals at the discretion of the management.

ERP/IT and systems competencies

A purchase professional needs to have skills and competencies related to the following areas pertaining to information technology:

• Knowledge of ERP software for materials management of hotels, specifically relevant to purchase functions such as







Price

- Purchase
- Inventory management
- Receipts and issues
- Quality management software
- Vendor bill processing software
- Vendor payments
- Knowledge of MS office, and the like
- Knowledge of IT security/access norms to masters/data base/key processes and business process flows
- Knowledge of various masters like vendor, materials/ items, employees and algorithms related to buying landed costs
- Knowledge of audit trails in built in ERP/buying software and ability to generate important reports from databases related to purchase

IT COMPETENCIES: MAXIMUM = 50 (@ 10 PER COMPETENCY FOR 5 PARAMETERS)

Legal competencies

Purchase professionals must possess be cognizant of the following essential acts so as to be compliant with regulatory requirements and tax rates/tariffs:

- CST Act, 1956 and relevant state laws related to sales tax
- EPCG aspects from import export policy, 2015-20
- Central excise act, 1944
- Service tax act, 2012
- Customs act, 1962
- Custom tariff act, 1975
- Indian contracts act, 1872
- Income tax act, 1961 (related to TDS)
- Standards of weights and measures act, 1976
- Packaging act, 2012
- NBC (National Building Code), 2015
- Relevant IS standards
- FEMA act, 2015
- Food safety and standards act, 2006
- · Other relevant acts related to purchase function

LEGAL COMPETENCIES: MAXIMUM = 150 (@ 10 PER COMPETENCY FOR 15 PARAMETERS)

Steps for performance appraisal

• The competencies of each purchase professional can be mapped over a matrix irrespective of his/her level

| Competency | Weightage (%) | Max score | Actual score | Actual score after weightage | Max score possible |
|---------------------------|------------------|--------------|-----------------|------------------------------------|-----------------------------|
| Col 1 | Col 2 | Col 3 | Col 4 | Col 5 = Col 4 x Col 2 | Col 6 = Col 3 x Col 2 |
| Functional- commercial | 10 | 100 | | | 10 |
| Functional- technical | 10 | 50 | | | 5 |
| Leadership | 10 | 100 | | | 10 |
| ERP/IT | 10 | 50 | | | 5 |
| Legal | 10 | 150 | | | 15 |
| Total | | 450 | | | 45 |

Equal percentage weightage, i.e. 10, is proposed for each of the competencies for making the model simple and fair

- However, the most important aspect of the actual work performance can be gauged based on the professional's actual delivery performance, which is in turn based on key targets as linked to the organisation's objective given to him/her at the beginning of the annual review period
- The actual KRA linked performance can be computed by scoring on various performance parameters as tabulated below

| KRA parameter | Weightage (%) | Max score | Actual score | Actual score after weightage | Max score possible |
|---|------------------|--------------|-----------------|------------------------------------|--------------------------|
| Col 1 | Col 2 | Col 3 | Col 4 | Col 5=Col 4 x Col 2 | Col 6=Col 3 x Col 2 |
| Quality of work | 10 | 100 | | | 10 |
| Delivery (on time completion) | 10 | 100 | | | 10 |
| Costs/financial accomplishment | 10 | 100 | | | 10 |
| Legal compliances | 10 | 100 | | | 10 |
| CSI/Customer (internal/ external) satisfaction | 10 | 100 | | | 10 |
| Discretionary management | 10 | 50 | | | 5 |
| Total | | 550 | | | 55 |





Equal percentage weightage is proposed for each of the competencies for making the model simple and fair

• Thus, the overall performance score can be measured objectively based on assessment. This score is to be filled in columns 5 and 6 by appraising the professional as per the following summary:

Competency based – 45 % weightage (based on 45 parameters)

Actual KRA (key result areas) based –55% weightage (based on as required parameters)

• Considering both, the competencies as well as KRA accomplishments, each individual will earn a score over a 100 point scale

The number of parameters can also be changed/ customised.

Best practices and the way forward

- Purchase team professionals need to facilitate HR employees for development and implementation of objective performance appraisal systems in their respective work places
- Post development and training, the above competency assessment tables need to be filled in based on the judgement of
 - Immediate supervisors
 - Ex supervisor in case of changes in roles during the review period
 - HR team
 - Key internal customers of the purchaser being appraised
 - Self (prior self-appraisal needs to be submitted)

Actual scoring is based on 'catch ball process', i.e. by involving the purchase professional being appraised. This is a difficult and sensitive process and depends on the maturity, relationships and trust level of the professionals being appraised and doing the appraisal. Mutual confidence amongst subordinate with his/her superior and other team members is also imperative

- The above performance assessment model can be customized to suitably change the competency based parameters and actual performance based parameters as considered relevant to the level/position of the purchase professionals
- Post appraisal process, it is the responsibility of the immediate superior and HR team to ensure:
 - Appropriate written feedback on the process and outcome of the appraisal task is provided
 - Necessary training and development inputs to concerned purchase professional will be provided

Periodic /mid review appraisal of the purchaser can also be done to enable his/her timely learning and growth.

- The above quantification model can be automated using appropriate software
- The annual reward/growth/transfers can thus be linked to scores. This will be beneficial to both purchase professional and the organization.

Such measures can be a 'differentiation' strategy and help make the employer not only an inspiring place to work, but also place it ahead of its competitors, a feat very important in today's competitive environment. ••



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Good response for NRAI's Bengaluru seminar on FSA

The free seminar for all foodservice professionals focused on actionable information & clarifying myths

f applause is a benchmark for an event's success, then the workshop on FSA compliance by the NRAI in Bengaluru met its goal.

Hosted at The Humming Tree in Indiranagar, the January 27 event was in two parts – restaurateur's rights & FSA compliance – both led by Raghu Guda, FSA compliance expert and CEO, SmartFBO.

"This is a very important issue for our industry. The FSA is a very vast subject. Our seminar provided necessary clarity on the numerous regulations that are creating problems for us. The feedback received was positive and we are encouraged to continue with such events because it's the NRAI's purpose to support the restaurant industry," said Ashish Kothare, chapter head (Bengaluru), NRAI.

The post-lunch workshop from 3-8 pm., was made possible with the generous support of Nikhil Barua and team who lent NRAI their popular venue at no cost; and the sponsors VKL Spices and Pernod Ricard.

The workshop's aim was to bring Bengaluru's many new restaurateurs into the NRAI community while also providing a high quality workshop for everyone on an issue as critical as the FSA. The event succeeded on both counts with a sizeable number of non-NRAI delegates in attendance.

Holding the audience's attention effortlessly over the fourhour session was Raghu Guda, an IT professional who's role in building the ERP system for the FSSAI gives him intimate knowledge of the Act, its purpose, myths and challenges.

The goal of the workshop was to deliver actionable information and clarify myths so that restaurant operators are not caught unawares, which is often the case.

Guda, who is based in Hyderabad and runs SmartFBO, a technology-led approach to FSA compliance, excelled due to his ability to quickly and precisely address the numerous misconceptions of FSSAI licencing practices, labelling and liabilities.



"The FSSAI's goal is commendable; it's the Indian approach to compliance that's making the implementation really tough. Compliance is not new to many sectors of Indian industry, especially those that are exportoriented. The FSA is vast and evolving. Subsequently, mis-information is rife and opportunists have found ways to exploit it at the cost and liability of restaurant owners," said Guda.

An example that found immediate resonance with the audience was the issue of the operator's licences. Oftentimes, the licence application process is sped up by paying a little extra, when the true cost is INR 3-3,500/only. In other instances, the application has many details missing, while wrong applications as expired licences that are assumed to be relevant.

XEH has partnered with the NRAI to co-host and produce an annual calendar of events, workshops and seminars across India.



Riyaaz Amlani President, National Restaurant Association of India



•• The Union Budget 2016 was largely agrarian in nature and the restaurant and F&B sector was looking forward to some impetus. While we had also hoped for some announcement on implementation of GST, the industry will be impacted to a limited degree by the increase of service tax, through the introduction of 0.5% agri cess. However, the decision to circulate the Model Shops & Establishments bill to state governments for voluntary adoption is a welcome move and we hope to see some traction on it. 99

Double digit & Tier 2 growth: Burman



Amit Burman, Lite Bite Foods

There is no doubt of the foodservice sector is growing, driven by growing household consumption and tastes in the metros and Tier 2 & 3 towns. But don't forget the youth says Amit Burman, Chairman, Lite Bite Foods, who has been preparing for this growth for some time.

What do you fee is the next stage of development in Indian QSR?

Quick service restaurants are a well-entrenched concept in the metropolitan cities and companies are now expanding their presence into Tier II and III cities such as Patna, Pune and Chandigarh. The increase in purchasing power of the Indian consumers has made the industry more than ever willing to try new cuisines, a trend expected to continue for years.

According to recent reports, with the Indian total annual household consumption expected to triple in the next decade, it offers a huge potential for growth in food retailing. Income is not the only factor affecting the change in trends anymore. Technology over the last decade has made it possible for consumers to share, post and even communicate directly with the retailers to get an immediate feedback.

Also I feel, social media and foodservice apps has become an integral part of the food industry to enhance our broad connect with the end consumer and also a channel for direct sales and marketing interface.

Skill training & manpower are eternal challenges for the QSR sector. What's Lite Bite's model?

Getting quality manpower and retaining them is indeed one of the biggest challenges we face collectively as an industry. The key to ensure constant supply of human capital, is being competitive with regards to pay brackets, consistent employee engagement and providing need based training, that helps them give better productivity and in turn higher job satisfaction. At Lite Bite Foods, we inculcate values in the new recruits for treating organization before self, teamwork and continuous learning. Role specific task lists, certified field trainers, mentor programs and consistent on the job training helps polish their skills to deliver excellence.

Through events like 'Meal of Honor', 'The Star Outlet' and 'Lite Bite Foods Gems', we recognize and reward employees who bring significant contribution in exceeding functional objectives. We promote development with both, better prospects and training linked career plans.

The organised food services market will have a double-digit growth over the next five years, spurred by the changing consumption habits and the emergence of new players.

The Indian QSR palette - what's next on the menu?

Although the Indian franchisees of global QSR brands dominate the organised market, home-grown chains are flourishing too.

Indian consumers are becoming conscious of the quality of the food and drinks they consume. Even restaurants are coming up with specialized organic menu and diabetic menu to suit the consumer palette.

With a considerable amount of increase in travel for work, the year will see hotels highlighting local cuisines with concentration to keep the flavours simple and fresh. Guests are increasingly looking for rustic, hearty, homemade foods with simple flavours.

How do you feel the 'organised' foodservice sector is progressing?

The organised food services market will have a doubledigit growth over the next five years, spurred by the changing consumption habits and the emergence of new players. Concepts like food on-the-go and home delivery formats are also being increasingly accepted beyond the metro towns. Thus, F&B brands have an opportunity to





consolidate in the metros and also foray into smaller cities and towns. They are also increasing their infrastructure investments for the same.

In cities like Mumbai and Pune, approximately 78% of the food outlets have started providing delivery services. In Delhi NCR, it is 60 % while in Tier II cities like Chandigarh it is 30%.

Lite Bite had a busy year of acquisition. Who or what is next on the radar to acquire?

We believe that with new opportunities opening up at airports, railways stations and highways, there is a huge potential in the travel retail space. Our JV with HMSHost is now called 'Lite Bite Foods HMSHost'. This allows us to bid to acquire the rights to launch and operate international and domestic F&B outlets at retail destinations like airport, train stations and highways across India and abroad.

The partnership will capitalise on the strong reputation that HMSHost has developed while we will use our expertise in operating outlets at Delhi and Mumbai airports and our robust presence across the country.

Which food trends get you excited?

The F&B industry has become very youth-oriented these days. It has become absolutely necessary to understand what the biggest chunk of the customers want as they contribute a lot in building the reputation of a restaurant.

Various formats such as pop ups, gastro pubs and QSR's are evolving at a phenomenal pace and we have attuned ourselves to stay ahead of others. We too are thrilled to foray into these niche markets.

Indians love customization! People are willing to experiment with novelties in cuisines and combinations which they relish. Consumers love dishes that offer diversity in taste, style and origins. The increasing trend amongst the customers to opt for cuisines that mirror their lifestyle is fast catching up. Preference for ingredients like truffles, artichokes, asparagus, Australian lamb, Norwegian salmon, black bean sauce, microgreens, organic food, etc. have found their way to the Indian F&B counters.

Blending of cuisines, e.g. Italian with Thai is another evolved customer choice. Restaurateurs are also moving from the traditional style of generic 'South' Indian style cooking to make Kerala or Chettinad style food more innovative and interesting.

Various formats such as pop ups, gastro pubs and QSR's are evolving at a phenomenal pace and we have attuned ourselves to stay ahead of others. We too are thrilled to foray into these niche markets.

Country vegetables and nutrition rich tropical vegetable and fruits, like pumpkin, or string beans will make a comeback. Heritage vegetables are gaining popularity owing to their nutrition value and their ability to supplement deficient nutrition in current diets.

NRAI Showcased Indian Culinary Extravaganza at the 'Make in India' Week



ake in India Week has sparked a renewed sense of pride in Indian industry by showcasing the potential of design, innovation and sustainability across India's manufacturing sectors in the coming decade. National Restaurant Association of India, to commemorate the spirit of 'Make in India', curated a world class food court at the event hosted at MMRDC Grounds from Feb 13- Feb 18, 2016. It catered not only to visitors but also to the delegates from 72 nations and 12 states.

Talking about NRAI's partnership with the 'Make In India' week, Riyaaz Amlani, President, NRAI said, "The National Restaurant Association of India was approached to set up a food court at the event venue to showcase the best of what Mumbai and India had to offer in terms of food & beverage. We are thrilled to have set up the food court which covered over 30,000 square-feet. This allowed us to present varied cuisines of not only Mumbai, but all of India to the world. We are excited that we were able to feed 25,000 people a day all week."

NRAI members came together to organize this culinary extravaganza with special designs for the F&B outlets as well as special dishes on sale. A few of the brands on board for the NRAI 'Make in India' Food Court were Smoke House Deli, Soda Bottle Opener Wala, Olive Bar & Kitchen, Social, Fatty Bao, The Beer Café and Monkey Bar.







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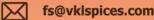
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