

foodService

VOLUME SEVEN • ISSUE FOUR

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JULY-AUGUST 2017 • ₹100 India Edition
Trade Journal for the Hotel, Restaurant and Catering Industry

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How to turn out a perfect menu that
reflects your brand's value



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The Indian foodservice industry offers a fantastic growth opportunity unmatched anywhere else in the world. Foodservice, with a value of USD 48 billion at current prices, is emerging as a key driver of growth for the Indian economy, which was estimated to be worth USD 2.3 trillion in 2016. Already, the foodservice industry is larger than the pharmaceuticals and FMCG sector in India and its potential growth will be powered by the changing consumer dynamics and increasing market proliferation by brands in the space.

The one way to take the industry forward is to encourage more Indians to eat out more often. Consumer spending on eating out can get a boost if restaurants can attract more people to have breakfast. This is one day-part that is largely untapped by the industry, mainly because most Indians are culturally habituated to have the day's first meal at home. But if foodservice players can unlock the key to selling breakfasts in India, it will prove to be a goldmine for them. In the West, a substantial chunk of sales in restaurants occur before 11 am, while in India they are just about stirring to life at that hour.

The other avenue for growth available to the industry is geographical expansion. The major portion of the foodservice industry of India is still largely concentrated in the northern and western parts of the country. Players need to renew their focus on the south as well as make inroads into the largely untapped eastern India. Also, the QSR format – growing at an annual rate of 16% – is proving to be popular with Indian diners. New and local players need to tap this segment and come up with unique and innovative formats.

Going ahead, it is expected that we will get to see more interesting formats and concepts. Along with the incumbents, the newer players can lead the charge to the lesser penetrated markets and geographies and drive the industry toward a more elevated growth path.



Amitabh Taneja

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Something to **Wine** About

Indians, in increasing numbers, are turning to wine for personal consumption and for celebrating special occasions. To cash in on this trend, hotels like Hyatt Regency Gurgaon have a well-planned wine program that adds considerable value to its overall food and beverage offerings while contributing healthy returns on investment.

— by Supreet Roy

The Indian urban population is opening up to wine and the drink has become integrated with the urban lifestyle today. Wine events and tastings, vineyard tours and wine education programmes are on the rise. Wine is an urban drink and a whopping 80 per cent of it is consumed in metro cities.

Winemaking has existed through most of India's history but was particularly encouraged during the time of the British. Wine was locally produced mainly for consumption by the British who lived in India. Vineyards flourished in Baramati, Surat and Kashmir. However, at the end of the 19th century, a phylloxera epidemic wiped away most of the wine grape plantations, putting an abrupt end to the Indian wine industry. After the country's Independence, the Constitution declared that one of the government's aims was the total prohibition of alcohol. Several states went dry and wine producers didn't have it easy for many decades since Independence.

In the 1980s and 1990s, a revival in the Indian wine industry took place as international influences and the growing middle class increased the demand for the beverage. By the turn of the 21st century, the demand was rising at a rate of 20-30 per cent a year. The city of Nashik in the state of Maharashtra is called the 'Wine Capital of India'. A majority of the renowned wine estates of the country are located in this belt. Over two-thirds of the Indian wineries are located in Maharashtra. Another popular wine growing region is found in southern India, in the state of Karnataka. Apart from this, a small number of vineyards are available in Andhra Pradesh, Tamil Nadu and Himachal Pradesh.

Popular Wines

Sula Wines was one of the first wine companies that took to marketing wines in a methodical manner. Sula is the market leader today and is the only company that has wines across all price segments. Apart from Sula, Grover Vineyards also emerged as one of the top-selling Indian wine brands. Fratelli, Four Seasons and York are some of the other big names in the wine industry today. Today, a lot of wineries are producing wines that are even exported to countries around the world, making them true Indian treasures! Wine has also become an integral part of celebration at Indian weddings. Brides and grooms, along with close family members, spend a lot of time choosing the wine list for the event. The most popular ones are the New World's Sauvignon Blanc, Merlot and fresh Italian wines. These wines, generally, are not very complex and easy to drink. You really don't have to care about the type of food to pair with these wines. There are many other examples of wines that go along well with different cuisines. Such examples include: White Saint Clair from New Zealand, Malbrough, Barossa Valle, Fratelli, Sula, etc. Red - Yellow Tail, Bad Boy, and Moma also belong to this category.





WINE SERVICE

Apart from wine, Champagne has also become very popular at weddings. Champagne is truly the wine of celebration and the toasting of bride and groom with Champagne is becoming very common. Moet and Chandon, Bollinger, Dom Perignon, Ruinart are few of the popular Champagnes at wedding celebrations.

Wine Service at Hyatt Regency Gurgaon

At Hyatt Regency Gurgaon, we have a well-planned wine program that adds considerable value to our overall food and beverage offerings while contributing healthy returns on investment. The wine list of the hotel has been selected carefully keeping in mind the countries, regions, grape varieties, taste parameter, quality of the wines, and popularity of the wine, consistent supply and pricing. Our selection includes from very classy wines from Old World like Marchesi Di Barolo, Barbera D'Alba DOC from Italy; Maison Louis Jadot and Bourgogne from France, Chianti Classico, Sangiovese, Merlot,

Syrah from Italy, and many more such selections. And from the New World, we have the favorites like Allan Scott Single Vineyard, Moorlands, Marlborough, New Zealand's Antares and Macul, Chile's Leeuwin Estate 'Art Series', and Margaret River from Australia.

We have a wine by glass program at all outlets. For this program, we have a carefully selected catalogue to provide a wide selection of wines to our guests. We have wines from Australia, New Zealand, and Argentina – the New World wines – and wines from Italy and France. Some of the more popular wines we serve include Two in the Bush, Grenache, Semillon and Sauvignon, which come with the exciting aromas of citrus and gooseberry. Two in the Bush refers to an old gold mine, while the likes of Saint Clair, Sauvignon Blanc, and Marlborough are globally acclaimed wines. The premium Marlborough Sauvignon Blanc is a full, crisp and powerful wine with intense flavours and aromas. Saint Clair Vicar's Choice Sauvignon Blanc is a light-bodied, dry, crisp wine with typical Marlborough flavours of gooseberry, passion fruit, and grapefruit. Man Cabernet Sauvignon captures both Old World silky tannins and New World ripe fruit, and completes it with a beautiful, long finish.

The guests who visit us in the hotel are more interested than ever in the background and story of the wine they drink: who made it, is it organic, what are the ingredients used in the production process, and the use of wine labels. ●●



Supreet Roy
The writer is F&B Manager,
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In Love with Chicken



Poultry has been gaining ground in the restaurant business for many years. While it is a standard dish on the menus of almost all popular foodservice concepts from burger bars to burrito shops, there are still only relatively few restaurant chains specialising in chicken & co. World-market leader KFC is the number one in Europe with almost 2,400 outlets in 2015. Here, as in most QSR systems, the classic cooking methods – rotisserie and pressure frying – still dominate, while modern, fast-casual concepts often offer flame-grilled meat to attract urban, health-conscious guests, more and more of whom see chicken as a welcome alternative to red meat. A pan-European survey on chicken concepts.

Chickenisation' has become one of the UK's most popular food trends since 2014, and research by Allegra Foodservice has found that chicken has become the number one dish across the dining sector. Furthermore, Allegra's statistics show that chicken is the number one dish for both lunch and dinner at casual-dining restaurants, and is ordered on a fifth of visits. According to Mintel, between 2013 and 2014 fried chicken restaurants saw the highest percentage increase in sales (+6.7%) in the eating out market compared to all other fast food types.

Forbes named chicken as one of the hottest food trends in 2015, continuing on from its resurgence in 2014. This popularity can in part be attributed to the rise in beef prices, which were at an all-time high, making chicken the most desirable meat for restaurateurs to offer customers. Allegra Foodservice state that two-thirds of well-known casual-dining brands, including Chiquito and Pizza Hut, are increasing their chicken dishes year-on-year, and believe 31% of all mains offerings in the UK are now chicken-based. In 2015, chicken restaurants showed a combined annual turnover of £552 m.

Perhaps the most popular chicken restaurant in the UK, Nando's opened its first site in the country in 1992, in Ealing. Nando's can arguably be called the brand that made everyone fall in love with chicken again. Data from MORAR shows that it outperforms all other casual-dining restaurants on the level of positive 'buzz' surrounding the brand (26.5%), and the loyalty card at Nando's outperforms all other casual-dining loyalty cards by at least 7.3%. When thinking of a casual-dining restaurant to visit, more customers think of Nando's (33.8%) than any other casual-dining restaurant brand. www.nandos.co.uk

Of course, it is impossible to talk about chicken without mentioning KFC, which was founded in 1930 by Harland Sanders in Kentucky. It is now owned by Yum! Brands, and now has 15,000 stores in 120 countries, with 838 in the UK. The brand reached £1 bn annual sales in UK and Ireland in 2014, and plans to have hit £1.5 bn by 2020, with 1,000 stores. www.kfc.co.uk

Appealing to more of a fashionable audience, Whyte and Brown is a trendy warehouse-style London restaurant celebrating the versatility of the chicken and egg, located in Soho's Kingly Court. Since opening in 2013 chicken has been the 'hero' ingredient on the menu, with food offerings including a chicken and pork scotch egg and pulled barbecue chicken. Sales at Kingly Court are believed to hit £50,000 a week.

<http://whyteandbrown.com>

A further example of operators responding to the chicken trend is Randy's Wing Bar, which was founded by best friends Richard Thacker and Andy Watts, whose obsession with creating the perfect chicken wing began over three years ago. Randy's Wing Bar has been popular on the pop-up scene over the past few years, also appearing at festivals and events across London. The first permanent site, a 70 cover restaurant, was opened on 21st May 2016 at the new Hare East development, close to the Queen Elizabeth Olympic Park in Hackney.



Showcasing a variety of cooking techniques and global flavours, Randy's takes its customers around the world with five styles of wings; from the traditional North American Buffalo (fried chicken tossed in spicy Buffalo sauce with truffle blue cheese) to Bombay (oven baked, robata grilled and marinated in Indian spices, served with raita).

www.randyswingbar.co.uk

Meanwhile, Chick 'n' Sours was founded by pop-up veteran, Carl Clarke. He settled in Dalston in April 2015 with his aptly named fried chicken and sour cocktails restaurant. In its short twelve months of trading, food lovers from all over London and top chefs have visited, including Pierre Koffmann. Chick 'n' Sours will open its second site in Seven Dials, in mid-September 2016. Unusually

focusing on the dark meat of chicken, Chick 'n' Sours only offers one white meat chicken dish with the dark meat offerings 'Guest Fry' (drumstick and thigh, Malay curry laksa, cashews, crispy shallots, Thai basil & coriander) and 'House Fry' (drumstick and thigh, seaweed crack, pickled watermelon) key favourites. <http://chicknsours.co.uk>

Yard and Coop is one of the newest concepts to hit the chicken scene, and opened in August 2015 in the Northern Quarter, Manchester, as the first operation in the area. Founded by Carl Morris and Laura Morris, both who have large amounts of industry experience, gained from their years at Revolution Bars Group PLC, Yard and Coop offers a new branded experience focusing on buttermilk fried chicken. Having seen a 50% increase in sales since November 2015, it is living up to its brand statement as 'The Home of Buttermilk Chicken'.

Yard and Coop has three main focuses; chicken, alcohol and music, with chicken taking 50% of its



BUSINESS CHARACTERISTICS

- Poultry is – in distinction to pork or beef – compatible with practically all cultures and religions of the world. The result: high consumption figures in many countries.

- Thanks mainly to mass production, chicken and turkey are now significantly cheaper than other animal proteins. Hence, they are also considered to be more of an everyday meal than a speciality.

- But awareness of the negative aspects of industrial livestock farming has grown over recent years. Transparency with regard to origins and fair breeding are keys to a positive ecological profile.

- Chicken is relatively neutral in terms of taste and can easily be processed in a wide variety of ethnic and culinary directions.

- Thanks to the associated attributes 'healthy' and 'light', chicken is profiting from the growing demand for wellness food in Europe.



1. Whyte and Brown
2. Randy's Wing Bar
3. Randy's Wing Bar
4. Yard and Coop

total sales, and 78% of its food sales. The Yard and Coop customer ranges from young children to pensioners. The majority of customers are women (55%) and the majority age group is 25-34 (26%). Customers can choose between thigh and breast to be fried into buttermilk chicken, served with their choice of homemade sauce, with options including Bourbon BBQ and Buffalo. Following on from the popularity of the first site, and demonstrating the rise in popularity of the chicken restaurant, Yard and Coop will be opening its second site in Liverpool in autumn 2016.

<http://yardandcoop.com>

The chicken market in the UK has clearly seen incredible growth over the past two years, and its many fans are waiting to see where it will go next.



Although chicken & co. are omnipresent in the foodservice world, there are still relatively few 'specialists' offering poultry as their main product.

According to the Federal Association of the German Meat Products Industry (Bundesverband der Deutschen Fleischwarenindustrie e.V.), Germans consumed an average of 11.5 kg of poultry per head per year in 2013 and 2014 – a stable result against the slow but sure overall decline in meat consumption. This gives poultry a share in total meat consumption (60.3 kg per head/year) of around 20% and makes it the second most popular meat in Germany after pork (38.2 kg).

Although chicken & co. are omnipresent in the foodservice world, there are still relatively few 'specialists' offering poultry as their main product. With almost 140 outlets, KFC is the best represented chicken brand in Germany – and one of the oldest. Launched here in 1968, the company sees Germany as one of its four most important international investment markets. After years of sluggish growth, it has been able to more than double the number of restaurants through a significantly faster rate of expansion. In 2015, KFC rang up net sales of €202 m in Germany – a jump of 7.2% with 17 new outlets.

Germany, which focuses more on smaller locations in busy downtown areas," adds Insa Klasing, General Manager, KFC Germany.

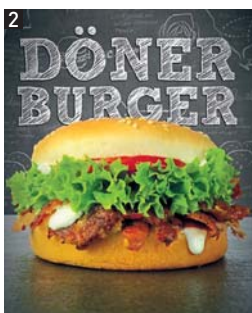
Since February 2016, KFC has also had a new worldwide logo and claim in Germany: 'It's finger lickin' good'. With the corresponding television campaign, which spotlights the core product, the bucket filled with breaded and deep-fried pieces of chicken, KFC aims to attract even greater viewer attention.

Launched at the end of June, the latest innovation on the product side is designed to link up with a modern product trend: the KFC Burrito, a freshly toasted wheat tortilla filled with two breaded chicken filets, a Mexican rice blend, a spicy bean salsa, a slice of Cheddar and Chipotle Mayo. www.kfc.de

A completely different story to that of the American fast-food brand is told by MrChicken, which was founded in the Ruhr-district town of Gelsenkirchen about 20 years ago by two brothers of Turkish origin. The chain's 16 fast-food restaurants offer customers a modern spectrum of dishes revolving around kebabs, burgers, schnitzel and nuggets, most of them chicken-based. Over the years, the menu has also expanded to include a beef burger, a fish burger and salads. All products meet Islamic food requirements without exception, i.e. are halal. The chain's flagship outlet in Gelsenkirchen, a restaurant with seating for 132 indoors and 164 outdoors, as well as a drive-through facility, is open 24/7 and attracts guests and groups of all ages, especially those with Turkish roots. For them, and particularly the more religious among them, MrChicken represents a welcome eating-out option. "There is frequently no alternative for Muslims who want to eat away from home. They know before they leave on their shopping expedition that they will eat here."

Nevertheless, says founder and CEO Erhan Baz, the company aims for neutrality in the design of its restaurants to ensure that other target groups do not feel excluded. "We don't make dishes for Muslims – we simply do not debar them," he says. Germans tend to be impulse guests, and MrChicken is in competition with many other companies for their custom. The MrChicken concept developed from a poultry wholesale business. Today, the company-run restaurants are to be found in top shopping locations in the Ruhr region, e.g. Centro Oberhausen, Bochum, Essen, and generated a turnover of €8.5 m in 2014. At present, the group is building its 17th outlet in Mannheim, a restaurant with 340 sq m. From there, Baz aims to 'conquer' the German south. The opening is planned for April 2017. www.mrchicken.de

Although it is many years since the company's heyday, Wienerwald still ranks among the



1. KFC
2. MrChicken

The company runs 42 restaurants itself from head office in Düsseldorf. The others are in the hands of franchisees. Further expansion is planned nationwide and will include centrally situated city-centre restaurants and free-standing restaurants with drive-through facilities, as well as a more recent objective, food courts in shopping centres and units at railway stations and airports.

Greg Creed, CEO of parent Yum! Brands, took part in the opening of the new flagship restaurant at Berlin's Checkpoint Charlie tourist hotspot in April 2016. "This restaurant is the latest milestone of our success story in Germany where we have quadrupled the number of openings since 2012." The ninth outlet in the German capital, the new restaurant with seating for 49 guests on 88 sq m is distinguished by a completely new design concept. "This is a continuation of our nationwide strategy in

best-known foodservice names in the German-speaking world. Formerly an export hit of international standing, the German-Austrian system pioneers celebrated its 60th birthday last year – albeit without a great deal of hullabaloo but with considerable optimism and a desire to revisit past successes. The company has some turbulent years behind it – insolvencies, disposals and the closure of the bulk of the 1,000 outlets operated at its peak. Today, the brand is once again owned by the family of Friedrich Jahn; CEO Daniel Peitzner is one of the legendary founder’s grandsons. His aim: to combine traditional values, such as down-to-earth conviviality, German-Austrian cuisine and high-grade products in a contemporary format and adapt it to the demands of modern consumers.

At present, the brand has 27 restaurants in Germany with annual sales of between €360,000 and 1.4 m. In addition to 15 fullservice restaurants, there has been a quickservice version of the concept since 2012, of which there are currently twelve in Germany. 13 of the outlets also offer a delivery service. Both versions will continue to be run in parallel in the future. In addition to growth in Germany, expansion of the new concept abroad is also on the agenda. At present, there are 16 Wienerwald restaurants outside Germany, e.g., in Turkey and Dubai.



Soho Chicken

The classic Wienerwald chicken has not lost its almost legendary reputation. Nevertheless, it has long since been joined on the menu by other products including chicken schnitzel, chicken snacks, such as ‘Kiks’ and Chicken Pop Corn, and salads. There is even a vegan variation of the renowned roast-chicken salad. Additionally, the range of burgers has been made more varied with pulled chicken and a crispy burger.

In the restaurant, half a chicken costs €6.90 while main dishes range from €8.90 to 13.90. There is a reduced, to-go oriented programme at lower prices for take-away and delivery services. At traditional locations with street sales, the take-away/delivery quota is around 40%; at units based on the new concept, it rises to as high as 60 to 76%. The average quickservice bill amounts to €9.50, the delivery bill to €21.85 and the restaurant bill to €20.75. In 2015, Wienerwald rang up total sales of €21.1 m. www.wienerwald.de

The classic Wienerwald chicken has not lost its almost legendary reputation. It has been joined on the menu by chicken schnitzel, chicken snacks, such as ‘Kiks’ and Chicken Pop Corn, and salads.



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In the past, Italian chicken concepts have been limited to rotisserie chicken. Almost every weekly market still features a rotisserie truck, selling chicken, fried chips and potato.

Chicken concepts are a relative novelty in Italy, but in the last few years their development has taken off, thanks especially to American-style fried chicken concepts, and it looks like the market has a great potential for growth.

In the past, Italian chicken concepts have been limited to rotisserie chicken. Almost every weekly market still features a rotisserie truck, selling chicken, fried chips and potato croquettes, as well as other fried and roasted specialties depending on local tastes. Arguably, the first rotisserie chain brand is *È arrivato Paolino*, launched in 1972 by Paolino Pennacchioli, who had been selling rotisserie chickens at farmer's markets out of a truck since the 1960's. Paolino at first positioned his truck outside the early shopping centres, and soon opened shops inside the malls. The first franchised shop opened in 1988. Nowadays, *È arrivato Paolino* has 37 take-away shops, most of them located in shopping malls. www.paolino.it

Kentucky Fried Chicken arrived in Italy in 2014 and as of July 2016 has opened six restaurants in the country, with a goal to reach 100 within five years. The standard layout for the restaurants is

on its website. Another two British brands, *Chicken Cottage* and *Chicken Spot* have opened a restaurant each, in Milan and Livorno respectively.

Local entrepreneurs are very active, too, and a spate of Italian fast-food brands have been launched in recent years.

Chicken N Chicken is a fast-food brand owned by Tariq Bashir, an entrepreneur based in Sanremo, on the Ligurian Riviera, who started in 2004 by opening kebab stores and a few years later specialized in chicken-themed fast food. The first *Chicken N Chicken* opened in 2011 in Nice, in Southern France. The brand soon started the franchise growth and now has 13 stores in Italy (ten franchised and three directly operated), three in Southern France, and two in Germany (in Jülich near Köln) with one more scheduled to open in September in Düren. Preferred locations are city centres and high streets, though more recently new formats have been rolled out, such as the one in Erba (near Como), located on the outskirts of the town, with a 500 sq m drive-in restaurant with a children's play area. And at the time of going to press they are due to sign a new contract for a 500 sq m restaurant in a shopping mall. The menu is extensive and features chicken burgers, fried chicken and salads, as well as non-chicken choices such as beef burger. *Chicken N Chicken* is certified Halal, uses pressure fryers and offers delivery from most stores, with a brisk take-away business at some smaller locations. Average ticket is €7-8. Family menu (for 4) at €21.

www.chickennchicken.it

Ckn & Ckn, a chain based in Milan, was also confusingly called *Chicken* and *Chicken* until a while ago, and recently changed its name and logo, at the same time restyling the concept and launching the franchise development. At the moment it has eight restaurants, only one of them franchised, with two other franchised stores scheduled to open soon. Best sellers are the fried chicken (63% system-wide) and the crispy chicken, prepared with a spicy marinade and fried in pressure fryers. Also on the menu are salads and Italian seasonal classics, such as caprese (a cold dish made with tomato and mozzarella), and they are planning to introduce new options, such as fish. Take-away has the lion's share (60%) of the turnover, with delivery lagging behind at 10%. Average ticket varies between €6.50 to €7 depending on the location. *Ckn & Ckn* is rather unique in that it also serves breakfast, with quality products like croissants filled on demand. Opening hours are very long with one restaurant in Milan open 24 hours and others from 6 am to 3 am. *Ckn & Ckn* is a Halal restaurant and only serves alcohol-free beverages. www.cknfastfood.com



1. Coq
2. Chicken popcorn

450 sq m and 150 seats, with an average workforce of 60 people. www.kfc.it

Other international brands have entered Italy lately.

For instance, *Pollo Campero*, the South American chicken brand from Guatemala, has partnered up with Italian distribution brand *Il Gigante*, which in 2011 opened the first restaurant in one of its shopping malls. There are currently four *Pollo Camperos* in Italy and a fifth is due to open in September 2016. All of them are located in malls and directly managed by a subsidiary of *Il Gigante*. www.pollo-campero.it

British group *Chicken Hut* (www.chickenhuteurope.com) lists 18 stores in Italy



Chicken N Chicken

Hello Chicken came to life five years ago in Milan. The fast-food brand is owned by the Alfonso family and now counts three restaurants, one directly managed, two of them franchised, with plans to open two other franchised stores by the end of the year. Hello Chicken offers different options to its franchisees, from no-seat, take-away only locations to large surfaces with hundreds of seats, like the newly opened unit in Olgiate Comasco, with 200 seats over 400 sq m. The menu mirrors that of most fast-food concepts, with fried chicken, chicken wings and legs, chicken strips

and cutlets. They use Italian high quality whole chickens, cut, marinated and coated daily on the premises, fried in pressure fryers. No frozen meats are used and chicken is certified Halal. Other menu items include grilled chicken, chicken lasagna, hamburgers and arancini (fried rice balls filled with chicken), chicken salad and Philippine noodles. Average bill is €7. Delivery represents 30% of turnover. www.hellochicken.it

Coq is the latest offshoot of restaurant group Sebeto, whose other brands are Rossopomodoro, Anema & Cozze and Ham Holy Burger. Coq was launched in May 2015 as a chicken and egg concept and so far has a single restaurant, in Milan. Chicken meat comes from an old Italian chicken breed, raised free-range and fed with OGM-free corn. The meat is marinated for 12 hours in a spicy marinade, cooked first in a steam oven and then grilled, and served with home-made sauces. The menu also features Coq-burgers and Club-Coq, salads and chicken wings, legs, nuggets and popcorns. Service is fast casual, customers order when they are seated but pick up their food at the counter when it's ready. Sebeto plan to open about 20 Coqs in the next 4 to 5 years, mainly in malls. www.coq.it

In the last few years the gourmet trend has hit rotisserie chickens, too.

Hello Chicken offers different options to its franchisees, from no-seat, take-away only locations to large surfaces with hundreds of seats.



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CHICKEN CONCEPTS



212 Rotisserie & Delicious has two casual dining restaurants in Milan and is the offshoot of a family group which also has a couple of hamburger restaurants and an American-themed one specialized in Southern smoked cuisine. 212 Rotisserie & Delicious serves free range French premium chickens from Le Fermier Label rouge. Menu items comprise chicken roasted on the spit as well as fried chicken, chicken wings, salads and sandwiches, as well as Italian craft beers. The best selling item are chicken popcorns, coated in cornflakes and fried. At lunch, people order at the counter and pay, whereas for dinner the restaurants switch to fullservice. Average spending is €15 to 20. www.212rotisserie.com

Patapollo is the brainchild of Francesco Varrone, a young advertisement executive. The first restaurant

opened in April 2016 in Modena, and already another two are on the cards, one directly managed, the other franchised, with a goal to open six franchised restaurants over the next year. Restaurants are decorated in a shabby chic style with recycled materials and come in three size and service options: big (with fullservice), small and take-away only. Patapollo uses free range OGM-free chickens sourced in Italy. The meat is cooked first at low temperatures, finished on hot lava rock stone and then served with potatoes. The house specialty is Patapollo, a sort of potato croquette filled with either mushrooms and zucchini or cheese and chicken or just cheese. The menu also offers hamburgers, sandwiches and salads, and Italian craft beers. Average ticket: €9 to 12. www.patapollo.it



Dishes are served in a combination of recyclable materials. Everything is sorted by the guests at a recycle station when leaving the restaurant.

OBW is short for Outstanding Burgers & Wings, a new fast-casual concept by O'Learys Trademark, also the owner of the brands O'Learys Bar & Restaurant (120 restaurants in eleven countries), Boston Grill and Bambino's Great Italian Eatery.

The first unit was opened in downtown Stockholm in June 2016 and a second one followed in August. The OBW menu offers what its name promises – outstanding burgers and wings. These two menu categories have proven to be among the best sellers in the O'Learys restaurants through the years and this fact formed the platform for developing the new OBW concept. "We really love burgers, but our chicken wings are something special and we are very proud of how they taste," says Nina Wahlström, concept developer at O'Learys Trademark. The burger part of the menu includes hamburgers, fish burgers and Oumph! burgers served with plenty of varieties of toppings. Chicken wings are offered 'crispy' with twelve different sauces such as Creamy Sesame or Momofuku or 'sticky', tossed in different spicy sauces. Prices range from SEK46-52 for three chicken wings to SEK136-139 for twelve wings. There are also wings meals at SEK90 that include three wings, two dip sauces and one side. Beverages include sodas, lemonades and milk shakes as well as beer, wine, cider, cocktails and hot beverages. The dessert menu is short and easy to serve such as brownies and muffins.

The first unit has 52 seats and the interior is futuristic and minimalistic while at the same time inclusive and welcoming. The creators of the OBW concept have looked for inspiration in urban environments around the world, for example the lifestyle along Venice Beach in Los Angeles – vibrant, dynamic and creative. OBW says their main target groups are millennials and people truly young at heart.



The service system is quick; guests order and pay at the bar counter and then take a seat. The order number is shown on a digital screen and also called out from the counter when the food is ready to be picked up. Dishes are served in a combination of recyclable materials. Everything is sorted by the guests at a recycle station when leaving the restaurant. An OBW mobile app is being developed that will offer ordering and payment functions and delivery service is offered in partnership with Foodora. Opening hours will vary depending on location, from 11 am to 9 pm or 2 am, seven days a week.

All OBW units will be operated by franchisees – a chosen strategy for all O'Learys Trademark brands. The first two OBW units are operated by Local Market Group who are also the franchisees of a few O'Learys, Boston Grill and Bambino units in Stockholm. "We work in partnership with talented restaurateurs who want to work on long-term basis and together with us build lasting value in the restaurant business," explains Christian Bellander, CEO at O'Learys Trademark.

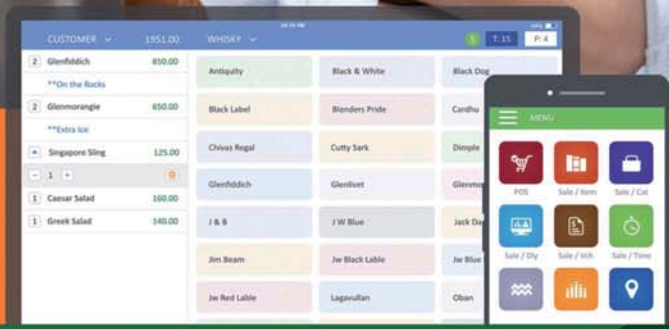
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KOLKATA'S F&B entrepreneurs talk turkey

The F&B Entrepreneurship Summit and Awards saw the crème de la crème of foodservice industry in West Bengal turn up and train the spotlight on the opportunities and challenges before local players.

by Jahnvi Popat



▲ From Left: Chef Joymala Banerjee, Anuvrat Pabrai, Chandradeep Mitra, Aninda Palit, Aditya Ladsaria, Rakhi Purnima Dasgupta and Siddhartha Chatterjee

TIE (The Indus Entrepreneurs) recently hosted the F&B Entrepreneurship Summit and Awards in Kolkata. The purpose of the Summit was to share the experience of those F&B entrepreneurs who had gone through the challenges of creating companies, and rewarding the leaders in their fields. Over 250 F&B outlets participated in the Summit, which was convened by Sagar Daryani, Co-founder of Wow Momo.

The Summit's panel discussions focused on the issues pertinent to the F&B industry in West Bengal. Among the panellists were Anuvrat Pabrai, Founder, Pabrai's Fresh & Natural Ice Creams; Chef Joymalya Banerjee, Founder, Bohemian; Rakhi Purnima Dasgupta, Owner, Kewpies; Aditya Ladsaria, Founder, Chai Break; and Siddhartha Chatterjee, Co-founder, Bhojohori Manna. The panel discussion was chaired by Aninda Palit, Co-founder, 6 Ballygunge Place.

The ambit of discussions brought up many interesting topics. Speakers recounted their entrepreneurial journeys, spoke about the uniqueness of Bengali food, the hurdles they face in scaling their businesses beyond the Bengal border and the opportunities that exist for foodservice operators in West Bengal.

Siddhartha Chatterjee pointed out the challenges faced by local foodpreneurs in taking their business to other metro cities. "We have three outlets in Mumbai where the chefs are from Kolkata. 97% of our manpower has not passed school and there is the problem of not knowing the regional language." The concern was reiterated by chef Joymalya Banerjee as well.

Dwelling on the scalability issue faced by local operators, Rakhi Purnima Dasgupta attributed this to the nature of the Bengali food. "Bengali food is ritualistic in nature. It takes time to prepare. Hence innovations are required to propel it forward and make it go places. It cannot be pre-cooked or frozen and so food entrepreneurs in Bengal face difficulty in scaling up their business a la McDonald's." The panellists agreed that little knowledge of Bengali cuisine exists outside the State. "For local food to go places, regional tastes prove to be impediments. Young customers want the dishes to be visually appealing and differently assembled to shorten the eating time," said Chatterjee.

As metro cities are saturated markets for the food service business, the opportunities exist in Tier II- and- III towns and cities. Aditya Ladsaria has seized this opportunity with both hands. The Chai Break co-founder has spread his business to many places like Durgapur, Burdawan and Bhubaneswar. "We entered these markets thinking that it would be relatively easy to gain market presence. However, while the opportunities are certainly there, we have experienced a shortage of skilled manpower. We have had to bring people from Kolkata."



Chef Sabyasachi Gorai



The discussions also veered round the impact of GST on the F&B sector. T. B Chatterjee, a GST consultant said that the chances of volatility are high because much of the F&B sector is unorganized and will find it difficult to comply with the GST system. However, he also pointed to the brighter side and said that "there exists a reverse charge liability in the case of unregistered vendors. This would fuel the movement towards formalization." He added that "if the vendors aren't paid off within six months, the tax credit has to be paid back with interest. This would ensure a good monetary rotation for the firms."

Another panel discussion took up many topics, including the one on business innovation and growth. Speakers on the panel were Nandan Reddy, Co-Founder, Swiggy; Abhinay Choudhari, Co-Founder Bigbasket; Sneha Singhi, Founder, Paris Cafe; Rochelle D'Souza, Principal, Lighthouse Advisors India Pvt Ltd; Rahul Arora, Founder, Bon Appetite; and Gaurav Karnani, Founder, The Grid. The panel was moderated Sagar Daryani.

Explaining his perspective towards innovation, Nandan Reddy said that affordability, variety of restaurants and customer service quality are the focus areas. "We focus on what will not change in the near future and walk backwards to what we should be focusing on. The road map for the future involves innovation in the aspects of giving more control to the restaurants over their business and customer targeting."

Abhinay Choudhari cited some examples of innovation followed by his company. "Phone calls to customers for eliciting address inquiries are forbidden. This has been achieved through a technological innovation that gives us the exact latitude and longitude of the customer's residence. Reliability is won through a model of negative incentive. In the case of a delayed delivery or missing item, a certain value of the order is given back to the customer. Bigbasket has recently launched its B2B model in Tier 1 cities, which aims at efficiently fulfilling the sourcing requirements of restaurants and hotels. We have achieved remarkable back-end integration, helping us to source directly from farmers, which is also cost efficient."

Sneha Singhi traced her business journey from a small 800 square foot cafe to five Paris Cafe outlets in Kolkata now. "Four years ago, there weren't as many cafes. Customers in Kolkata had rigid taste preferences and wouldn't try out new products. However, the scenario is extremely different now." Speaking about his experience as a restaurateur, Rahul Arora said: "Any of our restaurants that you visit, you will always find warmth and the smell of food". Cafe Pranah was the earliest health cafe of the city while the inspiration of for Paranthé Wali Galli could be attributed to the fact that "You give any ingredient to a Punjabi, he will make it into a parantha." Like Arora's outlets, The Grid too has successfully

“ Bengali food is ritualistic in nature. It takes time to prepare. Hence innovations are required to propel it forward and make it go places. It cannot be pre-cooked or frozen and so food entrepreneurs in Bengal face difficulty in scaling up their business a la Mc Donald's ”

Rakhi Purnima Dasgupta
Owner, Kewpies

“ We entered these markets thinking that it would be relatively easy to gain market presence. However, while the opportunities are certainly there, we have experienced a shortage of skilled manpower. We have had to bring people from Kolkata ”

Aditya Ladsaria
Founder, Chai Break



▲ The award for Innovation in Bengali cuisine was won by 6 Ballygunge Place. The award was received by its founder, Aninda Palit. The award was presented by Arijit Dutta, owner, Priya Cinema



▲ F&B Entrepreneur of the Year Award was won by Sagar Daryani, founder, WOW Momo! The award was presented by Nandan Reddy, founder, Swiggy



▲ Paris cafe, founded by Sneha Singhi, won the award for F&B Start-up of the Year. The award was presented by Bikram Dasgupta



▲ From Left: Nandan Reddy, Abhinay Choudhari, Rochelle D'Souza, Sagar Daryani, S. Radhakrishnan, Sneha Singhi, Gaurav Karnani, Rahul Arora

“ We focus on what will not change in the near future and walk backwards to what we should be focusing on. The road map for the future involves innovation in the aspects of giving more control to the restaurants over their business and customer targeting ”

Nandan Reddy
Co-Founder, Swiggy

“ Four years ago, there weren't as many cafes. Customers in Kolkata had rigid taste preferences and wouldn't try out new products. However, the scenario is extremely different now ”

Sneha Singhi
Founder, Paris Cafe



▲ Award for Innovation in Cafe Lifestyle format went to *Chai Break*; the award was presented by *Bikram Dasgupta*

carved its own niche with its sui generis ambience. According to its founder Gaurav Karnani, “Not being in the food industry helped us. We had a different approach. We wanted to innovate in this space. So we came up with something that did not resemble a restaurant, pub, cafe, restaurant, brewery, but everything together.”

The only non-food entity on the panel – Lighthouse Advisors – has invested in several credible brands like Fabindia, UNIBC, Kama Ayurveda. among others. Speaking on the issue of funding, Rochelle D' Souza said: “It is not always about the funds. They are available in each State. The growth of the brand is more about the thought process and finding the correct partner who understands your ethos and DNA.” The event also witnessed the presence of another investor passionate to the cause of entrepreneurship. Bikram Dasgupta, who heads his eponymous investment firm, explained his vision of mentoring and investing in young entrepreneurs, specifically in the technology field. “I want to set up an organization, which meets all the requirements of the entrepreneur. As of now my investment firm BDG Global has invested in 15 companies, which include Faballey, Arcatron Mobility and Freshworld.” Bruce Bucknell, British Deputy High Commissioner, encouraged the F&B players to enter the British market and gave examples of the successful ventures of entrepreneurs from Bengal in Britain. These include Typhoo Tea, JGB Agro Fresh, N.C. Hospitalities Ltd and a fresh start-up named Frecibo.



▲ Growing F&B Brand of the Year was won by *WOW Momo!* The award was presented by *Murali Bukkapatnam*, Trustee, Tie Global

Award	Winner	Presenter of the Award
Innovation in Bengali Cuisine	6 Ballygunge Place	Arijit Dutta , Owner, Priya Cinema
Innovation in Regional Cuisine	Oudh 1590	Chef Sumanta Chakrabarti
Innovation in International Cuisine	Corner Courtyard	Bruce Bucknell , British Deputy High Commissioner
Innovation in Cafe/Lifestyle Format	Chai Break	Bikram Dasgupta, Founder, BDG Global
Innovation in QSR/ Casual Dining Format	Chowman	Inder Manot, Owner, Simistar , (Presenting Sponsor)
Innovation in Bakery	Mrs. Magpie	S.Radhakrishnan
Innovation in Bars/ Lounge/ Nightclub Format	The Grid	Murali Bukkapatnam
Innovation in Catering	Savorites- 6 Ballygunge Place	S. Balakrishnan
Innovation in Dessert	Balaram Mullick & Radharam Mullick	Vasant Subramanian
F&B Start-Up of the Year	Paris Cafe	Bikram Dasgupta, Founder, BDG Global
Growing F&B Brand of the Year	WOW Momo!	Murali Bukkapatnam
F&B Entrepreneur of the Year	Sagar Daryani	Nandan Reddy



▲ From Left: *Nandan Reddy*, *Abhinay Choudhari*, *Rochelle D' Souza*, *Sagar Daryani*, *Sneha Singhi*, *Gaurav Karnani*, *Rahul Arora*

Star chef Sabyasachi Gorai also attended the event and gave an account of his own journey up the ladder. He pointed out the priority areas for any entrepreneur: self belief, cash flow and time management, and choosing the correct product. “Believe in yourself, believe in fairy tales, believe in miracles. If I could do it, so could you,” he exhorted. His recent F&B ventures include ‘Lavaash by Saby’, the upcoming ‘Minority by Saby’ and ‘Ava by Saby’.

The TiE-organised event concluded with the presentation of F&B Entrepreneurship Awards, which brought big smiles to the faces of winners. ●●



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Chef Rakhee Vaswani

"Food for me is simply two words: love and passion," says the Cordon Bleu Certified chef from Tante Marie London who is also a PME Masters in Sugarcraft and has done a Bakery course from Sophia College, Mumbai. Apart from being a celebrity chef and a culinary expert, Rakhee Vaswani is also a food consultant and cookery show host. She runs the Palate Culinary Studio in Mumbai where she trains budding chefs, amateurs and food enthusiasts.

In a chat with FoodService India, Rakhee talks of her culinary style, her favourite recipes and cuisines, her professional mentors and her career – all with a disarming freshness and candour.

by Sanjay Kumar

How would you describe your approach to cooking and the food service business?

I feel cooking is a game of learning and it involves a lot of passion. I am spreading the art by imparting knowledge, creating entrepreneurs and bridging the gap in the culinary traditions between East and West. This is how I want to serve my industry and my country – by teaching and creating more food entrepreneurs like myself. I strongly believe in cultivating young, passionate minds rather than venturing into the restaurant business. I feel that fusion is the best way to use your creative juices as it not only connects various cuisines but also helps you increase and expand food varieties.

Which culinary styles have influenced your career?

The British way of working as well as baking has influenced my style a lot. English desserts are my favorite and so are their preparation standards. I've also trained in London, so it reflects in my work. But I always make sure that I give an Indian touch through my fusion dishes. Besides, I believe in sticking to my roots. I play with Indian as well as international ingredients but only after knowing its true benefits before merging them into exotic concoctions.

Tell us about your favourite dishes/ cuisines and the restaurants you best enjoy going to?

My favorite cuisine is undoubtedly Asian. I love the flavours and spices that go with it. Being a foodie it is difficult for me to choose my favorite dish but dumplings and Cheung Fun are the ones I cannot resist. The places I enjoy the most for eating out are Yauatcha (Mumbai) and Ming Yang (Chinese restaurant in Taj Lands End Mumbai).

Who have been your career mentors and which chefs do you admire most?

I have had the opportunity to train under lots of chefs and I hold them in very high regard. My aunt taught me a lot and that is how my training started at a very young age. She has had a strong influence on my cooking methods and that's when I knew I wanted to become a chef.



I like using local attas such as jowar, bajra, barley, amaranth and all such local grains as I believe health is as important as the taste.

Among the chefs I admire most are Nigella Lawson for her aura and style and Gordon Ramsey for his work ethic and intolerance for imperfection. Then there's Heston Blumenthal who is in a class of his own and among the world's best.

What is your approach to introducing healthier ingredients in your food preparations?

My approach is to use more local produce and organic ingredients like coconut oil and coconut sugar in baking. I would suggest nut paste flour for gluten intolerant people. I like using local attas such as jowar, bajra, barley, amaranth and all such local grains as I believe health is as important as the taste. I also feel you can substitute sugar with natural sweeteners and use almond milk or soy milk instead of the regular milk.

What are the other examples of healthy food substitutions that you employ?

I believe in using good quality ingredients and if they are not available due to the seasonal factor I use something that relates to it as closely as possible. For example, I'd use local produce like amaranth if there is a supply issue with the regular grains since it is not only cost effective but also local and nutritious. Another superfood and a wonderful substitute is daliya. You can use it instead of quinoa to retain the nutrition and keep your supplies cost effective.

From your experience, which ingredients are rising in popularity and witnessing a growing demand in the Horeca sector?

In my opinion rice bran oil and quinoa have seen a drastic rise in the demand among consumers as well as in the Horeca sector.

What is your approach to cutting down on food costs without sacrificing quality?

Two words exemplify my approach to cutting down on food costs – avoid wastage! That helps the most in reducing food costs and helps you innovate while recycling without sacrificing on the quality. Also, give utmost importance to the quality rather than quantity. Quantity is almost irrelevant if quality has to be compromised with. Hence, give more importance to quality and understand its importance. The use of appropriate proportions is important to avoiding wastage.

Which are the new dishes you have introduced successfully so far?

Baked Boondi Gulab Jamun Cheesecake is my signature dish. I have gone knee-deep into fusion recipe creations. To name a few, I've made Deconstructed Dabeli Falalel Chaat and even a pull-apart Dabeli bread. Some other fusions include appetizers n desserts of which my signatures are Rabri & Gulab Jamun baked dish with oats crumble, Rose Rasmalai Panna cotta, Sev Barfi English tarts, Paan Parfait, Aachari Paneer Taco, etc.

How do you handle challenges when it comes to customization of recipes and dishes?

I love such challenges because they bring out my innovative juices and creativity. You have



Organic food-based restaurants are the most trending as of now. Especially those that use only such ingredients that are of local produce and serve exotic versions of dishes, which are unique.



to use creativity and innovation to cater to the requirements of the client's taste buds and expectations. Here again, it is essential to specialize in one certain range rather than provide a wide range of mediocre dishes. This helps establish your image and maintain the standards.

What do you feel are the major factors that impact and determine the success or failure of a food outlet?

An outlet needs superior supervision into its day-to-day operations. The quality needs to be maintained. There should be consistency in all actions implemented by the staff. If not, this leads to the downfall of food standards and the overall service. Marketing of the outlet should be done innovatively and utmost care should be taken on the cleanliness and hygiene fronts. Team bonding is very important and, nowadays, so is social media. I think what also matters to a great extent is establishing your target in terms of your forte, your target customers, your level of exclusivity and accordingly establishing the other parameters. What's also very important is this constant thirst to learn more and to realize that there is always so much more to learn and explore. It is all about your passion, which is the main foundation of an outlet's success.

What are your observations about the evolution and developments in the food service business in India?

Which are the new concepts that will upend the existing conventions?

Organic food-based restaurants are the most trending as of now. Especially those that use only such ingredients that are of local



produce and serve exotic versions of dishes, which are unique. For example, Masque in Mumbai (Mahalaxmi). Also, nowadays the concept of fine dining has evolved more than ever. I feel it is for the best as one can see how the focus has turned to plating, which now plays a very important role in the food service business.

In your opinion, which are the key trends to watch out for that will likely shape the future of the foodservice industry?

Local food is the trend to go forward with. People are getting back to their roots and finding lost treasures in their own culinary traditions. Using local produce to make exotic dishes is the new trend. The value of regional foods is gaining popularity by the day as well. A lot more time is being spent in sourcing organic, fresh ingredients and the kind of fancy dishes made from them seems to drive the food service industry's future. Even International chefs are bringing in their knowledge and techniques into India. You, as a chef, should always make sure that you should adapt with whatever is available and create the best out of it. That is most important. ●●





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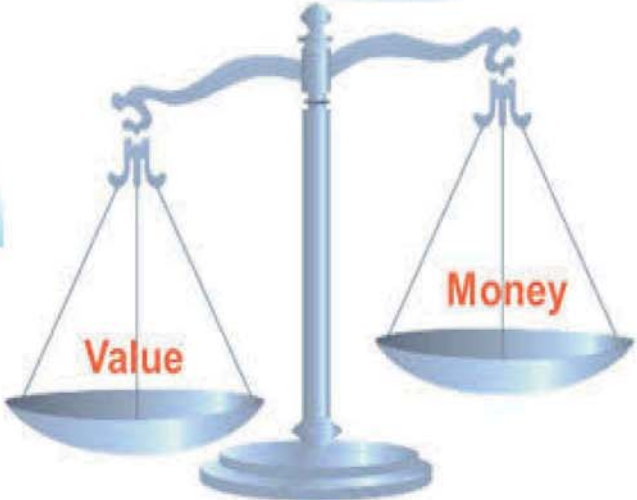
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Making Customers Investors

Crowdfunding and crowd-investing, as an alternative form of finance for start-up companies, is taking off particularly in the service sector in Europe. In 2015 the Europe-wide volume grew by 92% to €5.4 bn, as documented by a report from the University of Cambridge and the accountancy firm KPMG. By far the greatest proportion of this crowdfunding volume comes from the UK (→ €4,412 m), followed by France (€319 m), and Germany in third place (€249 m). The benefits which this alternative financing tool can bring to the catering sector are shown by the example of the new British-Mexican food chain Chilango, London.



Eric Partaker and Dan Houghton



Chancery Lane, London

“How to raise £5,500,000 from your on-line friends and family and why I think crowdfunding is a fantastic alternative source of financing,” co-founder Eric Partaker spoke about this exciting chapter in the growth of his fast-casual formula Chilango at the last European Foodservice Summit hosted by FSE & ME and GDI in autumn 2016 in Zurich.

Strong and rapid expansion thanks to ‘burrito bonds’: with this catch line the two founders of Chilango, Eric Partaker and Dan Houghton, sketch their vision of growth for the UK and beyond. In the short term their strategy is to double in size. They were running twelve outlets under their own management last autumn – eleven in London and one in Manchester. “Several more in major UK cities are in the pipeline,” says Partaker.

Chilango is also looking at international sites. Partaker and Houghton have trademarked the brand in thirty markets throughout the world now. “Long term we believe that what we are creating is a multi-billion-pound global power brand,” is how Partaker puts it casually. The first steps on this track: by 2020 alone they intend to be running around 50 restaurants under their own management in 20 UK towns and cities, plus further outlets to be opened via franchising in other national markets are on the agenda. The quickservice formula intends to attain these ambitious expansion goals by using the capital which it has amassed through successful crowdfunding campaigns: a total of £5.5 m of investment cash was garnered through two ‘back-to-back record-



CHILANGO

Headquarters: London, UK

Founders: Eric Partaker, Dan Houghton

Established: 2007 in London

No. of stores: 11 in London, 1 in Manchester (end 2016)

Investment: £450,000 per store

Sales: 2015 £7 m, Sales 2016 £8 m

Crowdfunding capital: £5.5 m (£2.1 m in debt 2014, £3.4 m in equity 2015) raised from over 2,000 investors with the Burrito Bond: minimum investment £500 (2014), £10 (2015), highest single investment £100,000 (2014), £400,000 (2015), 8% interest annually

Concept: Mexican food restaurants, fast-casual concept (classics of Mexican cuisine: burritos, tacos, salads)

USP: the brand Chilango in one word: vibrancy

Target: growth for 2020 50 restaurants in the UK (own management), plus franchise in international markets
www.chilango.co.uk

breaking capital-raising campaigns', the so-called burrito bonds, in 2014 and 2015. In July 2014, before its crowdfunding campaigns, Chilango had seven outlets in London and earned around £4.3 m in sales revenue.

The mini-bonds model as a financing tool and the online capital acquisition route via private investors is compared by Partaker with the system used by Skype, where he, with his Chilango partner – both former Skype managers – gained valuable experience in the launch stage. "As Skype connects people directly together, without the need for telecommunication companies, it is nearly exactly the same with Crowdfunding. It's connecting companies together with individual investors without the need for private equity firms or banks. Not that those don't have a place. Of course they do. All the telecommunication companies still exist. But they exist alongside Skype."

What Partaker means is that Crowdfunding is the digital society's new weapon against financial

monopolies. Financing modules of this kind have only been possible at all through digitalisation. For start-ups, in particular, but for further growth stages too, this form of financing, in which a large number of people support a project financially, has much to recommend it. Often there is a minimum amount set in advance which must be attained in a set period for the project to be realised.

The attraction of crowdfunding lies in avoiding brokers (banks, private equity, etc.) and excluding the broker's profits. The buzzword is aggregators. Which means: a value-added stage incurring costs is not needed – where, in traditional financing, banks or other intermediaries come in – and the investor has the advantage of being able to operate at higher interest. Because his participation in the financing process is immediate, the investor, finds it definitely more transparent and also, because he can contribute with small amounts, more attractive.



Long term we believe that what we are creating is a multi-billion-pound global power brand.

And what does crowdfunding mean for businesses seeking capital? It solves a big problem for Chilango. Partaker confesses: "That there is an alternative way to raise large sums of money, this means ... the dream came true." For, as a rule, banks are not very generous as capital providers for catering, particularly start-ups.

The founders of Chilango list a number of vital prior conditions as so-called 'must haves' if this form of capital-acquisition is to be successful:

- you have to have a great product and brand
- a strong appeal
- a strong development pipeline in place
- a great team
- lots of growth potential
- a professional partner for the crowdfunding project.

Partaker and Houghton decided on Crowdcube as a suitable platform – with over 300,000 registered investors in the UK. Over 450 businesses have been funded there. 40 of them have received funding of £1 m and more.

The burrito bond, already mentioned, was created for the two capital-raising programmes of 2014 and 2015. With the bond the company offered an 8% rate of interest annually. Interest payments are half-yearly. The minimum

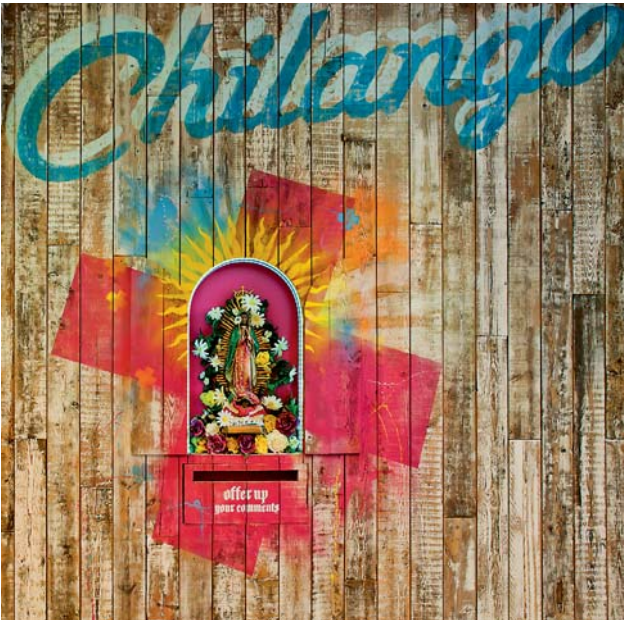
investment in the bond was £500, meaning that it is highly accessible to private investors. The target for the eleven-week offer of 2014 stood originally at £1 m, but this figure was reached after only 19 days, and ultimately more than double the amount was collected.

People who invested £10,000 and more also received the Chilango black card that entitles them to one free meal per week during the duration of the bond – a four-year-term.

Partaker summarises: "The Wall Street Journal, when we launched the burrito bond in 2014, immediately wrote it up as a 11.5% return of investment. Because they calculate the benefit of the free meal per week. That they added this was genius for us, we couldn't have asked for a better ride up. It caused more investment for us, £2.16 m in debts from around 750 investors – so a hundred people doing £10,000 and more, and a lots of people with small amounts."

In a second crowdfunding campaign in 2015, likewise through the Crowdcube platform, Chilango raised £3.4 m from private investors: "That was done on a £30 m pre-money valuation of our company," says Partaker. Potential investors could join with a minimum subscription of just £10, and the target stood at £1 m. In December 2015, the second campaign closed successfully at three times the target figure. With the capital acquisition of 2015 Chilango gained approximately 1,300 new shareholders as the investors purchased an 8.72% stake in the firm. The single largest investment during the equity crowdfunding round was for £400,000. The new money will allow Chilango to expand, with the expectation of opening 50 new outlets across 20 cities by 2021. Chilango believes over 600 new jobs will be created in the process.

On the equity side the company was joined by a series of wise and renowned investors who are from leading catering chains in the UK or who have some knowledge of the sector and of business.



Partaker summarises how and why crowdfunding works: "This is a massive disaggregation play and a complete industry restructuring re-organisation. The traditional owners of assets, products, services – they have been taken over by new entrants. It's great for us

from a company point of view; it's an unsecured debt, it's interest-only payments versus a traditional bank loan which would require capital repayments as well. The debt is your public, your guests and fans," he explains.

That is the nub of the matter: the whole thing is, so to speak, marketing for free. The target group, as part of the catering family, hands the capital-acquiring company a strong marketing tool. For the large number of small private cash suppliers are not investors in the classical sense but are passionately committed to the brand and highly interested in it doing well.

"There is the key, that these aren't investors in the traditional sense, these are also brand ambassadors. Think of the power of your brand, if 2,000 people in your home market who frequent your business every single day, also owned a piece of the action, were also profiting from your success. Think about the power of them as a sales force. Think about the power of being able to email them, access them and ask them questions that you normally would feel uncomfortable asking in the focus groups. It's as much about fundraising as it is about brand profile raising." ♦♦

Jutta Pfannschmidt-Wahl

CROWDFUNDING: GERMANY IN THIRD PLACE

The University of Cambridge, jointly with accountants KPMG, has published figures on the European crowdfunding market.

The volume of 'alternative online forms of financing' set out in the report grew in 2015 by 92% in Europe to €5.4 bn. By far the greatest share of volume is accounted for by the UK (€4,412 m), followed by France (€319 m) and Germany (€249 m). Thus between 2014 and 2015 the volume in Germany increased by 78%.

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HOW TO DESIGN A MENU, DECONSTRUCT ITS COMPONENTS AND PUT THEM ALL TOGETHER TO CREATE THE PERFECT ONE.

by SANJAY KUMAR

Comparisons can be unfair but they can be interesting as well and even apt in some cases. Comparing a menu with a bikini might not evoke similarities at first, but the analogy is not entirely out of place. Like a bikini, a menu reveals more than it hides. Just as a bikini on a blonde sends your hormones racing and your imagination into the stratosphere, a well-designed menu is certain to titillate your taste buds and tantalize your gustatory instincts. And like the costume that celebrates skimpiness, a menu is at its most elegant when shorn of unnecessary contrivances.

The comparison, casual and fleeting as it may be, doesn't stretch any further. In fact, a menu is a serious document and the very antithesis of the flimsiness associated with beachwear. "A menu is the face of a restaurant and its primary means of representation. It informs the customer about the offerings and helps them to ascertain their selection. It helps the customers identify the specialties on offer and simplify the ordering process," points out **Chef Vishal Atreya, Executive Chef, JW Marriott Mumbai, Juhu.**

In any food service operations, the most important elements are the concept of the F&B outlet, food offerings and service. "Theme, environment, music, uniform, crockery, cutlery, tables, seating arrangement, décor, all play an important role in the food and beverage experience. But it is only when they all come together that a guest enjoys a fulfilling dining experience. The glue holding all these elements together is the menu, which helps to narrate the story of the restaurant and be the document that reflects the brand's vision," states **Chef Amitesh Viridi, Executive Sous Chef, JW Marriott Mumbai, Sahar.** When one talks of a menu being identified with a restaurant, it can be region or cuisine specific, which is what makes the restaurant stand out. Unfortunately, a lack of skilled labour and a penchant for biblical menus make it harder for the staff to give out their best.

The menu and its application to food go back almost a millennium when the Song Dynasty in China had restaurants listing the items being served. A Latin word, 'menu' indicates a resume of sorts that was and still is listed on blackboards with chalk to this day and age in several restaurants across the globe. Even though menu art as well as the way one looks at the menu has changed over the years, the old style of chalk on a board for specials still exists. All the chefs spoken to for this story say that a menu must always be identified

with the restaurant and chef, as one is paying for both the food experience and ambience. "At the most basic, a menu is indicative of the cuisines available, food preparations offered and their corresponding prices in a restaurant," says **Chef Rahul Kaushik, Executive Chef, The Westin Pune, Koregaon Park.**

As foodservice is a diverse industry, food retail outlets have much to offer. It is, therefore, important that customers know what's on offer and the choices available. Take, for example, the menu at Sheraton Grand Pune Bund Garden Hotel, which carefully describes, in detail, the cuisines and offerings at its restaurants. "We have theme dinners at Feast – our three meal restaurant – and our menu helps the guests to choose a dish of his/her choice. For instance, on every Wednesday, we serve oriental specialties including a variety of sushi and tempuras. On Fridays, we offer Mexican delicacies and, on Saturdays, we have Lebanese food on the floor," informs Executive Chef Nader Sheikh. "Apart from serving its main purpose of informing the guests about the cuisines and food preparations in a restaurant, creating a menu is the first step in stimulating the taste and preparing a guest to make an informed decision before placing an order. The menu provides information on food preparations with descriptions, flavors, spice levels and pricing," says **Chef Shashidhar Roka, Executive Chef, Eastin Residences, Vadodara.**

Key components of a menu

A menu is the first thing a guest sees on entering a restaurant and it has the potential to give the diner a full culinary experience. But a badly written menu and a deficient staff can lead to a dining disaster. "The important thing to keep in mind is that the design of the menu should mimic the dining experience. The language, font and content should resonate with the target audience. Fancy words do not render a dish more saleable. The descriptions should be concise and clear. The courses should be mentioned in the same



“ A menu is the face of a restaurant and the primary means of representation in any food service establishment. It informs the customer about the offerings and helps them to ascertain their selection ”

Chef Vishal Atreya
Executive Chef, JW
Marriott Mumbai, Juhu





“ Apart from serving its main purpose of informing the guests about the cuisines and food preparations available in a restaurant, creating a menu is the first step in stimulating the taste and preparing a guest to make an informed decision before placing an order ”

Chef Shashidhar Roka
Executive Chef, Eastin Residences, Vadodara



WHY MENU MATTERS

- Serves as an effective communication, marketing and cost control tool
- Emphasizes what the customer wants and what the restaurant specializes in
- Helps to get the cheques needed to realize sales goals and bottom line returns
- A good menu also utilizes staff and equipment in the most efficient manner
- Leads to more accurate forecasting of the menu-sales mix

sequence as they are consumed in the course of daily routine,” says Chef Vishal Atreya.

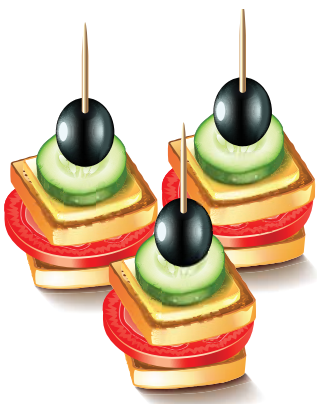
While the design and content of the menu encourages guests to place an order, the style and layout are equally important. People go to restaurants for many reasons: social, business and out of habit. The individual and the situation will often dictate the way they read the menu. But whether it’s done impulsively or at leisure, the design of the menu can still influence their choices. Research says guests lose interest in reading the menu 109 seconds after it has been handed over, reinforcing the crucial role that the design of the menu plays in grabbing a diner’s attention.

“To make the menu user friendly and save on time, it is categorized in different sections or components – appetizers, soups, main course, desserts, etc. The menu may also have a section of set dishes depending on the style of the restaurant. Breaking the menu into different components helps the guest to order faster and find exactly what he is looking for depending on his appetite,” says **Chef Sahil Arora**, Executive Chef, Renaissance Mumbai Convention Centre. A well-designed menu is crisp, clear and highlights a selection of food preparations under various categories.

A menu, which is skilfully laid out in words, has the potential to increase business. Seasoned restaurateurs agree that a well-written menu, which is not cluttered, reaches out to the people. The descriptions and one-liners help to form an opinion in the diner’s mind. The diner can sit and relax while reading the menu and choose from simple to complex dishes.

On the other hand, if the menu is cluttered, a diner will likely get confused and choose the simplest dish. That is why a menu should be divided into logical sections. “The font of letters should be appropriate, simple, and easy to read. There should be a one-line description to describe each dish with the use of an appropriate color and pictures,” says Chef Rahul Kaushik of The Westin Pune, Koregaon Park. He adds that a menu should have a story to tell and the starting point of the menu should mention the Chef special/ Star dishes. “Another important consideration when designing a menu is not to remind the guest that they are spending too much; thus the scanning rule is to be followed,” explains **Chef Nader Sheikh of Sheraton Grand Pune Bund Garden Hotel**. Menu engineering is another important element in menu designing and it involves categorizing food depending on its popularity and profitability. Some dishes are high on profit but less popular whereas others are very popular but yield less profit.

As food descriptions on the menu can have a profound effect on the sales potential, menus should follow a pecking order under which meals are divided into categories based on their popularity and profitability. According to Chef Shashidhar Roka of Eastin Residences, Vadodara, “A menu should be divided into four quadrants wherein each quadrant plays an important role in ensuring that the food preparations are covered. Each menu item must be placed under one section of the four quadrants





for maximum effectiveness. The quadrants should have a hierarchical order with the top-selling items categorized as 'Stars' to reflect high profitability and high popularity. The next category in the quadrant should be labeled 'Plow-horses' to denote items with low profitability and high popularity. The third quadrant should be identified as 'Puzzles' to describe offerings with high profitability and low popularity. The last on the list should be termed 'Dogs' comprising low profitability and low popularity items." Elaborating further, he says that when menu items are placed under the respective quadrant, the restaurant can maximize profitability as well as ensure guest satisfaction.

To add greater credibility and burnish the credentials of the establishment even more, a restaurant should look to source genuine and certified organic products, and use the term 'organic' in the menu. Descriptors like "line-

caught," "farm-raised," or "locally-sourced" are also big turn-ons for customers. "Creating a successful menu design for a restaurant is a lot more than just picking the right dishes and pricing them appropriately. We, at JW Marriott Mumbai Sahar, believe that the layout, key messaging, positioning, typography and color of the menu play an important role in attracting customers for repeat visits, besides also encouraging them to order the best or the most profitable entrees. The most important component to keep in mind when designing a menu is that it must allow the business owner more control over his business and enable the kitchen to focus on producing excellent food," mentions Chef Amitesh Viridi, pointing out that when curating a menu it is important to know of the target audience and their food preferences. "Understanding customer demographics helps one to narrow in on food items based on their relevancy," he adds. Concurrs Chef Shashidhar Roka of Eastin Residences, Vadodara. "The menu is designed to cater to a certain clientele or target customers that patronize the restaurant. The target customers could be families, youth, young couples, college students, etc., depending on the branding and location of a particular restaurant. Once the clientele is defined by the restaurant management,



“ Breaking the menu into different components helps the guest to order faster and exactly what he is looking for depending on his appetite ”

Chef Sahil Arora
Executive Chef,
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ensured that the dishes that are finally put on a menu are popular locally. A menu should also have other kinds of dishes that guests have heard about and would like to indulge in. A dish might not earn a profit but has to be there on the menu because the guests want it. A guest generally walks into a restaurant with some company and they can have different tastes and preferences. The challenge lies in catering to those tastes and preferences of your guests,” says Chef Nader Sheikh of Sheraton Grand Pune Bund Garden Hotel.

“Bearing in mind the guests’ preferences, a team of chefs, including the Executive Chef, Executive Sous Chef, Executive Pastry Chefs and Specialty Head Chefs work along with the Food & Beverage Director to finalize the menu. The team checks each menu item on various parameters such as plating, serving ease, authenticity, etc.,” points out Chef Amitesh Virdi of JW Marriott Mumbai, Sahar. According to Chef Nader Sheikh, “a menu is finalized with the consent of experienced people from the food and beverage background. While it is definitely the chefs who will prepare the food,



Dashanzi

the menu is prepared to cater to the needs and requirements of the clients in focus. This induces footfalls at the restaurant as the correct clientele has been tapped.” Merchandising techniques can also be employed to further highlight signature dishes and specialty items, which help to invoke an appropriate sense of a restaurant’s personality.

Planning a menu

A good menu takes into account several factors in its planning. Not only does one not repeat the main ingredients, but one also doesn’t repeat a culinary technique through courses. For instance, you can’t have a soufflé as a starter and then serve up an airy dessert, both of which require the same set of culinary techniques. Copying menus from other restaurants is again a brainless way to go. While some cafes and diners have video loops of their specials, there is something special about being handed a café menu, which has been printed on stiff paper and presented well.

Planning and designing a menu might take a few weeks or sometimes even months. One needs to get the mechanics of menu engineering right because that is what everything boils down to when planning and designing a menu. The mechanics of menu engineering involves the interplay of various factors – striking the right balance of nutrients, placing the dishes strategically, understanding the profitability and popularity of the dishes you want to put on the menu, and a lot more. “It has to be

but an experienced professional such as food and beverage director helps to bring in a lot of ideas, which are meshed and blended with the chefs’ inputs. But it is ultimately the General Manager who takes the final call as he has been in the industry for years and has the knowledge of the nitty-gritty to run a high-end top food service establishment.” But it goes without saying that menu planning and its finalizing is a tedious drawn-out process and it involves the collective efforts of the chefs, service personnel and marketing experts.

The aim of all the brainstorming is to create a refined menu that plays out harmoniously in a well-turned out kitchen, giving customers not only the best of ingredients but the benefits of full culinary perfection as well. In planning a menu, a restaurant and its team focuses on the clients it wants to target, food trends in market and the philosophy of the company. For instance, JW Marriott Mumbai Sahar takes into account – in planning the menu – factors like brand compliance, resonance with the restaurant’s positioning, the quality of food and the requisite choice in the variety of dishes. “A menu has to be balanced with respect to the diversity of ingredients and locally sourced fresh products. For example, the menu must strike a balance between



meats, greens, pulses, etc. The balance between carbohydrates, protein, starch and other nutrients is important too. The diversity of regions must also be looked into. We also take into account the preferences of vegans, pescatarians, vegetarians, non-vegetarians and those that favor gluten-free diets and other specialty foods," explains Chef Amitesh Viridi of JW Marriott Mumbai, Sahar.

Season and availability of fresh produce also plays a vital role in menu planning. Many menus go a step further by highlighting the origins of ingredients to even making their desserts in-house, especially in the case of ice-creams. Day specials are another good way of attracting customers. Dishes, courses

and pairings, which complement each other, are also effective. "Be it any cuisine, if seasonal produce is not put on the menu, the flavor of dishes will not be great. Additionally, non-seasonal produce will cost more because of the transportation expense involved and will also contribute to a greater carbon footprint. Also, when planning a menu, one needs to take into account considerations of the space available, equipment, and work flow needs so as to work efficiently," says Chef Sahil Arora of Renaissance Mumbai Convention Centre.

Pricing is another key factor of consideration in good menus. As a price-conscious nation where people are given to budgeting, it pays to emphasize



“ At the most basic, a menu is indicative of the cuisines available, food preparations offered and their corresponding prices in a restaurant ”

Chef Rahul Kaushik
Executive Chef,
The Westin Pune,
Koregaon Park

FACTORS IN PLANNING THE FINAL DISHES

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“ While designing a menu, it is essential not to remind the guest that they are spending too much; thus the scanning rule is to be followed ”

Chef Nader Sheikh
Executive Chef,
Sheraton Grand Pune
Bund Garden Hotel

on menus for single diners and helps to widen one’s customer base. Very often, highlighting food preferences with good pricing make for repeat orders. When one is being stymied on a high price for a single dish, it is unlikely that a person will order more dishes. The key is to excite the customer into ordering more food; hence, dishes must be priced accordingly. A good way to do it is to conduct a survey with the aim of checking on the food preparations and their pricing in competitor restaurants. This allows the management to get a handle on key issues in menu planning.

“Food preparations on the menus of competitor restaurants provide an understanding of the kind of clientele patronizing their restaurants. A few food preparations need to be similar to those of the competitors when preparing the menu. But a diverse selection of new preparations needs to be added to encourage clients to shift from the competitors,” points out Chef Shashidhar Roka of Eastin Residences, Vadodara. Conducting and analyzing the survey also helps to grasp the dynamics of pricing. “A competitor’s menu will allow for an understanding on the purchasing power of residents of the area (within a 7 km radius). This will, in turn, assist the management to decide the food preparations that can be placed on the menu,” adds Chef Roka.

Special attention should also be paid to striking the right balance between high cost and low priced dishes as well as on creating a diverse menu and

also catering to the needs of a specified clientele. “The menu should have choices when it comes to comfort food and those for the kids. They should be rightly priced as it has been observed that people want to eat comfort food again and again,” says Chef Rahul Kaushik of The Westin Pune, Koregaon Park.

Design: How to make your menu talk

The success of a restaurant depends on the menu – the way it’s designed to communicate with the customer. “A properly designed menu is an effective spokesperson for the brand positioning and the story of the restaurant amongst the competition set. Additionally, it’s an internal and an effective marketing and communication tool for the restaurant. At one go, the customer comes to know about what the specialty of the chef is and how the dishes are priced,” points out Sahil Arora, Executive Chef, Renaissance Mumbai Convention Centre.

Considering its importance for an F&B outlet, creating a menu should be a labor of love and done with exquisite care and planning. “Menu should encompass everything that is on offer – food as well as beverages. It should be carefully planned out and formatted to reflect the theme of the place,” avers Chef Atreya of JW Marriott Mumbai,



Juhu. However, he cautions that menus should not be designed to have something for everyone. “If done that way, they lose their character and identity. Rather it should be distinctly interwoven around the concept and theme of the restaurant. It should also be clearly reflective of the style of food and cuisine being served.”

To a trained eye, it is rather easy to spot the difference between a well-turned out menu created by chefs and that created by a garden variety food professional. Unfortunately, many a restaurant has been known to get its menu created by individuals who are not even part of the food business. These menus lack finesse and the recipes aren’t even tried and tested. Then there are many restaurants that try to get ahead of themselves by posting exotic dishes on a menu, which has very often not been created by people with a culinary background. It is one thing to



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PROS AND CONS – IN-DEPTH MENU VERSUS CONCISE MENU

IN-DEPTH MENU		SHORT MENU	
Pros	Cons	Pros	Cons
Larger choice of food. Preparations can well complement the beverages and desserts for a wholesome meal and a satisfying experience.	Larger store requirement to store ingredients. Moreover, excelling at every item becomes difficult, which results in dissatisfaction of certain items in the menus as compared to others.	Smaller store requirement to store select ingredients. A concise menu means that the consumers can expect a special taste and perfection in everything the restaurant serves.	Limited selection of food preparations, which can be a problem when consumers from diversified backgrounds and cultures walk into the restaurant.

are complemented with a beverage or a dessert that can go along with it, which also is the main reason why some of the restaurants come up with set-meal menus. Adding to that, the food can also be complemented by a mix of different set of beverages/ cocktails, which are specially prepared to go with a particular dish. This process is known as 'pairing' wherein the food preparations are complemented with a special beverage that enhances the overall dining experience for a guest," opines Shashidhar Roka of Eastin Residences, Vadodara.

According to Chef Rahul Kaushik of The Westin Pune, Koregaon Park, "A menu totally depends upon an outlet's concept. So whether it's a Subway, family restaurant, barista, bar restaurant or fine dining, each type of restaurant has its own style of food menu to serve with pricing, USP and style of serving." So a specialty restaurant will have its own special dish whereas a three meal all-day dining restaurant will have a different one. "The USP of an outlet depends on what restaurant format it is and a menu has the power to highlight all the possible USPs. For instance, the picture of a sizzler with a wonderful description can be one such way to highlight the USP. A menu of a specialty restaurant will boast about the culture and cuisine specific to it whereas that of an all-day dining restaurant will highlight all its popular dishes," says Nader Sheikh of Sheraton Grand Pune Bund Garden Hotel.

One also needs to be mindful of the fact that a lot many dishes on the menu necessarily might not appeal to all. "There are restaurants that are single product/ dish oriented but are very successful as they specialize in what they do and are known for that. So care should be taken to not get carried away by putting up the choices of all customers and try to be a restaurant for all," says Sahil Arora of Renaissance Mumbai Convention Centre.

When less is more

The menu has grown from the days of an a la carte menu – which lists everything that the restaurant serves – to a table d' hote (TDH) menu, which lists out a fixed set of dishes. The concept of a biblical menu that lists a host of dishes is a trend that has



“ Theme, environment, music, uniform, crockery, cutlery, tables, seating arrangement, décor, all play an important role in the food and beverage experience. The glue holding all these elements together is the menu ”

Chef Amitesh Virdi
Executive Sous Chef, JW Marriott Mumbai, Sahar

create a menu and another to have talented staff to back it up. One routinely comes across restaurants with a fine menu but when it comes to the actual experience of those dishes, more often than not, the dining experience is a letdown.

It follows that menus that showcase the chef's talent have a better potential of contributing to the establishment's success. "A menu should also talk about the chef and what flair he brings to the table with his unique cooking style, which sets the restaurant apart from others," underscores Arora. "The ideal focus of a menu is, of course, the food the restaurant offers but a menu is a marketing tool as well. It conveys what the restaurant is all about along with the authenticity of the dish, how it is prepared and also the chef preparing it. For instance, we have our Dal Chingari specially prepared by Master Chef Ghulam Qureshi who runs the best Indian restaurant in town. Similarly, our Italian food is made all the more mouth watering as it is prepared by our Master Chef Roberto," reveals Chef Nader Sheikh of Sheraton Grand Pune Bund Garden Hotel.

It is one thing to suggest names and another to bang out these dishes on a hot range by a staff that has no concept of something they have never created before. Such menus are more on the lines of a money-making racket and can cause potential disaster for the restaurant and its reputation. Moreover, employing such a stratagem also hints at the lack of faith that restaurateurs have in a chef's potential to create a menu. "Food preparations work best when they



been dying out since over a decade ago. Smaller, manageable listings are the call of the day; not only do these allow for a continuous change but they also make for a smaller inventory. While an in-depth menu or a lengthy one caters to or targets a wide spectrum of customers but, at the same time, it also makes an unceasing demand for increasing the amount of ingredients required and the labor required to run the operations, thus increasing the chances for food cost and labor cost to ratchet up. Also, a lengthy menu gives a confusing signal to the guest as to what the style and concept of the restaurant is and what would be the specialty of the chef. "A lengthy menu portrays a confusing brand image to customers since the focus of the restaurant is to provide quantity and cater to the masses. On the other hand, a concise menu attracts a select targeted audience and is very clear on the specialty and authenticity being put on the table. In this case, the brand image of the outlet comes out very clear and the guests who come are not at the establishment for the sake of experimenting. The negative for a concise menu is that customers who are looking for more offerings feel deprived," says Chef Sahil Arora of Renaissance Mumbai Convention Centre.

According to Chef Amitesh Virdi of JW Marriott Mumbai, Sahar, "In the case of a concise menu, it is easy to prepare each dish more authentically. However, if guest is looking for a larger spread, an in-depth menu will be able to offer an extensive spread but may face the challenge of losing its focus point owing to an extravagant approach." Echoing a similar sentiment, Chef Vishal Atreya of JW Marriott Mumbai Juhu, says: "I am always in favor of a concise menu. In today's world, nobody has the time and patience to scroll through detailed descriptors. Too much information also leaves the audience confused and may negatively influence the selection procedure. It also delays the ordering time and hence may result in lesser turnaround of tables."

However, a limited selection of food preparations can be a problem for restaurants that attract consumers from diversified backgrounds and cultures. "A guest going to a fine dining restaurant would want to sit and relax and has lesser limitations on the expense. Thus, it is essential here to have an in-depth menu. A short and concise menu here would simply fail as the diner will feel the options are limited. An in-depth menu should include recommendations for food and wine pairing



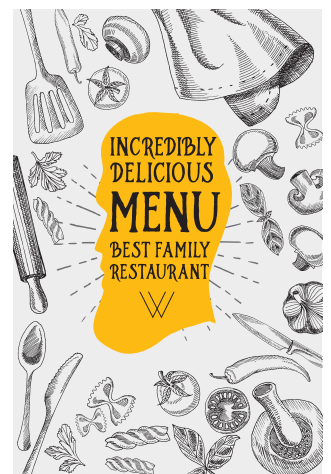
too. Diners from a younger age group might prefer a short and concise menu in an establishment where they are likely to spend less time. Time and money goes in proportion. The more time a guest spends in a restaurant, the more he or she spends," feels Nader Sheikh of Sheraton Grand Pune Bund Garden Hotel.

A lot of chefs today see a menu as an extension of their skill and creativity based on the theme of the restaurant and not just a list of dishes. Menu creation has become more personalized in today's culinary climate, especially in restaurants that have a seasonal or cyclic menu. Changing a menu not only caters to the customer's palate but is also an acknowledgement of the fact that they are a travelled and discernible lot. It also hints at the chef's acceptance of change in the current trends.

The way ahead

Menus of the future will look to be creative with a whole new dimension. They will range from edible menus to visual menus or a combination of both using modern day technologies. The tablet or i-Pad on the table, the latest gadget of showcasing a menu, along with high resolution images, is replacing card paper menus with dodgy images. Visuals on television screens showing chefs in action with their finished dishes are proving to be more effective than the plain old card and paper menus. The old order is clearly on its way out as new techniques of showcasing the menu grow in vogue. ●●

Menu creation has become more personalized in today's culinary climate, especially in restaurants that have a seasonal or cyclic menu.



Mastering the art of Mixing & Fixing

by Nibedita Roy



Yangdup Lama

In a candid conversation with FoodService India, American Whiskey Ambassador, **Yangdup Lama** shares his views on the various aspects of mixology and how India is a potential market for American whiskeys.

How did you come into this profession and how long have you been tending bar?

I did my Hotel management from Kolkata in 1995 and then went on to join Hyatt Regency Hotel Delhi as an amateur bartender. The journey began from there. It's been 22 years since I entered the bar.

What did it take to establish your reputation and identity?

Sheer hard work, passion and a little bit of luck. Great guidance by the seniors who trained and mentored me and good discipline helped to make it all possible.

What is it about this profession that makes you happy and feel fulfilled?

The fact that there is no end to whatever you choose to do in this field. Whether it is learning, researching, creating and, most importantly, meeting people from all walks of life and striking a great conversation over a good mix.

What's it like being a mixologist? How does one go from being a bartender to being a mixologist?

Being a mixologist is fun and at the same time it's challenging and complex and quite competitive but it all falls in place if you have a good foundation.

It happens over a period of time. It is purely an experiential thing that comes as one keeps working and learning as time passes by. The important thing is to keep the fire alive within you and, like I said, a little bit of luck is very important.

What are the ingredients you use in your cocktails? Do you have a certain philosophy when it comes to what you put in your drinks?

My key ingredient is ice. I always look toward good quality ice. If the ice is right, the drink is quite there. With good knowledge of ingredients, good ice, right technique and the right flavour balance, I think we are good to go.

Which new concepts, innovations and experiments you have tried out that have proven successful and popular?

Well, infusions have worked well for me. I love making infusions and at my bar we have a whole

lot of them. Interestingly, most of my infusions call for bourbon or rum, unlike most other bartenders who stick to a lighter spirit.

In-house bitters and syrups too make most of my cocktails unique and, lastly, I love to combine spirits (for e.g. a dark rum with an aged whiskey, to incorporate different characters present in them) to make my creations.

What do you think makes one a good bartender and mixologist?

One needs to have a combination of everything from being knowledgeable to creative, technically sound, a people's man with the right conversation skills (a story teller is always a good bartender). You need to have great speed and be well organised with the right body language and be a good listener. Another important aspect of bartending is discipline. Without discipline one would be directionless.

What is most challenging about what you do?

The most challenging thing about my profession is keeping in tune with the changing times. One has to be always aware of the new trends, innovations and experiments that is going around in bars across the globe. Last, but not least, being able to come out with solutions to non-availability of many spirits and ingredients and using the best of whatever he can get hold of and still come out successful with the final product.

What do you attribute the growing popularity of the premium Bourbons, Rye and Tennessee among discerning consumers in India?

These have tremendous growth potential amongst the Indian consumer, simply for their versatility to be consumed in whichever way one could. With the consumer getting more aware and having a much better evolved palate, American whiskey will certainly have its place in the Indian market. Also, the fact that the cocktail culture is taking off quite well in India. American whiskey, being an integral part of most classics, will certainly get a boost in the Indian market in the days to come. ●●



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“Our **combi-steamer** is revolutionizing the way food is prepared”

Vikram Goel, Managing Director, Rational International India Pvt. Ltd., speaks of the various initiatives and programs unveiled by his company for enabling greater adoption of its combi steamer.



Vikram Goel

We have a global market share of 54% in combi-steamers and in India our market share is 70%. One main reason why customers prefer RATIONAL over others is due to our product's unique ease-of-use quality.

Tell us about your company and products?

RATIONAL brought the combi steamer technology to the Indian market in 2010 when very few people knew about it. Over the years, we have been able to imbibe the requirements of the Indian food industry and we see the strong potential that the Indian market holds for our product.

Which are your top-of-the-line commercial kitchen appliances for the Indian market?

In the Indian market, we are selling our SelfCookingCenter, which comes in seven different sizes and two variants. It's more than just an ordinary combi-steamer. In fact, it is the first (and, so far, the only) cooking system with real intelligence and it's revolutionizing the way food is prepared. You no longer have to set temperatures, moisture levels or air circulation speeds, and then continually adjust them. All you need to do is specify the results you want. Various versions of the SCC are in use by different users and we also have customized units for our bigger customers in India such as those for chains like KFC and Nandos.

How do you see the market for your product in India with regard to sales, revenue, etc?

In 2010, we started with just two people and today we are 30 people. This, in itself, reflects the growth and expansion of the company. We are catering to the markets of Mumbai, Pune, Goa, Delhi, Chandigarh, Jaipur, and a few more. The market holds a lot of potential and we have been able to explore only the tip of the iceberg. But we

have been growing consistently for the past seven years and our growth rate has been in double digits. More than 60% of Indian food products can be cooked in RATIONAL combi steamer and so the potential is huge. The Indian culture of eating out is intensifying, causing the food industry to develop at a fast pace. People are now looking at adopting modern techniques in the kitchen to make it efficient and cost effective and to enhance productivity. All of these factors will help RATIONAL to grow and drive bigger sales in the Indian market.

What has been the response of your Indian clients to your appliance?

Our clients are mostly giving us an overwhelming response. Customer benefit is our topmost priority, which is why we are focusing on our SelfCookingCenter for the Indian market. We are educating the market on how a single appliance can be so versatile that it can take care of the kitchen work by up to 90%. The SCC is also super efficient in terms of saving time, energy, power and labor. Our customers are becoming more and more convinced that RATIONAL can help them reduce their costs and expenditures and increase their profitability in their commercial kitchens.

What competitive advantage does your product have to offer?

We have a global market share of 54% in combi-steamers and in India our market share is 70%. One main reason why customers prefer RATIONAL over others is due to our product's unique ease-of-use quality. Our presence in the country is well spread. Apart from our core team of 30 personnel (a majority of whom are chefs), we also have a network of freelancer application chefs and service technicians all across the country. This kind of support is not seen with any other brand in this industry in India. RATIONAL has set its standards far ahead in comparison to the other competitors. We have the best service networks all across in India unlike our competitors who depend on their dealers.



Who are your top customers in India?

We cater to all major market segments – hotels, restaurants, industrial staff canteens, schools, universities, hospitals, etc. To name a few of our top clients, they include Haldiram's, Infosys, Fortis Hospitals, the Oberoi Group, Big Chill Café and Darshini in south India (Adigas, Konark, Kadamba restaurants)

In terms of sales contribution, what is the share from your different customer segments?

While casual dining/ QSRs continues to be our biggest customer segment (almost 50%), institutional sales (industrial staff canteens, hospitals and caterers) comprises the major segment in terms of value turnover.

What incentives do you offer to dealers?

We have built strong business relations with our business partners/ dealers and we give them extensive exhibition support and showroom support for marketing activities. We also have customized programs for our budding and loyal dealers under which we organize a trip to Germany for our top five dealers. Besides, we organize annual dealer kick-off meetings, sales and service trainings, planner events and other activities.

What are the challenges in the way of deeper penetration of your product?

The geography of India is a challenge. It is a big and diverse country. That is the reason why we have been following a three-hub strategy under which we are focusing on a limited number of tier 1 cities – Delhi, Bangalore, Chennai, Hyderabad, and a few more. We believe that "Service should go first and sales should follow". There is still a major segment of people in the country that have a traditional cooking mindset and are rigid to adapt to the new techniques.

What are your plans for the future?

We will continue to do what we have been doing. Apart from this, we will be focusing more on applications to develop and adapt our solutions and products towards more of Indian cooking as well as take initiatives for educating the Indian market. To ensure that the customer derives the best value from the product, we are investing heavily in developing our after-sales tools like application support and service support to our existing customers. In the future, we will develop new markets and explore other cities in India for our product. ••



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S.K. Maratha

S.K. Maratha, President – Food Service India Pvt. Ltd., talks of the range of products and services offered by the company and how they are helping the company's HoReCa partners to remain profitable and successful.



chef ensure training of the team for smooth operations and ensuring perfect service for diners.

Standard recipe: A major problem in any food business is maintaining the consistency of taste of any dish. Diners come back to you for the experience they had savored the last time they visited your outlet. But due to changes in the ingredient quality and the variation in the recipe due to the cooking style of different chefs, the taste can vary. This can make you lose your repeat customer. Our solutions ensure the consistency of ingredient because we believe that there is

Tell us briefly about your company.

As India's largest F&B solutions provider, Food Service India Pvt. Ltd. is committed to making its HoReCa partners profitable and successful. We have a broad range of innovative food and beverage solutions with over 250 products across cuisines and meal courses to choose from. Our huge development setup and R&D team ensure innovative and quality products to our customers. Our HoReCa specialized team and experienced F&B chefs provide continuous in-kitchen support and demos. We have more than 6,000 HoReCa partners all over India benefiting from our services.

What is the range of products and services that your company provides?

We offer a complete range of food & beverage solutions for HoReCa. Our services include:
In kitchen training & demo: We have a team of food chefs and beverage chefs to understand the unique requirement of every customer. Our food chefs and beverage chefs visit the customer's kitchen/ bar facility to understand the fitment and solution in the customer's setup. The products are demonstrated at the customer facility to be sure of the fitment and integration. Once the product solutions are finalized, our food chef/ beverage



science behind every taste – once you fix the dosage of application, the taste of your dish will remain the same no matter who makes it and in which season.

Building food and beverage menu: Every food outlet is different and has its own unique identity. If you are planning to realize your dreams in the food business, do get in touch with us. Our expert chef will discuss with you and understand your vision of your business. With this understanding, our food chef will help you design the food menu and our beverage chef will help you design the drinks menu.

For more information on the company and its services, visit the website <http://www.foodserviceindia.com>

Our solutions ensure the consistency of ingredient because we believe that there is science behind every taste.



“We plan to be the largest **gelato** chain in India”

Akshat Singhania, Director, Mama Mia! Foods Pvt. Ltd., speaks of his company’s marketing thrust and initiatives to extend the reach of his brand across the country and become the preferred alternative to high fat, high calorific value ice-creams.

Tell us about your company’s association with the ice-cream business.

Our company, Mama Mia!, was the first to introduce Gelato in India over a decade ago. We are the first company to introduce healthy gelatos in tubs in the FMCG segment. Mama Mia! is positioned as the healthier substitute to high fat, high calorific value ice-creams as we have a much lower fat percentage (under 10%).

What is the range of ice-creams brought out by your company?

At present we have about 11 flavors in 500 ml tubs in the market. These include sorbets and unusual flavors like the black label chocolate, which is a dark chocolate with whisky flavor combination. We will be introducing smaller impulse SKUs in due time along with a separate product line for our semi-freddos and ice-cream cakes.

What is the target audience for your ice-cream products and which are your major markets?

We are in the mid-premium ice-cream segment with a much healthier nutritional profile and natural flavors. Our target markets include all the metros and Bangladesh, where we see the potential for our ice-creams.

What then has been the impact of foreign players on the Indian ice-cream market?

Foreign players have opened up the market in terms of price ceiling. We have seen a growing demand for international flavor profiles due to increasing exposure of the consumers. As such, the more choices there are for consumers, the better it is for the industry overall. It has forced innovation and encouraged players to differentiate their products.

How would you describe the growth and evolution of the ice cream market in India in recent years?

Ice cream has been the fastest growing processed food segment since the past few years and we expect the momentum to continue. There has been a recent wave of premiumization and we see this as breaking the price barrier in the minds of the consumers, which is beneficial for premium brands such as ours.

How do you look at the business prospects of Indian ice-cream players compared with the foreign brands?

Indian ice-cream players can give a head-to-head competition to global majors in terms of quality. The Indian palate is unique and there are some popular flavors, which global players do not make or manufacture. Thus, local experience and flavor profiling is something that the international players cannot hope to get without spending significant time in the market.

What is your retailing strategy? How many outlets do you have currently?

At present, we have a mix of company-owned stores, and our ice-creams retail in modern trade and also in general trade with mom and pop shops. We have approximately 50 self owned outlets at present.

Which are the latest consumption trends and developments influencing the ice cream business?

Newer and more international flavor profiles, naturalness of the product – whether it uses vegetable oils/ fats or is milk fat based – are the major trends that we see developing in the near to long term.

What are the challenges of your business?

Tertiary cold chain distribution is somewhat of a challenge. Consumer education, going forward, will also pose a challenge, which we will have to overcome.

What are your expansion and growth plans?

We plan on being the largest gelato chain in India with a mix of formats and become a full scale FMCG company with multiple SKUs. ••



Akshat Singhania

We are in the mid-premium ice-cream segment with a much healthier nutritional profile and natural flavors. Our target markets include all the metros and Bangladesh, where we see the potential for our ice-creams.





Creating buzz through authentic Sindhi cuisine

Girish Ramchandani, Owner of Hojamalo, speaks of how his restaurant has created a niche for itself within just three months of its opening by serving the best of Sindhi food.



AT A GLANCE

- **Name of the brand and parent company:** Hojamalo
- **Format of the restaurant:** QSR – Sindhi snacks and platters
- **Cities where the brand is in operation:** Ahmedabad
- **Total number of outlets currently:** 1
- **Total retail area under operation:** 2500 sq. ft.
- **Total number of employees:** 20
- **Seating capacity:** 80
- **Main offerings:** Sindhi cuisine
- **Price range:** Rs. 100 to 200/ dish

What is the USP and the culinary portfolio at your restaurant?

Hojamalo is the only restaurant in Ahmedabad specializing in Sindhi cuisine. Not many people know about the Sindhi cuisine and we have given a modern twist to the traditional Sindhi dishes like dal pakwan, koki, among others. This is the unique proposition of Hojamalo. It is the only restaurant to serve authentic Sindhi food in Ahmedabad. In fact, we are one of the few restaurants in India that serves authentic Sindhi cuisine. What has made us stand out in this segment is our innovation and our way of plating and serving traditional food with a modern twist. We have more than 40 Sindhi delicacies in our menu, which no restaurant in India does and that makes our restaurant very different from others.

Tell us about your best-selling dishes?

We started this restaurant three months ago and we have got superb response from the foodies in the city, which has been quite unexpected. Our best-selling dishes are dal-pakwan, koki pyaz ki (onion stuffed flatbread cooked in Sindhi style), seyal maani (Sindhi chapati pasta), and a few more.

What gave you the idea to start a restaurant specializing in Sindhi dishes?

Consumers are looking for innovations in everything – right from the drinks to the main course. But at the same time, the proximity with Indian culinary heritage is strong enough to get consumers to try traditional Sindhi delicacies. This is how Hojamalo was conceived. In the past few years, foreign cuisines have been getting so much attention and business in India with cuisines like Mexican, Thai, Italian, Japanese and Chinese becoming immensely popular. As foodies want to try something new every time, we thought of giving them our desi Sindhi Indian cuisine in a modern way of presentation.

As a restaurant catering to a metropolitan clientele, how are you deploying technology to make your business more efficient and customer friendly?

Right from electronic billing to convenient online booking through online platforms like Zomato, we use the best of technological solutions at Hojamalo to make our business more efficient and consumer friendly. Also, we are working on creating our own app for smartphones.

What are your short-term and long-term goals?

We are planning to come up with three new franchise outlets in Pune, Baroda and Surat in another year. Our three-year goal is to cover 15 major cities in India. In the longer term, we would like to expand our business to the international markets. ●●

Pioneers in ready-to-cook product range

Mahesh Padhiyar, Chairman, Food Solution (India) Limited, speaks of the uniqueness of his company's Karamat brand for the HoReCa industry, the drivers of its success and growth, and its road map for the future.

Give us a brief description of your company.

Our company Food Solution (India) Limited was established in 2007 in Ahmedabad with the aim of developing specialty food products to boost the foodservice industry. With 20 tons of daily production capacity, we are a pioneering company in the ready-to-cook product (Indian Food) range for the foodservice industry with pan-India operations and exports across nine countries including the US, UK, UAE, New Zealand, Australia, and others.

Tell us about your products and their USP in the ready-to-cook category?

Our products, under the brand name Karamat, are developed in such a way that they retain their original freshness until the time of cooking by a

What has been the growth rate of your products and what is the projected growth rate?

Our growth rate is 100% at present and it is expected to climb to 300% per annum shortly.

In your opinion, which are the factors driving the growth for your products?

Being in step with the market trends and creating products that meet the industry's requirements is a major driver of growth for our products. We have been quick to capitalise on the first-mover advantage. Karamat products are recognised for their quality consistency and we make sure that our products offer a value addition. Ensuring timely supply and delivery of products and having the support of a capable staff to implement the vision of the brand and company are the other factors.



“ Currently, we have more than 80 new products under R&D, which are tailored to meet the emerging requirements of the market and are in step with the market trends on the horizon. ”

Mahesh Padhiyar
Chairman, Food Solution (India) Limited



chef. The products enjoy a long shelf life of 12-18 months at ambient temperature. One of the unique features of Karamat products is that they are easy to transit, easy to store and easy to use. Karamat products are also known for their affordability. As a company, we enjoy the reputation of being price consistent and we are known to supply our products on "B to B" basis.

What other competitive advantages do your products have to offer?

As I said, we are known for establishing cost control on our products without any degree of quality compromise. We offer a wide product range, our service is quick and fast and we have a strong distribution network.

Who are your top buyers?

Our products are bought by chain hotels and restaurants, in-flight caterers, industrial caterers, wedding caterers, among others. As per our company policy, we do not disclose the buyers' details.

What are your future plans and what are you doing to strengthen the market share of your products.

Currently, we have more than 80 new products under R&D, which are tailored to meet the emerging requirements of the market and are in step with the market trends on the horizon. The company is also planning to go for a big IPO in future to tap the market. ••



Challenges of Hospitality Project Procurement



Hospitality Project Procurement is a process used to acquire goods and services. But what distinguishes hospitality project procurement from other forms of procurement are the series of procurement activities carried out during the execution of a project. Here's an insight into the opportunities and challenges that surface in the course of hospitality project procurements.

by PANKAJ SHARMA

Over the last decade and a half, the rush to India for business opportunities in hospitality has intensified and has elevated room rates and occupancy levels in India. The World Travel and Tourism Council, India data, says that India ranks 18th in business travel and will be among the top five in this decade. The hotel industry in India is adding about 60,000 quality rooms, currently in different stages of planning and development.

MNCs in the hotel industry are flocking to India and getting into joint ventures with Indian partners to earn a share of the pie. Government has approved 300 hotel projects, nearly half of which are in the luxury range. Sources say that manpower requirements of the industry shall increase from seven million to almost double in the next few years.

Thus, needless to say, this scenario also opens up new opportunities for hospitality procurement professionals, to get into project procurement, looking beyond hospitality operations. Having a background of Operations always helps to understand and analyze each project's unique requirements. But, at the same time, the way procurement is done for projects, is far different than what one does in Operations.

Let's discuss the various challenges that the hospitality project procurement offers. Hospitality Project Procurement is simply a process used to acquire goods and services, but what distinguishes hospitality project procurement from other forms of procurement are the series of procurement activities carried out during the execution of a project, some interdependent and some not. There are four major processes:

Plan procurements: Plan Procurements involve the creation of the project procurement management plan. Decisions are made about which items shall be made by the project team and which will be bought. Procurement documents will be prepared and the criteria will be developed upon which to base the selection of vendors. This plan is based on analysis of the requirements for the project and consulting documents such as the scope baseline, the project schedule, the risk register, etc.





Difference Between Project Procurement & Operations Procurement

In simple terms, Project Procurement tend to be focused on the delivery and the specifics of the project, whilst Operations Procurement relate to the ongoing business activity. Usually, project procurement is project-specific, related to the scope of work, and deliveries to be scheduled according to the project requirements. Think, for example, building a bridge, a NASA rocket or a navy ship. Supplies can be very specific, designed/engineered to order, and need to arrive on time so that the proper phase of the project can proceed. The same way, depending upon the brand, location, size, budget, design and standards of each project, the procurement pattern also would change becoming more project specific.

In budgetary terms, project procurement spend is managed by CAPEX and operations procurement spend is managed by OPEX. Outside accounting, CAPEX spend is used to construct (or expand) the hotel project before handing over to Operations. The items covered under CAPEX are generally one time procurement such as the civil core and shell, interior fit-outs and joinery, kitchen equipment, air conditioning, electrification, plumbing and sanitary ware, furniture & fixture, vertical transport, building management system, fire and safety devices, etc., which later get captured as assets of operations in their balance sheet. However, OPEX manages day-to-day consumables or items required for operations depending upon the nature of business of the hotel at that point in time.

A procurement professional must be well versed with the following steps:

Brand standards: This step involves the purchasing professional in communicating with the brand directly or through the project manager to develop and approve a list of procurement items necessary for project. He must then specify the approved items to external vendors.

Selection: This step of the project procurement process requires finding potential suppliers who can procure the necessary items, according to the brand standards. For this purpose, we need to set a very clear vendor selection criteria, which may include such measures as product quality, delivery, installation timelines, service quality, cost, and past performances, apart from the particular brand expectations.

Control: Success of the procurement management process depends on how the purchasing department controls the delivery and payment processes by remaining within the brand specifications. Through arranging regular meetings with the vendors, tracking delivery progress, reviewing the ordered items against the

From inception through design, specification, construction, handover, maintenance and refurbishment, hotel-standards are well established and used by the world's leading hotel chains. It helps projects achieve the brand values and the quality needed for the particular project.

Conduct procurements: The second major process is Conduct Procurements. Under this process, vendors are selected and procurement contracts are awarded. Resource calendars, which will detail when the resources will be used, are created and the project management plan is updated based on the availability of resources. Various tools and techniques are used for conducting procurements. Conferences may be held with bidders to brief them on project requirements and to answer questions.

Administer procurements: The third major process is Administer Procurements. These are the processes used to administer the relationship with the vendors as the project proceeds. It results in the creation of procurement documents and may result in changes to the project. A system of contract change control is used to carefully analyze and determine whether changes to the contracts are needed.

Close procurements: The final major process is called Close Procurements. These are the processes needed to end procurement contracts, either after their successful completion or earlier, if that is appropriate. Audits might be undertaken on project work and negotiations may be necessary to resolve contract disputes. Usually, a record management system is needed for contract documentation.





Budgets & Value Engineering

The key to a successful hotel project is in the budget. Creating a perfect budget for the project is the first thing we should understand when undertaking project procurement. Sometimes, detailed budgeting for project is ignored in favour of getting on with the work. However, most of the developers / investors realize the importance of a perfect budget for their project, which saves their



The key to a successful hotel project is in the budget. Creating a perfect budget for the project is the first thing we should understand when undertaking project procurement. Sometimes, detailed budgeting for project is ignored in favour of getting on with the work.

approved brand standards, and making necessary changes to the procurement contract, the department can control the process and ensure successful accomplishment.

Measurement: The final step of the project procurement management process refers to using a system of performance indicators and measures for assessing the effectiveness and success of the entire process within the brand standards. The project head needs to set up such a system and the purchasing department needs to use it in measuring the process. Special meetings and workshops can be conducted to view KPIs, intermediate results of stage-wise delivery, performance of procurers, adherence to product specifications, communications with suppliers, and the like. In case any deviations or gaps are revealed, the department should notify the project manager and make necessary changes to the procurement plan.

Consultant & Specifications

It is almost impossible to implement a successful hotel project without having consultants on board for different areas of the project. A consultant's role in any hotel is extremely important and wrong or right decisions in this respect have a long lasting impact on the project.

Normally a hotel project would have consultants for the following:

- Concept Designing
- Architectural Drawings
- Structural Designing
- Interior Designing
- MEP Services
- Lighting Designing
- Information Technology
- Audio Visual
- Acoustic
- Façade
- Safety & Security
- Kitchen & Laundry
- Landscaping
- Spa Designing

time, money and loss of revenue due to delayed project timelines. It's also a fact that projects seldom go according to the primary budget in every detail. However, it is necessary for the project procurement professional to be able to identify when costs begin to vary from the budget and to manage those variations.

Importance of Vendor Data Base & Vendor Analysis

Vendor database allows us to manage and use an incredible variety of vendors easily. It allows us to maintain order in what could be a very chaotic environment. It's very important for any procurement professional to collect & maintain vendor data base. The data base increases through different national / international expos, references, networking and professional experience.

Apart from having a vendor data base, another important aspect is vendor evaluation. It's a key process in the procurement function for every project. "Vendor Rating" is an analysis of the suppliers' performance in order to estimate the suppliers' real quality competencies to deliver a number of projects.

Vendor analysis and performance improvement are a part of quality standards. Evaluation of vendors and creating a strong and consistent vendor data base helps in identifying the right vendor based on quality, price, delivery, buyer ratings, past performances and inspection.

Project Timelines

A hotel project timeline is a document that sets out the established schedule for the project, for the benefit of project managers and other people

involved (including procurement) who need to know about deadlines and projected activities. The development of a timeline is a very important part of the planning process. When a project is over, the timeline comes up again in the postmortem to determine whether the project stayed on track, what caused deviations, and how problems could have been fixed.

Project procurement professionals can play a major role in achieving project time lines. For this, every procurement activity must be planned with dates and sequence. The activities must be broken in details as much as possible, i.e. have a proposed date for RFQ / tender, receipt of proposals, first cut comparison, negotiations rounds, finalization and closing of order / contracts followed by delivery / installation – commissioning & handover dates.

However, procurement timelines also depend a lot on external support such as receipt of specifications, tenders, site readiness, timely approvals, commercial fulfillments, etc.

Selection of Right Vendors, Contractors

The vendor / contractor selection process can be a very complicated and emotional undertaking if you don't know how to approach it from the very start. When we select a potential vendor/contractor, we actually select a partner in our project and we should trust them to work in a professional and profitable manner. It is important that we choose a vendor/contractor that can fulfill the project requirements till the handover point and for the future as well. The basics that we need to look at before finalizing a vendor / contractor are:

- Years in business
- Ability to constantly supply products or services
- Ability to supply all the products required or the complete solution
- Flexibility to allow changes in orders or product lines
- Substantial catalogue of products or range of services
- Appropriate supply of internal experts that can answer questions you may have
- Testimonials and references
- Sustainability and financial stability
- Prices
- Delivery times
- Terms of business
- Service Support

Logistics & Warehousing

Logistics & Warehousing is an extremely important part of project procurement management that plans, implements, and controls the efficient, effective, forward, and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet project's requirements.

The logistics can be divided broadly into two segments: • Import • Local

Considering that the hospitality industry enjoys EPCG / SFIS facility, the direct import segment occupies a very large portion of the procurement for a project.



Warehousing facilities play a vital role in the overall hotel project supply chain. Successful warehouses often employ full-time warehouse managers, but professionals can be hired to assess project requirements. Once your goods are in the optimal location, it's important to keep detailed records with a good inventory control system, which is a process for managing the location, stock on hand and movement history of all items in the warehouse.

Safeguarding Project

Projects team moves out in phases after completion and handover of the project to the Operations team. However, it's the responsibility of the project team to ensure that the project runs smoothly even after moving out. To ensure smooth operations, project procurement professional needs to ensure that the material /systems / work that is supplied, installed & commissioned at the project is looked after well.

The procurement personnel can add a huge value in ensuring smooth operations. The followings need to be ensured whilst closing any order / contract:

DLP: Defects Liability Period is very important to ensure free service support for atleast a couple of years after commissioning

AMC: while in the negotiations itself, if the AMC commitment is signed with the vendor / contractor, the deal is always favorable to the operating team

Spares: Commitment on spares' pricings also may be taken at the time of contract / order finalization for the next few years

Service support commitment: It's always beneficial to ensure that the service support commitment given during negotiations, are put in black & white with the vendor's endorsements to ensure fulfillment of promises

PBG: Performance Bank Guarantee helps to a great extent after completion / handover of the system during DLP. These measures always help in safeguarding the developer's investment in different material / system and ensure timely upkeep, which enhances life cycle of the system and also extends a huge support to the operator. ••



Project procurement professionals can play a major role in achieving project time lines. For this, every procurement activity must be planned with dates and sequence.



The writer is a freelance procurement professional.





Sameer Seth

“We celebrate the wonders of Indian cuisine
 – Sameer Seth, Founder and CEO, The Bombay Canteen”

He started his career in banking but later realised that his interest lay in food and drinks. It was after gaining over 7 years of experience in the restaurant business – both India and the USA – that **Sameer Seth** along with business partner Yash Bhanage came up with the idea of The Bombay Canteen. “The idea was driven by the passion to build a restaurant that fits the Indian context,” says Sameer Seth, Founder and CEO, The Bombay Canteen.

Give us brief about The Bombay Canteen. What are your growth and expansion plans?

The Bombay Canteen is an Indian Café and Bar, that promises you an exciting journey on a plate (and in a glass) with a refreshing new offering. With an entirely new approach that is fun, familiar yet innovative, the food focuses on recreating traditional recipes using seasonal ingredients, showcased in a contemporary form. The cuisine is best described as ‘India Inspired.’

Currently, we are focused on consolidating the restaurant and expansion of The Bombay Canteen is not the plan.

What has made The Bombay Canteen so popular in such a short span?

The Bombay Canteen has become popular in such a short span of time because people come here irrespective of the day of the week. The space, per se, is the recreation of an old Bombay bungalow, and pays homage to the city’s architectural history. The food is fun, familiar, and takes you on a journey through India by using fresh seasonal ingredients and recreating traditional recipes. This very same philosophy extends to our bar as well. Here, you’ll notice clues to India’s historical role in the world of beverages, and classic cocktails being given an Indian twist to create an approachable yet innovative cocktail offering that does not burn a hole in your pocket. All these come together to make it an ideal spot in the



neighborhood to hang out, to socialize, to unwind, just like the canteens of yesteryears that people seem to love.

What is the signature offering that sets it apart from others in this segment?

We celebrate the wonders of Indian cuisine. We decided to put local and seasonal ingredients on the menu, in season, so they are the best quality. We keep it playful and fun and change our menus frequently to offer something new to our customers.

What are your major learnings as a restaurateur?

One of my major learnings as a restaurateur has been that a restaurant is only as good as the team that runs it. Opening a restaurant is tough but sustaining it and maintaining a standard and quality is a direct function of the amount of time and effort that is spent in building a good team by the restaurateur. While it obviously starts with hiring the right people that fit into the culture of your restaurant, having a strong and consistent training program is key to help the team grow and add value to various aspects of the business.

How is your association with the NRAI working out? Any industry challenges you would like to address through the association?

It has been great to have an association such as the NRAI that has brought everyone in the industry together and created a platform for everyone to interact – not just with each other but with external agencies as well. More importantly, every time there is a challenge, NRAI has taken the initiative to tackle these by engaging in a dialogue with the relevant parties.

One tip that you would like to offer to youngsters aspiring to enter the restaurant business.

Defining the concept of your venture is important. But what is more important is clearly defining as to whom this concept will appeal to (who is the guest?) and does the concept fit into what this target audience is looking for (what does the guest want?). Doing this honestly allows you to develop your concept in a manner that will hopefully then connect with your guest in a deeper manner and, in the process, also allow you to develop a better product.



National Restaurant Association of India
 Voice of the Indian Restaurant Industry

Resumption of Issuance of Excise Licenses to Restaurants in Delhi

As reported by the media, we welcome the recent news about resuming Issuance of Excise Licenses to Restaurants in Delhi. Over the past, almost one year, the restaurant industry has been suffering huge financial losses in view of the substantial investments made, high rentals, interest costs, running salaries and other operating costs of restaurants, especially for those in the business who had opened new restaurants and applied for the excise licenses.

The National Restaurant Association of India (NRAI) had made several representations to the Delhi Government at various levels and to the Hon'ble Lt. Governor requesting for relief in this matter. We thank the authorities for providing the much awaited relief to the restaurant industry which will save many employees from losing their jobs, the industry and authorities from loss of revenue and will go a long way in promoting tourism and tourism related jobs.

Hoping that taking note of this move and other recent changes brought by the Punjab and Kerala State Governments in their excise policies, the Government of Karnataka will also address painstaking issues including Black Swan moments like Highway ban- that endangers shutting down of a number of restaurants in major markets, and non-issuance of Excise Licenses to new restaurants in Bengaluru."



Riyaz Amlani
President, National Restaurant Association of India & C.E.O. & M.D., Impresario Entertainment & Hospitality Pvt. Ltd.

Recent Changes in Kerala's and Punjab's Excise Policies

Tourism has been contributing 7-10% of the Kerala's GDP. As per Govt. of Kerala's 'Department of Tourism, Tourism Trends Trade Survey (July 2016)', previous Excise Policy was one of the biggest factors that adversely affected tourist arrivals in the State. Besides, as per a recent news report, Hon'ble Chief Minister Pinarayi Vijayan also announced that State's previous excise policy was impractical which led to the growth of the illicit liquor businesses and that almost Rs 8,000 crore of the State's annual revenue that comes from liquor sales was hit after the policy amendment was made in August 2014.

Rollback of liquor prohibition by the State is an excellent move which will go a long way in promoting tourism and tourism related jobs. We also welcome the recent news about Punjab government's announcement to amend its Excise Policy that will lift restrictions on restaurants, clubs and hotels from serving liquor within 500 metres of state and national highways.

Prohibition is unsustainable. Powers need to realise that Tourism and Restaurants add personality to communities and helps bring people together. They have enormous social impact on the liveability index of a city. This is what new India should be - Progressive and a Tourism Powerhouse.

We are hopeful that taking inspiration from these laudable moves by the Kerala and Punjab State Govts., Centre and other States will address issues including Black Swan moments like Highway ban, non-issuance of Excise Licenses in Delhi and Bengaluru to new restaurants including others.

NRAI AGM to be organised in Mumbai this year

For the first time, NRAI's 35th Annual General Meeting will be organised in Mumbai this year. It is expected to be scheduled during the first week of September and will mark completion of Riyaz Amlani's third year of presidency at the NRAI. It is expected that about 200 restaurateurs will attend the Mumbai event.



L to R:
Manpreet Singh, Kabir Advani, Shailender Singh, Riyaz Amlani and Prakul Kumar



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