

# foodService

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VOLUME SIX • ISSUE THREE

Trade Journal for the Hotel, Restaurant and Catering Industry

MAY-JUNE 2016 • ₹100

India Edition

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Entrepreneurs and top-level managers – restaurant chains, contract caterers, suppliers etc.

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#### Conference language:

English (translation into German)

#### Participant fee:

CHF2,600 for restaurant companies (early booking by 15 June, 2016: CHF2,340)

CHF3,750 for suppliers/consultants (early booking by 15 June, 2016: CHF3,375)

#### Booking:

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- Boston University (USA)
- Trade magazine FoodService Europe & Middle East (Germany)

#### Educational partners

– as of April 2016:

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# 17<sup>th</sup> European Foodservice Summit

Think Tank and Congress for the Restaurant Industry

## Navigating Through the Digital Storm

| Everyone and Everything is Mobile, High Tech, and Hungry

| Facing the Future Requires Being Both Fast and Smart

### Program

- | Key Trends in Business & Society
- | Europe's Top 100 Restaurant Operators
- | High Touch with a High Tech Infrastructure
- | A Brand Tune-up in the International Market
- | The Digital Economy – How it Works Now: How it Really should Work
- | Hot Concepts on Stage: Burger & Lobster, London/UK and Nostrum, Barcelona/Spain
- | Europe, the Euro and the European Economy
- | London "Through the Roof" and Still Climbing!
- | An Architectural Case Study: Rotterdam Market Hall
- | Crowdfunding – The Future of Start-Up Financing?
- | Home Delivery Panel: The New Restaurant Front Door/Winning the Last Mile While Not Losing the Last Square Meter
- | The Road Ahead – Conclusions for 2016+

### Speakers & Presenters

David Bosshart (GDI, Switzerland), Martin Hildebrand (Sokkelund Café & Brasserie, Denmark), Lysandros Ioannou (PHC Franchised Restaurants, Cyprus), Simon King (Burger & Lobster, UK), Jan Knikker (Architect, The Netherlands), Christopher C. Muller (Boston University, USA), Eric Partaker (Chilango, UK), Ryan Perera (Henchman, UK), Andrew Rennie (Domino's Pizza France/Europe), Robin Rowland (Yo! Sushi, UK), Douglas Rushkoff (Author, USA), Quirze Salomó (Nostrum, Spain), Hans-Werner Sinn (ifo Institute, Germany), Selim Varol/Mustafa Aslandag (What's Beef, Germany), William Shu (Deliveroo, UK), Gretel Weiss (FoodService Europe & ME, Germany)



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Trade Journal for the Hotel, Restaurant and Catering Industry



## The Alchemist of Culinary Desire

*Young and prodigiously talented, chef **Ranveer Brar** shares his secrets of creating a menu that pleases and amuses*

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## Benefits of the B2B2C Format

Low costs, big market, minimal wastage and healthy profits

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## F&B and the Holy Grail of Service Excellence

Benchmarks and processes to elevate customer experience from good to great

Featured inside: Pankaj Mathur, Roger Wright, Himanshu Taneja, Anurag Katriar, Silvio Zaccareo





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Seismic shifts are currently underway in the restaurant industry. New players – be it the foreign QSR chains, independent restaurants, bars and lounges, tea and coffee chains as well as the new breed of food tech startups – all are scrambling for a luscious pie of the growing food business in India. The Indian F&B sector, which is currently growing at 23 to 24 per cent annually, is likely to touch Rs. 3.80 trillion by 2017. The Indian total annual household consumption is expected to triple in the next decade, which offers a huge potential for growth in food retailing on the back of galloping consumer demand.

At the same time, consumers are becoming more demanding with the growing purchasing power and a massive information flow, which helps them to be up to date with the latest trends across the globe. 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. Another impact of technology is playing out in the market for food ordering apps, which has already registered a 10-fold increase in the number of tech-savvy consumers, who take the tech route to satiate their hunger pangs.

In line with the trend, we are now seeing a pronounced tilt towards customer engagement. Dining spaces and lounges, cafés and bars are being tricked up to resonate more closely with the clientele. More of these establishments now offer live music or games, and other forms of entertainment as part of the package. To widen their reach and be in step with the consumer pulse, restaurants now have their own websites; some of them have even set up blogs and put up interesting content from time to time. As far as social media presence goes, interaction on Twitter and Facebook is now a de rigueur and they are doing a pretty good job of it.

Going forward, these trends are set to pick up greater speed and steam. Players who succeed in harnessing these trends to the hilt will stand to gain by enhancing and broadening their connect with the end consumer.

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 quality 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 quarters), 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.



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YOUR DAY



Fortune





## NEW WENDY'S OUTLET AT GURGAON

Global QSR chain Wendy's has added a brand new outlet at CyberHub Gurgaon. With this outlet, Wendy's has taken its store count to four restaurants in NCR. Wendy's menu has also been expanded by including new burgers, wraps, snacks and cooling shakes. Wendy's in India now has the widest range in the QSR market offering ever-popular burgers like the Aloo Crunch, Baconator and Chicken Chipotle as well as salads, baked potatoes, French fries with sea-salt, great desserts and much more. The drinks menu includes 100 per cent Arabica coffee, Wendy's Fruitails and all the usual favourite sodas. Wendy's has also expanded its range with even more affordable items. The menu starts at 39 rupees and has a range of vegetarian and non-vegetarian meals for customers under 99 rupees. Speaking at the launch of the CyberHub outlet, Jasper Reid, Wendy's India Chief Executive, said, "Wendy's offers great quality at the most affordable prices. For example, our 69 rupee meal is the best price in the market but customers get a whole lot on top: bigger patty, fresh toppings like cilantro and onion, food made-to-order, a 300 ml drink, fries with sea-salt, table service, real crockery, restaurants with free Wi-Fi and great music or video. At 69 rupees we think this is a superb value." Wendy's launched in India in May 2015 and has 4 restaurants in NCR. The business plans to open 40-50 restaurants in the next four to five years in multiple regions across the country.

## BARCELOS OPENS BIGGEST OUTLET

Barcelos has launched its third new restaurant in Gurgaon, Sector 29. The new outlet is located in the heart of the corporate and commercial centre of the city and is Barcelos' biggest outlet worldwide. The ambience is lively and refreshing, which will help it to connect with its vibrant consumer base. The interiors and ambience have been designed around the European theme. The vintage car kept in the restaurant makes the restaurant more alluring. There is a live kitchen concept in the restaurant which makes the whole restaurant environment quite interesting.

Barcelos is known for its flame-grilled menu with peri peri sauces. It has created its own unique following by introducing to the discerning Indian foodie their own brand of innovation. From



innovating on the concept of 'burger' in India by presenting it in different colours to introducing India's first Sangria Bar, Barcelos has won many people's heart with its innovations.

Barcelos has also introduced the new menu, which includes the innovative coloured mini wraps. Available in chicken, mutton and veg variants, these coloured mini wraps are priced at Rs. 225, Rs. 275 and Rs. 285 respectively. Rohit Malhotra, Business Head, Barcelos India, said: "With a motive of making our brand more accessible to our consumers in Delhi-NCR, this time we have decided to come up in Gurgaon, which is a quite happening spot amongst the corporate crowd."

## CYBIZ SUPER BRANDS JOIN HANDS WITH FAARSI FOR MASTER FRANCHISE RIGHTS



Cybiz Super Brands, which specialises in franchising, licensing and channel distribution in verticals like business services, retail and food & beverages industry, has signed a Master Franchise agreement with Faarsi for opening 50 stores in five years. Faarsi is a Middle-Eastern diner serving Persian, Turkish and Lebanese cuisines. "We are very excited to be partnered with Cybiz Super Brands for our expansion and we have started the brand with an idea to expand pan India," says Rajinder Bagga, Chairman, Faarsi.

"The first phase of expansion would be in Delhi-NCR and we will follow the FOCO Model (Franchise Owned and Company Operated) for expanding the brand. There would be different formats such as standalone café, take away-delivery

counters and food courts," says Sam Chopra, Chairman, Cybiz Corp. A sister concern of Cybiz Corp, Cybiz Super Brands has the Master Franchising rights of various brands like Café Out of the Box and Boom Box Café. Apart from this, the company also represents several national brands like The Embassy & The Chatter Hub.

Faarsi started in 2013 in Hauz Khas village, Delhi, and has carved a niche for itself for being a standalone restaurant, which replicates the taste of the Middle East in its food. "We are a Middle Eastern diner with takeaway & home delivery service that serves authentic Persian, Turkish and Lebanese cuisine, including shawarma, Falafel wraps, Pilafs, Baklava and a delicacy for the first time in Delhi and the 'Koobideh Kebab' "says Manan Chawla, Director Faarsi.





## LONDONERS BISTRO & PUB OPENS ITS FIRST RESTAURANT IN DELHI

Londoners Bistro & Pub recently unveiled its first outlet – inspired by the British legacy – in Greater Kailash-1M Block. With the emerging trend of stand-alone restaurants, Londoners offers a multi-cultural cuisine. The menu bringing together dishes that reminds you of London. From the truly British ones like Ploughman's Platter of cheese, meats, olives, breads to a classic Englishman's cold meal and the best pub grub in London. There's also a quirky taste on London's ever-loved pies with chicken/paneer makhani twist, water chestnuts in chilli plum sauce and vegetable claypot – reminiscent of the British presence in Hong Kong and a tribute to the large South-East Asian population of London. Also on the menu are Fish & Chips and a 'Toad in the Hole' to desi ones that rule the heart of London – The chicken tikka masala platter, Birmingham fish tikka, Leg te Peg and even elements that inspire from the Far East, which include satays and claypots.

The restaurant's seating area is spread across three floors. According to Paritosh Mittal, Promoter, Londoners Bistro and Pub, "Londoners brings in every aspect of the real Brit food to India. From the perfect Shepherd's Pie to Fish & Chips; and from the peasant like jacket potato & mashed pea to Water Chestnuts in Chilli Plum Sauce, Londoners is the answer for all those patrons who want to go down memory lane of their past visits to the U.K. Keeping the Indian populace in mind, we have tweaked a small bit of menu but not without sprinkling it with Brit seasoning."

Another highlight of the menu is that every signature cocktail at Londoners is named after a famous street in London. And the cocktails aim at catching the vibes of the street by its ingredients and recipe. Some of the signature cocktails are King's Road, Bakers street, Oxford street, Piccadilly circus, Portobello road. What's more, the desserts section includes a classic British dessert to end the evening – Sticky Toffee pudding. The other delicacies include Chocolate Fondue, baked cheese cake, fried chocolate with ice cream, to name a few.

## SPRINGBURST LIME SEASONING FOR ALL HORECA CUSTOMERS

Fresh lime just got be easier to squeeze with VKL Foodservice bringing its Springburst Lime Seasoning. The product comes in a re-sealable zip lock pouch that retains freshness and longer shelf life. The seasoning has smooth and strong tanginess and is consistent in quality and taste. It gives you the flexibility to use the product in either juice or seasoning form, making you save on time and energy. Another characteristic of the product is that it is easy to make – just mix Springburst Lime seasoning with water and stir well to get the taste of lime juice. You can also sprinkle it on various dishes to add a lemony zest in any recipe. The lime juice concentrate can also be stored for later use without the fear of it getting bitter. Lime seasoning can be used to make any drink or dish that uses lime such as lemonade, ginger lime punch, ice lemon tea, tandoori chicken, paneer tikka, lemon rice, biryani, lemon tart, mojito, Greek salad, pindi chhole, lemon and coriander soup, etc. VKL Foodservice had previously launched two products, namely Chicken Broth Powder and Demi Glace Sauce Powder in March this year.



## ICE PAN CREAMY OPENS ITS THIRD STORE



An emerging player in the desserts and ice cream segment – Ice Pan Creamery – has recently unveiled its third outlet at DLF Place, Saket, Delhi. A brainchild of Lav Trivedi, Ujjwal Agarwal and Abhishek Agarwal, the brand offers its customers a blend of European-Indian desserts while retaining the magic of Grandma's homemade cooking in their preparations. The store is inspired by downtown circus theme. 'Since circus is the only place where you find kids and adults both enjoying the moment in the most playful manner,' said Lav Trivedi, Co-Founder Ice Pan Creamery. The ice creams are dairy free and are available in exotic flavours ranging from Strawberry Passion fruit, Hazelnut Oreo to the Avocado Peach and Cuban Cigar Godfather Chocolate. They also serve waffles along with beverages including virgin mojitos, cold coffees and a range of shakes and smoothies to choose from.



## NEW SANDWICH WITH RED BUN BY BURGER KING

Burger King restaurants in India have introduced a furiously delicious sandwich atop a fiery red bun baked with hot spices. The Angriest Whopper sandwich packs a punch in every bite with crispy onion petals, spicy Habanero sauce and jalapenos piled high atop the patty and layered with a slice of cheese, lettuce, ripe tomatoes, and creamy spicy mayonnaise between the red-hot buns. This special sandwich is a limited time only menu item, and will be available across all Burger King restaurants in India. Commenting on the launch of the sandwich in India, Rajeev Varman, Chief Executive Officer of the Burger King brand in India, said, “Consumer

tastes in India are evolving and they are now ready for experimenting with new tastes and experiences and we as a brand are committed to introduce a whole new experience in burgers in India. After the hugely successful response to the Big Boss Whopper sandwich and Chicken Fries from the consumers, we decided that it was time to introduce another innovative product in India, this time with a red bun. The Angriest Whopper sandwich is a delicious sandwich with each bite packing a fiery punch!”. The Angriest Whopper sandwich will be available in veg, chicken and mutton, and will be served in all Burger King restaurants till 30th May 2016.

## A CAFÉ IN HONOUR OF SPORTS LEGENDS

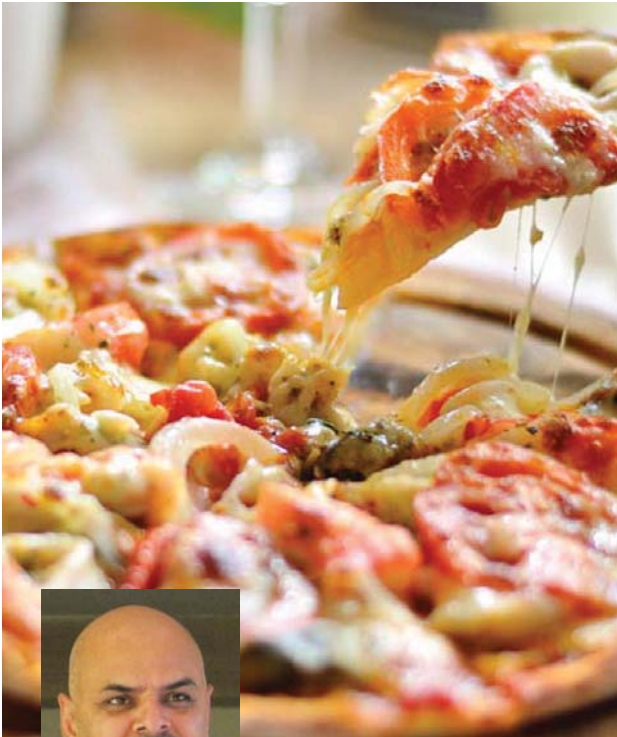
Virtual sports and entertainment arena Smaaash has recently launched a cafe – The Mighty Small at the DLF Mall of India, Noida. Designed for ardent sports lovers, the café is an ode to iconic sports legends like Sachin Tendulkar, Virat Kohli and Cristiano Ronaldo, who are all associated with Smaaash. The cafe is designed around the quirky carnival theme with vibrant circus posters, red and white seats, etc. Like the several games and experiences available at Smaaash, the new cafe has a scrumptious food and beverage menu that will definitely score extra points. For ‘Quick Runs’, one could try ‘Volcano of Nachos’ or the desi ‘Makhani Fondue’. One could step up right with ‘Sachin’s Fav – Chakhna Salad’, ‘Rock Prawns with Srihacha Mayo and Chips’ and other such easy bites. From pizzas to lasagnas to claypots and noodle meals, there’s something for everyone. For the one with the sweet tooth, the place offers desserts like ‘Tequila chocolate mousse’ and ‘NYC Styled Cheese Cake’ amongst others. The food menu has been designed keeping the grab-and-go concept, where one could pick up their food and savour the games along with it!



### BIRA 91 SPONSORED TRIBECA FILM FESTIVAL IN US

Home-grown craft beer brand BIRA 91 recently sponsored the New York City’s iconic Tribeca Film festival. Besides, the brand also introduced its variants — BIRA 91 White and BIRA 91 Blonde – which were available at official Tribeca Film Festival events as well as at bars, restaurants and beer retailers throughout the New York City during the month of May. Founder and CEO Ankur Jain of BIRA said: “BIRA91 was imagined in India with inspiration from American beer culture. Its unorthodox, urban, fun and modern. The film world parallels a lot of these values, and so I knew Tribeca Film Festival was the perfect platform to bring Bira 91 to my favorite city, New York.”





Tarun Chaudhary

## SLICE OF ITALY PLANS TO OPEN 10 OUTLETS IN INDIA

Green House & Hestoft Food's Slice of Italy is set to expand its presence by adding 10 new outlets by FY 2016-17. The brand's next catchment areas include regions such as Chandigarh, Shimla, Mussoorie, Haridwar, Dehradun, Amritsar, Jaipur, along with Delhi and NCR (Saket, Greater Kailash, Gurugram & Noida).

Commenting on the expansion plans, Tarun Chaudhary, Managing Director, Slice of Italy said, "We will be reinforcing our distinctive niche in the segment with our expansion plans. We are looking at adding 10 more outlets in this fiscal year, taking the total count to 25 outlets. We are also planning to launch an interactive and user friendly app for customers in the near future for order bookings, safe & secure transactions and quickest deliveries. We are happy with the continuous growth and getting excellent response from our customers so far."

The brand has an in-house Business Development team, which guides the franchisees through the design, permitting, bidding and construction process, and offers a thorough training and support to its franchisees.

The brand known for its Italian menu has 66 varieties of pizzas (veg & non veg) presently, runs 15 outlets in Delhi-NCR in various formats (large and small) in Asian Games Village, Vasant Vihar, Okhla, Lodhi Road, Prashant Vihar, Janakpuri, Dwarka, Mayur Vihar, Hudson Lane, Dilshad Garden, Gurugram Sec-15, Noida, Indirapuram, Jewar and HCL. Out of these 15 outlets, one is a franchise outlet.

## BIG FISH UNVEILS ITS NEWEST CAFE IN DELHI

Big Fish ventures has recently launched a new cafe – 'OH My God' in the heart of Delhi. Inspired by heaven and hell, this theme based cafe is spread across a sprawling 6,000 sq.ft. and has a seating capacity for approximately 120 people. Besides, the cafe serves various North Indian, Chinese, Mexican and fusion food & beverages. Other facilities include a bar where DJs crank up rocking numbers. An adjunct smoking room makes the place all the more convenient. The best part is the live music, which is played on special days and lends a special touch to the atmosphere.

Big Fish Ventures is planning to launch over 40 outlets across India and overseas over next 2 years. The company aims to create, build and operate over 40 outlets by FY 17-18. Moreover, Big Fish plans to invest over \$30 mn in building and operating outlets and will clock gross sales of over \$100 mn by FY 18-19.

## DEZENZIA'S UNIFORMS- BLEND OF CREATIVITY AND DESIGN

With the growing trend for designer uniforms for the hospitality & corporate sector, it has become necessary to adopt a stylish yet practical uniform that adds value and symbolises the complete experience of hospitality. As a matter of fact, most hotels, corporates and institutions do have fine uniforms but there is yet so much richness in our culture that a designer with a holistic approach can offer. One such company attempting to sew up our diverse tapestry of culture into designer uniforms is 'Dezenzia', which is helmed by its MD & CEO Zubin Mehta. Taking a holistic approach to uniform design, and well-known for its manufacturing skills, Dezenzia has also made a mark in the hospitality world by delivering stunning concepts of uniforms for niche hotels, resorts and corporates.

"As a brand differentiator, our designs imbibe the value of a region / culture into design by repackaging the couture into finely styled garments that enhance the image of the client to the highest standards. Our endeavor has always been focused on amalgamating top style with highly practical attire," says Zubin. This is a huge challenge for fashion designers per se, but Zubin has a state-of-the-art facility to bring about this fusion with ease. Besides, Dezenzia products stand out for its emphasis on the textures of fabrics used, and the subtle detail to embroidery and pleats that turn a uniform into a couture garment.



Zubin Mehta



# The Food Truck comes to Mumbai

Mumbai's very first food truck has just rolled into town and it promises gourmet treats à la the 2014 Hollywood movie, 'Chef'. Launched by serial F&B entrepreneur Ashish Sajani (owner of Mumbai-based restaurant Eat Thai, Le Café, PDT Bar and Hotel Jewel of Chembur), The Bombay Food Truck has ambitious plans to roll out six more trucks this year. In a candid chat with Nivedita Jayaram Pawar, Sajani elaborates on the challenges of venturing out on a path less trodden



Ashish Sajani



## Why a food truck?

The first time I saw a food truck was when I was studying in Europe. When I moved to the US I would eat out of food trucks and always wondered why can't we have them back home. Starting a food truck was something I had always dreamt of. The fact that Bombay doesn't have a food truck was a huge inspiration and, yes, the movie 'Chef' was inspiring too. But after coming to India, I got busy with my restaurants and running a hotel. However the food truck was always at the back of my mind and I realised that launching one would make me happy.

## Was it particularly difficult considering the licensing issues, etc? What were the challenges involved in launching Mumbai's first food truck?

We are still trying to figure out licences and the correct way forward so that in the future it's encouraging for more people to follow. The biggest issue is that there is no clear legislation – hence there is no specific way forward or a regulation system to deal with a food truck in Mumbai. But the BMC is now forming guidelines.

## So how did you go about it?

The biggest challenge was trying to explain the concept to the regulators who kept telling us that we couldn't do it. Every time I tried to explain it to the officials they would tell me – sorry, there are no rules, you can't do it. Since I could anticipate some of the issues I didn't put gas or any flammable equipment on the truck. I knew that would be against the law for sure. So I made it electrical. Another issue is that you can't park it on the streets. So we take the Bombay Food Truck (BFT) to events, festivals and concerts.

## So where is the truck parked for business on a regular day? How do you intimate people of the location?

Currently, due to the lack of legislation, we travel to private locations and corporate parks. You can find us from Monday to Friday at One BKC in Mumbai. They needed F&B solutions and we were more than happy to provide it. Besides, BFT also travels across India to festivals, concerts and private parties. In fact, BFT is available for events, festivals, brand activations and, maybe, even a big fat Indian wedding or two.







We update our patrons on our locations via our website [www.bombayfoodtruck.com](http://www.bombayfoodtruck.com), Facebook page, Twitter and Instagram.

**You have been a hospitality entrepreneur for quite some time now. How different is the food truck business from a brick and mortar one? What are the day-to-day challenges of running a food truck?**

Operating a food truck is very exciting and inspiring and different from running a regular F&B outlet. To begin with, the investment for a food truck is much smaller than a standalone/chain restaurant. Of course, both have their own merits. The food truck business is quicker, faster and more challenging. You need to innovate with the times and demands of customers as the preferences change from location to location! Also, service has to be swift and peppy, as that is what patrons expect from us.

**What are the equipments inside the truck? How much cooking is done inside the truck?**

We have a refrigerator, salamander, griller, fryer, oven and two induction burners. All our food is cooked at our central kitchen in Chembur. We make our own breads and desserts there. All our equipment on the truck is electrical and induction based. Most of the ingredients are pre-prepped in the kitchen and all we need to do is grill or fry on the truck.

**What does the menu hold and what are the best sellers?**

The food I saw on the food truck in the movie Chef was very gourmet. And since I had access to all that, I chose to keep the menu gourmet and

international. I discussed with my chefs and we came to the conclusion that it had to be short and simple too. So the menu at BFT holds gourmet sandwiches, salads, burgers, hot dogs and fries. The pav bhaji roll, nachos and the kheema pav are the most popular dishes. We keep innovating the menu. Our food is served with much quirk as it breaks away from the monotony of boring, roadside eats.

**What's the response to the truck so far?**

It's a new concept and the response has been phenomenal. People are happy and have reached out to us to say that they have always wanted to eat out of a food truck ever since they watched the American tele series Eat Street.

**What is your price strategy for BFT?**

Nothing that we serve is over Rs. 250. The idea is to keep our offerings accessible, topical and open for anyone to try across income brackets and demographics. Also, BFT's concept is to serve Gourmet Street Food from across the world, hence the price points need to be value-driven.

**What are your learning with the first food truck that you may incorporate in the next launches?**

The biggest learning has been collaboration and innovation – the more people you reach, the more you learn of their preferences and the more freedom you have to innovate!

**What are your future plans?**

Post some legislation clarity, we plan to launch six more trucks in 2016 across India. These will be located at corporate parks and events. ●●

**The biggest challenge was trying to explain the concept to the regulators who kept telling us that we couldn't do it. Since I could anticipate some of the issues I didn't put gas or any inflammable equipment on the truck. I made it electrical. Another issue is that you can't park it on the streets. So we take the Bombay Food Truck to events, festivals and concerts**



(Left to Right: Rajesh Singh, COO, Dr. Sunandini Sharma, Chief Health Officer & Co-founder and Jayas Jayas Damodaran, MD at Jiyō Natural Pvt Ltd.)

## “Our B2B2C model offers advantages of low costs”

Jayas Damodara, Managing Director, Jiyō Natural Pvt Ltd, which provides wholesome nutritionally balanced meal packs to corporates, speaks to FoodService India about the unique differentiators of its business model over other formats and how the company’s distinct positioning is helping it to grow and consolidate its business



### What was the seminal idea behind the formation of your company? What is your concept uniqueness?

The concept was seeded when the three of us – the founder-investors – were at a recuperation session at Jindal Naturecure Institute. Looking at how the health situation of Indians was deteriorating rapidly – abetted by the influx of Western fast food companies – we decided to contribute to building a “Healthy India”. The concept at Jiyō Natural is that each individual is unique and needs attention differently. Similarly, each corporate organisation is unique in the profile of its employees and plans its own ways to take care of their employees. Jiyō Natural is positioned to take care of personalising the requirements of both individuals as well as companies.

### With so many food start-ups delivery services vying for a piece of the action and with many of them folding up lately, what will make Jiyō click?

There are some important differences that Jiyō Natural has when you compare us with the other food tech start-ups. First of all, Jiyō is primarily a health and wellness company – with a doctor as one of its founders. It is, in fact, a “Nutraceutical” company offering the nutritional benefits of food, both to prevent and to manage health problems.

Second, the target market of Jiyō Natural is the corporate workplaces where the employees are the consumers – a clear B2B2C model. We reach out to employees by signing up with companies – who see our services as a great way to keep their workforce healthy and, therefore, more productive. The B2B2C model comes with low customer acquisition costs along with relatively lower delivery and logistics costs. The market that Jiyō address is

huge – estimated to be over 10 million customers in the five top cities of India.

Thirdly, our business model is based around subscription – on a monthly or quarterly basis. This model offers revenue and profitability that is predictable with minimal wastage and inefficiencies. About 85 per cent of our revenues are subscription-based today.

The advantages of this model are what has helped Jiyō to grow 25 per cent month on month – with volumes growing over 10 times in 10 months.

### Which are your products and their selling features?

We address two segments of people from a nutraceutical perspective. One, the health-conscious segment – a growing population of people in their late 20s, 30s and 40s. What they need is a balanced nutritious meal, which can help them prevent health issues like diabetes, cardiac problems, etc. The “Jiyō Health” range of products addresses this segment by providing daily food, which is nutritionally balanced and calorie counted.

The second segment is the set of people who already have a health issue – be it diabetes, obesity, hypertension, heart or thyroid-related problems, etc. The “Jiyō Manage” range of products and services offers a nutraceutical means to this segment to manage their health condition.

Today, both Jiyō Health and Jiyō Manage range come in a “ready to eat” format and are delivered as breakfast, lunch, snacks and dinner. Soon, the products will also be available in a “ready to cook” format. Our focus is to reach out to these segments at their workplaces or through specialty health / wellness centres.





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**What is your current scope of operations?**

We are currently operational in Bangalore – and are able to cover practically all parts of the city. We deliver over 2,000 meals a day – as breakfast, lunch, snacks and dinner. We have tie-ups with over 25 corporate organisations in Bangalore.

**Tell us about your menu mix and spread, the offerings, and your signature recipes?**

A key requirement for good food is variety. Our chef – who comes from a five star hotel background – along with our doctor and nutritionist, design menus of healthy food across north and south Indian, Continental and Oriental cuisines. The menus are changed every day – and are repeated once in four weeks or so. A large repository of recipes helps in providing sufficient variety to the customers.

Besides ensuring variety, it is equally important for customers to feel “good” from a health perspective after every meal – and that is also a key focus for us. The SOPs for each of the recipes are established and a lot of planning and detail have gone into making the recipes healthy as well.

There are several dishes, which are appreciated by our regular subscription customers – salads, desserts, some main courses and special brown rice preparations. Some snacks like baked vada pavs are all time hits.

**What are the price points for a standard meal?**

Our model is subscription-based. Customers are quite conscious of costs when it comes to paying for food on a daily basis. Pricing for a full meal with eight or more items costs in the range of Rs.100-130. For a personalised meal, the price ranges from Rs. 150 to Rs. 200.

**Can you offer us examples of some innovative F&B ideas that you have implemented in your menu?**

We have built a large repository of recipes. Each recipe has not only a clear SOP but are ranked for acceptability to disease types. For example, a certain dish may be ranked No. 1 if it is not acceptable for a person with high levels of cholesterol while a rank of 5 indicates the recipe to be highly recommended. This process has been automated with the technology.

In terms of production, we use ovens and steamers – using them to either bake or steam rather than going for deep frying, etc.

One initiative we have taken is to grow the awareness of many traditional grains like millets. The food made out of them are not only low in glycaemic index but high in fibre as well. We have done a good amount of R&D to devise great tasting dishes made out of several types of millets.

**What is your kitchen model, how you manage the staff preparing the food, the processes and benchmarks you have put in place for monitoring food preparation and their packaging?**

In order to prepare a healthy meal, there are some fundamental principles we follow in order to guarantee that the end product is healthy. In designing the menu (or more precisely, the contents of the meal), we ensure that the final product is wholesome and nutritionally balanced – having the right levels of carbs, proteins, minerals and fibre. We also ensure that the ingredients that go into the food are “healthy” – which means we avoid all processed ingredients like maida, dalda, refined sugar etc. – and instead, use whole grains, millets, sweeteners like jaggery, honey, date syrup, etc. We also ensure that no chemicals are used whatsoever in the cooking process – be it for preserving, enhancing taste or for colours.

We have a central kitchen – and will have some satellite kitchens to cover most parts of the city. The menus, processes, procurement of ingredients are all done centrally.

Food safety being a critical concern for us, we are in the process of obtaining the HACCP and later ISO22000 certifications. We have trained consultants who are advising us to get us ready for the audits, which we hope will be done in the next three months. HACCP covers all the elements of the process from receiving of ingredients to preparation to production and packing.

**How do you manage orders, does your ordering mechanism have room for flexibility, etc?**

We have standardised on vendors for vegetable and groceries – based on a long process of trials and due diligence. The vegetables we get are chemical free and are delivered to us within 12 hours of their





**We intend moving to four other cities in the next 12-15 months. Before that we hope to have established a good visibility and brand image. We are also working on reaching out to customers across the country for a new line of ready-to-cook food – that will be marketed and delivered through a different channel**



harvesting – thus ensuring that all the goodness and nutrients are fresh and are utilised. We order vegetables every day – and do not believe in storing them. Orders are placed on a daily basis – and we have the flexibility of making any last minute changes. Groceries are ordered from reputed cash and carry stores – once in 2-3 days and delivered at our door step.

**In the time you have been in operation, how successful have you been in developing consumer stickiness to your meal solutions?**

Food fatigue is surely a challenge that makes customers try newer options. As far as Jiyo Natural is concerned, there are hundreds of customers who have been with us for over a year. We can easily claim a 80 per cent retention on a six month time frame.

Listening to customers, providing sufficient variety and delivering consistently healthy meals have helped us in retaining a significant portion of our customer base. The subscription B2B2C model also aids in a higher levels of retention.

**What is your strategy for delivery of food and maintaining the timelines? What steps do you have in place to streamline your delivery and what are your plans to expand the delivery network?**

Being a subscription model, the delivery schedules are known well in advance and remain the same for a long period of time. That helps in planning the production and packing processes in such a way that the food does not stay around in the

kitchen for too long. As soon as the food is ready – packing starts and once packed they are loaded immediately on to the transport vehicles.

We plan and execute the delivery routes and timings ourselves. The routes are optimised in such a way that customers get fresh food on time – and at the lowest costs. Delivery networks are designed based on the new customers being acquired.

A B2B2C model helps in streamlining deliveries as well as keep the costs of logistics minimum. Scalability is also not difficult in such a model.

**What is your strategy for raising the visibility as well as consumer receptivity for your format and business model and how do you propose to scale your services?**

We have engaged a leading PR agency to work with us to create a higher visibility through media. That is backed up with sufficient work around social media and online marketing. Creating a website that is dynamic in terms of content is a priority for us – which drive a good number of organic searches and therefore customers to our site.

We intend moving to four other cities in the next 12-15 months time frame. Before that we hope to have established a good visibility and brand image of a credible healthy food company.

We are also working on reaching out to customers across the country for a new line of ready-to-cook food – that will be marketed and delivered through a different channel.

**Going forward, how do you see the growth and popularity of B2B2C model and format and what are the opportunities and challenges you expect to face?**

The population of health-conscious individuals is growing rapidly. Alarming facts and data are clearly out there that state the big need for taking precautions to remain healthy. For example, the prevalence of diabetes has risen 100 per cent more in the 2003-2013 time period. The number of people with cardiac issues has gone up by 50 per cent in urban India from 2010 to 2015.

The number of people who are proactively taking steps to remain healthy is huge and growing – with healthy food being a key priority. Therefore the market we are addressing remains one that is big and growing rapidly.

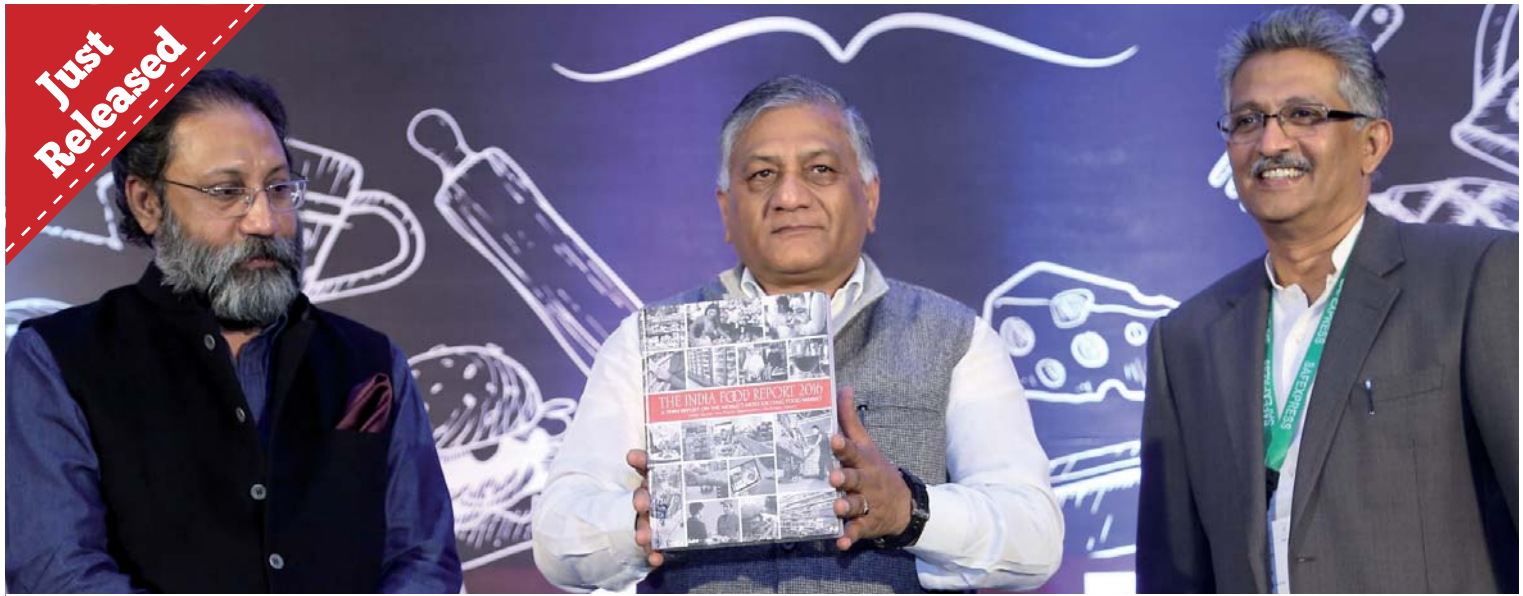
With such a growing market – our approach of providing nutritious balanced daily food at workplaces becomes a good alternative for employees of several companies. The opportunity is immense and as of now the players are few.

Going with the B2B2C model to address this market has its own challenges. The admin/ facilities of many organisations have priorities that are not always aligned to initiatives that aid in the upkeep of their employees' health. HR and top management may be divergent in their approach to employees' health. This results in driving prices down – which means that we have to put in more efforts to get in better customers. ●●



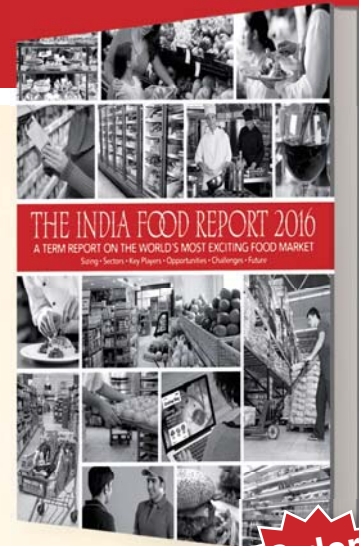


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# INDIA FOOD REPORT 2016

THE MOST AUTHORITATIVE GUIDE TO FOOD RETAIL MARKET IN INDIA



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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 State 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 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
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# Switzerland



## Forgotten Sausage Classics and Special Beers

Since November 2014, in the five-star Widder Hotel in Zurich it's sausages for all: after all, in the AuGuSt they serve "excellent specialty sausages and meat dishes, bringing long forgotten classics of Swiss cuisine onto the plate again," according to the management. A modern mixture of brasserie and boucherie, the concept succeeds through its down-to-earth elegance: grey-white marble tiles on the walls, scissor lamps and large window façades lend the overriding character to the ambience. The long butcher's counter, the open show kitchen, and the collection of historical butcher's tools make the formula a visual delight, too. All specialties come from local producers. The menu features boiled-meat salads, tripe and brawn, as well as home-made pasties, terrines and tartars. International dishes, such as prosciutto culatello con contenna, and trend-setting items such as beef jerky with alpine herbs round off the menu. Main dishes cost around CHF40. Beers brewed specially for AuGuSt are the main feature of the beverage list. At the street sale section you can take away the specialty sausages and meats straight away with specialty mustards, some home-made. In the first 12 months the restaurant welcomed around 90,000 guests and served more than 12,000 sausages. [www.au-gust.ch](http://www.au-gust.ch)



## 'Bebek' Serves Sunday Breakfast Every Day

'Bebek' is a district of Istanbul. In English the word means 'baby'. It fits. For the restaurant and bar of the same name, opened in July 2014 in Zurich's District 5, is the big, new, 'grown-up' baby of Tearoom/Maison Blunt, already twelve years old, in District 3. The people behind it are the same – Alexandra Moosbauer, Jolanda Joss, Bruno Hildebrand and Jörg Gugisberg. In both locations the food on offer is heavily influenced by Eastern cuisine. "At Bebek, though, we have cast the culinary boundaries even wider and offer dishes from the whole Eastern Mediterranean," the owners say. Bestsellers are meze à discretion (vegetarian or with fish and meat), Sunday breakfast (available seven days a week until 4 pm) and home-made lemonades. The average bill per guest is €40. Total annual sales – the quartet has up to 300 guests a day – stand at CHF4.5 m. The setting? Imposing. The restaurant, with its unrendered concrete walls, is actually more than 5.40 m in height and gains character through two huge windows looking onto the tram depot, a cube in which the kitchen is located, and powerful modern 'frescoes'. On the first floor – on the roof of the cube – the Rose Bar invites guests to cocktails featuring fresh herbs, home-made syrups and seasonal fruits. [www.bebek.ch](http://www.bebek.ch)



## Fusion Cuisine from the Dumpling Wagon

"Exciting, solid, world-class" is how Michel Péclard describes his Rooftop Restaurant, opened in May 2015, on the sixth floor of prestigious fashion house Modissa's flagship store. And it is no exuberant beginner speaking here – after all, this experienced restaurateur, with his Pumpstation Gastro GmbH, runs nine outlets in Zurich. In the Rooftop Restaurant, with its splendid view over the city and the river Limmat, materials such as teak, copper and brass dictate the urbane and elegant atmosphere. Some CHF1.5 m have been invested in the interior of the listed building. The bar, of solid walnut, is lower down, so you can sit – and eat – at it comfortably. The formula, positioned between fine and casual dining, has seating for 50, and as many again outside. The cuisine? Euro-Asian fusion. The staff literally steam up to the tables: hot Asian dumplings are served from custom-designed dumpling wagons. The accent is on a miscellany of choice fusion cuisine inspired by Tokyo, New York and Los Angeles. Besides dumplings, the rolling vending carts also offer meat loaf and Angus beef. Salads, cold dishes and a generous dessert trolley round off the palette of surprises. The average bill at lunchtime is CHF20 and in the evening about CHF100. CEO David Allemann reckons anticipated sales revenues at CHF4-5 m. [www.ooo-zh.ch](http://www.ooo-zh.ch)



# DENMARK

## Exploring Faroe's Produce and Practices

KOKS restaurant inside the Foroyar hotel on a hill above Tórshavn is said to be the 'Noma' of the Faroe Islands. In 2014, it won the Nordic Prize as 'Best Restaurant in the Nordic Countries'. Having pioneered New Nordic Cuisine on the Faroe Islands, KOKS, which has 30 covers, is characterized by its unique Faroese identity and its commitment to sustainable and local products. At the heart of the concept is the culinary coquetry of Poul Andrias Ziska. As head chef he masters the artistry of distilling taste and smell from the Faroese landscape, combining them in exquisite dishes. The cuisine style is earthy and refined, ancient and modern. Rather than chasing the novel for its own sake, every effort is put into exploring the ancient practices – drying, fermenting, salting and smoking. A main focus is on 'Ræst', a combined fermentation and aging process for meat and fish, which is unique to the Faroe Islands and which thanks to Ziska is now finding its way into international haute cuisine. Sommelier Karin Visth helps guests find the perfect wine match for every dish. The wine cellar can also be rented for private parties, private wine tastings or courses on the combination of rare wines with unique dishes from the kitchen (up to ten people). [www.koks.fo](http://www.koks.fo)



## The Man with Noble Sausages

The abbreviation DØP stands for Den Økologiske Pølsemænd, or 'The Organic Sausage Guy'. The concept redefines a typical Danish street food, the Hot Dog, giving it a healthier and more modern appearance. All ingredients are 100% organic. The sausages have been developed in cooperation with the organic producer Hanegal. Vegans as well as people who suffer from lactose or gluten intolerance will also find something on the menu, which features seven different kinds of sausages and seven toppings that can be individually combined into a French Hot Dog in a roll, Roasted Hot Dog or Sausage with a bun. DØP's side offers include stewed kale made from a traditional Danish recipe and served with mustard and beetroots, as well as mash made of parsnips, potatoes and kohlrabi which is traditionally served with mustard, ketchup and beetroots. All packaging is made of bio-degradable or recyclable materials. The concept was developed by owner Claus Christensen, a trained concept and product developer with a professional bachelors degree in Nutrition and Health. DØP has hot-dog stands at the Round Tower and the Church of the Holy Ghost, both located in the city centre of Copenhagen. The company can cater for events and parties with up to 2,000 guests. At €4.50-5.20 DØP's sausages are a little bit pricier than the average street food 'pølser'. [www.dop.dk](http://www.dop.dk)



## Farm to Table on a Rooftop

Stedsans ('sense of place') is a restaurant located inside the greenhouse of Scandinavia's first rooftop farm, ØsterGRO in the Østerbro area, not far from Copenhagen's city centre. The farm covers 600 sq m on the third floor and has been supplying 40 local families with organically grown vegetables, eggs and honey since 2014. The farm was started by land architect Kristian Skaarup and gardening student Livia Haaland and operates under the American model of CSA (community supported agriculture). The restaurant is located in the midst of the garden with a view over the city. Right outside the door, guests see the fresh produce, much of which ends up on the menu that chef Flemming Schiøtt Hansen develops every day. Together with co-owner and food writer Mette Helbæk he dreams about the restaurant becoming "the world's most sustainable eatery". The menu consists of 5 (DKK695 including wine) or 6 Italian style courses (DKK845) served 'family style' – on plates and trays to be shared among the guests, all seated around one long table. The food is 'clean, simple and local' – mainly based on plants and free of gluten and artificial ingredients. There are two seatings Thursday to Sunday at 5.30 pm and at 8.15 pm. Stedsans' season goes from April to October and will start again in 2016 when spring hits Denmark. [www.cleansimplelocal.com](http://www.cleansimplelocal.com)



# France



## Groupe Noura Gets Lina's Back on Track

It's right in the middle of the 'Maison' department in Printemps, the great Parisian department store, and just a short hop from 'Printemps de la Mode' that Lina's have installed, for a period of 7 months, their latest 40-seater 'corner' of just 50 sq m. A choice location, which illustrates the relaunch of the brand, created in 1989 (by Lina Ghosn) and subsequently incorporated as part of Noura, the Lebanese catering group, in 2013. In 2015, the chain (62 sites) grew again with the addition of their new 65-seater restaurant in the Rue de la Boétie (Paris, 8th arrondissement) on a site formally occupied by Starbucks. Of the 8 Parisian restaurants, the 5 that are company owned feature the new visual identity and new décor, which has been designed to look like a Parisian apartment. The opening of two further company-owned restaurants in Paris has been announced. Salads, savoury quiches and desserts are offered on the menu in addition to the sandwiches, which are made to order as customers watch. [www.linaspatis.com](http://www.linaspatis.com)



## Democratising Organic with Breton Pancakes

Created in Rennes in 2011 by Philippe Le Duff (one of Louis Le Duff's two sons), the 100% organic Ker Soazig crêperie opened a new outlet at Levallois-Perret at the end of June 2015, opposite the So Ouest shopping centre. This brings to three the number of establishments (company owned), with the next one planned for the spring of 2016 at Creil. All the recipes are made using organic ingredients, which has led the brand to be one of the very few in France to have achieved the highest level of certification (level 3) from the Agence Bio. Some of the ingredients, such as buckwheat, rapeseed and cider apples, come from the Ferme des Loges, an 80-ha farm created by Philippe Le Duff at Bruz, near to Rennes and certified 100% organic. 5 different eating areas accommodate 130 seats and there is also a terrace. "I haven't raised prices; I'm trying to do my bit to democratise organic food," explains Philippe Le Duff, who goes on to say that he has invested "at least €1 m" in the Paris outlet. He's counting on an average bill of €15. The first set menu starts at €9.40. And there is also a bistro menu with a Breton theme to complete their offer. [www.kersoazig.fr](http://www.kersoazig.fr)



## New Burger King Flagship in La Défense

On 12 August 2015, Burger King France announced the opening of their new flagship store in the La Défense business district in Paris. This restaurant (the 4,000th in the Europe Middle East Africa zone) is the showcase store for a new restaurant concept rolled out in the EMEA zone. In its wake, a 2nd restaurant with the same architectural concept was opened in Aubervilliers (Seine-Saint-Denis) on 30 September, bringing to 24 the number of units which Groupe Bertrand has, as master franchisee, in its French portfolio. In La Défense, the brand's 9th Paris restaurant has led to the creation of 150 jobs. In an area of some 900 sq m and, with its 3 kitchens and 12 touchscreen ordering terminals, it can accommodate 250 people. The design favours brilliant colours, various natural materials (wood, metal, bare brick), high light-filled ceilings, with ventilation ducts and exposed beams. Different areas have been laid out: a lounge, communal tables and dining booths. The restaurant also offers an interactive area specially for children. Scattered around the restaurant, references to the brand's attributes are highlighted using details, such as the company logo inlaid in the bare wooden tables. The famous claim, 'Flame Grilling Since 1954', is featured prominently and completes a 'Heritage Wall', which is covered with photographs celebrating the history of the brand. [www.groupe-bertrand.com/restauration/#bk](http://www.groupe-bertrand.com/restauration/#bk)



# RUSSIA

## Coffeebar Made by Two Coffee Experts

The Double B Coffee&Tea coffee shop brand emerged in Moscow at the end of 2012. Its founders, Anna Tsfasman, who had extensive management experience in the coffee industry, and Olga Melik-Karakozova, Russia's four-time coffee brewing champion (who quit the business in 2014), focused on working with specialty-class coffee beans. The coffee is thoroughly traced: from personal acquaintance with African and Latin American farmers and own roasting facilities to the on-site brewing process. The menu includes coffee classics as well as original beverages: coconut almond flat white, latte pu-erh, and the signature lavender raph copied by many Moscow coffee bars. Besides, the company uses the so-called alternative (without the coffee machine) brewing methods: aeropress and pour over. Beverage prices vary from RUB150 to 350/€2.10-5.

Another feature of the Double B coffee shop concept is the absence of food: the only edibles on offer are croissants and jams. Today the floor space of Double B coffee bars vary from 8 to 100 sq m; the smaller shops are usually located in business centres and are focused on take-away sales, the larger ones are usually street shops with extra seating. Apart from the large Russian cities, Double B coffee bars can now be found in Almaty (Kazakhstan) and Prague. Only eight outlets are company-operated, the rest are franchised. [double-b.ru](http://double-b.ru)



## Russian Dishes in 'Kitsch' Aesthetics

Alexander Rappoport, lawyer and restaurateur from Moscow, opens new restaurants at an enviable rate. At year end 2014, GQ Russia named him restaurateur of the year. The Dr. Zhivago restaurant, named after the famous novel by Boris Pasternak, is one of his most successful projects. Its location has conceptual significance – right in front of the Kremlin, on the first floor of Hotel National Moscow. The contrasting red-and-white interior features many early Soviet symbols. The waitresses' appearance reflects the kitsch aesthetics: white aprons and collars over grey dresses; red lipstick. The menu features plenty of Russian and Soviet dishes, which are the 'in' thing in modern Russia. Among them are the Olivier salad, schi, vegetable preserves, all kinds of porridge (including millet porridge with crayfish tails, pearled barley porridge with ox tails, buckwheat porridge with porcini mushrooms and pine nuts). The restaurant also offers pirozhki and pies – symbols of a classic Russian feast, pancakes and crepes, pelmeni, and several kinds of herring caught in different seas and preserved by different recipes. The chef makes a point of using Russian ingredients only; no exception is made for olive oil. Food prices are moderate, with an average check of RUB1,500-2,000/€22-28 per guest (without alcohol) the restaurant belongs to the upper casual segment. [drzhivago.ru/en](http://drzhivago.ru/en)



## 200,000 Burgers Sold in Eight Months

#Farsh ('Mince') is the new burger restaurant opened in May 2015 by Arkady Novikov. The place has no waiters: guests grab their drinks from the fridge and get their burgers over the counter of the open kitchen after the chef's voice informs that their food is ready. According to the restaurant's official data, they sold 200,000 burgers by the beginning of December – an average of just under 1,000 a day. Incredible success for a 120 sq m, 40-seat outlet!

#Farsh was launched in association with Miratorg – a major Russian agroindustrial holding that supplies Black Angus beef for the patties and stocks the butcher's shop located at the restaurant entrance. This cooperation lets the owners keep the prices rather low by Moscow standards: classic hamburgers and cheeseburgers cost RUB250/€3.50; gourmet versions – RUB350/€5. The most expensive item on the menu is the Papa Myasnika ('The Butcher's Dad') burger with two patties: it costs RUB580/€8.30. The average check is RUB700/€10. Guests can wash down their food with craft beer and cider, or order tea and coffee from pump pots, with free refills for just RUB30/€0.42. [novikovgroup.ru/restaurants/farsh](http://novikovgroup.ru/restaurants/farsh)



# “Demand for single origin coffee is on the rise”

Silvio Zaccareo, Managing Director, Fresh and Honest (Lavazza India), speaks to FoodService India about the trends and developments in the coffee market and how his company is positioned to play to the needs and requirements of major segments



Silvio Zaccareo

**Coffee culture is growing aggressively with the increase in the number of cafes and with more and more consumers travelling to Western countries. This helps brands like us who have been in this business for the past 121 years**



**Tell us about your products and their consumer segments.**

We are the only one among the big coffee players who import and supply best of European machines to India. Be it for the high consumption areas like the breakfast/ coffee shops/ corporates to small offices or CXO rooms. We operate in the beans-to-cup segment and capsules.

**Which are the prime customer segments for your products?**

We cater to all the consumer segments in India by offering a strong portfolio of products across our two brands – Lavazza and Fresh & Honest. Our products cover all the consumption requirements and price points. Soon we will be launching a new range of products developed for the local palate and requirement, which will help us to penetrate deeper in the ‘Away from Home’ segment.

**Between coffee capsules and coffee powder, which has greater growth potential?**

Capsules is a nascent category as of now. Beans and coffee powder are the key segments in the market. Away from Home Beans is a big market outside, but at home the consumption is primarily driven by powder – both Filter & Instant.

**Which are the best markets for your products in India?**

Coffee culture is growing aggressively with the increase in the number of cafes and with more and more consumers travelling to Western countries. This helps brands like us who have been in this business for the past 121 years.

In a country like India, consumers are becoming more demanding about their coffee. A new trend, which are growing fast, is the demand for single origin coffee. Consumers are not ready to compromise on the quality of their coffee.

**How do you see the potential for your products?**

We see a huge potential for ourselves as the coffee culture grows in India and consumers become more discerning. That is when authentic Italian coffee brands like Lavazza can really play a big role in enhancing consumers’ coffee experience.

**What was your sales in coffee powder and capsules in 2015?**

The category has been growing both in Home & Away from Home segments. We as a brand have been witnessing double digit growth, which is much higher than the industry.

**What is your sourcing strategy and what process do you follow for ensuring quality consistency and uniformity of standards.**

We source 100 per cent Karnataka coffee beans. Our Indian factory is the jewel in the crown, and is one of the major and most respected players on a global level. We use the latest German technology roasting and grinding. All the processing is in line with German technology – from the raw material to end packing.

**With the Make in India campaign in full swing, do you have plans to set up more manufacturing units in India?**

Lavazza India has a manufacturing facility in India, which was launched in 2011. The production plant is in the industrial district of Sri City, in Tada region in the state of Telangana. The complex permits modular coverage of the growing demand for coffee in the Indian market. Our Indian plant is FSSC 22000, Kosher & RFA COC certified.

Lavazza in India will keep investing in our plant & coffee machines to keep offering the best-in-class latest coffee products and European machines to our customers. ●●



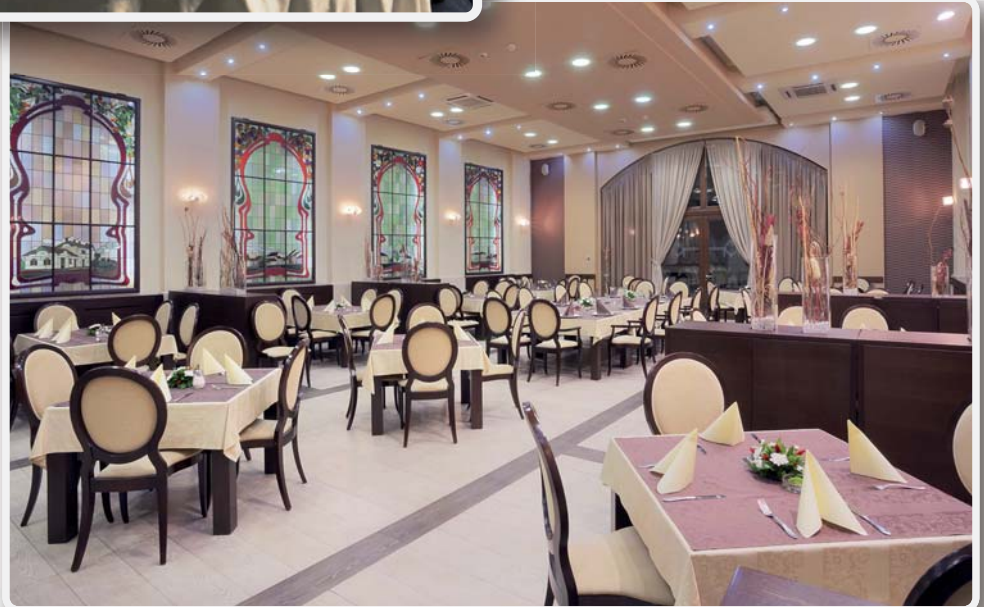
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# “Regional cuisines are the food of the future”

**Chef Ranveer Brar has found success at a very young age. At 25 years, he became an Executive Chef, and one of the youngest to reach that coveted position. He has gone on to work with some of the most well-known hospitality brands in the country, besides being involved in establishing several landmark F&B outlets. He speaks to FoodService India about the most fascinating changes he has come across in food and cuisine and the culinary concepts that will shape the future of the industry**



**Tell us briefly about your culinary journey so far.**

I began my culinary journey with a catering management college in Lucknow. Thereafter, I worked at several places in India – Hotel Taj Mahal in Delhi and Radisson Blu MBD Hotel Noida to name a few. Over the years, I have also been involved in opening several restaurants. At 25, I became one of the youngest Executive Chefs and then I opened a Pastry Shop called Chocolate Box – a unique pastry shop with live chocolate making and customised chocolate designs. Later, I moved to Boston where I opened the restaurant Banq, which won numerous awards. After I returned to India, I have been very lucky to work with many food shows on TV and get associated with some very exciting brands. A personal highlight for me was MasterChef India and I hope to keep learning and growing along the way.

**In the course of your career as a chef, you must have seen many changes in this vocation. Which has been the most fascinating ones?**

The emergence of regional Indian food has been the most fascinating change that I have come across. The striking thing about it is that it never before had the space and attention that it is getting now. It's amazing to see how simple food can be modernised and made so delicious.

**Which regional cuisines do you think have a great future ahead and why?**

The food of Coorg, Surat, Kathiyawad, Mysore, Uttaranchal, Malwan and Nagpur is the food of the future. These regions have seen a lot of ups and downs, conquerors and conquests and that's what has made their food interesting and varied.





**What is your cooking style and what have been the changes you have made to it over the years?**

My cooking style is expressive and experiential. I try and put my travels and experiences onto a plate. As my travels increase and my relationship with food matures, my menus evolve.

**Which are some of the emerging and interesting foodservice concepts that will likely shape and impact our foodservice industry going forward?**

Concepts based on culinary evolution of societies, 'do it yourself' (with critical minimum intervention) concepts and local and regional culinary concepts will shape the future of our industry. Intimidating and fancy aspirational concepts are a thing of the past as the consumer today is looking for connect and 'reliability'.

**Which are your favourite cuisines and what has been your method of giving these cuisines your personalised touch?**

My favourite cuisine is Lucknowi and Italian and my interactions with them makes me more passionate about what I do. I try and make Awadhi food current and exciting for the new generation.

**How do you envisage the evolving role of chefs in a changing food scenario?**

Chefs today drive the food and beverage business way more than yesterday. It's becoming a very product-oriented business and chefs are becoming important as they are the product torchbearers. Also, chefs are now becoming better businessmen, making it conducive for chef-owned restaurants.

**As a chef, how do you see the scope for a sharper positioning of dining and restaurant formats, especially in the categories of concept, fine and casual dining?**

In my mind, in the times to come, farm to fork, seasonal and regional will become the underlying needs of all formats; hence positioning a restaurant purely for this will not really create waves. This will be a basic requirement and the consumer expectation of a more secure and aware society.

**The focus of chefs is moving more to the role of marketing than making good food? What do you think of this trend?**

I think it is great that chefs are getting more involved in the business. Since they are the ones who create the meals, they understand the food in the best way possible. They also know the audience and can have great insights when it comes to changing preferences. That being said, the food has to always be the focal point. If the food doesn't taste good, no matter how much you market, it simply will not be a sustainable business.

**In your opinion, what is that one thing that is going to change the way food will be promoted in the future?**

Technology is the one thing that will change the way we promote food. The way technology is moving towards the F&B world, it's making food more hi-tech and accessible. Social media is flooded with food already and I can't wait to see all the new apps, podcasts, etc., that will further lend impetus to this trend. Technology will definitely be the game-changer for food.

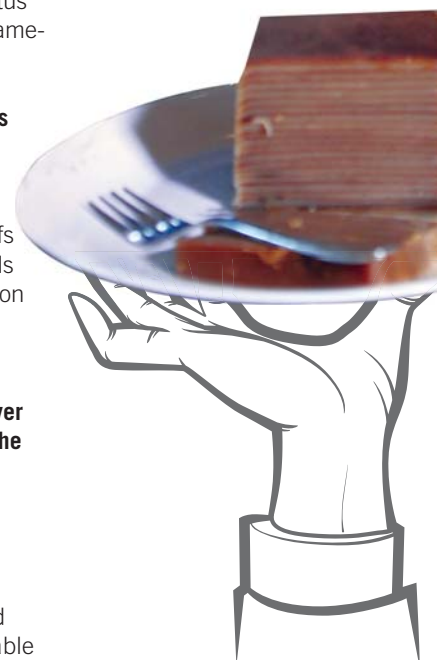
**Should the trends in food be driven by consumers or chefs?**

The trends in food should always be driven by consumers as the real measure of success is always the consumer. However, I believe in chefs driving subtle consumer education of new trends and ideas. The key is to keep that communication understated and respectful.

**What is your opinion about the future trends in Indian cuisine. Will we go back in time to discover lost recipes or become more experimental with the rapid rise and influence of fast food chains?**

I think it will be a mix of both. The good thing here is that the modern Indian feels the need to rediscover the character and variety of Indian cuisine, which makes the future of our food bright. At the same time, both capital and technology are backing food, making it affordable and innovative.

**My cooking style is expressive and experiential. I try and put my travels and experiences onto a plate. As my travels increase and my relationship with food matures, my menus evolve**







I clearly see a permanence in this trend. It will be an irreversible step for the industry and society when we embrace and apply it. The biggest lesson that we should learn from the West and Australia – where it is already evolved as a concept – is that we need to create multiple avenues for the concept to manifest – in places like restaurants, farmers markets, farm, to door deliveries, etc.

**As a chef, how do you view the growing momentum in favour of 'organic' and 'farm-to-fork' and their practical applications in the foodservice? Do you think that the Indian foodservice industry is equipped to embrace and advance such new-fangled concepts? Are we attempting an ambitious evolutionary stride without putting in place a proper, broad-based infrastructure to anchor such trends?**

I think any concept that brings us close to the 'source' is great. It's not just a question we need to ask the industry. It's a question that we need to ask the society as well. Are we, as a society, ready to embrace less fashionable, less glamorous Indian farmers and seasonal produce, which means eating 5-6 vegetables only in a quarter? Are we, as a society, ready to accept irregularly shaped fruits and veggies because that's what we get without chemical intervention. It's a two-way street where both the society and the consumer need to align to the concept, and we are not there yet. For most of us, 'farm to table' still means produce from fancy farms that are run like businesses, producing non Indian fruits and veggies, lettuce and the likes. The next step is to acknowledge and understand the Indian farmer who does this for his livelihood and lives way below in the socio-economic strata than the consumer. Only after sorting out these issues will we become ready as society and industry to embrace these concepts for good.

**Technology is the one thing that will change the way we promote food. The way technology is moving towards the F&B world, it's making food more hi-tech and accessible**

**If food is a subjective matter, then how does one go about the task of being a critic? Which are the vital characteristics to identify the overall quality of food?**

Food is indeed subjective. But it is based on a lot of common basics that really haven't changed much. When chefs cook, it is these basic common denominators that they try to stick to for creating a menu that pleases and amuses a certain palate. It's these basics that the critic look upon to base their judgement.

**How do you explain the underlying forces behind the growing movement for using locally grown and fresh produce? What is its over-arching importance in the foodservice scenario currently and going forward? How do you see the chances of this trend emerging as a sustainable movement and what are the lessons to be kept in mind in view of how this movement has panned out elsewhere?**

There is a certain sense of security in our society today – we are comfortable with our origins and identity, hence there is a need to study the society and give back. This need manifests itself in embracing local in all aspects of lifestyle including food. It is an important phase in our evolution as a society because it marks a significant change from our need to explore outwards to the need for self discovery.



**How does it make sense for chefs today to devote so much time and attention to the “bells and whistles” that has come to become strong identifiers of the foodservice business today – playing to the social media gallery, F&B photography and videography, etc. The question is: are we straying too far from the basics and culinary essence of foodservice in the pursuit of frills and non-essentials. Do you think that far too much of importance is being accorded to the “atmospherics” around food or has it become a de-riguer in today’s evolving context in foodservice operations?**

Foodservice industry is a reflection of the society around us. As a society we are becoming more and more social (online) and the need to express ourselves online is taking over other needs. Also, marketing as a business function is driving most businesses today, the success of which is also percolating to the foodservice industry. I personally feel it is a way of life that we have to live with and learn to deal with. Yes, to some extent it is currently a diversion. But the society in general and the industry in particular will learn and evolve to take it in the stride. The advantage is that it will never be a case of style over substance for us. That is because ultimately the product is king in the foodservice space, and the consumer interaction is tangible and the reaction immediate.

**Do you think that going forward food will increasingly be marketed along the lines of goodness and wellness?**

Food is a great sphere to be in. The food industry is the only industry that will never fade away. Food is such an important part of culture. I truly believe that it is what brings us all together. There is nothing better than sharing a great meal with family and friends. As for wellness and goodness, there is already a trend in the market moving towards this. With more emphasis on health and mental well-being, organic food is also gaining immense popularity.

**How would you articulate the role of a chef today?**

A chef is a researcher of lost cuisine, a marketer of his hard work, a manager of a profitable business, a leader of a people-run space, a salesman of concept.

**What is your plan and vision for the future?**

**Any pet projects that you plan to pursue?**

I am looking to loads of fun and new stuff this year. A few cafes across India are on the cards along with a few new shows and culinary brands that I’m very excited about.

**What have been your major learnings as a chef?**

There is only one – stick to the basics. ●●



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## “Don't close a purchase deal on basis of its face value”

**Chef Gautam Chaudhry, Managing Director of Gourmet Aura, and owner of 38 Barracks – a newly opened restaurant in the heart of Delhi – speaks to FoodService India about the the most important considerations that should be kept in mind in the process of selecting equipment for commercial kitchens**

### **What is the contribution of F&B to the overall revenues of a hotel?**

The history of F&B and kitchen equipment is being rewritten. A decade ago, hotels relied on rooms as their chief source of revenue and F&B was mostly seen as a room service feature. These days, the contribution of F&B to hotels' revenues is head-to-head with the sales of room inventory. The success of the F&B sector has come on the back of the expanding base of middle class, who earlier only used to dine outside on special occasions. But, these days an average family is eating out almost every day.

### **From a chef's perspective, how would you describe the current scenario in the kitchen equipment industry?**

Modern and efficient kitchen equipment are helping chefs to innovate consistently and maintain the premium quality of F&B offerings. There has been a deluge of knowledge and know-how that that has now become available to this sector and which was previously difficult and costly to come by. Also, state-of-the art exhibitions in Delhi, Singapore, Dubai and in many other parts of the world have made sourcing world-class kitchen equipment very convenient today.

### **What is the importance and role of refrigeration equipment in the overall kitchen equipment category?**

Refrigeration is a crucial segment in the kitchen equipment category. Over the years, we have witnessed an interesting transition. No doubt, the global majors in this domain have state-of-the-art international offerings from players such as Electrolux, Middleby Celfrost & True Refrigeration. On the pan-India front, Stellar is a force to reckon with. Further, more Indian players have also come up with good quality products and world

class service. CKI is one such sole player that offers a 18-month warranty and I am personally impressed by their competitive pricing and after-sales assurance.

### **What are the essential elements you examine before purchasing a kitchen equipment?**

It is a buyer's market out there! The suppliers really need to produce world-class equipment that suits the local environment. Then they need to back it up with a superb yet cost-effective maintenance and after-sales service options. On top of the list of essentials that principals should look out for is the vendor's flexibility in taking care of the consumer's requirement. Also, the after-sales ability should get weight. On-site warranty is an added advantage with competitive pricing and a sound relationship between vendor and buyer is necessary to making the final purchase decision.

### **Will you look into a quotation that has additional after-sale features although that might be slightly costlier?**

A chef with good experience doesn't close a purchase deal on the basis of the face value of the transaction. A lot of thinking today goes in the potential life cycle of any equipment. India is a fast emerging market, but there are many things peculiar to its growth trajectory. At times, there can be a fault in the equipment due to many foreseeable and other reasons. Here, one needs to know that skilled manpower to repair equipment might not be randomly available. In fact, if the fault is major and one has to call upon engineers from an overseas equipment manufacturer, the cost could be heavy. Hence, it's prudent to keep the long-term costs in mind, instead of making purchase decisions on merely a simple price quotation. ●●

**The suppliers really need to produce world-class equipment that suits the local environment. Then they need to back it up with a superb yet cost-effective maintenance and after-sales service options**



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# Our USP is the guarantee of exemplary service

Having raised the standards of Indian kitchen equipment manufacturing, Customized Kitchen India (CKI), in a short span of less than two years, has shown the promise to redefine the manner in which business is conducted



## AT A GLANCE

- CKI has shown considerable courage to adopt a 18-month warranty standards and a 72-hour turnaround time
- In high-end customised options, CKI uses LED lights that save power, reduces heat and adds better light facility
- CKI does extensive quality test runs at its plant before the refrigeration units are delivered to clients. If for some reasons, any glitch crops up, the company – looking at convenience of its clients – is prepared to change the condensing unit that includes compressor, condenser and other starting equipment, on the site

In a competitive kitchen equipment market, Customized Kitchen India (CKI) has emerged as an aggressive young entrant. In a short span of less than two years, it has shown the promise to redefine the manner in which business is conducted. “At CKI we always strive to give the best quality products, prompt service and timely execution at all times across our range of hot equipment, cold equipment, bakery equipment, preparation equipment, trolleys & dish washing equipment,” says Tarun Raj, Director, Customized Kitchen India.

CKI started with a humble beginning, with just two people in a small room. Ever since, it has slowly but steadily risen in the business of commercial kitchen equipment. In line with the global trend, CKI has shown considerable courage to adapt to the 18-month warranty standard and a 72-hour turnaround time to raise the standards of Indian kitchen equipment manufacturing. “Our motto is to be the best in the industry, and fully reliable. In fact, the unparalleled service that we promise on our equipment – 18-month warranty from the date of purchase and which can be extended – is the USP of CKI brand,” states Raj. He adds: “Also, we

believe in upgrading new generation technological changes at all times as per the requirement of the industry, besides ensuring prompt service and timely execution of commitments at all times. There are high end customised options available, wherein we use LED lights that save power, reduces heat and add better light facility.”

No doubts, Raj is determined to make CKI one of the top name for kitchen equipment manufacturers in the country. The secret behind his confidence is the quality of component and the best of team spirit driving service and product innovation. “Our products are manufactured using the best grade of materials and are capable of rendering years of effective services to our clients. With the finest mix of the best of components and team involvement, we have achieved excellent results in all our accomplishments, while ensuring world class service and quality,” says Raj. CKI does extensive quality test runs at its plant before the refrigeration units are delivered to clients. If for some reasons, any glitch crops up, the company – looking at convenience of its clients – is prepared to change the condensing unit that includes compressor, condenser and other starting equipment, on the site. ♦♦



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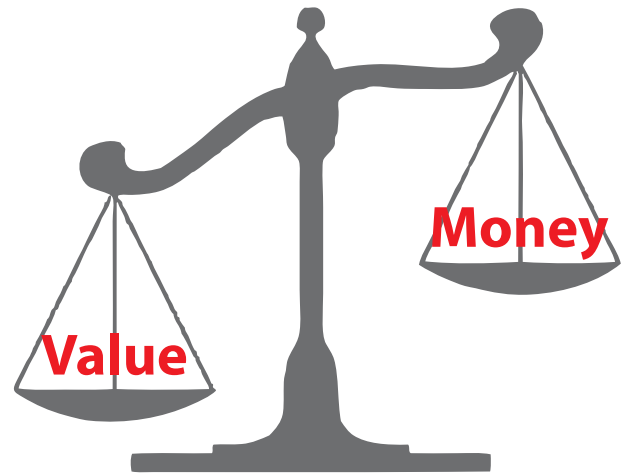


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Himanshu Taneja



**With the hot season at its peak now, hotels and restaurants are tweaking and innovating their foodservice operations to be in step with the season’s special demands and requirements. FoodService India accosts chef Himanshu Taneja, Executive Chef, JW Marriott Mumbai Juhu, to get a peek into the special preparations that his establishment is putting in place to blow away the summer blues**

**As a chef, what are those special demands and requirements that top hotels keep in mind in their foodservice operations for the summer season?**

During summers, we try to reduce the process of cooking and focus on keeping the ingredients fresh. We try to minimise the handling of the ingredients, which helps to increase the shelf life of the food. We also look at incorporating a lot of coolers in the menu along with flavoured water such as cucumber, fresh lime and lemon. We introduce a lot of salad options and add watermelon, mint, cucumber and other ingredients in the food, which gives it a cooling effect.

**Which particular foods and dishes your hotel focuses on for the summer months? Which are your favourite summer delicacies/dishes?**

Our hotel focuses on offering foods that incorporate a lot of summer ingredients such as squash, asparagus, zucchini, cucumber, sweet lime, lemon and watermelon. My personal favorite dishes in the summer are desserts with mango and litchi.

**What are the subtleties and nuances in food preparation for the summer months as compared to the other seasons?**

Temperature is a huge factor that is taken care of wherein we avoid serving hot dishes and focus on using cooling ingredients to create a lot of cold appetisers, salads and soups, which are soothing and easily digested in the summer months.

**In your observation, what have been the changes you find in the way hotels/ restaurants rejig their menu and foodservice operations for the summer season?**

One of the observations is that open air cooking is very popular in summers, catering to luncheons and events that take place by the poolside. We offer a separate summer special menu, but we do not alter the current menu. We add dishes, which are prepared with seasonal fruits, vegetables with fresh garnishes.

**In terms of appetisers, main course meals and beverages, what are the changes and new introductions that top hotels lay out to offer a ‘chill-out’ effect to guests?**

During the summer season, we try to serve our food with minimum amounts of spicy ingredients and fat content. This change in the menu leaves our guests feeling fresh and light after a meal. We try to avoid serving fried dishes and high dairy content products. Instead, we serve food with detoxifying ingredients and beverages infused with melon and lemon ice teas. We use more white meat over red meat.

**How do these offerings during the summer months differ in style, presentation and other dimensions from those in the winter months and others seasons?**

As opposed to winter months when people prefer red meat and heavy foods, during summer people enjoy eating seafood like prawns, fish, shell fish, etc. Hence, we try a lot of seafood in our menu coupled with fresh herbs and seasonal ingredients.





a lot of guests opting for casual meals over lengthy meals. Cooling off with summer beverages like gins, beer and coolers paired with light appetisers is enjoyed by patrons during this season with a host of sport activities like IPL and football events being screened live at most F&B outlets.

**Talking of summer, how does the period affect the demand and requirements for kitchen refrigeration equipment?**

All our kitchens and storage facilities are located indoors and we have appropriate systems and equipment in place for every season. Since we don't have any outdoor cooking stations or storage areas, the temperature change and season don't affect our internal coordination.

**Which are the kitchen refrigeration equipment that chefs commonly use during the summer months?**

As and when we have outdoor or rooftop events in summer, we make use of portable refrigerators.



**From the perspective of a chef, what kind of improvements and enhancements, if any, you would like to be introduced for refrigeration equipment?**

Mobile blast chillers would be a great addition to such equipment where outdoor catering is concerned.

**In terms of F&B business, how would you rate the summer months, which is conventionally considered a lean season. Do you see the summer trend changing for hotels?**

Summer season is the time for sporting events such as T20, IPL and football. Screening such events helps generate revenue and to reverse the lean season. The eating trends include healthy menu and dishes with detox elements.

**Any new innovative F&B ideas that you plan to roll out during the summer?**

We plan to roll out deconstructed salads, appetisers and sliders with summer ingredients such as avocado, squash, truffle, asparagus, courgettes and detox elements. We are also planning to do a summer vacation menu. ●●

**At your hotel, which are the appetisers and beverages that trend during the summer months?**

At our restaurant Mezzo Mezzo, we are planning on introducing a special Italian summer menu using local summer produce from the various regions of Italy, curated by Chef Matteo Arvonio, Chef de Cuisine at the restaurant. In our beverage menu, for the summer gin and tonics, orange juice infused cocktails and beers are more popular than whiskeys and dark rums.

**As a chef, what is your opinion about the revenue-grossing potential of appetisers and beverages for a hotel/restaurant, especially during the summer months? By a broad reckoning, what is their sales contribution to the overall F&B sales?**

I feel that beverage and appetiser sales contribute fairly well to the revenue in summer months with

**Our hotel focuses on offering foods that incorporate a lot of summer ingredients such as squash, asparagus, zucchini, cucumber, sweet lime, lemon and watermelon**

# Good FOOD with a Cause



*New Zealand lamb chops at Mirchi and Mime*

**A restaurant in Mumbai is creating waves, albeit a silent one. A barely year-old restaurant, Mirchi and Mime is run by the hearing and speech impaired. Nivedita Jayaram Pawar spoke to CEO and co-founder Prashant Issar on the challenges of setting off on a path less trodden**

It was a casual conversation between two MBA graduates from Henley Business School, UK, that led to the birth of Mirchi and Mime. Inspired by SIGNS restaurant in Toronto, which is staffed with hearing impaired servers, bartenders, kitchen staff and hosts, Prashant Issar and Anuj Shah set out to create a similar concept in Mumbai. But what sounds glorious in concept turned out to be herculean task to execute.

The initial challenges in setting up Mirchi and Mime involved resourcing and recruitment. The duo started with interviewing the candidates along with their families. They were looking for the three key attributes that most service teams aspire for – smile, focus and intuitiveness. Other attributes like independence, confidence and skill in service could be honed, believed the founders. “One of major tasks was to convince the families since they were skeptical as to how their children would be treated in the outside world. So we had to first convince the family and then their children,” reveals Issar. Some of those selected came with previous experience of having worked in large format stores and F&B outlets, while others were fresh. The company claims to have paid them 30 per cent more than the market rate.

The selected candidates were then put through an intensive eight week classroom training programme in association with Dr Reddy’s Foundation. Support also came in from NASEOH (National Society for Equal Opportunities for the Handicapped) and Rochiram T Thadani High School for the Hearing Handicapped. The programme comprised of introductory modules on the English language and an extensive hospitality

skills module. Going ahead, the entire core team of Squaremeal Foods (the company that owns Mirchi and Mime) including the founders and chefs were taught basic sign language by a certified tutor.

For some on-ground experience, the staff was also taken to Anjuman Institute of Hotel Management & Catering Technology where they served in its restaurant for two days. The eight week training programme was followed by a six weeks training at Mirchi and Mime. The last leg of the schedule involved exposing the staff to a selected guest list of friends and family. “Mirchi and Mime was not created to generate sympathy for the staff but to suggest that they are far more hospitable, focused, enthusiastic, intuitive and better servers than normal people. We have taken them for their ability and not disability,” stresses Issar who was previously associated with the Michelin starred Amaya in London for over five years.

#### **The Concept**

Mirchi and Mime aims to be more than just a restaurant run by the differently-abled. Issar and Shah are driven by two deeply-held core values: Character and integrity are as important as capability and wealth creation is important for society as a whole, not just for individuals. The Powai outlet is operated by 27 hearing and speech impaired wait staff who are supervised by Head of Operations Ranjan Chakraborty and Clyde. The kitchen team does not have any speech and hearing impaired staff. A few simple hand gestures are explained to the patrons at the onset. In the menu, the dishes have been





Salad at Mirchi and Mime



Anuj Shah and Prashant Issar, co-founders Mirchi and Mime



**Mirchi and Mime was not created to generate sympathy for the staff but to suggest that they are far more hospitable, focused, enthusiastic, intuitive and better servers than normal people. We have taken them for their ability and not disability**

divided under categories such as soups and salads, tawa, tandoor, sigri, etc. Each category has been assigned a particular sign and a corresponding number. To order a dish, the guest has to choose the sign of that particular section to which the dish belongs and the corresponding number. In case a guest doesn't want to do that, they can simply point the dish out to the waiter. Alternatively, there is also a manager at hand.

Dining at Mirchi and Mime is not as stark as the sensory concept based restaurant O.Noir in Toronto, where guests dine in pitch black to experience the world of their blind servers. On the contrary, the brightly lit restaurant is cheery and dazzles with an enthusiastic staff that is eager to please. Apart from a deeper appreciation of the challenges that the hard-of-hearing face each day, dining at Mirchi and Mime is a fun experience as customers get the chance to learn basic sign language through graphics incorporated in the menu. The restaurant has been extremely busy since it opened doors early this year.

#### Food Matters

To avoid Mirchi and Mime from becoming another 'check in the box experience,' the founders worked doubly hard on the food aspect. "We were clear that the food would have to lead the concept and the service was only value addition," explains Issar. The eclectic Indian menu was put together by Dipesh Shinde. Impressed by the venture, renowned Chef Manoj Vasaikar from the UK agreed to come onboard as the culinary director to mentor the kitchen team. The menu at Mirchi and Mime is an unusual and exciting compilation of dishes (read Kaffir Rasam, Lobster Nihari, New Zealand Lamb chops with Thalassery peppers, etc).

According to Issar, the day to day challenges of running this concept are in no way different than any other restaurant concept. "In fact, we face fewer challenges owing to our committed workforce. We are happy to have the lowest attrition rate in our industry relating to service staff," adds Issar who plans to open 21 such restaurants across the country and beyond (18 in India and one each in Singapore, Dubai and London), thereby employing over 500 speech and hearing staff in the next three years. ●●



Roger Wright

## Creating Energising Experiences for guests

**Roger Wright, General Manager, Hyatt Regency Gurgaon, speaks to FoodService India about how to be a differentiator in a crowded and increasingly cookie-cutter industry and the systems and processes that help to build deep interpersonal connections with the customers**

**At Hyatt Regency Gurgaon and the restaurants under its wing, where does service ends and hospitality begins?**

At Hyatt Regency Gurgaon, we make sure that both service and hospitality are taken care of with utmost importance as they go together hand in hand. Our restaurants promise unparalleled service and genuine warmth that will make you want to revisit time and again. Both complement each other at various facets.

Hyatt Regency has a distinct brand promise and a framework of guiding principles offering unique and differentiated experiences to our guests. We are an experienced hospitality player with a well-designed infrastructure offering customised accommodation and meeting solutions for corporate and individual business travellers. Our convention halls are usually the preferred choice for large events. Spread over 40,000 sq.ft., they seamlessly blend impeccable hospitality and services.

**Which are the typical services and standards that are the core components of service and hospitality at your outlets?**

We, at Hyatt Regency Gurgaon, believe in creating energising experiences for our guests by developing significant connections with them keeping their desires and preferences in consideration. We earn loyalty by fostering personal relationships and creating emotional connections that makes Hyatt one of the most preferred hotels. We strongly believe that true loyalty is built due to deep interpersonal connections, authenticity, care and trust.

**In your opinion, which is a better foodservice approach: Good food and great service or great food and good service?**

We believe in providing a world-class experience to our guests as it's the experience that matters the most. The time spent should be memorable and





**Which are these new systems and processes you have put in place for amping up your service and hospitality standards further?**

There are quite a few examples: For infusing work ethics, we have created a workshop on Purpose & Brand Activation, introduced an Pictorial task breakdown for various processes to ease understanding, and offer a minimum of three hours on-the-job training to all associates in a month by departmental trainers & situation handling trainings.

Similarly, we have quite a few examples by which we seek to sharpen our service focus. These include Express Airport Check-Ins by our airport



**We believe that encouraging innovation and the use of technology helps in creating productive workplace cultures. We are currently using ‘Reserve Out’ as technology tool where we have guest records of their dining, preferences etc. So every time they call us we explore the opportunity for a unique experience**

both food and service are of prime importance to make it special. Our chefs personally cater to the guests in case of any problem that they face with the food. We also provide fresh and natural ingredients in appropriately sized portions, prepared with the best cooking techniques in our hotels for a holistic food and beverage experience.

**What are your processes and SOPs for making your staff good ambassadors of service and hospitality?**

As our brand has a single purpose – to care for people so they can be their best. This singular focus allows us to do business and reap ardent loyalty – driving preference and propelling thoughtful growth. It is our differentiator in a crowded and increasingly cookie-cutter industry.

With our purpose as our foundation, we’ve begun to align how we do business and what we’re focused on. We’ve always been centered around people and now momentum is in full swing on helping them be their best. A new learning strategy and system has been launched to achieve this goal.

representative for our repeat guests, In-room check-ins by the guest relations team, personalising rooms for guests celebrating special occasions (Birthday, Honeymoon & Anniversary) with the hotel, In-car internet facility in hotel cars, weekend kids activity (water zorbing, mini-golf, trampoline etc) by the kids pool & special kids amenities for guests travelling with kids.

**Do you have a manual and a standard operating procedure for dealing with ticklish situations at your F&B outlets?**

Our personnel are trained to first calmly take stock of the situation and then find an appropriate solution to it. We understand and resolve all guests problems by listening empathetically to them. We have plenty of kids activities at the property to keep them engaged through out the stay. In case of hyper-active children, we do not come across unpleasant experiences very often. On some rare instances, a polite request to the parents works well. Our chefs also personally speak to such children and cater to their demands.



At events we focus on, live stations strategically stationed – which serves individual portions with open space to communicate with the chef on the other side – is a tantalising experience

**What are the technology tools you are employing for ensuring higher F&B standards and customer service at your outlets?**

We believe that encouraging innovation and the use of technology helps in creating productive workplace cultures. We are currently using 'Reserve Out' as technology tool where we have guest records of their dining, preferences etc. So every time they call us we explore the opportunity for a unique experience. Internally, we use the very handy WhatsApp service to communicate within the team for the updates, guest preferences and other information. We do have Hyatt internally-built GEM tool where guests likes and dislikes are recorded and they can be accessed all over the world within Hyatt.

**How do you deal with negative comments and reviews posted online?**

The ever-growing landscape can certainly pose a problem for a hotel's goodwill. However, we do believe that the reputation built over the years cannot be written off by one or two bad experiences. If there is a negative review online, we try to address the issue by getting to the core of the cause. We cannot bear to see our guests unhappy. We have adopted stringent quality control practices and always learn from our mistakes.



**There are several industry standards for the types of service styles that might be used in a banquet/conference setting. What is the style your establishment follows with regard to food service by way of the selection and presentation of appetisers and beverages?**

We focus a lot on theatrical experiences in events spaces where we put lot of emphasis on set ups and live kitchen shows. As event attendees, Hyatt Regency colleagues reenergise and refresh themselves with creative food and drinks. Abundant power outlets re-energise the electronic devices, and robust Wi-Fi makes it easy to reboot and reconnect.

**What is your approach when it comes to arranging and managing appetisers and beverages at a well-attended event?**

At events we focus on, live stations strategically stationed – which serves individual portions with open space to communicate with the chef on the other side – is a tantalising experience. Beverages taste best when they are custom made, our skilful bartenders make drinks that you like, not what we like.

**What seasonal innovations are your trying out in F&B?**

To beat the scorching summers, The Long Bar at Hyatt Regency Gurgaon is carrying out a special promotion that will continue for the whole month of May. The promotion features presenting a range of exotic alcoholic chuski. You can dip in a variety of shaved ice and pick your flavours from Pinacolada Chuski, Kala Khatta chuki with vodka, Lemonee with gin and lemon juice and after burner with rum and crushed mint leaves, which will take you to the another level of freshness and excitement in this summer.

**What do you think are the opportunities for collaboration with outside players in the Foodservice business?**

Hyatt Regency Gurgaon has recently started Outdoor Catering and plan to continue collaborations with different people and brands in future as it is highly beneficial to us as well as to the brand we associate with. ●●





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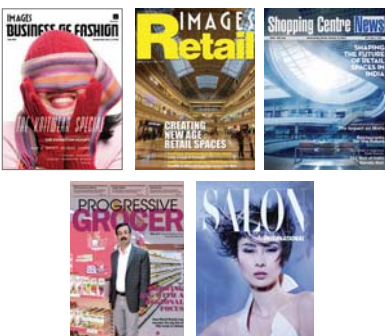
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Pankaj Mathur



## “Tie-ups with similar industries can help to market F&B outlets to a larger audience”

**Pankaj Mathur, General Manager, The Pride Plaza, New Delhi, talks to Food Service India about taking a customer-centric approach to service and hospitality, which can ensure that customers revisit your F&B outlets time and again**

**Which foodservice formats are running at your establishment? Tell us about the star attractions and offerings at your F&B outlets?**

Café Pride is our global cuisine all-day dining restaurant. It features speciality European and Indian dishes prepared fresh from a show kitchen. Another outlet Oriental Spice features Chinese, Thai and other Oriental delicacies. While it is open for dinner only, Stallion – our Bar and Lounge – is open from 11 am till 1 am. Mr Confectioner is our Pastry Shop.

**How do the service and hospitality requirements differ from each other?**

Most of our guests are corporates and we also have leisure as a major segment. We feature probably the best buffet breakfast in the city as all guests would love to have a hearty breakfast. We also have à la carte options available in Café Pride and Oriental Spice. Many guests who are on plans have the option of an extensive buffet spread or an exclusive TDH option.

**How do you apply the elements of service and hospitality in your F&B regimen at your outlets?**

The guest is always right, but when in doubt, give the guest the benefit of the doubt! We have four pillars of hospitality, which are core to our business – Care, Own, Respect and Engage. We have infused these concepts into our professional

work ethics through intensive training on rendering exemplary hospitality – creating WOW factors on every service touch point and thus unexpectedly delighting the guest.

**How exactly do you bring to bear your service standards at your F&B outlets?**

We make every guest feel special. We create a convivial atmosphere and encourage our staff to engage with guests and build a bond with them. Our endeavour is that “every guest goes delighted”. For that, our associates have been trained to handle guest complaints and resolve them immediately.

**What are your processes and operational guidelines for dealing with kids, hyper-active children, spirited and even troublesome youngsters and those with disabilities at your F&B outlets?**

This is a great question. We have developed a manual (guidelines) to deal with difficult guests or with hyperactive kids. During training sessions, we discuss various situations that we have all gone through and how they have been handled. The manual serves only as a guideline and we would like each and every associate of ours to use his judgement and take decisions to ensure that the guest is happy!



**Suppose a guest that recently ate at your restaurant went on your website or on social media and made the following comment: “The meal was outrageous! I can’t wait to order it again next time I go.” How would you interpret the guest’s response and what would you do at your end?**

It has happened in the past and could happen again (hopefully not). I will apologise immediately on the public platform and take the guest offline to resolve his complaint. We call the guest back to give him a better experience – making him a friend forever! The guest normally posts back that he is extremely happy with the immediate response and by the action taken by the Head of the unit!

**Which are the technology tools you are employing for ensuring higher F&B standards at your outlets?**

We are utilising R LIKE – guests are given a tab where they can feed in their comments on their experience. This goes immediately as a WhatsApp



message to a select group of senior managers – the Chef/ Manager approaches the guest immediately, if there has been an issue for immediate resolution or to thank the guest for his feedback. Another technology tool is Cansys, which is a CRM software that helps us track orders and reminds us on service /clearance.

**Do you have any collaboration with an outside company in another industry to pair products or services that will ensure higher standards and appeal to a bigger market?**

We need to market our hotel and F&B outlets to a larger audience and so I think it would be great to tie up with similar industries.

**What is the style your establishment follows with regard to food service by way of the selection and presentation of appetisers and beverages?**

We recommend buffet style for most functions, which include at site items. Today most of the snacks are also made and finished at site and guests go across and pick up snacks on a plate – snacks this way are served piping hot.

**In your opinion, which is the best approach when it comes to arranging and managing appetisers and beverages at a well-attended event?**

As I mentioned earlier, the best snacks can never remain piping hot when rotated on rechaud lamps or when served on chafers. The best way is to have all snacks served at site and allow the guests to help themselves – snacks should not go onto chafers as they tend to dry up.

**If I were to ask you to name some other F&B brands and players in the industry who come across as paragons of service and hospitality, who would you choose?**

Taj and Oberoi are the epitome of hospitality. Today, free-standing restaurants like Indian Accent and Farzi Café have made a mark for themselves. My personal favourite is Carnatic Cafe at New Friends Colony, which is a small homely comfortable restaurant serving the finest south Indian food – the owner personally goes around meeting guests and taking feedback. ●●



**We are utilising R LIKE – guests are given a tab where they can feed in their comments on their experience. This goes immediately as a WhatsApp message to a select group of senior managers – the Chef/ Manager approaches the guest immediately, if there has been an issue for immediate resolution or to thank the guest for his feedback**

**Anurag Katriar, Executive Director & CEO, deGustibus Hospitality Pvt. Ltd., speaks to FoodService India about the latest concepts in service and hospitality in and how his company is using technology to ramp up its own service standards**



# Great food and Good service



Anurag Katriar

**What is the concept of service and hospitality at deGustibus Hospitality?**

At deGustibus Hospitality, service is a significant component within the larger pie called Hospitality, which is one of the core pillars of our existence. Service is an essential part of the body and hospitality is like its soul. Both hospitality and service go hand in hand and complement each other.

**Tell us about what you do to keep your service standards flying high?**

We are very clear that the guest is at the epicenter of our existence. While we did start out with certain basic guidelines like 'Being observant without being intrusive' or to 'Be warm and hospitable without getting personal or subservient', most of our current SOPs are largely based out of our experiences and have evolved over the years. One thing that comes to mind as a unique initiative by us is the creation of a personalised and customised menu for the guests with their names at the top. This started at our restaurant Indigo way back in 1999-2000, and it was a first-of-its kind initiative in Mumbai.

**Which F&B establishments and outlets would you recommend that stand out for their exemplary food options and equally great service and hospitality?**

For me, 'The Indian Accent' in New Delhi really stands tall on both food and service parameters. On the other end of the spectrum is something like 'Madras Café' in Mumbai, which has been serving consistently great food with an unpretentious, yet extremely efficient service standards.

**Which is a better foodservice approach: good food and great service or great food and good service?**

For me, product always comes before delivery; so I will choose 'Great food and Good service'.

**What are your processes and SOPs for making your staff good ambassadors of service and hospitality?**

We have a rigorous training programme where the emphasis is more on service, attitude & approach rather than traditional service skills. The idea is simple – it's our job to ensure that every guest who comes to our restaurant leaves happy with the sure intent of coming back again. Do whatever to achieve this objective.

In fact, we have a very clear cut rule in our company that no one is allowed to think of money while the service is on – do that prior and post your operating hours. During the service hours, it's all about the guests and hospitality extended to them. Be honest and fair to them without compromising on your core values.

For instance we had a situation many years ago, where a guest refused to pay for the higher standards of alcohol, despite it being served to one of his guests. He offered to pay for an inferior brand. We refused to accept money for something we did not serve and treated it as something given complementary to his actual consumption. This was our way of respecting his assertion as an esteemed guest and smoothening his situation in front of his invitees. He saw and understood our point when he visited us next.





**How do the service requirements differ according to format types and which format requires the highest standards of service and hospitality?**

The service requirements and standards differ on two counts – one is cuisine and the other is the type of service. A fine dining restaurant demands servers with higher etiquettes and finesse than those working in a casual diner due to the differing intensity, methods and style of service. Most of the Western food is traditionally served pre-plated to individuals, which makes the service single layered. On the other hand, an Indian meal is usually shared and therefore involves another component of service, from platter-to-plate, at the table.

**Do you have a manual and a standard operating procedure for dealing with situations involving hyperactive kids and other ticklish situations?**

Yes we do have manuals and operating procedures firmly in place which deals with handling of several such unique situations. However, such lists and their solutions can never be exhaustive enough to cover all situations. We therefore sensitise our managers to our approach towards problem handling and then empower them enough to act with authority when the situation arises. Apart from the guests-related crisis, they have shown exemplary qualities and won lots of accolades during crisis such as 26/11 terrorist attacks or during the Mumbai floods of 2005.

**Which are the tools of technology you have adopted for higher standards of service at your outlets?**

We realise the importance of technology or third party intervention in managing remote locations and have started investing in such tools. For example, we get call recordings of guests' interaction by our employees, we have access to CCTV footages at the outlet, we have commissioned 'Mystery' shoppers to get an independent feedback on our product and services, we send our friends from the trade as guests to the outlet to get their expert feedback. The list is exhaustive but the primary idea is ensure highest standards of service at our outlets and get timely and accurate feedback to initiate corrections when required.

**What is the style your establishment follows with regard to food service by way of the selection and presentation of appetisers and beverages?**

Fundamentally, we strongly recommend live and interactive counters over dead buffets to our guests even though it is more manpower-intensive. The idea is to serve fresh food and enable limited customisation rather than putting together a buffet of pre-cooked food. While selecting the spread of the appetisers, we bear in mind the following factors:

- Taste of various selected items should be as varied as possible
- There should be no monotony of colour within the selected items
- The cooking methods are varied – tandoor, fried, stir fry, pan-seared, baked, etc.
- Accommodate representation of various cuisines requested by the customers
- Our menus are amended/augmented frequently to include the usage of seasonal and/or local products

**An upcoming trend in the service industry is to collaborate with an outside company in another industry to combine products or services that when paired will ensure higher standards and appeal to a bigger market. What's your take on this?**

With technology intervention, it is becoming very imperative to cross-utilise the resources across organisations and feed on each other's strengths. We have embraced this reality and a couple of our initiatives are: We promote responsible drinking at our restaurants. We have therefore tied up with a 24/7 driver aggregator who provides us drivers for our inebriated guests and drop them home in their own cars at any hour of the day/night; We've tied up with the organisers of large ticketed events wherein they do a value-add on their sold tickets by adding a meal from us. In turn, we provide bulk food to them at a discounted rate. It helps all the three parties; we get incremental revenue without further burdening our restaurant infrastructure. This value addition is passed on to the consumers, which keeps them happy while the event organisers can sell better and easier with a measurable and tangible value addition on to their tickets. ●●



**We are very clear that the guest is at the epicenter of our existence. While, we did start out with certain basic guidelines like 'Being observant without being intrusive' or to 'Be warm and hospitable without getting personal or subservient', most of our current SOPs are largely based out of our experiences and have evolved over the years**





# The Rise and Rise of South African Restaurant Exports

Ever since Nando's arrived on the scene in the late 1980s, South Africa has been influencing the foodservice sector on a global scale. South African restaurant chains are becoming increasingly commonplace internationally with Nando's, Spur Steak Ranches, Ocean Basket and Debonairs Pizza all expanding at an impressive rate across the UK, Europe, the Middle East and the USA. Report by Katie Dunne



*Nando's, UKa*

**N**ando's, the popular and well-known chicken chain in South Africa, is one of the country's greatest international success stories. In 1987, entrepreneur Robert Brozin and his friend Fernando Duarte visited a Portuguese take-away restaurant named Chickenland in Rossettville, southern Johannesburg and were so impressed with the flame grilled chicken that they bought the restaurant. They renamed it Nando's, abbreviating Duarte's first name, and within two years had three sites in Johannesburg and one in Portugal. Their growth and popularity continued and today there are over 1,000 restaurants in 30 countries, making Nando's South Africa's most successful restaurant group export. Each country's operations run almost autonomously, as a mix of franchises and directly owned stores, with all the bottled Peri-Peri (Swahili for pepper-pepper) sauce produced at a factory near Johannesburg.

Notably, Nando's entry into the UK market, in the mid-1990s, had a big impact on the way the chain is run worldwide today. The business struggled at first and was on the verge of collapse when chairman, and billionaire insurance magnate,



Richard Enthoven – who was the company’s first backer when it was just three restaurants – handed it over to his son Robert, who shifted the emphasis from take-aways to a mixed service (counter ordering and table service) model.

This formula eventually went worldwide, and, along with the universal popularity of chicken with a sauce, means it has won over an extraordinarily wide demographic. Nando’s serves everyone from happy families to workers at lunchtime, and from groups of teenagers to dating couples. In an astute marketing move, Nando’s is relaxed about its teen-appeal and even encourages it by offering free refills of soft drinks.

Robert Enthoven also came up with the idea of individualising the design and décor of each outlet, thereby avoiding the cookie-cutter approach of a restaurant chain. Nando’s only uses South African art in its outlets and claims to be the world’s top buyer of the country’s contemporary art.

Nando’s sees its customers as its best brand advocates and cleverly reveals the famous names

From humble beginnings, when founder and executive chairman Allen Ambor opened the Golden Spur in Newlands, Cape Town in 1967, Spur Steak Ranches is now an internationally recognised steakhouse franchise with more than 267 local and 52 international restaurants spanning Australia, Botswana, Ireland, Kenya, Mauritius, Mozambique, Namibia, Swaziland, Tanzania, Uganda, the United Arab Emirates, the UK and Zimbabwe.

Promising a warm, relaxed, family-friendly environment, generous portions of great tasting food and a hearty helping of quality, its menu mainly features burgers, steaks and ribs, but also offers fresh salads, chicken, seafood and vegetarian options, as well as desserts.

Despite its South African origin, Spur uses Native American themes extensively, both in its marketing and décor. The restaurant brands itself as ‘the official restaurant of the South African family’, providing good customer service in a family-friendly environment that enables those with young children to enjoy a meal at a reasonable price. The company went public in



Ocean Basket, Dubai

who pass through its restaurant doors, including David Beckham, Jay-Z and even Prince Harry, through a blog on its Facebook page, which has 13 million followers. The Nando’s ‘High Five’, or Black Card as it is more commonly known, has also generated many headlines for the brand – a loyalty card so exclusive that the company refuses to confirm or deny its existence, despite many rumoured celebrity holders. For many Nando’s customers, getting their hands on a Black Card is their highest aspiration as ownership guarantees unlimited free meals for themselves and five friends for life.

Individualised store design and the mixed service model proved to be a highly successful formula. By 2001 there were 29 sites in the UK, and by 2005 the number had risen to 114. Since then, the UK’s love for Nando’s has grown so much that there are over 300 outlets across the country, in addition to its sauces and marinades being retailed in supermarkets; which makes the UK the biggest market for the brand, followed by Australia and South Africa respectively. Sales in Europe grew by 10.3% last year to £535 m with 338 units, including Ireland. Worldwide sales in 2014 reached more than US\$1.6 bn.

the listing boom of 1986 with a market capitalisation of R5 m, compared with R2.7 bn today, and is now managed by 33-year veteran Pierre van Tonder.

“The main factors that have contributed to our success are our strong capabilities, the strength of our franchised brands, a growing industry and an appetite for continuous growth,” comments Pierre van Tonder. “Our competitive advantage is the ability to accommodate kids in our restaurants and treat them as key customers.”

van Tonder said the group’s growth trajectory of 12 to 15 new restaurants a year had been considered carefully and was prudent. To add to its global strategy, outlets in the UK and Australia account for 10% of turnover. Spur is currently negotiating in the Middle East.

Ocean Basket, South Africa’s largest seafood restaurant chain, has aggressive plans to expand globally over the next three years. Its goal is to have 300 sites in 16 countries by 2017. Founded by brothers Fats and George Lazarides in 1995, the family-run business has grown from one restaurant with a modest six tables in Pretoria to 190 outlets in 13 countries including Greece, Dubai, Cyprus and Mauritius.

## SOUTH AFRICA: KEY FACTS

GDP: (nominal) – 2015 estimate

- Total: \$323.809 bn
- Per capita: \$5,902

Currency: South African Rand (ZAR)

Capital: Pretoria (executive), Bloemfontein (judicial), Cape Town (legislative)

Population: 2011 census – 51,770,560; 2015 estimate 54,956,900

Area: 1,221,037 sq km

## NANDO’S

### – Top 5 markets by units –

1	United Kingdom	315
2	Australia	264
3	South Africa	259
4	Malaysia	56
5	Malaysia	56

## BRANDS & SITES

### – Number of outlets worldwide –

1	Nando’s	1,051
2	Debonairs Pizza	509
3	Spur Steak Ranches	319
4	Ocean Basket	190



Nando’s sales in Europe grew by 10.3% last year to £535 m





Spur



Spur



Debonairs Pizza



Nando's UK

right partner there, and the taste profile has been accepted," says Ocean Basket Company Leader Grace Harding.

Ocean Basket has three outlets in Namibia, two in Zambia, two in Swaziland and one in Lesotho, with Botswana, Tanzania and Uganda stores due to open. Although an original site in Zimbabwe had to close due to economic problems in the country, a new restaurant will be opening there this year. In Mauritius, the group is due to open three more sites during the year. The company is courting interest from Russia, the Ukraine and Bulgaria.

Debonairs Pizza is the leading take-out and home-delivery pizza restaurant in Africa, established in 1991 by two university students, one being Craig McKenzie, who operated from a family bakery in Pietermaritzburg, KwaZulu-Natal. In 1996 Debonairs Pizza was acquired by the highly successful Steers Group of Companies (now Famous Brands), giving the restaurant access to a wider support system, and there are now in excess of 400 outlets in 13 countries across Africa and the Middle East. Two sites in Mumbai, India, closed earlier this year as the commercial case for investment was no longer viable.

The menu is simple but varied; a wide selection of pizzas as well as sub sandwiches and sides. Debonairs Pizza was the first pizza brand in Africa to offer online and mobile ordering, as well as the first to offer free delivery and a 'hot or not' quality promise.

In 2015 Debonairs Pizza was the best performing brand for Famous Brands in its 'Rest of Africa' (excluding South Africa) region, recording an increase in system-wide sales of 19%, while like-on-like sales improved by 12%. Almost 20% of the brand's total global turnover is currently derived from this region. Debonairs Pizza's performance in the United Arab Emirates also continued to gain momentum, with the brand reporting an increase in like-on-like sales of 15%.

While many may not automatically align South Africa with internationally successful food brands, when looking at the market it is clear that there is more to the picture than simply Peri-Peri chicken – it's a country bursting with concepts that have proven their ability to translate success on a global scale. ●●

Ocean Basket operates a franchise model and holds a 60% market share within its niche. The restaurant model is based on the premise of bringing seafood, previously the preserve of the wealthy, to the man on the street. Ocean Basket achieves this by having a simple, focussed menu with a no frills approach, which reduces margins for the consumer. Like other retailers that tailor and localise products in foreign territories, Ocean Basket is building its consumer knowledge in the countries in which it operates, and adapts its propositions to suit preferences.

The company has big plans for the rest of Africa. It recently opened a store in Lagos, Nigeria, with a second due to open in September. "They are a big fish-eating community and we found the

WEBSITES

- [www.nandos.com](http://nandos.com)
- <http://spurcorp.nl/>
- [www.oceanbasket.com](http://www.oceanbasket.com)
- [www.debonairspizza.co.za](http://www.debonairspizza.co.za)

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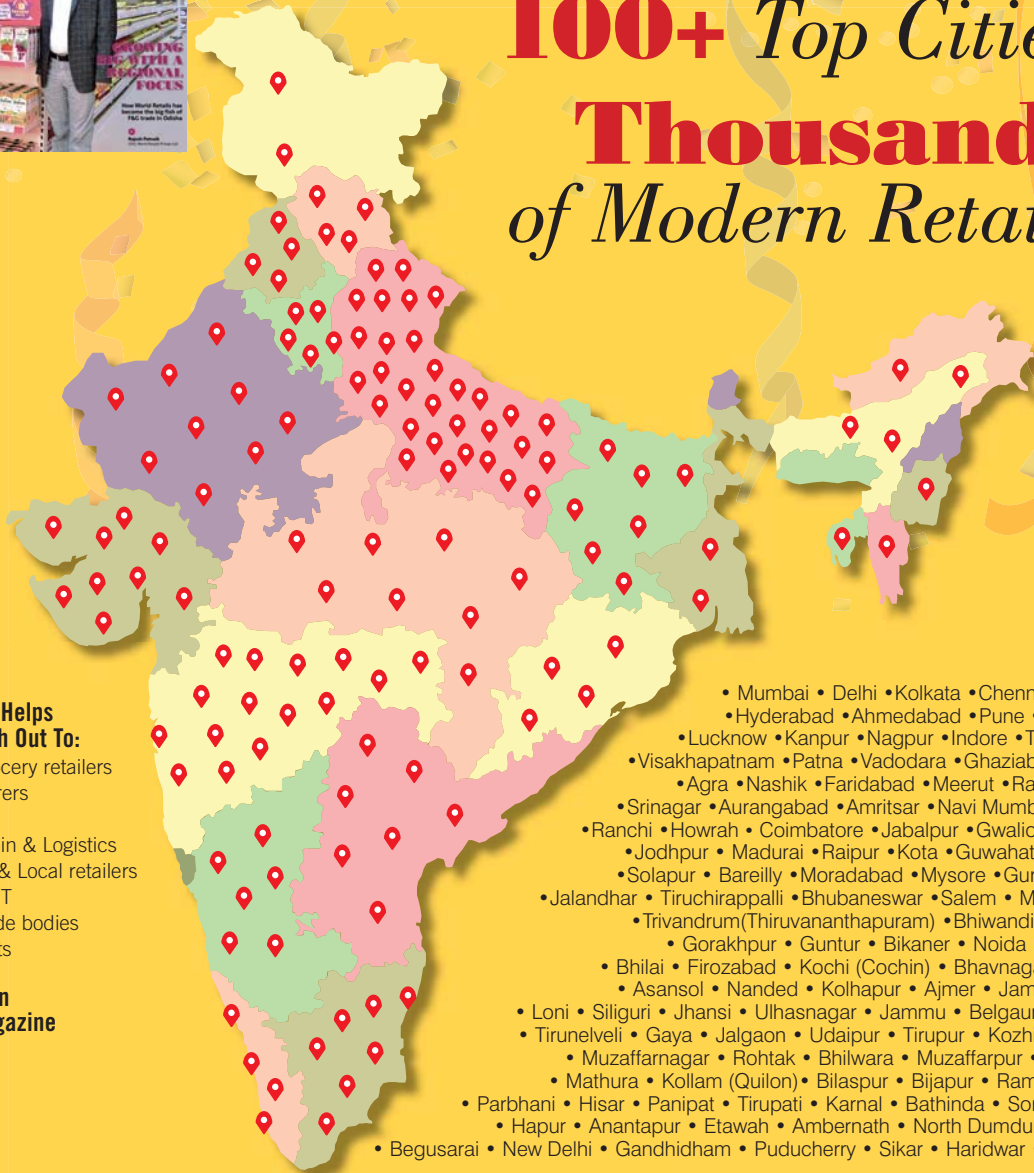
# Celebrations

## PROGRESSIVE GROCER

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- 1% Trade events

### Regional Distribution Break-up of the Magazine

- 27% North
- 30% West
- 27% South
- 16% East

- Mumbai • Delhi • Kolkata • Chennai • Bangalore
- Hyderabad • Ahmedabad • Pune • Surat • Jaipur
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- Trivandrum (Thiruvananthapuram) • Bhiwandi • Saharanpur
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- Mathura • Kollam (Quilon) • Bilaspur • Bijapur • Rampur • Thrissur
- Parbhani • Hisar • Panipat • Tirupati • Karnal • Bathinda • Sonapat • Ratlam
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“Summers are like two sides of a coin, each side has its own perks”



Varun Puri, Manish Sharma & Vivek Bhargava

**When it comes to novel concepts in F&B, innovation plays an important part. Restaurateurs Varun Puri, Manish Sharma & Vivek Bhargava of Molecule Air Bar spoke to FoodService India about their experience of the changing customer preferences and seasonal culinary trends**

**How do restaurants like Molecule Air Bar experiment and tweak their foodservice operations to be in sync with the season's special demands and requirements?**

**Varun Puri:** Any season demands a change in the offerings. This is also from the point of view of keeping restaurants always vibrant in the customers' mind. We include more side options in the menu because the eating capacity tends to decrease in summer as people shift more to drinks. Light starters and more of interesting drinks are incorporated in the menu. We are also adding more of exciting beverages to the menu.

**Which particular dishes are you focusing on for the summer months? Which are your favourites summer delicacies/dishes?**

**Vivek Bhargava.:** As summer is right in here, we are trying to focus on those products that can be made with curd. Curd has a cooling capacity, and this attribute is most in demand in summer. Right from dahi ka kebabs to interesting dips with breads, we are focussing on lighter meals, which are not too heavy as people tend to eat less or people like to have shorter meals during these months. We are soon organising a mango festival, which is again a summer delicacy. We are curating a menu with mango as the main ingredient. This will be our summer special, and we are expecting a very good response to it.



**What are the subtleties and nuances in food preparation for the summer months as compared to the other seasons?**

**Manish Sharma:** We have to be extra cautious about food preparation in summer as people are more prone to fall ill during hot and humid climate. We double wash our vegetables before cooking and see to it that the food is never left uncovered.

**In your opinion, do you see the scope for hotels to increase their revenue contribution from appetisers and beverages?**

**M.S.:** We are introducing new items and innovations, which will act in our favour. For example, we are giving the old street chuski some twist and presenting it in a fresh way. I hope it can do wonders for the business.





**In terms of appetisers, main course meals and beverages, what are the changes and new introductions that top hotels lay out to offer a 'chill-out' effect to guests? Please give us an idea of the kind of makeover that hotels generally undertake in these matters to prep up for the summer months?**

**V.P.:** We introduce combos as people are more inclined to indulge beverages in summer. So combos act as a saviour for both the parties, i.e for the restaurants and consumers. Right from Mezze platters to Indian combos to salads specials, summer is all about re-engineering the menu – less use of oil and more toward healthy ingredients.

**In your observation, what has been the changes you find in the way hotels/ restaurants rejig their menu and foodservice operations for the summer season?**

**V.P.:** We pay more attention to beverages. We also focus on our service to be quick and prompt in delivery as people get cranky waiting for the food to be served in summer.

**How do offerings during the summer months differ in style, presentation and other dimensions from those in the winter months and others seasons?**

**M.S.:** Presentation of the food doesn't vary according to the season. What matters is the food should be presented in a decent manner and it should be eye appealing and hygienic.

**At your hotel, which are the appetisers and beverages that trend during the summer months?**

**Which are the creative trends in vogue for appetisers and beverages? Who are your top suppliers for these products?**

**V.B.:** Our newly launched beverage menu is being really appreciated by guests as people tend to have more of cold and chilled offering during the summer months. Talking about appetisers, our chaat, which is made using liquid nitrogen, is something of a must-try product at this time of

the year. We have quite a few top suppliers for our ingredients as well as some manufacturers of liquid nitrogen. We use the services of Mapro and John for crushes and syrups.

**As a restaurateur, what is your opinion about the revenue-grossing potential of appetisers and beverages for a hotel/restaurant, especially during the summer months? By a broad reckoning, what is their sales contribution to the overall F&B sales?**

**V.P.:** It is usually low at this time. During the peak hours of lunch, the heat is so mugging that people prefer not to go out. And even when they do, their eating capacity is low as compared to the winter months.

**Talking of summer, how does the period affect the demand and requirements for kitchen refrigeration equipment?**

**V.P.:** The heat is at its peak and the more it increases the need for appliances such as refrigerator, AC also increases. A lot of things need to be kept inside a refrigerator to avoid spoilage.

**Which are the kitchen refrigeration equipment that chefs commonly use during the summer months?**

**M.S.:** Deep Refrigerators, which have a minus temperature, is preferably used to store and keep food products for increasing the shelf life.

**In terms of F&B business, how would you rate the summer months, which is conventionally considered a lean season?**

**V.B.:** The summer season has two sides to it, with each side having its own perks. Though, summer is considered a lean season, there are certain perks also. The days are long as are the business hours. Besides, the extended light time helps us to cater to a lot of young evening audience for a comparatively longer duration. Also, with so many 'beat the heat' beverages and food items on our list, it isn't very difficult to pull crowd. ●●

**Talking about appetisers, our chaat, which is made using liquid nitrogen, is something of a must-try product at this time of the year**



## “We play a lot with season specials”

Restaurateurs Bhupinder Chadha, Akshay Anand and Head Chef Parampreet Luthra of HotMess Lounge & Bar spoke to FoodService about how every season comes with its own set of challenges in terms of demand, innovation and culinary trends



Akshay Anand



**How do restaurants like Hotmess innovate on their foodservice operations to be in step with the season's special demands and requirements?**

**Akshay Anand:** Summers come with the need to curate a special menu, which is less on calories and is easy to digest. One tends to eat less in summers. Thus, as restaurateurs, we believe in laying out the packages that include summer coolers, light appetisers. Besides, we plan special events for our guests.

**Which particular foods and dishes you focus on during summers? Which are your favourite delicacies/dishes?**

**Parampreet Luthra:** Our primary focus in doing summer specials is on salads, desserts & beverages (Mocktails & cocktails). We use ingredients like raw mango, raw papaya, mint, and lemon. Moreover, we use spinach, pak choys & spring onion, and watermelon as they have a high water content. Indians, and especially the Delhi consumer market, never relish cold soups. Preferences are always on cold beverages. My personal favourites in summer are mango with sticky rice & fresh Aloo Bukhara (plum) juice.

**What is the scale of the rejig in menu and foodservice operations for the summer season?**

**Bhupinder Chadha:** We use food, which has cooling affect, and with high water content to keep our guest hydrated. Summer special salads, desserts and cocktail menu are developed every season, keeping in mind the latest food trends

and demands. We also launch our flavoured water service, with pineapple, basil & lemon slices instead of regular water. Then, there are changes to the staff uniform, and the use of frosted glass for serving beverages, which helps to maintain the temperature of the beverage. Salads are served on cold plates.

**In terms of appetisers, main course meals and beverages, what are the changes and new introductions that top hotels lay out to offer a 'chill-out' effect to guests? Please give us an idea of the kind of makeover that hotels generally undertake in these matters to prep up for the summer months?**

**P.L:** We play a lot with season specials. Here at Hotmess, We have introduced lots of light snacks, as people tend to eat lighter meals instead of main-course portions. We have introduced specials like Chur Chur Pizza, Aloo Corn Kebab, etc, which are easy to eat. Also, we have introduced lots of summer mocktails with fruits like strawberry, banana and pomegranate, etc.

**How do these offerings during the summer months differ in style, presentation and other dimensions from those in the winter months and others seasons?**

**B.C:** It varies on cuisine & concept of restaurants. Living in India, we have good summer ingredients that make it convenient for Indian restaurants to do their summer specials as compared to restaurants that are doing European cuisine or any cold country cuisine. In the case of the latter, fusion dishes have to be invented.





*Bhupinder Chadha  
and Head Chef  
Parampreet Luthra*



In winter, the service becomes really challenging, especially if the kitchen is far as food gets cold very quick. We ensure that food, before it is plated, is done on heated plates (plate warmer machine is used). Even the dining plates are laid out warm. Most importantly, we maintain our room temperature or else it spoils the entire dining experience.

In summer, chilling requires a lot of space. Our beverages like beer and sangria are stacked in fridges and glasses are frosted before serving any beverage. We, at Hotmess, have imported the machine from Spain, which chills the glass in just five seconds to -4 degrees and doesn't need any large space for operating.

**At your hotel, which are the creative trends in vogue for appetisers and beverages? Who are your top suppliers for these products?**

**P.L:** Appetizers: fruits, fruits salads, summer salads even cold sandwiches are ordered. Different variations of beverages are created. A few popular beverages are tweaked as the taste for them is already developed like blueberry mojito, cucumber & mint mojito. This season our cocktail 'Imly patola' is top selling, which is made with thai tamarind.

In desserts our passion fruit cheesecake and strawberry jelly pannacotta is the top seller. Mango, being the favourite summer fruit, is very common, so we have tried to experiment with other ingredients.

**In your opinion, what is the scope and room for hotels and restaurants to increase their revenue contribution from appetisers and beverages? Please suggest what all can be done by hotels/restaurants in general to bring about this change?**

**B.C:** A sharp increase in sales is noticed every year for beers & cocktails, especially during lunch hours. To attract customers/ guest, beer towers and beer bucket deals are introduced, which encourages guests to consume more. The drinking capacity also increases as heavy warm food dishes are avoided. Sales of items like salads, hummus/ mezza platter, and sandwiches increases. Since these foods are not heavy, they hardly affect the appetite of customers.

**Talking of summers, how does the period affect the demand and requirements for kitchen refrigeration equipment?**

**P.L:** Our refrigeration system is serviced before peak summer starts. A chef records temperature of fridges & freezer on log sheets every three hours to keep a strict check on food quality.

**Which is the kitchen refrigeration equipment that chefs commonly use during the summer months?**

**P.L:** Ice machine and cool bar are the most used equipment.

**In terms of F&B business, how would you rate the summer months, which is conventionally considered a lean season. Do you see the summer trend changing for hotels and which are the factors driving the change in trend, if any?**

**B.C:** The primary reason for slow business during the summer months is not only temperature but also the fact that schools/colleges/government offices are in a vacation mode. Everyone travels during summer time, which affects our sales. If you are lucky to have establishments in tourist places in the hills or cities with beaches then it works great for you during the three hot months.

**Any new innovative F&B ideas that you plan to roll out during the summer months?**

**A.A:** We, at Hotmess, have started beer cocktails and beer sangrias (beer with summer fruits), which has happened for the first time in any establishment. Our guest are really appreciating the concept & liking the products. ●●



**We have introduced lots of light snacks, as people tend to eat lighter meals instead of main-course portions. We have introduced specials like Chur Chur Pizza, Aloo Corn Kebab, etc, which are easy to eat in the hot months**



# Materials functions require marathon efforts

**What does it take to become a successful Materials Manager? Years of experience on the job, working with various teams, interacting with different functional heads and umpteen vendors are some prime requisites to hone the right skills for the job, says P. Boominathan**

**T**o compete in a marathon race covering a distance of 26 miles and 385 yards or 42.195 km requires years of dedicated practice & training. It is the ultimate test of human endurance in any sporting event. This is required just to compete, leave alone imagining of winning the trophy. For a successful marathon training, one needs to consistently put in targeted daily distances to get the body accustomed to running long periods of time. This is required to overcome fatigue on the one hand and overwhelm loneliness on the other. The trick is to start with a smaller target, get steady, increase stamina, tone muscles and make them supple, keep troubleshooting for any inconveniences, then keep increasing the distance gradually, stay motivated, etc.

As in training for a marathon, similar gigantic efforts are required to emerge as a successful Materials Manager. The years of experience, working with various teams, interacting with different functional heads, dealing with umpteen number of vendors, etc, helps one hone the skills. The functions start from receiving the request for any item from the user department till the vendor is paid off and the accounts reconciled for any given financial period. Materials personnel are a bridge between the financial interests of the vendors and the organisations' profit managers.

A vendor is in business to make gains, acquire financial independence, build something successful, create jobs and leave something for posterity. From our experience in the materials management field, we have seen that over the years many small time vendors or start-ups have grown multifold, both in qualitative and quantitative terms. The reasons and the contributing factors may be varied and numerous.

Whereas an organisation's aim is to control costs – which has a proportionate bearing on the bottom-line – too much pinching on the price front would brand an organisation as stingy and unrealistic. This could create an aversion in the mindset of vendors. Premeditated price negotiations lead to long-term disasters. This message would be passed on to the other vendors and thus they would come next time armed with the requisite ammunition. Vendors are the masters in their field of trade, while we Materials Managers are the Jacks of all trades. At no point, a vendor would want to work with us if he fails in accomplishing his own set objectives. Too much negotiating would have a negative impact and will not elicit any co-operative efforts from the vendor.

Touching the right pulse and knowing where to seal the deal is an art that we bequeath on ourselves from the years of experience, knowing the prevailing markets situations, doing a lot of market survey / research,

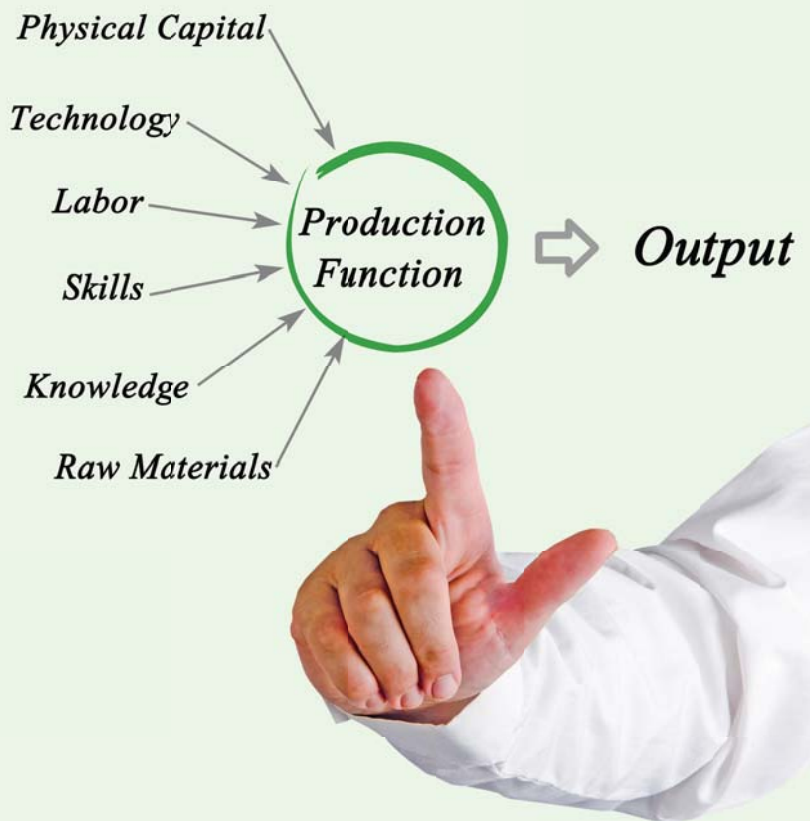


Hospitality Purchasing  
Managers' Forum



communicating with peers, etc. To arrive at the right price is like balancing the see-saw, and the trade-off should be mutually beneficial.

Another important aspect to be borne in mind at all times is the credit period. Once it is accepted, there should not be any deviation from the terms agreed upon mutually. The vendor is investing money to meet our requirements and that money comes at a cost. When the cost of investment starts to increase, the vendor starts losing and, in turn, starts losing interest in his principal. He might shift to another trade, which is more rewarding and where the cycle of cash inflow is shorter. But by pushing vendors into a tight spot, we have unknowingly / unintentionally shut down a channel of distribution. This kind of outcome is bound to have a negative bearing in the long run. Once again, a new line of distribution needs to be started from scratch, and new vendors have to be brought up to our expected levels of delivery – quality-wise, for timely schedule, and for fulfilling the credibility aspects of all the concerned authorities. Hence, as Materials Managers, our commitment to financial settlements must be given due importance. It should be prioritized, and while earning the respect of the vendors, the settlement should be structured to serve the interests of the company in the long run.



**Drawing on the parallels in the training for a marathon run and training to acquire the necessary skills of materials management, the following tenets bear keeping in mind.**

- **Perseverance:** Keep doing the good work at all times. It is not a one-off event, wherein one can relax on the accomplishment of an assignment. Managers need to keep honing their skills and gain all-round proficiency. The requirements for the job are varied, hence, efforts are required day in and day out.
- **Conserving energy:** As discussed above, acquiring all-round skills is an on-going process, so burning all the candles on a single night will not serve the purpose. You need to run the full 42.195 km, and in a way so as to not tire out in the initial stages itself. Energy should be conserved till the last lap.
- **Tuning of all parts:** For a successful marathon, each and every muscle of the body should be trained and tuned. Similarly, give importance to all the requisitions received. Delay or failure on one front can ruin the whole experience.
- **Daily work outs:** There cannot be any off day. Hence, meticulous planning plays a vital role. Assign jobs and

keep monitoring. Effective and efficient ways are to be worked out to weed out any incompetence. Nurture and inculcate good practices.

- **Long hours of training:** It is always lonely at the top. Practice makes a man perfect. Take time out to review and redesign. Flaws need to be weeded out.
- **Keep updating & be aware of competition:** Assimilation of information is a vital aspect. The industry is ever growing and new technologies keep coming into existence. The best possible way to succeed is to tap into them. Read industry-related magazines and other sources of information.
- **Proper diet:** Taking care of health is of utmost importance. The job requires long runs of committed service with high levels of dedication. Take proper and nutritious diet to enhance the quality of your professional life. To reach the pinnacle of performance – be it a marathon race or professional life, and to sustain growth and performance – we need to inject nourishment.

Though materials functions are behind-the-scene activities and not visible to the guests, the ultimate guest satisfaction can be experienced only with the contributions from the team working from the back of the house. ●●



*P. Boominathan is Commercial Manager with Fortune Select Grand, Chennai. He holds a Master's degree in Commerce from the University of Calcutta and an MSC in Hotel Management.*



# Industry's take on how Budget will impact the restaurant business this year

**T**he announcement on allowing 100% FDI in marketing of food products produced and manufactured in India is a great move by the government. This would allow more capital to flow for manufacturing purposes and help in developing world class products. It will also generate a large pool of employment in the country. Every new startup in the restaurant industry has a learning curve and a long payback period. Hence the decision to provide a tax holiday does help in promoting entrepreneurship.

Our industry is one of the largest employer in the country, conferring tax incentives for employment generation sector is a progressive effort by the government. Recently a cess of 0.5% was implemented. And this new one makes the service tax go up, which will make eating out more expensive for consumers at large. The service tax is now 15% which is a central levy, and the VAT which is state levy is 12.5-20% range, making India the most taxed country for a restaurant bill, which may result in glooming India's image in front of inbound tourists as they end up comparing India with what's prevalent in the world and find us cheating them.

Surge in infrastructure cess will eventually lead in increased cost of restaurant operations as LPG is a large portion of the fuel bill for cooking and petrol is used for delivery vehicles. Excise duty on water including mineral & aerated waters etc. increased by 3%. Aerated water increase can be justified as these are sugary drinks which have no health benefit. But, mineral water is a basic commodity. We don't get potable water in our taps, and customers drink mineral/bottled water to be on the safe side.



*Rahul Singh, Hony. Secretary, NRAI and Founder & CEO, The Beer Cafe*



*Riyaaz Amlani, President NRAI and CEO & MD Impresario Entertainment & Hospitality Pvt. Ltd.*

**T**he 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.

Delhi govt. also earmarked Rs 30 crores for organizing the 'Delhi festival' under the Brand Delhi initiative focusing on development of tourism infrastructure while announcing Delhi Budget 2016. This is something we have been lobbying for and such initiatives will allow us to showcase what Delhi has to offer in terms of food to the world and would also attract more domestic and international tourists to the capital city. However, we were also expecting announcements on issues related to lowering of the drinking age, extension of timings, use of open spaces amongst others. We are hopeful that these pain points would be addressed by the Delhi government for giving the required impetus to the restaurant industry soon.



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## NRAI's participation at The Coalition (TC3)

February 18, 2016: The third edition of The Coalition (TC3) kicked off its three day seminar series on March 4, 2016, with National Restaurant Association of India (NRAI) as supporting partner. At the panel discussion on the restaurant and F&B industry 'So you want to start a restaurant', held at Flyp@MTV Café, CP, New Delhi, Mr. Riyaz Amlani, President, NRAI and CEO & MD of Impresario Entertainment and Hospitality Pvt. Ltd. focused upon the legal and commercial aspects of the food service business. He highlighted, earlier it was a hard nut to crack but now with NRAI and other industry bodies' efforts, government is paying heed to industry's demands and focusing on 'Ease of doing business.'

For beginners, Riyaz advised that one should hire a professional consultant who can advise you on different aspects of the business. He also added that Indian Restaurant Industry is the third largest contributor to the economy and a very large employment generator. Answering the various questions put up by the audience, Riyaz shared his experience on how he started Mocha Coffee Shop and he sees SOCIAL as a successor to his first venture as he always wants to create a co-working space with a relaxed atmosphere. The panel discussion was moderated by Ms. Karen Anand, a renowned Chef and TV host.

On the very next day of the event CM of Delhi Mr. Arvind Kejriwal exhibited an affirmative intent towards simplification of licenses and review of timings for restaurants which will act as a big boost for the industry. "NRAI is overjoyed with the intent announced by CM Kejriwal to give impetus to F&B sector. The reduction of drinking age, extension of operating timings of restaurants and bars as well as the removal of redundant licenses for the industry, are few of the agendas NRAI has been requesting for. We are glad that the CM has announced a review meeting with all concerned stakeholders on a common ground to come up with immediate decisions" said Mr. Amlani after the event.



(L-R): Karen Anand (Food Writer & Chef), Thomas Fenn (Mahabelly Restaurant), Arjun Sagar Gupta (The Piano Man), Riyaz Amlani (President- NRAI), Karishma Dalal (Bombay Salad Co)



(L-R): Insia Lacewalla (Small Fry Co), Vikrant Mishra (Eggjactly), Chaitanya Mathur (Grub Fest), Anoothi Vishal (Columnist & Food Writer), Paresh Chhabria (Between Breads & Small Fry Co)

## NRAI at the HRANI Conclave



February 27, 2016: The HRANI organized a conclave on 'Hospitality & Tourism- Gateway to Growth' on February 27, 2016 at Hotel Le Meridien, New Delhi. The event was inaugurated by Shri. Kapil Mishra, Minister for Tourism, Art, Culture & Languages, Gurudwara Election & Water.

NRAI participated in the first session on 'Ease of Doing Business and the Way Forward' where Mr Riyaz Amlani, President, NRAI stressed on the challenges the Indian restaurant industry faces across regions. While addressing the audience, he said, 'Hotels and restaurants define livability and visibility of a city. We need to move from licensing to registration; preventive to corrective action for ease of doing business.'



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**We need to have more vocational colleges to educate and motivate young brigade to qualify and join the system**

– Monish Gujral



**Credited with the trailblazing turn-around of Moti Mahal and establishing an iconic presence across different countries of the world, he is well on his way in defining how the world eats Indian food. A traditionalist, Monish shares his journey with Moti Mahal over the years and how he perceives F&B universe of India along with some valuable suggestions for young f&b entrepreneurs.**

**How it all got started? Could you walk us through your journey of getting into restaurant business?**

It started in the summer of 1983 while I was waiting for my high school results, thoroughly bored at home due to the long wait for the results and college admission. I found my way to the kitchens of Moti Mahal as a paid intern. Initially it was a little challenging being confined to the hot kitchens for long hours, but eventually it became my play area and all the chefs my friends. I trained under the watchful eyes of my legendary grandfather who insisted that I should go for early morning vegetable and fish markets to learn about the quality of the raw materials. The stint that started as a summer job eventually became a lifelong passion. I continued to learn and cook while I studied business at Delhi University for the next three years. By the time I graduated I was a fully trained chef, and the next two years while I studied hotel management I trained at the front office at Moti Mahal.

Moti Mahal is an iconic name in modern Indian culinary history. It began in 1920 as a small eatery in Peshawar in undivided India, reopening in Delhi in 1947 following the partition of the subcontinent. Its matchless signature recipes and smoky Frontier flavours soon made it a name synonymous with authentic North Indian cuisine. The restaurant soon acquired landmark status with illustrious visitors – heads of state, foreign dignitaries and Hollywood stars placing it high on their itineraries when visiting the capital.

There are only a handful of chefs in the world who may be credited with the creation of a single dish, let alone an entire cuisine. Shri Kundan Lal Gujral who founded Moti Mahal is that rare chef who conceived, created, and gave the world one of its most well-loved

cuisines – Tandoori food. I realised in the late '80s that to keep the brand alive and rolling we needed to adapt to the changing times and expand it pan-India and globally. This posed several challenges of consistency, capital, and back-end strengthening to make my new avatar Moti Mahal scalable. Being a trained chef and having learnt all the tricks of the trade at the early age of 17, I was able to achieve my goals through sheer dedication and hard work. Besides this, since I was a keen writer I was commissioned to write columns for popular newspapers and tabloids that helped me get recognition for my brand and of course myself. I wrote a few books in the Moti Mahal trail series which were awarded the best cookbooks in the world by Gourmand. This also helped me preserve and promote our Moti Mahal culture.

**What are your growth & expansion plans for Moti Mahal Deluxe?**

In 2003, Monish Gujral, grandson of Shri Kundan Lal Gujral, created Moti Mahal Delux Management Services (now a private limited company) with the objective of expanding the business into franchises across India. In the following seven years, Moti Mahal grew from four stand-alone restaurants to 100 company-owned restaurants and franchises – 88 in 22 cities of India, and others in the Middle East, Canada, South East Asia, China, Europe, and the United States. That number is projected to double over the next five years, covering an area of more than half a million square feet, with plans for diversifying into other segments of the food market. We also reinvented the menu. While it remains true to its USP – the traditional Punjabi Pathani recipes, Moti Mahal has adopted multiple formats for its outlets to target different consumer segments.



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We also pay particular attention to our ethics. The hallmark of the Moti Mahal ethos is its uncompromising standard of quality and consistency. It is the first food franchise in the world where all chefs and F&B staff of every franchisee unit is trained by the mother company. A contingent of back-up chefs is retained at the headquarters at all times to ensure uninterrupted consistency.

**What's Moti Mahal's signature offering which sets your brand apart from others? Where do you see your brand in the competition?**

In current scenario, most of the restaurants find it difficult to survive by the second year due to multiplicity of eating out options, cut throat competition, high real estate costs and of course, also due to consistency and quality control issues. Motimahal brand is now nearly 100 years old, not only has been credited for placing India on the world culinary map by inventing the famous tandoori chicken and legendary butter chicken but also set the trend of fine dining way back in 1940's.



Its always good to have competition which helps you to be active, responsive and flexible to adapt to the need of the time. Otherwise one can be out of business before one realizes. We have positioned our restaurants as contemporary casual fine dine serving comfort food and above all which we had only pioneered.

**Which format according to you will thrive in 2016? What are the trends to look out for in the year 2016?**

2013 to 2015 was the fusion and modernistic Indian cuisine trend. I think in 2016 we will see casual Bistros, pubs

and restaurants serving comfort food with contemporary setting will rule the cuisine market. There will also be some additional space for regional cuisines in 2016.

**How has your journey been with NRAI?**

NRAI is a unique platform for restaurateurs to share their experiences and to address their problems on a common platform. Being a part of the managing committee, working with great industry minds to evaluate and address common issue on a pan Indian scale it has been a great experience.

**How do you keep a balance between your personal and professional life? What do you do to unwind yourself?**

“One bad email can spoil your entire evening “This I learnt long back so as a rule once back at home in the evening my official mobile is off and only key people can reach me for emergencies at work. I believe ones family is the most important gift one has and we must cherish and enjoy it uninterrupted. We must be able to enjoy our family and have time for our hobbies to be able to achieve balance in life and professional success, so I give my undivided to my family in my free time. I love cooking its like mediation to me and love to occasionally make a meal for my kids. Being a food columnist and an author I enjoy writing for my blog and columns in my time.

**What are your major learnings as a restaurateur?**

When we were graduating from hotel management our professor told us that you all will be working when the world will be enjoying and partying .That time I thought how boring it would be attending to others on a national holiday or sunday or even on a new year, in your restaurants but gradually the work place became my play ground and I learn to enjoy with different people from all walks of life, interacting with them broadened my thought process. I graduated as a person in this trade

**One tip/advice you would like to offer to young entrepreneurs aspiring to enter in restaurant business?**

Everything follows passion. Be passionate about your work. Don't be misled with the glamour attached to this business. Its hard work and as a restaurateur one must have adequate culinary knowledge so as not to be misled by anyone .I had learn long back to be successful in this business its not making the best dish once but to be able to make it again and again with same consistency and quality.

**What is one industry issue that has been bothering you as a restaurateur for long? What are your suggestions to cope up with it?**

Licensing, especially the liquor license to be eased a little in all states and made affordable. Secondly we need more professionalism in our industry there is shortage of qualified F&B staff, especially in small towns. We need to have more vocational colleges to educate and motivate young brigade to qualify and join the system, although government has started skill development on national level which is highly applaudable. ●●





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